



43rd Executive Board Meeting

21-22 November 2023

Santiago Dantas room

Itamaraty Palace

Brasilia, Brazil

Agenda item 2

**Minutes from the 42nd meeting
of the Executive Board
14-15 June 2023**

For Information For Review and Advice For Approval

Table of Contents

1. Opening remarks from the Chair	3
2. Agenda of the EB42 meeting	3
3. Minutes from previous meeting: EB41, 5-6 December 2022	3
4. Report from the Executive Director	3
5. Strategy implementation update report	4
6. RM update on projected income and related activities	5
7. Investment plan update and Areas For Intervention	5
8. Functional Review	6
9. Report from the Chair of the Proposal Review Committee (PRC)	7
10. PRC Chair's and Vice-Chair's appointment.....	7
11. Governance Working Group workplan	8
12. Partner/impact session featuring TB prevention	9
13. Report from the Chair of the Finance and Accountability Committee.....	9
14. Audited financial Statements and Report of the External Auditor	10
15. Commitment policy	10
16. Any other business	10

1. Opening remarks from the Chair

The Board Vice-Chair opened the meeting thanking the Board Chair and the Secretariat for their hard work and dedication in preparing the Board meeting. She praised the Board Members solidarity in view of the condolence letter send to the Board Chair and remembered that Alain Touraine's commitment to fight inequality and defend human dignity was a shared source of inspiration. She highlighted the importance of the Secretariat reporting, for the first time, on the implementation of the current Strategy. She further emphasized that important decisions would have to be made regarding rightsizing the Secretariat, new investments and adjustments of the governance to respond to the needs and objectives of the Strategy. The Board Vice-Chair also welcomed the new Board Members and Alternates.

2. Agenda of the EB42 meeting

The EB adopted the agenda of the meeting (UNITAID/EB42/2023/1).

3. Minutes from previous meeting: EB41, 5-6 December 2022

The EB adopted the minutes of the 41st EB meeting of December 2022 (UNITAID/EB42/2023/2).

4. Report from the Executive Director

The Executive Director reflected on the current global health context, noting a reversal in progress on tuberculosis and malaria and the disruption caused by the COVID-19 pandemic. He underlined the need for Unitaid, alongside other health actors, to remain focused on meeting the global targets and what Unitaid wants to achieve.

He emphasized that Unitaid's 2023-2027 Strategy is relevant for the response needed today as well as for the future, and positions Unitaid well amongst key partners. He noted that Unitaid is a central figure in the current health response and how Unitaid implements its work is critical, stressing that access to innovation is not just about products but delivering the right product, in the right hands at the right time.

To ensure the Unitaid Secretariat is best placed to implement the strategy and is prepared for the future, the Executive Director highlighted how Unitaid has been working to optimize the Secretariat's operations. This is informed by the Functional Review undertaken by the Secretariat. A key component of this effort is also the successful operationalization of Unitaid's comprehensive updated performance management framework. In addition, resource mobilization is fundamental to the organization's success in ensuring that Unitaid has the funding required to execute the work that will be essential for an effective global response. The Executive Director also stressed that building greater resilience for health challenges and threats to come, including climate change, is a key element and cannot be underestimated.

Board Members reaffirmed their support for Unitaid's 2023-2027 Strategy and acknowledged some of the leading challenges Unitaid faces in implementing its ambitious agenda, including the need to mobilize additional resources in a competitive environment and to gain greater visibility and better understanding of Unitaid's unique and essential role amongst key donors and partners. The Board acknowledged that Unitaid's role will be even more essential in the future and Board Members were supportive of proactively connecting with targeted donors to clearly articulate the organization's unique function and value proposition.

5. Strategy implementation update report

The Secretariat introduced the new performance management approach, noting stronger emphasis on accountability, learning and promotion in the new framework. The new performance management approach represents a shift away from grants and operating model efficiencies, and will have enhanced focus on portfolio view and full lifecycle of Unitaid's work in alignment with the Board's recommendations and objectives of the current Strategy. The Secretariat will continue further improvements in the performance management approach (data management, partner engagement), draw key lessons for performance improvement and use of the gathered data/analysis for communications and external relation purposes.

