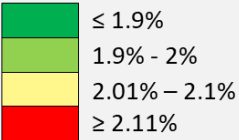| KPI	A – Secretariat efficiency
What we are measuring	Unitaid Secretariat maintains a lean and efficient Secretariat
Organizational Objective	***Operational Objective – Ensure organizational efficiency***
Indicator definition	*Secretariat Efficiency = Unitaid Secretariat costs / Value of Unitaid's portfolio (on 31 December in a given year)*
Rationale for use	Headline metric that acts as a proxy of ensuring that Unitaid is right sized to deliver on its Strategy.
Target(s)	• **Yearly target:** 2% • **Colour coding:** ≤ 1.9% 1.9% - 2% 2.01% – 2.1% ≥ 2.11%
Frequency of reporting	Annual - June Executive Board meeting
Data sources	• Numerator: Secretariat expenditure calculated internally and reported to the FAC at the April committee meeting (audited financial statements) • Denominator: extracted from the Grant Administration and Operations (GAO) database
Measurement approach	Calculation: [Unitaid Secretariat Annual Operational Expenditure / Total Value of the Unitaid portfolio at 31 December each year]
Strengths	• Continuity of the current KPI.
Limitations	• In 2021, BDO conducted an internal audit of Unitaid's performance measurement[1], and found the existing KPI A as "not optimised for intended purpose". The KPI's numerator was found to offer little room for performance management of operational costs as it is largely composed of fixed costs (e.g., staff costs) tied to exogenous factors. The denominator was viewed as limited as it only included the value of the active portfolio, with BDO noting that "Unitaid also carries out a range of complementary activities not directly related to these grants - for example, scoping of areas for intervention and resource mobilisation. This means that not all the de facto activities for which the Secretariat is responsible are captured in the current calculation. Taken together, these factors limit the usefulness of the current calculation as a ratio for assessing and steering performance.".
How the performance information will be used	To provide feedback to the Executive Board on Secretariat efficiency and to guide future budgetary decisions, in conjunction with other relevant materials. If the target is exceeded, further analyses would be conducted to understand the root causes, to assist in identifying measures and to take management actions.
Frequency of review of KPI	Review by end 2023.

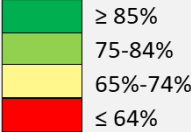[1] UNITAID_2021_16 November_Joint FACPSC_4_Update on risk management_Annex3

KPI	B – Secretariat carbon footprint
What we are measuring	Progress towards the reduction in the Unitaid Secretariat's carbon footprint
Organizational Objective	*Operational Objective – Ensure organizational efficiency*
Indicator definition	*% reduction in the Unitaid Secretariat carbon footprint compared to the 2019 baseline*
Rationale for use	Climate change is one of the most important drivers of health issues in the world and it is important that Unitaid measures its own climate impact. This measure is under the Secretariat's direct control. It is important for Unitaid to demonstrate its commitment to carbon reduction targets, and to use this as a signal for its partners to reduce their emissions too.
Target(s)	• **Targets:** 40% reduction of emissions by 2025, working towards a 50% reduction of emissions by 2030 • **Colour coding:** none
Frequency of reporting	Annual progress updates on actions taken. Formal carbon footprint assessment done once in the strategic period (in 2026, assuming 2025 data is available).
Data sources	Formal review against target - External review of our carbon footprint in 2025 (measured the following year as feasible). Annual updates: Secretariat analysis, based on data from Carlson Wagonlit for travel, procurement data with internal analysis of emission factors, additional information as available (e.g., Global Health Campus activities, commuting survey etc.)
Measurement approach	Baseline, as measured by GAIA in 2021 for 2019 is 1 646 tCO_2e. A similar methodology should be used for the review conducted for 2025, considering that the reduction will be assessed relative to the size of the Secretariat (normalized to 2019 Opex levels).
Strengths	• External review with existing methodology to assess 2025 progress. 2025 corresponds to a key milestone in the carbon footprint roadmap and aligns with many organisations working towards the Paris agreement targets.
Limitations	• The review is only formally done once during the strategic period. • Annual updates will be based on a simplified approach, which will not be as precise.
How the performance information will be used	The information will be used for compliance purposes, to assess whether the Secretariat was able to meet its carbon reduction target in practice. In addition, it can help generate learnings for Unitaid, grant implementers and beyond to assess the successes and challenges of pursuing carbon footprint reduction targets. It will also help motivate the Secretariat to continue its engagement and to keep reducing its emissions, in line with international agreements, and promote Unitaid as a climate conscious organization.
Frequency of review	Review at the end of the strategic period.

