

**CREATING  
LASTING SOLUTIONS  
THROUGH ROBUST  
COMMUNITY  
ENGAGEMENT**



**STRATEGIC PLAN  
2024-2026**





**ITPC**

**RESEARCHERS**

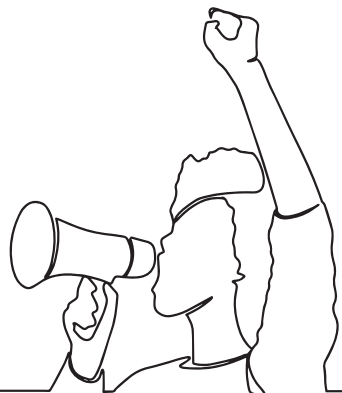
**EXPERTS**

**CHANGEMAKERS**

**ACTIVISTS**

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# CREATING LASTING SOLUTIONS THROUGH ROBUST COMMUNITY ENGAGEMENT

**As we stand on the threshold of another chapter in ITPC’s journey, we commit to building on our 20-year legacy of challenging the status quo, confronting barriers to health equity, and amplifying the voice of affected communities.** Our roots were planted in defiance of injustice and nourished by the steadfast commitment and hard work of communities worldwide. We have shifted from a disease-focused approach to a wider health and community systems orientation that reflects the evolving needs and priorities of communities. With every battle won—from reducing medicine costs to community-led initiatives that saved lives and resources—IIPC validated the incredible power of collective action. Drawing on this core DNA is essential as we chart our way ahead.

In a world increasingly marked by volatility and insecurity, it is crucial to empower communities not only to survive and thrive, but also to be part of the solutions to the challenges they face. Our new strategic plan lays out a clear pathway to achieve this, focusing on **three key strategic focus areas:**

**Build Resilient Communities, Watch What Matters, and Make Medicines Affordable.** These areas are not isolated. They are deeply interconnected, synergistically feeding our mission to achieve health and social justice through robust community engagement.

**OUR SUCCESS LIES IN TURNING THESE WORDS ON PAPER INTO LIVED REALITIES AND A LASTING POSITIVE IMPACT FOR COMMUNITIES AROUND THE GLOBE.**

We have reached a point where we can no longer address community health needs without directly addressing sustainability. **Once, “sustainability” meant keeping the funding flowing. Today, the word has an even more urgent tone, signaling worry about the very survival of life on Earth. Developing a strategic plan in this context is tough. It now calls for a blend of sharp analysis, foresight with a touch of tealeaf reading, and preparedness—skills more crucial than ever in a world of uncertainty.**

In crafting this three-year strategy, we pinpoint three core strategic themes—People, Planet, and Policy—that fundamentally drive our vision. **People** are the bedrock of any society, of any community, and our strategies aim to empower individuals through education, skills building, and active engagement.

A healthy **Planet** is inseparable from human health, and we take our stewardship seriously, engaging in sustainable practices that support both environmental well-being and community resilience. Finally, effective **Policies** are key to driving lasting change; these are born out of good governance models that we passionately champion to ensure the active and meaningful involvement of affected communities.

As we forge ahead, we invite you to join us in this joint effort. Our success lies in turning these words on paper into lived realities and a lasting positive impact for affected communities, especially the most vulnerable, around the globe.

