



# SHARED VISION SHARED COMMITMENT

**ENDHEP2030**  
The Hepatitis Fund

**2022-2027**

Strategic Plan

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# Executive Summary of Strategic Goals

Despite the COVID-19 pandemic, The Hepatitis Fund (THF) has managed to establish itself and develop its programme. THF is setting the following ambitious but realistic goals:

## Year 1

Raise funds for THF organizational sustainability and growth, focusing on domestic investments, governments official development assistance and high-net-worth individuals. Run a second call for proposals for USD 30 million in 10 priority countries, focused on eliminating viral hepatitis in children.

## Year 2-4

The Hepatitis Fund, with partners such as the World Economic Forum, supports domestic financing systems in 10 priority countries. In addition, THF puts out yearly calls for proposals and directly funds selected initiatives.

## Year 5

THF yearly budget is approximately USD 100 million, programmes have now been set in 25 priority countries, and national responses are sustained in most of these countries. THF provides small grants to support national programmes adjustments when required. Gavi is now rolling out the hepatitis B birth dose vaccine introduction and the Global Fund is also focusing on hepatitis, THF can envision quietly scaling down by 2030.

The Hepatitis Fund (THF) is a Swiss-based foundation designed as a collective funding platform to mobilize public and private financial resources globally to accelerate action to eliminate viral hepatitis as a major threat to public health. THF was incubated by the ZeShan Foundation at Rockefeller Philanthropy Advisors before becoming an independent foundation. THF is the only grant-giving organization for elimination of viral hepatitis. Find out more [here](#).

## Vision

**A hepatitis-free world for generations to come, where no child is born with viral hepatitis and where people living with hepatitis do not die from preventable diseases, such as liver cancer. A world where hepatitis is no longer a public health threat.**



## Mission

The Hepatitis Fund seeks to:

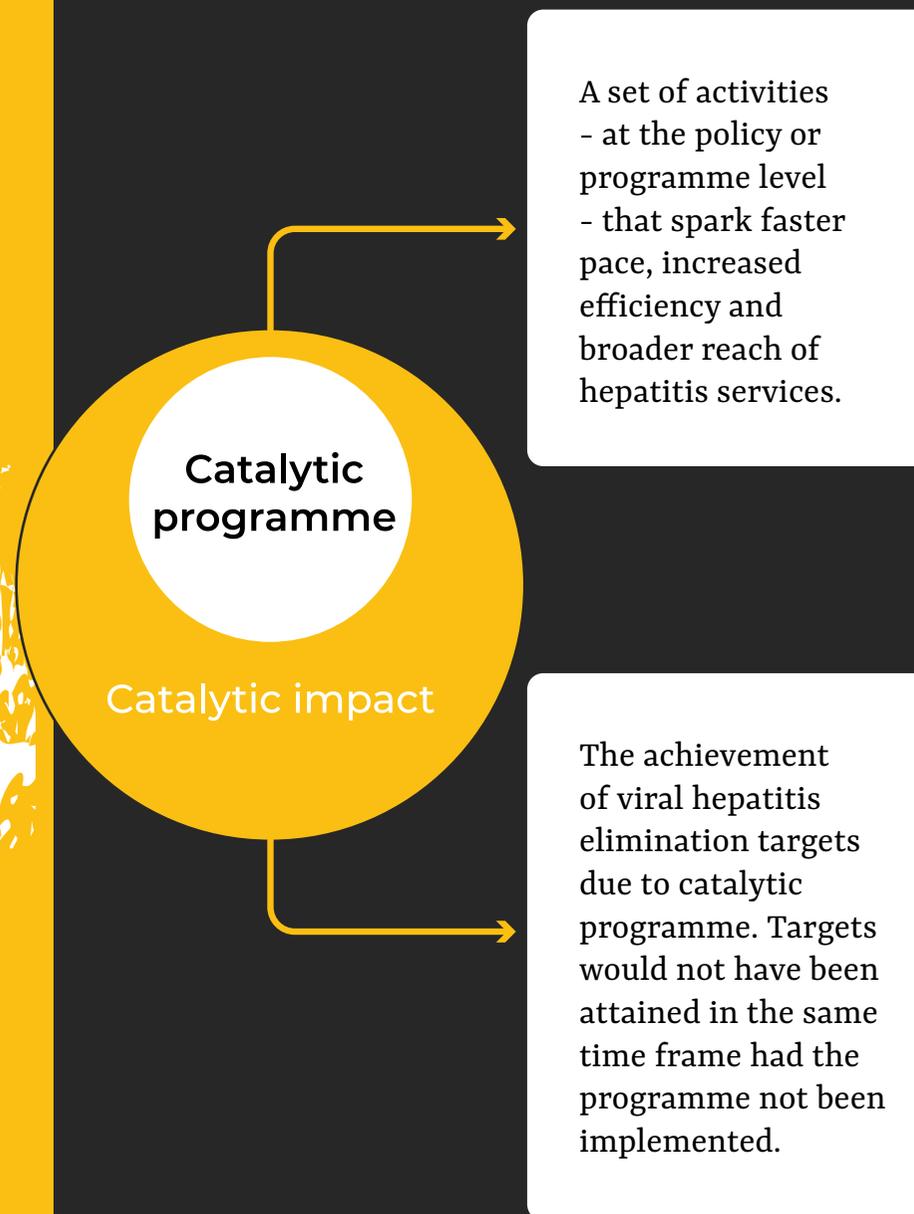
- Increase funding for viral hepatitis programmes globally and foster new public and private investments and financing mechanisms.
- Fully exploit synergies in global health, as well as enhance hepatitis awareness. It is making the global funding for hepatitis elimination bigger.
- Leverage domestic resources by providing direct catalytic grants for capacity building towards hepatitis elimination as a public health threat, integration of hepatitis in the universal health coverage package, and financial autonomy. THF aims to fill the funding gaps so that no one is left behind by global health mechanisms.
- Reach the United Nations Sustainable Development Goals (SDGs), in particular, SDG 3.3 and 3.8. THF supports the implementation of the World Health Organization (WHO) Global Health Sector Strategy on Viral Hepatitis (2016 ) and the triple elimination initiative of vertical transmission of HIV, syphilis and hepatitis B . THF is committed to cancer prevention, as per SDG target 3.4 .

Catalytic funding is grant making that aims for sustained impact beyond agreed deliverables. THF-funded projects are designed to demonstrate effective interventions that can accelerate hepatitis elimination to reach SDG 3, with the intention that national and regional domestic health systems adopt them.

***“ THF raises and directs funding to programmes and initiatives that can achieve strong impact towards hepatitis elimination. THF aims to provide the spark that stakeholders on the ground need to set transformative action in motion. ”***

Dr Gottfried Hirnschall, THF Board Director

THF works within the universal health coverage (UHC) framework, creating incentives for countries to include hepatitis elimination in their UHC programme and integrate hepatitis with primary care, sexual and reproductive health, perinatal and immunization services.



## Values

Equity - Integrity - Inclusivity - Empowerment - Dignity

THF work is guided by its values, with its activities built around a common identity in every location. All THF values should serve as an inspiration to do more and better, with a global approach and understanding of THF work.

**ENDHEP2030**  
The Hepatitis Fund

# Who is THF and Why We Need THF

Viral hepatitis is a neglected public health threat. Investments in viral hepatitis elimination have been minimal compared with other lethal infectious diseases in terms of research and development, and global and local programme funding. This is due to: the initial underestimation of the scale and impact of the epidemic; the strong stigma associated with viral hepatitis infection; and the delay between infection and disease. Between 1.1 and 1.4 million people have died every year, potentially for decades. It is an absurd preventable tragedy.

