Building a generation of political leaders on Global Health

STRATEGIC PLAN
2022 - 2025
# TABLE OF CONTENTS

Declaration of Intent ....................................................................................................................... 2
Who we are ....................................................................................................................................... 7
Mission ............................................................................................................................................. 7
Vision ............................................................................................................................................... 7
Values ............................................................................................................................................... 7
Message from the President of the Board ....................................................................................... 8
Context (January 2022) ...................................................................................................................... 9
Why this strategy and why now? ...................................................................................................... 10
Theory of change ............................................................................................................................... 10
Priority Areas of work ...................................................................................................................... 11
UNITE in 2025 .................................................................................................................................. 11
1. A stronger and more integrated network ...................................................................................... 12
   Metrics and objectives for 2025 ................................................................................................. 13
   Where we are now (January 2022) ......................................................................................... 13
   How can we achieve this objective? ....................................................................................... 13
2. A connecting platform for policymakers in global health ........................................................... 14
   Metrics and objectives for 2025 ................................................................................................. 14
   Where we are now (January 2022) ......................................................................................... 14
   How can we achieve this objective? ....................................................................................... 15
3. A global health policy lab for parliamentarians .......................................................................... 15
   Metrics and objectives for 2025 ................................................................................................. 15
   Where we are now (January 2022) ......................................................................................... 15
   How can we achieve this objective? ....................................................................................... 16
4. A driver for policy change ............................................................................................................ 16
   Metrics and objectives for 2025: ............................................................................................. 16
   Where we are now (January 2022) ......................................................................................... 17
   How can we achieve this objective? ....................................................................................... 17
Fundraising ....................................................................................................................................... 18
Monitoring and Evaluation ........................................................................................................... 18
Acknowledgements ......................................................................................................................... 18
DECLARATION OF INTENT
UNITE Global Board

Parliamentarians role in advocating for a better and equitable global health architecture

As members of the UNITE Global Board, taking into account the fundamental role of parliamentarians in improving global health, which includes tackling the current pandemic, other infectious diseases and achieving the vision of the Sustainable Development Goals, by recognizing the need for multilateralism and collaboration between all stakeholders, we declare:

- That national governments and other levels of power must prioritize health and take urgent action to strengthen their health systems by increasing their public health and community workforces, developing pandemic preparedness measures such as surveillance systems, investing in research and development, as well as innovative approaches to new global health challenges, such as digital transition, among other investments and measures.

- That given the financial gap to achieve the UN Sustainable Development Goals for Health, additional investments are needed within and between countries to achieve UHC, enabling equitable access to health care and ultimately health for all, regardless of socio-economic and other status.

- That infectious diseases represent a major cause of preventable deaths worldwide and that stronger public health systems must be put in place to address current challenges and prevent future pandemics.

- That there is a human rights, moral, and economic obligation to ensure universal and equitable access to diagnostics, treatments and vaccines, and that the lack of universal access to medicines and commodities represents a threat to global public health.

- That evidence-based harm reduction approaches to drugs result in better (and more cost effective) public health outcomes; and that reform of punitive drug laws have the potential to reduce vulnerability to communicable diseases and uphold the rights of some of the most poor and marginalised groups in society.

- That additional sustainable resources are urgently required from the international community to rebuild and further strengthen health systems, and that multilateral aid mechanisms have a key role to play in providing these resources. We welcome the decision of the World Health Assembly on Sustainable Financing of WHO. Furthermore, ensuring and supporting the successful replenishment of the Global Fund, CEPI, GAVI, and all funding mechanisms that support diseases not covered by the aforementioned organizations is essential to channel investments into
strengthening health systems, addressing both existing and future pandemics, alongside the need for more international and domestic direct investments in Universal Health Coverage (UHC) and Primary Health Care.

- That the current digital age offers unprecedented opportunities to adopt and apply technology and use data to identify and address healthcare needs, including among the most marginalized and neglected populations to achieve UHC, with the need to ensure access for all.

- That measures are urgently required to improve the protection of human rights during health emergencies, particularly for already vulnerable and marginalized communities, including women and children, as well as to strengthen civil society participation in pandemic prevention, preparedness and response.

