MPP STRATEGY

2026 - 2030

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FOREWORD

This year, MPP celebrated 15 years since its establishment in 2010. At the time, major challenges in accessing newer, more effective medicines for HIV were having devastating consequences for millions of people, particularly the most vulnerable. During these years, MPP and its partners contributed to a major increase in the number of people accessing quality-assured WHO-recommended essential medicines for infectious diseases, like HIV. Today, in the wake of the most devastating pandemic in a century, with funding cuts in global health, rising mortality from non-communicable diseases and increased risk of health emergencies, the world finds itself once again at a crossroads.

MPP's new 5-year strategy reflects MPP's evolution in recent years to address these challenges. While we continue to support affordable access to essential medicines in low- and middle-income countries (LMICs) through licensing and technology transfer, we are also committed to supporting a more geographically diversified manufacturing ecosystem and a safer, more resilient global community, better prepared to respond to future health emergencies. We look forward to working with our many partners on this journey through this ambitious new 5-year strategy.

Marie-Paule Kieny
Chair of the Board

Charles Gore
Executive Director

SETTING THE SCENE - A CHANGING GLOBAL HEALTH LANDSCAPE

In recent years, the global health landscape has undergone significant transformations, the full impact of which remains unclear. The COVID-19 pandemic served as a wake-up call, revealing how quickly hard-won health gains can be reversed. It underscored the critical need to continue investing in robust and resilient health systems, as well as in mechanisms that ensure equitable access to health products that enhance quality of life and save lives.

Reduced funding for global health, combined with a shift in focus towards other priorities, threatens to further weaken health systems and their capacity to meet the needs of populations, especially the most vulnerable. **Today, nearly 2 billion people in LMICs still lack access to the medicines they need.** The challenge of achieving global health targets under the UN Sustainable Development Goals (SDGs) is now more evident than ever.

DESPITE THE CHALLENGES, THERE ARE SIGNIFICANT OPPORTUNITIES TO ADVANCE EFFORTS IN REDUCING PREVENTABLE MORBIDITY AND MORTALITY.

For example:

- Emerging technologies and health products, both developed and in development, have the potential to transform the treatment and prevention of numerous diseases.
- There are increasing efforts to expedite access to innovative health products and enhance health equity.
- Governments and other stakeholders are placing greater emphasis on improving the security of health product supply by supporting regional pharmaceutical production ecosystems.
- The recent WHO Pandemic Agreement established a framework for governments and stakeholders to collaborate in making the world safer.

MPP'S RELEVANCE IN THE CURRENT LANDSCAPE

Against this background, the relevance of MPP's model, expertise and approach has never been greater:

- Groundbreaking innovation calls for sustainable models to accelerate access, particularly in countries with significant needs and limited financial resources.
- Reduced international funding for global health highlights the need to stretch available resources further and make key health products more affordable to expand coverage.
- Supply disruption caused by geopolitical, climatic or health crises highlight the need for expanding regional manufacturing for critical health technologies to improve supply resilience and health security.

Licensing and technology transfer via MPP provide a sustainable model to make new health products and technologies available in LMICs sooner, to more people, and at more affordable prices.

MPP'S LICENSING MODEL RELIES ON:

- Licensing terms and conditions that meet public health objectives and result from extensive consultations with stakeholders.
- A trusted Expression of Interest (EOI) mechanism for selecting licensees.
- State-of-the-art licence management infrastructure that supports manufacturers to rapidly develop, register and supply the licensed products, while monitoring compliance.
- Qualified manufacturing partners across all regions.
- Partnerships with governments to ensure MPP supports their needs.
- A network of global health partners, including market-shaping organisations, across multiple disease areas focusing on addressing access challenges holistically.
- Strong engagement with communities and people with lived experience of specific diseases to inform product selection and licensing approaches, and support demand creation.
- Technology transfer expertise that can support manufacturers to absorb the technology in question and enable rapid development.
- A good understanding of market dynamics in global health.
- A 15-year track record of delivering on access.

HOW LICENSING AND TECHNOLOGY TRANSFER THROUGH MPP CONTRIBUTE TO IMPROVED AVAILABILITY, AFFORDABILITY AND SUPPLY SECURITY

CHALLENGE	HOW LICENSING AND TECHNOLOGY TRANSFER HELP	MPP'S ROLE
Availability	Leverages the geographical footprint of different suppliers to reach more countries and enable broader access.	MPP works on selecting the most suitable licensees for the product in question and works closely with them to support rapid development and wide registration throughout the licence territory; provides market intelligence to support access strategies, and partners with multiple organisations that support product introduction and scale-up.
	Exploits the manufacturing capacity of multiple manufacturers to meet volumes needed in LMICs.	
	When licensing is undertaken early, it enables faster availability of key health products.	
	Technology transfer can help to accelerate product development by licensees and enable earlier access.	
Affordability	Healthy competition among licensees contributes to reducing prices and improving affordability.	MPP works with licensees, governments, funders and procurement agencies to ensure healthy competition and promote affordability; contributes to market shaping initiatives by partners such as Unitaid; and engages with governments to inform of opportunities under MPP licences, bringing transparency on patent status and supporting adoption and inclusion in government procurements.
	Lower prices may facilitate inclusion in public sector procurement lists, reducing the need for patients to pay out of pocket.	
	Licensees' lower costs of production for some products contribute to greater affordability.	
Supply security	Having suppliers closer to the people who can benefit and focused on supplying domestic/regional markets can help to minimise the risk of shortages and supply disruptions.	MPP supports regional manufacturers in developing quality assured products, thus contributing to the development of a regional manufacturing ecosystem and greater supply security.
	Enables greater responsiveness to local needs and greater resilience in times of crisis or emergencies.	

