



Stop TB Partnership Board Governance Retreat Pre-Read

Discussion Document

17 March 2022

hosted by



How to use this packet

1

Review materials on pages 4-5



2

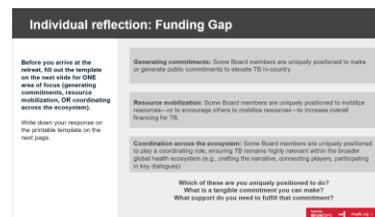
Using the instructions on pages 9 and 13, take a moment to reflect and **fill in the templates on pages 10 and 14 before the retreat**



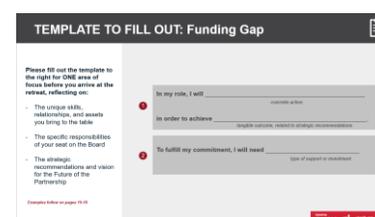
Instructions page 9



Template to complete page 10



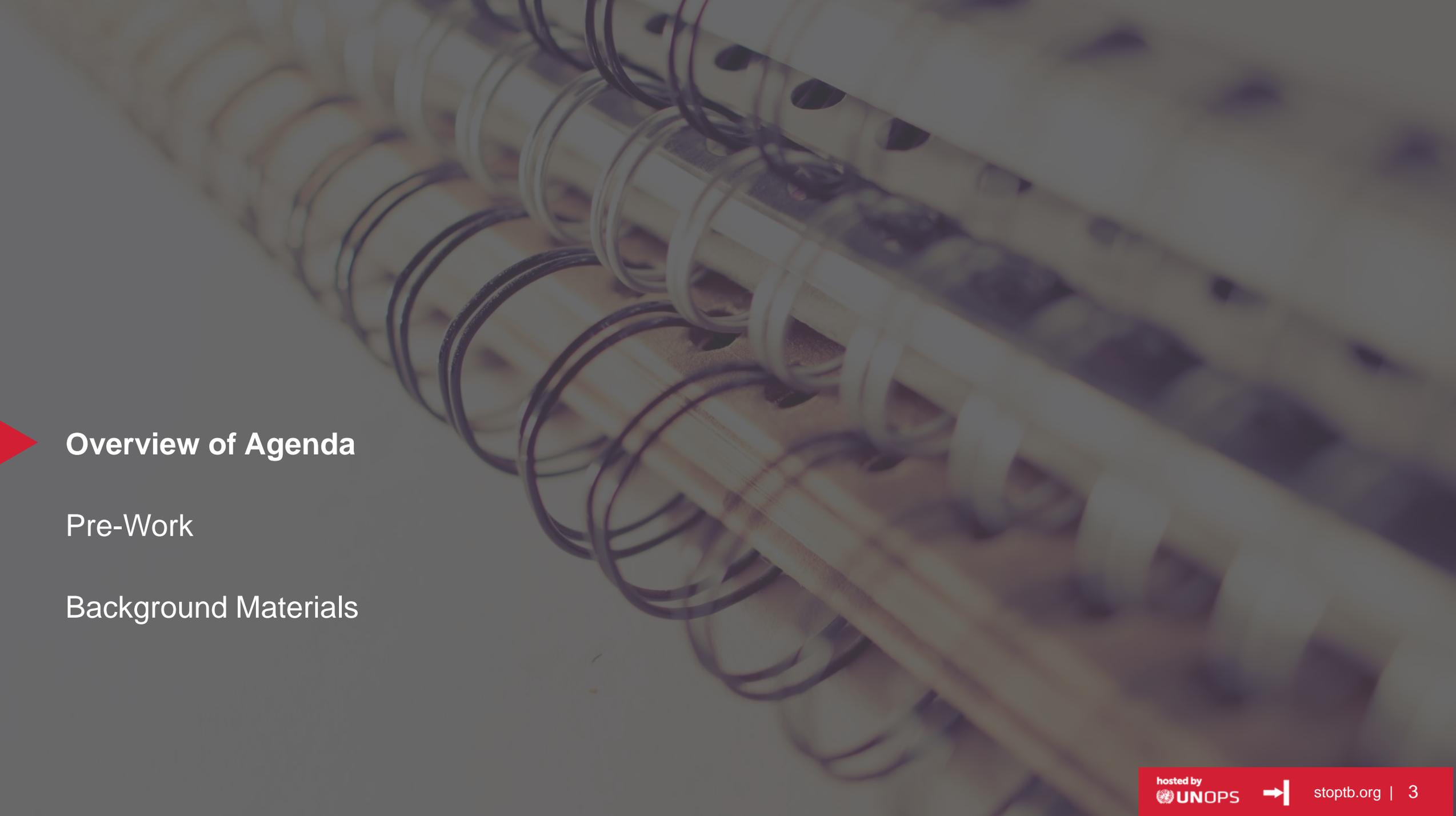
Instructions page 13



Template to complete page 14

3

Attend the retreat prepared to share your ideas for commitments. There will be time for reflection during the retreat for those who cannot fill in the template before the retreat.

