



**43<sup>rd</sup> Executive Board Meeting**  
**21-22 June 2023**  
**Santiago Dantas room**  
**Itamaraty Place**  
**Brasilia, Brazil**

**Agenda item 3**

**Report from the Executive Director**  
**Annex 2: Executive Director Report on Objectives**

**For Information**  **For Review and Advice**  **For Recommendation**

## 2023 Priorities

### Objective I: Visibility and Resource Mobilization

#### Priority 1: Mobilize funding to fully implement the 2023-2027 Strategy

##### **Successfully engage with targeted potential donors on multi-year funding agreements**

For the first time since 2017 all Executive Board members confirmed a core contribution to Unitaid in 2023.

In 2023 increased resources enabled Unitaid to enhance donor engagement across markets and to mobilize \$184 million.

New donor outreach included active conversations with Canada, the European Commission, Germany, Italy and Portugal. Compared to 2022 Unitaid had a 12 percent increase in core funding and 70 percent of funds were secured against a multi-year agreement.

##### **Mobilize sufficient resources to fund 2024 and lay the groundwork for 2025 and beyond**

Unitaid successfully increased contributions from existing donors and secured long-term agreements.

To deliver on the Unitaid resource mobilization plan from 2023 and beyond, the Secretariat developed several tools. These include:

- Donor engagement plans which ensure external relations internal coherence, strategic planning and information for the Executive Director and the Senior Management Team
- An Outreach and event calendar which provides an integrated overview of global country and topic specific events and travel related to resource mobilization
- A roadmap that enables the organization to link the sequence of key events that can be leveraged for strategic influence across funders in the global health space.

Unitaid participated at both the World Health Assembly and the United Nations General Assembly, organizing and participating in high-level events and ensuring high-level donor engagement.

Thirty-eight resource mobilization country visits took place as well as participation in the G7 and G20 Summits.

To support resource mobilization and communications, five new staff members joined the External Relations and Communications Team in 2023, including a Senior Resource Mobilization Manager, two Resource Mobilization Officers, and two Communications Officers.

##### **Communicate proactively on Unitaid work and Strategy and raise awareness about Unitaid**

To support resource mobilization and advocacy, Unitaid has also strengthened the ways it works across the organization. Leading approaches and tools include:

- A cross-organizational Country Team approach to donor engagement which strategically leverages skills and connections across the Secretariat and identifies opportunities
- A dashboard to engage and update the Executive Director and the Senior Management Team on ongoing strategic discussions with donors
- More strategic advocacy, including the launch of an Investment Case, engagement in high level events and strategic communications
- Unitaid strengthened our advocacy to raise awareness about the importance of sustainable, equitable access in close collaboration with the Communities and NGOs delegation.
- Specific strategic communications deliverables in 2023 included an update to Unitaid's visual identity and branding, a refresh of the Unitaid website design, development of organizational key messages and a set of strategic communications documents that articulate Unitaid's key role in the global health

response, including Unitaid-WHO and Unitaid and Global Fund partnerships reports as well as a series of issue briefs focused on our core areas of work.

## **Objective II: Strategic Leadership**

### **Priority 2: Optimize Unitaid for strategy implementation**

#### **Implement organizational design identified by the Functional Review**

The Functional Review process was completed in the second quarter of 2023. During a joint session of the FAC and PSC in May 2023 the Secretariat presented the final outcomes and recommendations from the Functional Review and a two-phased plan for taking forward activities recommended by the review, including allocation of resources to allow the Secretariat to effectively carry out its core activities and to temporarily (for at least two years) implement five areas of work strengthened in the new Strategy, with checkpoints for assessing implementation progress. The joint recommendation from the FAC and PSC was then presented and discussed during the Unitaid Executive Board meeting in June 2023, and through a Board Resolution the EB requested the Secretariat to immediately begin implementing Phase 1 of the resourcing plan. The plan covers five 'special initiatives' in the following areas – 1) Access, 2) Global Health Emergencies (PPPR), 3) Regional Manufacturing, 4) Inclusive, demand-driven partnerships and 5) Climate and Health. Several touchpoints to update on progress have been agreed between the Unitaid Secretariat and Executive Board for the period June 2023 to June 2025, the first of which was completed in October 2023.

