Stop TB Partnership Working Groups: Standard Operating Procedures

Final document
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1. Introduction

This document outlines the Standard Operating Procedures (SOPs) for the Stop TB Partnership Working Groups (WGs).

It has been developed based on:

- Extensive interviews with 50+ members of WGs, Coordinating Board (Board), Executive Committee (EC), Partnership Secretariat staff, key stakeholders and country representatives
- A review of existing TORs and governance procedures across all WGs
- Best practice governance and operating procedures

WG, EC, Board, Partnership Secretariat and country representatives have reviewed draft versions of the SOPs and their feedback has been incorporated in this document. The final SOPs were approved by the EC on 13<sup>th</sup> March 2014

Unique features of WGs (e.g., hosting arrangements) may require variance from SOPs. Such exceptions are possible where the WG, Partnership Secretariat and EC support this.
2. Context for the SOPs

The Stop TB Partnership has undergone an extensive process to clarify its role, strategic priorities, and operating model in developing its 2013-15 Operational Strategy. As part of this process the WGs have been highlighted as critical convening bodies for partners to coordinate and harmonize activities towards the achievement of the Global Plan, and to execute tasks that require collective effort.

However, the Coordinating Board, Executive Committee, Secretariat and WG members have identified challenges that are limiting how effectively the WGs fulfil this role.

These challenges include:

1. **Non-standard governance procedures:** Governance procedures (e.g., elections, membership, structure, role of Secretariats) vary significantly between WGs. This makes coordination with Board and other WGs more difficult.

2. **Inconsistent planning and budgeting:** Although, some WGs develop detailed and specific workplans and budgets (including financial contributions of all donors) this is not true for all. Additionally, the process for allocating funds for WGs is problematic, with many WGs unhappy with the limited funds allocated to them.

3. **Limited accountability:** The Executive Committee has highlighted concerns over the reporting mechanisms and performance metrics that WGs are held accountable to. The depth of WGs’ reports varies, and often focus on achievements of Working Group member organisations rather than WGs themselves.

4. **Unclear communication process:** The communications process, particularly between WGs and the Secretariat, and WGs and the Board, is unclear and in some cases ad-hoc. As a result WG members feel the Secretariat and Board lack an informed understanding of their activities, whilst Board members do not feel they receive useful information from WGs on strategic issues.

To address these issues The Operational Strategy of the Stop TB Partnership 2013-2015 mandates the Secretariat to strengthen support to the Working Groups, including through standardizing WG reporting to, interactions and communications with, the Secretariat, the Coordinating Board and Board Committees, and the use of harmonized key performance indicators. SOPs were identified by the EC as an important means to achieve this, and The Partnership Secretariat has supported an extensive process to develop them.
3. SOPs summary

The SOPs cover key Partnership bodies, focussing on three pillars, enabled by supportive communications (as outlined in Figure 1).

SOPs will require significant changes in the way WGs operate in each of the areas outlined in Figure 1. These changes are summarized below:

- **Consistent governance structures**
  - Standardized TORs, including:
    - Chair/Vice-chair: term no longer than 3 years, candidates nominated by WG, elected by CG
    - Core Group: 3 year term with opportunity for one renewal, limited to 20 members, new members appointed by rest of CG based on specific competencies and ensuring balanced representation

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1. Does not include Co-chairs for New Tools WGs
o Standardized criteria for sub-groups (e.g., established with specific objectives and reporting through parent WG). Task-forces established as time-limited entities

o Clear process for dissolution and creation of WGs as required

o WG Secretariats appointed by CG and Chair, reviewed as necessary. Consistent TORs across all Secretariats

**Transparent planning and budgeting**

o Consistent annual process (Aug-Dec) for WG planning. Partnership Secretariat provides support/guidance to WGs, facilitates EC feedback, and approves WG workplans

o Simple, standardized workplan template,

o Use of metrics that follow “SMART” criteria and focus on outcomes not process

**Strengthened accountability and evaluation**

o WGs subject to the same ‘minimum requirements’ as other Partnership bodies (e.g., accountability, transparency, use of brand, communications)

o WGs provide reports to Partnership Secretariat (bi-annual progress update, annual report) supported by feedback/guidance from EC and focused sessions on WGs identified by EC/Partnership Secretariat at board meetings. EC provides overall oversight of WGs

**Supportive communications**

o Formalized communications process supported by a range of tools (e.g., bi-annual bulletin, shared calendar, Partnership WG focal point)

o Partnership Secretariat publicizes and leverages WG outputs, both generally and to support its own advocacy activities

o Specific responsibilities for WG Board seats before, during and after Board meetings

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2 WGs only provide one bi-annual update which is used for communication bulletin and updating EC

3 Ibid.
4. Consistent Governance structure

The SOPs standardize WG structure across WGs as set out in Figure 2.

