

# Strategy 2028



## Member Perspectives on the IPPF Strategy: Barriers and Drivers of Use

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## Introduction

In April 2021, the Committee for Strategy, Investment and Policy (C-SIP) commissioned several research reports to inform the design of IPPF's next strategy.

In 2019, IPPF conducted a Mid-Term Review (MTR) to document and analyse the progress made by IPPF from 2016 to 2018 in implementing its SF. The MTR survey included questions on how the Strategic Framework (SF) influenced the work of the IPPF Member Associations (MAs).

This qualitative assessment seeks to understand utilization of the SF by MAs. What are the drivers that inform MA uses and cascading of the global strategy? What are the barriers that prevent use?

The assessment was informed by MTR survey data. While the MTR described uses and gives a broad understanding of some of the drivers and barriers, it lacks details. To augment the MTR data, the researchers conducted a qualitative assessment with a smaller sample of MAs.

The findings and recommendations included in the report aim to make a meaningful and relevant contributions to the development of the next SF 2023-2028.

## Methodology

The present report analyses data from the MTR (2019) that pertains to use of the SF assessed through 12 focused questions. The thematic analysis conducted on the qualitative assessment data focused on generating further insights that were triggered by the MTR analyses and captured any changes in the use of SF since the MTR.

A qualitative assessment was conducted between July and October 2021 with MAs from across the regions. Using purposive sampling, we recruited MAs to represent size, region and core grant receiving and on core grant receiving MAs to attain saturation of themes (See Appendix 1).

To ensure objectivity and minimize social desirability bias, an external consultant was commissioned to conduct semi-structured in-depth interviews (See Appendix 2: Assessment questionnaire). The interviews with MAs were conducted through online platform Zoom on scheduled dates and timings, which were communicated in advance through emails.

The Director of Programs in each regional office was contacted to facilitate the interviews with selected MAs in their regions. The interviews were conducted in the month of August and September 2021 and each interview lasted between 45 minutes to 1 hour. The interviews were conducted using a semi-structured interview guide to elicit the reflections on:

- How have MAs applied the SF in their work?

- What are the areas where MAs found it challenging to apply the SF? What were the challenges MAs faced in utilization of the SF and identify key actionable insights to inform the application of the new SF?
- Were there key differences within MAs with regards to the use of SF?

## Findings

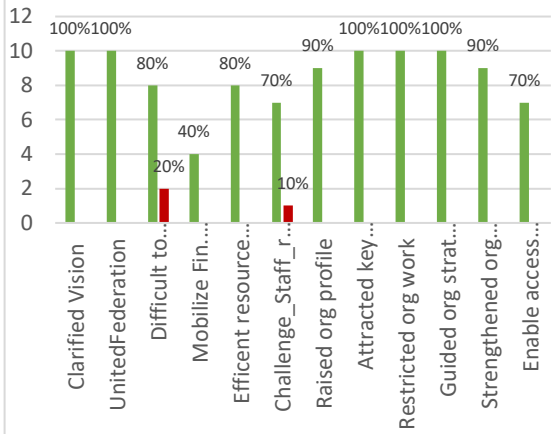
### Mid-Term Review

Quantitative data from the MTR survey was based on analyses of survey responses from 93 MAs with 75 grant receiving MAs and 18 non-grant receiving MAs. Overall MTR survey data indicates that MAs reported that they were able to use the SF to guide their work. Vast majority MAs agreed that the SF provided a common goal/clarified vision of IPPF that united the Federation globally. Specific details of the analyses presented below indicate:

