



STRATEGY
2017–2021

STRATEGY 2017–2021

TABLE OF CONTENTS

Executive Summary	4
1. Setting the scene for the new strategy	10
1.1. Evolution of the Global Context	12
1.2. Unitaid's model	14
2. Unitaid's mission for 2017-2021	20
3. Strategic objectives for 2017-2021	24
3.1. Strategic objective 1: Innovation	27
3.2. Strategic objective 2: Access	29
3.3. Strategic objective 3: Scalability	31
4. Our investment commitments for 2017-2021	34
4.1. Investment commitment 1: We strive for Equity	38
4.2. Investment commitment 2: We maximize Value for Money	39
4.3. Investment commitment 3: We succeed in Partnership	40
4.4. Investment commitment 4: We invest in products which impact Health systems	44
5. Strategic Key Performance Indicators	46
6. Portfolio implications	47
7. Annex – Strategic KPIs	51

EXECUTIVE SUMMARY

Unitaid’s Strategy for 2017-2021 is firmly grounded in its Constitution, which states that Unitaid aims to “contribute to scale up access to treatment for HIV/AIDS, malaria and tuberculosis for the people in developing countries by leveraging price reductions of quality drugs and diagnostics, which currently are unaffordable for most developing countries, and to accelerate the pace at which they are made available”.

UNITAID HAS THREE STRATEGIC OBJECTIVES:

INNOVATION

1

2

ACCESS

3

SCALABILITY

The Sustainable Development Goals for 2030 signaled a major shift towards a broader agenda on development and health that explicitly sets out to reduce inequities among populations and promotes health as a fundamental human right.

Unitaid finds better ways to prevent, treat and diagnose HIV/AIDS, tuberculosis and malaria more affordably, effectively and quickly. It turns game-changing ideas into practical solutions to accelerate the end of the three diseases. Unitaid has invested over US\$2 billion since 2006 in promising health solutions, so that partner organizations can then scale up these solutions and make them widely available.

Unitaid's mission for 2017-2021 is to maximize the effectiveness of the global health response by catalyzing equitable access to better health products. Unitaid's projects work to fill the gap between late-stage development of health products and their widespread adoption. Unitaid ensures that innovative ideas come to fruition in the real world and in doing so, helps innovators to address the needs of underserved populations.

INNOVATION, ACCESS, AND SCALABILITY. THEY GUIDE THE DESIGN OF UNITAID'S INTERVENTIONS, WHICH:

1

INNOVATION

Promote innovation

Unitaid connects those who are developing innovations with people who need them the most. Innovation means both using existing commodities in new ways and developing new products and approaches

2

ACCESS

Catalyze equitable access to better health products

Unitaid leverages its market expertise and its relationships with partners to design a portfolio of projects that will overcome barriers to access to innovative health products

3

SCALABILITY

Create the right conditions for scale up, so better health products reach all people who need them

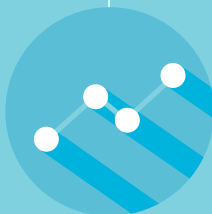
From conception through implementation, Unitaid works with partners to ensure that projects transition to scale.



What will Unitaid achieve? Unitaid's projects have a strong impact on the global health response: they allow national programs in the three diseases to save more lives, prevent more infections, and use domestic and international funds more effectively.



How will Unitaid measure its impact? Unitaid measures the direct effect of its interventions as well as their indirect impact, when they are scaled up by global health partners and countries. With this in mind, Unitaid has a set of Strategic Key Performance Indicators (KPIs) to monitor its performance against its 2017-2021 Strategy.



How will Unitaid invest? Unitaid has defined a set of investment commitments that underpin the way in which it invests. **We strive for Equity**, aiming to reduce inequities in access to better health products, addressing the foremost public health needs. **We maximize Value for Money**, looking for opportunities to make the best use of every dollar invested and to deliver measurable results. **We succeed in Partnership**, connecting with partners and countries and taking an active role in ensuring coordination among them around our projects. **We invest in products which impact Health systems**, focusing on innovative tools that are easier to use at the point of care, that promote a more integrated approach to health, or that free up resources and improve efficiencies.



How will this translate into the portfolio of projects? In the next strategic period, Unitaid will maintain its commitment to HIV/AIDS (including co-infections such as Hepatitis C), tuberculosis, and malaria. Unitaid will also support a more integrated approach to health, to increase both access to health products and effectiveness of care. Its portfolio will evolve to encompass more projects supporting integration, specifically in Reproductive, Maternal, Newborn and Child Health.

The new strategy provides Unitaid with a clear mandate and objectives to communicate on its role in the global response for the 2017-2021 period. This strategy is underpinned by technical strategies – i.e., Disease Narratives on HIV/AIDS and co-infections (e.g., Hepatitis C), tuberculosis, malaria, a Thematic Narrative on Reproductive, Maternal, Newborn and Child Health (RMNCH), and approaches to specific topics, such as Intellectual Property. These strategies are frequently updated to best reflect priority challenges and opportunities that Unitaid aims to address in each health area.

The launch of Unitaid 2017-2021 Strategy comes at a pivotal time for global development and health. Despite impressive progress in the past 15 years, pressing needs persist. This is true not only for HIV/AIDS, tuberculosis, and malaria, but also for health and development in general where a more effective global response is called for. The Unitaid Strategy 2017-2021 will address the need for greater effectiveness. Unitaid will actively engage in a resource mobilization effort to realize the full potential of its 2017-2021 Strategy.

FIGURE 1.
BUILDING BLOCKS OF UNITAID’S STRATEGY



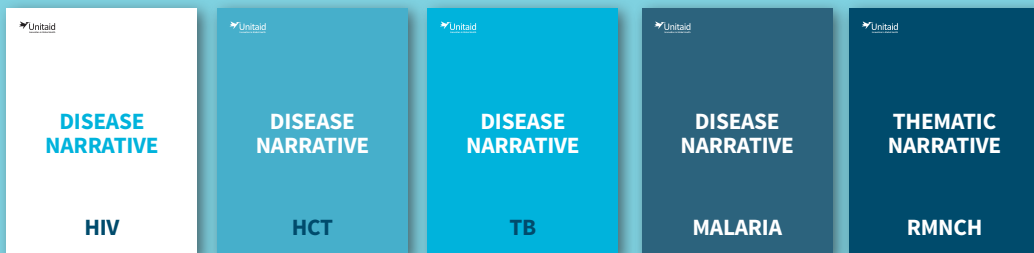
DEFINED FOR 5 YEARS

UNITAID’S APPROACHES TO SPECIFIC TOPICS

Example

APPENDIX TO STRATEGY

Technical strategies “Living” documents, frequent updates



1

**SETTING
THE SCENE FOR
THE NEW STRATEGY**



1.1 EVOLUTION OF THE GLOBAL CONTEXT

Over the past 15 years, the number of deaths due to HIV/AIDS, tuberculosis, and malaria has decreased by 50%, falling from 6 million in 2000 to 3 million in 2015, a remarkable improvement in global health. This achievement is a result of an unprecedented mobilization of the global health community, supported by a tripling of international funding for health between 2000 and 2015, and an 8-fold increase in international funding for HIV/AIDS, tuberculosis and malaria over the same period. Unitaid contributed to these achievements by supporting several major initiatives, notably:

- Reducing prices for paediatric antiretrovirals (ARV) and second line ARV for adult in HIV;
- Accelerating development of products, such as for the treatment of paediatric tuberculosis;
- Overcoming intellectual property barriers to access for key medicines, through the medicines patent pool;
- Improving quality assurance for medicines and diagnostics, including prequalification.