**Thank you for partnering with us to fight for a sustainable future for all.**



**Solange Baptiste**  
EXECUTIVE DIRECTOR



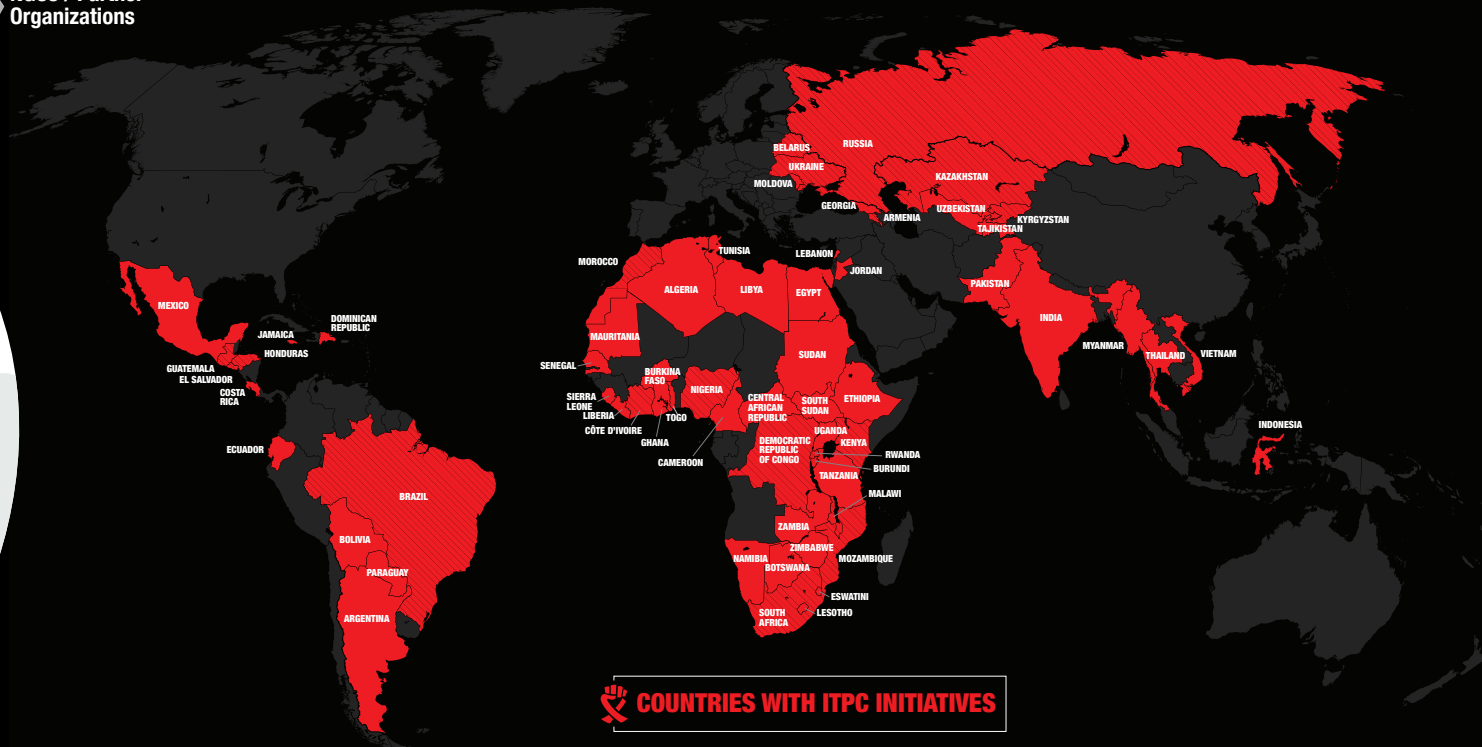
**Nompumelelo Gumede**  
BOARD CHAIR

# ABOUT ITPC

ITPC is an issue-based global organization working to achieve health and social justice for all through robust community engagement.

ITPC was birthed in 2003 in Cape Town, South Africa, by a committed group of 125 HIV activists from 65 countries who refused to accept a world in which people living with HIV were denied access to life-saving medicine. As ITPC grew into a **Global Activist Network (GAN)** advocating for the needs of communities affected by HIV and TB, it also laid the groundwork for community-driven work extending beyond singular diseases and addressing the systemic

issues affecting people’s health and quality of life—exposing and resisting entrenched global power dynamics that consistently prioritize privilege and profit over the right to health and dignity. **Today, we celebrate 20 years, highlighting progress in the fight for equitable access and affordability to treatment, amplifying community power, and building resilience within communities.**



# ABOUT ITPC

## MILESTONES

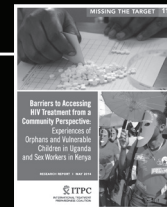


**2003**  
ITPC Founded in Cape Town after the International Treatment Preparedness Summit



**2004**  
First World Community Advisory Board

**2004**  
Launch of the HIV Collaborative Fund for Communities



**2005**  
First Missing the Target Report



**2014**  
Unitaid awards first community grant for advocacy and IP work to ITPC



**2015**  
First patent opposition filed in Argentina



**2016**  
Global Fund regional grant establishing Community Treatment Observatories in 11 countries in West Africa



**2018**  
1st Global Summit on Intellectual Property and Access to Medicine



**2019**  
Launch of Community Advocacy Network (CAN) in Africa

**2019**  
ITPC Global headquarters established in Johannesburg, South Africa



**2022**  
ITPC CLM Keynote Address at AIDS2022



**2023**  
ITPC 20th Anniversary

# OUR VISION, MISSION, AND VALUES



## OUR VISION

All people realize their right to a long, healthy and fulfilling life.



## OUR MISSION

To achieve health and social justice through robust community engagement.



## OUR VALUES

- *Communities of people most affected by a particular issue are at the center of the response.*
- *We work in solidarity as a global movement.*
- *Equity and justice drive our solutions.*
- *We are transparent about our finances and how we work.*
- *We are accountable to communities.*

# ABOUT ITPC

## HOW WE WORK

### ITPC IS AN OPEN AND FLEXIBLE COALITION.

Our central structure is the Global Activist Network (GAN), consisting of community-based organizations, individual treatment activists, partner organizations, ITPC regional networks, and the ITPC global team.

Our GAN invites and fosters the participation and leadership of hundreds of health and social justice activists through information sharing, trainings, and meetings, as well as collaborative policy work, community-led monitoring, advocacy and other community-led interventions. It also gives ITPC the flexibility and responsiveness needed to actively advocate for health and social issues as they arise across the globe and as informed by our **Global Treatment Access Review (GTAR)**. The GAN enables ITPC to be resilient and adaptable in addressing emerging community issues.

We operate around the world and in the world's major languages, including English, French, Spanish, Russian, and Arabic.

### OPERATIONS

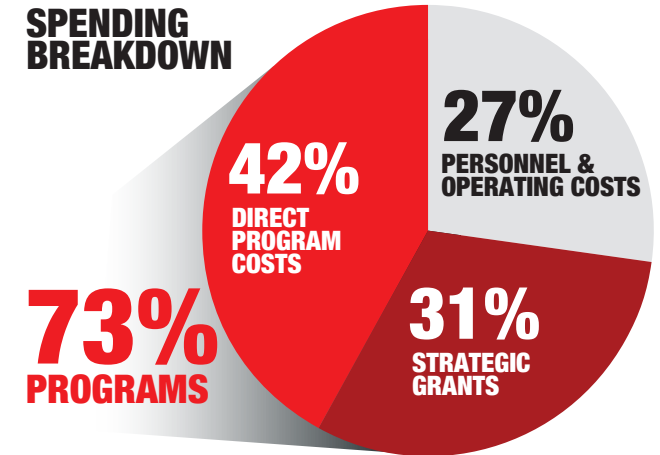
We connect activists and community leaders to tools, resources, grants, policymakers, politicians, and most importantly to each other. We are people-centered and community-led: ITPC was created by communities, for communities, and that value is central to our work. At the end of the day, we care most about our members and are accountable to them.

Our operations hub is situated in Johannesburg, South Africa, and as such, we are governed by South African legislation and corporate governance protocol. We adopt a lean operations model which includes human resources, information technology, procurement and contracting, ensuring that the organization remains operationally efficient, legally compliant and complementary to the core program teams. 80% of our staff lead our programs from the global South.

### VALUE FOR MONEY

ITPC's funding has grown steadily over the past five years, with an average income of just under USD 6 million per annum. Revenue is a mix of both restricted and unrestricted funds coming from multi-lateral agencies, foundations, private sector, individual donors and other philanthropy. **ITPC has a proven track record of operational efficiency in delivering its programs.** On average, for every dollar donated, only 21 cents goes towards overhead, making ITPC a high-impact strategic investment. ITPC's prudent financial and business management ensures that our finances remain stable and gives us the freedom to focus on our core mission to Treat People Right.

