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Unitaid's Key Performance Indicators (KPIs) relating to Community and Civil Society Engagement

Introduction

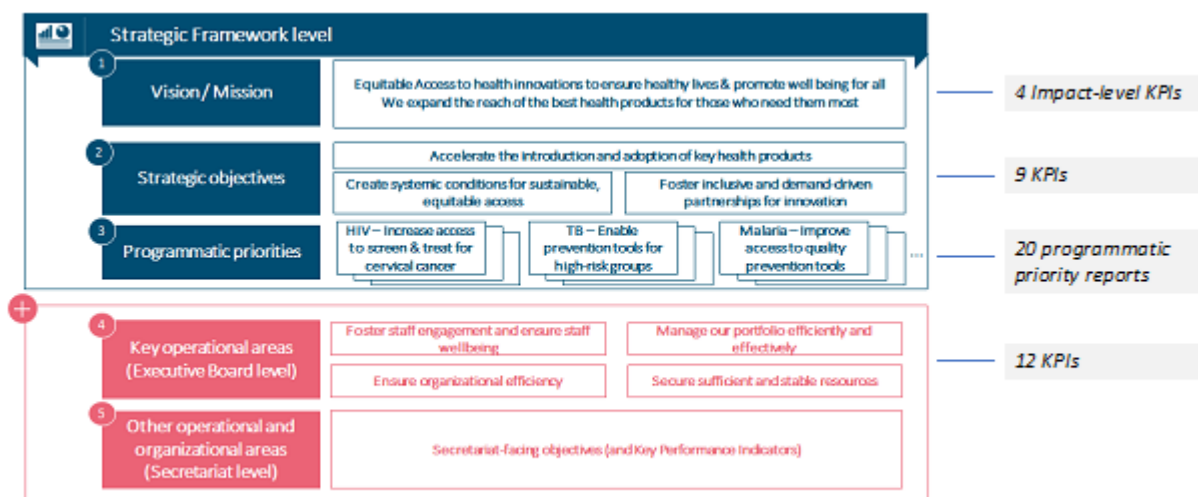
This document summarizes Unitaid's Key Performance Indicators (KPIs) designed and developed to measure the community and civil society engagement (CCSE) components of Unitaid Strategy 2023-2027 under Strategic Objective 3: *fostering inclusive and demand-driven partnerships for innovation*.

Three strategic objectives underpin Unitaid’s work. The first objective (SO1) is about **accelerating the introduction and adoption of key health products**. This objective is supported by two other strategic objectives which seek to **create systemic conditions for sustainable, equitable access (SO2)** and to **foster inclusive, demand-driven partnerships for innovation with key partners including the intended end users of better health products, communities, civil society, low- and middle-income countries and the wider set of partners (SO3)**.

The Unitaid Strategy 2023-2027 Performance Management Framework outlined in **Figure 1**, summarizes the Strategic Framework structure, including the associated number of KPIs per level. The performance framework has five levels as follows:

- Level 1: Vision/Mission-level with 4 KPIs;
- Level 2: Strategic Objectives with 9 KPIs;
- Level 3: Programmatic Priorities with 20 Programmatic Priority reports covering Unitaid portfolio;
- Level 4 and 5 Executive Board-facing organizational objectives, defined as “key operational areas” (Level 4) and internal organizational objectives (Level 5), collectively measured through 12 KPIs.

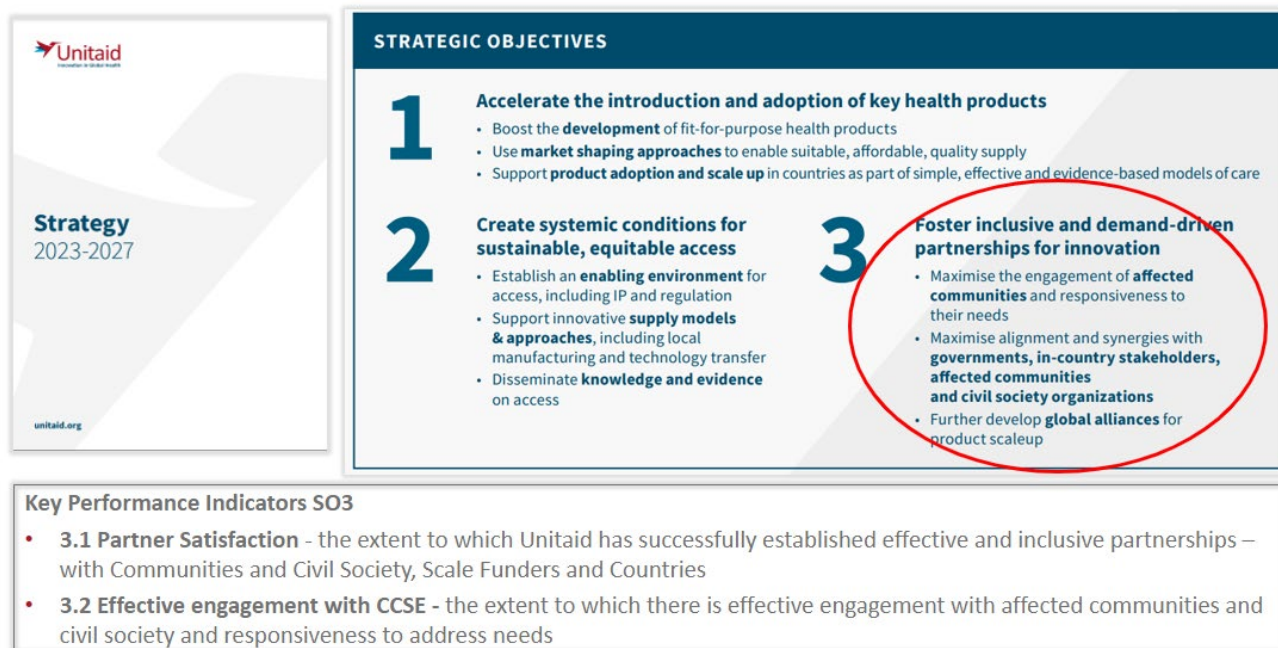
Figure 1. Unitaid Strategy 2023-2027 Performance Framework



