

REGIONAL STEERING COMMITTEE (RSC) TERMS OF REFERENCE

FINAL VERSION FOLLOWING COMMENTS – September 27, 2013

BACKGROUND

1. The Global Fund to Fight AIDS, Tuberculosis and Malaria (the Global Fund) has allocated USD\$100 million to tackle artemisinin resistance in the Greater Mekong Sub region (GMS) through the Regional Artemisinin Initiative (RAI). The grant will contribute to accelerated implementation of the Emergency Response to Artemisinin Resistance (ERAR), which was endorsed by the national malaria control programs of the GMS-countries, and will cover 5 countries: Myanmar, Cambodia, Thailand, Viet Nam and Lao PDR.
2. The Regional Steering Committee (RSC) is established in response to requirements and recommendations of the Global Fund.
3. This document is the Terms of Reference (ToR) for the RSC.
4. These ToR shall take effect the day they are approved by a two-thirds majority vote of the RSC members.
5. Subsequent modifications to these ToR also require a two-thirds majority vote at a meeting of the RSC for which at least three weeks' notice has been provided. The notice must include a description of the proposed modifications.

GUIDING PRINCIPLES OF THE RSC

6. **Ensuring that grant implementation is focused, fast and flexible:** The RSC shall help ensure that implementation is focused on the right activities, for the right populations and in the right places, and that available resources are used efficiently. Given the critical importance of artemisinin resistance to malaria control worldwide and the very real risk of its spread, the RSC should ensure that its implementation is driven by a sense of urgency. To be able to take up this challenge, the RSC shall be adequately empowered to ensure that grant implementation is flexible in programming and financing if the situation so requires.
7. **Ensuring access to high quality data:** Access to quality near real time data will be key to monitor and analyze progress and inform strategic direction and management. In addition to the oversight of grants, the RSC will support development of a solid regional performance monitoring and management information system. This will be in close collaboration with the WHO Hub, established to support ERAR implementation.
8. **Enabling real partnership: thinking big and thinking big together:** The risk of not containing artemisinin resistance is a concern that goes beyond the GMS. The Asia Pacific region as well as the rest of the world will be strongly hit if resistance expands to their countries. A wide range of partners have a legitimate interest in this initiative and the RSC should engage with them as part of its oversight responsibility.

- 9. Creating political leverage and joint funding platforms through linking with regional Asia Pacific organizations:** The Association of Southeast Asian Nations (ASEAN) is already engaged in regional efforts addressing malaria control. The East Asian Summit has agreed to review progress on malaria at its annual meeting, and Asia Pacific Leaders Malaria Alliance (APLMA) is being established. The Asian Development Bank is designing a regional funding mechanism, initially to address artemisinin resistance but with the possibility of a broader remit in the future. The RSC should seek links with these and other possibilities for regional advocacy, political support and increased funding.
- 10. Complementing the role of national Country Coordinating Mechanisms (CCMs):** In its role of grant oversight, the RSC shall collaborate closely with the five Country CCMs.
- 11. Ensuring a transparent process for engagement of the right implementing partners:** this will be a responsibility of the RSC in consultation with the national CCMs according to jointly agreed criteria.

ROLE AND CORE FUNCTIONS OF RSC

12. The roles and core functions of the RSC are as follows:

- Development and submission of Concept Note and Global Fund funding request fully endorsed by national CCMs;
- Grant content and implementation oversight ensuring that the grant(s) are implemented in a timely manner and in line with agreed strategy and related work-plans and budgets. The oversight role will be split with national CCMs as follows:
 - 12..1. Oversight of individual country activities, based on information provided by CCMs, looking at the macro-level performance of each of the five countries, and how this meets the overall regional aims of ERAR.
 - 12..2. Oversight of the regional component, setting priorities for the RAI regional component and proposing resource allocation and reallocation as needed (including reallocation from one country to another if required);
- Nomination of Principal Recipients (PR) to implement the Global Fund grant, and the selection of Sub-Recipients (SRs) who will be involved in grant implementation in collaboration with the PR and national CCM.
- Monitor and evaluate the implementation of projects financed by the Global Fund RAI grant (including the performance of the PR and SRs), across the five countries and the regional component. The RSC will establish a single **Independent Review Team** who will undertake annual monitoring and evaluation of the program, complementary to and independently from the oversight functions of the PR.

