



46th Executive Board Meeting

11-12 June 2025

The Forum,

Global Health Campus

Geneva, Switzerland

Agenda item 2

**Minutes from the 45th meeting
of the Executive Board
2-5 December 2024**

For Information ☐ **For Review and Advice** ☐ **For Approval** ☒

Table of Contents

1. Welcome remarks of Dr Sandile Buthelezi, Director General for Health, Department of Health, Republic of South Africa	3
2. Opening remarks from the Chair	3
3. Agenda of the EB45 meeting	3
4. Minutes from previous meeting: EB44, 18-19 June 2024	4
5. Report from the Executive Director	4
7. Funding forecast and Investment Plan.....	6
8. Area for Intervention on Climate and Health	7
9. Functional review implementation & strategic initiatives update	7
10. Update on the upcoming Mid-Term review of the Strategy	8
11. Update on Scalability, CCSE benchmarking	9
12. Deep dive on innovation Lenacapavir.....	10
13. Report from the Chair of the Proposal Review Committee	11
14. PRC membership selection and performance assessment processes	12
15. Proposed changes to the PRC composition and areas of expertise.....	13
16. Approval of 2025 budget and constituency budgets.....	13
17. FAC, PSC, GWG and EB workplan	14
18. Any other business	14
19. List of Participants	14

1. Welcome remarks of Dr Sandile Buthelezi, Director General for Health, Department of Health, Republic of South Africa

Dr Buthelezi expressed gratitude for the opportunity to host the board in South Africa and highlighted the success and quality of the projects Board members visited on the previous day. He provided an overview of the Unitaids projects in South Africa, which started in 2012, focusing on various health initiatives including HIV, hepatitis C, pediatric treatments, and cervical cancer. The market access work has saved South Africa at least 330 million U.S. dollars in ARV drug procurement over the next three years.

A memorandum of understanding was signed in 2018 and is in the process of being renewed, with a letter of intent signed by the Minister of Health. Dr Buthelezi emphasized the importance of TB research and cervical cancer elimination, with specific strategies and goals outlined for reducing incidence and mortality rates by 2030. He advocated for a decentralized model for managing cervical cancer, moving treatment to district hospitals to improve accessibility and outcomes. The importance of integrating research with clinical practice was highlighted, with a focus on evidence-based work and rapid adoption of new modalities. The global strategy for TB elimination was highlighted, including the need for new tools, diagnostics, and vaccines to meet targets by 2025 and 2035.

Dr Buthelezi concluded with a call for continued support and collaboration to achieve health goals and serve as a model for other African countries.

2. Opening remarks from the Chair

The Board Chair opened the meeting by expressing gratitude for the opportunity to be in South Africa and reflecting on the visits to different sites. She invited Carol Nawina, the Board member representing Communities living with the diseases, to lead a candle lighting ceremony in remembrance of those who have passed away from HIV, TB, malaria, and other diseases. Carol expressed gratitude for the dedication of everyone involved in the fight against these epidemics and highlighted the recent passing of Doctor Faustine Ndugulile, a regional leader and advocate for health equity.

The Board Chair emphasized the importance of engaging with countries and governments to promote health strategies and projects. She highlighted the need for resource mobilization to support the implementation of the strategy and recognized the efforts of the resource mobilization team and Board members. She also discussed the board's role in promoting a strategic vision for Unitaids, supporting its ambitions, and ensuring transparency and effective use of resources. The Board Chair expressed gratitude to the Secretariat for their exceptional work and highlighted the importance of keeping discussions at a strategic level.

The agenda for the meeting was then introduced, including decisions on strategic initiatives, future investments, governance changes, and next year's budget. The Board Chair also acknowledged the presence of new Board members.

3. Agenda of the EB45 meeting

The EB adopted the agenda of the meeting (UNITAID/EB45/2024/1).

4. Minutes from previous meeting: EB44, 18-19 June 2024

The EB adopted the minutes of the 44th EB meeting of 18-19 June 2024 (UNITAID/EB45/2024/2).

5. Report from the Executive Director

The Executive Director (ED) outlined how Unitaid's Strategy is playing a vital role in advancing the global health response through the introduction of innovative health tools as well as more equitable access in developing countries. He discussed Unitaid's efforts to forge inclusive and demand-driven partnerships and he highlighted specific initiatives to expand and deepen these partnerships through increased engagement with countries, communities, civil society, and industry. He also underlined the potential of Lenacapavir, Unitaid's engagement on the issue and the organization's commitment to working with partners to ensure equitable access.

Furthermore, the ED emphasized that Unitaid is focused on pursuing investments that will deliver impact, and he emphasized the significance of Unitaid's 46:1 return on investment which provides a compelling argument for investing in Unitaid. In addition, he highlighted key advancements under Unitaid's strategic objectives, including progress in our work on women and children's health, including efforts to address cervical cancer, post-partum haemorrhage, pre-eclampsia, anaemia, as well as triple elimination of HIV, hepatitis B, syphilis and Chagas disease, were endemic. Regarding efforts to strengthen partnerships, he spoke to Unitaid's work to increase engagement with countries, including opportunities for scale-up and funding. He underlined that Unitaid's strategic initiatives are an integral component of the organization's core work and have helped to advance our efforts over the past several months. Regarding operational developments within the Secretariat, he spoke to efforts the organization has made to make Unitaid more efficient and effective, as well as work that has further strengthened staff engagement. He underlined engagement with diverse organizations including donors and partners, including potential scale-up partners.