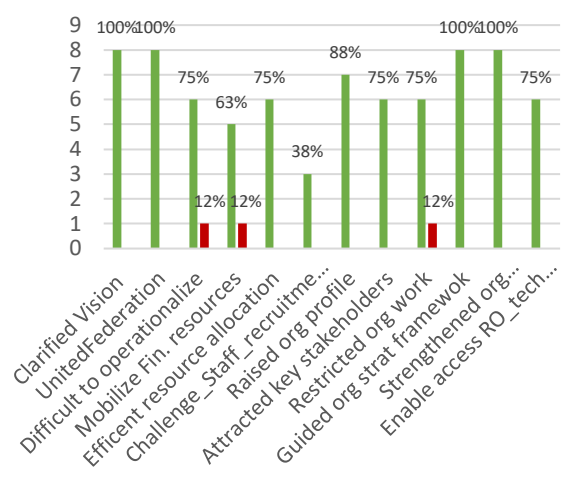
- Most agreement (over 90%) was found on the statement that the SF provided MAs with a common goal/clarified vision of IPPF and that it united the Federation globally. This agreement was consistent across regions as well as the grant receiving status of MAs.
- ~85% (n = ~65/75) of the grant receiving MAs responded positively to most questions on the survey except few respondents (~10%) highlighted that it was indeed challenging to operationalize the SF, in terms of recruitment of staff, which received most unfavourable response
- Only a minority of grant-receiving MAs (10%) reported challenges arising from difficulty in operationalizing the SF.
- Although there were not glaring differences regionally, South Asia is the highest in terms of favourable responses followed by Arab World, Americas and Caribbean Region, East and Southeast Asia and Oceania and Africa (see graphs below)
- No other regions except few non-grant receiving European regions stand out as having multiple responses unfavourable to the MTR questions such as Cyprus, Ireland, Portugal, North Macedonia etc.

The below graphics indicate MA agreement, in percentage terms, with 100% being the highest, and 0 % the lowest level of agreement.

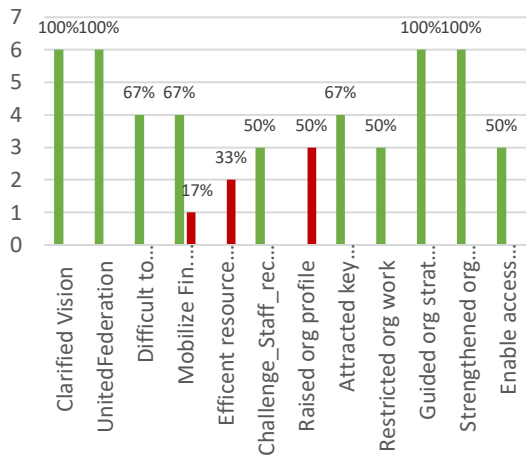
### South Asia Region (n=10)



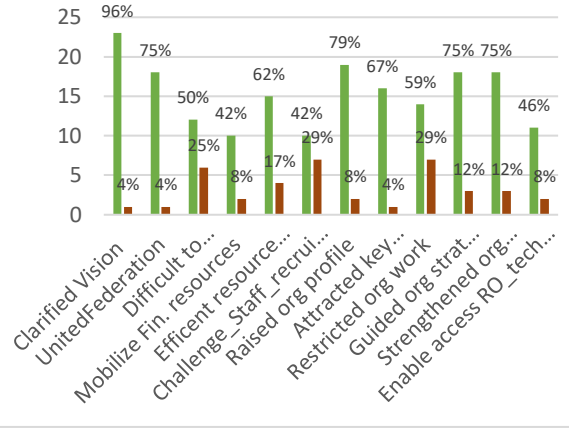
### Arab World Region (n=8)



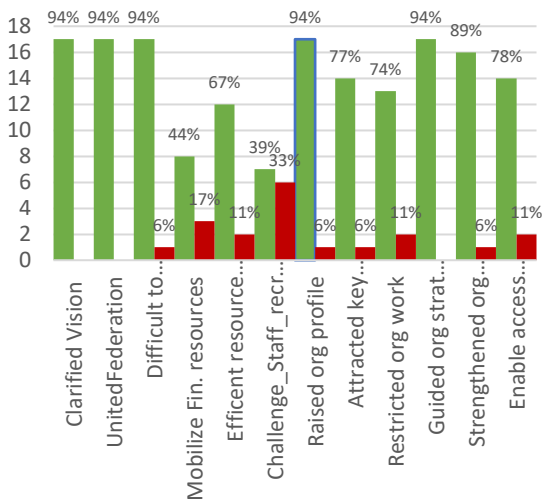
### Americas and Caribbean Region (n=6)