The global agenda for health is getting broader; and the global community needs to accelerate its response to the three diseases in order to reach the global goals of ending the epidemics of HIV/AIDS and malaria by 2030, and tuberculosis by 2035. HIV/AIDS, tuberculosis and malaria still cause 3 million deaths annually. While it took 15 years to put 17 million people on ARV treatment, global objectives are to put an additional 15 million people on treatment in the next five years. Similarly, in 2015, there were still more than 4 million missed tuberculosis cases, and less than 20% children infected with malaria received appropriate care. The agenda for health is expanding beyond HIV/AIDS and co-infections, tuberculosis and malaria



FROM MDGS TO SDGS: UNIVERSAL HEALTH COVERAGE AS A PRIORITY

In September 2015, 193 UN members agreed on 15 Sustainable Development Goals (SDGs) to succeed the Millennium Development Goals (MDGs) from 2000 and to guide global development over the next 15 years, towards 2030. The SDGs continue the unfinished MDG agenda and set a broader agenda for development and health. In the SDGs, there is one specific goal for health – SDG #3, "Ensure healthy lives and promote well-being for all" – which goes beyond survival by promoting better lives and stresses the need for a more holistic approach to health, with Universal Health Coverage (UHC) as a pillar. UHC is a means to promote the human right to health. SDG Target 3.8 on UHC calls upon countries to: "Achieve Universal Health Coverage (UHC), including financial protection, access to quality essential health care services and access to safe, effective, quality and affordable essential medicines and vaccines for all."

towards universal health access as enshrined in the Sustainable Development Goals.

To successfully address the broader health agenda, the global response needs to become more effective. This can be achieved in a number of ways, such as: better focusing investments; adopting more integrated approaches to health and more effective tools; bringing in innovative tools and delivery approaches; improving coordination of global health efforts at all levels; and ensuring sustained political will and funding. Building on its core competencies, Unitaid will tackle the challenges related to health products and contribute both directly and indirectly to maximize the effectiveness of the global response.

In this context, Unitaid is entering a new strategic period, with a clear role of supporting its partners to embrace the acceleration and changes needed to reach ambitious global goals and maximize impact.

1.2 UNITAID'S MODEL

Unitaid was created in 2006 in the context of the fight against HIV/AIDS, tuberculosis and malaria in resource-limited settings, with a focus on health products. Its founding members are Brazil, Chile, France, Norway and the United Kingdom, and its core activity is to fund grants. Unitaid has raised over half of its funds in the last five years through an innovative financing mechanism, the 'air ticket levy'.

Unitaid's role as described in its Constitution is to "contribute to scale up access to treatment for HIV/AIDS, malaria and tuberculosis for the people in developing countries by leveraging price reductions of quality drugs and diagnostics, which currently are unaffordable for most developing countries, and to accelerate the pace at which they are made available". In 2006, affordability was the primary barrier preventing access in particular to ARVs. Unitaid was established as a result of solidarity from founding countries towards low income countries and lower-middle income countries, in an effort to reduce poverty by making health products affordable to people who need them most.



EXAMPLE: PAEDIATRIC TB FORMULATIONS

Until the end of 2015, appropriate paediatric TB treatments were not available. Caregivers had to cut or crush multiple, bitter-tasting pills in an attempt to achieve the right doses for children, leading to poor adherence to treatment and ultimately to poor health outcomes.

Unitaid supported the introduction of affordable, appropriately-dosed and child-friendly tuberculosis medicines that meet WHO guidelines for childhood treatment.

However, the global health landscape has evolved – global procurement having been tackled by global health players with stronger leverage to influence procurement– requiring Unitaid to assume a broader role, addressing the many barriers that currently prevent access to innovative health products, beyond affordability. For example, a health product may not be available, or quality-assured; it may not be adapted to local users’ needs; or there may be many questions about how it should best be used in a particular context to maximize impact.

Unitaid ensures that innovators understand and address the requirements of those most in need, thereby making it possible for innovative ideas to become a reality. To do so, Unitaid connects those responsible for developing innovations with the people who will most benefit from them – notably, people in resource-limited settings who are affected by the diseases on which Unitaid focuses. By working with those ‘upstream’ – that is, researchers, academics, product development partnerships, the private sector, and others involved in research and development of new technologies – Unitaid helps identify promising, close-to-market products that offer innovative health solutions. Unitaid then works with ‘downstream’ partners – for example, country governments, funding partners, implementing partners, NGOs and others who directly serve those in need – to ensure that access to innovative health solutions becomes a reality and serves the needs of people most affected by the diseases. By bridging the ‘upstream’ and the ‘downstream’, Unitaid catalyzes access to innovative health solutions for greatest impact.

Unitaid funds interventions fostering access to innovative health products. Unitaid’s interventions span key dimensions of effective markets: innovation and availability, quality, affordability, demand and adoption, and supply and delivery. There is no standard intervention; each project is uniquely



RISK MANAGEMENT AT UNITAID

Unitaid identifies, mitigates and monitors risks through its solid grant management system, the engagement with its partners and its understanding of the disease landscape. Unitaid adopts a proportionate approach to risk management, considering the expected results.



FOUR CRITERIA TO DEFINE AREAS FOR INTERVENTION

Unitaid's expertise: focus on challenges about access to health products and / or access to innovation;

Potential public health impact: focus on challenges for which there is high potential public health impact;

Feasibility: focus on challenges for which the necessary technology can be available in the relevant timeframe;

Optimized use of resources: focus on challenges for which critical gaps exist in the global response and where scale up is possible.

designed to address specific market challenges, and can cover one or more of the dimensions. Unitaid focuses on interventions with a catalytic effect - i.e., those interventions that can trigger others to adopt and scale up a particular innovative health product or approach. Unitaid ensures that changes resulting from its interventions are sustainable and can be scaled up beyond the timeframe or country scope of the project. Through the interventions it supports, Unitaid aims to contribute to the strengthening of overall health systems in resource-limited settings.