Over the years, we have developed and consistently upheld an effective grants compliance and management system. **Our system not only ensures adherence to granting protocols, but also aligns with our ethos of directing funds to organizations (especially community-led and community-based ones) that need them most, irrespective of their**



**size or level of establishment.** Grants protocols are comprehensive and rigorously tested, enabling us to ensure that every dollar is spent effectively, supporting the right causes and maximizing our impact. We are committed to achieving value for money, while actively building community systems and contributing to meaningful change in communities we serve.

### COMMUNICATIONS

At ITPC, we do not believe that knowledge and information should be hoarded. We therefore strive for open communication that is community-focused, respectful, innovative, accessible, and credible. We are committed to using **clear, jargon-free, friendly language that is anchored in science and evidence.** Our work is accessible through various digital platforms, high impact speaker events, and in reports, toolkits and training modules. We value stakeholder engagement and commit to representing **the duality of credible and deep knowledge with accessibility.**



# OUR RESPONSE TO PRESENT CHALLENGES

1

## INEQUITY

ITPC recognizes that **health inequity is a pervasive global issue**. It is not a matter of fixing or improving the health systems in “poor” countries; rather, the **entire global health architecture has to be transformed**. Even within so-called “rich” countries, severe disparities persist due to factors like class, race, and gender. As such, long-term organizing is vital in both economically challenged and wealthy nations. We aim to educate people about their rights, dismantle unjust monopolies, and foster resilient, accessible health systems. Our goal is to bridge the “North” and “South” divide through **collaboration and collective action**, ensuring that our values are reflected in our practices.

2

## CULTIVATING RESILIENT HEALTH SYSTEMS

Unexpected health burdens underscore the crucial need for resilient, accessible, and free health systems. But what exactly characterizes a resilient health system? It’s one that can swiftly adapt to changing contexts, **effectively** meets people where they are, and consistently prioritizes the lives and well-being of individuals over profit. Drawing on **our** 20 years of experience, ITPC brings a wealth of skills to the forefront to enhance preparedness and response capabilities. **Our focus starts at the community level, ensuring that the foundation of health systems is as robust and adaptable as the communities they serve.**

3

## AUTHORITARIANISM

Healthcare systems do not exist in a vacuum. When leaders undermine human rights, attack minorities and use corruption and violence to stay in power, people’s mental and physical health suffers. **Community organizing and action form the backbone of advocating for political change and filling gaps** in government health services during crises or supply chain disruptions. ITPC strives to be a catalyst for change, focusing on community needs through robust engagement.

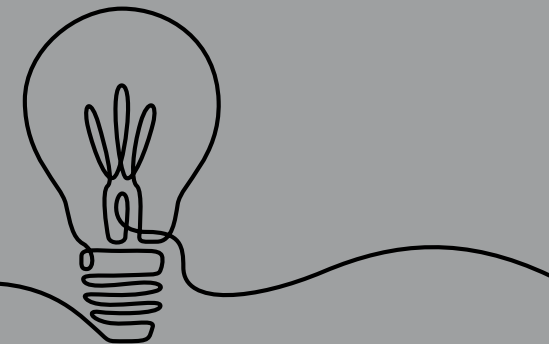
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## CLIMATE CHANGE

**The greatest threat to human health is climate.** Extreme weather events, environmental degradation and shifting disease patterns directly affect community health and the capacity of health systems. In this rapidly changing landscape, ITPC acknowledges the need to **integrate climate resilience into our strategies**. By understanding and addressing the environmental determinants of health, we aim to support communities to not only withstand but also **proactively respond to climate-related health challenges**. Our approach is rooted in ensuring that health systems and communities are equipped to navigate and thrive amidst the complexities posed by climate change, reinforcing our commitment to a holistic approach to health and social justice.

**In response to these multifaceted challenges, ITPC recognizes the need for significant strategic evolution and organizational adaptation.**

Acknowledging the changing landscape of global health, we are shifting our focus from primarily addressing HIV/AIDS and TB to a broader emphasis on health systems. This transition, informed by our two decades of experience, represents a move from a disease-centric approach to a more inclusive community and systems orientation. Complementing this shift, we are restructuring our internal organization and processes for enhanced coordination among our strategic focus areas, aiming for improved governance and responsiveness to complex health challenges. Additionally, we are adapting our funding model to seek more unrestricted funding sources. This change is crucial to honor our community-oriented approach, allowing for greater flexibility and responsiveness to the real-time needs of the communities we serve. These strategic steps are essential in ensuring that ITPC continues to effectively meet the evolving community-driven demands of global health and social justice.

