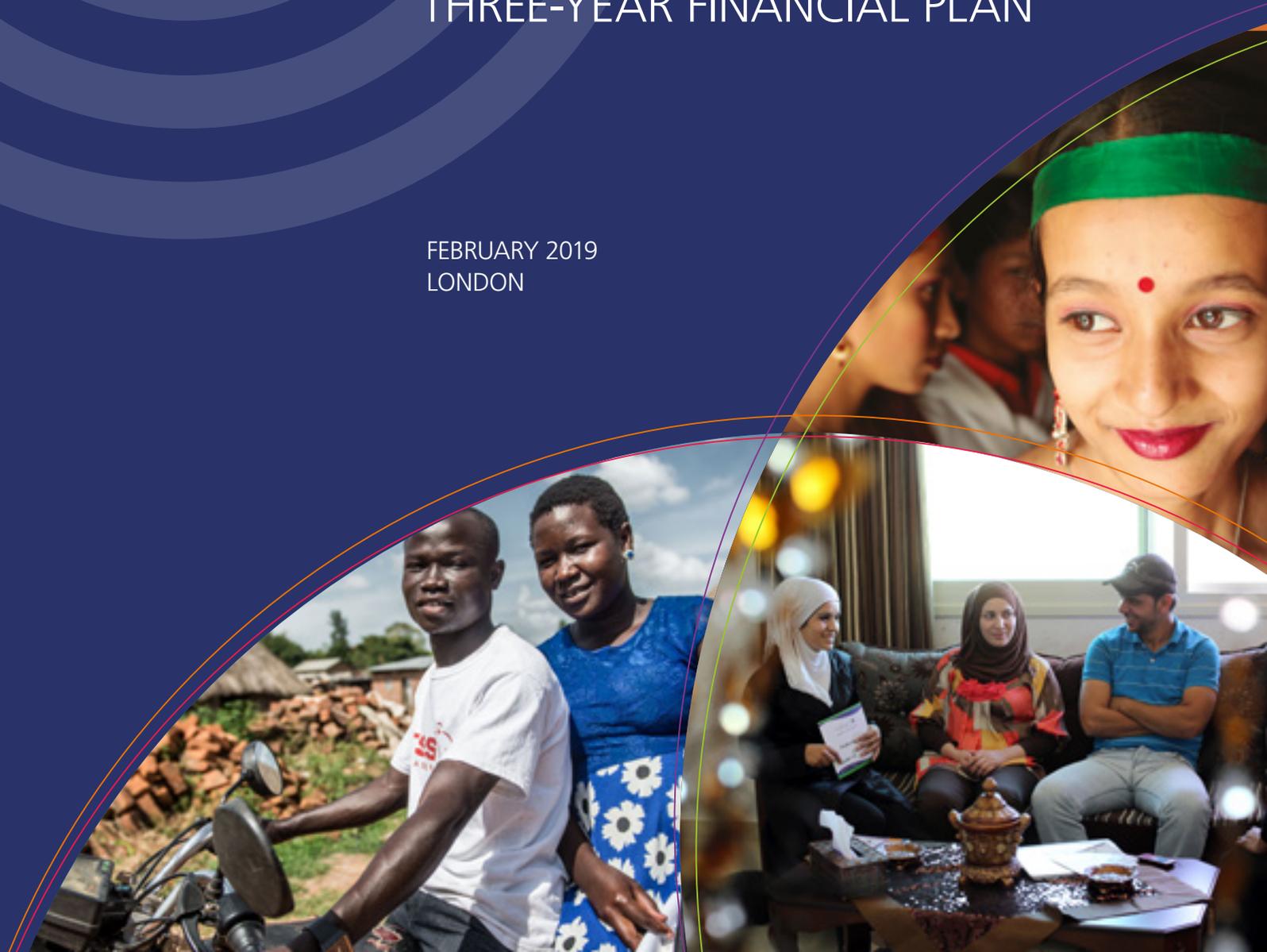




# A ROADMAP TO TRANSFORM IPPF

SECRETARIAT BUSINESS PLAN AND  
THREE-YEAR FINANCIAL PLAN

FEBRUARY 2019  
LONDON



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# EXECUTIVE SUMMARY

This document presents a clear roadmap to transform the International Planned Parenthood Federation (IPPF). It seeks to radically improve performance by driving business planning, changing behaviour and unleashing capabilities throughout the organization.

We have a **solid foundation** to underpin this transformation effort, namely:

- Our Federation of 135 locally owned and globally connected Member Associations constitutes a vast organizational footprint with harmonized activities advancing the Sustainable Development Goals.
- With grant-receiving Member Associations generating two-thirds of income domestically, we have a viable economic model. International donor support is significant and has scope for growth.
- Our Strategic Framework (2016–2022) is well established across the Federation and has buy-in from Member Associations. It provides a clear sense of direction, and is fully aligned with the Guttmacher-Lancet Commission’s holistic vision of sexual and reproductive health and rights.

We have a **burning platform**. Urgent, radical action is required for the following reasons:

- An emboldened opposition, better organized and funded than ever, is beginning to reverse the hard-fought gains of the last two decades. Institutional and normative assets are being destroyed.
- Trust in institutions is in decline. Recent crises in the sector, including on safeguarding, as highlighted by the #MeToo and #AidToo movements, have eroded public support.
- WISH, a £130 million three-year contract, will pay in arrears for third-party verified performance. Only a more commercial IPPF – with tight management and streamlined systems – will deliver.

Major, sustained, **improved performance** is needed in order to **deliver our ambitious Strategic Framework** for the people and communities we serve. Quality, services, empowerment, new skills and a cultural change are vital and must be linked to tough measures of performance. Increased services and revenues (domestic and international), lower costs, and more efficient use of assets are all critical.

- 1) **Strategy and direction.** To create the preconditions for improved performance, we have driven a concerted effort to operationalize our Strategic Framework. We have identified a limited set of prioritized initiatives with clear milestones. The Strategic Framework targets remain unchanged.
- 2) To sustain improvement we are working towards strengthening **core processes** and achieving **lasting cultural and behavioural change**. A Secretariat-wide staff engagement survey (with external benchmarking) has informed this plan and provided a baseline. A Member Association survey to better understand how the Federation adds value will follow.

An initial review of four core processes: management of core grants and restricted projects; technical assistance to Member Associations; advocacy; and resource mobilization provides the framework on which we will build a dynamic Federation centred on Member Associations, rather than the Secretariat.

- 3) For the first time, we have developed a **three-year financial plan (2019–2021)** across the Federation. The plan ties business planning and the resource mobilization roadmap together. It shows how individual contributions to IPPF fit within the overall picture.

The best way to change culture and systems is to focus on improving performance at the same time. This document offers a radical – and systematic – plan to enhance performance and deliver lasting impact in the current environment. It offers an opportunity for you to join, support and, together, win big. An investment of **US\$48.3 million over three years** will have a huge effect, enabling IPPF to implement its far-reaching strategy.

