

STRATEGIC PLAN 2021–2028 AT A GLANCE

The Drugs for Neglected Diseases *initiative* (DNDi) is an international non-profit organization that discovers, develops, and delivers safe, effective, and affordable treatments for the most neglected patients.

We use the power of innovation, open science, partnerships, and advocacy to find solutions to a great injustice: the lack of medicines for life-threatening diseases that disproportionately impact poor and marginalized people.

Our research and development (R&D) partnerships have delivered eight field-adapted and affordable treatments for five deadly diseases, saving millions of lives.

Our new strategy charts an eight-year journey to 2028, by which time we aim to have delivered 25 new treatments in our first 25 years.

HOW DOES DNDi ADVANCE THE BEST SCIENCE FOR THE MOST NEGLECTED?

We innovate to save lives



Discovering and developing urgently needed treatments for neglected patients and working to ensure they're affordable, available, and adapted to the communities who need them

We foster sustainable solutions



Working hand-in-hand with partners in low- and middle-income countries to power our progress and strengthen innovation ecosystems that put people's needs first

We advocate for change



Speaking out for policy change to enable more effective and equitable R&D and access to the fruits of science for all people, no matter their income or where they live

DNDi has forged a diverse range of R&D collaborations with over 200 partners in more than 40 countries, united in our pursuit of science driven by collaboration, not competition, and by patients' needs, not profits. With no labs or manufacturing facilities of our own, we act as a 'conductor of a virtual orchestra' at every phase of the R&D process – from drug discovery and pre-clinical research to clinical trials and access. We have been building alliances and strengthening cross-sector networks to deliver lifesaving medical innovation since 2003.

During this Strategic Plan period, we will expand our footprint in low- and middle-income countries (LMICs) to foster sustainable solutions – growing our partnerships and industry networks to power innovation ecosystems that put people's needs first, accelerate test-and-treat approaches, and ensure equitable access to medical care. And we will continue to champion open science and transparency.

Our progress will contribute directly to achieving the Sustainable Development Goals, including universal health coverage.

INNOVATING TO SAVE LIVES

Leveraging our alliances and rich portfolio of new drug candidates, we will deliver 15-18 new treatments between 2021 and 2028.

DNDi will prioritize the needs of patients affected by neglected tropical diseases (NTDs) and viral diseases that exact a disproportionate toll on already vulnerable and neglected communities. Our teams will contribute to responses to pandemic-prone infections and climate-sensitive diseases. Our work will be underpinned by our commitment to advancing a proactive agenda for maternal and child health and gender-responsive R&D and employing new technologies to accelerate R&D and access.

COMMITMENTS: 2021–2028

2021



2028

DELIVER 15–18 ADDITIONAL TREATMENTS

10-12 new treatments from current mature portfolio (2021-24)

5-7 new treatments from earlier-stage NCEs and portfolio expansion (2025-28)

FOCUS ON 5 CROSS-CUTTING STRATEGIC IMPERATIVES

1



Deliver new treatments and expand access for neglected patients by addressing R&D gaps for NTDs and viral diseases, including pandemic-prone and climate-sensitive diseases

2



Join with public health leaders and R&D actors in low- and middle-income countries to advance sustainable innovation ecosystems that address neglected patients' needs

3



Contribute to building a proactive agenda for maternal and child health and gender-responsive R&D

4



Champion open science and transparency

5



Leverage new technologies to accelerate R&D and access

DRIVE IMPACT ACROSS THE 3 PILLARS OF OUR MISSION



INNOVATE TO SAVE LIVES

- Deliver **15-18 new treatments**
- Identify **8-10 new drug candidates** from discovery efforts
- Conduct at least **6 new studies on indications for paediatric use**
- Develop strategies tailored to target diseases and countries' specific needs to ensure **equitable and affordable access and delivery of new treatments**