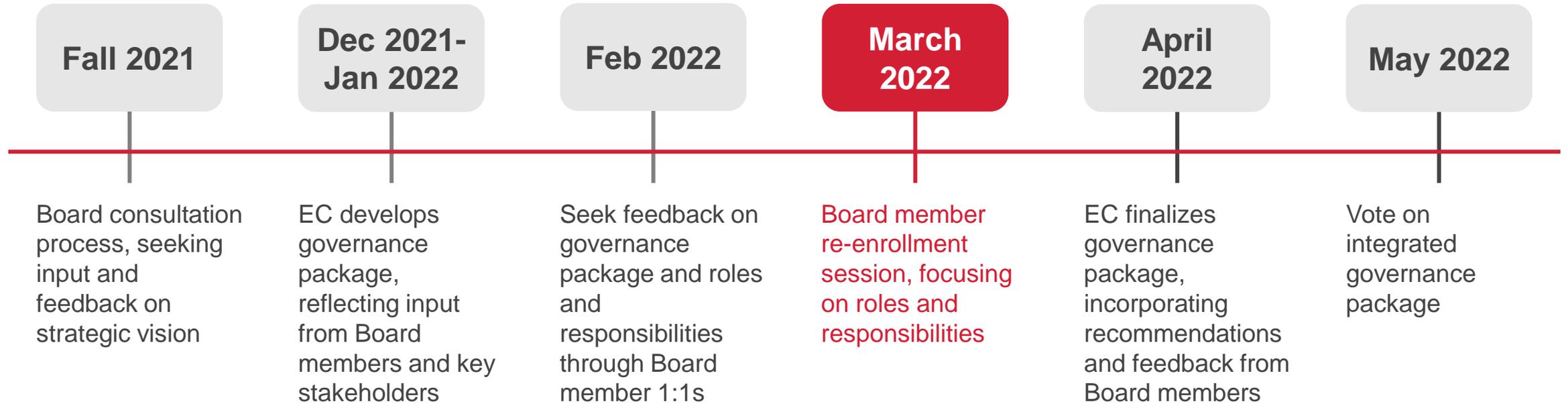


Overview of Agenda

Pre-Work

Background Materials

How we got here



Proposed collective aspiration on diversity, equity, and inclusion for the Stop TB Board

9 proposed strategic principles to guide the Partnership

Overview: 5 EC Recommendations for how the Partnership can evolve, in line with the future strategic vision

- 1. If starts with us:** No-commitment for what it means to be a Board member by rethinking our roles and responsibilities, expected contributions, and how we each individually commit to creating an inclusive Board environment.
- 2. Strategic Board role focused on a few major priorities:** Board priorities guided by future strategic vision; more active participation in dialogue / decisions; clarity on EC's role to develop a prioritized agenda.
- 3. Accountability for TB financing from all of us:** Every Board member has ownership and accountability to increase overall financing for TB which includes more proactively leveraging our capabilities while including new voices to work on bold, innovative financing solutions.
- 4. Active country leadership for sustainable TB response:** Secretariat to elevate and strengthen TB voices in national health and development mechanisms, working with priority countries that will influence others.
- 5. Board composition that signals commitment to diversity, equity, and inclusion:** Board that more proportionately has representation from TB-affected communities, countries, and civil society.

Insights and implications from 1:1 Board consultations

Insights	Implications
<ul style="list-style-type: none"> There is broad agreement that the diversity and inclusion goals are ambitious, but after that we need to convert to specific recommendations and actions to ensure they become reality. More resources (gendering and meeting facilitation) will empower more voices to contribute. While some key responsibilities will be consistent across seats, Board members are also expected to control and contribute in different ways that align with their unique skills, backgrounds and level of formal representation. Commitment and collaboration are core responsibilities of the Board, but are not necessarily expected of every Board member in equal measure. Developing a strategic Board agenda is key, so that the Board engages on the right issues at the right time. Ensuring that documents are shared in advance and meetings are led efficiently will enable more productive conversations and ultimately decision-making and action. 	<ul style="list-style-type: none"> All Board members could benefit from training that is tailored to their role and experience to engage more diverse voices effectively. More resources (gendering and meeting facilitation) will empower more voices to contribute. While some key responsibilities will be consistent across seats, Board members are also expected to control and contribute in different ways that align with their unique skills, backgrounds and level of formal representation. Commitment and collaboration are core responsibilities of the Board, but are not necessarily expected of every Board member in equal measure. Developing a strategic Board agenda is key, so that the Board engages on the right issues at the right time. Ensuring that documents are shared in advance and meetings are led efficiently will enable more productive conversations and ultimately decision-making and action.

