



POLICY HANDBOOK

**As amended and approved by Governing Council
November 2018**

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INTRODUCTION

Each of the policies in this IPPF Policy Handbook represent a course of action adopted by the Governing Council (previously Central Council) after appropriate consideration of the issues involved.

IPPF policies are intended to provide guidance to the whole Federation on a particular subject in order to assist future action by volunteers or staff.

IPPF policies should reveal the values and internationally accepted principles-of-best-practice that IPPF wishes to bring to bear on an issue.

IPPF policies are formulated in more general terms than a detailed programme of action and as such are not time-bound in the same way. IPPF policies should be expected to have a life expectancy of at least five years but all policies need to be periodically monitored by volunteers and staff to ensure their continued relevance.

IPPF policies sometimes require separate specific detailed procedures which although not part of the policy statement may be necessary to ensure implementation. These procedures can be revised by the IPPF Director-General as requested and must remain consistent with the policy.

All IPPF volunteers and staff should have access to an up-to-date list of IPPF's policies.

Responsibility for coordinating the drafting of IPPF policies and ensuring an up-to-date list of policies in the IPPF Policy Handbook lies with the Policy and Governance Unit in IPPF Central Office, London.

1. THE FEDERATION

Policy 1.1

AUTONOMY AND ACCOUNTABILITY

1. The Federation consists of Member Associations which have been admitted as full or associate members. The Member Associations of IPPF are autonomous entities. By entering into membership with the IPPF an Association becomes entitled to certain privileges, but at the same time, voluntarily accepts the standards and responsibilities of membership as defined by the Governing Council from time to time, and agrees to abide by the constitution and policies of IPPF.
2. IPPF recognizes its obligation to be programmatically and financially accountable to all its donors, while protecting the Federation's autonomy.
3. In order to protect the institutional name of "International Planned Parenthood Federation" and the name "Planned Parenthood", it is the policy that such names be used with initial capitals.

As adopted by Central Council, November 1990

Last amended by Governing Council, November 2000

1. THE FEDERATION

Policy 1.2

VOLUNTEERING

Introduction

The dedicated commitment of volunteers is the base on which IPPF was founded and continues to be a major source of the Federation's strength and influence. This policy aims to ensure that the value of volunteerism is recognised throughout the Federation.

Definition

Volunteer: A volunteer undertakes a service or activity without pay for the benefit of the community, the environment, and persons other than close relatives or those within the household.¹

Guiding Principles to Volunteering at IPPF

1. A volunteer in IPPF shares and upholds the Federation's mission, vision and values and offers his or her time, knowledge, skills, resources (financial, material, etc.) and experience free of charge to a Member Association and other levels of the Federation. Volunteers do so with the aim of making a difference to their community and improving the sexual and reproductive health, rights and well-being of the people the Association exists to serve.
2. IPPF recognises volunteers as those involved at all levels of the Federation and in different capacities; including volunteers who are registered with MAs, those in governance roles and individuals participating in advisory roles, specific activities or events in support of the Federation.
3. Most volunteers pay a nominal membership subscription to their Member Association which entitles them to participate in the democratic functioning of the organization. There are also volunteers who are willing to contribute their time and ideas without wishing to become a member formally. Elected member governing bodies provide leadership at all levels of the Federation in partnership with management.
4. The amount of time volunteers invest in the work of IPPF will depend upon their interest, the role they undertake and the needs of the Member Association. Some people will volunteer every day, some will volunteer for a few hours a week and some will volunteer for one-off events and activities. Some volunteers will wish to contribute their efforts at the local community level for example as peer educators, clinic volunteers, trainers, administrative support, advocates or fundraising volunteers while others may wish to get elected to their governing body to influence policy-making and future programmes of work. Each volunteer, however, has a valued part to play no matter how big or small.
5. As a volunteer-based organization, IPPF is committed to expanding and developing its volunteer base through engaging volunteers in a meaningful way. This volunteer engagement includes effective youth participation and promotion of a youth centered approach at all levels.

¹ ILO Manual on the measurement of volunteer work 2011

6. Roles available to volunteers should provide a unique opportunity for them, besides learning about SRHR, the MA and IPPF, to learn about their community; to serve this community; to enlarge their social network; and to work for the fulfillment of SRHR for all. This includes working with target groups using the rights based approach.
7. Volunteers play a vital role in engaging and mobilizing activists to generate greater public support for SRHR issues.

Policy Implementation

IPPF Member Associations and Secretariat have various roles to play in the implementation of this policy.

8. In order to support Member Associations to develop their volunteer base and ensure that the value of volunteerism continues to be nurtured and recognised, IPPF volunteers and staff at all levels should:
 - a. Ensure a positive image of the organization and its work in order to help in attracting prospective volunteers and appeal to them to contribute to its cause.
 - b. Develop and promote throughout the Federation a global volunteer identity and movement whereby volunteers feel globally connected.
 - c. Collaborate with other volunteer and international agencies and for example celebrate the International Volunteer Day as a means of strengthening IPPF's brand as a volunteer movement organization.
 - d. Foster a culture throughout the Federation where volunteers are valued and recognised for their work.
 - e. Enable processes and systems to support MAs to engage with their volunteers.
 - f. Continue to engage young people as leaders at all levels of Federation volunteering including in governance.
9. To ensure that IPPF is able to continue in its mandate as a volunteer based organization and engage volunteers in a meaningful, sustainable way for continued progress, all Member Associations should work to **attract, support, manage, develop, and retain** their volunteers through various means such as:
 - a. Focus efforts on attracting, building the capacity of and retaining effective volunteers as crucial elements to establishing a successful volunteer programme. Special focus should be placed on retaining young people who are moving into adulthood. This should be achieved through developing a structured and tailored process to attract new volunteers as well as providing regular opportunities, information, training and development.
 - b. Support volunteers and ensure their voices are heard through regular opportunities for feedback, consultation, supervision and development.
 - c. Ensure volunteers are given appropriate protection and support to enable them to safely and securely carry out their duties.
 - d. Encourage and develop volunteers to take on leadership and governance responsibilities; encourage long term or alumni volunteers to mentor and support less experienced volunteers as a way of enhancing commitment to the MA and IPPF and offering more challenging opportunities to long term volunteers.
10. Encourage a diverse range of volunteers with different backgrounds and skills to play their part in the sexual and reproductive health and rights movement.

11. Demonstrate the added value of volunteering to the work of the Association by gathering regular volunteer feedback, documenting these results and sharing them on a regular basis with those volunteers who have helped to make the difference.
12. Where appropriate, cooperate with governments and/or advocate to create a favorable legal environment for volunteering in their country and abide by local and national legislation in respect of working with volunteers.
13. The IPPF Secretariat should use all available mechanisms in the Federation to regularly monitor the implementation of this policy and report to the appropriate governing body. The implementation of this policy should be adequately resourced and supported by the Secretariat.

As adopted by Central Council, November 1990
Last amended by Governing Council, May 2016

1. THE FEDERATION

Policy 1.3

GENDER EQUALITY

Introduction

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.¹ Gender equality is a human right. It is especially important for a rights-based, gender transformative organization 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.

Mandate

This policy provides a set of guiding principles that reflect the Federation's commitment to advancing gender equality and the actions necessary to realize the goal. Gender inequality has been globally recognized as a root cause and consequence of poverty and exclusion. Gender equality mandates have emanated from core international human rights instruments in which IPPF's Declaration of Sexual Rights is grounded.²

IPPF believes gender equality to be inclusive of sexual orientation and gender identity. Throughout the policy, with exceptions where genders are significantly affected by particular issues, the term 'individuals' is used inclusively to cover women, men, intersex and transgender individuals of all ages regardless of their gender identities. This policy focuses on promoting gender equality, which is broader than equality between women and men and sets out specific and targeted actions required to ensure that all individuals, who identify as women, men, lesbian, gay, bisexual, transgender or intersex, have access to equality of outcome in the workplace and in programmes. The policy engages with the impact of social roles and norms, constructs of masculinity and femininity, and discrimination based on gender, sex, sexual orientation and gender identity.³ Definitions of key terms are provided in Appendix 1.

As the role of this policy is to achieve gender equality for all, it focuses on those social norms that impact on an individual's ability to participate equally and freely in society, to achieve their full potential. Gender norms and patriarchal structures are pervasive and affect women disproportionately. Women and girls have lower status, fewer opportunities and less access to power than men and boys. Therefore progress towards gender equality requires transformative complementary actions to promote women's rights and empowerment, including addressing gender gaps, unequal policies and discrimination that have historically disadvantaged women and girls and affected their full participation in development. Gender norms also reinforce constructs of masculinity and femininity that have a disproportionate impact on individuals whose sexual orientation and gender identity do not conform to these rigid constructs.

¹ IPPF Sexual Rights Declaration, 2008, Principle 3, 'Non-discrimination underlies all human rights protection and promotion'.

² These instruments include the Convention on the Elimination of All Forms of Discrimination against women (CEDAW); the Cairo Program of Action (1994), the Beijing Platform for Action (1995). The Millennium Development Goals (MDGs) (2000) identified gender equality and women's empowerment as a goal and as a basis for achieving all the other goals.

³ United Nations Resolution on Sexual Orientation and Gender Identity, Human Rights Council adopted resolution 17/19 ([A/HRC/RES/17/19](#)), July, 2011 'Expressing grave concern at acts of violence and discrimination, in all regions of the world, committed against individuals because of their sexual orientation and gender identity'

Guiding Principles

1. This policy reflects the Federation's commitment to human rights and to women's and girls' empowerment. IPPF believes that the equitable participation of women and girls from all socio-economic groups in all aspects of the Federation's work will empower them in their diverse identities and enable them to acquire the relevant skills and confidence to promote their sexual and reproductive health and rights. This policy also reflects the importance that the Federation places on actively supporting women and girls (staff, volunteers and beneficiaries) to become leaders and to participate on an equal basis with men in every area of the Federation's work.
2. Gender should be mainstreamed in all policies, programmes and structures of the Federation.⁴ Women and men have different needs and experiences, as well as different sexual health risks. Gender disparities often serve as additional social, economic and bureaucratic barriers to how individuals promote and protect their sexual and reproductive health and rights. Individual employees also have different needs and experiences related to gender and experience gender-based discrimination in a variety of forms. Policies, programmes and services must seek to be transformative in addressing these gender specific differences and the underlying structural inequalities that sustain them. Enabling environments must be created for everyone to be able to influence and benefit from policies, programmes and services.
3. Gender equality should be applied to all issues in the Federation, whether with regard to representation on a board or committee, or with regard to the social division of labour. In an area such as sexual and reproductive health, in which women bear the largest share of the costs, dangers and burdens (physical, mental, social and economic), it is equitable and fair that women should have at least an equal share in all institutional decision-making processes.
4. Gender equality is achieved when all individuals, regardless of their gender identity are equal in every aspect of their lives. It does not imply that they are all the same, but that they have equal value, and that they should be treated in a way that ensures equal outcomes, not just equal opportunities. Where individuals have unequal status and unequal access to knowledge or resources in a community, special measures and affirmative action are needed to address these gender inequalities.
5. This policy reflects the importance that IPPF attaches to workplace safety and its integral link to physical and mental well-being. IPPF has a duty of care to ensure that individuals are free from all forms of sexual and gender based harassment and violence in the workplace and when travelling away from their workplace.
6. IPPF believes that promoting gender equality requires working with all gender identities. IPPF recognizes and promotes the crucial role of men and boys as partners in ensuring women's and girls' sexual and reproductive health and to addressing underlying power and gender inequalities, including in the service delivery and employment contexts.
7. IPPF recognizes diversity and is committed to working with all people to realize a world where they can enjoy their sexuality without fear, stigma or discrimination. This applies

⁴ Supporting policies which complement and enhance implementation of the current policy, include the Safeguarding (Children & Vulnerable Adults (1.15) policy; IPPF policy on Women and Family Planning (4.5); Men and Sexual and Reproductive Health (4.6); Monitoring and Evaluation (4.10); Reproductive Health (4.15). A policy on Sexual orientation and Gender Identity should be developed to highlight specific issues and how they can be implemented.

to gender identity and sexual orientation, both within the Federation and in the Federation's external facing roles.

Implementation

8. The IPPF Secretariat should use all available mechanisms in the Federation to periodically and consistently monitor implementation of the Gender Equality Policy and report to the appropriate governing body. The implementation of this policy should be adequately resourced and supported by senior management.

Programme Delivery

9. To put this policy into action, the IPPF Secretariat and Member Associations should undertake actions that transform relationships of power. These transformative actions could include, promoting programmes that empower individuals (especially those individuals who are marginalized on the basis of their sex, gender, sexual orientation and gender identity) and making efforts to advance their sexual and reproductive health and rights.
10. Gender analysis (based on age and sex disaggregated data) should be undertaken, throughout the programme cycle and by:
 - a. making every effort to implement programmes that lead to empowerment, including into leadership positions, in particular for those who are poor and marginalized;
 - b. ensuring availability of services that actively address unique gender needs across the lifecycle;
 - c. engaging all, including men and boys, in sexual and reproductive health efforts and as allies in reducing gender inequality;
 - d. preventing, mitigating and responding to sexual and gender based violence including intimate partner violence and sexual violence in humanitarian emergencies, and promoting sexual and reproductive health and rights;
 - e. tackling social norms that hinder meaningful participation on an equal basis, including but not exclusively: son preference; early and forced marriage; intimate partner and domestic violence; and, female genital mutilation (FGM);
 - f. creating and/or strengthening gender equality concerns and perspectives with partners; strengthening IPPF's identity as a gender expert; linking with those who work to promote women's rights and sexual rights and engaging LGBTI and men's organizations for gender equality, including in service delivery, programming and advocacy;
 - g. undertaking analysis of gender disaggregated roles and work patterns taking women's work load and care work into consideration;
 - h. responding to the needs of most at risk groups, specifically: those with disabilities; sex workers; intersex and transgender individuals; those who use drugs; those in institutions; and, those trafficked for sex;
 - i. abolishing internal policies relating to spousal/ partner consent for access to services (e.g. for an abortion, using family planning and/or emergency obstetric care);
 - j. building staff capacity on gender perspectives and the effect of gender inequality on individual's access to services and human rights, including perspectives on sexual orientation and gender identity;
 - k. making deliberate and focused efforts to promote meaningful participation in the programme cycle, including for adolescent girls.

Governance

11. To operationalize this policy, the IPPF Secretariat and Member Associations should practice affirmative action in order to alter the balance in the numbers of men and women at all levels of decision-making in volunteer bodies of the Federation, in favour

of gender parity, taking into consideration women and individuals who are marginalized on the basis of sexual orientation and gender identity, including on:

- a. Member Association governing bodies;
- b. Regional Councils and Regional Executive Committees;
- c. IPPF Governing Council;
- d. IPPF Membership Committee;
- e. IPPF Audit Committee

12. Operationalizing affirmative action would include:

- a. making additional efforts to recruit and promote women candidates when posts come up for election;
- b. giving preference to eligible women where there is a choice of candidates;
- c. sending more than one representative to a regional or international body (where MAs are permitted to do so) to ensure equal representation. In order to fulfil the requirement that each full member association must send at least one woman (of the 2 representatives) to the Regional Council, if one of the representatives is a non-gender conforming person, then the other person must be a woman.

Recruitment and Promotion

13. To operationalize this policy, the IPPF Secretariat and MAs should integrate affirmative action in employment policy (while respecting national legislation) to ensure gender parity, particularly in decision making positions, at all levels. Operationalizing affirmative action in employment would include:

- a. active recruitment to high-level decision-making and high-salaried posts, as well as other posts with the objective of achieving at least 50 per cent representation by women in all posts at all levels;
- b. recruitment and promotion of young women;
- c. recruitment and promotion of staff from diverse backgrounds, regardless of sexual orientation and gender identity;
- d. ensuring all recruitment panels have gender expertise.

Mainstreaming in the workplace

14. To ensure gender equality in the workplace (in the Secretariat and MAs) and the effective implementation of this policy, related policies will need to be audited to ensure compliance (while respecting national legislation). This should include, inter alia:

- a. ensuring equitable representation and participation in senior management and relevant decision making committees;
- b. ensuring equal opportunities for personal development, in training, working conditions and promotion benefits, and reviewing up-take in these opportunities by gender;
- c. providing an enabling work environment so as to ensure the meaningful participation and a work/life balance for working parents – this includes, but is not limited to: providing flexible working hours; developing home-working policies; and, providing child care centres or child care subsidies.
- d. ensuring equal pay and reward structures for all employees. This requires every part of the Federation to conduct equal pay reviews to identify any imbalances and implement strategies to address them;
- e. providing maternity and paternity leave (for both adoptive and biological parenthood) and extending it to all staff regardless of gender, sexual orientation, gender identity or marital/relationship status;
- f. reviewing and taking steps to address gender imbalance where it exists within the Federation structure with the aim of attaining at least 50 per cent representation by women;

- g. identifying trained staff to act as dedicated gender focal point(s) with consistent and structured support from senior management;
- h. identifying a senior manager (in every Member Association and every office of the Secretariat) to act as a gender champion;
- i. undertaking refresher training for all staff, to enhance understanding and ensuring that gender perspectives are integral to new staff induction processes;
- j. ensuring that staff's access to and use of information technology is gender equitable;
- k. developing Federation wide standards on confidentiality that specifically refer to the situations of gender identity and sexual orientation.

Work place safety

15. Providing a safe and secure environment, for all staff (in the Secretariat and MAs) to be free from sexual harassment and physical, sexual and psychological violence, including homophobia. This will require:
 - a. Developing and implementing policies on sexual and gender based violence, including violence against women that specifically consider the needs of the staff members experiencing harassment and violence (whether inside or outside the workplace). This should include: taking time off work for medical, psychosocial support, and social benefits appointments; confidentiality; and security while at work.
 - b. Extending work-related considerations as the situation requires, including secure transport facilities for staff who work late hours and ensuring security measures along with minimum basic facilities for individuals travelling in the field and individuals at personal risk on the basis of their gender, sexual orientation or gender identity;
16. Gender should be mainstreamed into all IPPF programmes, budgets, strategic plans and policies and should be systematically monitored and evaluated at all levels of the Federation on a continuous basis.

Gender Audit

17. Recognizing existing gaps and challenges in pursuit of IPPF's commitment to achieve gender equality in all aspects of the Federation's work, responsibility for implementation and oversight of this policy will include the following:
 - a. the implementation and reporting of progress will be the responsibility of staff (in Secretariat Offices and MAs);
 - b. the monitoring and oversight of implementation and progress and accountability for lack of progress is the responsibility of the respective governance structures (at Secretariat and MA levels);
 - c. gender audits should be conducted at all levels to establish baseline information and set targets that should be achieved in a defined period of time. The gender audit should assess: programme delivery; governance; recruitment; mainstreaming in the work place; sex disaggregated numbers of volunteers and employees; positions disaggregated by sex and salary; leave practices; work place safety practices, etc. Progress reports should be compared to baseline and shared within the relevant part of the organization and support learning across the Federation;
 - d. monitoring the gender balance across the Federation every three years to determine the Federation-wide gender representation at every level of the Federation, including Member Association Boards; Regional Councils, and Regional Executive Committees; IPPF Governing Council; IPPF Membership Committee; IPPF Audit Committee; Regional Offices, Central Office, and Member Associations.

Appendix 1

Glossary of terms

Gender refers to the social attributes and opportunities associated with being male and female and the relationships between women and men and girls and boys, as well as the relations between women and those between men. These attributes, opportunities and relationships are socially constructed and are learned through socialization processes. They are context/ time-specific and changeable. Gender determines what is expected, allowed and valued in a women or a man in a given context.⁵

Gender audit refers to assessments of organizational performance on the promotion of gender equality, in order to instigate gender-related analysis and activity in organizations and programmes; monitor implementation of gender equality policy commitments; translating them into action and impact; documenting and disseminating good practice.⁶

Gender based violence (GBV) is violence and discrimination that is directed at a person on the basis of sex, gender, gender identity or sexual orientation. SGBV underlies the inequitable power relationships between women and men and affects women disproportionately but also affects men and boys to some extent. GBV is often used interchangeably with violence against women (VAW).⁷ SGBV includes violence and discrimination experienced by individuals on the basis of sexual orientation and gender identity.⁸ GBV is both a violation of human rights and a key barrier to sexual and reproductive health services

Gender equality means equality of opportunity for women, men, intersex and transgender people to realize their full rights and potential. It signifies an aspiration to transform structural inequalities, behaviour patterns and social norms, leading to social change and sustainable development. Gender equality requires specific strategies aimed at eliminating gender inequities.

Gender equity means justice and fairness. It is the process and gender equality is the result of that process. Gender equity recognizes that women, men, intersex and transgender individuals have different needs and historical and social disadvantages that hinder them from otherwise operating on a level playing field. Equity leads to equality.

Gender identity refers to an individual's deeply felt internal and individual experience of gender, which may or may not correspond with the sex assigned at birth. It includes both the personal sense of the body, which may involve, if freely chosen, modification of bodily appearance or function by medical, surgical, or other means, and other expressions of gender, including dress, speech, and mannerisms.⁹ The gender identity of intersex and transgender individuals does not always match the sex assigned to them at birth. Transgender individuals generally choose to dress and present themselves as the gender with which they identify, rather than their birth-assigned sex. They may or may not choose to alter their body physically through hormones or surgery. Intersex and transgender

⁵ <http://www.un.org/womenwatch/osagi/conceptsanddefinitions.htm> United Nations Entity for Gender Equality and the Empowerment of Women-

⁶ <http://www.gadnetwork.org.uk/storage/dfid-gender-manual-2008.pdf>, The Gender Manual: A Practical Guide, 2008

⁷ UN Declaration on the Elimination of Violence against Women, 1993 uses GBV to definition violence against women in part, as 'any act of gender-based violence that results in, or is likely to result in, physical, sexual or psychological harm or suffering to women, including threats of such acts, coercion or arbitrary deprivation of liberty, whether occurring in public or in private life (Article 1).'

⁸ UN Resolution on Human Rights, Sexual Orientation and Gender Identity, which brought a focus on human rights violations based on SOGI, particularly violence and discrimination.

⁹ UNAIDS, Terminology Guidelines, October 2012,

people should be treated as the gender with which they identify, and referred to by their chosen name and pronoun.

Gender mainstreaming is the process of incorporating a gender perspective into policies, strategies, programs, project activities, and administrative functions, as well as into the institutional culture of an organization.¹⁰

Gender transformative policies and programmes aim to change gender norms and promote relationships that are fair and just. Gender-transformative programming aims to build equitable social norms and structures; advance individual gender-equitable behaviour; transform gender roles; create more gender equitable relationships; advocate for policy and legislative change to support equitable social systems.¹¹

Intersex refers to people whose biological makeup (genetic, hormonal and physical features) are neither exclusively male nor exclusively female, but are typically both at once or not clearly defined as either. These features can manifest themselves in secondary sexual characteristics such as muscle mass, hair distribution, breasts and stature; primary sexual characteristics such as reproductive organs and genitalia; and/or in chromosomal structures and hormones.¹²

Transgender is an umbrella term referring to individuals whose gender identity and expression does not conform to norms and expectations traditionally associated with their sex assigned at birth. Transgender individuals may self-identify as transgender, female, male, transwoman or transman, transsexual, hijra, kathoey, waria or one of many other transgender identities, and may express their genders in a variety of masculine, feminine and/or androgynous ways.¹³

Sex refers to the biological and physiological characteristics that define men and women. Sex differences are concerned with males' and females' physiology. While these sets of biological characteristics are not mutually exclusive, as there are individuals who possess both, they tend to differentiate humans as males and females.¹⁴

Sexual orientation refers to each person's capacity for emotional, physical and sexual attraction to, and intimate and sexual relations with, individuals of a different sex (heterosexual) or the same sex (homosexual) or more than one sex (bisexual).

Sexual violence is any sexual act, attempt to obtain a sexual act, unwanted sexual comments or advances, or acts to traffic, or otherwise directed, against a person's sexuality using coercion, by any person regardless of their relationship to the victim, in any setting, including but not limited to home and work. A wider range of sexually violent acts can take place in different circumstances and settings.¹⁵

*As adopted by Central Council, November 1995
Last amended by Governing Council, November 2017*

¹⁰ Inter-agency gender working group, <http://www.igwg.org/Articles/whatisgenderjanuary2012.aspx>

¹¹ IPPF, 'The Truth about Men and Boys: Gender Transformative Policies and Programmes', June 2009

¹² IPPF, http://ec.europa.eu/justice/discrimination/files/trans_and_intersex_people_web3_en.pdf,

¹³ IPPF, http://srhhiivlinkages.org/wp-content/uploads/2013/04/web_whatworks_india_en.pdf

¹⁴ WHO, Defining Sexual Health,

http://www.who.int/reproductivehealth/topics/sexual_health/sh_definitions/en/

¹⁵ WHO, ethical and safety recommendations for researching, documenting and monitoring sexual violence in emergencies, 2007

1. THE FEDERATION

Policy 1.4

TERMS OF REFERENCE OF THE HONORARY OFFICERS OF IPPF

The President of IPPF/Chairperson of Governing Council

1. *Qualities and Attributes*

- i. A broad knowledge of IPPF and a personal commitment to its aims and objects.
- ii. Demonstrated effectiveness as a leader within the field of sexual and reproductive health, including family planning, and in advocating that cause both nationally and internationally.
- iii. Adequate time to commit to leading the Governing Council, working with the Treasurer, Regional volunteers of IPPF, the Director-General and representing the IPPF in related national, regional and international bodies and organizations.
- iv. The ability to communicate with politicians, parliamentarians and “civil society” in general.
- v. The ability to inspire members of Governing Council to fulfil their roles and responsibilities.
- vi. The political awareness and ability to chair meetings of the Governing Council effectively and to guide the Council through its agenda.
- vii. The ability to relate easily and comfortably to all members of the Governing Council, Regional Honorary Officers and to Secretariat staff at all levels.
- viii. The ability to achieve a relationship with the Director-General that respects the position of each.
- ix. Demonstrate a willingness to lead.
 - x. Leadership skills – good independent judgement.
 - xi. Experience of chairing a governing board or committee.
- xii. Tact, diplomacy and wisdom.
- xiii. Good communication and interpersonal skills.
- xiv. Able to engender trust, honesty, support, openness and confidence.
- xv. Impartiality, fairness and the ability to respect confidence.
- xvi. Knowledge of the type of work undertaken by IPPF and a wider involvement with the NGO sector and other networks is desirable.
- xvii. Respect for others.
- xviii. Willingness and ability to speak his or her mind.

2. *Responsibilities*

- i. To work with the Director-General in setting the agenda for meetings of the Governing Council.
- ii. To chair meetings of the Governing Council.

- iii. To ensure new Governing Council members are fully oriented and are provided with all documents needed e.g., strategic plans, policy manuals, and budget information.
- iv. To motivate and evaluate the way the Governing Council functions.
- v. To engage in the process of evaluating the performance of Governing Council Members and provide support to them as appropriate.
- vi. To chair Governing Council Sub-Committee meetings as the need arises.
- vii. To serve as a member the IPPF Audit Committee without a vote.
- viii. To attend IPPF's Annual Donors Meeting.
- ix. To provide support for advocacy and resource mobilisation activities on behalf of the Federation as spokesperson and leader which will include: visits to existing IPPF Donors and potential new donors; attendance at Regional Council Committee meetings; visits to IPPF Regional Offices; visits to Member Associations and their activities; representing IPPF at special international meetings (UN and others).
- x. To take a lead in ensuring that 'good governance' best-practice is adhered to by IPPF's volunteers including potential conflicts of interest.
- xi. To participate in selection committee meetings for the appointment of the IPPF Director-General, Central Office Directors and Regional Directors.
- xii. To provide support to the Director-General as appropriate.
- xiii. To initiate and participate in the annual evaluation of the Director-General.
- xiv. To liaise with the Director-General to maintain an overall perspective of IPPF's affairs.
- xv. To facilitate, change and address conflict within Governing Council and within IPPF, liaising with the Director-General to achieve this.
- xvi. To provide direction to Governing Council as it shapes policy.
- xvii. To ensure that decisions taken at meetings are implemented.

3. Relationships

- i. To consult and collaborate with the Director-General to solve problems. This will require a high degree of frankness, trust and support.
- ii. To create the same type of relationship with the IPPF Treasurer, the Chairs of the Audit and Membership Committees, Governing Council Members, Regional Honorary Officers, and the chair of IMAP.

4. Eligibility

- i. To be eligible for the position of President of IPPF the person nominated must be a current member of an IPPF full Member Association and a duly elected regional representative to the Governing Council.
- ii. No-one under the age of 18 is eligible, and some people are disqualified by law from acting as charity trustees, including anyone described in section 72(1) of the UK Charities Act 1993. This includes:
 - a) anyone who has been convicted of an offence involving deception or dishonesty, unless the conviction is spent;
 - b) anyone who is an undischarged bankrupt;

- c) anyone who has previously been removed from trusteeship of a charity by the Court or the Commissioners for misconduct or mismanagement; and
- d) anyone who is under a disqualification order under the Company Directors Disqualification Act 1986."

The IPPF Treasurer

5. *Qualities and Attributes*

- i. Broad knowledge of the IPPF and personal commitment to its aims and objects.
- ii. Broad knowledge and experience of financial matters at a high level, including the skills necessary to analyse proposals and examine their financial consequences.
- iii. Adequate time to commit to providing advice, information and support to the members of Governing Council on their financial stewardship responsibilities, and working with Regional Treasurers and the Director-General on financial matters.
- iv. The ability to relate easily and comfortably to all members of the Governing Council, Regional Honorary Officers and to Secretariat staff at all levels.
- v. The ability to achieve a relationship with the Director-General and Director of Finance that respects the position of each other.
- vi. Experience of voluntary sector finance and standards of recommended practice.
- vii. A preparedness to make unpopular recommendations to the governing body.
- viii. A willingness to be available to staff for advice and enquiries.

6. *Responsibilities*

- i. To ensure that an appropriate financial policy framework is in place to guide the IPPF's financial decision making.
- ii. To develop a close understanding of the key assumptions included in the IPPF's financial planning and its annual programme/budget proposals.
- iii. To advise the Governing Council on major financial issues which arise and which are outside the boundaries of management responsibility.
- iv. To ensure new Governing Council members are oriented fully about their financial responsibilities and are provided with all relevant documents.
- v. To provide financial insight and expertise to the Audit Committee, where necessary and appropriate, and to any sub-groups which may be established by Governing Council to deal with specific financial issues.
- vi. To develop an understanding of the key features of IPPF's internal and external financial control system and procedures and to ensure that, at the international level, IPPF's financial integrity is sound.
- vii. To provide support and advice to Regional Treasurers, the Director-General and the Director of Finance.
- viii. To present IPPF's audited accounts to Governing Council.
- ix. To meet separately and individually with the external auditor and with the internal auditor once a year.
- x. To serve as a member of the IPPF Audit Committee without a vote.

- xi. To attend IPPF's Donors Meeting.
- xii. To chair the IPPF Central Office Pension Fund Committee of Advisers.
- xiii. To participate in Selection Committee meetings for the appointment of IPPF Central Office Directors.
- xiv. To cooperate with and support the President.

7. Relationships

- i. To consult and collaborate with the Director-General to solve financial and related problems. This will require a high degree of frankness, trust and support.
- ii. To consult and collaborate on financial matters and to provide information, advice and support to the IPPF President, the Chair of the Audit Committee, chairs of time-limited task forces, Governing Council members, and Regional Chairpersons and Treasurers.

8. Eligibility

- i. To be eligible for the position of Treasurer of IPPF the person nominated must be a current member of an IPPF full Member Association and a duly elected regional representative to the Governing Council.
- ii. No-one under the age of 18 is eligible, and some people are disqualified by law from acting as charity trustees, including anyone described in section 72(1) of the UK Charities Act 1993. This includes:
 - a) anyone who has been convicted of an offence involving deception or dishonesty, unless the conviction is spent;
 - b) anyone who is an undischarged bankrupt;
 - c) anyone who has previously been removed from trusteeship of a charity by the Court or the Commissioners for misconduct or mismanagement; and
 - d) anyone who is under a disqualification order under the Company Directors Disqualification Act 1986.

9. Nomination procedures for Honorary Officer positions

An individual shall only be nominated for one of the Honorary Officer positions at a time.

10. Procedure for Election of Honorary Officers of the Governing Council

- a. The procedure for nomination and election of all officers shall be in accordance with the Procedural Byelaws.
- b. In electing the Chairperson and Treasurer, Governing Council members should seek to ensure that their preferred choice fulfills the qualities and attributes expected of the office holder and is capable of undertaking the responsibilities of the respective posts.

- c. If it is not possible to elect any Honorary Officer (President or Treasurer), the Governing Council should receive nominations from the floor provided that any nominee must possess the necessary attributes and qualities for the concerned positions and be capable of undertaking the responsibilities of the office.
- d. Regional Councils should review their list of nominees and put forward nominees who are more likely to fulfil the role and meet the criteria set for the Honorary Officer positions. The mix of candidates for GC representatives should be as diverse as possible taking into account the established skill set including financial background.
- e. Regional elections should be conducted in a way that meet the diversity of skills requirements. All steps should be taken to avoid compromising on the need to meet the skills requirements.

11. Rapid response team

- i. The Honorary Officers of IPPF and the Director-General will act as a rapid response team to deal with emergency issues. This team will also include the President and the Regional Director of an affected region, except when the President of IPPF deems the issue to involve the Regional President and/or the Regional Director.

As adopted by Governing Council, May 2002

Last amended by Governing Council, November 2016

1. THE FEDERATION

Policy 1.5

TERMS OF REFERENCE OF THE HONORARY LEGAL COUNSEL

1. Role

As a volunteer, to act as general counsel to the Federation in matters pertaining to legal and institutional questions

2. Functions

- i. To provide advice to the Federation, as may be necessary on matters of legal and institutional nature, taking into account the incorporation of the Federation by the UK Parliament and the UK laws under which the Federation operates;
- ii. To serve in an advisory capacity as a legal resource person to meetings of the Federation's central bodies on questions of interpretation of the IPPF's basic governing instruments (IPPF ACT and Procedural Byelaws, Policy and standards) and generally on legal matters and procedure, as applicable;
- iii. To assist the Chairperson of GC and the Director-General at the time of meetings of the Federation's central bodies, on questions of procedure, relating to the orderly transaction of business and to the duties of Chairperson, Officers and members in connection with the meetings;
- iv. To review during the meetings the text of resolutions adopted, to verify their constitutionality under the IPPF ACT and UK laws and advise the Chairperson on legally required redrafting.

3. Term of Office

The Honorary Counsel to the Federation appointed by the Governing Council shall serve for a term of three (3) years and his/her total consecutive service shall not exceed two terms. If the Governing Council elects to another office a member who is currently Honorary Counsel to the Federation, or if the position becomes vacant for any other reason, a replacement shall be appointed forthwith.

4. Qualifications (desirable)

- i. Legal education, preferably with training under the English law system, considering the enactment of the IPPF ACT under the UK Parliament and other UK law regulating the operations of the Federation (Charity Law, Companies Law, Inland Revenue Code);
- ii. Knowledge of the IPPF system and its constitutional framework;
- iii. Well-informed knowledge or experience with procedures in general, defined as rules of order for group discussion and action during meetings;
- iv. Specific knowledge of IPPF Procedural Byelaws designed as the IPPF special standing rules of order governing the procedure at meetings of the Governing Council, Membership Committee, Audit Committee and any other committees, panels or subgroups set up by Governing Council.

As adopted by Central Council in 1984

Amended by Governing Council in November 2010

1. THE FEDERATION

Policy 1.6

TERMS OF REFERENCE OF INDIVIDUAL IPPF GOVERNING COUNCIL MEMBERS

1. Qualities and Attributes

- i. Understanding and acceptance of the legal duties, responsibilities and liabilities of being a Governing Council member.
- ii. Understanding of the difference between governance and management.
- iii. Commitment to IPPF.
- iv. Willingness and possibility to devote the necessary time and effort including attendance of meetings.
- v. Strategic vision.
- vi. Willingness and ability to speak his/her mind.
- vii. Independent judgement.
- viii. Ability to think creatively and innovatively.
- ix. Ability to work effectively as a member of a team
- x. Willingness to comply with IPPF's Code of Governance.