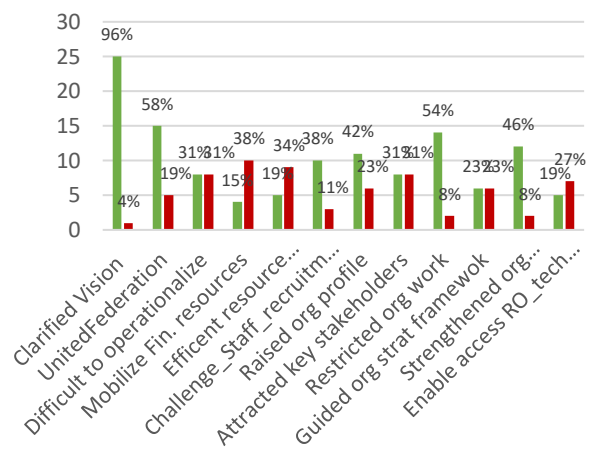
### East and South East Asia and Oceania (n=24)



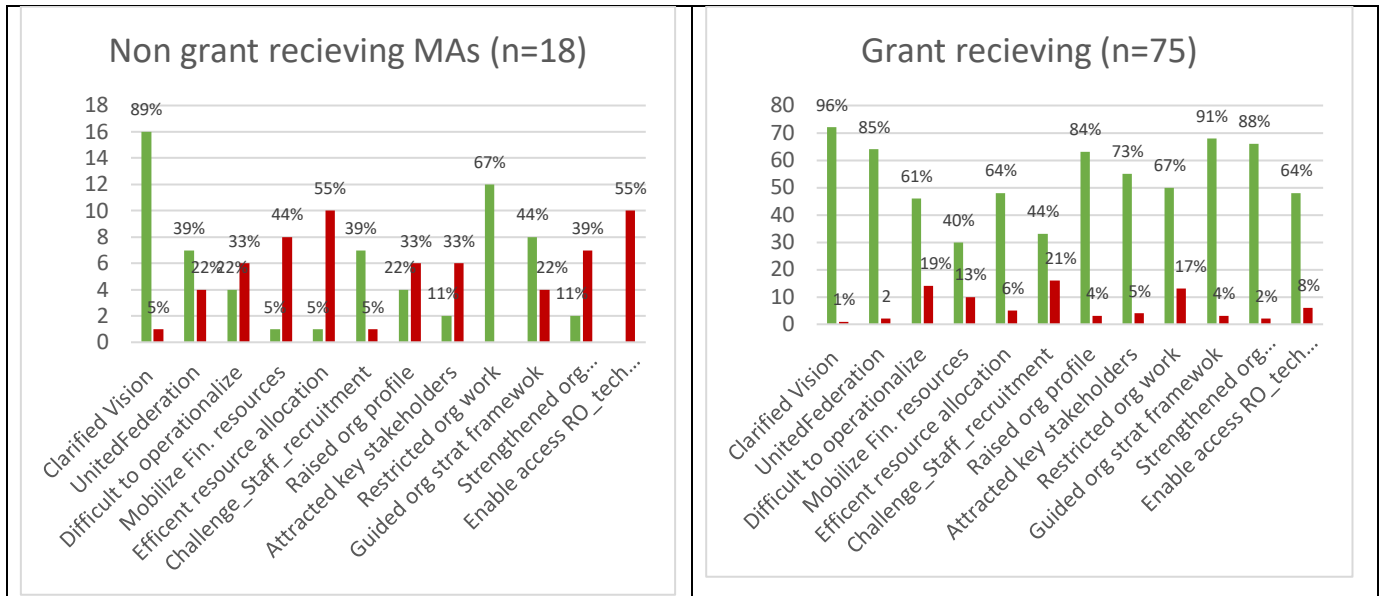
### Africa (n=18)



### European Network Region (n=26)



- A greater proportion ~75% (n=~14/18) of the non-grant receiving MAs responded unfavourably to most questions or chose 'neither agree nor disagree' as their answer. (see graphs below)



The following section presents analyses and insights from the qualitative assessment that was conducted. The qualitative assessment adds a more nuanced understanding of the MTR quantitative findings by citing examples, variation in use of SF, drivers and barriers.

## Structured Interviews

While the analyses of MTR data, provides a good overview of how the MAs have been using the SF in their work, the assessment gathered deeper insights into the actual process of SF utilization by MAs, how the MAs cascaded the SF; what drivers facilitated the use of SF; and what were some of the challenges that were faced by the MAs.

### MA Framework Uses

MAs reported a variety of ways in which they utilised/applied the SF in their work. Of the interviewed 15 MAs, 13 MAs reported using the SF to guide their own strategic thinking about the work they planned to carry out in their respective countries.

