Unitaid Executive Board
40th Session
15-16 June 2022
The Forum, Global Health Campus
Geneva, Switzerland

Agenda item 8

2023-2027 Strategy – Key Performance Indicators

For Information ☐ **For Review and Advice** ☐ **For Decision** ☒

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Introduction

This pre-read presents a proposed set of Key Performance Indicators (KPIs) to support the performance management of the 2023-2027 Strategy. The pre-read is supported by annexes that provide a full description of the proposed KPIs (Annex A for Mission- and Strategic-level KPIs, and Annex B for Organizational-level KPIs). The annexes comprise the set of documents proposed for formal Executive Board approval.

An earlier version of this document and its annexes was presented during the joint FAC/PSC meeting in May 2022. Following feedback received from the joint FAC/PSC, the Secretariat has undertaken some further work to refine the KPI proposal, in parallel undertaking consultations with Executive Board constituencies who provided written feedback following the joint FAC/PSC meeting. The pre-read and annexes shared with the joint FAC/PSC have been updated to reflect this feedback, notably to prepare a final set of KPIs for consideration by the Executive Board. The key changes made are summarized later in this document.

Recap - purpose of performance management

To support the execution of the 2023-2027 Strategy, a new performance framework will be put in place. The performance framework is the set of systems, processes & plans that translate organizational goals into results by making use of qualitative and quantitative performance information to support the performance management of Unitaid, e.g., using KPIs.

The framework assists framing how Unitaid:

- Defines performance – what is the expected efficiency, effectiveness, or impact of an action, typically reflected in objectives, key performance indicators, and targets
- Measures performance – the process of obtaining & expressing performance information (both qualitative & quantitative)
- Manages performance – the range of processes, plans and ways of working that use performance information to manage organizational performance

Organizational performance management is intended to support performance improvement over time. Within this wider objective, performance management can have a range of purposes, e.g.:

- To support compliance-type activities, such as to monitor or control performance, to support budgeting, organizational assurance, and accountability
- To support evaluation and learning to assist with forward-looking decision-making, and
- To support the promotion of performance, e.g., for external engagement with stakeholders.

Guiding principles for performance management

During the current strategic period, several review processes (e.g., the 2019 internal review of KPIs, the 2021 ITAD external review, and the 2021 BDO internal audit of performance measurement) identified a need to improve the purpose and effectiveness of performance management, and associated KPIs, that support the execution of Unitaid's Strategy.

At the Executive Board touchpoint on March 30, 2022, the Unitaid Secretariat recommended putting in place a performance framework which makes a stronger connection between the Strategic objectives and the programmatic priorities; a headline point of feedback from the Executive Board that should be addressed. The framework also aims to clearly delineate Board-facing operational objectives and KPIs from internal objectives and KPIs, and will use a mixture of methods, and frequencies, to measure performance over the strategic cycle. The main pain points of the existing performance framework and guiding principles for the revised performance framework are summarized in figure 1, below.

Figure 1 – Pain points and guiding principles for change

Where we stand | Reviews highlighted pain points related to Key Performance Indicators

Pain points

Excessive focus on reporting past performance, assurance and compliance with unclear purpose of performance management

Limited usefulness of many KPIs due to time lags

Weak connections – between **AfI and Strategic objectives** and between **Strategic and Operational issues**

Lack of **clear objectives at portfolio level**, hindering the internal accountability & capacity to demonstrate impact to donors

Guiding principles

- Refresh the purpose of performance management
- Shift from a more 'assurance' oriented approach, to a **more balanced approach with greater emphasis on evaluation**, learning and performance improvement

- KPIs **with short, medium and long-term objectives**, a mix of feedback and feedforward goals. In addition, carry forward/adjust some existing KPIs into the new framework

- Clear **pathway between Strategic objectives and programmatic priorities**
- Clear **delineation between Board and Secretariat: board-facing KPIs complemented by secretariat-facing KPIs**

- Set objectives and targets at **portfolio level** to manage performance

Joint FAC/PSC – Committee feedback and consultations

An initial proposal for the 2023-2027 Strategy KPIs was presented at the joint FAC/PSC meeting on May 4, 2022. Noting the short time available to review the proposal, it was agreed that Committee members could provide written comments for the Secretariat to consider.