2. Responsibilities

- i. To ensure that IPPF complies with its governing documents and any relevant legislation or regulations.
- ii. To ensure IPPF pursues its objectives as defined in its governing documents.
- iii. To ensure that IPPF applies its resources exclusively in pursuance of its objects.
- iv. To contribute to Governing Council's role in giving firm, strategic direction to IPPF, setting overall policy, defining goals, setting targets and evaluating performance against agreed targets.
- v. To safeguard the good name and values of IPPF.
- vi. To ensure the financial stability and future sustainability of IPPF.
- vii. To use any specific skills, knowledge or experience to help the governing body reach sound decisions.
- viii. To scrutinise Governing Council papers, lead discussions, focus on key issues.
- ix. To provide advice and governance on new initiatives, or on other issues where the Governing Council member has specific expertise.

3. Relationships

- i. To consult and collaborate with the Director-General to solve problems.
- ii. To consult and collaborate with the President, IPPF Treasurer, the Chairs of the Audit and Membership Committees and other Governing Council Members.

4. Procedures to conduct elections of individual GC regional representatives to the Governing Council

- i. Each region should develop its own mechanisms for electing its representative to the Governing Council. This should include a process to vet the candidates to be put forward as regional representatives to the Governing Council.
- ii. Each candidate must be assessed against the role and person specification.
- iii. Each region should define the best way to handle the selection process.
- iv. At least three regional volunteers should be appointed as part of the vetting process.
- v. The regional process should involve asking potential candidates to submit a statement supporting their desire to serve on the Governing Council.
- vi. Each candidate must outline why he or she thinks they should be elected and how they meet the criteria set out in the attributes and qualities of GC members. This could be followed up by a short interview by the vetting committee. The applications must be accompanied by supporting statements from potential GC members.
- vii. Where three suitable regional representatives cannot be found; the region should notify the IPPF Director-General rather than put forward a representative who is not suited to the role or who does not fulfil the criteria.
- viii. A background check must be carried out for governing body candidates at all levels (MA, Regional and International). For example, people who at a given time were in litigation with the MA in whatever position should not stand for elections.
- ix. The IPPF Director-General shall ensure that all nominations and supporting statements are according to the rules. Such nominations must be received by the Director-General in due time to enable him/her to complete the process.

As adopted by Governing Council, November 2016

1. THE FEDERATION

Policy 1.7

TERMS OF REFERENCE FOR THE GOVERNING COUNCIL YOUTH REPRESENTATIVES

1. Qualities and Attributes

- (i) Commitment to IPPF through internalisation and acceptance of its aims and objectives.
- (ii) Awareness of the challenges facing young people in relation to IPPF's mission.
- (iii) Commitment and willingness to serve as a Governing Council member.
- (iv) Understanding and acceptance of the legal duties, responsibilities and liabilities of being a Governing Council youth representative.
- (v) Willingness to devote the necessary time and effort, including to attend meetings.
- (vi) Strategic vision.
- (vii) Ability to think creatively and innovatively.
- (viii) Ability to work effectively as a member of a team.
- (ix) Understanding the difference between governance and management including the roles of the Governing Council and of different staff.
- (x) Willingness to participate in the Governing Council review process.
- (xi) Willingness to comply with IPPF's Code of Governance
- (xii) Willingness and ability to speak his/her mind.
- (xiii) Independent judgement.
- (xiv) Comfortable with new digital technologies (desirable, but not essential)

2. Responsibilities

- (i) To attend Governing Council meetings and any other meetings as required.
- (ii) To ensure the effective and efficient running of IPPF through discussion and analysis of reports presented by the Director-General and his staff.
- (iii) To contribute actively in providing strategic direction to IPPF by helping set a framework for overall policies, defining goals, setting targets and evaluating performance against agreed outcomes.
- (iv) To be an ambassador of IPPF promoting its work with other members of the Governing Council.
- (v) To represent IPPF externally as agreed by IPPF from time to time.
- (vi) To act in the best interest of IPPF and safeguard its good name and values.

3. Process for electing youth representatives to the Governing Council

- (i) Nominations for the position of Youth Representatives to the Governing Council shall be open to all youth representatives to the Regional Council Meetings.
- (ii) Each region should develop its own mechanisms for electing its representative to the Governing Council. This should include a process to vet the candidates to be put forward as youth representatives to the Governing Council.
- (iii) Nominations from the Members Associations will be forwarded to each Regional Director.

- (iv) Each nomination should meet the agreed set of criteria and take into account the respective expertise required.
- (v) The Regional Director will ensure that nominations are according to the rules.
- (vi) The nominations will be put before the Regional Youth Forum or the appropriate body depending on the setting of each region for its decision on behalf of the Regional Council.
- (vii) The Regional Youth Forum or the appropriate body depending on the setting of each region will vote for the most suitable candidates.
- (viii) The Regional Council will endorse or vote depending on the regional setting the elected youth to serve on the Governing Council.
- (ix) The Governing Council Youth Representative may be the Regional Youth Representative to the REC or any other youth elected to represent the region within the Governing Council.

As adopted by Governing Council, November 2016

1. THE FEDERATION

Policy 1.8

GOVERNING COUNCIL MEMBER PERFORMANCE REVIEW

Introduction

1. Regulation 2(6)(y) stipulates that the Governing Council should periodically review its own effectiveness and efficiency. This policy is intended to give effect to this stipulation by establishing a process to review the performance of Governing Council members.
2. The review process provides an opportunity to establish where the Governing Council is performing commendably and where it may be able to improve in its processes and approach to achieving IPPF's mandate.
3. The key objective is to assess how Governing Council members uphold the IPPF Code of Good Governance. This will be done by reviewing the sole contribution and support needs of individual Governing Council members.
4. The review process will take place at the end of the November GC meeting, but in the last year of the GC member's term, the assessment will take place in May.
5. The aggregate results of the assessment will be shared with the regions prior to the elections that same year.

Guiding principles

6. IPPF is committed to ensure that governing bodies' performance review process is transparent and is aimed at improving governance practices across the Federation.
7. IPPF is committed to ensure that all Governing Council members affirm their understanding of the process and their commitment to its successful conclusion before the beginning of it.
8. Rather than being perceived as a punitive exercise, the performance review process is aimed at achieving a high performing Governing Council.
9. The process aims to provide the reviewee's feedback on the assessment and ensure there is a system in place to look at the feedback and to check that the findings and recommendations of the review are acted upon.
10. The review process should eliminate all perceived conflicts of interest; therefore, reviewers should have no close relationship to the Governing Council member who is being reviewed. Persons from the same region will not peer review each other.
11. IPPF is committed to set a procedure to manage negative feedback. The feedback process should be undertaken by the Chair or an individual who s/he delegates to undertake this task.

Implementation

12. The process is composed of the following steps:
 - a) Self-assessment conducted by individual governing Council Member (Annex 1)
 - b) Peer review conducted by a fellow GC member paired through a drawing of ballots by the Honorary Legal Counsel (Annex 2)
 - c) Chairperson review and perspective (Annex 3)

13. There is a guiding document associated with each of the steps to enable the reviewer to carry out an objective review.
14. Responses will be compiled and analysed by the Governance and Accreditation Team.
15. A resulting summary will be shared with the IPPF Director-General and the Governing Council Member concerned.
16. The Chairperson shall report general themes of strengths and deficiencies to the Governing Council.
17. Part of this process will involve setting objectives with each Governing Council member based on the outcome of the review.
18. Governing Council members will undertake such development opportunities and other actions agreed as part of the review process.
19. Each Regional Executive Committee and Member Association governing body are encouraged to follow similar processes in order to improve their governance effectiveness.

Annexes**Annex 1****ASSESSMENT OF INDIVIDUAL GOVERNING COUNCIL MEMBER PERFORMANCE****Name of Governing Council member:****1. How would you rate your own performance in the following areas in terms of active participation on the Governing Council:**

(ALL PRINCIPLES: Question 6 is overarching and relevant to all principles in the Code of Good Governance however it is particularly aligned to PRINCIPLE 4: The Governing Body monitors and reviews the organization's performance.)

*Please mark the box corresponding to your score: **1=Never; 2= Sometimes; 3= Always***

- A. Read all Board meetings papers in advance of meetings 1: ☐ 2: ☐ 3: ☐
- B. Participate in and contribute to meeting discussions and decision making 1: ☐ 2: ☐ 3: ☐
- C. Complete actions assigned to you within designated timescales 1: ☐ 2: ☐ 3: ☐
- D. Challenge discussions where you feel strongly about the issue 1: ☐ 2: ☐ 3: ☐
- E. Share your knowledge and expertise during meetings 1: ☐ 2: ☐ 3: ☐
- F. Attend meetings on time 1: ☐ 2: ☐ 3: ☐
- G. Demonstrate a respectful attitude towards other Governing Council Members and Secretariat staff in attendance 1: ☐ 2: ☐ 3: ☐

2. Please explain how you work to promote and protect the mission, values and reputation of IPPF?

(PRINCIPLE 1: The Governing Body ensures member integrity and collective responsibility.)

Please tick those examples that correspond to your contribution:

| | | | | | |
|---|--|---|---|--|--------------------------------|
| <input type="checkbox"/> Advocacy efforts | <input type="checkbox"/> Use of personal knowledge | <input type="checkbox"/> Use of personal connection | <input type="checkbox"/> Technical resource | <input type="checkbox"/> Raising the profile of IPPF | <input type="checkbox"/> Other |
|---|--|---|---|--|--------------------------------|

Please provide further explanation on the boxes you have ticked and expand where you have ticked 'other'.

3. To what extent do you feel that you contribute through use of your skills and experience to the development of IPPF's strategic direction?

(PRINCIPLE 2: The Governing Body determines the organization's strategic direction and policies)

Please mark the box corresponding to your score: 1= No contribution, 2=Some contribution, 3= Full contribution

| | | |
|----------------------------|----------------------------|----------------------------|
| <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 |
|----------------------------|----------------------------|----------------------------|

Please give examples of how you have made this contribution

4. Do you take a proactive approach to ensuring that all existing and potential risks facing IPPF are identified, evaluated and managed appropriately?

(PRINCIPLE 5: The Governing Body provides effective oversight of the organization's financial health.)

| | |
|------------------------------|-----------------------------|
| <input type="checkbox"/> Yes | <input type="checkbox"/> No |
|------------------------------|-----------------------------|

If yes please expand with specific examples and if no please explain why.

5. As part of your oversight role, how confident do you feel in your knowledge and understanding of the IPPF programme budget and overall financial position?

(PRINCIPLE 5: The Governing Body provides effective oversight of the organization's financial health and PRINCIPLE 6: The Governing Body is open, responsive and accountable.)

*Please mark the box corresponding to your score: **1=Not confident at all, 2=Confident in some areas but not others, 3=Completely confident.***

| | | |
|----------------------------|----------------------------|----------------------------|
| <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 |
|----------------------------|----------------------------|----------------------------|

6. Do you take steps to engage in ongoing learning and self-development as a means of supporting your contribution to the Governing Council?

(PRINCIPLE 7: The Governing Body ensures its own review and renewal.)

*Please mark the box corresponding to your score: **1=Never, 2= Sometimes, 3=Always***

| | | |
|----------------------------|----------------------------|----------------------------|
| <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 |
|----------------------------|----------------------------|----------------------------|

Please provide examples, including details on the type of learning:

7. a. To what extent do you agree with the following statement:

“I participate, contribute to decisions and act on the Governing Council for the collective good of the Federation rather than any personal, national or regional interests. “

(PRINCIPLE 1: The Governing Body ensures member integrity and collective responsibility.)

Please mark the box corresponding to your score: 1=Fully disagree; 2= Partially agree, 3= Fully agree.

| | | |
|----------------------------|----------------------------|----------------------------|
| <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 |
|----------------------------|----------------------------|----------------------------|

8. Do you take a proactive approach to identifying and sharing potential conflicts of interest of your fellow members and to declaring your own conflicts of interest when participating on the Governing Council?

(PRINCIPLE 1: The Governing Body ensures member integrity and collective responsibility.)

| | |
|------------------------------|-----------------------------|
| <input type="checkbox"/> YES | <input type="checkbox"/> NO |
|------------------------------|-----------------------------|

9. What can you look back on with particular satisfaction in the past year?

| |
|--|
| |
|--|

Notes

Timing of the self-assessment process

This is an annual self-assessment form and will be part of the process to take place at the end of the November GC meeting, but in the **last year** of the term, the assessment will take place in May.

Annex 2**Peer performance review of IPPF Governing Council Member questionnaire**

Please give a numerical score against each area using a scale of 1 to 5 and provide any comments and examples that you feel are relevant. Kindly refer to the interview guide for this exercise.

| Range of Score | 1-2 | 3 | 4-5 |
|---|---------------------------------------|---|----------------------------------|
| Performance Levels | Below expectations/improvement needed | Meets expectations/ Good performance | Exceeds expectations/outstanding |
| Performance Criteria | | | Rating out of 5 |
| 1. Ability to think strategically Comments: | | | |
| 2. Commitment to aims/values of IPPF Comments: | | | |
| 3. Ability to act in the best interest of IPPF and deal with conflict of interest Comments: | | | |
| 4. Understanding of the context in which IPPF is working Comments: | | | |
| 5. Ability to commit time to Governing Council activities Comments | | | |
| 6. What you think s/he could be doing more of or less of to enhance the effectiveness of Governing Council Comments | | | |
| 7. Participation, engagement and attendance at meetings Comments | | | |

| | |
|---|--|
| 8. Ability to engage with and listen to fellow Governing Council members Comments | |
| 9. Ability to speak his/her mind and show independent judgement Comments | |
| Any other comments | |

Thank you for your feedback. Please return this form to xxxx at xxxx by xxxx

Notes

- The Chair will provide feedback to the Governing Council member on the evaluation process.
- Persons from the same region should not peer review each other.
- Pairing will be done by the drawing of lots by the Honorary Legal Counsel.
- Follow the interview guide in this exercise.

Appendix Guidance to Peer Reviewers**Introduction**

This performance framework will lead to greater accountability. Peer reviewers will support Governing Council (GC) members by assessing the individual performance of the GC members they are matched with. The peer review process has many benefits, so it is vital to consider what GC wants out of the process. One benefit is that as a peer you can give productive feedback and help to motivate your fellow GC members. Benefits will emerge from the substantive support and constructive feedback offered from this peer review process. The peer review process offers an opportunity to credit, reward, acknowledge and celebrate good performance. However poor performance may lead to GC members not being re-elected as regional representatives.

Even though the review is about past performance, as a reviewer your focus will be on the future. Your aim should be to encourage the GC member to welcome the review process as an opportunity to learn and develop further. The review is a channel of communicating the accomplishments and providing feedback that will inform the GC member's goal setting process for the next year.

Make it clear what constitutes a good review?

The key elements of a successful review process are:

- ✓ Sufficient training and awareness of the value you add as a reviewer
- ✓ Your preparation as a reviewer for the process
- ✓ Setting aside adequate time for the task
- ✓ Knowing what IPPF is looking for in a GC member (capabilities, competencies, behaviours, skills)
- ✓ Setting measurable objectives
- ✓ Observable qualities – which are therefore quantifiable
- ✓ Observing assessable competencies
- ✓ Keeping paperwork to a minimum
- ✓ Supporting comments as far as possible with clear examples
- ✓ Ensuring the individual objectives that are set out in the review are linked to organisational objectives
- ✓ Reviewing the individuals' achievements, weaknesses, aspirations, disappointments and any development needs
- ✓ Using the checklist to structure your review process (checklists are helpful and can provide insights into the peer review process)
- ✓ Detecting strong as well as under-performance
- ✓ Determining what might improve the quality of the review process

Part 1: Before You Start**Prepare yourself**

1. Do your homework.
2. Consider what you find the most difficult thing about a performance review. What support or tools do you need to make you more comfortable in carrying out the review? Undertake any relevant training.
3. Be clear about the timeline for the peer review process.

4. Be armed with your own assessment of how you think the year went for the GC member you are reviewing. Prepare a list of specific gains that you think the reviewee has contributed.
5. Review the relevant documentation: Get a copy of the GC member's role description and person specification. Obtain a copy of the strategic objectives of IPPF. Arm yourself with any specific reviewing criteria you need to consider. Get copies of relevant forms, policies and checklists. In thinking about IPPF, what do you think are the challenges and how do you think the reviewee is meeting them? Get your evidence to support your comments.
6. Treat materials received as confidential documents.

Part 2: The review - Your assessment - What you need to do.

1. **Be objective** in your assessment and avoid any appearance of bias.
2. Review the individual's performance against the role and person specification. A good role description gives a baseline for the individual to be judged against and clearly defines their responsibilities.
3. **Assess if the Governing Council member** is meeting the necessary principles as set out in the IPPF Code of Good Governance. What evidence supports your assessment?
4. **Consider all nine questions** in the peer review questionnaire. Add any additional comments in the open comments box.
5. What do you think went well this year? Offer constructive criticism for areas you think he or she could improve and also praise the things he or she has done right,
 - Ask what the reviewee thinks has gone well,
 - Think of what the reviewee should continue to do
 - What should he/she stop doing?
 - What should he/she start to do?
 - What has s/he shown?
 - How is s/he meeting the governance challenges?
 - Is there a theme or pattern developing that the GC member needs to be aware of?
 - What do you think of his/her goals for the coming year and any questions?

As a reviewer, assist in developing an action plan for the Governing Council member under review to address any deficiencies uncovered. Find out what s/he can do better. Offer balance in your feedback. Be respectful giving positive feedback as well as identifying areas for improvement.

- What do you think will support the GC member you are reviewing to add more value to IPPF?
- What do you think s/he should do differently next year?

- What knowledge or skills does the reviewee need to develop to meet the goals in the role?
- What can you do as a reviewee to improve your rating in this area next year?

Part 3: Think about your finish - Your review report

1. Your analysis - think of information you can pass on to the Chair to help the goal setting for the next year.
2. Your review should help give your overall opinion and general observations. Your comments should be courteous and constructive. The reviewee should be able to benefit from the feedback and learning,
3. Providing insights into any deficiencies is important. You should explain and support your judgement so that there is full understanding of the reasoning behind your comments. Indicate whether your comments are your own opinion or are reflected by the data.
4. Will it help GC to make better decisions relating to performance and, if so, how?

Summarise your findings

Give your main impressions - has the GC member made a sufficient impact? How does he/she add to IPPF?

- Give specific comments and suggestions.
- Does your report have a clear message?
- Set out your recommendations.

Your Reviewer checklist:

- ✓ **Step 1: Be prepared:** Think of what you need to do before you start.
- ✓ **Step 2: Undertake the assessment:** supported by the relevant documentation, your observations and the responses to the questionnaire, **assess** the performance of the reviewee.
- ✓ **Step 3: Frame your review report:** write a short review report making your recommendations and commenting on any areas for improvements.

Annex 3**Evaluating Governing Council Member Effectiveness****Conversation between the Chair and the Regional Chairpersons or Regional Heads to the Governing Council****10. How would you rate your own performance in the following areas in terms of active participation on the Governing Council:**

(ALL PRINCIPLES: Question 6 is overarching and relevant to all principles in the Code of Good Governance however it is particularly aligned to PRINCIPLE 4: The Governing Body monitors and reviews the organization's performance.)

Please mark the box corresponding to your score: **1= Never; 2= Sometimes; 3= Always**

Where relevant, please ask the GC member to give examples of how he/she has made the contribution against which he/she is being rated.

- H. Read all Board meetings papers in advance of meetings 1: ☐ 2: ☐ 3: ☐
- I. Participate in and contribute to meeting discussions and decision making 1: ☐ 2: ☐ 3: ☐
- J. Complete actions assigned to you within designated timescales 1: ☐ 2: ☐ 3: ☐
- K. Challenge discussions where you feel strongly about the issue 1: ☐ 2: ☐ 3: ☐
- L. Share your knowledge and expertise during meetings 1: ☐ 2: ☐ 3: ☐
- M. Attend meetings on time 1: ☐ 2: ☐ 3: ☐
- N. Demonstrate a respectful attitude towards other Governing Council Members and Secretariat staff in attendance 1: ☐ 2: ☐ 3: ☐

Notes on any of the above (any examples or perspective the reviewee wishes to share)

| | |
|--|--|
| Name of Regional Chairperson or Regional Head to GC: | |
| Date: | |
| 1. What do you think of your personal contribution to the Governing Council? | |
| 2. What could you do more of to enhance the effectiveness of the Governing Council? | |
| 3. What would enable you to do so? | |
| 4. What can you look back on in the past year with particular satisfaction? | |
| 5. Jointly agree objectives with the reviewee against which his/her performance will be assessed over the next period. | |

| | |
|---|--|
| 6. What area (s) do you need to be developed/increased in capacity? | |
| 7. Explore any discrepancies between your assessment and the assessment of the reviewee | |
| Anything else you would like to say? | |

Notes for the Chair

Chair evaluation of Regional Chairperson or Regional Head of Performance

1. What are the reviewee 's major strengths (list 2 or 3)
2. What are the areas that need further development (list 2 or 3)
3. What assistance or resources are needed to address developmental needs?
4. Jointly agree objectives for the next assessment period.
5. The conversation with each Regional Chairperson or Regional Head to GC will take at about 45 minutes to cover all aspects of the assessment discussion. It will be important to build in sufficient time for the exchange of views and for feedback.

The process

1. Develop and implement agreed framework
2. Governing Council member completes self-evaluation form
3. Peer completes assessment for a Governing Council member
4. Chairperson holds Regional Chairpersons or Regional Heads to GC review meetings
5. Pairing will be conducted through a ballot drawing which should avoid putting together persons from the same region.

As adopted by Governing Council, November 2016

1. THE FEDERATION

Policy 1.9

TERMS OF REFERENCE OF THE EXTERNAL ADVISERS TO THE GOVERNING COUNCIL

1. Qualities and attributes

Each external adviser must demonstrate the following attributes:

- i. Adherence to and upholding of IPPF's vision, mission and values.
- ii. International reputation.
- iii. Commitment and willingness to devote the necessary time to serve IPPF as an external adviser.
- iv. Independent, impartial and objective judgement.
- v. Good communication and interpersonal skills.
- vi. Ability to maintain confidentiality.
- vii. Ability to think creatively.
- viii. Ability to be analytical, to synthesise information and consider the consequences of decisions.
- ix. Willingness to share his/her expertise within the context of IPPF's work.
- x. Tact and diplomacy linked to a willingness to make unpopular recommendations to the Governing Council.
- xi. Availability to advise staff.

2. Skills set

External advisers should have relevant current knowledge and recent experience in any of the areas below:

- i. Marketing & Branding
- ii. International relations and organisational set-up
- iii. Campaigning
- iv. Fundraising
- v. Communication
- vi. Business Sector Experience
- vii. Finance/accounting
- viii. Economy
- ix. Social Media
- x. Children and women's health and rights
- xi. Understanding of the international political spectrum
- xii. Disaster Management
- xiii. Environmental issues
- xiv. Sustainable development
- xv. Refugees, displaced people and humanitarian
- xvi. Advocacy
- xvii. Gender including masculinity
- xviii. Medical skills
- xix. Spiritual health

3. Responsibilities

The external advisers are expected to:

- i. Advise IPPF on matters pertaining to their area of speciality and to further the aims of IPPF.
- ii. Monitor emerging issues and identify areas that require the response of the Governing Council.
- iii. Collect relevant background materials and resources that serve as benchmarks or evidence for best or emerging practices.
- iv. Declare any conflict or potential conflict of interest in the role as external adviser and manage it appropriately with guidance from the Governing Council.

4. Attendance at GC meetings and status

External advisers will attend all Governing Council meetings. However, they:

- i. are not trustees of the Federation.
- ii. shall not be a person who has held a position at Regional Council, Regional Executive Committee, Governing Council or Unified Secretariat during a period of five years prior to his/her appointment.
- iii. will not have voting rights.
- iv. cannot stand for elections for Honorary Officer positions.
- v. will not be remunerated but they are entitled to claim reasonable expenses supported by receipts.

5. Nomination process for the six external advisers to the Governing Council

- i. A call for nominations will be sent by the IPPF Director-General on behalf of IPPF Governing Council to the entire Federation and the public through public advertisements.
- ii. The call for nominations must take into account the respective areas of expertise.
- iii. The IPPF Director-General will carry out a review and analysis of all nominations received and put forward a written report with a recommendation of a maximum of 24 nominees who meet the qualities, attributes and skill sets and are capable of carrying out the responsibilities of the position.
- iv. A review committee composed of the six current Regional Presidents will scrutinize all the nominations put forward by the Director-General and submit to the Governing Council a list of the 12 most outstanding nominees for consideration.
- v. Governing Council at the May meeting (during an election year) will conduct a review of the 12 shortlisted nominees and vote for the six best advisers who should serve on the Governing Council, taking into account the gender balance requirements.
- vi. If for any reason the six positions allocated for expert advisers cannot be filled, this position should be left vacant and filled when (a) suitable person(s) can be found.

6. Tenure

The term of office of an external adviser is three years with the possibility of one re-election, subject to satisfactory performance review. No adviser will be allowed to serve for more than two terms cumulatively.

As adopted by Governing Council, November 2016

1. THE FEDERATION

Policy 1.10

TERMS OF REFERENCE FOR THE ELECTION OF THE CHAIRPERSON OF THE MEMBERSHIP COMMITTEE

1. Responsibilities

- i. To work with the Director General or nominees of the Director General in setting the agenda for meetings of the Membership Committee.
- ii. To chair meetings of the Membership Committee.
- iii. To ensure new Membership Committee members are fully oriented and are provided with all documents needed.
- iv. To inspire and provide leadership to the Membership Committee and to evaluate the way the committee functions.
- v. To engage in the process of evaluating the performance of Membership Committee members and provide support to them as appropriate.
- vi. To facilitate the resolution of conflict within Membership Committee, liaising with the Director-General to achieve this.
- vii. To ensure that decisions taken at meetings are effectively implemented.

2. Eligibility

- i. To be eligible for the position of Chairperson of the Membership Committee the person nominated must be duly elected by the Governing Council as a Membership Committee member.

3. Quality and attribute

- i. It is preferable that such candidate has previous experience in attending Membership Committee meetings and has made active and fruitful contributions thereto.

4. Protocol for the election

- i. The members of the Membership Committee shall meet immediately after their election by the Governing Council for the sole purpose of electing the Chairperson of the Committee and an alternate.
- ii. The IPPF Honorary Legal Counsel shall chair this meeting.
- iii. The IPPF Honorary Legal Counsel shall invite members of the Committee to nominate and second candidates for the post of Chairperson of the Committee.
- iv. If there is only one member nominated and seconded, that member shall be declared the Chairperson of the Committee.
- v. If there is more than one candidate, there shall be an election by secret ballot.
- vi. The member who receives the most votes shall be declared the Chairperson of the Committee. In the event of tie between two candidates, a drawing of ballot shall be used to declare the winner.

- vii. After the election of the Chairperson, the Honorary Legal Counsel shall invite members of the Committee to nominate and second candidates for the post of alternate to the Chairperson of the Committee.
- viii. If there is only one member nominated and seconded for the post of alternate, that member shall be declared the alternate Chairperson of the Committee.
- ix. If there is more than one candidate, there shall be an election by secret ballot.
- x. The member who receives the most votes shall be declared the alternate Chairperson of the Committee.
- xi. The alternate Chairperson shall chair meetings of the Committee in the absence of the Chairperson.

As approved by IPPF Governing Council, November 2017

1. THE FEDERATION

Policy 1.11

IPPF MEMBERSHIP CATEGORIES

Rationale

1. This policy gives effect to the implementation of the new membership categories approved by the Governing Council at its November 2010 Meeting and makes clear the various responsibilities and privileges of Full and Associate Members of IPPF.
2. The policy also provides the necessary steps to be followed by an existing Full Member which decides to become an Associate Member and also makes clear the way each Region should handle the status of a non-member observer organization.

Introduction

3. IPPF is a volunteer led organization and has two categories of membership:
 - i. Full Membership
 - ii. Associate Membership
4. There are two types of Associate Members: Associate Member 1 (AM1) and Associate Member 2 (AM2). The responsibilities and privileges for these two types of Associate Members and also for Full Members and Collaborative Partners are clearly defined in the table below.

5. Table summarizing the different type of affiliation with IPPF

| | MEMBERS | | | PARTNERS | |
|--------------------------------|---|---|--|---|---|
| PRINCIPLES | FULL MEMBER | ASSOCIATE MEMBER | | NATIONAL/REGIONAL COLLABORATIVE PARTNERS | INTERNATIONAL COLLABORATIVE PARTNERS |
| | | AM1 | AM2 | | |
| Subscribes to | Vision Mission Values | Vision Mission Values | Vision Mission Values | Vision Mission Values | Vision Mission Values |
| Standards of Membership | Full adherence | Admission criteria as identified in the IPPF accreditation procedure and includes complying with governance and constitutional standards Intend to comply with all standards after two years | Continue to: Satisfy Governance Standards Satisfy Constitutional Standards | No need to subscribe with IPPF Standards Memorandum of Understanding (MOU) with Region to outline terms of collaboration | No need to subscribe with IPPF Standards Partnership agreement with IPPF Governing Council to outline terms of collaboration |
| Time Limit | Unlimited (with 5 yearly accreditation) | Maximum of 5 years (with yearly confirmation) | Unlimited with annual confirmation | As per MOU terms | As per partnership agreement |

1. THE FEDERATION

Policy 1.11

| Accreditation Review | Every 5 years | Not before 2 years | No review | No review | No review |
|----------------------|--|---|---|---|--|
| Renewal of Status | <p>Once every 5 years</p> <p>Accreditation recommended by REC¹ to MC²/ GC³ following a review</p> | <p>Yearly</p> <p>Recommended by REC to MC for GC approval as per IPPF Regulations</p> | <p>Yearly</p> <p>Recommended by REC to MC for GC approval as per IPPF Regulations</p> | <p>As per MOU terms</p> <p>As identified by MOU with the Region</p> | <p>As per partnership agreement terms and conditions</p> |
| Change of Status | <p>Anytime if they choose to revert to Associate Status AM2</p> <p>Become a full member</p> | <p>After two years⁴ they undergo accreditation</p> <p>Review at the end of which either:</p> <p>Remain AM1 up to 3 years maximum</p> <p>Become AM2</p> | | <p>As identified by MOU with the Region</p> | <p>Not applicable</p> |

¹ REC: Regional Executive Committee

² MC: Membership Committee

³ GC: Governing Council

⁴ From the date of admission of new associate members and/or the adoption of this policy

| | | | | | |
|--|------------------------------------|------------------------------------|------------------------------------|---|--|
| In Case of Non-Compliance | As per IPPF regulations | As per IPPF regulations | As per IPPF regulations | MOU | As per partnership agreement |
| Governance: Attendance at RC Meetings¹ | Attend as Full Member | Attend as Associate Member | Attend as Associate Member | Attend as observer (as identified in MOU) | May attend GC as an observer under IPPF Regulations 2 (2)(f) |
| Voting Rights² | Yes | Yes | Yes | No | No |
| Election Eligibility | Yes to REC and GC | No | No | No | No |
| Core Funds² | Eligible | Eligible up to five years | No | As identified in MOU | As identified in Partnership Agreement |
| Restricted Funds | Eligible | Eligible up to five years | Eligible | As identified in MOU | As identified in Partnership Agreement |
| Membership Fee | As deemed necessary by the Regions | As deemed necessary by the Regions | As deemed necessary by the Regions | No | No |

¹ As per IPPF Regulations

² Eligibility for core funding is subject to a country's inclusion in the OECD DAC list of aid recipient countries : http://www.oecd.org/document/45/0,3746,en_2649_34447_2093101_1_1_1_1,00.html

1. THE FEDERATION

Policy 1.11

Implementation

6. Following adoption of this policy, any newly joining Associate Members (AM1) will need to make a decision about their future status within the Federation two years after being admitted. They will either go through an accreditation review in order to become a Full Member or decide to join the second type of Associate Member (AM2).
7. Those who are Associate Members of IPPF at the time of the adoption of this policy (AM1) will have two years to make a decision to either go through an accreditation review and become a Full Member or to join the second type of Associate Member (AM2).
8. Full Member Associations can apply to become an Associate Member (AM2) under the following circumstances:
 - i. a decision to change their membership status by the highest governing body of the Association
 - ii. a subsequent review of the application and recommendation by the Regional Executive Committee to the Governing Council.
9. When a Full Member Association becomes an Associate Member (AM2), it will remain with that status for at least two years and will need to successfully go through an accreditation review should it wish in the future to become a Full Member, as per IPPF Act and Regulations.
10. Regional Offices have the responsibility to implement this policy and to inform the Regional Executive Committee who will make the necessary recommendation on membership status to the MC/GC as per the IPPF Act and Regulations.
11. IPPF CO will monitor implementation of this policy and inform the Membership Committee accordingly.

As adopted by Governing Council, May 2011

As amended by Governing Council, November 2013

1. THE FEDERATION

Policy 1.12

RISK MANAGEMENT

Introduction

Risk management is a central part of any organization's strategic management. It is a key organizational planning and monitoring tool. This policy outlines the way in which Member Associations and the Secretariat of IPPF should address risk management.

Definitions

Risk

Risk is measured in terms of the probability of an event occurring and its negative consequences.

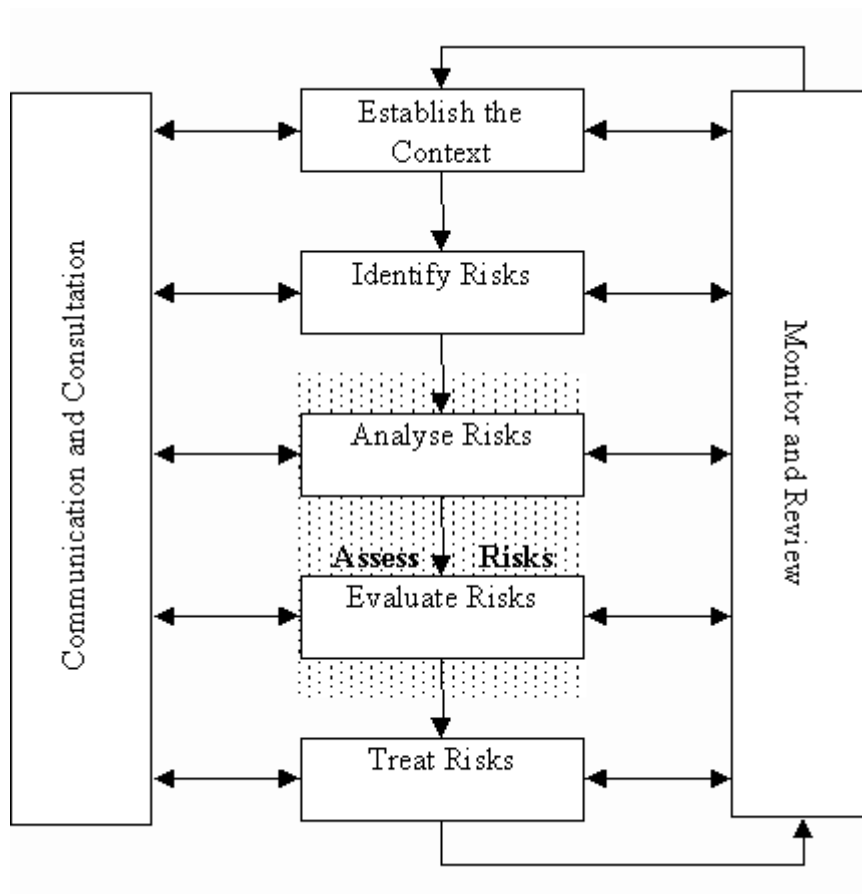
Risk Assessment

Risk assessment is the overall process of risk analysis and evaluation based on the chance of something happening that will have a negative impact on the achievement of the organization's objectives. This is the shaded component of the diagram.

Risk Management

Risk management is the culture, processes and structures that are directed towards the effective management of potential opportunities and adverse effects within the organization's environment.