“Radically improve performance by closing targeted delivery gaps, changing behaviour and unleashing capabilities throughout the Federation.”

# BUSINESS PLAN

IPPF is a global service provider and leading advocate of sexual and reproductive health and rights (SRHR) for all. We are a worldwide Federation of 135 national Member Associations (MAs) with over 29,000 staff and hundreds of thousands of volunteers working with and for communities and individuals.

IPPF is committed to universal health coverage (UHC): to achieving equitable access to life-saving, quality sexual and reproductive health care for all, including the most marginalized and hard-to-reach groups. An estimated eight out of ten of our clients are poor and vulnerable.

We know that to advance health, we must advance rights. At every level, we strive to respect and protect the rights of women and girls, promote gender equality and redress unequal power imbalances between women and men.

Our integrated approach to the delivery of essential, rights-based sexual and reproductive health (SRH) services and information is fully aligned with the Guttmacher-Lancet Commission's comprehensive vision of SRHR. We serve our clients without discrimination or judgement, and we respect the right of all individuals to freely define and express their sexual orientation and gender identity.

## STRATEGY

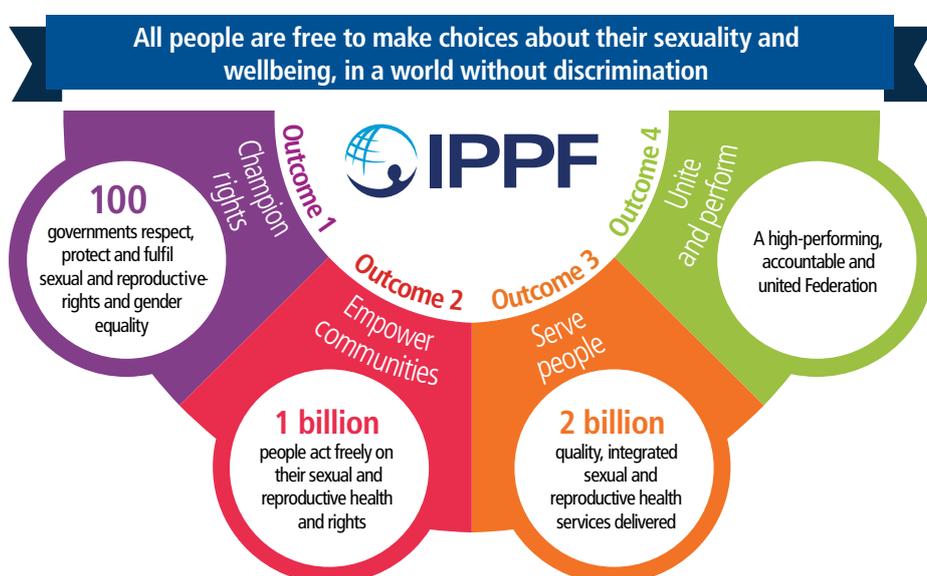
IPPF's *locally owned, globally connected* Strategic Framework (2016–2022) offers a bold and aspirational vision of what IPPF plans to achieve. It is the culmination of an extensive global consultative process involving MAs, partners and donors.

IPPF reports on a regular basis (through Annual Performance Reports) to investors and supporters on its performance against the strategy's Results Framework. This includes ambitious measures of performance. We are on track to achieve many of the targets set in the Strategic Framework. Nevertheless, results from 2017 demonstrate that in order to drive progress, there is a compelling need to:

### Step up our contribution to policy change and movement building

- IPPF contributed to 146 policy and legislative changes in support or defence of SRHR. This includes 26 sub-national and 104 national changes in 66 countries. But we must reclaim ground against an opposition that is emboldened, better organized and better funded than ever.
- IPPF supported 1,015 youth and women's groups, including 456 women's groups, 334 youth groups and 225 groups that improve the lives of women and young people. But a concerted effort is now required to channel the energy and passion that have been mobilized across the globe to build a wider movement.

### IPPF'S LOCALLY OWNED, GLOBALLY CONNECTED STRATEGIC FRAMEWORK (2016–2022)



## Expand access to quality services and information

- MAs provided comprehensive sexuality education to 31.3 million young people and reached an estimated 140.7 million people with positive messages on SRHR. But we need a plan – one that is fit for purpose in this digital world – to ensure more young people in targeted countries are meaningfully engaged and actively participate in SRHR programmes.
- IPPF delivered a total of 208.6 million SRH services. This includes 163.9 million services provided by IPPF directly and a further 44.7 million services enabled by IPPF through partnerships with public and private providers. Just over 42 per cent of these services were delivered to young people (under the age of 25).
- A concerted effort is now required to scale up the delivery of quality SRH services in countries where no other large private sector provider or NGO is meeting the needs of the poorest and most vulnerable populations.
- IPPF provided 21.1 million couple years of protection (CYP). Delivering quality contraceptive services prevented 6.6 million unintended pregnancies and averted 1.7 million unsafe abortions.
- IPPF delivered services to an estimated 3.1 million people in humanitarian settings. This falls far short of where we need to be if international commitments are going to be met.

## Expand our revenue base

- IPPF's total income through the Secretariat was US\$125.1 million. This is a slight decline from 2016, driven by the devastating Global Gag Rule, which was reinstated and expanded by the US Administration in January 2017.
- Grant-receiving MAs generated a total income of US\$291.7 million. Nearly half (48 per cent) of this was raised through social enterprise activities.
- But this is not sufficient to deliver our far-reaching Strategic Framework. A targeted investment of **US\$48.3 million** – a relatively modest proportion of the income generated by IPPF Secretariat – is urgently required to accelerate progress. See page 19 for details.

## Close gaps: fast-track progress

Guided by the Strategic Framework and its ambitious targets, IPPF has identified **six areas** where the performance gaps are greatest. We need to intensify efforts in these areas in order to achieve the Strategic Framework targets. Therefore, in early 2018, we created solution teams to design initiatives that will close these gaps. For each of the initiatives we have identified indicators, budgets and assigned individual responsibility. Representatives from all six teams came together with key technical staff to adopt a multidisciplinary approach. They addressed linkages and possible overlaps and ensured cross-cutting issues were fully integrated (see page 10). The six solutions will drive rapid implementation of the Strategic Framework in the areas where progress has lagged behind.



## SIX SOLUTIONS



### SOLUTION 1: BUILD THE MOVEMENT

This solution envisions a resilient and open society that takes ownership and upholds SRHR: a society where all individuals access equal opportunities and share responsibility.

IPPF MAs will catalyse strategic partnerships, forming alliances with non-MAs, to accelerate a unified demand for increased resources, championing UHC and advancing SRHR within a diverse community.

