



NEGLECTED TROPICAL DISEASE  
NGO NETWORK

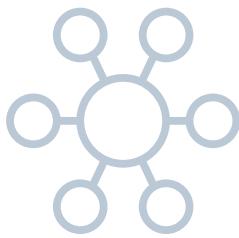
2026-2030

# NNN STRATEGIC PLAN

A BLUEPRINT FOR ACTION

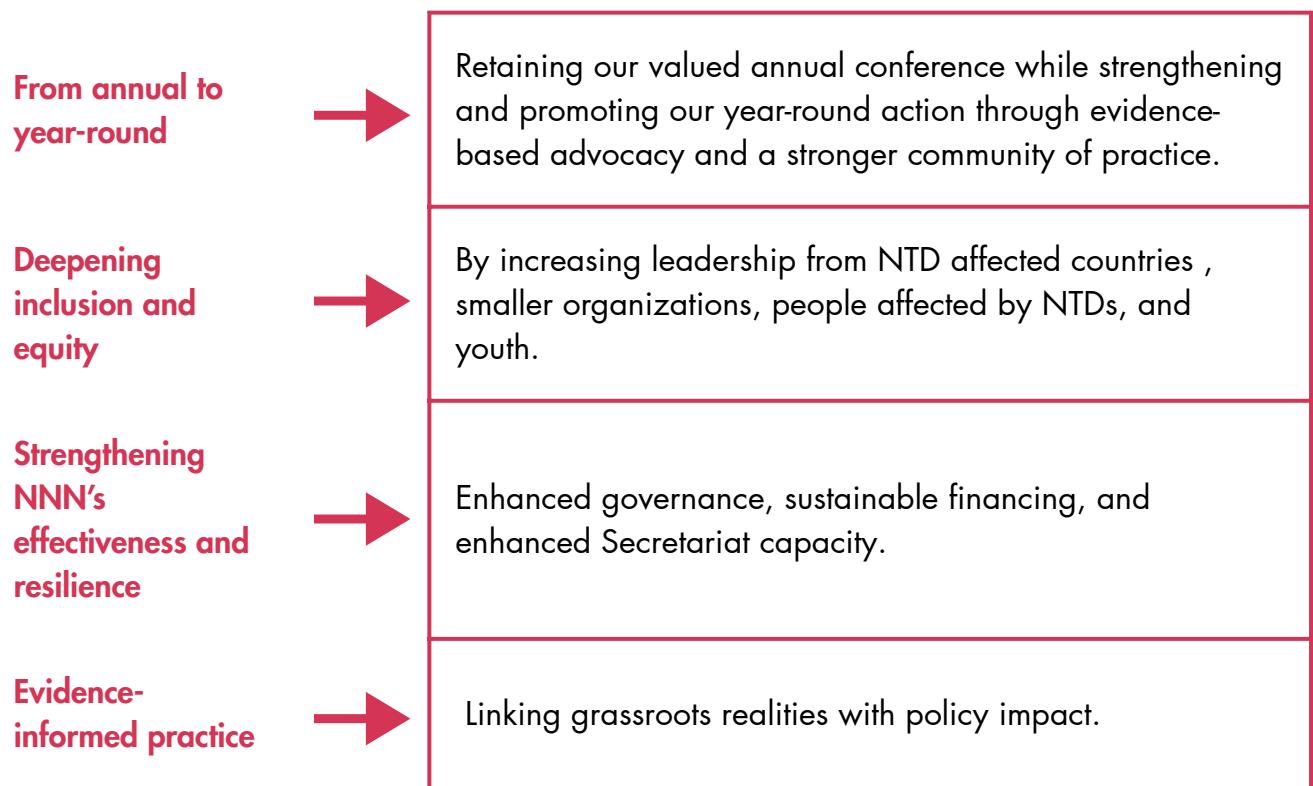


**Strengthening the Global Community of Practice for  
Neglected Tropical Disease Elimination**



## What's New in This Strategy

This strategy marks a significant evolution in how the NNN operates, introducing four clear strategic pillars that reflect lessons learned and new priorities from across our network



\*NNN key priority shifts for 2026-2030

Being mindful of inherent power imbalances within global networks, NNN emphasizes partnership, respect, and local agency.

