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Agenda item 3

Minutes of the 41th Session of the Executive Board
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For Information ☐ For Review and Advice ☐ For Approval ☒

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Opening remarks from the Chair

The Board Chair opened the meeting by highlighting the role and responsibility of the Executive Board (EB) to ensure that the Strategy adopted at the June meeting is now effectively implemented matching the ambition of the EB. She then congratulated the Executive Director (ED) and the Secretariat for an excellent work presenting the Strategy externally and starting implementation of the Strategy by having new investments approved, launching new calls for proposals, and organizing a joint session on the complementarity with the Global Fund. Further work is still needed on adjustments for the Strategic Objectives (SO) two and three as well as positioning Unitaid in the global health architecture.

The Board Chair ended by listing the main agenda items for this Board session and welcomed new Board Members.

Agenda of the EB40 meeting

The EB adopted the agenda of the meeting (UNITAID/EB41/2022/1).

Minutes from previous meeting: EB40, 15-16 June 2022

The EB adopted the minutes of the 40th EB meeting of June 2022 (UNITAID/EB41/2022/2).

Report from the Executive Director

The Executive Director reflected on progress over the past year, including the approval of Unitaid's 2023-2027 Strategy and pointed to key priorities and opportunities ahead, notably resource mobilization, a more effective articulation of Unitaid's unique role and advocacy.

He briefed the Executive Board on progress against the 2022 priorities set out for him by the Board, including: i) operationalizing an ambitious transformative strategy for Unitaid; ii) securing financial resources to deliver on Unitaid's mission; iii) promoting staff inclusiveness and wellbeing and strong business systems; iv) delivering impact through our investments; and v) supporting strategic partnerships.

Board Members reaffirmed their support for Unitaid's 2023-2027 Strategy and stressed that resource mobilization is a key factor in successfully implementing the strategy and therefore remains a critical priority. Some Board Members took the opportunity to confirm their financial commitment under the 2023-2027 strategic period. In light of funding constraints, Board Members underlined the importance of clarity on the execution of Unitaid's strategic objectives, including how they will be resourced and related prioritization. They also emphasized the need to clarify Unitaid's future role in pandemic preparedness and response, noting the related programmatic and political uncertainty. In addition, it was agreed that ensuring complementarity in strategic partnerships will be essential going forward. It was noted that further engagement between the Secretariat and the EB across these areas in the coming months would be important.

As Unitaid ramps up its advocacy and resource mobilization efforts, the EB was aligned on the need for the organization to rapidly increase its visibility and improve how it communicates Unitaid's value proposition, through a simpler explanation of what Unitaid does and why that matters. It was acknowledged that Unitaid's investment case and a set of corporate communications products,

which are currently under development, will be critical tools in executing Unitaids resource mobilization strategy.

There was a call to ensure that Strategic Objective 3, foster inclusive and demand-driven partnerships for innovation, is fully resourced with funding as well as human resources. It was noted that a community engagement framework is under development to support delivery of this key objective, including more effective engagement with affected communities.

Resource Mobilization Update

The Chair of the FAC opened the session to inform the EB of the approval of a 1-year increase in the OPEX of the Secretariat in 2023 to include additional financial support for resource mobilization activities. Board Members welcomed this decision while noting this may require long-term increase beyond 1 year.

The Secretariat presented the historical evolution in funding of Unitaids and global health as part of ODA. The competitive environment for resource mobilization was outlined with several fundraising and replenishment drives that were partially successful and a brief update of Unitaids current funding situation for context was provided. The areas where the Secretariat has made progress were underlined and granular information on our resource mobilization plans and strategy was provided.

Board Members recognized the efforts undertaken by the Secretariat, noting particularly the importance of the field visits with donors and the engagement of members of parliament as critical stakeholders, and the opportunity to look into innovative funding avenues. They also flagged the need for a clear advocacy message that explains the work and role of Unitaids in the global health response and how our work impacts lives directly.

Board Members also took the opportunity to reaffirm their political support to Unitaids and its resource mobilization efforts. Some constituencies announced new financial commitments and provided updates on ongoing funding discussions. Finally, the Chair of the EB thanked the members of the Board for their renewed support and engagement in resource mobilization efforts. More details on targeted engagement plans will be brought back to the EB with the next updates.

Functional Review Update

The Secretariat described the context for Unitaids 2022-2023 Functional Review, explaining that with over 15 years of experience, Unitaids is at a turning point with a new strategy and key learnings to build on while navigating a complex funding environment, making it the right time for a comprehensive review of Unitaids structures, functions, and ways of working.