- Ensure that RAI funded activities are consistent with other initiatives to address drug-resistant malaria, and are adapted and updated in response to new evidence on the effectiveness of intervention approaches and on new geographical foci of resistance.
- Coordinate and communicate with other regional initiatives to ensure alignment and efficiency of regional activities
- Review progress reports that have been, or are about to be sent to the Global Fund or other donors by the PRs.
- Develop, modify and implement these ToR.

LINKAGES AND RELATIONSHIPS

13. The RSC will ensure linkages to and consistency with broader malaria control and elimination efforts in the region. This will include ensuring that regional activities are complementary and meet the highest priority needs.
14. The RSC shall complement efforts undertaken by the WHO Hub to mobilize political support and resources for interventions to address drug-resistant malaria. This will include creating linkages with APLMA (reporting on progress on ERAR) facilitated by ADB, which will serve as the secretariat for APLMA.
15. The RSC shall advocate for resource mobilization both within countries, with development partners and with the private sector.
16. The success of the governance and management arrangements for the RAI grant implementation will require clarity of roles and relationships between the RSC, the ERAR Hub, CCMs, and the PR. Close coordination of activities and exchange of information will be crucial to ensure the bodies will fulfill complementary roles at regional level as follows:
 - The **ERAR Hub** will provide technical direction and TA as follows:
 - 16..1. Provide technical direction and support to ERAR in countries, including through convening international experts and analysis of available data. It will ensure that guidance from the WHO Global Malaria Program (GMP) Malaria Policy Advisory Committee and the Technical Expert Group (TEG) is incorporated into the regional strategy.
 - 16..2. Coordinate with and support the RSC Secretariat, which will be hosted by WHO Cambodia country Office in close collaboration with the ERAR Hub.
 - The **RSC** shall collaborate and coordinate with CCMs in their responsibility to oversee the country-specific component of the RAI, noting that primary responsibility for country-level activities will rest with CCMs.

- The RSC will, however, be responsible for regional and inter-country components of the RAI and will be able to act independently of the CCMs in the interest of the regional focus of the RAI.
 - The RSC will identify and approve a **Regional PR**; the RSC will work with the PR, ensuring that the SR selection process is open, fair and based on objective criteria related to performance capacities¹.
 - The regional PR will manage all financial inputs to, and reporting requirements of, SRs (including national PRs) under the terms of the agreement signed with the Global Fund. In conjunction with key stakeholders, it will facilitate in building cross-border relationships and programming mechanisms, and will share data, best practices and lessons learnt related to program implementation.
 - The national PRs will be responsible for managing the RAI national responses according to grant agreements signed as sub-recipients to the regional PR, which will work closely with national PRs in preparing their work plan and budget development through country based Regional PR officers. National PRs will report to the CCMs and to the regional PR for individual countries' activities. A consolidated report prepared by the regional PR will be provided to the RSC at least every six months.
 - For regional activities, the regional PR will report directly to the RSC.
 - SRs receiving grants from the regional PR to implement supra-national RAI components² will report to the regional PR which will monitor their performance.
17. The RSC will maintain close communication with the Fund Portfolio Manager (FPM), as the focal point for grant management at the Global Fund Secretariat and interact with key actors for the effective implementation of Global Fund RAI financed programs.
18. The RSC as part of its oversight role will nominate RSC members to attend the debriefings between the regional PR and the Local Fund Agent (LFA) contracted by the Global Fund Secretariat to assess implementation capacities and verify program results reported by the PR and SRs. RSC will invite the LFA to attend RSC regular meetings.

STRUCTURE OF THE RSC

19. The RSC is composed of members, who shall elect a Chair and a Vice-Chair.
20. The RSC shall appoint an Executive Committee, and other committees and working groups as required.
21. The RSC shall establish a Secretariat, and shall select an Executive Secretary, in close consultation with WHO, to lead the Secretariat.