#### *Advocacy*

Interviewed MAs pointed that the overall broad framing of the SF helped them in articulating their goals around 'advocacy' and in doing so helped them establish themselves as important stakeholders at the national level. Consequently almost all interviewed MAs reported developing better, partnerships, identifying and targeting key institutions for advocacy as a consequence of the direction laid out in the SF.

MAs noted that the SF provided them with "Opportunities to work with new partners and population groups"; "Made staff engage more with other stakeholders using reference from our strategic framework"; this further pushed MAs to build new partnerships and generate additional funding partnership, like with BIT Social enterprise. Technical assistance from the Social Enterprise Hub further provided support in this regard

#### *Sustainability and social enterprises.*

MAs reported that the SF encouraged them to think and act on ideas to ensure MA sustainability. As promptly noted by one MA leader, "the Strategic Plan has provided opportunities for the MA to develop its business/social enterprise model". The SF also expanded from the previous SF, which aided new business models and varied strategies for sustainability of MAs. The SF helped develop a business plan by aligning of new drivers and pillars.

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*"Because we closed down one office, we had flexibility in the budget and switched to social enterprise model and could get more return. The government funding was not getting higher... We also work with national health insurance and it covered for the youth friendly services. That's how we manage and doing well since new strategies and service model. Even online shopping and delivery services... online counseling etc on digital services is introduced as sustainable models."*

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## *Stakeholder engagement and communications*

All interviewed MAs shared that they could use the SF to communicate program priorities, talk about implementation, resource mobilisation strategies, communicate the advocacy agenda to a variety of stakeholder like their staff, board members, policy makers, and other stakeholder at the provincial, and national level. Interviewed MAs articulated that the global, ambitious language of SF focusing on integrated service, youth, CSE allowed them to frame their own aspirations and tailor these to respond to country program and policy priorities. As succinctly elaborated by an interviewed MA representative, “The strategic framework gave us the required common ground to stand on, which help me say what we believe as an organization. The framework was broad enough to convey what the Federation stands for, at the same time I allowed me to tailor my narrative with stakeholders on several issues like CSE that was very specific to my country context”.

### *Non-grant receiving MAs*

Analysis of the MTR data in the previous section of the report highlights differences in the utilization of the SF between MAs that receive core funding from IPPF and those who do not. Qualitative assessment could interview only 2 such MAs and therefore has additionally drawn on a few open-ended responses from the MTR to substantiate analysis. An overall observation that could be made is the non-core grant recovering MAs differed sharply in their utilization of the SF. These MAs reported that IPPF’s SF did not ‘directly’ influence their day-to-day work, as most thematic areas that are highlighted in the SF are areas, that these MAs are already working on. However, MAs stated that they use the SF and their association as an IPPF MA to ‘leverage’ their work internationally. MTR qualitative responses also indicated that non-grant receiving MAs acknowledged that “IPPF provides a global face to their work in SRHR”.

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*“IPPF’s SF does not help us on national context, but more for international level such as on policy advocacy on normative frameworks of UNGA. It helps in connecting with different donors... There is lot learning on governance and leadership as an MA and working with civil society strengthening. ...We bring lot of Organization Development questions and lot of knowledge on sexuality education...pushing on education on pleasure.”*

### **Drivers of Use**

- *Bottom-up approach process during the formation of SF triggered a shared understanding among the MAs which enabled better cascading*

All interviewed MAs (particularly core grant receiving MAs) noted that they valued the bottom-up approach that the current SF took in consulting the MAs, taking them on board while discussing and finalizing the SF. This engaged process helped MAs to develop a shared common understanding of the Federation’s vision, enabled them to see themselves as a part of the ‘whole’. The homogenous nature of the SF, and shared vision enabled the connectivity with other MAs and the region and Federation at large. MAs mentioned



tweaking and revising the SF according to the context and operationalizing within the organizational structure.

There was a willingness and openness among all the MAs that were interviewed for adaptation across board for new business model of the existing framework. Majority of MAs indicated the “bottom up” approach, comprehensiveness of the SF, and flexibility for local contexts facilitated the cascading process. In addition, majority of MAs felt that having a

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*“We agreed to do it but had to revise it – the template is comprehensive and allows to speak every voice and allows us to be protagonist and not just implementers.”*

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broad, overarching, and global SF was advantageous as it reflected a shared understanding of all MAs and their ideology of working on SRHR for all.