KPI	C – Resource Mobilization
What we are measuring	Level, diversity, and stability of resources mobilized from existing and new donors to support implementation of the 2023-2027 Strategy
Organizational Objective	*Operational Objective – Secure sufficient and stable resources*
Indicator definition	*KPI C.1: Total cumulative US$ resources committed over the strategic period (5 years)* *KPI C.2: % funds secured against multi-year agreements (in value)* *KPI C.3: Number of new donors over the strategic period (cumulative)*
Rationale for use	Tracking progress towards funding of the Strategy is essential to guide further resource mobilization efforts and to operationalize various operational scenarios based on the level of committed funds. The indicators on multiyear commitments and number of new donors track how stable and diverse Unitaid's donor base is and if further resource mobilization efforts should be done to strengthen this base. They also provide a view on the level of risk related to funding stability.
Target(s)	• **Targets:** KPI C.1: USD 1.5 billion (cumulative target over the strategic period) KPI C.2: 70% (annual target) KPI C.3: 3 new donors (cumulative target over the strategic period) • **Colour coding:** $1.5bn $1.25bn $1bn $0.75bn **KPI C.1**
Frequency of reporting	Annually - June Executive Board meeting for KPI C.2 End of period reporting for KPI C.1 and KPI C.3 (with annual updates)
Data sources	Contributions are tracked internally by the Finance team in collaboration with the Executive Office and External Relations. Updates are provided to the joint PSC/FAC and reports to the Executive Board.

	Financial commitment information collated by the Resource Mobilization team.
Measurement approach	Calculation: KPI C.1: [Total cumulated commitments* in US dollars since 2022] KPI C.2: [Unitaid contributions in US dollars covered by a multi-year agreement in a given year / annual contributions] KPI C.3: [Number of new donors financially supporting Unitaid's strategy at any point in time during the period 2022-2027 who did not contribute towards the 2017-2021 strategy** (baseline)] * Multi-year commitments will be tallied in KPI C.1 once and as soon as a commitment is made ** Baseline list of 10 donors that contributed to the 2017-2021 Strategy: France, the United Kingdom, the Bill & Melinda Gates Foundation, Brazil, the Republic of Korea, Norway, Chile, Spain, Japan, The Global Fund
Strengths	• KPI C.1 is a "North-star" indicator that helps Unitaid focus on the future funding aspirations of the Strategy. It links to prioritization and the investment plan as it tracks in which funding scenario Unitaid is likely to be. This KPI also allows for continuity with the 2017-2021 KPI framework.
Limitations	• In the early years of the next strategic period, KPI C.1 will be hard to interpret, as this is a 5-year goal. • Targets for KPI C.2 and KPI C.3 are set within an uncertain donor landscape. In the current context, maintaining and expanding a donor base remains a challenge and headline organizational risk. Having new donors join Unitaid is a goal of the Unitaid's resource mobilization strategy.
How the performance information will be used	Reaching a few milestones in terms of funding throughout the strategic period will be important to make sure that the activities identified throughout the strategic period are appropriately funded. The achievements of some of these milestones could unlock specific funding scenarios. The three indicators together help understand where efforts in terms of resource mobilization need to concentrate. KPI C will help Unitaid track if the organization is reaching the level of funding needed to fully deliver on the Strategy
Frequency of review	Mid-point of the strategic period.