¹ UNOPS was formally endorsed as the Regional PR at the first RSC meeting on 9 August 2013

² "Supra-national" refers to activities involving two or more countries, but not the whole region

22. The hierarchy of authority shall be as follows: Full RSC membership; Executive Committee; RSC Chair and Vice-Chair; Executive Secretary. Within this hierarchy, parties higher in the hierarchy can overrule any party. Each Vice-Chair shall have equal formal powers in this hierarchy, but will alternate and will have full powers when acting as the Chair.
23. The RSC Secretariat will provide support functions to the RSC under the leadership of the Executive Committee as specified in these ToRs or in the RSC Secretariat terms of reference (see Annex 3), or as determined by the RSC and the Executive Committee.

COMPOSITION OF THE RSC

24. Membership of the RSC is granted to members representing the following constituencies: government, civil society, the private sector, and multilateral and bilateral international partners working in the region. Each RSC member represents the interests of their entire constituency, and not those of their own individual self or organization.
25. The RSC shall contain sixteen (16) voting members (as described below) plus one chair, and eight (8) non-voting members.
26. The RSC shall contain the following voting numbers of members from each sector and constituency:
 - Six (6) members of the government sector, determined by the five CCMs (Cambodia, Lao PDR, Myanmar, Thailand, Viet Nam) plus a representative from the government of China (member of the GMS - Yunnan province); these should be senior government officials (but not national malaria programme staff);
 - Three (3) members of the development partner sector, represented by multi-lateral and bi-lateral development partners in malaria in the region, including but not limited to: AusAID, French Development Cooperation, DFID, USAID, JICA, GIZ, EU;
 - One (1) member of WHO;
 - Two (2) members of key regional bodies covering GMS and with an interest in Artemisinin Resistant malaria (eg ADB, ASEAN).
 - Four (4) members from the non-government sector, represented by:
 - 26..1. Two (2) members from community-based and civil society organizations representing key most at risk populations including migrants, ethnic minorities
 - 26..2. One (1) member of the academic constituency (public and/or private universities or other academic institutions) based in the region with knowledge of the epidemic;

- 26..3. One (1) member of the Private Sector representing charitable foundations or large private philanthropic foundations with extensive experience in supporting malaria programs;

27. The RSC shall contain the following non-voting members:

- Five (5) members of the government sector represented by the NMCP managers of the five RAI member countries, to ensure adequate technical/ operational knowledge from the region and their countries;
- The Executive Secretary of the RSC.

28. The RSC may award non-voting status membership to:

- One (1) member of the Private Sector experienced in developing public private partnerships with co-financing opportunities and inter-sectoral dynamics;
- One (1) member of the Military Forces representing a key at risk population group that operates in areas of difficult access;

29. Every effort shall be made to ensure gender balanced representation within the RSC;

30. Any changes to the constituencies or their representatives on the RSC must take account of current Global Fund guidance on CCM membership, and must be approved by a two-thirds majority of RSC voting members present and voting at a meeting at which there is a quorum.

31. RSC shall review membership every three years to coincide with its election schedule; and shall make any adjustments necessary to ensure representation of all relevant sectors.

32. At the expiration of a term, which shall last for three years, and with the approval of the RSC, a member may be nominated by their constituency to serve another term, subject to a limit of two consecutive terms (i.e. six years in total). Existing alternates may be nominated as new members of the RSC.

33. The RSC shall have an orientation process for new members, including the responsibilities of individual members, Conflict of Interest Policy, and RSC oversight role.

34. Membership renewal: Three months prior to the expiration of a member's term, the RSC shall publicly announce the date of election of new members, and information regarding the means by which members of each constituency may participate in the election process.

35. Elections shall follow the procedures as specified in these Terms of Reference.

SELECTION PROCEDURE

36. RSC members representing non-government constituencies shall be selected by their own constituencies based on a documented, transparent process, developed within each constituency.
37. To grant the membership nomination to representatives from civil society constituencies, RSC shall obtain nomination letters and/or dated meeting minutes from each civil society constituency documenting the process it followed to select its representative(s) on the RSC.
38. Each organization proposed for membership on the RSC must be formally approved by the RSC.

