

Terms of Reference
of the Task Team
for the End Malaria Council and Zero Malaria Starts with ME
in the Republic of Cameroon

March 2021

Background

The Republic of Cameroon has established a target of controlling and eliminating malaria by 2030. The PNLP of the Ministry of Health has been delegated primary responsibilities for developing and implementing a national strategy (NSP) to achieve this goal. To succeed, Cameroon will launch the “Zero Malaria Starts with Me!” campaign on World Malaria Day (25 April 2021). This campaign promotes several objectives necessary to eliminating malaria:

- Advocate for malaria to remain high on the national development agenda;
- Mobilise resources to close gaps in the NSP, especially from the private sector; and
- Engage communities to take ownership of ending malaria.

Cameroon also plans to announce the establishment of an End Malaria Council (EMC) to support the launch and execution of “Zero Malaria Starts with Me!” This EMC will convene senior leaders from across all sectors (i.e., government, private sector, and civil society) to champion the campaign’s objectives. The EMC’s members will:

- Engage their respective sectors to ensure that ending malaria is a strategic priority and supporting broader advocacy so that malaria remains high on the national agenda;
- Mobilise action and resources (financial and in-kind) to close resource gaps in the NPS and remove operational bottlenecks faced by the PNLP;
- Meet quarterly to track progress against national targets and hold each sector accountable its commitments to support the fight against malaria.

To support the resource mobilisation objectives of “Zero Malaria Starts with Me!” and the EMC, the PNLP is also working to develop a multisectoral resource mobilisation strategy and investment case. This resource mobilisation strategy will be implemented jointly by the EMC, the PNLP, and its other partners.

The PNLP is establishing a task team to support the planning and announcement of “Zero Malaria Starts with Me” and the EMC.

Mission

Coordinate and provide technical assistance for the launch of the “Zero Malaria Starts with Me” campaign and the EMC and development of a resource mobilisation strategy, and provide technical assistance to the EMC on an ongoing basis as may be needed.

Deliverables

The Task Team will deliver the following:

High-level Deliverables	Additional Support Provided
A launch event for “Zero Malaria Starts with Me” and the EMC as part of the national commemoration of World Malaria Day	RBM Consultant
An End Malaria Council & Fund composed of multisectoral leaders appointed by the President of the Republic and/or the Minister of Health	ALMA Consultant
A resource mobilisation strategy	Dr. J. Banda (Consultant)

A detailed list of deliverables to be included in the joint workplan is included in the annex.

Structure and individual responsibilities

The Task Team will be Chaired by the PNL. The **Chair** will:

- Organising and presiding over weekly Task Team meetings;
- Ensuring there are regular communications and updates with the Task Team members; and
- Providing updates to and seek approval from Minister of Health, as needed.

Below the Chair will be three **Project Coordinators**, who will be oversee the implementation of the EMC, launch of Zero Malaria Starts with Me, and the drafting of a resource mobilisation strategy. The Project Coordinators will be responsible for:

- Managing the central workplan and liaise with the Task Team members to track progress on deliverables for their respective project; and
- Undertake the activities in their respective terms of reference and ensure that all necessary activities of their project are delivered on schedule and on budget.



Other **members** will:

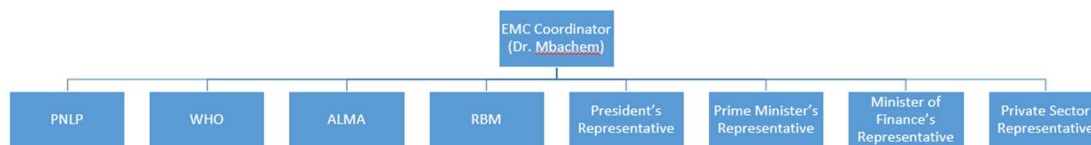
- Undertake activities in the shared workplan;
- Provide regular updates to the Project Coordinators and Chair about the status of deliverables and any bottlenecks or other issues; and
- Mobilise resources and technical assistance, as needed, to implement the activities of the project; and
- Participate in weekly Task Team meetings.