Diagrammatically, the risk management process is depicted in the following flow-diagram:



Risk Management Process

Risk management process is the systematic application of management policies, procedures and practices in relation to risk. It is a continuous process of identifying, analysing, evaluating, treating, monitoring and communicating risk so that it becomes a basis on which the organization is managed. The process involves the Governing Body, Senior Management and other staff.

Risk Register

A risk register is a document which lists the most important risks facing the organization together with the likelihood and impact of those negative events occurring. The document should include details of steps which have or will be taken to reduce the impact should the risk occur.

Principles

1. The focus of good risk management is the identification of and treatment of organizational risks. The objective is to add value to all the activities of the organization.
2. Risk management should be a continuous and dynamic process which runs throughout the organization's strategy and implementation of that strategy.

3. It should address methodically all the risks surrounding the organization's past, present and, in particular, future activities.
4. Effective risk management requires a reporting and review structure to ensure that risks are effectively identified and assessed and that appropriate controls and responses are in place. This structure should involve the Governing Body and Senior Management. Senior Management should ensure that an effective system is in place to manage the risks. The Governing Body takes the lead on reviewing the risk register and ensuring that senior management have suitable plans in place to treat risks where controls were identified as inadequate.
5. Where internal audit operates, their work should be focused on the significant risks identified in order to provide Management and the Governing Body with periodic assessments that these are being adequately managed.

Major risks

Most organizations face similar major risks and these can be summarized as:

- Change in political environment
- Change in legislation
- Change in strategic direction
- Reduced income
- Lack of financial sustainability
- Loss of reputation
- Ineffective governance
- Ineffective management
- Inadequate staffing and skills
- Information technology failure (hardware / software)
- Major incident response (terrorism / flood / fire / disease).

Implementation**For Member Associations:**

6. Member Associations are encouraged to adopt a clear risk management process outlining the roles that the Governing Body and Senior Management should undertake. The Governing Body should approve a risk management policy.
7. Member Associations are encouraged to include risk management within their strategic planning process.
8. Associations should document the main risks facing the organization and ensure that controls are in place to minimize the financial impact of risks. The Governing Body should approve on an annual basis the most important risks facing the organization. It is considered good practice for each Governing Body meeting to review the risk register as a standing item on the agenda. This should include follow-up on actions taken from the previous year to the risk register.

9. Senior Management shall promote a systematic and consistent approach to risk by ensuring that risks are assessed and considered as part of the day-to-day management of the organization.
10. Where Internal Audit are in place they should utilize the results of the annual risk assessment to plan their work and provide an assurance to the Governing Body that controls are in place to minimize these risks.

For the Secretariat:

11. The Director-General shall ensure that a comprehensive risk register is in place for the Secretariat including each Regional Office and the Central Office. This shall identify the major risks and the controls in place to minimize and monitor those risks.
12. The Director-General shall present to the Governing Council on an annual basis the most significant important risks facing the organization. Regional Directors will present similar regional risk registers to their Regional Executive Committees.
13. The Governing Council will review on an annual basis the Secretariat risk register, including follow up on actions taken from the previous year to the risk register. This will follow a detailed review by the IPPF Audit Committee.
14. The Regional Offices shall provide assistance to Member Associations in developing risk management within their organizations.
15. Senior Management shall promote a systematic and consistent approach to risk by ensuring that risks are assessed and considered as part of the day-to-day management of the organization. They shall also ensure that controls are in place to minimize the financial impact of risks.
16. Internal Audit will utilize the results of the annual risk assessment to plan their work and provide an assurance to the Audit Committee that controls are in place to minimize these risks.

As adopted by Governing Council, November 2007

1. THE FEDERATION

Policy 1.13

SAFETY AND SECURITY RISK MANAGEMENT

Introduction

1. IPPF is committed to enhancing the safety and security of volunteers, staff, visitors, contractors and other stakeholders. By adopting good practice safety and security risk management (**SSRM**) we strive to minimise risks. As a result, our performance will be enhanced, and individuals will be best able to contribute to their fullest potential. Our clients will be provided with more sustainable access to sexual and reproductive health services. By adopting this policy we also seek to ensure that we meet our duty of care, by doing everything reasonable and practicable to reduce the risk of harm to those working for, or operating on behalf of, the Federation. Implementation of this policy contributes to meeting risk management best practices.

2. Definitions

Safety hazards include naturally occurring phenomena (drought, earthquake, epidemic, flood etc), illness and accidents.

Security threats always have a human origin. They include acts of violence and criminality including terrorism.

Safety and security incidents can result in harm or injury to our people, loss or damage to our property or programmes, and/or negative repercussions for the Federation as a whole, in terms of its reputation and donor responses.

Duty of care refers to the legal and moral obligation of the organization to take all possible measures (to do everything reasonable and practicable) to reduce the risk of harm to those working for, or operating on behalf of, the organization.

Safety and Security Risk Management is defined as a dynamic process that assists in assessing the context we operate in (*country, city/town, clinic, office location, room, mobile unit*). It identifies the risk level from potential undesirable safety or security events to stakeholders (*volunteers, staff, visitors and contractors*), assets and operations, and provides guidance on solutions to lower the risks associated with such events. It does not make operations 'safe or secure' but ensures risks are minimised to an acceptable level to meet duty of care.

Further explanation of terms used in relation to this policy are found in **Annex A**

Safety and Security Values

3. Safety and security values (see **Annex B**) are essential in empowering those associated with IPPF's work, with a guide as to how to react in any situation. They underlie the policy, and its associated plans, and should be adopted by all stakeholders, but especially those responsible for establishing and maintaining safety and security management systems:

- Responsibility and accountability for yourself, and for others
- Right to say no: safety first
- Local action orientated decision-making

- Need to share information

Guiding Principles to Safety and Security at IPPF

4. The Member Associations and Secretariat of IPPF are guided by the following principles in relation to safety and security risk management:

- I. **Mainstreaming:** Safety and security risk management contributes to the overall management process. As a continuous and dynamic process it runs through all organizational processes. It helps decision-makers make informed choices, prioritise actions and distinguish between alternative courses of action. It should be transparent and inclusive. By its nature it is dynamic, iterative and responsive to change. As external and internal events occur, the context and knowledge change, monitoring and review must take place, and changes in levels of risk associated with threats and hazards should be tracked by those responsible for the system. In this way constant inputs will create stable outcomes, with minimal incidents.
- II. **Duty of Care:** Duty of care requirements should take into account volunteers, staff, contractors and visitors. Whilst the legal relationship between them and our organization(s) (the Federation/ Member Associations) may differ it is important that consideration is given to both moral and legal obligations as reputational damage can occur regardless.
- III. **Priority:** In extreme situations, the safety and security of individuals is ultimately a higher priority than the protection of property/vehicles/assets, the preservation of programmes or the expression of advocacy objectives.
- IV. **Responsibility:** Governing Bodies are ultimately responsible for ensuring safety and security risk management. Responsibility for ensuring the safety and security of staff and contractors lies in the line management structure. However, all volunteers, staff, contractors and visitors should also realise they have a responsibility for safety and security. Special responsibilities should be given to designated Security Focal Points throughout the Federation to manage risks on an on-going basis and to respond as and when required to incident and/or crisis management situations. Enhanced and up-to-date training and on-going support for such roles is necessary.
- V. **Discipline:** It is the responsibility of all stakeholders to adhere and contribute to Safety and Security Risk Management Plans and to immediately report breaches or non-compliance. Decision-making authority is to be respected with disciplinary action taken where safety and security plans, and guidance, are not followed.
- VI. **Right to Withdraw:** Irrespective of the risk management in place, any volunteer, staff, contractor or visitor may decline to operate in an insecure area and may withdraw, having made every effort to inform their manager or equivalent. This demonstrates safety first.
- VII. **Behaviour:** volunteers, staff, contractors and visitors should be sensitive and respectful to local culture. They should reflect IPPF values in their interactions by refraining from coercive or exploitative behaviour, including trafficking in persons²³, this is particularly critical in complex humanitarian contexts^{24&25}.

²³ The recruitment, transportation, transfer, harbouring or receipt of persons, by means of the threat or use of other forms of coercion, of abduction, of fraud, of deception, of the abuse of power or of a position of vulnerability or the giving or receiving of payments or benefits to achieve the consent of a person having control over another person, for the purpose of exploitation, United Nations Protocol to Prevent, Suppress and Punish Trafficking in Persons – UN General Assembly 2000

²⁴ Code Conduct for the International Red Cross and Red Crescent Movement and NGOs in Disaster Relief, the Humanitarian Charter and Minimum Standards in Disaster Response and the HAP Principles of Accountability

²⁵ UN Protocol to Prevent, Suppress and Punish Trafficking in Persons, Especially Women and Children (2000), also cited at <https://www.amnesty.org/en/documents/pol30/4062/2016/en/>
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- VIII. **Gender:** Individuals in the same context, may perceive risk differently or face different exposure to safety hazards and security threats, based on their gender, sexual orientation and gender identify. As such each individual can approach the same situation with different vulnerabilities and respond differently to actual or perceived threats. Despite women and men being equal, women in their diversity are disproportionately affected by some security threats with exposure to sexual and gender-based violence often a high risk. It is necessary therefore to put in place measures to reduce risk and promote resilience²⁶. As a result, sometimes provisions must be made for different genders in order to manage risks to acceptable levels. Individual concerns about safety and security must be heard and taken seriously. All IPPF risk management should be viewed through a gender lens and be considered part of our gender mainstreaming activities.
- IX. **Involvement with Arms:** In the course of their IPPF duties, volunteers, staff, contractors and visitors must not carry or take up weapons or arms under any circumstances.
- X. **Armed groups and armed escorts:** Armed personnel must not be allowed in IPPF premises or vehicles, except in an emergency situation and/or where specific threats requiring such a response are explicitly agreed or imposed (this does not preclude the law enforcement personnel of a country, who are armed entering IPPF premises as part of their role and duties). Armed escorts would not be considered as the most effective way of mitigating risks except in emergency situations where there has been a sudden and unexpected deterioration in the external environment.

Safety and Security Management System

5. The IPPF safety and security risk management system (**Annex C**) is a process documented in our standard Safety and Security Risk Management (**SSRM**) Plans. The SSRM Plan demonstrates how safety and security risks are being managed. It recognize that many individual decisions will continue to be taken instinctively, but should also be guided by this policy, and our security values. As a learning organization, IPPF wish to systematically attempt to anticipate negative events, and be more resilient in managing them when they do occur. Through our safety and security risk management our aim is to reduce the likelihood of incidents occurring; but when they do, to reduce their impact. In this way we will minimize the risk from safety hazards and security threats. By ensuring lessons from negative events are obtained it is then possible to take actions to avoid these in the future. The Member Associations and the Secretariat must develop such documented SSRM systems, in order to meet duty of care requirements. For many donors their funding will also require that such systems are evidenced as a pre-requisite for eligibility, this is particularly so for funding directed to humanitarian contexts.

Policy Implementation

6. Each IPPF Secretariat office and Member Association will:
- i. Adopt a safety and security risk management process, documented in a standard template, with the roles of the Governing Body, Senior Management and other staff responsible for managing safety and security risks outlined. Security Focal Point roles will be identified and adequately trained.
 - ii. Produce a SSRM Plan, and a stand-alone safety and security risk register that are updated on a regular basis. Comprehensive risk assessments should be undertaken. Events deemed as posing significant risk will be reviewed through a vulnerability

²⁶ Guidelines for Integrating Gender Based Violence in Humanitarian Action, Inter-Agency Steering Committee, Global Protection Cluster, 2015
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analysis to understand how and why the Member Association / Secretariat and its volunteers, staff, contractors, visitors and other stakeholders are exposed to these security threats and safety hazards. The vulnerability assessment will inform risk treatments that should aim to do everything possible to minimize risks, and thereby meet duty of care. In arriving at suitable risk mitigation, consideration should be given to a mix of all three security strategies (see **Annex A glossary**).

- iii. Document the risk treatments (controls) associated with the key events and prioritize the immediate management actions to be taken, together with longer-term controls to be developed. The controls can include standard operating procedures and contingency plans to help mitigate and control risks. The Governing Body should approve on an annual basis the levels of residual risks facing the organization and its people from the main events that have been anticipated. It is considered good practice for each Governing Body meeting to review the safety and security risk register as a standing item on the agenda. This should include follow-up on actions.
 - iv. Ensure that safety and security risk management is mainstreamed into all aspects of management, including human resource, programme planning and budgeting, and that regular monitoring and review is undertaken to ensure suitability, adequacy and effectiveness.
 - v. Ensure that organizational culture encourages and facilitates an environment where safety and security values are respected and that learning from events takes place.
 - vi. Provide suitable and sufficient information, instruction, training and facilities to ensure awareness of and competency in discharging security responsibilities taking into account enhanced needs for those operating in humanitarian/ emergency response and conflict settings.
7. IPPF Secretariat will use all available mechanism in the Federation to periodically and consistently monitor implementation and review the policy statement. The Secretariat will prioritise support to Member Associations assessed to have the highest safety and security risks, in order to meet duty of care requirements. They will make available best practice through templates and toolkits tailored for the contexts in which IPPF operate within. The implementation of this statement should be adequately resourced and supported by the Secretariat.

Glossary of Terms

Duty of care: Legal and moral obligation of the organization to take all possible measures (to do everything reasonable and practicable) to reduce the risk of harm to those working for, or operating on behalf of, the organization.

Risk: the effect of uncertainty upon objectives (general definition). In safety and security risk management terms, risk is thought of as how an event, either a safety hazard or security threat, could affect the organization, its volunteers, staff, contractors, visitors, assets, reputation or programmes. Usually the effect is considered as a negative outcome, and the intent of safety and security risk management is to minimize this.

Residual Risk: the risk remaining after risk treatment

Risk treatment: all processes to modify initial risk levels assessed from threats and hazards. Risk treatment is also referred to as risk mitigation or reduction.

Security Strategies: generic approaches to reducing risk from identified security threats. Typically three are considered: acceptance, deterrence and protection.

- **Acceptance:** Building a safe operating environment through the consent, approval and cooperation from individuals, communities and local authorities.
- **Deterrence:** Reducing the risk by containing the threat with a counter threat (e.g. armed protection, a communicated counter-threat, diplomatic/political leverage, temporary suspension).
- **Protection:** Reducing the risk, but not the threat by reducing the vulnerability of the organization (e.g. fences, guards, walls).

Threat: Any security event that may negatively affect an organization, its staff, assets, reputation or programme that exists in the context where you operate. It can also be considered to be a potential act or physical item, that may result in harm or injury to staff; loss or damage to property, or a negative outcome for the organisation. The source of security threats are usually other people who usually have a negative intent towards the potential victims, and threats include acts of violence and criminality.

Hazard: Any safety event that may negatively affect an organisation, its staff, assets, reputation or programme that exists in the context where you operate. Safety hazards include naturally occurring phenomena, illness and accidents.

Vulnerability: The organization's exposure to a threat or hazard. It will vary depending on the nature of the organization, how it works, what programmes it undertakes, its staff and ability to manage risks.

IPPF Safety & Security Values**Responsibility and accountability for yourself, and for others**

Your primary safety and security risk management resource is yourself. **You are responsible for managing risks, and making sure they remain acceptable.** IPPF will assist, support and equip you to be able to do this. Beyond this, all have a clear responsibility for each other, and the Federation, as a whole. We need to be mutually accountable. We may also need to act and intervene in a situation, no matter how difficult or awkward this might be at the time in order to prevent threats and hazards occurring.

Right to say no: safety first

All volunteers, staff, contractors and visitors have **the right to withdraw** from a risky situation or event should they feel the risks are unacceptable, or they are experiencing fear. We will make sure that those exposed to risk are able to make **an informed choice** about the level of risk they are being exposed to. IPPF values its people above its programmes and assets. Safety First!

Local action orientated decision-making

We acknowledge that **those closest to a safety and security situation will often be able to come up with the best solution, and we trust our people to do so.** Risk management needs **timely and action-centred responses.** IPPF will empower our people to act quickly and responsibly. No one will be penalised for taking immediate action when to do nothing appeared a higher risk course of action. Our systems and processes will ensure critical information is gathered and analysed. Local decision will take account of the different risks that volunteers, staff, contractors and visitors who do not live within that community may face.

Need to share information

All volunteers, staff, contractors and visitors have **an obligation to pass on safety and security related information.** IPPF encourages such openness because it provides learning opportunities from both events that occur as well as 'near-miss' incident reporting.

Safety and Security Management System Components

Annex C

| Component | Purpose | Responsibility of |
|--|--|--|
| Safety and Security Policy | IPPF Policy in relation to Safety and Security. Member Associations can adopt this or tailor a version applicable to their local context. | Governing Council / Governing Body of Member Association |
| Global Safety and Security Risk Register: <ul style="list-style-type: none"> • Risk assessment • Vulnerability analysis • Security strategies | Risk Assessment of safety and security threats and hazards. Feeds into the overall Risk Register for the organization. | Director-General/ ED of the Member Association Overall risk register approved by the Governing Council / Governing Body of Member Association |
| Safety and Security Risk Management Plan; includes <ul style="list-style-type: none"> - local risk registers for different territories and business units - Incident logs | Risk management documentation including mission, mandate, context and situation assessments, risk assessments, risk register, risk treatment documentation (both immediate management actions, standard operating procedures and contingency plans), incident reports and logs, and supporting documentation | Senior Management / Security Focal Point |
| Safety and Security Training | Training directed to volunteers, staff, contractors and training as applicable | Senior Management / Security Focal Point |

As adopted by Governing Council, November 2016

1. THE FEDERATION

Policy 1.14

CODE OF CONDUCT

Introduction

1. The Federation is committed to a human rights framework which prohibits any discrimination, exclusion or restriction on the basis of age, sex, sexual orientation, gender, gender identity or expression, race, ethnic or national origin, religion or belief, partnership status, pregnancy or parental status, disability health or any other status.²⁷
2. IPPF recognises that the right to be free from abuse, exploitation and harassment is enshrined in international human rights law namely ICERD, ICCPR, ICESCR, CEDAW, CAT, CRC, CRPD²⁸. IPPF additionally acknowledges that physical sexual harassment and abuse is a form of gender based violence.
3. In keeping with its vision and values, IPPF is committed to maintaining the highest degree of ethical conduct amongst all its volunteers, trustees and staff²⁹. To help increase understanding, this Code of Conduct details IPPF's expectations of all involved in IPPF's work.

Purpose and Scope

4. IPPF adopts this Code of Conduct as part of its commitment to providing the best possible environment for those providing IPPF services and those engaging with IPPF services and activities
5. IPPF recognises the need to provide an environment able to address inherent unequal power dynamics.
6. The purpose of this Code of Conduct is to enable greater individual accountability by providing clear guidance on what is expected of IPPF volunteers, trustees and staff, while on organizational premises, attending organizational functions or otherwise performing IPPF related activities.
7. Whilst recognising that local laws and cultures may differ from one country to another, IPPF is an international non-governmental organisation, and therefore the Code of Conduct is based on international human rights standards. IPPF volunteers, trustees and staff are expected to uphold local law wherever they operate, except where the Code of Conduct is more stringent, in which case the Code applies.

²⁷ Equality, Diversity and Inclusion Policy

²⁸ International Convention on the Elimination of All Forms of Racial Discrimination, International Covenant on Civil and Political Rights, International Covenant on Economic, Social and Cultural Rights, Convention on the Elimination of All Forms of Discrimination against Women, Convention against Torture and Other Cruel, inhuman or Degrading treatment or Punishment, Convention on the Rights of the Child, Convention on the Rights of Persons with Disabilities.

²⁹ Staff refers to all paid staff: permanent, fixed term and temporary staff; it includes employees, agency workers, consultants, interns and contractors.

Mission and values

8. IPPF works to ensure people are free to make choices about their sexuality and well-being, in a world without discrimination. IPPF leads 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. IPPF does this based on its core values of social inclusion, diversity, passion, volunteerism and accountability. IPPF's Code of Conduct is framed to take account of our vision, mission and values.

Complaints and reports

9. IPPF volunteers, trustees and staff are obligated to bring to the attention of the supervisor any potential incident, abuse or concern that they witness, are made aware of, or suspect, which appears to breach the standards contained in this Code. IPPF staff reporting concerns are protected as whistleblowers as per the Raising a Concern Policy.
10. If the volunteer, trustee or staff member does not feel comfortable reporting to their supervisor they can use IPPF SafeReport, IPPF's external incident reporting service.
11. Supervisors receiving reports or concerns are obliged to refer the report immediately to the relevant incident reporting mechanism.

Enforcement

12. The respective management of IPPF Secretariat and Member Associations have a responsibility to ensure that all staff understand and adhere to this Code of Conduct.
13. The Code of Conduct forms part of all contracts of employment. Breaches of the Code of Conduct by staff are grounds for disciplinary action, up to and including dismissal.
14. This Code of Conduct is also applicable to trustees, volunteers, partners, contractors and suppliers. Breaches of the Code of Conduct may result in the termination of contracts or trustee and volunteer roles.
15. Failure of a Membership Association to implement and monitor the implementation of this Code of Conduct shall engage section 7 of IPPF Act and Regulations on Suspension and Expulsion of Member Associations and Members of the Governing Council.
16. Failure of a partner organisation to implement and monitor the implementation of this Code of Conduct may result in the termination of contract.

Related policies

Complaints and Information Sharing Policy
Fraud Policy
Safeguarding Policy (Children and Vulnerable Adults)
Respect at Work Policy
Gender Equality Policy
Equality, Diversity and Inclusion

In accepting my position at IPPF, I undertake to discharge my duties and to regulate my conduct in accordance with the requirements of this Code.

Name:

Role:

Signature:

Date:

As adopted by Governing Council, November 2018

1. THE FEDERATION

Policy 1.15

SAFEGUARDING (CHILDREN & VULNERABLE ADULTS)

Introduction

1. IPPF believes that everyone we come into contact with has the right to be protected from all forms of harm, abuse, neglect and exploitation, regardless of their age, sex, sexual orientation, gender, gender identity or expression, race, ethnic or national origin, religion or belief, partnership status, pregnancy or parental status, disability, health or any other status. IPPF will not tolerate abuse or exploitation by volunteers, trustees, staff³⁰ or anyone associated with IPPF.
2. IPPF recognises that the right to be free from abuse, exploitation and harassment is enshrined in international human rights law namely ICERD, ICCPR, ICESCR, CEDAW, CAT, CRC, CRPD³¹. IPPF additionally recognises that the sexual exploitation and abuse are a form of gender based violence.
3. IPPF's commitment to ensuring sexual rights for all includes a commitment to freedom and protection from harm. The focus on youth lays at the core of IPPF's work.
4. IPPF believes that creating a safe environment for all children, young people and vulnerable adults requires the cooperation of all volunteers, trustees, and staff. It is the responsibility of all to raise any safeguarding concerns they have or that are reported to them.
5. IPPF commits to addressing safeguarding throughout its work, through prevention, reporting and response.

Purpose and Scope

6. The purpose of this policy is to protect children and vulnerable adults from abuse and exploitation that may be caused due to their coming into contact with IPPF through
 - a. The conduct of volunteers, trustees, staff of the Secretariat and Member Associations, collaborative partners, other partners and anyone associated with IPPF;
 - b. The design and implementation of IPPF's programmes and activities.
7. The policy lays out the commitments made by IPPF, and applies to all volunteers, trustees and staff of IPPF Secretariat, its Member Associations and collaborative

³⁰ Staff refers to all paid staff: permanent, fixed term and temporary staff; it includes employees, agency workers, consultants, interns and contractors.

³¹ International Convention on the Elimination of All Forms of Racial Discrimination, International Covenant on Civil and Political Rights, International Covenant on Economic, Social and Cultural Rights, Convention on the Elimination of All Forms of Discrimination against Women, Convention against Torture and Other Cruel, inhuman or Degrading treatment or Punishment, Convention on the Rights of the Child, Convention on the Rights of Persons with Disabilities.

partners including members of the Governing Council, Audit Committee, and Regional Executive Committees, and governing bodies of Member Associations and collaborative and other partners.

8. This policy does not cover:
 - a. Bullying or harassment, including sexual harassment, in the workplace as this is addressed through IPPF's Respect at Work Policy and associated procedures;
 - b. Safeguarding concerns in the wider community not caused by IPPF or anyone associated with IPPF.
9. Where a concern is about a volunteer who is over 18 and under 25, who has no additional vulnerabilities, the Senior Safeguarding Adviser will make a decision in consultation with the volunteer themselves, as to whether the concern would be best addressed with under Safeguarding Policies and procedures or the Respect at Work Policy and procedures.
10. IPPF will only engage with other organizations that come in contact with children and vulnerable adults if they agree with and meet the standards and principles of IPPF's Safeguarding Policy and procedures.

Definition

11. In this policy, safeguarding refers to IPPF's commitments to protect children and vulnerable adults from harm arising from coming into contact with IPPF.
12. This policy also applies to IPPF's beneficiaries³² due to a recognition that beneficiaries can be exposed to abuse of authority and as such can be considered vulnerable. This does not imply any negative connotation on the beneficiaries themselves but rather ensures that IPPF is comprehensive in its safeguarding duties.
13. Further definitions relating to safeguarding are provided in the glossary below.

Guiding Principles

14. *Empowerment* – decisions will be survivor (victim) led, with the aim to seek informed consent³³ when the survivor is an adult, and obtaining and respecting survivor's views when they are a child or an adult unable to give informed consent. IPPF will endeavour to ensure its communication is in an appropriate language and format.
15. *Prevention* – It is better to take action before harm occurs. IPPF recognises the key role that prevention has in safeguarding and will ensure it develops and provides safe services which keep people safe from abuse and exploitation. This includes applying a safeguarding lens to promotional communications and fundraising activities and providing training and support in recognising abuse.

³² An IPPF beneficiary is someone who receives a service from IPPF or takes part in IPPF activities

³³ IPPF understands that the rights and protections guaranteed to people under the age of 18, as a matter of international and national law, sometimes differ from the rights of adults. These differences relate to all aspects of human rights but require particular approaches in regard to sexual rights. IPPF begins from the premise that persons under the age of 18 are rights holders, and that at different points within the spectrum of infancy, childhood, and adolescence, certain rights and protections will have greater or lesser relevance

16. *Protection* – Abusive behaviour in any environment is never accepted. IPPF Secretariat, Member Associations, collaborative partners and other partners will provide services in a manner that does not diminish their safeguarding responsibilities. IPPF will have clear channels to enable reporting in a confidential and anonymous (if required) basis. IPPF will respond appropriately to safeguarding concerns and provide support and representation to survivors (victims).
17. *Partnership* – IPPF delivers its services through locally-owned Member Associations and collaborative partners and recognises that local communities have a part to play in preventing, detecting and reporting neglect and abuse. In the spirit of ensuring safeguarding competency throughout all of IPPF, IPPF will monitor that Member Associations, collaborative partners and other partners adhere to safeguarding standards and may need to intervene where these fall below an acceptable standard.
18. *Proportionality* – IPPF recognises that life is not risk free. IPPF will support activities across its Member Associations, collaborative partners and other partners that identify risks, and mitigate against them, but are not unduly risk averse. IPPF will ensure its responses are proportionate to the circumstances of any incident and the wishes of the survivor (victim), and constitute the least intrusive response appropriate.
19. *Accountability* – IPPF will act with integrity, follow due process and be transparent and accountable. IPPF will include anonymous safeguarding data in its annual reporting. IPPF acknowledges that, whilst everyone has responsibility for safeguarding, the Governing Council and Director-General are ultimately accountable for ensuring a safeguarding culture exists at IPPF.

Implementation

20. It shall be the responsibility of the Governing Council, Director-General, Regional Executive Committees, Regional Directors, Member Associations' boards and Executive Directors to ensure that policies that meet the abovementioned minimum standards are in place, and are implemented, monitored and reviewed accordingly. The Secretariat shall develop and keep updated the Safeguarding Manual which contains detailed guidance including the Safeguarding Incident Reporting Procedure.
21. IPPF Secretariat, including Safeguarding, Gender and Youth teams shall be available to advise and support this work.
22. IPPF Member Associations, collaborative partners and Secretariat will:
- Be aware of their responsibilities for safeguarding children, vulnerable adults and beneficiaries.
 - Be up to date on local child protection and safeguarding vulnerable adults legislation and responsibilities.
 - Adopt and implement safeguarding policies and procedures based on the above principles and the implementation points below, whilst reflecting local legislation and requirements.
 - Ensure adherence with the IPPF Safeguarding Incident Reporting Procedure.

- e. Ensure all breaches of the Safeguarding Policy are dealt with appropriately and recorded and stored securely with restricted access.
- f. Make available evidence of all of the above to the IPPF Director General at request.

Prevention

23. IPPF Member Associations, collaborative partners and Secretariat will:

- a. Ensure all staff have access to, are familiar with, and know their responsibilities within this Policy.
- b. Ensure all staff have read, understood and adhere to the Code of Conduct and further safeguarding guidance within the Safeguarding Manual.
- c. Design and undertake all its programs and activities in a way that protects children, vulnerable adults and beneficiaries, from any risk of harm that may arise from their coming into contact with IPPF. This includes the way in which information about individuals in programmes is gathered and communicated, and using risk assessments.
- d. Implement stringent safeguarding procedures when recruiting, managing and deploying staff and associated personnel.³⁴
- e. Ensure staff receive training on safeguarding at a level commensurate with their role in the organization but that at a minimum to ensure that all volunteers, trustees and staff are aware that abuse is not tolerated, and that all concerns will be recorded and heard.
- f. IPPF managers are accountable for ensuring that the safeguarding policy and procedures are fully embedded within their areas of responsibility.
- g. Contribute to creating and maintaining an environment that prevents safeguarding violations and promotes the implementation of this Policy.
- h. Report any concerns or suspicions regarding safeguarding violations by an IPPF staff member or associated personnel to IPPF's Global Incident Reporting Unit.

Reporting

24. IPPF Member Associations, collaborative partners and the Secretariat will:

- a. Ensure that safe, appropriate, accessible means of reporting safeguarding concerns are made available and promoted to staff and the communities we work with. This is through IPPF SafeReport, the external incident reporting service.
- b. Ensure all supervisors and senior staff are aware of how to complete an incident reporting form when concerns are raised outside of IPPF SafeReport, which must be passed to the relevant incident reporting unit to log.
- c. Ensure all are aware of additional measures required where a concern is about a child or vulnerable adult.
- d. Provide protection to any volunteer, trustee and staff reporting concerns or complaints in line with whistleblowing principles contained in the Raising a Concern Policy.
- e. Ensure IPPF's Global Incident Reporting Unit are informed as soon as possible to enable Charity Commission and donors to be alerted as per requirements.

³⁴ See Annex 1 – Safe Recruitment Checklist of Safeguarding (Children & Vulnerable Adults) Policy 1.15 and Safeguarding Manual.

Response

25. IPPF Member Associations, collaborative partners and Secretariat will:

- a. Follow up on safeguarding reports and concerns promptly and according to IPPF's Safeguarding (Children & Vulnerable Adults) Policy and procedures, and local legal and statutory obligations.
- b. Apply appropriate disciplinary measures to staff found in breach of either the Safeguarding (Children & Vulnerable Adults) Policy or the Code of Conduct.
- c. Ensure that responses are survivor focused, keeping the needs of the survivor at the forefront of any investigation process.
- d. Offer support to survivors (victims) of harm caused by staff or anyone associated with IPPF, regardless of whether a formal investigation is carried out. An up to date list of local organisations and contacts offering support must be available. This list should include but is not limited to information about legal, counselling, medical and psychosocial support. Decisions regarding support will be led by the survivor (victim).
- e. Ensure that appropriate confidentiality is maintained at all stages of the process when dealing with safeguarding concerns. Information relating to the incident and subsequent case management should be shared on a need to know basis only, and should be kept secure at all times, in line with IPPF's Confidentiality and Information Sharing Policy. Confidentiality should prioritise the survivor rather than the alleged perpetrator and should not be used as an excuse for not responding to a concern.
- f. Ensure quarterly safeguarding updates are given to the Global Incident Reporting Unit and boards where applicable.
- g. Ensure regular review and learning from safeguarding incidents.

26. Additionally, Member Associations and collaborative partners that provide sexual and reproductive health services to children, young people and vulnerable adults should have a policy in place to ensure that service delivery points are safe environments that, at a minimum, have guidance for health professionals on their legal, professional and ethical obligations to report suspected abuse or exploitation of a vulnerable client, to respect their right to privacy and to obtain their informed consent.

27. This policy replaces IPPF Policy 4.17 Protecting Children, Young People and Vulnerable Adults.

28. This policy shall be reviewed every year.

Associated policies

Code of Conduct

Raising a Concern Policy

Respect at Work Policy

Confidentiality and Information Sharing Policy

Glossary (local glossaries should contain definitions of abuse as per local legislation)

Safeguarding

For IPPF Safeguarding in general means protecting peoples' health, wellbeing and human rights, and enabling them to live free from harm, abuse and neglect. It means taking all reasonable steps to prevent harm, particularly sexual exploitation, abuse and harassment from occurring; to protect people in contact with IPPF, especially vulnerable adults and children, from that harm; and to respond appropriately when harm does occur.

This definition draws from IPPF values and principles and shapes IPPF culture. It pays specific attention to preventing and responding to harm from any potential, actual or attempted abuse of power, trust, or vulnerability, especially for sexual purposes.

Safeguarding Children & Vulnerable Adults (SCVA)

For IPPF SCVA specifically applies to the prevention of all forms of abuse and exploitation of children and vulnerable adults. It includes the prevention of sexual exploitation and abuse (PSEA). Safeguarding puts beneficiaries and affected persons at the centre of all we do.

Safeguarding applies consistently and without exception across IPPF programmes, partners and staff. It requires proactively identifying, preventing and guarding against all risks of harm, exploitation and abuse and having mature, accountable and transparent systems for response, reporting and learning when risks materialise. Those systems must be survivor-centred and also give appropriate protection to those accused until any guilt is established.

Vulnerable Adult (At risk adult)

Sometimes also referred to as at risk adult, is generally someone who may be unable to take care of themselves or protect themselves from harm or exploitation. They may be more at risk of abuse and exploitation due to factors such as, for example, gender, mental health issues, learning or physical disabilities, age, sexual orientation, or as a result of the impact of natural disasters and conflicts.

For the purpose of IPPF's policies and procedures for vulnerable adults, IPPF includes IPPF beneficiaries³⁵ as vulnerable adults. This is due to a recognition that misuse of power can also apply to IPPF beneficiaries. This does not imply any negative connotation on IPPF beneficiaries but rather ensures that IPPF is comprehensive in its safeguarding duties.

Child

The United Nations Convention on the Rights of the Child (CRC) affords special rights and protections to all those under the age of 18. For the purposes of this policy, the term 'children' is used to refer to those under the age of 18.

Young Person

For the purposes of its own programmatic work and data collection, IPPF, in line with the UN, defines young people as everyone aged 10 to 24.

³⁵ An IPPF beneficiary is someone who receives a service from IPPF or takes part in IPPF activities
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Confidentiality

Confidentiality is protecting information from unauthorised disclosure. Confidential means information which is not common knowledge and is of value. This includes personally identifiable information as well as sensitive documents. Confidential information should only be shared on a need to know basis, i.e. it is shared only where there is a justification that the person needs to know in order to perform their role.

Child abuse and neglect

Sometimes also referred to as child maltreatment, is defined as all forms of physical and emotional ill-treatment, sexual abuse, neglect or negligent treatment or commercial or other exploitation resulting in actual or potential harm to the child's health, survival, development or dignity in the context of a relationship of responsibility, trust, or power. Within the broad definition of child maltreatment, five subtypes are distinguished – these are physical abuse; sexual abuse; neglect and negligent treatment; emotional abuse and exploitation. (WHO 1999/2002)

Harm Psychological, physical and any other infringement of an individual's rights.

Psychological harm Emotional or psychological abuse, including, but not limited to, humiliating and degrading treatment such as bad name calling, constant criticism, belittling, persistent shaming, solitary confinement and isolation.

Protection from Sexual Exploitation and Abuse (PSEA)

Refers to the prevention of sexual exploitation and abuse of affected populations by staff or associated personnel. The term derives from the United Nations Secretary General's Bulletin on Special Measures for Protection from Sexual Exploitation and Abuse (ST/SGB/2003/13).

