



Stop TB Partnership Secretariat Operational Strategy

September 2023

hosted by
 UNOPS

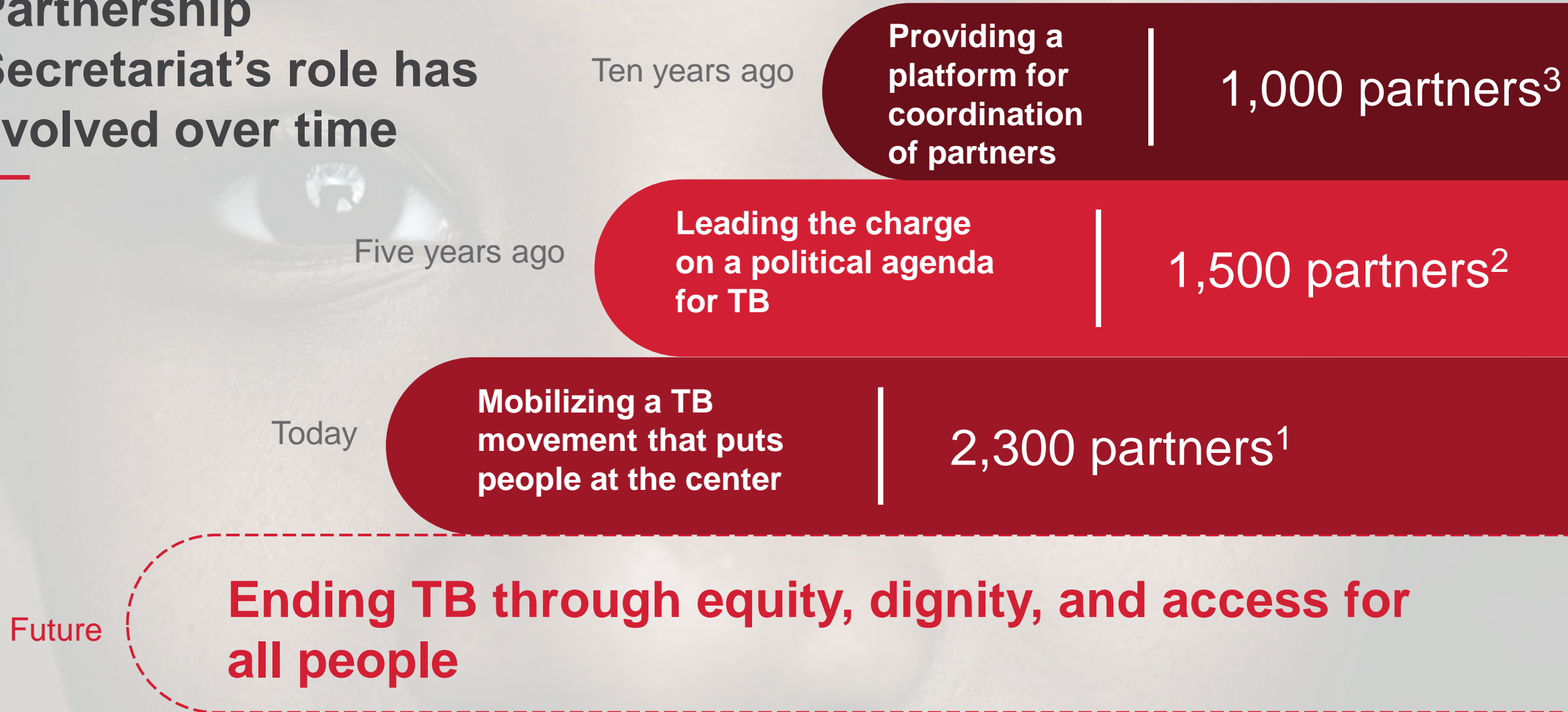


www.stoptb.org

Executive Summary

1. The 2023-2028 Operational Strategy exists to provide a living, high-level roadmap for current and future work of the Secretariat, bringing the organization together around its comparative advantages and achieving greater sustainability
2. The approach to developing the Operation Strategy included consulting 92 partners on the Secretariat's areas of strength and opportunity and collaborating with Secretariat staff over 10 weeks through workshops and team-based meetings
3. The Secretariat is seen by partners to have a distinctive role in providing access to treatment, other products and innovations, strengthening TB-affected voices and civil society, catalyzing innovation and advocating for ending TB, including with financing and political action
4. The new Operational Strategy focuses on where the Secretariat provides a comparative advantage in future strategic priorities, particularly its roles as a purposeful changemaker, fearless disruptor, impact expander, global unifier, and equitable partner
5. The Operational Strategy builds upon long-standing, recognized work such as the 2015-2023 Operational Strategy, the work for the 2018 and 2023 UN HLMs, TB REACH, Challenge Facility for Civil Society, Re-imagining TB Care, Global Drug Facility, among others
6. The Operational Strategy aims to harness Secretariat's strengths and expanded work to champion ending TB with financial and political action, to mobilize an equitable and inclusive people-centered movement, to build a stigma-free Community-led, Rights-based, Gender-transformative TB response, to catalyze, incubate and scale-up TB innovations, and to facilitate access to quality-assured, affordable TB products.
7. For the Operational Strategy to be effective, it will require motivated and passionate people with a diverse, equitable and inclusive culture; transparent and collaborative information sharing within the Secretariat; and efficient, effective, and resourced Secretariat operations, governance and hosting
8. We look forward to the input from Board colleagues as we finalize the 2023-2028 Operational Strategy

The Stop TB Partnership Secretariat's role has evolved over time



In March 2022, the Board approved a Future Strategic Vision with five priorities

- 1** Putting TB at the top of the health agenda through a bold TB narrative and increased accountability
- 2** Driving progress through innovation acceleration, new voices, and more advocates
- 3** Engaging with countries and communities through country-driven, country-led approach and a clarified role in country
- 4** Reflecting diverse perspectives through TB-affected community leadership and partner support
- 5** Broadening funding by closing the funding gap



These priority actions were informed by feedback from partners through interviews, focus groups, workshops and a survey