ROLES AND RESPONSIBILITIES OF RSC MEMBERS

39. Each RSC member represents the interests of their entire constituency, and not those of their own individual self or organization.
40. RSC members shall respect and adhere to these Terms of Reference and other policies and procedures adopted by the RSC.
41. RSC members shall share information with their constituents in an open and timely manner, and should respond to requests for additional information.
42. RSC members shall consult their constituents regularly so that they can reflect their views and concerns in RSC decisions and meetings.
43. RSC government members shall be mandated by, represent the views of, and report back to the senior leadership of their government. They have an important role in coordinating RSC activities and decisions, in particular with national malaria programs, acting as a liaison between the RSC and government agencies, and ensuring program sustainability.
44. RSC private sector members shall share expertise and resources with the RSC, and shall act as advocate for malaria programs, particularly on issues related to economic development.
45. RSC civil society members including people affected by malaria and key population groups shall maintain strong ties to their communities, in order to provide feedback on the quality and impact of programs.
46. RSC members shall regularly report all important decisions of the RSC to organizations and individuals within the constituency that the member represents.
47. All RSC voting and non-voting members, Alternates, Executive Committee members, Secretariat staff, and all members of standing committees, subcommittees and working groups shall comply with the RSC Conflict of Interest Policy (Annex 1).

48. All RSC members shall complete a Disclosure of Conflict of Interest form for the record, in compliance with the RSC COI Policy, (Annex 1, Appendix 1) at the time of being appointed on the RSC and disclose any actual or perceived conflict of interest at that time.

RSC MEETINGS

49. The RSC shall hold at least two general meetings per year and special meetings when called at the request of the Chair, the Vice-Chair or the Executive Committee.

50. Only approved RSC members, their alternates and any special invitees or observers approved by the Executive Committee Office Bearers may attend RSC meetings.

51. If an RSC member is unable to attend an RSC meeting, their designated alternate member can represent the RSC member at the meeting where the appointed member provides at least 36 hours written notice to the Secretariat of his/her absence.

52. The designated alternate member will assume the full rights and responsibilities of a RSC member in the meeting apart from as specified in these ToRs with respect to decisions on amendment of the ToRs and election of Chair, Vice-Chair or Executive Committee members.

53. RSC Vice-Chair or Committee Chairs shall request all participants in an advisory or decision-making session to disclose any potential COI. Members disclosing potential COI shall be asked to recuse themselves from participating in the meeting in compliance with the RSC COI Policy detailed in Annex 1.

54. When the RSC is discussing an issue which could be to the financial or other advantage or disadvantage of the member organization or of its representative, the member shall openly declare this potential COI, and offer to leave the room, or to refrain from speaking or voting, while the RSC deals with that issue (see separate RSC COI policy, Annex 1)

55. Quorum:

- The definition of a quorum is the presence of at least half of the voting RSC members. For the RSC with sixteen members the quorum is therefore eight.
- No decision made at a RSC meeting is valid unless a quorum is present at the time of the decision.

56. Voting procedures:

- Decisions shall be made by consensus whenever possible. But where necessary, decisions shall be made by voting.
- If the Chair declares that a decision has been made by consensus, but a member believes there was not consensus, the member can ask for a vote

- Votes shall be of two kinds: "simple majority" and "two-thirds majority." "Simple majority" means a majority of voting members present at the time of the vote. "Two-thirds majority" means two-thirds of voting members present at the time of the vote.
- For a measure to pass, a simple majority vote is required except when these ToRs state that a two-thirds majority vote is required.
- Voting shall normally be by show of hands. When a member requests a formal recorded vote, the results of the vote (i.e., the numbers for, against and abstaining) shall be recorded in the minutes. When a member requests it, each member's vote shall be recorded in the minutes of the meeting.
- Secret ballots shall be used for voting when called for in these ToRs or when requested by a member and approved by a majority vote.
- In the event of a tie of votes, the Chair has a vote as an ordinary member but should first seek to achieve a consensus decision through further discussion of the issue(s).
- When neither the representative nor alternate of a constituency member is present, that member's constituency may not vote and may not have anyone else vote on its behalf.
- Urgent decisions arising between RSC meetings can be put to a vote by e-mail. This shall be at the discretion of the Executive Committee.