Sexual abuse

Actual or threatened physical intrusion of a sexual nature, whether by force or under unequal or coercive conditions.

Sexual exploitation

Actual or attempted abuse of a position of vulnerability, differential power, or trust, for sexual purposes, including, but not limited to, profiting monetarily, socially or politically from the sexual exploitation of another. This definition includes human trafficking and modern slavery.

Survivor

The person who has been abused or exploited. The term survivor is often used in preference to victim as it implies strength, resilience and the capacity to survive, however it is the individual's choice how they wish to identify themselves.

Annex 1 Safe Recruitment Checklist

IPPF is committed to following agreed best practice in safe recruitment as part of its commitment to its safeguarding duties. IPPF Member Associations, collaborative partners and partner organisations are also required to follow this checklist as a minimum.

Job Adverts

Should, as a minimum, include:

“IPPF is committed to safeguarding and promoting the welfare of children, young people and vulnerable adults and expects all employees, volunteers, contractors and partners to share this commitment”

Job description

Should, as a minimum, include:

- **Statement:** As above
- **Role:** Adhere to the safeguarding reporting and monitoring requirements of this role.
- **Person specification:** Demonstrate an understanding of and commitment to safeguarding in local and international context.
- **Person specification:** Demonstrate a willingness to sign and adhere to IPPF’s Code of Conduct and Safeguarding Policy.

Self-Disclosure

Applicants are required to sign a self-disclosure form which acknowledges that IPPF will disclose any misconduct in references.

Investigate Gaps in Employment History

Gaps in career history must always be followed up, with the candidate or with a referee, and, if felt needed, a request for supporting evidence should be made.

Carry Out a Criminal Records Check

IPPF acknowledges its responsibility not to knowingly allow a barred person to work with vulnerable groups (including children). IPPF will inform appropriate local regulators if an individual is removed from post because they have harmed, or because they pose a risk of harm to vulnerable groups (including children).

Verification of qualifications and experience and suitability

- A minimum of 2 written references are required that explicitly cover questions around suitability to work with children or vulnerable adults.
- Talking to referees
- Robust interviews that also cover safeguarding, equality, and diversity

Contract detail

Employment contracts should include reference to the IPPF Code of Conduct Individual contractor’s contract should include: “By signing the below, I, the Individual Contractor, acknowledge and agree that I have read and accept the terms of this Contract and that I have read and understood and agree to abide by the IPPF code of conduct.”

Mandatory safeguarding induction and yearly safeguarding training**Giving references**

IPPF will disclose in written references when someone has been dismissed for serious misconduct or left before an investigation was completed. References should only be sent from Human Resources and state that they are from Human Resources so that it is clear they have been checked and verified.

Human Resource files containing safeguarding concerns and investigations

These files should be retained past the data protection guidelines to ensure that should an individual request a reference at a later date IPPF still have the information to do so.

As adopted by Governing Council, May 2005

Last amended by Governing Council, November 2018

1. THE FEDERATION

Policy 1.16

RESPECT AT WORK

Introduction

1. IPPF is dedicated to its values, code of conduct and employment principles in promoting a positive workplace culture and environment which is free from all forms of inappropriate behaviour, including bullying and harassment, as well as sexual harassment.
2. IPPF recognises that the right to be free from abuse, exploitation and harassment is enshrined in international human rights law namely ICERD, ICCPR, ICESCR, CEDAW, CAT, CRC, CRPD³⁶. IPPF additionally acknowledges that physical sexual harassment is a form of gender-based violence.
3. IPPF is committed to operating with integrity and utilising the talents of everyone.
4. IPPF believes everyone has the right to work in a professional and supportive environment which encourages harmonious relationships where fairness, dignity and mutual respect are at the heart of all its work.
5. IPPF expects the highest standards of behaviour always and is committed to taking appropriate steps to prevent unacceptable behaviour at work. IPPF will not tolerate any form of bullying and harassment by volunteers, trustees or staff. Any breach of this policy will be treated as a disciplinary matter.

Purpose and scope

6. This policy aims to develop a positive working environment encouraging respectful behaviour across the Federation and preventing all forms of behaviour deemed unacceptable.
7. The policy sets out the principles and standards in relation to inappropriate or unacceptable behaviour, which includes all forms of bullying and harassment.
8. This policy applies to all volunteers, trustees and staff³⁷ of IPPF including members of the Governing Council, Audit Committee and Regional Executive

³⁶ International Convention on the Elimination of All Forms of Racial Discrimination, International Covenant on Civil & Political Rights, International Covenant on Economic, Social & Cultural Rights, Convention on the Elimination of All Forms of discrimination against Women, Convention against Torture and Other Cruel, inhuman or Degrading treatment or Punishment, Convention on the Rights of the Child, Convention on the Rights of Persons with Disabilities.

³⁷ Staff refers to all paid staff: permanent, fixed term and temporary staff; it includes employees, agency workers, consultants, interns and contractors

Committees. Collaborative partners and other partners working with IPPF are required to adhere to this Policy in addition to their own policies and procedures.

Definitions

Unacceptable behaviour – is unwelcome, uninvited and unreciprocated behaviour which has a negative effect on the individual subjected to such behaviour. This effect could cause distress or discomfort to the individual concerned. While such behaviour comes in a variety of forms, it excludes legitimate action taken to support and encourage a staff member to achieve their objectives.

Bullying – is offensive, intimidating, malicious or insulting behaviour, an abuse or misuse of power through means that undermine, humiliate, denigrate or injure the recipient.

Harassment – is unwanted conduct related to a relevant protected characteristic (see Equality, Diversity and Inclusion Policy), which has the purpose or effect of violating an individual's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for that individual.

Sexual harassment – Sexual harassment is unwelcome conduct of a sexual nature, which makes a person feel offended, humiliated or intimidated. It includes situations in which a person is asked to engage in sexual activity as a condition of that person's employment, as well as situations which create an environment that is hostile, intimidating, or humiliating for the recipient. Sexual harassment includes verbal, nonverbal and physical conduct such as sexual assault.

Abuse of authority - The improper use of a position of influence, power or authority by an individual against another colleague or group of colleagues. This is particularly serious when an individual misuses their influence, power or authority to negatively influence the career or employment conditions, including, but not limited to, appointment, assignment, contract renewal, performance evaluation or promotion, of another. It can include a one-off incident or a series of incidents. Abuse of authority may also include misuse of power that creates a hostile or offensive work environment, which includes, but is not limited to, the use of intimidation, threats, blackmail or coercion.

Principles

9. IPPF is committed to providing a supportive environment free from harassment, intimidation and bullying, where all are treated with dignity, respect and without discrimination.
10. IPPF believes that promoting respect at work is the responsibility of all individuals who work in IPPF. All volunteers, trustees and staff should treat each other with respect regardless of individual differences, job level, job role or relationship.

11. All should feel empowered to challenge inappropriate and unacceptable behaviour and language. Moreover, they should understand how behaviour can affect others and, if necessary, change it.
12. IPPF will operate a zero tolerance policy for any form of bullying, harassment and abuse of power in the workplace. It will treat all incidents seriously and in confidence. It will promptly investigate all allegations. Any person found to have harassed another will face disciplinary action, up to and including dismissal from employment or engagement.
13. IPPF is committed to ensuring that those who have a genuine belief they are experiencing bullying or harassment and raise this as a concern or grievance will not experience any detriment from doing so.

Implementation

14. It shall be the responsibility of the Governing Council, Director-General, Regional Executive Committees, Regional Directors, Member Associations' boards and Executive Directors to ensure that policies that meet the abovementioned minimum standards and implementation points below are in place and are implemented accordingly.
15. This policy should be read in conjunction with IPPF's Code of Conduct.
16. IPPF Member Associations and Secretariat shall:
 - i. be aware of their responsibilities for ensuring Respect at Work and the adherence to the IPPF Code of Conduct;
 - ii. adopt and implement Respect at Work policies and procedures based on the above principles, whilst reflecting local legislation and requirements;
 - iii. ensure appropriate grievance processes are in place to manage individual concerns raised under this policy by staff and volunteers;
 - iv. ensure their volunteers, trustees, staff and beneficiaries and local communities are aware of the IPPF Code of Conduct and Respect at Work Policy;
 - v. ensure responses are survivor focused keeping the needs of the survivor at the forefront of any investigation process;
 - vi. offer support to survivors (victims) of harm caused by staff or anyone associated with IPPF, regardless of whether a formal investigation is carried out. An up to date list of local organisations and contacts offering support must be available. This list should include but is not limited to information about legal, counselling, medical and psychosocial support. Decisions regarding support will be led by the survivor (victim).
 - vii. make available evidence of all of the above to the IPPF Director General at request.

Procedures for dealing with Bullying and Harassment

17. IPPF volunteers, trustees and staff can raise concerns about bullying and harassment they are experiencing themselves, from other volunteers and staff, through their supervisor or Human Resources. If they feel unable to do this they can use IPPF SafeReport. These will be addressed through grievance or other appropriate procedures.
18. When bullying and harassment of volunteers, trustees or staff is witnessed this should be raised as a concern through IPPF SafeReport. This will be addressed through the relevant formal complaints procedure.
19. Where bullying and harassment concerns are raised by others as an organizational or systemic concern, consideration will be given as to whether this should additionally be addressed following safeguarding policies and procedures. This decision should be taken in consultation with safeguarding staff.
20. Allegations of bullying and harassment, including sexual harassment, by a member of the Governing Council, Audit Committee, Regional Executive Committees, the Honorary Legal Counsel or the IPPF Director General shall be dealt with by the External Complaints Board.³⁸

As adopted by Governing Council, November 2018

³⁸ See Raising a Concern – Policy 1.17.
IPPF Policy Handbook

1. THE FEDERATION

Policy 1.17

RAISING A CONCERN

Introduction

1. IPPF expects that those working for and representing the organisation will act with honesty and integrity including by not discriminating on the basis of age, sex, sexual orientation, gender, gender identity or expression, race, ethnic or national origin, religion or belief, partnership status, pregnancy or parental status, disability, health or any other status.³⁹
2. IPPF recognises that the right to be free from abuse, exploitation and harassment is enshrined in international human rights legislation namely ICERD, ICCPR, ICESCR, CEDAW, CAT, CRC, CRPD⁴⁰. IPPF additionally acknowledges that physical sexual harassment and abuse are a form of gender-based violence.
3. IPPF is accountable to the communities where it works, its beneficiaries, donors and supporters, as well as to its volunteers, trustees and staff. An open, fair and central complaints and whistleblowing process supports IPPF in creating a culture of speaking up and is an integral part of IPPF's safeguarding approach. Therefore, IPPF Secretariat will maintain the oversight and coordination of all complaints and concerns across the Federation.
4. The understanding of, responding to and learning from complaints and concerns is an essential part of IPPF's transparency and accountability processes. Complaints, concerns and feedback allow IPPF as an organisation to reflect and identify how IPPF needs to change and adapt IPPF views this as a positive opportunity to learn, develop and improve.
5. IPPF is committed to protecting its volunteers, trustees and staff from any detriment, victimisation, harassment or bullying as a result of raising a concern (whistleblowing). Any such instances will be taken seriously and managed appropriately through the respective disciplinary process.
6. IPPF is committed to supporting good management practice and a culture of being able to speak up, where volunteers, trustees and staff can raise concerns about their colleagues' and supervisor's conduct informally with them in the first instance and that these concerns will be listened to and taken on board without victimisation.

³⁹ Equality, Diversity and Inclusion Policy

⁴⁰ International Convention on the Elimination of All Forms of Racial Discrimination, International Covenant on Civil and Political Rights, International Covenant on Economic, Social and Cultural Rights, Convention on the Elimination of All Forms of Discrimination against Women, Convention against Torture and Other Cruel, inhuman or Degrading treatment or Punishment, Convention on the Rights of the Child, Convention on the Rights of Persons with Disabilities.

Purpose and Scope

7. This policy applies to all volunteers, trustees and staff⁴¹ of IPPF including members of the Governing Council, Audit Committee and Regional Executive Committees. Collaborative partners and other partners are required to adhere to this Policy in addition to their own policies and procedures which shall be aligned with this Policy.
8. Anyone can raise a concern or make a complaint. Where this is done by a an IPPF volunteer, trustee or staff member,⁴² relevant organizational whistleblowing procedures and grievance procedures shall also apply as appropriate.
9. Complaints and concerns relating to fraud or safeguarding will additionally follow the relevant policy and procedure.

Definitions

10. **Complaint** is an expression of dissatisfaction. It can relate to the malpractice, standard of service received, actions taken by IPPF or lack of action, the behaviour of IPPF volunteers, trustees, staff or anybody directly involved in the delivery of IPPF's work, including contractors.
11. **Whistleblower** is the term used to describe a person who raises concerns about malpractice in their work place, and raising such concerns is deemed to be in the public interest.

12. Malpractice

Malpractice includes, but is not limited to, the issues listed below:

- I. Financial wrongdoing including theft, bribery, fraud, money laundering and aid diversion;
- II. Failure to comply with any legal obligations;
- III. Bullying and harassment including sexual harassment of another volunteer, trustee or staff member, but not usually of the whistleblower themselves;
- IV. Abuse or exploitation, including sexual, of children, vulnerable adults or beneficiaries;
- V. Breach of IPPF Code of Conduct;
- VI. Abuse of authority;
- VII. Danger to the health and safety of individuals or damage to the environment;
- VIII. Improper conduct or unethical behaviour;
- IX. Activity which would bring the organisation into serious disrepute;
- X. Deliberate concealment of information relating to any of the matters listed above.

⁴¹ Staff refers to all paid staff: permanent, fixed term and temporary staff; it includes employees, agency workers, consultants, interns and contractors.

13. **Detriment** occurs when an individual is subjected to a disadvantage e.g. losing a job, exclusion, demotion, denial of promotion, blocking access to training, resources etc.
14. **Vexatious complaint or concern** has no merit and intends to cause inconvenience, harassment or expense to the organisation.
15. **Frivolous complaint or concern** has no serious purpose or value. It may have little merit and be trivial; investigating it would be out of proportion to the seriousness of the issues raised.
16. **Grievance procedure** is the internal procedure for dealing with concerns and complaints about individual contracts, working conditions or bullying and harassment issues.

Guiding Principles

IPPF is committed to ensuring that this process is:

Fair

17. IPPF will listen to the person raising the complaint or concern and take the time to understand what the complaint or concern is about, the reasons for it and the outcome the person wants.
18. Complaints and concerns will be dealt with consistently and the persons investigating and making decisions will be impartial. IPPF endeavours to ensure all processes relating to raising a concern are survivor focused. This means that, whilst due process is followed, the needs of the survivor remain at the forefront of any investigation process.
19. If the person is receiving a service from IPPF, making a complaint will not affect the service they receive. If the person is a volunteer, trustee or staff the relevant Whistleblowing Procedure will be used which provides protection from reprisal.

Confidential

20. All complaints and concerns are processed, managed and stored in line with policy. Information about a complaint or concern is only provided to those people who need to know about it, in order for the complaint or concern to be actioned properly. Personal details about the complainant or whistleblower and any alleged perpetrators will remain confidential.
21. Where confidentiality is requested, every effort will be made to maintain this and identities will not be disclosed without prior consent, unless required by law.⁴³
22. Where any identities do become known, the implications, and any protection or support requirements will be discussed with the individual concerned.

⁴³ See the Confidentiality and Information Sharing Policy.

23. Where a whistleblower reports their concerns to the media, this could negate their whistleblowing rights under this policy and local law.

24. IPPF recognises that non-disclosure agreements do not prevent individuals from making disclosures in the public interest.

Transparent and Accountable

25. IPPF will ensure that the process and the possible outcomes of the complaint/concern are clearly explained to those involved. IPPF will give clear, evidence-based explanations, and reasons for any decisions made.

26. All complaints/ concerns will be logged and monitored, and anonymous data is included in IPPF's annual reporting. The types of complaints/concerns and any implications will be reviewed by the Director General on an annual basis and reported to the Governing Council and externally as appropriate.

27. IPPF will ensure that all feedback and lessons learnt from complaints and concerns contribute to service improvement and staff welfare. IPPF will share information about learning with volunteers, trustees and staff in a confidential manner through a report summary.

Accessible

28. IPPF is committed to making the process of submitting a complaint/concern as easy as possible. IPPF's incident reporting service, IPPF SafeReport, is available in a number of different formats and languages. Support is available to individuals with additional needs on request.

Efficient and timely

29. IPPF will acknowledge and aim to resolve complaints and concerns in a timely manner, in line with the timelines in the appropriate procedure. IPPF will keep all parties informed of the process and of any delays.

Implementation

30. It shall be the responsibility of the Governing Council, Director-General, Regional Executive Committees, Regional Directors, Member Associations' boards and Executive Directors to ensure that policies that meet the abovementioned minimum standards are in place, and are implemented, monitored and reviewed accordingly.

31. IPPF Member Associations, collaborative partners and Secretariat will:

- I. Ensure their volunteers, trustees, staff and beneficiaries and local communities are aware of this policy and know how to use IPPF SafeReport.
- II. Adopt and implement complaints and whistleblowing policies and procedures based on the above principles and implementation points below, whilst reflecting local legislation and requirements.
- III. Ensure all leaders and managers lead by example and promote an environment where raising concerns is encouraged and welcomed.
- IV. Ensure all complaints are appropriately logged and recorded.
- V. Ensure responses are survivor focused keeping the needs of the survivor at the forefront of any investigation process.
- VI. Ensure support is available to survivors (victims) of harm caused by staff or anyone associated with IPPF, regardless of whether a formal investigation is carried out. An up to date list of local organisations and contacts offering support must be available. This list should include but is not limited to information about legal, counselling, medical and psychosocial support. Decisions regarding support will be led by the survivor (victim).
- VII. Make available evidence of all of the above to the Director General upon request.

Incident Reporting Service

32. Where possible, complaints and concerns should be submitted through IPPF SafeReport, IPPF's incident reporting service. Contact details are made easily accessible on IPPF's website.
33. Whistleblowing concerns can also be raised with an appropriate supervisor, director, safeguarding advisor, Union representative or the Human Resources team.
34. To ensure oversight and effective monitoring and learning, complaints will be processed by the Central Office and distributed in line with IPPF SafeReport Procedures

Anonymous complaints and concerns

35. IPPF would rather receive an anonymous complaint or concern than not have it reported at all. However, it may be difficult for IPPF to investigate complaints and concerns made anonymously, especially if they are not adequately substantiated.
36. Where IPPF is unable to investigate an anonymous complaint or concern, it will nevertheless be reviewed and logged.
37. Whistleblowers should understand that remaining anonymous may affect the ability of IPPF to act on any future claims of unfair treatment which may arise as a result of that whistleblowing.
38. Individuals concerned about giving their name are encouraged to request confidentiality.

Frivolous and vexatious complaints or concerns

39. IPPF may decide not to investigate a complaint or concern if it is frivolous or vexatious. In considering if a complaint or concern is frivolous or vexatious, IPPF recognises that

- I. Individuals submitting a complaint or concern may be aggrieved and frustrated so the focus must be on careful consideration of the merits of the case and not the attitude of the individual.
- II. Every complaint or concern must be considered on its own merits. Even if someone has made a frivolous or vexatious complaint or concern in the past, it must not be assumed that any other complaint or concern they submit will also be frivolous or vexatious.

40. Frivolous or vexatious complaints or concerns submitted by volunteers, trustees and staff may result in disciplinary action.

41. Frivolous or vexatious complaints made by persons external to IPPF may result in legal action or other protective measures.

Appeal Process

42. IPPF complaints processes contain appeal mechanisms. External review is also available via IPPF's regulator the Charity Commission and the Fundraising Standards Board as well as local regulators.

Complaints and concerns involving Member Associations, collaborative partners and other partners

43. Where the Member Association, collaborative partner or other partner will be carrying out their own investigation, the latter shall inform IPPF Secretariat of the outcome in line with the IPPF Safeguarding Procedure.

44. If decision is made that IPPF need to investigate a complaint or concern about a Member Association, collaborative partner or other partner, that organisation is required to cooperate with the investigation and adhere to the IPPF Confidentiality and Information Sharing Policy.

45. Substantiated malpractice or failure of a Member Association to follow due process, ensure the implementation of the outcomes and recommendations of an investigation shall engage Section 7 of IPPF Act and Regulations on Suspension and Expulsion of Member Associations and Members of the Governing Council.

46. Substantiated malpractice or failure of the any partner to ensure the implementation of the outcomes and recommendations of an investigation shall be considered a breach of IPPF's contractual agreement with this partner. This may incur sanctions and termination of contract.

Annex 1

TERMS OF REFERENCE OF THE EXTERNAL COMPLAINTS BOARD**1. The external complaints board shall be made up of**

- I. Three persons independent of IPPF;
- II. A minimum of 50% will be female and one shall be a youth.

2. Qualities and attributes

Each member must demonstrate the following attributes:

- I. Adherence to and upholding of IPPF's vision, mission and values.
- II. International repute.
- III. Commitment and willingness to devote the necessary time to serve IPPF as a member of this board.
- IV. Independent, impartial and objective judgement.
- V. Honesty and integrity.
- VI. Good communication and interpersonal skills.
- VII. Ability to maintain confidentiality.
- VIII. Ability to be analytical, to synthesise information and consider the consequences of decisions.
- IX. Tact and diplomacy linked to a willingness to make fair decisions even where they may be unpopular.
- X. Commitment to Equality, Diversity and Inclusion Policy, Respect at Work Policy and Safeguarding (Children & Vulnerable Adults) Policy.

3. Skill set

External Complaints Board members should have relevant current knowledge and recent experience in the areas below:

- I. Complaints management
- II. Complaints investigation
- III. Report writing
- IV. Whistleblowing principles
- V. Grievance and disciplinary proceedings
- VI. Bullying and harassment
- VII. International relations and organisational set-up
- VIII. Safeguarding as understood in the international development sector
- IX. Understanding of the international political spectrum
- X. Charity Commission and major funder requirements on complaints management and reporting
- XI. Gender
- XII. Ability to act independently in the face of potential pressure

4. Responsibilities

The External Complaints Board members are expected to:

- I. Sit as an independent complaint board to deal with all complaints made about members of IPPF Governing Council, including Honorary Officers, the Honorary Legal Counsel, members of IPPF's Audit Committee and any other committees set up by the Governing Council, members of the Regional Executive Committees and the IPPF Director General.

- II. Allocate external investigators.
- III. Make impartial decisions as per IPPF Human Resources requirements and procedures, and recommendations including, where required, for disciplinary measures up to and including suspension or expulsion, as required.
- IV. Follow the relevant guidance for investigations as appropriate e.g. Safeguarding Policy.
- V. Adhere strictly to IPPF Confidentiality and Information Sharing Policy.
- VI. Complete a confidential report and where required summary report.
- VII. Liaise with the Global Incident Recording Unit as required; to ensure timeframes and required external reporting are adhered to.
- VIII. Collect relevant background materials and resources that serve as benchmarks or evidence for best or emerging practices.
- IX. Declare any conflict or potential conflict of interest in this role and as and when concerns or complaints are referred to the Board.

5. Status

External Complaint Board members will attend Governing Council meetings only as related to complaints under 4.1. Moreover, they:

- I. are not trustees of the Federation and are not members of the Governing Council;
- II. shall not be a person who has held a position at Regional Council, Regional Executive Committee, Governing Council or Unified Secretariat at any time;
- III. will not be remunerated but are entitled to claim reasonable expenses supported by receipts;
- IV. will be supported by Central Office with administration tasks.

6. Nomination process for the three members of the external complaints board

- I. A call for nominations will be sent by the IPPF Director-General on behalf of IPPF Governing Council to the entire Federation and the public through public advertisements.
- II. The call for nominations must take into account the respective areas of expertise.
- III. The IPPF Director-General will carry out a review and analysis of all nominations received and put forward a written report with a recommendation of a maximum of 12 nominees who meet the qualities, attributes and skill sets and are capable of carrying out the responsibilities of the position.
- IV. A review committee will be composed of the IPPF President and five Regional Presidents from the other regions. No region shall have more than one representative. The committee will scrutinize all the nominations put forward by the Director-General and submit to the Governing Council a list of the six most outstanding nominees for consideration.
- V. Governing Council at the May meeting (during an election year) will conduct a review of the six shortlisted nominees and vote for the three best candidates who should serve on the External Complaints Board, taking into account the gender balance requirements.

7. Tenure

The term of office of an external complaints board member is three years with the possibility of one re-election. No member will be allowed to serve for more than two terms cumulatively.

8. Suspension and expulsion of members of the external complaints board

I.

- a. Any member of the external complaints board may be expelled from office by the Governing Council by a three quarters majority of those voting at the Governing Council where there are reasonable grounds for believing that he/she:
 - i. has acted or continues to act in a manner which has brought or continues to bring the Federation into disrepute; and/or
 - ii. has deliberately and without just cause acted in a manner contrary to the aims, policies and principles of the Federation as set out in the IPPF Act and Regulations; or
 - iii. for any other substantial cause.

AND

- b. At least one other member of the external complaints board is in agreement
- II. The GC will create a sub-committee which shall elect its own chair and conduct its investigation as it deems appropriate, having regard to fair procedures.

As adopted by Governing Council, November 2018

1. THE FEDERATION

Policy 1.18

CONFIDENTIALITY AND INFORMATION SHARING

Introduction

1. IPPF places a high value and importance on confidentiality and respects the confidentiality of its volunteers, staff, beneficiaries, complainants and partner organisations.
2. IPPF recognises it needs to ensure that across the Federation it protects and safely handles personal identifiable and confidential business information that it gathers, creates, processes and discloses.
3. IPPF also understands the importance of sharing information where required or appropriate in order to perform its safeguarding duties.

Purpose and Scope

4. The purpose of this policy is to provide guidance to IPPF Secretariat and Member Associations with regard to the protection of confidential information and responsibilities regarding the sharing of such information.
5. This policy applies to all volunteers, trustees and staff⁴⁴ of IPPF and its Member Associations, collaborative partners and other partners including members of the Governing Council, Audit Committee and Regional Executive Committees. All partner organisations working with IPPF are required to adhere to this Policy in addition to their own policies and procedures.

Definitions

6. Confidentiality is protecting information from unauthorised disclosure. Confidential information is:
 - i. personal information of a private or sensitive nature; and
 - ii. information that is not already lawfully in the public domain or readily available from another public source; and
 - iii. information that has been shared in circumstances where the person giving the information could reasonably expect that it would not be shared with others.

For IPPF this means specifically:

⁴⁴ Staff refers to all paid staff: permanent, fixed term and temporary staff; it includes employees, agency workers, consultants, interns and contractors.

- iv. Internal business information and all proprietary information not generally known outside of IPPF, and
 - v. Personal information of volunteers, trustees, staff, beneficiaries and complainants.
7. Public interest is an exceptional circumstance that justifies overruling the right of an individual to confidentiality in order to serve a broader societal interest. Decisions about the public interest are complex and must take account of both the potential harm that disclosure may cause and the interest of society in the continued provision of confidential services.

Principles

8. IPPF acknowledges confidentiality is an important principle in promoting trust, a culture of speaking up and feeling safe to raise concerns and to report incidents.
9. IPPF recognises that confidentiality is not absolute and that sharing relevant information when appropriate is vital to good safeguarding practice. IPPF is committed to being open and honest from the outset about why, what, how and with whom information will, or could be, shared.
10. IPPF will seek consent to share information unless it is unsafe or inappropriate to do so. IPPF may still share information without consent where there is a legal duty to make a disclosure, it is believed it is necessary in order to prevent serious harm or it is considered appropriate in the public interest. This will be judged on the facts of each situation. Where possible, the person concerned will be informed a disclosure has been made.
11. IPPF upholds its commitment to ensure that any information that is shared is
- i. necessary for the purpose,
 - ii. shared only with those people who need to have it,
 - iii. accurate and up to date,
 - iv. shared in a timely fashion, and
 - v. shared securely and does not put the individual concerned at risk.
12. IPPF takes appropriate security measures to prevent unauthorised people from gaining access to its information technology systems and other information.
13. Maintenance of confidentiality is a contractual obligation stipulated in IPPF's contracts and the Code of Conduct. Breach of confidentiality, whether directly or indirectly, is a disciplinary offence, which could result in dismissal and/or prosecution. The duty to preserve the confidentiality of IPPF information extends beyond and continues after the individual's termination of employment or engagement with IPPF.
14. Whistleblowing is not considered a breach of confidentiality. IPPF's approach to whistleblowing includes protection of employees who raise concerns or complaints about IPPF's practices⁴⁵. Employees who whistleblow are ensured that their

⁴⁵ See Raising a Concern Policy.

personal information will be kept confidential and that they will be protected from retaliation.

Implementation

15. It shall be the responsibility of the Governing Council, Director-General, Regional Executive Committees, Regional Directors, Member Associations' boards and Executive Directors to ensure that policies that meet the abovementioned minimum standards are in place, and are implemented, monitored and reviewed accordingly.

16. IPPF Member Associations and Secretariat will:

- i. be aware of their responsibilities for ensuring confidentiality;
- ii. adopt and implement confidentiality policies and procedures based on the above principles and the information sharing implementation points below, whilst reflecting local legislation and requirements.
- iii. ensure confidentiality sections are contained within all Human Resources policies and specifically in relation to grievances, performance management, disciplinary and internal complaints procedures.
- iv. Ensure their volunteers, trustees, staff and beneficiaries and local communities are aware of this policy and know how to use IPPF's incident reporting service, IPPF SafeReport.
- v. Ensure all breaches of confidentiality are recorded, stored securely with restricted access, reviewed and measures put in place to prevent such breaches in the future.
- vi. Make available evidence of all of the above to the IPPF Director General at request.

Information Sharing Requirements

17. There are situations where IPPF Secretariat, Member Associations and collaborative partners may have a legal duty to disclose information outside of IPPF, including:

- i. where it is critical to prevent serious harm or distress or in life-threatening situations;
- ii. reporting all child abuse to the relevant statutory services;
- iii. reporting abuse of vulnerable adults and adult beneficiaries externally in line with IPPF's Safeguarding Incident Report procedure;
- iv. reporting drug trafficking, money laundering and acts of terrorism to the police;
- v. where it is requested in a court order.

18. If individuals have concerns about disclosing information they shall discuss this with their line manager and/or a safeguarding adviser.

Information Sharing with Donors and Regulators

19. IPPF may have the contractual obligation to share certain information with donors and regulators. However, where the duties in Paragraph 17 are not established confidential personal information should not be disclosed to donors.

Information Sharing and Investigations

20. In general, personal information and detail of investigations shall remain confidential to respect the privacy of the individuals concerned and to promote an open culture of being able to speak up and raise concerns.
21. IPPF recognises that there may be situations where the sharing of some limited information would be appropriate, in the public interest and in line with the growing development of international safeguarding good practice to minimise the ability of predators to move between organisations.
22. Situations where this may occur include but are not limited to:
- i. where an investigation concludes that an individual committed serious misconduct involving sexual harassment in the workplace or any form of abuse or exploitation of children or vulnerable adults;
 - ii. where an individual leaves before an investigation is concluded.
23. IPPF will disclose any actions of sexual harassment, abuse of children and vulnerable adults in references and report to relevant regulatory authorities as required. IPPF will also disclose in references if an individual leaves before the conclusion of an investigation into sexual harassment or the abuse of children or vulnerable adults.
24. The question of whether there is a sufficient public interest will be judged on the facts of each situation. The key factors in deciding are necessity and proportionality, i.e. whether the proposed sharing is likely to make an effective contribution to preventing the risk and whether the public interest in sharing information overrides the interest in maintaining confidentiality. In making the decision, IPPF will weigh up what might happen if the information is shared against what might happen if it is not. This decision will be taken by the most senior director in the organization with the advice of legal counsel.
25. IPPF recognises that non-disclosure agreements do not prevent individuals making disclosures in the public interest.

Confidentiality and Information Sharing in Health Service Provision

26. Member Associations and collaborative partners providing health services need, in addition, to adhere to local confidentiality legislation in relation to confidential health records and their information sharing requirements.

Annex: 1**Specific actions to be taken to ensure confidentiality**

- All confidential documents should be marked in font with the mention "confidential" before these are shared with the audience they were prepared for.
- All recipients of confidential documents shall be reminded of their duty to keep these confidential. A small heading can help.
- All confidential emails within the Federation should be sent out with the heading "confidential" with express request for the reader to keep its content confidential unless expressly authorized to act otherwise.
- All confidential data containing personal information shall be password protected.
- Access to rooms and offices where personally identifiable or confidential information is stored must be controlled and doors effectively secured.
- Measures should be in place to prevent oversight of personally identifiable information by unauthorised parties when sharing office space with others.
- At the end of each day, all desktops should be clear of any records containing personally identifiable or confidential information.
- All records containing personally identifiable or confidential information must be kept in locked storage.
- Unwanted printouts containing personally identifiable or confidential information must shredded.
- Care must be taken in transferring information to ensure that the method used is secure. In most instances an Information Sharing Agreement will have been completed before any information is transferred, which will set out conditions for use and identify the mode of transfer.

As adopted by Governing Council, November 2018

1. THE FEDERATION

Policy 1.19

EQUALITY, DIVERSITY AND INCLUSION

Introduction

1. Equality, diversity and inclusion are integral to IPPF as a global sexual reproductive health rights (SRHR) based organisation where the core principles are founded on non-discrimination, fairness and opportunity.
2. IPPF recognises that the right to be free from discrimination and unequal treatment are enshrined in international human rights law namely ICERD, ICCPR, ICESCR, CEDAW, CAT, CRC, CRPD⁴⁶.
3. IPPF also recognizes it is required to make reasonable adjustments to ensure people with all forms of disabilities are not at a disadvantage in the workplace or in accessing services.
4. IPPF is fully committed to the elimination of unlawful and unfair discrimination and believes in the importance and value of a diverse workplace.
5. IPPF's values of diversity and social inclusion apply to all aspects of IPPF's programmatic work.
6. IPPF will not discriminate because of of age, sex, sexual orientation, gender, gender identity or expression, race, ethnic or national origin, religion or belief, partnership status, pregnancy or parental status, disability, health or any other status.

Purpose and Scope

7. All involved with IPPF have a responsibility for taking action and ensuring that IPPF behaviours reflect a culture of respect. This policy should be read in conjunction with Respect at Work Policy. This policy applies to all volunteers, trustees and staff⁴⁷ of IPPF and its Member Associations, collaborative partners and other partners including members of the Governing Council, Audit Committee and Regional Executive Committees. All partner organisations working with IPPF are required to adhere to this Policy in addition to their own policies and procedures

⁴⁶ International Convention on the Elimination of All Forms of Racial Discrimination, International Covenant on Civil and Political Rights, International Covenant on Economic, Social and Cultural Rights, Convention on the Elimination of All Forms of Discrimination against Women, Convention against Torture and Other Cruel, inhuman or Degrading treatment or Punishment, Convention on the Rights of the Child, Convention on the Rights of Persons with Disabilities.

⁴⁷ Staff refers to all paid staff: permanent, fixed term and temporary staff, it includes employees, agency workers, consultants, interns and contractors.

Definitions

8. IPPF considers that **equality** means breaking down barriers, eliminating discrimination and ensuring equal opportunities and access for all, both in employment, and in the provision of IPPF's services and delivery of programmatic activities.
9. IPPF considers **diversity** to mean celebrating differences and valuing everyone. Each person is an individual with visible and non-visible differences and by respecting this everyone can feel valued for their contributions which is beneficial not only for the individual but for IPPF too.
10. IPPF considers **inclusion** to mean seeing difference as a benefit, and sharing perspectives and differences, leading to better decisions. An inclusive environment is one where all feel valued, where individual contribution matters and where individuals can perform to their full potential, regardless of background, identity or circumstances.