Secretariat comparative advantages



Purposeful changemakers

Resiliently and passionately pushing to effect real, sustainable change



Fearless disruptors

Innovating, catalyzing, and thoughtfully challenging the status quo



Impact expanders

Working consistently, rapidly, and effectively to achieve ambitious TB outcomes



Global unifiers

Boldly setting TB agenda and bringing along diverse stakeholders

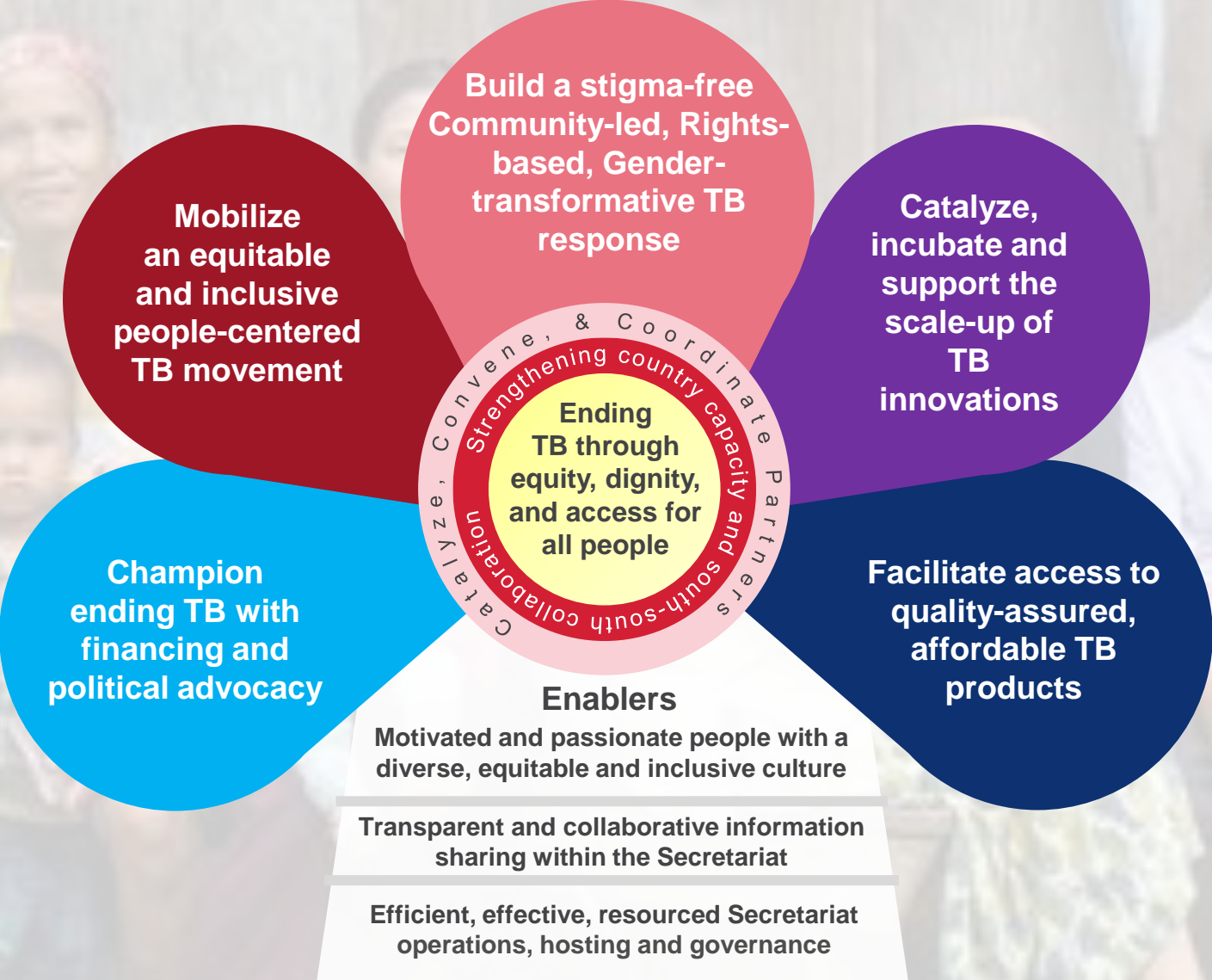


Equitable partners

Providing pathways to ensure all partners have a voice in TB, especially people, communities and countries affected by TB

The Secretariat's distinctive advantages can help achieve Board's priorities

2023-2028 Operational Strategy for the Stop TB Partnership Secretariat



Vision of success

TB is visible in high-level political forums and financing dialogues leading to increased and sustainable funding for TB

There is greater recognition of TB from political leaders and key stakeholders

Financing for TB increases from domestic, donor, and innovative sources

Lead Secretariat Contributors

Executive Director's Office (EDO)
Advocacy and Communications team

Supporting Secretariat Contributors

Country & Community Support for Impact team
External Affairs and Strategic Initiatives team

Global Plan linkage

Supports priority areas one, five, and eight¹

Champion ending TB with financing and political advocacy



Principles of work

We cultivate **influential political champions** to shape global policy

We pursue **bold language and targets** to push ambition

We rally partners on a **shared agenda**

We encourage **strategic leveraging of diverse funding sources, balancing between our strategic priorities and earmarked donor funding**

We curate **messaging, insights, and knowledge** for financing advocacy

Objectives

1. Develop and promote a **globally aligned TB advocacy narrative**
2. **Secure commitments** from high-level political leaders to step up action against TB (e.g., UNHLM, G7, G20, AU, BRICS)
3. Advocate for **broader, bolder TB investments and resource mobilization** through leveraging diverse financing sources (e.g., domestic, donor, private sector capital, development banks, innovative financing mechanisms)
4. Contribute to insights, tools, and messages for **political accountability towards ending TB**
5. Support countries to develop and mobilize domestic, donor, and innovative financing for **high quality national TB strategic plans**