This plan builds on the past, but with a clearer focus on transformation: a more inclusive, integrated, and strategic network.



## Executive Summary

The Neglected Tropical Disease NGO Network (NNN) stands at a pivotal moment. The NNN is a global platform that unites NGOs — including academic and research institutions — and networks working across disease-specific NTDs and cross-cutting thematic challenges, while amplifying the voices of NTD-affected communities. NNN plays a unique and essential role in the fight against diseases that affect over one billion of the world's most vulnerable people.

This strategic plan, developed through extensive consultations with members and a wide range of other stakeholders across all WHO regions, charts a course for NNN to continue evolving, building on its annual global conference while expanding to a structured, year-round plan of action that integrates learning, advocacy, and community engagement.

Unlike other global health gatherings that center on discovery or basic science, the NNN's space is distinguished by its focus on implementation science — how to translate research into practice, scale innovations equitably, and share lessons from country-based programs to influence policy and accelerate elimination efforts.

Our vision remains unchanged: **a world free of NTDs**. Our approach is transforming to meet this challenge through authentic inclusion, evidence-based advocacy, and innovative collaboration.

Our purpose is **to enhance the contribution of NGOs and their partners** toward that vision.

Our objectives are:

- **Present a unified network voice on common issues** to advance NTD goals through evidence-informed advocacy and innovative approaches in collaboration with WHO and Ministries of Health
- **Enhance our community of practice** through inclusive membership engagement, learning, and knowledge sharing grounded in lived experience.



This Blueprint for Action goes straight to the heart of what's new — how NNN will operate over the next five years through four strategic pillars that guide our collective action and accountability.

These four strategic pillars for 2026-2030 are:

			
<b>Amplify Voices &amp; Build Bridges</b> Authentic inclusion and year-round engagement	<b>Generate &amp; Share Evidence</b> Practical tools that inform policy and improve practice	<b>Influence Policy &amp; Practice</b> Evidence-driven advocacy grounded in field experience	<b>Sustain &amp; Innovate</b> Building a resilient network for long-term impact.

\*NNN strategic pillars for 2026-2030

## Our Values

Three core values guide our work:

### Engagement and Participation

- Widening participation—especially from NTD affected country organizations—and shared leadership responsibilities across the network.

### Collaboration and Sharing

- Open knowledge exchange without replacing members' work; NNN adds value by convening; it does not replace members.

### Inclusion and Equity

- Authentic leadership from NTD affected country partners, smaller organizations, persons affected by NTDs, and youth.

These values shape how we operate as a network and are detailed in our strategic direction below.



## Who We Are: NNN at a Glance

**The Neglected Tropical Disease NGO Network is a global network specifically designed for NGO practitioners working to end NTDs globally.**

NNN is the primary convening platform for NGO practitioners while providing an open and inclusive interface and interaction with health ministries, WHO, NTD-affected communities, donors, philanthropic organizations, and pharmaceutical companies. We facilitate both disease-specific and cross-cutting work through a bottom-up, resource-focused approach.

We bridge grassroots implementers, persons affected by NTDs, and policy makers - partnering with health ministries in over 50 countries and collaborating with donors to drive innovations addressing shared challenges.

NNN is a space where implementation science is practiced and shared — where evidence from country-based programs and community-led initiatives, and learning informs how we operationalize research, improve programs and influence policy, not just what we discover.

### What Makes Us Unique

- **Network of Networks** - We bring together disease-specific groups that previously worked in isolation, as well as cross-cutting groups that foster innovation, collaboration, and youth engagement in NTD efforts
- **Practitioner-Driven** - Our resources and tools, developed by NNN working groups, come from NGOs directly implementing NTD programs, seeking solutions to support new and old challenges
- **Amplifying Affected Voices** - We invite people living with NTDs to work with us to shape policies and programs
- **Evidence-Based Advocacy** - We channel real-world experience into WHO guidelines and national policies
- **Safe Space for Collaboration** - We foster sharing and learning without competition.

### Our Global Reach

- 100+ member organizations across 6 continents
- 6 Disease-Specific Groups covering major NTDs
- 7 Cross-Cutting Groups addressing integration challenges and opportunities
- Annual conference bringing together NNN members and observers based in 50+ countries
- Direct partnerships with the WHO, Ministries of Health, and national coalitions.