WHY LICENSING MAKES BUSINESS SENSE

Access to new markets and increased patient reach	Risk mitigation and reduced operational costs	Production capacity optimisation	Corporate social responsibility (CSR)	Contribution to global health security
Licensing enables innovators to make their products available in countries where commercial returns are otherwise limited and, where appropriate, earn royalties from licensees. This results in increased patient reach and can generate additional revenues.	Sharing supply, marketing and distribution efforts with LMIC-based manufacturers reduces operational costs and risks. It may also help mitigate reference pricing.	Allows innovators to focus their manufacturing capacity on higher margin markets while ensuring product availability in LMICs.	Demonstrates leadership in global health and supports sustainability and social impact. This positively contributes to employee recruitment and retention.	Contributes to shared responsibility for making key products widely available for rapid response to health emergencies.

For further information, see MPP publication: "Voluntary licensing: right for health, smart for business"

MPP'S STRATEGIC DIRECTION

The present strategy reflects the evolution in MPP's approach to better respond to the current landscape. In particular, the following are the key strategic directions of MPP's strategy for the 2026-2030 period.

- **Focus on community, government and regional needs and priorities:** responsiveness to needs will be more important than ever, as countries seek to respond to funding constraints and focus on meeting the most pressing health needs of their populations.
- **Strengthened partnerships in the broader access ecosystem:** leveraging its core expertise in licensing and technology transfer, MPP will continue to partner with organisations with complementary expertise to support a broader, better coordinated approach to access. MPP will also continue partnering with universities and research organisations to include affordable access provisions early in the licensing process.
- **Improved agility to seize emerging opportunities:** while MPP will maintain its current efforts in therapeutic areas and technologies where it is currently active, it will enhance its ability to quickly assess and seize emerging opportunities in other areas or technologies, especially in response to country requests.
- **Closer integration with national health systems:** MPP will work with partners to support the manufacturing and scale-up of priority health products to facilitate their inclusion in national health systems and public procurement.
- **Stronger consideration to private markets:** which serve as the primary access route for health products in certain disease areas and where affordability challenges can be severe, driving families into poverty.
- **Greater attention to "climate-smart" products and products that are ideally suited for scale-up in resource-limited settings:** this includes heat-stable formulations, long-acting innovations, products with a lower carbon footprint or that are easier to store, distribute, deliver and administer.
- **Further work on possible incentives:** to enable more countries to benefit from MPP agreements and to encourage more companies to partner with MPP.
- **Tailoring interventions to specific circumstances:** as MPP works to strengthen its ability to respond to specific country needs, it will continue to tailor the terms and conditions of its licensing and technology transfer agreements and partnerships to cater for different contexts.
- **Institutional capacity-building:** where possible, MPP will seek to support national or regional institutions through capacity building to contribute to improved health system resilience.
- **Continued focus on health security:** supporting a more equitable response to future health emergencies will be a key pillar of MPP's work, by working with partners to enable the geographically diversified manufacturing of pandemic-related health products.

BUILDING ON PAST ACHIEVEMENTS

MPP's key achievements of the past 15 years provide the foundation for our new strategy.

Collaborations established

- With 22 originator pharmaceutical companies and other innovators
- 93 manufacturing partners in 24 different countries
- 30+ universities

Treatments supplied

- Over 62 billion doses supplied in 148 countries
- Resulting in 168 million patient years of treatments

Products developed

- 40 products supplied by MPP licensees, including 7 paediatric formulations
- 6 new products first developed by MPP licensees

Savings generated

- USD 2.6 billion saved from the procurement of more affordable health products
- Lowest price ever achieved for a WHO-recommended HIV regimen, following over 50% price reductions since the launch of TLD

Health impact achieved

- 2.2 million deaths and 51 million DALYs averted by the supply of licensed products
- Including 62,000 deaths and 1.4 million DALYs averted, directly enabled by MPP's interventions

Technology transferred

- Technology transfer supported for 15 manufacturing partners in LMICs across Africa, Asia, Europe and Latin America

Contributed to better pandemic preparedness

- 7 manufacturers supported to develop antivirals against COVID-19
- 16 manufacturers supported on the journey to becoming GMP-certified to manufacture and supply mRNA vaccines

Norms influenced

- Licensing established as standard access strategy in some disease areas
- Unprecedented transparency enabled in patent and licensing information
- Innovative royalty mechanism developed to enable additional countries to access innovative products
- Norms influenced in access licensing terms and conditions

Partnerships forged

- Partnerships established with ministries of health, procurement entities, regulatory authorities and patent offices in over 50 countries
- Worked with hundreds of civil society, community-based organisations and patient groups across multiple disease areas
- Engaged with research institutions to integrate access commitments into licensing for early-stage technologies.