Digital technology is now pivotal to movement building, and SRHR discussions in the digital world have become polarized and emotive. IPPF's flourishing new movement must therefore strategically integrate the cultural and social shifts in the digital world to build digital communities that take action in favour of SRHR and generate support for a shared agenda. Three initiatives have been designed to this effect. They will work from a broad movement hub that bridges advocacy and communications to:

1.1. Strengthen 18 national movements: galvanizing a worldwide groundswell of opinion towards realizing SRHR

demands and achieving UHC, sparking engagement with other regional and global movements. As a central part of this effort, IPPF will host the SheDecides Support Unit and the SRHR NEXUS Initiative. NEXUS will build on the existing momentum created by SheDecides and will complement advocacy work by mobilizing SheDecides government champions and other leaders at the UN level.

1.2. Develop digital in-country communication strategies, using technologies to sway public opinion and influence the public's emotions in support of the movement's shared SRHR agenda.

1.3. Reframe the debate: generating compelling arguments and an evidence-based narrative to persuade the 'movable middle' – opinion leaders and decision-makers – about a shared SRHR agenda. This includes setting up a leadership academy for service providers as agents of change.

- **SheDecides and NEXUS**
- **Digital first**
- **Reframe the debate**



## SOLUTION 2: RECLAIM THE SPACE, COUNTER OPPOSITION

We are facing an emboldened opposition. It is stronger, better organized, better funded and more aggressive than ever. It has invested in litigation, strategic communication and social mobilization. It is mounting a concerted attack, working with and funding far-right and populist movements, taking advantage – at least in some countries – of shrinking civil society space and funding gaps.

Our movements have not adapted effectively to this shifting landscape. They lack sufficient coordination and sophistication to respond with both proactive and reactive strategies. Fragmentation is jeopardizing the progress of the SRHR agenda as a whole, and IPPF MAs are coming under direct attack. The following three initiatives will keep MAs and collaborative partners safe, better equipped to advance SRHR, neutralize opposition attacks, and gain ground in key countries as well as regional and global spaces:

2.1. Establish a *Rapid Response and Expertise Hub* to provide up-to-date intelligence on the opposition, track trends, act as a watchdog and alert mechanism, and share information with MAs and others. The hub will use research into the opposition, generate talking points, social media graphics, short videos, and produce targeted content to arm the SRHR community against

opposition attacks. It will foster a culture of rapid response that will not only track the opposition but also counter it swiftly and effectively in the digital realm where the fight is largely taking place. The hub will put in place measures to protect MAs against physical and digital attacks. By exposing the opposition's agenda and strategies, we will discredit and weaken it in the eyes of the public.

2.2. Focus on narratives and framing messages. The hub will develop powerful, accessible and engaging narratives based on SRHR and gender equality, tailored to the specific context and deployed to transform and accelerate the agenda. It will use research data on public attitudes (on our issues, values and other important parameters) and work with MAs to drive success across different domains within the Federation, including political advocacy, communications and strategic partnerships.

2.3. Strengthen MAs' advocacy and communications capacity (key staff, volunteers and youth activists) in a targeted way to advance the agenda and counter the threats we face.

- **Rapid Response Hub**
- **Narratives and framing**
- **Unbranded communications**





## SOLUTION 3: ENABLE AND EMPOWER YOUNG PEOPLE

Young people remain at the heart of our work and our Strategic Framework. It is essential that more young women and men are empowered to claim and enjoy their sexual rights, receive comprehensive sexuality education (CSE) – in and out of school – and have access to youth-friendly SRH services, delivered by non-judgemental providers. In 2017, IPPF delivered 88.6 million SRH services to young people.

Since we developed our Strategic Framework, the steady rise of political and religious opposition to CSE and SRHR has limited the funding and delivery of comprehensive services, information and education to young people. A growing mistrust of evidence and science, coupled with the spread of myths, is linked to an increasingly popular ideology that threatens sexual and reproductive rights, including the right of all individuals to define and express their sexual orientation and gender identity. At the same time, IPPF has been slow to harness the potential of communication technologies to improve young people's health and wellbeing, including accessing and delivering information and services in a safe, confidential way.

The following three initiatives will be implemented to ensure that quality, youth-centred SRH services and CSE are delivered and enabled to young people, including the youngest and most marginalized, and young people in targeted countries are empowered to participate meaningfully in SRHR programmes, advocacy and decision-making:

3.1. Implement and monitor a data-driven, systematic, funded plan for scaling up best practices, including Regional Office to MA, and MA-to-MA capacity building on state-of-the-art tools and the latest standards for CSE, youth-friendly services and the youth-centred approach.

3.2. Establish a youth-led *IPPF Youth Social Venture Fund*: an incubator for entrepreneurs to develop innovative technology in support of SRHR.

3.3. Build funded youth networks that will inspire more young people as activists in order to create a supportive environment and ensure genuine youth involvement in programme design and delivery, monitoring and evaluation, as well as advocacy and decision-making processes within and beyond MAs.

- CSE Institute
- Youth Social Venture Fund
- Youth networks



## SOLUTION 4: BUILD MA CAPACITY

Our vision: strong, dynamic MAs attuned to their environment, influential and responsive to the sexual and reproductive rights and needs of the people and communities they serve.

A recent *Lancet* article highlighted that “4.3 billion people of reproductive age worldwide will have inadequate sexual and reproductive health services over the course of their lives.”<sup>1</sup> In 2017, IPPF provided services to an estimated 59.1 million poor and vulnerable people – that’s eight out of ten of all service users. In over 50 countries, an IPPF MA is the largest NGO/private sector provider of SRH services. It is vital to strengthen these networks, particularly where many people have no alternative, and promote a shift towards web-enabled, user-controlled services. Our goal is to ensure that no one is left behind.

The following three initiatives will ensure that stronger MA operational and technical capacity results in greater reach and impact, and facilitates MA-to-MA support globally:

4.1. Establish an investment fund to build the capacity of a critical number of MAs to deliver quality SRH services. MAs will be invited to complete an organizational assessment form and submit plans on a competitive basis to access funding for intensive capacity building, particularly for service delivery to poor and vulnerable populations. Centres of excellence with responsibility for MA-to-MA technical assistance will be developed and cross-Federation learning promoted.

4.2. Ensure selected MAs have up-to-date data and robust human resource and financial management systems in place to inform management decisions. This will maximize efficiency and boost competitiveness.

4.3. Reorient IPPF’s accreditation system so that it is conducted as a capacity assessment, capacity building and accountability tool through a participatory process whereby a tailored capacity building plan is developed and implemented.

- MA capacity building stream
- MA decision-making
- Accreditation to capacity





## SOLUTION 5: SRHR FOR CRISIS-AFFECTED PEOPLE

Globally, 130 million people are in need of humanitarian assistance and protection.<sup>2</sup> Crises are lasting longer, causing human suffering and reversing development gains. Women and girls are disproportionately affected in crisis settings. A quarter of those in need are young people and adolescents who are at higher risk of sexual and gender-based violence, HIV, sexually transmitted infections, unintended pregnancies and maternal morbidity and mortality.

SRHR is recognized globally as a critical need in crisis settings. At the operational level, however, it does not receive the attention it deserves. People affected by crisis must receive timely, quality, life-saving, gender-responsive and inclusive SRH services.

