

KPI	Impact 1 – Public Health impact
What we are measuring	The additional public health impact of key health products supported by Unitaid.
Organizational Objective	Mission-level
Indicator definition	<i>Total infections or cases averted And/or Total deaths averted from key health products supported by Unitaid</i>
Rationale for use	This indicator provides a headline estimate of the incremental public health impact of key health products supported by Unitaid, which can be anchored in the context of the delivery of global health goals.
Target(s)	Not applicable (N/A) – based on modelling estimates
Frequency of reporting	Mid-point and end of strategic period
Data sources	Scale funder data (e.g., procurement data, impact evaluation), programmatic priority data, Unitaid evaluations, WHO
Measurement approach	Estimate of incremental impact using modelling scenarios, using a reasonable forward-looking timeframe, in the context of the disease or health product in question. The modelling could be developed within a bespoke model, or could be done using large, dynamic disease models (e.g., the Avenir suite of HIV and TB models, and the Imperial College or Swiss TPH malaria models).
Strengths	<ul style="list-style-type: none"> • Provides headline estimates of impact to demonstrate Unitaid’s overall performance • Can be anchored in the context of the delivery of global health goals
Limitations	<ul style="list-style-type: none"> • Based on modelling scenarios, so there are limitations on the precision of impact estimates • Challenges to attribute the impact of Unitaid’s work. May partially overlap with estimates from other global health agencies, such as The Global Fund, given the nature of Unitaid’s impact • Time lag between investing in key health products, addressing equitable access conditions and the delivery of impact. • Inability to appropriately aggregate impact across disease areas in some cases
How the performance information will be used	<ul style="list-style-type: none"> • To provide overall feedback on Unitaid’s performance • To evaluate and learn from the areas that deliver greatest impact (both level of impact and relative impact) • To promote Unitaid’s value add within the global health response
Frequency of review of KPI	End of the strategic period.

KPI	Impact 2 – Economic savings or efficiencies
What we are measuring	The additional economic savings or efficiencies generated by key health products supported by Unitaid.
Organizational Objective	Mission-level
Indicator definition	<i>Total economic savings And Efficiencies generated by key health products supported by Unitaid</i>
Rationale for use	This indicator provides a headline estimate of the incremental economic impact of key health products supported by Unitaid, which can be anchored in the context of the delivery of global health goals.
Target(s)	Not applicable (N/A) – based on modelling estimates
Frequency of reporting	Mid-point and end of strategic period
Data sources	Scale funder data (e.g., procurement data, impact evaluation), programmatic priority data, Unitaid evaluations, WHO
Measurement approach	Estimate of economic impacts using modelling scenarios. using a reasonable forward-looking timeframe, in the context of the disease or health product in question. The modelling could be developed within a bespoke model or could be done with reference to modelling approaches used by other global health agencies (such as The Global Fund) to quantify economic benefits.
Strengths	<ul style="list-style-type: none"> • Provides headline estimates of economic impact to demonstrate Unitaid’s overall performance • Can be anchored in the context of the delivery of global health goals
Limitations	<ul style="list-style-type: none"> • Based on modelling scenarios • Most key health products supported by Unitaid become available at an incremental cost; hence, true economic savings may be limited to a relatively small number of products. • Measurement of efficiencies is more complex, e.g., assessing the cost-effectiveness of a health product, which can deliver public health objectives more efficiently • Challenges to attribute the impact of Unitaid’s work • Time lag between investing in key health products, addressing equitable access conditions and the delivery of impact
How the performance information will be used	<ul style="list-style-type: none"> • To provide overall feedback on Unitaid’s performance • To evaluate and learn from the areas that deliver greatest impact (both level of impact and relative impact) • To promote the Unitaid’s value add within the global health response.
Frequency of review of KPI	End of the strategic period

