

# Review of Stop TB Partnership Manual of Procedures

15 September 2011

Katri Kemppainen-Bertram, External Consultant, Stop TB Partnership

## EXECUTIVE SUMMARY

*“The [Stop TB] Partnership’s governance mechanisms have worked effectively and well for many years [...] I have not seen the Manual [of Procedures] in years.”*

*Stop TB Partnership Coordinating Board Member*

This Report was commissioned by the Stop TB Partnership (hereafter STBP) Secretariat to review the STBP Manual of Procedures, which was adopted in 2004 and last revised in 2006. The main finding of this study is that, as the Partnership has evolved, the Manual’s content has become increasingly out-of-date. Conflicting, redundant and missing information results in unclear procedures, roles and expectations. Even if short term *ad hoc* solutions have worked so far (in particular because several board members have served on the board nearly from its establishment), this modus operandi is not sustainable in the long term. The current status not only has negative resource impacts, but also undermines STBP’s standing as an effective, efficient and transparent institution.

The main recommendations of this Report are:

- The STBP Manual of Procedures should be fundamentally revised and made public (and, of course, the Manual should be used);
- The Coordinating Board should consider reviewing its composition in particular with regards to numbers of seats, constituency representation and rotation guidelines;
- The Manual should include detailed procedures and metrics for reviewing progress against MDGs and Global Plan objectives; and
- The Board should consider introducing a standardized evaluation mechanism for the Board, as well as an Ethics Policy for Board members.

## CONTENTS

EXECUTIVE SUMMARY .....	1
PROBLEM DESCRIPTION .....	3
Background .....	3
Methodology.....	3
Aims .....	3
FINDINGS.....	4
Summary of Inconsistencies <i>within</i> the STBP Manual of Procedures .....	4
Summary of Inconsistencies and Gaps <i>Compared to Practice</i> .....	4
GRAPH 1: Rotating and Non-Rotating Board Members in Theory and Practice.....	5
Summary of Gaps in the STBP Manual <i>Compared to Other Organizations</i> .....	5
GRAPH 2: Size of Board .....	6
GRAPH 3: Voting and Non-Voting Board Members.....	6
GRAPH 4: Number of Constituencies.....	7
GRAPH 5: Length of Manual.....	7
RECOMMENDATIONS .....	7
Recommendations to Address Inconsistencies and Gaps .....	8
ANNEXES .....	9
Table of Inconsistencies and Gaps in Manual of Procedures .....	9
Standardized Review Tool.....	32
Proposal for a revised Structure of the Manual of Procedures .....	32
List of Interviewees.....	33
List of Interview Questions .....	34
Sources.....	34

## PROBLEM DESCRIPTION

### Background

The STBP Manual of Procedures, adopted in 2004, was last revised in 2006. In 2008, McKinsey&Company was commissioned to review STBP's governance model, but as the Board decided not to follow the ensuing recommendations, a subsequent revision of the Manual, planned to be completed in 2009,<sup>1</sup> was put on hold.

As the Board membership faces several changes due to rotation in the upcoming two years, the STBP Executive Committee in May 2011 decided that "[a] review of the manual of procedures, including the rotation/non-rotation of members should be conducted and brought to the next Coordinating Board meeting for review."<sup>2</sup> This Report will focus on the prior of these two points, although it will also touch upon the latter.

### Methodology

The sources for this Report and its analysis include: *expert interviews* with 10 persons from the Stop TB Partnership; The Global Fund to Fight AIDS, Tuberculosis and Malaria; and Roll Back Malaria; *desk review* of governance reports and data using a Standardized Review Tool, developed by the STBP Secretariat and modified by the author of this Report; *targeted analysis*; and *benchmarking* three organizations that have similar governance structures to STBP (RBM, UNITAID, and GFATM), some of which have recently undergone governance reforms.

### Aims

The aim of this Report is to make explicit inconsistencies and gaps in the STBP Manual of Procedures. Data and sections will be highlighted in particular if they are:

- conflicting;
- out-of-date;
- redundant;
- poorly structured;
- unclear; and
- lacking information.

Inconsistencies will focus not only on conflicting information *within* the Manual, but also between the Manual and procedures that are taking place *in practice*. Gaps will be identified mainly, but not only, through a comparison of what is included in operating procedures of other institutions.

While there is no single model for an optimally structured and functioning governance framework, an established operating model and approach, and the resulting Manual, need to fulfil certain criteria. The following questions have been used to guide this Review:

- Why is a Manual needed?
- Who is the Manual meant for? (e.g. Board, staff, general public)
- What is the Manual meant for? (e.g. as a reference guide for procedures, to clarify division of labour and powers, to ensure transparency and accountability to constituencies and the general public)
- Should all information be located within a single Manual? (e.g. is all information relevant to all parties, should all information be made public)
- Should the Manual be a dynamic paper or should updates take place on demand or at regular intervals?

---

<sup>1</sup> Stop TB Partnership CB Meeting Report, 15<sup>th</sup> CB Meeting, p.2

<sup>2</sup> Stop TB Partnership EC Teleconference May 2011, Final Minutes, p.3

## FINDINGS

### Summary of Inconsistencies *within* the STBP Manual of Procedures

*“The Bylaws [Manual of Procedures] are unclear, and most issues are therefore dealt with in an ad hoc manner. [...] This results in a lack of credibility [of the Stop TB Partnership] in the long term.”*

*STBP Coordinating Board Member*

The Manual of Procedures is in particular weak in terms of its structure, undermining its function as a reference guide. Furthermore, there is a great deal of inconsistency also in content, leading to conflicting guidelines, depending on which section is used. Below are examples of some significant inconsistencies within the Manual. A detailed list can be found in the Annex.

- The Manual is riddled with similar, yet not identical sections. E.g. the Secretariat, the Executive Secretary and Working Groups all have two different sections. A full list of roles and functions of e.g. Coordinating Board members can be found only by reading each of these sections (and at times inferring CB functions from another actor's reporting duties to the CB) as well as reading the annexes targeted for e.g. foundation or private sector representatives (which cover further functions of CB members not covered elsewhere). This is in particular problematic for recruiting and advising new board members, but also undermines the efficiency, effectiveness and transparency of the Board. As one interview respondent put it, “[t]he role and focus of the Partnership and Board have become unclear.”
- In a similar manner, selection procedures for e.g. regional representation or foundation representatives to the Board are covered in a conflicting manner in five different sections.
- The structure, style, numbering and referencing (including cross-referencing) as well as spelling in the Manual are inconsistent and poor.
- The only section of the Manual that was by most interview respondents stated to be clear and effective was that for selecting the Board's Chairperson.

### Summary of Inconsistencies and Gaps *Compared to Practice*

*“The [Stop TB] Partnership has so far been more a group of friends than a group that strictly follows procedural guidelines.”*

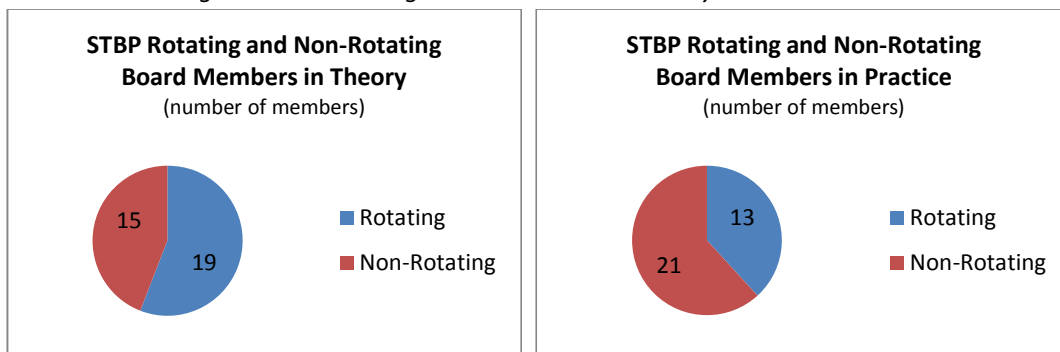
*STBP Coordinating Board Member*

The main problem with the Manual of Procedures is that several sections are completely out-of-date. This is evident not only when comparing the Manual to the STBP website, but also from interview findings. All interview respondents stated that they did not use the Manual on a regular basis; some board members had never seen the Manual. The points below exemplify divergences between the Manual and what is taking place in practice. They raise fundamental concerns as to the transparency and accountability of STBP. More detailed inconsistencies compared to practice can be found in the Annex of this Report.