Membership

The following individuals have been identified as the Chair and Project Coordinators:

Position	Organisation	Name	Notes
Chair	PNLP	Dr. Dorothy Achu	
Project Coordinator	Consultant	Dr. James Banda	Resource mobilisation strategy
Project Coordinator	Consultant	Dr. Wilfred Mbachem	EMC
Project Coordinator	Consultant	TBD	Zero Malaria Starts with Me launch

EMC Project Members



Project	Organisation	Name
EMC	MOPH / PNLP	Legal advisor
		Director of Cooperation
	NRBMC	President's Representative
		Prime Minister's Representative
	Ministry of Finance	TBD
	Private Sector	TBD
	ALMA	Dr. Corine Karema
		Dr. Charles Paluku
		Stephen Rooke
	RBM	Dr. Monique Murindahabi
WHO	TBD	

Resource Mobilisation Project Members



Project	Organisation	Name
Resource Mobilisation Strategy	MOPH / PNL	Director of Planning
		Director of Cooperation
		UHC Team
	Consultant	Dr. Wilfred Mbachem
	ALMA	Stephen Rooke
	NRBMC	Vice President
	MINEPAT	TBD
	Tax Collection	TBD
	DRFP	TBD
Private Sector	TBD	

Zero Malaria Starts with Me Launch

Project	Organisation	Name
Launch Event	MOPH / PNL	TBD (SBCC)
	RBM	Dr. Monique Murindahabi

Annex 1 – EMC Project Checklist

Initiative	Check	Action Item	Description
Task Team		Convene task team & joint work plan	<ul style="list-style-type: none"> • Convene a task team to support the design and implementation of the fund (e.g., act as a temporary secretariat until the Fund is established, help mobilise catalytic funding to support the implementation and launch). • The task team meets weekly to review progress, address challenges, and provide technical assistance. • The task team should agree to common terms of reference.
		Develop joint work plan and agree on roles and responsibilities	<ul style="list-style-type: none"> • Task team reviews the action items under the design and implementation phases. • Members agree on roles and responsibilities for each action item (e.g., who will be responsible for completing the action, who will be consulted, who will be informed of the outcomes) • Roles and responsibilities are documented in a shared work plan, which is regularly updated by the members and reported on during weekly task team meetings.
Concept note		Draft concept note	<p>The concept note should summarise:</p> <ul style="list-style-type: none"> • Rationale for creating the fund • Mission & objectives • Structure & operations • Governance & accountability • Legal, policy & financial implications • Proposed members
		Legal review	<ul style="list-style-type: none"> • Meet with the legal advisor to the Ministry of Health to review the concept proposal and validate the approach for establishing the legal entity for the fund
Proposal		Get political approval to proceed	<ul style="list-style-type: none"> • Brief the Minister of Health and/or Head of State and Government on the concept note • Get political approval to proceed
Investment case		Develop investment case	<ul style="list-style-type: none"> • Using available data, estimate the economic, operational, and social cost of malaria and a high-level return on investment for eliminating malaria

Initiative	Check	Action Item	Description
Legal entity		Incorporate legal entity	<ul style="list-style-type: none"> • Draft articles of association, regulations, or presidential order establishing the fund • File or get approval of documentation
		Tax Status	<ul style="list-style-type: none"> • Submit documentation to tax authority to get a non-profit tax exemption
Account		Fund account	<ul style="list-style-type: none"> • Open fund account(s) to receive contributions
Appoint Board of Directors		Select Directors	<ul style="list-style-type: none"> • Get final approval of the list of Directors
		Send letters of appointment	<ul style="list-style-type: none"> • Head of State or Government or Minister of Health sends letter to the members appointing them to join the Fund • Letter should provide high-level details about the roles and responsibilities of the directors • If the board is going to be rotating, the letter should indicate the length of the Director's term in office
		Sensitise the Directors	<p>Meet with the Directors to discuss:</p> <ul style="list-style-type: none"> • Current malaria situation & strategic plan • Gaps and challenges requiring the establishment of the fund • Mission & objectives of the Fund • Roles & responsibilities of the Board members • Strategic objectives and next steps for the Fund (e.g., resource mobilisation strategy, launch) <p>The National Malaria Programme / Task Team should prepare a clear agenda, presentations and specific topics for discussion for the meeting.</p>
		Submit documentation	<ul style="list-style-type: none"> • Directors sign documentation necessary to become members of the Board of Directors • Documentation submitted to regulatory authority designating the members as Directors
Branding		Logo & style guide	<ul style="list-style-type: none"> • Develop a logo and style guide to standardise communications, collateral, and other materials for the fund. This style guide should provide latitude for Board Members and the fund's partners to incorporate their logos into communications or to incorporate the Fund's branding into their own communications.
		Signage	<ul style="list-style-type: none"> • Make pop-up banner and other signage that can be used / re-used at public events. • Created a circular cut out with the "Zero Malaria Starts with Me" slogan and the fund URL around the outside that is used in photos at events. • Branded pop-up tent for use at events

