

IPPF STRATEGY 2016–2022

Context and Results

By
James Newton,
Strategy Research Team
September 2021



CONTENTS

REVIEW OF STRATEGIC CONTEXT FOR CURRENT STRATEGIC FRAMEWORK DEVELOPMENT	3
Introduction	3
Internal context	4
External context.....	6
2015–2022 Strategic Framework development process.....	8
Conclusions	10
QUANTITATIVE ANALYSIS OF ACHIEVEMENTS ACROSS STRATEGIC FRAMEWORK PERIOD	11
Introduction	11
Outcome 1	12
Outcome 2	16
Outcome 3	21
Outcome 4	28
Overall summary	35

REVIEW OF STRATEGIC CONTEXT FOR CURRENT STRATEGIC FRAMEWORK DEVELOPMENT

Introduction

IPPF's current Strategic Framework, covering the period 2016-2022, was developed through a process which began in 2013 and was led by the Director, Strategic Advice. The Strategic Framework was approved by Governing Council in November 2014. Following this, a Secretariat Implementation Plan was developed to guide the operation of the strategy from 2016 onwards, and was approved in July 2015.

This review will look at the internal and external context within which the Strategic Framework development process was located, and trace the formative influences which fed into its drafting. It will summarise the timeline and structure of the development process itself, and assess some of the strengths and weaknesses of the approach taken. This is intended to be of use in the development process for IPPF's 2023-2028 Strategy, so that previous mistakes can be avoided and lessons learned.

Internal context

IPPF's 2005-2015 Strategic Framework had a strong focus on the public-facing work that IPPF's MAs and Secretariat should be carrying out. Based around the 'five A's' of abortion, access to SRH, adolescents, HIV/AIDS and advocacy, it sought to define IPPF as a cohesive and leading global SRHR organization that mandated standards in service delivery. This would leverage IPPF's strategic advantages, address a global gap for SRHR leadership not filled by UNFPA or other international organisations at the time, and restore donor confidence in IPPF which at the time was weak. The most controversial aspect of this at the time was the insistence on abortion (in terms of service delivery and/or advocacy) being part of an MA's programme. This followed years of disputes over compliance with the original Mexico City Policy which had then been reignited by the second Bush administration restoring the policy. Ultimately this led to the departure from the Federation of two MAs which refused to countenance any abortion-related work. However the central place of abortion within the work of IPPF MAs was clearly established.

Less divisive but equally important was the increasing formalization of the collection of performance data, including service statistics and the newly introduced Global Indicators survey of MAs. This can be seen as the start of the standardization of data within IPPF, to allow large-scale aggregation of results, performance management and effective monitoring, and in the process developing a more cohesive Federation of MAs reporting data against the same standardized indicators. Many of the innovations introduced at this time are still at the core of IPPF's M&E system today. However it is notable that the themes that the 2005-2015 Strategic Framework document is structured around are almost entirely outward-facing. References to the Federation's own organizational capacity, governance or internal monitoring processes and structures are covered in the fine detail of each section or are left implicit. This reflects the particular circumstances of the development of the Strategic Framework; the document was rooted in the need to signal to donors that they could have confidence in a revived IPPF that focused on its key issues. The establishment of the global data collection processes, as well as the accreditation systems for MAs, were radical innovations for IPPF at the time and were a driver in the increasing focus on performance management and standardisation across the Federation. However, these areas of work were presented as subsidiary to programmatic issues rather than top-level priorities in their own right.

The 2010 Midterm Review of the 2005-2015 Strategic Framework marked a further step in foregrounding issues relating to systems and processes. This introduced the Agenda for Change to cover the remainder of the Strategic Framework period. Seven critical issues were highlighted as fundamental to the effective delivery of the Strategic Framework, and include 'effective governance', 'performance culture' and 'capacity building'. While these concepts had not been absent from IPPF's priorities, they were not previously foregrounded to such an extent.

These critical issues were superseded in 2012 with the new Director-General's three Change Goals: Unite, Deliver and Perform. These would run up to the end of the Strategic Framework period in 2015 and were accompanied by a new Performance Dashboard, focusing on a set of key indicators rather than simply reporting each service category and Global Indicator in detail. The Perform goal in particular focused on organizational development and effectiveness, going beyond previous performance frameworks in its engagement with IPPF's internal operations. This narrower focus was also a necessary response to the increasing volume of IPPF's data, with a greater proportion of MAs now reporting data annually, and total services delivered growing from 30 million in 2005 to over 100 million by 2012.

On the programmatic side of IPPF's work, the 'five A's' were not merely a conceit to organise the Strategic Framework document, but underpinned the Secretariat's structure. Each 'A' had an organizational unit covering the thematic area and working on both core initiatives and relevant restricted projects. This was undoubtedly successful in ensuring that these areas were prioritised, particularly abortion. It also raised questions around silos being formed and a lack of cross-team working. Furthermore there was no specific approach to managing or coordinating restricted projects which was increasingly felt to be inefficient and did not lead to effective outcomes.

External context

IPPF's internal shifts in approach were not solely endogenous. The external context significantly affected the changes in strategic direction over the period, even after the re-establishment of donor confidence in the Federation delivered by the 'five A's' approach. The most significant demonstration of this is through the DFID Programme Partnership Agreement (PPA) grant which IPPF received from 2008 until 2016. The grant award from 2011 was effectively unrestricted funding but conditional on a rigorous external evaluation process assessing the effectiveness and value for money of IPPF's core funded operations, with annual reporting against a logframe. IPPF performed well compared to other NGOs under this system, particularly in the area of results. However the recommendations from the independent evaluation report are instructive:

- Recommendation 1** IPPF to invest more time and money into needs assessment and monitoring and evaluation in order to better target programmes and to gain efficiencies and effectiveness.
- Recommendation 2** Increase RO and MA capacity to measure and improve value for money.
- Recommendation 3** Further develop organisational learning in the following two areas: South-South learning; and technical assistance to MAs to improve financial management, support IT systems introduction, improve resource mobilisation and strengthen other components of organisational effectiveness.
- Recommendation 4** When developing the new strategy and structure of the organisation over the next two years ensure that lessons from the previous experience are fully analysed and used to develop a more functional and efficient organisation, with the kind of skills needed for the next ten years of progress.

These recommendations align with the direction of travel for IPPF in the years leading up to 2012, but go further and are entirely explicit that IPPF needed to look inwards and ensure sufficient resources and effort were directed towards improving capacity to gather and use data, at MA and Secretariat level, to act more efficiently and to learn as an organization, and to capitalize on MA capacity through south-south learning. The recommendation relating to strategy development is also particularly resonant.

These pressures on IPPF in particular were mirrored by the wider funding environment and debates within the international development sector. The post-2010 coalition UK government was committed to the 'results agenda' which sought to drive greater efficiency and value for money in DFID's spending, to align with political priorities. This approach increasingly permeated ways of working in the sector, but was given real bite through its incorporation into the PPA model. It was also apparent that the direct budget support that PPA provided might not endure much longer, and restricted projects would form an ever larger proportion of funding opportunities. It would therefore be necessary for IPPF to position itself to take advantage of these possibilities, both in terms of attractiveness to donors and in being able to manage restricted projects effectively to align the demands of funders with IPPF's global priorities.

In this context, it is possible to foresee the approach taken for the 2015-2022 Strategic Framework. The 'five A's' would still represent key areas of work, but the imperatives of restricted funding might require a more cross-cutting approach and a coordinated way of developing proposals and managing projects. It would be necessary to focus on organizational effectiveness so that areas such as value for money could be monitored and thereby credibly demonstrated to donors.

2015–2022 Strategic Framework development process

The process was initiated with Governing Council (GC) approval in May 2013. The Senior Leadership Team (SLT) appointed a Strategy Development Group (SDG) made up of 12 MA representatives and 12 Secretariat staff members, who led the work. Surveys of MAs and staff were conducted during 2013, while meetings were held with over 600 volunteer, youth network, staff and ED participants. A survey of 17 donors was also conducted in early 2014. Based on these inputs, the SDG drafted an initial version of the Strategic Framework in February 2014 during a four-day meeting. This was approved in outline form by GC in May 2014 before being reviewed and refined with input from donors, staff, volunteers, MAs and youth networks. The SDG held a session in August to include revisions based on this feedback, and SLT finalized the document in September before it was approved by GC in November 2014. The Secretariat Implementation Plan, which included the results framework that became the Performance Dashboard, was then put together for the middle of 2015. Early presentations suggest that this represented a slippage in the timescale and that the results framework was originally intended to be completed at the same time as the Strategic Framework itself.