## Our Strategic Context

### Challenges We Face

Neglected tropical diseases affect over one billion people worldwide, predominantly the most vulnerable and marginalized populations in tropical and subtropical regions. Despite significant progress, NTDs continue to impose devastating human, social, and economic burdens on communities least equipped to address them.

The landscape for NTD work has shifted dramatically since the 2030 WHO NTD road map was launched in 2021:

- **Shrinking International Funding** - Major cuts in international aid have shaken the foundation of global health funding
- **Capacity Constraints** - Ministries of Health in NTD-affected countries face limited resources and technical capacity
- **Climate and Political Instability** - New threats to fragile health systems require integrated responses
- **Coordination Gaps** - Multiple actors work toward similar goals without sufficient coordination or collaboration with other sectors targeting affected communities
- **Integration Imperative** - Success increasingly requires not only breaking down disease-specific silos, but also forging cross-sector partnerships — engaging new actors across health, nutrition, education, water and sanitation, disability inclusion and other sectors to drive sustainable progress.
- **Evolving Strategic Focus** - As countries transition from control to elimination, strategies must shift toward sustained prevention, surveillance, and health system integration to protect hard-won gains.

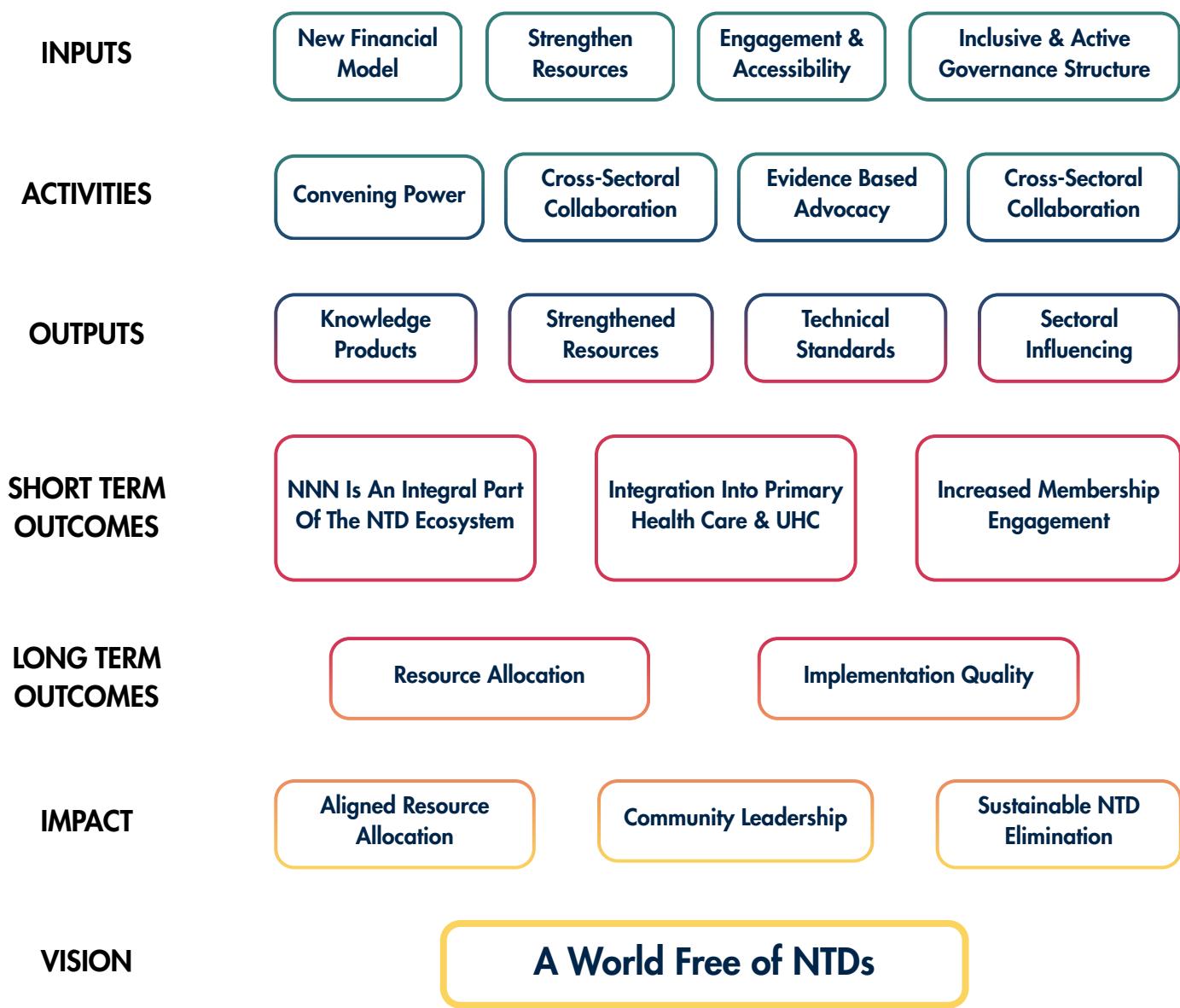
### Our Strategic Response

These challenges demand a more inclusive, integrated, and sustainable network. Moving forward, the NNN will deepen cooperation within the NTD community with broader global health and development partners across sectors - to foster shared learning and collective impact. All actions and multi-year plans will be built from the ground up and co-created with affected communities, in line with the principle of ***“nothing about us without us.”*** Implementation science will anchor this approach, emphasizing applied learning, iterative testing, and the exchange of what works in practice.



## Theory of Change

NNN creates change by connecting diverse stakeholders around shared solutions. We transform community and country-level experiences into technical best practices, knowledge exchange and training, resources, and tools to support a wide range of activities and amplify marginalized voices in global policy discussions. We connect the 'how' of implementation with the 'why' of strategy — ensuring that science translates into sustainable change. The [NNN BEST framework](#) provides a valuable structure for this systems-thinking approach, ensuring comprehensive attention to behavioural, environmental, social inclusion and treatment and care dimensions.