Unitaid takes calculated risks. Its focus on access to innovation allows it to make investments that others do not make – targeting not only solutions that are needed today, but those that are expected to be called for in the future. To support this, Unitaid has developed tools that help understand the risk exposure of its investments and manage it throughout implementation. The Value for Money framework enables Unitaid to measure the return on investment of a project, based on its cost and its estimated public health impact; the Risk Framework enables to consider risks associated with each project in a systematic manner.

Unitaid’s core business is to catalyze equitable access to innovative health solutions. In order to do so, Unitaid identifies, solicits, develops and manages grants aiming to develop, test or launch better health products. Key elements of Unitaid’s operating model include: surveying and identifying areas of need in the global response; inviting and selecting potential ideas to help close gaps; developing grants; disbursing funds and implementing grants, including transitioning to other sources of funding.



WHERE DOES A UNITAID INTERVENTION START AND END?



START

Unitaid’s interventions usually start when products are commercially available or close to product launch – Unitaid for example supports late stage development.



END

Unitaid’s interventions end with preparing the transition to scale - implementation at scale is funded by Unitaid’s partners.

FIGURE 2. HOW YOU OPERATE

UNITAID collaborates with global health partners and governments to:

IDENTIFY

short-comings in
the global response



SEARCH

for smart new ideas
to help close the gaps



CHOOSE

the best proposals
and fund their
development



ACCELERATE

full-scale deployment
of practical solutions



Unitaid follows a structured and transparent investment framework:

- As a starting point, Unitaid examines the public health needs and the goals agreed to by the global health community.
- Unitaid then analyzes the context for each disease, reviewing: the disease characteristics (including burden, key health products, access to these); challenges that threaten the achievement of the global goals; and finally, Unitaid's potential role in addressing specific challenges, as part of a coordinated global response. This analysis is referred to as the Disease Narrative and is based on consultations with partners and input from multiple sources.
- From the Disease Narrative, Unitaid develops Areas for Intervention, reflecting Unitaid's ability to add value on challenges related to health products. Unitaid uses four criteria as filters to identify a shortlist of challenges that represent the highest potential for Unitaid's interventions. This final list of challenges provides the basis for the identification of Areas for Intervention, which are proposed to the Executive Board for endorsement.
- In order to prioritize Areas for Intervention between health topics, Unitaid relies on a number of strategic and pragmatic criteria, including – but not limited to – public health impact, fit with the Strategy, portfolio balance across diseases, synergies with other projects, Secretariat capacity, etc.
- Based on endorsed Areas for Intervention, Unitaid issues calls for proposals. To select the proposals for funding, Unitaid leverages a Joint Review Committee composed of independent reviewers and the Secretariat.

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**UNITAID'S MISSION
FOR 2017-2021**



Unitaid’s focus for 2017-2021 is to maximize the effectiveness of the global health response. In a context of growing public health needs, effectiveness is key: all actors must ensure value for money – that is, increased impact for each dollar spent.

Unitaid is a catalyst. A core aspect of Unitaid’s operating model is to make investments that trigger and accelerate changes for better health, complementing the role of organizations which fund or provide health services and products. Its impact is achieved through partners who build on the work that Unitaid funds. In this light, a key measure of Unitaid’s success is the scale up of products and approaches it supports by countries and partners.

Unitaid focuses its efforts on access to better health products. Unitaid’s expertise is in how to influence the factors that determine access to better health products. Better health products can be entirely new products or, alternatively, existing ones that have been repurposed to make them more effective, better adapted, and/or more affordable.

UNITAID'S MISSION FOR 2017-2021:

2017



**To maximize the effectiveness
of the global health response
by catalyzing equitable access
to better health products**



2021

3

STRATEGIC OBJECTIVES
FOR 2017-2021

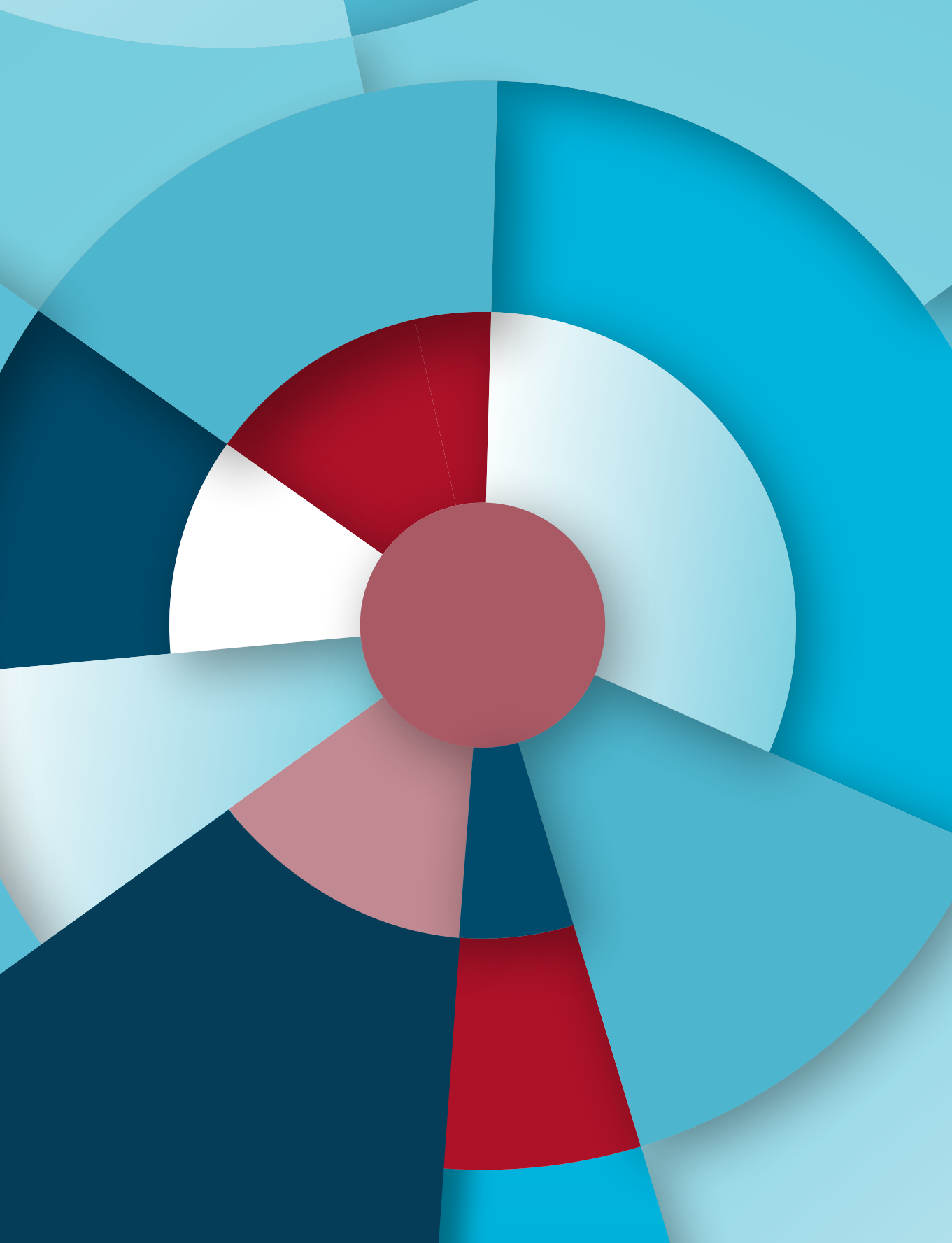
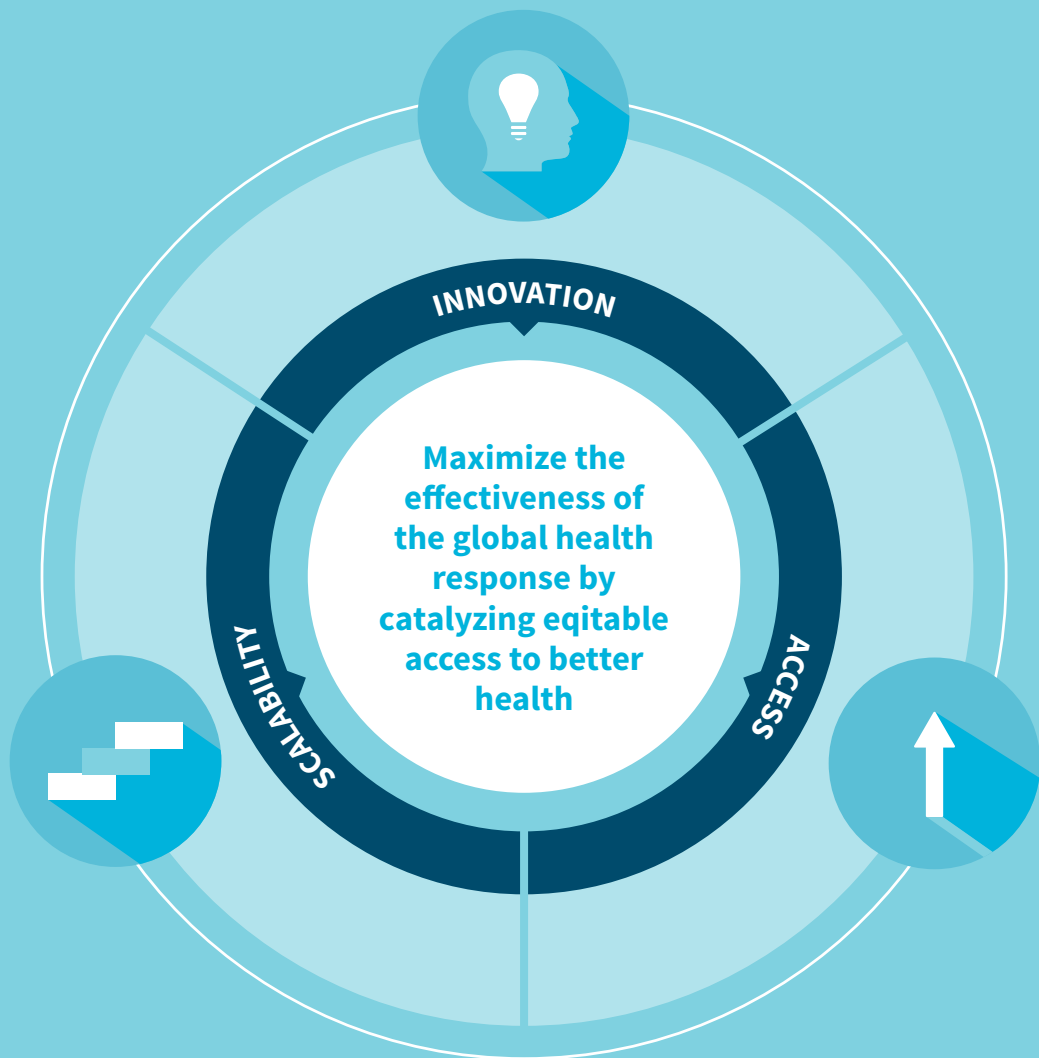


FIGURE 3.
MISSION AND STRATEGIC OBJECTIVES FOR 2017-2021



To deliver on its mission, Unitaid has identified three Strategic Objectives: **Innovation, Access, and Scalability**. Unitaid's projects are designed to promote innovation, to catalyze equitable access to these products, and to create the conditions for scale up to reach all people in need.



Bringing innovation from pipelines to frontlines

3.1. STRATEGIC OBJECTIVE 1: INNOVATION

Achieving the global goals requires an accelerated response that cannot be achieved through only incremental improvements; a step change is required.

Global disease strategies on HIV/AIDS, tuberculosis and malaria emphasize the need for innovation in the way the three diseases are fought. In this context, innovation means 1) to use existing commodities in new ways to increase their impact; and 2) to foster continued development of new products and approaches to address unmet needs in prevention, diagnosis, and treatment of HIV/AIDS, tuberculosis and malaria (e.g., long acting formulations, multiplatform diagnostics,...).



ANTIMICROBIAL RESISTANCE FOR UNITAID: SUPPORTING INNOVATION TO FIGHT RESISTANCE

Antimicrobial Resistance (AMR) is a top priority on the global health agenda. Resistance is a major issue in the fight against HIV/AIDS, tuberculosis, and malaria in low income countries and lower-middle income countries, and is recognized as a serious public health challenge even beyond the three diseases (e.g., fever management) and in other settings. New and better products are needed to prevent diseases, forestall the emergence of resistance, and to manage resistance where it already exists. Unitaid makes investments to address the challenge of resistance to medicines and preventives in the three diseases and through these investments directly and indirectly support the AMR agenda.

Unitaid contributes to catalyzing step change by looking for new opportunities to engage in “game changing” innovation. In the coming strategy period, Unitaid will take risks to support innovative ideas that could change the paradigm by revolutionizing the way the diseases are fought. For example, by supporting the development of products that revolutionize the way people prevent disease, seek a diagnosis or access care – including e.g., new preventive options, self tests, or long-lasting products.