MPP'S STRATEGIC FRAMEWORK

Vision

A world in which people in need in LMICs have rapid, secure and sustainable access to effective and affordable medical treatments and health technologies

Mission

Our mission is to increase equitable access to innovative medicines and other health technologies through public health-oriented voluntary licensing and technology transfer

MPP'S STRATEGIC GOALS

GOAL 1	GOAL 2	GOAL 3
CATALYSE AFFORDABLE ACCESS TO KEY QUALITY-ASSURED HEALTH PRODUCTS	ADVANCE DIVERSIFIED AND SUSTAINABLE MANUFACTURING OF HEALTH PRODUCTS AND TECHNOLOGIES	STRENGTHEN EQUITABLE HEALTH EMERGENCY PREPAREDNESS AND RESPONSE
EXPECTED OUTCOME		
Critical new health products become widely available sooner in LMICs at more affordable prices.	Key health products are increasingly supplied in LMICs by regional and local manufacturers.	Mechanisms are in place to enable timely and equitable access to countermeasures in the event of health emergencies.

ORGANISATIONAL ENABLERS	GUIDING PRINCIPLES	
Operational efficiency	Public health orientation	Flexibility
Skilled human resources	Equity	Complementarity
Effective partnerships	Collaboration	Quality
Sustainable financial resources	Transparency	Sustainability

TARGET

Between 2010 and 2030:

50 new health products will have been supplied in LMICs thanks to public health-oriented voluntary licensing and technology transfer

STRATEGIC GOAL 1

CATALYSE AFFORDABLE ACCESS TO KEY QUALITY-ASSURED HEALTH PRODUCTS

Expected Outcome:

Critical new health products become widely available sooner in LMICs at more affordable prices.

The Challenge

There is a persistent lag in the availability of essential medicines, with key innovative treatments for many diseases becoming available in LMICs many years after their first launch elsewhere. Even when such treatments are available, they are rarely procured at scale, largely due to **unaffordability**, leaving people to pay out of pocket for many of the health products they need. This drives households into poverty or results in avoidable morbidity or mortality.

MPP's approach & focus

Catalysing the availability and affordability of innovative health products in LMICs has been at the core of MPP's activities since its establishment. Through its licensing agreements, MPP and its manufacturing partners have contributed to making innovative products available sooner and at more affordable prices in 148 countries. Going forward, the focus will be on therapeutic areas within which MPP is already active, such as HIV, tuberculosis, viral hepatitis, maternal health and oncology, as well as in other areas where MPP has prioritised or will be prioritising products or technologies for licensing.

MPP will also continue working to include access provisions in licensing agreements for early-stage medical technologies, with a particular focus on ensuring affordable access in LMICs.

To meet Strategic Goal 1, MPP will:

1. **Identify priorities:** Consultations with governments, medical experts, affected communities and people with lived experience will help MPP understand needs and flag promising health products or technologies. This will inform MPP's prioritisation process to select the most impactful health products.
2. **Develop licences and access partnerships:** Once priority health products are identified, MPP will develop the case for licensing those products and engage with pharmaceutical companies and other innovators to explore opportunities for accelerating access via licensing agreements. Such bespoke, transparent agreements will seek to maximise health impact while taking into consideration the interests of all parties in enabling sustainable access.
3. **Implement agreements to deliver on access:** MPP will select appropriate and geographically diversified licensees based on market analysis and support them in developing, registering and making needed health products available in LMICs. Where needed, technology transfer will be an integral part of MPP's support to licensees. MPP will also partner with Unitaid, governments, civil society and other public health organisations to support the introduction and scale-up of licensed products and contribute to addressing other access barriers. This will include working with stakeholders that can contribute to supporting demand creation, including through market shaping interventions. Depending on the technology and therapeutic area, MPP may work through broader coalitions to enable coordinated action.
4. **Support inclusion of access commitments in health R&D:** In addition to partnering with innovator, and generic and biosimilar pharmaceutical companies, MPP will also continue to work with universities, public research organisations and funders to embed equitable access commitments early in the development of new health products. This work will help lay the foundations for future access to products being discovered today that could be the life-saving health solutions of tomorrow.
5. **Disseminate strategic information:** MPP will work on further developing and disseminating strategic information that supports buyers, implementers, manufacturers, innovators and access advocates in making informed decisions to facilitate delivery of health products and technologies. This will be done through various mechanisms, including the following tools it has developed:

   i. **Access to Medicines Tracker:** a tool that provides detailed information on the registration and supply of MPP-licensed products in LMICs.

   ii. **MedsPaL:** the largest free online repository of patent information in LMICs, widely used by procurement agencies and other global health actors.

   iii. **LAPaL:** the largest free online repository of clinical, technical, regulatory and patent information on long-acting products and technologies of public health importance in LMICs.