- That it is essential to support the process of developing and negotiating a global agreement on pandemic prevention, preparedness and response. It is imperative that the reform of the global health architecture embraces the principles of equity, accountability and transparency to effectively protect the world from pandemic threats. At the same time, there is a need for global financing of a new global health architecture that is fit for purpose. The G20 High Level Independent Panel estimated the total funding requirement for the future pandemic preparedness and response system at an annual investment of US$ 31.1 billion, an additional US$ 15 billion above current investments. In parallel, existing funds have stepped up to assist in the response, such as the Global Fund to Fight HIV, Tuberculosis and Malaria, of which we support the seventh replenishment in the fall of 2022 in the United States to achieve the US$ 18 billion. We believe that parliamentarians can play a critical role driving advocacy for increased and appropriate allocation of resources, monitoring and proposing changes to policy environments and holding governments and multilateral institutions accountable for commitments taken.

- That as mentioned at the 75th World Health Assembly, in May 2022, without peace there is no health and without health there is no peace. We need to address the global humanitarian crisis from a health perspective and make sure that national health systems are ready to deal with crisis beyond borders and to ensure care for refugees and other displaced populations.

- That the World Health Organization assumes a pivotal role in being the main source of coordination and policy guidance during global crisis and therefore policymakers should find direct channels to make sure that policies at regional and national levels have a strong evidence-based support, in order to better serve the citizens that they represent.

We commit to:

- Establish and implement the 2022-2025 Strategic Plan of UNITE, bringing together representatives from across regions under a common global health agenda, with a
focus on human rights, and fostering international cooperation on pressing issues such as pandemic prevention, preparedness and response, global health security, health financing, research and development, equitable access to new and existing health tools, mental health, universal health coverage, fighting against HIV/AIDS, tuberculosis, malaria and other infectious diseases, harm reduction and drug policy, the growing threat of antimicrobial resistance, and other global health challenges.

- Support our members to advocate for resource mobilization and policy change in key areas of mutual concern and interest to ensure that no one is left behind, in accordance with the SDGs.

- Support the work of the World Health Organization as directing and coordinating authority of global health, normative health agency and advocate for a common agenda that ensures that policymakers have the right information at the right time to support better public health policies in their regional and national contexts.

- Support non-governmental and community-based organizations, and other public and private stakeholders committed to the attainment of the Sustainable Development Goals for global health.
Hon. Ricardo Baptista Leite MP, MD  
President & Founder  
UNITE Global Parliamentarians Network  
Member of Parliament of Portugal

Hon. Pia Cayetano MP  
Chair for Asia Pacific  
UNITE Global Parliamentarians Network  
Senator of the Philippines

Hon. Esther Passaris MP  
Chair for Eastern and Southern Africa UNITE Global Parliamentarians Network  
Member of Parliament of Kenya

Hon. Mariam Jashi MD, MPA, MPH  
Chair for Eastern Europe and Central Asia  
UNITE Global Parliamentarians Network  
Former Member of Parliament of Georgia

Hon. Gisela Scaglia MPA  
Chair for South America and Caribbean UNITE Global Parliamentarians Network  
Former Member of Parliament of Argentina

Hon. Amar Patnaik MP  
Chair for India  
UNITE Global Parliamentarians Network  
Member of Parliament of India
Hon. Ibtissame Azzaoui MPA
Chair for Middle East and North Africa
UNITE Global Parliamentarians Network
Former Member of Parliament of Morocco

Hon. Akua Sena Dansua MPA
Chair for West and Central Africa
UNITE Global Parliamentarians Network
Former Member of Parliament of Ghana

Hon. Andrew Ullman MP
Chair for Western and Central Europe
UNITE Global Parliamentarians Network
Member of Parliament of Germany
WHO WE ARE

MISSION
UNITE is a non-profit, non-partisan, global network of current and former members of parliament from multinational, national, state, and regional Parliaments, Congresses, and Senates, committed towards the promotion of efficient and sustainable policies for improved global health systems, in alignment with the United Nations Sustainable Development Goals (SDGs).

UNITE's policy priorities focus on three cross-cutting areas, namely, human rights and equitable access to health, health systems strengthening, and global health architecture and security, placing UNITE as the only network of parliamentarians from around the world currently focusing on the global health agenda.

