

## IPPF Secretariat’s Accountability Mechanism (SAM)

A system enabling the Secretariat to be fully accountable and responsive to Member Associations

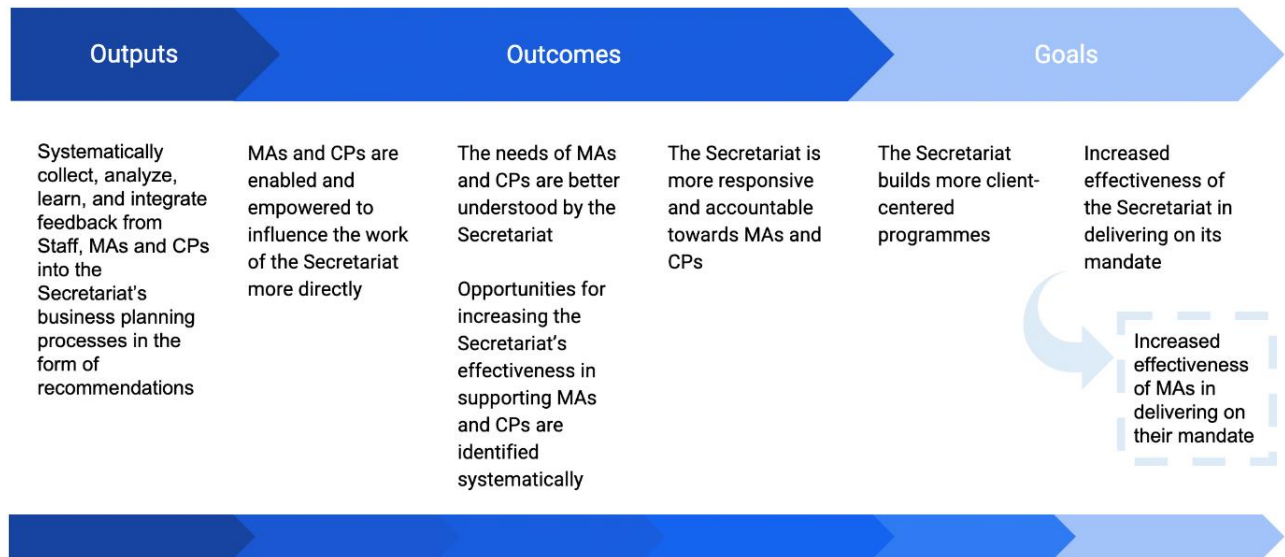
During its February 2022 retreat, the DLT agreed that, beginning in 2022, IPPF will establish **a mechanism to assess the performance and accountability of the Secretariat** against IPPF Strategy and approved Secretariat priorities as outlined in the Business Plan.

This work is framed in the context of improving the Secretariat performance, transparency and accountability towards IPPF Member Associations and Collaborative Partners through the adoption of in-depth and regular reviews of Secretariat aimed to **assess Secretariat relevance, performance and effectiveness against key operational, programmatic, external relations, learning and management areas.**

This work will have two main tracks: one led by the People, Culture & Organization Division, internal to the Secretariat and focused on ways of working together, culture, and learning; and one led by the Programme Delivery & Capacity Sharing Division, MA-facing and focused on **how the Secretariat delivers to MAs and CPs.** The latter is the subject of this document and will be referred to from now on as “Secretariat Accountability Mechanism” or “SAM”.