Discussions with MA representatives who were part of the SDG indicated that the process was participatory and well managed to ensure input from all parts of the Federation, particularly those from the Global South. Participants were able to develop a draft strategy that reflected their concerns and priorities, without being directed by IPPF management. This was refined and amended following consultation with the wider Federation but the final document still largely resembled the original draft.

The Strategic Framework reflected the trends discussed above, with an Outcome (i.e. one quarter of the emphasis of the entire document) focused on improving IPPF's performance and improving organizational capacity ('A high performing, accountable and united Federation'). Interestingly, this was only created as a separate Outcome rather than a cross-cutting priority relatively late in the process, again demonstrating the steady drift towards an internal focus rather than simply an external-facing view.

Other Outcomes focused on advocacy, community engagement, CSE and service delivery. These were familiar from the previous Strategic Framework although with relatively more focus on different advocacy approaches, less attention paid to particular categories of service, and more to different modes of service delivery including enabling services through partners. It is notable that there were numerical targets attached to the first three Outcomes: '100 Governments respect, protect and fulfill sexual and reproductive rights and gender equality'; '1 billion people empowered to act freely on their sexual and reproductive health and rights'; and '2 billion quality integrated sexual and reproductive health services delivered'.

The Strategic Implementation Plan fleshed out the Strategic Framework and listed deliverables and key actions. These, accompanied by a simultaneous restructure of the Secretariat to align to these new priorities, were intended to guide the Secretariat in implementing the new Strategic Framework. It is arguable that this document was still lacking the necessary specificity and concrete plans to move initiatives forward; many of the key actions take the form of 'strengthen Secretariat and MA capacity to [carry out work]'. In practice, without being joined up to individual team plans and coupled with the necessary resources, these might remain aspirations. The shift away from thematic 'A' teams and towards coordinated management of restricted projects liaising with technical specialists was underpinned by logic, but has also raised concerns of a lack of focus on key programmatic areas. Indeed the 2020 restructure has since addressed this to an extent.

The new Expected Results within the Strategic Implementation Plan linked directly to the numerical targets in the Outcomes. For example, there were to be 1.5 billion services directly provided by MA clinics under

Expected Result 7, and 500 million enabled through partners for Expected Result 11, totalling 2 billion. Other Expected Results would help to maintain quality and ensure contraceptive delivery. These numerical targets also linked to the publicly stated goals of doubling services and income within a set period. However it was apparent to those who were part of the process that the individual Expected Results were subordinate to the Outcomes, and that developing robust and well-defined indicators was a lesser priority than ensuring that the separate parts could add up to the large round headline numbers. This was especially apparent for Outcome 2, where the need to find ways to compile a total of 1 billion people acting freely on their sexual and reproductive health and rights led to a target being set of 1.5 billion people reached with positive messages. The assumption was that some proportion of these would be successfully influenced and this total could then be added to the 500 million young people accessing CSE, to reach 1 billion overall.

The top-down approach unsurprisingly led to indicators that were not clearly defined or easy to monitor. There was no rigorous way to count the number of people seeing MA posters or billboards, or their online content, much less of estimating how many of those might be meaningfully influenced by these messages. If there had been a serious attempt made it would not have been realistic to reach anything like the numbers projected. It is easy to criticise the Expected Results, but once the Outcomes were set it would have been very difficult to create anything that could approach the large targets while maintaining realism and rigour and aligning with the priorities laid out elsewhere in the same document. MA participants in the Strategy Development Group also regretted the fact that the results framework development process was separate from the main Strategic Framework drafting, leading to indicators being developed that they felt were disconnected from the outcome areas and did not reflect the objectives.

Conclusions

1. It is clear how IPPF's recent past and the wider political and donor environment governed the development of the 2005-2015 and 2016-2022 Strategic Frameworks. The new Strategy will absorb influences in a similar way, and this should be welcomed, but the drafters should aim to be conscious of these where possible and see this transition in context – this will provide insight into why IPPF is not already organized in such a way. It is also important to anticipate how proposed changes might have unintended effects and how these might be mitigated.
2. The form and structure of strategy documents is not a comprehensive guide to their content. The 2005-2015 Strategic Framework did not contain a 'Data' section, but nonetheless mandated a massive expansion in the amount and types of data collected and used across IPPF. Documents of this type serve several purposes – setting out priorities, communicating to donors, building corporate identity – and sometimes this may obscure some of the changes set out or merely implied. Drafters of the 2023-2028 Strategy should be alive to the unspoken and submerged themes in earlier documents, and consider carefully what they might be deliberately or unwittingly leaving implicit in the writing process.
3. It is also likely that many of the priorities viewed as vital in 2013 – use of data, value for money, and others – remain key areas for improvement and are likely to come up during the development process. If more progress is to be made in the next period than the last, lessons should be learned from this experience and the new Strategy should address how real change will be achieved.
4. If indicators are to be meaningful, useful and reportable, they must be developed bottom-up, preferably already used or piloted, and above all else intended for use as indicators. Similarly, projections should be developed and set at a certain level because that is ambitious but realistic and provides a reachable target. If indicators end up primarily in the service of hitting already announced large totals, it will not be surprising if they fail to achieve their aims.
5. It is highly desirable for the performance framework to be developed in parallel with the main Strategy, so that commitments are made with an understanding of how they might be measured and monitored. A second-best alternative is to develop the results framework later, but with a clean slate so that the creation of indicators and projections is not constrained by prior commitments. The worst of all worlds is to commit to huge numbers as part of the Strategy and then aim to fill in the blanks later.

QUANTITATIVE ANALYSIS OF ACHIEVEMENTS ACROSS STRATEGIC FRAMEWORK PERIOD

Introduction

The 2016-22 Strategic Framework is based around four Outcomes:

- Outcome 1** 100 governments respect, protect and fulfil sexual and reproductive rights and gender equality
- Outcome 2** 1 billion people act freely on their sexual and reproductive health and rights
- Outcome 3** 2 billion quality integrated sexual and reproductive health services delivered
- Outcome 4** 1 high-performing, accountable and united Federation

Each of these Outcomes is broken down into two Priorities and a number of indicators, known as Expected Results, which reflect and measure the work carried out by the IPPF Secretariat and MAs in each area. The aim of the Expected Results was for the total of each indicator to sum to the Outcome-level targets over the course of the Strategic Framework period.

During the 2019 Midterm Review of the Strategic Framework, a number of recommendations were made to remove or amend Expected Results. In some cases, no data had been reported against an Expected Result up to that point, while in others, the data was not felt to be of sufficient quality or value. These changes took effect in the 2020 reporting cycle, and included the addition of two new Expected Results.

This review will assess the progress made against each Expected Result from 2016 to 2020 and evaluate the performance against each Outcome. This will allow some tentative conclusions to be drawn on how the existing Strategic Framework performance model can inform the development of IPPF's new 2023-28 Strategy.

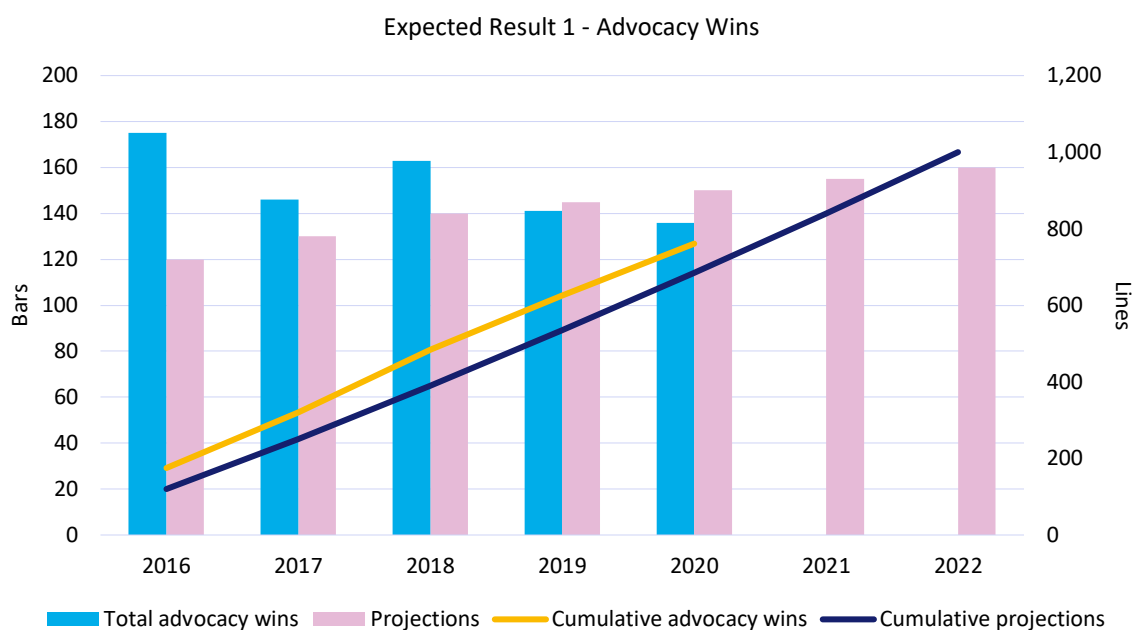
Outcome 1

100 governments respect, protect and fulfil sexual and reproductive rights and gender equality

Priority 1 Galvanise commitment and secure legislative, policy and practice improvements

Expected Result 1 1,000 successful policy initiatives and/or legislative changes in support of SRHR to which IPPF advocacy contributed.