Measures of success

Increased political commitment for TB response and follow through of those commitments

TB investments are included and prioritized within broader public health priorities

Greater domestic and donor financial commitments for TB response

Fully financed comprehensive national TB strategic plans

¹ Summary of Global Plan found in Appendix

Vision of success

A diverse & inclusive movement of people & communities affected by TB, key & vulnerable populations, civil society, parliamentarians, academia, influencers, media & other partners

Partners coordinate collaboratively to effectively advocate for a fully financed TB response, prioritizing human rights, gender, and equity

Strong national partners increase domestic attention, political will, financing and accountability for TB

Lead Secretariat Contributors

Country & Community Support for Impact team
Advocacy and Communications team

Supporting Secretariat Contributors

Executive Director's Office (EDO)
TB REACH team
External Affairs and Strategic Initiatives team

Global Plan linkage

Supports priority areas four and five¹

Mobilize an equitable and inclusive people-centered TB movement



Principles of work

Our governance ensures TB-affected communities, TB-affected countries and key and vulnerable populations are **visibly and authentically represented, engaged, heard and empowered in our leadership, systems, structures and programs**

We facilitate mobilization, network-building and strategic spaces for people and communities affected by TB to have a **seat at the table as equal partners and leaders** of global, regional, and country TB response

We cultivate **new activist voices and more advocates** to drive social mobilization

We believe in **strong multisectoral partnerships** at global, regional, and country-level empowered with tools and approaches to advocate and communicate for addressing the social determinants of TB

Objectives

1. Promote diverse, equitable, inclusive global governance with **active, robust Board constituencies** and delegations
2. Build and strengthen TB survivor and civil society networks and global, regional, and country partners to **engage in TB advocacy and communications, accountability, program design, implementation, monitoring, review and governance**
3. **Raise ambition for TB through bold campaigns** (including World TB Day) with diverse influencers and **user-friendly messaging and tactics**
4. Activate a diverse and inclusive TB movement through **strengthening country-level partnerships**

Measures of success

Increased TB awareness, advocacy, commitment, coordination and accountability

Mobilized and coordinated global movement for advocacy and accountability in TB response

Coordinated, engaged TB survivors and civil society strategically influencing in global, regional, and national forums, policies and programs

Multisectoral country-level partnerships level partnerships that increase domestic financing for TB, facilitate adoption and scale of tools and interventions by various sectors, including the private sector

¹ Summary of Global Plan found in Appendix



Vision of success

People & communities affected by TB and key and vulnerable populations are empowered to advocate and mobilize action at the grassroots, global, regional, and country support
Stronger global, regional, and country TB responses that include funded interventions aimed at promoting human rights, reducing stigma and gender barriers to care, and social inequities

Lead Secretariat Contributors

Country & Community Support for Impact team

Supporting Secretariat Contributors

Executive Director's Office (EDO)
TB REACH team
Introducing New Tools Project (iNTP) team

Global Plan linkage

Supports priority areas two, four, and six¹

Build a stigma-free Community-led, Rights-based, Gender-transformative TB response



Principles of work

We can only achieve our goal to end TB through an **inclusive, purposeful and cooperative partnership**

We **promote equity, access, and protect human rights** for all TB affected communities, including key and vulnerable populations, across all areas of work

We provide support via funding, capacity building, tools etc. to amplify the relevance of and integrate **stigma-free Community-led, Rights-based and Gender-transformative responses through multi-sectoral partnerships and global collaboration with a focus on South-South cooperation**

Objectives

1. Promote CRG institutionalization through **tools, grants, capacity building and evidence generation**
2. **Support advocacy, increase ambition, funding and generate demand** for TB products through CFCS grants
3. Influence global **guidelines, policies, and financing** for CRG action plans
4. Support country and community-led processes to **integrate CRG into country responses such as the national strategic plan (NSP), donor funding request etc.**
5. Build social accountability by **enabling community-led monitoring**