It also aided in MAs being able to convince their organisation and country stakeholders in aligning their plans to SF. The SF helped develop a business plan by aligning of new drivers and pillars. The mapping exercise and situational assessment for cascading the SF helped the MAs to highlight the niche areas for the work in future.

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*“All our work were developed in these 4 main directions – advocacy, gender, services and sustainable development and feasibility.”*

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- *Technical assistance provided by Regional Offices emerged as a determinant for a successful cascading process.*

Almost all the MAs mentioned receiving technical and funding support to hire consultants for integrating SF and plans. The guidelines provided were extremely useful and the flexibility of adapting this SF from the erstwhile 5As and adding outcomes simplified the process of cascading for most MAs. However, some (two) interviewed MAs did mention lack of technical support along with long waiting time for feedback and review from regional offices as barriers to a smooth cascading process.

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*“We had a regional workshop that was supported by RO for the SF plans. There were consultants with different countries that were reviewing and provided feedback to formulate our plans”*

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However, inter MA collaborations and support were found to be mixed across different regions. While some regions like EN and SAR did mention having formal platforms for interacting with other MAs, other MAs mentioned the lack of systematic engagement as a hurdle for developing partnerships.

## **Barriers**

## Time and capacity constraints

### *Tight cascading deadlines*

All MAs interviewed across the regions mentioned that the timeline was relatively tight for cascading the SF. They observed that the cascading process including planning, communicating, creating new plans etc. had to be conducted amidst the day-to-day routine

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*“When doing SF planning, you cannot do anything else. It is all time consuming and takes over your daily work... cannot be ticking the boxes but more consultative process that requires time, lot of deadline pressure”.*

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activities of the MAs including service provision and field work. This put a lot of stress on the MAs who did not have adequate time to devote to be fully consultative, invest time in getting all staff on-board and at times had to de-prioritise some program activities, to devote time to the new SF.

Some MAs indicated that they sought support from consultants to initiate the assessment of previous strategic plans, goals and objectives and transition to new SF to address time crunch. About 4 MAs also shared conducting consultative process with all the stakeholders encompassing board members, staff, field teams, volunteers, partner organisations etc in stipulated time., bt had to de-prioritise other programmatic areas to find time. However, the consultative process and situational analysis on various fronts and gaps using research and data to align to SF were perceived as a “humbling process” although “cumbersome” and worth the time invest of the MAs.

However, notably few MAs in European regions and especially the non-core grant receiving

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*“It took almost half year ... we had to rework on the objective of increasing services or geographic areas of the plan and improve quality of services.”*

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MAs that aligned their priorities with IPPF’s SF, mentioned that the process was quite easy, and timeline was appropriate with the support received from consultants and the regional office as well.

### *Capacity constraints*

During the initial phase of the SF, the capacities of internal staff and field teams that transitioned from earlier framework and programmes proved to be a challenge. The shift from the previous SF that according to the interviewed MAs was “thematic”/ “program area focused” to the current SF that was more “ambitious” in terms of the expectations on the reach of services, integration of services and advocacy. Consequently, MAs noted that their staff initially found it difficult to see a shift in their role and programmatic priorities from being specialists (for eg: “HIV” focused) to a role that required more integrated program delivery.

Additionally, MAs that were relatively small and dependent on IPPF's core grant felt constrained by internal capacities and other resource constraints like financial assistance for external expertise to align MA strategic plans to IPPF's SF in limited time as a major hindrance in cascading process.

Some respondents also opined that although being well known and old organisations, limited availability of trained staff due to rapid attrition remained a constant challenge and cuts pace of the MA's work, leading to delays in cascading process for any new strategies or plans.

Furthermore, MAs also indicated that due to limited capacity in their human resources, the

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*"We did it on our own and being small did it by our self as did not have financial assistance and couldn't have a consultant. Had external consultant to revise the document and make the adjustments."*

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*"Persons who are working for more than 4-5 years, to retain and motivate young staff in MA is a challenge."*

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*"At first it was like Chinese (unfamiliar)– what are we going to do and what is this. But at last it was clear...with mix and match we did. We did lot of changes with the SF and it helped us to be a better MA."*

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implementation team was burdened with multi-tasking and additional responsibilities such as monitoring, reporting and writing financial reports, and project coordination along with administrative assistance which also falls upon the staff. A few smaller MAs also indicated that limited human resources often led to limiting geographical plans or outcomes areas and that diluted the SF and cascading process for the organisation.