The Board Chair acknowledged the dynamic context in which Unitaid is operating and commended the organization for its capacity to garner support and collaboration for specific areas of work that Unitaid is driving forward. She stressed that Unitaid has proven that the organization can mobilize resources in a challenging environment and that Unitaid successfully gained support from diverse countries and donors.

Board members noted the substantial progress Unitaid made on its Strategic Objectives and commended the organization for what they accomplished over the past year. Several members called for more emphasis in 2025 on the importance of partnerships that support scale-up. Board members also expressed appreciation for the significant work that advanced under the strategic initiatives, noting Unitaid's unique catalytic and convening role. Regarding Secretariat operations, Board members underlined that they are looking forward to the upcoming discussion on prioritization and the related methodology, as well as the findings from the upcoming Midterm Review of Unitaid's strategy. They underlined that the review is an important opportunity to inform Unitaid's strategy going forward and how Unitaid can adapt to an evolving landscape. In closing, Board members commended the Executive Director and staff for the breadth of deliverables the organization managed to achieve in 2024.

RM and Communications update including envisaged opportunities for strategic engagement in 2025

The Secretariat provided an overview of key activities across resource mobilization and communications in 2024 and highlighted the increased level of activity and synergies across key events, communications and donor engagements. They thanked Board members for their continued

support of Unitaïd in 2024. Eighty percent of core funding is covered by multi-year agreements, which provide predictability of funding for the organization. Calling attention to the challenging environment for resource mobilization due to multiple crises and replenishments which is expected to intensify further in 2025, they noted Unitaïd's relative success in maintaining funding on par with last year and exceeding pre-covid level in 2019. The Secretariat drew particular attention to the role of specified funds in enabling Unitaïd to surpass 2019. They thanked Board members for their engagement and support throughout the year, in particular giving significant visibility as part of the G20 and other key political events. Moving into 2025, they highlighted key visibility moments for the year and asked for continued political support from Executive Board (EB) members, acknowledging that in a year with multiple demands on global health funds, it is important to include Unitaïd's contributions. The Secretariat provided a walk through Unitaïd's new website, which showcases the new communication tools developed by the team in the last 12 months. The Secretariat also called on the Board members to give feedback on the calendar of key moments for 2025, sharing events, occasions, opportunities that are missing, but also noted the calendar will be updated quarterly and shared with the EB.

The Chair and Vice Chair opened the discussion by commending the efforts of the Secretariat to increase Unitaïd's visibility by simplifying and amplifying its message through success stories that are easy to understand, in multiple languages, and increasingly available on the new website. Board members expressed their interest in Unitaïd's resource mobilization efforts, commending Unitaïd on the increased contributions and the efforts to diversify the donor base. They observed that while it appears that Unitaïd may not fully achieve the challenging stretch target for the Strategy of US\$1.5 billion by 2027, it is performing better than many other global health institutions in this constrained funding environment. Nonetheless many important pipeline opportunities in the investment plan (above line) remain unfunded. Increasing efforts towards 2030 goals will depend not only on increased investments and speed of their implementation but will rest on access to new tools. The range and selection of human- and product-centered communication tools produced by the Secretariat, as well as those focused on relationships with donors were welcomed. Members expressed how they communicate transparently Unitaïd's work with dignity and respect for the patients and communities. This helps Members to make the case internally for renewed, increased and longer-term support. The Secretariat was requested to monitor the website to understand which messages resonate with key audiences and to consider the role that public figures can play.

Board members from sovereign states thanked Unitaïd for the presence of senior leadership at capital and with Embassies, which has improved awareness of the organization across their governments (such as foreign affairs, health, finance ministries / departments) as well as with ministers. Sharing examples of Unitaïd's approach to resource mobilization, was appreciated, as it provided ideas as to how and where they can more proactively support. There was a more general discussion as to how individual innovations, such as Lenacapavir, could be mobilized as a moment to generate additional resources. Some Board members congratulated those that had increased their contribution to Unitaïd and encouraged others to honour their pledges. Some Board members also recognized that it was time to look anew at their 2025 budgets to understand whether there was scope to increase their government's contribution to Unitaïd. While thanking the Secretariat for acknowledging their contribution to Unitaïd's resource mobilization and communications efforts, many Members expressed a desire to do more and go further with these efforts in 2025, for example through additional communications support and joint events, including several specific opportunities.

In response, the Secretariat thanked Board members for their support, which is pivotal to the success of its resource mobilization and communications efforts. In 2024 Board's universal support in multiple ways during the year was observed. Understanding that 2025 will be particularly important for resource mobilization the Secretariat welcomed the re-commitment of the EB. The Secretariat committed to maintain the engagement on these issues through 2025.

