

*The Chair of the Executive Board  
Former French Minister*

Paris, 23<sup>th</sup> January 202

Dear Executive Director, *Cheer Philippe,*

On behalf of the Board, I want to congratulate you for all the good work that has been performed under your leadership over 2022 as well as for the convincing results you reported to the Board in December. I'd like also to recognize your engagement in meeting the expectations expressed by the board and which you translated in an explicit roadmap. The attention and efforts you have dedicated to strengthening the culture and ways of working of the Secretariat, to delivering impact through Unitaid's investments and to building strong and strategic partnership have been highly appreciated and shall be praised.

The adoption of the 2023-2027 strategy has been a major achievement of this year and the culmination of a tremendous process of analysis and broad consultation which have been carefully conducted by the Secretariat.

This strategy is an asset in positioning Unitaid's value and role within the highly competitive environment and the evolving global health architecture. Nevertheless, in a period where significant changes are expected along with the likely demise of ACT-A for new formal alliances or structures, the Board expects Unitaid to remain fully informed of and engaged in the international conversations that are taking place on that regard. Unitaid's technical skills are now well recognized and the organization should increasingly elevate its engagement in high level global health events through contributions of a more strategic nature. In addition, efforts on positioning the organization's value and role very clearly and on streamlining messages that articulate them should be also continued. Last, expanding the advocacy networks with the support and engagement of civil society, NGOS and country representatives is also considered by the Board as critical to support this endeavor.

Clarifying and reinforcing the strategic positioning of Unitaid is a critical condition for the organization to meet the challenge we are facing in terms of resources. Despite notable successes in securing and

increasing contributions from new and existing donors, funding is not up to the investments needed to meet the new strategy's ambitions. Also, resource mobilization shall remain a priority in 2023 and we urge the Secretariat to further increase the efforts already made in this area.

With the uncertainties of Unitaid's future resources in mind, it is also a priority that the organization be prepared for implementing flexibly its new strategy across different funding scenarios and we expect proactive interventions to be conducted on that regard. The Executive Board is looking for distinct level of ambitions across strategic objectives to be developed within the first quarter of the year to be presented in order to support prioritization. It also expects functional options to be considered in relation to these different scenarios. We count on your strategic leadership to engage the Secretariat to reflect on those different scenarios and we trust the Secretariat to facilitate the information the Board needs to engage in strategic and on-time trade-offs as needed.

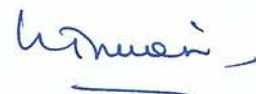
Last, change management will be critical in smoothly but swiftly transitioning the Secretariat to the appropriate design organization without major business interruption. Such transition period tends to be stressful for the staff. However, we are confident you will diligently gear this evolution of structures and processes within an empowering and motivating dynamic that promotes active participation and interactions between teams. The strength and the excellence of the senior management team of Unitaid is a major asset in the course of these transformations which you must rely on so you can concentrate on your strategic missions.

The Executive Board trusts your vision and leadership to drive the implementation of the 2023-2027 strategy in an effective and pragmatic manner and to continue to ensure that Unitaid has an explicit and unique position within the global health architecture.

With my best wishes of success,

*L'ensemble du board tient à s'exprimer toute sa confiance et se détermine à fournir le changement et actifs nécessaires au succès de Unitaid.*  
Marisol TOURAINE

Dr. Philippe DUNETON  
Unitaid Executive Director  
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Switzerland



Genève, le 08 Mars 2023

Dear Marisol,

As we enter Unitaid's 2023-2027 strategic period, I would like to express my appreciation to you and the Executive Board Members for your support and collaboration in defining the ambitious roadmap that will guide our journey in the years ahead. Unitaid's unique contribution to the global health response and the fight for equitable access has never been more relevant and we are increasingly recognized for our unique expertise, skills and the critical role we play.

I am confident that we are well positioned to bring even more to the global health response in the years ahead. Under my leadership Unitaid will continue to actively engage in important ongoing international discussions on the global health architecture within the remit of our mandate. Further strengthening how we work with a diverse set of partners will remain central to our mission and purpose.

To deliver on the ambition laid out in our strategy, and in accordance with the vision and expectations of the Board regarding my mandate for 2023, the Secretariat will focus on five key priorities.

We will be guided by these priorities and as always, our focus will remain on supporting the people and communities with unmet health needs and whose lives can be most positively affected by the health products and services we help make accessible. Our level of ambition will be impacted by the availability of financial and human resources, therefore resource mobilization, advocacy, strategic communications and positioning of Unitaid will remain amongst our highest priorities. At the same time, the execution of Unitaid's strategy rests on the shoulders of our personnel, who are our greatest asset. Strengthened engagement with colleagues, as the organization transitions to the most optimal model and design possible, continues to have my foremost attention.

#### **2023 Priorities:**

- **Mobilize funding required to fully implement the 2023-2027 Strategy.** As discussed, and approved at the December EB, the Secretariat is undertaking deliberate steps to increase its efforts on resource mobilization and communications. We are engaging with a targeted group of potential donors with the aim of concluding multi-year funding agreements. This would be an important step towards laying the groundwork to attract the resources needed to optimally implement the 2023-2027 Strategy. Resource mobilization and strategic communications are two sides of the same coin. We will take concrete steps in 2023 to improve and increase Unitaid's proactive communication on our work, our unique value proposition in global health and the impact of our work, in order to promote both resource mobilization efforts and to increase our visibility.

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- **Optimize Unitaid for strategy implementation.** The Secretariat will finalize the ongoing Functional Review and will implement the organizational design best suited to optimally deliver on the 2023-2027 Strategy. We will right-size the quality, efficiency, and controls of investment-making and management processes and continue implementing a climate action roadmap. We will also work to strengthen work-life balance, career development, performance management and learning systems.
- **Deliver impact through Unitaid investments in key health products (SO1).** Under the new strategic period we will launch new investments in key health products, strengthen the uptake of effective products and create healthy supply conditions and demand, including through market shaping.
- **Building off a Unitaid blueprint for sustained, equitable access (SO2).** The Secretariat will advance work on intellectual property and regulation, undertake exploratory work on innovative supply models and expand efforts on domestic and regional manufacturing. We will also ensure that the development and dissemination of knowledge on equitable access is aligned with our flagship initiatives in this area.
- **Systematize engagement with community, country and global stakeholders (SO3).** We will increase engagement with communities and civil society including through greater representation in programmatic priorities. We will work to increase engagement with countries through increased investments in organizations and manufacturers in low- and middle-income countries and we will align with donors and strategic partners to identify priority needs, work synergistically and bridge gaps.

As outlined in my presentation to the Executive Board in December, I will report to the Board on these specific areas. These are also reflected in my formal UN performance assessment framework for 2023.

I look forward to continued engagement with the Executive Board through a series of information sessions that are started to take place in the first half of the year. These will provide the Executive Board with more specific updates on promising new areas such as the green initiative and important developments in the global health architecture, particularly around Pandemic Prevention, Preparedness and Response. Additional sessions on the implementation of the strategy and the functional review should strengthen the alignment between the Executive Board and the Secretariat on the future direction of Unitaid.

I would like to thank you and the Executive Board for the trust you have put in my vision and capacity to lead the implementation of the 2023-2027 Strategy. I am confident that through our continued collaboration, we will make great strides in strengthening Unitaid's unique contribution to global health and make a meaningful difference in improving the health outcomes of those most in need.

Yours Sincerely,



Dr. Philippe Duneton  
Executive Director

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