KPI	Impact 3 – Return on Investment
What we are measuring	The return on investment to the global health response from key health products supported by Unitaid.
Organizational Objective	Mission-level
Indicator definition	<i>Return on Investment = Total Projected Benefits realized from Unitaid investment / Total Projected Costs of Unitaid investment + scale-up costs</i>
Rationale for use	This indicator provides an assessment of the return on investment possible from the rapid adoption and scale-up of key health products supported by Unitaid, by countries and scale funders over time
Target(s)	Not applicable (N/A) – based on modelling estimates
Frequency of reporting	Every 3 years
Data sources	Scale funder data (e.g., Global Fund investment case scenarios, procurement data, impact evaluation), programmatic priority data, Unitaid evaluations, WHO
Measurement approach	Various approaches available - from a methodology perspective, the Return on Investment methodology deployed by The Global Fund in their investment case would ensure coherence between organizations. Then, a bespoke Unitaid scenario could be developed, or Unitaid could partner with The Global Fund (in respect of their investment case modelling) to assess the difference in Return on Investment between The Global Fund investment case, and a scenario where Innovations supported by Unitaid are not scaled-up. The latter would be less time consuming and complex, and would enable the assessment of the incremental Return on Investment from Unitaid-supported health products
Strengths	<ul style="list-style-type: none"> • Can be anchored in context of global modelling scenarios for HIV, TB, and malaria • Provides a better assessment of return on investment than doing so on a project-by-project basis • Could strengthen organizational alignment by using the Return on Investment methodology of The Global Fund • Provides a complementary analysis, which articulates the complementary impact of Unitaid to other organizations
Limitations	<ul style="list-style-type: none"> • Based on modelling scenarios • Following The Global Fund approach may only capture Unitaid’s work in HIV, TB, and malaria, and consistency in measurement would be contingent on their continued use of the same Return on Investment methodology and willingness to develop joint scenarios • Challenges to attribute the impact of Unitaid’s work, and to isolate the impact of individual innovations within large scale dynamic public health modelling
How the performance information will be used	<ul style="list-style-type: none"> • To promote Unitaid’s value add within the global health response
Frequency of review of KPI	End of the strategic period.

KPI	Impact 4 – Accelerating the global health response
What we are measuring	The extent to which key health products supported by Unitaid accelerate the delivery of global health objectives
Organizational Objective	Mission-level
Indicator definition	<i>Acceleration time = Date of achieving reduction of mortality in global disease projections – Date of achieving reduction of mortality without access to innovation supported by Unitaid</i>
Rationale for use	A central element of Unitaid’s comparative advantage is facilitating the accelerated introduction of key health products that will support the delivery of global health objectives
Target(s)	Not applicable (N/A) – based on modelling estimates
Frequency of reporting	Every 3 years
Data sources	Scale funder data (e.g., Global Fund investment case scenarios, procurement data, impact evaluation), programmatic priority data, Unitaid evaluations, WHO
Measurement approach	Various methods available, e.g., on a product-specific basis, or assessing things at a macro-level. One existing approach would be to continue to assess the difference innovation makes – in the context of The Global Fund investment case scenario – on achieving reductions in mortality for HIV, TB, and malaria
Strengths	<ul style="list-style-type: none"> • Measures a central element of Unitaid’s comparative advantage • Could be anchored in context of global modelling scenarios for HIV, TB, and malaria • Could provide a complementary analysis, which articulates the joint impact of Unitaid to global health response
Limitations	<ul style="list-style-type: none"> • Based on modelling scenarios • Following The Global Fund investment case scenario would only capture Unitaid’s work in HIV, TB, and malaria • Challenges to attribute the impact of Unitaid’s work, and to isolate the impact of individual innovations within large scale dynamic public health modelling.
How the performance information will be used	To promote Unitaid’s value add within the global health response.
Frequency of review of KPI	End of the strategic period

KPI	1.1 – Portfolio evolution
What we are measuring	The evolution of Unitaid’s portfolio: specifically, the addition of key health products that demonstrate Unitaid’s ability to identify and invest in areas that will support the delivery of global health goals by 2030.
Organizational Objective	Strategic Objective 1 – Accelerate the introduction and adoption of key health products
Indicator definition	<i>Total number of new health products supported by Unitaid over the previous 12 months</i>
Rationale for use	This indicator reflects how well Unitaid is performing as a pathfinder organization by monitoring our ability to successfully invest in promising health products, which is connected to the objective to support 30 products by 2030
Target(s)	<ul style="list-style-type: none"> • N/A – no target. Instead, year on year increases in number of new health products (and the overall cumulative amount) will be tracked.
Frequency of reporting	Annual - June Executive Board meeting
Data sources	Grant Agreement Development packages approved by the Executive Board (in the timeframe in question, each year)
Measurement approach	Annual review of the number of new products added to the portfolio.
Analysis and interpretation	A product will be considered as ‘added’ to the portfolio once the grant supporting the product has been approved by the Executive Board or in the case of UnitaidExplore once project funding has been approved. This indicator will differ from the “30 products by 2030” objective, as it accounts only for new products added to the portfolio during 2023-2027 and will account for each product separately (while the “30 by 30” list includes product groupings in multiple places).
Strengths	<ul style="list-style-type: none"> • This indicator is a simple way to track how Unitaid is working towards supporting the introduction of key health products intended to play an important role in the delivery of 2030 health goals • No use of targets minimizes the incentive to add products with lower public health value
Limitations	<ul style="list-style-type: none"> • Needs to be assessed in conjunction with other indicators to ensure its usefulness • Strong dependency to the outcome of Resource Mobilization activities – fewer available funds to invest could limit the ability to add new products over time
How the performance information will be used	To evaluate progress towards building a portfolio with the potential to address the major gaps in equitable access that can lead to the delivery of global health objectives by 2030
Frequency of review of KPI	Mid-point of the strategic period (2025)