Three objectives of the Functional Review were then presented. First, to lay the foundation for the successful operationalization of Unitaids 2023-2027 Strategy. Second, to ensure that the organization is fit-for-purpose and properly resourced to deliver on the strategic objectives in an efficient and effective manner. And third, to foster a positive workplace culture conducive to organizational effectiveness development and growth.

The Secretariat provided an overview of the approach to implementing the Functional Review, detailing the expected outcomes, deliverables, and timeline for the Review. The Review (which began in September 2022 and is expected to end in early 2023) is taking a three-phase approach:

Diagnosis, Design, and Implementation. Implementation of the new organizational design's functions, structures, and ways of working would begin in early 2023 and continue throughout the year.

The Board Chair and Board Members expressed their support for the Functional Review, thanked the Secretariat for a clear presentation of the Review in terms of the approach being taken, and requested that additional clarity in terms of findings and conclusions be presented at the appropriate time. Board Members expressed particular interest in learning how the Review balances the functional skills and levels of resourcing required to achieve clearly expressed organizational ambitions for its three Strategic Objectives against a range of future funding scenarios.

Report from the Chair of the Policy and Strategy Committee

The Vice-Chair of the Policy and Strategy Committee (PSC) provided a report on two topics from the October PSC meeting: first, the approach for prioritization new areas of investment with the format and level of detail of supporting documents; and second, a new Area for Intervention (Afi) on mitigating antimalarial drug resistance in Africa.

On the first topic (prioritization approach and supporting documentation), the PSC supported the proposed approach, finding it practical for considering multiple topics at a time. In practice, this means that the PSC will consider multiple Afis at once, informing a substantive discussion on the value of each topic, trade-offs, and prioritization. Based on this discussion, the PSC will recommend each Afi for Executive Board endorsement. An overview presentation will be made to the Executive Board, with the PSC recommendation. The Executive Board has the opportunity to endorse each Afi individually, as before.

PSC members emphasized the need to avoid duplication of effort between the PSC and EB – ensuring content discussions are not substantially reopened at the EB following a PSC recommendation. The PSC also supported the format and level of detail in the Afi document, scoped back to approximately five pages to facilitate discussion of multiple topics at a time in the future. The PSC recognized that this does not require any major changes from current working practices.

On the second topic (the new Afi on mitigating antimalarial drug resistance), PSC members expressed strong support for the content and appreciation for Unitaids clear positioning and unique contribution. As a result, the PSC recommended the proposed Afi to the EB for endorsement, with no objections.

The EB Chair thanked the PSC Vice-Chair for taking over chairing responsibilities at the PSC meeting. The Representative of the French Delegation reiterated France's readiness to resume the role of PSC Chair following the departure of the previous Chair.

Presentation of Area for Intervention (Afi) "Mitigating antimalarial drug resistance in Africa"

Following an introduction from the EB Chair, the Secretariat provided context for the session in which the EB was asked to consider and endorse a new Afi on *Mitigating Antimalarial Drug Resistance in Africa*, based on the PSC recommendation and pre-read document. It was clarified that the presentation length and level of detail was indicative of what can be expected in the future where multiple Afis will be presented to the EB concurrently.

The Secretariat provided a short presentation on the Afl – summarizing the public health problem, the key access barriers, the landscape of partners, and highest potential Unitaïd opportunities – emphasizing the need for demand-side work that will be essential to the success of broader activities. Relevant landscape updates since the October PSC presentation were provided, particularly the launch of the WHO Strategy to respond to antimalarial drug resistance in Africa, and the Secretariat consultation with civil society partners in collaboration with the EB Communities Delegation. The Secretariat noted that conversations on supply side interventions are ongoing with updates expected by the end of 2022.

Declarations of interests were noted by the World Health Organization (WHO), based on the receipt of funding for malaria interventions (through the Unitaïd WHO Enabler grant), and by the Bill & Melinda Gates Foundation, based on provision of funding for related malaria interventions.

Board Members expressed strong support for the proposed Afl. They requested ongoing clarity of roles between Unitaïd and other organizations and further detail on consultations with community and country stakeholders, questioned the impact of cuts to the Global Fund catalytic initiative funding, and requested a reminder of how this Afl was prioritized among other potential opportunities. Some Board Members sought clarity on the regional scope and encouraged the Secretariat to consider expanding beyond Africa in the future. A request was made to rename the Afl to enable adaptation of scope if a strong case arises.