**Figure 2**

1. Unique hosting arrangements of New Tools WGs include Co-chair from organization hosting Secretariat
2. Sub-groups to be established as required by WGs

**SOURCE:** Interviews w/ Board, working groups, STB Partnership secretariat staff and country representatives; Review of existing WGs TORs
4.1 Standardized TORs (Chair/Vice-chair/CG)

The SOPs include standardized TORs for the Chair, Vice-chair, and CG as outlined below.

The Chair is responsible for leading, guiding and coordinating the CG, WG, its subgroups and task forces. The Chair is required, in collaboration with, and support from, Secretariat and Vice-chair, to:

- Oversee and plan the WG activities
- Ensure implementation of the recommendations of the WG
- Foster coordination, dynamic interaction and exchange among all members of the WG and its subgroups
- Ensure adequate representation of interested groups in WG
- Chair the CG and WG meetings
- Represent or nominate WG member to represent WG and its interests at events within the Partnership and externally
- Ensure WG communication, processes, activities, and decisions are carried out effectively

The Chair can serve no longer than a three-year term. The Chair is appointed as a specific individual, with backing of organization to stand, not an organization or institution.

Appointment of WG chair is as follows:

- Before end of the chair’s term current chair with Secretariat assistance calls for nominations
- Candidates for the chair are nominated by WG members from WG
- CG and the Secretariat responsible for review of nominated CG members and short listing of candidates
- Chair is elected by CG through confidential ballot (i.e., online tool) managed by the Secretariat

The vice chair is elected through same process as chair and is responsible for providing support/assistance to chair in their responsibilities.

Unique hosting arrangements of New Tools WGs include Co-chair from organization hosting Secretariat with different governance structure.

The Core Group is responsible for ensuring effectiveness of WG through setting strategic direction, accelerating decision making and identifying priority areas of work. The CG is required to:

- Initiate, oversee and manage the activities of WG
- Monitor progress of WG activities
- Assist Chair/Vice-chair in addressing strategic and operational issues
- Meet regularly as required
- Collaborate with and consult other Stop TB WGs, Partnership Secretariat and partners on crosscutting issues
- Serve as an independent, technical, expert advisory group where required by Stop TB Partnership and partners
The term of the Core Group is no longer than three-years, with the opportunity for one renewal if supported by CG majority. Appointment to the CG is either a specific individual or representing a constituency.

Appointment is as follows:

- Open call for nominations by WG Secretariat when CG member term expires
- WG members nominate members or themselves
- Secretariat, Chair, and selected CG members short-list candidates
- CG selects new CG members
- CG members identified as non-active (e.g., not responding to emails, or attending meetings) by Chair and Secretariat will be replaced

CG members form the core of the WG and must be willing/able to devote time to WG activities. Membership to CG is: Limited (<20 members); based on specific competencies (e.g., financial, programmatic, clinical, scientific and managerial expertise), motivation and availability. Responsibilities of CG may vary based on WG objectives; and, balanced, ensuring regional equity, representation from other WGs, key stakeholders (e.g., donors), institutional representation, gender balance and that patient and community needs are represented.

The Chair and/or Secretariat determine the process for WG membership based on objectives and needs of WG. However, WG membership must be balanced ensuring regional equity, representation from other WGs, institutional representation, gender balance and that patient and community needs are represented.
4.2 Standardized criteria on sub-groups & task-forces

Subgroups may be established as required with specific objectives to address elements of WG workplan. Membership, achievements, and TOR/rationale for subgroups reviewed at regular WG meetings. Subgroups dissolved once objectives have been accomplished or by consensus of core members of parent WG and subgroup members. The Sub-group chair should be a member of Parent WG CG.

Formal outputs of subgroups should be submitted to parent WG secretariat. This may include budgets, reports, or any official communication intended for the Partnership. Formal outputs not submitted directly to Partnership Secretariat or Board. In particular, subgroups request and report on resources provided by Partnership through, and directly linked to workplan of, parent WGs.

Governance procedures of Sub-group (e.g., terms/appointment of chair/vice chair) can be adapted as approved by Parent WG.