The Secretariat presented the methodology and results of all strategic and operational KPIs with overall KPI performance showing that Unitaid's existing portfolio is well placed to deliver upon 2023-2027 Strategy objectives and mission, while supporting the delivery of long term global goals from now to the end of the decade. Regarding operational KPIs, the Secretariat recognized the scope of grant development process optimization and the need for targeted efforts to meet goals on carbon footprint and implementers diversity.

Board Members congratulated the Secretariat on producing high quality documentation and KPI results. The Secretariat was encouraged to deliberate on ways for responsible transition to countries. Suggestion was made that dependency on partners and other organizations for scale up should be reflected explicitly. Board Members appreciated the efforts put into collecting information and the broader role of publications supported by Unitaid grants to facilitate decision making for countries and partners. Finally, the level of information on structural issues that could impede the progress on different areas of Unitaid's work was found useful.

The Secretariat further provided an overview of programmatic priorities, summarizing the performance and risk of the portfolio and highlighting key achievements. An overview of the top 10 results achieved over the last year across HIV, TB and malaria was provided, showcasing how Unitaid's investments and its collaboration with key partners drive impact at scale. Implementation performance was largely on track, with nearly half of the programmatic priorities meeting or exceeding expectations; the remaining programmatic priorities are facing some challenges and delays, however most key outcomes are still expected to be delivered. Scalability issues pose the largest risk to the portfolio, with 85% of the portfolio at medium to medium-high risk. Key lessons were drawn around the drivers of slow or limited scale-up of some products, implementation delays, and evolution of ways of working to adapt to the current Strategy.

Board Members recognized the strategic value of the presentation and encouraged the Secretariat to publish the results externally and use them as part of the resource mobilisation efforts. The specific role of Unitaid and its contribution to the outcomes could be better highlighted to demonstrate its value-add and reinforce resource mobilization efforts. Acknowledging its critical role in supporting the scale-up of products and the importance of working in partnership with implementers, country stakeholders and scale-up funders, the Board invited the Secretariat to refine and clarify the contours of its action regarding the scaling-up process and the transition of projects to other organizations.

.The Secretariat was also encouraged to fund more lead implementers based in the global South. Some Board Members reiterated their willingness to support advocacy for key products at the country level in line with Unitaid's scalability efforts. Unitaid was also commended on being a unique

funder of the efforts to address intellectual property and regulatory barriers that often drive delays in access to key products. The challenges faced in the Chagas portfolio were noted with readiness of some Board Members to help the Secretariat resolve these.

6. RM update on projected income and related activities

The Board Vice-Chair opened the session by acknowledging Unitaid's strong advocacy efforts in a competitive environment and highlighted its technical excellence and political leadership. She expressed optimism that these will begin to lead to new and increased commitments from Board Members and others. Importantly, she observed the responsibility of all Board Members in building political support within their own organizations and beyond.

The Secretariat provided a presentation detailing the progress in the expansion of its resource mobilization function and making it more professional, following the agreement of EB 41. This includes efforts to diversify the donor base while expanding the range of constituencies the Secretariat engages with in donor countries, including parliamentarians.

Board Members expressed their support for Unitaid's resource mobilization efforts while highlighting that the resource mobilization environment for global health is the most difficult compared to the past 20 years. They encouraged Unitaid to focus on communicating its results and demonstrating the health implications of it not realizing its target. There is a need to build political support to the highest level, an effort that should be supported by good communications and enhanced visibility by the Secretariat and additional support from the Executive Board.

Several Board Members noted how their political commitment is increasing, and that there is the intention to increase their contributions in the future as they move into new budgeting periods. They also noted that Unitaid's effectiveness and focus on the health of women and girls is timely, as their government's adopt new or enhanced gender/feminist policies.

The importance of the Governance Working Group addressing the issue of acceptance of specified and non-specified funding was acknowledged by some Board Members and the Executive Director.

7. Investment plan update and Areas For Intervention

The Board Vice-Chair introduced the agenda items related to investing for impact: the Strategic investment plan and Areas for intervention. She noted that two new priorities for investment are positioned in the baseline investment pipeline, in the areas of tuberculosis (TB) and 'triple elimination' – that is, eliminating mother-to-child transmission of HIV, syphilis, hepatitis B (and Chagas in endemic areas).