VISION
UNITE's vision is to enable:
- Members of Parliaments, Congresses, and Senates, to advocate and drive change at national, regional, and global level, towards the promotion of efficient and sustainable policies for improved global health systems.
- Mutual dialogue, cooperation and learning across the global network to raise global health in the political agenda and enable members to respond and adapt to the main challenges of today and tomorrow.
- Partnerships across the global health sector to maximise UNITE members’ impact, in alignment with the United Nations Sustainable Development Goals.

VALUES
INSPIRE parliamentarians, community, and civil society representatives, affected populations, researchers, academia, government officials, and all relevant stakeholders, to act and take part in the global advocacy efforts towards promoting efficient and sustainable policies for improved global health systems.
CONNECT parliamentarians with community and civil society representatives, affected populations, researchers, academia, government officials, and all relevant stakeholders, to maximise advocacy impact towards promoting efficient and sustainable policies for improved global health systems.
EMPOWER parliamentarians, community, and civil society representatives, affected populations, researchers, academia, government officials, and all relevant stakeholders, to enable all actors and give them the right advocacy tools to act towards promoting efficient and sustainable policies for improved global health systems.

UNITE Parliamentarians Network for Global Health rejects all forms of violation of human rights, stigma, and discrimination.
Dear members of parliament, partners, and colleagues,

The year of 2022 marks the fifth anniversary of UNITE Global Parliamentarians Network to End Infectious Diseases. This important milestone in our history coincides with a period of great uncertainty, fragility, and challenges across the world.

At the time of writing, we are facing unprecedented security threats adding up to a still on-going sanitary crisis that has put our societies through high pressure and uncertainty, mirroring the fragilities and instabilities of our health systems, but not only. It is now clearer than ever, that to achieve the goal of eliminating infectious diseases in accordance with the UN Sustainable Development Goals, we must work together and promote a multisectoral approach to combating infectious diseases, and any other global health threats.

Since March 2020, UNITE’s members have been tirelessly working on the ground to promote infectious diseases elimination by enlarging the scope of their work towards pandemic preparedness and response, universal health coverage, antimicrobial resistance, digital health, harm reduction, human rights protection, planetary health, and global health multilateralism among others. It is therefore a natural evolution for UNITE’s network to enlarge its mandate from focusing on infectious diseases elimination to promoting stronger and more resilient global health systems, as per UN Sustainable Development Goals.

Therefore, I take great pride in presenting you UNITE’s Strategic Plan for 2022-2025 and its ambition to guide our organization in the direction of becoming UNITE Parliamentarians Network for Global Health.

Through the participation and engagement of our members, key partners, civil society organizations and patient advocates, we have delimited an ambitious set of objectives and strategic lines that build upon UNITE’s existing strengths, successes and substantial progress made in the past five years. We are also aiming to meet our membership’s changing needs and address challenges we will face in the future. To achieve the ambitious Sustainable Development Goals by the end of this decade demands more from all of us, everywhere.

I am confident that the excellent work we have undertaken to raise awareness and promote infectious diseases in the global health agenda since our establishment will continue to flourish through the framework of this strategy.

I know there will be several challenges ahead, but I am confident that our network, as it has proven before, will overcome them with confidence and success. Thank you to all our members carrying out UNITE’s work in their countries and to our partners supporting us. I look forward to implementing this strategic plan with all of you and build together the next generation of political leaders in global health!

Ricardo Baptista Leite, MD, MP

UNITE, Founder & President of the Board
UNITE is a non-profit, non-partisan, global network of 200 current and former members of parliament from 80 countries committed towards the elimination of infectious diseases as a global health threat in alignment with the SDG’s, and the promotion of efficient and sustainable policies for improved global health systems.

UNITE was founded in February 2017 by Ricardo Batista Leite, MD, MP, and under the auspices of UNAIDS. Since then, the network has grown to become a worldwide collaborative group of policymakers and partners united by the desire to improve global health systems worldwide and their citizens wellbeing, convinced that no life should be limited by infectious diseases or any other global health threat.