### ***Challenges in meeting the ambitious service targets***

While MAs welcome the ambitious, bold aspirations set in the SF, they expressed that the previous SF was more thematically focused and therefore the thrust was to make a difference in the various thematic areas (5 As). The current SF differed from the previous one in this regards, with a focus in increasing service delivery, clear focus on integrated services and increasing reach proved to be a challenge to MAs. MAs expressed that the targets were "ambitious" whereas the resources to meet these fell short, whereas others felt that they needed more opportunity to revise their targets and expressed that the targets were based on global and Regional projections and was tough as it increased their targets.

*"Targets were forecast for 5 years and revisions are disallowed. There should be a time (such as the Midterm Review) to allow for revisions to take place as the circumstances now have changed drastically from the time the forecast figures were made."*

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A concrete example was shared by an MA in particular for targets in the area of Social Enterprises. The MA underscored the lack of need of SE model as being the cause for unrealistic target setting.

### Challenges in 'translating' SF into a communication tool

Three MAs shared found that the previous SF was relatively easier to communicate with stakeholders due to its catchy phrase like "5 A framework", which was missing from this existing SF.

*"Expected result was set up by estimating value and it is hard to accomplish some ERs a year in real situation. Lack of knowledge about SE model Lack of financial sustainability for doubling service"*

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Few MAs whose countries do not use English mentioned that language was an issue since English was not a working language for communication so articulating it to the local stakeholders often hindered the cascading process. Some additional challenges were noted in communicating certain content of the SF for some MAs (like the non-core grant receiving MAs like in Sweden) who felt that their organisational focus areas were either missing or not developed well in the existing SF. For example, training, capacity building, knowledge creation was submerged into the services while it was a standalone component for the programmes and was highlighted particularly as a difficult strategy to communicate.

### Emerging issues like Covid-19 and mounting opposition

*"While developing the SF and fitting all the outcomes on one page, wording it in English which is not our language was a challenge."*

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All interviewed MAs unanimously expressed the challenges faced by them as well as IPPF as a whole with regards to the de-stabilizing influence of the Covid-19 pandemic. MAs noted that areas of work in SRHR delivery like digital interventions that have emerged and evolved but opined that these were difficult for them to contextualise in the existing SF. The recent COVID 19 pandemic as a major disruptor of the cascading process was discussed by almost all MAs. The political and cultural contexts of several MAs have resulted in increased opposition forces thus making the cascading of SF further challenging. There were instances of backlash and attacks while working on sensitive issues such as sexual health, CSE and abortion that were narrated by quite a few numbers of MAs that were interviewed.

Some opined that since the MAs also receive subsidized support from government, they must be careful about advocating for certain issues. But they also discussed some of creative ways for approaching sensitive topics and continue to cascade the SF they have adopted from IPPF.

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*“We cannot advocate directly but can collect data and do referrals for safe abortion.....We are doing mapping of opposition to SRH and highlight how to approach the opposition and have tools to work on the SRH components. These actions are complimenting the existing SF.”*

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By and large MAs expressed that they received support from their regional offices in varying degrees on issues of dealing with opposition, but desired that continuous support and engagement with the regional offices to think proactively on how to deal with opposition would be helpful.

### **Measurement issues in operationalizing SF**

#### *Ambiguous definitions of indicators that made measurement of outcomes difficult*

This theme reflects the measurement issues of several outcome areas and that emerged as a strong barrier in cascading the SF for MAs across all regions. Almost all respondents shared that some of the definition of the indicators of SF were not clear and bit ambiguous.

According to the MAs, the indicators were not in the context and some indicators failed even when achieved. In addition, the indicator definitions and measurement methodology for some indicators also kept changing causing delays and modifications in country specific planning. Sometimes the outcomes described were bit different and difficult to measure with Outcome 1, especially advocacy related outcomes and indicators findings special mentions as the challenging measures with most MAs.