Objectives and Agenda

Objective	Activities	Timing	Outcomes
Align on the broad role of the Board and on specific roles	Discussion of general objectives and background	20 mins	Introduction
Clarify ongoing questions or concerns associated with governance topics	Discussion of general objectives and background	45 mins	Discussion of general objectives and background
Make concrete commitments to individual contributions and contributions that advance the mission of the Partnership	Presentation and discussion: Board role	60 mins	Presentation and discussion: Board role
Agree on strategy for tracking progress on commitments	Individual reflection and commitment: How will I advance the recommendations in the draft?	20 mins	Individual reflection and commitment: How will I advance the recommendations in the draft?
	Small group share out	60 mins	Small group share out
	Full group discussion: What are we committing? How will we track and report on our commitments?	30 mins	Full group discussion: What are we committing? How will we track and report on our commitments?
	Closing and next steps	20 mins	Closing and next steps

Proposed collective aspiration on diversity, equity, and inclusion for the Stop TB Board

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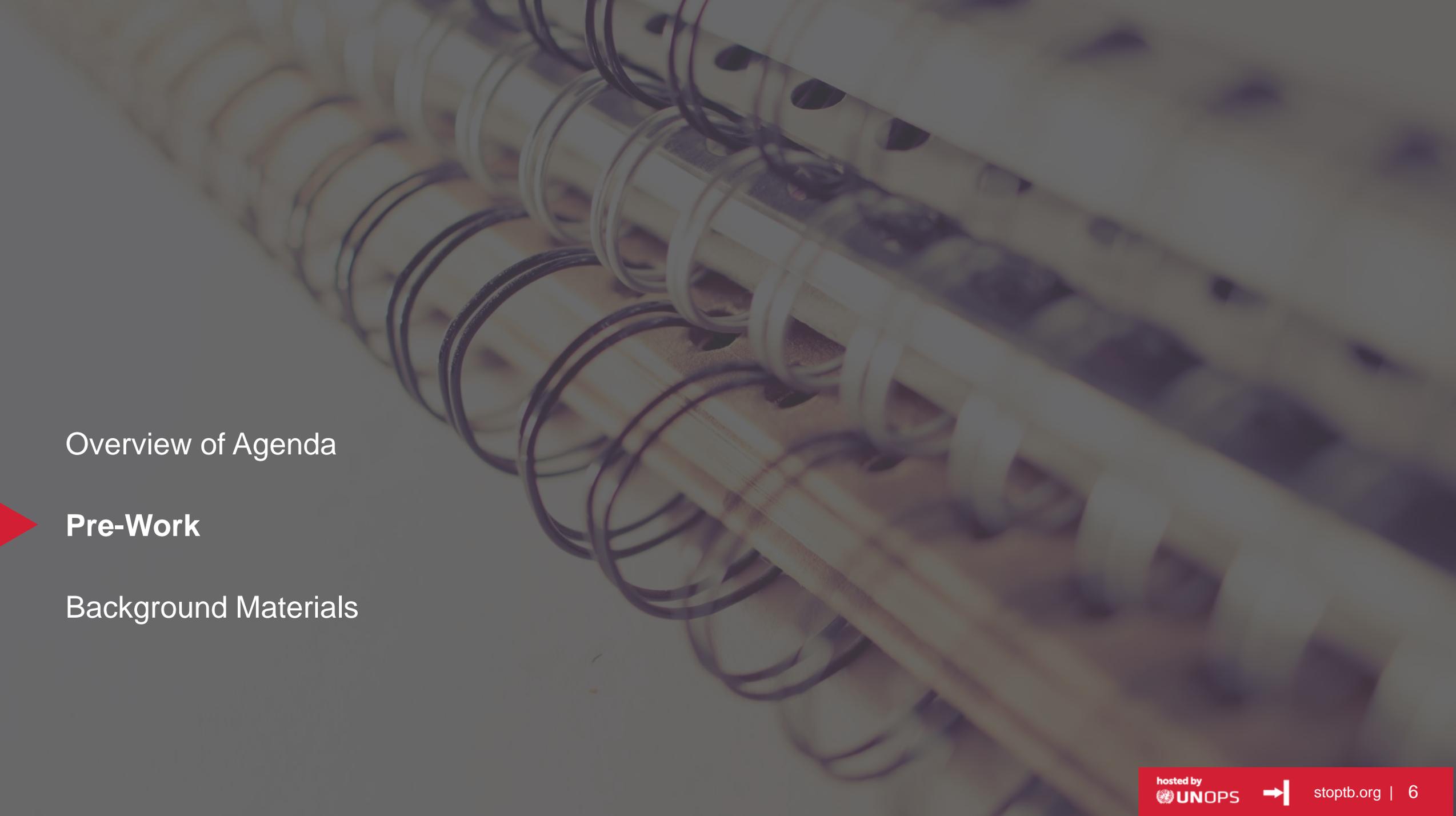
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- 5. Board composition that signals commitment to diversity, equity, and inclusion:** Board that more proportionately has representation from TB-affected communities, countries, and civil society.