UNITE’s presence across the globe is organized into 10 Chapters, namely North America, Latin America and the Caribbean, Western and Central Africa, Eastern and Southern Africa, Middle East and North of Africa, Western and Central Europe, Eastern Europe and Central Asia, Asia Pacific, India, and China. The governance model aims at tailoring UNITE’s action to each region of intervention, adapting the network’s support to the reality and cultural specificities of each Chapter.

UNITE is governed by a non-executive board which is currently composed of eight Chapter Chairs, Honorable Gisela Scaglia (Argentina), Honorable Akua Dansua (Ghana), Honorable Esther Passaris (Kenya), Honorable Ibtissame Azzaoui (Morocco), Honorable Andrew Ullmann (Germany), Honorable Mariam Jashi (Georgia), Honorable Pia Cayetano (Philippines), Honorable Amar Patnaik (India), and led by its President and founder, Ricardo Baptista Leite (Portugal). The seats for regional chapters from North America and China are still to be filled. The global board is supported by a secretariat based in Lisbon.

UNITE focuses its activity in providing technical and parliamentary engagement support to its members by connecting them together, but also with affected communities, civil society, academia, and governments, and by providing them with the right advocacy tools at the right moment, to act accordingly in their Parliaments.

Besides growing geographically, UNITE is determined to enhance its sphere of impact by establishing specific policy desks focusing on global health priorities, narrowing down areas of intervention for more concrete and measurable impact. UNITE has already established a Drug Policy Desk in 2021 and is inaugurating a Digital Health Policy Desk in March 2022. The network aims at developing more desks in the upcoming years.

UNITE’s work is guided by the objectives of the United Nations Sustainable Development Goals (SDG) and despite focusing its efforts on SDG 3 to reach good health and wellbeing for all, UNITE’s members strongly believe it will take a multisectoral approach contemplating the entirety of the UN SDGs to promote efficient and sustainable policies for improved global health systems worldwide.

UNITE is entirely funded by international organizations, philanthropy, and non-health corporations, and does not accept funds from the pharmaceutical industry. UNITE is currently supported by UNAIDS, the Aids Healthcare Foundation (AHF), the Open Society Foundation (OSF), Fondation Botnar (Botnar), the International AIDS Society
(IAS), Harm reduction International (HRI) the Global Fund, and the Coalition for Epidemic Preparedness and Innovation (CEPI). UNITE is also supported by non-financial sponsors: PkF, PriceWaterHouse Coopers Portugal, and Mundincenter. Beyond these partnerships, UNITE collaborates with and supports more than 100 international organizations and civil society organisations daily.

WHY THIS STRATEGY AND WHY NOW?

Following UNITE’s second edition of the Global Summit on December 6th, 7th, and 8th, it appeared clearer than ever that the network is in capacity to convene all actors who are in the right position to drive change in a unique and dynamic platform. By successfully gathering more than 1100 participants, including 150 policymakers across 100 countries, UNITE proves to be the appropriate stakeholder to act as a catalyst of political will for impactful change in global health.

With that in mind, the President of UNITE International Parliamentary Network for Global Health, requested that UNITE’s secretariat draft a Strategic Plan for the 2022-2025 period to build on this momentum and turn the network’s opportunities of growth into concrete leads for progress and successful impact.

The 2022-2025 period was chosen to reflect the crucial next four years which will determine whether the world will go back on track to achieve the 2030 SDGs and will call for an assessment in 2025 in which UNITE’s network will need to evaluate its strategic direction in line with the UN assessment of its SDGs strategy.

This strategic plan aims at answering the following question: How can UNITE Parliamentarians Network for Global Health support policymakers in promoting science-based policies for improved global health systems?

THEORY OF CHANGE

UNITE is committed to support parliamentarians’ work at the global, regional, and national level, to promote efficient and sustainable policies for improved global health systems, by:

- Promoting political accountability.
- Raising political awareness on the human cost of infectious diseases and unprepared health systems.
- Involving parliamentarians and all citizens in active political advocacy to influence global health policy.
- Mobilising global political will to promote stronger and more resilient health systems worldwide.
- Ensuring strong political leadership to lead advocacy efforts globally.