The Acting co-Director of the WHO Global Malaria Programme assured the EB that the recent WHO Strategy addresses all queries raised on stakeholder engagement, vector control, resistance in other parts of the world, and domestic manufacturing. He highlighted that malaria elimination in Greater Mekong Subregion is very close, that South America is not facing such significant or immediate threats of resistance at this stage, and that the urgent need lies in Africa. He stressed the need for holistic market-shaping approaches in response to the problem of reliance on limited antimalarial drugs and voiced support for the proposed role of Unitaïd as outlined in the Afl.

The Secretariat clarified partner consultations and addressed the question on catalytic funding and the role of the Global Fund, noting that ongoing volume guarantee negotiations would determine the need for a co-payment, and clarifying that Unitaïd's focus is complementary, on the demand side. The questions on prioritization were also addressed, noting that other malaria opportunities are already being addressed or considered through the existing malaria portfolio. Diversification of antimalarial drugs as outlined in the proposed Afl was identified as the most actionable in the near-term. The Secretariat agreed that the proposed wording change to the Afl title and resolution could be accommodated.

The EB Chair reiterated that the proposed wording change would reflect flexibility to address other geographic areas, should the public health need arise. Board Members agreed, noting that the Call for Proposals should be clear on geographic areas to be considered for investment, and supported the revised Afl title.

With consensus for the wording change, and full support of the EB, the EB Chair concluded with EB endorsement for the proposed Afl on mitigating antimalarial drug resistance.

Report from the Chair of the Finance and Accountability Committee including Joint FAC/PSC

The Chair of the Joint PSC/FAC Committee provided a brief update on the funding forecast, Q4 organizational risk register and the results of the report from BDO on performance measurement presented at the FAC/PSC and FAC meetings in October and November 2022.

The Chair of the FAC gave an overview of the Unitaid 2023 OPEX budget. The proposed core budget is 0.6% higher (US\$ 31.1 million) compared to the 2022 budget (US\$ 30.9 million), to which was added an additional request of US\$ 1.3 million to support the resource mobilization efforts in 2023 to support the new strategy. The core budget increase is mainly due to the staff costs which consist of salary step increases and travel increasing to 66% of 2019 budget. To keep the budget increase at the minimum level, the Secretariat commits to making savings in the BDML and SDIS budget lines.

The proposed budget was the object of robust discussion during the meeting and subsequent interactions between the FAC Members. In particular, the budget growth of the constituencies and the development of work supporting SO3 of the new strategy. The total OPEX budget of US\$ 31.1 million for 2023 and the additional amount for resource mobilization of US\$ 1.3 million are recommended by the FAC to the EB for adoption.

Budget 2023

The Chair of the FAC presented a high-level view of the 2023 budget by strategic objectives giving an overview of the next year's work distribution.

The EB approved Resolution 2 : Unitaid 2023 budget (UNITAID/EB41/2022/R2).

Executive Board and Committee workplan

The Secretariat presented the Committees and Executive Board workplan as a live tool that would be updated regularly to allow for better planning and visibility of agenda items for the coming years.

Board Members appreciated the revised design of the Committees and Executive Board workplan, having asked to better nuance the language around whether items would come for decision, recommendation, or information. The following additional items were proposed to be included in the workplan:

- An information session on Unitaid's work on green initiative in Q1 or Q2 2023.
- An information session on Unitaid's role in the global health architecture in Q1 or Q2 2023.
- An information session on Unitaid's approach to SO2 and SO3 (Strategy implementation plan) in Q1 2023 with a potential subsequent discussion at the summer EB.
- An information session on Functional Review with options and funding scenarios in Q1 or Q2 2023.
- A PSC discussion on principles for accepting specified funding and potential implications for operating model

Report from the Chair of the Proposal Review Committee (PRC)

The PRC Chair presented his regular report to the EB, having highlighted an overall reduction of the PRC time investment compared to 2021 due to reduced number of the COVID proposal and grant

reviews and just one regular call for proposals (Prevention of hepatitis C among key populations proposals). Majority of the PRC time investment focus on the regular grants marks the return to the core mandate (HTM) with a consistency in the numbers of the GAD reviews and cost extension reviews of the regular grants compared to the last year.

The PRC Chair highlighted a very busy outlook for the PRC engagement in 2023 with the newly-launched Advanced HIV Disease and TRIPS Flexibilities calls showing good outreach and substantial interest. A prospective third call for proposals could be issued till the end of 2022 following the approval of the Afl on antimalarial drug resistance in Africa and two more calls that could be expected to be launched in 2023.