KPI	1.2 (a) – Overall Portfolio Health
What we are measuring	Overall progress of the portfolio to meet target access conditions: specifically, are the key health products supported by Unitaid on track to meet their target access profiles within the scope, and timeframe of, Unitaid investments.
Organizational Objective	Strategic Objective 1 – Accelerate the introduction and adoption of key health products
Indicator definition	<i>Proportion (%) of key health products on track to meet their target access profiles =</i> <i>Total number of products on track to meet their target access profiles / Total number of target access profiles</i>
Rationale for use	This indicator complements indicator 1.1 by measuring the progress of key health products towards their end goals in relation to equitable access (e.g., availability, quality, affordability, demand and adoption and supply and delivery)
Target(s)	<ul style="list-style-type: none"> • Annual Target: at least 80% of products on track to meet their target access conditions • Colour coding: >90% (strong – dark green), 80-90% (good – light green), 70-80% (moderate - yellow), less than 70% (weak - red)
Frequency of reporting	Annually - June Executive Board meeting
Data sources	Portfolio update, target access profiles, market data, and data provided by partners (e.g., WHO)
Measurement approach	Target Access Profiles will be developed for a sub-set of key products (e.g., using the "30 by 30" list as a reference) across the programmatic priorities (please refer to Annex C for a prototype of Target Access Profile). Supporting this, each programmatic priority area will undertake an annual review process. As part of this, an assessment of progress to secure target access conditions, on a product-by-product basis, will be completed. Each assessment is assessed as – i) 'On track/Complete' or ii) 'Off Track'. Those assessed as 'On track/Complete' are summed together to form the numerator of the KPI formula.
Strengths	<ul style="list-style-type: none"> • Portfolio-wide overview of progress towards the delivery of end goals. • Explicitly connects programmatic priorities to strategic objectives, and provides a forward-looking dashboard-level overview of portfolio health for senior management and board members • Can be supplemented with thematic analysis, e.g., on equity-specific topics
Limitations	<ul style="list-style-type: none"> • Requires triangulation with the portfolio update to provide a complete analysis

How the performance information will be used	Covers all purposes of performance management, e.g., provides assurance on progress across the portfolio; offers feedback to support prioritizing management actions and for risk management; can highlight areas to promote progress to facilitate scale up discussions with countries and partners.
Frequency of review	Mid-point of the strategic period (2025)