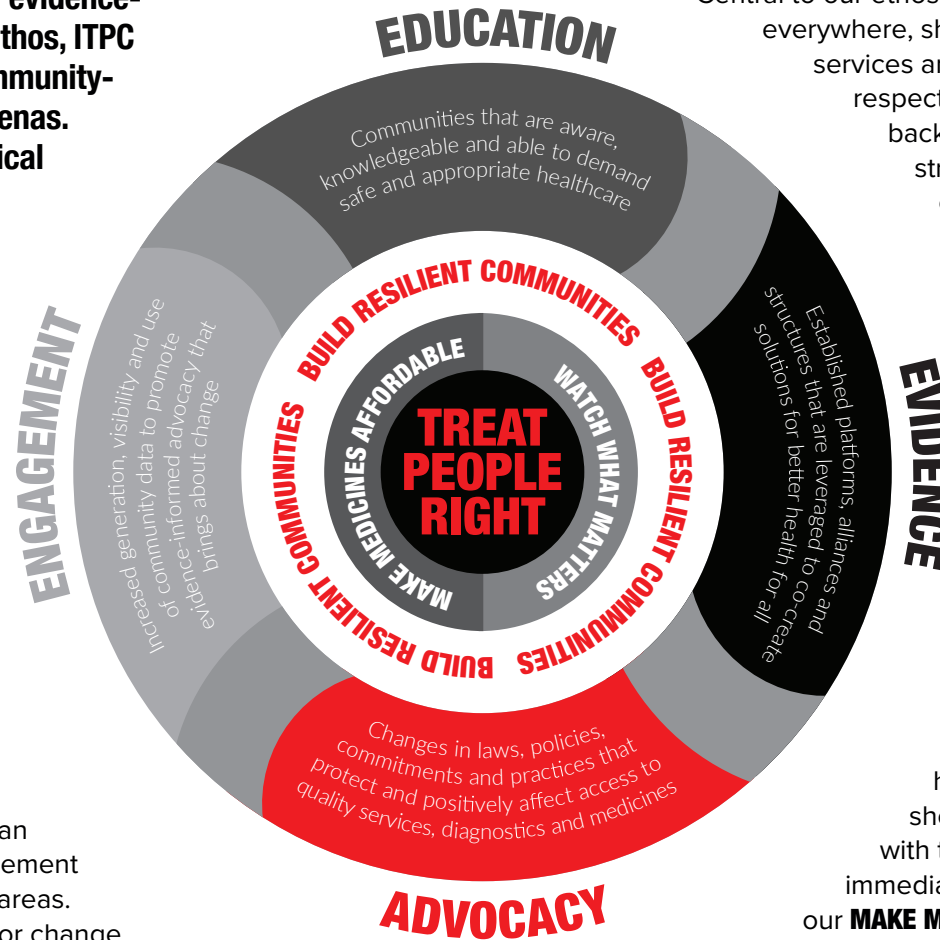


# OUR WORK

## THEORY OF CHANGE

Rooted in a two-decade track record of evidence-informed advocacy and a people-first ethos, ITPC stands out by distinctively infusing community-led perspectives into non-traditional arenas. We bring community expertise into critical areas such as intellectual property and market shaping strategies, clinical trials, supply chain management, therapeutics pipelines, laboratory network optimization, multi-lateral donor governance and development financing, setting us apart in the participatory model landscape.

At ITPC, we believe that the change required to realize our mission is achieved by supporting communities to address their needs, either through accountability mechanisms or direct interventions. Our role is to enable affected communities to be as resilient as possible in addressing challenges within their lived realities as they arise. We adopt an Education, Evidence, Advocacy, and Engagement approach to our three core strategic focus areas. In short, to collect and generate evidence for change, communities must be aware of the standards of care and the rights to which they are entitled. This knowledge forms the foundation for effective advocacy and engagement needed to effect change.



Central to our ethos is **TREAT PEOPLE RIGHT**. We believe that all people, everywhere, should be able to access quality health and social services and, at the same time, be treated with dignity and respect in accessing their rights. We recognize that the backbone of enduring health responses lies in the strength of local communities to self-organize and effect change. It is here, through our collaborative efforts to **BUILD RESILIENT COMMUNITIES** that we lay the groundwork for sustainable health and social initiatives. We engage with communities, first seeking to listen and understand their needs, and then provide the tools and support necessary for them to overcome the challenges they face. By fortifying community systems, skills, knowledge, evidence generation, and advocacy, we catalyze a ripple effect of change, enabling individuals to take collective action and assert their rights with vigor and efficacy.

Upon this foundation of resilience, we focus on monitoring, research, and accountability through **WATCH WHAT MATTERS**. We equip communities to vigilantly monitor the myriad barriers that impede health and other social services—from commodity shortages to discriminatory practices—arming them with the evidence needed to sound the alarm and drive immediate action for change. Complementarily, through our **MAKE MEDICINES AFFORDABLE** campaign, we address the imperative of affordability. After all, what is the point of medicines, health commodities, and other technologies designed improve health and social outcomes if they are not financially accessible?

# OUR WORK

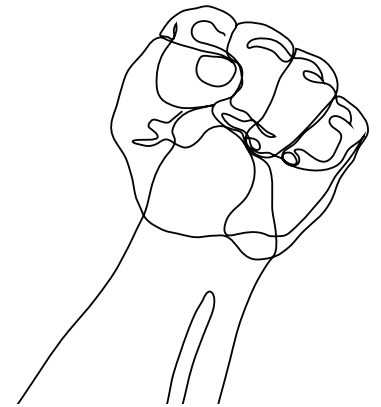
# STRATEGIC FOCUS AREAS



**“That’s the type of novel thinking we need!”**

— **TENU AVAFIA, DEPUTY EXECUTIVE DIRECTOR, UNITAID**

In response to ITPC’s report, *Community-led Action as a Crucial Countermeasure*,  
September 2023



## **BUILD RESILIENT COMMUNITIES**

In an era where health crises and social injustices intersect with systemic challenges like pandemics and climate catastrophes, the necessity of fostering resilient communities that can withstand and quickly bounce back is more crucial than ever. Founded 20 years ago by activists, ITPC has always championed the principle that the **most effective responses are community centered**. This entails an imperative to understand health science, shape service designs, influence policies and ensure accountability. Today, as we face an array of challenges from global outbreaks to economic downturns, the need for community-led actions is even more acute. ITPC commits to nurture and elevate the expertise, skills, and actions of communities, mobilizing together in the fight for health equity and social justice. We envision powerful communities with the **resilience to respond, recover, and adapt to systemic shocks** – communities that not only survive but also thrive in the face of adversity. At the heart of this vision is **community leadership**, essential for creating sustainable and impactful strategies in the ongoing global pursuit of health equity.

## **RECENT KEY WINS**

**ITPC’s BRC efforts disbursed funds of over USD 12 million globally, supporting community organizations in over 70 countries.** We’ve developed and conducted 100+ innovative training programs on HIV/TB/Malaria prevention and care and addressed diverse health concerns (including COVID-19) through evidence mapping, community consultations, such as differentiated service delivery, multi-month dispensing, access to VL, CD4, resistance testing, community engagement and tracking national health expenditures. We’ve engaged actively in influential global health forums, showcasing leadership and leveraging community data for impactful advocacy, and advocated for the involvement of recipients of care in shaping HIV policy, promoting community expertise in local, regional and international guidelines and committees.

