



**Accountable
Now**

GLOBAL STANDARDS
LOCAL TRUST



ACCOUNTABLE NOW REPORT

1 JANUARY – 31 DECEMBER 2016



CONTENTS

PROFILE DISCLOSURES	3
1. Strategic commitment to accountability	3
2. Organisational profile	4
3. Report parameters	9
4. Governance structure and key stakeholders	11
PERFORMANCE INDICATORS	18
I. Programme effectiveness	18
II. Financial management	25
III. Environmental management	26
IV. Human Resource management	29
V. Responsible management of impacts on society	33
VI. Ethical fundraising and communication	35
Annex A IPPF self-assessment table	37



PROFILE DISCLOSURES

1. STRATEGIC COMMITMENT TO ACCOUNTABILITY

1.1 STATEMENT FROM THE MOST SENIOR DECISION-MAKER OF THE ORGANISATION

Accountability is at the heart of the International Planned Parenthood Federation's (IPPF) values and reflected in my personal commitment to see the Federation become a more accountable organisation.

At IPPF we have recently defined accountability, which is one of our five core values, as **"a cornerstone of trust which is demonstrated through high performance, ethical standards and transparency."**¹

In embarking on our *Strategic Framework 2016–2022*² we consulted with volunteers, our employees, partners and donors regarding the key values they wish to see demonstrated to drive successful priorities and outcomes and ultimately ensure that we deliver our Mission to "lead a locally owned, globally connected civil society movement that provides and enables services, and champions sexual and reproductive health and rights for all, especially the under-served."



When I took up my role as Director-General in September 2011 I launched what I refer to as the triangle of accountability. We use the triangle of accountability to ensure we are accountable to:

- 1. Ourselves:** We must consider what accountability means to us and how we are achieving it to fulfil our respective roles within the Federation.
- 2. Each other:** We must demand and expect accountability across the Secretariat offices and Member Associations.

3. External stakeholders: As a civil society movement and as a Federation supported by private and public funds, we must be accountable to the general public and demonstrate how we use our resources as well as our legal status to bring about our vision.

Our first Accountable Now report comes at an important time for IPPF within the global agenda. Effective civil society and access to funding and political support for sexual and reproductive health and rights is under threat. As we engage to champion that cause, we will come under considerable scrutiny from powerful forces that oppose our work. While those unfavourable forces may be unwilling to be accountable, we do not shy away from that requirement.

We are delighted to be a member of Accountable Now and are looking to learn from and adapt sector-wide experience and insights. We also wish to help contribute from our experience to the other members within this charter. In particular, we are proud of the success that ensuring gender equality and the equal participation of young people within our decision-making bodies has brought.

We are an organisation that consults and listens to our stakeholders and helps unite the diversity of the Member Associations in more than 150 countries. Therefore, I hope this report will help those leading the locally owned Member Associations to consider how reporting such as this could strengthen their national accountability efforts, as well as contributing to regional accountability mechanisms that organisations such as Accountable Now increasingly seek to encourage and collaborate with.

Finally, we look forward to the report being made available to a range of external stakeholders and interested parties through the Accountable Now website. Digital circulation will allow the public to learn more about our organisation and our performance across a number of key industry measures. We will welcome and seek to act on feedback provided, including positive assurance of areas where we are doing well as well as areas we need to strengthen.



Tewodros Melesse
Director-General, IPPF

¹ IPPF (nd) *About IPPF*. Available at: <<https://www.ippf.org/about-us>> Accessed 8 September 2017.

² IPPF (nd) *Strategic Framework 2016–2022*. Available at: <https://www.ippf.org/sites/default/files/ippf_strategicframework.pdf> Accessed 8 September 2017.

2. ORGANISATIONAL PROFILE

2.1 NAME OF THE ORGANISATION

International Planned Parenthood Federation (IPPF).

2.2. PRIMARY ACTIVITIES

1. CHAMPIONING RIGHTS	<ul style="list-style-type: none"> • Advocacy remains a cornerstone of our work as one of the most effective approaches to ensuring the realisation of sexual and reproductive rights. We work in partnership with civil society organisations, policymakers, leaders, advocates and communities to champion rights and defend against those who oppose our vision and our work. • The Federation's most remarkable success in 2016 was the number of policy and legislative changes in support of sexual and reproductive health and rights to which our advocacy contributed. We achieved 175 successful wins at national, regional and global levels, the highest number we have ever accomplished in one year.³ • We also proactively engaged with 661 youth and women's groups around the world to take public action in support of sexual and reproductive health and rights.⁴
2. EMPOWERING COMMUNITIES	<ul style="list-style-type: none"> • IPPF believes the impetus for a major shift in favour of sexual and reproductive health and rights results from changes in public attitudes and opinions. • We have continued to invest significantly in the delivery of comprehensive sexuality education for young people to build the skills needed to exercise their rights and to protect their health. In 2016, we provided sexual education programmes to 28.1 million young people, in both formal and non-formal settings.⁵ • We also provided positive messages in support of sexual and reproductive health and rights to an estimated 112.4 million people via online and offline channels.⁶ This is critical in creating a mass groundswell of well-informed people who can claim their rights, engage with decision-makers and hold their leaders to account.
3. SERVING PEOPLE	<ul style="list-style-type: none"> • IPPF provides sexual and reproductive health services in our own facilities and also in partnership with other public and private providers. • During 2016, we delivered 182.5 million services in 134 countries, an increase of four per cent from 2016.⁷ • Forty-one per cent of the services were provided to young people.⁸ • Eight in ten service recipients were poor and vulnerable.⁹ • We provided services to 3.2 million people affected by conflict and natural disasters.¹⁰ • We provided 18.8 million couple years of protection in 2016, a 20 per cent increase from 2016, which averted an estimated 5.8 million unintended pregnancies and 1.5 million unsafe abortions.¹¹
4. UNITING AND PERFORMING	<ul style="list-style-type: none"> • Our ability to raise resources and secure financial sustainability, including through social enterprise programmes, is vital to our success as we move forward. • Our 2016 financial results are positive, with growth in income at both the Member Association and Secretariat levels. • The total income generated by the Secretariat increased by 12 per cent, which will allow for continued expansion of our programmes and services.¹² In particular, we are investing in business processes, systems and people to deliver IPPF's mission of a locally owned, globally connected civil society movement. • It is also vital for our Federation to continue to engage new volunteers and activists to support and defend sexual and reproductive health and rights. During 2016 we were supported by 172,279 volunteers and 10.2 million activists who agreed to take action for political and social change in support of IPPF's work.¹³

3 IPPF (2017), *Annual Performance Report 2016*, p2. Available at: <https://www.ippf.org/resource/ippf-annual-performance-report-2016>

4 IPPF (2017) *Annual Performance Report 2016*, p6.

5 IPPF (2017) *Financial Statements 2016*, p14. Available at: <<https://www.ippf.org/resource/financial-statements-2016>> Accessed 5 September 2017.

6 IPPF (2017) *Annual Performance Report 2016*, p5.

7 IPPF (2017) *Annual Performance Report 2016*, p8

8 IPPF (2017) *Annual Performance Report 2016*, p8.

9 IPPF (2017) *Annual Performance Report 2016*, p8.

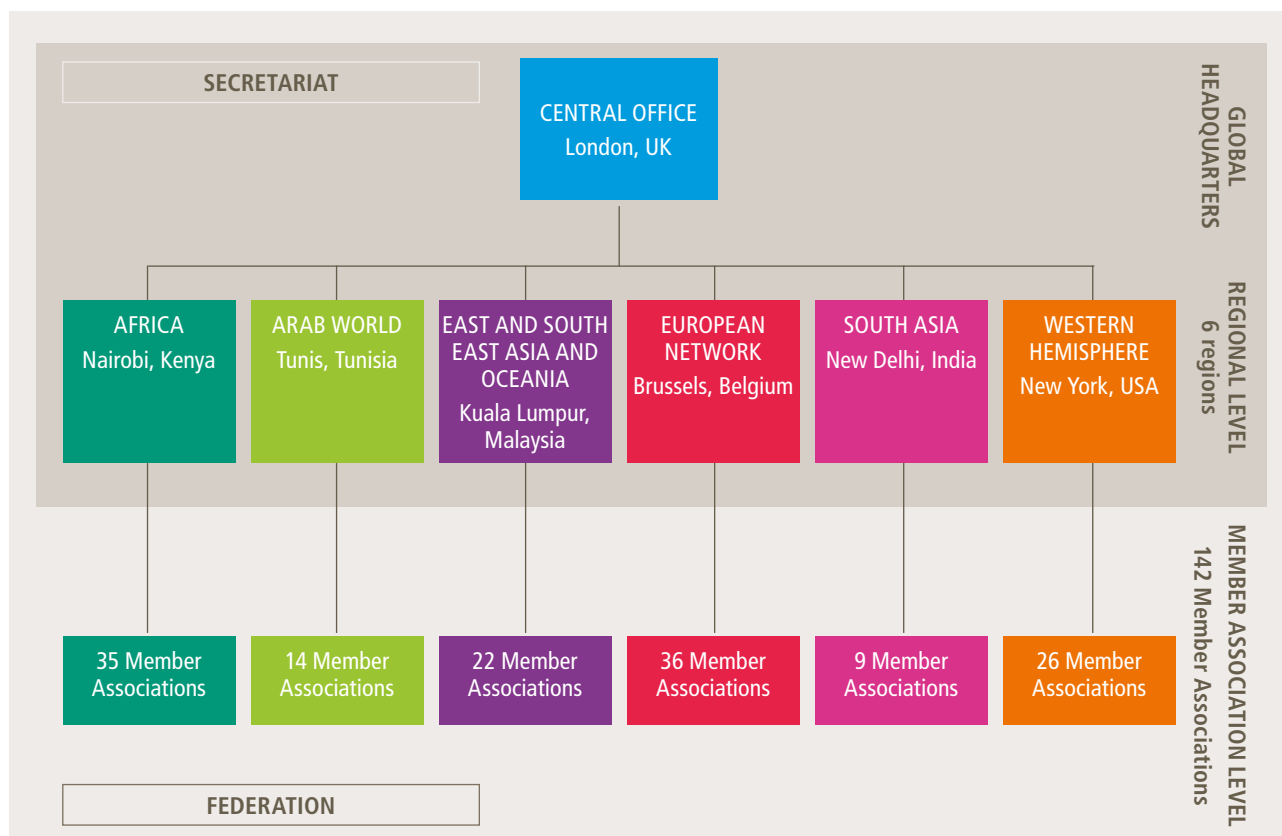
10 IPPF (2017) *Annual Performance Report 2016*, p8.

11 IPPF (2017) *Annual Performance Report 2016*, p10.

12 IPPF (2017) *Financial Statements 2016*, p15.

13 IPPF (2017) *Annual Performance Report 2016*, p20.

2.3 OPERATIONAL STRUCTURE OF THE ORGANISATION



1. Secretariat

- The Secretariat comprises a Central Office in London and six Regional Offices with a total of 335 employees in 2016.
- The Director-General is the Chief Executive Officer of the Secretariat and is based in the Central Office.
- The Secretariat's responsibilities include:¹⁴
 - Interpreting and applying the Federation's policies.
 - Contributing to policy decisions at all levels and ensuring volunteers are fully included in the process.
 - Managing the Federation's personnel and resources effectively and in line with its strategic focus.

2. Member Associations

- Member Associations are autonomous, locally owned bodies that carry out the Federation's vision and mission in accordance with local laws and the Federation's rules of membership using funds distributed by their Regional Office.¹⁵
- There were 142 Member Associations working in 153 countries during 2016.¹⁶

- All Member Associations are required to comply with [Standards and Responsibilities of Membership](#) and participate in an accreditation review (conducted by an independent assessment team) every five years.¹⁷
- The Federation's governing bodies take compliance with the Standards and Responsibilities of Membership seriously. In this regard, two Member Associations were suspended during 2016. Please refer to Section 4.1 for more information.

3. Collaborative Partners

- Collaborative Partners commit to the Federation's vision, mission and values when joining and use funds distributed by the Regional Offices to conduct programmes.¹⁸
- However, unlike Member Associations, Collaborative Partners are not required to subscribe to the Standards and Responsibilities of Membership.
- There were 22 Collaborative Partners during 2016.

14 IPPF (2016) *Policy Handbook*, policy 2.1, ss2-4. Available at: <<https://www.ippf.org/resource/policy-handbook>> Accessed 5 September 2017.

15 *International Planned Parenthood Federation Regulations 1977 (IPPF Regulations 1997)*, reg1.

16 IPPF (2017) *Financial Statements 2016*, p5.

17 IPPF (2011) *IPPF Standards and Responsibilities of Membership*. Available at: <<https://www.ippf.org/resource/ippf-membership-standards-and-responsibilities>> Accessed 5 September 2017.

18 IPPF (2016) *Policy Handbook*, policy 1.10, s5.

2.4 LOCATION OF ORGANISATION'S HEADQUARTERS

IPPF's Central Office is located at 4 Newhams Row, London SE1 3UZ, United Kingdom (UK).

2.5 NUMBER OF COUNTRIES WHERE THE ORGANISATION OPERATES

We conducted programmes and services in 171 countries during 2016.¹⁹

2.6 NATURE OF OWNERSHIP AND LEGAL FORM

i. Ownership

All of the Federation's assets are owned by the locally registered entity conducting the work. For example, Central Office's assets are owned by the IPPF charity registered in the UK, while the [Afghani Member Association](#)'s assets are owned by that entity registered in Afghanistan.

We are proud that all of the Federation's offices are locally owned and operated. All employees, volunteers and activists are empowered by the knowledge that the resources they use are owned for their communities' benefit while being used in furtherance of a globally shared vision and mission.

ii. Legal form

The Federation was established as an unincorporated association in the UK in 1952 before being incorporated by *The International Planned Parenthood Federation Act 1977 (IPPF Act)*.²⁰ The *IPPF Act* came into operation on 1 September 1977 and was subsequently amended in May 1999.²¹

Under the *IPPF Act*, the Federation can make, alter and revoke regulations with respect to the organisation and management of IPPF.²² To do so, the regulations must be approved by a two-thirds majority of the Governing Council.²³

The Federation has been registered as a charitable incorporated organisation with the Charity Commission in the UK since 8 August 1963 (Registration number 229476). Our mission is consistent with the public benefit requirement of the Charities Act 2011 given our work supports the "advancement of health or the saving of lives" and the "advancement of human rights."²⁴

2.7 TARGET AUDIENCE

We are committed to providing and enabling sexual and reproductive health and rights for all, especially the under-served.²⁵ IPPF provides information, education and services that are rights-based, client-centred, gender-sensitive and youth-friendly.