- Board membership rotation, the procedures of which are not fully clear in the Manual (e.g. procedures in cases of vacancies, irregular term duration, etc.), is not implemented in practice. Officially, there are 15 permanent seats, but there are at least six additional de facto non-rotating seats (Gates foundation, USAID, Japan, CIDA, UK/NL, UNAIDS). Most interview respondents stated that rotation was not working at all. Personal capacity (and a “tendency to pick friends”, as one

interview respondent stated) was being used as a criteria for re-(s)election, undermining the Board’s representativeness and transparency.<sup>3</sup> (See Graph 1 below)

**GRAPH 1: Rotating and Non-Rotating Board Members in Theory and Practice**



- Several page-long sections in the Manual are nearly fully out-of-date. E.g. the section “Selection Procedures for Private Foundation Participation” defines how a representative should liaison with and represent the broad foundations community; the section on private sector participation lengthily covers cooperation with the Global Health Initiative; the section on “Resource Administration, Financial Management, and Financial Policy” defines how a financial policy could be set up.
- Although a broader issue, it is unclear whether the seats on the Board adequately represent the Partnership’s constituencies. It is not explicit (and hence not transparent) what criteria have been used to justify maintaining the same board composition throughout the years. Most interview respondents stated that in particular the seats of permanent members should be re-examined (as one interview respondent put it rather bluntly: “some old hats do not fit the new times”), as should the number currently allocated to NGOs.
- It is unclear who the Manual is for, and this partly results in the Manual’s jumpy and inconsistent structure. Are e.g. detailed financial guidelines for the GDF budgeting review relevant to members of the Coordinating Board? Why are lengthy Working Group TORs included in the Manual, as they are online in a revised form? Are all sections of the Manual relevant for Partners, for staff, and for the general public (NB for this latter point that the Manual is not available online)?

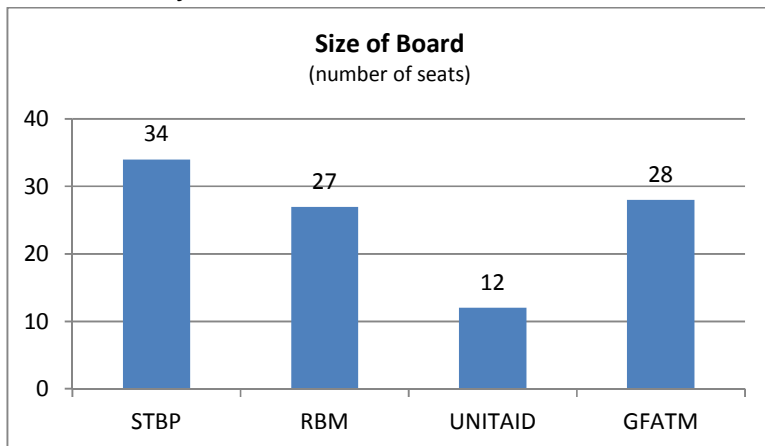
### **Summary of Gaps in the STBP Manual Compared to Other Organizations**

This section illustrates how the STBP’s Manual of Procedures compares to governance guidelines of three other organizations. The three organizations (Roll Back Malaria, hence RBM; UNITAID; and The Global Fund to Fight AIDS, Tuberculosis and Malaria, hence GFATM) were chosen as reference organizations by the STBP Secretariat in the light that they have similar governance structures to those of STBP. A detailed list of gaps can be found in the Annex.

- The composition of the Board of the four organizations differs somewhat. First, STBP has the largest board, with 34 seats, compared to 27 (RBM), 12 (UNITAID), and 28 (GFATM). Several interview respondents stated that the STBP Board is “far too large”. As one respondent stated, “there is a need to better balance inclusion and effectiveness.”(See Graph 2 below)

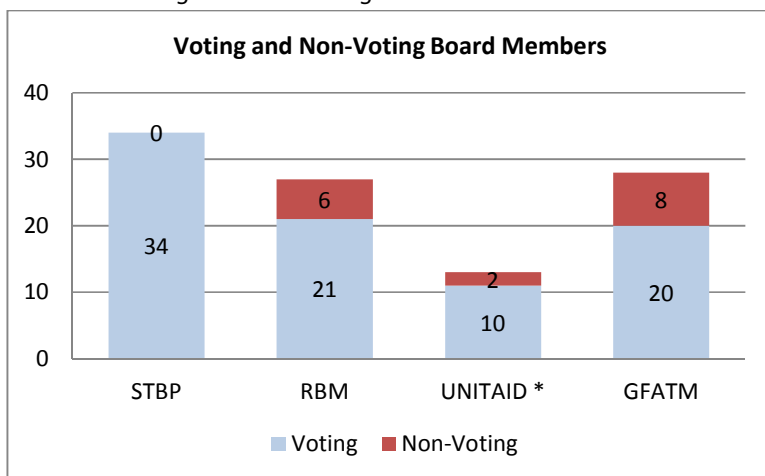
<sup>3</sup> The difficulty of implementing rotation guidelines was raised by nearly all interview respondents. Identifying selection procedures that would lead to the choice of motivated members and such that could satisfyingly represent their constituency was viewed as complex in particular for the regional, corporate and NGO representatives.

**GRAPH 2: Size of Board**



- This difference is more striking if the numbers of voting and non-voting members on the Board are analysed. On STBP’s Board, all 34 members hold a vote. The figures for the other organizations are 21 (RBM), 10 (UNITAID), and 20 (GFATM). (See Graph 3 below)

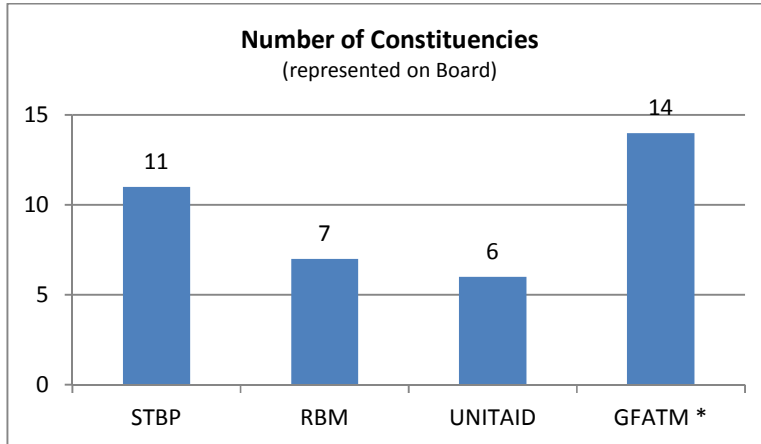
**GRAPH 3: Voting and Non-Voting Board Members**



\* For UNITAID, if the Board Chairperson is internal to the Board, he is entitled to vote and hence the ratio changes from 10:2 to 11:1.

- Third, STBP comes second in the number of constituencies that are represented on its Board (11), whereas the figures for the other organizations are 14 (GFATM), 7 (RBM) and 6 (UNITAID). However, if the number of constituencies is analysed in terms of who may vote, STBP has the highest number (11, i.e. all), as only 6 constituencies on GFATM’s Board having voting powers. (See Graph 4 below)

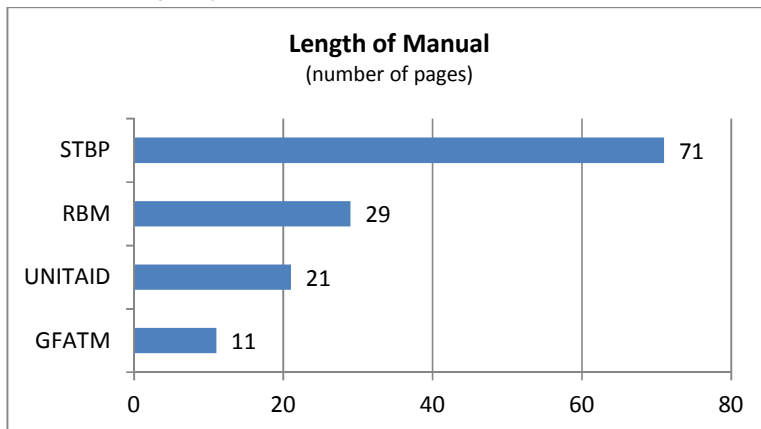
**GRAPH 4: Number of Constituencies**



\* NB of GFATM's constituencies, 6 may vote, 8 are non-voting.

- Comparing the physical Manuals of the four organizations, STBP's Manual of Procedures is the only one that is not available online. This leads to not only problems in terms of transparency and accountability, but most likely also to a lack in motivation to maintain the Manual up-to-date and professional in appearance. As noted above, the STBP Manual is currently an amalgamation of guidelines that differ in style, structure and usefulness (e.g. election and decision-making procedures are clearly vital components in a Manual, a page-long elaboration on what types of national partnerships could be envisaged less so). The natures of the Manuals become most clearly evident in terms of their length. STBP's Manual is with 71 pages over twice as long as the second longest Manual, with 29 pages (RBM), as well as 21 pages (UNITAID) and 11 pages (GFATM)<sup>4</sup>. (See Graph 5 below)

**GRAPH 5: Length of Manual**



## RECOMMENDATIONS

<sup>4</sup> Note that GFATM has two separate "Manuals". If taken together, these total 21 pages (10 page Bylaws and 11 page Board Operating Procedures).

## Recommendations to Address Inconsistencies and Gaps

The following recommendations are targeted at addressing the main inconsistencies and gaps found in the STBP Manual of Procedures. Should the Manual be revised, the “Proposed Solutions” in the Annex should be consulted for more detailed recommendations.