UNITE's ambition of influencing and promoting global health policies is mainly manifested in the work developed by its policy desks, where UNITE’s theory of change is directly applied on a day-to-day basis. In collaboration with strategic partners, UNITE’s policy desks are a hub of exchange between champion parliamentarians and civil society organizations advocating for policy reform where windows of opportunity arise. The policy desks provide policy making guidance and/or directives on how to concretely impact and improve a specific area of policy.
Considering the current global health crisis and consequences it has triggered around the world, the network’s activity should take a matrixed approach to global health, working with parliamentarians and partners to accelerate action taken with a focus on three cross-cutting priority areas:

- **Human rights and equitable access to health** – working to ensure that everyone, everywhere can achieve the highest attainable standard of health, with an emphasis on vulnerable and marginalized populations facing greater difficulties in access to health services. Actions must be taken to prevent a higher burden on these populations with a special focus on women, children, and adolescents’ health.

- **Strengthening of health systems** - supporting the development of modern, agile, and qualitative health systems focused on patient needs and delivering maximum value, capable of generating wellbeing for all and respond to main global health challenges.

- **Global Health architecture and security** - building robust multilateral cooperation at global and regional level with the aim of equipping health systems to prevent and tackle outbreaks of epidemic diseases and other global health threats.

**UNITE IN 2025**

UNITE’s main objective is to support parliamentarian’s in raising political awareness and impact on global health policies worldwide. Why do we believe Parliamentary engagement is essential to reach a state of good health in alignment with the Sustainable Development Goals?

- Parliamentarians can create, amend, and vote laws, structuring the legal framework of national health programs and protecting the rights of people in accessing health services and a state of good health and wellbeing.

- Parliamentarians are responsible for approving and voting national budgets, and therefore critical for advocating for budget increases or reallocation of budgets on areas of interest like health, humanitarian aid, multilateral development etc.

- As elected representatives, parliamentarians are the voices of people and can hold governments accountable for the promises made at global, regional, and national level. They are the most effective liaison between international commitments and national implementation.

- Parliamentarians represent their constituencies and are close to communities. They are the right advocates when it comes to spreading evidence-based information and good health practices or recommendations to communities.

**How do we support Parliamentarians in successfully achieving these objectives?**

- UNITE connects parliamentarians that are championing global health policies and reform around the world. By providing a platform of networking, UNITE enables the sharing of good practices, lessons learned and information, which can drive positive change and progress in global health.

- UNITE informs parliamentarians for them to take evidence-based decisions, by providing them with advocacy toolkits, policy briefs and recommendations often developed by academia and partners and spread through the network via usual communications channels and events. UNITE adopts a tailor-fit
approach to each region, country, and parliamentarian, meeting the needs of the network with the right information, at the right time and in the right format.

- UNITE builds a bridge between civil society organizations, academia, affected communities, governments, and parliamentarians, at global, regional, and national level, by sitting them at the same table through the organization of online or in person events such as the UNITE Global Summit, regional meetings, capacity building sessions and parliamentary roundtables.

What platforms do we use to reach out to our network effectively and deliver results?

- At a global level, UNITE resorts to the recently launched International Forum on Global Health to effectively reach a higher number of parliamentarians with a widespread of 14 parliamentary networks across the world. The International Forum on Global Health is a working group led by UNITE and the Parliamentary Network on the World Bank and IMF and gathers members of different international Parliamentary Assemblies and Networks under a common global health and economic agenda, fostering international cooperation on pressing and challenging issues such as pandemic preparedness, global health security, resource mobilization, research and development and universal health coverage.

- At the national and regional level, UNITE works with global health subcommittees in Parliaments to effectively reach a targeted group of members of parliament who have the interest and expertise to work in global health. Those platforms are also the indicated partners to collaborate on the organization of parliamentary hearings, roundtables, questions, and communications with government. UNITE currently works with 5 global health subcommittees including one at the European Parliament.

- On a project level, UNITE uses the platform of the Policy desks, to create a hub on a specific topic such as the policy desk on digital health or the drug policy desk. Those hubs serve as a catalyst for policy change by gathering academia, civil society, affected communities, government, and parliamentarians from a same country or region, to work together towards a defined objective.

Based on this approach, UNITE’s strategy is built around 4 main pillars aiming to develop a solid and necessary platform for parliamentarians willing to promote efficient and sustainable policies for improved global health systems worldwide.