Status **ON TRACK**



	2016	2017	2018	2019	2020	2021	2022
Total advocacy wins	175	146	163	141	136		
Projections	120	130	140	145	150	155	160
Cumulative advocacy wins	175	321	484	625	761		
Cumulative projections	120	250	390	535	685	840	1,000

Performance against this Expected Result has generally been strong. While results have been slightly behind projections in 2019 and 2020, the cumulative total is still comfortably ahead of target. COVID-19 and the departure of WHRO contributed to lower performance in 2020, and the former WHR MAs will not report from 2021 onwards which represents a further risk.

Expected Result 2 70% of all countries in the world are on track with their post 2015 targets improving SRHR.

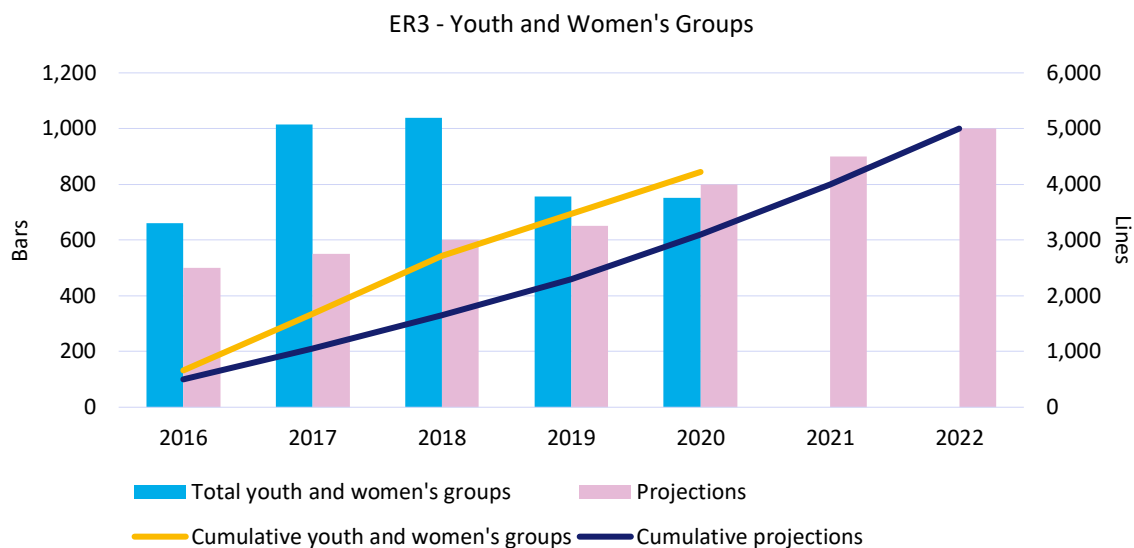
Status REMOVED

IPPF developed the Strategic Framework during the SDG negotiation process. While at the time IPPF expected that country-level targets would be set for the SDGs, this was not the final outcome when the SDG process was concluded in September 2015. As such, it was not possible to measure this indicator, and it was removed from the Performance Dashboard following the Mid Term Review.

Priority 2 Engage women and youth leaders as advocates for change

Expected Result 3 5,000 youth/women’s organizations have taken public action in support of SRHR to which IPPF engagement contributed

Status ON TRACK



	2016	2017	2018	2019	2020	2021	2022
Total youth and women's groups	661	1,015	1,038	756	752		
Projections	500	550	600	650	800	900	1,000
Cumulative youth and women's groups	661	1,676	2,714	3,470	4,222		
Cumulative projections	500	1,050	1,650	2,300	3,100	4,000	5,000

Performance against this Expected Result has been strong. While the total figure fluctuates from year to year, results have been ahead of projections each year apart from 2020, which was affected by COVID-19 and also by the departure of WHRO. At current rates the overall total of 5,000 could be met by 2021 but will almost certainly be achieved by 2022.

Outcome 1 overview

Progress against the two extant indicators has been positive. However, the lack of available data for Expected Result 2 means that it was not possible to measure IPPF's efforts to hold governments accountable to their commitments against the SDGs. This has left Priority 1 solely relying on Expected Result 1. Likewise, Priority 2 has just Expected Result 3. Both Expected Results have shown strong performance but it is arguable that in each case one indicator cannot easily capture a broad and complex area of work. As such, performance ahead of projections is to be welcomed but it cannot necessarily be concluded that the aims of the Outcome as a whole have been fulfilled.

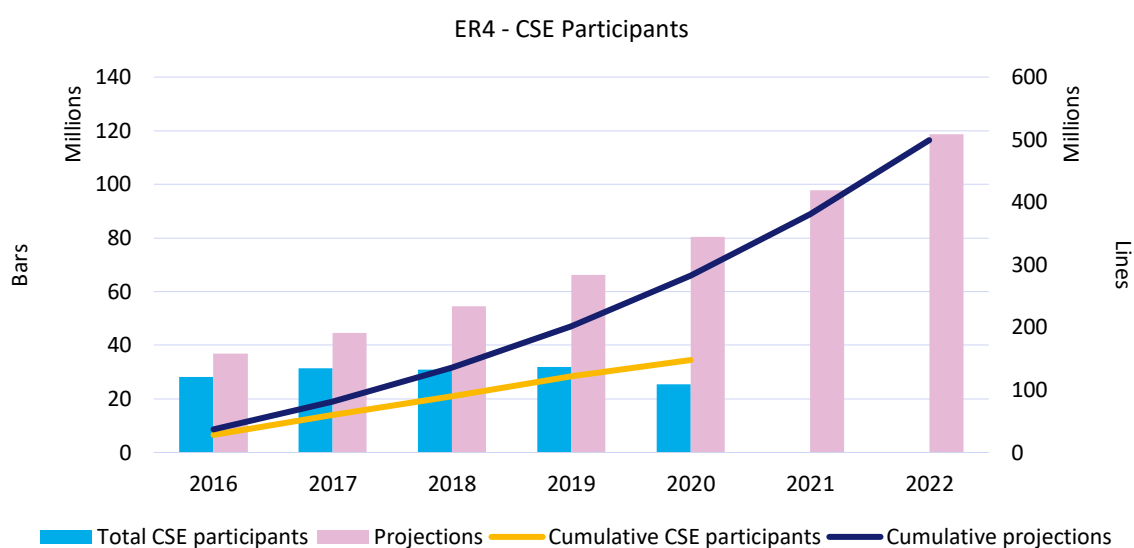
Outcome 2

1 billion people to act freely on their sexual and reproductive health and rights

Priority 3 Enable young people to access comprehensive sexuality education and realize their sexual rights

Expected Result 4 500 million young people completed a quality-assured CSE programme (delivered or enabled by Member Association volunteers or staff)

Status **NOT ON TRACK**



	2016	2017	2018	2019	2020	2021	2022
Total CSE participants	28,113,230	31,346,870	30,802,589	31,948,606	25,547,744		
Projections	36,900,000	44,500,000	54,500,000	66,200,000	80,500,000	97,800,000	118,800,000
Cumulative CSE participants	28,113,230	59,460,100	90,262,689	122,211,295	147,759,039		
Cumulative projections	36,900,000	81,400,000	135,900,000	202,100,000	282,600,000	380,400,000	499,200,000

Performance against this indicator has been well below expectations. The total has not consistently increased and between 85%-90% is typically contributed by a single MA (China). Increasing the total CSE provided clearly takes more targeted investment than was available, but it seems unlikely that any amount of investment would have enabled these projections to be met.