- **The STBP Manual of Procedures should be fundamentally revised.** Certain sections need minor revisions and additions, some sections require rewriting (and rethinking) from scratch, and several sections could be removed completely.<sup>5</sup> The structure of the Manual should also be changed in order to make it more logical and easier to use as a reference guide (see the Annex for a new proposed structure). The aim of a revision should be that the Manual is *used*.
- **The target audience of the Manual should be made clear and explicit.** The Manual would become more compact and useable (i.e. increasing efficiency) if it included operating procedures (in particular taking into account division of labour and possibly including detailed TORs) for the following actors only: the Coordinating Board, the Executive Committee, the Executive Secretary, the Secretariat, and the Partners’ Forum.
- **The Manual should be made public.** For accountability and transparency reasons, the Manual should be made available on the STBP’s website. Information that is considered internal (e.g. financial templates for Secretariat staff) could be removed from the Manual and compiled into separate, internal documents.
- **The Coordinating Board should review Board composition in particular in terms of numbers of seats, constituency representation, and rotation guidelines.** Although the Board decided not to make changes to the Board in 2009, the reasoning and justification for not changing the Board in the light of an evolving Partnership should be made explicit for accountability and transparency reasons. A re-evaluation of this decision is recommended, taking into account in particular rotation policies and their implementation, as well as changes in the status of bilateral donors (in particular BRICs).
- **The Manual should include detailed procedures and metrics for reviewing STBP’s (and in particular the Board’s) progress against MDGs and Global Plan objectives.** This point was recognized already in 2006 at a Coordinating Board meeting, and recommended also by the World Bank Group’s Independent Evaluation Group<sup>6</sup>.
- **The Manual should only include guidelines and operating procedures, not lengthy background, explanations and plans.**
- **The Board should consider introducing standardized evaluation mechanisms for the Board, as well as an Ethics Policy / Conflict of Interest Policy for Board members.** These guidelines and policies should be included as Annexes in the Manual.

---

<sup>5</sup> A fundamental revision of the Manual should take into account two important issues. First, as many interview respondents stated that the Partnership has so far been governed effectively, the Manual should be revised in a manner that includes procedures that have worked well in practice, but have simply been neglected in the Manual so far. Second, the revision should ensure that the dynamic, “*loose nature*” of the Partnership is not overhauled, taking into account also the voluntary membership of Board members.

<sup>6</sup> See pp.18 and 26, IEG, The Stop Tuberculosis Partnership.



## ANNEXES

**Table of Inconsistencies and Gaps in Manual of Procedures**

Manual Reference Section (page number)	Manual text	Inconsistency	Gap	Problem	Proposed Solution
Numbering / Titles	All	X		The manual does not appear professional and is difficult to reference.	All titles should have the same font, font size and be numbered with the full reference number (e.g. I.1.2.g, not "g"). NB also comments on structure below.
Spelling / Grammar	All	X		The manual does not appear professional.	A detailed spelling and grammar check is needed.
Structure / Style	All	X		The structure and style of the manual are not coherent.	A consistent structure to (and where appropriate length of) all sections should be adopted, and similar passages in different sections (e.g. selection procedures) should use identical wording where appropriate.
Referencing	All	X		Referencing to external documents is incoherent and insufficient. Cross-referencing within the document is lacking, leading to duplication and inconsistent passages.	Footnotes should have consistent referencing (and hyperlinks to online documents, where available). Cross-referencing should be used where possible both within the document as well as to explicit sections of other documents (e.g. board decisions, framework document).
Table of Contents	Structure	X		The structure of the Manual is confusing and patchy.	See below in the Annex of this report for a proposed new structure.
Table of Contents	"Regional Stop TB Partnerships"	X		Only a Global Indigenous Stop TB Initiative and Eastern Mediterranean Partnership to Stop TB exist (source: STBP website)	This section should be removed. See also comments on respective section below.
Table of Contents	"The Global Drug Facility GDF" and "Appendix V – The GDF Quality Manual"		X	This section provides only a contact person and contact data.	The section should be removed from the Manual.

Table of Contents	“Selection Procedures for Private Foundation Participation on the Coordinating Board”	X		These guidelines do not reflect practice, nor are they consistent with the rest of the Manual.	A new guideline is required. See also point “Annex 9” below on whether this section should be removed.
Table of Contents	“Selection Procedures for Private Sector Participation on the Coordinating Board”	X		These guidelines do not reflect practice, nor are they consistent with the rest of the Manual.	A new guideline is required. See also point “Annex 10” below on whether this section should be removed.
Table of Contents	“Resource Administration, Financial Management, and Financial Policy”	X		This section is out-of-date.	This section needs to be revised, and preferably removed from the Manual. See also section below on this point.
Table of Contents	“Information Technology Policy” and “Policy on the Use of the Stop TB Logo”	X		The positioning of this item in the Manual is confusing.	These items should be located in the Annex, not as separate points. See the Annex of this report for a new proposed structure.
Table of Contents	None		X	An “Ethics” or “Conflicts of Interest” Policy for STBP and for board members is missing.	An “Ethical Plan” is mentioned in the CB Beijing meeting documents. Such a guideline for Board Members and Board governance should be included in the Manual. However, such guidelines need to identify also enforcement mechanisms, as a GFATM review shows: “Board has agreed on a set of behaviours for good governance, stakeholders frequently do not abide by these rules and procedures” (McKinsey GFATM evaluation, p.1).
Table of Contents	None		X	Gap: TORs for Board Members (including separate TORs for Chair and Vice Chair), Executive Committee Members, and Executive Secretary are missing, resulting in e.g. incoherent “functions” and unclear division of labour and power (NB this problem was clearly	Detailed TORs for board members, Chair, Vice Chair, Executive Committee members, and Executive Secretary should be compiled and annexed to the Manual.

				highlighted in several interviews). E.g. in practice the Vice Chair of the EC may only cast a vote if the Chair is absent, but this is not to be found in the Manual. NB a short list of TORs for board members is under Annex 9 (p.46), "Terms of Reference" and "Time Requirements".	
Table of Contents	None		X	The timeline and plan for member rotation is missing in the Manual.	Annex for membership rotation on CB board should be included and regularly updated.
Table of Contents	None	X		(Self-)evaluation procedures for the board and its members are missing. Already in 2008, McKinsey found that "the Board has not articulated specific objectives or measures of success for its own activities" (source: McKinsey STBP evaluation, p.24).	A regular (self-)evaluation of board performance should take place, preferably using a "standardized system to review committee and Board performance" (source: McKinsey GFATM evaluation: p.1).
P.3	None		X	The aim of and target group for the Manual is unclear.	The aim of the Manual should be explicit in the beginning. Is the Manual mainly a reference guide? Who is it for? Related questions: Who is responsible for updating the Manual (and how regularly)? Who is responsible for interpreting the Manual? Who is responsible for training Board members on the Manual? Who has oversight of the Manual?
FN 1 (p.3)	"Taken from document Prop2CBonBstructure take 2 1. 04/ 5 prepared for the New	X		This document is referred to throughout the manual as "FN 5".	A full reference (with hyperlink to document) is needed (preferably in each individual case, as FN cross referencing tends to be

	Delhi Coordinating Board meeting”				confusing).
FN 3 (p.3)	“Such as the Coordinating Board, the Secretariat including the GDF, the Partner’s [sic] Forum, the Partners, the Working Groups.”		X	The list of actors is incomplete.	All actors referenced to in manual should be included, also “...Sub-committees and time-limited Task forces.”
I.1 and I.1.1 (p.3)	“Role and Mission” and “Functions”		X	Neither the MDGs nor the Global Plan (and its revisions) are mentioned (CB Beijing meeting notes as targets for CB work and Addis Adaba CB meeting states: “The Stop TB Global Strategy should become the global strategy that all partners propose and endorse.” Cairo CB meeting notes that Global Plan should be revised every three years.)	The MDGs and Global Plan (and its revised versions and respective dates) should be referred to explicitly. NB that in 2008, McKinsey found that “[t]he Board does not have a systematic approach, including detailed metrics, for reviewing progress against MDGs and Global Plan objectives. This was recognized by the Board at its meeting in November 2006...and there are plans in place to address this” (McKinsey STBP evaluation, p.25).
I.1 and I.1.1 (p.3)	Headings	X		It is unclear why “functions”, “procedures” etc all are subheadings of “mission and roles”.	The Manual structure should be revised (see the Annex of this Report).
I.1.1 (p.3)	“Functions”		X	The number of functions is rather lengthy.	The Partnership should look at lessons learned from GFATM’s ongoing governance revision, one finding of which is that the Board is micro-managing too many aspects, and needs to focus on a core set of functions.
I.1.1 (p.3)	“Functions”		X	Reporting to the Partners’ Forum (see II.2) is not mentioned explicitly, nor is approving the Forum Report (see II.3.j).	These functions should be added.
I.1.1 (p.3)	“Functions”		X	Co-approval (of Board Panel, with WHO) of Executive Secretary (see IV.1.2.1.a) is not	This function should be added.