6. Funding forecast and Investment Plan

The Secretariat provided a reminder on the Investment Plan, including the firm funding forecast and the planned investment pipeline. It was noted that Unitaid is fully funded for 2024 and 2025 but currently showing a deficit in 2026 – to be resolved in 2025 with additional funds and further prioritization. The Secretariat is executing the plan to commit funds in 2024 and 2025, reflecting priorities that have been endorsed by the EB, with further work planned in climate and health, cervical cancer and Lenacapavir for HIV prevention.

On Climate and Health, a new Area for Intervention was discussed as a separate agenda item. On cervical cancer, Unitaid's work has generated tremendous momentum, with programs gaining traction in several countries and some leading countries committing to accelerated elimination targets. On Lenacapavir for HIV prevention, the Secretariat thanked Board members for their support and recognition of Unitaid's role in supporting rapid, equitable access to Lenacapavir for HIV prevention, noting the recent Board approval of a new package of related interventions. The Secretariat noted that investment in HIV prevention was an intentional strategic priority, fitting with longstanding Unitaid support for this area, and consistent with the investment plan. The Secretariat will continue to coordinate with partners to define what each organization is best positioned to do and inform future work. Additional funding for each of these areas may be expected in 2025-2026.

The Secretariat provided an update on the funding forecast and investment pipeline, noting that these have been disaggregated to provide greater visibility on core and specified funding, and updated with the most recent funding commitments.

Board members expressed support for the investment plan and thanked the Secretariat for its responsiveness to comments raised at the PSC, notably on the positioning of Lenacapavir. Some Board members noted the strategic context provided by the investment plan (Annex 4) and noted the robust prioritization process that the investment plan provides (Annex 2), enabling Unitaid to translate strategy into practical opportunities. The prioritization process in the investment plan was acknowledged and Board members noted that this may be helpful context for considering trade-offs when funding is constrained and for better understanding the amount allocated to each prioritized opportunity. They further emphasized access as central to Unitaid's work and impact, recognized the importance of Unitaid's market-shaping work in making lifesaving products more affordable, and called for emphasis on sustainability and scalability of Unitaid's work. Some Board members called for more emphasis on manufacturing and further efforts in resource mobilization to full implement opportunities in the plan, with questions raised on the right balance between core and specified funding.

The Secretariat thanked the Board members for the thoughtful comments and recognition of the value of the investment plan. They noted plans for further discussion on topics to be prioritized, the rationale, and any trade-offs required (for PSC in Q2 2025).

7. Area for Intervention on Climate and Health

The Secretariat noted the climate and health strategy approved a year ago, emphasizing the concept of climate-smart health products that are resilient, responsive, and adaptive to the needs of populations affected by climate change. The implementation approach for the climate and health strategy was explained, including leveraging ongoing or upcoming calls and areas for interventions to include climate components. The Secretariat also highlighted the focus on advancing the decarbonization of regimens, particularly for HIV treatment, to reduce carbon emissions and serve as a model for other products. They emphasized importance of addressing heat stability challenges for medicines and diagnostics, which are expected to increase with extreme climate events.

The Secretariat continued by discussing the potential of long-acting technologies to increase the resilience of health services and reduce carbon emissions, presenting them as a climate-smart health product example. A video from COP 29 was shared, highlighting partner engagement and discussions on decarbonization of HIV treatment, featuring various stakeholders.

The PSC Chair presented the PSC report and recommendations, expressing support for the proposed AFI and highlighting the need to align with regional manufacturing work.

Board members endorsed the proposed Afi. Some Board members suggested expanding the scope of the climate and health strategy to include vector-borne diseases, such as dengue, which are increasingly spreading to new regions due to climate change. The Secretariat was encouraged leveraging the WHO-led alliance for climate and health action, as well as reviewing the WHO COP 29 Special Report on Climate Change. Another suggestion was to include strategies focused on preventing arboviral diseases, which are closely tied to climate change. The need for ensuring sustainability and scalability of projects was highlighted by some Board members, citing examples from Kenya, and emphasizing the importance of focusing on access and affordability. The importance of addressing climate change impacts on health in vulnerable countries and reducing greenhouse gas emissions from healthcare systems was also highlighted together with the importance of developing reporting metrics to track climate finance contributions. Some Board members saw potential role of Unitaids in market shaping for medical countermeasures in the context of changing disease patterns due to climate change.

The EB adopted the resolution supporting the AFI on climate and health, recognizing its cross-cutting nature and complementing existing programmatic priorities (UNITAID/EB45/2024/R2).