TARGETS:

In this strategic period we aim to negotiate 6-8 new licensing agreements and conclude 20-25 access commitments with R&D organisations and funders

SUPPORTING ACCESS TO HIV TREATMENT AND PREVENTION

Since 2010, MPP, Unitaid and partners have contributed to revolutionising HIV treatment access around the world, with over 24 million people now on MPP-licensed treatments. **New, more effective HIV treatments have been made available faster, to more people and at more affordable prices than ever before.** But many challenges remain.

Key Challenges in HIV Treatment and Prevention

MPP will continue working with partners to facilitate affordable access to cutting-edge treatments and prevention tools including for comorbidities. In the context of reduced donor funding, the focus will be on medicines that support less frequent administration, improved adherence, lower treatment costs or improved viral suppression. Emphasis will be placed on coordination with government treatment programmes, communities, Unitaid and other global health organisations and funders to facilitate introduction and rapid scale-up.

ADDRESSING THE RISING TIDE OF NON-COMMUNICABLE DISEASES (NCDs)

While significant progress has been made in expanding access to innovative treatments for infectious diseases in LMICs, access to important new essential medicines for NCDs remains limited. Recent data confirms a persistent delay in the introduction of such therapies in LMICs, alongside severe affordability challenges where treatments are available. Access to NCD care in these settings is hindered by a range of complex, interconnected challenges — including limited funding, overstretched health systems, a shortage of trained healthcare professionals, and for some conditions, limited diagnostic capacity.

In response, MPP focuses on identifying and facilitating access to products, through licensing, that can help relieve pressure on health systems, address unmet medical needs and improve the standard of care. As in other areas, MPP will continue to work closely with governments, medical experts and people with lived experience of specific diseases to ensure that its work is guided by country and community priorities. MPP's approach is embedded within broader partnerships aimed at tackling access barriers comprehensively such as the Access to Oncology Medicines (ATOM) Coalition. Where appropriate, MPP will also explore opportunities to support regional manufacturing of NCD medicines.

MATERNAL AND CHILD HEALTH

MPP licences have facilitated the development of adapted paediatric formulations and access to age-appropriate treatments, such as dispersible tablets for young children. MPP will continue to work with partners to facilitate accelerated access to medicines for children, through its licensing agreements, as well as through collaboration with, and support for, the WHO's Global Accelerator for Paediatric Formulations (GAP-f) and its partners.

MPP has also recently enhanced its focus on maternal health. In particular, MPP is involved in supporting Unitaid and its partners to improve access to, and support regional manufacturing of medicines for post-partum haemorrhage (PPH), which results in 70,000 deaths each year, predominantly in sub-Saharan Africa and South Asia. MPP will continue to make maternal health a priority by focusing on health technologies that may offer improved outcomes in LMICs or simplified treatment.

LEVERAGING THE STRATEGIC PARTNERSHIP WITH UNITAID

As a leading global health actor devoted to accelerating the introduction and adoption of innovative health products in LMICs, Unitaid is not only a key funder of MPP, but also a natural strategic partner.

Since establishing MPP in 2010, Unitaid's complementary investments have contributed to MPP-licensed products being developed, adapted, recommended, approved, introduced and scaled up in a large number of countries. This partnership will be further strengthened during the next strategic period, as MPP's licensing will complement and support Unitaid in addressing health challenges relating to HIV treatment and prevention and related comorbidities, viral hepatitis, tuberculosis, maternal and child health, pandemic preparedness and response, long-acting formulations and regional manufacturing of health products.

Unitaid
SAVE LIVES FASTER

STRATEGIC GOAL 2

ADVANCE DIVERSIFIED AND SUSTAINABLE MANUFACTURING OF HEALTH PRODUCTS AND TECHNOLOGIES

Expected Outcome:

Key health products are increasingly supplied in LMICs by regional or local manufacturers.

The Challenge

Recent crises, including the COVID-19 pandemic, have highlighted the challenges deriving from the concentration of the manufacture of health products in a small number of countries. A mix of export controls, supply constraints, price volatility and a focus on more profitable markets, have resulted in widespread supply disruptions in many LMICs with significant consequences for access to vaccines, medicines and diagnostics. As a result, many countries and regions have prioritised domestic and regional manufacturing as a way to improve security and continuity of supply.

MPP's approach & focus

Advancing diversified and sustainable manufacturing of health products and technologies is an integral part of MPP's previous strategy. In the context of the mRNA Technology Transfer Programme, MPP and its partners have been supporting the development of manufacturing capacity for mRNA health products in 15 countries. In diagnostics, MPP is working with WHO's Health Technology Access Programme (HTAP) and other partners to support the capacity to manufacture rapid diagnostic tests. In medicines, MPP has broadened its criteria for licensee selection, and adapted its operations to work with manufacturers in all continents to develop and supply key treatments, including biotherapeutics.