				mentioned.	
I.1.1 (p.3)	"Functions"		X	Similar to findings by McKinsey for GFATM, the following appears to apply to STBP: "the By-Laws [Manual] have critical gaps, particularly in relation to performance, fiduciary and risk responsibilities, which leave out core responsibilities a Board should undertake" (source: McKinsey GFATM evaluation, p.6)	In particular the board's role in relation to performance (see also above on MDGs/Global Plan) and risk responsibility should be considered.
I.1.1.l (p.3)	"Adopt appropriate rules or guidelines..."		X	It is unclear where these new rules and guidelines are compiled. What is their relationship to the Manual?	Clarify whether rules and guidelines become part of Manual, and if not, how duplication and inconsistencies are avoided.
I.1.1.o (p.3)	"...by the Executive Committee (Executive Committee)"	X		Term EC used twice.	Remove one "EC".
I.1.2.1 (p.4)	"Composition"	X		Composition is not a procedure, and should fall under a separate sub-heading. NB numbering missing.	See the Annex of this Report for proposed revised structure.
I.1.2.1 (p.4)	"Composition"		X	It is not made explicit whether individuals or institutions are represented on the board. Although the latter appears to be the case, in practice, individuals have continued to hold board positions after their institutional role has expired, and e.g. regional representatives have frequently participated not as representatives of a region or country, but as individuals	Make explicit whether individual board members may retain their membership even if their institutional affiliation / role changes. If not, what is the procedure and timeline for new selection? How can STBP ensure / support members in representing their constituencies more adequately?

				(source: interviews).	
I.1.2.1 (p.4)	“Composition”		X	Dual/multiple constituency representation is not mentioned. E.g. the STAG representative has rarely/never not held another representative seat (source: interviews).	The possibility for dual/multiple representation should be made explicit, and the effects on voting rights etc. should be made explicit.
I.1.2.1 (p.4)	“[the composition of the CB] shall be reviewed by the Coordinating Board in the light of any evaluation of the Partnership”		X	E.g. Cairo CB meeting states “Request [for] additional countries present at future Board meetings”: Recommendation 9 [from the McKinsey 2008 evaluation]: “The Partnership should adjust the structure and function of the Coordinating Board to enhance constituency representation...”: “The Board: Decided not [sic] change the structure of the Board, but suggested to transition as much as possible into a constituency type Board and allow to the Board to evolve over time.”	A reference to the most recent review (date in years) should be included explicitly. For enhanced transparency, it should be made more explicit how representative the board composition is of Partners (and if not, what criteria were used to justify maintaining the current board composition). NB Following interviews of board members in 2008, McKinsey found that the “[c]onstituency representation...appears to have been appropriate” (source: McKinsey evaluation of STBP, p.24). However, McKinsey proposed a sub-committee structure to the board in order to ensure that only high-level decisions are considered by the full board (see pp.109-110 of McKinsey evaluation). NB that there is currently internal debate within STBP on e.g. “patient organizations”, which can be NGO/TA, but are currently represented on the Affected Communities seat.
I.1.2.1 (p.4)	“Composition”		X	The composition of the Board does not take into account the strength of emerging countries, such as the BRIC(S). E.g. China and India	Although a complex process, a fundamental reevaluation of country and donor membership/roles should be initiated, in order to ensure that countries are represented

				are represented through affected communities, not as donors.	in the correct capacity and at the correct level.
I.1.2.1 (p.4)	"Composition"		X	"One NGO seat is insufficient" (source: interviews). "Two CSO seats are adequate, but the pool from which these members are selected is too small [as the criteria is to have Working Group experience]" (source: interview).	The number allocated to NGOs should be reconsidered in the light of the changed composition of the Partnership, as should the criteria for electability.
I.1.2.1 (p.4)	"Composition"		X	Many interview respondents stated that there are too many regional representatives on the board.	The possibility for staggering regional representation should be considered, taking into account e.g. TB prevalence in the regions.
I.1.2.1 (p.4)	None		X	No explicit mention is made here to whether CB members all have voting powers. NB that in other boards (RBM, UNITAID), ex officio members do not have voting rights, and GFATM includes non-voting members.	This should be clarified and made explicit. NB that e.g. GFATM has in its governance review questioned the role of non-voting members: "Non-voting seats: what is the expected role?" (McKinsey GFATM evaluation, p.3).
I.1.2.1 (p.4)	None		X	Rotation procedures, which are not made explicit in manual, do not appear to be implemented (Cairo CB meeting: "[The CB] [n]oted that the procedures of Board member rotation are already in place and should be implemented."). In practice, there appears to be a problem with vacancies (e.g. for SEARO since fall 2010, HBC in 2008,	Rotation procedures should be re-evaluated and made explicit. Guidelines should include points for: how vacancies affect decision-making and a quorum, procedures on how vacancies outside of normal rotation are filled, why certain rotating members do not rotate de facto, whether constituents may hold two or more seats simultaneously, and under what circumstances term times of rotating members may differ from those in the Manual. The possibility to have only

				<p>NGO/TA in 2009, financial donor in 2009/10. Furthermore, e.g. regional representative WPRO, and BHC (China) have not rotated in practice. Brazil was representative for both AMRO regional and HBC in 2007. UNAIDS has not rotated de facto since mid-2004. And representatives do not appear to complete regular term-times. Officially, there are 4 permanent seats, but there are 6 additional de facto non-rotating seats (Gates, USAID, Japan, CIDA, UK/NL, UNAIDS). One interview respondent estimated that 80-90% of seats are non-rotating.</p>	<p>non-permanent seats should be considered.</p>
I.1.2.1 (p.4)	None		X	<p>Research/academia is not included on the board; UNSG Special Envoy is not included as member/observer on the board.</p>	<p>The possible inclusion of these two constituencies could be considered.</p>
I.1.2.1.c (p.4)	<p>“One representative of other international organizations”</p>		X	<p>The status of rotating multilateral/IGO is unclear in practice.</p>	<p>If UNAIDS has become officially (CB Hanoi meeting) or de facto non-rotating (source: interviews and rotation schedule), this should be made explicit, and could be combined with prior point 1.b in the Manual. The permanent position of the World Bank should be reconsidered (source: interviews).</p>
I.1.2.1.d (p.4)	<p>“assuring representation from high-burden</p>		X	<p>Other boards tend to use wording “appropriate</p>	<p>Consider revising phrasing.</p>



	countries”			representation”	
I.1.2.1.e	“Working group representatives”	X		ACSM is no longer a full WG. Furthermore, the Tanzania CB meeting stated that “The sub-group on infection control may be re-evaluated in 3 years (2011) for consideration as a full working group.”	Remove ACSM WG and replace with GLI. Clarify position of Infection Control group. Reconsider whether Partnership is adequately serving its role in adequacy (source: interviews).
I.1.2.1.f (p.4)	“financial donors”		X	List of non-rotating donors is missing.	Include list.
I.1.2.1.f (p.4)	“financial donors”	X		Confusing term, as “Donor” could include “foundation” or other actors.	“Donor country” term would be clearer. NB that STBP is internally revising the STBP Directory terms, and following the March 2011 draft, donors would here fall under “bilateral agency” or “governmental organization”.
I.1.2.1.h (p.4)	“Three representatives of NGOs and technical agencies, including IUATLD and CDC as permanent members”	X		The status permanent/rotating is not identified for other members.	Identify status explicitly for all members.
I.1.2.1.h (p.4)	“Three representatives of NGOs...”		X	Geographic location of NGOs (developing/developed country) is not considered.	This distinction could be considered as membership criteria, as is the case in other boards.
I.1.2.1.g / k (p.4)	Annex reference	X		Inconsistent referencing.	Annex reference preferably included under selection procedures, or cross referenced to with number.
I.1.2.1.j and FN 9 cross referencing FN 5 (p.4)	“representatives of communities affected by TB”		X	It is unclear what actors are covered by this term.	A more detailed explanation or reference is required.
I.1.2.2.a (p.4)	“The Coordinating board shall meet in full and formal session twice per year”	X		Annexes foundations/private sector state “2-4 times a year”.	This should be clarified and made explicit in both sections.
I.1.2.2.a (p.4)	None		X	The duration of meetings is not made explicit.	2-2 ½ days (source: interview) should be made explicit.
I.1.2.2.c (p.4)	“The Coordinating Board may meet by electronic means (conference call, email)”		X	Not explicit whether these meetings are considered “full and formal” meetings, or	Clarify and make explicit.