1. A stronger and more integrated network
2. A connecting platform for policymakers in global health
3. A global health policy lab for parliamentarians
4. A driver for policy change

1. A STRONGER AND MORE INTEGRATED NETWORK

To accelerate change and support parliamentarians’ work to promote efficient and sustainable policies for improved global health systems, UNITE needs to grow its membership and representation around the world in order to present increased opportunities of networking and experience sharing between members, partners, affected communities and civil society representatives. This improved quantity and quality of experience sharing will drive UNITE’s work in the 2022-2025 period.
METRICS AND OBJECTIVES FOR 2025

- UNITE aims to secure representation in 120 countries around the world.
- UNITE aims at recruiting a representative from at least two different political parties in each country where it is present.
- UNITE aims at growing its membership at least by 100 parliamentarians each year and reach the number of 600 members by the end of 2025 maintaining the focus on global health champions.
- UNITE aims at recruiting board members for all its Chapters, raising the number to 11 board members sitting in the non-executive board.

WHERE WE ARE NOW (JANUARY 2022)

- UNITE has secured representation in 80 countries around the world.
- UNITE has more than one member in 34 countries out of the 80 countries where it is present at the moment.
- UNITE’s membership has reached 200 members.
- UNITE has 8 board members, including 7 Chapter Chairs and the President of the Board.

HOW CAN WE ACHIEVE THIS OBJECTIVE?

There are several leads to explore in order to expand UNITE’s network in the upcoming years:

- Increase UNITE’s participation and engagement in the global health calendar milestones such as the World Health Assembly, the UN General Assembly, the Pandemic Treaty Negotiations, the World Health Summit etc.
- Increase UNITE’s capacity to host events and develop campaigns at the regional level with the organization of summits, roundtables, bilateral meetings, and other activities of advocacy, keeping the membership active and interested. This work will be supported by the hiring of four regional coordinators until the end of the period (Americas, Africa, Asia Pacific, Eastern and Central Asia).
- Establish a network of focal points in UNITE’s countries of intervention. These focal points can be parliamentary assistants, academia, civil society representatives or any other stakeholder who has a strong network and knowledge of political landscape and processes in the country.
- Make use of the diplomatic channels available to increase opportunities of connecting with members of Parliament from different regions and countries. This goes through developing close collaborations with Embassies and UN Missions in Geneva and New York.
- Multiply impact success stories of the network by focusing efforts in developing the work of the existing policy desks and replicating this model in other areas of intervention in global health.
- Increase UNITE’s public awareness and communications by the development of a network of ambassadors and spoke-persons of UNITE, whether they are community representatives, renown researchers and activists or mainstream celebrities.
- Create an external advisory board to follow UNITE’s work plan and advise on strategic objectives. Ensuring an external oversight of UNITE’s actions and interaction in the global health agenda.
2. A CONNECTING PLATFORM FOR POLICYMAKERS IN GLOBAL HEALTH

Beyond growing the network in terms of quantity and quality, it is also important to develop the connections between the network itself and between the network and other partners who are willing to support UNITE’s action and in a position to bring an added value to parliamentarians’ work. This stream of work will focus on the development of the International Forum on Global Health and the increased support of Global Health subcommittees around the world.

METRICS AND OBJECTIVES FOR 2025

- UNITE aims at increasing representation of Parliamentary networks in the International Forum on Global Health (IFGH) up to 20 active networks.
- UNITE aims at increasing the regional representation of Parliamentary networks in the IFGH to cover all regions of the globe.
- UNITE aims at establishing a sustainable and functional work plan for the IFGH with at least four capacity building sessions and one in-person field visit a year.
- UNITE aims at establishing and/or supporting at least 20 Global Health Subcommittees in national or regional Parliaments.
- UNITE will establish and/or support Global Health Subcommittees in at least 80% of its Chapters to ensure an equal geographical representation and influence.
- UNITE will aim at developing at least one formal form of engagement with governments when developing activities in specific countries.
- UNITE aims also at engaging parliamentarian representatives from all main parties (leaders of the opposition and majority and spokesperson) in all campaigns and events organized in target countries.