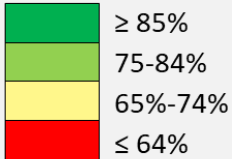| KPI	D – Speed of grant development
What we are measuring	Measuring the speed of the grant agreement development process
Organizational Objective	***Operational Objective – Manage our portfolio efficiently and effectively***
Indicator definition	*<u>KPI D.1</u>: Average time taken from the Grant Agreement Development (GAD) kick-off to the GAD submission to the Board* *<u>KPI D.2</u>: Median time taken from the GAD kick-off to the GAD submission to the Board*
Rationale for use	The grant development process reflects the point in time from when a proponent starts working with the Unitaid Secretariat to develop a grant package (GAD kick-off), to the point that it is submitted to the Executive Board for final approval. Speed is one important component of managing our portfolio efficiently, but equally should not compromise effective management of the portfolio, through the development of high-quality grants. The overall performance on grant agreement development is connected to topics such as staff, implementer, and partnership satisfaction).
Target(s)	• **Annual target:** KPI D.1: 6 months *(baseline: 6.5m in 2017; 5.6m in 2018; 5.8m in 2019; 7.6m in 2020, 9.5m in 2021)* KPI D.2: no target (baseline: *6.1m in 2017; 5.8m in 2018; 4.9m in 2019; 7.6m in 2020, 8.4m in 2021)* • **Colour coding:** <table><tr><td>≤ 5 months</td></tr><tr><td>5.1 – 6 months</td></tr><tr><td>6.1 - 7 months</td></tr><tr><td>≥ 7.1 months</td></tr></table>
Frequency of reporting	Annually - June Executive Board meeting
Data sources	Grant database; communication with project teams
Measurement approach	Calculation: Average across all GADs in scope, in a calendar year: *[[End date (package sent to Board)] - [Start date (kick-off)] / 30]*
Strengths	• Based on the performance over the strategic period to date, the existing target of six months (on average) has been a fair reflection of the time taken to develop a grant and is still considered a good target to reach; notably as grant development processes start to operate like they did pre-pandemic. • As described in the review of the KPIs done in 2021, providing only the average time taken to develop a GAD may provide an incomplete picture. Both the average and the median have shortcomings, so providing information on the two will give a more rounded picture of performance. • This KPI also allows for continuity with the 2017-2021 KPI framework, while adding a level of precision.

Limitations	• This KPI does not include projects that are not GADs (Unitaid Explore, amendments, …). But it may be harder to understand what could be considered good performance for these other projects, and how this may evolve in the future. • Unitaid is constantly evolving and adapting and in that regard, some projects may be developed in a shorter timeframe, while others may need more time. As Unitaid moves into new areas and work with a wider set of grant implementers; some grants may take a longer time to develop. It becomes therefore important to give context around each GAD, to understand if the duration of each specific GAD can be considered good performance or not. • This KPI does not explicitly account for quality. • Even though the GAD length can be considered a good proxy for how long it takes for Unitaid to develop grants, this indicator does not account for other time elements composing the full timeline of grant development (from when a call is launched to first disbursement). But the total time from a call to disbursement is sensitive to many factors outside of the Secretariat's control, to be able to draw a meaningful measure of performance out of it.
How the performance information will be used	The GAD timeline is a proxy for how much time it takes to develop a grant. The information will be used for compliance, to ensure that GADs are conducted in a timely manner. Results will also guide teams in identifying which GAD may take more or less time and why and put in place elements to simplify and accelerate the GAD process when possible. Finally, it can promote Unitaid as an efficient organization to external stakeholders (including for Resource Mobilization).
Frequency of review	Mid-point of the strategic period.