MPP will continue to focus its efforts on supporting manufacturing capacity, including through the transfer of technology prioritised by regional and country partners. This will include health products for which there is a critical need for strengthened capacity, and platform technologies such as those that may be important for health emergency response.

To meet Strategic Goal 2, MPP will:

1. **Diversify licensees:** In recent years, MPP has taken significant steps to geographically diversify its licensees for the products it has in-licensed. These efforts include refining selection criteria to enable the inclusion of manufacturers with regional or local footprints; enabling regional calls for licensee recruitment; and partnering with other organisations to deliver more coordinated capacity-building support to regional manufacturers. This approach will be further expanded under the 2026-2030 strategy.
2. **Assess opportunities:** MPP will collaborate with governments, regional organisations and local manufacturers to identify priority products and technologies suitable for regional production. Projects will be selected based on technical and economic feasibility, interest and commitment from governments and other prospective buyers, availability of funding, and the potential for MPP's support to enhance the likelihood of successful implementation.
3. **Match suppliers with recipients:** MPP will engage with potential technology holders, including innovators, generic and biosimilar producers, contract manufacturers, and academic institutions that may be in a position to supply the technology or intellectual property required by manufacturers in LMICs and explore partnership opportunities. MPP will also engage with technology recipients to undertake gap assessments of manufacturer capabilities and develop customised technology transfer plans.
4. **Support technology transfer:** where appropriate, MPP will provide technical and project management support to manufacturers to facilitate technology absorption. The key objective of MPP's technology transfer support will be to facilitate and streamline the transfer of technology between the sender and receiver with a focus on delivery within the predetermined timeframe and expected product quality standards.
5. **Contribute to sustainable regional manufacturing ecosystems:** MPP will contribute to initiatives aimed at enhancing the economic sustainability of regional manufacturing capacity for priority health technologies. This includes engaging with national governments, local manufacturers, regional institutions, and partners such as Unitaid, WHO and the Global Fund to support market-shaping initiatives and align with broader policy goals to strengthen health system resilience and equitable access to medical products.

TARGETS:

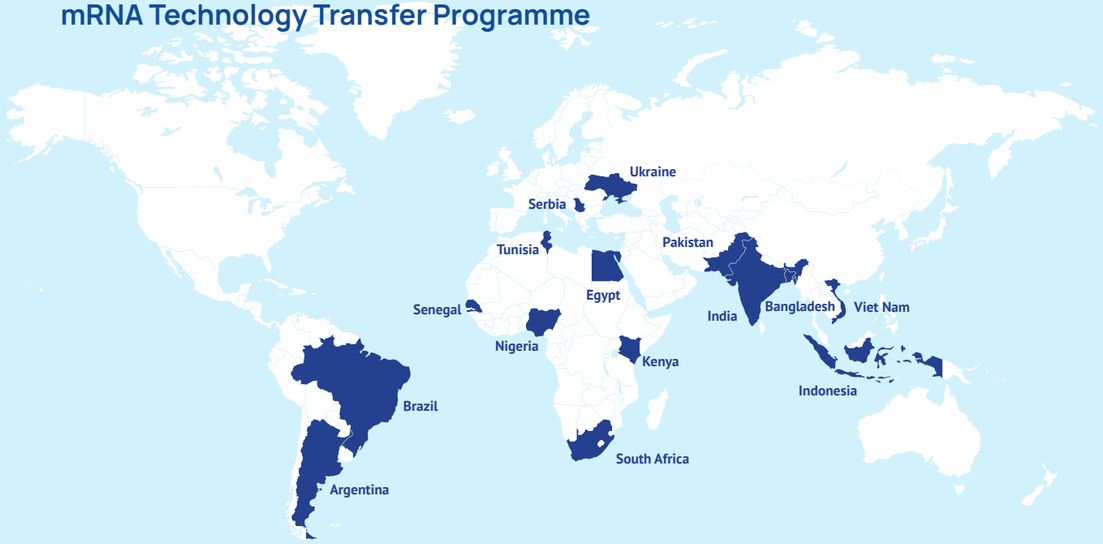
We aim to sign 10-12 agreements with regional manufacturers and establish 4-6 partnerships with governments and regional organisations

BUILDING CAPACITY THROUGH MULTILATERAL SOUTH-SOUTH TECHNOLOGY TRANSFER

The mRNA Technology Transfer Programme is a global initiative co-led by WHO and MPP that aims to establish sustainable mRNA manufacturing capabilities in LMICs. It is based on a multilateral South-South technology transfer model that is enabling 15 countries to acquire the necessary technology, skills and capabilities to develop and manufacture mRNA vaccines and therapeutics. Under the Programme, a centre for mRNA Technology Development and Transfer was established at Afrigen in South Africa, where an mRNA vaccine platform technology was developed. This platform technology is now being transferred, along with comprehensive training, to manufacturing partners in 14 countries.