Unitaid also contributes to shaping the innovation agenda and ensure that innovations reach the people who need them the most. Through its engagement with countries and other partners, Unitaid monitors the challenges in fighting the diseases and provides visibility to potential innovators on the needs of people with diseases in low income countries and lower-middle income countries. At the same time, Unitaid engages with upstream partners to monitor available opportunities and encourage the development of innovative solutions. Products in the late stages of research and development often fail to become a reality for those who need them most. Unitaid seeks to address the barriers to ensure that technologies in the development pipeline reach their full potential and are brought to bear in the front line of the global response to disease. Unitaid does so by accelerating



EXISTING INNOVATIONS OFTEN FAIL TO REACH PEOPLE WHO MOST NEED THEM

Incentives to innovate lie predominantly in high-income settings. It is often not commercially attractive for manufacturers to develop and market products for populations in low-income countries. This, in turn, results in products not being developed for those who need them most, or not being registered in low-income settings, where specific groups who need innovative health products most often reside.

the development and market introduction of better health products and by influencing the dynamics of the innovation landscape to benefit those people in low income countries and lower-middle income countries.



Overcoming market barriers to catalyze equitable access to better health products

3.2. STRATEGIC OBJECTIVE 2: ACCESS

Addressing market challenges is a powerful tool to unlock access to health products, and ultimately to ensure sustainable and equitable access to life saving products for those who need them. Access to health products for underserved populations depends on many often interlinked factors. Products must serve those who need them, and be commercially available and ready for rapid introduction in the settings where they are needed. Products must be quality-assured and affordable for those who need them. Demand for critical health products, and evidence to guide their adoption, is essential for optimizing their impact. Finally, effective supply and delivery systems are needed to ensure that critical health products reach those who will benefit from them. These conditions are rarely all met and the root causes are complex. For example, the initial market volumes for innovative new tools may be too small to allow manufacturers to produce at scale, which results in high prices preventing demand from being established. A targeted intervention can help break the cycle catalyzing market demand and reduction of prices.

Unitaid leverages two elements to address these challenges: its market expertise and its relationships with countries and partners. Unitaid builds on its market intelligence to identify and overcome all types of market barriers: it analyzes market shortcomings, diagnoses root causes and assesses potential interventions, in close coordination with countries and partners.

Unitaid’s portfolio addresses a wide range of market issues. Typical interventions are designed to enable partners and countries to scale up, and may include providing clinical evidence for registration of a product, support for access to quality-assured products in resource-limited settings, mechanisms to smooth or overcome intellectual property barriers, incentives to manufacturers to enter markets and/or reduce price, demand generation, support for in-country guideline change, pilots for delivery models, manufacturing process improvements, etc. A single project can often address more than one dimension and, in order to unlock access, several projects at different times may be needed.



MARKETS ARE EFFECTIVE WHEN THERE IS...

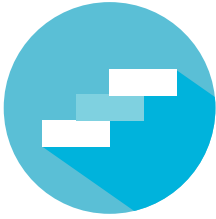
Innovation and availability: *There is a robust pipeline of new products, regimens or formulations intended to improve clinical efficacy, reduce cost, or better meet the needs of end users, providers or supply chain managers. It means that new and/or superior, evidence-supported, adapted products are commercially available and ready for rapid introduction in low income countries and lower-middle income countries.*

Quality: *The medicine or technology is quality-assured, and there is reliable information on the quality of the product.*

Affordability: *The medicine or technology is offered at the lowest sustainable price and does not impose an unreasonable financial burden on governments, donors, individuals, or other payers, with a view to increasing access for the underserved.*

Demand and adoption: *Countries, programs, providers (e.g., healthcare providers, retailers), and end users rapidly introduce and adopt the most cost-effective products within their local context.*

Supply and delivery: *Supply chain systems, including quantification, procurement, storage, and distribution, function effectively to ensure that products reach end users in a reliable and timely way. Adequate and sustainable supply exists to meet global needs.*



*Creating conditions
for scale up through
partners' engagement*

3.3. STRATEGIC OBJECTIVE 3: SCALABILITY

Unitaid relies on countries and key partners to realize the full impact of its interventions, through the scale up of access to the health products it supports. Unitaid enables the scale up by countries and partners – many of which are supporting health care provision at scale – making sure that when its stops funding an intervention, all the conditions are met for future scale up. Unitaid plays an important role in convening countries and partners, raising awareness and commitment as it increases the effectiveness of partners' efforts and amplifies the global response.

Unitaid emphasizes the need to transition and reach scale, often through the work of partners. This applies from the moment that challenges and opportunities are identified all the way through to project implementation. In practical terms, Unitaid works to create conditions for broader adoption by others – through country and partner engagement – in all stages from the development of the Disease Narratives, the identification of the Areas for Intervention to the design, implementation and transition of projects.

- When it develops its Disease Narratives, Unitaid shares its analyses with many partners, and ensures alignment with the needs of the global response. By consulting partners while setting its strategic priorities, Unitaid can contribute to shaping the global health agenda, raising questions, creating connections, generating alignment, and pushing key topics as priorities for the future.
- When it develops Areas for Intervention, Unitaid seeks input from, and validates its analysis with a wide range of partners – including countries, funding partners, technical partners and civil society – each providing insights that

enables Unitaid to build a holistic understanding of the challenges and opportunities. Unitaid then issues targeted calls for proposals for projects that will address these needs, and contribute to shaping the global health response.

- In project design, implementation, and transition, Unitaid engages with partners who have a role to play in the future scale up (e.g., funding, advocacy, policy-making) to ensure that the project addresses their needs and that the results will be a trigger for broad adoption. This constant consultation may lead Unitaid to initiate project course corrections, reprogramming, and adjustments to the projects to ensure that it answers the needs of the community.

Scalability is about ensuring that each dollar spent by Unitaid has the potential to deliver tangible public health benefits to a larger population. Therefore, choosing the right mix of pilot countries and intervention approaches which can be replicated by others is critical in making investment decisions. **Unitaid is committed to engaging with country governments and other partners from strategy development to transition of its projects, to ensure that it is addressing recognized priorities for the global response and to maximize the success and impact of its projects.**



WHAT IS SCALE UP?

Scale-up is the wide adoption and use of a product by the people who need it. It is the aim of every project that Unitaid supports that access to the product supported is not limited to a subset of those who need it, but broadened to all. Scale-up is not funded by Unitaid, but by countries and other partners, and enabled among other factors by Unitaid's projects.

4

**OUR INVESTMENT
COMMITMENTS
FOR 2017-2021**





Unitaid has defined a set of commitments, which underpin the way in which it invests in projects, to ensure its investments generate maximum impact for the global response.



We strive for Equity.

Unitaid strives to reduce inequities in access to better health products addressing the highest public health needs.



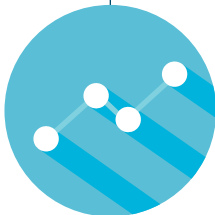
We maximize Value for Money.

Unitaid maximizes the impact of each dollar spent, through the optimization of the efficiency, effectiveness and scalability of investments.