Task forces (time limited groups focused on carrying out specific deliverables) may be established by a WG when required. Task forces established for initial period (no longer than 2 years) renewable if justified. Task forces will automatically dissolve once task is completed.
4.3 Process for WG creation & dissolution

Responding to evolving strategic priorities (e.g., Post 2015 Global Plan) and challenges (e.g., emerging country needs) may require the re-focusing of and/or creation of a new working group. The process for establishing a new Stop TB Partnership associated WG is as follows:

- Group of interested partners submit a short concept note outlining purpose, scope, objectives and proposed activities of new WG to the EC

- If approved by the EC a committee of suitably qualified and interested partners will be appointed to draft the TORs for the proposed WG in collaboration with the Partnership Secretariat and identify funding sources for the proposed WG

- The TORs will form the basis of a proposal to the Board for the creation of a new WG

Number of WGs should be restricted, given limited available resources and ability of Partnership to support. Therefore, creation of a new WG is likely to involve dissolution of existing WG. A WG may be dissolved due to: achievement of WG objectives; non-functioning, where a WG is no longer functioning due to financial or operational challenges; or, a change in Partnership strategic priorities, where current WG focus does not fit with identified strategic priorities of new Global Plan. Initiative for dissolution can come from the elected WG Chair, WG Secretariat, Core Group, WG members or the EC and be submitted to the board for approval. Before a WG can be dissolved any legal obligation (e.g., regarding donor funds) must be fulfilled.
4.5 Standardized criteria for WG secretariats

WG secretariats are appointed by chair and CG. Following discussion/analyses of potential Secretariat (including criteria to select one secretariat over another), housing arrangement is determined by the Chairs and the CG and reviewed as required. The WG Secretariat is accountable to the WG and Chairs.

The Secretariat works in close collaboration with and follows guidance from the CG and Chair/Vice-chair. Responsibilities are summarized below:

**Implementation**

- Work with core group to implement WG strategy and develop action items
- Track implementation of WG workplans
- Apply for, report, and manage resources provided to the WG from funding sources

**Communication**

- Facilitate effective communications within WG and between the WG and other bodies (EC, Board, Stop TB Secretariat, other WGs, broader partnership)
- Promote year-round engagement of members (e.g., through up-to-date website, periodic newsletters, etc.)
- Organize the meetings of the WG and the CG

**Documentation**

- Produce reports and documents as requested by Partnership
- Prepare agenda and relevant documents for meetings
- Produce and distribute meeting reports

**WG Governance**

- Ensure that WG functions in an accountable and transparent manner
- Monitor engagement of CG members, identify inactive CG members, proactively solicit new CG members
- Support process of Chair/Vice-chair election
5. Transparent planning and budgeting

5.1 Workplan process

The SOPs set out a transparent process for WG planning, review, feedback and sign-off as outlined in Figure 3.

### Activity | Aug | Sept | Oct | Nov | Dec
--- | --- | --- | --- | --- | ---
Draft workplans (WGs) | Partnership Secretariat informs WGs of workplan expectations, budget guidance, deadline | Workplan Submission with report on previous year activities | Partnership Secretariat approves workplans | Progress report to board (towards end of year) | EC provides feedback to WGs via Partnership Secretariat
Workplan review (EC and Partnership Secretariat) | | | | | |
Workplan revisions as Necessary (WGs) | | | | | |
Selected WGs report to Board previous year activities (WGs) | | | | | |

**Key takeaways**

- Workplan process follows consistent annual timeline
- EC directly involved in workplan feedback
- Partnership secretariat plays critical role in:
  - Facilitating dialogue between WGs/EC
  - Providing support/guidance to WGs as necessary
  - Approving workplans
- WGs provide report on previous year’s progress with draft workplans
- Workplans drafted collaboratively with WG members (ensuring community input) and ensuring input of other WGs where appropriate

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*Figure 3*
## 5.2 Workplan template

The SOPs mandate the use of a simple, standardized workplan (see Figure 4) in the annual workplan process to make clear the potential impact of WG activities.