				between such meetings.	
I.1.2.2.c (p.4)	“The Coordinating Board may meet by electronic means (conference call, email)”		X	Videoconferencing is not mentioned, and it is unclear what an “email” meeting is (should this not only be mentioned under decision-making procedures?).	Clarify and make explicit.
I.1.2.2.c (p.4)	“Given the numbers involved in such a[n electronic] meeting and the availability of the services of the Executive Committee (see para 11a below), such meetings should be kept to a minimum.”		X	Other boards encourage electronic meetings for cost-effectiveness reasons.	This policy should be reconsidered, weighing cost-effectiveness against opportunity for personal debate, creation of trust and identity, etc.
I.1.2.2.f (p.4)	“The ratified report shall be posted on the Partnership website”		X	Numbers of days until which should be published not made explicit, and who is responsible for this task.	Clarify.
I.1.2.3 (p.4)	“...the Coordinating Board must reflect the various constituencies which make up the Partnership”		X	No mention is made of when the composition has last been reviewed.	Make explicit.
I.1.2.3 (p.4)	“The criteria for Coordinating Board members should be commitment to Stop TB, potential to contribute to the success of the Partnership program.”	X		Cross-referencing is missing. (NB not a full sentence).	A reference should also be made to carrying out the mission and functions of the board.
I.1.2.3 (p.4)	“...the election / selection / nomination of members of the Coordinating Board”	X		The terms election / selection / nomination are often used interchangeably throughout the document, although these are three separate procedures. “Selection often takes place where elections should take place” (source: interview).	These terms should not be used interchangeably.
I.1.2.3 (p.4)	“...the election /		X	“The election and	Whereas the election

	selection / nomination of members of the Coordinating Board”			selection procedures from the Manual for Board membership are definitely not implemented in practice” (source: interview). “Board membership is mainly continued based on the criteria whether they made a good contribution in a previous meeting” (source: interview).	procedures for Chair/Vice-Chair appear to be implemented, those for Board members are not. A more detailed analysis should be conducted on this point, and a clear set of procedures should be determined and followed.
FN 10 (p.4)	“Constituencies such as NGOs, HBCs, Donors, Foundations, Communities and businesses sector may decide for themselves about the process of selection, the regional representatives are selected by WHO.”	X		Inconsistent categorization of constituencies who conduct selection processes without support / management by STBP.	See point on annex for foundations and business representatives and section I.1.2.3.b below and FN 11. McKinsey’s recommendation for GFATM self-selection processes could also be considered: “Constituencies should be required to submit their processes used to determine their Board Member selection to an appropriate Board mechanisms for review to ensure compliance with the principle of transparent selection and functioning” (source: McKinsey GFATM evaluation, p.2).
FN 10 (p.4)	“Constituencies such as NGOs, HBCs, Donors, Foundations, Communities and businesses sector may decide for themselves about the process of selection, the regional representatives are selected by WHO.”	X		Regional representatives do not appear to be selected according to defined procedures (source: interviews, see also point I.1.2.3.d)	Re-evaluate policy and make explicit.
I.1.2.3.a (p.5)	“Any organization represented on the Coordinating Board will nominate their individual representative and so inform the Coordinating Board.”	X		This appears to apply only for IGOs/multilaterals. NGOs, foundations and businesses could also be considered organizations (see next point b.).	Clarify term “organization” and make explicit whether IGOs do not qualify for Secretariat assistance (see next point b.)?

I.1.2.3.b (p.5)	“The constituencies of financial donors, foundations, NGOs / technical agencies and the corporate sector will organize and carry out, if necessary with the assistance of the Secretariat, an appropriate process of selection and will inform the Coordinating Board of the process and criteria used”	X		FN 10 lists NGOs, <i>HBCs</i> , Donors, Foundations, <i>Communities</i> and business sector; FN 11 lists IGOs, WGs, financial donors, foundations, NGOs, STAG, GFATM (NB also inconsistent wording for constituency groups throughout document).	Clarify which constituencies conduct self-selection, and whether they are free to decide selection procedures. NB, interestingly, in 2008 McKinsey found that “[t]he process for selection and rotation of constituency representatives also appears clear” (McKinsey evaluation of STBP, p.24). This does not appear to be the case from the Manual or in practice.
FN 11 (p.5)	“The Coordinating Board cannot dictate the process of selection, which is internal to each constituency. Each constituency has its own style and character and has the right to choose its own process and method of selection. Clearly structured constituencies such as International agencies, Working Groups, Financial donors, Foundations, NGOs, the Chair of WHO/STAG and the GFATM will have little or no difficulty in operating a process which suits them and in sharing that process with the Coordinating Board. Special arrangements need to be made, as noted, for the high-burden countries, the regions and the corporate sector.”	X		HBCs, regions and corporate community are here listed as needing support / managed selection processes. See FN 10, and two points on I.1.2.3.b above (NB again constituency terminology inconsistent).	Clarify which constituencies receive support and conduct self-selection.
I.1.2.3.c (p.5)	“In order to promote transparency, the Partnership Secretariat will publish on the Partnership website details of forthcoming vacancies, core responsibilities of	X		A full list of responsibilities is missing. Additionally, board members are frequently inexperienced with boards (source: interviews).	If there are core responsibilities for members defined as e.g. TORs, these should be annexed to the Manual. Criteria for suitability to the board should be re-evaluated. Point c should come before a and b.

	Coordinating Board members, criteria for selection and a profile of currently desired skills and experience. “				
I.1.2.3.c (p.5)	“In order to promote transparency, the Partnership Secretariat will publish on the Partnership website details of forthcoming vacancies, core responsibilities of Coordinating Board members, criteria for selection and a profile of currently desired skills and experience. “		X	Cross-referencing is missing.	A cross reference should be made to point g below.
I.1.2.3.c (p.5)	“...The Secretariat will invite members of the constituency concerned to make nominations to the constituency leadership.”	X		It is unclear who the constituency leadership is, and how this procedure is compatible with the above points a and b.	Clarify and make explicit.
I.1.2.3.d (p.5)	“Representatives of high-burden countries, of communities affected by TB and regional representatives will be selected by a consultative process managed by the Coordinating Board.”	X		Regional representatives are stated to be selected by WHO (see point FN 10 on page above.) FN 10 also states that HBCs and Communities conduct selection themselves and inform the board. “The regional nomination process is not transparent. It is unclear who is nominating.” (source: interview)	Clarify.
FN 12 (p.5)	“Diagnostics, TB Drug Development, Vaccines, TB-HIV, DOTS Expansion, DOTS Plus and Advocacy and Communications”	X		ACSM is no longer a WG.	ACSM should be replaced by GLI.
I.1.2.3.g (p.5)	“Following the selection of a new Chair, the Chair and the Executive Secretary shall ensure that the Coordinating Board undertakes a		X	The criteria for staggering members/rotation are missing.	This criteria should be made explicit here. A cross reference should be made to point c above.

	review of the diversity of skill available on the Coordinating Board and the expertise which will be needed in the proximate future“				
I.1.2.3.g (p.5)	“Following the selection of a new Chair, the Chair and the Executive Secretary shall ensure that the Coordinating Board undertakes a review of the diversity of skill available on the Coordinating Board and the expertise which will be needed in the proximate future“		X	No timeframe or envisaged output is defined. In practice, this evaluation does not appear to take place (source: interviews).	Re-evaluate policy and if continued, make output and timeline explicit.
I.1.2.3.i (p.5)	“The Coordinating Board may co-opt other persons or invite other persons to attend Coordinating Board meetings for specific, temporary purposes as and when the Coordinating Board judges it necessary.”		X	It is unclear what co-opting means, and whether this includes the possibility for alternates.	A clearer reference for co-opting (and policy and guidelines for alternates) is required, as are detailed procedures for numbers, roles and rights of delegations / observers at CB meetings. If alternates are not allowed (source: interview), this should be made explicit.
I.1.2.4.1 (p.5)	General		X	Unclear whether nominating committee members may vote; whether it is possible to object if there is only one candidate for the position of Chair; what occurs if there is no candidate; whether the former Chair has a vote; whether candidates may vote for themselves.	Clarify and make explicit.
I.1.2.4.1.b (p.5)	“The criteria for eligibility for Chair will include...”		X	This is an incomprehensive list.	Suggest to annex a full TOR for Chair and Vice-Chair
I.1.2.4.1.b (p.4)	“The criteria for eligibility for Chair will include...”		X	“It should be made possible to recruit the Chairperson from external candidates”	This point should be considered. In other Boards where an external Chair is possible, the Chairperson does not tend to have