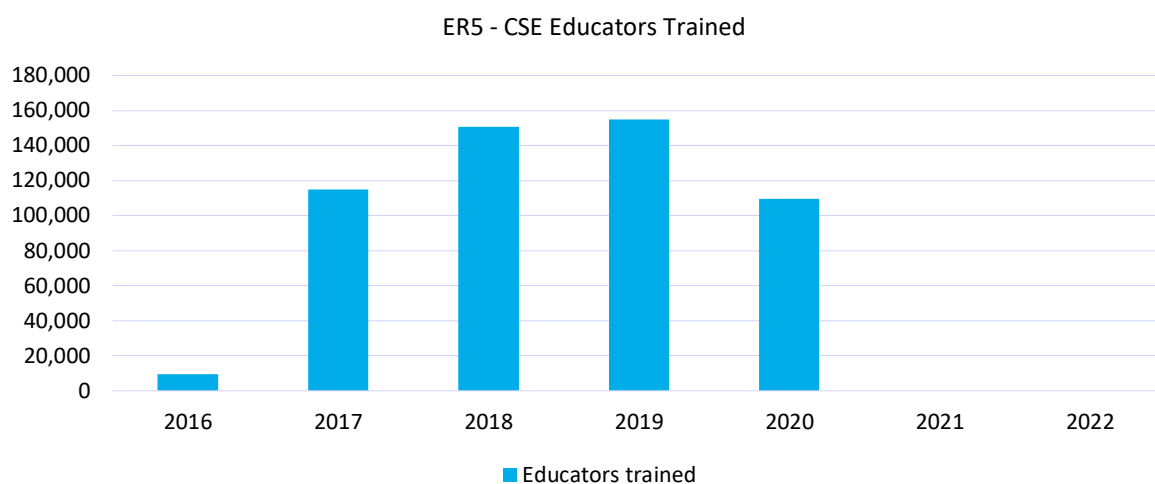
Expected Result 5 75% of those who completed CSE increase their SRHR knowledge and their ability to exercise their sexual rights

Status N/A

IPPF tested a methodology for this indicator in numerous countries. However, the indicator is problematic as it is not possible to measure and combine an increase in ability to exercise rights and an increase in knowledge into one indicator. Furthermore, resources are currently unavailable for implementing a methodology to collect this data at a global level in all MAs providing CSE. This indicator was revised following the Mid Term Review.

Expected Result 5 Educators trained by Member Associations to provide CSE to young people or to provide CSE training to other educators (training of trainers)

Status N/A



	2016	2017	2018	2019	2020	2021	2022
CSE educators trained	9,296	115,021	150,641	154,692	109,426		

This indicator was introduced in 2020 to replace the initial Expected Result 5. No projections have been developed

Priority 4

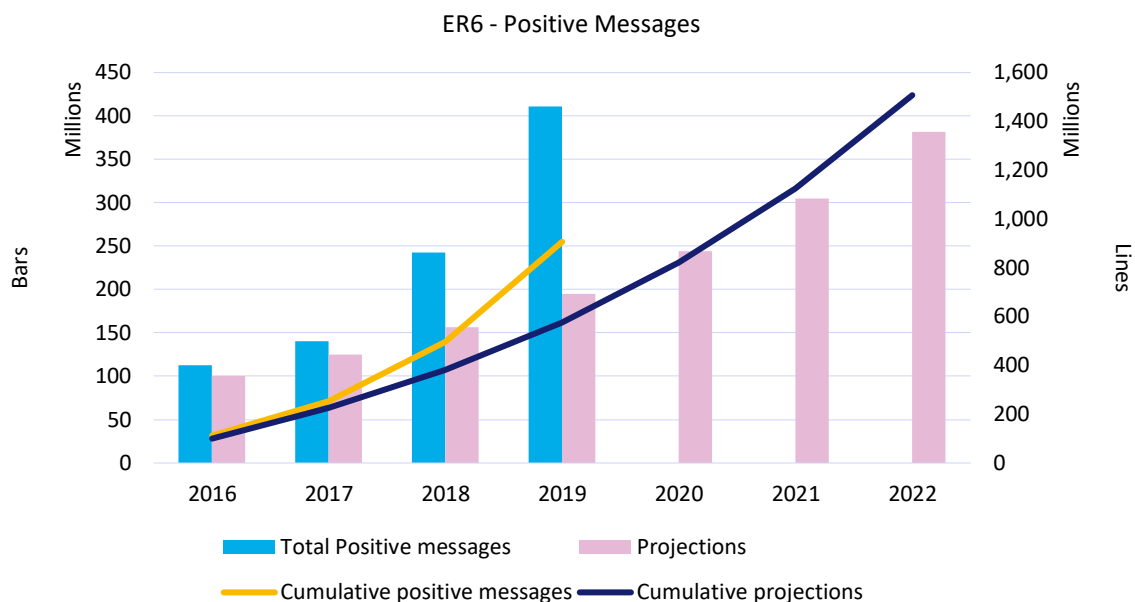
Engage champions, opinion formers and the media to promote health, choice and rights

Expected Result 6

1.5 billion people reached with positive SRHR messages in 2022

Status

REMOVED



	2016	2017	2018	2019	2020	2021	2022
Total positive messages	112,516,902	140,443,427	242,605,911	411,290,406			
Projections	100,000,000	125,000,000	156,300,000	195,300,000	244,100,000	305,200,000	381,500,000
Cumulative positive messages	112,516,902	252,960,329	495,566,240	906,856,646			
Cumulative projections	100,000,000	225,000,000	381,300,000	576,600,000	820,700,000	1,125,900,000	1,507,400,000

Reported performance for this Expected Result, which required MAs to estimate the number of people reached by their communications materials, were strong and well above the projections. However, there were concerns about the validity of this indicator. It relied heavily on speculative estimates and fluctuated greatly from year to year. It was also a significant burden on MAs to collect and report data. The Mid Term Review concluded that it could not be used to assess progress against the Outcome 2 target and so it was removed for 2020 data onwards. No replacement was agreed.

Outcome 2 overview

The Expected Results for this Outcome have not been able to adequately capture the overall aims, despite the undoubted good work carried out in this area across the Federation. Expected Result 4 has at least been able to monitor progress in CSE provision, but clearly the strategy underpinning the optimistic projections has not succeeded. The other two Expected Results have not functioned well or at all, and have been removed or replaced. The new Expected Result 5 is not a perfect measure of the wider effects of MAs' CSE and training work, but it does at least allow a stable and relevant indicator to be reported each year. Finding ways to measure MAs' ability to spread their messages and engage with opinion formers is a key area and more work will be necessary to identify appropriate indicators.