Measures of success

Reduced stigma, human right- and gender-barriers to care, harmful social norms and practices affecting TB responses

Ambitious, fully funded national TB strategic plans that include all CRG components with community led monitoring

CRG agenda prioritized and integrated into guidelines, policies, donor financing, and political forums

TB affected communities, including women, girls, and key vulnerable populations, are capacitated, empowered, mobilized, funded, and meaningfully engaged in TB responses

Vision of success

The development of new approaches and tools is nurtured and promoted especially in high TB burden countries

People-centered innovations are rapidly developed, deployed, and evaluated to expand local and global knowledge to end TB

Impactful approaches are scaled through catalytic funding from other donors and national governments

Lead Secretariat Contributors

External Affairs and Strategic Initiatives team
TB REACH team
Introducing New Tools Project (iNTP) team

Supporting Contributors from the Secretariat

Country & Community Support for Impact team
Global Drug Facility (GDF) team
Executive Director's Office (EDO)

Global Plan Linkage

Supports priority areas two and seven¹

Catalyze, incubate and support the scale-up of TB innovations



Principles of work

We **embrace disruptive thinking and strategic risk-taking** to unlock new innovative opportunities in a fast and nimble way and drive transformative change

We **catalyze, incubate, and generate evidence to change policy and scale-up TB innovations** grounded around people's needs, preferences, and circumstances

We **advocate and support country-inspired, country-driven and country-owned innovation pathways**

We **support strengthening of local partners' technical expertise and capacity** for cross-country scale-up

We **engage with a broad spectrum of country and global stakeholders and partners** (i.e., end-users, policymakers, private sector partners, local implementers, civil society and communities, innovators, academia/researchers, donors/funders, etc.) across the TB care journey and product development lifecycle

Objectives

1. Provide a platform, technical support and catalytic funding to local partners to **promote and implement disruptive approaches and innovative tools with buy-in of TB-affected communities**
2. Create systematic, fit-for-purpose, and people-centered processes to understand needs and support the **development, incubation, and scale-up of TB innovations in collaboration with global stakeholders and partners**
3. **Build awareness** and innovative financing to support country-inspired, country-driven and country-owned TB innovation
4. Leverage collective expertise, multi-country validation, collaborative partnerships, and disseminate insights about TB innovations to **inform and strengthen policies, guidelines, and national strategic plans**
5. **Support and strengthen emerging innovator communities** to bring to life new ideas and enhance the TB innovation ecosystem

Measures of success

Improved understanding of needs, preferences, and circumstances to inform the countries' identification, selection, and introduction of TB innovation

Increased insight-generation and dissemination of TB innovations

Increased awareness, uptake, implementation, and scale-up of impactful people-centered TB innovations

Increased engagement of TB-affected communities to reach people early to effectively prevent, diagnose and treat TB

Improved South-to-South cooperation and technical capacity of local partners to independently roll-out cross-country TB innovations

Vision of success

Worldwide access to TB products through sustainable, viable global markets that deliver innovative, quality-assured, affordable TB products

Lead Secretariat Contributors

Global Drug Facility (GDF) team

Supporting Secretariat Contributors

External Affairs and Strategic Initiatives team
TB REACH team
Introducing New Tools Project (iNTP) team
Country & Community Support for Impact team
Executive Director's Office (EDO)

Global Plan linkage

Supports priority areas two and three¹

Facilitate access to quality-assured, affordable TB products



Principles of work

Strategic principles:

We build **strategic partnerships**
We follow a **country-driven and country-led approach**

Operational principles:

We engage in **end-to-end product life-cycle management**
We offer **integrated, best-in-class procurement services** that maximize cost efficiency and **automation**
We provide **tailored solutions to address TB market challenges**
We promote **cost-effective, more efficient, greener supply chains**