\*NNN Theory of Change 2026-2030



# Strategic Direction 2026-2030: Vision, Purpose & Objectives



**Our vision** is a world free of NTDs.



**Our purpose** is to enhance the contribution of NGOs and their partners towards that vision.



## Our objectives:

- To present a unified network voice on common issues to advance NTD goals through evidence-informed advocacy and innovative approaches in collaboration with the WHO and health ministries
- To enhance our community of practice through inclusive membership engagement, learning, and knowledge sharing grounded in lived experience

## Our Values

### Engagement and Participation

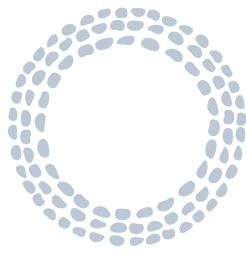
- We depend on active member engagement and shared leadership responsibilities. We prioritize widening participation, especially from organizations in NTD affected countries, ensuring all members contribute to network governance rather than leaving leadership to a few.

### Collaboration and Sharing

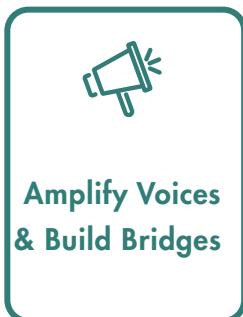
- Our success depends on open knowledge exchange and mutual support. We add value by convening diverse stakeholders to achieve objectives that can best be accomplished together. Members participate in a spirit of sharing experience and expertise so everyone benefits from our collective knowledge.

### Inclusion and Equity

- We are committed to authentic leadership from NTD affected country partners, smaller organizations, and people affected by NTDs. We are shifting and strengthening our network toward one where all members fully participate and contribute regardless of location, size, or resources. This approach serves both equity and effectiveness by drawing on everyone's skills and experiences.



## Four Strategic Pillars



Amplify Voices  
& Build Bridges



Generate &  
Share Evidence



Influence Policy  
& Practice



Sustain &  
Innovate

\*NNN Strategic Pillars 2026-2030

### PILLAR 1: AMPLIFY VOICES & BUILD BRIDGES

*Authentic inclusion and year-round engagement*

#### What we heard from members

"We need genuine participation, not tokenism." - Regional consultation feedback

"The network still feels too distant and global." - Africa focus group, NNN Strategic Review 2025

**Our strategic approach:** Build upon the knowledge exchange showcased at the global annual conference, while developing a coherent year-round action and engagement plan designed collaboratively with NNN Working Groups.