In 2017, IPPF delivered vital SRH services to an estimated 3.1 million people in need of humanitarian assistance. Given the scale of the need, this falls desperately short. IPPF will focus on large-scale, protracted crises. The following two initiatives will ensure that crisis-affected people in 15 priority countries receive timely, quality SRH services – a tenth of which will be delivered via the life-saving Minimum Initial Service Package (MISP):<sup>3</sup>

- Secretariat rapid response
- MA disaster preparedness plans

5.1. Strengthen the capacity of IPPF Secretariat to put in place agile, accountable and responsive systems to ensure a rapid life-saving humanitarian response (within 72 hours of the disaster event or upsurge); maintain the response in protracted, complex crises; report accurately on outcomes; and protect IPPF staff in crisis settings. This requires modifying global operational policies in the areas of finance, human resources, procurement, communication and security to respond in an agile, timely way to breaking disasters, and provide support in crises.

5.2. Build the capacity and capability of 15 MAs in countries at high risk of an acute crisis or in protracted crisis so that they can respond rapidly (within 72 hours) as well as effectively; and/or scale up the delivery of life-saving, essential SRH services; and transition to comprehensive as the situation allows. This strategy will enable us to maximize our impact.





## SOLUTION 6: DEVELOP LEADERS, BOOST CULTURE

As its culture rapidly evolves to deliver the global strategy, IPPF envisions itself as a high-performing Federation with a diverse leadership that includes women, girls and young people.

The lack of a clear roadmap for delivering the Strategic Framework has diluted accountability and fostered an environment where poor performance and behaviour have been tolerated. A culture of mistrust has developed over the years. Weak feedback mechanisms have prevented IPPF from learning and taking appropriate action. There has been limited awareness of the importance of promoting gender equitable leadership in IPPF and the sector more broadly, with scant investment in young and female leadership.

Now is the time to move up a gear. We urgently need to develop a culture of accountability, transparency, solution orientation and collaboration. The following three initiatives will ensure that high performance is driven across the Federation:

6.1. Clarify mandates, authority and accountability at all levels to forge a Federation that works effectively and efficiently together: an IPPF that can achieve its objectives and deliver results rapidly to benefit the most marginalized and vulnerable populations.

6.2. Introduce and embed performance management systems and processes at all levels (individual, team, Secretariat, governance) and improve communication channels with MAs.

6.3. Invest in a more diverse leadership, especially women, girls and young people, at all levels of the Federation (Secretariat, Governing Council and MAs), where leaders are proactively steering the work of IPPF and putting the most vulnerable people at the heart of everything we do.

The above interventions are designed to accelerate implementation of the Strategic Framework in the areas where progress has stalled. We have also integrated priority areas from the previous Secretariat implementation plan to produce one overall Business Plan that guides collective delivery across the Secretariat. Team and individual objectives are being aligned with expected performance.

- **Clear accountability**
- **Performance management**
- **Leadership development**



# CROSS-CUTTING ISSUES IN THE BUSINESS PLAN

## GENDER

Because there can be no SRHR without gender equality, a gender-transformative approach is included and explicit in each of the six solutions. In practice, this means that:

- The leadership of women and girls will be prioritized. This entails understanding the role of gender norms and expectations, and actively promoting female leadership.
- All efforts will aim to respect, protect and fulfil the human rights of women and girls. This entails increasing awareness of women's rights, advocating for laws and policies that promote gender equality and human rights, empowering women and girls to claim their rights, and working with men and boys.
- Movement building will connect with feminists and women's rights organizations and activists to build a wide movement championing the human rights of women and girls.
- All programmatic and advocacy initiatives will apply a gender-transformative approach. This approach uses a 'gender lens' to identify the different needs, concerns and roles of women and men, girls and boys, and transgender people; and to understand power, gender and diversity dynamics. It entails actively challenging and changing harmful gender norms and relationships and removing gender-related barriers to services and information. A key focus will be accelerating efforts to end violence against women and girls, including protecting and empowering women and girls in protracted crises.

“ There can be no sexual and reproductive health and rights without gender equality. ”

## YOUTH

Young people are at the centre of this Business Plan. Young women and men will be supported to break down the barriers created by a lack of youth-friendly services and accurate information, limited funding, parental and community judgement, geographic location and restrictive laws and policies.

Efforts will lead to increased visibility, leadership, funding and prioritization of youth issues as well as improved service delivery. The two-way exchange between IPPF and youth stakeholders will result in young people being able to participate freely and openly in their communities. This shift towards realizing rights, equality, democratic decision-making and good governance will help move young people away from nationalism, populism and harmful cultural and gender norms, empowering them to take control of their own lives and play an active role in society.

## VULNERABLE AND MARGINALIZED POPULATIONS

Under the Business Plan, IPPF will scale up the delivery of comprehensive, quality services and amplify the voices of the poorest and most vulnerable populations, especially young people; women and girls (who are disproportionately affected by poverty); people affected by inequalities, stigma and discrimination (including on the basis of their sexual orientation, gender identity or HIV status); people with disabilities; and those facing acute and protracted crisis.

By strengthening leadership and MA capacity to deliver services – complemented by efforts to create a favourable environment through movement building and countering opposition – IPPF will ensure that those people who are truly marginalized are not left behind.