57. Notice and Agenda:

- All RSC members must receive, by email, fax, letter or phone at least three weeks' prior notice of each general meeting, and at least one week's prior notice of each special meeting.
- The notice must specify the proposed agenda.
- The draft agenda of the meeting shall be compiled by the Chair in consultation with the Executive Secretary. RSC members may send requests to the RSC Secretariat for items to be included on the agenda.
- At the start of each meeting, the agenda may be modified and must be approved by the RSC.
- Background papers must be sent to members at least three days prior to the meeting. The papers sent prior to each general meeting should include reports from the PR on program progress on each grant since the previous general meeting. The agenda of each general meeting should include opportunities to discuss such reports.

58. Minutes:

- The RSC Secretariat will be responsible for taking and circulating RSC meeting minutes, listing participants members and non-members, clearly summarizing discussions, decision points and member/ constituency participation or abstention in accordance to the format contained in Appendix 2 of the RSC COI Policy;
- The RSC Secretariat shall distribute draft minutes to RSC members within two weeks of each meeting. At the following meeting, these draft minutes shall be discussed, amended as necessary and formally approved.
- RSC members may share draft minutes with the organizations and individuals in the constituencies they represent providing the minutes are clearly labelled “draft”.
- Minutes that have been formally approved shall be distributed to all members within one week of the meeting at which they were approved. Approved minutes are public documents and shall be posted immediately after approval in the RSC website.

RSC CHAIR

59. The RSC shall have one chair.

- The responsibilities of the Chair include:
 - convene and chair RSC meetings;
 - propose and seek approval of the agenda of each RSC meeting;
 - inform the CCM of the decisions of the Executive Committee;
 - when necessary, make decisions between RSC and/or Executive Committee meetings;
 - seek the opinion of the Vice-Chair on all important matters;
 - when necessary, delegate certain responsibilities and decisions to the Vice-Chair;
 - serve as spokesperson for the RSC;
 - provide oversight of the RSC Secretariat;
 - and fulfil other responsibilities as outlined in these ToRs.
- The success of a well-functioning RSC will largely depend on the level of engagement and the leadership it is able to provide. The Chair shall have a mix of outstanding skills that include, at a minimum, a proven technical background and understanding of malaria or health issues in the Asia Pacific region, and an outstanding capacity to strategically facilitate a broad range of views while at the same time progressing discussion. The Chair should not necessarily come from within the RSC members.
- The Chair and the Vice-Chair must be from different sectors. Principal Recipients (PR) and sub-recipients (SRs) or their representatives cannot be elected to the position of Chair or Vice-Chair of the RSC in compliance with the RSC COI Policy, Section 8.

- The RSC Chair shall be elected by a vote of the RSC. Any candidate for Chair must be nominated and seconded by RSC members. The vote for Chair shall be by secret ballot. Only full voting RSC members (not alternates or non-voting members) may vote to select the Chair. The Chair will have no vote except in order to break a stalemate/tie.
- The RSC can vote to remove a Chair during her/his term. Such a vote requires a two-thirds majority of the voting members present at the meeting. Only full voting RSC members (not alternates or non-voting members) may vote to remove the Chair.
- The term of office for the Chair is three years. No person may serve more than two consecutive terms as Chair. If the Chair resigns, complete his/her two terms, or is removed in mid-term, the Vice-Chair shall serve as Chair until a new Chair is elected.
- The RSC can appoint the Co- Chair to complete the term of the former Chair and, at the discretion of the RSC, to serve for a full term beyond that.