8. Functional review implementation & strategic initiatives update

The Secretariat provided a brief history of the functional review, which was authorized by the EB to ensure the organization is fit for purpose. The review took place from late 2022 to mid-2023 and assessed the organization's fitness to deliver the strategy, resulting in several recommendations. The five sets of recommendations from the functional review were then presented, including strategic initiatives, organizational planning, resource mobilization, investment management, and addressing staff overwork. The Secretariat highlighted the progress made in these areas, such as successful annual planning, strengthening resource mobilization, and introducing a new information system for investment management. The EB had approved the recruitment of 14 staff members to deliver on the strategic initiatives, with a set touch point to assess progress and decide on next steps. The Secretariat reminded of the criteria proposed to assess the progress of the five strategic initiatives,

which include their contribution to strategy implementation, positioning in the global health architecture, and resource mobilization. Progress was reviewed at the EB June 2023 meeting, where the staffing recommendation from the functional review was discussed.

The Secretariat then presented an alternative approach to staffing for the strategic initiatives, suggesting extending the existing staff's contracts by one year instead of recruiting additional staff. This approach aims to sustain the effort required to achieve the strategic initiatives' objectives and provide more certainty for the existing staff. The alternative approach involves using the existing budget of \$18 million to extend the contracts of the current staff for until the end of 2026. Lessons learned from the first year of implementation indicated that sustaining the effort over a longer period would increase the chances of success. Challenges in recruiting additional staff for a short-term contract were also highlighted, emphasizing the benefits of extending current staff contracts.

The PSC Chair provided an update on the joint FAC/PSC meeting, which reviewed the progress made on the five strategic initiatives and discussed the option of extending the current staff's contracts. The meeting members agreed on the extension and requested regular progress updates and a final review of the implementation in 2026.

Board members expressed their support for the extension of the strategic initiatives and highlighted the importance of addressing regional production, gender equity, and staff well-being. They also requested more clarity on the specific activities and outputs that may be affected by the alternative approach.

The EB adopted a resolution (UNITAID/EB45/2024/R1) to extend the strategic initiatives' human resources and budget for an additional year, with regular progress updates and a final review in 2026. The resolution also authorized the continued use of funding for the implementation of the functional review.

9. Update on the upcoming Mid-Term review of the Strategy

The Secretariat provided an update on the mid-term review (MTR) of Unitaid's strategy, outlining its objectives, scope, and timeline. The MTR is a critical exercise scheduled for 2025, with three key objectives: (1) assessing the ongoing relevance and coherence of Unitaid's strategy, (2) reviewing progress on implementation, and (3) informing Unitaid's strategic direction beyond 2027.

The PSC discussed the proposed scope, governance, and methodology of the review at its October 2024 meeting. While broadly supportive, PSC members recommended refining the scope to reflect recent discussions, particularly in light of the evolving global health landscape and financial constraints. They also highlighted the need for an analysis of the most impactful interventions to inform future funding priorities.

To strengthen the methodology and governance of the review, PSC members emphasized the importance of robust qualitative data collection to ensure findings are evidence-based. They also called for increased engagement with communities and civil society, requesting four additional touchpoints to refine the terms of reference, key questions, and methodology, as well as engagement with the selected service provider during the inception phase.

In response to feedback, the Secretariat incorporated the following key updates:

- **Prioritization Framework:** The MTR will support ongoing discussions on prioritization by developing a conceptual framework in mid-2025 to guide Unitaid's strategic focus. This may include examining prioritization across strategic initiatives, core functions, and geographic focus.
- **Performance Framework Review:** The MTR will assess Unitaid's key performance indicators (KPIs) and explore potential refinements to strengthen performance monitoring.
- **Governance & Engagement:** Additional engagement opportunities for the PSC and EB will be included throughout the process, with a key touchpoint early in the review to ensure alignment.

The Request for Proposals (RFP) for the external consultant has been launched. The review is expected to start in March 2025, with interim findings anticipated mid-year and final recommendations by year-end.

Board members welcomed the updates and acknowledged the importance of the MTR in shaping Unitaid's strategic direction. They emphasized the need for clear prioritization, particularly given resource constraints, and underscored the importance of aligning the review process with governance milestones.

10. Update on Scalability, CCSE benchmarking

The Secretariat provided an update on Unitaid's work on scalability, a topic that was raised during the EB retreat and further discussed at the October 2024 PSC meeting. PSC members expressed strong support for the concept note on scalability and recognized its importance in maximizing Unitaid's impact. The discussion emphasized the need to integrate scalability considerations early in the investment process and ensure strong engagement with civil society organizations, national governments, and financing institutions to facilitate long-term adoption. PSC members underscored the critical role of civil society in driving scalability and highlighted the importance of embedding innovations into national health strategies. Country ownership was noted as a key factor for success, with members stressing the need for early engagement with health and finance ministries to ensure that scalable interventions are aligned with national priorities and financing mechanisms. PSC members also encouraged Unitaid to deepen its partnerships with global and regional financial institutions to strengthen the sustainability of scale-up efforts. The discussion emphasized the need to link innovations to policy and financing structures at the country level, with members pointing to the importance of mechanisms such as Global Fund investment plans that integrate donor funding into national systems.