The Secretariat presented a brief reminder of the investment plan and opportunities suggested as potential priorities, showing how these are positioned in the plan. Pre-eclampsia was mentioned as one topic that Unitaid could support if additional funds were available. It was also noted that the Secretariat is actively scoping potential work on monoclonal antibodies, to make these more affordable and accessible, and that this topic will be revisited in the next PSC.

The Secretariat then presented an overview of the two opportunities that were prioritized for Unitaid investment and recommended by the PSC. In TB, work would accelerate and promote responsible introduction of new drug-resistant TB drugs and regimens. In triple elimination, work would

accelerate access to tools to eliminate mother-to-child transmission of HIV, syphilis, hepatitis B (and Chagas in endemic areas).

For each opportunity, a reminder of the public health problem, the urgency of responding now, partner engagement and plans, and high potential opportunities for Unitaid investment were provided. The rich PSC discussion was acknowledged and it was confirmed that the Secretariat has taken note of suggestions made by the PSC. The PSC had expressed strong support and agreed on a clear recommendation that the Board endorse these Areas for Intervention.

The PSC Vice-Chair noted that the PSC considered the context provided in the investment plan and the prioritized opportunities. She confirmed that the PSC reached unanimous consensus to recommend both proposed Areas for Intervention for endorsement by the Executive Board.

Board Members expressed strong support for both Areas for Intervention. They noted the importance of the work and Unitaid's strong positioning to contribute unique value in both areas. Some Board Members called for deliberate measures to ensure meaningful engagement with civil society actors and noted that work would also require close collaboration with country programmes to ensure sustainability.

The Board Vice-Chair confirmed Board's endorsement of both proposed resolutions.

8. Functional Review

The Board Vice-Chair opened the session by emphasizing the importance of the session and the decision to be made by the Executive Board. She reviewed the history of Board discussions about the Functional Review, including recommendations to the Executive Board made during a joint FAC-PSC meeting in May 2023. She expressed optimism that the Board would reach consensus on a way forward and provide clarity to the Secretariat on how to proceed. She remembered, later on, that since the launching of the organization, the Board has been able to make decisions on a consensual basis, bearing in mind the common vision, commitment and political will guiding its work. The Vice-Chair invited the PSC Chair to report on the outcomes of the joint FAC-PSC meeting.

The PSC Chair presented a summary of joint FAC-PSC discussions and its conclusions, notably a recommendation that the Executive Board approve recruitment of staff to allow the Secretariat to effectively carry out its core activities and a first wave of staff to temporarily (for two years) implement five areas of work strengthened in the new Strategy. The joint FAC-PSC further recommended that the Secretariat update the PSC in the Autumn of 2023 on the progress it had made to date, followed by a further report to the joint FAC-PSC in April/May 2024 with the view to make a recommendation to the Board regarding a possible second phase of recruitments to occur during the first half of 2024. Lastly, the joint FAC-PSC recommended that, in 2025, the Secretariat comprehensively report to the Executive Board on results and outcomes in the five areas of work as a first component of its mid-term review of Strategy implementation.

The Secretariat then presented the outcomes and recommendations from the Functional Review, including the context and rationale for the changes to the Secretariat that were recommended by the FAC-PSC.

Board Members thanked the Secretariat for its efforts. They acknowledged that the role of Unitaid had grown in the years since the previous Functional Review, leading to new and better public health tools, and that this role had been formalized in the new Unitaid Strategy that had been approved by the Executive Board. Board Members further acknowledged that this increased role had not been

supported by an increase in staffing, stretching the capacity of the Secretariat and resulting in unhealthy levels of work for staff.

At the same time, some Board Members noted that given current challenges worldwide in funding public health efforts, it would be critical for the Board to carefully assess information about Secretariat needs, plans, progress, and performance for the five areas of work during the Executive Board review in the first half of 2024 when determining whether to proceed (or not) with a second phase of recruitment. While questions remained for some Board Members in regards to the full set of conclusions and recommendations from the Functional Review, there was an agreement among Board Members to endorse the recommendations from the joint FAC-PSC.