				(source: interview).	voting rights.
I.1.2.4.1.d (p.6)	"In advance of that spring meeting, the Executive Secretary will issue an invitation for volunteers to serve on the Nominating Committee"		X	The timeline is unclear.	It should be made explicit how many days prior to Spring meeting this invitation should be issued.
I.1.2.4.1.e (p.6)	"Nominating Committee will invite Coordinating Board members to notify them of nominations for the Chair by a given date"		X	It is unclear whether Nominating Committee members may also nominate candidates.	Clarify and make explicit.
I.1.2.4.1.g (p.6)	"Voting may take place either at the meeting by secret ballot or through an electronic voting system that ensures confidentiality."		X	Does the no-objection (see I.1.2.7.c) also apply here?	Clarify, make explicit, and cross-reference.
I.1.2.4.2.a (p.6)	"In the interests of continuity, the Vice-Chair will be elected in the alternate years between the election of the Chair."		X	It is not defined whether this election also takes place at the autumn meeting. In practice, the term duration of the Vice Chair has not always been adhered to.	Clarify and make explicit.
I.1.2.4.2.c (p.6)	"Appointment as Vice-Chair will carry no implications in relation to future chairmanship of the Coordinating Board."		X	It is unclear whether a former Chair may become a Vice-Chair following his term as Chair.	Make explicit whether allowed for.
I.1.2.4.2.d (p.7)	"The function of the Vice-Chair may be to chair sessions of Coordinating Board meetings and to represent the Coordinating Board in meetings and missions."		X	The division of roles/powers between Chair and Vice Chair is unclear.	A full TOR would be advisable, clarifying also in which situations and to what extent Vice can conduct functions of Chair.
I.1.2.4.2.e (p.7)	"The process for nomination and election of the Vice-Chair will follow that for the selection of the Chair."		X	All points for Chair above (4.1.) apply here	As above.
I.1.2.5 (p.7)	"The Coordinating Board shall determine		X	Unclear where and within what	Clarify and make explicit.

	the date and venue of its meetings.”			timeframes these decisions are taken.	
I.1.2.6 (p.7)	“For formal and electronic meetings of the Coordinating Board, the quorum shall be two thirds of all Coordinating Board members.”		X	Does email qualify as a “meeting”? How can a quorum be measured in email meetings?	An electronic meeting and its procedures should be clearly defined (telephone, VC, etc.).
I.1.2.7 (p.7)	“Decision-Making Process”		X	It is not made explicit that each member has one vote. It is also not explicit whether all members can vote.	Make explicit these two points and consider whether e.g. ex officio members or other constituencies should be non-voting members (as is the case in boards of RBM and GFATM).
I.1.2.7 (p.7)	“Decision-Making Process”		X	An interview finding was that Coordinating Board meetings frequently tend toward discussion rather than clear decision-making. The Chair and Executive Secretary consequently frequently “translate” discussion points into concrete decisions following Board meetings.	The division of labour and authority of actors needs to be clarified.
I.1.2.7 (p.7)	“Decision-Making Process”	X		The Manual does not identify a meeting agenda with decision-making could be prioritized, possibly leading to similar problems as faced by GFATM: “Board does not have an effective approach to balancing consensus with timely decision-making” [resulting in] “reputational risks...external perception that the Global Fund Board is not able to make effective decisions” (source: McKinsey	“[P]riority decisions for the Board” and a “consent agenda to aggregate non-controversial, good-governance issues at each Board meeting that can be handled and approved with little or no discussion, and with a single vote” could be considered, if this is not done so already. (source: McKinsey GFATM evaluation, p. 13 and 23 respectively)



				GFATM evaluation, p. 17 and 18 respectively)	
I.1.2.7.a (p.7)	“the Chair, where necessary, shall have a casting vote”		X	Does the Vice-Chair, if the Chair is not present, have a casting vote?	Clarify and make explicit.
I.1.2.7.a (p.7)	“A majority shall be constituted by 2/3 of those present and voting”		X	Varying important issues could be voted on using varying decision-making rules.	E.g. UNITAID allows for a simple majority rule for day-to-day business decisions, and 2/3 for strategic / funding-related decisions. This change in procedural rules could be considered.
I.1.2.7.b (p.7)	“For meetings by telephone conference, paragraph 8a above shall apply”	X		VC? Incorrect reference.	Include VC and correct reference to 7a.
I.1.2.7.c (p.7)	“For consultations by email... Such consultations shall incorporate a “no objection” assumption by the Chair if no reply is received by a set date.”		X	It is currently not mentioned that it should be ensured that the email was received.	Add wording from EC I.1.2.11.i (p.10).
I.1.2.7.d. (p.7)	“The Coordinating Board acknowledges and accepts that WHO cannot be bound by any Coordinating Board decision which contravenes the global mandate of WHO for health policy or WHO’s rules and regulations in relation to the hosting of the Secretariat by WHO.”		X	Does the same apply to the STBP Framework Agreement or founding documents?	Clarify and make explicit, and hyperlink.
I.1.2.8 (p.7)	“Secretariat”	X		This section is not about the Secretariat, but about the Executive Secretary.	The title should be changed, and the section should be combined with the section on Executive Secretary.
I.1.2.8.b (p.7)	“The Executive Secretary’s main responsibilities to the Coordinating Board shall include”		X	The list is incomplete.	As for Chair/Vice, an annexed TOR for ES is recommended.
I.1.2.8.b.i (p.8)	“Prepare and submit for Coordinating Boards [sic!] approval annual Financail [sic!] Mangement [sic!] Report of the		X	There is no direct reference to this report in the CB functions (I.1.1)	Add to I.1.1.

	Partnership”				
FN 14 (p.8)	“Task Forces are classically for specific, time-limited tasks defined by the Board. Once their task is fulfilled, they are dissolved. Working Groups, on the other hand, deal with core activities in an ongoing manner.”	X		Confusing referencing.	This FN should be moved into the text as a first line to I.1.2.9.
I.1.2.9 (p.8)	“...needs to report to the Coordinating Board on a regular basis.”		X	In other boards, certain reporting is conducted not to the full board, but to parts for efficiency reasons.	Sub-committees and task forces could possibly also report to the EC only in certain cases.
I.1.2.10 (p.8)	“Working Groups”		X	In some other boards, only CB members can become members of WGs (unlike in STBP WGs, see V.1.2.a).	It should be clarified whether only CB members can be members of WGs. NB The list of WGs should be in a FN and updated.
I.1.2.10.b (p.8)	“The Coordinating Board will facilitate and monitor the activities of the Working Groups with the aim of creating synergy and added value”	X		This function is not mentioned in I.1.1 CB functions. Is coordination not a task of the Secretariat? See I.1.2.10.h (p.8)	Make explicit in functions.
I.1.2.10.c (p.8)	“The Coordinating Board shall regularly review the relevance, priority and efficacy of each Working Group in order to implement the Global Plan 2006-2015.”	X		As above, this is not in I.1.1 CB functions.	Make explicit in functions.
I.1.2.10.i (p.8)	“The position of the Secretary of a Working Group is determined on a voluntary basis.”	X		This is not relevant to the Manual.	This should be in WG TORs, not here.
I.1.2.11 (p.9)	“Delegation “		X	Roles delegated to the Secretariat are not under this heading.	Include delegation of roles to Secretariat.
I.1.2.11 (p.9)	“Delegation”		X	In other boards, the Chair/Vice has more individual powers.	Functions delegated to Chair / Vice (e.g. certain decision making powers not requiring the full board, or in emergency)

					could be considered.
I.1.2.11.1.a (p.9)	“The Coordinating Board shall appoint seven of its members to constitute an Executive Committee which shall be broadly representative of the constituencies on the Coordinating Board”	X		It is unclear how seven members can evenly represent 11 constituencies. How are these members decided on? Is there rotation between constituencies?	Re-evaluate membership criteria and make explicit. Note that self-selection process has been seen as effective so far (source: interviews).
I.1.2.11.1.b (p.9)	“The functions of the Executive Committee will be”	X		There is much overlap between these functions and the full CB functions in I.1.1.	A clearer distinction should be made between “preparing” functions, and of “own” (e.g. decision-making) functions. A possibility would be to define EC functions negatively (“all except”) rather than positively (i.e. list), as e.g. the RBM board does. Another option is to annex clear TORs.
I.1.2.11.1.b.v (p.9)	Take time-sensitive decisions on behalf of the Coordinating Board subject to ratification of such decisions by the next full meeting of the Coordinating Board		X	Should all CB members not be notified immediately?	Revise.
I.1.2.11.1.f (p.9)	“All elected members of the Executive Committee will serve for a period of two years and may be re-appointed for a further period.”		X	May members be re-appointed automatically without a selection/election process? When is a new EC constituted? With new term of Chair? Why do EC members serve two years, not the full three board years?	Clarify and make explicit.
I.1.2.11.1.h (p.10)	“Five members in agreement shall be considered a sufficient basis for decision.”	X		Why is no meeting quorum defined, as above with 2/3?	A consistent wording should be used.
I.1.2.11.1.k (p.10)	“A report of meetings of the Executive Committee shall be published on the Partnership website.	X		“Final minutes” are published on the website. Days within which circulation takes place is missing.	Revise and make explicit.
I.1.2.11.2 (p.10)	The Coordinating Board delegates to the Executive Secretary the	X		Why does the CB delegate, but the EC monitors?	Decide on a consistent policy.