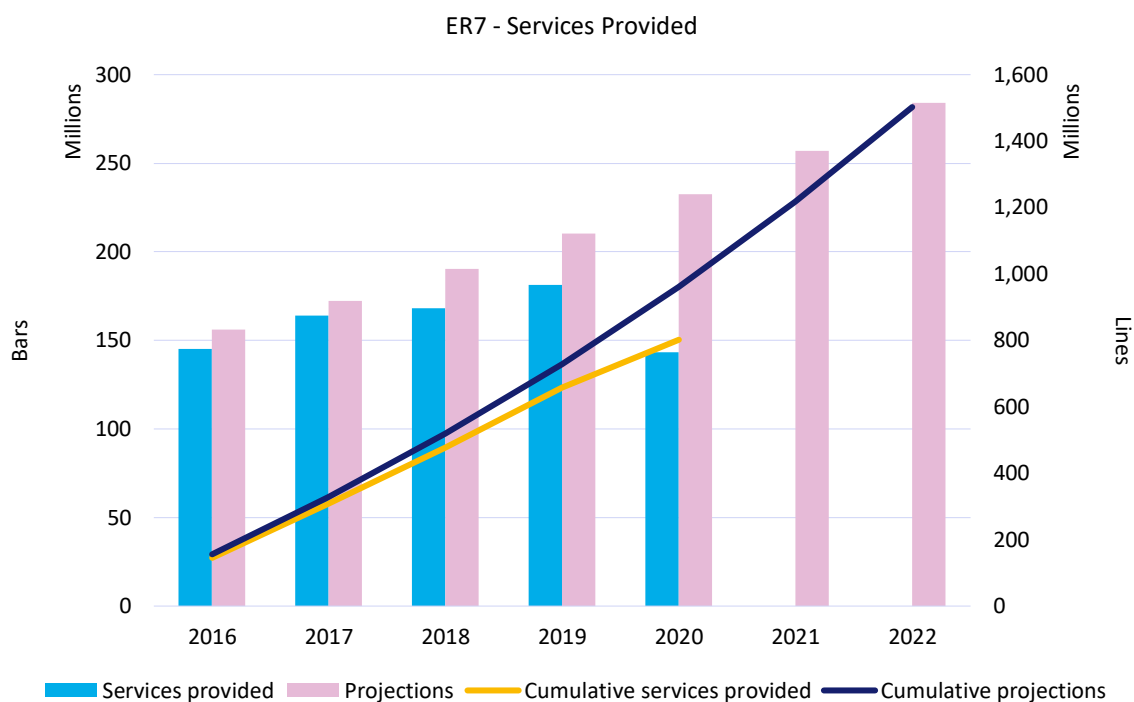
Outcome 3

2 billion sexual and reproductive health services delivered

Priority 5 Deliver rights-based services including for abortion and HIV

Expected Result 7 1.5 billion SRH services provided

Status **NOT ON TRACK**

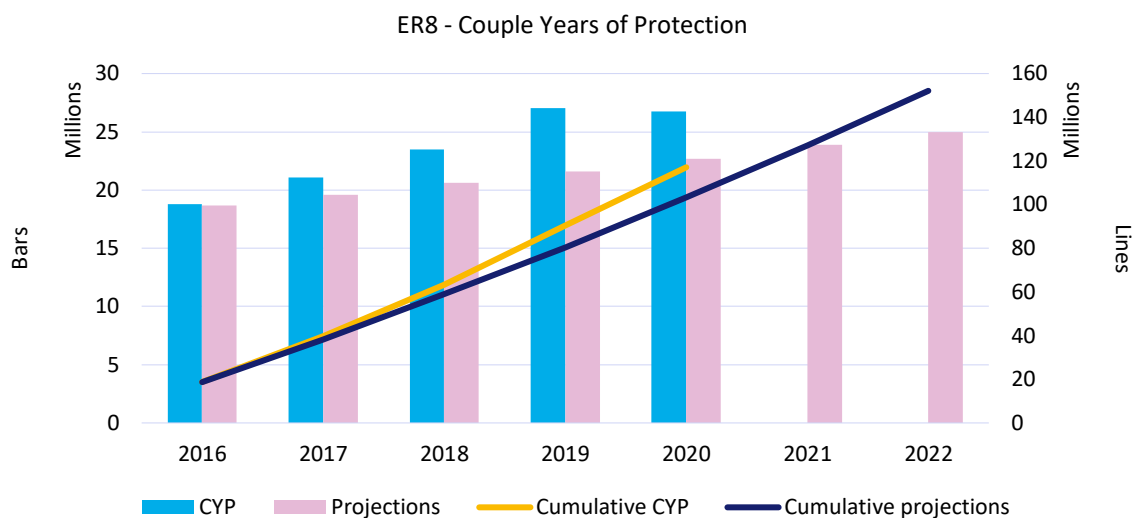


	2016	2017	2018	2019	2020	2021	2022
Services provided	145,078,890	164,136,012	168,114,158	181,300,000	143,200,000		
Projections	155,900,000	172,300,000	190,400,000	210,400,000	232,500,000	256,900,000	283,900,000
Cumulative services provided	145,078,890	309,214,902	477,329,060	658,629,060	801,829,060		
Cumulative projections	155,900,000	328,200,000	518,600,000	729,000,000	961,500,000	1,218,400,000	1,502,300,000

Reported results for this Expected Result have been behind projections even before the predictable decline in performance for 2020, affected by the COVID-19 pandemic and also by the non-reporting of Cuba and Kenya. Performance was not keeping pace with the increase in projections each year, and it is not obvious that this would have changed in 2020 even were it not for the pandemic and other factors. This indicator has the advantage of clearly addressing the outcome it seeks to measure, although it is notable that the reference to abortion and HIV in Priority 5 is not matched by an Expected Result that captures these.

Expected Result 8 150 million couple years of protection provided

Status ON TRACK

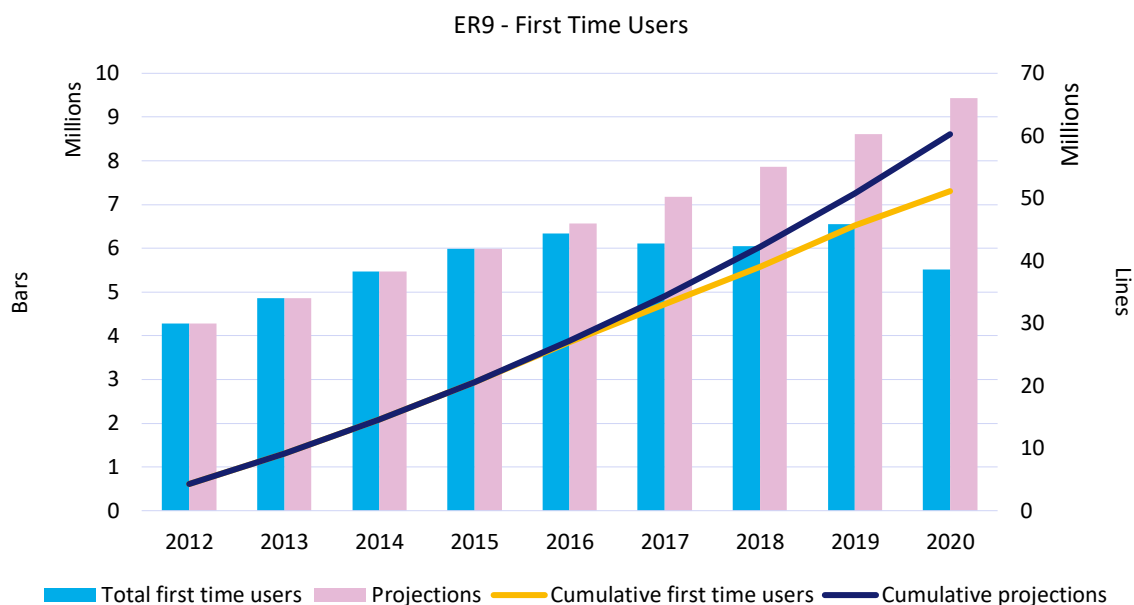


	2016	2017	2018	2019	2020	2021	2022
CYP	18,776,343	21,065,169	23,476,137	27,015,108	26,756,387		
Projections	18,700,000	19,600,000	20,600,000	21,600,000	22,700,000	23,900,000	25,000,000
Cumulative CYP	18,776,343	39,841,512	63,317,649	90,332,757	117,089,144		
Cumulative projections	18,700,000	38,300,000	58,900,000	80,500,000	103,200,000	127,100,000	152,100,000

The performance of CYP has been very strong throughout the Strategic Framework period, with projections being exceeded each year. Even 2020 saw only a minimal fall from 2019, and was still well above the projection, thanks largely to the impact of the WISH programme in a number of MAs. There is little doubt that the overall target will be reached in 2022.

Expected Result 9 60 million first time users of contraception

Status NOT ACHIEVED



	2012	2013	2014	2015	2016	2017	2018	2019	2020
Total first time users	4,275,754	4,856,273	5,468,589	5,991,545	6,336,091	6,102,204	6,043,082	6,553,838	5,513,535
Projections	4,275,754	4,856,273	5,468,589	5,991,545	6,560,742	7,184,012	7,866,493	8,613,810	9,432,122
Cumulative first time users	4,275,754	9,132,027	14,600,616	20,592,161	26,928,252	33,030,456	39,073,538	45,627,376	51,140,911
Cumulative projections	4,275,754	9,132,027	14,600,616	20,592,161	27,152,903	34,336,915	42,203,408	50,817,218	60,249,340

This indicator derives from IPPF’s FP2020 commitment. As such, the projection is based on a 2012 start date and a 2020 end date. Only data from the FP2020 focus countries are included. Improvements in this indicator in the early part of the reporting period were not maintained and reported figures plateaued, leading to a shortfall in the total against the projections at the end of 2020.