RSC VICE-CHAIR

60. The RSC shall have one Vice-Chair

- The representative in the RSC or his/her alternate of one of the key GMS Regional Organizations (see Article 31.4) shall handle the Vice-Chairmanship. Choice of the Vice-Chair should however, take into account whoever is selected for the Chair position in compliance with these ToRs, article 59.
- The responsibilities of the Vice-Chair are as follows:
 - perform tasks delegated by the Chair;
 - stand in for the Chair when requested by the Chair to do so, and when the Chair is unable to fulfil his/her functions; and
 - fulfil other responsibilities as outlined in these ToRs.
- The Vice-Chair shall be elected by a vote of the RSC. Any candidate for Vice-Chair shall be nominated and seconded by RSC members. The vote for Vice-Chair shall be by secret ballot.
- The RSC can vote to remove a Vice-Chair during her/his term. Such a vote requires a two-thirds majority of the voting members present at the meeting. Only full voting RSC members (not alternates or non-voting members) may vote to remove the Vice-Chair.
- The term of office for the Vice-Chair is two years. No person may serve more than two consecutive terms as Vice-Chair.
- If the Vice-Chair resigns or is removed in mid-term, an election shall take place at the meeting at which the Vice-Chair's departure is announced, or at the next meeting.

The new Vice-Chair shall be appointed to complete the term of the former Vice-Chair and, at the discretion of the RSC, to serve for a full term beyond that.

RSC EXECUTIVE COMMITTEE

61. The RSC shall have an Executive Committee.

- The responsibilities of the Executive Committee are to: conduct those tasks specifically assigned to it at a full meeting of the RSC; and make emergency decisions between regularly scheduled meetings of the RSC, when it is not practical or possible to organize a full meeting of the RSC. All decisions of the Executive Committee must be ratified by the RSC and can be modified by the RSC.
- The Executive Committee shall be composed of the RSC Chair, the RSC Vice-Chair, the WHO member and one other member to be elected. The Executive Committee may co-opt up to two additional RSC members to serve on the Executive Committee, as necessary. The RSC Chair and Vice-Chair shall serve as Chair and Vice-Chair of the Executive Committee. At least 40% of the members of the Executive Committee shall be from sectors other than the government sector and the development partners sector. Executive Committee members must be RSC members.
- The Executive Committee shall meet as often as necessary to carry out its work. The Executive Committee shall operate by simple majority vote. The quorum for meetings of the Executive Committee shall be fifty percent of its membership. The Executive Committee shall report on its work to every RSC meeting (through the Chair).
- All Executive Committee members must receive, by email, fax, letter or phone at least five working days prior notice of all meetings of the Executive Committee. The notice must specify the proposed agenda. The agenda may be modified and must be approved at the start of each meeting.

OTHER RSC COMMITTEES

62. The RSC shall set up standing committees and working groups, or ad-hoc working groups, as needed, including the Executive Committee.

63. TORs shall be developed for each standing committee and working group, and ad hoc committees and working groups accordingly.

- For the RSC Executive Committee see Section 61, of these ToRs;

64. Each committee and working group shall conduct tasks assigned to it by the RSC, and make recommendations to the RSC.

65. The composition of each committee and working group shall be determined by the RSC. Not all members of a committee or working group (apart from the Executive Committee) need to be members of the RSC.

66. For each committee/working group:

- The Chair shall be chosen by committee/working group members from among the RSC members on the committee/working group;
- Term of office of Chairs of committees/working groups shall not exceed two years;
- The committee/working group shall operate by simple majority vote;
- The quorum for meetings shall be fifty percent of the committee/working group membership;

67. The committee/working group shall regularly report on its work to the RSC.

68. Minutes shall be prepared for each committee meeting in compliance with the COI Policy, Appendix 2 (see Annex 1) within 2 weeks, and shall be distributed to all committee members and all RSC members.

RSC SECRETARIAT

69. The RSC shall establish a Secretariat, appoint an Executive Secretary, in close consultation with WHO, and other Secretariat staff where necessary, and shall approve the Secretariat budget and terms of reference (see Annex 3 of these ToRs).

70. The Secretariat budget shall include the costs for operating the RSC.

71. The secretariat shall be co-located and liaise closely with the ERAR hub.

72. Responsibilities: : The main responsibilities of the RSC Secretariat in support of the RSC and the Executive Committee are detailed in the Terms of Reference of the Secretariat in Annex 3 of these ToRs, which include:

- Organization and functioning of RSC;
- Harmonization;
- Coordination of the Concept Note and Proposal Development;
- Communication and Constituency Engagement;
- Carry out other functions as specified in these ToRs or in the RSC Secretariat terms of reference (see Annex 3), or as determined by the RSC and the Executive Committee.