Protected characteristics

11. For IPPF these include but are not limited to:

- I. age,
- II. sex,
- III. sexual orientation,
- IV. gender, gender identity or expression,
- V. race, ethnic or national origin,
- VI. religion or belief,
- VII. partnership status,
- VIII. pregnancy or parental status,
- IX. disability,
- X. health

Principles

12. IPPF acknowledges that equality and diversity are not inter-changeable but inter-dependent. There can be no equality of opportunity if difference is not valued and harnessed.
13. IPPF acknowledges its responsibility to make reasonable adjustments where possible to enable full inclusion and participation in the workplace and in the accessing of IPPF services and activities.
14. IPPF acknowledges the need to create a culture where equality for all is prioritised and where differences are embraced and respected and new and different ways of thinking and working are encouraged.
15. IPPF acknowledges the need to ensure equality and diversity are considered in the provision of all its programmes of work and including recruitment of staff, volunteers and trustees.

16. IPPF will ensure all are treated with respect and that appropriate action should be taken where issues arise. Any breach of the Equality, Diversity and Inclusion Policy will result in disciplinary action which could result in dismissal.
17. IPPF will be transparent and accountable in this area by ensuring the auditing and monitoring of the implementation in all programmes of work and recruitment practice.

Implementation

18. It shall be the responsibility of the Governing Council, Director-General, Regional Executive Committees, Regional Directors, Member Associations' boards and Executive Directors to ensure that policies that meet the abovementioned minimum standards are in place, and are implemented, monitored and reviewed accordingly.
19. IPPF Secretariat, including gender and diversity advisers shall be available to advise and support this work.
20. IPPF Member Associations, collaborative partners and Secretariat will:
- I. Be aware of their responsibilities for equality, diversity and inclusion ensuring there is a focus on leadership accountability.
 - II. Adopt and implement Equality, Diversity and Inclusion Policies and procedures based on the above principles and the implementation points below, whilst reflecting local legislation and requirements.
 - III. Ensure their volunteers, trustees, staff, beneficiaries and local communities are aware of this policy.
 - IV. Provide comprehensive training and development on equality, diversity and inclusion.
 - V. Ensure all breaches of Equality, Diversity & Inclusion Policy are reported, responded to and recorded and stored securely with restricted access.
 - VI. Make available evidence of all of the above to the IPPF Director General upon request.

How to raise a concern

21. There are a number of channels through which a concern can be reported:⁴⁸
- I. IPPF SafeReport, IPPF's incident reporting service;
 - II. Contacting Human Resources in the respective organization;
 - III. Talking to the supervisor.

⁴⁸ See Raising a Concern Policy
 IPPF Policy Handbook

Glossary

There are various types of discrimination prohibited by this policy. The main types are:

1) Direct discrimination

Direct discrimination occurs where one person is treated less favourably than another because of any of the protected characteristics set out in this policy. Other types of direct discrimination are:

- Associative discrimination - this is direct discrimination against someone because they associate with another person who possesses a protected characteristic.
- Perceptive discrimination - this is direct discrimination against an individual because others think they possess a particular protected characteristic.

2) Indirect discrimination

Indirect discrimination occurs when an unjustifiable requirement or condition is applied, which appears to be the same for all, but which has a disproportionate, adverse effect on one group of people based on the protected characteristics.

3) Victimisation

Victimisation is where an employee is treated less favourably than others because they have raised a genuine grievance or concern.

4) Harassment

Harassment is unwanted conduct related to a relevant protected characteristic, which has the purpose or effect of violating an individual's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for that individual. It is important to remember that it is not the intention of the harasser but how the recipient perceives their behaviour which determines whether harassment has occurred.⁴⁹

As adopted by Governing Council, November 2018

⁴⁹ See Respect at Work Policy – Policy 1.16 for further details on Bullying and Harassment.

1. THE FEDERATION

Policy 1.20

EMPLOYMENT PRINCIPLES

Introduction

1. IPPF strives to be a good employer and to provide safe and healthy working conditions where individual performance is recognised, team effort and commitment are valued, and career opportunities are fostered.
2. The structure of this policy follows the cycle of recruitment, to employment or engagement and post-employment or engagement.

Purpose and Scope

3. This policy sets out the values framework of IPPF. It applies to the IPPF Secretariat, Member Associations, collaborative partners and other partners in their relations with staff.
4. Some aspects of this policy apply to IPPF's volunteers and trustees.

Definitions

- **IPPF staff** refers to all paid staff: permanent, fixed term and temporary staff; it includes employees, agency workers, consultants, interns and contractors.
- **IPPF employees** refers to individuals on a paid employment contract.

Guiding Principles

- Individuals starting work with IPPF must demonstrate their belief in and commitment to the Principles and Articles enshrined in the IPPF Declaration of Sexual Rights. All staff must sign the IPPF Code of Conduct outlining their responsibilities and obligations.

5. *Before starting work with IPPF*

a. IPPF Values

IPPF's core values guide the way work is undertaken and shape the workplace. IPPF believes:

- I. in social inclusion with a demonstrated commitment to enabling the realisation of the rights of the under-served respecting all without discrimination;
- II. that passion and determination provide the inspiration to have the courage to challenge and seek social justice for all;

- III. in the significant contribution volunteers deliver across a range of roles inspiring the Federation to advance its mission;
- IV. in accountability as a cornerstone of trust which is demonstrated through high performance, ethical standards and transparency.

b. Equality and Diversity in Recruitment and Promotion

The principle of equal opportunity will be strictly adhered to in the hiring and promotion of staff and the engagement of volunteers and trustees across the Federation. The hiring and promotion practices of the Federation shall not discriminate on the basis of age, sex, sexual orientation, gender, gender identity or expression, race, ethnic or national origin, religion or belief, partnership status, pregnancy or parental status, disability health or any other status.⁵⁰

c. Safe Recruitment

IPPF is committed to following agreed best practice in safe recruitment as part of its commitment to its safeguarding duties. This includes:

- I. Detailed application forms and job descriptions which include appropriate references to safeguarding
- II. Self-disclosure form
- III. Criminal record checks
- IV. Verification of qualifications and experience
- V. Robust interviews that include safeguarding, equality, and diversity
- VI. A minimum of two reference checks
- VII. Code of conduct as part of contract
- VIII. A thorough induction process which includes safeguarding procedures
- IX. Disclosure of misconduct in giving references

The Safeguarding (Children & Vulnerable Adults) Policy contains a Safe Recruitment checklist which is applicable to all IPPF staff⁵¹ and some aspects will also apply to the recruitment of volunteers and trustees.

d. Fair recruitment

All candidates should expect a structured, fair and consistent process that is transparent, non-discriminatory and recruits based on a candidate's qualifications, skills and experience. Personal information of candidates will remain confidential in line with relevant local data protection legislation. IPPF will provide reasonable adjustments to all people with disabilities to ensure they are not disadvantaged in the recruitment process.

6. ***When working with IPPF***

IPPF values its volunteers, trustees and staff and intends to treat all those working for the Federation with utmost respect. IPPF volunteers, trustees and staff should be provided with the working conditions that allow them to operate effectively. These

⁵⁰ IPPF Equality, Diversity and Inclusion Policy

⁵¹ Safeguarding (Children & Vulnerable Adults) Policy

include robust policies and procedures that underpin IPPF's principles of good employment as outlined in this policy.

a. Terms and Conditions of Employment

IPPF aims to attract and retain the best possible candidates that will contribute to the success of the Federation. To achieve this, a strong package of salary and benefits shall be offered which is aligned to good local employers in a similar industry. Examples of employee benefits include health and life insurance, fair leave package (annual, parental, illness, family), flexible working, childcare support and pension.

IPPF acknowledges the right of all employees to join and be represented by recognised Trade Unions if they so choose.

b. Health and Safety at Work

The health and safety of all volunteers, trustees and staff across the Federation is paramount. This ranges from ensuring safe, healthy working conditions to the safety of those in humanitarian and disaster settings and the safety of IPPF staff travelling on behalf of the Federation. To uphold this commitment, all IPPF staff should be supported under employee travel safety procedures and guidance tailored to the local environment and in adherence with local legislation. The Federation's Safety and Security Risk Management Policy underpins this commitment by outlining the Federation's values around safety and security and providing further guidance on developing a robust safety and security management system.⁵²

c. Volunteer, trustee & staff wellbeing

The personal and professional wellbeing of IPPF volunteers, trustees and staff is a priority. As a responsible employer, IPPF must work to manage the welfare of its workforce, including volunteers and trustees. Positive contributions to employee wellbeing may include an employee assistance programme, mental health awareness and support, healthy living support, disease prevention programmes, and others as appropriate.

d. Respect at Work

IPPF is committed to operating with integrity. It embraces dignity and respect and believes that everyone has the right to work in a safe and fair environment which is free from all forms of inappropriate behaviour, including bullying and harassment, as well as sexual harassment. Such behaviour by IPPF volunteers, trustees and staff shall not be tolerated in any circumstances.

e. Equality, Diversity and Inclusion

⁵² IPPF Safety and Security Risk Management Policy – IPPF Policy Handbook
IPPF Policy Handbook

Equality, diversity and inclusion are integral to IPPF as a global sexual reproductive health and rights (SRHR) organisation where the core principles are founded on non-discrimination, fairness and opportunity.

IPPF will not discriminate because of age, sex, sexual orientation, gender, gender identity or expression, race, ethnic or national origin, religion or belief, partnership status, pregnancy or parental status, disability health or any other status.⁵³

IPPF also recognizes it is required to make reasonable adjustments to ensure people with all forms of disabilities are not at a disadvantage in the workplace.

IPPF will ensure there is an equitable pay and reward structure for employees.

IPPF supports this belief with the following Federation wide policies: Equality, Diversity and Inclusion; Gender Equality; Linking HIV and Sexual and Reproductive Health and Rights; Safeguarding (Children & Vulnerable Adults) Policy and Meeting the Sexual and Reproductive Health and Rights of the Ageing Population.

f. Raising Concerns

IPPF aims to foster a culture of openness where volunteers, trustees and staff feel able to raise concerns and genuine concerns are appropriately managed. The IPPF Raising a Concern Policy gives further information, guidance and support for employees.

g. Employee Development and Performance

All IPPF employees have the right to progress and develop their skills to achieve their full potential. This should include a robust induction and ongoing refresher and professional training (especially in the health sector) suitable to the role. This should be appropriately resourced within the Federation.

IPPF employees should be given the opportunity to review their performance and be held accountable for their actions through regular performance appraisal including a formal annual performance review.

7. ***Upon leaving IPPF***

a. Giving feedback

Upon leaving the Federation, all IPPF staff should be given the opportunity to formally give confidential feedback to an appropriate nominated colleague based upon their experience working with the Federation.

b. References

Upon leaving IPPF staff may also request for IPPF to provide a reference. Where a reference is provided, it must be a true, fair and an accurate reflection of the individual. In line with safeguarding best practice, IPPF will disclose all misconduct in references.

⁵³ IPPF Equality, Diversity and Inclusion Policy
IPPF Policy Handbook

8. **Employee Redundancy**

It is the belief of IPPF that where redundancy is unavoidable, IPPF employees should be treated fairly and equitably. Associated redundancy policies and procedures shall be implemented and well communicated. The union associated with the organisation within the Federation that is making redundancies shall be consulted in good time along with all staff affected.

Implementation

9. It shall be the responsibility of the Governing Council, Director-General, Regional Executive Committees, Regional Directors, Member Associations' boards and Executive Directors to ensure that policies that meet the abovementioned minimum standards are in place, and are implemented, monitored and reviewed accordingly.

10. IPPF Secretariat, including Human Resources shall be available to advise and support this work.

11. IPPF Member Associations, collaborative partners and Secretariat will:

- I. Be aware of their responsibilities as an employer
- II. Adopt and implement policies and procedures based on the above principles and the implementation points below, whilst reflecting local legislation and requirements.
- III. Ensure their volunteers, trustees, staff and beneficiaries and local communities are aware of this policy.
- IV. This policy is supported by the IPPF Standards and Responsibilities of Membership and the standards and checks under Principle 7: Good Employer.
- V. Evidence of all of the above will be made available to the IPPF Director General on request.

Glossary

12. **Employee Assistance Programme:** An EAP is an employer-sponsored service designed for personal or family problems, including mental health, substance abuse, addictions, marital problems, parenting problems, emotional problems, or financial or legal concerns. This is typically a service provided by an employer to the employees, designed to assist employees in getting help for these problems so that they may remain on the job and effective. EAP has expanded to incorporate not only mental health and substance abuse issues but also health and wellness and work/life concerns.

Further information linked to this policy

- IPPF Standards and Responsibilities of Membership
- Safeguarding Policy (Children and Vulnerable Adults): Safe Recruitment Checklist

As adopted by Central Council, November 1990

Last amended by Governing Council, November 2018

2. THE SECRETARIAT

Policy 2.1

THE UNIFIED SECRETARIAT

1. All the employees of the IPPF Central Office, the Regional Offices and IPPF offices worldwide, shall comprise the IPPF Secretariat whose Chief Executive Officer shall be the Director-General.
2. It is the responsibility of the Unified Secretariat to interpret and apply in a consistent fashion the policies of the Federation in a manner that is in harmony with regional and Member Association realities and requirements.
3. The Secretariat should contribute to the evolution and initiation of policies for consideration by international and regional bodies responsible for policy decisions and ensure full involvement of the volunteers in the development of these policies.
4. It is the responsibility of the Secretariat to serve the Member Associations effectively through a rational use of personnel and other resources and to manage IPPF resources effectively in the interests of global sexual and reproductive health including family planning.

As adopted by Central Council, November 1990

Last amended by Governing Council, November 2000

2. THE SECRETARIAT

Policy 2.2

TERMS OF REFERENCE OF THE DIRECTOR-GENERAL

1. The Director-General will be the Chief Executive of the Federation and as such shall be responsible for:
 - i. ensuring that the operational planning of the activities of the Federation is complete and thorough and in line with the strategic plan of action and policies approved by the Governing Council;
 - ii. devising and maintaining appropriate systems and procedures to implement policies approved by the Governing Council including an effective and efficient internal control system;
 - iii. the effective and efficient management of IPPF in all respects, particularly in the role of the Federation's financial officer; and informing the Governing Council of any executive actions that may have policy implications;
 - iv. supervising the implementation of the IPPF Secretariat's Annual Programme Budget at Central and Regional Office level;
 - v. ensuring that every staff member understands IPPF's role and mission and that each part of the Secretariat has clearly defined objectives and targets;
 - vi. devising and maintaining suitable systems and procedures, to:
 - (a) mobilise the resources needed for IPPF's programme of work and to provide for its financial sustainability in line with IPPF policy;
 - (b) allocate resources to the different levels of the Federation in accordance with the financial policies and directions approved by the Governing Council; and
 - (c) ensure that resources are used effectively and efficiently and that such use is accounted for completely and accurately, in accordance with IPPF policies;
 - viii. hiring the most capable staff possible within an acceptable salary range, established staff positions and organisational structures in the Central and Regional Offices; and
 - ix. ensuring that formal appraisals are carried out every year of the Unified Secretariat staff performance in relation to agreed objectives and standards;
2. In carrying out the above responsibilities the Director-General shall:
 - i. consult with the IPPF President and IPPF Treasurer as and when necessary or as may be provided for by the Governing Council from time to time;
 - ii. meet with the Regional Director and the regions' senior volunteers, once per year, at the time of the Regional Council, a Regional Executive Committee or Governing Council meeting, as appropriate, to review the

implementation of the regional Programme Budget and other work-related issues;

- iii. meet with all the Regional Presidents once per year at a meeting immediately following Governing Council;
- iv. provide the Governing Council periodically with timely and complete information about the outcome of approved plans and budgets.

3. The Director-General shall also:

- i. provide advice and support to IPPF volunteers generally and to the Central and Regional Honorary Officers in particular;
- ii. maintain appropriate links with international organizations;
- iii. maintain effective communications with and between all levels of the Federation.

4. The Director-General shall assist the Governing Council in developing the IPPF's strategic plan and in monitoring and reviewing its implementation at regular intervals.

5. The Director-General shall play a leading role in advocacy activities pertinent to the advancement of IPPF's aims and objects.

6. The Director-General will appoint the Regional Directors and Directors, Central Office, following a recommendation from a Selection Committee comprising those identified below:

i. For Regional Directors the Selection Committee comprises:

- (a) the IPPF President, the Chair/President of the Region concerned, the Director-General, or their nominees.

ii. For Directors, Central Office, the Selection Committee comprises:

- (a) the IPPF President, the IPPF Treasurer and the Director-General, or their nominees.

7. All appointments will be made within the framework of the terms and conditions of employment of the Federation current at the time of that appointment. The Director-General will also consult and seek agreement with Honorary Officers prior to the renewal or termination of the appointment of such staff.

As adopted by Central Council, November 1990

Last amended by Governing Council, May 2003

2. THE SECRETARIAT

Policy 2.3

TERMS OF REFERENCE OF THE REGIONAL DIRECTORS

1. The Regional Director, as the representative of the Director-General for the Region, shall be the Chief Executive Officer of the Federation for the Region and is directly responsible to the Director-General, acting within the authorities delegated by the Director-General.
2. The Director-General, in accordance with his terms of reference, will advise and assist Regional Councils in their programme activities and is responsible to Regional Councils for implementation of their decisions which are within the scope of regional authority. These responsibilities are delegated to the Regional Directors who, in discharging them, will consult and communicate on a continuing basis with appropriate regional volunteers.
3. The Regional Director will:
 - i. Act as Secretary to the Regional Council and the Regional Executive Committee and provide all the administrative and logistic support necessary for the efficient functioning of the Council and its Committee and panels by:
 - (a) the preparation of papers for the meeting;
 - (b) ensuring that important issues are presented to the Council so as to enable decisions to be made after a full consideration of all available options;
 - (c) making all other arrangements necessary for the proper conduct of their business.
 - ii. Maintain an adequate system of communication and reporting between the Member Associations, the Regional Council and its committees, the Central Committees of the IPPF and the Secretariat.
 - iii. Identify the needs within his/her Region, identify the resources available both within and outside the Federation for meeting the needs, and where possible develop resources for the purpose.
 - iv. Meet with the Director-General and the regions' senior volunteers, once per year, at the time of the Regional Council, or one of the Regional Executive Committee or Governing Council meetings, as appropriate, to review the implementation of the regional Programme Budget and other work-related issues.
 - v. Assist the Director-General to interpret the policies of the Federation within the context and needs of the Region, promote them within the Region, and communicate and interpret the needs of the association and of the Regional Council to the Centre so as to contribute to the development of the policies of the Federation and re-definition of its goals.
- iv. Assist the Regional Council and the associations in the development of

programmes for furthering the goals of the Federation and implement the agreed programmes of the Regional Council.

- v. Provide advice and support to IPPF volunteers generally and to the Regional Honorary Officers in particular.
- vi. Assist the associations to obtain technical support for the implementation of their own programmes.
- ix. Be responsible for:
 - (a) Advising the Director-General and the Regional Council on budgetary requirements;
 - (b) Administering the budget for the Regional Offices and for all Regional activities;
 - (c) Administering the Terms and Conditions of Funding Agreements with Member Associations;
 - (d) Reporting on Member Association Annual Programme Budgets and the interpretation and analysis of programme and financial reports.
 - (e) Hiring the most capable staff possible within an acceptable salary range, established staff positions and organisational structures in the Regional Office.
 - (f) Ensuring that formal appraisals are carried out every year of the Regional Office staff performance in relation to agreed objectives and standards.
 - (g) Ensuring that Member Associations comply with the Standards and Responsibilities of IPPF Membership.
- x. Provide leadership for Regional staff and be responsible for the management and development of staff.
- xi. Share responsibility with other senior staff for providing leadership to the Secretariat as a whole, including the development of staff and for advising the Director-General on the development of policies and management of the Secretariat.
- xii. Maintain and develop relations with other appropriate agencies, both governmental and non-governmental, within the Region in order to facilitate and promote the work of the Federation.
- xiii. Contribute, as appropriate, to the international role of the Federation and to the implementation of the international programmes of the Federation.

As adopted by Central Council, November 1990

Last amended by Governing Council, May 2003

2. THE SECRETARIAT

Policy 2.4

DELEGATION OF RESPONSIBILITIES TO THE DIRECTOR-GENERAL

1. The 1977 Act of the British Parliament which established the International Planned Parenthood Federation as an incorporated body vested certain powers and responsibilities in the IPPF central governing bodies.
2. The Central Council, which shall be known as the Governing Council, may delegate to the Director-General acting either alone or in consultation with the Governing Council such powers and responsibilities of the Governing Council as they may determine from time to time and as is consistent with the letter and spirit of the 1977 Act of Incorporation.

As adopted by Central Council, November 1990

Last amended by Governing Council, November 2000

3. FUNDING AND ACCOUNTING

Policy 3.1

RESOURCE MOBILIZATION

Introduction

1. The ability of the Federation to carry out its programmatic work and thus successfully achieve the IPPF Strategic Framework rests largely on the resources it commands. Sustained investment in resource mobilization at all levels of the Federation is, therefore, a crucial pre-requisite to improving sexual and reproductive rights and health for women, men and young people around the world.
2. The principles, commitments and guidelines for implementing resource mobilization contained within this policy are intended to guide the work of the Federation in their efforts to achieve the Strategic Framework.

Principles

3. Resource mobilization refers to effective planning for fundraising and implementation of strategies in order to attain necessary resources, including human resources. This is closely aligned with advocacy for political commitment to sexual and reproductive health and rights including supplies. All staff and volunteers share this obligation for resource mobilization.
4. Resource mobilization activities undertaken at global, regional and national levels work in synergy to maximize possibilities for renewed and additional financial resources for the entire Federation.
5. The IPPF Secretariat (Central and Regional Offices) and Member Associations have a responsibility to openness, transparency and accountability in their relations with donors and potential donors. Relations with donors at any level add value and goodwill to IPPF's overall relationship with existing and potential donors.
6. IPPF Member Associations will balance their efforts to achieve a diversified sustainable funding base, including user fees, with their commitment to meet the needs of poor and marginalized people.
7. Resource mobilization activities should be devolved to the regional and the country level when and where this is practical.
8. The IPPF Secretariat and Member Associations may seek support from any source, provided that the acceptance of such support does not impose conditions that violate any IPPF policy.

Commitments

9. The IPPF Secretariat and all Member Associations are therefore committed to:
- i. undertaking activities to increase funds available to implement the Strategic Framework;
 - ii. achieving a sustainable diversified funding base in alignment with IPPF's mission.

Implementation

The IPPF Secretariat and Member Associations have a number of distinct roles to play to realize these principles and commitments. In order to implement this policy:

10. The IPPF Secretariat and Member Associations will:
- i. invest financial and human resources in resource mobilization activities and ensure that systems and procedures are in place to support this work;
 - ii. share pertinent information on the programmatic and geographical priorities of key donors; and
 - iii. foster collaborative, mutually respectful partnerships with donors, acknowledging their knowledge and expertise as well as their financial resources.
11. The IPPF Secretariat will:
- i. allocate financial and human resources to generate income from *new* sources of funding on an ongoing basis; and
 - ii. inform and, when appropriate, coordinate with relevant Member Associations when undertaking resource mobilization activities with governments in their respective countries.
12. Central Office will:
- i. develop and implement a coordinated resource mobilization advocacy and fundraising strategy aimed at increasing funding and diversifying the funding base of the Federation, with the following funding priorities:
 - a. to maximize unrestricted grants committed over long periods; and
 - b. to secure restricted grants that further the delivery of the Strategic Framework; and
 - ii. coordinate the Secretariat's resource mobilization advocacy where the activity involves two or more Regions or where activities target OECD donor countries.

13. Regional Offices will:
 - i. develop and implement a coordinated regional resource mobilization advocacy and fundraising strategy;
 - ii. provide political, management and financial support to Member Associations, with the aim of enabling Member Associations to access and manage funding independently.
14. Member Associations will:
 - i. develop and implement a coordinated resource mobilization and advocacy strategy that complements the work of the Secretariat as far as possible;
 - ii. advocate for increased funding for sexual and reproductive health and rights from donors in accordance with the Strategic Framework;
 - iii. work collaboratively and share lessons learned with other Member Associations to increase capacity and opportunities to raise and manage funding from a variety of sources;
 - iv. inform and, when appropriate, coordinate with relevant Regional Offices where other Member Associations support international programmes or activities.

As adopted by Central Council, November 1990

Last amended by Governing Council, November 2007

3. FUNDING AND ACCOUNTING

Policy 3.2

EFFECTIVE FINANCIAL MANAGEMENT AND REPORTING

Introduction

1. As a Federation of not-for-profit organizations funded by governments, multilaterals, foundations and private individuals, the Member Associations and Secretariat of IPPF have an obligation to ensure that financial management and reporting displays the characteristics of transparency, clarity and accuracy. IPPF must ensure that in order to enable the strategic objectives of the organizations to be achieved we must have systems and procedures in place to promote and encourage good financial management and reporting. This policy is to be implemented by the Governing body and Management of Member Associations with the overall intention of maximising the financial resources allocated to service delivery, and advocacy for sexual and reproductive health and rights.

Principles

2. The Member Associations and Secretariat of IPPF are guided by the following principles in terms of good financial management and reporting:
3. Honesty, integrity, probity, transparency and accuracy shall be the hallmarks of financial systems and those that operate them.
4. IPPF has zero tolerance towards fraud of any type or in any circumstances whether carried out by volunteers, staff, contractors, partners or clients.
5. Robust and effective financial systems and procedures must be in place to prevent and detect fraudulent and inappropriate activities which deplete resources and undermine programme delivery.
6. Financial resources should be utilized with consideration of value-for-money and having minimum overheads in order to maximize the use of funds in terms of programmatic inputs. This supports the objectives of the donor community to increase the effectiveness of aid as outlined in the Paris Declaration¹.
7. Accurate, up-to-date and comprehensive financial information is required to ensure that our organizations are well managed and monitored.
8. Donors (including IPPF) should receive timely reports indicating how their resources have been utilized and, that utilization has been in accordance with the funding conditions.

¹ Paris Declaration on Aid Effectiveness, 2 March 2005

9. Financial reporting systems should promote and facilitate performance measurement, cost effectiveness, efficiency and value for money.

Implementation

10. Member Associations and the Secretariat shall ensure that the following are considered and implemented:

Governance

11. The role of the Governing body is key to effective financial oversight within the Member Association. The Governing body have a responsibility to ensure that realistic annual budgets are set for the organization which includes all expenditure commitments and that the income estimates are achievable. The Governing body should meet regularly during the year to review budget performance and where necessary take action to ensure the organization remains financially viable. The Governing body should ensure that resources within the annually approved budget are allocated in order to meet the Strategic Plan of the organization. They should also ensure that the structure of the organization, staffing and allocation of resources is aligned to achieve strategic performance targets and overall effectiveness and efficiency.
12. In order to achieve the role of effective financial oversight the Governing body should have members with appropriate skills and experience in the field of financial management and decision making.

Electronic Integrated Management System (eIMS)

13. The eIMS is the system used by IPPF to enable the reporting of results against the Strategic Framework for the financial resources provided by donors. The Secretariat and grant receiving Member Associations are required to implement the system in order to plan, monitor, evaluate and report against the aims and objectives of the Strategic Framework.
14. Financial Reporting at every level of IPPF must be able to link income and expenditures to the IPPF strategic areas in order to measure and assess financial performance and outcomes.

Staffing

15. The Governing body shall ensure the appointment of an Executive Director who shall then ensure that appropriately qualified staffs are in place to operate financial systems. Finance staff are expected to up-hold the characteristics of honesty, integrity, probity and competency. In order to attract and retain effective financial staff, suitable capacity building and staff development should be undertaken.

Accounting Systems

16. Suitable computerized accounting systems should be in place to ensure that all the transactions of the organization are accurately recorded on a timely basis. The system should be up-to-date and be capable of producing financial statements and regular monthly management reports showing budget and actual performance for both income and expenditure within three weeks of the month end. The accounting system should be adequately protected to prevent the loss, destruction or alteration of data.

Internal Control Systems

17. Management is expected to develop, implement, monitor and review internal control systems on a continuous basis.
18. On an annual basis the external auditors will supply a Management Letter outlining any issues of concern with the internal control systems. Issues raised will be followed-up and resolved as soon as possible.

Value for Money

19. Goods and services purchased should be undertaken with value for money considerations. The highest possible quality goods and services necessary should be purchased at the lowest possible cost in order to optimize value for money. This is achieved through appropriate tendering, the process for awarding contracts and the subsequent monitoring of such contracts and the supply of goods. This supports the desire of the donor community to increase the effectiveness of aid as outlined in the Paris Declaration.
20. The methods of undertaking purchasing, organizing service delivery and programme implementation should be done in order to optimize the funds available.

Financial Statements

21. On an annual basis grant receiving Member Associations shall prepare for IPPF and other donors financial statements in accordance with internationally accepted accounting standards. These statements shall include all sources of income not just IPPF funding (including donated items such as commodities). These statements shall be audited by reputable auditing firms. For this purpose the Secretariat will issue annually an approved list of international auditing firms which are recommended for use.
22. The financial year to be followed is 1 January to 31 December.
23. Audited financial statements should be approved by the Governing body of the organization on a timely basis and within five months of the year end at the latest. The Governing body should also ensure that the Management responses to the Management Letter are appropriate and that recommendations will be implemented

in a timely and effective manner. The Management Letter shall be submitted to IPPF together with the audited financial statements.

Donor Reporting

24. Where donor funds are received for restricted purposes the accounting system and internal controls must be capable of ensuring that the income and expenditure is correctly identified. Items of expenditure cannot be charged to more than one donor. Where items of expenditure are charged against donor funds these must be in line with any of the donor's funding requirements and / or the donor grant agreement.
25. Donor reporting must be undertaken on a timely and accurate basis ensuring that the reported figures agree to the underlying accounting records.

Budgeting

26. Comprehensive and timely budgeting should be undertaken in order to plan the allocation of resources and ensure that suitable funding is in place to meet expenditure requirements. Budgeting should be based on accurate cost information and cover all the expense items of the organization. Annual budgets should be in place in advance of the start of the year to allow effective implementation of programme activities. Longer term budgeting should also be undertaken as part of the strategic planning process with indications provided of long term sustainability in terms of local income, donor diversification and other income generating initiatives.

Overheads

27. Overheads are defined as indirect costs which cannot be attributed to a particular programme project and include the salaries and other costs of ***the following departments:*** finance, human resources, information technology and office facilities. All organizations require overheads to ensure that their programme delivery is provided with adequate support from finance, human resources, office support and information technology. IPPF believe these need to be in place to ensure well managed organizations but at a level which demonstrates value for money. No more than 20 per cent of an organization's overall annual budget (all donor income, local raised income, clinical service fees etc.) should be allocated to such overhead costs. Where the percentage is higher, the Governing body will need to justify this to IPPF and demonstrate that plans are in place to meet this target in future years through cost reductions and/or income increases. ***Generally accepted targets for overhead costs are between 10 and 15% of total budget and organizations should strive towards these targets.***

Commodities

28. Suitable stock management systems should be in place to ensure that stock movements are correctly recorded and that an effective stock management system

can be implemented to prevent stock wastage. The stock management system and the financial system recording stock values should reconcile.

Investments

29. Member Associations should have a clear policy in place outlining the investment of surplus cash. This policy should be risk based ensuring maximization of returns at an acceptable level of risk.

Reserves

30. Adequate general reserves are required in order to maintain a healthy financial situation and in particular the cash flow of the organization. Associations should plan their overall budgets in line with their expected levels of reserves. A general reserve in excess of three months unrestricted annual budget will need to be justified by the Governing body. Associations can utilize excess general reserve to establish a foreign currency reserve where this is required to provide protection against fluctuating donor receipts.
31. On an annual basis the Secretariat shall review the working capital (excess of current assets over current liabilities) of the Association and the rate of exchange at which it has received funding remittances. Where the Association is found to have excess working capital then the level of the funding provided may be adjusted depending upon the level of unrestricted reserves held.

Endowment / Capital or Trust Funds

32. Where capital is retained and invested for the purpose of generating income to be used for the activities of an Association this is referred to as endowment / capital or trust funds. Such funds are created by the Governing body of the organization. The capital to create such funds can often arise from large bequests or legacies being received, surplus unrestricted reserves identified or a donor provides funding specifically to allow this. The aim is to create a long term and regular method of generating an income flow from investing such a fund. In establishing such funds the Association should ensure that an investment strategy is in place to maximize the returns against the level of risk which is deemed to be acceptable. As the decision to create such a fund will lead to short term service delivery not being expanded, consideration must also be given to any impact on future fundraising efforts from maintaining such funds.

Exchange Rates

33. The reporting currency of IPPF is United States Dollars.
34. IPPF will provide core funding based in the local currency of the Member Association. The U.S. dollar conversion amount will also be quoted, but this will be based on the exchange rate in effect on the specific day the grant is settled. The grant remittance itself will be paid in US dollars and the total dollar amount paid in a particular grant

year will equal the agreed local currency funding amount when converted using quoted rates (OANDA or similar).

35. In certain extraordinary circumstances, for example hyperinflation, the payment of grants in local currency will result in Member Associations being unable to complete agreed activity. In these circumstances grants will be made in US dollars up to the amount of the original dollar conversion referenced in point 35.
36. IPPF funding shall be transferred through recognized banking channels and will not be used to circumvent local exchange regulations.

As adopted by Governing Council in May 2008, amended in November 2010

3. FUNDING AND ACCOUNTING

Policy 3.3

ALLOCATION OF RESOURCES

1. Criteria which govern the allocation of IPPF resources take account of the cultural, social and religious difficulties facing individual Member Associations in addition to the economic problems in each country.
2. The following seven principles apply to the allocation of resources:
 - i. IPPF support is only given to programmes respecting the right of parents freely and responsibly to plan the number and spacing of their children.
 - ii. IPPF gives preference to programmes which have a direct and demonstrable benefit to the welfare of individuals and families.
 - iii. IPPF, where appropriate, supports programmes designed to demonstrate that large scale family planning programmes are feasible and may undertake support of programmes designed to provide the major proportion of national family planning services.
 - iv. IPPF support is given to develop acceptance of family planning in the expectation that local resources will increasingly be devoted to family planning.
 - v. IPPF gives preference to programmes which are innovative in nature, demonstrate high quality, or provide services in a simple, safe and effective manner.
 - vi. IPPF gives preference to programmes which are based on volunteer effort and broad community participation.
 - vii. IPPF takes into account the unmet needs and the social and economic setting within recipient countries.
3. On the approval of the Director-General, Regions and Member Associations may reallocate unspent funds from one budget item to another.
4. Funding Family Planning Through Other Organisations:
 - i. IPPF allocates its funds on the basis of quality and effectiveness of programmes in meeting family planning needs. No Member Association should regard itself as the sole means by which IPPF funds shall be channelled to meet the family planning needs of the people.

- ii. IPPF may provide funds to other organisations on the basis of the following guidelines and in accordance with procedures determined by the Governing Council from time to time.
- iii. In allocating funds to other organisations IPPF will seek where appropriate to:
 - (a) complement and extend family planning efforts;
 - (b) form partnerships with Member Associations in extending family planning work;
 - (c) provide alternative channels for the delivery of family planning education, information and services.
- iv. Each member must make best use of available resources to implement its own priorities and strategies within the overall policies and strategic directions of the Federation. Each member should seek to build partnerships with the Government, other international agencies and local NGOs working in related areas. Such partnerships will increase the influence and prestige of the Association and enable it to access additional resources from new and existing donors.

As adopted by Central Council, November 1990

Last amended by Governing Council, November 2000

3. FUNDING AND ACCOUNTING

Policy 3.4

PURCHASE OF CONTRACEPTIVES, CONDOMS AND REPRODUCTIVE HEALTH MEDICINES

Introduction:

1. IPPF's purchasing policy and operational guidelines reflect the need to ensure that contraceptives and other reproductive health supplies meet acceptable levels of quality and that adequate insurance arrangements are in place to protect against the risk of poor product supply.
2. Over the past decade unprecedented changes have taken place in the hormonal contraceptive manufacturing and supply environment and more generally with reproductive health commodities. As the patents for the formulations for contraceptives have lapsed, many of the pharmaceutical companies that have provided products in the past have ceased to manufacture as they have faced competition from manufacturers in lower cost environments. Whilst the emergence of these lower priced generic alternatives has been welcomed, many of the generic manufacturers have struggled to gain the required international quality assurances that had been provided by the traditional pharmaceutical companies.
3. Three international quality assurance systems currently exist:
 - a) WHO pre-qualification system; although few contraceptives have been approved, and almost no generics have been put through this lengthy and costly process.
 - b) WHO/UNFPA Expert Review Panel (ERP¹); WHO & UNFPA through this panel assess the quality standards of the requesting manufacturers and will make a decision towards recommending or not the procurement of their commodities but this is only granted for a maximum period of 12 months.
 - c) Stringent Drug Regulatory Authorities (SRA²); this includes WHO as well as the regulatory authorities in specific countries (such as the US Food and Drug Administration (FDA)) that are subject to high standards of regulatory oversight.
4. The second issue arising from the changing supply environment relates to ensuring that products supplied by IPPF and its Member Associations are covered by appropriate

¹ The WHO/UNFPA Expert Review Panel Process is acceptable as an alternative, interim standard for those products/manufacturers currently undertaking WHO Pre-Qualification that have not yet completed the process.