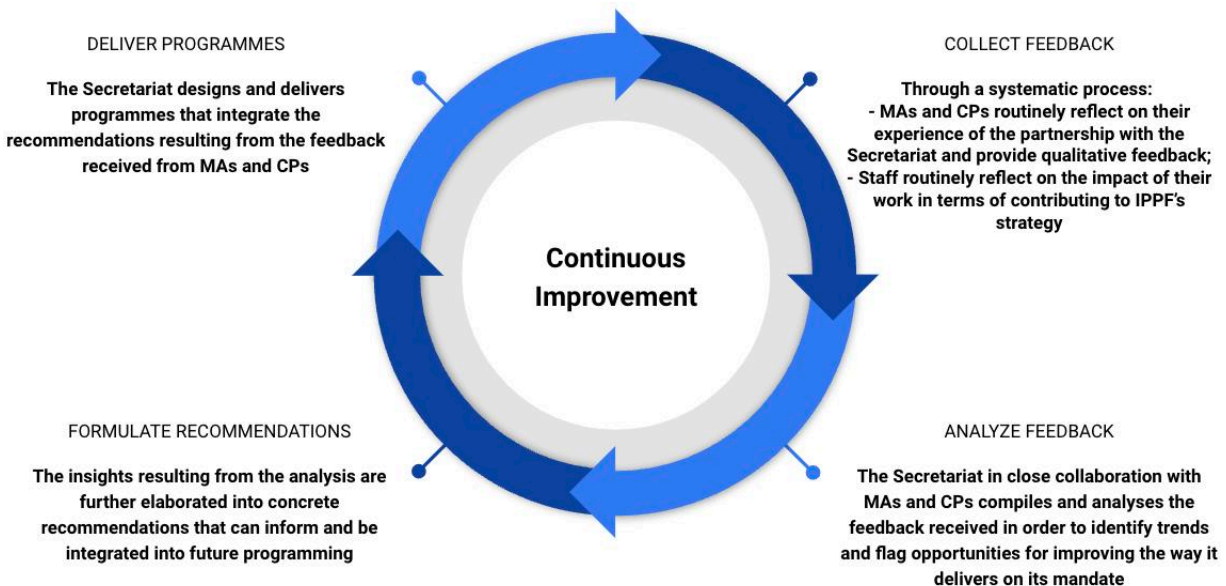
### What is the purpose of the SAM?

The Logic Model of the SAM is represented in the visual below.



## How will the SAM work?

The Secretariat Accountability Mechanism is a **process to systematically collect, analyze, learn, and integrate feedback from MAs and CPs as well as Secretariat staff into the Secretariat’s monitoring, evaluation and learning processes in the form of recommendations that can inform future programming.** The approach seeks to establish a continuous flow of recommendations for ways to improve the Secretariat’s effectiveness in delivering on its mandate.



## PRINCIPLES

The feedback collection approach will be based on the principles of [Lean Data](#):

- **Customer first:** a shift in mindset away from reporting and compliance and toward creating value for customers & the company that serves them. In the context of this work, the “customer” are MAs and CPs.
- **Decision-driven:** collecting feedback at multiple, continuous stages that can rapidly inform decisions
- **Low-cost technology:** the use of remote survey techniques for data collection that favor efficiency and speed while retaining rigor

## FEEDBACK PROVIDERS

While the main feedback providers are **MA/CP staff and Secretariat staff**, additional feedback providers might include representatives from other formal and informal **partners** involved in the work, as well as other relevant **stakeholders**, for example communities served by programmes implemented by the Mas/CPs in partnership with or with the support of the Secretariat.

## TOOLS

The tools used to collect feedback might include:

1. **Surveys** – Surveys will be designed and circulated to feedback providers to gather qualitative feedback that is not captured otherwise

2. **Automated data collection** – Feedback that is suitable to be collected automatically will be collected through data-collection systems
3. **Group reflections** - e.g.: After Action Reviews, Retrospective Meetings. These can be held at the end of an iteration (see below: 1 and 2 under “Frequency”). During the session, the feedback providers reflect on how to improve teamwork by reflecting on what worked, what did not, and why. The purpose is to identify and address bottlenecks

## FREQUENCY

The frequency of collecting feedback will be a combination of the following:

1. On an **MA basis, at regular intervals** – a recommendation is for the first assessment to take place in 2023 followed by another one in 2025, ahead of the end of the first 3-year Business Plan (BP) in order to inform the next one. Then we will conduct the exercise every 3 years, each time during the year ahead of the end of the 3-year BP period so that Secretariat priorities and deliverables are based on MAs’ feedback.
2. On a **project/intervention basis**, upon reaching **specific milestones** of a specific programme/project/intervention...
3. **Continuously**, when the feedback is suitable to be collected **automatically** through data-collection systems (which may exist - such as DHIS2 - or may be created/adapted on purpose)

## How will the Accountability Mechanism be developed?

### TASK FORCE

A Task Force will be formed to bring together various business areas and stakeholders to contribute to the design of a prototype, including representatives of MAs and CPs.