Member Associations use local data and develop criteria relevant to their context to determine who is vulnerable and under-served in relation to sexual and reproductive health and rights. They then design programmes to reach those with the greatest need, with a focus on providing services where there are few, if any, similar providers.

Key indicators and results from 2016 are presented below.²⁶

INDICATORS	METRIC
Number of sexual and reproductive health services provided	182,462,867
Proportion of services delivered to young people (under 25 years old)	41%
Number of services provided to people living in humanitarian settings	3,200,000
Number of services provided in countries with low or medium levels of human development	152,900,000
Estimated proportion of service users who are poor and vulnerable	79%
Number of IPPF-owned service delivery points	27,860
• Proportion of delivery points in rural or peri-urban locations	67%
• Proportion of delivery points that are community-based distributors	84%
Number of condoms distributed	251,000,000
Number of unintended pregnancies avoided	5,800,000
Number of first-time users of modern contraception	6,300,000
Number of people reached with positive sexual and reproductive health and rights messages	112,300,000
Number of young people who completed a comprehensive sexuality education programme	28,100,000

19 IPPF (2017) *Financial Statements 2016*, p5.

20 *International Planned Parenthood Federation Act 1977 (IPPF Act 1977)*, s1. Available at: <<https://www.ippf.org/sites/default/files/2017-01/IPPF%20Act%20Regulations%20November%202016%20Final.pdf>> Accessed 7 September 2017.

21 Charity Commission For England and Wales (nd) *Data for financial year ending 31 December 2016 – IPPF*. Available at: <<http://beta.charitycommission.gov.uk/charity-details/?regid=229476&subid=0>> Accessed 23 August 2017.

22 *IPPF Act 1977*, ss12(1).

23 *IPPF Regulations 1977*, reg14.

24 HMSO (nd) *Charities Act 2011*, c25, ss3,4. Available at: <https://www.legislation.gov.uk/ukpga/2011/25/pdfs/ukpga_20110025_en.pdf> Accessed 23 August 2017.

25 IPPF (nd) *Strategic Framework 2016–2022*, p6.

26 IPPF (2017) *Annual Performance Report 2016*, p19 and Annex A.

SERVICES AND CLIENT SATISFACTION BY SECRETARIAT ²⁷							
	AFRICA	ARAB WORLD	EAST & SOUTH EAST ASIA & OCEANIA	EUROPEAN NETWORK	SOUTH ASIA	WESTERN HEMISPHERE	TOTAL
Services delivered	98,705,288	13,747,434	15,003,832	1,598,793	22,767,774	30,639,746	182,462,867
Clients who would recommend our services	92%	94%	83%	92%	86%	91%	90% (average)

2.8 SCALE OF THE REPORTING ORGANISATION

	INDICATOR	METRIC
Financial ²⁸	Income generated by Secretariat	\$130,391,000
	Income generated by unrestricted grant-receiving Member Associations	\$291,200,000
	Fundraising costs	\$5,170,000
	Grants to Member Associations	\$68,317,000
	Central Secretariat expenditure	\$16,352,000
	Regional Secretariat expenditure	\$34,008,000
	Total Secretariat expenditure	\$123,847,000
	Secretariat general reserve level	\$24,900,000
	Secretariat assets (total)	\$124,828,000
	Secretariat liabilities (total current)	\$12,096,000
	People ²⁹	Central Office employees (31/12/2016)
Regional Office employees (31/12/2016)		231
Total Secretariat employees (31/12/2016)		335
Total Member Association employees		30,694
Volunteers (Federation)		172,279
Activists (Federation)		10,200,000

Note: Dollar (\$) amounts are United States dollars.



27 IPPF (2017) *Annual Performance Report 2016*, p19 and Annex A.

28 IPPF (2017) *Financial Statements 2016*, pp14,16,25,26

29 IPPF (2017) *Financial Statements 2016*, pp14,41.

2.9 SIGNIFICANT CHANGES DURING THE REPORTING PERIOD REGARDING SIZE, STRUCTURE, GOVERNANCE OR OWNERSHIP

There were no significant changes to the size, structure or ownership of IPPF in 2016. However, we note the following:

Size:

- The number of Federation employees decreased from 33,343 in 2015 to 30,694 in 2016.
- This eight per cent decrease is largely due to the exclusion of the suspended Bangladeshi Member Association's employees in 2016. Member Association suspensions are addressed in more detail at Section 4.1.



Organisational structure:

- In 2016, our plans to establish a Bangkok Hub progressed. Once open in 2017, this Bangkok Hub will coordinate a new IPPF Humanitarian Programme in the Asia-Pacific.
- IPPF is seeking to use the Bangkok Hub to increase the scale of humanitarian response and preparedness in disaster and conflict-prone countries, and to support national governments to enhance integration of sexual and reproductive health in disaster management policies, plans, and coordination mechanisms.
- Two Regional Offices for South Asia (New Delhi, India) and East and South East Asia and Oceania (Kuala Lumpur, Malaysia) will also operate from the same office in Bangkok.

Governance:

- The Governing Council, which is the Federation's highest governing body, approved a series of reforms to its own functioning and make-up in [November 2016](#).³⁰ These reforms are set out in detail at Section 4.10.

2.10 AWARDS RECEIVED IN THE REPORTING PERIOD

[Sensoa](#), the Belgian Member Association, won a Well Done Community MSD Health Literacy Award in 2016 for [Zanzu](#), a multilingual and visual website they created in partnership with [BzGA](#), the German Federal Centre for Health Education.

The website uses clear and simple images and sound recordings to educate people on sexual and reproductive health. It has a useful dictionary/translation service and also provides contact details for those who require further professional support.

Sensoa has received overwhelmingly positive feedback regarding the website's impact on varied community groups, including illiterate asylum seekers and people with special needs.

30 IPPF (2016) *IPPF Adopts Major Reforms at November 2016 Governing Council*. Available at: <https://www.ippf.org/news/announcements/ippf-adopts-major-reforms-november-2016-governing-council> Accessed 5 September 2017.

3. REPORT PARAMETERS

3.1 REPORTING PERIOD FOR INFORMATION PROVIDED

The reporting period is IPPF's 2016 financial year, being 1 January – 31 December 2016.

3.2 DATE OF MOST RECENT PREVIOUS REPORT

This is IPPF's first Accountable Now report.

3.3 REPORTING CYCLE

Annual.

3.4 CONTACT PERSON FOR QUESTIONS REGARDING THE REPORT OR ITS CONTENTS

Colin Munro, Director of Operations Division at Central Office. CMunro@ippf.org

3.5 PROCESS FOR DEFINING REPORTING CONTENT AND USING REPORTING PROCESS

PHASE	TIMELINE	ACTION
Report preparation, review and submission	April–May 2017	Management across key Central Office teams agree on areas for reporting and information/data required
	May–October 2017	Drafting of report based on fieldwork and consultation
	November 2017	Circulation of draft report to management for review/comment
	December 2017	Final review and sign-off by Directors' Leadership Team member
	January 2018	Submission of 2016 report to Accountable Now
Review and feedback process	January 2018	Accountable Now report pre-screening process
	January 2018	Independent Review Panel (the Panel) meeting
	February 2018	Panel provides feedback to IPPF
	March/April 2018	IPPF reviews the Panel's feedback, and responds with comments
	March/April 2018	Panel can respond to IPPF if necessary
	April 2018	Accountable Now uploads the report and feedback onto website
	April 2018 onwards	Drafting of 2017 Accountable Now report

In addition to addressing the reporting requirements, we have also undertaken a self-assessment of our current capacity to capture all relevant information/data necessary to meet Accountable Now's disclosure requirements, and highlighted areas for improvement we will seek to address in 2017. This self-assessment table is included at Annex A.

3.6 BOUNDARY OF THE REPORT WITH REGARD TO REGIONS AND OPERATIONS

The scope of this report is the IPPF Secretariat, which is set out at Section 2.3.

In addition to the IPPF Secretariat, we have also included information/data collected from IPPF Member Associations in the report to demonstrate our Federation-wide commitment to accountability and wider compliance with the reporting requirements. This includes performance data (i.e. service delivery), financial data and specific case studies.

3.7 MATERIAL CONTENT LIMITATIONS OF THE REPORT

None.

3.8 BASIS FOR REPORTING ON NATIONAL ENTITIES, JOINT VENTURES, SUBSIDIARIES, OUTSOURCED OPERATIONS OR OTHER ENTITIES

We collect the majority of performance data from across the Federation using the [DHIS2 database](#). This database allows the Secretariat to review, analyse and report data quickly and efficiently. In 2016, 134 service-providing Member Associations submitted service statistics that have been included in this report.

IPPF does not have joint ventures, outsourced operations or other entities.

This report includes financial and performance data for all Secretariat offices. This includes the results of International Planned Parenthood Federation – Western Hemisphere Region, Inc., a separate entity incorporated in the State of New York, United States of America as a membership corporation with non-for-profit status. The results of the Western Hemisphere Region and its local Member Associations are combined with IPPF's results on the basis that Western Hemisphere Region's members are also Membership Associations of IPPF, and that the Western Hemisphere Region is a Regional Office of IPPF, pursuing IPPF objectives and policies.

3.10/3.11 SIGNIFICANT CHANGES FROM PREVIOUS REPORTING PERIODS IN THE BOUNDARY, SCOPE, TIME FRAME, OR MEASUREMENT METHODS APPLIED IN THE REPORT

This is IPPF's first report.

3.12 REFERENCE TABLE

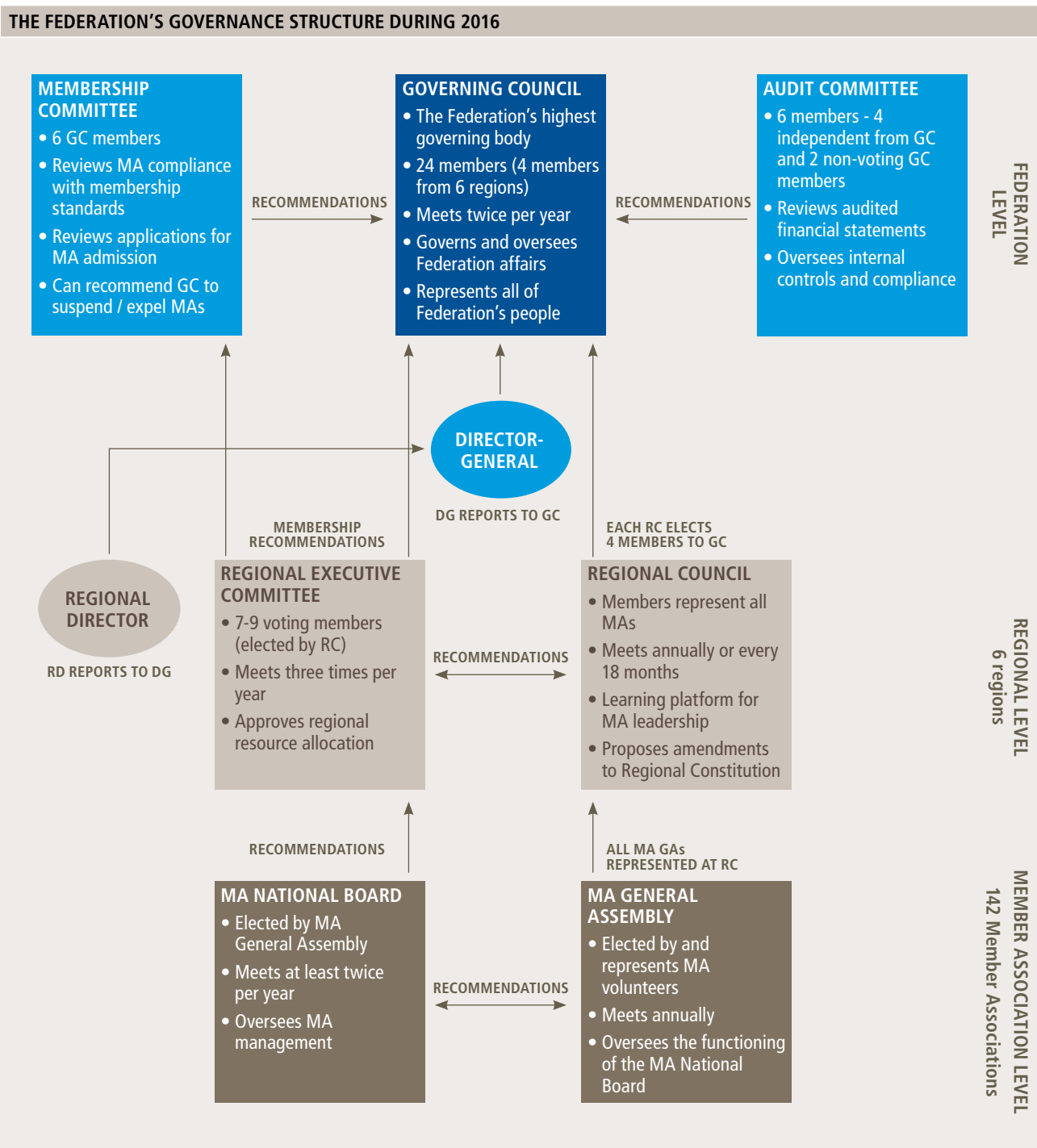
IPPF reports against all GRI NGO Sector Level C reporting requirements in this report.



4. GOVERNANCE STRUCTURE AND KEY STAKEHOLDERS

4.1 GOVERNANCE STRUCTURE AND DECISION-MAKING PROCESS AT GOVERNANCE LEVEL

We have a global governance structure in place that helps ensure that all people are democratically represented in decision-making processes across the Federation.