While the Programme initially focused on mRNA vaccines targeting COVID-19, its scope has expanded to support long-term sustainability by developing product pipelines. This includes the development of other mRNA-based products targeting high-priority diseases in LMICs. In parallel, opportunities for in-licensing enhancements and disease-specific applications of mRNA technology are actively being explored. This evolution has fostered the creation of R&D consortia and product development initiatives led by researchers and manufacturers in LMICs. Continued efforts are underway to further advance the technology, ensuring that transferred platforms incorporate the latest innovations in mRNA science.

Location of manufacturers involved in the mRNA Technology Transfer Programme



FACILITATING DIAGNOSTIC CAPABILITIES THROUGH HTAP

Rapid diagnostic tests (RDTs) have played a transformative role in many LMICs. They reduce the costs of testing and improve the linkage to care for many infectious diseases, including HIV, malaria and hepatitis. They were also central to the COVID-19 response, enabling rapid diagnosis and becoming the basis for strategies to combat the virus. Manufacturing capacity for RDTs, however, remains limited in many parts of the world, particularly in Africa.

It is in this context that MPP is partnering with WHO under the Health Technology Access Programme (HTAP) and diagnostic company SD Biosensor to contribute to the development of manufacturing capacity for RDTs, with a particular focus on Africa. This is part of a broader set of initiatives to support regional manufacturers to develop quality-assured products and become competitive in a challenging marketplace. Going forward MPP will continue to work with WHO and partners to license and support sustainable manufacturing of key platform technologies.

SUPPORTING REGIONAL MANUFACTURING OF MEDICINES IN AFRICA – THE MEDSURE AFRICA PROJECT

As part of its strategy to strengthen regional manufacturing of essential medicines in Africa, MPP is contributing to the Medicines Supply Resilience (MedSuRe) Africa project, a programme funded by Unitaid and the European Union. MedSuRe Africa is led by USP, in partnership with Maisha Meds, Market Access Africa, and the Medicines for All Institute at Virginia Commonwealth University, with additional collaboration from Health 4 Development, and aims to increase regional manufacturing of quality-assured medicines for HIV, malaria, and postpartum hemorrhage (PPH).

Regional manufacturing is key to improving Africa's health security, but limited access to technologies and raw materials, a shortage of skilled personnel, challenging market dynamics, limited access to financing, and difficulties in establishing cost-competitiveness remain challenges. The MedSuRe project will expand manufacturing capacity for quality-assured medicines, strengthen the enabling environment for African-made health products, and improve readiness and resilience for future pandemics.

The MedSuRe Africa project is made possible with the support:

Unitaid SAVE LIVES FASTER

Co-funded by the European Union

STRATEGIC GOAL 3

STRENGTHEN EQUITABLE HEALTH EMERGENCY PREPAREDNESS AND RESPONSE

Expected Outcome:

Mechanisms are in place to enable timely and equitable access to countermeasures in the event of health emergencies.

The Challenge

The COVID-19 pandemic shed a spotlight on the consequences of inequitable access to key health commodities during health emergencies. It also highlighted the lack of mechanisms to rapidly scale-up production of medical countermeasures, particularly in LMICs. The recent revision of the International Health Regulations and agreement on a Pandemic Treaty have provided a framework for improved preparedness and response during health emergencies. Licensing and technology transfer have been identified as tools to promote timely and equitable access to pandemic-related health products, particularly for developing countries.

MPP's approach & focus

MPP has been working on two initiatives aimed at improving pandemic preparedness and response. The first is the mRNA Technology Transfer Programme, which seeks to enable 15 LMIC-based manufacturers in Africa, Asia, Europe and Latin America to develop the capacity to manufacture mRNA vaccines and therapeutics. The speed and adaptability of mRNA technology makes it particularly suited for emergency response. The second has been to enable the manufacturing and supply of pandemic-related antivirals in LMICs by licensing promising treatments and working with manufacturers and other partners to facilitate access. These initiatives started during the COVID-19 pandemic and will continue to be focus areas for MPP as it seeks to contribute to a more equitable and timely response to future health emergencies.

To meet Strategic Goal 3, MPP will:

1. **Advocate for geographically diversified manufacturing of pandemic-related products:** MPP will advocate for the geographically diversified manufacturing of pandemic-related health products through licensing and technology transfer, as an integral part of policies and plans for pandemic response. It will support WHO and its Member States in implementing relevant provisions of the Pandemic Treaty. It will also build on its continuing work with funders, universities and research organisations to promote the inclusion of relevant access provisions in funding and licensing agreements for early-stage technologies that reflect the principles in the Pandemic Treaty.

2. **Develop a network of manufacturers:** Building on the network of antiviral and vaccine manufacturers it worked with during COVID-19, MPP will work with WHO, its Member States, Unitaid and partners to support the development of a network of pre-assessed geographically diverse manufacturers that could contribute to the manufacturing of pandemic-related health products and assess their ability for scale-up during health emergencies.