The Secretariat outlined its approach to strengthening scalability, identifying key areas of focus, including implementation research, health delivery platforms, and community engagement. Board members welcomed these efforts and emphasized the importance of moving beyond conceptual discussions to practical strategies that can be implemented effectively. The conversation also highlighted the need to address structural barriers to scalability, such as fiscal constraints and limited domestic health financing, which can hinder the ability of governments to sustain and expand innovations. Some Board members noted that a key aspect of scalability is reducing costs over time, ensuring that interventions become more feasible and attractive for governments and donors.

A consultant will be engaged to conduct an in-depth assessment of scalability opportunities, validating Unitaid's proposed approach and benchmarking against other organizations facing similar challenges. The consultant's work will also include deep dives on specific scalability strategies, identifying actionable and costed recommendations that can inform Unitaid's next steps. The findings from this assessment will be presented to the PSC in April 2025 and to the EB in June 2025.

Board members welcomed the planned analysis and provided further reflections on how Unitaid can enhance its approach. Some Board members emphasized the importance of co-creating projects with governments and communities to ensure alignment with national policies and funding priorities, noting that projects designed with government buy-in and co-financing commitments are more likely to achieve sustainable scale-up. Others raised concerns about the risk of scalability efforts being limited to areas where existing donors are already active and stressed the importance of focusing on neglected areas and innovations that may not yet have clear scale-up partners.

The discussion also explored the role of innovative financing mechanisms in supporting scalability, including collaboration with Japan's GHIT Fund and impact investment initiatives. Members noted that moving beyond traditional donor pathways could provide new opportunities for sustaining Unitaid's work, particularly in areas outside of HIV, TB, and malaria. The importance of clear stakeholder engagement was also emphasized, with calls for Unitaid to engage more directly with governments throughout the project cycle to facilitate smooth transitions from pilot implementation to full-scale national adoption.

11. Deep dive on innovation Lenacapavir

The Board Chair welcomed Her Excellency Ambassador Minata Samate Cessouma, the Commissioner for Health and Social Affairs of the African Union, to the meeting. The Board Chair then introduced the "Deep Dive on Innovation: Lenacapavir" session, highlighted the potential of this new 6-monthly injectable HIV pre-exposure prophylaxis (PrEP) product, and handed over to the Secretariat for outlining phased approach to Lenacapavir interventions and ongoing coordination with partners.

The Secretariat thanked the EB for its support of the recent costed extensions to Unitaid's PrEP grants. They then presented the primary reasons why Lenacapavir could be a game-changing product, including efficacy, ease of use, climate change resilience and mitigation, role in HIV treatment, potential for price parity with oral PrEP, and long-term cost savings. They also presented the Secretariat's plan of action to help realize the potential of Lenacapavir, including ongoing supply-side investments, new demand-side investments, and possibilities for future investments.

Ambassador Minata Samate Cessouma welcomed the activities that Unitaid supports in Africa and highlighted the possibilities that Lenacapavir presents for preventing new HIV infections, especially for young populations. She also noted concerns about Lenacapavir's unknown price for prevention and the potential need for local manufacturing in Africa and stated the African Union's support for Unitaid's efforts to facilitate equitable access to this product.

Board members commended the Secretariat on the foresight to support long-acting formulations and commented on their support for the approach being taken with Lenacapavir. They highlighted the importance of collaboration and coordination with partners to strengthen the collective ability across institutions to achieve common goals.

Board members also raised areas for further attention. Firstly, they noted that Unitaid's convening role could be leveraged to support the countries that are not included in the Lenacapavir voluntary license territory to address access barriers in a coordinated manner. They also inquired about Gilead's decision to issue bilateral voluntary licenses, and about how to better promote the Medicines Patent Pool (MPP) for future products. In addition to access concerns for HIV prevention, Board members noted the importance of attention to access to Lenacapavir for HIV treatment.

Board members also highlighted the importance of PrEP choice and of continuing to support all PrEP options, including but not limited to Lenacapavir, and encouraged the Secretariat to remain pragmatic as further information on price, regulatory approvals and rollout strategies evolves. Board members also noted the need to increase demand and ambitions for PrEP to break the cycles of limited rollout and uptake that have been seen to date.

Finally, Board members noted the possibility for Unitaid to have a resource mobilization event focused on long-acting formulations for HIV treatment and prevention, including to make linkages with the climate benefits of such formulations.

The Executive Director responded to the Board members' comments by reinforcing that despite the promising scientific outcomes of the Lenacapavir clinical trials, the Secretariat is clear on the risks and challenges that remain to be addressed. He outlined the Secretariat's extensive engagement with Gilead about access plans, including engagement regarding the MPP, that has been taking place since before the clinical trial results were announced. He also noted the importance of collaborating with partners in a strategic way that leverages the strengths of each institution, and of establishing the market for long-acting injectable PrEP now to accelerate the generic market.

The Board Chair noted the high hopes for Lenacapavir as well as the points warranting continued attention and closed the session.

12. Report from the Chair of the Proposal Review Committee

The PRC Chair presented his report having noted an upward trend in PRC time investment for 2024, with a slight decrease in grant agreement development reviews due to fewer grant extensions. The estimated time spent by PRC members increased from 18.5 to 20 days, partly due to the resignation of a member. He highlighted the importance of pre-assessment briefings arranged by the Secretariat, which provide PRC members with an overview of the call's scope, objectives, and technical issues before the PRC review teams start. These briefings have been highly appreciated by PRC members and ensure everyone is on the same page going into the review cycle.