<table>
<thead>
<tr>
<th>Key question</th>
<th>What will we do - Proposed WG activities</th>
<th>How activity links to Global plan - Global component addressed</th>
<th>How we will measure success - Outcome based metrics</th>
<th>How much will it cost - Financial cost</th>
<th>Support (financial &amp; non-financial) secured from other sources</th>
<th>Finances requested from Stop TB Partnership</th>
<th>Non-financial support requested from Stop TB Partnership Secretariat</th>
<th>Additional Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>What are the proposed activities for the WG in the coming year?</td>
<td>Make sure to include all activities the WG will undertake, including activities for which funding has been secured from other sources</td>
<td>Outline which component of Global Plan activity will support</td>
<td>Make sure to move beyond process metrics (e.g., convene a meeting) to what are the outcomes you hope those processes will achieve (e.g., agreement on a specific topic)</td>
<td>Make sure to breakdown the overall cost into component parts where appropriate (e.g., HR, Comms. Meetings cost)</td>
<td>Make sure to include all donor funding and in kind support (e.g., comms, advocacy, personnel) to the WG</td>
<td>Do you require any additional support from the Stop TB Partnership?</td>
<td>How can the Partnership Secretariat support you in this activity?</td>
<td>Any further details you think are important to note?</td>
</tr>
<tr>
<td><strong>Guidance</strong></td>
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</tr>
<tr>
<td>What outcomes do you hope these activities will achieve?</td>
<td>What does the activity link to a component of the Global Plan?</td>
<td>Make sure to include all activities the WG will undertake, including activities for which funding has been secured from other sources</td>
<td>Outline which component of Global Plan activity will support</td>
<td>Make sure to move beyond process metrics (e.g., convene a meeting) to what are the outcomes you hope those processes will achieve (e.g., agreement on a specific topic)</td>
<td>Make sure to breakdown the overall cost into component parts where appropriate (e.g., HR, Comms. Meetings cost)</td>
<td>Make sure to include all donor funding and in kind support (e.g., comms, advocacy, personnel) to the WG</td>
<td>Do you require any additional support from the Stop TB Partnership?</td>
<td>How can the Partnership Secretariat support you in this activity?</td>
</tr>
<tr>
<td><strong>Example</strong></td>
<td>Provide expert input to, and disseminate policy on, collaborative TB/HIV activities</td>
<td>Plan will catalyze implementation and scale-up of collaborative TB/HIV activities to reduce global burden of HIV-related TB and avert preventable TB/HIV mortality</td>
<td>Policy endorsed by X partners including Y, Z, and disseminated to X countries</td>
<td>$12,500 USD, including:</td>
<td>$10,000 USD from Donor x</td>
<td>$10,000 USD</td>
<td>$2,500</td>
<td>Communications and advocacy support in disseminating policy</td>
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<td></td>
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<td></td>
<td>- HR cost</td>
<td>Secretariat:</td>
<td>Writing support from partner X</td>
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<td></td>
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<td></td>
<td>- Partner Comms</td>
<td>$10,000 USD</td>
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</tbody>
</table>

**Figure 4**
5.3 Use of SMART metrics

WG metrics should follow “SMART” criteria and focus on outcomes not process as set out in Figure 5.

<table>
<thead>
<tr>
<th>SMART principle for WGs metrics</th>
<th>Focus on outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Simple</strong></td>
<td>Example objective</td>
</tr>
<tr>
<td>Does it have a clear definition?</td>
<td>Develop country specific tools and training materials</td>
</tr>
<tr>
<td>Is it straightforward to understand?</td>
<td>Convene partners to agree on collaborative TB activities</td>
</tr>
<tr>
<td>Can it be easily generated without complex calculations?</td>
<td>Provide technical guidance to relevant institutions</td>
</tr>
<tr>
<td><strong>Measurable</strong></td>
<td>Coordinate collaborative TB activities between partners</td>
</tr>
<tr>
<td>Is it easy to measure?</td>
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<tr>
<td>Do we have or can we collect the data required?</td>
<td></td>
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<tr>
<td>Can the measurement be defined in an unambiguous way?</td>
<td></td>
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<tr>
<td><strong>Achievable</strong></td>
<td></td>
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<tr>
<td>Can the WGs responsible for it actually influence it?</td>
<td></td>
</tr>
<tr>
<td>Do we understand the drivers that are behind it?</td>
<td></td>
</tr>
<tr>
<td>Can we mitigate the impact of drivers beyond our control?</td>
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<tr>
<td><strong>Results oriented</strong></td>
<td></td>
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<tr>
<td>Is it relevant to the end goal?</td>
<td></td>
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<tr>
<td>Does it support the Global Plan?</td>
<td></td>
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<tr>
<td>Is it aligned with the WG’s strategy and objectives?</td>
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<tr>
<td><strong>Time-bound</strong></td>
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<tr>
<td>Can it be measured at a frequency that will allow us to take action based on it and improve?</td>
<td></td>
</tr>
<tr>
<td>When will we measure it?</td>
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</tbody>
</table>