FOSTER SUSTAINABLE SOLUTIONS

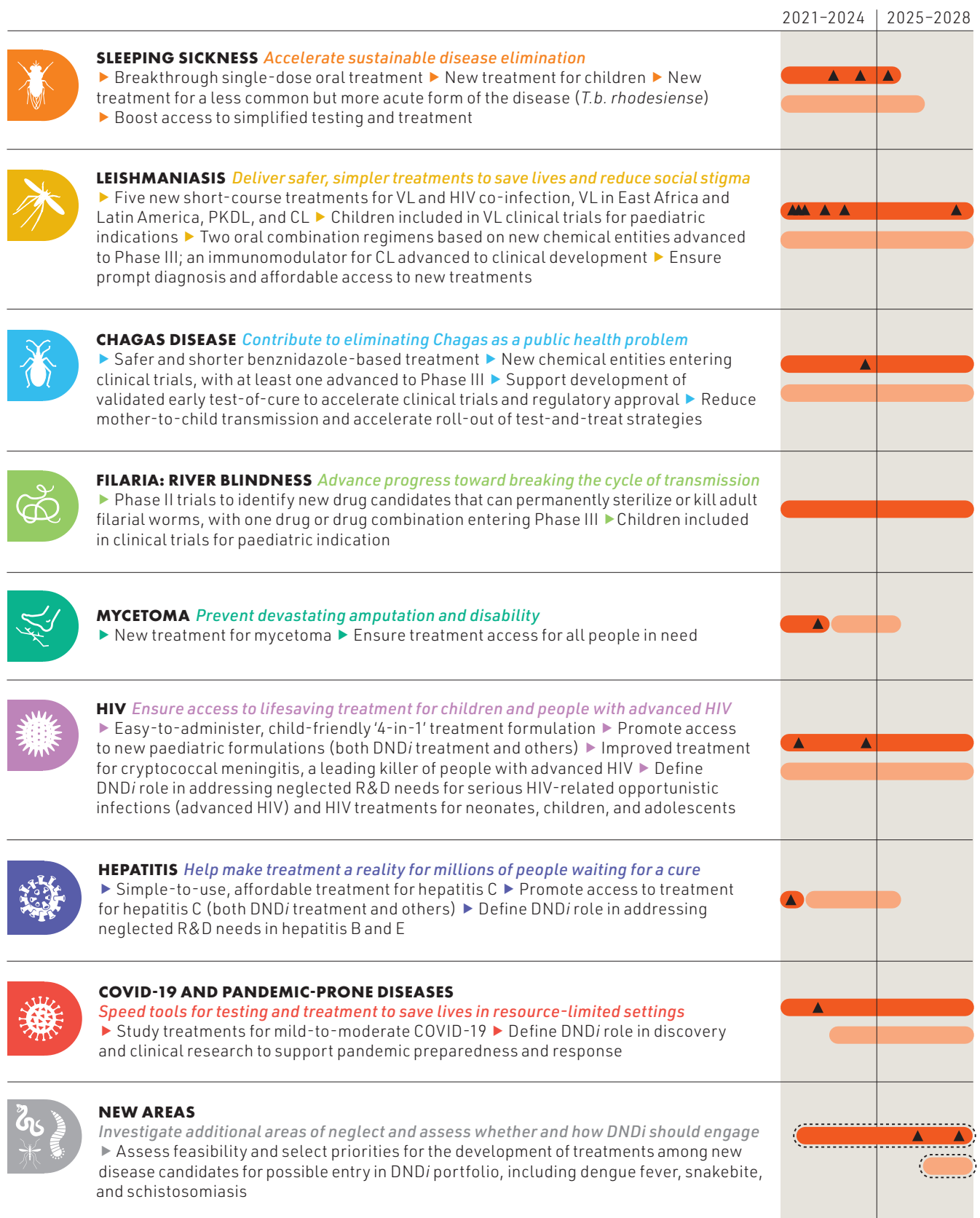
- Grow partnerships for **'end-to-end' R&D** in LMICs
- **Proactively collaborate** with LMIC pharmaceutical and other partners
- Conduct **half of first-in-human Phase I studies** in LMICs
- Train **600 to 1,000 frontline clinicians and researchers** every year



ADVOCATE FOR CHANGE

- **Secure concrete changes in key policies** to make the innovation system more needs-driven, collaborative, equitable, open and transparent, inclusive, and sustainable
- **Engage with 50+ strategic advocacy partners** to build stronger coalitions and more effective networks of influence
- **Document and disseminate key lessons** from DNDI's model

DNDi will deliver 15 to 18 new treatments between 2021 and 2028, for a total of 25 new treatments in our first 25 years



● Research and development ● Access and advocacy ▲ New treatment delivery ○ Illustrative

New treatments are the result of projects delivering a new registration, a new indication within an existing registration, or a new therapeutic guideline.

FOSTERING SUSTAINABLE SOLUTIONS

Scientific and public health leaders in LMICs are shaping new innovation ecosystems that have the potential to transform how R&D can meet neglected patients' needs. **Our partnerships are amplifying and accelerating this progress.**

Our teams are working to **more fully harness our proximity to the needs of neglected patients** and build from our established alliances to **take full advantage of existing and growing LMIC industrial, regulatory, and clinical trial capacity.**

Working with partners and expanding our organizational footprint in LMICs, we aim to:

- Encourage **public leadership** for more effective and equitable approaches to R&D
- Sustain and develop LMIC **clinical research networks** and **'lead optimization' programmes**
- Grow our **partnerships with pharmaceutical companies** in LMICs to ensure sustainable production and supply
- Conduct at least **50% of first-in-human Phase I trials** in LMICs
- Facilitate **trainings and facility upgrades** where needed to sustain robust local management of Phase II-IV trials

ADVOCATING FOR CHANGE

An essential part of DNDi's mission is to promote public responsibility and advocate for public policies that will enable a more effective and equitable global biomedical R&D system that delivers both innovation and access.

DNDi will continue to stress the need for political leadership to drive system change. **We will enrich the evidence base for change by further documenting our own experience**, particularly on open knowledge innovation, sustainable and equitable financing models, pro-public health IP and equitable licensing terms, transparency of R&D data and costs, R&D approaches that harness new technologies, and use of innovative regulatory pathways to expedite access for patients.

POWERING OUR AMBITIONS

A diverse workforce and an inclusive culture are central to the success of DNDi's mission and programmes. Our staff, leadership, and partners working in LMICs are critical to that success. DNDi offices in LMICs now host 40% of our workforce, which we will grow to 50% by 2028 – including a rising share of senior leadership.

We will adopt best practices in alliance management to further our strategic partnerships with industry, public health experts, and academia, **while employing new technologies** to improve the efficiency of our operations and accelerate the pace of the R&D process, including utilizing AI as a supportive technology. We will foster long-term strategic alliances with at least five global pharmaceutical partners and expand our partnerships with small and mid-size pharmaceutical companies in LMICs.

We will contribute to climate change mitigation – limiting our carbon footprint and working to 'green' the pharmaceutical development process wherever possible – to achieve a minimum 30% reduction in our environmental impact by 2028.

We will seek the support of governments, other funding institutions, and private philanthropy to raise EUR 612 million for 2021-2028, including 136 million already secured for the period. We will strengthen our M&E systems to enhance evidence-based decision-making and demonstrate value for money as we maintain optimal efficiency with low overheads.

Spending on impact

We keep our overhead low so that we maximize the impact we can have for neglected patients. We aim to keep the ratio of our activities directly related to our social mission (R&D, LMIC partnerships, and advocacy) in line with recent years, where the average was 87%.



A further €612 million investment, to reach 25 treatments in 25 years