#### Guiding activities:

- **Strengthen member engagement** through tailored pathways, leadership succession planning, and structured participation opportunities.
- **Promote authentic community participation** by ensuring meaningful involvement of people affected by NTDs and enhancing cultural competency across activities.
- **Advance regional engagement** by piloting models tailored to regional contexts and linking with existing health platforms.
- **Foster continuous collaboration** through regular communications, advocacy campaigns, and accessible online platforms for year-round exchange.

## PILLAR 2: GENERATE & SHARE EVIDENCE



*Practical tools that inform policy and improve practice*

### What we heard from members

"We need a unified resource library—everything is scattered across different websites." -

Multiple consultations;

"Focus on NGO-to-NGO learning and experience sharing." - Multiple consultations, NNN Strategic Review 2025

**Our strategic approach:** Transform from ad hoc to systematic resource development—led by the cross-cutting groups— creating, disseminating, and training on evidence-based tools that emerge from practitioner experience and inform global guidance.

### Guiding activities:

- **Coordinate resource development** with quality standards, joint planning, and translation of field experience into practical tools.
- **Increase accessibility and training** by centralizing the hosting of NNN (including cross-cutting and disease-specific groups)-produced materials, inclusive of all major languages and region-specific adaptations.
- **Prioritize integration-focused tools** that address cross-sectoral challenges such as WASH, nutrition, climate, conflict management, one health, and resilience.
- **Build sustainable capacity** of NNN members by strengthening monitoring, evaluation, research, and leadership skills, especially for grassroots organizations.

The NNN continues to embed the [BEST framework](#) (Behaviour, Environment, Social Inclusion and Treatment & Care) in resource development, ensuring cross-sectoral and systems thinking in our approach to NTD work, particularly when addressing challenges across WASH, nutrition, climate, one health and resilience.

## PILLAR 3: INFLUENCE POLICY & PRACTICE



*Evidence-driven advocacy grounded in field experience*

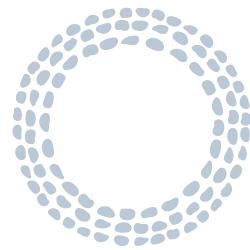
NNN will advocate using implementation evidence — not only research outcomes — to promote policies that are feasible, equitable, and responsive to local realities.

Implementation will be simultaneous and cross-sectoral, rather than step-by-step or siloed, ensuring learning and feedback occur in real time across the network.

### What we heard from members

"NNN needs to be the 'go-to face' of NTDs externally.'" - Europe focus group

"We need stronger advocacy for integration—different diseases still work in silos." - Asia focus group, NNN Strategic Review 2025



**Our strategic approach:** Focus our advocacy on influencing national and regional policies, as well as on deepening our relationships with the WHO and other UN agencies.

#### Guiding activities:

- **Deepen WHO and other UN agency partnerships** by channelling evidence from members and working groups into technical guidance and supporting guideline development.
- **Advance advocacy for integration** across health systems, sectors, and disease areas, including One Health approaches.
- **Support national and regional NTD coalitions** with platforms for collaboration, peer learning, and adaptation of global guidance to local needs.
- **Develop evidence-based positions** to present unified network perspectives and track policy implementation.

## PILLAR 4: SUSTAIN & INNOVATE



*Building a resilient network for long-term impact*

#### What we heard from members

"We need a sustainable conference strategy." - America's focus group

"Explore pooled funding mechanisms for joint activities." - Multiple consultations, NNN Strategic Review 2025

**Our strategic approach:** Diversify funding sources, strengthen organizational capacity, and explore innovative collaboration models that reduce competition and increase collective impact

#### Guiding activities:

- **Carry out a review of NNN's governance** to ensure it is fit for purpose and future growth. This will include examining registration options, additional support for the Steering Committee, and reviewing NNN's Framework for Engagement.
- **Diversify and stabilize funding** through dedicated fundraising, multi-year donor commitments, and sustainable models for convening.
- **Strengthen governance and secretariat** to ensure effective coordination, accountability, and member engagement.
- **Innovate collaborative models**, including pooled funding mechanisms and regional convening approaches.
- **Improve monitoring and communications** to demonstrate value, share successes, and enhance visibility of NNN's niche role.