73. The RSC Secretariat shall be headed by an Executive Secretary, who shall be selected by the RSC in close consultation with WHO, and who shall report to the RSC Executive Committee. The Executive Secretary of the RSC Secretariat shall be a non-voting observer of the RSC.

74. The responsibilities of the Executive Secretary are to supervise RSC Secretariat staff; attend all meetings of the RSC and of the Executive Committee in a non-voting capacity, and serve as secretary for these meetings; and perform other responsibilities that are specified in the RSC Secretariat terms of reference (Annex 3).

CORE FUNCTION: THE DEVELOPMENT OF FUNDING APPLICATIONS TO THE GLOBAL FUND

75. In accordance with the Global Fund CCM/RCM Requirement 1, RSC shall coordinate the development of all funding applications through transparent and documented processes that engage a broad range of stakeholders³ - including RSC members and non-members – in the solicitation and the review of activities to be included in the application.
76. RSC shall clearly demonstrate documented efforts to engage key population groups in the development of funding applications, including most-at-risk populations.
77. In line with the new Global Fund funding model, the RSC shall make every effort to obtain inputs from key stakeholders into the concept note development including:
 - strategic investment guidance from technical partners;
 - information and analysis on existing Global Fund grants and other sources of funding; and
 - in close dialog with the Global Fund Secretariat, determine the amount of indicative funding available to implement RAI strategies and programs.
78. RSC shall coordinate the formulation of regional and national program components in close collaboration with members of the national CCMs that are already established. This shall include looking at the macro performance (focusing on the tiers to cover, selecting the right-implementing partners, identifying gaps and bottlenecks).
79. The RSC will set in consultation with key stakeholders, regional artemisinin resistance containment priorities plus resources gaps, allocation and re-allocation as needed (this will include re-allocating funding from a country to another if required). The RSC will oversee Concept Note development progress; and coordinate research inputs (in collaboration with ERAR Hub and independent expertise).
80. The RSC shall engage technical partners and seek technical assistance (TA) as necessary to ensure that programs for which funding is requested are reaching expected targets in an effective and sustainable manner.
81. RSC shall include costed plans for management and/or TA to ensure strong program performance. This may include efforts to strengthen program-level management and/or implementation capacity of PRs or SRs. Furthermore, TA should address long-term local capacity building, known gaps and program weaknesses, and should contribute to high quality of services.

³ Stakeholders may include: i) Government representatives; ii) Organizations of people affected by malaria; iii) Organizations representing key affected population groups; iv) Non-governmental organizations (NGOs), v) The private sector, vi) Employee associations and trade unions; vii) Academic Institutions; and viii) Multilateral and bilateral international partners working in-country and in-region.

82. RSC shall make every effort to follow the Global Fund funding application guidelines and requirements, defining for each Concept Note preparation detailed steps to follow in accordance with the roles of the RSC and the RSC Secretariat as defined in these ToRs, including:

- Public call for submissions in mass media (e.g. radio, newspaper, online);
- Organization of and/or participation in meetings, and workshops, and ad-hoc RSC technical working groups related to proposal development;
- Invitations to diverse stakeholders to participate in these meetings and working groups as needed;
- Formation of a multi-stakeholder ad-hoc review committee made up of RSC members and non-members to review proposal submissions; This Committee will form one or more ad hoc Technical Working Groups (WGs) as necessary;
- RSC agreed and documented selection criteria and scoring system;

83. The RSC Secretariat shall document and maintain the required documentation according to the Secretariat Terms of Reference (see Annex 3) including:

- Public announcements using print media, television, radio, internet;
- Email announcements (with distribution list) inviting stakeholders to participate;
- Criteria used to review proposals;
- Minutes of meetings which record decisions taken on what to include in the application as well as stakeholder input and participation;
- Minutes, reports, and participant lists from proposal development related workshops, stakeholder meetings, technical working groups and/or panels

CORE FUNCTION: PROCESSES FOR NOMINATION OF PR AND SELECTION OF SRs

84. In accordance with the Global Fund CCM/RCM Requirement 2, the RSC shall:

- Nominate one or more PR at the time of submission of application for funding;
- Document a transparent process for the nomination of all new and continuing PRs based on clearly defined and objective criteria;
- Document the management of any potential conflicts of interest that may affect the PR nomination process in compliance with the COI Policy (see Annex 1) of these ToRs.