The comments received from Committee members are summarized as follows:

1. *Equity* - a request for a greater focus on equity, data disaggregation, women, and girls, and that there should be a separate KPI for community engagement, civil society, and countries
2. *Secretariat efficiency* - general concerns about how to interpret changes to KPI A (Secretariat Efficiency), and what a new target would look like under a revised definition
3. *Secretariat efficiency* - Concerns that the current approach and target for KPI A may limit Unitaid's ability to put in place operational resources to function optimally
4. *Impact* - Queries on whether we could boost our Mission-level KPIs from a market perspective, and a request that we are more aspirational in thinking about impact
5. *Resource mobilization* - Refinements to the resource mobilization KPI should be considered, to reflect targeting "innovative donors"

6.   *Grant implementer diversity -* should reflect diversity of country of lead implementer, and should not double count implementers, where an organization receives more than one grant

The Secretariat subsequently engaged with each constituency providing comments to discuss their feedback, and to explore potential solutions to some of the comments received. As a further step, the FAC and PSC Chairs were engaged to discuss refinements to the proposal.

For point 1, the Secretariat proposes to expand KPI 1.2 (Portfolio Health) to place greater emphasis on equity. This will occur through the "Target Access Profile", where there is scope to highlight areas that are equity priorities (Target Equity Conditions). Progress on equity objectives will be assessed under an additional KPI 1.2 (b).

On data disaggregation, the Secretariat's view is that this is context specific, and one needs to assess the cost-benefit of collecting data at varying levels of disaggregation. Moreover, there is already a lot of disaggregation within studies funded by Unitaid, be it a clinical study or operational research. To make this evidence more visible, it is proposed to add a KPI under Strategic Objective 2 – KPI 2.2 (Dissemination of evidence on equitable access). Each year the Secretariat will produce a synthesis of published studies (from the previous calendar year) funded by Unitaid (via grants), with emphasis on the available evidence at a disaggregated level. This approach supports two elements of the performance framework, first to strengthen the focus on equity (specifically data disaggregation), and to support dissemination of evidence on equitable access, which is a sub-objective under Strategic Objective 2.

On whether to further disaggregate KPI 3.2 (Effective engagement with Communities and Civil Society) further consultations has provided reassurance that the joint CCSE KPI is adequate to capture the performance management of planned activities with Communities and Civil Society in the next strategic period.

On Secretariat Efficiency, a paper (*UNITAID/EB40/2022/5*) has been developed to provide further information and analysis for Executive Board members on the implications for operational expenditures considering different funding scenarios. At this stage, it is proposed to keep KPI A unchanged (i.e., identical to what it was for the Strategic period 2017-2021) for at least the next year, and this can be reviewed in line with progress on resource mobilization and the functional review.

Finally, no specific actions are proposed to adjust the KPIs for points 4-6, above, which can be addressed through different pathways. The outcomes of the feedback and consultation process are summarized in figure 2, below.

Figure 2 – Summary of FAC/PSC feedback on the draft KPI framework and how feedback has been taken forward

Joint FAC/PSC feedback on Key Performance Indicators - proposal

Joint FAC/PSC feedback

Equity not strongly reflected enough in the KPIs, and should facilitate future data disaggregation

Better articulation of Unitaid's role and unique selling point in the agenda of women and girls

Separate KPIs for Civil Society, Communities and Countries

Secretariat proposal

- **Add equity dimension** to Target Access Profiles
- **Add KPI 1.2 (a)** to measure performance on equity issues
- **Add KPI 2.1 (a), to produce a synthesis of published evidence** containing disaggregated data
- **Maintain a joint CCSE KPI,** workplans will be specific for each group, and a combined KPI ensures joint assessment of progress