## How to Engage with NNN Year-Round

### For New NGO Members

#### Getting Started

- Apply for membership through the NNN website
- Join relevant disease-specific or cross-cutting groups
- Connect with a mentor organization for guidance and support
- Participate in webinars, learning and training opportunities

#### Growing your Involvement

- Contribute to resource development in your area of expertise
- Consider leadership roles in NNN working groups
- Share your innovations and lessons learned with the network.

### For Governments and Health Ministries

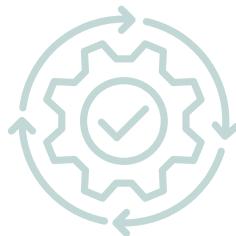
#### Partnership Opportunities

- Access evidence-based toolkits and implementation best practices
- Connect with the national NTD coalition in your country
- Participate in peer and multisectoral learning exchanges with other stakeholder groups and countries
- Contribute experience to inform global guideline development

### For Donors and Development Partners

#### Collaboration Pathways

- Participate in joint disease group and cross-cutting efforts with clear evidence base
- Access measurement and learning insights from implementation



## For NTD-Affected Communities and Advocates

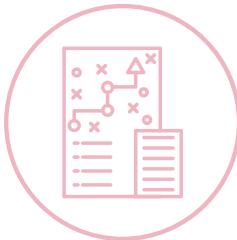
### Leadership Opportunities

- Join working groups
- Lead sessions at annual conference and regional meetings
- Contribute to policy position development
- Build capacity for advocacy and organizational development
- Participate in community-directed research