Objectives

1. Drive **stewardship of global TB markets**
2. Demonstrate best in class model for **global sourcing and supply**
3. **Facilitate country-led procurement and supply solutions**
4. **Incentivize and introduce TB innovations**

Measures of success

Prevented stockout in countries
Accelerated uptake of new TB products and regimens

Three core enablers are needed to facilitate the goals of the Operational Strategy

Enabler



Motivated and passionate people, a diverse, equitable and inclusive culture

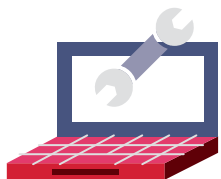
What is needed

- Attract and retain qualified and diverse (age, gender, geography, etc.) people across the Secretariat, including in leadership positions
- Build and sustain an inclusive and respectful culture with high employee engagement
- Implement UNOPS tools and policies equitably for supportive work environment such as, work/life balance and contract modalities
- Enable resourced, equitable access to professional development across teams, including leadership training



Transparent and collaborative information sharing within the Secretariat

- Develop and support a Secretariat-wide data and technology strategy in place
- Establish mechanisms, approach, and access to for transparent, collaborative information sharing across Secretariat
- Build knowledge system for capturing information and codification of best practices



Efficient, effective, and resourced Secretariat, operations, governance, and hosting

- Operate and manage Secretariat in an efficient and effective manner
- Build transparent systems to oversee and manage Secretariat risks in line with UNOPS procedures
- Strive for sustainable and predictable Secretariat funding to deliver Operational Strategy
- Support Partnership Board to operate transparently and govern effectively

Asks of Partners

Goals / Enablers

Priority asks for Partners



Champion ending TB with financing and political action

- Contribute to and utilize aligned global TB messaging to political leaders
- Lead and support advocacy efforts in their respective countries
- Support accountability and monitoring efforts to track follow through of global commitments at country level



Mobilize an equitable and inclusive people-centered TB movement

- Participate in Stop TB Partnership Board constituencies
- Recruit new and diverse stakeholders to the TB movement
- Amplify voices of people affected by TB



Build a stigma-free Community-led, Rights-based, Gender-transformative TB response

- Advocate for and participate in country and community level networks to promote CRG
- Support integration of CRG into global, regional, national policies and programs
- Advance understanding of CRG within Partner organizations



Catalyze, incubate and support the scale-up TB innovations

- Advocate for investment and awareness of new tools
- Contribute to insight gathering to understand needs and support the development, incubation, and scale-up of TB innovations
- Promote innovators from TB high burden countries



Facilitate access to quality-assured, affordable TB products

- Support monitoring in country for stock out early warning
- Advocate for rapid uptake of new guidelines and tools

Recognizing the role of the Partnership Secretariat in coordinating, catalyzing, and convening partners, each of these goals requires strong support from the diversity of the Partnership

Appendix

Partners deeply value the Secretariat and identified six major strengths...



Increased global attention and profile of TB

“ *Stop TB Partnership made the UN HLM happen, the first of its kind for TB*

Strengthened the voice of TB affected communities and civil society

“ *The Partnership is solely responsible for developing and mobilizing civil society, which has kept the TB response attuned to changes in-country*

Catalyzed innovation in service delivery through financing

“ *TB REACH consistently disseminates funds to innovators more quickly than other funding sources*

Provided universal access to TB products

“ *GDF pivoted quickly during the COVID-19-induced shortages to prevent stockouts and ensure access*

Supported increase in global financing for TB

“ *The heart of the Partnership is bringing together a broad group of players, which allows access to funding other agencies don't have*

Challenged stigmas in TB care delivery

“ *In the last decade of the Partnership and 25 years working in TB, I have seen it become humanized with real TB advocates and community voices*

... and identified areas where they would like the Secretariat to provide broader leadership for the TB community

Ensuring accountability and follow through



The [2018] UN HLM was the start, but it needs a robust action plan to ensure countries met the commitment