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*“Some indicators are difficult to measure like advocacy activities and some indicator pertaining to these activities are not having means of verification. There is a need to have small number of indicators that are manageable and country specific.”*

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*“Strategy Framing was great but measurement was weak and not good- couldn’t realize its full potential due to measurement issues.....To me the indicators were the Achilles heel of this particular plan (SF).”*

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#### *Lack of contextualization*

The indicators were not in the context and some indicators failed even when achieved. In addition, the indicator definitions and measurement methodology for some indicators also kept changing causing delays and modifications in country specific planning.

### *Top-down approach in target setting*

*“There was no really a good measure for producing champion –community level action is an affirmative action, but does not mean the person becomes champion. Measure was highly diluted. It could be measured day in and day out but the whole idea of producing community champions from vulnerable community is lost as one does invest in people and their leadership potential. But everybody can’t be a champion.”*

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A few MAs mentioned that target setting for a few indicators was not developed through consultations and the cascading process was very top down with lack of funding availability leading to performance and cascading issues.

*“Some indicator targets were apportioned first to regional levels and then given to countries (based on size of MA) with these apportioned targets we were expected to have funding to back us but that never arrived. So if you see that large targets were given to a large MA, but funds are not in commiseration to that- you can imagine that performance is not possible to that level then”*

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### *Lack of capacity and cadence*

Some MAs also opined that they did not have the required training and capacity to conduct primary surveys and hence were not part of the consultation on setting targets. There was also a need to review the targets at periodic intervals and conduct midterm reviews to inform about the performance.

*“The indicator drafting should be a wider consultative process also with the same team drafting the SF and plans should also, at least once, filter through the list of indicators so that the essence of the plan is not lost while drafting indicators”*

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## Conclusion

- Overall, the qualitative assessment re-affirms the findings of the MTR data.
- Most of the MAs (85%) agreed that the SF provided the MAs a common language and shared understanding of the strategic areas of focus.
- It provided a good framework to tailor and adapt to national contexts.
- The analysis did not show any noteworthy regional difference in the use of SF.
- The analysis did reveal that non-grant receiving MAs make far less use of the SF. They also were less likely to use the SF to leverage international attention from, e.g., donors or other global players in the SRHR space.
- The qualitative assessment revealed that a consultative, bottoms up approach during the SF creation process helped in creating a buy-in from MAs.
- Technical assistance also helped facilitate use of the SF.
- Indicators and measurement were clear barriers.
- The lack of clarity in defining indicators, challenges in measuring outcomes that did not lend themselves to measurement and the top-down process of target setting were some of the measurement-related barriers.
- Other capacity related barriers highlighted by MAs pertained to time and capacity challenges faced by MAs.
- MAs also reported that Covid-19 had impacted on their ability to implement the SF.

## Recommendations

The study provides several specific suggestions and recommendations for strengthening and shaping the upcoming SF. Some recommendations would be to have funding and related support for MA strategy development.

The members also stated that working with other MAs on strategy development would be useful.

Further actionable recommendations are:

### *Change management*

- Enhanced need for Secretariat support in operationalising the SF. This is especially important in the change management from one SF to the next. This could be further helped by creating supporting tools, guidance, technical support and processes to help MAs.

### *Communication strategy*

- Effective communication strategy from the Secretariat would be crucial to develop a shared understanding, ownership, and implementation of the upcoming SF and help MAs translation of aspirations, goals of the SF to relevant stakeholders to enable ease of creating a buy-in.

### *Support to deal with opposition*

- Technical support in dealing with opposition on programmatic areas such as CSE would help MAs pivot their strategies, deal with opposition and thus use

SF optimally. Further support in terms of assisting MAs with creating newer collaborations or partnership cross regionally would bolster MA's ability to innovate

#### Have clearly defined measurable indicators to test outcomes as articulated in the SF

- There is a requirement to build measurements and quantitative targets in the new SF that are clear, precise, aligned, and easy to measure. The role of normative frameworks and international commitments should be reflected while aligning the programmes and targets such as SDG goals on maternal health.
- The targets must not be generic, using benchmarks based on other organizations but instead be custom-built from the strategy and priorities of the MAs and their local context.
- Strategy cascading also requires qualitative process targets (commitments to do things). Most strategies are multi-dimensional and cannot be fully captured by one set of targets, particularly when some of the targets are hard to quantify in simple KPIs. One such example could be the need to broaden the advocacy and its related measurement.