The Board Vice-Chair then confirmed the Board's endorsement of the proposed resolution.

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

The Chair of the PRC presented his regular report to the Board having noted an overall very active first half of the year with 30% more overall estimated time investment compared to exactly the same period last year. The Joint Review Committee (JRC) meeting to review IP and Advanced HIV Disease (AHD) proposals provided an opportunity to test the replenished PRC and clearly showed the value of the JRC as well as the value of impartiality and independence that the PRC members bring to this discussion. He reiterated that he was happy with the current expertise, level of discussion and assurance that the PRC can bring to the Board.

The Chair of the PRC made an observation regarding the process for approving some of the large ACT-A investments that are built on the existing grants without a full Joint Review Committee process (e.g. FIND Multiplex and Vayu oxygen strategy investments). In response to some Board Members inquiring about the specifics of this observation, the PRC Chair noted that explicit decision-making tools are needed and could be triggered by the size of the funding requested or by the extent to which the proposal departs from the initial intent of the previously approved proposal or deviates from the original scope in financial terms. Such cases may benefit from full JRC review instead of a simple grant extension to ensure fair process.

The PRC Chair ended by summarizing his interaction with the PSC regarding the PRC leadership appointment. He confirmed unanimous support of the PRC Members for the candidature of Dr Betina Durovni for the role of the PRC Vice-Chair.

10. PRC Chair's and Vice-Chair's appointment

The PSC Chair presented a summary of the PSC discussion regarding the proposed re-appointment of Mr Andy Gray as the PRC Chair and appointment of the PRC Vice-Chair. She thanked the current PRC Chair for his outstanding contribution to Unitaid throughout the years of his service, having stressed the impartiality and independence of the PRC, and noted the rich discussion of the PSC. The PSC received a written statement of the current PRC Chair highlighting his vision for the work of the PRC in response to the requirements of the current Strategy and also a summary of his strengths as the current PRC Chair. The PRC Chair was invited to attend the PSC discussion and answered the questions of the PSC members. The PSC reached unanimous consensus to recommend the reappointment of Andy Gray as the PRC Chair for the period 2023- 2026.

With regard to the appointment of the PRC Vice-Chair, the PSC provided several criteria to be considered by the PRC Chair when making the proposed nomination, such as geographical and

gender balance, length of experience as a PRC member and experience chairing committees or advisory bodies. The PSC received the proposed nomination of Dr Betina Durovni for the function of the Vice-Chair of the PRC that has been unanimously endorsed by the PRC Members.

Board Members expressed their confidence with the proposed two candidates having highlighted the robustness of their experience. Governance Working Group (GWG) was requested to look into the processes for the appointment of the PRC leadership and membership with a view of ensuring women are encouraged to apply for the governance roles, the processes of performance assessment and continuous reappointments are looked at.

The Board approved the renewal of Mr Andy Gray's appointment as the PRC Chair, together with the appointment of Dr Betina Durovni as the PRC Vice-Chair for a period of three years commencing in June 2023 and ending in June 2026.

11. Governance Working Group workplan

The Secretariat presented a short overview of the reconstituted GWG with its recently appointed leadership of Haitham El Noush, representing Norway, as Chair and Issa Matta, representing WHO, as Vice-Chair, and members including African countries, Brazil, Communities, France, NGOs, Republic of Korea and Spain, however it was noted that all voting members are welcome to attend the meetings. The Secretariat reminded the Board of the issues addressed by the GWG since its creation in 2016.

The GWG Chair presented the 4 proposed priorities for the coming year:

1. Board expansion and composition, with a focus on seat sharing models. This is closely linked to Unitaids resource mobilization efforts. It is proposed to build on the work done so far but also learn from other agencies via a benchmarking exercise and explore ways to involve non-core funders.
2. Code of ethical conduct. This code drafted and adopted by the Board in 2020 is now due for a review.
3. Specified funding. The principles developed in 2018 to approve additional contributions need to be reviewed, notably in light of the increased interest in specified funding from some donors. This topic also touches upon financial issues (overheads) that need to be addressed by the FAC prior to be submitted to the Board in December.
4. Governance aspects of the PRC, in particular the process for evaluating the performance of the PRC leadership.