The opportunity for action is clear. We have simple and cost-effective tools to eliminate viral hepatitis; we have vaccines, prophylaxis for vertical transmission and life-long treatments for hepatitis B; we have cures for hepatitis C, and treatments for hepatitis D are becoming available. The only missing element is political will.

THF was created to seize this opportunity. THF provides grants, builds financing partnerships, provides technical support on health financing, and advocates for increased national and international funding to eliminate viral hepatitis now.

THF is a thought leader in viral hepatitis elimination. THF has unique expertise and an implementing network in hepatitis that no other global health donor has. It allocates resources

based on operational excellence, careful impact assessment and use of best grant-making practices:

- Selected hepatitis and global health experts make up the board of directors, advisory group and grants review committee.
- The THF professional team has vast experience in organization and programme development, project management and operations management. Members' expertise ranges from hepatitis science to health infrastructure, access to medicines, grant management, monitoring and evaluation, and financial compliance.
- THF benefits from a state-of-the-art grant-making policy, a specifically designed monitoring and evaluation framework, and an extensive global network of implementing partners who trust and recognize THF expertise.
- THF supports a unique portfolio of initiatives with sustainable impact, designed for systemic change. THF supports projects aiming to implement highly effective strategies and catalyses scale up of proven interventions.

# Priorities

THF primary criteria for funding a project or programme is its potential public health impact. This is assessed in terms of need (for example, focusing on high-prevalence areas), feasibility (such as health system readiness for the intervention and commitment from local political health authorities) and effectiveness (evidence-based priority interventions). Hence, THF's work is focused on elimination of hepatitis in the two regions with the highest disease burden: Asia-Pacific and Africa.

THF programme endorse the five strategic directions of the WHO Global Health Sector Strategy 2016-2021 (THF 2021 Report, Page 6). Within this framework, THF focuses on:

***a. Accelerating planning and implementation of national elimination strategies, by:***

- Decentralizing hepatitis services and task shifting of hepatitis care
- Strengthening hepatitis response capacity at national and regional levels
- Raising awareness about the viral hepatitis challenge and solutions
- Supporting advocacy and technical assistance for increased financing at global and national level

***b. Integrating hepatitis services delivery within universal health coverage, with a specific focus on:***

- Ending vertical transmission of hepatitis B via antenatal screening and antiretroviral treatment
- Rolling out of the HBV birth dose vaccine in every national immunization schedule
- Ensuring equitable access to essential medicines and technologies to address hepatitis B, C and D viruses, including by improving procurement systems
- Working with local authorities on simplified testing and treatment approaches
- Screening key populations and addressing stigma associated with viral hepatitis infections

***c. Strengthening national health systems capacity, for example:***

- Establishing quality national data collection, surveillance and modelling
- Improving and integrating data systems for better policy formulation

# Approach

In all its work, The Hepatitis Fund favours the following principles:

- ***Sustainability***

Every grant must support the autonomy of the grantees and aim for self-financing at the end of the award period.

- ***Commitment***

Grant proposals must include evidence that local authorities are engaged, supportive and willing to contribute to the sustainability of the proposed project or programme.

- ***Legitimacy (expert review)***

Every proposal, whether received through a call for proposals or a request for direct funding, must be reviewed by independent experts before approval. Direct funding is limited to USD 200,000 per year.

- ***Accountability***

THF accounts are reviewed yearly by Swiss-registered auditors and the Swiss Federal Foundation Oversight Authorities. THF grantees must present yearly audited financial reports.

- ***Transparency***

THF has established guidelines for the prevention, detection and response to fraud, conflict of interest and corruption.

- ***Community involvement***

THF programmes follow the Greater Involvement of People Living with Hepatitis (GIPH) principle. The principle, inspired by the HIV response, aims to include the right of people living with hepatitis to participate in decision-making processes that affect their lives. GIPH aims to enhance the quality and effectiveness of the hepatitis response. The THF board of directors and grants review committee includes people living with hepatitis. Every grant is assessed for its inclusion of people living with hepatitis.