There are two KPIs (**Figure 2**), under level 2 strategic objectives, relating to CCSE, specifically:

- **3.1 Partner Satisfaction** - the extent to which Unitaid has successfully established effective and inclusive partnerships, including with Communities and Civil Society,
- **3.2 Effective engagement with Communities and Civil Society** - the extent to which there is meaningful engagement with affected communities and civil society and responsiveness to address needs.

Figure 2. Unitaid Strategy 2023-2027 SO3 KPIs



KPI 3.1. Unitaid Partner Survey

KPI 3.1 relates to CCSE with a broader partner network measured by a Partner Satisfaction Survey looking at the extent to which Unitaid has successfully established effective and inclusive partnerships with communities and civil society, scale funders and countries. The survey’s headline question focuses on the extent to which Unitaid fosters inclusive, demand-driven partnerships for innovation that ultimately deliver impact.

The first Partner Survey, to set the baseline, was administered in April 2023. The next surveys will take place in 2025, and in 2027. The survey comprised 10 questions sent to 120 contacts from four partner groups: 1) community-based organizations (CBOs), 2) civil society organizations (CSOs), 3) countries (through Ministries of Health) and 4) scale funders (specifically, Global Fund, PEPFAR and PMI). The questions focus on the following areas:

1. Level of engagement/interaction with Unitaid,
2. Assessment of Unitaid’s contribution to accelerating equitable access to innovations,
3. Alignment of Unitaid’s investments with partners’ organizational priorities,
4. Level of communication of relevant information from Unitaid to facilitate partnerships,
5. Level of Unitaid’s responsiveness to feedback/inputs from partners,
6. Level of Unitaid’s support to partners to achieve their own objectives,
7. Level to which Unitaid fosters inclusive, demand-driven partnerships for innovations that deliver impact.

The KPI 3.1. baseline results highlighted the need to work closely with our community and CSO partner to ensure that Unitaid fosters effective and inclusive partnerships.

KPI 3.2. Effective engagement with Communities and Civil Society

KPI 3.2 focused on effective engagement with Communities and Civil Society. It is measured by review of portfolio programmatic data. The KPI assessment is based on five criteria that are designed and defined to highlight the importance of engaging with Communities and Civil Society across all key stages of Unitaid’s investments and programming, i.e., during early investment planning scoping, creation of Areas for Intervention, Calls for Proposals, Grant Agreement Development, during project implementation and scale-up phases.

Figure 3. KPI 3.2. assessment criteria

Criteria	Why	
C1. Early engagement with Communities & CSOs for better grant design (scoping exercise, AFIs, CfPs and GADs)	<ul style="list-style-type: none"> Ensuring communities are informed and ready to ask for the health innovation that best responds to needs Early consultations to inform better programme design and invest in demanded products 	LEARNING
C2. Ensuring Community voices are heard	<ul style="list-style-type: none"> Empowering communities to voice their needs and interests at different platforms Sharing stories of success, individual experiences and testimonials Human side of the story 	LEARNING AND PROMOTION
C3. Programmatic priority has a CCSE plan/activity and budget	<ul style="list-style-type: none"> Availability of a CCSE plan and dedicated budget in a grant/PP indicates Unitaids commitment to invest in engagement with communities and CSOs to attain project/PP objectives 	ACCOUNTABILITY
C4. Establishing and supporting CCSE mechanisms that build capacity and ownership	<ul style="list-style-type: none"> To promote mechanisms like CABs empowers communities to take best decisions for them – help translate scientific and normative results into treatment and health literacy for communities 	LEARNING
C5. Programmatic priority recognizes specific Community and Civil Society contributions to results	<ul style="list-style-type: none"> Community and Civil Society contributions help yield better results Create sustainable, community-driven demand 	LEARNING

The KPI 3.2 2022 baseline (Figure 4) showed that 40% of Unitaids programmatic priorities have ‘strong’ or ‘good’ engagement with communities and/or civil society. In addition, a further 45% have made some ‘Moderate’ efforts, a further 5% ‘Weak’ engagement, and only 10% with ‘No engagement’. On the latter, this is mainly as CCSE was not considered for these investments (e.g., in areas such as Unitaids Explore investments and WHO PQ).

Figure 4. KPI 3.2. Baseline results -2022