Objectives and Agenda

Objectives

- Align on the role of the Board as a whole, as well as our specific roles as individual Board members
- Surface remaining questions or concerns around key governance topics
- Brainstorm commitments to specific contributions that advance the mission of the Partnership
- Agree on strategy for making and tracking progress on commitments

Session	Timing	Description
Welcome and introductions	20 mins	<ul style="list-style-type: none">• Introductions• Overview of agenda, objectives and background
Role of the Board and strategic recommendations	45 mins	<ul style="list-style-type: none">• Presentation and discussion: Board role, key strategic recommendations, findings from 1:1 Board interviews• Q&A
Break and individual reflection	20 mins	<ul style="list-style-type: none">• Individual reflection:<ul style="list-style-type: none">– How could I/we contribute to a more inclusive Board?– How could I/we contribute to closing the funding gap?
Our roles and responsibilities	60 mins	<ul style="list-style-type: none">• Small group share out• Full group discussion:<ul style="list-style-type: none">– What types of commitments could we make?– How could we track and report on our commitments?
Closing and next steps	20 mins	<ul style="list-style-type: none">• Closing: Reflections on what this means for us as a group moving forward• Next steps

A close-up, slightly blurred photograph of a spiral-bound notebook with a metal spiral binding. The pages are white and have some faint markings. The background is a soft, out-of-focus grey.

Overview of Agenda

A small red arrow pointing to the right, highlighting the 'Pre-Work' item.

Pre-Work

Background Materials

Our brainstorming exercise will build on the significant input from Board members throughout the process

1

Inputs from Board consultation process **shaped strategic and governance materials**

Proposed collective aspiration on diversity, equity, and inclusion for the Stop TB Board

9 proposed strategic principles to guide the Partnership

Overview: 5 EC Recommendations for how the Partnership can evolve, in line with the future strategic vision

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In addition to these recommendations, Board and Secretariat should continue its existing strengths that partners celebrate (e.g., high-level advocacy, innovation work through TB REACH and GDF)

2

1:1 Board interviews provided insight into **implications for roles & responsibilities**

Insights and implications from 1:1 Board consultations

Insights	Implications
<ol style="list-style-type: none">There is broad agreement that the diversity, equity and inclusion goals are admirable, but also that we need to commit to specific investments and actions to ensure they become realityWe need to consider that different Board members bring different skills and assets to the table and therefore have unique, differentiated roles and responsibilitiesThere is a tremendous amount of work to be done in this space and we should focus on the areas in which the Partnership Board can drive the most impact and generate the most momentumTBD as interviews progress	<ul style="list-style-type: none">Every Board member has a role to play in bringing this aspiration to lifeAll Board members could benefit from training that is tailored to their role and experience to engage more diverse voices effectivelyMore intentional agenda-setting and listening facilitation will empower more voices to contributeWhile some key responsibilities will be consistent across seats, Board members are also expected to contribute in different ways that align with their unique skills, experiences and type of seatRecognition, commitment, and coordination are core responsibilities of the Board, but are not necessarily expected of every Board member in equal measureDeveloping a strategic Board agenda is key, so that the Board engages on the right topics at the right timeEnsuring that documents are shared in advance and meetings are led efficiently will enable more productive conversations—and ultimately decision-making and actionTBD as interviews progress

Note: Insights and implications are in progress and will be shared during the retreat.

3

Insights and implications formed the **foundation for the brainstorming exercise**

Our re-enrollment session will focus commitments across two key areas

How we each individually commit to creating an inclusive Board environment	How we each individually commit to closing the funding gap
<ul style="list-style-type: none">Onboarding: Set up introduction session with new members so that everyone has equal access to information and relationships neededEngagement: Reach out to other constituencies to discuss their work and offer support, developing camaraderieJoint prep sessions: Hold prep sessions with new members from TB-affected countries to hear different perspectives and support engagementAgenda: Involve country representatives in setting agenda to incorporate their perspectivesRecognition: Recognize members for leadership in enabling an inclusive, equitable TB responseListening: Give space for others to speak, especially after contributing	<ul style="list-style-type: none">Generating commitments: Some Board members are uniquely positioned to make or generate public commitments to elevate TB in-countryResource mobilization: Some Board members are uniquely positioned to mobilize resources—or to encourage others to mobilize resources—to increase overall financing for TBCoordination across the ecosystem: Some Board members are uniquely positioned to play a coordinating role, ensuring TB remains highly relevant within the broader global health ecosystem (e.g., crafting the narrative, connecting players, participating in key dialogues)

Out of the 8 listed commitments, what is 1 that each of us can commit to focus on for the next quarter?

What is a new commitment that each of us can make and what support do we need to fulfill them?