KPI	E – Grant implementers satisfaction
What we are measuring	The overall level of satisfaction of grant implementers in working with Unitaid
Organizational Objective	*Operational Objective – Manage the portfolio efficiently and effectively*
Indicator definition	*% Positive responses to Grant implementer survey question: 'How would you rate your overall experience with Unitaid?'*
Rationale for use	The majority of Unitaid's resources are used to fund projects and portfolio areas that are delivered by a diverse base of grant implementers. This is a critical partnership for Unitaid, and the quality of a partnership is best measured through directly asking partners for feedback.
Target(s)	**Annual target:** 75% overall positive feedback *(baseline: 77% in 2019, 75% in 2020 and 87% in 2021, TBC 2022)* **Colour coding:** ≥ 85% 75-84% 65%-74% ≤ 64%
Frequency of reporting	Annually - June Executive Board meeting
Data sources	Annual grant implementer survey
Measurement approach	Implementers are asked to rate their overall experience with Unitaid using a Likert scale – *Very Poor, Poor, Neutral, Positive, Very Positive.* Positive and Very Positive responses are combined – overall positive. The score of the overall positive is compared against the target and colour coding scheme.
Strengths	- It is good practice to have 360-degree feedback from grant implementers. Integrating this into the organizational KPIs shows how much Unitaid values its partnerships with grant implementers as it becomes a measure of effectiveness. - The grant implementer survey is a robust and well-known survey among Unitaid's implementers, that has been conducted every year since 2015. It is administered by a third party to ensure independence.
Limitations	The KPI does not explicitly capture 'pain points' that Unitaid may seek to address to improve the overall experience. But the full survey does contain rich information that will be used to complement this KPI. The KPI simply summarizes feedback at a high-level.
How the performance information will be used	The performance information will be used as a barometer to assess the quality of the relationship between Unitaid and its implementers. If the level of satisfaction drops, substantially or consistently, efforts should be made to understand what needs to be changed to re-establish good working relationships. This KPI is a proxy measure to assess the quality of the relationship and the effectiveness of partnership between Unitaid and its implementers. It can help identify what has worked or not to maintain and strengthen that partnership (e.g., adapted processes, new tools, meetings, etc.)
Frequency of review	Mid-point of the strategic period.

KPI	F – Grant implementers diversity
What we are measuring	The diversity of Unitaid's base of implementers
Organizational Objective	*Operational Objective – Manage the portfolio efficiently and effectively*
Indicator definition	*Proportion (%) of grants with a lead implementer that is from the 'Global South' (LICs & MICs)*
Rationale for use	One dimension to measure equity in where Unitaid invests. Intended to support cultivating strong relationships with implementers and fostering diversity. A strong commitment from Unitaid to strengthening its partnerships with the Global South-based organizations, which is supportive of the work on Country Stakeholder engagement (SO3).
Target(s)	• **End of strategic period target:** 40% *(baseline: average 2017-2021 at 19%)* • **Colour coding:** *none*
Frequency of reporting	Progress reported annually at the June Executive Board meeting. Target set for the end of the Strategic period.
Data sources	Grant database
Measurement approach	Calculation: [Number of lead grant implementers from LICs and MICs active in a calendar year / all active grants in the same calendar year (excluding grants of global scope with no in-country work, such as WHO)]
Strengths	• This indicator represents a meaningful commitment from Unitaid towards implementers diversity and an important message that Unitaid focuses on building stronger relationships with South-based implementers.
Limitations	• Focusing on lead implementers means that this indicator does not capture all the grants with consortium members and partners from the Global South. Hence, it provides a partial picture of equity and diversity. However, the indicator remains more ambitious and more precise to track in terms of Unitaid's commitment to strengthen partners from the Global South. • Some follow-up will be required to track if countries change income categories or if implementers change countries. • The last year of the strategic period may not be representative of the evolution that happened throughout the strategic period.
How the performance information will be used	The target of this indicator is ambitious, as it considers doubling the proportion of south-based implementers compared to last strategic period. This indicator may require a change in the way Unitaid approaches calls for proposal to make sure that the target on this KPI can be achieved and may require adjustments to grant management approaches.
Frequency of review	Mid-point of the strategic period.

KPI	G – Secretariat gender equality
What we are measuring	Gender equality in management positions
Organizational Objective	*Operational Objective – Foster staff engagement and ensure staff wellbeing*
Indicator definition	*Proportion (%) of women in management positions (including senior leadership and middle management levels)*
Rationale for use	Gender equality in staffing demonstrates organizational commitment to diversity and inclusion and is part of a broader approach to diversity in staffing.
Target(s)	• **Annual Target:** 45%-55% *(baseline: 45% in 2021)* • **Colour coding:** none The target on this KPI is a range and not a target point, as it is generally accepted that parity is reached when falling within that range of 45%-55% of women or men.[2]
Frequency of reporting	Annually - June Executive Board meeting
Data sources	Human Resources
Measurement approach	Calculation: [Number of women in P5 positions and above at Unitaid as at 31 December of a given calendar year / total number of staff (men and women) in P5 positions and above at the same date]
Strengths	• Highlighting gender equality in management positions at Unitaid conveys the organization's commitment to broader equality in staffing for its Secretariat, but also for its partners and implementers.
Limitations	• The indicator focuses only on a broad section of management (P5 and above) and does not provide details for higher levels of management (e.g., senior leadership). • The results on this KPI will in part depend on staff turnover. Unitaid conducts its recruitment in line with WHO policies and is therefore restricted in its staffing selection by the limits of WHO human resources policies, including in relation to gender and diversity.
How the performance information will be used	The information will be used to promote gender equality and diversity more broadly within the Secretariat and beyond.
Frequency of review	Mid-point of the strategic period.