THF supports community-led programmes while protecting and preserving the rights of all people. This means the direct involvement of local voices, their needs and perspectives in the design, planning, implementation, monitoring and exiting of those programmes.

- ***Task shifting and decentralization of services***

THF seeks to enhance access to care and mitigate the lack of human resources for health. Hence, the THF programme promotes decentralized care and shifting services delivery tasks to the most effective level of health care. Task shifting has been highly instrumental in advancing HIV care and has proven very effective for HCV. THF aims to expand it further to hepatitis B care, particularly in the context of prevention from vertical transmission and hepatitis B birth dose vaccine delivery.

- ***Open-access learnings***

THF is aware that knowledge gaps are a key barrier to hepatitis elimination and that operations research in hepatitis care is lacking. THF supports the open-access publication of results from THF-sponsored projects, such as innovative service delivery models, and ensures that transferable lessons are learned and communicated to those who can benefit from them the most.

- ***Collaboration***

THF strong coordination with and among its partners will provide opportunities to preserve resources, eliminate duplication and enhance efficiencies for greater impact.

# What The Hepatitis Fund does

Beyond funds, The Hepatitis Fund provides the following services:

## ***a. Capacity building***

To make its investments sustainable, The Hepatitis Fund will offer optional capacity-building services to its grant recipients, focusing on organizational development, following the principles outlined here:

- Effective organizational development work addresses practical problems based on thorough analysis of an organization and its environment. It looks beyond immediate symptoms to identify and address deeper organizational issues coherently. Such work rests on the involvement of stakeholders from across the organization. Internal and external communications and credible coordination are central to mobilizing and motivating these stakeholders.
- To be effective, external support must be aligned with the analysis and direction of the local organization, fully owned by the local organization, and designed to be sustainable in the environment in which it is operating.
- This will be done in collaboration with the many actors engaged in sustainable organizational development support, including THF and external actors or partners, such as national and local governments, international cooperation agencies and UN agencies.

## ***b. M&E framework***

To measure the catalytic impact of our philanthropic investment, we have developed a unique and cohesive monitoring and evaluation (M&E) framework. It enables real-time learning so that grantees can correct course and implement their programmes nimbly.

The framework was elaborated to serve as an overall rubric for evaluating the portfolio as a whole and also to allow for customization of relevant projects in order to assess the process and impact of the catalytic funding.

It defines common denominators for assessing process, deliverables and catalytic impact. It enables real-time learning and timely adjustment to mitigate the impact of force majeure events, such as disruptions brought about by the COVID-19 pandemic. Lessons learned and information accumulated will be valuable contributions to the hepatitis community for the global campaign to eliminate viral hepatitis as a major threat to public health. The M&E framework will be continually improved based on experience. With input from its grant recipients and partners and new insights from ongoing operations research, the framework will be further enhanced at the

Measure fidelity

Track progress overall and for priority populations

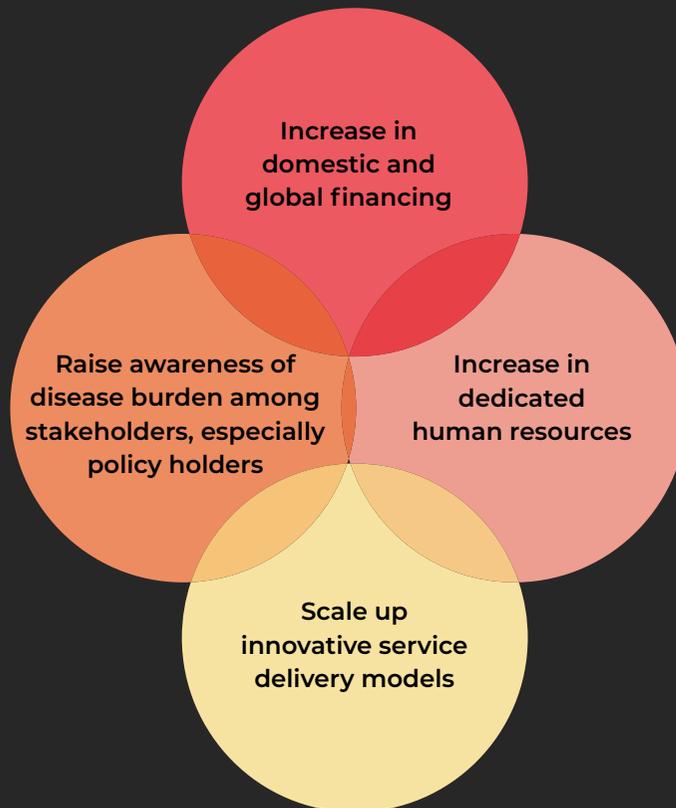
Gather lessons learned from the knowledge base