#### **Right size the quality efficiency and controls of investment-making and management processes**

Unitaid completed an in-depth Functional Review of the Secretariat, closely examining its structures, functions, and ways of working. The recommendations from the review began to be implemented in Q3 2023. Key actions include improving organizational planning, laying the groundwork for process efficiencies in 2024, adjusting organizational structures, and resourcing and scaling up of efforts to advance five areas of the work that were strengthened within the 2023-2027 Strategy. Implementing these recommendations will right-size the organization and streamline operations for greater efficiency, while addressing the persistent workload and internal coordination challenges experienced in recent years and positioning the Secretariat for successful implementation of the full Strategy.

#### **Strengthen work-life balance, career development, performance management and learning culture and systems**

Unitaid reported on a broader set of measures related to staff engagement and well-being for the first time in June 2023. An important complement to the other organizational objectives is ensuring that Unitaid Secretariat staff engagement and staff wellbeing are maintained at a high standard. This is now reflected across three key performance indicators to support the objective of fostering staff engagement and ensuring staff wellbeing. Gender Equality (KPI G) is on-track, with 45% of women holding management-level positions within the Unitaid Secretariat.

A new Staff and Management Charter was developed and shared with staff during a retreat in August 2023. Subsequently, an Action Plan for the implementation of the Staff and Management Charter has been developed and shared with all staff, with interactive learning and development opportunities scheduled for all staff, and specifically for staff with people management responsibilities.

#### **Continue implementation of the climate action roadmap**

Unitaid is making substantial progress in implementing the Climate and Health strategic initiative. A Climate and Health Strategy has been developed and will be presented to the Board in November 2023. The aim is to secure formal approval from the Executive Board.

The Climate and Health strategy fits under Unitaid's broader 2023-2027 Strategy. The Strategy spans both adaptation and mitigation. Specific areas inform the climate and health strategy including Unitaid's contribution to reducing the impact of health products on climate and nature; making products and health interventions more resilient to climate shocks; addressing health needs created or exacerbated by climate change; and mitigating the impact from the Secretariat and our grant portfolio on climate and nature.

Unitaid's priorities in Climate and Health cut across Unitaid's existing model and specific climate and health priorities are framed in the context of Unitaid's Strategic Objectives as follows:

SO1: Accelerate the introduction and adoption of key health products

- Support the development of new or alternative products and technologies that are more climate-smart
- Shape markets to create sustainable and viable conditions for climate-smart products
- Support the introduction, adoption, demand and scale up of climate-smart products

SO2: Create systemic conditions for sustainable, equitable access

- Support the global evolution towards climate-smart health product supply chains
- Generate and disseminate critical knowledge and evidence on climate-smart health products

SO3: Foster inclusive and demand-driven partnerships for innovation

- Place affected communities and countries at the center of Unitaids Climate and Health efforts
- Develop partnerships in support of climate-smart health products
- Catalyze broader climate action

Unitaid has established a dedicated Climate and Health team, following the Executive Board approval to fund three Climate and Health positions for a two-year term.

The mid-term review of Unitaids 2023-2027 Strategy in 2025 will be an opportunity to take stock of the progress of the Climate and Health strategy's implementation, identify key lessons and adjust if and where needed for the remainder of the strategic period.

## Objective III: Secretariat Management

### Priority 3: Deliver impact through Unitaid investments in key health products (SO1)

#### Launch new investments in key health products and strengthen uptake of effective products

With the prioritized opportunities recommended in the 2023 investment plan presented to the Unitaid Policy and Strategy Committee in October, Unitaids investments will:

- Protect children and other vulnerable people from malaria, accelerating introduction of new vector control products and delivery strategies
- Reduce neonatal deaths, accelerating access to tools to eliminate mother-to-child transmission of HIV, syphilis, and hepatitis B (and Chagas in endemic areas)
- Address drug resistance and ensure the continued effectiveness of lifesaving medicines, mitigating antimalarial drug resistance in Africa, and accelerating responsible introduction of new drug-resistant TB medicines
- Improve care for the most vulnerable, facilitating access to better, simpler tools for advanced HIV disease care
- Realize the promise of innovative tools in LMICs, including long-acting technologies

#### Create healthy supply conditions and demand, including through market shaping

Examples from 2023 include:

- The landmark endTB clinical trial results presented at the Union Conference in November 2023 found three new drug regimens to treat adults and children with multidrug resistant tuberculosis, that can deliver similar efficacy and safety to conventional treatments while reducing treatment time by up to two-thirds. If recommended by the World Health Organization, The endTB regimens represent important alternatives for short MDR-TB treatment and complement the use of another highly effective, shorter MDR-TB regimen, called BPaLM, which is not suitable for certain populations. If recommended by the World Health Organization, these new patient-centered treatment regimens would empower clinicians to offer shortened MDR-TB treatment regardless of age, pregnancy, and comorbidities that are common among people with MDR-TB. In addition, the trial supports the use of a fourth regimen as an alternative for people who cannot tolerate bedaquiline or linezolid; at least one of these two drugs is in every current World Health Organization-recommended regimen for MDR-TB.

- The conclusion of the 'New Nets Project' a joint Unitaid-Global Fund investment, secured a strong WHO policy recommendation for a dual-active ingredient net. These nets are forecast to reach more than 100 million people per year, and more than 800 million people cumulatively by 2030. The nets are also an important contribution to managing and mitigating insecticide resistance..
- First approved for use in the United States a decade ago, HIV treatment dolutegravir (DTG) has reached more than 22 million people in 110 low- and middle-income countries at a lower cost than the alternative. Unitaid invested nearly US\$100 million to drive down drug prices, introduce treatments to Africa, build sustainable supplies, develop pediatric formulations, and conduct clinical research to enable safe use by vulnerable groups including pregnant women. Global Fund can now procure dolutegravir at US\$ 45 per person, per year, thanks to the supply diversity arising from MPP licenses and CHAI market shaping. This will save the global HIV response more than US\$ 8 billion by 2030.

#### **Priority 4: Build off a Unitaid blueprint for sustained, equitable access (SO2)**

##### **Advance work on IP and regulation**

Based on proposals put forward in 2023, Unitaid's Investment Plan includes financing to support the use of flexibilities under the Agreement on Trade-Related Aspects of Intellectual Property Rights (TRIPS) to facilitate access to health products through interventions to prevent, remove or overcome IP-related barriers that hamper access to specific health products; interventions to address policies, regulations and/or system-issues related to intellectual property; and support for advocacy and engagement with governments, industry and other stakeholders in LMICs and/or high-income countries in favor of policies and solutions that facilitate access to and uptake of products for the prevention, diagnosis or treatment of people in LMICs, now and in the future.

Our existing work on intellectual property, including collaboration with the Medicines Patent Pool (MPP) and the WHO regulatory and prequalification programme (WHO RPQ), collaboration with major donors to align on procurement criteria, and strong engagement with regional governing and regulatory institutions, position Unitaid to help address many of the systemic challenges associated with enhancing regional manufacturing across the global south.

##### **Undertake exploratory work on innovative supply models and expand efforts on regional manufacturing**

Unitaid's regional manufacturing initiative aims to establish viable business cases and interventions for the local production of cost-competitive, quality health products in select geographies that expands sustainable, equitable access for low- and middle-income countries.

In June 2023, Unitaid committed to:

- Scope and prioritize therapeutics and diagnostics (sub-set of Unitaid's 30 by 2030) for regional manufacturing (initial focus Africa and Latin America).
- Leverage existing and new partnerships: WHO, MPP, AUDA-NEPAD, Africa CDC, Regional Economic Communities, Development Finance Institutions, PAHO, The Global Fund, PEPFAR and other donors/financing agencies.
- Develop business cases and pathfinder interventions for prioritized products that pave the way for viable, market based regional production of cost-competitive, quality health products in select geographies (hubs) that expands sustainable, equitable access continentally and regionally for LMICs.

Building on extensive stakeholder consultations since Q4 2022, including during industry and funders fora as well as the G7 and G20 health convenings, Unitaid's regional manufacturing initiative strategy is at an advanced stage of development and is expected to be ready for review by the Executive Board in the first quarter of 2024.

To support the finalization of Unitaid's regional manufacturing initiative strategy, a consultancy was initiated in October to prioritize the initial therapeutics and diagnostics in Unitaid's 30 by 2030 list that will be targeted for pathfinder interventions. At least six product business cases will be developed.



HIV rapid tests, malaria medicines and maternal health products are likely to be strong candidates for prioritization. Initial investments for 2024 will also be scoped, including cross-cutting interventions related to product quality assurance and regulation as well as tech-transfer and technical assistance.