3. **Engage with developers:** MPP will engage early with developers of pandemic-related health products to support the development of access strategies and explore possible licensing terms. Where possible, MPP will also enter into licensing agreements with developers of health products or platform technologies that could have applications during health emergencies.

4. **Leverage regional manufacturing projects:** MPP will seek to leverage the regional manufacturing projects in which it is involved (described under Strategic Goal 2) to support preparedness for future health emergencies. Geographically diversified capacity to manufacture quality-assured mRNA vaccines, rapid diagnostic tests and therapeutics could be critical to enable a more resilient and equitable response. With respect to mRNA products, product development initiatives that will enable manufacturers to maintain the capabilities acquired via the programme outside of health emergencies, will be important for pandemic preparedness and response.

5. **Assemble a pool of technology transfer experts:** to support the above activities, MPP will assemble a pool of technology transfer experts able to be mobilised in the event of a health emergency.

TARGETS:

We aim to collaborate with 25-30 developers and manufacturers on access to pandemic-related technologies and facilitate 8-12 mRNA product development agreements and initiatives

ACCELERATING ACCESS TO ANTIVIRALS DURING HEALTH EMERGENCIES

Based on its experience in licensing oral antivirals for COVID-19, MPP has identified actions that could contribute to the rapid availability of affordable therapeutics in LMICs during health emergencies. MPP will seek to implement some of these in collaboration with partners, through:

- Support for the development of access plans while candidate medicines are in early clinical development;
- Licensing and technology transfer as early as possible to reduce to a minimum the lag between availability of innovator and generic products for supply in LMICs;
- Pre-assessment of manufacturers to enable rapid selection;
- Streamlined processes and operating procedures for licence implementation during health emergencies.

MPP will continue its collaboration with WHO and with organisations involved in the Therapeutics Development Coalition, including Unitaid, READDI, INTREPID Alliance, DNDi, the International Pandemic Preparedness Secretariat and other partners as part of broader efforts to contribute to boosting the development of new therapeutics against epidemic and pandemic viruses and supporting future access.

PREPARING FOR INFLUENZA VIRUSES WITH PANDEMIC POTENTIAL

According to WHO, another influenza pandemic is inevitable, making it essential for health systems to be well prepared. Vaccines and therapeutics will play a central role in prevention and treatment, and their timely availability will be critical to reducing morbidity, mortality, and economic disruption worldwide. Currently, most global influenza vaccine production capacity is concentrated in high-income countries and would be insufficient in the event of a pandemic.

mRNA-based vaccines offer significant promise as a rapid-response tool, with manufacturing capacity through the mRNA Technology Transfer Programme projected to exceed 2 billion doses annually by 2030. Within this initiative, partners are developing an H5N1 candidate vaccine, with the goal of sharing it within the network once preclinical protection in animal models is demonstrated and clinical safety is confirmed. MPP will continue to support this and other research by partners in the programme that could contribute to improving pandemic preparedness and response.

On the therapeutics front, the MPP is working with WHO to assess global manufacturing capacity for influenza antivirals. MPP is also exploring opportunities to license approved or investigational influenza treatments that could be valuable both for managing seasonal flu and for responding to a pandemic.

HEALTH SECURITY THROUGH LOCAL CAPACITY-BUILDING

As part of a joint initiative with WHO and supported by the Government of Flanders, MPP is contributing to efforts to enhance regional health security in Africa by promoting strengthening localised capacity. Under this pilot initiative, MPP will be working with Flemish institutions, African manufacturers and research partners in identifying priority health technologies and facilitating tailored technology transfer. The aim is to strengthen sustainable systems for research, development, production, and distribution of health technologies, thereby advancing long-term pandemic preparedness across the continent.

ORGANISATIONAL ENABLERS

The funding for MPP is predicated on the impact it achieves and the return on investment it delivers. Externally, the focus is on achieving maximum impact globally and internally on using funds efficiently to ensure administrative costs are kept low and resources are appropriately allocated to support core activities.

The following organisational enablers will support MPP in achieving its strategic goals:

Operational efficiency

MPP launched a programme to standardise and automate its corporate processes in 2024 which will continue to support the effective delivery of activities throughout the new strategic period. The completion of the digital upgrade will allow for greater financial control, budget monitoring and reporting and will reduce both the bureaucratic cost and the burden on staff.

Skilled human resources

The expert staff at MPP, across all departments, are the most important resource needed to implement the strategy. MPP is committed to fostering a diverse workforce by recruiting accordingly and prioritising investments in staff development through training and retention initiatives. Staff will be supported to utilise their expertise towards completing the mission and reducing time on administrative tasks through the introduction of a suite of digital tools. As a small organisation delivering high impact, MPP is committed to cross-functional collaboration and to creating a positive environment grounded in fairness. As such it will continue to embed, demonstrate and evidence its core values — Commitment, Courage, Generosity, and Respect — throughout its operations.

Effective partnerships

The breadth and quality of MPP's partnerships in the global public health ecosystem is critical to achieve its strategic goals. MPP will continue to focus on enhancing such partnerships which lie at the heart of its operating model.