Prioritize resources and re-strategize

Advocate for increased resources and awareness

Measure effectiveness on the intended outcomes for program attribution

Conventional M&E



M&E for Catalytic Impact

end of each grant cycle. It will be revised to include the next WHO Global Health Sector Strategies objectives (expected in 2022). The framework will also serve to evaluate THF action.

### **c. Procurement**

The Hepatitis Fund strives to support access to hepatitis medicines and relevant technologies. Thanks to its global network, The Hepatitis Fund can offer procurement advice to its grantees and link them to international pooled procurement systems. When possible, The Hepatitis Fund will support grantees' access to hepatitis commodities at the best costs, but The Hepatitis Fund will not endorse specific companies or products.

### **d. Awareness raising and advocacy**

Where appropriate, The Hepatitis Fund will support grantees in awareness raising and advocacy activities at the national, regional and global levels to ensure that people living with hepatitis have access to affordable care without discrimination. The Hepatitis Fund will also participate in global advocacy to increase hepatitis elimination funding, for example, by encouraging lead global health funders to invest more in hepatitis, and to accelerate equitable access to affordable, generic hepatitis treatments.

# Working in Partnership and Funding Strategy

Overall, official development assistance (ODA) has been slowing down in the past couple of years. The picture within the different entities giving assistance has been diverse- while individual giving has been increasing, ODA giving has decreased. Unmet needs are rising (UN appeals were only 61% covered in 2019) and the struggle to get donors' attention has become more demanding in an environment where funds are contracting and asks are increasing.

The trend of giving multi-year funding is growing steadily, but on the downside, earmarking from most donors continues to be high in 2021. At this stage, it is too early to understand the whole range of consequences of COVID-19 on the global economy. We can already acknowledge the significant health funding being redirected towards COVID-19 and difficulties in other areas in health, with delays in the roll out of programmes, such as the Gavi Vaccine Investment Strategy.

THF needs to consider that donor requirements and preferences are changing, altering the way they want to work with organizations. THF should proactively engage with donors to inform and shape these preferences, as well as react quickly to changes if it is to maximize funding

opportunities from the decentralization of decision-making and human resources by donor governments and multilateral institutions. Increasing ODA funding for hepatitis is a priority. THF must also adapt its working model to respond effectively to corporations and high-net-worth individuals that may wish to work in partnership with THF across many countries to realize its potential.

Cooperation with partners can widen the scope of activities through a multiplier effect. THF will increase its support to the organizations it works with to develop more sophisticated systems that can enhance and increase their capacity and reach in fundraising. THF will also facilitate platforms to bring together the donors and organizations it supports to benefit from local knowledge and engagement. This will increase the reach of both THF and the organizations it is funding.

# The Hepatitis Fund Organizational Development

THF has the leadership, institutional capacities, tools, resources and mechanisms to help lift the challenges it is facing in hepatitis. It is recognized as an integral actor in building capacity for inclusion of the elimination of viral hepatitis into national health planning. By being efficient and effective in all its stages of work, THF ensures that partners and donors see immediate results from the support it gives organizations.