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Need to understand the parameters of KPI A better. Concerns about a redefined KPI and target setting

Some concerns about "unnecessary limitations on resources that may allow Unitaid to meet a certain target but prevent the organisation from operating optimally"

- **Retain existing KPI A** for first year of the Strategic period
- Undertake a **review of the KPI** in light of progress on resource mobilization and the functional review

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Impact KPIs, from a market perspective, are not compelling enough

General approach too qualified on transformative impact

- **Maintain proposal** – revision to ROI approach can strengthen framing, strategic communications of impact will go beyond KPIs
- **Market outcomes** will be well covered in Target Access Profiles and use of scale-up dashboard

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RM KPI should consider new, innovative donors

Grant implementer diversity should reflect countries and diversity of grantees

- Target donors a **topic for the RM strategy**, the KPI seeks to measure success in new core donors, whoever they are
- Performance information will be available to breakdown progress made, double counting applies in both directions

Final draft performance framework and KPIs

This section outlines the proposed performance framework for the next strategic period and summarizes the set of KPIs to be considered for approval by the Executive Board (with Annexes A and B to be considered formally for approval).

Performance Framework for 2023-2027

Figure 3, below, summarizes the structure of the 2023-2027 performance framework. The basic intent of the framework is to better connect the Strategic Objectives to the Programmatic Priorities, and the strategic activities of Unitaid to operational activities, as noted above.

Within the Strategic Objectives, objective 1 (Accelerate the introduction and adoption of key health products) is at the top of the hierarchy, supported by objectives 2 (Create systemic conditions for sustainable, equitable access) and 3 (Foster inclusive and demand-driven partnerships for innovation). Across all these objectives, connections with Programmatic Priorities will be identified, to source performance information that informs the assessment of performance against each Strategic Objective.

At the operational-level, four Executive Board-facing operational objectives have been identified: 'Ensure organizational efficiency', 'Secure sufficient and stable resources', 'Manage our portfolio efficiently and effectively', and 'Foster staff engagement and ensure staff wellbeing'. A broader set of internal-facing KPIs will also support the Secretariat's activities.

Figure 3 – Unitaid 2023-2027 Strategy Performance Framework
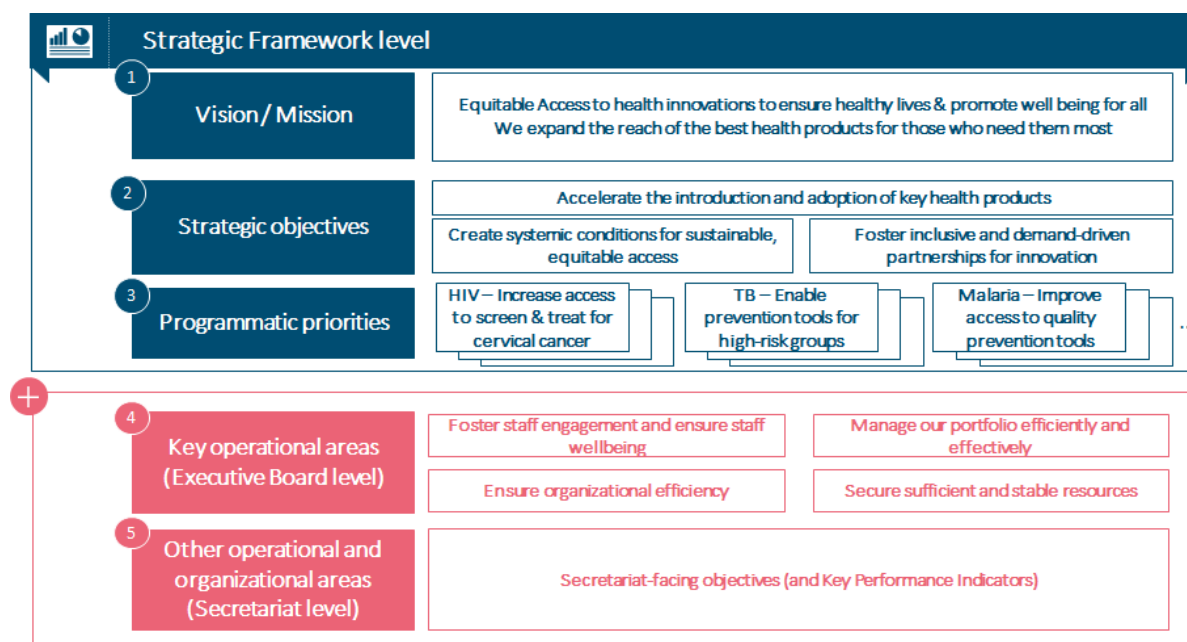
At the **Vision/Mission-level**, the scope covers the headline impact of Unitaid's work. The following set of Mission-level impact indicators is proposed, all of which relate to headline impact measures used previously by Unitaid (e.g., in measuring the impact of the current Strategy):