# OUR WORK STRATEGIC FOCUS AREAS

# BUILD RESILIENT COMMUNITIES



## MAIN GOAL

## Support education and skills-building

**Access to reliable information is crucial; people can't seek or demand quality health (or other) services if they are unaware of what *should* be available.** This knowledge, especially about conditions like HIV, TB, malaria, HCV, and other diseases, empowers individuals to actively pursue the health services they need, thereby improving their well-being and quality of life. When communities are informed, they're better equipped to

support each other in reducing harm, accessing services, adhering to treatment, and achieving optimal health and other social outcomes. This first goal of BRC aims to educate communities to understand their full context and to equip them with the skills to demand their rights. This ensures that they can play their pivotal role in sounding the alarm when quality standards are not met.

## KEY ACTIONS

### → Educational materials and training

- Develop community-friendly educational tools and materials (including digital toolkits, artificial intelligence platforms, bots etc. and community versions of relevant global guidelines).
- Deliver timely, updated and relevant trainings for community health activists, healthcare workers, community leaders, and other key stakeholders.
- Topics to include:
  - HIV, TB, malaria, HCV
  - Other diseases and health areas
  - Pandemic preparedness literacy and emergency responses
  - Health impacts of climate

→ **Conduct evidence mapping and community consultations** to identify preferences, concerns, and recommendations for improving access to quality health and other services as prioritized by affected communities.

→ **Hold advocacy workshops and campaigns** to enhance the skills of advocates, develop strategic partnerships, and collectively identify targets, allies, resources, and action roadmaps to demand increased access to optimal health and other related services for all.

→ **Provide strategic grants** to facilitate advocacy on the access gaps identified by advocates, seeding marginally or rarely funded initiatives.

→ **Lead, organize, and participate in global, national, and community technical working groups**, highlighting community issues and sharing direct experiences from tracking the quality of care and services at the community level.

→ **Forge alliances** with key global organizations and institutions to influence current debates around access to quality TB, Malaria, HCV, and other related diseases' services.

## ANTICIPATED RESULTS

→ **Concrete advocacy wins, commitments secured, changes in norms and policies in HIV, health and related services**, as well as in other intersectional issues (climate and health)

→ **Stronger networks, coalitions, and community groups** that are equipped to respond swiftly and effectively to emerging health and other systemic shocks

→ **Healthier and more vibrant democracies** due to a more robust and politically engaged affected community sector within civil society

# OUR WORK STRATEGIC FOCUS AREAS

# BUILD RESILIENT COMMUNITIES



## MAIN GOAL

## Strengthen community systems and infrastructure

**Community systems strengthening is vital for the development of informed, relevant, strong, and coordinated communities.** It supports the creation of community-led groups and structures aimed at advancing health and social equity. These systems, encompassing a range of structures, mechanisms, and processes, are essential for a community to meet its diverse needs, from healthcare, education, public safety, transportation to

other social services. Although strengthening community systems is crucial for improving these services it is often overshadowed in the broader context of health systems strengthening, making it less visible and consequently underfunded and under-resourced. This oversight leads to missed opportunities for sustainable innovative and effective responses.

## KEY ACTIONS

- **Foster participation and leadership within the GAN** to reclaim our collective global voice as change agents armed with data.
- **Work collaboratively to ensure that health and related interventions, including their monitoring, are responsive to community needs.**
- **Support community-based and other organizations working in this field** to secure funding and establish robust management, governance, and financial systems for their own sustainability.
- **Forge alliances with key global, regional, and national organizations and bodies** to influence debates around access to quality healthcare for conditions like HIV, TB, Malaria, HVC, other health emergencies and needs as identified by affected communities.
- **Increase the meaningful participation of community advocates at national, regional, and international meetings, conferences, and high-level political summits** (e.g., PEPFAR, Global Public Investment initiatives, Clinton Global Initiative, Sustainable Development Goals etc.) to showcase community leadership and effect change.
- **Collaborate with local governments and private sector partners** to strengthen community participatory models for healthcare, environment and social protection for more effective responses that improve quality of life and enable systems to withstand and recover quickly from shocks.

## ANTICIPATED RESULTS

- **Increased depth and range of skills** of staff and volunteers within community networks and organizations (research, data management, monitoring & evaluation, advocacy).
- **Interventions that are more appropriate, relevant, and responsive** to the needs of communities at the local level.
- **New leaders emerge** through innovative development programs and by strengthening existing organizations with proven capacity-building initiatives.
- **Increased investment** in initiatives that improve the near- and longer-term conditions as prioritized by impacted communities.
- **Sustainable community leadership is built.**

# OUR WORK

# STRATEGIC FOCUS AREAS



“Our CLM implementation partner, MANERELA+ did an analysis that uncovered a clinic-level data gap, which **caused us to ask why** so few had initiated HIV treatment after receiving a positive diagnosis. They worked with us to find solutions to increase the number of people starting treatment thereby improving our test-and-treat policy.”

— HEALTHCARE WORKER, MALAWI, *CITIZEN SCIENCE COMMUNITY-LED MONITORING PROJECT, 2022*

## WHY WE NEED TO WATCH WHAT MATTERS

In an ideal world, people everywhere would confidently rely on their governments and public service organizations to tackle day-to-day challenges. However, due to a myriad of factors including corruption, economic pressures, bureaucratic inefficiencies, political instability, and sometimes a lack of political will, governments often fall short in effectively addressing the challenges faced by people. Communities find themselves in a position where they must do more than just notify authorities of issues; they need to actively engage and apply pressure to drive systemic change.

This is where WATCH WHAT MATTERS comes into play. It's a shift from merely pointing fingers to vigilant observation and collaborative problem-solving. Communities need to keep a close watch on what directly impacts their lives and well-being, ensuring that those in power address these concerns effectively and transparently. By doing so, we move towards a world where monitoring and accountability are not just reactive measures but proactive steps towards being partners in co-creating lasting solutions.