Our re-enrollment session will focus commitments across two key areas

How we each individually commit to **creating an inclusive Board environment**

Onboarding: Set up introduction session with new members so that everyone has equal access to information and relationships needed

Engagement: Reach out to other constituencies to discuss their work and offer support, developing camaraderie

Joint prep sessions: Hold prep sessions with new members from TB-affected countries to hear different perspectives and support engagement

Agenda: Involve country representatives in setting agenda to incorporate their perspectives

Recognition: Recognize members for leadership in enabling an inclusive, equitable TB response

Listening: Give space for others to speak, especially after contributing

Out of the 6 listed commitments, **what is 1 that each of us can commit to focus on for the next quarter?**

How we each individually commit so everyone plays a unique and active role in **closing the funding gap**

Generating commitments: Some Board members are uniquely positioned to make or generate public commitments to elevate TB in-country.

Resource mobilization: Some Board members are uniquely positioned to mobilize resources—or to encourage others to mobilize resources—to increase overall financing for TB.

Coordination across the ecosystem: Some Board members are uniquely positioned to play a coordinating role, ensuring TB remains highly relevant within the broader global health ecosystem (e.g., crafting the narrative, connecting players, participating in key dialogues)

What is a new commitment that each of us can make and what support do we need to fulfill them?

Individual reflection: Equity & Inclusion

Before you arrive to the retreat, please take time to reflect on:

Out of the 6 listed commitments, or one of your choosing, what is at least 1 you can commit to focus on for the next 90 days?

What can you do before the end of the day today as a first step of fulfilling your commitment?

Write down your responses on the printable template on the next page.

Onboarding: Set up introduction session with new members so that everyone has equal access to information and relationships needed

Engagement: Reach out to other constituencies to discuss their work and offer support, developing camaraderie

Joint prep sessions: Hold prep sessions with new members from TB-affected countries to hear different perspectives and support engagement

Agenda: Involve country representatives in setting agenda to incorporate their perspectives

Recognition: Recognize members for leadership in enabling an inclusive, equitable TB response

Listening: Give space for others to speak, especially after contributing

**Which of these are *you* uniquely positioned to do?
What is a tangible commitment you can make?
What is something you could move forward today?**

TEMPLATE TO FILL OUT: Equity & Inclusion



Before you arrive at the retreat, please fill out the template to the right, reflecting on:

- Which of the commitments listed on page 9 you can advance in the next 90 days
- What specific action you can take before the end of the day to move that commitment forward

Examples follow on pages 11-12

1

In the next 90 days, I will commit to:

commitment from previous page

2

Before the end of today, I will:

concrete action



EXAMPLE #1: Equity & Inclusion

To the right is an example of a filled-in template from page 10.

Please use this as reference while answering the questions based on your own interests, abilities, and responsibilities.

1

In the next 90 days, I will commit to:

Holding a joint prep session with a new Board member

commitment from previous page

2

Before the end of today, I will:

Email [name] to find a mutually agreeable time for the session

concrete action

EXAMPLE #2: Equity & Inclusion

To the right is an example of a filled-in template from page 10.

Please use this as reference while answering the questions based on your own interests, abilities, and responsibilities.

1

In the next 90 days, I will commit to:

Recognize a Board member for their role in leading an equitable TB response

commitment from previous page

2

Before the end of today, I will:

Research two board members with whom I'm less familiar to learn about their work

concrete action

Individual reflection: Funding Gap

Before you arrive at the retreat, fill out the template on the next slide for ONE area of focus (generating commitments, resource mobilization, OR coordination across the ecosystem).

Write down your response on the printable template on the next page.

Generating commitments: Some Board members are uniquely positioned to make or generate public commitments to elevate TB in-country.

Resource mobilization: Some Board members are uniquely positioned to mobilize resources—or to encourage others to mobilize resources—to increase overall financing for TB.

Coordination across the ecosystem: Some Board members are uniquely positioned to play a coordinating role, ensuring TB remains highly relevant within the broader global health ecosystem (e.g., crafting the narrative, connecting players, participating in key dialogues)

**Which of these are *you* uniquely positioned to do?
What is a tangible commitment you can make?
What support do you need to fulfill that commitment?**

TEMPLATE TO FILL OUT: Funding Gap



Please fill out the template to the right for **ONE** area of focus before you arrive at the retreat, reflecting on:

- The unique skills, relationships, and assets you bring to the table
- The specific responsibilities of your seat on the Board
- The strategic recommendations and vision for the Future of the Partnership

Examples follow on pages 15-18

1

In my role, I will _____
concrete action

in order to achieve _____
tangible outcome, related to strategic recommendations

2

To fulfill my commitment, I will need _____
type of support or investment

EXAMPLE #1: Funding Gap (Generating Commitments)

To the right is an example of a filled-in template from page 14.

Please use this as reference while answering the questions based on your own interests, abilities, and responsibilities.