- Impact 1 – **Public health impact** – covering estimates of the a) additional infections/cases averted, or b) deaths averted due to Unitaid-supported health products
- Impact 2 – **Economic savings and efficiencies –** estimating potential economic savings for health programmes, and potential efficiencies from key health products that are cost-effective solutions to meet public health goals
- Impact 3 – **Return on Investment** – an estimate of the return on investment from the scale-up of Unitaid-supported health products
- Impact 4 – **Accelerating the global health response** – an estimate of how much faster global disease targets can be achieved due to equitable access to health products supported by Unitaid

As is currently done, modelling will be used to estimate impact on the Mission-level indicators, based on progress related to securing equitable access to key health products supported during the 2023-2027 Strategy. More broadly, modelling of this type is a standard approach used by Global Health organizations to make forward-looking projections. Since the impact Unitaid achieves is mostly indirect and achieved in the years following the completion of Unitaid projects, through the scale up of products by countries, this remains a valid approach to use.

Despite some continuity with previous KPIs, the approach would differ from the current performance framework, as it would aim to address two main limitations of the current approach: first, the impact modelling would no longer be undertaken on a project-by-project, or intervention-specific basis, but rather be conducted at the disease-level, which allows the aggregate and combined impact of several interventions to be estimated; secondly, this would ensure that these interventions are assessed in the context of existing disease programmes, minimizing the risk of double counting; thirdly, it would no longer be limited to projects that close in a given year, and would therefore reflect the full portfolio breadth, based on those products that have reached the scale-up phase. Under the new approach, the impact modelling would be therefore completed at a macro-level, potentially using available (dynamic) disease-level models (e.g., the Avenir suite of models (HIV, TB, malaria), the Imperial or Swiss TPH malaria models, or other suitable models). On frequency of assessment, it is proposed to estimate impact at two points in the next strategic period – the mid-term and end of Strategy – as part of a formal Strategy evaluation process. As the Secretariat already has existing processes in place to estimate impact, in conjunction with The Global Fund, there could be opportunities to repeat this exercise to support Mission-level impact measurement. The Secretariat considers that more frequent updates to modelled impact indicators would add limited value compared to the level of effort this entails. Lastly, ex-post evaluation of prior investment areas can also be considered but would not strictly be captured for impact evaluation of the 2023-2027 Strategy.

For **Strategic Objectives**, the focus is on measuring Unitaid's overall progress measured through Outcome-level indicators. In terms of performance management approach, a mixed methods approach will be used to collect evidence (e.g., internal data collection, thematic reviews, surveys, and evaluations).