To conclude, the PRC Chair noted a successful PRC replenishment process concluded in June 2022 as a result of well-orchestrated candidate search and selection process. He highlighted great caliber of the approved new members covering all areas of expertise with re-enforced expertise in community demand creation, intellectual property (IP), reproductive, maternal and new-born child health (RMNCH) and product development to meet the needs of the new Strategy. A thorough PRC induction has been organized in October to bring the replenished PRC up to speed on Unitaids 2023-27 Strategic Framework, Programmatic Priorities, Prioritization Approach, and the approach for development of a Community Engagement Framework. The result is a well-prepared PRC Team to face the upcoming important pipeline of new calls for proposals.

Responding to the questions raised by some Board Members, the PRC Chair noted that he sees more value in the PRC measuring against the priorities that have been set by the EB based on extensive partner engagements rather than being engaged as independent experts in Afl shaping and prioritization. With regard to the issue of call for closer alignment of risk treatment and appetite, he observed that an indication from the Secretariat of whether something is seen as higher risk, but higher reward would be much appreciated. In order to ensure continuity of the PRC leadership, the PRC Chair committed to consider potential candidates for the PRC Vice-Chair position following the March Joint Review Committee (JRC) meeting and make a recommendation to the PSC meeting in May for the EB endorsement in June. Finally, he confirmed that any potentially missing expertise amongst the PRC Members to assess the new technologies in pharmaceutical space could be addressed by either the Secretariat commissioning *ad hoc* expert reviews (as practiced for many calls), or the PRC Chair asking the Board to approve additional expert to serve on the PRC.

HIV self-testing (HIVST) portfolio – presented jointly with partners

The Secretariat and key partners (WHO, the Global Fund, PSI, and Solthis) presented a deep dive on the HIV self-testing portfolio with a retrospective since 2015 when the first project started.

According to WHO, HIVST has significantly shifted the paradigm for HIV testing, and accelerated the self-care agenda: in terms of product availability (from 1 HIV self-test available in 2015 to now 6 WHO prequalified tests for less than 2 USD), country adoption (from only 6 countries with HIVST policy to 102 countries having included it in their national guidelines in 2022), but also in terms of market (market size of 16 million testing kits in 2022, forecast to almost double over next 5 years).

PSI and Solthis, the two implementing partners praised Unitaids vision and boldness and spoke to the enabling environment put in place, which allowed a simple concept to become a crucial tool. During this session, partners described this joint work as a game changer and highlighted how powerful and successful the partnership has been with communities, governments, communities

and civil society, research, industry, local technical partners, scale up partners each playing a unique role. They highlighted the quality and inclusiveness of the partnership, the leadership role played by Unitaïd, and the unique collaborative experience which led to a great impact. This experience speaks to the unique role of Unitaïd, not only as investor but also as pathfinder and influencer.

The Global Fund noted the importance of the work of Unitaïd in introducing innovations which open the path for scale up partners such as the Global Fund, showing the great increase in terms country demand, with a total of more than USD84M dedicated to HIV self-testing in the current round of the Global Fund funding. WHO indicated that HIVST has demonstrated that it was feasible and has opened the way for other diseases. A video was played, showcasing how the partnership worked in action.

Board Members applauded the presentation as an inspiring success story which demonstrates the power of partnerships. They commented that this was a great and fascinating illustration of how Unitaïd works with partners, that needs to be communicated more widely, highlighting the importance to raise Unitaïd's visibility. In line with that, the Secretariat confirmed that they were working on a consistent approach throughout projects.

Several Board Members suggested that such a model should be applied for TB where a self-testing tool is crucially missing and could be a real game changer.

Speaking to the challenges of the projects, the Secretariat reminded of some reservations and bottlenecks at initial stages from some parties, including from the health workers and communities themselves. WHO confirmed that there is now evidence on overcoming these challenges and lessons learned can be applied to many other diseases. In terms of targets, the Secretariat reminded that in 2015, it had identified 1USD per self-test as an aspirational objective, along with a supplier base of 3-4 manufacturers.

Some Board Members enquired about the link to care which is the end objective and how the impact in terms of treatment had been monitored. The Secretariat confirmed that this was crucial and that antiretroviral treatment (ART) uptake in the concerned countries had seen a 30% increase.

Local production of these products was not possible in the course of these projects, but the Secretariat reminded that technology transfer and local production are aspects that Unitaïd systematically looks at and tries to expand whenever possible.

Any other business

No other business items were raised.

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