INTERNATIONAL PLANNED PARENTHOOD FEDERATION   BoT/06.24/DOC
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Board of Trustees   **Refers to**
20-21 June 2024   **agenda item 6.4**

Agenda Item: 6.4 Secretariat Accountability Mechanism

Summary:

The Secretariat Accountability Mechanism (SAM) is an opportunity for MAs and CPs to provide feedback on the extent to which and how well the Secretariat is keeping to its mandate to serve MAs in the delivery of Come Together Strategy 2028. In the first round of the SAM, MAs/CPs provided valuable feedback on areas of strength as well as recommendations on how the Secretariat can improve its engagement. These recommendations are now being taken up by the DLT and being used to develop a Management Response and Action Plan which will be shared with MAs and the Secretariat.

Action Required:

- For the Board to note the process, high-level findings and next steps to finalise and disseminate the Secretariat Accountability Mechanism.

Background

The Secretariat Accountability Mechanism (SAM) is a process for holding the Secretariat accountable. It was designed by a task force including Secretariat staff and MA representatives.

The SAM provides Member Associations (MAs) and Collaborative Partners (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 Strategy2028 . 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	Status / next steps	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 review of initials survey findings survey • April: Focus group discussions (FGDs) with nominated, senior leadership from MAs; and self-nominated youth representatives • May: Final analysis and consolidated reporting of survey and FGD data • May/June: DLT and stakeholders develop management response and action plans • July: Dissemination to Secretariat and MAs	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

The SAM includes a survey covering different organizational and thematic areas. The survey was open for all MAs and CPs to respond to between September and November 2023, and was available in Arabic, English, French and Spanish.

Additionally, 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 prioritize Secretariat actions to support the Federation more effectively.

Methodology

Questionnaire

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) across the dimensions of timeliness, relevance, quality, and effectiveness.

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.

Scoring

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.

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** NPS 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 scores for each accountability area

		NPS	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 within each column.

Criteria

The criteria with the **higher** scores were **Effectiveness** and **Quality.** The criteria with **lower** scores were **Timeliness** and **Relevance**.

Table 2: Heat map with NPS scores for each accountability area by criteria

		NPS	Timeliness	Relevance	Quality	Effectiveness
Overall score		**26.7**	**17.6**	**23.8**	**30.3**	**35.1**
Accountability area scores						
1	**Technical Leadership and Capacity Sharing**	**25.3**	7.8	22.2	30.0	**41.1**
2	**Knowledge Exchange and Learning**	**16.1**	**2.2**	10.0	18.9	33.3
3	**External Engagement and Strategic Partnerships**	**17.5**	6.7	20.0	21.1	22.2
4	**Financial Sustainability and Resource Mobilization**	**28.1**	16.7	24.4	33.3	37.8
5	**Safety and Inclusion**	**32.8**	30.0	31.1	35.6	34.4
6	**Efficiency and Communication**	**34.2**	32.2	30.0	35.6	38.9
7	**Governance and Strategic Leadership**	**33.1**	27.8	28.9	37.8	37.8

Colour coding is relative to the minimum (2.2 in red) and maximum (41.1 in green) scores within table.

It is important to note that global scores are unweighted and could be biased towards regions with more respondents. Additional analyses were conducted to produce regional reports for each of the six IPPF regions.

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**: Customize 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 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 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.

Next-steps: Management Response and dissemination
The DLT are currently working with their teams to develop a Management Response and action plan. The Management Response will outline the actions the Secretariat will take to address the feedback received. DLT will have ultimate accountability for the development, execution and success of these plans within their respective areas of accountability. The Management Response will be finalised in the first half of July.

The Management Response and action plans, along with the SAM report, will be shared with MAs/CPs and the Secretariat in the second half of July. In parallel, sessions will be help with MAs/CPs (organised at the regional level) and with the Secretariat to socialise and discuss the results and follow-up actions.