IPPF and good governance:

We have set out some of the key ways in which IPPF's governing bodies drive accountability, good governance and strong results within the Federation.

WAYS IN WHICH IPPF'S GOVERNING BODIES DRIVE COMPLIANCE, HIGH PERFORMANCE AND IMPROVEMENT	
Robust funding conditions	<ul style="list-style-type: none"> • Member Associations must submit audited financial statements and be assessed as meeting the IPPF accreditation criteria to be eligible for ongoing funding.³¹ • The Audit Committee reviews the annual audit reports and feeds back to the Governing Council regarding any key risks or compliance matters. • Member Associations that receive unrestricted funding of US\$300,000 or more must complete an annual independent Financial Controls Evaluation.
Performance accountability	<ul style="list-style-type: none"> • Member Associations report on their progress in delivering the <i>Strategic Framework 2016–2022</i> and <i>IPPF Act</i> through a dashboard of global results.³² The Governing Council reviews the performance results at its first annual meeting in May each year.
Rewarding high performance	<ul style="list-style-type: none"> • The Governing Council prioritises funding to Member Associations based on performance.³³ For example, in 2016, six per cent of funding was performance-based with a longer-term target of 20 per cent by 2019.
Compliance with accreditation system	<ul style="list-style-type: none"> • Member Associations must comply with a comprehensive accreditation system that reviews the extent to which they meet membership standards.³⁴
Member Association non-compliance and suspension/expulsion	<ul style="list-style-type: none"> • Non-compliance with membership standards is taken seriously by IPPF. The Membership Committee reports to the Governing Council at each meeting regarding instances of non-compliance.³⁵ • In 2016, the Governing Council (based on the Membership Committee's recommendation) suspended Bangladesh for not addressing 16 standards. • The Governing Council also decided against lifting Rwanda's suspension during 2016 for violations of funding agreements. • Suspension of Member Associations is not intended to be strictly punitive. Rather, it is hoped that suspended Member Associations, with Governing Council support, can rectify their internal processes and procedures and rejoin the Federation once they can demonstrate their ability to comply with membership standards. • For example, the four-year suspension of Portugal was lifted in November 2016 after the Governing Council and European Network Regional Office provided extensive consultation and support to ensure they had a financial recovery plan in place and could operate as an efficient organisation.
Democratic election of Federation leadership	<ul style="list-style-type: none"> • Each Member Association representative elects Regional Council members, who in turn elect Governing Council members.³⁶ Therefore, key Federation decisions of the Governing Council are made by those who most closely understand the work we do at the local, community level.
Learning and development	<ul style="list-style-type: none"> • One of the key functions of each Regional Council is to facilitate learning and development of the Member Associations in its region through forums and opportunities to share programme successes and challenges.
Governing Council working groups	<ul style="list-style-type: none"> • The Governing Council has a series of working groups that met at the same time as the two formal Governing Council meetings during 2016. These included a Performance, Delivery, Finance and Accountability specific group. This has allowed the Governing Council the opportunity to specifically consider accountability as a working topic during each meeting.



31 IPPF (2017) *Financial Statements 2016*, p9.

32 *IPPF Regulations*, reg2, sub-reg6(h).

33 IPPF (2017) *Financial Statements 2016*, pp9,14

34 IPPF (2017) *Financial Statements 2016*, p13

35 *IPPF Regulations*, reg5, sub-reg7(a).

36 *IPPF Regulations*, reg8, sub-reg2,6(a).

Risk management:

The Secretariat Risk Register is completed in line with Policy 1.11 – Risk Management.³⁷ It is reviewed by the Audit Committee each October and approved by the Governing Council annually.

Beyond compliance issues, the Secretariat Risk Register was aligned to the new *Strategic Framework 2016–2022* outcomes following an extensive consultation across senior employees in the Secretariat.³⁸ The Directors' Leadership Team identified the mitigation strategies for each of the strategic risks. Each risk has one Directors' Leadership Team member assigned to it to ensure they fully understand the risk and that mitigating actions are taken.

The Secretariat Risk Register for 2016/2017 was reviewed and identified two operational risks that the Federation would face regardless of the strategy adopted. IPPF publishes the key risks in its Financial Statements each year.³⁹

All Member Associations are expected to have in place their own risk registers in line with the policy requirement.⁴⁰ This helps document that there are proper control procedures in place to ensure compliance with relevant laws and regulations across the Federation.

4.2 DIVISION OF POWERS BETWEEN THE HIGHEST GOVERNANCE BODY AND THE MANAGEMENT AND/OR EXECUTIVES

The Governing Council and senior management (Directors' Leadership Team) conduct their respective roles independently of each other. This helps ensure that decisions made at the highest level of governance in the Federation are grounded in independence and integrity.

Policies are in place for the role of the Director-General and also their regional representatives.⁴¹ This helps ensure there is clarity on the role of governance and management within the IPPF Secretariat.

The Governing Council's responsibilities regarding the Director-General include:⁴²

- appointment of the Director-General
- determination of their Terms of Reference
- conducting an annual performance review
- confirmation of the executive actions of the Director-General.

During 2016, the Governing Council conducted its meetings in London on 19–21 May 2016 and 17–19 November 2016.

The Director-General undergoes a formal and documented performance appraisal annually.⁴³ The appraisal format focuses on the competencies and abilities required from a chief executive. Written objectives linked to the *Strategic Framework 2016–2022* are agreed with the President and Treasurer and shared with the Governing Council at their November meeting. The Regional Presidents and the Directors' Leadership Team also provide 360-degree feedback addressing key performance areas.

The President provides a written summary of the appraisal to each of the Governing Council members during an Executive Session.

The Director-General submits a comprehensive report at each Governing Council meeting that provides updates on each strategic area together with their assessment of external issues and internal challenges to be faced. The report also outlines speaking and other key events where they have participated.

Regional Directors report annually to the Governing Council at the November meeting.

During each Governing Council meeting, an Executive Session is a standing item on the agenda: this provides an opportunity for the Governing Council to discuss matters directly with the Director-General without other senior management present.



37 IPPF (2016) *Policy Handbook*, policy 1.11.

38 IPPF (2017) *Financial Statements 2016*, p22.

39 IPPF (2017) *Financial Statements 2016*, p22.

40 IPPF (2016) *Policy Handbook*, policy 1.11, ss6–10.

41 IPPF (2016) *Policy Handbook*, policy 2.2, 2.3,

42 IPPF *Regulations*, reg2, sub-reg6(r).

43 IPPF (2016) *Policy Handbook*, policy 1.8.

4.3 PLEASE STATE THE NUMBER OF MEMBERS OF THE HIGHEST GOVERNANCE BODY. HOW MANY ARE INDEPENDENT AND/OR NON-EXECUTIVE MEMBERS?

The Governing Council comprises 24 members. Four members are elected by each of the six Regional Councils. Each elected Governing Council member is a member of their national Member Association. The Director-General is an ex-officio member of the Governing Council.

All Governing Council members are independent from senior management. The Directors' Leadership Team attends the whole of the Governing Council proceedings except for the Executive Session.

4.4 MECHANISMS FOR INTERNAL STAKEHOLDERS (E.G. MEMBERS OR EMPLOYEES) TO PROVIDE RECOMMENDATIONS TO THE HIGHEST GOVERNANCE BODY

i. Resolutions at Member Association level

Member Associations can contribute to the Governing Council through the passing of resolutions by Member Associations' delegates at Regional Council or Regional Executive Meetings. These resolutions are subsequently reviewed by the Governing Council and there is a standing agenda item at each Governing Council meeting to allow these to be presented.

In 2016, the Western Hemisphere Regional Council and the Arab World Regional Executive Committee presented a recommendation that was approved to include Arabic and Spanish as working languages of the Governing Council in order to enhance the participation of delegates representing Arabic- and Spanish-speaking Member Associations.

ii. Directors' Leadership Team

At Secretariat level, employees can make recommendations to the Directors' Leadership Team through their Regional Director. Members of the Directors' Leadership Team can then consider recommendations and report these to the Governing Council through the Director-General.

iii. Governing Council working groups

The Governing Council has working groups that meet over the course of each of the two meetings held each year. These working groups allow senior managers in the Central Office to highlight future direction, discuss challenges and facilitate in-depth dialogue between volunteers, Directors' Leadership Team members and senior employees.

The working groups in place between 2014–2017 at Governing Council level were: Performance, Delivery, Finance and Accountability, Resource Development, Volunteerism and Activism, and Sexual and Reproductive Rights and Gender Equality. The various participants then report back to their respective groups (Governing Council, Directors' Leadership Team and Secretariat employee teams) regarding topics discussed and agreed actions.



iv. One-off projects – engagement with volunteers

The May 2016 Governing Council contributed to the development of the Humanitarian Programme by allowing volunteers' views to be considered as the Secretariat designed and implemented the programme. The paper presented to the Governing Council captured the output from a full consultation from across the Secretariat at the start of 2016 to allow the different ideas, suggestions and national and regional perspectives to be reflected.

v. Governing Council – youth representatives

The Governing Council's six youth representatives meet before each Governing Council meeting to discuss regional youth network matters as well as any other priorities for young people to raise at the Governing Council. Following the 2016 Governing Council meetings, the Secretariat put in place an action plan to address items raised by the young members, including ensuring branding and connections between regional youth network groups and the recommendation that all disaster response teams should have a minimum of 20 per cent youth representation.

vi. International Medical Advisory Panel

The International Medical Advisory Panel (IMAP) is an independent panel of sexual and reproductive health and rights global experts who contribute and approve IMAP Statements.⁴⁴ IMAP's work is reported annually to the Governing Council. This report highlights issues being raised at the national level by those seeking guidance on new or evolving areas of service delivery. One key IMAP publication in 2016 was a Statement with recommendations to support accountability initiatives undertaken by Member Associations to improve the delivery of high quality sexual and reproductive health services.⁴⁵

4.5 COMPENSATION FOR MEMBERS OF THE HIGHEST GOVERNANCE BODY, SENIOR MANAGERS AND EXECUTIVES (INCLUDING DEPARTURE ARRANGEMENTS)

All Governing Council members and the four independent Audit Committee members are volunteers⁴⁶ and are not compensated for their role as Governing Council members. Expenses incurred in participating in meetings are reimbursed.

The salary paid to the Chief Executive Officer, the Director-General, is set by the Governing Council at the time of appointment.

IPPF regularly undertakes benchmarking studies across locations where Secretariat employees are placed. Remuneration for all employees, including senior management, is benchmarked against median salaries for similar roles with International NGOs/United Nations.⁴⁷ The last survey was completed for the Directors' Leadership Team members in 2013 and will be repeated in 2017. IPPF's reward packages are designed to attract and retain high-calibre employees at rates of pay that are sustainable and can be confidently justified to our donors and beneficiaries.⁴⁸

4.6 PROCESSES IN PLACE FOR THE HIGHEST GOVERNANCE BODY TO ENSURE CONFLICTS OF INTEREST ARE IDENTIFIED AND MANAGED RESPONSIBLY

Given that the Governing Council members are elected from the Member Associations, the following measures are in place to mitigate the risk of any potential conflict of interest or integrity issue for the Governing Council:

i. Conflict of interest disclosure

- All Governing Council and Audit Committee members must complete a declaration regarding material transactions and other related party interests or transactions that require disclosure.⁴⁹ This includes members who are Presidents of Member Associations.
- These declarations are reviewed by senior management and the independent Audit Committee to confirm no conflict of interest exists. Details are provided in the audited financial statements.

ii. Audit Committee independence

- The four voting members of the Audit Committee are independent of the Governing Council, which ensures that the committee conducts its business with impartiality and integrity.⁵⁰

44 IPPF (nd) *International Medical Advisory Panel*. Available at: <<https://www.ippf.org/our-approach/high-standards-care/imap>> Accessed 7 September 2017.

45 IPPF (2016) *IMAP Statement on social accountability to achieve high quality service provision*. Available at: <https://www.ippf.org/sites/default/files/imap_social_accountability_web_1.pdf> Accessed 7 September 2017.

46 IPPF (2017) *Financial Statements 2016*, p54.

47 IPPF (2017) *Financial Statements 2016*, p21.

48 IPPF (2017) *Financial Statements 2016*, p21.

49 IPPF (2017) *Financial Statements 2016*, p54.

50 *IPPF Regulations*, reg4, sub-reg1.

4.10 PROCESS TO SUPPORT THE HIGHEST GOVERNANCE BODY'S OWN PERFORMANCE

i. Performance review

Up until November 2016, the Governing Council reviewed the Chairperson's performance annually and the performance of other Governing Council members from time to time.⁵¹

From November 2016, all Governing Council members will undergo a comprehensive performance review before being considered for re-election.⁵² This reform will drive accountability and performance improvement in the highest governing body, ultimately leading to better decision-making for the Federation's benefit.

It also upholds the commitment made in the Federation's *Code of Good Governance* that the Governing Body should "engage in regular self-assessment of its own performance and that of individual Governing Body members."⁵³

ii. Reforms to functioning

The Governing Council approved a series of reforms to its functioning in November 2016 to drive high performance, accountability and diversity in its membership through:⁵⁴

- **External advisers:** The Governing Council will comprise 24 members in total; 18 members elected from the six regions and six external advisers who will act as subject experts. Previously, there were no external advisers on the Governing Council.
- **Length of terms:** The Governing Council will replace a third of its members each year, which will contribute new ideas and experience while minimising disruption to the existing synergies. Previously, members were elected every three years in an 'election year'.
- **Youth representation:** A third of elected members must be 25 years old or younger at the time of election to ensure that the priorities of young people are adequately represented in the Governing Council's decision-making.
- **Skillset updates to Terms of Reference:** The Terms of Reference for IPPF's President/Treasurer, Honorary Legal Counsel, Governing Council Members and Governing Council Youth Representatives were updated to tailor the roles to a more specific skillset required to drive high performance in the role.⁵⁵

51 IPPF Regulations, reg2, sub-reg6(y).

52 IPPF (2016) *Policy Handbook*, policy 1.8.

53 IPPF (2007) *Code of Good Governance*, s7. Available at: <https://www.ippf.org/sites/default/files/ippf_code_of_good_governance.pdf> Accessed 23 August 2017.