KPI	1.2 (b) – Target Equity Conditions
What we are measuring	Overall progress of the portfolio to meet target equity conditions: specifically, are the key health products supported by Unitaid on track to meet their target equity conditions within the scope, and timeframe of, Unitaid investments.
Organizational Objective	Strategic Objective 1 – Accelerate the introduction and adoption of key health products
Indicator definition	<p><i>Proportion (%) of key health products on track to meet their target equity conditions =</i></p> $\frac{\text{Total number of target equity conditions on track to be met}}{\text{Total number of target equity conditions}}$ <p><i>Total number of key health products on track to meet their target equity conditions/ Total number of key health products with a target access profile.</i></p>
Rationale for use	This indicator complements indicator 1.2 (a) by measuring the progress of key health products towards their end goals in relation to critical equity conditions
Target(s)	<ul style="list-style-type: none"> • Annual Target: at least 80% of products on track to meet their target equity conditions • Colour coding: >90% (strong – dark green), 80-90% (good – light green), 70-80% (moderate - yellow), less than 70% (weak - red)
Frequency of reporting	Annually - June Executive Board meeting
Data sources	Portfolio update, target access profiles, market data, and data provided by partners (e.g., WHO)
Measurement approach	Within each target access profile, target equity conditions will be identified. This could be one or multiple equity conditions per product (and target access profile) (cf Annex C for a prototype of Target Access Profile). Supporting this, each programmatic priority area will undertake an annual review process. As part of this, an assessment of progress to secure target equity conditions, on a product-by-product basis, will be completed. Each assessment is assessed as – i) ‘On track/Complete’ or ii) ‘Off Track’. Those assessed as ‘On track/Complete’ are summed together to form the numerator of the KPI formula.
Strengths	<ul style="list-style-type: none"> • Places specific emphasis on the headline areas that seek to address equity, to complement KPI 1.2 (a) • Could be supplemented with thematic analysis, e.g., on equity-specific topics
Limitations	<ul style="list-style-type: none"> • Requires triangulation with the portfolio update to provide a complete analysis
How the performance information will be used	Covers all purposes of performance management, e.g., provides assurance on progress across the portfolio; offers feedback to support prioritizing management actions and for risk management; can highlight areas to promote progress to facilitate scale up discussions with countries and partners.
Frequency of review	Mid-point of the strategic period (2025)

KPI	1.3 – Product uptake
What we are measuring	The extent to which Unitaid enables the successful scale-up of key health products: in coordination with countries and scale funders (e.g., The Global Fund, PEPFAR, PMI)
Organizational Objective	Strategic Objective 1 – Accelerate the introduction and adoption of key health products
Indicator definition	<p>A summary of achievement of key health products in three key dimensions of scale-up:</p> <ul style="list-style-type: none"> • <i>Magnitude of scale-up: includes data on procurement volumes and/or market share of the product or product class, including baseline, current status and where available projections.</i> • <i>Speed of scale-up: includes information on how quickly scale-up occurred after the initial investment by Unitaid, as well as the state of product adoption globally and at the country level.</i> • <i>Equity of scale-up: the extent to which scale up is occurring in an equitable manner across geographies and populations groups.</i> • <i>Operational readiness – which could be measured through: % of countries having adopted national policy and % of countries with costed national plan or similar formal budgeting documents</i> • <i>Product scale up measured through scale up partner data (e.g., procurement volumes), and aligned with reporting of partner organizations such as the Global Fund.</i>
Rationale for use	While Unitaid seeks scale-up and long-term impact through all its grants, it does not itself scale up innovations. In its catalytic capacity, Unitaid—with implementers and partner organizations — creates the conditions that encourage and facilitate scale-up. This indicator provides an assessment of the eventual goal for all Unitaid supported products.
Target(s)	N/A – progress is tracked using a summary dashboard
Frequency of reporting	Annually
Data sources	Scale-up partner procurement data, national investment plans from countries, other strategic/investment documents.
Measurement approach	<p>Sub-set of key health products assessed as being in the scale-up phase (for example have available supply and are recommended for use by WHO in global guidelines), are included in the summary dashboard and performance is tracked against the two dimensions of scale-up: operational readiness and procurement.</p> <p>Where possible, using the product procurement data, further analysis will be conducted to project scale-up up post-grant, to determine the additional people benefiting from the innovative health product and to determine the contribution towards closing the gap of relevant global health goals.</p>
Strengths	<ul style="list-style-type: none"> • Provides a dashboard overview of progress to scale up key health products supported by Unitaid • Assesses the bridge between securing equitable access conditions and scale-up of key health products

	<ul style="list-style-type: none"> • Available data can support building impact evaluation scenarios • Could be used to support joint KPI and target setting activities with The Global Fund
Limitations	<ul style="list-style-type: none"> • Does not facilitate target setting • Challenging to capture all relevant metrics for different product areas
How the performance information will be used	<p>Provides feedback on progress to deliver impact overall. Offers scope to evaluate and learn about areas that are more/less successful, to support identification of future investment areas, grant design and implementation. Provides summary evidence to promote the outcomes of Unitaid investments.</p>
Frequency of review of KPI	<p>Mid-point of the strategic period (2025)</p>