Sustainable financial resources

The total budget for the implementation of the strategy is CHF 60 million (CHF 12 million per year) and MPP is actively engaged in resource mobilisation to raise the necessary funds. This level of funding is consistent with funding levels during the previous strategic period 2023-2025.

MPP STRATEGY IMPLEMENTATION WILL BE GUIDED BY THE FOLLOWING PRINCIPLES:

Public health orientation:
MPP's work is driven by public health needs and its objective is to improve public health outcomes through improved access to health products.

Equity:
MPP is committed to reducing health disparities so that everyone everywhere has access to the most effective health products within the shortest possible timeframe.

Collaboration:
MPP's model is based on collaboration with governments, industry, civil society and other global health organisations to maximise impact.

Transparency:
A commitment to transparency is at the core of the way MPP operates and its licences, decisions and outcomes of its work are made publicly available.

Flexibility:
MPP operates flexibly to meet evolving public health needs, negotiating bespoke licensing and technology transfer agreements to support context-specific solutions.

Complementarity:
MPP complements other access initiatives by working collaboratively across sectors to reinforce the global health ecosystem.

Quality:
MPP believes everyone is entitled to high quality health products and therefore includes strong quality assurance requirements in its licensing agreements.

Sustainability:
MPP aims to support sustainable manufacturing and access to health products and works to build effective business cases for the health products it works on. Where possible, MPP works on climate-smart products that can contribute to reducing the carbon footprint of the pharmaceutical supply chain.

MEASURING IMPACT

Quantifying health and economic impact
With billions of doses of treatments supplied through access-oriented voluntary licensing since 2010, MPP's work has had tremendous impact.

Direct impact of MPP's licences 2010-2025

168 million patient-years of treatment supplied	**1.4 million additional** DALYs averted through MPP licensing
62,000 additional deaths averted through MPP licensing	**USD 2.6 billion** saved from the procurement of more affordable health products

MPP measures the economic and health benefits of its work for people in LMICs using a rigorous peer-reviewed impact assessment methodology. Central to the methodology is the comparison of what has happened as a result of MPP's intervention and what would have happened without that intervention. This enables MPP to quantify how many additional health products have been supplied thanks to MPP's licences, including through the work of its multiple partners. In turn, MPP's impact models show the number of people that have benefitted directly from its work - living healthier, longer lives, as well as the savings that have been generated for the global health community through the procurement of more affordable health products.

Over the 2026-2030 strategy period, MPP will continue to collect data on its impact on an annual basis, and publish the results on its website. In particular, MPP will track the following indicators: DALYs averted, deaths averted, infections averted and economic savings. In addition, in relation to strategic goals 2 and 3 in particular, MPP will also start to track and report on the production capacity enhanced and created in LMICs through its technology transfer activities.

Strategic targets for 2026-2030
It takes several years for the health and economic impact of a new licence or technology transfer agreement to materialise, due to the time that is needed for MPP's activities to result in an approved product being procured, reaching patients and having an impact on people's health.

As such, this new strategy includes the following targets for MPP's activities in 2026-2030 aimed at maximising the potential health and economic impact that will be derived from this work in the future:

By 2030: 50 new health products supplied in LMICs since the establishment of MPP
thanks to public health-oriented voluntary licensing and technology transfer

To achieve this, MPP has set the following targets for the 2026-2030 strategy period:

CATALYSE AFFORDABLE ACCESS TO NEEDED QUALITY-ASSURED HEALTH PRODUCTS	ADVANCE DIVERSIFIED AND SUSTAINABLE MANUFACTURING OF HEALTH PRODUCTS AND TECHNOLOGIES	STRENGTHEN EQUITABLE HEALTH ENERGENCY PREPAREDNESS AND RESPONSE
• **6-8 products** licensed	• **10-12 agreements** signed with regional manufacturers	• **25-30 developers and manufacturers** collaborating on access to pandemic-related technologies
• **20-25 access commitments** concluded with R&D organisations and funders	• **4-6 partnerships** established with governments and regional organisations	• **8-12 mRNA product development initiatives** and agreements facilitated

ABOUT MPP

Established by Unitaid in 2010, MPP is a non-profit UN-backed public health organisation with a mission to increase **equitable access to innovative medicines and other health technologies** through public-health oriented voluntary licensing and technology transfer.

This **partnership model** seeks to enable health innovations to become available sooner, in more countries, to more people.

We work with **innovators** to develop bespoke agreements that can bridge the access gap in many low- and middle-income countries (LMICs); we work with **manufacturers**, particularly in LMICs, to develop, manufacture and supply needed health products at affordable prices; and we work with **governments, civil society, global health and development partners** to enable the introduction and scale-up of innovative products.

We focus on improving the **availability** and **affordability** of new health technologies; on **supporting manufacturers** in LMICs to acquire the necessary capacity, technology and intellectual property to make and supply the health products needed in their countries; and to be **better prepared for future health emergencies.**

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