54 IPPF (2016) *IPPF Adopts Major Reforms at November 2016 Governing Council*. Available at: <<http://www.ippf.org/news/announcements/ippf-adopts-major-reforms-november-2016-governing-council>> Accessed 23 August 2017.

55 IPPF (2016) *Policy Handbook*, policy 1.4, 1.6, 1.7, 1.8.

Mindful of the significance of these reforms, we arranged for a consultative Governance Taskforce to carefully consider, draft and finalise the suggested reforms via teleconference meetings from late 2015 until October 2016 prior to Governing Council approval. This Taskforce comprised the Regional Presidents and Honorary Officers.

4.12 EXTERNALLY DEVELOPED ENVIRONMENTAL OR SOCIAL CHARTERS, PRINCIPLES OR OTHER INITIATIVES TO WHICH THE ORGANISATION SUBSCRIBES

The Federation works with a wide range of bodies, movements and initiatives in seeking to bring about advocacy changes at national, regional and global levels.

During 2016, some of those groups we worked with included:

- United Nations' bodies such as the [Economic and Social Council](#), the [Commission on the Status of Women](#), the [Commission on Population and Development](#) and the [World Health Assembly High-Level Meeting on Ending AIDS](#)
- Advocacy groups such as the [Reproductive Health Supplies Coalition](#) and [Family Planning 2020](#)
- the World Bank's [Global Financing Facility](#)
- the [International Aid Transparency Initiative](#).

4.14 STAKEHOLDER GROUPS OF THE ORGANISATION / 4.15 PROCESS FOR IDENTIFICATION, SELECTION AND PRIORITISATION OF KEY STAKEHOLDER GROUPS

As a Federation working in more than 150 countries we have a wide and varied range of stakeholders.

We use our five core values to guide decision-making with respect to our key stakeholder groups across the Federation.⁵⁶



56 IPPF (nd) *Strategic Framework 2016–2022*, p6.

Our key stakeholder groups include:

i. Employees

- During 2016, we had 335 Secretariat employees, and 30,748 employees across the Federation (including the Secretariat).
- The Secretariat engages with the Senior Management Team, led by the Executive Director in all of the Member Associations. Each region has structures in place to bring together Executive Directors, Programme/Medical Directors and Finance Directors. This facilitates learning and opportunities to exchange best practice at national level.
- Areas for regional focus and improvement can also be addressed. This also ensures that Secretariat employees are kept up to date and aware of the support that Member Associations wish to receive from IPPF.
- In 2016 Member Association employees and volunteers were retrained on the updated Accreditation system to allow them to both comply at their national level and also to undertake review visits of other Member Associations.

ii. Volunteers

- We are fortunate to have individuals who dedicate their time to our work at all levels of the organisation including at the most senior level, the Governing Council.
- During 2016, we had 172,279 volunteers across the Federation.⁵⁷
- Regional Council meetings provide the opportunity to bring together volunteers, Executive Directors and Secretariat employees to share learning.
- Young people are key volunteers within the Federation and each region has a youth network. In 2016 the networks were used to build capacity on sexual and reproductive health and rights and sustainable development, with the young people developing plans for their national contexts.

iii. Activists

- Our activists support and defend sexual and reproductive health and rights and encourage others to exercise their rights by participating in campaigns, most typically through social media.
- During 2016, we had 10.2 million activists across the Federation.⁵⁸

iv. Clients

- Our mission is to provide services for all people and empower people in the community to act freely on their sexual and reproductive health and rights.
- During 2016, we delivered 182,462,867 sexual and reproductive health services to clients⁵⁹ and we reached 112.4 million people with positive messages.⁶⁰

v. Donors

- We work in partnership with our key government and foundation donors to fund our strategy. The grants and income we received from donors during 2016 are set out in our Financial Statements.⁶¹
- An Annual Donors' Meeting is convened over two days each year. The Directors' Leadership Team and the Governing Council's President and Treasurer share programme highlights and challenges faced while taking comments from donors to gain feedback. Representatives from a selection of the Member Associations also attend to present details of their programmes to provide an insight into the work being done in the field.
- Donors provide high levels of feedback on the effectiveness of this dialogue and the opportunity it provides them to shape their own strategies.

vi. Governments and regulatory authorities

- We are required to comply with governments and regulatory authorities in all jurisdictions in which we operate. For example, the Central Office arranges for its statement of accounts to be audited each financial year to comply with UK laws for charities.⁶²
- All Member Associations are required to provide the evidence of NGO registration at local country level as a condition of joining the Federation.⁶³

vii. Organisations with similar objectives

- We seek to develop mutually beneficial working relationships with other organisations with similar objectives.⁶⁴ Such partnerships are sought at all levels of the Federation and we encourage these to focus on opportunities at global, regional and national levels.
- In 2016, we entered into a Memorandum of Understanding with the International Federation of the Red Cross/Red Crescent to capture areas of future collaboration that will assist with the further development of our Humanitarian Programme.

57 IPPF (2017) *Financial Statements 2016*, p14.

58 IPPF (2017) *Financial Statements 2016*, p15.

59 IPPF (2017) *Annual Performance Report 2016*, p24.

60 IPPF (2017) *Financial Statements 2016*, p14.

61 IPPF (2017) *Financial Statements 2016*, pp32-34.

62 HMSO (nd) *Charities Act 2011*, s144.

63 IPPF (2011) *IPPF Standards and Responsibilities of Membership*, p16.

64 IPPF (2016) *Policy Handbook*, policy 4.12, s1.

PERFORMANCE INDICATORS

I. PROGRAMME EFFECTIVENESS

NGO1 INVOLVEMENT OF AFFECTED STAKEHOLDER GROUPS TO INFORM THE DESIGN, IMPLEMENTATION, MONITORING AND EVALUATION OF POLICIES AND PROGRAMMES

i. Our people

We employ people with a range of technical skills and knowledge that are vital in designing and carrying out the work we do.

Specific programmes and projects driven by our employees during 2016 include:

- [ACT!2030](#), which was an entirely youth-led project. The Central Office assigned the project to a team of young people from the proposal stages to demonstrate our commitment to the project's youth values and ethos.⁶⁵
- Advocacy support for the [Advance Family Planning](#) project partners regarding the implementation of the [Sustainable Development Goals](#).⁶⁶
- Advising the [Every Woman Every Child](#) project regarding family planning and measures to ensure that stakeholders are accountable for commitments they make.⁶⁷

ii. Clients

Feedback provided directly by clients is the most effective way of helping us to understand the quality of our services.

IPPF released the [Quality of Care Framework](#) in June 2016 to update and strengthen existing practices already in place across the Federation to ensure that services provided are in accordance with best practices.⁶⁸

During 2016, 90 per cent of our surveyed clients from the Member Associations and Collaborative Partners said they would recommend the services to family or friends.⁶⁹

We are proud of these results and consider them to be a strong endorsement of the work the Member Associations and Collaborative Partners do.

The Rahnuma Family Planning Association, the Pakistani Member Association, conducted the [Beneficiary Feedback Mechanism](#) project in 2016 with UK Department for International Development and World Vision that demonstrated the value of client engagement.⁷⁰

- Rahnuma collected feedback from 14,000 students and families at clinics on health issues and concerns regarding existing services provided.
- Based on the feedback, Rahnuma made changes including:
 - Female staff began to hold information sessions with female youth only to allow gender-sensitive issues to be discussed in their preferred environment.
 - Increased visits by the mobile health clinics.
 - Increased skills training conducive to income-generating activities.
- We also consider this project a wonderful example of collaborating with government and NGO bodies to achieve meaningful outcomes at local community level.

iii. Donors

Our Resource Mobilisation and Effective Financial Management and Reporting policies set out ways in which we are committed to engaging with our donors in the interests of accountability, transparency and goodwill.⁷¹

- We support our donors through Secretariat offices in Melbourne, Australia and Geneva, Switzerland. Melbourne is part of Resource Mobilization, which is a unit/team/department within the External Relations Division, and Geneva is part of the Advocacy team/unit/department, which is also within the External Relations Division.
- We conducted our Annual Donors' Meeting on 11–13 June 2016 in Weybridge, UK, which allowed senior management to present performance results, case studies and upcoming strategy to our donors.⁷² These meetings also allow donors to provide us with valuable feedback. We also conduct ad-hoc presentations to donors throughout the year regarding our programmes and services on specific areas such as Humanitarian, Gender, Youth, etc.
- Senior management regularly meet with donor leaders to ensure donors are adequately briefed on our strategy and have an opportunity to communicate key issues to our most senior leaders.
- We engage specialist advisers to assist us in further strengthening relationships with our donors. For example, we engaged advisers and translators to support our Nordic and German donors in 2016.

65 Act!2030 (nd) *We are ACT!2030: Youth-Led, Data-driven Accountability For The 2030 Agenda*. Available at: <<http://www.act2030.org/>> Accessed 5 September 2017.

66 *Advance Family Planning* (nd) Available at: <<http://advancefamilyplanning.org/>> Accessed 5 September 2017.

67 *Every Woman, Every Child* (nd) Available at: <<http://www.everywomaneverychild.org/>> Accessed 5 September 2017.

68 IPPF (2016) *IPPF Quality of Care Framework 2015*. Available at: <<https://www.ippf.org/resource/IPPF-Quality-Care-Framework>> Accessed 12 September 2017.

69 IPPF (2017) *Annual Performance Report 2016*, p20.

70 Rahnuma – Family Planning Association of Pakistan (nd) *Beneficiary Feedback Mechanisms Case Study – Pakistan*. Available at: <<http://cdn.worldvision.org.uk/files/9614/6056/3517/Pakistan1.pdf>> Accessed 5 September 2017.

71 IPPF (2016) *Policy Handbook*, policies 3.1 and 3.2.

72 IPPF (2016) *Policy Handbook*, policies 3.2, s8.

NGO2 MECHANISMS FOR STAKEHOLDER FEEDBACK AND COMPLAINTS TO PROGRAMMES AND POLICIES AND IN RESPONSE TO POLICY BREACHES

Comprehensive complaint procedures supported by accessible filing mechanisms are important in demonstrating that we are accountable for the work we do and the resources we use, and that we do not tolerate misconduct of any kind.

Accordingly, the Secretariat updated its [Complaints Policy and Procedure](#) in July 2016.⁷³ This procedure is designed to make filing complaints as easy as possible. Complaints can be filed through the [website](#), email, post or telephone. The procedure is available in the Federation's four core languages (English, Spanish, French and Arabic).

One complaint was filed via the Central Office website during 2016 regarding the Member Association in India. This complaint was investigated and closed with no further action.

The Pakistani Member Association's [Beneficiary Feedback Mechanism](#) also highlighted how complaints mechanisms can drive high performance, even in ad-hoc community-based projects. In that instance, a complaint regarding dishonest behaviour by one medical professional was investigated and substantiated.⁷⁴ Following this, the accountability of other staff improved. We will consider how we can use complaints mechanisms at Member Association level going forward to bring about positive change.

There was also an instance of employee whistleblowing in the Central Office in 2016:

WHISTLEBLOWING - MATTER 1	
Issue	The employee expressed concerns that IPPF's global supply chain management processes sub-standard, including that supplies were not being stored and shipped at compliant temperatures.
Investigation	IPPF, in consultation with manufacturers and independent industry experts, conducted a thorough review of historical storage and shipping temperatures.
Finding	IPPF identified only one specific instance where a manufacturer could not confirm beyond reasonable doubt that the products (0.2% of products supplied annually) were stored and shipped at compliant temperatures. In that case, the products were recalled as a precautionary measure.
Next steps	IPPF updated its supply chain standard operating procedures to ensure it continues to observe best practices going forward.
WHISTLEBLOWING - MATTER 2	
Issue	The employee claimed IPPF was operating its global storage and shipping programme without the appropriate licenses and approvals.
Investigation	IPPF, in consultation with professionals, reviewed all of its storage and shipping programme compliance obligations, including licenses and approvals.
Finding	IPPF confirmed that it holds all relevant storage and shipping programme licenses and approvals.
Next steps	IPPF will continue to regularly review its storage and shipping programme to ensure it complies with all legal and industry regulations.

Given the size and breadth of the Federation, it is possible that there are employees, volunteers and clients with legitimate concerns who have not filed complaints through the methods set out above. Therefore, we will publicise the complaints filing policy and mechanism more broadly in 2017 and identify ways in which we can use complaints to develop and improve us as an organisation.

73 IPPF (nd) *Complaints*. Available at: <<https://www.ippf.org/about-us/contacts/complaints>> Accessed 23 August 2017.

74 Rahnuma – Family Planning Association of Pakistan (nd) *Beneficiary Feedback Mechanisms Case Study – Pakistan*, p5.

NGO3 SYSTEM FOR PROGRAMME MONITORING, EVALUATION AND LEARNING, (INCLUDING MEASURING PROGRAMME EFFECTIVENESS AND IMPACT)

i. Performance results

We measure programme effectiveness and impact against four key outcomes set out in a Performance Dashboard in the Annual Performance Report.⁷⁵

We use annual results to:

- be accountable and transparent to stakeholders regarding our performance
- identify areas of high performance and areas that require improvement
- inform financial and budgeting allocations to regions and Member Associations
- inform policy and programme design at all levels of the Federation.

ii. Federation monitoring, evaluation and learning

We are committed to improving the performance of the Federation through monitoring, evaluation and learning. We strive to do this through:

- Distributing funds to the Member Associations based on assessment of performance data and feasibility of Annual Programme Budgets⁷⁶ and through the performance-based funding system, which rewards higher performing Member Associations with increased core funding.
- IPPF's Monitoring, Evaluation and Learning Policy and use of the Monitoring, Evaluation and Learning Checklist to assess Member Association capacity to identify areas that need strengthening.⁷⁷
- Investing in data management systems and processes, including DHIS2 and client-based information systems such as Open EMR, and data standards that support data collection, analysis and reporting.
- Ensuring that data utilisation drives improved programming and performance, which ensures accountability to IPPF internal and external stakeholders.
- Use of routine data quality assessment to ensure the accuracy of results.