KPI	2.1 – Creating systemic conditions for sustainable, equitable access
What we are measuring	Identification of optimal pathways to further utilize Intellectual Property and regulatory approaches, innovative supply models and the dissemination of knowledge on equitable access – to accelerate the introduction of key health products to support 2030 goals
Organizational Objective	Strategic Objective 2 - Create systemic conditions for sustainable, equitable access
Indicator definition	<p><i>Demonstrated progress in devising plans, and where appropriate making investments, in areas intended to support creating systemic conditions for sustainable, equitable access</i></p> <p><i>Progress in ongoing investment areas, and (where relevant) devising and implementing work plans, specifically on strategic initiatives connected to the Functional Review outcome. As appropriate, making investments in areas intended to support creating systemic conditions for sustainable, equitable access across the areas of i) Intellectual Property, ii) Regulation, iii) Regional Manufacturing, iv) Pandemic Preparedness and Response and v) Climate and Health</i></p>
Rationale for use	To provide some initial framing and context around the range of activities associated with creating systemic conditions for sustainable, equitable access
Target(s)	<p>Annual targets (at least initially):</p> <ul style="list-style-type: none"> — Advance work on IP and regulation, e.g., consider renewal of investment in the areas of TRIPS flexibilities and Prequalification by June 2023 — Undertake exploratory work on innovative supply models, to identify concrete opportunities by June 2023 (learning objective) - Establish a baseline and plans for the dissemination of knowledge on equitable access by June 2023 <ul style="list-style-type: none"> • Intellectual Property: i) Continued progress in demonstrating the value-add of intellectual property interventions (through voluntary licensing and use of TRIPS flexibilities) to facilitate equitable access to key health products, supported by examples; ii) Secure Executive Board approval to fund new projects working on TRIPS flexibilities by quarter 1, 2024. • Regulation: i) Continued progress in planning for and investing in more effective and efficient regulatory systems that protect the public and enable timely access to quality medical products more rapid pathways to regulatory approval, e.g., through strong performance of the WHO RPQ investment (including the number of approved key health products, and speed of approval and support provided for capacity building and the promotion of regulatory convergence and harmonization), and ii) Proactive engagement towards the development of a new WHO RPQ Strategy, working with key partners, by the end of 2024 • Regional Manufacturing: Secure Executive Board endorsement of Unitaid’s Regional Manufacturing Initiative for equitable and sustainable access, by early 2024, ii) Advance progress on the implementation of the Regional Manufacturing Initiative, by mid-2025, leveraging Unitaid’s role as an influencer, pathfinder and investor to establish

	<p>viable business cases and interventions for the local production of cost-competitive, quality health products in select LMIC regions.</p> <ul style="list-style-type: none"> • Pandemic Preparedness and Response (PPPR): i) Document and publicize Unitaid's vision on Access for PPPR to shape the evolving global PPPR landscape, including R&D, and nascent initiatives, by May 2024; ii) Advance work in investments related to new business/supply models for therapeutics (small molecules, antibodies) and diagnostics that can enable equity needs in low- and middle-income countries for key countermeasures in the case of a pandemic, by 2025 • Climate and Health: i) Secure Executive Board endorsement approval of a Climate and Health Strategy, by end 2023, ii) Advance progress on Climate and Health strategic framework, by mid-2025
Frequency of reporting	Annual
Data sources	Market data, technology landscapes, stakeholder analysis/reports
Measurement approach	Work plans, developed subject to the approval of the 2023-2027 Strategy,
Strengths	<ul style="list-style-type: none"> • Indicator and targets focus on the initial steps needed to advance work under this Strategic objective.
Limitations	<ul style="list-style-type: none"> • Initial targets are not outcome-based, and should be developed further at the earliest available opportunity
How the performance information will be used	To evaluate and learn about the optimal pathways to further invest in existing areas (IP/regulation), new areas (innovative supply models), and how to best position Unitaid as a thought leader who promotes and disseminates information on equitable access
Frequency of review of KPI	Annually Mid-point of the strategic period (2025)