We succeed in Partnership.

There is one global health response and Unitaid is one of many players in the response. Unitaid is connected to its partners and works to ensure coordination between partners around Unitaid's projects.

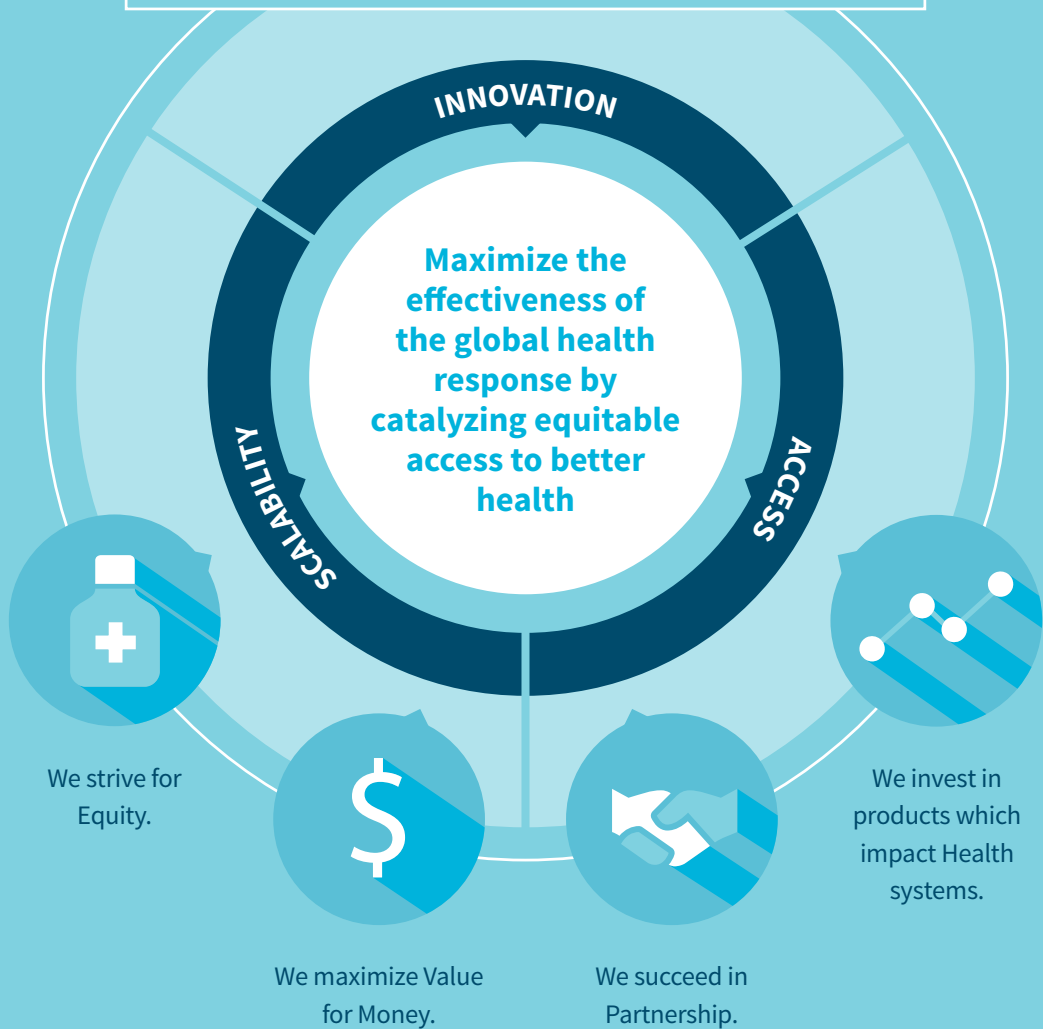


We invest in products which impact Health systems.

Unitaid maintains a focus on work for which it has core competencies (i.e., access to innovative health products). However, Unitaid considers the indirect impact of its work, including beneficial effects on health systems.

FIGURE 4.
STRATEGIC FRAMEWORK FOR 2017-2021

2017 2021





4.1 INVESTMENT COMMITMENT 1: WE STRIVE FOR EQUITY

The Sustainable Development Goals, with their ambitious health goal and overarching objective to achieve Universal Health Coverage, have reaffirmed the global commitment to equity and to “leaving no one behind”. Unitaid supports the renewed commitment in the global health community to a “shared responsibility” in investing towards a more equitable and egalitarian world, and strives to address underserved populations through the interventions it supports.

Equity – while a widespread guiding philosophy in public health – is in fact complex to define and measure. Recent work conducted by partners has highlighted various dimensions that can be considered in assessing equity.

Country income-level has long been used as a proxy for need. This measure should be complemented by others to account for the variation in health needs. For instance, measures limited to country-level would not capture the disparity within a country: between regions, districts, rural or urban areas; or within groups of the population. Additional dimensions to take into account may include the burden of disease and ease of access to care for a population or sub-population; and demographic and social elements - for instance age, gender, and vulnerability of specific groups. The relevance of these dimensions may vary from one disease to another - most affected population groups being very different from one disease to another (e.g., children under 5 years old for malaria versus women and girls for HIV) - or even from one project to another.

Unitaid seeks to ensure that its projects aim to reduce inequities in access to better health products.



4.2 INVESTMENT COMMITMENT 2: WE MAXIMIZE VALUE FOR MONEY

The goal of focusing on Value for Money is to maximize the impact of each dollar spent by Unitaid, through the optimization of the efficiency, effectiveness and scalability of investments.

As with any organization managing public funds, Unitaid is focused on using its resources in an optimal way, to deliver good Value for Money. This means in particular:

- Being explicit about the expected impact of each grant, and the associated risks;
- Making evidence-based investment and programmatic decisions;
- Designing and delivering grants for value, with a systematic consideration of efficiency, effectiveness and scalability;
- Measuring and communicating Unitaid's results, by using a small set of Value for Money metrics to assess its overall performance.

In this context, defining and measuring impact is critical, and must take into account Unitaid's catalytic role. Unitaid's impact is indeed both direct and indirect. Direct impact relates to the tangible results of Unitaid's investments - for example, securing the market availability of better health products, improving the sustainability of product supply, and improving the affordability case for healthcare provision through product price reductions and the demonstration of cost-effective products and approaches. Unitaid's indirect impact relates to the long-term public health and economic

impact resulting from a Unitaid-supported investment, such as the aggregate number of lives saved, infections averted, or cost savings to the global response at scale. Equity considerations are also factored into the definition of impact.

Unitaid is committed to define and measure impact. To do so and considering the challenge for any public health organization to comprehensively and accurately assess impact, Unitaid will adopt a pragmatic and proportionate approach - enabling a good understanding of the main drivers to impact while adapting the depth of analysis to each grant.