- Publishing data for IPPF's Performance Dashboard on an annual basis to monitor progress in implementing the *Strategic Framework 2016–2022*.⁷⁸ Performance is compared against targets to illustrate progress made towards achieving our expected results.

Power of client-based data in driving improvement:

By the end of 2016, 380 clinics in 42 Member Associations were using clinic management information systems to collect and report client-based data.⁷⁹ Use of these systems has led to improved quality of care for clients, as well as better understanding and practice of data utilisation to make management decisions at clinics and improve efficiency.

Analysis of client-based data helps Member Associations identify emerging needs among communities and restructure their services to meet those needs. One example is the need to integrate sexual and gender-based violence services with other sexual and reproductive health services, particularly safe abortion care.

NGO4 MEASURES TO INTEGRATE GENDER AND DIVERSITY INTO PROGRAMME DESIGN AND IMPLEMENTATION, AND THE MONITORING, EVALUATION AND LEARNING CYCLE

The Federation places a strong emphasis on gender equality both internally and in its programmes. During 2016, 73 per cent of the Federation's employees were female and 71 per cent of Governing Council members were female.⁸⁰ This staffing representation complements our programmes, with 74 per cent of our services being delivered to women and girls.⁸¹

IPPF has had a Gender Equity Policy⁸² in place since 1995 that was revised in 2014 and renamed Gender Equality. The Policy makes clear our commitment to supporting all people:

"The Federation is committed to a human rights framework which prohibits any discrimination, exclusion or restriction on the basis of sex, age, gender, gender identity, sexual orientation, marital status, physical and mental disability or health status. Gender equality is a human right. It is especially important for a rights-based, gender transformative organisation like IPPF to ensure that the needs, rights and experiences of individuals involved in the Federation (whether as staff, volunteers or clients) are reflected in policies and processes, and that they are supported to play an equal role in the Federation."

75 IPPF (2017) *Annual Performance Report 2016*, p20.

76 IPPF (2016) *Policy Handbook*, policy 4.10, s6.

77 IPPF, *Putting the IPPF Monitoring and Evaluation Policy into practice*, p44. Available at: <<http://www.ippf.org/sites/default/files/ippfmonitoringevaluationhandbook.pdf>> Accessed 23 August 2017.

78 IPPF (2017) *Annual Performance Report 2016*, p20.

79 IPPF (2017) *Annual Performance Report 2016*, p15.

80 IPPF (2017) *Financial Statements 2016*, p55.

81 IPPF (2017) *Annual Performance Report 2016*, p11.

82 IPPF (2016) *Policy Handbook*, policy 1.3.

We also make strong commitments to gender equality in our Gender Capability Statement,⁸³ *Strategic Framework 2016–2022* vision statement,⁸⁴ and our core values.⁸⁵ Meanwhile, 78 per cent of Member Associations had a gender equality policy in place in 2016 and we are encouraging the remaining Member Associations to follow suit.⁸⁶

IPPF has many programmes that empower women and girls regarding sexual and reproductive health and rights, for example the *Empowerment + Engagement = Equality* project, which involved young female champions from Malawi, Kenya and Uganda educating other young females on gender equality issues.⁸⁷

Gender Audit:

Consistent with our commitment to self-driven learning and improvement, we conducted a Gender Audit across three offices in 2016 to critically analyse the extent to which gender is reflected in the work we do. The Audit's results indicated that the Federation's high female employee representation does not automatically translate to us being the truly gender transformative organisation that we strive to be.

The Audit was conducted between February and September 2016 and designed to specifically look at issues in the Central Office, a Regional Office (Africa) and a Member Association (Kenya). The purpose was to understand how our organisation embraces and mainstreams gender.

GENDER AUDIT – ASSESSMENT OF HOW DOCUMENTS REVIEWED REFLECT GENDER

Office	Gender blind or neutral	Gender sensitive	Gender transformative	Total
Central Office – London, UK	14	6	7	27
Africa RO	8	7	10	25
Kenyan MA	4	10	2	16
Total	26	23	19	68

The Audit found that approximately 38 per cent of documents (26 out of 68) reviewed were gender blind or neutral, which means they paid little attention to gender or that gender equality was not important or not acted on.

The Audit's findings and recommendations were shared with all Secretariat employees, and included the need for IPPF to focus on:

- agreeing a holistic and integrated approach
- ensuring better alignment between programmes and advocacy
- collecting more meaningful data regarding gender
- developing a gender strategy and implementation plan
- introducing gender learning days into offices
- ensuring that employee concerns are listened to and addressed, especially on issues of travel, security and harassment
- including more women in leadership and senior management.

The progress we make regarding these recommendations will be reported on in the 2017 report.



83 IPPF (2016) *Capability Statement: Women, Girls and Gender*. Available at: <<http://www.ippf.org/resource/ippf-gender-capability-statement>> Accessed 8 August 2017.

84 IPPF (nd) *Strategic Framework 2016–2022*, p7.

85 IPPF (nd) *About IPPF*. Available at: <<http://www.ippf.org/about-us>> Accessed 8 August 2017.

86 IPPF (2017) *Annual Performance Report 2016*, p2.

87 IPPF (2016) *Engaging and empowering young women and adolescent girls to prevent the risks and mitigate the impact of HIV*. Available at: <<https://www.ippf.org/blogs/engaging-and-empowering-young-women-and-adolescent-girls-prevent-risks-and-mitigate-impact>> Accessed 8 August 2017.

NGO5 PROCESSES TO FORMULATE, COMMUNICATE, IMPLEMENT, AND CHANGE ADVOCACY POSITIONS AND PUBLIC AWARENESS CAMPAIGNS

As part of our commitment to Outcome 1 in the *Strategic Framework* we champion sexual and reproductive health and rights through direct advocacy with governments/regional institutions and civil society leaders.⁸⁸

In developing our programmes, we use evidence, research and data from reputable organisations and sources including:

- United Nations organisations such as the United Nations General Assembly, United Nations Population Fund and United Nations Children’s Fund
- World Health Organization
- Centers for Disease Control and Protection.



Global campaign – *Know it, Own it! Your Sexual Rights Matter!*:

- IPPF launched a global advocacy campaign, *Know it, Own it! Your Sexual Rights Matter!*, in May 2016 with the support of Sex & Samfund, the Danish Member Association.
- The campaign was launched in Copenhagen, Denmark, on 18 May 2016, in front of 600 young people. High-profile attendees included UN General Assembly President and the Danish Minister of Foreign Affairs.
- The Central Office communications team successfully employed social media platforms such as Facebook, Twitter and Instagram to gain maximum exposure.
- Forty Member Associations participated in the campaign, which was a highly successful example of collaboration across the Federation.

ACT!2030 Project:

- The *ACT!2030* collaboration with The Pact and UNAIDS is a prime example of the power of using data to influence decision-making.
- ACT!2030 engages young people in 12 countries to collect data on young people to form advocacy positions that are used to hold governments accountable for commitments they make.⁸⁹
- ACT!2030 has made sound progress. For example, at Act!2030’s *Global Coordination Meeting* in October 2016, India’s Minister of Health and Family Welfare committed to engaging Indian youth in the national HIV response and achievement of the Sustainable Development Goals.

Success at the United Nations General Assembly’s Summit for Refugees:

- During 2016, we used data to advocate for support for women in crises to be recognised in the United Nations General Assembly’s Summit for Refugees key outcomes.
- Following IPPF’s diplomatic negotiations with UN Member States and other INGOs, the Summit’s outcome document, *New York Declaration for Refugees and Migrants*, included sexual and reproductive health as an essential right alongside safe drinking water, shelter and nutrition.⁹⁰ This was the first time that sexual and reproductive health and rights had been recognised in an internationally agreed framework as an essential need.

⁸⁹ Act!2030 (nd) *We are ACT!2030: Youth-Led, Data-driven Accountability For The 2030 Agenda*. Available at: <<http://www.act2030.org/>> Accessed 5 September 2017.

⁹⁰ United Nations (2016) *Resolution adopted by the General Assembly on 19 September 2016*. Available at: <http://www.un.org/en/ga/search/view_doc.asp?symbol=A/RES/71/1> Accessed 5 September 2017.

- This outstanding outcome highlights the pivotal role that data, evidence and research can play in supporting IPPF during important multilateral negotiations.

We increased digital media and communications activity during 2016 to promote our work to as many people as possible.⁹¹ In particular, we updated all Secretariat websites to make them easier to navigate and accessible from mobile devices. High-resolution images now accompany online programmes/campaigns, hyperlinks are embedded in the site and relevant content can be easily filtered by subject, programme, country etc.

These updates assisted us in reaching 112.4 million people with positive sexual and reproductive health and rights messages during 2016.⁹²

Some success stories of the Federation's advocacy through digital communication included:

- Immersive web stories on projects run by [Planned Parenthood Federation of Nigeria](#)⁹³ and [Reproductive Health Uganda](#).⁹⁴ The pages are examples of new interactive content formats we will use going forward to make reading and sharing content as easy as possible.
- An [Aleppo Appeal](#) in December 2016 after receiving urgent requests for support from the Syrian Member Association via email and WhatsApp.⁹⁵ We were able to reach a large audience in a matter of hours through social media. This resulted in two BBC interviews that provided the Member Association with wide exposure and significantly more funds than were anticipated.
- The Central Office communications team worked with a local baker in London to film a birthday cake being decorated to celebrate the first anniversary of the [Sustainable Development Goals in September 2016](#).⁹⁶ We created a short YouTube video that was then widely shared through social media to raise awareness.
- An IPPF-facilitated [Twitter Chat](#) involving young people (across three languages) on sexuality education to celebrate the International Day of the Girl Child and to mark the publication of two IPPF resources on comprehensive sexuality education.⁹⁷

91 IPPF (2017) *Annual Performance Report 2016*, p16.

92 IPPF (2017) *Financial Statements 2016*, p14.

93 IPPF (nd) *Changing lives in Nigeria*. Available at: <<https://www.ippf.org/expanding-services-nigeria>> Accessed 5 September 2017.

94 IPPF (nd) *Reproductive Health Uganda: A one-stop shop of life-changing services*. Available at: <<https://www.ippf.org/reproductive-health-uganda>> Accessed 5 September 2017.

95 IPPF (2016) *Plea for Aleppo*. Available at: <<http://www.ippf.org/news/plea-aleppo>> Accessed 31 August 2017.

96 IPPF (2016) *Happy 1st Birthday, Sustainable Development Goals!* Available at: <<https://www.ippf.org/resource/happy-1st-birthday-sustainable-development-goals>> Accessed 5 September 2017.

97 IPPF (2016) *Young people talk #SexEd on Twitter*. Available at: <<http://www.ippf.org/blogs/young-people-speak-out-twitter>> Accessed 31 August 2017.



NGO6 PROCESSES TO TAKE INTO ACCOUNT AND COORDINATE WITH OTHER ACTORS

We are acutely aware of the strength of the IPPF brand and our responsibility to act with integrity at all times.

Accordingly, we only work with organisations whose mission, vision and values are consistent with our own and contribute to the achievement of our key outcomes.

The Secretariat has advocacy teams in the Central Office and each Regional Office. These teams regularly meet to ensure

there is effective planning between national, regional and global advocacy efforts. Regional Offices play a vital role in ensuring that critical actors are engaged and part of events, initiatives and other advocacy efforts.

We also made significant progress towards Outcome 1 of our *Strategic Framework 2016–2022* through our work with like-minded groups in 2016. In particular, we contributed to 661 youth and women’s groups taking a public action in support or defence of sexual and reproductive health and rights.⁹⁸

CASE STUDIES OF IPPF’S WORK WITH EXTERNAL ACTORS DURING 2016

Regional initiatives	<ul style="list-style-type: none"> A joint UNFPA, UN Economic Commission for Africa and IPPF Africa Region Advocacy Plan was developed in 2016. This aims to strategically position the three organisations within the advocacy landscape. A multi-sectoral five-year programme on gender-based violence, HIV and cervical cancer was launched in Namibia and a donor round table convened in Mali with the patronage of the African First Ladies. A Voice and Accountability Network (SRHR CSO League) representing 56 organisations has been established by the Africa Regional Office. Two Member Associations in the Arab World were supported to undertake ‘citizens’ hearings’ to hold leaders to account with regard to their sexual and reproductive health and rights commitments. In Europe, Member Associations were provided with support and guidance on how to engage effectively with national progress on the Sustainable Development Goals. Similar workshops were undertaken for Pacific Member Associations. South Asia Region has developed a one-stop knowledge hub on youth-related issues, with the support of UNFPA, to allow youth-led organisations and young people across Asia Pacific to access information, ideas, concepts and resources. In Western Hemisphere, donors and partners have been brought together to share innovative community outreach and educational programmes, advocacy and training for health providers in five countries.
Universal Periodic Review	<ul style="list-style-type: none"> The Secretariat supports Member Associations to provide input, evidence and advocacy related to countries selected for the Universal Periodic Review. IPPF uses these reports to mobilise civil society engagement and support for sexual and reproductive health and rights issues.
Humanitarian programming	<ul style="list-style-type: none"> The Secretariat’s strong Asia Pacific presence was pivotal in being awarded the Australian Government’s flagship sexual and reproductive health and rights emergencies contract in 2016.¹⁰⁰ The funding provides support for the administration of a global humanitarian programme with specific emphasis on the Asian and Pacific regions. We also strengthened relationships with the Danish, Dutch, Japanese and German governments regarding humanitarian programming, as evidenced by the awarding of additional funding. The Arab World and the European Network collaborated with their regional Inter-Agency Working Group on Reproductive Health in Crisis to implement joint activities on humanitarian assistance.
Local community engagement: ClusterPLUS	<ul style="list-style-type: none"> The Nigerian Member Association worked with local and national governments on its ClusterPLUS pilot project, which involved clinics and pharmacies operating in villages without permanent facilities.¹⁰¹ ClusterPLUS assisted 53,152 clients in nine months; 250 per cent more than expected. Following this success, ClusterPLUS is now operating in three other states in Nigeria, with the national government likely to increase funding for similar programmes.
Industry partnerships	<ul style="list-style-type: none"> We established a multifaceted partnership with Durex that involved:¹⁰² <ul style="list-style-type: none"> a Zika-focused campaign coinciding with the 2016 Olympics provision of condoms to the Nigerian Member Association delivering essential health services to Durex’s supply chain employees based in Thailand. This partnership with an industry-leading contraception supplier had significant economic and supply chain benefits for IPPF while providing Durex with a larger reach to prospective customers.