KPI	2.2 – Dissemination of evidence on equitable access
What we are measuring	The extent to which peer reviewed published studies funded by Unitaid support equitable access, with emphasis on evidence generated at a disaggregated level (e.g., by age, gender, socioeconomic status, disability, or another context specific category), as relevant.
Organizational Objective	Strategic Objective 2 - Create systemic conditions for sustainable, equitable access
Indicator definition	<p><i>A summary of progress in generating evidence to support equitable access through:</i></p> <ul style="list-style-type: none"> • <i>Studies delivered through Unitaid funded projects, published in peer reviewed journals in the previous calendar year, with emphasis on evidence generated at a disaggregated level</i>
Rationale for use	To provide greater focus on progress being made to generate evidence, of a peer reviewed quality, from Unitaid investments, which has been disseminated to the scientific and policy communities, with emphasis on evidence disaggregated by different categories
Target(s)	- N/A: progress is tracked through a synthesis report, produced every year
Frequency of reporting	Annual
Data sources	Peer reviewed journals/publications, programmatic priority level data
Measurement approach	Studies published will be tracked at the programmatic priority level and reported internally to support the development of a synthesis report.
Strengths	<ul style="list-style-type: none"> • Offers a platform to communicate progress in generating evidence to support equitable access
Limitations	<ul style="list-style-type: none"> • Not framed around a target
How the performance information will be used	To highlight (promote/celebrate) progress in generating critical evidence needed to facilitate equitable access to key health products
Frequency of review of KPI	Annually

KPI	3.1 – Partner Satisfaction
What we are measuring	The extent to which Unitaid has successfully established effective and inclusive partnerships – with Communities and Civil Society, Scale Funders and Countries
Organizational Objective	Strategic Objective 3 – Foster inclusive and demand-driven partnerships for innovation
Indicator definition	<p><i>Survey question –</i> <i>Proportion (%) of positive responses to the question - ‘To what extent has your partnership with Unitaid fostered inclusive and demand-driven partnerships for innovation that has advanced equitable access to key health products?’</i></p>
Rationale for use	Whilst measuring progress in cultivating and managing partnerships requires a more holistic, mixed-methods, assessment, the survey question is intended to provide a common unit of assessment across different partner groups which is a proxy of the overall effectiveness of each partnership
Target(s)	<p><u>Baseline performance in initial partner survey (end 2022)</u> <u>Set partner-specific targets using baseline in June 2023</u></p> <p><u>Overall target = 75% positive, per stakeholder group, by 2027 Partner Survey</u></p> <p><u>2025 Partner Survey:</u></p> <ul style="list-style-type: none"> <u>Clear progress across all groups towards meeting the overall target, in particular for Communities and Civil Society</u>
Frequency of reporting	Biennial
Data sources	Partner survey (which would be a new survey administered on behalf of Unitaid by an external consultant)
Measurement approach	<p>Survey administered to four groups – a sample of Community organizations, Civil Society organizations, and Countries, plus Scale Funders (specifically The Global Fund, PEPFAR and PMI).</p> <p>Use Likert Scale for the assessment of the survey question: To a very limited extent – To a limited extent – Neutral – To some extent – To a large extent (positive responses)</p> <p>Positive responses are averaged for each group individually, i.e., the average of Community organizations sampled is calculated and reported.</p>
Strengths	<ul style="list-style-type: none"> Secures 360-degree feedback from key partners periodically Provides a proxy metric of partnership effectiveness
Limitations	<ul style="list-style-type: none"> Single indicator doesn’t capture all aspects of partner relationships, and survey sample must be identified carefully Does not capture all partnerships

How the performance information will be used	To reflect on the feedback of partners on the effectiveness of their partnership with Unitaid, which, supported by a more extensive set of questions, can help shape the planning cycle of work to cultivate and manage partnerships to ultimately deliver positive outcomes to support the delivery of Unitaid’s Strategy
Frequency of review of KPI	June 2023 Mid-point of the strategic period (2025)
KPI	3.2 – Effective engagement with Communities and Civil Society
What we are measuring	The extent to which there is effective engagement with affected communities and civil society and responsiveness to address needs
Organizational Objective	Strategic Objective 3 – Foster inclusive and demand-driven partnerships for innovation
Indicator definition	<i>Proportion (%) of programmatic priorities with a demonstrated engagement with communities and civil society across the operating model</i>
Rationale for use	The indicator is intended to demonstrate progress to enhance the engagement with communities and civil society across Unitaid’s portfolio
Target(s)	Set baseline by June 2023. Progress towards 100% of priorities with a demonstrated engagement by the end of the Strategy.
Frequency of reporting	Annual
Data sources	Programmatic priorities
Measurement approach	Progress is assessed against a range of elements, e.g., whether programmatic priorities have CCSE activity plans and budgets, whether Community-based organizations receive funding to implement services or support a project at local level, stories and testimonials collected and shared, community members, representatives and CBOs working and engaging with Unitaid, CCSE engagement in identification and prioritization of Unitaid investments, programmatic priorities acknowledging specific Community and Civil Society contributions to results.
Strengths	Provides an overview of progress (intermediate outcomes) Supports identification of areas that require additional focus, and gaps across the portfolio in relation to CCSE engagement
Limitations	Target setting is challenging as the approach to CCSE is being developed. This will evolve over time and the KPI reviewed at the midterm of the strategic period. Not a fully outcome-based measure in its current form
How the performance information will be used	To reflect on the feedback of partners on the effectiveness of their partnership with Unitaid, which, supported by a more extensive set of questions, can help shape the planning cycle of work to cultivate and manage partnerships to ultimately deliver positive outcomes to support the delivery of Unitaid’s Strategy
Frequency of review of KPI	Mid-point of strategic period (2025)