4.3 INVESTMENT COMMITMENT 3: WE SUCCEED IN PARTNERSHIP

Unitaid is part of a global response. This core belief is fundamental for Unitaid's work. It means that at the strategic level and at the project level, Unitaid actively coordinates with partners to ensure alignment and engagement.

First, Unitaid acknowledges the role of its partners in the global health response: countries, technical partners, implementers, funding partners, the private sector, and civil society all have a vital contribution to ensure healthier lives for those in need.

- **Countries** are at the center of the response. For Unitaid, understanding countries' concrete needs is crucial to address the most critical challenges, and support the most relevant and impactful projects. Countries also have a critical role in ensuring the scale up of interventions supported by Unitaid. Where relevant, Unitaid will also strive to work with Regional Organizations to facilitate country engagement.

- **Technical partners** define global health priorities and strategies. Working with Technical partners enables Unitaid to better understand global health opportunities and challenges.
- **Implementing partners** conduct projects in countries. Partnering with implementing partners is critical to ensure the success of projects' implementation, transition and scale up.
- **Funding partners** finance the global health response. For Unitaid, understanding funding partners' priorities and concerns is key to measure the potential for the scale up of its interventions.
- **The private sector** is a key partner in the global health response as most innovative health products are developed by private sector organizations. Collaboration with the private sector is essential for Unitaid to be able to identify and support high potential innovative health products in late-stage development.
- **Civil society** has a crucial role to play to facilitate the demand-creation and adoption of new health products in countries. Partnering with Civil Society is key to ensure the successful scale up of Unitaid's interventions.



ROLES OF CIVIL SOCIETY ORGANIZATIONS

A working definition of Civil Society Organizations in Unitaid includes not only International NGOs but also local Community Based Organizations, patient organizations, national networks working on HIV and co-infections (e.g., HCV), tuberculosis and malaria. The diverse roles of such organizations include: demand creation, service delivery, resource mobilization, advocacy for sustainability and scalability, monitoring and evaluation, raising awareness, human rights advocacy, policy and legal reform, stigma reduction and adoption of new technologies.

To ensure the success and the effectiveness of the response, each partner must have a clear understanding of the role of others, the complementarities and potential synergies. Some are best positioned to analyze issues, others have connections with innovators, others have the purchasing power to drive some changes, the technical expertise to guide decisions, etc. Unitaid is constantly aligning with partners at the strategic level to ensure that its role is well defined and understood by others, to make the best use of public resources.

Second, Unitaid is actively playing a coordination role to ensure the success of its projects. From the very early stages of identification of challenges and opportunities, to the very last ones of project transition, Unitaid identifies partners, engages with them, and connects them to ensure and reinforce the momentum around its projects.

Unitaid is committed to a coordinated response that amplifies the impact of its own projects.



UNITAID AND THE GLOBAL FUND TO FIGHT HIV/AIDS, TUBERCULOSIS AND MALARIA

The Global Fund is a key strategic partner in the scale up of Unitaid's interventions. Through its catalytic effect on access to health products, Unitaid maximizes the effectiveness of the investments performed by the Global Fund by providing more cost-effective products and services which the Global Fund can bring to scale. Unitaid actively collaborates with the Global Fund at the strategic and operational levels to ensure coordination at all stages from identification of areas for intervention all through to scale-up and transition of Unitaid investments.

FIGURE 5.
UNITAID'S PARTNERS



4.4 INVESTMENT COMMITMENT 4: WE INVEST IN PRODUCTS WHICH IMPACT HEALTH SYSTEMS

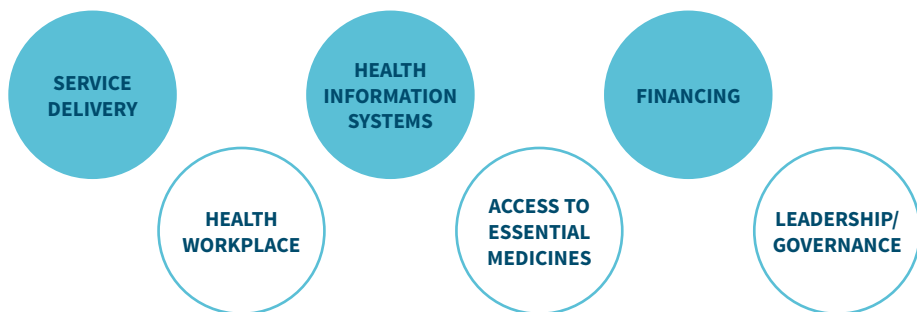
Unitaid seeks investments that enable a stronger health systems response. Contributing to strengthening health systems creates a virtuous cycle: stronger health systems enable the health response to be more impactful, reaching more people, more efficiently, thereby easing the burden on health systems and further contributing to improve their efficiency.

Stronger health systems can be achieved through more integrated approaches to health. While acknowledging the progress achieved in the past years through targeted responses to specific diseases, governments and partners



WHAT IS A HEALTH SYSTEM?

According to WHO, “a health system consists of all organizations, people and actions whose primary interest is to promote, restore or maintain health” that can be analyzed through six building blocks:



are now calling for a shift to more holistic approaches. This means, as a starting point, understanding where a person seeks care – that can be for instance in specialized clinics, in the non-state sector or in remote areas, etc. – and ensuring robust healthcare services are in place to provide care.

Innovative tools can enable a stronger health systems response in several ways:

- Products that would allow for decentralization, for instance because they are easier to use or to deliver so they would require less time of a skilled health care worker. For instance point-of-care diagnostics, standardized treatment regimens, or heat-stable formulations.
- Products that would benefit more than one disease. For instance multi-platform diagnostics which could enable diagnostic of tuberculosis in a person seeking care at an HIV clinic.
- Products that would put the person – rather than the disease – at the center of care, and enable a more integrated approach to health. For instance products addressing fever management in children.
- Products that would help achieve efficiencies because they reduce the time of use, or reduce the burden on the health systems. For instance, shorter treatment regimens or more rapid diagnostics.

Unitaid seeks to invest in such products, thus maintaining its focus on access to innovative health products – while at the same time supporting, indirectly, stronger, more integrated health systems.

5. STRATEGIC KEY PERFORMANCE INDICATORS

As part of its Strategy development, Unitaid has developed a new set of Strategic Key Performance Indicators (KPIs), designed to measure how Unitaid is performing in respect of its Strategy over the 2017-2021 period. The Strategic KPIs will assist the demonstration of Unitaid's impact, help the Executive Board in direction setting and accountability of the Unitaid Secretariat and help to provide clarity on Unitaid's role and mandate to support the ongoing and prospective investment case for Unitaid.