Over the last few months, more than 20 potential KPIs have been identified and considered for the Strategic objectives. These potential KPIs were assessed against a range of criteria including the strength of linkage to the Strategic Objectives, alignment with Programmatic Priorities, and their measurability, with a shortlisting process facilitated through discussions with colleagues from

different departments of the Unitaid Secretariat. Based on this assessment, eight Strategic Objective-level areas of focus were selected (see Annex A for more information):

- 1.1 – **Portfolio evolution**
- 1.2 – **Portfolio health** (including: 1.2(a) Overall portfolio health; and 1.2(b) Target equity conditions)
- 1.3 – **Product uptake**
- 2.1 – **Creating systemic conditions for sustainable, equitable access**
- 2.2 - **Dissemination of evidence on equitable access**
- 3.1 – **Partner satisfaction**
- 3.2 – **Effective engagement with Communities and Civil Society**
- 3.3 – **Effective Country stakeholder engagement**

For Strategic Objective 1, the proposed approach involves taking an end-to-end perspective on products, with three KPIs that address different phases of Unitaid's work. First, KPI 1.1 will track progress on new products being added to Unitaid's portfolio, either within new grants or existing grants. Second, KPI 1.2 will assess portfolio health, or put simply, the extent to which Unitaid is on track to create equitable access to key products. The proxy for this will be an assessment of progress towards the delivery of target access conditions, on a product-by-product basis. This approach will introduce a new management tool – a "Target Access Profile" – for a sub-set of key health products within the portfolio and will make the direct connection between programmatic priority areas and overall progress to deliver upon strategic objectives. Using available evidence and analysis from the annual portfolio update, KPI 1.2 (a) will assess the proportion of products which are on track to meet their objectives as stated in their Target Access Profiles to assess overall portfolio health. This will be complemented by KPI 1.2 (b) which will assess the extent to which products are on track to meet their Target Equity Conditions (comprised within the Target Access Profiles). A prototype of how this approach could work in practice is presented in Annex C. Finally, KPI 1.3 will focus on products that are in the scale-up phase, i.e., products from mature investment areas where there is an active dialogue and action to support the transition and scale up of a product. In the context of the current portfolio, an example of a product in the scale up phase is HIV self-testing. Here, the list of products in scope will be assessed through the development of a dashboard that contains key data points and context on progress. Data points could include items such as procurement volumes, estimated coverage rates, and geographical scope of scale up.

Strategic Objective 1 relates to products, and therefore is naturally linked with the concept of "30 products by 2030" outlined in the Strategy document. To maximize alignment between KPI reporting and this "30 by 30" concept, the Secretariat will aim, to the extent possible, to focus reporting on KPI 1.1, 1.2 and 1.3 on products that belong to the "30 by 30" list. There might be some exceptions to this approach, for instance to report on products not captured in the list but nevertheless important to track as part of the performance framework.

Strategic Objective 2 includes some newer areas of work for the organization, and such further exploratory work must be undertaken, to supplement both existing areas of investment (such as the intellectual property and regulatory areas) and emerging areas (such as for innovative supply models). Given this situation, KPI 2.1 is framed around annual targets for the first year to pinpoint the optimal way forward for Unitaid to create systemic conditions for equitable access. As a result, KPI 2.1 should

be reviewed in June 2023, with the objective of revising the KPI and targets to reflect medium-term outcome-level objectives. It is proposed to supplement Strategic Objective 2 with a second KPI (2.2) – Dissemination of evidence on equitable access – which will synthesize evidence (at a disaggregated level as appropriate) generated from Unitaid-funded studies, which have been published in peer reviewed journals.

Finally, in respect of Strategic Objective 3, one overarching KPI (3.1) on 'Partner Satisfaction' is proposed, whereby a partner survey will be administered to a sample of community organizations, civil society organizations, country stakeholders, and scale funders. Initially, this will set a baseline that assesses the overall effectiveness of Unitaid's partnerships, with each partnership group's results reported individually. A broader set of survey questions will also feed into work planning for partnership work across these categories. In addition to this, two further KPIs (3.2 and 3.3) will assess progress to engage with communities and civil society (3.2) and country stakeholders (3.3). To begin, the KPIs are intended to measure progress on intermediate outcomes surrounding progress to execute mid-term workplans, and to broaden the scope of work. Over time, these KPIs will be reviewed and adjusted (to reflect outcome measures) as Unitaid progresses towards other stages of implementation in its engagement strategy with communities, civil society organizations and country stakeholders.