Initiative	Check	Action Item	Description
		Collateral	<ul style="list-style-type: none"> • Create brochure with high-level background information and a call to action with the URL • Create a “pitch deck” presentation that can be used to engage different sectors and donors with appropriate calls to action
		Email & letter head	<ul style="list-style-type: none"> • Create letter head, business cards & email signature templates
Digital communications		Website	<p>Establish an online website to publish:</p> <ul style="list-style-type: none"> • Background on the fund (rationale, how it works, what does it do) • Bios of the Board of Directors • Instructions for applying for funding • Information on how to donate (incl. pledging or donating online, mobile money) • Founding documents for the Fund (articles of association), quarterly reports, funding decisions, etc. to promote transparency • News stories about funded activities, donors, events • Contact information • Privacy policy and terms and conditions for making donations <p>NOTE: If accepting online donations, process for setting up an online payment gateway can be complicated and the technical implementation can be more difficult. Alternatively, you can set up a form where a pledge is made with an automated reply with banking instructions for making a transfer.</p>
		Social media	<ul style="list-style-type: none"> • Open social media accounts on major platforms (e.g., Twitter, Facebook) • Set up web platform to automatically publish news stories to social media accounts
		Email accounts	<p>Open email accounts for the following purposes:</p> <ul style="list-style-type: none"> • secretariat@ • donate@ • contact@ / info@ • chair@ <p>Set up email forwarding as may be necessary (e.g., forward donate@ email account to the secretariat staff member responsible for managing donations)</p>

Initiative	Check	Action Item	Description
Policies & processes		Board bylaws and templates	<ul style="list-style-type: none"> • Develop internal bylaws for the Board of Directors governing its procedures (consistent with the Articles of Association) • Develop template for board resolutions and other documentation • Adopt resolution delegating authority to the Secretariat and define terms of reference for the Secretariat • Adopt resolution establishing committees and define terms of reference for each committee
		Code of conduct	Adopt code of conduct governing the following: <ul style="list-style-type: none"> • Conflicts of interest (including form or process for disclosing conflicts) • Prohibitions on self-dealing • Duty of care
		Finance & accounting	<ul style="list-style-type: none"> • Adopt finance & accounting policies (e.g., double entry accounting, required documentation and receipts, funding thresholds that require Board approval) • Adopt reimbursement policy • Adopt policy and process for investing mobilised financial resources • Process and timelines for closing books monthly and quarterly
		Donation process	<ul style="list-style-type: none"> • Establish transparent and standardised process for making donations to the Fund • Adopt standardised donor agreement indicating that all donations are irrevocable gifts
		Funding process	<ul style="list-style-type: none"> • Establish transparent and standardised process for accepting funding requests (incl. forms and required documentation, evaluation criteria & standards, application dates & timelines) • Publish instructions / guidelines on how to apply and evaluation criteria and standards • Determine whether any organisation can apply or limit it to the National Malaria Programme, which acts as the gate keeper for funding proposals • Establish a technical review process for funding proposals for both compliance with malaria best practices and guidelines, as well as operational best practices (e.g., for capturing efficiency) • Establish standard funding agreement (i.e., terms and reference for use of funds, M&E, reporting)
		MoU with Ministry of Health	Enter into Memorandum of Understanding with the Ministry of Health governing its relationship with the fund, including: <ul style="list-style-type: none"> • Data and information sharing • Distribution of resources to the national malaria programme • Reporting & accountability mechanisms

Initiative	Check	Action Item	Description
Systems		Financial system of record	<ul style="list-style-type: none"> Set up accounting system to record all income and expenditures (and associated documentation)
		Donor relationship management	<ul style="list-style-type: none"> Set up a donor relationship management system to record all leads (e.g., identified individuals, those who attend events), track interactions, and track pledge and donation status. This is essentially a customer relationship management system.
		Document repository	<ul style="list-style-type: none"> Set up cloud-based location to store internal documents and standard naming conventions and file structures
Strategy		Resource mobilisation	<ul style="list-style-type: none"> Conduct landscaping analysis of the various sectors to identify individuals and organisations and what they can contribute to the fund and what would motivate them to contribute Develop resource mobilisation strategy for engaging each of the sectors Assign roles and responsibilities to the Board of Directors
		Communications	<ul style="list-style-type: none"> Develop a communications strategy and agree on roles and responsibilities for the Board of Directors
		Advocacy	<ul style="list-style-type: none"> Develop an advocacy strategy and agree on roles and responsibilities for the Board of Directors
M&E		M&E Framework	<p>Develop framework for monitoring and evaluation of Fund activities, including metrics for:</p> <ul style="list-style-type: none"> Resource mobilisation Resource management Resource distribution Communications Impact
		Risk management	<ul style="list-style-type: none"> Establish process for identifying and documenting operational, financial, legal/regulatory risks to the fund and mitigation strategies
		Quarterly report	<ul style="list-style-type: none"> Develop template for quarterly financial disclosure (e.g., income from donations, expenditures, investment activities, and impact) Establish timeline for producing the report