## RECENT KEY WINS

**ITPC HAS BEEN RECOGNIZED AS A GLOBAL EXPERT ON CLM**, with multiple opportunities to present keynote addresses, presentations and talks (such as ICASA — Zimbabwe December 2023; Adolescent Girls and Young Women — Kenya October 2023; CQUIN network – Kenya March 2023). We provided technical training and skills building on CLM for partners in 15 countries, and developed and hosted the 2nd ever CLM Academy with a Francophone focus). ITPC has been invited to join the International Aids Society's CLM Steering Committee. Citizen Science results from the project is being adapted into a journal article for the Journal of the International AIDS Society (supplement to be published July 2024 at the International AIDS Conference), and there is emerging data on Operational Research and Costing which will be shared in 2024. Visibility of work is increased via Podcasting, the CLM Hub ([www.clmhub.org](http://www.clmhub.org)) and the CLM Academy. The project is also creating space for Increasing linkages between Life Maps “citizen journalists” and decision-making bodies in Malawi and South Africa.

# OUR WORK STRATEGIC FOCUS AREAS WATCH WHAT MATTERS

## MAIN GOAL

**Elevate community expertise to hold those in power accountable for health and other commitments**



## KEY ACTIONS

### TRAIN

Build up community expertise to lead community research, monitoring and data use by:

- Delivering training and skills development in high quality research methods, community-led monitoring (CLM) and evaluation practices for affected communities.
- Conducting advocacy workshops and diplomacy training to support partners and other key stakeholders in discussing, analyzing, and transforming quantitative and qualitative data into action roadmaps for national, regional, or global advocacy.
- Holding trainings to develop opportunities to explore effective diplomacy tactics and constructive engagement between communities and duty-bearers, including peer-to-peer learning opportunities.
- Support efforts to improve accountability through nurturing governance mechanisms that take community expertise into account.

### IMPLEMENT

Support the implementation of community participatory models and community-led interventions through both direct implementation and technical support to:

- Improve the quality of services for recipients of care.
- Continue to evolve and hone the practice of effective CLM.
- Promote the generation and the normalization of the use of community data for decision-making at all levels.

### BUILD THE FIELD

- Document and disseminate principles, frameworks, lessons learned and outcomes in community-led interventions including CLM within the field of **Community Science**.
- Elevate **Community Experts** by deliberately linking together related

monitoring activities, by training a cadre of high-level Community Scientists and CLM implementers in a Community of Practice, and opening doors for community experts to engage effectively in global, regional, and national processes.

- Facilitate open access to educational tools and materials and leverage digital spaces (including artificial intelligence, as is appropriate) for broader community-led interventions and methodologies.
- Explore opportunities to expand the principles of **Community Science to other fields beyond health** as a means to widen the scope of community expertise in governance structures.
- Share our community-led research, monitoring and evaluation reports, events and educational tools via digital platforms, podcasts, peer-reviewed publications, mainstream meetings, keynote addresses, and other innovative channels to highlight community leadership and advocacy wins.

## ANTICIPATED RESULTS

- Communities increasingly lead a range of high-quality interventions, from problem identification to advocacy, improving health and social systems.
- Decision-makers recognize and integrate community expertise and data into their responses.
- Tangible changes in policy, norms, legislation, commitments, and implementation strategies driven by community-led interventions.

# OUR WORK

# STRATEGIC FOCUS AREAS



“Thanks to the invaluable support from ITPC, our capacity has been bolstered through effective trainings, technical assistance, and financial backing. This empowerment has enabled us this year to successfully submit the first patent opposition on a medicine ever filed in Morocco. **With each passing year, the landscape of opportunities for our endeavors in the realm of access to medicines continues to expand, all thanks to the unwavering support of ITPC Global.**”

— OTHMAN MARRAKCHI, ADVOCACY OFFICER, ITPC MENA, SEPTEMBER 2023

## WHY WE NEED TO MAKE MEDICINES AFFORDABLE

This area of work supports community-led interventions that **make life-saving health products and technologies available and affordable**. Escalating costs of commodities and therapeutics, fueled by a global recession, rising inflation and excessive pricing by manufacturers, are pushing health budgets to the brink. Inequities are stark; some countries are charged more for identical products.

Often perceived as a domain exclusive to highly specialized IP lawyers and patent officers, **ITPC emphasizes the importance of community-level understanding** of the laws, policies and regulations surrounding the manufacturing, marketing and procurement of health products and technologies. This comprehensive knowledge is key to mitigating access barriers and ensuring they reach people. ITPC works towards a **people-first ecosystem that prioritizes health over profit**.

In the HIV and health space specifically, high prices and market monopolies held by multinational pharmaceutical corporations coupled with lack of action of governments have led to deadly access gaps for health products and technologies. In this area, ITPC works to democratize access by ensuring that communities are equipped with the skills and knowledge to advocate for universal access to affordable diagnostics, medicines, vaccines and healthcare. Ultimately, the impact of this work is not only in accelerating access to health products but also **increased savings in health budgets** that can be used to provide optimal prevention, treatment, and care for all.

## RECENT KEY WINS

**ITPC’s Make Medicines Affordable campaign reach increased between 2018 and 2023 increased from 4 initial countries to 24 countries now across Africa, Asia, Eastern Europe, Eurasia, central and Latin America.**

During this period 38 law and policy amendments have been submitted to policy makers and 9 successful reforms have been adopted. 80 patents oppositions have been filed on key medicines against HIV, HCV, TB and Covid-19. As result of our interventions, price of 25 health products has been reduced generating and estimated of \$428M savings for governments.