Across the Strategic Objectives, progress reporting to the Executive Board will occur annually, in June each year. A mid-term and end of term review of the Strategy is also proposed. These evaluations will support more focused assessment of areas that are newer and/or more difficult to assess annually, including aspects of Strategic Objectives 2 and 3. In general, overall progress at the strategic objective level is expected to occur over the medium to long-term of the strategic period (3-5 years).

At the **Programmatic Priority-level**, whilst this is not the focus of this pre-read, it is worth noting that all Programmatic Priorities will be assessed through an annual assessment using project/portfolio-level data, project/portfolio evaluations, and other thematic reviews (as appropriate). An update on progress in the Programmatic Priorities will be provided annually to the Executive Board, in June each year. This Programmatic Priority-level reporting would fit into the annual Grant Portfolio Update. The full details on this approach will be developed over the next few months in conjunction with other initiatives to review the operating model. While it is not formally part of the KPI framework, it features data, information and evidence from the Programmatic Priorities that will be used to support the assessment of KPIs and relates back to the concept of Target Access Profiles (see Annex C).

Finally, for **key operational areas**, the scope covers the Executive Board-level objectives and Key Performance Indicators for operational matters, related to the four objectives described above. The measurement approach will typically focus on quantitative KPIs and targets (herein defined as "Organizational KPIs"), and are typically Output-level indicators, with a mixture of leading (forward looking) such as resource mobilization targets and lagging (backward looking) indicators such as the speed of grant development in the previous calendar year. Data, information, and other evidence to support the assessment of performance will be generated from different sources, primarily internal data collection and surveys. The frequency of reporting will be annual to the Executive Board in June each year. KPIs and targets will be based on a mixture of short, medium, and long-term objectives.

To develop the organizational KPIs, a shortlisting process was conducted to select the best indicators under each of the four operational areas. A list of over 80 existing and prospective indicators was identified through internal consultations across all departments of the Secretariat. The robustness of

the indicators was then assessed against criteria that spanned four main areas: relevance, accountability, actionability and measurability. Indicators that met the minimum thresholds were discussed and refined internally, working with a cross-Secretariat working group. The final list of Organizational KPIs is composed of eight indicators, some with sub-indicators (please see Annex B for more information):

- KPI A **(Organizational Efficiency) – Secretariat efficiency**
- KPI B **(Organizational Efficiency) – Secretariat carbon footprint**
- KPI C **(Secure sufficient and stable resources) – Resource mobilization**
- KPI D **(Manage our portfolio efficiently and effectively) – Speed of grant development**
- KPI E **(Manage our portfolio efficiently and effectively) – Implementers' satisfaction**
- KPI F **(Manage our portfolio efficiently and effectively) – Implementers' diversity**
- KPI G **(Foster staff engagement and ensure staff wellbeing) – Secretariat gender equality**
- KPI H **(Foster staff engagement and ensure staff wellbeing) – Staff satisfaction and wellbeing**

Whilst the general intent is to rebalance away from purely compliance oriented KPIs, some level of continuity from the current KPI framework was sought, particularly in areas that remain important priorities for Unitaid, KPI A - Secretariat efficiency, KPI C - Resource mobilization, KPI D - Speed of grant development, and KPI H - Secretariat satisfaction.