² Stringent Drug Regulatory Authority (SRA) means a regulatory authority which is (a) a member of ICH (as specified on www.ich.org); or (b) an ICH Observer, being the European Free Trade Association (EFTA) as represented by Swiss Medic, Health Canada and World Health Organization (WHO) (as may be updated from time to time); or (c) a regulatory authority associated with an ICH member through a legally binding mutual recognition agreement including Australia, Norway, Iceland and Liechtenstein (as may be updated from time to time). In effect this currently means: - the regulatory authorities of EU, USA, Japan, Switzerland, Canada, Australia, Norway, Iceland and Liechtenstein and WHO.

product liability insurance. Such liabilities can arise at any point in the supply chain and are broadly divided into the following three areas:

| <u>Area of Responsibility</u> | <u>Liability</u> |
|--|--|
| Product manufacture and supply | Manufacturer's Liability |
| Product delivery to Member Association | Procurement Agent's ³ Liability |
| Product receipt storage and use with clients | Member Association's Liability |

5. Neglect can happen anywhere in the distribution chain from the manufacturer to the end user. Even if the procurement agency isn't found to be directly responsible for the cause of claims, the absence of adequate processes and precautions initiated by the procurer to prevent the occurrence of such problems at the point of practice of other involved parties may give reason to a claim. As the final supplier of the product to the client, Member Associations will generally find themselves as being the first point of contact dealing with product quality issues.
6. Whilst all manufacturers should have liability insurance to cover manufacture and supply (i.e. quality and safety of the product), the reality is that some manufacturers do not. Some have far-reaching product liability cover that protects them against manufacturing risk and product malfunction. Their procedures and processes for liability protection are highly elaborate and sophisticated to distance the company and the product from neglect in having made the product available.
7. A number of producers have been found not to provide adequate product liability coverage to indemnify third parties, such as a procurement agency, from liability claims, or if product liability coverage does exist; the amount of coverage is normally low. This situation requires the procurement agency to establish its own product liability coverage to be protected against claims, justified or unjustified, and their related costs. Benefiting from its own product liability coverage a procurement agency is then free to procure from generic manufacturers who do not have third-party liability coverage in place and distribute these products into markets of its choice.

Policy

8. It is IPPF's Policy:
 - i. Only to offer hormonal contraceptives, condoms, IUDs and other reproductive health commodities whose formulation and specifications have been reviewed and recommended by WHO;
 - ii. To procure and supply only hormonal contraceptives, condoms, IUDs and other reproductive health commodities that are manufactured in accordance with current Good Manufacturing Practice (cGMP) quality assurance standards, from facilities which have obtained quality approval for these products from Stringent Regulatory Authorities, and/or have been assured under the appropriate WHO prequalification programme or the WHO/UNFPA Expert Review Panel Process. This is to ensure that all products procured and/or supplied by IPPF and its Member Associations

³ 'Procurement Agent' refers to any internal or external service provider delivering products

are of verifiable quality regardless of the manufacturer/supplier or country of origin;

- iii. Products received by IPPF Member Associations as a donation from the national government will be registered and approved for use in that country by that government and may therefore be accepted. This would also apply to products made available at subsidized price by governments;
- iv. Products received by the Secretariat and Member Associations as a donation from another third party must meet the minimum requirements stated above in (i) and (ii);
- v. Where locally feasible, Member Associations supplying reproductive health products must ensure that adequate product liability insurance cover (manufacturer's / procurement agent's and Member Association's liabilities) is in place in order to indemnify against claims and their related costs, minimize risk and safeguard the reputation of the Federation.

9. Prevention of Terrorist Financing

IPPF is wholly committed to not fund or receive funds from terrorist individuals or organisations and has introduced and embedded actions into our policy and practice to ensure that we are taking steps to prevent any engagement with terrorism. IPPF is also taking these steps to ensure that it is fully compliant with banking regulations and donor compliance requirements.

These actions include:

- i. A commitment to carry out searches for all IPPF procurement (including existing and potential suppliers), new and existing IPPF Secretariat staff (under the pre-employment referencing process), partners/donors and Member Associations, against the following external databases:
 - o System for Award Management (SAM) – US Government database
 - o Specially Designated Nationals (SDN) – US Government database
 - o UN Sanctions List
 - o Any other relevant databases as per external donor or UK Government requirements.

These databases list individuals and organisations excluded from doing business with national or international organisations due to violations of regulations for involvement with terrorism.
- ii. Identification in IPPF Procurement Principles and associated procedures of the risk of terrorist financing and the need to carry out appropriate due diligence to ensure this risk is mitigated.
- iii. A Preventing Terrorism provision is included in 2016 unrestricted and restricted funding for all recipients and the risk of terrorist financing is to be included and monitored in the IPPF Risk Register.

Should any evidence of links with terrorist activity be found within our procurement, funding streams, staff or MAs, appropriate corrective action will be taken in compliance with local legislation. IPPF recognizes that, as per the international legal obligations of states, such legislation should comply with international law, in particular international human rights law. Please refer to the IPPF Fraud Policy Implementation section for further guidance on appropriate response protocol.

Policy Implementation:

To implement this policy:

10. Member Associations supplying reproductive health commodities must have in place documented policies, procedures and controls to ensure that all supplies meet the requirements of the procurement policy. These should cover both purchases made by the Member Association as well as donated items received from donors and third parties that are distributed by the Member Association.
11. Member Associations should review and document on a regular basis their insurance coverage to ensure that it meets with best practice in relation to product liability risks. Where commodities are supplied through the Secretariat, Member Associations must ensure they have '*product receipt storage and use with clients*' cover in place. Where Member Associations obtain commodities that have not been supplied through the Secretariat they must ensure that liability insurance covers: '*product manufacturer and supply*', '*product delivery*' as well as '*product receipt, storage and use with clients*' where locally feasible.
12. Where donated products are supplied to the Federation for disbursement, the Secretariat will ensure that internal processes for accepting these donated items meet the requirements of this policy and are documented.
13. The Secretariat will provide commodity procurement advice and guidance on matters in relation to the procurement policy to Member Associations in order that they can purchase commodities that meet recognized quality standards but at the same time benefit from the reduced costs as a result of the generics market-place.
14. Central Office when acting as a procurement agent will maintain product liability insurance cover to allow it to procure products from generic manufacturers who do not have third party liability insurance in place in order to allow it to distribute such products.
15. IPPF Secretariat will use all available mechanisms in the Federation to periodically and consistently monitor implementation and review the policy statement. The implementation of this statement should be adequately resourced and supported by the Secretariat.

As adopted by Governing Council, November 2007

Last amended by Governing Council, May 2016

3. FUNDING AND ACCOUNTING

Policy 3.5

MEMBER ASSOCIATION BUILDING LOANS

1. The Director-General has the power in consultation with the Governing Council to consider and approve building loans by IPPF to Member Associations to the extent necessary in exceptional circumstances.
2. Commercial loans or loans from IPPF obtained by a Member Association for the purpose of acquiring land or buildings shall be governed by guidelines laid down from time to time by the Governing Council and found in the Finance and External Audit Manual.

As adopted by Governing Council, November 1999

Last amended by Governing Council, November 2000

3. FUNDING AND ACCOUNTING

Policy 3.6

EMERGENCY FINANCIAL SUPPORT FOR PEOPLES IN COUNTRIES FACING DISASTERS

Introduction

1. As a Federation working in more than 150 countries, IPPF and the communities living in areas where we provide sexual and reproductive health and rights, are affected by the impact of disasters resulting from natural forces (i.e. droughts, floods, famines, hurricanes) or man-made situations (i.e. civil strife and economic crises).
2. This policy provides guidance as to where additional emergency financial support funding can be provided and the process through which it is approved by the organization.

Principles

3. IPPF is not a Disaster Relief organization and is not in a position to respond to the needs arising from disaster situations. It does however recognize that as a result of such disasters, serious humanitarian assistance can be required in order to meet the sexual and reproductive health and rights (SRH&R) needs of the suffering populations.
4. IPPF also recognize that such disasters can put short term pressure on a Member Association to continue their services, due to damage to key facilities, equipment etc.
5. In granting funds for emergency support we aim to ensure that normal services can be restored as soon as possible and / or that the immediate SRH&R needs of the suffering populations can be met.
6. Funding can only be granted to organizations who are members of IPPF.

Emergency Support Funding

7. The Governing Council shall aim to set aside an adequate fund each year within the Programme Budget for an Emergency Support Fund.
8. The fund shall be administered by the Director-General who will make decisions on the funding to be provided.
9. The maximum amount which any organization can receive in any one year is US\$50,000.

10. Member Associations will apply for funding through the Regional Director within four weeks of the situation occurring. The application should state the background to the emergency situation and how this has affected the Association, the expected outcomes and a detailed budget as to how the funding will be utilized.

Purpose of Funding

11. Funding is provided to meet additional costs arising from a disaster. It is not a means of providing recurring costs normally included within the Programme Budget of the Association.
12. Funding must be linked to the SRH&R needs of the population. Whilst providing an integrated response can sometimes involve provision of shelter, food and other basic needs there must be a clear element and linkage to SRH&R, for example providing support to pregnant women.
13. Funding can be used for repairs and replacement to property and equipment of the Member Association which have been destroyed as a result of a disaster.

Reporting

14. All Member Associations receiving funding from the Emergency Support Fund should provide the Regional Office, within six months of receiving the funds, a detailed breakdown of how the funds were spent and the specific outcomes.

As adopted by Governing Council, November 1999
Last amended by Governing Council, November 2007

3. FUNDING AND ACCOUNTING

Policy 3.7

PRIVATE SECTOR PARTNERSHIPS

Introduction

1. IPPF is committed to developing strong, mutually beneficial private sector partnerships in pursuit of advancing global sexual and reproductive health and rights. In developing strategic alliances with private sector partners, IPPF aims to increase its capacity for greater visibility, impact and to diversify income streams.
2. This policy recognises the need to guide and outline best practise when developing new partnerships to ensure that core values are aligned between all parties and that there is a shared commitment to SRHR.

Definition of Partnership

3. Partnership

- i. Partnership can be defined as a collaborative relationship between two or more parties based on transparency, equality, and mutual understanding for the achievement of a specified goal. Partnerships involve sharing risks, resources, and benefits, making shared accountability critical.¹

Types of Partnership:

4. Partnerships can take many forms including:
 - i. **Strategic Partnerships:** Working together across organizations or sectors and collaborating with a range of partners for improvements or better outcomes.
 - ii. **Funding Partnerships** including sponsorship, gifts in kind, donations.
 - iii. **Service Delivery or Project Partnerships:** Working together with external partners to deliver projects or programmes in order to achieve common aims and objectives.
 - iv. **Learning Partnerships or Collaboration** which could include training, skills sharing and the development of tools or guidance.

Guiding Principles

5. The Member Associations and Secretariat of IPPF are guided by the following principles when partnering with external organizations:
 - i. Partners should be aware of the vision, mission and values of IPPF and be supportive of these.

¹ 'Building a working definition of Partnership.' WHO 2009

- ii. IPPF is in support of and is signed up to the Guiding Principles of the UN Global Compact. Please refer to Annex A point one for further information. IPPF will endeavour to uphold the principles of the UN Global Compact in its Private Sector Partnerships.
- iii. IPPF is committed to working with potential partners who want to further the work of IPPF through whichever benefit they are able to provide including funds, skills sharing, sponsorship and learning.
- iv. IPPF is committed to ensuring that accountability in partnership work is maintained with clear and transparent roles and responsibilities outlined and agreed in writing before any partnerships are entered into. Please refer to [IPPF Policy 3.10 on 'Transparency'](#) for further guidance.

Policy:

6. This policy applies to private sector engagement for monetary and non-monetary partnerships.
7. When considering or developing new external partnerships or reviewing existing partnerships, the following steps should be taken:
 - i. Research potential partners including consideration of any conflict of interest.
 - ii. Assess Risk involved, potential value and the ability of IPPF to deliver including the resource impact and all costs and benefits involved in the partnership. Please refer to Annex B the Private Sector Process Flow Diagram for further guidance.
 - iii. Consult and involve stakeholders.
 - iv. Develop jointly a partnership structure, aims and objectives, accountability including roles and responsibilities, processes, reporting arrangements and an exit strategy.²
 - v. Determine who will be responsible for developing and embedding the partnership/relationship in each organization.
 - vi. Set up a steering group³ where appropriate with named operational contacts on both sides that hold the relationship.
 - vii. Agree in writing clear and robust partnership arrangements ensuring that transparency and accountability are maintained. Monitor, evaluate and review the partnership at pre-agreed points.
 - viii. Share experiences and good practice with a conscious effort to engage and involve at all levels in order to encourage learning.
 - ix. Promote successes within and outside of the Federation.
8. Depending on the scale and scope of the partnership in question, an appropriate level of approval should be sought. Where a partnership is being brokered by an MA, the Governing Body at country level should be involved and there should be clearly established lines of communication with Secretariat. If the partnership extends to multiple countries, or is of high value or is high risk, the Director General should be consulted. The person holding

² Please refer to Annex A: Glossary point 2

³ Please refer to Annex A: Glossary point 3

the partnership must be clearly identified and communicated to all key stakeholders.

9. When considering the reputational risk of working in partnership with organizations in the field of sexual and reproductive health including the pharmaceutical industry, the following practices should be followed:
 - i. The Secretariat and Member Associations should not endorse any product in a way that implies it is better than other products with identical formulations or use.
 - ii. Whilst recognizing that Member Associations must aim to offer clients high quality products, they should not endorse a manufacturer's claim of product superiority over other similar products.
 - iii. When working with specific products, the principles and requirements of IPPF Policy 3.4 'Purchase of Contraceptives, Condoms and Reproductive Health Medicines' should be referred to in the first instance.
 - iv. The Secretariat and Member Associations should not be compromised when considering an external partnership of this nature. They should follow a clear process that will safeguard the transparency, integrity and independence of their work. Please refer to [IPPF Policy 3.10 on 'Transparency'](#) for further guidance.
10. When considering entering into research or monitoring collaborations with organizations in the field of sexual and reproductive health including pharmaceutical companies, the following practices should be followed:
 - i. Any proposals of this nature should be reviewed by IMAP if appropriate and required.⁴
 - ii. Cash or in-kind grants for research purposes may only be accepted if it is clear that they will not affect the independent status of the Secretariat or Member Associations, or the outcome of the research or monitoring programme in question.
 - iii. The results of any part of the Secretariat or Member Association monitoring programme may only be used by collaborating external organizations with explicit prior agreement. In these cases, the results must be presented fairly and objectively.
11. This policy does not relate to the contracted procurement of goods, services or the purchase of contraceptives. Please refer to the IPPF Supplier Code of Conduct and Procurement Principles. In addition, [IPPF Policy 3.4 'Purchase of Contraceptives, Condoms and Reproductive Health Medicines'](#) provides further guidance.
12. When partners or potential partners offer gifts in kind, please refer to the IPPF 'Gift in Kind Principles' in the Private Sector Partnerships Toolkit for guidance on acceptable practice. In addition, [IPPF Policy 3.11 to 'Combat Bribery'](#) provides further guidance.

⁴ Please refer to Annex A: Glossary point 6

Risk in Partnerships

13. When considering potential risks in new partnerships, IPPF should take the following approach:
 - i. A key consideration for all external partnerships should be guided by whether the shared partnership objectives are clearly connected to delivery of IPPF's mission.
 - ii. **Types of risk:** These include **operational** – the potential impact on our ability to operate effectively, **financial** – our ability to secure funding, protect current and future funding, **reputational** – potential impact of a reduction in reputation and stakeholder confidence, and **developmental** – impact on our ability to achieve expected results, for example in relation to the IPPF Strategic Framework.
 - iii. Consideration of partnership benefits versus partnership risks should be reviewed via the tools annexed to this policy namely the Private Sector Partnerships Process Diagram Annex B and Sample Risk Assessment found in the Private Sector Partnerships Toolkit. These tools should be used in order to assess why IPPF wants to work with a partner and how the partnership could be mutually beneficial.
 - iv. Factors that IPPF and Member Associations should specifically consider include the human rights record of the potential partner (in relation to employment, policies, practices) and the views of the organization about sexual and reproductive health issues.
 - v. Response to and advice around potential criticism or issues should be in consultation with IPPF communications team.
 - vi. Please refer to [IPPF Policy 1.11 on Risk Management](#) for further guidance.

Implementation:

14. Nothing in this policy shall contravene the IPPF Constitutional provisions of check 1.1.3, which states that "The Member Association Constitution should state that it is a not-for-profit organization which is not and shall not be controlled by commercial interests and that all its income, commodities and property shall be applied solely towards the promotion of its objects."
15. IPPF will monitor the implementation of this policy closely and will continue to review best practice with regard to NGO relationships with the private sector.
16. Member Associations will meet the clauses outlined in this policy when developing local, national or international partnerships.
17. The IPPF Secretariat should use all available mechanisms in the Federation to regularly monitor the implementation of this policy and report to the appropriate governing body. The implementation of this policy should be adequately resourced and supported by IPPF Senior Management Team.

18. Further guidance can be found around Private Sector Partnerships in the IPPF Private Partnership Resource Toolkit.

*As adopted by Central Council, November 1990
Last amended by Governing Council, November 2015*

Policy Annexes

- **Annex A:** Glossary
- **Annex B:** Private Sector Process diagram

Private Partnership Resource Toolkit

1. [Private Sector Partnerships Risk Assessment](#)
2. [Sample Collaboration Agreement and sample MOU](#)
3. [Gifts in Kind](#)
4. [Supplier Code of Conduct](#)
5. [Conflict of Interest Declaration](#)
6. [IPPF Procurement Principles](#)

Annex A

Glossary

1. **Guiding Principles of the UN Global Compact** (Policy point 5.ii)

The UN Global Compact is a worldwide corporate sustainability initiative which calls to companies to align strategies and operations with universal principles on human rights, labour, environment and anti-corruption, and take actions that advance societal goals and are a force for good.

2. **Exit Strategy** (Policy point 7.iv)

A pre-determined plan for exiting the partnership that is agreed in writing. This strategy should enable each partner to safely leave the partnership either at the end of the contract term whereby all objectives have been successfully met or before if there have been insurmountable challenges or failures and this is deemed necessary. This strategy should include handover or completion of any residual actions, agreement on external communication of the partnership ending, taking learning points forward and next steps for sourcing new opportunities (especially if the partnership is of high monetary value).

3. **Steering Group** (Policy point 7.vi)

A representative group of individuals who come together to strengthen, drive and facilitate a successful partnership. They may be guided by Terms of Reference and will contribute in the planning and monitoring of the partnership work as well as ensuring it is operating efficiently. For example, the steering group should advise when finalising partnership terms in the lead up to contract signing and should also monitor during the partnership that objectives and targets are on course to being achieved and all parties are satisfied.

4. **WHO Guidelines** (Policy point 9.iii)

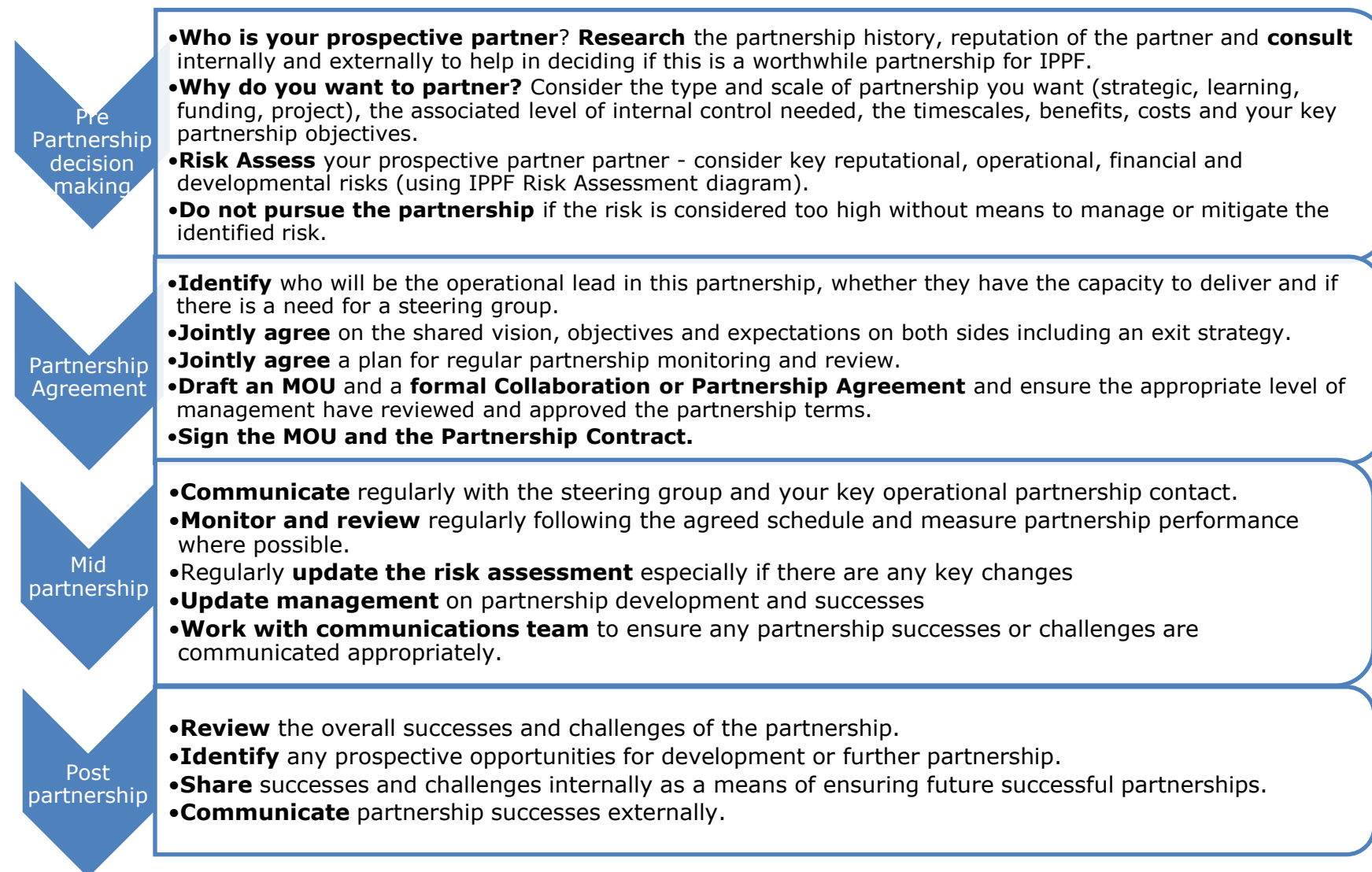
A WHO guideline is any document developed by the World Health Organization containing evidence based recommendations for clinical practice or public health policy. A recommendation tells the intended end-user of the guideline in specific situations to achieve the best health outcomes possible. It offers a choice among different interventions or measures having an anticipated positive impact on health and implications for the use of resources.

5. **IMAP** (Policy point 9.iii and 10.i)

The International Medical Advisory Panel (IMAP) is a body of medical scientists and experts on other relevant fields with a mandate to formulate and disseminate recommendations to IPPF and other interested parties regarding best practices in sexual and reproductive health and rights (SRHR), based on the best available evidence.

Annex B

Private Sector Process Diagram



3. FUNDING AND ACCOUNTING

Policy 3.8

EXPENSES OF AND PAYMENTS TO VOLUNTEERS

Volunteers who are IPPF Trustees

1. The UK Charities Law requires that a registered charity have a clearly identifiable body of people who are responsible for the general control and management of the administration of the organisation. In the UK these are referred to as “trustees”, but they may be called executive or management committee members, board, council of management, or directors, or they may be referred to by some other title. Whatever the trustees are actually called, their responsibilities, as trustees, are the same.
2. The trustees of IPPF are the thirty elected members of Governing Council.
3. This section of the policy applies to volunteers who represent their regions on the IPPF Governing Council and are IPPF’s trustees. They are subject to the United Kingdom Charities Law and the rules laid down by the Charity Commission.
4. The UK Charities Law states that trustees cannot receive any benefit (which includes payment, services, facilities, funds or other benefits of measurable value) from their charity unless they have express legal authority to do so. This is to uphold the principle that if trustees are not allowed to receive any benefits from their charity they will not have any conflict of interests when they come to allocate resources.
5. The restrictions on payments and other benefits to IPPF trustees apply equally whether the payment or benefit is received directly, or indirectly through a “related party” of the trustee such as a relative or member of the same household, business partner, or company in which the trustee has an interest.
6. Examples of indirect benefits would include:
 - i. Employment of a relative¹ or member of the same household of a trustee by IPPF or a Member Association.
 - ii. Ownership by the trustee or a “related party” of land or buildings rented by a Member Association.
 - iii. Payment for goods or services by IPPF or a Member Association to a company in which the trustee or its “related party” has a directorship position or share ownership over 1%.

¹ The definition of relative is defined as: “grandparents and parents, brothers and sisters, sons and daughters, grandsons and granddaughters and in-laws”.

7. A more comprehensive list of examples of potential indirect benefits can be found in the Declaration of Material Transactions and Interest form that all trustees complete annually. It is the responsibility of Governing Council members to seek advice from the Secretariat, in case of doubt, as to whether a transaction represents an “indirect benefit”, before it takes place.
8. Members of Governing Council, i.e. the trustees of IPPF, should not receive such indirect payments or benefits unless it is necessary and reasonable in the best interest of the Federation and approved in advance by the UK Charity Commission.
9. The refund of legitimate expenses to IPPF trustees are allowed. Expenses are refunds of amounts a trustee has needed to meet personally, or which have been met on his or her behalf, in order to carry out trustee duties. Even in the absence of anything specific in the governing document, the law clearly entitles a trustee to repayment from the charity of expenses that have been properly incurred. The law enables the trustee to recover out-of-pocket expenses as long as the trustee does not profit from his or her role as a trustee.
10. It shall be the responsibility of the Director-General to devise suitable systems and procedures to meet the Charity Commission requirements on expenses and payments to IPPF trustees.

Volunteers who are Regional Council Trustees and Member Association Trustees

11. This section of the policy applies to volunteer members of Member Associations who are not members of IPPF Governing Council but are either:
 - i. a member of a Regional Council: or
 - ii. a member of the governing body of the association of which he or she is a member.
12. For the purposes of this policy such persons shall be defined as “Regional Council Trustees” and “Member Association Trustees” respectively.

Payments

13. Generally, neither Regional Councils nor the Governing Bodies of Member Associations shall make payments to Member Association volunteers who are exercising a trustee role and responsibilities. This is to avoid creating situations where there may be the potential for a conflict of interest.
14. In this connection the term “payments” shall mean payment by money or other material benefit given to a trustee out of the Region’s or a Member Association’s funds in return for a service that the trustee has performed for the region or the Member Association. This definition includes payments for loss of earnings; and honoraria even if the sum involved is a token one that does not reflect the real value of the service provided.

15. However, it is recognised that there may be occasions, such as where a volunteer has specialised skills or is a leading expert in the field, when the Region or the Member Association may wish to contract for the volunteer's services.
16. Such payments may be allowed provided certain conditions are met.
 - i. The person receiving the benefit has had no part in the decision to pay for his or her services. Normally this would mean the member concerned leaving the meeting while the agenda item is discussed, and a decision taken.
 - ii. The payments are for a specific purpose and a limited period. No payments should be made for non-specific services or on an open-ended basis.
 - iii. Their rights as volunteers are suspended at the level at which they are functioning for the period during which the contract is in operation. Thus, a Member Association Board member who is receiving a fee or an honorarium for services provided cannot serve in this capacity until the contract is completed. Nor would they be able to serve as a Regional Council member during this period.

Loans

17. Loans shall not be made to any Regional Council or Member Association trustee from Regional or Member Association funds.

Expenses

18. Expenses are refunds of amounts a trustee has needed to meet personally, or which have been met on his or her behalf, in order to carry out trustee duties at the regional or local level. Claims for expenses have to be supported by bills or receipts from third parties. However, to avoid unnecessary administration, a per diem may be paid or part of the individual's travel costs paid directly to the supplier and the remainder covered by a per diem. The aim should be to ensure that out-of-pocket expenses are met and that there is no element of profit.

Accounting

19. It shall be the responsibility of Regional Directors and the Executive Directors of Member Associations to:
 - i. devise suitable systems and procedures to meet the general criteria set out above; and
 - ii. ensure that the nature and amounts of all payments and refunds of expenses to trustees are identified clearly in the relevant accounting records.

Ordinary Volunteers – Member Association Members**Payments**

20. Normally any services provided to an association by its volunteer members should be free. However, on an exceptional and occasional basis, if ordinary volunteers, who are not members of the Member Association's Governing Body, render specialized professional services then an appropriate payment may be made.
21. Examples of such payments are:
 - i. occasional sessional clinic fees for providing services;
 - ii. one-off fees for preparing and delivering a lecture;
 - iii. one-off fees for preparing or editing educational or information material.

Expenses

22. Expenses are refunds of amounts a volunteer has needed to meet personally, or which have been met on his or her behalf, in order to carry out his or her duties within or on behalf of the Member Association. Claims for expenses have to be supported by bills or receipts from third parties. However, to avoid unnecessary administration a per diem may be paid or part of the individual's travel costs paid directly to the supplier and the remainder covered by a per diem. The aim should be to ensure that out-of-pocket expenses are met and that there is no element of profit.

Loans

23. Loans shall not be made to ordinary volunteer members from Member Association funds.

Accounting

24. It shall be the responsibility of the Executive Directors of Member Associations to:
 - i. devise suitable systems and procedures to meet the general criteria set out above; and
 - ii. ensure that the nature and amounts of all payments and refunds of expenses to non-trustee volunteers are identified clearly in the relevant accounting records.

Expenses of IPPF Honorary Officers

25. IPPF recognises that its Honorary Officers at Central and Regional level may incur personal expenses in connection with performing their official duties on behalf of the Federation.

26. This policy shall apply to the following:

- i. the IPPF President;
- ii. the IPPF Treasurer;
- iii. Regional Honorary Officers.

Expenses

27. Examples of the type of expenses are:

- i. travel and appropriate meal allowances;
- ii. identifiable secretarial or administrative assistance over and above that supplied by an IPPF office or by the Member Association of which the Honorary Officer is a member;
- iii. postage, fax and courier costs;
- iv. telephone calls.

Accounting

28. Where allowable expenses are incurred on IPPF business their actual cost will be refunded by IPPF on the production of relevant accounting statements, receipts or other vouchers from third parties.

29. It shall be the responsibility of the Director-General to ensure that suitable systems and procedures exist within the Central and Regional Offices to identify all such payments and to record them in their accounting records. Due account shall be taken of the accounting and reporting requirements of the Charity Commission for England and Wales.

As adopted by Central Council, November 1990

Last amended by Governing Council, May 2002

3. FUNDING AND ACCOUNTING

Policy 3.9

VOLUNTEERS AND STAFF TRAVEL

1. Travel by IPPF volunteers, Secretariat staff and other persons, while on IPPF business, shall be by the most appropriate means. Value for money shall always be sought, in consideration of:
 - i. The nature of the work to be undertaken;
 - ii. The timing and duration of the trip; and
 - iii. The means of travel and standard of services.
2. Requests for travel should always indicate the specific purpose and intended results of the trip to be undertaken.
3. Concerning the class of travel:
 - Individuals, who make journeys on IPPF business where a flight is 10 hours or more, are entitled to travel in premium economy. In the event of premium economy not being available, economy class will be used;
 - In cases where a flight is less than 10 hours, economy class will be used;
 - Individuals who fly 10 hours or more, whether in economy or premium economy, may, if they wish, add an additional day to their travel to recover from their journey. IPPF will bear the hotel costs for the additional day;
 - Individuals who suffer a physical disability that results in a medical requirement to travel business class shall submit medical certificates to support this. Business class travel in these cases will need approval by the President in the case of volunteers, and the Director-General for staff;
 - If an individual decides to upgrade his/her class of travel, he/she can receive the cost of the ticket as calculated by IPPF and use this to buy his/her own ticket in a different class or with a different carrier;
 - Business class travel may be undertaken by the President, Director-General and Treasurer; and
 - Use of premium economy will not require the Director General's sign off.
4. IPPF will pay for single occupancy in a hotel of a comfortable but not luxurious standard on an actual basis. Meals and other trip expenses will be covered by payment of daily allowances in accordance with IPPF travel procedures.
5. The Director-General shall be responsible for devising and maintaining appropriate procedures to implement this policy.

As adopted by Governing Council, November 2000

Last amended by Governing Council, May 2011

3. FUNDING AND ACCOUNTING

Policy 3.10

TRANSPARENCY

Principles

1. IPPF believes that the timely free flow of information in accessible language is essential for ensuring accountability, learning, trust and good performance. This policy reflects IPPF's commitment to transparency and to the sharing of information with clients, volunteers, staff, collaborating partners, donors and members of the public.
2. The purpose of the policy is to guide volunteers and staff of the Federation in the open sharing of information and to inform the general public what they can expect or demand, in terms of information from IPPF. This policy does not affect any legal requirements related to disclosure or non-disclosure.
3. The policy describes the minimum information that IPPF will share proactively with the general public and how it will do this. IPPF will share additional information with its own staff and with organizations it collaborates with and this will be done in a timely and accessible manner guided by the relevant agreements and documents related to the specific relationship.
4. This policy applies primarily to the IPPF Secretariat. IPPF's Member Associations are strongly urged to develop their own transparency policy in line with local circumstances and the principles and guidelines outlined in this policy.

Confidentiality and non-disclosure

5. IPPF is committed to disclosing information except in the following instances:
 - i. Personal details of volunteers and staff.
 - ii. Intellectual property or other information which has been disclosed or provided to IPPF under any obligation of confidentiality or which is subject to legal disclosure restrictions, or intellectual property of IPPF, unless consent of such disclosure has been obtained from the owner of such intellectual property.
 - iii. Legal advice and matters in dispute or under negotiation including disciplinary and investigative information generated in or for IPPF.
 - iv. Information dealing entirely with internal administration or operating systems which have no direct effect outside the organization, or internal documents written by staff to their colleagues, supervisors or subordinates, unless those documents are intended for public circulation.

- v. Information that could jeopardise IPPF's competitiveness in fundraising.
- vi. If the sharing of information in a specific local situation will make volunteers, staff and the organization or its partners vulnerable or put them at risk, IPPF may choose not to share specific information for a specified period.

Information to be shared freely and openly

6. The following categories of information will be shared freely, openly and proactively:
- i. Purpose and principles: (IPPF's vision, mission, values, goals and objectives as laid out in the Strategic Framework, IPPF Act & Regulations, Legal registration and status).
 - ii. Governance, organizational and staff structure: (names of members of Central and Regional Governing Bodies and its committees; Senior Management Team members; structure, functions and responsibilities of the various entities of the Federation).
 - iii. Policies: (as described in the IPPF Policy Handbook and the Standards and Responsibilities of IPPF Membership).
 - iv. Work plans and strategies: (IPPF's international, regional and country specific strategies, and annual work plans including financial information pertaining to key cost centres).
 - v. Performance: (an account of the Federation's achievements, challenges, lessons learned and indicators of performance in relation to IPPF's strategic goals will be available in an IPPF Annual Performance Report. Programme and finance data are also available in Regional Annual Reports.).
 - vi. Funds and finance: (types, proportion and absolute figures of income; sources of income, expenditure by categories; actual cost ratio for staff cost, support cost, project cost, fundraising cost, administration cost; types and location of fund investments as recorded in IPPF's Annual Financial Statement)
 - vii. Relationships: (key relationships IPPF has in terms of client groups we serve, collaborating partners, networks, coalitions, and alliances we belong to and work with, who we receive money from, where we invest our money, who are our bankers, auditors, lawyers).
 - viii. Human Resource Principles: (this includes IPPF's commitments as a good employer and includes procedures related to how the Secretariat receives and deals with grievances and how we receive feedback and comments from within and outside).