Example outcome metric:

- # collaborative activities coordinated by WG
6 Strengthened accountability and evaluation

6.1 WG minimum requirements

All WGs that are part of the Stop TB Partnership are required to conform with the same requirements as any other entity of the Stop TB Partnership. These requirements include:

**Accountability:** WGs are directly accountable to the Coordinating board of the Stop TB Partnership. This includes, but is not limited to being accountable for: implementation of the activities set out in WG’s workplan and linked to the Global plan; and, reporting on progress to the Coordinating Board.

**Transparency:** WGs are required to operate in a transparent manner. This includes complete financial transparency (e.g., with regards to funds received from Partnership but also raised from additional sources).

**Use of brand:** WGs are required to display the Stop TB Partnership logo, and clearly identify themselves as a WG of the Stop TB Partnership on all publications, press releases, and online presence.

**Communications:** WGs are required to proactively communicate with other parts of the Stop TB Partnership. In particular WGs must ensure regular updates are provided to Partnership Secretariat regarding WG activities and upcoming events.

The Partnership is responsible for supporting entities of the Stop TB Partnership. This includes oversight, strategic guidance, communications and advocacy support and financial assistance where appropriate and available.
6.2 WG reporting

WG reporting on a regular basis, supported by focused sessions on WGs identified by EC at board meetings as outlined in Figure 6.

Figure 6

WG reporting diagram showing the roles and responsibilities of Coordinating Board, Executive Committee, Stop TB Secretariat, Working Groups, and Subgroups. The diagram illustrates the flow of communication and tasks related to WG reporting.

WG reporting continues with Coordinating Board identifying WGs to report to the board. All groups, including WGs, submit workplan and progress reports. Working Groups provide oversight to WGs and Facilitate feedback from EC/Board. Stop TB Secretariat Review selected WGs identified by EC. Executive Committee provides guidance/feedback on WG workplan/reports. Working Groups review subgroup objectives and progress. Subgroups submit workplan, progress reports. Source: Interviews with Board, working groups, and Stop TB Partnership secretariat staff; Review of existing WGs TORs.
7. Supportive communications

7.1 Formalized communication process

To fulfill the purpose of the Working Groups, we need better communication among all bodies. The role of each Partnership body in supporting communications is set out in Figure 7.

All Partnership bodies play important role in supporting positive communication flow. Partnership secretariat plays a critical role, including supporting WG through: publicizing documents/achievements; linking WG with relevant Partners identified in segmentation; and, Incorporating WG messages into advocacy where appropriate. For the Partnership secretariat to fulfill this role requires visibility of WG activities/progress. A range of tools will be used to support Improved communications as set out in Figure 8.
**Dedicated WG focal point**

- **How does it work?**
  - Stop TB Partnership Secretariat staff member appointed to act as WG focal point
  - Responsible for facilitating communication between WGs and EC, Partnership and Board

- **What are the benefits?**
  - Supports stronger linkages between key governance bodies and WGs
  - Provides clear and responsive point of contact to WGs

**Shared online calendar**

- **How does it work?**
  - As part of bi-annual bulletin WG secretariats provide dates of key upcoming activities, meetings, calls
  - WG focal point consolidates dates and uploads to Stop TB partnership online calendar

- **What are the benefits?**
  - Promotes key WG events and activities
  - Supports stronger interactions between WGs and wider partnership

**Bi-annual bulletin**

- **How does it work?**
  - Each WG Secretariat uses template to prepare bi-annual report on work plan progress and key upcoming activities
  - WG Secretariat distributes to Stop TB Secretariat WG focal point
  - Stop TB Secretariat WG focal point consolidates, includes update on Partnership activities, new partners, and how WGs can be involved, and distributes to EC, Chairs, secretariats WGs
  - Partnership Secretariat facilitates WG participation on EC calls as needed

- **What are the benefits?**
  - Fosters communication and cooperation between the WGs and EC
  - Promotes engagement with full Partnership

SOURCE: Interviews w/ Board, working groups and STB Partnership secretariat staff; Review of existing WGs TORs

Figure 8
7.2 WG board seats responsibilities

The Coordinating Board includes two seats representing WGs: one for the New Tools WGs (New Diagnostics, New Drugs, New vaccines); and, one for the four Implementation WGs (TB/HIV, GDI, GLI, DOTS expansion).