Considering limitations identified in respect of KPI A presented in the May 2022 joint FAC/PSC Key Performance Indicators document[1], also detailed in the 2021 internal audit of Unitaid's performance measurement by BDO[2], it was originally proposed to adjust the definition of KPI A, specifically the denominator, to better reflect the full breadth of Secretariat activities. Feedback received during and after the May 2022 Joint FAC/PSC meeting highlighted that the proposed redefinition of this indicator did not adequately address some of the limitations of the KPI, and raised further questions, notably around target setting. Subsequently, the Secretariat has developed a paper providing more information on the potential implications for operational expenditure, considering different funding scenarios for the next strategic period, to provide more clarity on this issue for the Executive Board. Having reflected further on the issues at hand, the Secretariat proposes to maintain the existing KPI A definition and target for the time being. In the short-term, the existing KPI A will remain on track through the financial year 2023. Beyond this point, the relevance and viability of this KPI will be contingent upon progress to mobilize resources. Thus, an update and potential actions related to the Secretariat Efficiency KPI will be presented to the Executive Boar before the end of 2023.

More broadly, the proposed set of Organizational KPIs increases emphasis on evaluation, learning and feedback. For example, incorporating the headline question from the grant implementer survey as a measure of implementer satisfaction, and the staff survey question on wellbeing of staff. In addition, the proposed set of Organizational KPIs strengthens Unitaid's focus on equity and diversity, at the Secretariat level, but also at the level of implementers, with two new KPIs proposed on Implementer diversity (KPI E), which is also connected to strategic objective 3 in relation to enhanced country engagement, and Secretariat Gender Equality (KPI G). Formally incorporating the measurement of implementers' satisfaction from the annual implementers survey (KPI D) is proposed to measure the

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[1] UNITAID/2022May/JointFACPSC/3
[2] UNITAID_2021_16 November_Joint FACPSC_4_Update on risk management_Annex3

overall effectiveness of Unitaid's partnerships with its grant implementers. A stronger focus is also placed on staff wellbeing, as KPI H measures both Secretariat satisfaction but also staff wellbeing and workload management through the lens of work-life balance. Finally, as climate change is becoming one of the most important drivers of health issues globally, and as Unitaid has taken a clear stance on reducing its carbon emissions, a KPI tracking the Secretariat's carbon footprint (KPI B) is proposed.

Summary: expected benefits of the proposed approach

The expected benefits of the proposed KPIs are as follows. First, the KPIs are defined in a way to be more intuitive and useful than the previous KPIs. For instance, the shift from "access barriers" to "products" will provide a much more straightforward overview of progress. Likewise, the shift of impact indicators to a portfolio-level perspective (vs. project-level) will better facilitate communication of impact. Lastly, the KPIs have been conceived to ensure continuity where relevant, while capturing the key shifts of the new strategy. They reflect new, emerging priorities and will help the Board and the Secretariat oversee progress in critical areas for the future of Unitaid, such as Community, Civil Society and Country engagement, carbon footprint, implementer diversity, gender equality, staff well-being – among others.

Some broader benefits are also worth highlighting. First, the topics of equity, equality and equitable access are central points of interest to Unitaid. In this regard, the Secretariat has sought to explicitly measure these issues at different levels – specifically the organizational KPIs on implementer diversity and gender equality, and the strategic-level KPIs for Strategic Objective 1 (Target Equity Conditions), Strategic Objective 2 (Dissemination of evidence on equitable access), and Strategic Objective 3 (Community and Civil Society engagement and Country stakeholder engagement). In each case, the proposed approaches are only proxy measures of issues that have a range of dimensions. Part of the assessment process for KPIs 3.2 and 3.3 will involve using a mixed-methods assessment through a mid-term and end of Strategy evaluation. The Secretariat feels that this is an improved approach on the existing Equity KPIs.