#### *Time and capacity constraints:*

- Enhanced need for regional support in operationalizing and change management along with supporting tools, guidance, technical support and processes as well. Eg: Funding and grants related support would be useful as well working with other MAs and bidding for the grants and support for business development and how to access financial resources for new models, core funding etc.
- Effective communication strategy from IPPF and its regional office would be crucial to develop a shared understanding, ownership, and implementation of the upcoming SF
- Identification of new drivers for upcoming SF such as digital technologies, self-care etc. along with systematic and formal platforms for and learning and sharing amongst the Mas
- Include with capacity building of MAs from the beginning in country plans for support on resource mobilization, self-sustainability etc.



## Annexes

### Annex 1: List of participating MAs

Member Associations (MAs)	No. of participants MAs interviewed	Name of Country
<b>Total</b>	15	
<b>Core Grant receiving MAs</b>		
<b>Africa Region</b>	2	Mozambique, Zimbabwe, Uganda*, Nigeria*
<b>Arab World Region</b>	1	Lebanon, Mauritania*
<b>East and Southeast Asia and Oceania Region (ESEAOR)</b>	2	Thailand, Myanmar, Solomon Islands*
<b>European Network (EN)</b>	4	Latvia, Romania, Tajikistan, Albania
<b>South Asia Region (SAR)</b>	2	Sri Lanka, India
<b>Americas and the Caribbean (ACR)</b>	2	Aruba, Jamaica
<b>Non-Core Receiving MAs</b>		
<b>Family Planning Alliance Australia</b>	1	Australia
<b>Riksförbundet för Sexuell Upplysning</b>	1	Sweden

\*Contacted but not interviewed

## Annex 2: Assessment Qualitative interview Tool

Objective of the qualitative study:

- To assess the cascading and engagement with the existing Strategic Framework across the Federation
- To understand the main drivers for uptake and buy-in to the SF among MAs. (What, how and to what extent? Facilitators) / what worked and not?)
- To understand the key barriers while adapting the SF among the MAs (What, how and to what extent? Barriers)

Interview/Interaction with MA leaders/core operational personnel

- 16-20 interviews of selected MAs
- over digital platform - Zoom / Team meetings
- data transcription digitally???

Introduction – consent seeking

- As you are aware the IPPF Strategy Framework have had been introduced in the year 2017 and envisaged for adaption by the MAs across the spectrum. We would like to seek your insights and understand the process and operationalization of the SF for your specific MA.

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Key Questions for explorations – [8-10 questions only for an hour-long interview]

- Since how long have you been at the current position? (duration of services in the current capacity)
- Did you develop your MA's (refer the name) Strategy Framework for the (current) 5 years span? When was it developed? Who all have had been part of the development – internal and external resource persons/participants/staff?
- Did you refer the IPPF SF while developing your SF? If yes, how was the adaptation process? [If no, explore further]
- What has been your experience of adapting the IPPF SF for your organization's framework? How was the process/to what extent were you able to adapt? Can you elaborate in detail – who all were involved, what were the key components of the framework and how tracked?
- In your experience, which component or domain areas were feasible to adapt from the IPPF SF? / How feasible was the alignment with the IPPF SF and why do you say so? Explore in the reference to the domains of policy and advocacy, CSE, youth empowerment/champions, SRH services etc (eg, country political context/ rights-based environment, human resources, funding constraints, technical issues, etc)

- What have been some enablers in applying the framework according to your strategy? Can you give examples of the enablers? What were the reasons for these drivers?
- In your experience, which were the challenging ones? What were some barriers in adapting the SF and what could be the reasons for these? Please give examples (eg, country political context, human resources, funding constraints, technical issues, etc)
- In future when the IPPF SF is to be developed what are your suggestions for cascading into next cycle/term? What could be done differently? How could it be done differently?
- In your opinion how can it be homogenized for making it feasible to operationalize within the contexts?
- What could be the approach in developing future SF – was it a consultative approach? Did it consider the context of the region or country’s policy environment or capacity?
- Do you have suggestions for making the IPPF SF effective/conducive and more valuable?
- What support would be envisaged from IPPF to make the SF more effective and operational to a greater extent? [technical capacity building, funding, rights-based advocacy support, galvanize community services, etc]