WHERE WE ARE NOW (JANUARY 2022)

- The IFGH was launched in September 2021 with the participation of 12 parliamentary networks and assemblies. Out of these 12 networks, 8 of them have signed the IFGH Founding Declaration and officialised their partnership with the Forum. There are currently 4 networks collaborating with an observer status and in negotiations to sign the Founding Declaration.
- Currently, the IFGH has representation in Europe, Africa, and some countries of the Asia Pacific region. There is no representation of the South American continent, nor the broader Asia Pacific region.
- The IFGH has gathered three times since its creation. The first time for its launching event, the second time at the UNITE Global Summit for the signature of its Founding Declaration, and the third time at the margins of the WB & IMF Spring meetings. For 2022, one other capacity building session is scheduled, as well as an engagement at the World Health Summit in Berlin.
- As of January 2022, UNITE collaborates closely with 5 global health subcommittees in Germany, Sierra Leone, Kenya, Malaysia, and the European Parliament.
- Those global health subcommittees are located in 3 of UNITE’s Chapters, namely Western Europe, Eastern and Southern Africa and Central and Western Africa.
HOW CAN WE ACHIEVE THIS OBJECTIVE?

There are several leads to explore in order to strengthen the work of the IFGH and the support of Global Health Subcommittees worldwide:

- **Attract more partners to support the IFGH and find a source of funding to dedicate a member of UNITE secretariat to the development of the IFGH.** This full-time collaborator will be able to build the strategy and work plan, recruit and coordinate the secretariats of several networks, and ensure UNITE and the Parliamentary Network on the World Bank and IMF are in the right position to guide the progress of the working group.
- **Strengthen the collaboration between UNITE and the Parliamentary Network on the World Bank and IMF** and invest in the organization of more common campaigns and global actions focusing on health financing.
- **Fundraise for and hire regional coordinators** who will be able to adapt UNITE’s work to each Chapter and will successfully develop strong collaboration with national and regional Global Health Subcommittees. Most importantly these consultants will be able to sustain the collaboration beyond the signature of an MoU and carry the work towards measurable impact in-countries.

3. A GLOBAL HEALTH POLICY LAB FOR PARLIAMENTARIANS

Growing the network and its connectivity goes with growing its added value. Why does a member join UNITE? What can UNITE bring to their work? To answer those questions, UNITE has chosen to develop and increase its production of information and guidance to parliamentarians. More than creating scientific evidence, UNITE will serve as a policy lab where science meets public policy and proposes a series of action plans for parliamentarians who wish to take the agenda forward in their countries.

METRICS AND OBJECTIVES FOR 2025

- UNITE aims at establishing a **sustainable fellowship program** with a community of 25 committed fellows.
- UNITE aims at holding **regular global health policy workshops** for parliamentarians and parliamentarian staff with a special focus on capacity building including on digital literacy.
- UNITE aims at **positioning the Global Summit as one of the Global Health calendar’s milestones**, and the only platform to connect with more than 100 policymakers on global health topics.
- UNITE aims at developing solid partnerships with universities and **sign at least 10 Memorandum of Understanding with International Schools and Universities**.
- UNITE aims at developing and leading **5 international classes on Global Health Parliamentary Diplomacy** worldwide.

WHERE WE ARE NOW (JANUARY 2022)

- UNITE is currently in the **process of building its Fellowship program**. The program is set to start in January 2023 and aims at recruiting 10 fellows in the first year.
- UNITE holds **regular workshop for parliamentarians with an average of two events a month**. Not all these events are policy oriented and UNITE aims at
working closely with its partners to present concrete policy solutions to parliamentarians.

- **UNITE 2021 edition of the Global Summit was a success** with more than 1100 participants, including 110 policymakers from 100 countries. The Summit was held online in an interactive platform, allowing exchanges and networking between policymakers and participants. For its 2022 edition, UNITE is planning the Summit to be in-person from the 5th to the 7th of December.
- **UNITE is currently in the process of signing an MoU with the Austral University in Argentina and the University of Miami in the United States.**
- **UNITE will hold its first class on global health parliamentary diplomacy** at an international workshop in collaboration with the Austral University in April 2022. UNITE is also putting together a dedicated workshop focusing on the same topic and for the second semester of classes at the Austral University.