The PRC Chair then detailed the three JRC meetings held in 2024, including a virtual meeting in March, an in-person meeting in May, and another virtual meeting in October. These meetings focused on various topics such as new drug-resistant TB drugs, vertical transmission of diseases, and regional manufacturing. The PRC recommended proceeding with three drug-resistant TB proposals, one vertical transmission proposal, and two regional manufacturing proposals. These recommendations involved difficult trade-off discussions to ensure a balanced portfolio. Trade-off discussions were not just about scoring and ranking proposals but also about ensuring that Unitaid's

portfolio made sense and included necessary components, such as geographical scope and disease focus.

Board members thanked the PRC Chair for a clear and comprehensive report and discussed the support for the planned cost extensions and advocacy for changes in voluntary licensing conditions for Lenacapavir. They noted the proposal for a Phase 3B study using donated Lenacapavir ahead of registration in South Africa. This study is considered important and viable, as it avoids legal issues related to the single exit price declared by Gilead once the product is registered in South Africa. The interest in the potential availability of a three-monthly 100 mg Dapivirine ring as part of the long-acting PrEP portfolio with the possibility of EMA registration without a Phase 3 study was noted.

The challenges of conducting JRC meetings virtually compared to in-person meetings were noted with the importance of in-person meetings for the calls of untypical nature and particular complexity of the portfolio discussion like the Regional Manufacturing call to ensure more engagement.

The tension between having a coordinated portfolio and competitive calls for proposals was discussed. The importance of flexibility in the initial stages of the proposal process was highlighted with the need for trade-off discussions to create a balanced portfolio.

13. PRC membership selection and performance assessment processes

The Co-Chair of the Governance Working Group (GWG) presented the report of the GWG that focused on the PRC membership selection and performance assessment processes. Feedback from GWG members was considered to further broaden and enhance the membership base of the PRC. This feedback was aimed at ensuring that the PRC could benefit from a wider range of perspectives and expertise. The proposed changes to the PRC terms of reference, which have been discussed with the PRC Chair, would empower the Vice Chair by involving her/him in member selection and performance assessment, alongside the Chair. The empowerment of the Vice Chair was seen as beneficial for succession planning. It would help in training a potential successor, ensuring that the PRC is better prepared for future leadership transitions.

The feedback received from GWG members also highlighted the potential of encouraging membership from younger professionals and disruptive thinkers. This feedback was aimed at bringing fresh perspectives and innovative ideas to the PRC.

The current processes for PRC candidate screening and selection are not subject to Board approval but fall within the management authority of the Secretariat. This means that the Secretariat has the discretion to adapt and enhance these processes based on feedback and evolving needs.

The proposed modifications to the PRC terms of reference were consolidated with changes recommended by the PSC. This consolidation ensured that the revised terms of reference reflected a comprehensive and well-considered approach. The revised processes will be applied for the selection of PRC members in the next replenishment occasion in Q1 2025.

14. Proposed changes to the PRC composition and areas of expertise

The representative of the PSC Chair reported on the PRC restructuring discussion in the PSC to ensure PRC's continued high level of performance as an independent body. This restructuring was seen as essential to address the evolving needs and challenges faced by the PRC. The proposed restructuring includes an increase in the overall number of experts from 15 to 18 members. This increase was aimed at enhancing the PRC's capacity to handle its workload and responsibilities effectively. The restructuring also includes the inclusion of additional areas of expertise. This was intended to ensure that the PRC has the necessary skills and knowledge to address a wide range of issues and challenges.

Board members supported the proposed changes to the terms of reference of the PRC. They emphasized the importance of ensuring the PRC's independence and accountability when reviewing the PRC membership selection and evaluation process. This independence was seen as crucial for maintaining the integrity and effectiveness of the PRC. The involvement of the Vice Chair in the selection and evaluation process was recommended. This involvement was aimed at enhancing the transparency and fairness of the selection and evaluation processes.

Some Board members emphasized the importance of gender and racial representation in the PRC member selection criteria. They highlighted the need for a diverse and inclusive membership that reflects a wide range of perspectives and experiences. They also emphasized the importance of representation from experts of the global South. This representation was seen as essential for ensuring that the PRC benefits from a diverse range of expertise and insights. Board members discussed the importance of community engagement and scalability in PRC proposals. They emphasized the need for representation from communities and Community people, as well as ensuring that proposals have a clear focus on community engagement and scalability.

Board members suggested using the term "vulnerable communities" instead of "low-income communities" in the description of the area of expertise on climate change. This change was proposed to better reflect the complex factors that contribute to vulnerability, beyond just income levels. They also suggested renaming the area of expertise "RMNCH" to "Women and children's health".

As per the recommendation of the PSC, the Board approved the amendment of the PRC Terms of Reference having incorporated the two above changes in the formulation of the areas of expertise (UNITAID/EB45/2024/R3).