Initiative	Check	Action Item	Description
Logistics		Proposal	<ul style="list-style-type: none"> Develop proposal for the public announcement and launch of the event, including objectives and metrics for measuring success. This plan should be developed as far in advance as possible to provide an opportunity to mobilise resources and confirmed logistics with relevant political stakeholders. If resources are required, the Task Team should work to mobilise financial support from partners, donors, and the government.
		Budget	<ul style="list-style-type: none"> Prepare estimated budget for the launch event, including quotations for any venue, A/V, interpreter, catering. Submit budget to partners and the Ministry for Financial sponsorship
		Venue & Logistics	<ul style="list-style-type: none"> Confirm venue & date & time of the announcement
		Agenda	<ul style="list-style-type: none"> Develop agenda with times and speakers for the event
		Protocol & Security	<ul style="list-style-type: none"> If inviting international delegations, determine what security and protocol need to be provided
		Accommodation	<ul style="list-style-type: none"> Block rooms and confirm accommodation for invitees, if necessary
		Audio / visual	<ul style="list-style-type: none"> Ensure availability and technical support for audio visual equipment for event
		Interpretation	<ul style="list-style-type: none"> Hire interpreters and confirm logistics for their support of events that will be conducted in multiple languages
		Transportation	<ul style="list-style-type: none"> Confirm transportation between airport, accommodation, and the event venue for attendees
Invitations		General	<ul style="list-style-type: none"> Prepare and send invitations to all sectors to attend. These letters should be sent by the Head of State and Government, the Minister of Health, or the Minister of Foreign Affairs (based on protocol) and could be co-signed by the Chair of the Board of Directors. These should be sent as far in advance as possible, especially if inviting international delegations
		Speakers / participants	<ul style="list-style-type: none"> Those who will be speaking need to be sent a special letter requesting their participation and provided with a background brief on the Fund, their role and responsibility during the launch and any details about content / length of remarks
		RSVPs	<ul style="list-style-type: none"> Follow up with invitees and confirm receipt of invitation letter and confirm attendance
Communi- cations		Media	<ul style="list-style-type: none"> Media advisory for the launch event summarising who, what, where, when and why (send 2 days in advance of the event to the media list) Implement a media accreditation process Distribute press release immediately following the event (600 words, include 2+ quotations, official photos)
		Photography	<ul style="list-style-type: none"> Hire a photographer to document the event and provide official photos

Initiative	Check	Action Item	Description
		Social media	<ul style="list-style-type: none"> • Prepare social media toolkit and draft messages. • Identify high-profile and priority social media accounts. • Share with key stakeholders to post on a given date and time.
Presentations		Remarks	<ul style="list-style-type: none"> • Prepare remarks for the Minister & other speakers • Draft PowerPoint presentations, if necessary
		Video	<ul style="list-style-type: none"> • Prepare any other video (e.g., about malaria), as necessary
Contributions		Online pledge form	<ul style="list-style-type: none"> • Configure simplified online form for individuals and organisations to make a pledges to support the fund
		SMS	<ul style="list-style-type: none"> • Set up process for people to make pledges via SMS or WhatsApp
		Mobile Money	<ul style="list-style-type: none"> • Set up process for people to make contribution via Mobile Money
Staff		Security	<ul style="list-style-type: none"> • Confirm security staff
		Hospitality / catering	<ul style="list-style-type: none"> • Confirm hospitality staff & preclear with security, if necessary
		Audio visual	<ul style="list-style-type: none"> • Confirm AV staff & preclear with security, if necessary
		Volunteers	<ul style="list-style-type: none"> • Recruit volunteers and other staff & preclear with security, if necessary
Collateral		Information packet	<ul style="list-style-type: none"> • Prepare information packets for attendees with background information, schedules, tickets, badges • Distribute packets to hotels for guests to receive on arrival
		Badges & Tickets	<ul style="list-style-type: none"> • Print name / accreditation badges and tickets
		Schedules / agenda	<ul style="list-style-type: none"> • Confirm final schedule