Negotiations with the European Commission for a €20M specified contribution to expand Unitaid's investments to address Post-partum Hemorrhage (PPH) in Africa, in collaboration with UNFPA, are at an advanced stage. The contribution includes a significant component for regional production of PPH products in Africa. The EB will be updated on the European Commission contribution in November 2023.

In August 2023 Unitaid collaborated with The Global Fund, PEPFAR and FIND to launch the first ever fast-track process for the quality assessment of HIV rapid diagnostic tests produced in Africa. This Africa-focused expert review panel for diagnostics (ERPD) is modelled on a long-established ERPD process used by Global Fund, Unitaid, Stop TB Global Drug Facility and others for HIV, TB and Malaria products and has the objective of WHO prequalification for assessed products.

### **Develop and launch plans for equitable access**

Unitaid's access objective is to ensure that new, quality assured health products are made widely available, quickly and equitably, to people in low and middle-income countries. This requires affordable and sustainable pricing – and sufficient quantities to meet the needs of LMICs. The access strategic initiative aims to develop a systematic and reproducible approach to this objective.

In June 2023 Unitaid committed to:

- Scoping and prioritization of key health products
- Proactive coordination with key partners across priorities, with a more intensive approach for specific areas
- More systematic market analysis to inform options for intervention, with interventions designed for timely and sustainable access

During 2023, Unitaid has made substantial progress in this area by:

- Designing pilot portfolio approach for key products and access interventions in Advanced HIV Disease. Applying access barriers framework and documenting lessons learned (ongoing).
- Developing “Access Fresk” – with Geneva Graduate Institute – to build understanding of access, new product introduction, global health ecosystems (ongoing).
- Developing adapted Unitaid access terms for TB diagnostics project and documented product specifics to inform/refine archetypes.
- Working with the Global Fund to design and implement product-specific market-shaping (NextGen Market-Shaping implementation / HIV & malaria prevention, TB treatment) (ongoing).
- Reviewing past Unitaid market interventions to inform parameters and methodology for more systematic use (ongoing).
- Publication of on Early Market Access Vehicle (EMAV) with CHAI and PSI (in development).

### **Priority 5: Systematize engagement with community, country and global stakeholders (SO3)**

- **Align with donors and strategic partners to identify priority needs, work synergistically, bridge gaps; Increase engagement with communities and civil society; Increase engagement with countries, including through increased investments through organizations and manufacturers in LMICs**

In 2023 Unitaid committed to establishing a partnership team; build internal capacity and understanding on demand-driven partnerships and improve information management and knowledge sharing.

Progress to date includes:

#### *Global Alliances*

- Direct engagement with partners: priority partners identified (harmonized with regional manufacturing team), renewed efforts to enter a memorandum of understanding (MoU) with PEPFAR.

- Visibility and recognition: United Nations General Assembly 2023 (Unitaid in PPPR and TB political declarations).
- Continued leadership of the Global Oxygen Alliance (GO2AL). Unitaid's efforts in the oxygen space have positioned the organization as a global leader in improving health security. Unitaid is now co-chair of GO2AL alongside the Global Fund and will support work to secure financing to expand production, seek to lower the price of oxygen, and provide technical support on oxygen to countries.

#### *Communities and Civil Society Engagement*

- New TB call, earlier engagement for CCSE scoping and proposal promoting.
- Reviewing proposals and grant agreement development processes from a CCSE perspective.
- Tools and materials: Community engagement framework developed and shared, best practices write-ups under development (CABs and small grants).
- Partner engagement: Discussing harmonization of CCSE related work between agency partners; supported the Communities' delegation annual retreat.
- Unitaid baseline analysis found that 40% of programmatic priorities have a 'strong' or 'good' engagement with communities and/or civil society. Forward-looking targets for community and civil society engagement, within the Unitaid Partner Survey, were presented to the Policy and Strategy Committee in October 2023, with the objective to secure Executive Board approval to revise targets in November 2023.

#### *Country Stakeholder Engagement*

- Models being tested for engaging LMIC stakeholders in opportunity scoping and prioritization.
- Unitaid call for proposal text is now encouraging applications from South-based implementers.
- Direct engagement with LMICs: focus countries identified, and country focal point TORs drafted, renewed cooperative agreement discussions with the South African National Department of Health.