Widening donor base for TB



TB has a narrow donor base, so we need to diversify ... there is opportunity to ride the COVID-19 funding wave

Influencing country-level financing and implementation



We need to bring evidence to translate Global Plan to country level and advocate for more domestic funding

Leading in diversity, equity, and inclusion



Inclusion means all stakeholders are included - global North and South, donors and implementors, gender diversity – and there is space for everyone to play an active role

Nurturing the country voice of the Partnership



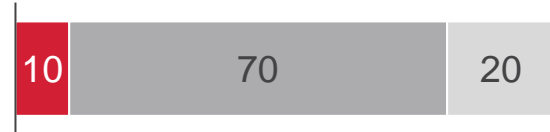
We need more effective mechanisms for countries to shift the agenda of Stop TB Partnership... the Partnership should elevate the country voices

The Global Plan to End TB 2023-2030

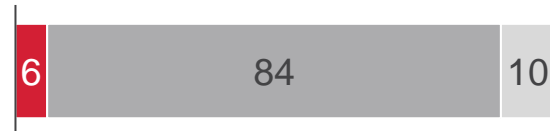
■ Progress in 2021 ■ Gap ■ Not included in goal

Progress against End TB targets¹

Reduce the global TB incidence rate by 80%



Reduce the number of TB deaths by 90% worldwide



Eliminate catastrophic costs for TB-affected households by 2030



Global Plan priority area

1. Ending TB through comprehensive investment packages implemented at scale
2. Scaling up TB diagnosis and care
3. Scaling up TB prevention
4. Partnering with key stakeholders: Communities and the private sector
5. Ending TB through universal health coverage, pandemic preparedness and response, and socioeconomic actions
6. Human rights, stigma, gender, and key and vulnerable populations
7. Accelerating development of new TB tools
8. Resource needs, return on investment, and cost of inaction

1. All numbers are compared to 2015 baseline

Targets from Global Plan to End TB 2023-2030

Priority action

Deliver early diagnosis and TB treatment and care

Prevent TB transmission, infection and disease

Accelerate R&D of new TB tools

Implement enablers and strengthen systems

Mobilize resources to implement the Global Plan



Targets to achieve by 2030

- Find and diagnose at least 95% of people with TB, including drug-susceptible (DS-) and DR-TB in adults and children.
 - More than 90% of pulmonary TB should be diagnosed by rapid molecular tests, and more than 90% of bacteriologically identified TB strains should have DST before initiating treatment.
 - Deliver treatment to 50 million people from 2023 to 2030, including 4.7 million children and 3.32 million people with rifampicin-resistant (RR-) or multidrug-resistant (MDR-) TB.
 - Initiate appropriate treatment for all people diagnosed with TB.
 - Achieve at least 90% treatment success for all forms of TB.
-
- Provide TPT to 100% of eligible contacts of people with TB.
 - Provide TPT to 100% of PLHIV.
 - Provide TPT to 35 million people at risk of TB.
 - Develop at least one new TB vaccine to be recommended for use in 2025 and rolled out in 2026.
 - Achieve at least 60% target population coverage with a new vaccine by 2030
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- Achieve the goals and objectives set in the Global Plan's strategic frameworks for vaccines, diagnostics and medicines (see Chapter 8 for new tools strategic frameworks).
-
- At least 90% of countries have a communities, rights and gender (CRG) action plan, budget line and monitoring mechanism.
 - At least 90% of countries have identified key and vulnerable populations in their national TB plans, have proposed specific actions, and have a budget line and monitoring mechanism in place.
 - At least 90% of countries that anticipate implementing a new TB vaccine have a vaccine readiness plan.
-
- Mobilize US\$ 209.8 billion for TB programmes and enabling interventions from 2023 to 2030.
 - Mobilize US\$ 33.8 billion for R&D for new TB medicines, diagnostics and vaccines from 2023 to 2030.
 - Mobilize at least US\$ 6.4 billion for TB basic science research.