Finally, the proposed performance framework could be used to further strengthen specific partnerships, notably with The Global Fund. For example, the use of Target Access Profiles can help to frame ongoing dialogue with The Global Fund, countries, and scale funders, and, when linked to KPI 1.3 on products in the scale-up phase, provides a more complete basis to execute management actions to support the accelerated introduction and adoption of key health products. Moreover, there could be the potential to align, and potentially formally agree on, joint KPIs and targets with The Global Fund on the scale up of products. This is also connected to the work on impact measurement, where an initial analysis of the impact of innovation was completed by Unitaid and The Global Fund in 2019, which is currently being updated, to support Unitaid's investment case and The Global Fund's replenishment cycle. This collaboration could be continued, in the context of Unitaid's Mission-level indicators, which overlap with the deliverables of the joint analysis with The Global Fund.

Using the performance framework in practice

It is worth noting that the performance framework (notably the KPIs) is a means to the end, to help the Secretariat and Executive Board assess the extent to which the Strategic Objectives, Mission and Vision of Unitaid have been met.

The finalization of the 2023-2027 Strategy requires alignment on a set of Strategic Objectives and supporting Operational objectives that are expected to remain in place over the strategic period. In measuring progress towards the delivery of these objectives there will be value in reviewing KPIs and targets periodically, and to refresh some KPIs and targets over the strategic period. In this context, any review of KPIs and targets should be framed around their continued relevance to the performance measurement and management of the execution of the Strategy.

Adjustments to KPIs and targets can be justified for several reasons. First, Unitaid will have an evolving portfolio, which is contingent both on the level of funding available and on also investment opportunities. Hence, some KPIs and targets may need to be revised as these become clearer. Furthermore, priorities may change; the Organizational KPIs reflect the headline topics identified by the Executive Board, communicated through a letter from the Executive Board Chair to the Executive Director. Finally, in some situations, better measures of performance may become available, e.g., due to the availability of data, that is more meaningful and useful for performance management.

Other reasons to consider adjusting KPIs and/or targets include situations where targets are met, so expectations need to be reset, or existing targets are no longer viable due to external factors. Finally, some elements of the 2023-2027 Strategy relate to new areas of work, which require a period of planning, learning and reflection before concrete performance targets can be set.

The implications of the above suggest that periodic review of KPIs and targets is worthwhile, and an opportunity for the Unitaid Secretariat and Executive Board to take stock of overall progress to deliver the Strategy, and in doing so, to ensure the best available performance measures are being utilized to measure and manage performance. Annexes A and B propose points in time for the review of each KPI. Furthermore, for Strategic Objective 2, annual targets for the first year will be set initially, to provide the opportunity for learning and reflection, and then suitable performance indicators and targets will be identified that fully reflect the intended outcomes of this objective.

Timing of implementing a new Performance Framework

One practical consideration for the new Performance Framework is the process to transition from the existing Framework to a new one. The planned adoption of the Strategy and KPIs in June 2022 raises the question of how to treat the year 2022 from a reporting standpoint, as it is a transition year between the previous strategy (extended until June 2022) and the new one (expected to formally start in January 2023). Since the new KPIs are meant to address shortcomings of previous KPIs, as well as align with the new Strategy, it is proposed to start using them as soon as possible. Therefore, reporting on 2022 performance (which will be provided to the Board in June 2023) will be based on the new set of KPIs, but under the assumption that for several of the new KPIs this will be a year of piloting and baselining – rather than performance measurement, relative to set targets. This will allow to move swiftly to the new framework, while leaving some time for the necessary changes to monitoring and evaluation systems (for instance the introduction of new concepts like "Target Access Profiles").

Summary and next steps

Recap on proposal

In summary, the proposed changes to the performance framework and KPIs are intended to address the pain points identified in earlier reviews of KPIs, whilst also shifting focus towards a more balanced, and effective, approach to performance management, where each KPI, and performance information gathering process (such as mid-term and end of Strategy evaluations) have a clear purpose to support performance improvement over time.

Feedback points raised by the joint FAC/PSC members have been considered and a set of adjustments to the KPI framework have been proposed. The final draft KPI framework is therefore presented to the Executive Board at the 40th Session of the Executive Board, specifically Annexes A and B for review and approval.