15. Approval of 2025 budget and constituency budgets

The Secretariat provided a brief overview of the proposed operating expenses budget for 2025 of \$34.8 million, a 5% increase compared to last year, driven mostly by the increase to costs of staff, (not increased headcount), as the Swiss Franc (currency in which salaries are paid) strengthened against the US dollar (functional currency of the budget).

This increase is effectively subsidized in 2025 by the overhead cost recovery received on specified contributions in 2024 of US\$ 3.5 million, bringing the total net budget request to US\$ 31.3 million, a small net decrease in budget over the prior year.

The Secretariat is looking for efficiencies as much as possible to constrain the upward pressure on the operating budget.

The Chair's office, Communities, NGOs and African countries constituencies proposed budgets showed anticipated increases which were discussed and then recommended to the EB by the FAC.

The FAC Vice-Chair indicated that robust discussions took place at the FAC and highlighted the useful change to the presentation of the budget structure to make it more transparent, usable and intuitive, allowing for a clear recommendation from the FAC for budget adoption.

As per the recommendation of the FAC, the Board approved the 2025 Unitaid Budget (UNITAID/EB45/2024/R4).

16. FAC, PSC, GWG and EB workplan

The Secretariat presented the workplan of the EB and its Committees (FAC and PSC) as well as the GWG. The main items of focus included the functional review, CCSE benchmarking, concept note on scalability, the framework for flexible investments, mid-term review of 2023 -2027 Strategy, Board expansion proposition for seat sharing model, the PRC leadership selection and performance assessment processes, the PRC replenishment and the PRC leadership appointment.

The Executing Director suggested that the discussion on the framework for flexible investments be scheduled in the second half of the year. Board members discussed the challenges of scheduling board meetings, considering global health partners' meetings and holidays. They emphasized the importance of avoiding clashes and ensuring clear communication of dates. The possibility of having one face-to-face PSC meeting was also discussed.

The PRC Chair clarified that the PRC is not responsible for framing calls for proposals, which is the Secretariat's role.

17. Any other business

The Board Chair acknowledged the departure of several Board members, including Minister Pierre Somse, Luis da Gama, and Brook Baker. She expressed gratitude for their contributions and welcomed new members.

No other items were raised under AOB.

18. List of Participants

Executive Board Members and delegations	
<u>EXECUTIVE BOARD CHAIR</u>	
Marisol Touraine	Email: tourainem@unitaid.who.int

Executive Board Chair	
Catherine Dauphin Llorens	Email: dauphinc@unitaid.who.int
Special Advisor to the Chair	
Mounia Achraf	Email: achrafm@unitaid.who.int
Advisor to the Chair	
<u>AFRICAN COUNTRIES</u>	
Firmin N’Gbang-Mokoue	Email : firmokoue@gmail.com
Advisor, Permanent Mission of the Central African Republic to the United Nations in Geneva	
Rex Kealibile Segadimo	
Secretary for Specialized Health Care Services, MOH Botswana	Email: segadimokr@yahoo.com
Safiatou Diaz Simporé	Email: ssimpore@ad-unitaid.org
Focal Point	
<u>BRAZIL (Vice-Chair)</u>	
Cecilia Kiku Ishitani	Email : cecilia.ishitani@itamaraty.gov.br
Ambassador, Deputy Permanent Representative Permanent Mission of Brazil to the UN	
Draurio Barreira	Email : draurio.barreira@aids.gov.br
Director of the Department of HIV/AIDS, Tuberculosis, Viral Hepatitis and Sexually Transmitted Infections, Ministry of Health of Brazil	
Debora Lobato	Email: debora.lobato@itamaraty.gov.br
Second Secretary Permanent Mission of Brazil to the UN	
<u>CHILE</u>	
Alejandra Pizarro	Email: apizarroi@minrel.gob.cl
Counsellor, Global Health Affairs Permanent Mission of Chile to the UN	

COMMUNITIES LIVING WITH THE DISEASES

Louis da Gama

Email : ldagama@gmail.com

Public Health Adviser
Princess of Africa Foundation / Global Health
Advocates

Carol Nawina

Email : carolnawina@gmail.com

Executive Director at CITAMPlus

Wim Vandeveld

Email: wvandevelde@gnpplus.net

Focal Point
Global Network of People Living with HIV
(GNP+)

Abdul-Fatawu Salifu

Email : abdufatawu569@gmail.com

Young Health Advocates Ghana (YHAG)

Maurine Murenga

Email: maureenmurenga@gmail.com

Executive Director
Lean On Me Foundation

Yvette Raphael

Email : yvette@apha.org.za

Advocacy for Prevention of HIV and AIDS
South Africa

Sally Agallo

Email: agallokwenda@gmail.com

NCD Alliance, Kenya

FOUNDATIONS (BILL GATES FOUNDATION)

Ingrid Etoke

Email: Ingrid.Etoke@gatesfoundation.org

Senior Program Officer

Analía Porras

Email : Analía.Porras@gatesfoundation.org

Deputy Director, Health Product Access and Agencies, Global Health Agencies and Funds