Generating commitments

- 1** In my role, I will make sure TB is an important part of the public health agenda commensurate with the burden and expand the scope of our program to increase surveillance and treatment

in order to achieve alignment with the global goals.
- 2** To fulfill my commitment, I will need the business case for change—globally and for my area.

EXAMPLE #2: Funding Gap (Resource Mobilization 1 of 2)

To the right is an example of a filled-in template from page 14.

Please use this as reference while answering the questions based on your own interests, abilities, and responsibilities.

Resource mobilization

1

In my role, I will leverage my existing investment to encourage key private sector partners to commit new resources
in order to achieve additional funding for TB.

2

To fulfill my commitment, I will need discussion with and feedback from an industry leader to develop the most compelling case to encourage investment.

EXAMPLE #3: Funding Gap (Resource Mobilization 2 of 2)

To the right is an example of a filled-in template from page 14.

Please use this as reference while answering the questions based on your own interests, abilities, and responsibilities.

Resource mobilization

1

In my role, I will leverage my relationships to encourage other public sector leaders to commit additional resources

in order to achieve additional funding for TB.

2

To fulfill my commitment, I will need the business case for change, tailored to public sector audiences.

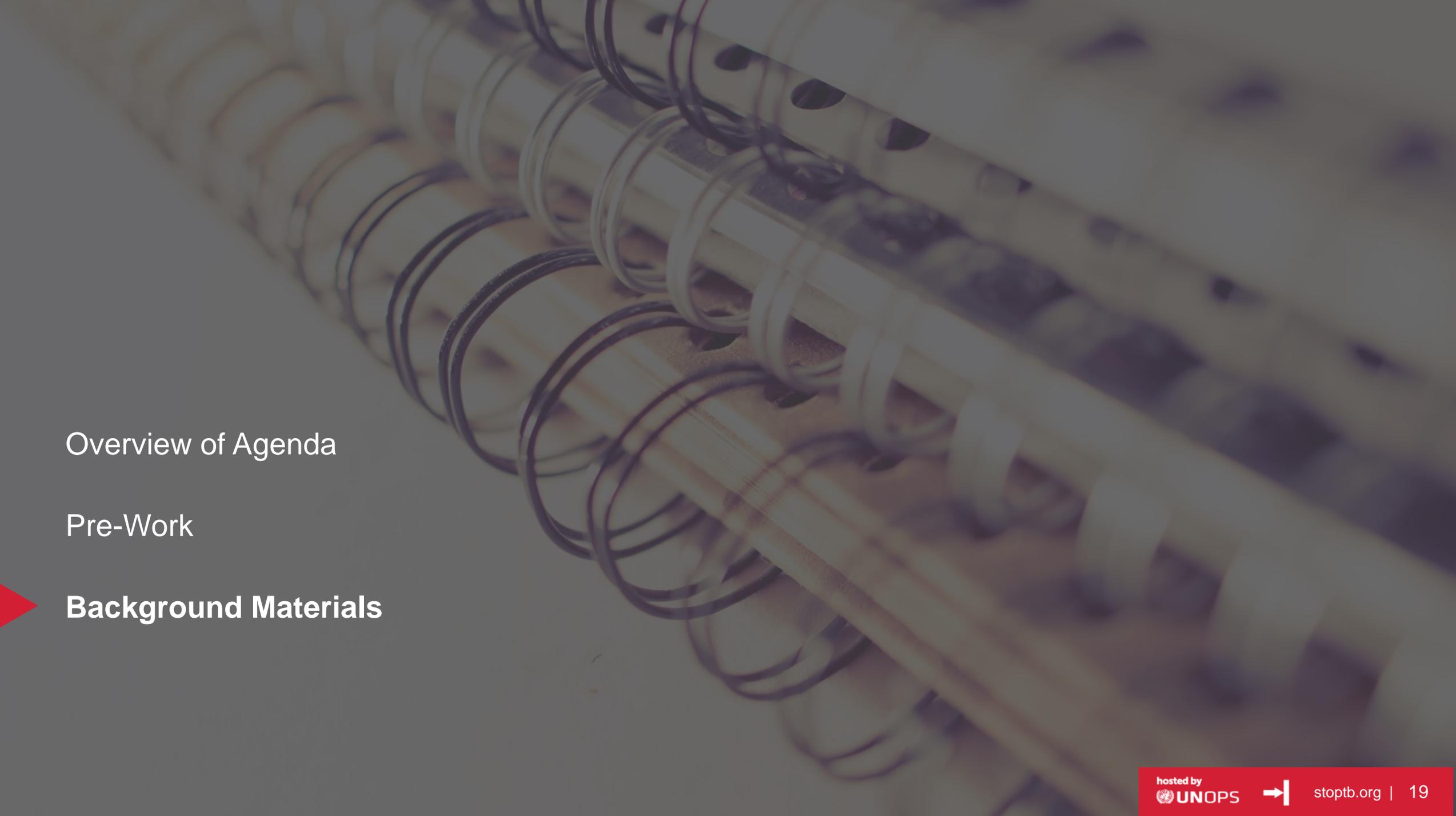
EXAMPLE #4: Funding Gap (Coordination)

To the right is an example of a filled-in template from page 14.