**HOW CAN WE ACHIEVE THIS OBJECTIVE?**

There are several leads to explore in order to establish UNITE as an effective policy lab for parliamentarians who wish to take the agenda forward in their Parliaments:

- **Attract partners to support the fellowship program and find a source of funding to dedicate a member of UNITE secretariat to the development of the fellowship.** This full-time collaborator will be able to build a strategy, recruit, and maintain fellows’ engagement, ensuring high quality and regularity of content produced.
- **Maintain an intensive work of external relations and strategic partnerships** to place UNITE as an essential collaborator for workshops and events. That way, more than developing all events itself, UNITE can also collaborate with its partners by inviting a speaker or calling for participants, balancing the level of engagement of the secretariat and members in the monthly workshops expected to happen.
- **Hold the third edition of the UNITE Global Summit in person and increase fundraising and visibility of the event.** Explore the possibility of using the summit fundraising to hire a dedicated member of the secretariat for the organization of it.
- **Develop a network of focal points at universities** by researching interesting profiles but also attending workshops and academical events. Assess UNITE’s network and the members’ relationship with academia as many of UNITE’s members are deeply involved in the national academic sphere.

**4. A DRIVER FOR POLICY CHANGE**

Combining a stronger and more connected network to a dynamic platform of information gives the right tools for UNITE’s members to act, whenever a window of opportunity opens. With that in mind, the last, but not less essential pillar of this strategy focuses on identifying the windows of opportunity for change and communicating them in a timely manner to the right audience. UNITE will act as a conductor for change orchestrating the flow of information and directing it to the people who can implement it the right way.

**METRICS AND OBJECTIVES FOR 2025:**

- **UNITE aims at developing five dedicated Policy Desks** to lead its work in specific global health areas of intervention.
UNITE aims at launching a mobile application or platform extension of the website for members in order to communicate with them in a timely and efficient manner.

UNITE aims at developing policy calculators within the UNITE application or website to guide parliamentarians work with scientific evidence-based information turned into policy suggestions.

WHERE WE ARE NOW (JANUARY 2022)

UNITE has established two policy desks since 2021. The first one, the Drug Policy Desk, is currently in its second phase of implementation and will run from February to October 2022. The second one is the Digital Health Policy Desk and will be inaugurated in March 2022 for a period of three years.

UNITE secretariat has started brainstorming on the application and/or website features and has already reached out to several developers to carry out the first phase of the project. UNITE seeks to fund the development of the application and is currently assessing potential collaborators. The development is set to take six months, and the Secretariat aims at launching the tool in 2024.

HOW CAN WE ACHIEVE THIS OBJECTIVE?

There are several leads to explore in order to develop UNITE’s capacity to open windows of opportunities for change for its members:

- **Invest and focus UNITE’s activities in the already existing policy desks.** Throughout the first phase of the Drug Policy Desk project, UNITE Secretariat observed that parliamentary engagement was enhanced by the focus on a specific area of intervention. It is therefore essential to invest more of global parliamentary engagement work to feed into the desks and enhance their success. The success of the desks will help renewing already existing partnerships and attract new ones. It will also participate in building UNITE’s impact narrative.

- **Look for new opportunities of policy desks** and assess the potential collaborations related to those.

- **Attract partners to support the development of UNITE’s application** and find a source of funding to collaborate with an app developer company.
FUNDRAISING

This strategic plan will be supported by continuous fundraising driven by UNITE’s Secretariat with the guidance of its board members, aiming at consolidating a sustainable and diverse model of funding by the end of the cycle, enabling opportunities to enlarge UNITE’s scope of work and intensify UNITE’s capacity to support parliamentarians in driving change for stronger global health systems.

MONITORING AND EVALUATION

The Strategic plan presented above is set to be developed throughout a four-year period. Deliverables and objectives listed above will be divided into yearly commitments and thoroughly monitored by the Secretariat through the use of Salesforce CRM tool.

The strategic plan is set to be assessed every year, and a report on progress will be presented to donors, partners and to the non-executive Global Board in a yearly basis.

ACKNOWLEDGEMENTS

The UNITE Secretariat wishes to thank all members, partners, and collaborators who have fed in the process of developing this strategic plan as well as its long-time supporters who make our work possible every day.