Email:

anita.deshpande@gatesfoundation.org

Anita Deshpande

Senior Program Officer
Global Health Agencies & Funds
Global Development

FRANCE

Anne-Claire Amprou

Email : [anne-](mailto:anne-claire.amprou@diplomatie.gouv.fr)

[claire.amprou@diplomatie.gouv.fr](mailto:anne-claire.amprou@diplomatie.gouv.fr)

Ambassador for Global Health
Ministry of Europe and Foreign Affairs

Jeanne De Wendel

Email: jeanne.de-wendel@diplomatie.gouv.fr

Chief, Global Health Partnerships
Ministry of Europe and Foreign Affairs

Email: anne.figueroa@diplomatie.gouv.fr

Anne Figueroa

Ambassador for Global Health team
Ministry of Europe and Foreign Affairs

Xavier Michelin

Email : xavier.michelin@diplomatie.gouv.fr

Officer responsible for Unitaïd / Access to Health Products, Global Health Partnerships unit, Human Development Branch, Ministry of Europe and Foreign Affairs

JAPAN (Temporary seat)

Nobuharu Imanishi

Email: nobuharu.imanishi@mofa.go.jp

Ambassador for Global Health Diplomacy & Deputy Director General for Global Issues, International Cooperation Bureau, MOFA

Mikiko Arai

Email: mikiko.arai@mofa.go.jp

Global Health Strategy Division, MOFA

NON-GOVERNMENTAL ORGANIZATIONS

Sharonann Lynch

Email: sharonann.lynch@gmail.com

Georgetown University, O'Neill Institute

Brook Baker	Email : b.baker@northeastern.edu
Professor, Northeastern University	
Molly Thompson	Email: molly@stopaids.org.uk
Liaison officer Stop Aids UK	
David Deakin	Email : david@chasing-zero.org
Chasing Zero	
Aaron Sunday	Email: harunaaaronsunday@gmail.com
African Network of Adolescents and Young Persons Development (ANAYD)	
Themby Chiware	Email : themby@mayittah.org
Director at Mayittah Group, Zimbabwe	
Maureen Luba	Email: maureenluba@gmail.com
Senior Advisor, Global Policy at AVAC based in Lilongwe, Malawi	
Mary O'Grady	Email: maryogrady2@aol.com
Honorary Senior Lecturer, Steve Biko Centre for Bioethics, School of Clinical Medicine, University of the Witwatersrand, South Africa	
Karin Turner	Email: kkanewske@gmail.com
Senior Business Consultant/Advisor, UK/South Africa	
<u>Norway</u>	
Haitham El-Noush	Email: Haitham.Ali.Ahmed.El-noush@norad.no
Senior Adviser, Global Health Section Norwegian Agency for Development Cooperation	
<u>Republic of Korea</u>	
Excuses	
<u>SPAIN</u>	
Blanca Yáñez Minondo	Email : blanca.yanez@aacid.es

Chief of Multilateral and EU Cooperation Department, AECID	
<u>UNITED KINGDOM</u>	
Rob Buck	Email: rob.buck@fcdo.gov.uk
Unitaid and Market Shaping Lead, Market Shaping & Manufacturing Team, Global Health Directorate, FCDO	
<u>WHO</u>	
Issa Matta	Email: mattai@who.int
Senior Legal Officer	
Richard Carr	Email : carrrr@who.int
Adviser	
<u>Proposal Review Committee</u>	
Andy Gray	Email: graya1@ukzn.ac.za
Chair PRC	
INVITED GUESTS	
Minata Samaté Cessouma	Email: ssimpore@ad-unitaid.org
Commissioner for Political Affairs of the African Union Commission	

SECRETARIAT	
Tenu Avafia	Email : avafiat@unitaid.who.int
Deputy Executive Director	
Vincent Bretin	Email : bretinv@unitaid.who.int
Director, Results	
Melanie Brooks	Email: brooksm@unitaid.who.int
Strategic Communications Officer	
David Curry	Email : curryd@unitaid.who.int
Director, Finance and Administration	

Philippe Duneton Executive Director	Email : dunetonp@unitaid.who.int
Janet Ginnard Director, Strategy	Email: Ginnardj@unitaid.who.int
Ivan Ginet ITC Assistant	Email: gineti@unitaid.who.int
Sonia Hilton Senior Legal Officer	Email: hiltons@unitaid.who.int
Marina Hue Governance and Board Relations Manager	Email: huem@unizaid.who.int
Jackson Hungu Program manager	Email : hungui@unitaid.who.int
Oksana Koval Governance and Board Relations Officer	Email : kovalo@unitaid.who.int
Robert Matiru Director, Programme Division	Email : matirur@unitaid.who.int
Eva Nathanson Senior Programme Manager	Email : nathansone@unitaid.who.int
Martins Pavelsons Governance and Board Relations Manager	Email : pavelsonsm@unitaid.who.int
Carmen Perez Casas Senior Lead and PPPR Head, Strategy	Email : perezcasasc@unitaid.who.int