Please use this as reference while answering the questions based on your own interests, abilities, and responsibilities.

Coordination across the ecosystem

- 1 In my role, I will use my unique voice to communicate a compelling story that encourages key funders to commit additional resources
in order to achieve additional funding for TB.
- 2 To fulfill my commitment, I will need amplification of my story and voice in key fora.

A close-up, slightly blurred photograph of a spiral-bound notebook with a metal spiral binding. The pages are white and have some faint markings. The background is a dark, muted blue-grey color.

Overview of Agenda

Pre-Work

 **Background Materials**

Proposed collective aspiration on diversity, equity, and inclusion for the Stop TB Board

We believe the **only way to achieve a TB-free world is with an inclusive and equitable response** that challenges biases and unearths structural inequities in ending TB.

Our role as a Board is to ensure that **TB-affected communities, TB-affected countries and vulnerable populations are visibly and authentically represented, engaged, and heard** in our leadership, systems, and structures.

We hope to **model leadership on diversity, equity, and inclusion and inspire others with our actions** to influence the broader health and development community.

9 proposed strategic principles to guide the Partnership

What will ensure that TB is at the top of the health agenda?

1. **Bold TB narrative:** Promote a bold, refreshed TB narrative that positions the business case for TB investment and opportunistically integrates into broader discussions around health and equity. Equip TB community and countries broadly to be aligned to a common narrative
2. **Accountability:** Follow through UN HLM target and commitments with stronger global monitoring that reinforces country “peer pressure for progress” and accountability to targets

What bold actions are required to drive progress?

3. **Closing funding gap:** Engage countries more actively to increase financing from range of financing sources including global donors, domestic financing, development financing, private sector within countries, regionally, and globally
4. **New voices, more advocates:** Promote advocacy and social mobilization, and cultivate the next generation of TB activists by recruiting new, diverse perspectives beyond TB and health including journalists, national/global celebrities, private sector influencers, and others and equipping existing advocates with strong messaging and tools
5. **Innovation acceleration:** Accelerate development and implementation of therapeutics, diagnostics, vaccines, and prevention mechanisms, widen ecosystem of innovators, increase rapid uptake of new technologies in countries, and ensure universal access to commodities

How should the Partnership evolve its role and capabilities?

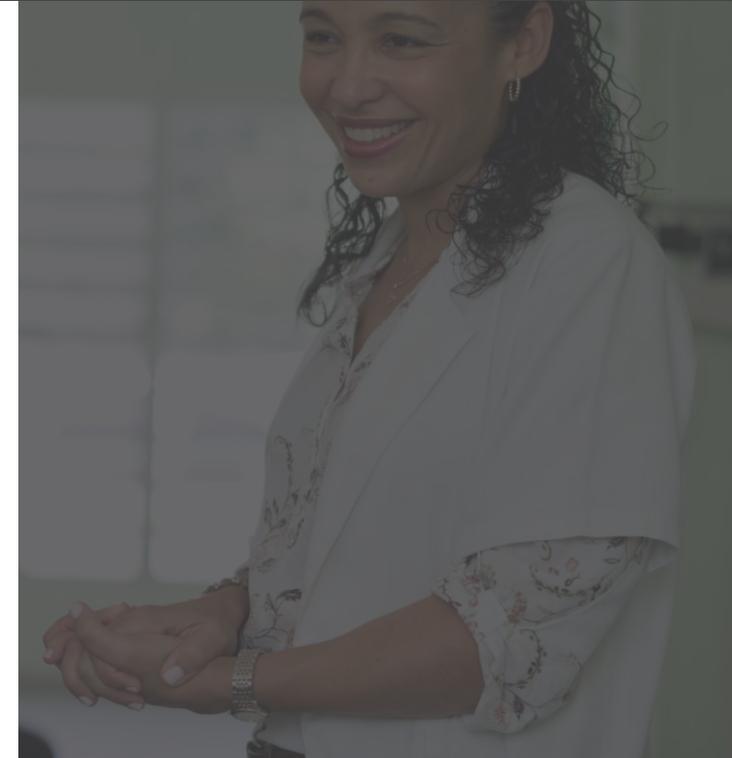
6. **Country-driven and led approach:** Empower broad range of country level stakeholders to lead, shape, and advocate for their domestic, long-term, sustainable TB response
7. **Role in country:** Ensure strong TB voice in national health and development mechanisms to increase attention and financing for TB, working more proactively with a few priority countries that will have an influencing effect on others
8. **TB-affected community leadership:** Lead response that is equitable, rights-based, people-centered and gender transformative by placing TB-affected communities and TB-affected countries as leaders, advocating for human rights and gender, engaging key vulnerable populations, and addressing systemic inequities

How should partners be supported?