Ways and means of sharing information

7. IPPF Central Office and Regional Offices will be responsible for sharing information on actions and information relating to the Federation and the Secretariat according to this policy. It will be the responsibility of each Member Association to share information regarding their organization and activities, in line with this policy.
8. All information shared will be timely. Information shared will be dated to indicate the timeliness.
9. At international level, IPPF will share information mentioned above in English. Member Associations at national level will share information in the official national language or other local suitable language as they deem appropriate.
10. IPPF websites will be the main venue for sharing the information mentioned above proactively to a wide audience. IPPF, within the limits of its resources, will also send information as requested (as per this policy) in electronic or printed form to an authentic address of a person or organization requesting information.
11. Anonymous requests for information will not be responded to.
12. Heads of different levels of the organization – Director-General, Regional Directors, and Executive Directors of Member Associations – will be the custodians of this policy but the day to day responsibility of implementation and management will be the responsibility of the person appointed by them to be responsible for external communications.
13. Reviewing compliance of this policy will be the responsibility of the Director-General and will be discussed in Senior Team Meetings and Governing Body Meetings as and when requested.

Making an information request

14. All email requests for information will be dealt with promptly. In those cases where information is denied, an appeal can be made to the IPPF Director-General whose decision is final.

As adopted by Governing Council, November 2010

3. FUNDING AND ACCOUNTING

Policy 3.11

IPPF POLICY TO COMBAT BRIBERY

1. Introduction

1. IPPF is committed to conducting business honestly without corrupt practices or acts of bribery, ensuring adherence to the highest legal and ethical standards. This must be reflected in every aspect of the way in which IPPF operates.
2. Bribery is a criminal offence in most countries in which IPPF operates, and penalties can be severe. In the UK, where IPPF is registered for legal purposes, the Bribery Act 2010 not only makes bribery and corruption illegal, but will also hold IPPF liable for failing to implement adequate procedures to prevent such acts by those working for the organization or on its behalf, no matter where in the world the act takes place. Corrupt acts committed abroad, including those by partners working directly on our behalf for example, consultants or MAs when working on global projects, may well result in a prosecution.
3. Bribery and corruption have a range of definitions in law, but the fundamental principles apply universally. Bribery is the offer, promise, giving, demanding or acceptance of an advantage as an inducement for an action which is illegal, unethical or a breach of trust. Corruption is the misuse of public office or power for private gain; or misuse of private power in relation to business. Acts of bribery or corruption are designed to influence the individual in the performance of their duty and to incline them to act dishonestly.
4. Bribery and corruption harm the societies in which these acts are committed and prevents economic growth and development. It has been estimated that up to 25% of all aid is wasted through corruption and bribery, which results in aid failing to reach those who have the greatest need.
5. Bribes can take on many different shapes and forms, but typically they involve corrupt intent. There will usually be a 'quid pro quo' – both parties will benefit. A bribe could be the:
 - Direct or indirect promise, offering, or authorisation, of anything of value
 - Offer or receipt of any kickback, loan, fee, reward or other advantage
 - Giving of aid, donations or voting designed to exert improper influence
6. IPPF will seek to apply a “zero tolerance” approach to acts of bribery and corruption by any of our volunteers, staff, Member Associations or by partners working on our behalf. Any breach of this policy will be regarded as a serious matter by IPPF and will result in disciplinary action.

2. Actions to be taken to prevent bribery and corruption across the Federation:

- i. **Risk Assessment:** Effective risk assessment is at the very core of the success or failure of this policy. Risk identification pinpoints the specific areas in which bribery and corruption risks arise and enables better evaluation and mitigation of these risks.
- ii. **Facilitation Payments:** In many countries, it is customary business practice to make payments or gifts of small value to government officials in order to speed up or facilitate a routine action or process. It may be that IPPF needs to obtain licences or permits faster than the normal course; or, needs to lawfully import commodities or materials. Despite this, facilitation payments as defined here are against this policy. IPPF takes the view that they are illegal within the UK as well as within most countries in which we operate. The UK Bribery Act 2010 makes no distinction between facilitation payments and bribes – regardless of size or local cultural expectations, even if that is “how business is done here”. However, in the event that a facilitation payment is being extorted, or if staff are forced to pay under duress or faced with potential safety issues or harm, such a payment may be made. If such a situation arises, the payment should be recorded clearly within IPPF’s books and records as a bribe, reflecting the reason for the underlying transaction.
- iii. **Gifts, Entertainment and Hospitality:** It is IPPF’s practice not to accept gifts unless refusal causes offence. In these cases, physical gifts should be given to the Human Resource (HR) department for appropriate disposal without causing offence to the donor. Some activities will fall within the bounds of normal business practice and are acceptable provided they fall within reasonable bounds of value and occurrence. All gifts of significant value should be reported and recorded. A variety of factors such as customs, culture and expectations may influence the level of acceptability. If staff feel uncertain at any time regarding cultural acceptability of gifts, entertainment or hospitality, they should consult their line Manager or HR department. The provision of gifts and hospitality by IPPF should also be reasonable in terms of value and occurrence.
- iv. **Accurate Books and Record-Keeping:** It is imperative that accurate books, records and financial reporting, within offices and books are kept. Overall financial reporting must be maintained and be transparent. False, misleading or inaccurate records of any kind could potentially damage the organization.
- v. **Effective Monitoring and Internal Control:** All parts of the Federation must maintain an effective system of internal control and monitoring of our transactions. Once bribery and corruption risks have been identified and highlighted via the risk assessment process, procedures can be developed within a comprehensive control and monitoring programme in order to help mitigate these risks.

- vi. **Relationship with partners:** Member Associations, Central or Regional Office are responsible for the evaluation of their partner relationships and informing them of our Bribery policy and the need to adhere to it.
 - vii. **Local Adaptation:** In order for this policy to be effective, it is necessary for it to be applied across IPPF worldwide, taking into consideration the diverse cultural environments in which we operate. This may require each Member Association or Region to adapt certain sections of this policy – such as gifts, entertainment and hospitality – to ensure they are fair, appropriate, and applicable and within national laws and charity guidelines.
 - viii. **Raising concerns:** All individuals, volunteers and staff, have a responsibility to help detect, prevent and report instances not only of bribery, but also of any other suspicious activity or wrongdoing. The organization is absolutely committed to ensuring that all staff and volunteers have a safe, reliable, and confidential way of reporting any suspicious activity. In the event of a concern regarding a suspected instance of bribery or corruption, staff and volunteers as highlighted in the whistle blowing policy can contact their own Manager, Regional or Divisional Director. If this is not practical, contact the Head of Human Resources in London or the Director General.
7. This policy should be read in conjunction with IPPF policies and guidelines on whistle blowing, gifts, fraud and transparency which are all complementary.

As adopted by Governing Council, May 2012

3. FUNDING AND ACCOUNTING

Policy 3.12

IPPF FRAUD POLICY

1. Introduction

- 1.1. IPPF has a responsibility to ensure that it acts in the best interests of its clients and supporters at all times. This includes ensuring that its resources are used efficiently for the purposes intended and are not wasted or diverted due to fraudulent activities.
- 1.2. Consequently, this responsibility passes down to all staff and volunteers engaged by the IPPF Secretariat and its Member Associations.
- 1.3. Fraud covers acts such as deception, bribery, forgery, extortion, corruption, theft, conspiracy, embezzlement, misappropriation, false representation, concealment of material facts and collusion. It usually involves depriving someone of something by deceit or obtaining something by deceit, which might either be straight theft, misuse of funds or other resources, or more complicated crimes such as false accounting and the supply of false information. Fraud is not restricted to monetary or material benefits but includes intangibles such as status and information.
- 1.4. Fraud can be perpetrated not only against IPPF, but also in favour of IPPF, such as deceiving donors into providing funds for non-existent activity, or double-reporting single activities to more than one donor. IPPF does not tolerate either kind of fraud.

2. Policy

- 2.1. IPPF has zero tolerance of fraud of any type or in any circumstances, whether carried out by volunteers, staff, contractors, partners or clients. Fraud against IPPF depletes funds intended for the accomplishment of programme delivery, undermines effective functioning and jeopardises sustainable development by diverting donor contributions.
- 2.2. Fraud detection and prevention is the responsibility of everybody in IPPF, not just leadership and management.
- 2.3. Staff reporting fraud should be protected by local whistleblowing or complaints policies.
- 2.4. Employees found to have been involved in fraudulent activities must expect to be dismissed for gross misconduct in accordance with local policy and legislation.
- 2.5. It is recognized that fraud has a different legal standing in each country in which IPPF operates and therefore the legal response to fraud must reflect this local context.

- 2.6. Notwithstanding paragraph 2.5, any person (employee or otherwise) or organization implicated in a fraud should be dealt with through the local legal system where appropriate.

2.7 Prevention of Terrorist Financing

IPPF is wholly committed to not fund or receive funds from terrorist individuals or organisations and has introduced and embedded actions into our policy and practice to ensure that we are taking steps to prevent any engagement with terrorism. IPPF is also taking these steps to ensure that it is fully compliant with banking regulations and donor compliance requirements.

These actions include:

1. A commitment to carry out searches for all IPPF procurement (including existing and potential suppliers), new and existing IPPF Secretariat staff (under the pre-employment referencing process), partners/donors and Member Associations, against the following external databases:
 - System for Award Management (SAM) – US Government database
 - Specially Designated Nationals (SDN) – US Government database
 - UN Sanctions List
 - Any other relevant databases as per external donor or UK Government requirements.

These databases list individuals and organisations excluded from doing business with national or international organisations due to violations of regulations for involvement with terrorism.

2. Identification in IPPF Procurement Principles and associated procedures of the risk of terrorist financing and the need to carry out appropriate due diligence to ensure this risk is mitigated.
3. A Preventing Terrorism provision is included in 2016 unrestricted and restricted funding for all recipients and the risk of terrorist financing is to be included and monitored in the IPPF Risk Register.

Should any evidence of links with terrorist activity be found within IPPF procurement, funding streams, staff or MAs, appropriate corrective action will be taken in compliance with local legislation. IPPF recognizes that, as per the international legal obligations of states, such legislation should comply with international law, in particular international human rights law. Please refer to the IPPF Fraud Policy Implementation section for further guidance on appropriate response protocol.

3. Implementation

The IPPF Secretariat and Member Associations have a number of distinct roles to play in implementing this policy.

- 3.1. Each IPPF Secretariat office and Member Associations will:

- 3.1.1. Have a fraud response plan and ensure it is effectively implemented. The fraud response plan will provide full details of how the organization reports, responds to, and investigates fraud allegations. It is extremely important to consider the local legal situation regarding fraud and build this into the fraud response plan. The fraud response plan should contain information on the followings areas: scope of the plan; summary of the fraud policy; possible sanctions for fraud; securing and gathering evidence; relevant Human

Resource policies to consider whilst investigating employees; reporting and communication lines; roles and responsibilities; guidance on police involvement; and approach to impact assessment and lesson learning. The Secretariat approach to policy implementation is laid out in the Secretariat Fraud policy guidance

- 3.1.2. Maintain a fraud register that contains summary details of all alleged frauds. The register should include, as a minimum, information on the following areas: date of the fraud; nature of the fraud; details of those involved; value of the fraud; and the outcome of the investigation, including whether legal action was taken.
- 3.1.3. Be responsible for local fraud reporting in compliance with local legislation.
- 3.1.4. Implement an effective approach to fraud risk management. This will involve identifying the key fraud risks and evaluating the likelihood and impact of their occurrence. For a fraud to occur four basic elements are essential: people to carry out the fraud; assets to acquire fraudulently; intent to commit the fraud; and opportunity to defraud. Fraud detection and prevention addresses these elements through such measures as appropriate internal controls, including recruitment procedures, physical controls and controls to detect and punish fraudsters, but also through promotion of an anti-fraud culture.
- 3.1.5. Ensure that organizational culture encourages and facilitates the detection and prevention of fraud. Leadership of IPPF at all levels must demonstrate that fraud is unacceptable, and perpetrators will be dealt with seriously. The actions and words of the leadership will give confidence to staff to report fraud and deter staff from committing fraud.
- 3.1.6. Fraud targeted at the Secretariat or against the cash or commodities transferred to a Member Association by the Secretariat must be reported to the IPPF fraud email address (fraud@ippf.org) and to the Director General. The fraud email address is monitored by the IPPF Central Office for reporting purposes, the final outcome of reported fraud will be reported to the Director General.
- 3.1.7 IPPF Secretariat will use all available mechanisms in the Federation to periodically and consistently monitor implementation and review the policy statement. The implementation of this statement should be adequately resourced and supported by the Secretariat.

As adopted by Governing Council, November 2014

As amended by Governing Council, May 2016

4. SEXUAL AND REPRODUCTIVE HEALTH AND RIGHTS

Policy 4.1

THE HUMAN RIGHT TO FAMILY PLANNING

1. It has been internationally agreed that the right of all individuals and couples to decide freely and responsibly the number and spacing of their children is a basic human right. The right to decide freely and responsibly also includes the right of individuals to have the necessary information, education and counselling on family planning, and the means to practice it.
2. Member Associations have a responsibility to actively promote, by means of advocacy and persuasion, that this freedom to choose is respected by the state and should do their utmost to educate individuals exercising the right to take into account the needs of their living and future children and their responsibilities to their community and to society at large.
3. Member Associations should ensure that the promotion of the right to and practice of family planning continues to receive the highest priority in their programmes.

As adopted by Central Council, November 1990

4. SEXUAL AND REPRODUCTIVE HEALTH AND RIGHTS

Policy 4.2

DELIVERY OF FAMILY PLANNING SERVICES

1. IPPF supports service delivery programmes which are directed towards those segments of the community which are most likely to be bypassed by the conventional facilities of governments.
2. High priority is given to programmes that serve the needs of the underprivileged in rural and peri-urban areas, the poor, the illiterate, minority groups, immigrants and young people in all countries and societies.
3. As a fundamental principle in both the provision of and advocacy for family planning services, Member Associations are urged to ensure the availability of all safe and effective methods of fertility regulation; campaign actively against any restrictions on any of these methods, and maintain a multi-faceted, accessible service delivery programme.

As adopted by Central Council, November 1990

4. SEXUAL AND REPRODUCTIVE HEALTH AND RIGHTS

Policy 4.3

INFORMED CHOICE

1. The right to ready access to family planning information, education and services must be accompanied by the right to make voluntary and informed choices on the methods of contraception available, be they temporary or permanent, traditional or modern. The right to accept or reject particular forms of contraception must be fully protected in all countries.
2. The exercise of both the right of access to family planning and the right to make informed and responsible decisions about childbearing requires full knowledge of the benefits, purposes and practice of family planning, and the personal, familial and societal consequences of individual reproductive behaviour.

As adopted by Central Council, November 1990

4. SEXUAL AND REPRODUCTIVE HEALTH AND RIGHTS

Policy 4.4

IPPF PUBLICATIONS

1. In furtherance of its aims and objectives, IPPF undertakes the publication of various documents and books, magazines, newsletters, brochures, etc., each of which adheres to and supports IPPF's policies and goals.

As adopted by Central Council, November 1990

4. SEXUAL AND REPRODUCTIVE HEALTH AND RIGHTS

Policy 4.5

WOMEN AND FAMILY PLANNING

1. IPPF upholds the principle that the attainment of real equality between the sexes is based on the empowerment of women to regulate their own fertility. Without the achievement of this basic freedom, within the sexual partnership, women are disadvantaged in their attempt to benefit from other social reforms.
2. The Federation therefore expects all its Member Associations to press for measures within their country which recognize the basic human right of women to decide the number and spacing of their children; provide for the constitutional recognition of the rights of women, and divert an equitable share of national resources into creating greater education and employment opportunities for women as a means of improving their status and creating a more favourable climate for the acceptance of family planning.
3. The Federation advocates that joint decision-making and shared responsibility by women and men be a goal in all its family planning programmes.

As adopted by Central Council, November 1990

4. SEXUAL AND REPRODUCTIVE HEALTH AND RIGHTS

Policy 4.6

MEN AND SEXUAL AND REPRODUCTIVE HEALTH

Introduction

1. IPPF is committed to working with men and boys as clients, partners and agents of change in our efforts to meet the goals and objectives of the Federation's Strategic Framework. This applies to males of all sexual orientations, including those who have sex with other men (homosexual, bisexual and transgender) and regardless of HIV status.
2. This policy reflects the importance the Federation attaches to addressing male sexual and reproductive health and rights, and the need to work with men and boys, together with women and girls, as equal partners in the provision of comprehensive sexual and reproductive health services. This is critical to meeting today's global public health challenges and is in line with the ICPD Program of Action, the Millennium Development Goals (MDGs) and a wide body of international research.
3. This policy builds upon existing programmes and initiatives within IPPF and provides guidance to volunteers and staff on where these may need to be developed or expanded. It outlines a number of steps to be undertaken by Member Associations and the IPPF Secretariat in order to implement services in line with this commitment. All policies and programmes within the Federation should be planned taking account of this policy and implemented and evaluated accordingly.

Men's role in Promoting Gender Equity in Health

4. IPPF believes that in order to address underlying power and gender imbalances, and their effects on health, it is essential to work with men in promoting gender equity. Strategies and programmes seeking to challenge the practices and structures creating gender inequalities should, therefore, explicitly engage men and highlight their positive and influential role. Such engagement should, at all times, enhance rather than diminish women's autonomy. IPPF undertakes, where possible, to:
 - i. Promote gender equity as an issue of concern for men as well as women and highlight the benefits of a more equal society for everyone.
 - ii. Work with positive male role models and undertake campaigns and educational programmes to empower men and boys to fully understand and promote gender equity and support the sexual and reproductive health and rights of others, in particular women and young people.
 - iii. Work with both sexes to challenge often 'negative' gender norms/stereotypes, tackle homophobia, and promote more equitable ways of living and loving.
 - iv. Work with women and girls to support the development of more equitable attitudes and behaviours amongst men and boys.

Reaching Boys and Young Men

5. IPPF is committed to reaching boys and young men, together with girls and young women¹, through comprehensive sexual and reproductive health information and services, to address the specific vulnerabilities and sexual and reproductive health needs of this group. The Federation also recognises the importance of early intervention to foster healthy sexual health attitudes and behaviours among boys and young men. The Federation undertakes, where possible, to:
- i. Address the specific needs of boys and young men within existing sexual and reproductive health programmes, clinics and youth friendly services.
 - ii. Provide appropriate information, counselling and outreach that empower boys and young men to feel respected and confident in accessing support and using condoms.
 - iii. Work with young men and boys through comprehensive sexuality education and peer education programmes to increase their life skills and understanding of personal health, equitable relationships and the negative impact of traditional gender stereotypes.

Men as Partners in preventing HIV and other Sexually Transmitted Infections

6. IPPF believes that the programmes and services of Member Associations should recognise the critical role that men and boys play as partners in addressing the HIV epidemic and preventing other Sexually Transmitted Infections (STIs), and seek to facilitate their involvement. IPPF undertakes, where possible, to:
- i. Increase male access to, and utilisation of, voluntary counselling and testing (VCT) services, and to increase their uptake of necessary treatment, care and support.
 - ii. Advocate for the involvement of positive male role models (particularly those living with HIV) to encourage other men and boys to use condoms and be tested for HIV and STIs.
 - iii. Address the sexual and reproductive health and positive prevention² needs of men living with HIV, their partners and family members, including providing support for men in serodiscordant relationships.
 - iv. Support the involvement of male partners in the prevention of mother-to-child transmission (PMTCT).
 - v. Involve men in strategies to reduce HIV and STI related stigma and discrimination.

Men as Partners in the provision of safe abortion services

7. IPPF acknowledges that men and boys have a role to play in increasing their partners' access to safe abortion services, thus contributing to a decline in maternal morbidity and mortality related to unsafe abortion. This approach to working with men and

¹ Boys, young men, girls and young women refer to those between the ages 10-24

² Positive prevention is defined as prevention for, and with, people living with HIV.

boys should, at all times, be underpinned by support for a woman's right to choose. The Federation undertakes, where possible, to:

- i. Provide specific information and education for men on abortion and how to support interventions to increase access to safe abortion services.
- ii. Work with men and boys to advocate for changes in legislation, to address stigma and discrimination, and to remove obstacles to accessing safe abortion services.
- iii. Enable and encourage men and boys to participate in pre- and post-abortion counselling sessions, if a woman so desires.

Men as Partners in improving access to services

8. IPPF recognises the importance of working with men to reduce barriers and increase access to sexual and reproductive health information, sexuality education and high quality family planning services. This includes sensitising men to their responsibilities in promoting women and adolescents' sexual and reproductive health, well-being and rights. IPPF undertakes, where possible, to:
 - i. Strengthen information and education which promote male responsibility and the sexual and reproductive health needs and rights of women, men and adolescents.
 - ii. Work with men to encourage them to assume full responsibility for their sexual behaviour and to protect the health, well-being and rights of their partner and family.
 - iii. Promote joint decision-making and shared responsibility by men and women, particularly in relation to use of contraception and other safer sex techniques, within a gender equity framework.

Men as fathers

9. IPPF promotes the important role that men play as fathers. The Federation supports the development and promotion of gender equitable fatherhood and recognises the important role of fathers in safe motherhood and antenatal care, as well as in the promotion of women and adolescents' physical and psychological well-being. The Federation undertakes, where possible, to:
 - i. Provide specific support, education and information to fathers, and promote the role of responsible fathering in improving family health and reducing fatality risks pre and post child birth.
 - ii. Embrace fatherhood in its diversity of forms, recognising that working with men as parents provides an important opportunity to also address other sexual and reproductive health needs and issues.
 - iii. Provide support and counselling services to facilitate the greater sharing of family responsibilities and the concerns for pregnancy support.

Men as Partners in eliminating Gender Based Violence

10. The Federation is committed to involving men in the reduction of gender based violence. The Federation believes that policies, programmes, services and campaigns should explicitly highlight the role of men as part of the solution to addressing and preventing this violence. Such an approach should remain accountable to women and promote their empowerment. IPPF undertakes, where possible, to:
 - i. Highlight that violence against women also negatively impacts upon men and boys and their families, and that an end to such violence will bring benefits to everyone's health and wellbeing.
 - ii. Support men's anti-violence activism that demonstrates clear alignment with principles of gender equity.
 - iii. Promote violence prevention strategies which address the root causes and impacts of violence, including violence and abuse against men and boys, particularly in high-risk settings.

Men's Sexual and Reproductive Health Needs and Rights

11. The Federation is committed to ensuring that programmes and services also identify and address the sexual and reproductive health needs and rights of men and boys. IPPF believes that this is necessary both to improve the health of men and boys themselves, and as an important way of encouraging men to enhance the sexual and reproductive health of others, in particular women and young people. The Federation undertakes, where possible, to:
 - i. Create or expand programmes and services to specifically address men and boys' sexual health and reproductive needs and concerns.
 - ii. Review existing sexual and reproductive health policies, programmes and interventions to ensure that they actively promote the greater engagement of men and boys and facilitate their access to services.
 - iii. Promote the use of male role models to encourage other men to take greater care of their sexual and reproductive health.
 - iv. Enhance understanding among men of the sexual and reproductive health rights and needs of their partners, lovers and children.

POLICY IMPLEMENTATION

In line with this policy, the IPPF Secretariat and Member Associations are urged to raise awareness among volunteers and staff to develop their own appropriate strategies. More specifically:

12. Member Associations should endeavour to:

- i. Integrate, based on the appropriate areas of this policy, a focus on working with men and boys, and addressing their sexual and reproductive health needs, within existing policies and programmes.
- ii. Provide training and support to build the capacity, skills and attitudes of staff, service providers and peer educators to work with men and boys, particularly the most vulnerable.
- iii. Create and maintain strategic partnerships with other organisations working with men and boys, including linkages to enable appropriate referrals.
- iv. Work with parliamentarians and other decision-makers on this issue.
- v. Use language that will not exclude men and boys from our work.
- vi. Review and/or plan, implement and evaluate programmes and activities in line with this policy.

13. The Central Office and Regional Offices will seek to:

- i. Support development of these programmes and services and, where possible, provide Member Associations with technical support. The IPPF Central and Regional Offices will also endeavour to raise funds for the implementation, and scaling-up, of this work.
- ii. Ensure that relevant IPPF standards and guidelines (clinical and non-clinical) reflect the above policy.
- iii. Develop strategies, where possible, to integrate a stronger focus on men and boys within the Federation's core business, including a monitoring and evaluation and gender analysis framework for this aspect of the strategic framework.
- iv. Establish and/or develop existing links with organisations working on this issue.

As adopted by Governing Council, May 2008

4. SEXUAL AND REPRODUCTIVE HEALTH AND RIGHTS

Policy 4.7

MEETING THE SEXUAL AND REPRODUCTIVE HEALTH RIGHTS OF YOUNG PEOPLE

Introduction

1. IPPF is committed to working for and with young people to ensure that they are supported and empowered in their decisions relating to sex and sexuality. IPPF believes young people who are fully informed about their sexual and reproductive health (SRH) choices grow into healthy individuals and have healthy fulfilling relationships. IPPF's Youth Manifesto and IPPF's Declaration for Sexual Rights provide a framework to respect, protect and fulfil young people's right to make autonomous decisions about their SRH in line with their evolving capacities. IPPF advocates for the eradication of barriers that inhibit access to comprehensive sexuality education (CSE), information and SRH services that respond to all young people's needs and realities¹.

Guiding principles

2. This policy provides a set of guiding principles that reflect the Federation's commitment to meeting and advancing the SRH needs and rights of young people and the actions necessary to realize this goal. These guiding principles include IPPF's and the MA's :
 - i. Belief that young people with knowledge, confidence and comfort with their own bodies are better equipped to negotiate relationships, including any sexual relationships they may have. The policy also acknowledges the right of all young people to enjoy sex and express their sexuality in the way that they choose.
 - ii. Commitment to empower young people, to give them confidence in themselves and to encourage them to know their rights, exercise their rights and respect the rights of others. A positive approach to sexuality is necessary in order to ensure young people's sexual and reproductive health and well-being.
 - iii. Recognition of our role in investing in young people 's engagement , to become advocates and proactive members within their communities concerning SRHR issues; to provide them opportunities to contribute to policy and programme development, implementation, monitoring and governance.
 - iv. Recognition of the importance that young people's sexual and reproductive health programmes, including CSE, are placed in the context of their overall development and wellbeing. These should be aimed at enabling young people to take control over their own lives, to be empowered and resilient and foster self-reliance and independent thinking.
 - v. Acknowledgment of the gender gap that hinders adolescent girls and young women from enjoying the same freedoms as adolescent boys and young men, making them especially vulnerable to various forms of discrimination and sexual

¹ As outlined in Vision 2020

and gender based violence (SGBV). Young mothers are among those most powerless, and face pressures to bear children early despite the risks to their health, life and educational attainment. These inequalities early in life can contribute to poor health, economic insecurity and diminished quality of life.

- vi. Recognition that while boys and young men may benefit from different freedoms to girls and young women, in many places the pressure to conform to gender norms makes them vulnerable to violence, dangerous risk-taking and accidental death, and keeps them from fulfilling their life's potential. IPPF promotes an approach that enlists boys and men as allies in the empowerment of girls and women, supports them to access services and seeks to transform gender norms in a way that improves health and life outcomes for all. Moreover, create a platform/empower boys and young men to take an action against gender based discrimination and violence against girls and young women.
- vii. Commitment to work towards removing all social, legal, administrative and institutional barriers that adversely affect young people's sexual and reproductive rights.
- viii. Recognition of the diversity of young people's situations and a commitment to strive to ensure that their SRH needs are met, and that they are neither excluded nor restricted on any basis as outlined in the Framework of Non-Discrimination within IPPF's Declaration for Sexual Rights ². IPPF is committed to addressing the factors that render young people especially vulnerable to HIV, sexually transmitted infections (STIs), unwanted pregnancies and other sexual and reproductive health issues.
- ix. Recognition that physical and mental well-being includes remaining free from all forms of sexual violence and coercion, and that IPPF and Member Associations should commit themselves to eliminating sexual and gender based violence towards young people, including female genital mutilation (FGM) and early and forced marriage. Member Associations are encouraged to offer services for young survivors of violence and advocate on the issues of sexual and gender-based violence.
- x. Will not tolerate any type of abuse or exploitation towards any child or young person and commits to ensuring that all staff, partners and associates are made aware of, and supported in their responsibilities to prevent abuse and protect children, young people and vulnerable adults.³
- xi. Recognition of the role that information technology plays in young people's lives and is a key determinant of their wellbeing and mental health.

Implementation

3. The IPPF Secretariat should use all available mechanisms in the Federation to regularly monitor the implementation of this policy and report to the appropriate governing body.

² See glossary

³ See policy 1.15

The implementation of this policy should be adequately resourced and supported by IPPF Senior Management Team.

4. To put this policy into action, the IPPF Secretariat and Member Associations should undertake actions that address the needs and rights of young people. These actions include; creating a supportive and enabling environment for young people to participate; promoting programmes and CSE that empower young people; especially those who are poor and vulnerable; and making efforts to advance their sexual and reproductive health and rights.

Participation

5. IPPF expects Member Associations to play a role in supporting young people to reach their full potential and ensure they receive practical skills and knowledge so they can participate to the best of their ability in society. IPPF and Member Associations should:
 - i. Make efforts to actively recruit young people as volunteers and/or members of staff.
 - ii. Ensure that young people have equal opportunity when applying for membership and or jobs and in any other aspect of work, subject to local law.
 - iii. Involve young people in the design, implementation and evaluation of their programmes and services at every stage, and ensure they have real decision making power.
 - iv. Have at least twenty percent of their decision-making bodies made up of young people, in line with IPPF's Governing Council structure.
 - v. Ensure the participation of young people is built around the equal partnership of young people and adults.
 - vi. Ensure young people are supported to participate in all of the above through the provision of resources, (material and financial) mentoring, information and training.

Rights Based, Gender Sensitive Information and Comprehensive Sexuality Education

6. IPPF and Member Associations are urged to advocate for and provide both SRH information and comprehensive sexuality education (CSE) that enhances the independence and self-esteem of young people and provides them with the knowledge, skills and confidence to make informed choices. The following should be taken into account: ⁴
 - i. Information and CSE should be accessible to young people of all ages in accordance with their evolving capacities.
 - ii. Information and CSE should be provided which enables young people to feel comfortable and confident about their bodies and their sexuality regardless of whether they are sexually active or not.

⁴ See policy 4.8

- iii. CSE should be provided that helps young people acquire the skills to negotiate relationships and safer sexual practices, including whether and when to engage in sexual intercourse, as outlined in IPPF's CSE Framework⁵.
- iv. CSE strategies that are gender equitable and inclusive, accessible and non-discriminatory are needed to address young people both in and out of school. Special attention should be paid to the most poor and vulnerable young people.

Access to Youth Friendly Sexual and Reproductive Health Services

7. IPPF is committed to the provision and promotion of youth-friendly services which are easily available to all young people. Member Associations should ensure access to youth friendly services and advocate for their provision. The criteria for Youth friendliness includes:
- i. SRH services for young people that are accessible, stigma free and which assure privacy and confidentiality.
 - ii. Trained staff members who treat young clients with respect, in a supportive and non-judgmental manner.
 - iii. Special attention and specific approaches that meet the different needs of vulnerable young people such as the very young and those who identify as lesbian, gay, bisexual, transsexual and intersex.
 - iv. Access to a full range of SRH services⁶
 - v. Access to comprehensive safe abortion services, including counselling which is non-directive, non-judgmental and that are responsive to personal circumstances and cultural background.
 - vi. Sensitive and supportive post abortion counselling and follow-up for young women. Contraceptive counselling and services should be made available to reduce the risk of further unwanted pregnancies.

⁵ A Frameworks for Comprehensive Sexuality Education (Updated 2010)

⁶ Integrated package of essential services (IPES)

Glossary

Adolescents/ Young People: In IPPF we use the following definitions based on the World Health Organisation's recognition:

- Adolescence is defined as 10 – 19
- Young People: 10-24 years

Comprehensive Sexuality Education (CSE): Education which is provided 'in' or 'out of school' settings, the IPPF Framework for Comprehensive Sexuality Education states: "Comprehensive Sexuality Education seeks to equip young people with the knowledge, skills, attitudes and values they need to determine and enjoy their sexuality – physically and emotionally, individually and in relationships. It views 'sexuality' holistically and within the context of emotional and social development. It recognizes that information alone is not enough. Young people need to be given the opportunity to acquire essential life skills and develop positive attitudes and values."

Empowerment: Empowerment is based on the idea that giving people the knowledge, skills, authority and opportunity as well holding them responsible and accountable for outcomes of their actions, will contribute to them becoming more motivated and competent to take control of their lives.

Framework of Non-Discrimination within IPPF's Declaration for Sexual Rights: prohibits any distinction, exclusion or restriction on the basis of sex, age, gender, gender identity, sexual orientation, marital status, sexual history or behaviour, real or imputed, race, colour, ethnicity, language, religion, political or other opinion, national or social origin, property, birth, physical or mental disability, health status, including HIV/AIDS, and civil, political, social or other status which has the purpose or effect of impairing or nullifying the recognition, enjoyment or exercise on an equal basis with others, of all human rights and fundamental freedoms in the political, economic, social, cultural, civil or any other field.

Participation: IPPF used a model of youth participation whereby young people can critically explore programmes and policies, can identify possibilities for change and have genuine influence.

Youth-friendly: IPPF's Medical Advisory Panel describes youth friendly services as follows: 'They are able to effectively attract young people, responsively meet their needs, and succeed in retaining these young clients for continuing care. Youth friendly services should offer a wide range of SRH services relevant to adolescents' needs.'

*As adopted by Central Council, November 1990
Last Amended November 2014*

4. SEXUAL AND REPRODUCTIVE HEALTH AND RIGHTS

Policy 4.8

COMPREHENSIVE SEXUALITY EDUCATION

1. IPPF acknowledges the importance of young people's access to Comprehensive Sexuality Education (CSE), both within formal and informal settings. IPPF urges MAs to promote a model of sexuality education that is rights-based and gender-sensitive and that considers the various socio-cultural, economic and power dynamics that influence sexual choices as well as the resulting emotional, mental, physical and social impacts on each young person's development.
2. The provision of CSE in IPPF should use a model of learning that takes a positive and respectful approach to sexuality and sexual relationships for young people, whether or not they are sexually active. A holistic, community-based approach with a focus on participatory learning is preferred, and the environment within which it is provided should encourage critical thinking about gender equity and rights.
3. CSE should equip people with the information and life skills they need to make informed decisions and enjoy a healthy, pleasurable sexual life free from unwanted pregnancy, STIs, HIV and AIDS and sexual violence.
4. Comprehensive sexuality education programmes should be closely linked to and mutually reinforced by youth-friendly sexual and reproductive health service provision.

As adopted by Central Council, November 1990

Last amended by Governing Council, May 2011

4. SEXUAL AND REPRODUCTIVE HEALTH AND RIGHTS

Policy 4.9

INTEGRATION OF FAMILY PLANNING WITH DEVELOPMENT

1. IPPF adheres to a principle of development that strives for equity and social justice. IPPF advocates development policies and programmes that are dedicated to meeting the basic needs particularly of the deprived and under-privileged and in general to improving the quality of life.
2. IPPF works to increase public and government awareness of the interrelationships between population, development, resources and the environment, supports long-term, multi-faceted population policies to be implemented together with relevant services and education programmes as integral components of national and international development plans.
3. IPPF contends that, when a society faces many urgent development problems it is essential to adopt a caring attitude to the family and the community as a whole and not deal with family size alone. Although recognizing the mutually reinforcing relationships between family planning and other aspects of development, IPPF concentrates on those aspects which are most closely related to its own area of work and expertise.
4. IPPF does not adhere to a single model for the integration of family planning with development but maintains that the service structure should be viable, collaborative, participatory and designed to benefit all groups in the community.
5. IPPF funding of integrated programmes will be primarily for the family planning component, and should, if possible, be combined with funding from other sources. Following specific criteria to be developed, provision may be made for funding of other activities when they are deemed necessary in order to accomplish family planning objectives.