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[2] For instance, Global Health 50/50 uses this 45%-55% range to define parity. https://globalhealth5050.org/

KPI	H – Staff satisfaction and wellbeing
What we are measuring	Level of Unitaid Secretariat staff satisfaction
Organizational Objective	*Operational Objective – Foster staff engagement and ensure staff wellbeing*
Indicator definition	*KPI H.1: Level of Unitaid Secretariat staff satisfaction reported in the annual staff survey (5 questions)* *KPI H.2: ability for staff to manage their work-life balance, as reported in the staff survey*
Rationale for use	Maintaining high staff satisfaction and measuring wellbeing through work-life balance
Target(s)	• **Annual targets:** KPI H.1: 75% *(baseline: 69% in 2019; 80% in 2020; 76% in 2021)* KPI H.2: 75% *(baseline: 67% in 2019; 76% in 2020; 74% in 2021)* • **Colour coding:** ≥ 85% 75-84% 65%-74% ≤ 64%
Frequency of reporting	Annually - June Executive Board meeting
Data sources	Annual staff survey
Measurement approach	The annual staff survey is administered by an external consultant and is circulated to all Unitaid Secretariat staff members in quarter 4 each year (i.e., it includes non-staff employees, such as consultants). The assessment is based on the response rate to the survey, which is specific to each survey. Responses include 5 categories: "strongly agree", "agree", neutral "?"/no answer/"neither agree nor disagree", "disagree" and "strongly disagree". For each question, positive results (%) calculated as: • Numerator: number of responses that are "strongly agree" and "agree" • Denominator: total number of responses KPI H.1: *Average of the positive results for the 5 questions from the staff survey.* Five questions were identified as a category reflective of "staff satisfaction": *- I feel proud to tell my friends and family about my work at Unitaid* *- Overall, I like working at Unitaid* *- I would recommend Unitaid to friends as a good place to work*

	- We have successfully managed to integrate and onboard new staff in the organization *- I would like to stay and progress at Unitaid* KPI H.2: one question has been identified as reflective of workload management and wellbeing: *- "I am generally able to balance my work and my personal responsibilities while maintaining a healthy lifestyle."*
Strengths	• KPI H.1 allows for continuity with the 2017-2021 KPI framework. The removal of one question is proposed because of the 2021 BDO internal audit of performance measurement, which suggested that this question did not fit well with the intent of measuring staff satisfaction and could therefore generate some misleading results and interpretation. • This target is considered high performance as per staff satisfaction benchmarks conducted as part of the 2019 revision of the KPIs[3]. • A healthy work-life balance will mean different things to different people. But a healthy balance might look like: meeting deadlines at work while still having time for family, friends and hobbies; having enough time to sleep properly and eat well; not worrying about work when not working. This indicator therefore considers personal situations and how the organization should adapt so that staff can maintain wellbeing even through adverse personal events.
Limitations	• As one question has been removed from this KPI compared to the previous KPI used, the results will not be directly comparable to previous KPI results (but will be against the average of the 5 questions). • Wellbeing is built on a large variety of elements and this indicator will only give an indication of staff wellbeing through workload management. Other elements of response should be sought elsewhere to complement this indicator (other questions in the staff survey, pulse surveys, wellbeing dashboard, etc.)
How the performance information will be used	The information will be used to ensure that staff satisfaction and wellbeing are at appropriate levels and actions should be taken to promote engagement and wellbeing if results on these indicators drop.
Frequency of review	Mid-point of the strategic period.

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[3] Board document UNITAID/EB33/2019/5