	powers to... All such decisions will be reported to the Executive Committee to facilitate their monitoring function.				
I.1.2.12 (p.10)	"Selection of Executive Secretary"	X		The structure is not logical.	The selection should not be in "delegation of authority" section, but under "Executive Secretary" (now "Secretariat", see above)
I.1.2.12.e / g (p.10)	"The two Panels [WHO,STBP CB Panel] will meet to reach consensus....The WHO will inform the Coordinating Board of the outcome of the selection panel"	X		Unclear why WHO informs CB if the candidate was agreed upon by consensus.	Clarify and revise.
I.1.2.12.g (p.10)	"Where the above Rules do not meet the need of a specific problem or situation, the provisions of Roberts' Rules of Order (New and Revised) shall apply"	X		This does not appear to be professional / relevant in practice.	Should be removed, as is the case for respective FN 21.
II (p.11)	"The Partners' Forum"	X		Introductory text differs from website text	Revise text.
II.1 / 2 (p.11)	"Mission" and "Functions"		X	The Forum meets less frequently than planned (not every three years), and may result in insufficient attention to these functions.	The Coordinating Board could take over or complement certain goals / functions (I.1.1).
II.3.e (p.11)	„topical theme or issue“	X		What is a topical theme?	Revise to "topic, theme or issue"
II.3.f (p.11)	"ACSM WG"	X		Now a sub-group. Is the group still responsible for this role?	Clarify and edit.
II.3.g (p.11)	"Assistance with travel to and attendance at the Forum..."	X		Inconsistent wording.	Wording used should be as similar as possible as in point I.1.2.5.b.
II.3.i (p.12)	"session Chair"		X	Not defined who Chair is or how chosen	Clarify and make explicit.
III (pp.12-14)	"National and Regional Partnerships – National"	X		This entire section is inconsistent with the manual in structure and style. It is also out-of-date (see National	As the section does not explicitly refer to of affect CB/EC/Partners' Forum/Secretariat/ES, it could be removed from the manual.

				Partnerships website).	
III (p.15)	“Regional Partnerships”	X		On the website, only a “Global Indigenous” and “Eastern Mediterranean” are mentioned.	This section, as above, could be removed.
IV (p.16)	“Partnership Secretariat”	X		The structure is not logical.	This section would more naturally follow directly after “Executive Secretary”.
IV.1 (p.16)	“Mission”	X		Text differs from website. And e.g. Global Plan not mentioned.	Revise.
IV.1.1 (p.16)	“Functions”	X		Text differs from website.	Revise.
IV.1.1 (p.16)	“Functions”		X	Points II.3g/h/j mentioned as Secretariat functions for Forum are not included in this section. NB CB Abuja meeting defines that CB will mandate Secretariat at least 18 months prior to Forum for this function. Also, Cairo meeting states that a Steering Committee shall be established by CB to work with Secretariat and National Organizing Committee.	Revise, include role of Steering Committee and composition and functions thereof, and make timelines explicit.
IV.1.1.b (p.16)	„regional partnerships“	X		These are not relevant to the Manual as they currently stand.	Remove section.
IV.1.1.c (p.16)	„1.8. To identify..“	X		Typo.	Delete number
IV.1.1.g/h/i/j (p.16)	All	X		The structure is not logical.	These should be sub-groups (i.e. i/ii/iii/iv)
IV.1.1.g (p.16)	“ACSM WG”	X		As this is now a sub-group, is this still a task of the Secretariat?	Re-evaluate and revise.
IV.1.1.k (p.16)	“procurement and supply of 1 <sup>st</sup> and 2 <sup>nd</sup> line anti-TB drugs and supplies”	X		Are these roles still current/comprehensive with respect to GDF?	Re-evaluate and revise.
IV.1.1.m/n	All	X		The structure is not	These should be sub-

(p.16)				logical.	groups (i.e. i/ii)
IV.1 and 1.1 and 1.2 (p.16)	Headings	X		It is unclear why 1.1 and 1.2 and following are subheadings of "mission and roles".	Restructure as own groups, not sub-groups.
IV.1.2.1 (p.16)	"Composition"	X		The structure is not logical.	Composition should precede "procedures", not come under the heading "procedures".
IV.1.2.1. (p.16) and IV.1.2.3 (p.17)	"Composition" and "Conditions"	X		These sections are out-of-date.	New MOU should be included when approved and sections modified accordingly.
IV.1.2.1 (p.16)	"Composition"		X	CB 2009 Geneva meeting states that a private sector focal point will be established within Secretariat (time-limited for 1 year), subject to budget.	Make explicit.
IV.1.2.4.j (p.17)	"Publishing all Coordinating Board and Partnership meeting papers and reports on the Partnership website"		X	"All" may be misleading. Number of days within which publication to take place is missing.	Make explicit which reports to be published, and timeline.
V (pp.18-19)	"Partnership Working Groups"	X		Structure differs from sections above (headings/subheadings/numbering)	Re-structure coherently.
V.I (pp.20-45)	"Annexes – the Working Groups"	X		WGs have TORs on the website, which are revised and available.	These TORs could be removed from the manual.
Annex 9 (p.46)	"Selection procedures for private foundation participation..."	X		Is such a guideline needed in the manual if Gates is de facto a non-rotating member (interviews) and if other sections of the manual (e.g. section I of manual) stipulate that foundations should decide on own selection process and make this available to the board? Inconsistency: the entire structure is	Consider removing Annex 9 or rewriting completely.

				inconsistent with the sections above. The guidelines refer to a representative of the foundations' community. This does not appear to be the case in practice, and hence the goals and process are unlikely to be taking place in practice.	
Annex 9 (p.46)	"Identifying a representative - The outgoing foundation board member will coordinate the call for interested applicants"	X		This is not mentioned in section I (CB) selection processes.	Clarify, and if the case, include in CB section I.
Annex 9 (p.46)	"Terms of Reference"	X		These terms are not listed in sections above, nor are they identical with section I.1 and I.1.1 (mission, functions)	Ensure coherency of terms, and see points on creating explicit board member TORs above.
Annex 9 (p.46)	"Time requirements"	X		Most points are not mentioned in sections above (e.g. task force participation), and those mentioned are not consistent with sections above (e.g. 2-4 meetings per year instead of 2 mentioned above).	See above point on TORs.
Annex 10 (pp.47-50)	"Selection procedures for private sector participation..."	X		As for foundations, it is unclear whether these guidelines, selection process and terms are used, or supposed to be used, in practice (certain sections above state that the corporate sector manages its own selection process). Global Health Initiative (GHI) and WEF cooperation in practice? How is	Clarify role of GHI. Section needs to be rewritten or removed. See recommendation for TORs, as for foundations (see above on Annex 9)

				directly this relevant to private sector selection for the board? Selection processes are incoherent.	
Annex 11 and Appendixes I-IV (pp.51-65)	“Resource Administration, Financial Management and Financial Policy”	X		Nearly all information in this section is out-of-date.	This section should be available as a separate guideline / manual for staff and board members when relevant.
Annex 12 (p.66)	“Information Technology Policies”		X	Are these guidelines up-to-date? Who is defined as a “staff member” (Secretariat only? CB members?)	Clarify and make explicit. Suggest keeping section in Manual.
Annex 12 (p.67)	“website”		X	Most of the referenced documents / links are not made explicit (hyperlinks, full document names), nor does the section appear to be up-to-date (e.g. requirement i.)	Revise.
Annex 13 (p.70)	“usage of Stop TB Partnership logo”	X		Links to do not work. Is the section up-to-date?	Edit and revise.
Appendix V (p.71)	“GDF Quality Manual”		X	This does not contain any information.	Remove section.

**Standardized Review Tool**

See attached Excel sheet.

**Proposal for a revised Structure of the Manual of Procedures**

MANUAL OF PROCEDURES FOR THE STOP TB PARTNERSHIP



(Roles, Functions and Procedures)

Contents

I. PARTNERS' FORUM

1. Role and Mission
2. Functions
3. Procedures

II. COORDINATING BOARD

1. Role and Mission
2. Functions
3. Members
  - 1) Composition
  - 2) Selection of members
  - 3) Selection of Chair
  - 4) Selection of Vice-Chair
4. Meetings: Frequency, Type of meetings, Date, Venue of meetings, Quorum, Travel Assistance
5. Procedures: Decision-making process, Quorum
6. Delegation of Authority to and Coordination of the Board with:
  - 1) Executive Committee
  - 2) Executive Secretary
  - 3) Working Groups
  - 4) Task Forces

III. EXECUTIVE SECRETARY

1. Selection of Executive Secretary

IV. PARTNERSHIP SECRETARIAT

1. Role and Mission
2. Functions
3. Procedures

V. WORKING GROUPS

1. Role and Mission
2. Functions
3. Procedures

VI. ANNEXES

1. TORs Coordinating Board Chair / Vice-Chair
2. TOR Executive Secretary
3. Selection procedures for private foundation representation on the Board
4. Selection procedures for private sector representation on the Coordinating Board
5. Financial Policy
6. Information Technology Policy
7. Policy on the use of the Stop TB Logo
8. Ethics Policy
9. Possible: National Partnerships, Global Partnerships, TBTEAM, TBREACH, CSFC