## OVERVIEW OF SIX SOLUTIONS

	<b>SOLUTION 1</b> Build the movement	<b>SOLUTION 2</b> Reclaim the space, counter opposition	<b>SOLUTION 3</b> Enable and empower young people	<b>SOLUTION 4</b> Build MA capacity	<b>SOLUTION 5</b> SRHR for crisis-affected people	<b>SOLUTION 6</b> Develop leaders, boost culture
<b>IMPACT BEYOND LIFE OF BUSINESS PLAN</b>	A resilient and open society that takes ownership and upholds SRHR with equal opportunities and shared responsibility.	Decision-makers and the public embrace SRHR, thereby reducing the opposition's influence.	More young people are empowered to claim and enjoy their sexual rights, receive CSE and have access to youth-friendly SRH services.	Strong, dynamic MAs attuned to their environment, influential and responsive to the sexual and reproductive rights and needs of the people and communities they serve.	Crisis-affected populations receive timely, quality, life-saving, gender-responsive and inclusive SRH services.	IPPF is a high-performing Federation with a diverse leadership and culture that adapts and evolves at pace to deliver the global strategy.
<b>RESULTS AND OUTCOMES</b>	Women, youth and other movements are mobilized and demand socio-political change, leading to governments' guarantee of universal access to quality sexual and reproductive health education and services and the empowerment of all people to exercise and enjoy their rights.	IPPF Member Associations and partners are safe and better equipped to advance SRHR and neutralize opposition attacks.  Ground is preserved or gained in key countries, regional and global spaces, with respect to the legal and policy framework and public and political support.	Quality (rights-based, confidential, gender-sensitive, stigma-free) youth-centred SRH services and gender-transformative CSE are delivered and enabled to young people, including the youngest and most marginalized.  Young people, particularly girls, very young adolescents and the most marginalized in targeted countries are engaged and mobilized to meaningfully participate in SRHR programmes, advocacy and decision-making.	Stronger MA operational and technical capacity results in greater reach and impact, and facilitates their support of other MAs globally.	By 2022, 15% of crisis-affected people, especially the most marginalized, in need of SRH services in 15 high-risk countries are receiving quality SRH services and 10% of these will be via the life-saving MISIP.	High performance is driven across the Federation, grounded in a culture of accountability, solution orientation, transparency, openness and collaboration.
<b>OUTPUTS AND ACCOUNTABILITY</b>	A worldwide movement is created, building and strengthening 18 national movements across all regions towards realizing SRHR demands and achieving UHC, sparking engagement with other regional and global movements.  Digital in-country communication strategies are developed, using technologies to empower and influence the general public's emotions to support the SRHR shared agenda.  Arguments and a compelling narrative are generated, based on evidence to convince the 'movable middle': stakeholders, opinion leaders and decision-makers (such as health providers, public figures, media and politicians) about SRHR shared demands.	MAs and partners have increased and more agile access to information, intelligence and key strategies for neutralizing the opposition (via the Rapid Response Hub).  Powerful and accessible SRHR and gender equality narratives and messaging are developed, contextualized and deployed to transform the agenda, foster wider political and public support and expose and discredit the opposition.  Strengthened targeted MA advocacy and communications capacity (key staff, volunteers and youth activists) in a tailored way to advance the agenda and counter the threats that we face.	Data-driven, systematic funded plan implemented and monitored for scaling up best practices.  Youth Social Venture Fund established to develop new technology in support of SRHR.  Funded IPPF youth networks built that will inspire more young people, including girls, as activists to create a supportive environment for meaningful participation in programmes, advocacy and decision-making.	Investment fund established to build the capacity of a critical number of MAs, facilitate MA-to-MA technical assistance and promote cross-Federation learning.  Selected MAs have up-to-date data, human resource and financial management systems in place to inform management decisions and improve efficiency and competitiveness.  IPPF's accreditation system is reoriented as a capacity assessment, capacity building and accountability tool.	Strengthened capacity of IPPF Secretariat to put in place agile, accountable and responsive systems to ensure a rapid life-saving humanitarian response, maintain the response in protracted/complex crises and protect Federation staff in crisis settings.  Strengthened capacity and capability of 15 MAs in countries with high risk of acute crisis or in protracted crisis so that they can respond rapidly, effectively and/or scale up the delivery of life-saving, essential SRH services and transition to comprehensive as the situation allows.	Clarified mandates, authority and accountability at all levels of the Federation.  Performance management systems and processes introduced and embedded at all levels (individual, team, Secretariat, governance) and communication channels with MAs improved.  Improved diverse leadership capacity, especially women and young people, at all levels of the Federation (Secretariat, Governing Council and MAs), where leaders are proactively steering the work and putting the most vulnerable people at the heart of everything we do.



# OPTIMIZING CORE PROCESSES AND ACHIEVING LASTING CULTURAL CHANGE

Our goal is to radically change the culture of IPPF, while maintaining the staff's passion and professionalism. We want large numbers of people throughout IPPF – in Central and Regional Offices, Member Associations and front-line clinics – to maximize their performance.

We have adapted the way in which we set appropriate goals and performance objectives, evolving from an approach centred on the Secretariat to one focused on the MAs. To allow the Federation to reach its full potential, the Business Plan moves us away from a Secretariat-centred 'hub and spoke' approach to a genuinely networked multi-polar approach, where MAs are invested in to provide technical assistance (TA) and support to each other.

“ Our goal is to radically change the culture of IPPF, while maintaining the staff's passion and professionalism. ”

## MA-CENTRIC APPROACH

The Business Plan proposes transitioning to a new business model. This is a game changer. There is a recognition at the Secretariat that MAs are an asset for technical assistance efforts. A **MA-centric approach** is proposed where MAs (and their staff) are paid to provide support across the regions. In this new model, the Secretariat sees itself not as a direct provider of technical support but rather as an architect of cooperation in a Federation that truly works as such. The Business Plan identifies those areas where an MA has a strong capacity and can provide the necessary MA-to-MA support to bring other MAs up to speed.

Best in class processes can create comparative advantages. Speed and agility are paramount, particularly in relation to these four core processes:

- 1) management of core grants and restricted projects
- 2) provision of technical assistance to MAs
- 3) global and regional representation and advocacy
- 4) resource mobilization and reporting to donors.

Pace and solution orientation, as well as team and individual accountability, are key and will all be linked to performance.

## IMPROVE AND ALIGN OBJECTIVE SETTING AND APPRAISAL PROCESS

The new Business Plan envisages a modern appraisal process that directly links individual and team objectives to strategic priorities, and empowers individuals to own their targets and deliver results. The appraisal process will be facilitated by honest, two-way conversations, strong performance management and genuine development based on individual and shared learning, innovation and opportunities.

# THREE-YEAR FINANCIAL PLAN

For the first time, we present a **three-year (2019–2021) financial plan** across the Federation.

The plan ties business planning and the income generation strategy together. It shows how individual contributions to IPPF fit within the overall picture. It indicates that, while meeting the Strategic Framework target of doubling income by 2022 is challenging, it is not beyond reach. We are roughly on track in spite of the Global Gag Rule.

In 2017, unrestricted grant-receiving MAs generated a total income of US\$291.7 million, a 0.2 per cent increase from 2016. Nearly half (48 per cent) of this income was raised through social enterprise activities. MAs generate and diversify their own income streams through sales of commodities, client fees, provision of training, and by raising funds from local and international sources, including government.

As shown in Figure 1, in 2017, IPPF's total income (restricted and unrestricted) generated by the Secretariat was US\$125.1 million, US\$5.3 million less than in 2016.

This three-year financial plan presents 2017 – the last year for which we have a complete set of actual income and expenditure – as baseline. It presents progress towards the existing Strategic Framework target of doubling income by the end of the period and analyses how current trends are shaping IPPF's funding base. It will be updated as new grants are made and new contracts signed.