Unitaid's Strategic KPIs are aligned to Unitaid's Mission and Strategic Objectives for 2017-2021, and follow a number of guiding principles:

- Strategic KPIs are SMART: Specific, Measurable, Attainable, Realistic, and Time-Bound;
- Strategic KPIs help to demonstrate, in aggregate, the direct and indirect impact of Unitaid;
- Strategic KPIs are futureproof over the strategic period, i.e. sufficiently flexible to effectively measure Unitaid's evolving portfolio, and reasonably simple and easy to communicate.

More information on Unitaids Strategic KPIs is available in the Annex of this document.

To complement the information provided by the Strategic KPIs and because many impacts of Unitaids investments are better described in qualitative terms, impact narratives will be developed. They will focus on major achievements at the portfolio level, highlighting key facts and figures, including qualitative elements, putting the impact delivered into wider context.

Unitaid will report upon its Strategic KPIs and impact narratives on an annual basis.

6. PORTFOLIO IMPLICATIONS

Unitaid invests in projects which best respond to the global health challenges and opportunities identified through its investment framework. Projects funded by Unitaids focus on challenges related to access to health products, have high potential public health impact, are technologically feasible, and respond to critical gaps in the global response.

Unitaid's current portfolio is distributed among HIV/AIDS (including co-infections, such as Hepatitis C), tuberculosis, and malaria, and cross-cutting projects. Disease specific projects include for instance work on improving access to, medicines, devices including diagnostics, and preventives. In the past, some of these projects have benefitted more

than one disease at a time, but it was not a goal in itself. Cross-cutting projects include for instance the support of the Medicine Patent Pool (MPP), or support of WHO Prequalification on diagnostics and drugs.

In the next strategic period, Unitaid will maintain its commitment to HIV/AIDS, tuberculosis, and malaria, and will also support a more integrated approach to health, to increase coverage or effectiveness of care. Despite the progress achieved in the past decade, there is still a lot to be done to eliminate HIV/AIDS, tuberculosis and malaria. Unitaid is committed to address this “unfinished agenda”, and is expected to maintain on average a similar share of projects supporting HIV/AIDS, tuberculosis and malaria in the coming strategy period. Meanwhile, Unitaid’s portfolio will evolve towards projects supporting better integration, as a response to the need for increased effectiveness of the global health response and for higher value for money of Unitaid’s portfolio. This focus on integration follows the global trend to evolve towards more holistic approaches to global health, initiated with the SDGs. This will translate into a higher share of the grants in the portfolio supporting a more integrated approach to health.



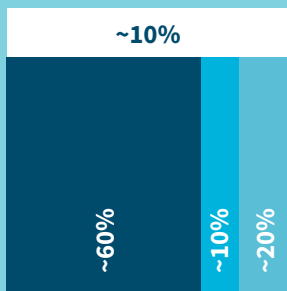
WHAT DOES “INTEGRATION” REFER TO?

- *Enabling access to a health product that addresses more than one disease or condition (e.g., polyvalent diagnostic platforms);*
- *Addressing the needs of people affected by more than one disease (e.g., treatment of co-infections);*
- *Reaching people for one health issue through a different program or clinical interaction (e.g., leveraging child health programs to diagnose malaria in children).*

FIGURE 6.
EVOLUTION OF PORTFOLIO DISTRIBUTION:
TOWARDS MORE INTEGRATION

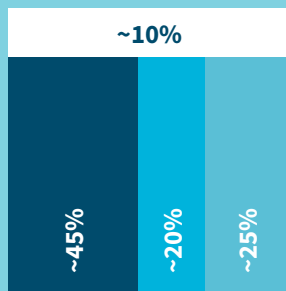
2006-2012

AVERAGE



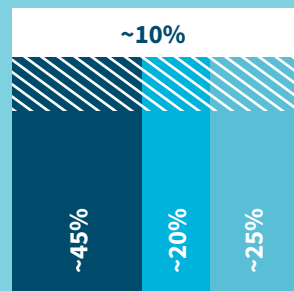
2013-2016

AVERAGE



2017-2021

AVERAGE



Indicative only



HIV &
CO-INFECTIONS



TB



MALARIA



CROSS-CUTTING



INTEGRATION

More information on Unitaids priorities for investment is available in the Disease Narratives and in approaches to specific topics (e.g., Intellectual Property).

This strategy will enable Unitaids to address opportunities and challenges beyond its traditional scope of HIV, tuberculosis and malaria. In particular, Unitaids will engage in Reproductive, Maternal, Newborn and Child Health (RMNCH), in the context of integrated approaches to the fight against the three diseases.



REPRODUCTIVE, MATERNAL, NEWBORN AND CHILD HEALTH (RMNCH)

Significant progress was made in women's and children's health between 1990 and 2015, reducing maternal, child, and newborn mortality in low-income countries by approximately 50%. However, the Millennium Development Goals in this area were far from achieved. New ambitions have been set by the Sustainable Development Goals to be accomplished by 2030 requiring a further reduction of mortality by approximately 70%. To reach these ambitious goals by 2030, the global health community needs to accelerate its efforts and find innovative solutions. To advance towards global goals, these main mortality drivers need to be addressed and coverage of and access to existing commodities and innovations are a key component of the response.

Since its creation, Unitaids has conducted a large number of projects aiming at improving access to health products for women and children. In the 2017-2021 strategy period, Unitaids will invest in progress in maternal and child health, initially focusing on areas which allow integration into the current delivery channels for HIV/AIDS, TB, and malaria.

7. ANNEX – STRATEGIC KPIS

STRATEGIC KEY PERFORMANCE INDICATORS

Purpose: To demonstrate UNITAID's impact, to support direction-setting and accountability, and to provide clarity on UNITAID's role and mandate within the Global Health space.

ADDING VALUE TO THE GLOBAL RESPONSE



KPI 1.1 - Increasing public health impact

Number of lives saved - Number of infections or cases averted



KPI 1.2 - Generating efficiencies & savings

Financial savings (\$) + Health System Efficiencies (\$)



KPI 1.3 - Delivering positive returns

Return on Investment = \$ Benefits / \$ Costs

REDUCING INEQUITIES IN ACCESS



KPI 2.1 - Investing for the poorest

Total number (or \$) of active grants designed to benefit people living in LICs and LMICs / Total number of active grants (or \$)



KPI 2.2 - Investing for the underserved

Total number (or \$) of active grants designed to benefit the underserved / Total number of active grants (or \$)

INNOVATION



KPI 3 - Catalyzing innovation

Total number of UNITAID-supported products for which product development activities have been successfully completed

ACCESS



KPI 4 - Overcoming market barriers

Total number of critical access barriers overcome during the strategic period

SCALABILITY



KPI 5.1 - Securing funding

Proportion (%) of project countries where future funding has been secured at grant closure through partners and countries



KPI 5.2 - Scaling-up coverage

Additional number of people who benefit from a better health product or approach

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