Responsibilities of representatives include the following:

- Before board: Consult constituencies on challenges, strategic issues, progress to take to board, and other Board agenda items
- During board: Represent views of whole constituency – not just specific WG
- After board: Provide report back to WGs on key outputs and guidance from board

WG chairs should decide representatives for board meetings collaboratively, ensuring the position is fairly rotated.
8. Appendix

As part of this effort we have conducted 50+ Interviews

<table>
<thead>
<tr>
<th>Board Members</th>
<th>WG chairs</th>
<th>Other stakeholders</th>
<th>Country representatives</th>
</tr>
</thead>
<tbody>
<tr>
<td>Joanne Carter</td>
<td>Jeremiah Chakaya</td>
<td>Colleen Daniels</td>
<td>NTP managers</td>
</tr>
<tr>
<td>Mario Raviglione</td>
<td>Netty Kamp</td>
<td>Salmaan Keshayjee</td>
<td>Joshua Obasanya, Nigeria</td>
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<td>Austin Obiefuna</td>
<td>Steve Graham</td>
<td>Carole Mitnick</td>
<td>Dyah Mustikawati, Indonesia</td>
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<td>Aaron Oxley</td>
<td>Evan Lee</td>
<td>Erika Arthun</td>
<td>Alena Skrahina, Belarus</td>
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<td>Cheri Vincent</td>
<td>William Wells</td>
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<td>Amy Bloom</td>
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<td>Partnership Secretariat Staff</td>
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<td>Lucia Diti</td>
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<td>Paul Jensen</td>
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1 Provided input via email
2 Also board members

Figure 9
**Proposal:** A simple, bi-annual bulletin to provide update of WG activities

<table>
<thead>
<tr>
<th>PROGRESS UPDATE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recent activity</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>UPCOMING ACTIVITIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Upcoming activity</td>
</tr>
</tbody>
</table>

**SOURCE:** Interviews w/ Board, working groups and STB Partnership secretariat staff; Review of previous workplans

**Figure 10**
## Proposal: A standardized annual report on WGs progress

<table>
<thead>
<tr>
<th>Key question</th>
<th>Guidance</th>
</tr>
</thead>
<tbody>
<tr>
<td>What activities did the WG undertake?</td>
<td>Make sure to include all activities the WG will undertake, including activities for which funding has been secured from other sources.</td>
</tr>
<tr>
<td>How did this activity link to a component of the Global Plan?</td>
<td>Outline which component of the Global Plan activity will support.</td>
</tr>
<tr>
<td>What outcomes did you achieve through the activity?</td>
<td>Make sure to outline the outcome metrics you identified as part of the original workplan.</td>
</tr>
<tr>
<td>How much did the activity cost?</td>
<td>Make sure to breakdown the overall cost into component parts where appropriate (e.g., HR, Commns, Meetings cost).</td>
</tr>
<tr>
<td>What support did you secure for this activity?</td>
<td>Make sure to include all donor funding and in-kind support (e.g., advcomms, advocacy, personnel) to the WG.</td>
</tr>
<tr>
<td>What support did you receive from the Stop TB Partnership?</td>
<td>How much funding did you receive directly from the Partnership?</td>
</tr>
<tr>
<td>How did the Partnership Secretariat support you in this activity?</td>
<td>Outline non-financial support received from the Partnership.</td>
</tr>
<tr>
<td>From other sources</td>
<td>Any further details you think are important to note?</td>
</tr>
</tbody>
</table>

### SOURCE: Interviews w/ Board, working groups and STB Partnership secretariat staff; Review of previous workplans

**Figure 11**
The Secretariat has had declining donor funding from a diminished pool of donors

Stop TB Secretariat income (excl. GDF and TB REACH) 2010-2014

USD million

- DFID: 3.1
- Spain: 1.5
- Netherlands: 0.9
- USAID: 0.8
- World Bank: 0.6
- CDC: 0.4
- Eli Lilly: 0.4
- Other: 0.2

2010: 9.4 USD million
2014: 5.5 USD million

- $3.2 million of total non-specified or allocated to HR costs
- USAID funds ($0.9 million) allocated to Working Group pass-through

Note – Excludes funding for GLI, GLC, TBTEAM through Secretariat; Projected income based on signed agreements


Figure 12