FIGURE 1: IPPF INCOME IN 2017 (US\$ MILLION)

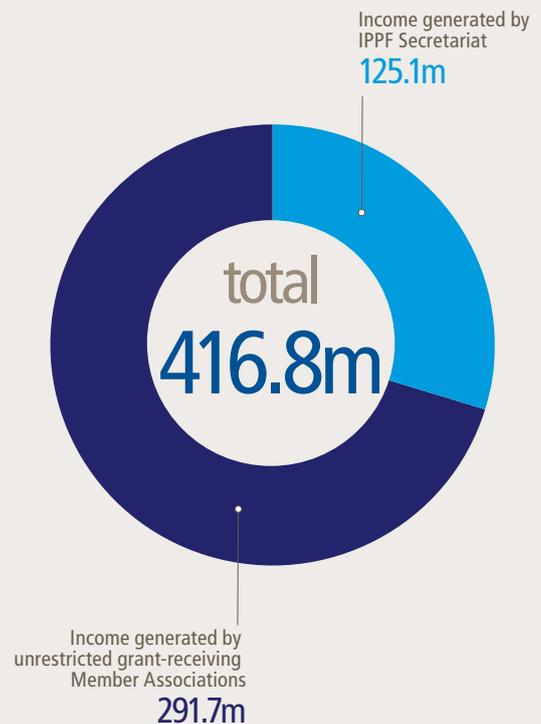
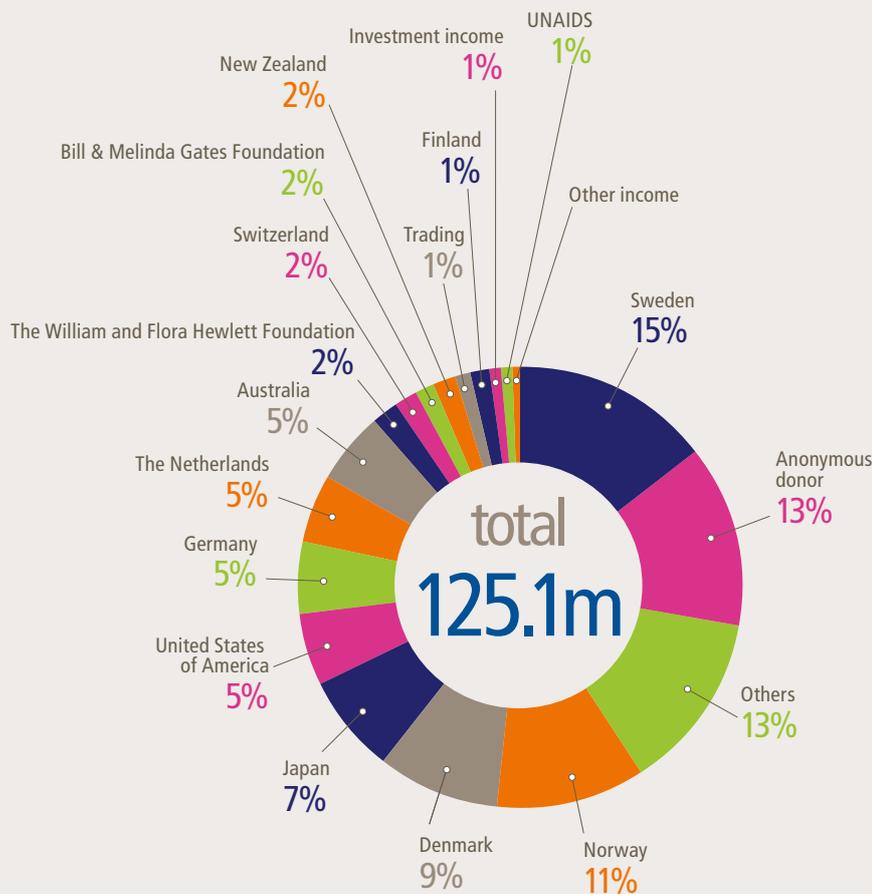


Figure 2 below shows a breakdown of IPPF Secretariat income by donor. We are already seeing a change in the funding base.

**FIGURE 2: IPPF SECRETARIAT INCOME BY DONOR (2017)**



**TABLE 1: IPPF SECRETARIAT INCOME BY DONOR (2017)**

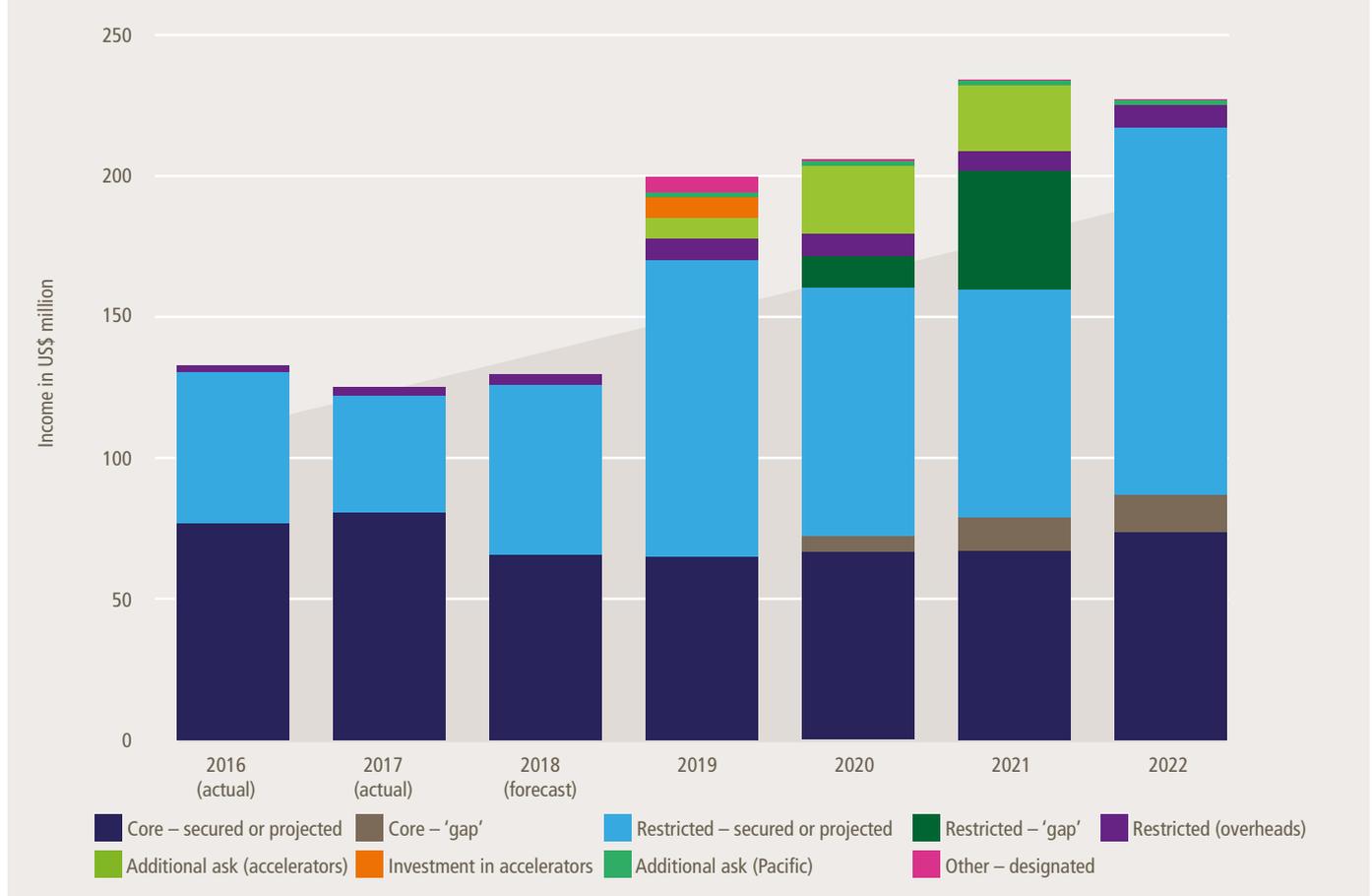
Donor	2017 US\$'000
Sweden	\$18,369
Large anonymous donor	\$16,716
Others	\$16,072
Norway	\$13,518
Denmark	\$11,346
Japan	\$8,890
United States of America	\$6,736
Germany	\$6,533
The Netherlands	\$6,372
Australia	\$6,331
The William and Flora Hewlett Foundation	\$2,400
Switzerland	\$2,176
Bill & Melinda Gates Foundation	\$1,935
New Zealand	\$1,794
Trading	\$1,591
Finland	\$1,546
Investment income	\$1,215
UNAIDS	\$1,146
Other income	\$397
<b>Total</b>	<b>\$125,083</b>