THF endeavours to develop the right capacity, efficiently coordinating its network to ensure that it can respond and optimize locally led action. THF will continue to develop the right skills and build the competencies needed to better understand and respond to local needs.

THF strives for value for money: it focuses on effectiveness, efficiency, economy and equity. This also means striving to better coordinate with other stakeholders, such as civil society and the private sector, as well as leveraging THF leadership in hepatitis elimination. THF will engage with national, regional and sub-regional coordination mechanisms and state actors.

THF will use its M&E framework for evaluating the impact of its activities and adjust course when necessary.

## **a. Compliance**

Transparency is paramount to THF operating procedures, decision-making processes and engagement. THF reports to the Swiss Federal Foundation Oversight Authorities and conforms to the obligations under the Swiss Civil Code Articles 80 to 89. THF's compliance obligations extend to organization management, asset management, data privacy, grant making and fundraising.

## **b. Safeguarding policy**

THF requires its partner organizations and grantees to promote practices and approaches reflecting a culture designed to ensure a safe environment for all its staff, consultants and volunteers involved in funded projects. THF requires all funded organizations to have policies that address the risks of bullying, sexual exploitation, harassment and abuse – internally and, where relevant, externally. All funded organizations must also have clear processes for raising and resolving complaints and concerns. In addition, any organization funded by THF to work with children or other vulnerable people must have policies in place to specifically address the protection of these groups.

### **c. Communications**

THF aims to strengthen its communications. The key principles for THF communications are:

- THF's official communication language is English. THF also communicates in French when local authorities require this.
- THF shares important news and information with stakeholders via press releases, its website and social media, as well as tailored direct messaging and opinion pieces where appropriate.
- THF designs a yearly external communications plan, including use of resources, such as media consultants and communications agencies.
- THF has designed a communication policy covering disclosures required by national laws and regulations where THF is active. THF has also designed a crisis management plan that includes crisis communications.
- THF spokespeople are the President of the Board and the Executive Director, who can both expressly delegate external representation for specific events to chosen board directors and staff members.
- THF develops factsheets, brochures, activity reports and other publications as appropriate. To preserve the anonymity of the populations benefitting from THF grants, THF does not use real-life photographs; instead, all illustrations come from databases.
- THF organizes events to enhance collaboration, create opportunities for donor engagement and make the best use of synergies with key stakeholders in global health. Through social media, interviews and high-level annual events, THF will support and raise the voice of those living with hepatitis.
- THF works and develops its advocacy approach to ensure that local community voices become global. In advocacy, THF will join its voice with an organization it is working with to lift sound international discussions around the work it is doing towards ending hepatitis. THF will educate all parties coming into this work about viral hepatitis elimination. THF will be part of facilitating interactions between individuals, organizations and government.

These ambitions will be shaped into concrete objectives and implementation plans in the five-year strategic period.

# Message from the Executive Director



To be able to include viral hepatitis in the universal health coverage framework and successfully eliminate viral hepatitis (as described in SDG 3.3), The Hepatitis Fund is seeking opportunities to partner with other organizations, raise funds and raise the voices of people living with viral hepatitis. The Hepatitis Fund is fully aware of the challenges ahead, but given the significant burden – unevenly distributed in societies all over the world – and current opportunity for action, we find it imminent and timely to act now.

The Hepatitis Fund wants to engage with governments both giving and receiving support for viral hepatitis elimination as well as advocates all over the world. THF wants the world to understand the huge challenges that people living with viral hepatitis face and the toll this disease takes on every society that has high prevalence and every country that does not have the capacity to address viral hepatitis within its national health system.

So, let's work and walk this path together. All of you can help in diverse ways to eliminate viral hepatitis and meet the SDG that we can see is achievable within this timeframe.

**Finn Jarle Rode**

A handwritten signature in black ink, which appears to read 'Finn Jarle Rode'. The signature is written in a cursive, flowing style.

**END~~HEP~~2030**

The Hepatitis Fund