98 IPPF (2017) *Annual Performance Report 2016*, p2.

99 IPPF (2017) *Financial Statements 2016*, p13.

100 IPPF (2016) *The story behind changing lives in Nigeria*. Available at: <http://www.ippf.org/blogs/story-behind-changing-lives-nigeria> Accessed 31 August 2017.

101 IPPF (2017) *Financial Statements 2016*, p13.

II. FINANCIAL MANAGEMENT

NGO7 RESOURCE ALLOCATION, TRACKING AND CONTROL

The Secretariat's Financial Statements are prepared and filed in accordance with the required industry standards¹⁰² and laws.¹⁰³ The [2016 Financial Statements](#) were submitted to the UK Charity Commission on 15 September 2017.¹⁰⁴

In 2016, Crowe Clark Whitehill conducted the internal Secretariat audit and KPMG conducted the external Secretariat audit. In both instances, there were no matters reported by exception.

The Federation requires all Member Associations to comply with strict rules and standards in order to promote accountability and best practice financial management.¹⁰⁵ These include:

- i. an appropriate control framework to protect its assets from loss of any kind arising from fraud, waste, extravagance etc
- ii. sound financial accounting systems
- iii. an annual audit by external auditors.

NGO8 SOURCES OF FUNDING BY CATEGORY E.G. GOVERNMENT, CORPORATE, FOUNDATION, MEMBERSHIP FEES, IN-KIND DONATIONS AND OTHER

During 2016, the Secretariat generated income of US\$130.4 million,¹⁰⁶ while the Member Associations generated US\$291.2 million of income from the sale of commodities, in-kind donations, and funds from local and international sources including governments.¹⁰⁷ Both amounts represent a 12 per cent increase from 2015.

We disclose all relevant financial data and information in the Financial Statements that are published on our [website](#).

A breakdown of the Secretariat's funding is set out below:

SECRETARIAT INCOME AND ENDOWMENTS – 2016 ¹⁰⁸			
Source	Unrestricted \$'000	Restricted \$'000	Total \$'000
Governments grants	65,970	12,779	78,749
Grants from multilaterals	9,822	40,782	50,604
Donations in kind from multilaterals	10	1	11
Investment income	532	140	672
Other income	355	-	355
Total	76,689	53,702	130,391

Our largest source of funding is government grants, which account for approximately 60 per cent of Secretariat income.¹⁰⁹

LARGEST DONORS – 2016				
	Donor	Unrestricted \$'000	Restricted \$'000	Total \$'000
1	Anonymous donor	-	13,873	13,873
2	Swedish Government	13,588	-	13,588
3	United Kingdom Government	11,777	29	11,748
4	David & Lucile Packard Foundation	-	10,809	10,809
5	Australian Government	6,081	3,255	9,336
	Total	31,446	27,908	59,354

During 2016, 50 per cent of all local Member Association income was raised through social enterprise-type activities such as the sale of commodities, patient fees and income from training. This trend is increasing and demonstrates the Member Associations' commitment to engage with local communities and be as self-sufficient as possible going forward.

The Honduras Member Association has been a shining light of social enterprise in recent years. Responding to a decline in external funding for Latin America, the Member Association redesigned its strategy to generate income through the sale of products such as condoms at affordable prices yet with sufficient margin to cover its costs.¹¹⁰ This reform provided the Member Association with a significant increase in funding that has been channelled into its programmes. For example, Honduras provided almost four times as many sexual and reproductive health services in 2016 than in 2012.

102 Financial Reporting Council (2015) *FRS102 The Financial Reporting Standard applicable in the UK and Republic of Ireland*. Available at: <<https://frc.org.uk/getattachment/e1d6b167-6cdb-4550-bde3-f94484226fbd/FRS-102-WEB-Ready-2015.pdf>> Accessed 31 August 2017.

103 HMSO (nd) *Charities Act 2011*, part 8.

104 UK Charity Commission (2017) *IPPF Financial Information 2016*. Available at: <<http://apps.charitycommission.gov.uk/Showcharity/RegisterOfCharities/CharityWithPartB.aspx?RegisteredCharityNumber=229476&SubsidiaryNumber=0>> Accessed 31 August 2017.

105 IPPF (2011) *IPPF Standards and Responsibilities of Membership*, p12.

106 IPPF (2017) *Financial Statements 2016*, p14.

107 IPPF (2017) *Financial Statements 2016*, p15, 17.

108 IPPF (2017) *Financial Statements 2016*, p17.

109 IPPF (2017) *Annual Performance Report 2016*, p14.

110 IPPF (2017) *Financial Statements 2016*, p15.

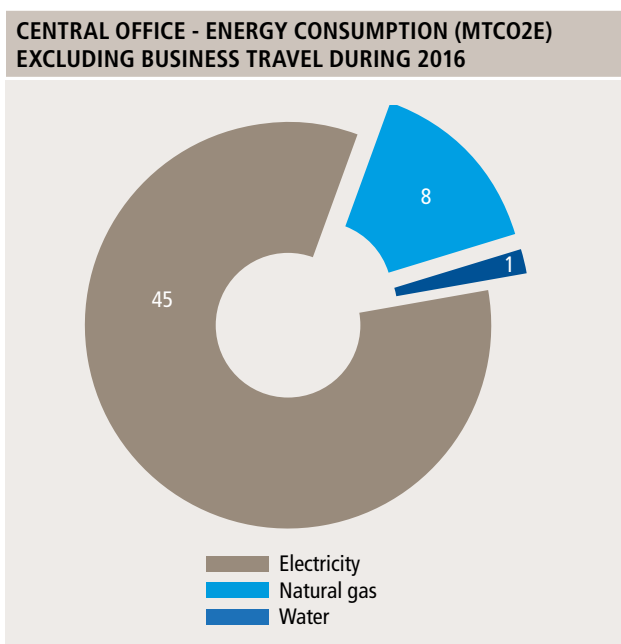
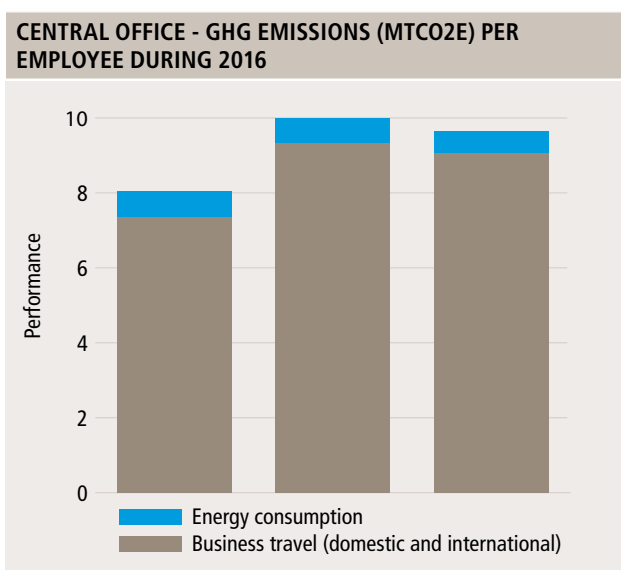
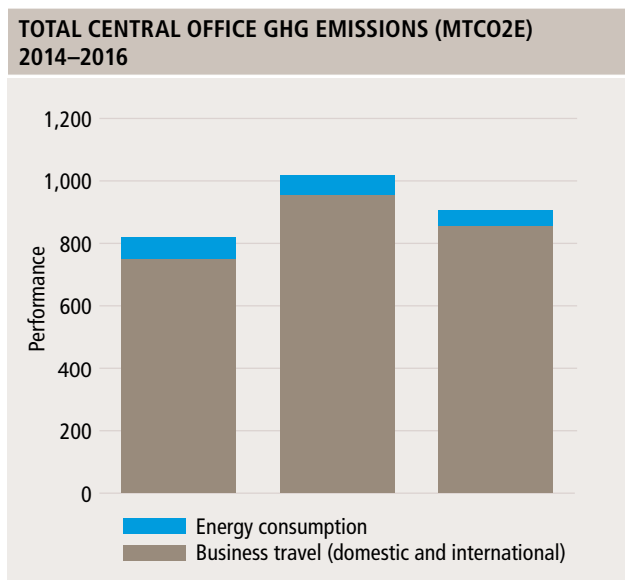
III. ENVIRONMENTAL MANAGEMENT

EN16 REPORT THE TOTAL OF DIRECT AND INDIRECT GREENHOUSE GAS EMISSIONS BY WEIGHT AT THE ORGANISATIONAL LEVEL

We implemented GreenIntelli’s *Carbon Management & Reporting Standard* environmental management system in our Central Office to assist us in reporting our greenhouse gas emissions over the past three years.¹¹¹

Based on the data/information we were able to access, analyse and input into GreenIntelli, Central Office’s greenhouse gas emissions for 2016 were:

CENTRAL OFFICE GHG EMISSIONS (MTCO2E)					
Scope	Source	2014	2015	2016	Total
Scope 1	Gas	8	8	8	24
Scope 2	Electricity	62	57	45	164
Scope 3	Business travel	749	953	854	2,556
	Water	1	1	1	3
Total		820	1,019	908	2,747



IPPF’s greenhouse gas emissions reporting for 2016 is limited to the Central Office only, and not the Secretariat.

Historically, the Secretariat has not had a uniform environmental management system in place. Therefore, our failure to comply with the EN16 reporting requirement can be explained (but not justified) by the significant time and resources required to implement an environmental management system, collate data and generate accurate reports across all Secretariat offices.

Going forward, we will implement GreenIntelli’s software across all Secretariat offices to enable us to report greenhouse gas emissions as a Secretariat and set collective key performance indicators.

111 GreenIntelli (nd) *Carbon Management*. Available at: <<http://greenintelli.com/carbon/>> Accessed 3 September 2017.

EN18 INITIATIVES TO REDUCE GREENHOUSE GAS EMISSIONS AT THE ORGANISATIONAL LEVEL AND REDUCTIONS ACHIEVED

All Secretariat offices are making progress in introducing measures to reduce their greenhouse gas emissions.

We support policies that aim to contribute to sustainable development in ways that:¹¹²

- address all major causes of climate change
- ensure responsibilities are shared by countries which have contributed most to climate change, including strategies to reduce their consumption and carbon emissions
- support clean energy and green technologies, and address deforestation and its impact.

However, historically the Secretariat offices have not had strong processes and procedures in place to match the commitments made in internal policies to reduce our environmental impact. As highlighted by the examples below, this is an area in which we are beginning to make tangible improvements.

ENERGY-SAVING INITIATIVES TO REDUCE GREENHOUSE GAS EMISSIONS IN 2016	
Central Office	<ul style="list-style-type: none"> • Arranged for an independent environmental consultant to conduct on-site energy audit in January 2016. This identified energy-saving measures that are being implemented, such as installing LED light bulbs (when current bulbs require changing) and adjusting timing and temperature settings on the heating/cooling systems. • Updated printers to require ID card activation to avoid paper wastage. • Updated recycling initiatives for paper, plastics etc.
European Network	<ul style="list-style-type: none"> • Installed sensor-activated lights. • Updated recycling procedures for paper, plastics, glass and printer cartridges. • Introduced measures to reduce the need for travel, such as entitling working from home up to two days per week and installing high-tech video conferencing.
Western Hemisphere Region	<ul style="list-style-type: none"> • Confirmed the office is Silver Leadership in Energy and Environmental Design certified. • Continued to update energy-saving measures in the office (which was built with recycled building materials). • Updated printers to require ID card activation to avoid paper wastage.

EN26 INITIATIVES TO MITIGATE ENVIRONMENTAL IMPACTS OF ACTIVITIES AND SERVICES

We submit that the Federation’s programmes and services do not have any inadvertently adverse environmental impacts on the basis they are carefully planned and executed health services delivered by professional employees and volunteers. During programme and service delivery, we dispose of waste in accordance with local best practices and once the programme has ended we ‘exit’ the local community in the most considerate way possible.

All Member Associations commit to taking appropriate action to reduce harmful impact on the environment.¹¹³ In this regard, the Membership Committee requires Member Associations to confirm that they will comply with IPPF’s Medical and Service Delivery Guidelines and provide evidence of compliance.¹¹⁴

Specific Member Association examples of good practice reported to the Membership Council during 2016 include:

- i. **Uganda:** Signed Memorandums of Understanding with local hospitals that will allow them to use hospital facilities to safely dispose of waste.
- ii. **Bosnia & Herzegovina:** Reviews and updates its waste management plan every two years.
- iii. **Malaysia:** Implemented office recycling policies much earlier than when the Parliament of Malaysia passed legislation requiring offices to comply with national recycling programmes, and continues to follow best practice measures.



113 IPPF (2011) *IPPF Standards and Responsibilities of Membership*, s9.7.

114 IPPF (2012) *Medical and Service Delivery Guidelines*. Available at: <https://www.ippf.org/sites/default/files/ippf_medical_and_service_delivery_guidelines_english.pdf> Accessed 12 September 2017.

112 IPPF (2016) *Policy Handbook*, policy 4.17, s7.

More broadly, family planning is a highly effective way to reduce the impact of climate change. One of our key outcome targets is to deliver two billion sexual and reproductive health services by 2022, which includes safe abortion access and contraceptive products.¹¹⁵ According to the *British Medical Journal*, eliminating the need for unmet family planning could contribute between 16–29 per cent of the needed carbon emission reductions required by 2050 to avoid global warming by 2° Celsius.¹¹⁶ Therefore, we consider that delivering rights-based services such as contraception plays a key role in reducing the impact of climate change.