## For Researchers and Academic Institutions

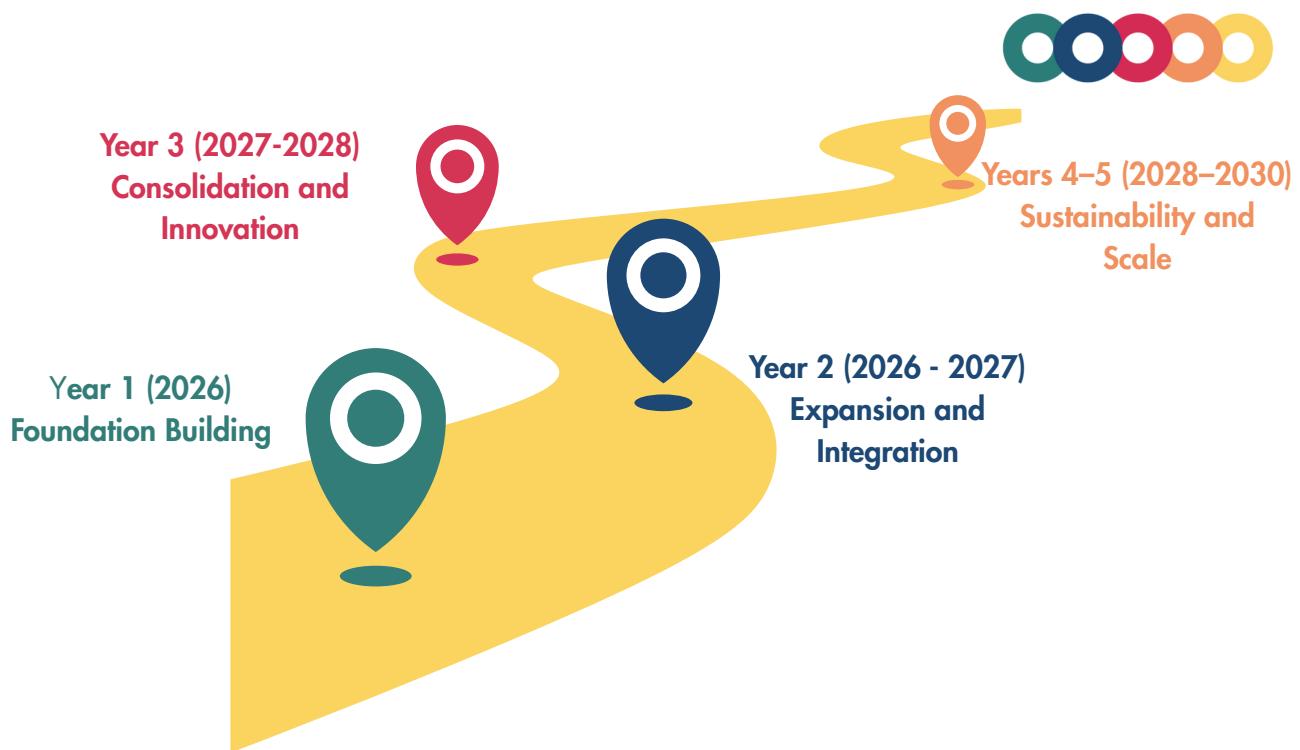
### Knowledge Exchange

- Share research findings with a practitioner audience
- Collaborate on operational research priorities
- Contribute to evidence-based tool development
- Access implementation insights to inform future research
- Engage effectively with Health Ministries and affected community stakeholders for research



## Implementation Roadmap

This strategic plan will be translated into a multi-year implementation plan, developed collaboratively with NNN working groups, that aligns advocacy priorities, capacity-building, and inclusion activities in a single integrated framework.



\*NNN Roadmap 2026-2030

NNN will pursue all four pillars concurrently, with specific annual priorities agreed through a shared planning process with NNN working groups. Implementation will be simultaneous and adaptive rather than sequential, ensuring that progress under one pillar accelerates and reinforces progress under others.



## **Year 1 (2026) - Foundation Building**

- During this phase, NNN will launch parallel implementation pilots across pillars to capture learning in real time and adapt strategies continuously. Laying the groundwork with strengthened member engagement, regional coordination mechanisms, systematic planning across groups, and initial steps toward diversified funding and Secretariat support.

## **Year 2 (2026 - 2027) - Expansion and Integration**

- Expanding reach through regional models, scaling up resource development and training, deepening WHO and advocacy partnerships, and moving toward financial self-sufficiency in core activities.

## **Year 3 (2027-2028) - Consolidation and Innovation**

- Consolidating lessons learned, piloting innovative funding and collaboration approaches, strengthening governance, and measuring the impact of year-round engagement.

## **Years 4–5 (2028–2030) - Sustainability and Scale**

- Embedding financial sustainability, replicating successful innovations, demonstrating policy impact, and preparing for the next strategic period with inclusive engagement across the network.



# Measuring Our Success

## Member Engagement and Satisfaction

- Participation rates in year-round activities beyond the conference
- Geographic and organizational diversity of leadership positions
- Member satisfaction surveys and retention rates
- Succession planning for key leadership roles

## Knowledge and Resource Impact

- Usage statistics for NNN-developed resources and tools
- Adoption of NNN tools in country programs and WHO guidelines
- Training participation and capacity building outcomes
- Cross-cutting group collaboration and joint product development
- Number of co-created resources and implementation plans developed with affected communities.

## Policy and Practice Influence

- NNN input integration into WHO guidelines and technical documents
- National coalition uptake of NNN advocacy positions and tools
- Evidence of policy implementation improvements linked to NNN tools
- Integration success stories across sectors and disease areas

## Organizational Sustainability

- Diversification of funding sources and reduced donor dependence
- Conference self-sufficiency and accessibility improvements
- Secretariat capacity and effectiveness measures
- Governance satisfaction and decision-making clarity



## Our Commitment to Members

This strategic plan represents more than institutional planning—it embodies our commitment to the communities we serve and the future we're building together. All implementation efforts will be designed with and by the communities they aim to serve, ensuring inclusivity, equity, and shared ownership at every stage. It positions NNN as both a convener and an enabler — a platform where members, affected communities, and partners jointly shape solutions for NTD elimination.

We commit to:

- **Transparency** - Regular reporting on progress, challenges, and course corrections
- **Accountability** - Clear ownership of actions and measurable outcomes
- **Inclusivity** - Authentic participation in implementation, not just planning
- **Innovation** - Willingness to try new approaches and learn from failure
- **Collaboration** - Partnership rather than competition in all our endeavors

The next five years will test our ability to evolve while staying true to our core mission. With your partnership and engagement, we can build a network that truly serves as the bridge between grassroots wisdom and global policy—a community of practice that accelerates progress toward a world free of NTDs.

***Together, we are the voice of practice — a community where implementation science meets lived experience. Together, we will build a world free of NTDs.***



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[ntd-ngonetwork.org](http://ntd-ngonetwork.org)