85. The RSC shall nominate PRs through a transparent and documented process at an early stage in the funding application development process so that any capacity building needs would inform TA planning within the funding application. This would be considered during the PR's capacity assessment.

86. For the regional grant the RSC shall nominate a regional PR(s) through a transparent and documented process according to the Global Fund Guidelines, and in compliance with these ToRs⁴.
87. For the implementation of the RAI country components, the national PRs will be responsible for managing the RAI national responses according to grant agreements signed as sub-recipients to the regional PR(s).
88. The RSC shall ensure that the PRs follow a SR selection process that is open, fair and based on objective criteria related to performance capacities. The RSC shall ensure that – to the extent possible - nominated PRs identify prospective SRs, in consultation with the RSC, during the development of applications so that the feasibility of the proposed program can be assessed. The RSC shall identify specific implementing partners (for non-government SRs/SSRs), and recommend to the Global Fund the selection of possible regional components and civil society SRs.
89. To prevent the regional PR from replacing to role of the country PR(s) in selecting the SRs and SSRs at country level, the respective CCM, and PR shall present documented evidence of the process followed in the SR selection, demonstrating that the process is in line with the Global Fund guidelines and requirements, and in compliance with these ToRs. The respective PR, in consultation with the CCM, shall provide evidence of SRs performance capacity and past performance records, for the RSC consideration. The same procedure shall be followed with current SRs effectively managing global fund grants with demonstrated capacity (e.g., border migrant programs) which could be open to a streamlined selection process. As established in these ToRs in all other cases the RSC shall require the PR to follow a SR/SSR selection process open, fair and based on objective criteria related to performance capacities.

CORE FUNCTION: OVERSIGHT OF PRS AND PROGRAM IMPLEMENTATION

90. In accordance with the Global Fund CCM/RCM Requirement 3, the RSC shall submit and follow an oversight plan for all financing approved by the Global Fund. The plan must detail oversight activities, and must describe how the RSC will engage program stakeholders in oversight, including RSC members and non-members, and in particular, non-government constituencies and people living with and/or affected by the diseases.

GOOD GOVERNANCE PRINCIPLES AND PRACTICE

Good Governance: Management of Conflict of Interest (Requirement 6)

91. In accordance with the Global Fund CCM/RCM Requirement 3, the RSC shall develop and publish in the RSC web site (when available) a policy to manage conflict of interest (COI) that applies to all RSC members, across all RSC functions.

⁴ It is understood and agreed that the nomination of UNOPS as a/the Regional PR complies with these ToRs and meets Global Fund requirements.

92. The RSC COI Policy included in Annex 1 of these ToRs clearly state that RSC members will periodically declare conflicts of interest affecting themselves or other RSC members. The policy state, and RSC shall document, that members will not take part in decisions where there is an obvious conflict of interest, including decisions related to oversight and selection or financing PRs or SRs.
93. The RSC COI Policy shall apply throughout the life of Global Fund grants, and the RSC shall present documented evidence of its application to the Global Fund on request.
94. The RSC Secretariat shall document and keep records of documentation including:
- Documentation of RSC member self- declaration of conflict of interest that may affect themselves or other CCM members according to the format included in the RSC COI Policy Annex 1, Appendix 1;
 - A description of how conflict of interest declarations and related documents are filed by the RSC Secretariat (see COI Policy Annex 1, Article 7.7);
 - Minutes of RSC meetings, clearly summarizing discussions, decision points and member/ constituency participation or abstention according to the template defined by the COI Policy, Annex 1, Appendix 2;

RSC PERFORMANCE

95. The RSC shall carry out periodic self-assessments of its performance following the guidelines and templates developed by the Global Fund.