We will also continue to use our membership of advocacy groups such as the [Population and Sustainability Network](#) and [Population and Sustainable Development Alliance](#) to highlight the impact family planning has on climate change, the environment and current unsustainable consumption patterns.¹¹⁷



115 IPPF (nd) *Strategic Framework 2016–2022*, p10.

116 Guillebaud, J. (2016) Voluntary family planning to minimise and mitigate climate change. *BMJ*. 353:i2102

117 IPPF and Population & Sustainability Network (nd) *Climate Change: Time to “think family planning” - An advocacy toolkit for family planning advocates*, p4. Available at: <<http://populationandsustainability.org/wp-content/uploads/2016/11/Climate-Change-Time-to-Think-Family-Planning-Final.pdf>> Accessed 5 August 2017.

IV. HUMAN RESOURCE MANAGEMENT

LA1 SIZE AND COMPOSITION OF TOTAL WORKFORCE

SECRETARIAT OFFICE	EMPLOYEES			LEVEL		
	Full-time	Part-time	Total	Mgt	Employee	Total
Africa	64	2	66	5	61	66
Arab World	23	0	23	4	19	23
Central Office	82	22	104	17	87	104
East and South East Asia and Oceania	39	3	42	4	38	42
European Network	18	9	27	5	22	27
South Asia	4	0	4	2	2	4
Western Hemisphere	59	10	69	6	63	69
Total	283	52	335¹¹⁸	43	292	335

SECRETARIAT OFFICE	GENDER				
	Female	Male	Other	Prefer not to disclose	Total
Africa	30	36	0	0	66
Arab World	15	8	0	0	23
Central Office	72	32	0	0	104
East and South East Asia and Oceania	19	23	0	0	42
European Network	23	4	0	0	27
South Asia	1	3	0	0	4
Western Hemisphere	56	13	0	0	69
Total	216	119	0	0	335

The total Secretariat employee numbers have not altered significantly in 2016 given that there were 369 and 352 employees in 2015 and 2014 respectively. However, the reduced number of employees in South Asia in 2016 reflects the redundancy position of that office as at 31 December 2016.

We were supported by 172,279 volunteers during 2016.¹¹⁹



¹¹⁸ The employee figures reported in IPPF's Financial Statements are marginally different to this report on the basis that different reporting criteria applies. IPPF's Financial Statements report on the average total number of staff employed during the year on full-time contracts in accordance with UK Charity reporting requirements. The Accountable Now report states the size and composition of the workforce as at the end of the reporting period (31 December 2016).

¹¹⁹ IPPF (2017) *Financial Statements 2016*, p14.

EC7 PROCEDURES FOR LOCAL HIRING AND PROPORTION OF SENIOR MANAGEMENT HIRED FROM THE LOCAL COMMUNITY AT SIGNIFICANT LOCATIONS OF OPERATION

We consider that our recruitment processes reflect best practice and comply with all local employment laws and regulations.

We place a strong emphasis on equal opportunity for all. In this regard, our Gender Equality Policy sets out some ways in which we ensure our recruitment policies do not discriminate against any person in any way.¹²⁰

In 2016, the Secretariat operated from seven key locations. We note that we have not been able to report the proportion of senior management hired from the local community across the Secretariat offices. We will provide this data in the 2017 report.

In the Central Office we aim to reflect in our people a wide range of global diversity and experience and support all successful candidates to apply for UK work permits. Regional Offices reflect the diversity and experience of the countries within those regions.

Local hiring of employees is undertaken for all key support functions including human resources (HR), finance, technology and administration. All candidates for roles are assessed on their experience and competency to undertake positions. We are however mindful as a Secretariat that the composition of our people should reflect and represent the diversity of the Federation. Given the size of the Secretariat's presence in each Regional Office location, there is limited impact on the local NGO/public sector recruitment market.

LA10 WORKFORCE TRAINING TO SUPPORT ORGANISATIONAL DEVELOPMENT

We invest in the learning and development of our people through study support, seminars, workshops, conferences, subscriptions to industry groups and coaching/mentoring.

In December 2016, we selected [DisasterReady+](#) as a Secretariat-wide online training portal. We hope to benefit from DisasterReady+ through:

- Enhancing safety and security knowledge through mandatory courses.
- Improving performance through courses related to fundraising, governance and project management.
- Training our people in multiple languages and in any location. Courses are offered in languages in addition to English and the portal can be accessed remotely provided an Internet connection exists.
- Using courses to conduct group/team training sessions.

During 2016, a People Strategy designed to provide greater support for organisational development across the Secretariat was developed through extensive consultation between Central Office and the Regional Offices. The People Strategy has been designed to foster and support seven Key People Enablers; Culture, Engagement, Leadership and Management, Performance, People Planning, HR Service Delivery and Well-being.

The People Strategy will be finalised and launched across the Secretariat in 2017.



120 IPPF (2016) *Policy Handbook*, policy 1.3, s13.

LA12 PERFORMANCE REVIEWS AND CAREER DEVELOPMENT PLANS

Given the size of the Secretariat, IPPF has not invested in a global talent management system. We are conscious that people planning is a critical area for future investment and in 2016 our HR team in Central Office was restructured to allow it to undertake a Business Partnering function. System enhancements are being planned as we move in 2017 to an Enterprise-based system used across all Secretariat locations. It is envisaged that this will provide capacity to deliver a more integrated approach to people planning, workforce training and performance review processes.

All Secretariat employees are required to complete an annual performance review. The appraisal allows the contribution each individual makes to achieving the strategic priorities to be captured along with evidence and feedback on key competencies. We encourage informal half-year appraisals and regular feedback to be provided to all employees.

SECRETARIAT OFFICE	PERFORMANCE REVIEWS IN 2016			
	Completed	Not completed	Total	Comments
Africa	66	0	66	
Arab World	23	0	23	
Central Office	93	11	104	Employees on probation
East and South East Asia and Oceania	42	0	42	
European Network	1	26	27	Office restructure
South Asia	0	4	4	Office transition to Bangkok
Western Hemisphere	56	13	69	
Total employees	281	54	335	
Total (%)	79%	21%		

During 2016, 79 per cent of Secretariat employees completed a performance review. This result is adversely affected by the European Network office, where a major restructure of the office impacted the normal feedback cycle. Therefore, we envisage a higher overall performance in 2017.

The Central Office performance review process, which is similar to those used by other Secretariat offices, involves the following:

CENTRAL OFFICE PERFORMANCE REVIEW PROCESS

i	Self-assessment (1–5 rating) based on Objectives (per previous year's review) and Core Competencies (Organisational Focus, Driving Results and Execution, and Working Effectively with Others). Evidence of achievement is required.
ii	Manager completes the assessment (based on above criteria) and HR assign an overall rating taking into account weightings.
iii	The employee sets Future Objectives for the upcoming year, which must be specific, motivating, measurable, achievable, relevant and time bound.
iv	The employee sets Learning and Development Objectives for the upcoming year.
v	Performance review is signed-off by the employee, their manager and director.

The Directors' Leadership Team provide feedback to each other as part of their performance. Directors' Leadership Team members also receive 360-degree feedback from their direct reports.

The Member Associations, who are responsible for managing their own HR processes and procedures, typically require their employees to complete performance reviews annually. The Member Association accreditation review includes a specific check related to this.

LA13 DIVERSITY IN YOUR ORGANISATION DISPLAYED IN THE COMPOSITION OF GOVERNANCE BODIES AND EMPLOYEES

Diversity is a key value in IPPF and we monitor this across many roles. We consider that diversity in governance is critical to ensure that decisions consider the interests and values of people of all ages, genders and backgrounds. IPPF aims to ensure that gender equality and youth-centred values are reflected in the Federation's organisational structure. We have set explicit percentages for both of these at a governance level and they have been met or exceeded in 2016.

Gender equality is required in the Governing Council's membership composition. At least 50 per cent of the Governing Council must be female and at least one of the Honorary Officers (President and Treasurer) must be female. In 2016, 71 per cent of the Governing Council was female and both Honorary Officers were female.

The diversity of the Governing Council is highlighted by the table below.

IPPF GOVERNING COUNCIL STATISTICS	2014-2016
Average age	48
Age of youngest member	20
Age of oldest member	70
Youth representation (under 25 when elected)	25%
Female representation	67%
Combined years of volunteering at MA level	635
Average years of service at MA level	26
Longest service (years) at MA level of a member	33
Members who have served 20+ years at MA level	30%
Members who have served 10–20 years at MA level	32%

Furthermore, diversity extends to the national level. Females were strongly represented on Regional Executive Boards in 2016. Meanwhile, 86 per cent of the Member Associations had at least one young person on their governing body in 2016.¹²¹

More broadly, 67 per cent of the Secretariat's employees during 2016 were female, which at face value would suggest that IPPF has strong gender equality awareness throughout the organisation. However, as set out under NGO4, the Gender Audit conducted in 2016 highlighted areas for improvement in how we approach gender, both internally and externally. Management has committed to implementing measures that will ensure that gender is appropriately considered across the Secretariat going forward and aims to publish a strategy on this in 2017.

In 2016 the Central Office introduced into all job descriptions a task related to ensuring gender mainstreaming. This not only allows a focus on ways in which all roles can look at gender issues but also allows us to interview candidates on their experience and ideas. A report was also commissioned as to whether the impact of a restructure and redundancy process adversely impacted female employees and the positive results were shared following completion of the process. Gender impact reporting on all future restructures will also provide us with evidence to monitor this important area and take action if required.

IPPF provides support to specific interest groups including the IPPF Sexual and Gender Diversity Network and IPPF+ for those living with HIV. A workplace policy on HIV is in place to ensure that all employees promote a work environment where stigma and discrimination in relation to real or perceived HIV status or vulnerability to HIV infection is eliminated.

NGO9 MECHANISM FOR YOUR WORKFORCE TO RAISE GRIEVANCES AND GET RESPONSE

A wide range of policies is in place to reflect the employment principles and values that IPPF aspires to uphold. These are available to and easily accessed by all employees. They include bullying and harassment, equal opportunities, health and safety, grievance and whistleblowing. The policies are regularly reviewed and consulted on where changes are being made.

Bullying, harassment and workplace grievances:

- Each Secretariat office has policies consistent with local workplace laws that set out processes for the reporting and resolution of bullying, harassment and workplace grievances.
- IPPF wishes to promote an environment that assists its people to function effectively and reach their full potential. This can be achieved only where they are treated professionally and with respect. IPPF does not tolerate bullying or harassing behaviour. All complaints are taken seriously and investigated impartially and objectively. All parties involved are treated with respect and protected from victimisation and discrimination.
- Staff at all levels are trained to act in support and investigation roles within the policy.
- The Member Associations ensure that all of their people, including volunteers, are provided with a safe workplace and have avenues to report bullying, harassment and workplace grievances.

Incident reporting:

We encourage our people to report any incident (or near miss) to their manager.

Following the reporting of an incident, the manager will provide immediate and longer-term support to ensure the person's health and well-being, and assist the person to return to work as soon as possible.

Each key Secretariat location has qualified HR managers available to provide employees with assistance and support regarding any professional or personal matter. The Central Office HR team can also provide confidential guidance and assistance to those considering reporting matters.

A confidential Employees Assistance service was provided to the majority of Secretariat locations in 2016 and is currently being extended to all locations. We are not aware of any employee grievance issues that were not resolved satisfactorily during 2016.



V. RESPONSIBLE MANAGEMENT OF IMPACTS ON SOCIETY

SO1 IMPACT OF ACTIVITIES ON THE WIDER COMMUNITY

We are committed to providing and enabling sexual and reproductive health and rights for all, especially the under-served.¹²² In this regard, we have a number of policies that reinforce this commitment, including the [Protecting Children, Young People and Vulnerable Adults policy](#).¹²³

Some of examples of how we supported the wider community during 2016 include:

- Following Cyclone Winston in Fiji in February 2016, we reached more than 11,000 people with emergency services in 37 villages and settlements.¹²⁴
- The Guatemalan Member Association trained 226 clinic-based service providers regarding Zika prevention. During the first eight months, the Member Association provided counselling and consultations to 20,579 women and distributed 27,443 contraceptive items.¹²⁵
- The Somaliland Member Association, with support from the Ministry of Health, led a secondary school programme that educated 5,500 young people on female genital mutilation. The Member Association trained 300 healthcare workers and 240 teachers to continue to educate young people. In its clinics, the employees and volunteers provided 1,600 counselling services.¹²⁶
- The Kyrgyz Member Association played a key role in the Supreme Council strengthening penalties arising from early and forced marriage in a country where 12 per cent of girls are married before turning 18.¹²⁷ The Member Association also conducted a media campaign to raise awareness and educated young people regarding the impact of early and forced marriage to support change from the grassroots level of the community.
- We supported refugees and migrants through advocacy work towards the UN's [New York Declaration for Refugees and Migrants](#)¹²⁸ and the [Plea for Aleppo](#) appeal.¹²⁹

122 IPPF (nd) *Strategic Framework 2016–2022*, p6.

123 IPPF (2016) *Policy Handbook*, policy 4.16.

124 IPPF (2017) *Annual Performance Report 2016*, p12.

125 IPPF (2017) *Annual Performance Report 2016*, p12.

126 IPPF (2017) *Annual Performance Report 2016*, p4.

127 IPPF (2017) *Annual Performance Report 2016*, p5.

128 United Nations (2016) *New York Declaration for Refugees and Migrants*. Available at: <http://www.un.org/en/ga/search/view_doc.asp?symbol=A/RES/71/1> Accessed 5 September 2017.

129 IPPF (2016) *Plea for Aleppo*. Available at: <<http://www.ippf.org/news/plea-aleppo>> Accessed 31 August 2017.

SO3 PROCESS FOR ENSURING EFFECTIVE ANTI-CORRUPTION POLICIES AND PROCEDURES

The Federation takes corruption, fraud or any form of malfeasance seriously. Given that accountability is one of our key values, we strive to ensure it is upheld in everything we do.