Expected Result 10 85 per cent of IPPF’s clients would recommend our services

Status REPLACED



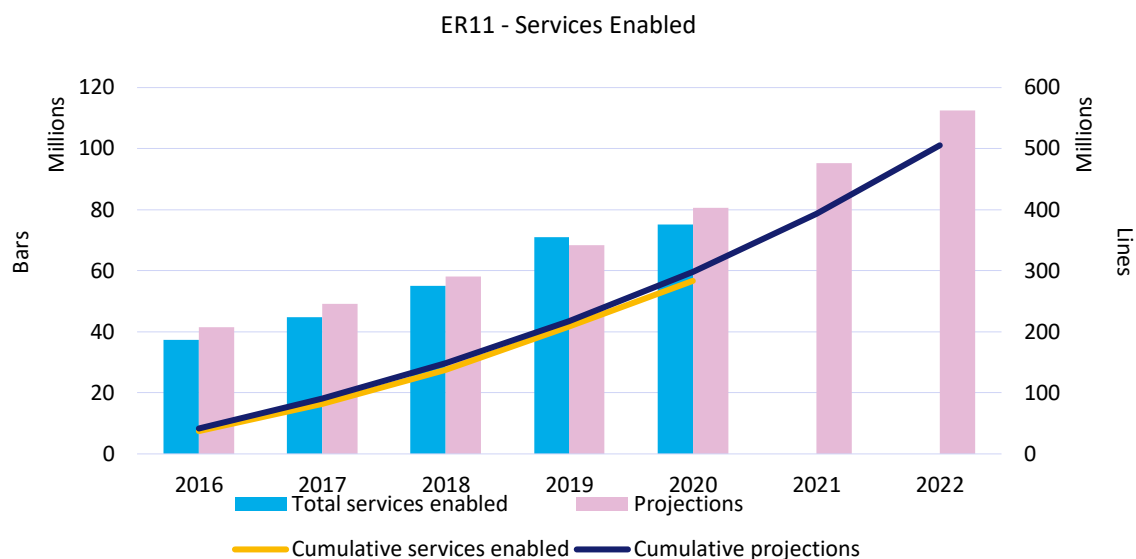
	2016	2017	2018	2019	2020	2021	2022
Recommended	90%	92%	93%	92%			
Projections	85%	85%	85%	85%	85%	85%	85%

Client satisfaction was consistently high and stable, with little variation across time or between regions or MAs. A number of MAs scored at or close to 100% each year. While this is naturally positive, it does not equate to a useful or meaningful measurement or one that can support improvement. The results show that the indicator is not sufficiently sensitive to illustrate any change in IPPF’s global performance from year to year. IPPF has adapted and piloted the use of the Net Promoter Score methodology, a simple beneficiary feedback tool to capture clients’ experience through one question about how likely clients are to recommend the service to family/friends. When analysed in combination with data on client populations (by age, gender, poverty status, etc.) and type of service, the Net Promoter Score methodology gives insight into how services are meeting the needs of specific populations. As such, it has replaced this indicator from 2020 onwards to provide a more nuanced understanding of client satisfaction and to guide MAs on how to improve client satisfaction.

Priority 6 Enable services through public and private health providers

Expected Result 11 500 million SRH services enabled

Status APPROACHING GOAL

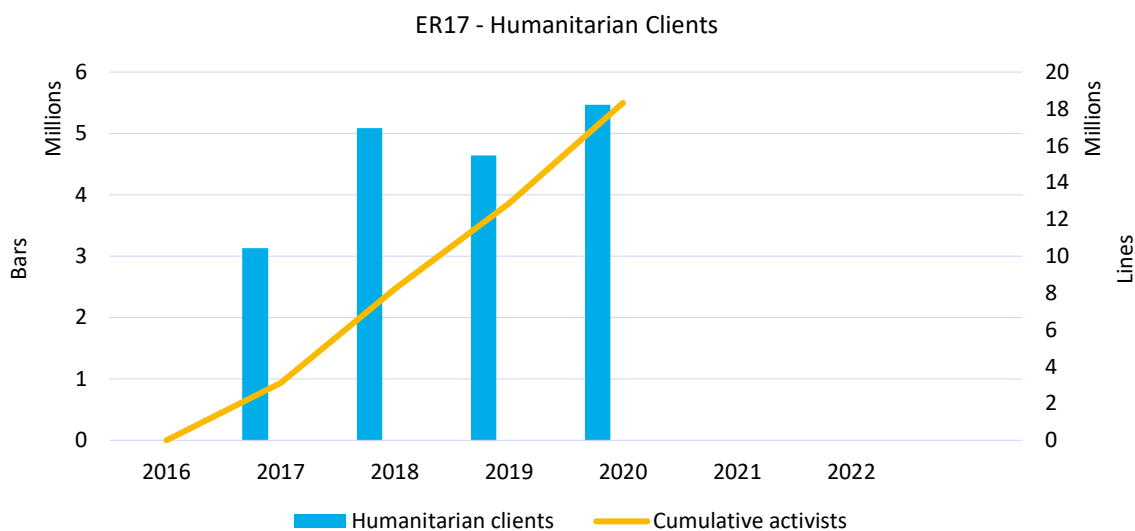


	2016	2017	2018	2019	2020	2021	2022
Total services enabled	37,383,977	44,709,391	55,085,126	70,967,492	75,219,407		
Projections	41,600,000	49,100,000	58,000,000	68,400,000	80,700,000	95,200,000	112,400,000
Cumulative services enabled	37,383,977	82,093,368	137,178,494	208,145,986	283,365,393		
Cumulative projections	41,600,000	90,700,000	148,700,000	217,100,000	297,800,000	393,000,000	505,400,000

Performance against this indicator has been slightly behind projections but with signs that results could catch up. Strong performance in 2019 saw an annual total above projections for the first time. This was not repeated in 2020 but year-on-year growth in the face of a pandemic, thanks mainly to the WISH programme, was a significant achievement. While the overall total may not be achieved by 2022, the final total may not be far off if current trends persist.

Expected Result 17 Number of clients served in humanitarian settings

Status N/A



	2016	2017	2018	2019	2020	2021	2022
Total income	No data	3,131,094	5,083,448	4,638,513	5,469,525		
Projection	No data	3,131,094	8,214,542	12,853,055	18,322,580		

This indicator was added as part of the Mid Term Review, to address an identified gap in capturing IPPF’s humanitarian achievements. The number of humanitarian clients fluctuates but has generally increased over time. No projections have been developed for this indicator.

Outcome 3 overview

This set of indicators have proved somewhat successful overall, with a degree of variation. The key SRH delivery indicators – Expected Results 7, 8 and 11 – have been a little above or a little below projections in the main, although Expected Result 7 in particular has suffered from the effects of the pandemic in 2020 as well as losing large service providing MAs from those which report data. The addition of humanitarian clients as an indicator broadens the range of service delivery indicators but there is still no specific measure for abortion, HIV or other specific service categories despite their being flagged in Priority 5. The use of the FP2020 indicator on first-time users of contraception does broaden the set of indicators although little progress was made in this area. Client satisfaction was intended to capture the quality dimension of services, but was an insensitive indicator which did not add value to the Performance Dashboard and has been replaced. The Net Promotor Score method is more likely to show variation at a global level, but also offers much more scope for MAs to identify key areas for improvement if implemented effectively. Overall this set of indicators does relate closely to the Outcome and while the total of 2 billion services does not now seem in reach, it was not out of the question before the impact of the pandemic.

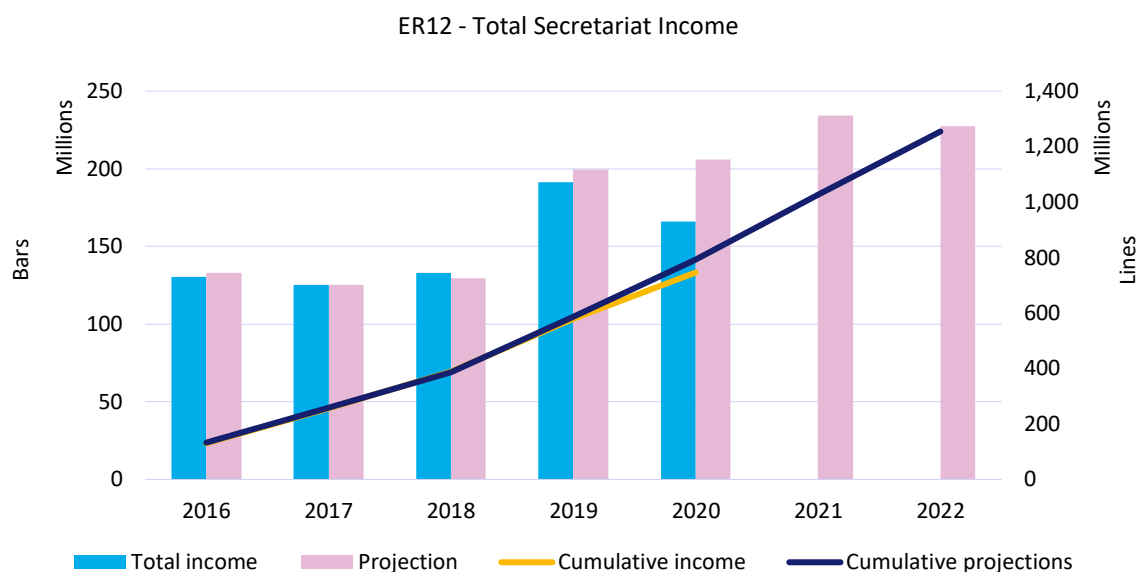
Outcome 4

A high performing, accountable and united Federation

Priority 7 Enhance operational effectiveness and double national and global income