**List of Interviewees**

Prof. Rifat Atun, Cluster Director, Strategy, Performance and Evaluation, GFATM  
Ms. Shirley Bennett, Governance Officer, Stop TB Partnership  
Dr. Jeremiah Muhwa Chakaya, Technical Expert, Ministry of Health, Kenya  
Ms. Charlotte Diez, Board Relations Officer, Global Fund to Fight AIDS, Tuberculosis and Malaria  
Dr. Lucica Ditiu, Executive Secretary, Stop TB Partnership  
Dr. Peter Gondrie, Executive Director, KNCV Tuberculosis Foundation  
Dr. Michael Kimerling, Senior Program Officer, Global Health TB/HIV Program, Bill & Melinda Gates Foundation  
Mr. Martins Pavelsons, Programme Officer, Roll Back Malaria  
Dr. Mario Raviglione, Director, Stop TB Department, World Health Organization  
Mr. Joel C. Spicer, Senior Strategist and Team Leader, Stop TB Partnership

### **List of Interview Questions**

- 1) Do you, broadly speaking, find the governance mechanisms of your institution effective?
- 2) Do you use the Manual of Procedures / By-Laws / Operating Procedures on a regular basis as a reference manual? If yes, what do you mainly use the Manual for?
- 3) Are your constituencies / Partners aware of the Manual of Procedures / By-Laws / Operating Procedures?
- 4) Do your Manual of Procedures / By-Laws / Operating Procedures reflect how procedures are carried through in practice? If not, could you provide a few examples of how the Manual differs from practice?
- 5) Are election / selection procedures from the Manual of Procedures / By-Laws / Operating Procedures for Board membership implemented in practice?
- 6) Are election / selection procedures from the Manual Procedures / By-Laws / Operating Procedures to become Chair / Vice-Chair of the Board implemented in practice?
- 7) If there is rotating membership on your Board, are rotation guidelines and terms upheld in practice?
- 8) Do your Board members actively engage their constituencies before and after Board meetings?
- 9) What would, in your opinion, need to be revised in the Manual of Procedures / By-Laws / Operating Procedures in order to make the governance of your institution more effective and efficient? What works particularly well?

### **Sources**

**The Global Fund to Fight AIDS, Tuberculosis and Malaria**, Board Memo, 20 June 2011

**McKinsey&Company**, The Global Fund to Fight AIDS, Tuberculosis and Malaria – Comprehensive Reform Working Group, Working Paper, April 28, 2011

**McKinsey&Company**, Independent Evaluation of the Stop TB Partnership, Final Report, 21 April 2008

**Stop TB Partnership**, Manual of Procedures for the Stop TB Partnership – Roles, Functions and Procedures (revised version 15 August 2006)

**Stop TB Partnership**, Secretariat, Governance PowerPoint Slides, 13 June 2011

**Stop TB Partnership**, Board Rotation Schedule, Proposal Draft, 13 January 2010

**Stop TB Partnership**, Executive Committee, Teleconference Executive committee (32 Ex Comm. 17 May 2011), Final Minutes <http://www.stoptb.org/assets/documents/about/cb/Final%20Minutes%20-%20ExCom32.pdf> (accessed July 4 2011)

**Stop TB Partnership**, Executive Committee, Teleconference Executive committee (29 Executive Committee – 28 June 2010), Final Minutes <http://www.stoptb.org/assets/documents/about/cb/Final%20Minutes%20-%20ExCom29.pdf> (accessed July 5 2011)

**Stop TB Partnership**, Manual of Procedures for the Stop TB Partnership (Roles, Functions and Procedures), 10 June 2004 (revised 15 August 2006)

**Stop TB Partnership**, Meeting Report of the 15th Coordinating Board Meeting, Bagamoyo, Tanzania Doc: 1.09-1.2 [http://www.stoptb.org/assets/documents/about/cb/meetings/Final\\_Board\\_Report\\_15.pdf](http://www.stoptb.org/assets/documents/about/cb/meetings/Final_Board_Report_15.pdf) (accessed July 4 2011)

**Stop TB Partnership**, Coordinating Board Meeting, New Delhi, 22-23 March 2004, Summary of Decision and Actions <http://www.stoptb.org/about/cb/meetings/06/> (accessed July 5 2011)

**Stop TB Partnership**, 7<sup>th</sup> Coordinating Board Meeting, Beijing, China, 14-15 October 2004, Draft Decisions/Actions, CB-STB 04-02 <http://www.stoptb.org/assets/documents/about/cb/meetings/07/2.04-0%20Outcomes/Decision%20Points.pdf> (accessed July 5 2011)

**Stop TB Partnership**, 8<sup>th</sup> Stop TB Coordinating Board Meeting, 3-4 May 2005, Addis Ababa, Federal Democratic Republic of Ethiopia, Decisions/Actions (CB 01-05) <http://www.stoptb.org/assets/documents/about/cb/meetings/08/1-05-0%20Outcomes/Decision%20Points.pdf> (accessed July 5 2011)

**Stop TB Partnership**, 9<sup>th</sup> Stop TB Coordinating Board Meeting, 10-11 November 2005, Assisi, Italy, Draft Decisions/Actions, CB 02-05 <http://www.stoptb.org/assets/documents/about/cb/meetings/09/2.05-0%20Outcomes/Decision%20Points.pdf> (accessed July 5 2011)

**Stop TB Partnership**, Decision Points Signed, Abuja, Nigeria, 24-25 April 2006, Doc 2.06-1.1. <http://www.stoptb.org/assets/documents/about/cb/meetings/10/1.06-0%20Outcomes/Decisions%20Points.pdf> (accessed July 5 2011)

**Stop TB Partnership**, Decision Points, DOC 1.07-1.3 11th Coordinating Board Meeting Jakarta, Indonesia 29-30 November 2006 <http://www.stoptb.org/assets/documents/about/cb/meetings/11/2.06-0%20Outcomes/Decision%20Points.pdf> (accessed July 5 2011)

**Stop TB Partnership**, 12th Coordinating Board Meeting Geneva, Switzerland 18-19 April 2007, Decision Points, <http://www.stoptb.org/assets/documents/about/cb/meetings/12/1.07-0%20Outcomes/Decision%20Points.pdf> (accessed July 5 2011)

**Stop TB Partnership**, 13th Coordinating Board Meeting Berlin, Germany, Decision Points, <http://www.stoptb.org/assets/documents/about/cb/meetings/13/2.07-0%20Outcomes/Decision%20Points.pdf> (accessed July 5 2011)

**Stop TB Partnership**, 14th Coordinating Board Meeting Cairo, Egypt, Decision Points, <http://www.stoptb.org/about/cb/meetings/14/> (accessed July 5 2011)

**Stop TB Partnership**, 15th Coordinating Board Meeting Bagamoyo, Tanzania, 28-29 October 2008, Decision Points, <http://www.stoptb.org/assets/documents/about/cb/meetings/15/2.08-0%20Outcomes/Decision%20Points.pdf> (accessed July 5 2011)

**Stop TB Partnership**, Meeting Report of the 16<sup>th</sup> Coordinating Board Meeting, Rio de Janeiro, Brazil, Doc 2.09-1.2 <http://www.stoptb.org/about/cb/meetings/16/> (accessed July 5 2011)

**Stop TB Partnership**, 17th Coordinating Board Meeting Geneva, Switzerland, Decision Points, <http://www.stoptb.org/assets/documents/about/cb/meetings/17/2.09-0%20Outcomes/Decision%20Points.pdf> (accessed July 5 2011)

**Stop TB Partnership**, 18th Coordinating Board Meeting Hanoi, Viet Nam, Decision Points, <http://www.stoptb.org/assets/documents/about/cb/meetings/18/1.10-0%20Outcomes/Decision%20Points.pdf> (accessed 5 July 2011)

**Stop TB Partnership**, 19th Coordinating Board Meeting Johannesburg, South Africa, Decision Points, <http://www.stoptb.org/assets/documents/about/cb/meetings/19/2.10-0%20Outcomes/Decision%20Points%2019th%20CB%20meeting%20Johannesburg%20South%20Africa.pdf> (accessed 5 July 2011)

**Stop TB Partnership**, 20th Coordinating Board Meeting Washington D.C., United States of America, Decision Points, <http://www.stoptb.org/assets/documents/about/cb/meetings/20/1.11-0%20Outcomes/Decision%20Points.pdf> (accessed July 5 2011)

**Stop TB Partnership**, Joseph Leenhouts-Martin (independent consultant), The Stop TB Partnership Constituency – Nongovernmental Organizations – Descriptive Analysis and Partner Perspectives on Increasing Engagement, 2010

**Stop TB Partnership**, Revised Categories for Stop TB Directory (Annex 1), Draft Concept March 2011

**World Bank Group, Independent Evaluation Group (IEG)**, The Global Tuberculosis Partnership, Global Program Review, Volume 4, Issue 1, [http://siteresources.worldbank.org/INTGLOREGPARPRO/Resources/stop\\_tb.pdf](http://siteresources.worldbank.org/INTGLOREGPARPRO/Resources/stop_tb.pdf) (accessed August 29 2011)