Board Members thanked Haitham El Noush and Issa Matta for assuming the leadership of this working group and welcomed its reactivation. Overall, Board Members expressed support for the proposed priorities, however some noted the lack of opportunity to comment on the work plan in advance of the Board meeting. On the issue of Board expansion, some Board Members encouraged to build on the Seoul Principles previously approved by the Board. Potential benchmarking was supported, on condition that this would not involve a heavy process. With regard to the PRC governance issues the GWG was invited to look into the best governance practices regarding the selection and duration of mandate as well as gender balance of the PRC membership and leadership. The need for accountability of all the governance structures (the Board, its leadership, the PRC etc.) was also highlighted. Finally, some Board Members raised concerns regarding the late sharing of Board pre-reads.

In conclusion, it was decided that GWG workplan would be submitted to the Board for its input and endorsement prior to commencing the GWG work. The GWG will meet over the summer and will report back at each Board meeting.

12. Partner/impact session featuring TB prevention

The Board Vice-Chair introduced the agenda item related to Unitaid's work with partners for impact on TB prevention and welcomed the presence of technical partners to support the discussion.

The Secretariat provided context with the stalling of the End TB strategy around 2017 and the need for innovative tools to reach the targets. Explanation was provided on how Unitaid identified an opportunity to transform TB prevention with rifapentine as part of the 3HP regimen, overcame barriers to change and what Unitaid's role was in driving change. Unitaid's role as pathfinder, investor and influencer was described through the case study. The market shaping aspect was described in detail, showing how Unitaid worked with civil society, governments and partners to bolster the case for discussions with Sanofi to bring 3HP to market at price that was reasonable for LMICs to take up.

Makaita Gombe of the Aurum Institute gave the country's perspective on the introduction of 3HP. She explained the role of the evidence generated by the Unitaid funded project and spoke about the importance of reducing pill burden and donating products to ease introduction and scale up of 3HP.

Mike Frick from Treatment Action Group spoke on the role of community engagement in the process. He shared the methods used to build a strong cohort of advocates using training, technical support and small grants to community groups.

Tereza Kasaeva, Director, WHO Global Tuberculosis Programme, highlighted the importance of prevention in achieving the END TB targets and the importance of Unitaid's work in that space. She praised the work on the management of child TB while encouraging investment in long acting injectables, new tools and new models to reach patients.

Board Members expressed support for Unitaid's work on TB and commended the team on the meaningful engagement of communities which they would like to see reflected in future grants. Some Board Members expressed an interest in seeing a larger variety of countries engaged in Unitaid projects and inquired about the market share maintained by Sanofi given the involvement of generic manufacturers supplied in the case study. Board Members expressed general appreciation of Unitaid's leadership role in engagement with industry (including generic manufacturers) and in bringing down drug prices; they encouraged the Secretariat to make this role more visible in the future.

13. Report from the Chair of the Finance and Accountability Committee

The Chair of the FAC presented the main points of discussion from the 32nd Finance and Accountability Committee meeting, notably the audit report, the financial performance, the overspending of the constituencies, the commitment policy update, and the risk update.

Board Members noted that a clean audit opinion from external auditors was received for 2022. They asked for clarifications on the relationship of the Secretariat with the external auditors and the audit recommendation on the grant cost extensions that the Secretariat did not accept.

The Secretariat clarified that it established a good rapport with the Auditor General of India for the third consecutive year. It accepted all audit recommendations except for the one on the external evaluation of the grant cost extensions. The Secretariat highlighted the current process of approval where the PRC takes the role of the external evaluator and the Executive Board reviews and approves/rejects its recommendations. Including an additional step of hiring an external evaluation company would be a time- and cost-consuming redundant step. However, as requested by the Chair of the FAC, the Secretariat will review the process of granting the costed extensions depending on the size of the extension.

14. Audited financial Statements and Report of the External Auditor

The EB approved the Unitaid 2022 audited financial statements (UNITAID/EB42/2023/R5).

15. Commitment policy

The EB approved the Commitment policy update (UNITAID/EB42/2023/R6).

16. Any other business

The EB approved the resolution to hold the 43rd Executive Board meeting on 21-22 November in Brazil (UNITAID/EB42/2023/R7).

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