Expected Result 12 Income generated by the Secretariat is doubled

Status **NOT ON TRACK**

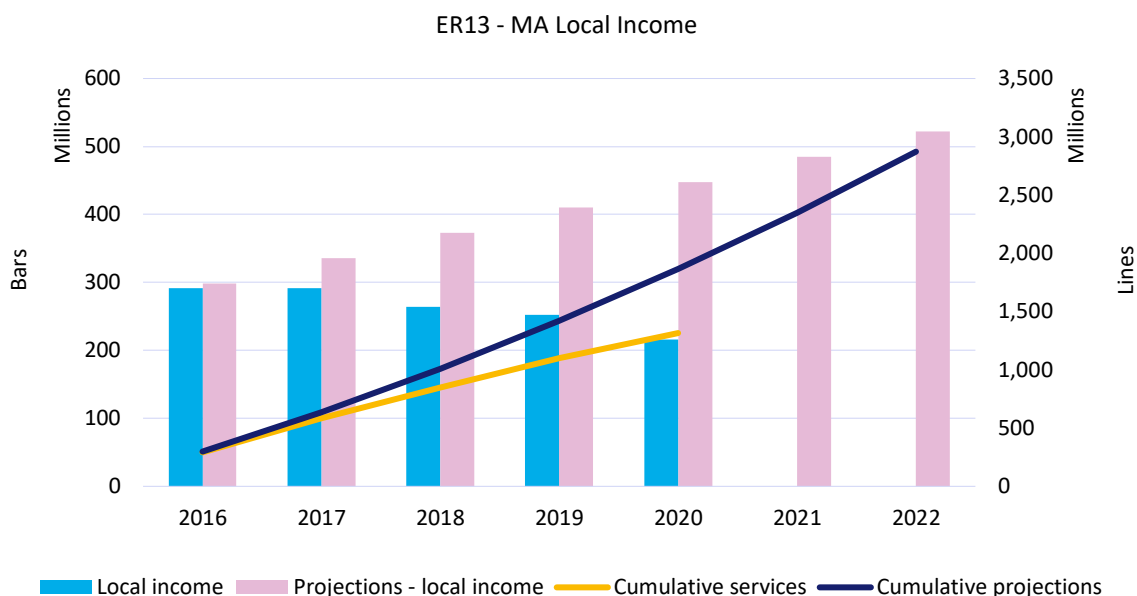


	2016	2017	2018	2019	2020	2021	2022
Total income	130,391,389	125,081,940	132,960,014	191,467,194	166,144,000		
Projection	132,810,198	125,074,000	129,480,060	199,499,708	205,871,114	234,204,030	227,329,492
Cumulative income	130,391,389	255,473,329	388,433,343	579,900,537	746,044,537		
Cumulative projections	132,810,198	257,884,198	387,364,258	586,863,966	792,735,080	1,026,939,110	1,254,268,602

Total Secretariat income has grown over the course of the Strategic Framework period, although it has been below projections since 2019 and saw a significant fall in 2020. This was in part due to income contributed by WHRO no longer being included in this total, and on a like-for-like basis income continues to increase. It does not currently look likely that the doubling target will be met, especially in the context of the ending of the WISH programme, although income is a ‘lumpy’ indicator that does not necessarily progress smoothly upwards.

Expected Result 13 Income generated locally by grant receiving Member Associations is doubled

Status **NOT ON TRACK**

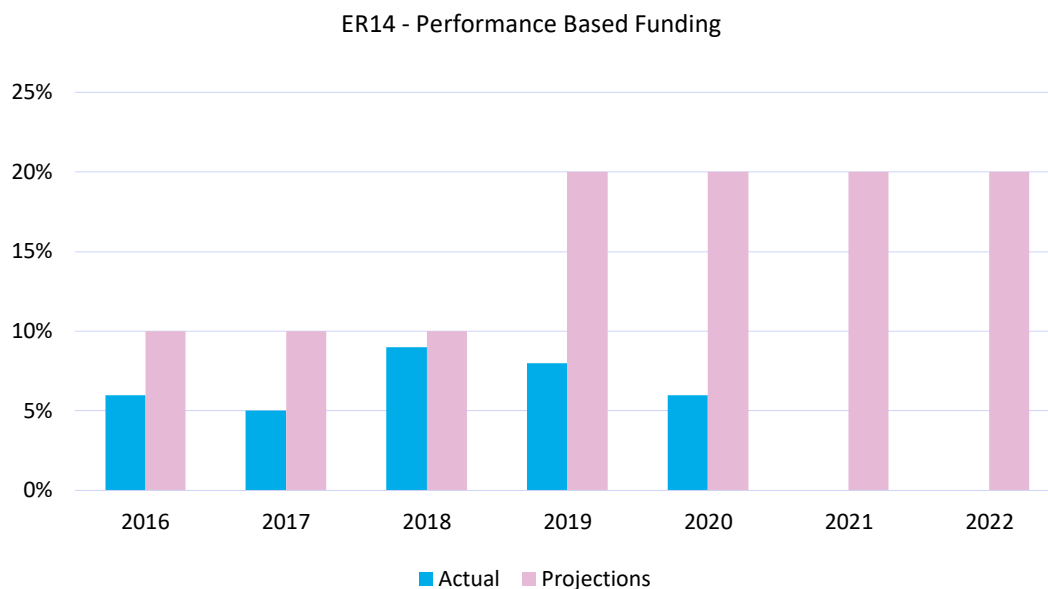


	2016	2017	2018	2019	2020	2021	2022
Total income	291,293,721	291,747,796	264,262,875	252,089,810	215,859,796		
Projection	298,400,000	335,700,000	373,000,000	410,300,000	447,600,000	484,900,000	522,200,000
Cumulative income	291,293,721	583,041,517	847,304,392	1,099,394,202	1,315,253,998		
Cumulative projections	298,400,000	634,100,000	1,007,100,000	1,417,400,000	1,865,000,000	2,349,900,000	2,872,100,000

MA locally-generated income has in fact decreased each year since 2017, with a particularly large decline in 2020 due to COVID-19. There is no sign of sustained increase in the data, let alone doubling the baseline. As former WHR MAs drop out of the dataset in 2021, this will be even harder to achieve. Even without these external factors, we can conclude that the strategy and resources in place to support MA local income generation have not been effective.

Expected Result 14 Performance Based Funding system to allocate a minimum of 10 per cent of unrestricted funding in 2017 rising to 20 per cent by 2019 and further increasing by 2022

Status **NOT ON TRACK**



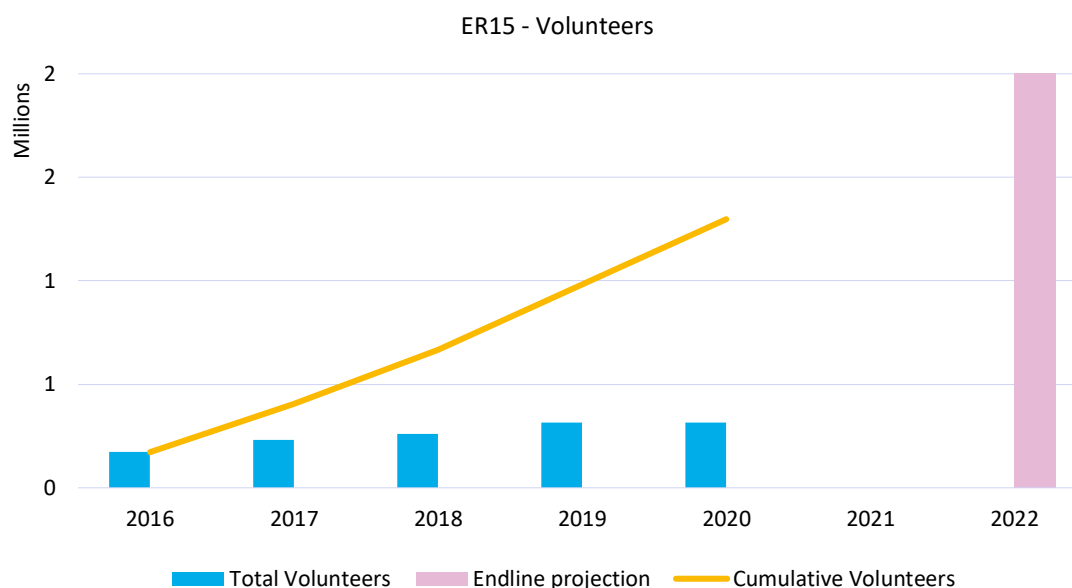
	2016	2017	2018	2019	2020	2021	2022
% of income for PBF	6%	5%	9%	8%	6%		
Projection	10%	10%	10%	20%	20%	20%	20%

The share of unrestricted income distributed through performance-based funding has never reached the annual projection and has declined since 2018 (although some of this is due to lack of reporting from WHR in 2020). Arab World Region has not used PBF to distribute income which has held down these results. From 2022 a new funding mechanism will be in place so this indicator may not be relevant for the whole of the Strategic Framework period.