As Figure 3 shows, there is a higher proportion of restricted contracts, and this will continue going forward. This is an exciting period for IPPF with major milestones being reached.

IPPF is increasingly being recognized as both a global recipient of core funding and as a realistic, proven provider of restricted programming funds. By the end of 2022, we expect to be in

an even stronger position with increased brand awareness and stronger technical design: performing as a major delivery agent not only for large, multi-country programmes, but also driving growth for restricted funding at MA level. We need to look, in this context, at how we leverage and allocate unrestricted funding to maximum effect.

**FIGURE 3: TOTAL PROJECTED INCOME TREND (CORE/RESTRICTED) FOR SEVEN YEARS**

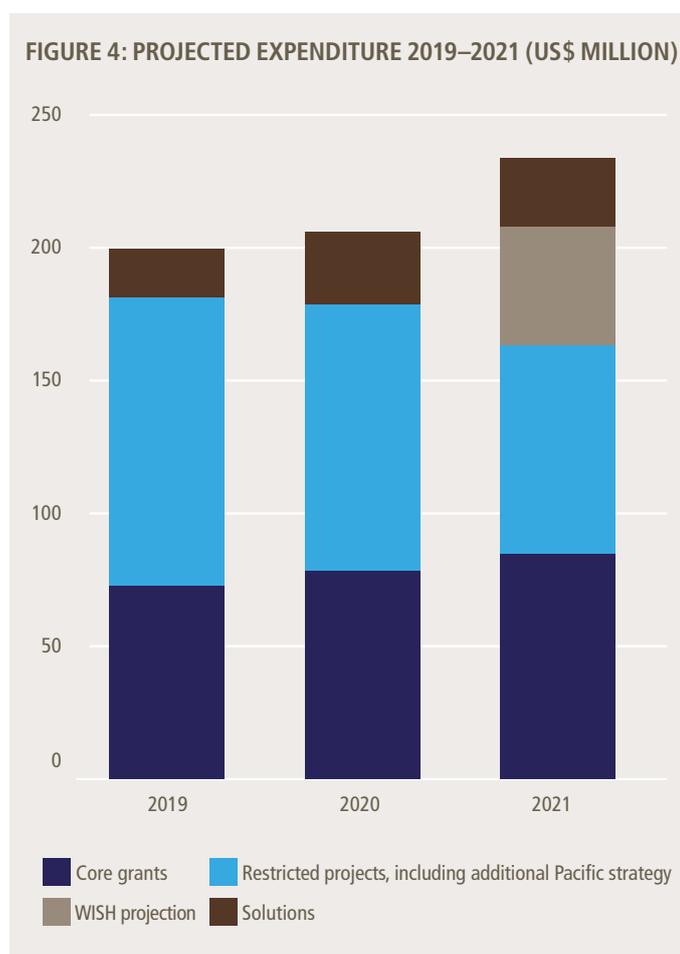


**TABLE 2: TOTAL PROJECTED INCOME, 2016–2022 (US\$)**

Projected income/reserves	2016 (actual)	2017 (actual)	2018 (forecast)	2019	2020	2021	2022
<b>Core – secured or projected</b>	76,689,000	80,486,000	65,765,060	64,852,895	66,483,000	66,915,000	73,606,500
<b>Core – ‘gap’</b>					5,712,400	11,996,040	13,195,644
<b>Restricted – secured or projected</b>	53,702,000	41,641,627	60,140,790	105,245,324	87,885,094	80,498,266	130,420,601
<b>Restricted – ‘gap’</b>					11,222,115	42,156,826	
<b>Restricted (overheads)</b>	2,419,198	2,946,373	3,574,210	7,675,824	8,298,731	7,153,754	7,869,129
<b>Additional ask (accelerators)</b>				7,052,092	23,873,338	23,333,158	
<b>Investment in accelerators</b>				7,400,000			
<b>Additional ask (Pacific)</b>				1,977,672	1,817,437	1,650,986	1,687,618
<b>Other – designated</b>				5,295,901	579,000	500,000	550,000
<b>TOTAL INCOME</b>	<b>132,810,198</b>	<b>125,074,000</b>	<b>129,480,060</b>	<b>199,499,708</b>	<b>205,871,114</b>	<b>234,204,030</b>	<b>227,329,492</b>

## EXPENDITURE BY STRATEGIC FRAMEWORK OUTCOMES

Figure 4 shows projected expenditure (2019–2021).



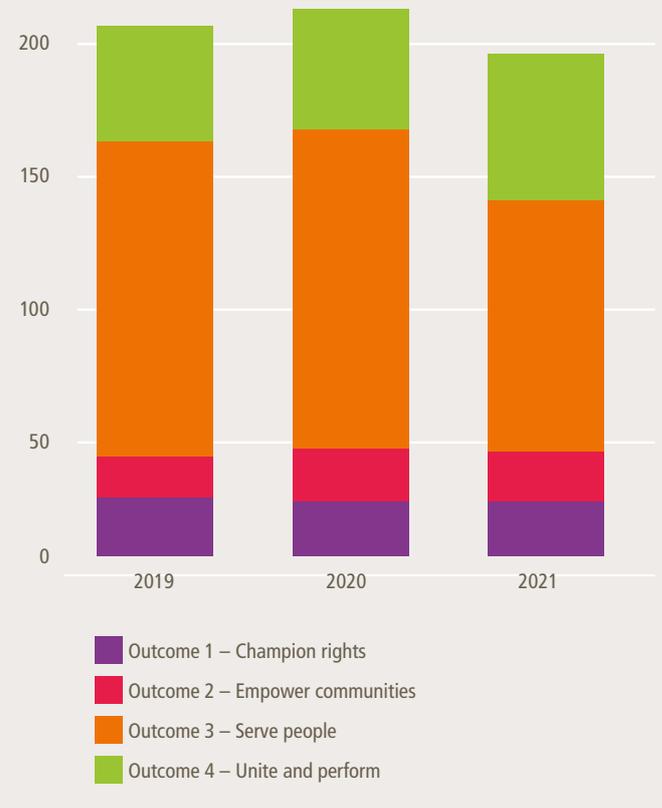
**TABLE 3: PROJECTED EXPENDITURE 2019–2021 (US\$ MILLION)**

	2019	2020	2021
Core grants	72.5	78.2	84.8
Restricted projects, including additional Pacific strategy	108.8	100.4	78.1
WISH projection			45.0
Solutions	18.2	27.2	25.6
	<b>199.5</b>	<b>205.8</b>	<b>233.5</b>



As Figure 5 shows, we anticipate that restricted funding will be mainly used to support service delivery: heavily skewed towards Outcome 2 (Empower communities) and Outcome 3 (Serve people). Investments made in the solutions proposed in the Business Plan partly balance the funding towards a more comprehensive and sustainable approach.