We maintain a zero-tolerance approach towards any finding of fraud being carried out by our people, which involves taking strong disciplinary action and reporting instances to law enforcement organisations.¹³⁰

Some of our anti-corruption measures include:

- **Strong governance:** The Governing Council seeks to fulfil its duty of prudence by ensuring that the Federation's funds and assets are used to carry out its mandated purposes, that it is not exposed to undue risk, and for special care to be exercised when investing or borrowing.¹³¹
- **Good financial management and reporting:** We have sound financial management policies and procedures in place that reduce the risk of corruption. These include a requirement for all Secretariat and Member Association offices to have their financial statements audited by a reputable external accounting firm on an annual basis.
- **Gifts, entertainment and hospitality:** We provide our people with guidance regarding how to manage gifts, entertainment or hospitality provided by stakeholders.¹³² While this policy seeks to uphold integrity in decision-making, we also encourage Member Associations to adapt our guidance based on local cultural values and traditions to avoid embarrassment.
- **Dealings with external suppliers:** We insist that agreements with suppliers include an anti-bribery/anti-corruption clause that entitles IPPF to terminate the agreement if breached.

SO4 ACTIONS TAKEN IN RESPONSE TO INCIDENTS OF CORRUPTION

IPPF has a confidential email reporting mechanism to allow all allegations of fraud to be reported and subsequently investigated and resolved. This [mechanism through which fraud can be reported](#) allows allegations to be reported quickly and easily and ensures that we can respond swiftly and take appropriate action.¹³³

Where fraud allegations are received, a Directors' Leadership Team member is contacted immediately and independent internal auditors investigate the matter and report on the outcome. Details of fraud reports and investigations are reported to the Audit Committee, which then reports to the Governing Council.

IPPF also reports fraud to the UK Charity Commission where serious incident reporting demands such a response.

No incidents of fraud were reported during 2016. We shall be publicising our zero-tolerance approach to fraud in 2017 to ensure that all stakeholders are aware of our reporting and investigation mechanism.



¹³⁰ IPPF (2016) *Policy Handbook*, policy 3.11, s6.

¹³¹ Charity Commission (2015) *The essential trustee: what you need to know, what you need to do*. Available at: <<https://www.gov.uk/government/publications/the-essential-trustee-what-you-need-to-know-cc3/the-essential-trustee-what-you-need-to-know-what-you-need-to-do>> Accessed 31 August 2017.

¹³² IPPF (2016) *Policy Handbook*, policy 3.11, s2.

¹³³ IPPF (nd) *Fraud*. Available at: <<https://www.ippf.org/about-us/accountability/fraud>> Accessed 31 August 2017.

VI. ETHICAL FUNDRAISING AND COMMUNICATION

PR6 PROGRAMMES FOR ADHERENCE TO LAWS, STANDARDS, AND VOLUNTARY CODES RELATED TO ETHICAL FUNDRAISING, INCLUDING ADVERTISING, PROMOTION, AND SPONSORSHIP

i. Ethical fundraising

We believe that ethical behaviour and practices foster the development and growth of philanthropy by instilling confidence in our external stakeholders that we are a reputable organisation which operates with integrity and transparency.

Each Secretariat office takes the privacy and data protection of its donors seriously. Each office is responsible for ensuring it complies with local laws and regulations with respect to fundraising and communications.

The IPPF Secretariat is required to report donations in its financial statements and highlight institutional gifts and gifts in kind by name. We also disclose each restricted fund and the institutional donor and name of the fund. Donors' names are only disclosed if they have provided explicit consent. Gifts in kind are valued in line with the financial policies and audited externally.

The Western Hemisphere Regional Office is a leading example of how sound privacy procedures uphold integrity and transparency. Its [Privacy Policy](#) governs the use of donations, acknowledgment of donations, and ensures that the donors' relationship with the organisation is professional in nature.¹³⁴

ii. Communications

We respect the dignity of all people that we serve. We have internal policies that govern how we use content (i.e. photos, case studies, film etc.) of clients, volunteers and donors in external communications. Importantly, we require anyone whose content we would like to use to sign a release form that expressly authorises the use of the content, and how it will be used (i.e. website, advertising, campaigns etc.)

Our policies protect the identity of youths by requiring the parent/legal guardian to authorise the use of content where the person is under 18 years of age. We also avoid using images of babies or younger children where they are by themselves and, where possible, arrange them to be accompanied by a parent or relative.

iii. Transparency

The Secretariat is committed to freely sharing information with all its stakeholders in pursuit of "accountability, learning, trust and good performance."¹³⁵ However, we do not disclose information in a number of instances, including if it was provided to IPPF under a duty of confidentiality (such as from a donor or medical professional regarding an employee) or where disclosure could jeopardise our competitiveness in fundraising.¹³⁶

The Member Associations are encouraged to develop their own policies in accordance with local laws and values.¹³⁷

No complaints or breaches regarding fundraising and communication activities were reported during 2016.



¹³⁴ International Planned Parenthood Federation: Western Hemisphere Region (nd) Terms of Use. Available at: <<https://www.ippfwhr.org/en/terms-of-use>> Accessed 5 August 2017.

¹³⁵ IPPF (2016) *Policy Handbook*, policy 3.10, s1.

¹³⁶ IPPF (2016) *Policy Handbook*, policy 3.10, s5.

¹³⁷ IPPF (2016) *Policy Handbook*, policy 3.10, s4.



ANNEX A

IPPF SELF-ASSESSMENT TABLE

1 - Unacceptable
3 - Meeting expectations
5 - Exceptional

	PERFORMANCE INDICATORS	COMMITMENTS TO IMPROVE (WHERE SELF-ASSESSED RATING IS 1–3)	SELF-ASSESSMENT
NGO1	Involvement of affected stakeholder groups to inform the design, implementation, monitoring and evaluation of policies and programmes	<ul style="list-style-type: none"> Better capture existing evidence of how stakeholder groups contribute to our programmes, policies and services 	3
NGO2	Mechanisms for stakeholder feedback and complaints to programmes and policies and in response to policy breaches	<ul style="list-style-type: none"> Support Member Associations in introducing more complaints mechanisms Publicise more widely the Secretariat complaints filing mechanism 	3
NGO3	System for programme monitoring, evaluation and learning (including measuring programme effectiveness and impact)		4
NGO4	Measures to integrate gender and diversity into programme design and implementation, and the monitoring, evaluation, and learning cycle	<ul style="list-style-type: none"> Implement measures highlighted in the 2016 Gender Audit 	3
NGO5	Processes to formulate, communicate, implement and change advocacy positions and public awareness campaigns		4
NGO6	Processes to take into account and coordinate with other actors		4
NGO7	Resource allocation, tracking and control		4
NGO8	Sources of funding by category e.g. government, corporate, foundation, membership fees, in-kind donations and other		5
EN16	Report the total of direct and indirect greenhouse gas emissions by weight at the organisational level	<ul style="list-style-type: none"> Implement an environmental management system across all Secretariat offices Report greenhouse gas emissions as a Secretariat Set collective key performance indicators for the Secretariat 	2
EN18	Initiatives to reduce greenhouse gas emissions at the organisational level and reductions achieved	<ul style="list-style-type: none"> Reduce 'non-essential' employee travel Require all employees to complete at least one environmental awareness course On-site training regarding best practice measures to reduce environmental impact 	2
EN26	Initiatives to mitigate environmental impacts of activities and services		4
LA1	Size and composition of total workforce: number of employees (part- and full-time) broken down by geographical region and responsibility levels and number of volunteers where possible		4
EC7	Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation		4

LA10	Workforce training to support organisational development	<ul style="list-style-type: none"> Achieve strong Secretariat-wide participation in the DisasterReady learning platform Invest in office-based Learning Days and/or group training sessions to develop new (or rarely used) skills 	3
LA12	Performance reviews and career development plans	<ul style="list-style-type: none"> Increase employee performance review completion rate across Secretariat from 79 per cent 	3
LA13	Diversity in your organisation displayed in the composition of governance bodies and employees		5
NGO9	Mechanism for your workforce to raise grievances and get response		5
SO1	Impact of activities on the wider community	<ul style="list-style-type: none"> Better capture existing examples of how Member Associations assist local communities, including in humanitarian contexts 	3
SO3	Process for ensuring effective anti-corruption policies and procedures		5
SO4	Actions taken in response to incidents of corruption		5
PR6	Programmes for adherence to laws, standards, and voluntary codes related to ethical fundraising, including advertising, promotion, and sponsorship		4

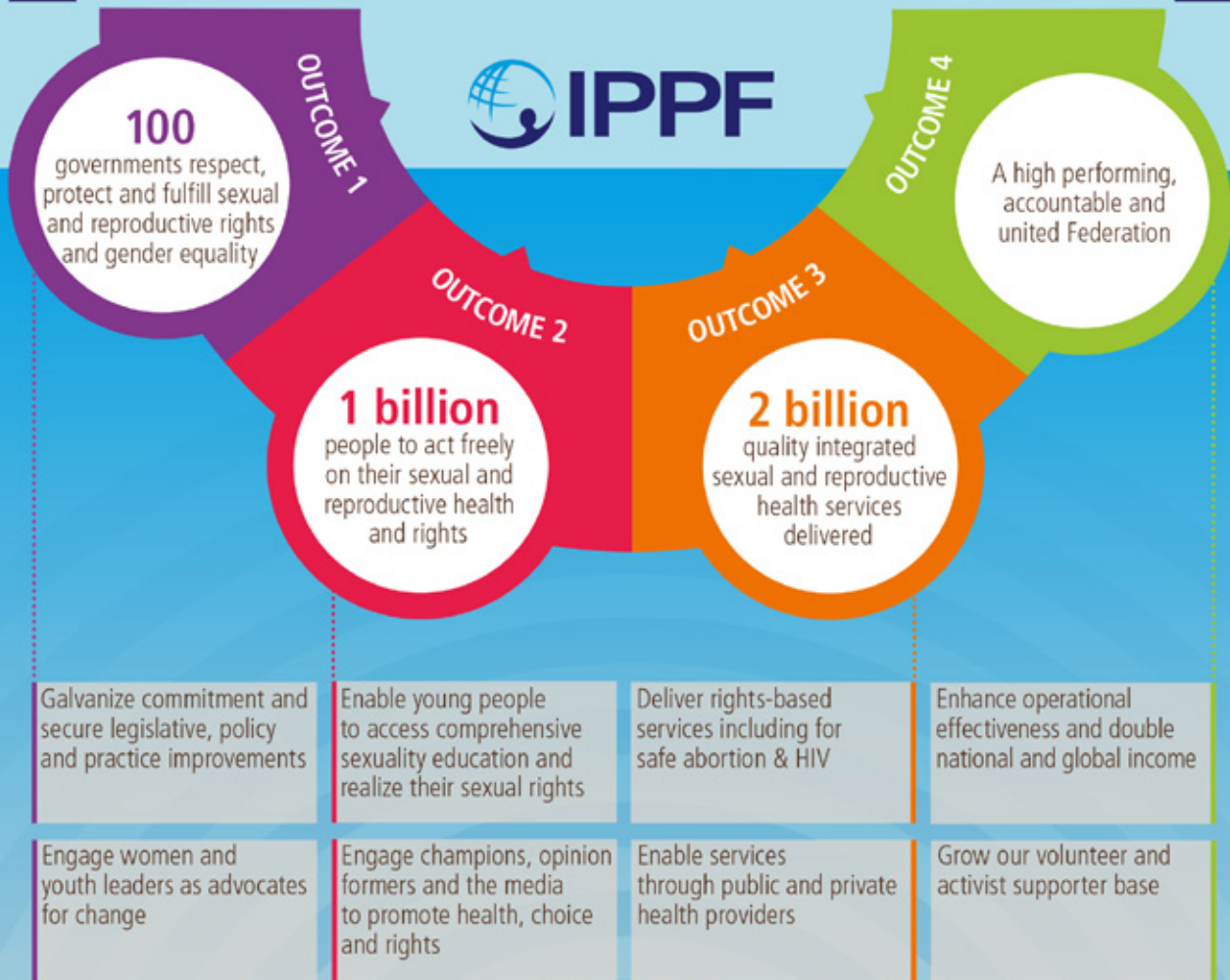


Photos:

IPPF/Tommy Trenchard/Uganda (front cover)
 IPPF/Tommy Trenchard/Uganda (p2)
 IPPF/Peter Caton/Sri Lanka (p7)
 IPPF (p8)
 IPPF/Chloe Hall/Cuba (p10)
 IPPF/Chloe Hall/Bolivia (p12)
 IPPF/Jon Hopkins/Kenya (p13)
 IPPF/Mustafa Quraishi/Afghanistan (p14)
 IPPF (p21)
 IPPF (p22)
 IPPF/Freddy Meert/Rwanda (p23)
 IPPF/Toan Tran/Haiti (p27)
 IPPF/Peter Caton/Sri Lanka (p28)
 IPPF/Graeme Robertson/Macedonia (p29)
 IPPF/Mustafa Quraishi/Afghanistan (p30)
 IPPF/Pakistan (p33)
 IPPF/Tom Pliston/Nepal (p34)
 IPPF/Iran (p35)
 IPPF/Soroosh Milanizadeh (p35)
 IPPF/Suzanne Lee for SPRINT (p36)
 IPPF/Graeme Robertson/Nepal (p38)

OUR VISION

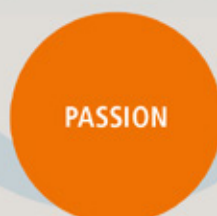
ALL PEOPLE ARE FREE TO MAKE CHOICES ABOUT THEIR SEXUALITY AND WELL-BEING, IN A WORLD WITHOUT DISCRIMINATION



IPPF'S MISSION

TO LEAD A LOCALLY OWNED, GLOBALLY CONNECTED CIVIL SOCIETY MOVEMENT THAT PROVIDES AND ENABLES SERVICES AND CHAMPIONS SEXUAL AND REPRODUCTIVE HEALTH AND RIGHTS FOR ALL, ESPECIALLY THE UNDER-SERVED

OUR VALUES





**Published in December 2017 by the
International Planned Parenthood Federation**
4 Newhams Row, London SE1 3UZ, UK

tel +44 (0)20 7939 8200
fax +44 (0)20 7939 8300
web www.ippf.org
email info@ippf.org

UK Registered Charity No. 229476