Priority 8 Grow our volunteer and activist supporter base

Expected Result 15 2 million IPPF volunteers

Status **NOT ON TRACK**

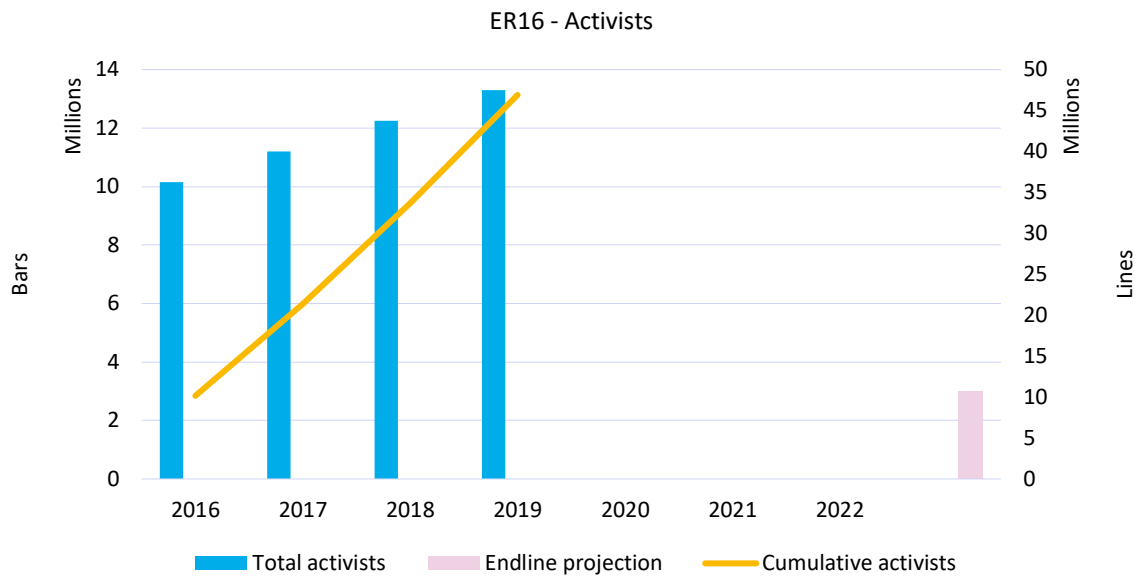


	2016	2017	2018	2019	2020	2021	2022
Volunteers	172,279	232,881	261,573	314,068	316,798		
Cumulative volunteers	172,279	405,160	666,733	980,801	1,297,599		
Endline projection							2,000,000

While the number of volunteers has risen each year, the original projection of 2 million by the end of the Strategic Framework period was extremely ambitious and has not been remotely close to being met. With continued growth, the total cumulative number of volunteers may reach 2 million by the end of 2022, but this would naturally involve counting the same individuals multiple times. The projection notwithstanding, it appears likely that the number of volunteers will more than double over the course of the Strategic Framework period which is worthy of celebration.

Expected Result 16 3 million activists

Status REMOVED

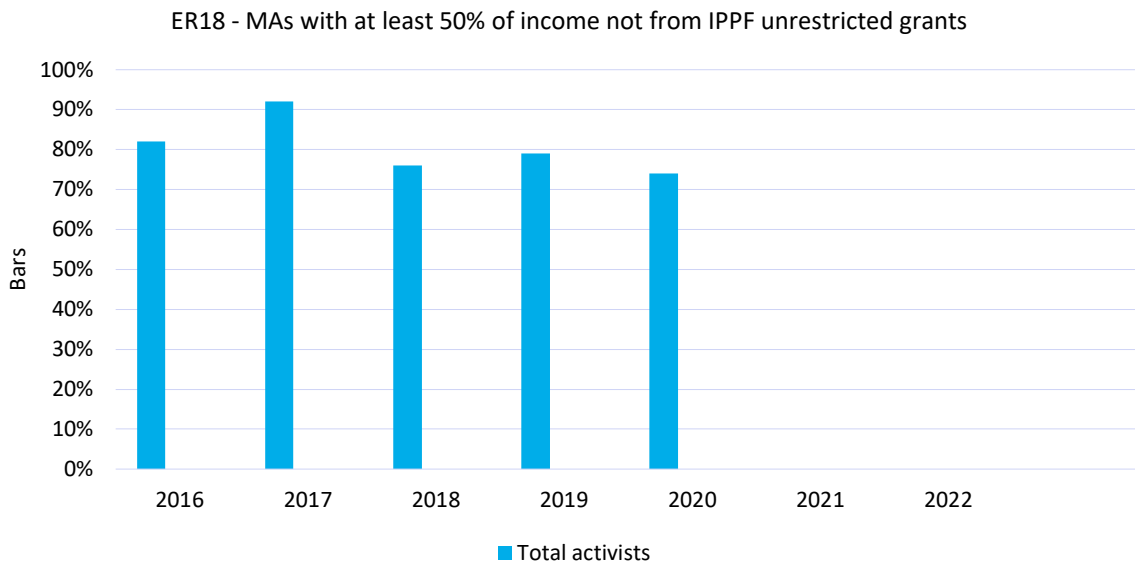


	2016	2017	2018	2019	2020	2021	2022
Activists	10,154,353	11,200,237	12,251,237	13,298,045			
Cumulative activists	26,928,252	33,030,456	39,073,538	52,371,583			
Endline projection							3,000,000

In contrast to Expected Result 15, this indicator far exceeded projections. This was largely due to counting the email list of Planned Parenthood Federation of America, which contributed around 98% of the total each year. This indicator was removed as part of the Midterm Review recommendations as it was not well defined, overlapped with other indicators and was not a useful measure.

Expected Result 18 MAs receiving no more than 50% of their income from IPPF unrestricted grant

Status N/A



	2016	2017	2018	2019	2020	2021	2022
Percentage of MA income not from IPPF unrestricted grants	82%	92%	76%	79%	74%		

This indicator was introduced to the Performance Dashboard in 2020, although data is available for the full period. No projections were set given the late inclusion.

Outcome 4 overview

The indicators under this outcome present a mixed picture. The income-related Expected Results are below projections, but with Secretariat income performing much more strongly than MA local income. Performance-based funding remained low and did not ramp up as projected. The projections for activists were set far too low and for volunteers seemingly too high; the activists indicator was also not a well-defined or useful measure. Overall performance was not strong but it is clear that more sensitive and meaningful indicators to measure organizational effectiveness would be of value.

Overall summary

Performance against projections has been variable so far in this Strategic Framework period. While some of the Outcome 3 and Outcome 1 Expected Results are showing positive results, progress against other measures has been much slower. Overall, four Expected Results are on track or nearly so, while seven are not keeping pace with projections, and the remainder have been removed or revised. Mitigating factors for some of these results include COVID-19 and the disruption of the WHR resignations, but it is clear that for several indicators the necessary strategies and resources have not been in place to fulfil the expectations set down in the Expected Results.

For a number of these Expected Results, it is not only the performance that is open to question but also the design of the indicators themselves. Several of the Expected Results (particularly ER2 and ER5) were not amenable to being reported on as the data was not collectable. For others such as ER6 and ER16, the numbers were well above projections but the design of the indicator was flawed to the extent that the results were not sufficiently meaningful to outweigh the burden on MAs of collecting them. In some cases these indicators have been replaced or revised, but the Performance Dashboard as a whole is diminished by having an incomplete set of results.