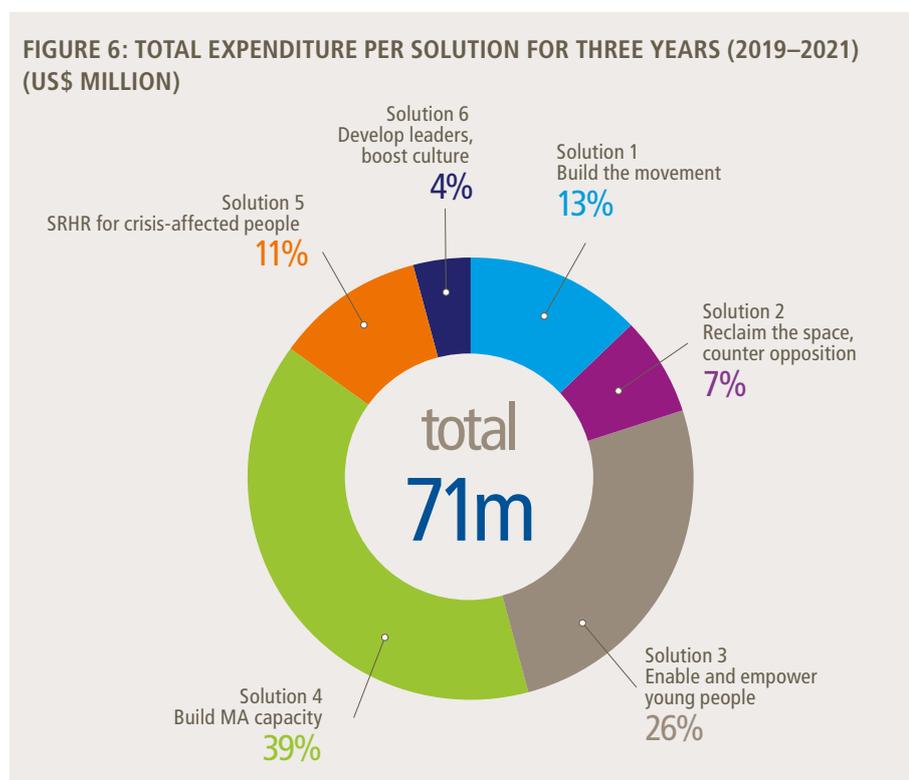
**FIGURE 5: EXPENDITURE PER STRATEGIC FRAMEWORK OUTCOME FOR 2019–2021 (US\$ MILLION)**



**TABLE 4: EXPENDITURE PER STRATEGIC FRAMEWORK OUTCOME FOR 2019–2021 (US\$ MILLION)**

Year	Outcome 1 Champion rights	Outcome 2 Empower communities	Outcome 3 Serve people	Outcome 4 Unite and perform
2019	21.9	15.5	118.4	43.7
2020	20.3	19.9	120.4	45.2
2021	20.3	18.9	94.5	55.5

The overall funding proposal presented to our donors totals US\$71 million. Figure 6 below shows the total expenditure per solution for the three-year period 2019–2021. The solutions will initially be funded from these sources: designated funds (US\$14.9 million), Global Affairs Canada Grant, Australian Government’s Department of Foreign Affairs and Trade SPRINT funding and Chinese Government’s contribution (US\$7.8 million). We need to raise the remaining **US\$48.3 million** over the course of three years.



**TABLE 5: TOTAL EXPENDITURE PER SOLUTION FOR THREE YEARS (2019–2021) (US\$)**

Intervention areas	Designated funds	Restricted funds	Additional funds required	Total
Solution 1 – Build the movement (Outcomes 1, 2 and 4)	1,700,000		7,642,000	9,342,000
Solution 2 – Reclaim the space, counter opposition (Outcomes 1 and 2)	1,300,000		3,371,000	4,671,000
Solution 3 – Enable and empower young people (Outcomes 2 and 3)	1,500,000	6,500,000	10,684,000	18,684,000
Solution 4 – Build MA capacity (Outcome 3 and 4)	7,500,000	1,330,517	19,195,483	28,026,000
Solution 5 – SRHR for crisis-affected people (Outcome 3)	1,500,000		5,974,000	7,474,000
Solution 6 – Develop leaders, boost culture (Outcome 4)	1,400,000		1,403,000	2,803,000
<b>Total (US\$)</b>	<b>14,900,000</b>	<b>7,830,517</b>	<b>48,269,483</b>	<b>71,000,000</b>

## REFERENCES

1. Starrs A et al (2018) Accelerate progress – sexual and reproductive health and rights for all: report of the Guttmacher-Lancet Commission. *The Lancet*. 391, pp.2642–92.
2. United Nations Office for the Coordination of Humanitarian Affairs (OCHA), Global Humanitarian Overview.
3. The Minimum Initial Service Package for Reproductive Health in Crisis (MISP) is an international standard for providing SRH services in crisis. The six objectives are: 1. Ensure the health sector/cluster identifies an organization to lead implementation of the MISP. 2. Prevent sexual violence and respond to the needs of survivors. 3. Prevent the transmission of and reduce morbidity and mortality due to HIV. 4. Prevent maternal and newborn morbidity and mortality. 5. Prevent unintended pregnancies. 6. Plan for comprehensive SRH services, integrated into primary health care as soon as possible.

## PHOTOS

IPPF/Tommy Trenchard/Uganda (front cover)  
 IPPF/Graeme Robertson/Palestine (front cover)  
 IPPF/Peter Caton/Bangladesh (front cover)  
 IPPF/Sanjit Das/Fiji (inside front cover)  
 IPPF/Tommy Trenchard/Botswana (p3)  
 IPPF/Argentina (p5)  
 IPPF/Graeme Robertson/Macedonia (p7)  
 IPPF/Kathleen Prior/Vanuatu (p8)  
 IPPF/Neil Thomas/Cameroon (p9)  
 IPPF/John Spaul/Nepal (p12)  
 IPPF/Algeria (p18)  
 IPPF/Tommy Trenchard/Uganda (back cover)

Edited by Sarah Hyde  
 Designed by Sue MacDonald





Published in February 2019 by the  
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