9. **Partner support:** Convene diversity of partners for important strategic efforts and invest in developing partners critical to an equitable and inclusive TB response such as TB-affected communities, civil society, and country-based private sector delivery

Overview: 5 EC Recommendations for how the Partnership can evolve, in line with the future strategic vision

- 1** | ***It starts with us:*** Re-commitment for what it means to be a Board member by refreshing our roles and responsibilities, expected contributions, and how we each individually commit to creating an inclusive Board environment
- 2** | ***Strategic Board role focused on a few major priorities:*** Board priorities guided by future strategic vision; more active participation in dialogue/decisions; clarity on EC's role to develop a prioritized agenda
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- 4** | ***Active country leadership for sustainable TB response:*** Secretariat to elevate and strengthen TB voices in national health and development mechanisms, working with priority countries that will influence others
- 5** | ***Board composition that signals commitment to diversity, equity, and inclusion:*** Board that more proportionately has representation from TB-affected communities, countries, and civil society



In addition to these recommendations, **Board and Secretariat should continue its existing strengths that partners celebrate** (e.g., high-level advocacy, innovation work through TB REACH and GDF)



Inclusion for the Stop TB Partnership Board: the extent to which the Stop TB Partnership Board fosters a welcoming and fair environment for all partners to be themselves, find connections, and meaningfully contribute to shaping an equitable and inclusive TB response

It starts with us: Re-commitment to what it means to be a Board member by refreshing our roles and responsibilities, expected contributions, and how we each individually commit to creating an inclusive Board environment

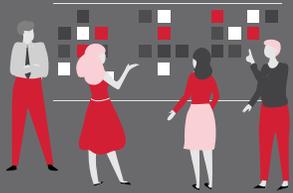
- A Board members/constituencies review roles and responsibilities in governance manual today and give feedback on how to evolve for future**
 - Each Board member or constituency, through 1:1s, discusses roles and responsibilities (in governance manual) with new future strategic vision and aspiration for diversity, equity, inclusion
 - Board Chair and Vice-Chair to convene in 2022 a “re-enrollment” session pre-Board meeting, laying out expectations for all members with every member/constituency committing to how they uniquely plan to contribute
- B Board members reflect and commit to model inclusive behaviours**
 - Board members/constituencies reflect on prioritized list of inclusive behaviours and make suggestions/additions
 - Specific board training/discussion to endorse a full Board aspiration on diversity, equity and inclusion

1B

What inclusive behaviours will look and feel like amongst Stop TB Partnership



Us as individuals



Us as a constituency



Us as a Board



Us as the Stop TB Partnership

From...

Siloed ways of working: Members operate individually and do not actively engage with others outside of meetings

Passive presence: Under-represented members within a constituency do not get a chance to contribute and are often not asked for their opinion

Narrow decision-making: Board makes decisions largely influenced by members with institutional knowledge (e.g., non-rotating seats)

Top down: Partnership drives a TB response that is led by donors and high-level influencers



...To

Collaborative team-work: Members support and learn about others with diverse backgrounds and experiences

Engaged membership: Constituencies create a space for all members to express themselves in ways that are personally meaningful and relevant

Participative decision-making: Board leaders and members encourage and incorporate a broad set of ideas and input from diverse stakeholders

Bottom up: Partnership empowers communities and countries to lead a TB response that is inclusive and equitable





Play an active role in closing the funding gap

Role of the Board today (governance manual)

Strategy	Set strategy in collaboration with Secretariat and monitor implementation
Performance and finance	Review Secretariat budget, approve and monitor KPIs
Governance	Manage Executive Director performance, run Board leadership election, set direction and assess governance model
Risk management and oversight	Set standards of behaviour, manage conflicts of interest, and review audit and investigation plans
External relations	Promote advocacy and communications and mobilize resources <i>Future focus area</i>

Recommendation



Accountability for TB financing from all of us: Every Board member has ownership and accountability to increase overall financing for TB which includes more proactively leveraging our capabilities while recruiting new voices to work on bolder, innovative financing solutions

A What can the Board do?

- Reflect and commit to determine how each Member/constituency can support **closing the financing gap as a shared Board priority**
- Guide development of a **simple, clear TB narrative** to engage donors and align partners against it
- **Elevate Board's capabilities in financing** by amplifying existing voices within the Partnership and inviting new voices to participate in the Board
- **Explore wide range of Board dialogue formats** as an advocacy tool (e.g. meeting locations, high level dialogues, ministerial forums, expert panels, country spotlight sessions)

B What can the Secretariat do?

- **Refresh TB business case/narrative** to influence financing decision makers (economic vs. public health focus)
- Refresh **partner engagement strategy with Global Fund**
- Work with priority countries to help broker financing **amongst wide range** of donors within and outside of country

