

Donor Advisory Group Meeting

17 June 2025

IPPF Secretariat Accountability Mechanism

Overview

The Secretariat Accountability Mechanism (SAM) is a process for holding the Secretariat accountable to IPPF's Member Associations (MAs) and Collaborative Partners (CPs) and the clients they serve. It was designed by a task force that included Secretariat staff and MA representatives.

The SAM provides MAs and CPs with the opportunity to give feedback on how well and to what extent the Secretariat is keeping to its mandate to serve MAs in the delivery of the Come Together Strategy 2028. The purpose of this feedback is to support planning and, over time, strengthen alignment between the Secretariat's work and the needs of MAs and CPs. The SAM will be implemented every three years in line with the Secretariat's business planning cycle.

Figure 1: Secretariat accountability mechanism – overview

Purpose	Methodology	Process – 2024	Accountability areas
• Process for holding the Secretariat accountable. • MAs and CPs provide feedback on how well the Secretariat is doing across 7 accountability areas which are assessed against 4 criteria: Timeliness, Relevance, Quality, Effectiveness • Feedback will be used by the Secretariat to better meet the needs of MAs and CPs	• Survey and focus group discussions • Designed by task force including Secretariat staff and MA representatives. • Piloted in January 2023 with a sub-set of MAs, to test and refine. • Survey open to all MAs and CPs from Sep – Nov 2023 • Repeated every three years aligned with Secretariat's business planning cycle	• March: DLT reviewed initial survey findings • April: FGD with nominated MAs/CPs representatives • May: Final analysis and consolidated reporting of survey and FGD data • May/June: Developed management response and action plans • July: Dissemination to Secretariat • Aug – Oct: Global and regional reports <u>finalised</u> • Nov: Dissemination to MAs/CPs	1. Technical leadership and capacity sharing 2. Knowledge exchange and learning 3. External engagement and strategic partnerships 4. Financial sustainability and resource mobilization 5. Safety and inclusion 6. Efficiency and communication 7. Governance and strategic leadership

Methodology

Scoring

For each of the seven accountability areas, respondents were asked to consider the Secretariat's performance on a scale of 1 to 5 (strongly disagree to strongly agree). Respondents were invited to provide up to three practical and concise recommendations to help the Secretariat improve in each area of accountability and provide feedback on areas for the Secretariat to improve and areas of strength.

From the responses received, a Net Promoter Score (NPS) was used as an index to measure the satisfaction of MAs and CPs with each accountability area, combined to indicate overall satisfaction with the Secretariat's performance.

The NPS can range from -100 to +100 and is calculated by subtracting the percentage of '**Detractors**' (those who gave a rating of *strongly disagree*, *somewhat disagree*, or *neither agree nor disagree*) from the percentage of '**Promoters**' (those who gave a rating of *strongly agree*). '**Passives**' (those who gave a rating of *somewhat agree*) are not included in the calculation. This sets a high standard, aiming for a response of 'strongly agree' and aids in identifying key focus areas for improvement.

Data collection

The SAM includes a survey covering different organisational and thematic areas. The survey was piloted in January 2023 with a limited number of MAs to test and then refine it. It was open for all MAs and CPs to respond to between September and November 2023, and was available in Arabic, English, French and Spanish.

Four focus group discussions (FGDs) were organized in April 2024 as a follow-up to the survey. FGDs aimed to identify practical solutions based on the specific needs of MAs and CPs, and to prioritise Secretariat actions to support the Federation more effectively. The focus groups included participants from 28 MAs across all IPPF regions, ensuring diverse perspectives from both executive leadership and youth representatives of MAs and CPs.

Reporting

To address the findings of the SAM, the Secretariat developed a Management Response and action plan. The commitments outlined in the Management Response were integrated into the Secretariat's 2025 deliverables and are regularly monitored by the DLT to ensure accountability.

Final reports and infographics, including the management response, were disseminated to the Secretariat and MAs with global and regional findings.

The second cycle of the SAM, which will be conducted in 2025–2026, will provide trend data and an update on how and to what extent the Secretariat has responded to feedback from MAs and CPs.

Key Global Findings

Accountability Areas

The accountability areas with the **highest** scores at the global level are **Efficiency and Communication** (Area #6), **Governance and Strategic Leadership** (#7), and **Safety and Inclusion** (#5). This indicates MAs/CPs are most satisfied with the Secretariat's support in these areas.

The accountability areas with the **lowest** scores at the global level scores are **Knowledge Exchange and Learning** (#2); and **External Engagement and Strategic Partnerships** (#3), indicating that MAs/CPs are less satisfied with the Secretariat's support in these areas.

Table 1: Overall score for each accountability area

		Score	Promoters Score of 5	Passives Score of 4	Detractors Scores of 1-3
Overall score		26.7	43.5%	39.6%	16.8%
Accountability area scores					
1	Technical Leadership and Capacity Sharing	25.3	42.8%	39.7%	17.5%
2	Knowledge Exchange and Learning	16.1	36.1%	43.9%	20.0%
3	External Engagement and Strategic Partnerships	17.5	37.8%	41.9%	20.3%
4	Financial Sustainability and Resource Mobilization	28.1	44.7%	38.6%	16.7%
5	Safety and Inclusion	32.8	48.9%	35.0%	16.1%
6	Efficiency and Communication	34.2	46.9%	40.3%	12.8%
7	Governance and Strategic Leadership	33.1	47.5%	38.1%	14.4%

Colour coding is relative to the minimum and maximum scores in each column.

Common Themes

From the recommendations provided by MAs/CPs for each of the seven accountability areas, there are several cross-cutting and common themes on how the Secretariat can improve.

- 1. Capacity building and professional development:** Customise capacity-building programmes to meet the specific needs of each MA/ CP, including the development of targeted training sessions, grant application support, and providing technical experts. This includes the provision of continuous learning, skill enhancement through training sessions, workshops, webinars, and exchange programmes covering various relevant topics.
- 2. Knowledge exchange and collaborative networks:** Create online platforms and forums to facilitate the sharing of resources, best practices, and technical knowledge. This includes establishing comprehensive knowledge exchange networks, promoting a culture of collaboration, and sharing so MAs/CPs can learn from each other's successes and challenges.
- 3. Strategic partnerships and external engagement:** Strengthen and diversify strategic partnerships with various stakeholders at global, regional and local levels to support the Federation's mission. This includes investing in capacity building for partnership management, enhancing communication for better external engagement, elevating advocacy efforts, and proactively identifying new collaboration opportunities by engaging with MAs/CPs.
- 4. Financial management and sustainability:** Develop comprehensive fundraising strategies, strengthen capacity in financial management, foster partnerships for resource sharing and joint funding opportunities, support social enterprise initiatives and marketing strategies including service costing for financial self-sufficiency, and advocate for policies that enhance financial sustainability.
- 5. Governance, communication, and inclusion:** Enhance governance practices, develop a comprehensive communication strategy, promote a culture of inclusion and respect, establish comprehensive safety and inclusion policies, and provide targeted support to ensure adherence to these standards across the Federation.