### PROTOTYPE

The prototype will consist of:

1. A set of **indicators** that describe the Secretariat’s effectiveness in supporting and collaborating with MAs and CPs in the broader context of delivering on its mandate
2. A set of **data collection tools** dedicated to collecting feedback against each indicator
3. A **process** that informs **when and how** the feedback is to be collected, by **whom**
4. A **template** for compiling feedback into an **analytical document** that includes practical **recommendations**
5. A **process** for integrating the analysis into future programming, particularly by informing IPPF’s business planning and review (annual/two years, mid-term, final)
6. A **rollout plan** to drive the scale up of the model

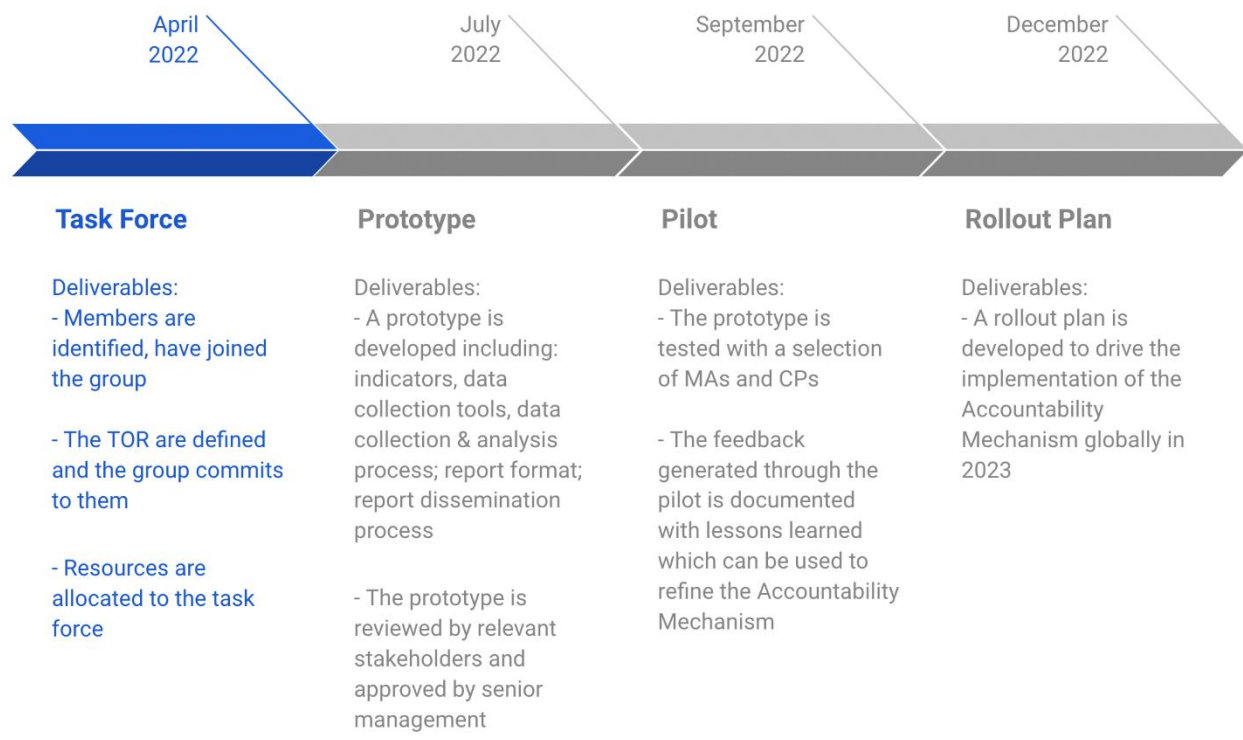
The prototype will undergo a review by relevant stakeholders and decision makers in IPPF such as the PDs and DLT. Comments will be used to refine the prototype.

### PILOT

The refined prototype will then be tested on a limited number of MAs in one region. At the end of the pilot, feedback generated through the pilot will be used to further refine the prototype to become the Accountability Mechanism for the IPPF Secretariat.

### SCALE UP

The SAM is adopted in additional MAs following the rollout plan.



## Who will develop the SAM?

Two tiers of collaborators and stakeholders will be formed:

- **Task Force Members** - People who are fully engaged in developing the SAM. Task Force members will be committed to participate in all meetings and will have full ownership of the product. Members of the Task Force will be selected from across the Secretariat considering geographical and disciplinary diversity. Specific slots are dedicated to MAs.
- **Feedback Providers** - Stakeholders who provide input and feedback on-demand. Their contribution is key to informing the design of the approach, but they do not required to engage continuously: their responsibility is limited to advising on the design of the tool, for example upon reaching key milestones (e.g.: definition of type of information to collect; initial prototype). All CPs and MAs will be given the opportunity to join this group. MAs and CPs in this group will also be involved in the pilot of the approach.