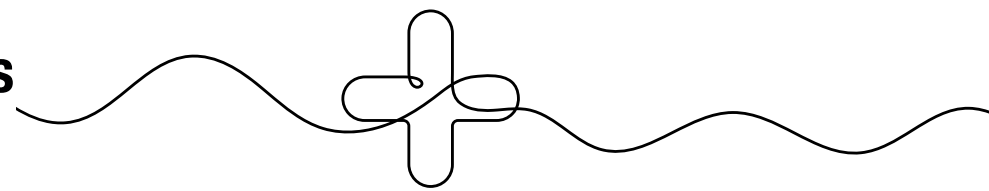
# OUR WORK STRATEGIC FOCUS AREAS

# MAKE MEDICINES AFFORDABLE



## MAIN GOAL

**Make life-saving health products and technologies available and affordable**



## KEY ACTIONS

- **Collect market, patent, and clinical intelligence** to help identify key health products for which IP and other regulations constitute access barriers.
- **Build capacity of local advocates** through strategic education on IP and literacy for legal interventions, policy dialogue through trainings, workshops, webinars, reports and experience sharing
- **Bridge the digital divide** by increasing community and civil society access to key market, patent and clinical intelligence through new technologies including artificial intelligence to democratize the understanding of complex health product landscapes, enabling more informed advocacy and decision-making.
- **Assess intellectual property law, policy, and practices from patent** including positive and harmful provisions and practices that are likely to have an impact on access to and affordability of medicines and other technologies
- **Engage in effective and context-specific advocacy** targeting governments, patent offices and other key stakeholders to increase understanding of, and support interventions to prevent, mitigate or remove IP and regulatory barriers.
- **Collaborate with regional networks to set up Community Advisory Boards (CABs)** — a formalized mechanism to promote community and civil society engagement and representation in clinical trials, research and drug development and treatment access discussions with pharmaceutical companies and public health institutions engaged in R&D and access work.
- **Implement targeted interventions** such as patent oppositions, compulsory licenses campaigns, competition cases and other flexibilities to remove IP barriers and ensure market entry of affordable generic products for HIV, HCV, TB and other morbidities
- **Advocate for increased policy coherence and create an enabling ecosystem for accelerated and sustained access** through adopting national laws and policy changes for routine use of TRIPS flexibilities, preventing TRIPS-plus and supporting local production of health products.
- **Deploy strategic communications** to create support and increase knowledge and awareness of civil society interventions and policy options by amplifying campaigns and promoting successes through scientific articles, publications, websites, social media and key events such as ITPC's Global Summit on IP and Access to Medicines.

## ANTICIPATED RESULTS

- **Increased community-led monitoring of prices, patenting trends and market dynamics to inform access strategies.**
- **A cadre of community activists successfully trained and empowered** to lead campaigns in their countries and implement strategies to overcome access barriers.
- **Challenge low quality patent applications and other IP barriers.**
- **Advocacy campaigns that contribute to change the national and global intellectual property landscape towards one that respects people over profits.**
- **Court wins on patents and other legal interventions** help expand access to essential health products and technologies in key countries.

# OUR CORE STRATEGIC THEMES

## PEOPLE PLANET POLICY



**FIGHTING FOR A  
SUSTAINABLE FUTURE FOR ALL**

**“Saving our planet, lifting people out of poverty, advancing economic growth... these are one and the same fight.”**

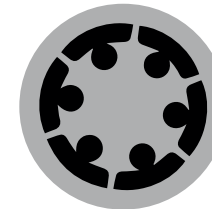
**— BAN KI-MOON, FORMER UN SECRETARY-GENERAL**

**Responding to the wider health needs of communities means confronting the deeply entrenched (but sadly, familiar) challenges of social inequity, inefficient public health systems, corruption, economic inequality, discrimination, and food insecurity, to name a few.**

What is less obvious but increasingly burdensome though, are the health impacts of climate change — from the devastating effects of extreme heat waves on pregnant women and the elderly, to the rise in water borne diseases due to unprecedented flooding.

ITPC is committed to safeguarding and empowering the most vulnerable within the interdependent global systems of health, social development, and climate that bind us. In line with our strategic vision, we fight for a **sustainable future** in which all individuals live healthy and fulfilled lives.

In addition to working towards enabling communities to recover and adapt to systemic shocks (BRC), supporting them to track issues that matter to them (WWM) and ensuring that whatever technologies are developed are accessible (MMA), **we intend to model change in the following priority areas:**



### PEOPLE

**AT ITPC, PEOPLE ARE FIRST.** All our work stems from our core belief to “treat people right”. In this vein, we will focus our efforts on amplifying the needs and priorities of those most affected by the policies made in the halls of decision-makers. Given that tackling the root causes of social challenges requires a multi-faceted approach, we intend to leverage community health expertise to identify and respond to socio-economic barriers that are connected to health and quality of life (such as stigma, gender, community-friendly science education,

# OUR CORE STRATEGIC THEMES

policy, governance, violence, and the digital divide). ITPC will actively seek opportunities for social development and protection that can be achieved through its overarching global mandate.



## PLANET

**TACKLING CLIMATE ISSUES REQUIRES NAVIGATING A COMPLEX WEB OF INTRICATE AND INTERLINKED CHALLENGES.** The urgency for

effective solutions is undeniable, yet

the path to achieving them is often complex, with the potential for unintended consequences. For instance, significant shifts in energy policies must be carefully balanced to consider their economic and social impacts. Within our mandate, our goal is to contribute to climate solutions by ensuring that the health and well-being of communities remain at the core of any climate action.

Climate change is a looming threat that could undo years of global health progress. Its impact results in more frequent, severe weather events that both directly and indirectly harm health by raising mortality rates and disease spread. These environmental shifts strain healthcare systems and undermine universal health coverage, while also degrading key determinants of health like clean air and water. The latest IPCC report shows these risks are escalating faster than expected, hitting low-income and vulnerable areas hardest.<sup>1</sup> Delaying action not only

boosts these health risks but also infringes on the basic human right to health. ITPC is committed to meaningfully engaging communities to advance health and climate agendas that protect both the environment and community well-being.