KPI	3.3– Effective Country stakeholder engagement
What we are measuring	The extent to which there is effective engagement with low and middle-income countries
Organizational Objective	Strategic Objective 3 – Foster inclusive and demand-driven partnerships for innovation
Indicator definition	<p><i>Engagement that supports –</i></p> <ul style="list-style-type: none"> • <i>Progress in aligning country stakeholder needs and priorities</i> • <i>Spurs local ownership and fit-for-purpose innovations; increases use of and strengthens local health services, systems, research institutions and manufacturers; and</i> • <i>Accelerates buy-in, adoption and scale-up of better health products, improves sustainability and resilience and strengthens partnerships with Ministries of Health and regional bodies</i>
Rationale for use	The indicator is intended to demonstrate progress to enhance effective engagement with country stakeholders
Target(s)	<p>Demonstrable progress in advancing effective engagement with country stakeholders that leads to:</p> <ul style="list-style-type: none"> • Better alignment with country stakeholder needs and priorities for next investment cycles – by end 2023 • Additional partner agreements with Ministers of Health and Regional Bodies by end 2024 • Increased investments through LMIC institutions and manufacturers – end 2025 <p>Securing increased investments through LMIC institutions and manufacturers will be supported by the organizational KPI F (grant implementer diversity), and efforts to advance strategic objective 2.</p> <p>Overall, the wider intent is to generate demonstrable evidence that country stakeholder engagement supports accelerated introduction of health products. End of Strategy targets – to be confirmed at point of future review.</p> <p>Demonstrable progress in advancing effective engagement with country stakeholders that leads to better alignment with country stakeholder needs and priorities for next investment cycles, additional partner agreements with Ministers of Health and Regional Bodies, and increased investments through low- and middle-income country institutions and manufacturers. This includes, in the context of the workplan agreed as an outcome of the Functional Review process:</p> <ul style="list-style-type: none"> • At least one (and up to four) country agreement(s) (Memorandum of Understanding) by mid-2025 • At least one (and up to two) flagship country visit(s), bringing together key stakeholders, by mid-2025 • Increased investment in low- and middle-income country organizations (e.g., captured through diversification of the implementer base, linked to Organizational KPI F, and increased focus on regional manufacturing)

Frequency of reporting	Annual
Data sources	Internal, project-level data, Partner survey, mid-term/end of Strategy evaluation
Measurement approach	<p>Progress is assessed against a range of elements described above and would rely on a mixed-methods approach. This includes quantitative and qualitative data secured through a Country stakeholder partner survey (linked to KPI 3.1), and a focused analysis of country stakeholder engagement developed for a mid-term review of the Strategy and an end of Strategy evaluation.</p> <p><u>Securing increased investments through LMIC institutions and manufacturers will be supported by the organizational KPI F (grant implementer diversity), and efforts to advance strategic objective 2.</u></p>
Strengths	<ul style="list-style-type: none"> • Provides an overview of progress (intermediate outcomes) • Supports identification of areas that require additional focus, and gaps across the portfolio in relation to Country stakeholder engagement
Limitations	<ul style="list-style-type: none"> • Target setting is challenging • Not a fully Outcome-based measure, at least until a baseline set of data are made available
How the performance information will be used	To reflect on progress in engaging country stakeholders on the effectiveness of their partnership with Unitaid that can lead to improved outcomes supportive of accelerating the introduction and adoption of key health products
Frequency of review of KPI	Mid-point of the strategic period (2025)