

**Multilateral Aid Review: Assessment of UNITAID**

| <b>Summary</b>  |                            |
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| Organisation: <b>UNITAID</b>  | Date: <b>February 2011</b> |
| <b>Description of Organisation</b>  |                            |
| <p>Established in late 2006, UNITAID is a young and evolving organisation. Its mission is to scale up access to treatment for poor people by engaging in commodity markets to reduce prices, improve quality and increase and accelerate the supply of key diagnostics and medicines for the poor. In addition, a key goal of UNITAID is to drive the development of new medicines that are better adapted to patients' needs. An example of this is fixed-dose combination (FDC) treatments that combine several medicines into one pill, rather than several tablets a day. UNITAID has already committed over \$1 billion to 16 Projects operating in 94 countries, and has seen some significant results, for example in terms of price reductions and increased availability of medicines.</p> <p>UNITAID deals only with HIV/AIDS, TB and Malaria, and is intended to complement other organisations such as the Global Fund through its unique market focus. 100% of its budget scores as ODA. UNITAID has no country presence and does not directly receive proposals from countries, working instead through implementing partners. Therefore no country review evidence is provided. The UK has entered into a 20 year Memorandum of Understanding with UNITAID to provide predictable development assistance, though the majority of UNITAID's finances come from taxes on air passengers.</p> |                            |

| <b>Contribution to UK Development Objectives</b>   | <b>Score (1-4)</b>                 |
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| <p><b>1a. Critical Role in Meeting International Objectives</b></p> <ul style="list-style-type: none"> <li>+ UNITAID aims to improve prices and access to medicines, diagnostics and treatments for MDGs 6, 5 and 4, with a high poverty focus.</li> <li>- It must develop guidelines for 'exit strategies', maintaining access to treatment once UNITAID's interventions cease.</li> <li>= New drugs are expensive and markets for products not well developed; UNITAID although small is likely to have a strong role in stimulating lower cost and appropriate production.</li> </ul> | <p><b>Satisfactory<br/>(3)</b></p> |
| <p><b>1b. Critical Role in Meeting UK Aid Objectives</b></p> <ul style="list-style-type: none"> <li>+ UNITAID's focus on Malaria and contribution to Reproductive Maternal and Neonatal Health means that it has a good fit with DFID's strategic priorities.</li> <li>+ Despite the fact that UNITAID does not directly support countries, the country pattern of its funding is reasonably aligned to burden of disease.</li> </ul>  | <p><b>Satisfactory<br/>(3)</b></p> |



**PROTECT - UNITAID**

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| <p>possible value for money.</p> <ul style="list-style-type: none"> <li>= The Board has now agreed a Strategy and is taking steps to hold management to account more effectively than previously.</li> </ul>  |                                    |
| <p><b>6. Financial Resources Management</b></p> <ul style="list-style-type: none"> <li>+ Financial management has improved with the recruitment of high quality senior personnel.</li> <li>- UNITAID does not yet have a credible framework for choosing between and prioritising which proposals are funded and which are not.</li> <li>= A 'first come, first served' approach once resources are available and without prioritisation has potential for significant opportunity costs and is a real weakness.</li> </ul>   | <p><b>Weak<br/>(2)</b></p>         |
| <p><b>7. Cost and Value Consciousness</b></p> <ul style="list-style-type: none"> <li>+ UNITAID's mission is to improve prices for drugs and diagnostics and their availability. As such it is highly focussed on value for money (vfm) and cost effectiveness.</li> <li>- However, the application of vfm criteria by the Board in funding decisions has been uneven.</li> <li>+ UNITAID will measure long term, sustainable price reductions for drugs and diagnostics and is developing a Market Intelligence System.</li> <li>= Opportunity for significant systemic effect on drugs markets for poor countries but to score higher would need to show stronger use of vfm criteria in funding choices.</li> </ul> | <p><b>Satisfactory<br/>(3)</b></p> |
| <p><b>8. Partnership Behaviour</b></p> <ul style="list-style-type: none"> <li>+ The views of partners and intended beneficiaries are built in to UNITAID's decision making structures.</li> <li>- There has been insufficient attention to sustainability once UNITAID support ends.</li> <li>= UNITAID is attempting to address these issues, with its policy on 'sustainability' and 'transition/exit' strategies.</li> </ul>   | <p><b>Satisfactory<br/>(3)</b></p> |
| <p><b>9. Transparency and Accountability</b></p> <ul style="list-style-type: none"> <li>+ There is a presumption of full disclosure.</li> <li>- UNITAID's publication of documentation is patchy and often very slow.</li> <li>= Knowledge and information sharing and management must improve.</li> </ul>  | <p><b>Weak<br/>(2)</b></p>         |
| <p><b>Likelihood of Positive Change</b></p>   | <p><b>Score (1-4)</b></p>          |

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| <p><b>10. Likelihood of Positive Change</b></p> <ul style="list-style-type: none"><li>+ The Board appears to have an increasing appetite for higher quality performance management of the Secretariat and an improvement in systems.</li><li>– Progress on reforms has been rather slow, largely due to insufficient leadership and strategic management.</li><li>= We expect UNITAID to focus on reforms judged as high priority, and which are likely to be high impact. However, it is possible that UNITAID will not quickly capitalise on the current opportunities for reform and fulfil its strong potential.</li></ul> | <p><b>Uncertain<br/>(2)</b></p> |
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