## POLICY

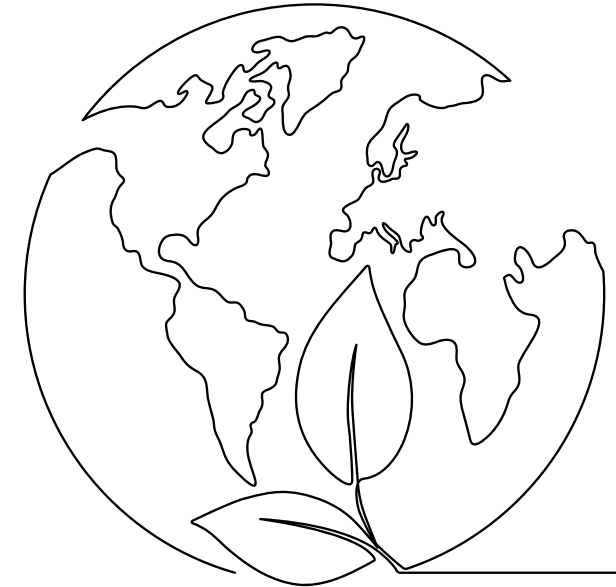
**POLICIES AREN'T CONJURED OUT OF THIN AIR;** when carefully executed, they are crafted through a process

that incorporates the voices of those most affected, ensuring alignment with

community values and needs. In a world increasingly riddled with crises, the question of who gets to decide what is prioritized, funded, and implemented becomes more critical than ever.

For us at ITPC, good governance isn't just a buzzword. It means creating meaningful and effective mechanisms for affected communities to influence the policies shaping their lives. Too often, these communities are either side-lined or superficially included in well-intentioned initiatives, be they funds, boards, platforms, or committees. Our approach focuses on equipping communities, organizations, the private sector, and governments with the tools and innovations needed for effective stakeholder engagement. For ITPC, this means that models and resulting policies hold community voices central and are genuinely participatory, responsive, and equitable.

**ITPC is committed to safeguarding and empowering the most vulnerable within the interdependent global systems of health, social development, and climate that bind us. In line with our strategic vision, we fight for a sustainable future in which all individuals live healthy and fulfilled lives.**



(1) <https://www.who.int/news-room/fact-sheets/detail/climate-change-and-health#:~:text=Climate%20change%20presents%20a%20fundamental,the%20functioning%20of%20health%20systems.>

# OUR CORE STRATEGIC THEMES



## OUR 3P STRATEGY

- Build an Environmental, Social, and Governance (ESG) framework for ITPC.
- Use the ITPC 3P strategy and ESG Framework to ensure that all programs respond to the full scope of community needs within our mandate.
- Launch an **ITPC Lab** designed to house, incubate, test, and refine projects that utilize ITPC's community-led innovations focused on issues prioritized by communities.
- Support and partner with socially conscious organizations in their sustainable future efforts.
- Develop and implement a communication strategy geared towards health and social justice.
- Partake in Global Public Investment (GPI) collaborations and interventions using community contribution as an entry-point to what are predominantly high-level and multi-lateral engagements on global challenges and solutions.
- Engage with key stakeholders (donors/ governments) to increase social impact via ESG and other relevant frameworks.
- Leverage ITPC's Community-Led Monitoring (CLM) model to address the health impact of climate change as well as the impact of poor governance on society in order to co-create and integrate community-supported and relevant solutions.
- Stay abreast of overarching systems that influence ITPC's mandate through research and intervention, public speaking and knowledge/information sharing initiatives.
- Produce relevant and updated communication on systemic challenges that affect the health landscape, as well as solutions to address these challenges.
- Report inequitable practices uncovered to the relevant governing bodies.
- Contribute towards policy development for a sustainable future and higher quality of life for all.

## OUTCOMES

### ITPC ANTICIPATES CONTRIBUTING TO THE FOLLOWING KEY OUTCOMES:

- Social development and protection.
- Cleaner and healthier environment.
- Responsible conduct of work.

# A FORWARD MOVEMENT FOR SOCIAL IMPACT

ITPC's roots are deeply embedded in the response to HIV, where we learned the critical lesson of centering affected communities in response strategies. **Our two decades of experience equip us to tackle upcoming challenges more effectively. When we expand our scope, we are not just following trends; rather, we are committed to addressing the evolving needs of communities.** People living with HIV and their affected communities often face complex life dynamics beyond their health condition, such as finding employment, securing food, and caring for families. Staying true to our mission means aligning with these communities' needs and priorities. Hence, in this new chapter, our scope broadens to include the needs of the most marginalized. We adopt a "people-first" approach—responding to their issues, rather than letting predefined issues dictate our actions.

We firmly believe that real impact in health—whether improving access to medicines or reducing supply chain issues—stems from **a collective social movement for change.** Upholding this belief, ITPC

continues its fight to ensure all people (especially the poorest and most vulnerable) have the right to a long, healthy, and fulfilling life, through robust community engagement. As activists, researchers, changemakers, and leaders, we hold ourselves accountable to the responsibilities these roles entail.

**ITPC CONTINUES  
ITS FIGHT TO ENSURE  
ALL PEOPLE HAVE THE RIGHT  
TO A LONG, HEALTHY, AND  
FULFILLING LIFE THROUGH  
ROBUST COMMUNITY  
ENGAGEMENT.**

In the same breath, we recognize the broader socioeconomic, governance, and environmental challenges impacting our work. Solutions for social change must be cognizant of these factors and specifically designed to overcome them. As ITPC enters this new chapter with an expanded perspective, our goal is to address broader health concerns, support communities in leading change, and shape a sustainable future for all.

In navigating these complexities, adaptability and responsiveness will be our guiding principles, ensuring that our strategies remain relevant and effective for impacted communities in the face of ever-evolving global challenges.





[itpcglobal.org](https://itpcglobal.org)

 [admin@itpcglobal.org](mailto:admin@itpcglobal.org)

 [@itpcglobal](https://www.instagram.com/itpcglobal)  [/itpcglobal](https://www.facebook.com/itpcglobal)

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