As adopted by Central Council, November 1990

4. SEXUAL AND REPRODUCTIVE HEALTH AND RIGHTS

Policy 4.10

MONITORING AND EVALUATION

Introduction

1. The most important work of IPPF takes place at the country level where Member Associations advocate to their governments and serve their clients through the implementation of sexual and reproductive health and rights programmes.
2. This policy makes clear the importance that the Federation attaches to the monitoring, evaluation¹, learning and sharing of its work, and highlights key principles and commitments that volunteers and staff should be guided by in its implementation.
3. The Federation recognizes shared values and responsibilities across the whole organization, while also noting that separate duties and abilities apply to different levels.

Principles

4. Organizational effectiveness in IPPF means the ability of the Federation to fulfil its mission through a combination of sound management, good governance and a persistent dedication to achieving results.
5. Monitoring, evaluation, learning and sharing:
 - i. are integral to organizational effectiveness since they are concerned with measuring results achieved, and analyzing and reflecting upon the process that led to those results in ways that enable continuous improvement
 - ii. should be carried out at and be useful for all levels of the Federation
 - iii. empower volunteers and staff to understand what works well and not so well, to improve policy, plans, programmes and projects, and to inform the design of new ones
 - iv. lead to high quality reporting on the performance of the Federation, which increases accountability to those we serve (our clients) and to those who support our work (our donors and all other partners) and to ourselves

¹ Monitoring is the ongoing collection and analysis of data to review progress and make adjustments where necessary. Evaluation is the assessment of results achieved.

Commitments

6. IPPF is therefore committed to:
- i. providing support to volunteers and staff to increase their monitoring and evaluation skills and improve decision making
 - ii. implementing a participatory approach to monitoring and evaluation in which key people who have a concern and interest in a programme or project are actively and meaningfully involved in its evaluation
 - iii. monitoring and reporting on results to assess whether or not the Federation is achieving its strategic goals and objectives
 - iv. recommending changes and required interventions based on the results and findings
 - v. demonstrating the effects of the Federation's work at national, regional and global levels in ways that are convincing, easy to understand and intellectually honest, following standard ethical considerations and codes of conduct in the evaluation practices

Implementation

To realise these principles and commitments:

7. Governing bodies will:
- i. ensure that IPPF's Monitoring and Evaluation Policy remains relevant and is implemented
 - ii. ensure that management has included budgetary allocation for monitoring, evaluation and learning in Annual Programme Budgets
 - iii. monitor, challenge and support the work of IPPF by reviewing performance data and monitoring progress in implementing strategic plans
8. The Director General, Regional Directors and the Executive Directors of Member Associations will ensure that:
- i. resources are available to undertake ongoing monitoring and evaluation of programmes and projects
 - ii. systems and procedures are in place (with continual update and improvement) to undertake monitoring and evaluation of programmes and projects
 - iii. programme and resource allocation decisions are based on analyses of both performance and needs
 - iv. IPPF's governing bodies at all levels of the Federation are provided with the evidence they need to monitor IPPF's performance, and to challenge and support the work of IPPF
 - v. monitoring and evaluation practices are aligned with accreditation standards wherever relevant

9. Member Associations will plan and implement ongoing, participatory and robust monitoring and evaluation practices, with indicators of performance, to ensure project, programme and organizational effectiveness. They will:
 - i. have rigorous monitoring and evaluation plans with indicators of performance
 - ii. implement practices that encourage all relevant volunteers and staff to review, analyse, reflect upon and make decisions based on data
 - iii. conduct needs assessments²
 - iv. conduct baseline, midterm and endline/end-of-project surveys
 - v. disseminate and share results
10. Regional Offices will:
 - i. support Member Associations to monitor and evaluate their work. This will involve the provision of technical assistance, capacity building and systems support on monitoring, evaluation, learning and reporting
 - ii. measure regional performance and progress of Member Associations
11. The Secretariat, working in their respective roles, will:
 - i. facilitate collaboration and sharing across the Federation of monitoring and evaluation best practices
 - ii. facilitate development of standardized methodologies and tools for monitoring and evaluation
 - iii. ensure maximum use of data for data-driven decision making
 - iv. ensure that resources are allocated to support best practices in monitoring and evaluation, including integration into global resource mobilization efforts
 - v. ensure effective global systems for data capture, analysis and interpretation are in place and continually improved
 - vi. develop guidelines and procedures on monitoring and evaluation
 - vii. support evaluation capacity building to ensure the quality of evaluation throughout the Federation
 - viii. measure progress in implementing IPPF's Strategic Framework by analyzing data on the Federation's global performance indicators
 - ix. supplement global performance data with in-depth programme reviews and evaluations

² A needs assessment is a tool for project designing and planning which should be conducted before the logical framework is finalized. It is used to identify the needs of the target community and the programme strategies and activities that are best suited to meet the needs.

12. Performance results and evaluation findings will be made available on IPPF websites (global and regional) and IPPF Exchange to:
 - i. share lessons learned and good practice globally, both within and beyond the Federation
 - ii. raise the profile of the Federation by demonstrating results and being open and transparent

As adopted by Central Council, November 1990

Last amended by Governing Council, May 2014

4. SEXUAL AND REPRODUCTIVE HEALTH AND RIGHTS

Policy 4.11

ETHICAL, EFFICIENT AND EFFECTIVE HEALTH INFORMATION SYSTEMS

INTRODUCTION

1. IPPF Secretariat and Member Associations have an obligation to ensure that ethical, efficient and effective health information systems are in place to collect, store and manage clients' information across the Federation. This is important in achieving IPPF's Strategic Framework outcomes to promote and encourage strong health information systems management.
2. IPPF believes that a strengthened system of collecting health information helps to protect organizations from legal and ethical implications of sensitive information misuse and enables a stronger and more efficient structure of data collecting and management.
3. IPPF upholds the responsibility to support a culture of performance, efficiency, effectiveness and accountability, and to ensure non-judgemental, good quality of care for clients across all age groups, sexual orientations, gender identities and recognizes the need for reliable, safe, client-centred and efficient health information systems.
4. IPPF acknowledges the obligation to ensure that the data reported through health information systems are accessed and utilized appropriately, by the authorised users and meeting the recognized international standards of confidentiality.
5. IPPF's Strategic Framework Outcome 4 refers to a high performing, accountable and united Federation with strengthened systems across the Federation to support a culture of performance, efficiency, effectiveness and accountability (Deliverable 4.1). It is therefore important to set guidelines on how or whether this information is collected, stored, shared and protected from unfair and illegal use.
6. There is a strong research and theoretical body of evidence to demonstrate that strong health systems are central to achieving better health outcomes, and strong health information systems (HIS) are the backbone of strong health systems. A properly functioning HIS gets the right information into the right hands at the right time, enabling policymakers, managers, and individual service providers to make informed choices about everything from patient care to national budgets. Strong health information systems support greater transparency and accountability by increasing access to information.¹
7. According to the World Health Organization (WHO), health information systems serve multiple users and a wide array of purposes that can be summarized as the generation of information to enable decision-makers at all levels of the health system to identify problems and needs, make evidence-based decisions on health policy and allocate scarce resources optimally.²

¹ MEASURE Evaluation HIS: <https://www.measureevaluation.org/our-work/health-information-systems>

² Health Metrics Network Framework and Standards for Country Health Information Systems, Geneva, World Health Organization, 2008 available at http://www.who.int/healthinfo/statistics/toolkit_hss/EN_PDF_Toolkit_HSS_InformationSystems.pdf

8. As outlined in the UNHCR Health Information Systems Toolkit, health information systems are key to rapidly detect and respond to health problems and epidemics in humanitarian settings, monitor trends in health status and continually address health-care priorities, evaluate the effectiveness of interventions and service coverage. It also ensures that resources are correctly targeted to areas and groups of greatest need and thus evaluates the quality of health interventions to inform decision makers.³
9. Regional regulations highlight individuals' right to privacy, access to personal data and the consent for data use as extremely important issues while developing a health information system. These were carefully considered and embedded into this policy.

PURPOSE AND SCOPE

10. The purpose of this policy is to provide guidelines to IPPF Secretariat and Member Associations to (i) develop and use ethical, efficient and effective health information systems and (ii) collect, store, manage and protect clients' health information, irrespective of whether there is or not yet a formal health information system or data management platform in place.
11. This policy applies to all staff and volunteers of IPPF Secretariat and Member Associations.

CORE PRINCIPLES

12. IPPF Member Associations and Secretariat will:

- a. uphold clients' right to privacy and ensure clients' access to their own information within a premise of ethical service provision
- b. ensure limited and ethical access to clients' health records and information only for the appropriate and authorised staff⁴ accountable and responsible for use of such information⁵. This will include a process of ensuring appropriate considerations of anonymity, confidentiality and of obtaining informed and formal consent from clients to use their data for monitoring, evaluation, research and documentation purposes, where applicable
- c. ensure that ALL individual clients' information as well as aggregated data are used fairly and lawfully for limited, specifically stated purposes and are kept safe and secure
- d. promote complete, accurate and timely data entry as well as meaningful analyses and dissemination of data for critical thinking and evidence-based decision making. Ensure the understanding of the difference between personal, identifiable client records/information and aggregated, de-identified, anonymized data that are sufficient for decision making while protecting the clients' identities and personal health records

³ Health Information System (HIS) Toolkit, United Nations High Commissioner for Refugees (UNHCR), January 2010 available at <http://www.unhcr.org/46385bc12.html>

⁴ Including Health care professionals and clinic administrative staff responsible for managing records and coordinating/supervising service delivery.

⁵ Where possible, staff will require to sign confidentiality statements.

- e. maintain agreed standards⁶ regarding the storage, backup, confidentiality and security of health records and information at all levels of the Federation
- f. support ethical data management and data utilization, including data-driven decision making at all levels of the Federation
- g. treat any information relating to health information of clients responsibly and ethically.

IMPLEMENTATION AND COMPLIANCE

13. IPPF Member Associations and Secretariat will:

- a. work towards standardization and harmonization of Health Information Systems across the Federation to capture data related to service provision including client-based information, that respect international standards and/or national laws whichever are more progressive and aligned with IPPF's values
 - b. make the policy widely available to all new and existing staff and volunteers and ensure its compliance
 - c. support the policy implementation with adequate budgetary allocation
 - d. train and build capacity of staff and volunteers to better understand and implement the policy
 - e. support the integration and interoperability of local, regional and global health information systems within the Federation as well as with national health information systems, where applicable
 - f. encourage the volunteers and staff to reflect upon the Federation's performance based on the data generated from the health information systems.
14. The Secretariat, in their respective roles will facilitate collaboration and sharing of best practices; ensure support for capacity building and promote data-driven decision making across the Federation.

⁶ See Annex for explanation and examples

Annex: GLOSSARY OF TERMS

1. **Health Information Systems:** Integrated and aggregated data collection, processing, reporting and use of the information necessary for improving client care, health service effectiveness and efficiency through better management at all levels (WHO).

For IPPF, Health Information Systems are the data management platforms used to systematically collate, analyse and use data related to service provision. It includes client-based information that is essential to client-centred care.

2. **Clinic Management Information Systems:** Clinic Management Information Systems (CMIS) refers to manual (paper based) or electronic processes that capture and manage client data pertaining to: identity, demographics, medical, financial, contraceptive, risk screening, and pharmaceutical data in clinical and outreach settings. CMIS manage both personal identity and health data that is considered protected, private and confidential in practice management (e-PM) and health record systems (e-HR).
3. **Fair use of information:** Using information according to the best practice guidelines set by the organization, for the sole purpose of organizational needs. At no point confidentiality and anonymity of the clients are compromised by anyone. Routine practices are taken to ensure that data are protected from external threats (e.g. hacking) and malicious uses.
4. **Health care professionals:** those directly involved in care for and counselling of clients, including doctors, nurses, certified social workers, and psychologists, as well as medical supervisors and clinical coordinators of client care.
5. **Agreed standards** (regarding the storage, backup, confidentiality and security of health records) are applicable (but not limited) to all services and products provided to a client, including counselling services. A principal use of the health record is to support delivery of high quality coordinated care and follow up for better health outcomes. This is possible where the health record is comprehensive, complete, and up to date.

For example, where information is required for insurance claims or government reports, information should be transmitted securely, and client identity protected. The rule of minimum necessary should be applied when providing access to health information.

Standards upheld by IPPF include the following:

- 1) Clients' right to receive a copy of their health record or report of visit findings.
- 2) Only de-identified client data may be accessed for research or performance reporting. Analysis tools may connect to data warehouse, but not directly to any clinical database.
- 3) All services and products provided to a client (including counseling services) as well as diagnostic test results should be recorded in comprehensive, confidential client health record, whether electronic or paper. (This would address the practice of providers using shadow systems (like personal notebooks for service logs) leaving the health record incomplete for follow up)

- 4) Best practices should be followed with respect to information security, where clinic data bases are backed up, encrypted and access control limited.
- 5) Associations should have a policy for retention and destruction of client health information that is consistent with best practice and international standards.

These standards will include best practices with respect to the following security goals⁷:

- a) Establishment of strong access control policies, management of user access, application of the minimum necessary rule, and routine monitoring of system security.
- b) Education, training and awareness of health information security procedures and policies among clinic staff and across organization.
- c) Encryption of all protected personal and health information archived, in active databases, and during transfer.
- d) Audit logs periodically reviewed to identify unauthorized changes or access to protected health information. Any security incident is documented in incident log, with corrective action and outcome.
- e) Client electronic health records may not be overwritten; corrections represent an amendment, added to the original recorded.
- f) Guidance on retention, archival, purging/destruction of health records consistent with best practice, national laws and regulations.
- g) Data analysis tools will not connect directly to clinical databases revealing identify of client and related health information. Where required for evaluation & research, de-identified & anonymized client data may be written to a data warehouses for analysis purposes.

As approved by the Governing Council, November 2017

⁷ ISO 27799, ISO EN 13606 as cited in “Security and privacy in electronic health records: A systematic literature review”, Journal of Biomedical Informatics, January 8, 2013, page 543

4. SEXUAL AND REPRODUCTIVE HEALTH AND RIGHTS

Policy 4.12

MEMBER ASSOCIATION/GOVERNMENT RELATIONS

1. A population policy is the prerogative of governments. IPPF maintains that the participation of broad-based Member Associations is valuable to governments in the formulation of such a policy.
2. IPPF maintains that national governments should have primary responsibility for providing family planning services. This responsibility should not lead to a diminished role for the Member Associations.
3. Member Associations can complement the role of government by developing innovative approaches to service delivery and by undertaking work in areas that the government may be unable or unwilling to enter.

As adopted by Central Council, November 1990

4. SEXUAL AND REPRODUCTIVE HEALTH AND RIGHTS

Policy 4.13

RELATIONS WITH OTHER ORGANISATIONS

1. In pursuit of its aims and objectives, it is IPPF's policy to build and strengthen relationships with groups and organisations with similar objectives. These initiatives are to be undertaken at the international, regional and Member Association levels.

As adopted by Central Council, November 1990

4. SEXUAL AND REPRODUCTIVE HEALTH AND RIGHTS

Policy 4.14

CONTRACEPTIVE SERVICES

1. It is IPPF's policy to offer only contraceptives which have been approved by its International Medical Advisory Panel (IMAP) as safe and effective and which meet national and/or international standards of quality.
2. IMAP keeps under continuous surveillance the already approved contraceptive methods and new methods that are being developed and reserves the right to update and modify its statements, and/or make new statements, according to the latest available information.
3. IPPF believes that as broad a choice of methods as possible should be made available to contraceptive users. Clients should be provided with their chosen method on condition that they have been given counselling and adequate information to enable them to make such a decision and that they have no medical contra-indications to its use.
4. The introduction of new methods should be preceded by the training of health workers, infrastructure support, and, where needed, the provision of back-up and referral facilities.
5. Member Associations should explore and advocate different approaches for service delivery (e.g. clinical and community-based services) and all possible means of maximizing the potential of all health personnel, including community health workers and traditional health workers.

When providing contraceptive services, the recommendations of IPPF's International Medical Advisory Panel (IMAP) should be followed. They appear in its various statements on methods of contraception and the statements on 'The role of health personnel in family planning services', 'Community family planning services (CFPS)', 'Breast feeding, fertility and post-partum contraception', 'Contraception for women over 35' and 'Contraception for clients who are HIV positive', 'Contraception for Women with Medical Disorders', 'Contraception for Adolescents', 'Contraceptive Efficacy' and 'Contraceptive Counselling'.

As adopted by Central Council, November 1990

Last amended by Governing Council, November 2000

4. SEXUAL AND REPRODUCTIVE HEALTH AND RIGHTS

Policy 4.15 REPRODUCTIVE HEALTH

Policy 4.15.1

REPRODUCTIVE HEALTH

Infertility

1. The IPPF believes that the concepts of reproductive health and reproductive rights include concern for individuals and couples who are unable to have children when they so wish.
2. Member Associations have a responsibility for education in the prevention of infertility and for promoting programmes which prevent infertility including: the control of STDs, better obstetric care and the prevention of unsafe abortion. Member Associations should assist infertile clients in obtaining counselling and appropriate treatment, either in their clinical facilities or through referral.

The recommendations of IPPF's International Medical Advisory Panel (IMAP) in its statement on 'Infertility' should be followed when working in this field.

As adopted by Central Council, November 1990

4. SEXUAL AND REPRODUCTIVE HEALTH AND RIGHTS

Policy 4.15.2

REPRODUCTIVE HEALTH

Diagnosis of Pregnancy

1. Member Association clinics should offer clinical and/or biochemical pregnancy diagnosis and counselling to any woman in need, whether or not she is a registered client of the clinic.

The recommendation of IPPF's International Medical Advisory Panel (IMAP) in its statement 'Diagnosis of pregnancy' should be followed when providing these services.

As adopted by Central Council, November 1990

4. SEXUAL AND REPRODUCTIVE HEALTH AND RIGHTS

Policy 4.15.3

REPRODUCTIVE HEALTH

Linking HIV and Sexual and Reproductive Health and Rights

Introduction

1. HIV is the pre-eminent health, social and human rights issue of our time, which threatens the survival of individuals, communities and nations. With the adoption of the new strategic framework IPPF renewed its commitment to ensuring that addressing HIV is clearly part of a comprehensive response to the sexual and reproductive health and rights challenges of the day. As a key signatory to the *Code of Good Practice for NGO's Responding to HIV* IPPF's response finds resonance with these guiding principles.
2. Overwhelmingly, the main transmission route of HIV is sexual. As such, the links to broader sexual and reproductive health and rights issues and the inherent value of linking HIV responses to a comprehensive sexual and reproductive health (SRH) response cannot be underestimated. IPPF has committed to integrating comprehensive HIV services into its existing sexual and reproductive health (SRH) services. Linking HIV with our SRH policies, programmes and services enables us to meet some of the main challenges of HIV *and* address poor sexual and reproductive health.
3. The rapid spread of HIV infringes the human rights of men, women, adolescents and children and affects them in various ways, especially those who are at greatest risk or most vulnerable. Risk is defined as the probability or likelihood that a person may become infected with HIV. Certain behaviours create, increase, and perpetuate risk. Examples include unprotected sex with a partner whose HIV status is unknown, multiple sexual partnerships involving unprotected sex, and injecting drug use with contaminated needles and syringes. Vulnerability results from a range of factors outside the control of the individual that reduce the ability of individuals and communities to avoid HIV risk. A combination of these individual and structural factors may include: 1) lack of knowledge and skills required to protect oneself and others; 2) factors pertaining to the quality and coverage of health and other services (e.g. inaccessibility of service due to distance, cost or other factors); and 3) societal factors such as human rights violations, or social and cultural norms.
4. In many regions, key populations (such as men who have sex with men (MSM), sex workers and people who use drugs) are those who are most vulnerable to HIV. IPPF works from an evidence and rights-based approach to meet the sexual and reproductive health needs of all, including key populations. IPPF believes that all people should have the right to a full and satisfying life in which each person is able to develop to his or her full human potential.

5. The success of HIV prevention, treatment, care and support programmes ('prevention to care continuum') depends, in large part, on the creation of an enabling environment where individuals live free from stigma and discrimination; and have the capacity, skills, and opportunities to meaningfully make the decisions that affect their sexual and reproductive lives and wellbeing. An enabling environment facilitates behaviour change to reduce HIV transmission and promotes the quality of life for people living with HIV and their families. IPPF encourages all Member Associations to review the situation in their countries with regard to HIV and to formulate a strategy which emphasizes various entry points for linking its HIV and SRH response along this prevention to care continuum. The main HIV related services along this continuum include:
 - a. Information, Education and Communication (IEC) / Behaviour Change Communication (BCC) materials
 - b. Condom distribution
 - c. STI management
 - d. Voluntary Counselling and Testing (VCT) services
 - e. Psychosocial support and counselling
 - f. Prevention of Mother to Child Transmission (PMTCT)
 - g. Treatment of opportunistic infections
 - h. Antiretroviral treatment (ART)
 - i. Palliative care
6. As an employer IPPF will uphold the values of inclusion and diversity that it promotes through an HIV workplace policy. HIV workplace policies are crucial in supporting staff living with HIV and AIDS. They facilitate a caring and supportive work environment for staff living with or affected by HIV. Programmes to support staff should aim to eliminate stigma and discrimination in the workplace on the basis of real or perceived HIV status, or vulnerability to HIV infection. These programmes should ensure that all staff are provided with basic information on HIV and AIDS, including: prevention; management of HIV infection; universal precautions; legal and ethical issues; gender and sexuality; stigma and discrimination; and treatment, care and support. The policy should adhere to International Labour Organization (ILO) guidelines. As an accreditation requirement, all Member Associations need to develop and implement their own HIV workplace policy and programme.

Advocacy

7. As a learning organization IPPF is committed to ensuring its response to HIV is informed by the best evidence and not by ideology. IPPF supports evidence-informed broad-based and comprehensive prevention programmes. These should be based on the concept of 'knowing your epidemic' and address the particular needs of young people.
8. Advocacy should be carried out at all levels of the Federation to campaign for legislative and policy change against laws that are ideologically and not evidence-based. National and international laws and policies should respect, protect and fulfil the rights of all, especially young women and girls and key populations. Advocacy

work will be carried out with local, national and international partners to change discriminatory and damaging customs, laws and policies. In all its work, IPPF will promote and promulgate the IPPF Charter on Sexual and Reproductive Rights and the IPPF Sexual Rights Declaration.

9. Stigma, and its resulting discrimination, is the greatest hurdle to achieving HIV treatment and prevention goals. Stigma and discrimination, or even the fear of them, can prevent people from being open about their status and inhibit their access to services. IPPF supports steps to overcome stigma and mitigate discrimination. This includes legislation that outlaws discrimination based on HIV status. In particular, IPPF does not support the application of criminal law to prosecute HIV transmission or exposure to another person. Education and awareness raising programmes that ensure communities are supportive of the rights of people living with HIV (PLHIV) are important, as are workplace policies to ensure the protection of PLHIV at work. Reducing stigma and discrimination means facing and talking openly about issues and behaviours that are all too often silenced or taboo, such as sex, sexuality, drug use, sex work, gender inequality, poverty, ethnicity and race. IPPF, working at the local, national, regional and international levels, will address key topical human rights issues and advocate for an end to HIV-related stigma and discrimination.

Partnerships

10. IPPF and its Member Associations should make every possible effort to communicate and collaborate with governmental, non-governmental, United Nations organizations, and other groups such as the private sector, professional groups and community based organizations, in order to facilitate a coordinated response to HIV.
11. IPPF urges Member Associations to build effective coalitions with local and national groups working on different aspects of HIV prevention, treatment, care, stigma reduction, tuberculosis, and harm reduction to maximise the social and public health impact of their work.
12. Strengthened efforts should be made at all levels of the Federation to partner and work closely with local, national, regional and international networks of people living with HIV.

Working from a rights-based approach for:

a) Gender

13. IPPF aims to secure the freedom, well-being and dignity of all people everywhere, within a framework of essential standards, principles, duties and obligations. In addition to this, our clients and stakeholders are not solely the recipients of services that respect their individual rights, but also have the right to influence and shape how we as a Federation respond to the HIV epidemic.
14. Member Associations should develop gender-transformative programmes that take into account the factors that increase the vulnerability of women, especially young

women and girls, to HIV and other STIs. Reproductive health programmes should also engage men particularly through community and workplace activities, as they are critical to HIV and STI prevention. Programmes directed to reduce risk behaviour among men will benefit their female partners as well. The five key principles of gender-transformative programming are to:

- a. build equitable social norms and structures;
 - b. advance individual gender-equitable behaviour;
 - c. transform gender roles;
 - d. create more gender-equitable relationships; and
 - e. advocate for policy and legislative change to support equitable social systems.
15. IPPF maintains a wide definition of gender and actively seeks to address gender discrimination in order to guarantee equal access to HIV services for all, including women and girls, men and boys, lesbians, gays, bisexuals and transgenders.

b) People living with HIV

16. Promoting and addressing the sexual and reproductive health and rights of PLHIV is part of IPPF's core response. These should be based on the right of PLHIV to have a full and satisfying sexual life where the fertility choices and desires of HIV positive people are respected. In particular IPPF will support all efforts to address the stigma and discrimination faced by PLHIV
17. IPPF believes that all organizations need the active participation of PLHIV to both empower individuals and ensure that the response to HIV is relevant, effective and based on the realities of the pandemic. In line with the Greater Involvement of People Living with HIV and AIDS (GIPA) principle, PLHIV should have roles across the Federation and not simply as peer educators. IPPF actively encourages people living with HIV to work and volunteer across all levels in the Member Associations, and the secretariat.

c) Young People

18. Member Associations should recognise that adolescents face special difficulties accessing sexual and reproductive health services. MAs should therefore develop youth friendly services to make such services more accessible and acceptable.
19. IPPF believes that young people have the right to Comprehensive Sexuality Education (CSE). CSE seeks to equip young people with the knowledge, skills, attitudes and values they need to determine and enjoy their sexuality – physically and emotionally, individually and in relationships. CSE should cover a broad range of issues relating to both the physical and biological aspects of sexuality, and the emotional and social aspects. It recognizes and accepts *all* people as sexual beings and is concerned with more than just the prevention of disease or pregnancy. There are many opportunities for delivering sexuality education outside the formal classroom and traditional health service settings. These include delivering sexuality education in waiting areas and youth clubs, through hairdressing salons and taxi drivers, through community drama

and media events and by incorporating CSE into traditional rituals. Member Associations should put mechanisms in place to increase access to CSE.

d) Key Populations

20. Key populations often have limited access to sexual and reproductive health services and information. Member Associations need to make sexual and reproductive health services available and accessible to these populations. Specific services include (but not exclusively):
 - a. Men who have sex with men: Provision of suitable condoms and lubricants; STI management
 - b. Sex Workers: Accept sex workers for their choice of employment and provide condoms and training to reduce the likelihood of gender-based violence.
 - c. People who use drugs: Availability of harm reduction measures (e.g. clean needles, opiate substitution treatment); provision of condoms; and access to sexual and reproductive health services.
21. The stigma surrounding HIV frequently overlaps with the stigma faced by certain key populations, making it increasingly difficult to protect the sexual and reproductive health and rights of those at the forefront of the epidemic. This double stigma, faced especially by people living with HIV who are sex workers, men who have sex with men, and people who use drugs, is exacerbated by the absence of policies that protect their rights, thus making access to services a greater challenge. Member Associations need to be sensitive to the risk of further stigmatising already vulnerable populations by educating and sensitising their own staff and volunteers to not have stigmatising attitudes towards these populations.

Working along the prevention to care service continuum

22. A comprehensive approach to sexual and reproductive health and rights requires linking HIV prevention, treatment and care in a seamless service continuum.
23. The integration of different kinds of services (including referrals) maximises collective outcomes and is based on the need to offer comprehensive services
24. HIV prevention must be one of the key elements of any response to the epidemic. Prevention is an integral part of furthering treatment goals, and therefore it must form part of a continuum of care including treatment and support. In addition, prevention information and messages must be linked to appropriate services.
25. A comprehensive sexual and reproductive health response to HIV necessitates the natural integration of HIV treatment, care and support services. HIV treatment is an important step in enabling individuals, and their families and communities to lead normal healthy lives. HIV treatment reduces an individual's ability to transmit HIV and so is also an important prevention strategy.

26. *IEC/BCC materials:* Member Associations should provide information and educational materials in a variety of forms and settings to promote safer sexual behaviour and give all clients the means to make responsible decisions about their sexual and reproductive health and choices. These activities should motivate people to adopt new attitudes and less risky behaviour but should be carried out in a sensitive, non-stigmatising and human rights friendly manner.
27. *Condom distribution:* Member Associations should vigorously promote the use of the condom for the prevention of HIV and other STIs, also noting its value for dual protection, i.e. protecting against unwanted pregnancies at the same time as protecting against STIs. Where possible every effort must be made to ensure that male and female condoms are available to all free of charge, regardless of social status or background in all health facilities as well as the workplace and appropriate centres of education. Their availability should be linked to information and demonstration programmes to ensure their correct and consistent use.
28. *STI management:* Member Associations should integrate the management of other STIs into their sexual and reproductive health services.
29. *VCT services:* Learning your HIV status is crucial as it forms the gateway to services and information that can lead to HIV prevention, care, treatment and support. IPPF supports HIV testing that is based on the principles of the '3Cs':
 - a. Consent – people should be tested only with their informed, voluntary and specific consent.
 - b. Counselling – counselling should be provided before and after HIV testing.
 - c. Confidentiality – HIV testing should only occur when confidentiality of results can be guaranteed.

Where VCT is provided by Member Associations it must be linked to integrated HIV services or a strong referral system.
30. *Psychosocial support and counselling:* Following VCT services, clients should not be forced to disclose their status. If people choose to disclose their status psychosocial support and counselling should be available to support this. If counselling is not available, there must be a facilitated referral system in place so clients can receive these services.
31. *PMTCT:* Member Associations should advise pregnant women who do not know their HIV status about the importance of being tested. Member Associations should ensure that VCT, post-test counselling, psychosocial support, and access to treatment is available either through their own services or through facilitated referrals to other institutions. PMTCT services should cover all four prongs of a comprehensive PMTCT strategy, namely:
 - (i) primary prevention of HIV infection among women of childbearing age;
 - (ii) preventing unintended pregnancies among women living with HIV;
 - (iii) preventing HIV transmission from a woman living with HIV to her infant; and

- (iv) providing appropriate treatment, care and support to mothers living with HIV and their children and families.

32. *Treatment of opportunistic infections:* IPPF should work in close partnership with international organisations, governments and country-based non-governmental institutions to campaign and negotiate for the increased availability of necessary drugs to treat the opportunistic infections related to HIV. At the service delivery level, MAs need to stock these drugs and provide treatment for opportunistic infections and other common HIV co-infections such as malaria, tuberculosis and Hepatitis C. Most of these infections can be treated at the health facility and all service delivery points should be equipped to diagnose and treat these infections or have a well established referral network to ensure rapid access to and utilization of this service. Member Associations should monitor regularly the quality of the referral system and ensure HIV positive people receive the care and treatment they need in a timely and appropriate manner.
33. *Antiretroviral treatment:* International agreements recognize the need to secure universal access to HIV treatment services. Ensuring these services are available will require a comprehensive response from many stakeholders. At the service delivery level MAs should ensure treatment is available on a continuous and sustainable basis; and link to comprehensive prevention services, including addressing the specific prevention needs of PLHIV. Also, Member Associations should, whenever possible, both advocate for and make a range of comprehensive HIV treatment and care services available free of charge so they are accessible to all regardless of income, gender or identity. Where direct provision of antiretroviral treatment is not possible, appropriate referral and follow-up mechanisms should be established to enable a comprehensive delivery of treatment, care and support.
34. *Palliative care:* Palliative care should be comprehensive and improve the quality of life of clients, their families and their support networks. Comprehensive palliative care services include the prevention and relief of suffering by means of early identification and assessment and treatment of pain and other physical, psychosocial and spiritual needs. It also includes the active referral and support of acute treatment and management of infection. Comprehensive palliative care includes the provision of asymptomatic management of infection, care to relieve pain and suffering, psychosocial care and support, spiritual care, planning for and provision of end-of-life care. This care can be delivered either at the service delivery point or through routine home-based care visits. Where direct provision of services is not possible, appropriate referral and follow-up mechanisms should be established to enable a comprehensive delivery of care.

HIV in the workplace

35. Implementing a bespoke HIV workplace programme needs to include the following five elements:
 - i. developing a workplace policy;

- ii. training and capacity building for all staff and volunteers;
 - iii. employee and family education;
 - iv. community service, and
 - v. human resource principles that support people living with HIV.
- 36. IPPF practice regarding opportunities for employment, training, or the promotion of an employee should not be conditional on the HIV status of a person.
- 37. Member Associations should undertake universal precaution measures and also offer all their healthcare providers post exposure prophylaxis following needle stick or other penetrative workplace injury.
- 38. Disclosure of HIV status in the workplace should be a matter of individual choice and should be voluntary at all times.
- 39. IPPF has a Federation-wide structure to support volunteers and staff living with HIV. IPPF+ fosters a culture of respect within IPPF that welcomes, supports and meaningfully involves staff and volunteers who are living with HIV in the workplace. IPPF+ has the following objectives:
 - i. To contribute to the strengthening and development of comprehensive HIV workplace policies and programmes throughout the Federation.
 - ii. To present the unified and organised voice of people living with HIV within IPPF to challenge stigma and promote their active participation in decision making
 - iii. To advocate for a stigma free workplace environment within IPPF and ensure collaboration with similar initiatives at local, regional and international levels

As adopted by Central Council, November 1994

Last amended by Governing Council, May 2010

4. SEXUAL AND REPRODUCTIVE HEALTH AND RIGHTS

Policy 4.15.4

REPRODUCTIVE HEALTH

Female Genital Mutilation

1. IPPF opposes the practice of female genital mutilation and joins heads of state, other leaders, government, and inter-governmental and non-governmental organizations in advocating that it be eradicated. Member Associations should join efforts with governmental and other non-governmental organisations which are already working on this issue. They should also work with local women's networks. Member Associations in collaboration with others, have an important role in advocacy, information, education and research.

For further information and guidance please refer to the statement of IPPF's International Medical Advisory Panel (IMAP) on 'Female genital mutilation'.

As adopted by Central Council, November 1995

4. SEXUAL AND REPRODUCTIVE HEALTH AND RIGHTS

Policy 4.16

ABORTION

Introduction

1. IPPF recognizes the huge public health burden posed by unsafe abortion and is committed to the reduction of this entirely preventable cause of maternal morbidity and mortality.
2. Beyond the public health concerns that necessitate availability of safe abortion services, IPPF believes that women and couples have the right to decide the number and spacing of their children, including the right to access contraceptive services and, when an unwanted pregnancy has occurred, safe abortion services. IPPF believes that all decisions regarding pregnancy must be voluntary and not coerced: no woman should be forced to carry a pregnancy to term or to undergo an abortion.
3. While taking steps to prevent unwanted pregnancy through modern contraceptive services, promotion of comprehensive sexuality education and work to eliminate sexual violence and coercion, IPPF understands that there will always be a need for safe abortion services.
4. IPPF recognizes the unique role it must play in the provision of safe abortion services and abortion-related advocacy given:
 - The Federation's broad geographic reach;
 - The Federation's global voice in advocacy;
 - The Federation's commitment to human rights, including sexual and reproductive rights (as enumerated in the IPPF Charter of Sexual and Reproductive Rights (1995) and Sexual Rights: an IPPF Declaration (2008) and in particular the right to the highest attainable standard of health;
 - The Federation's commitment to serving the poor, marginalized, socially-excluded, under-served and stigmatized communities who are unable to access care elsewhere;
 - The Federation's commitment to serving youth through youth-friendly services;
 - The ability of the Federation to deliver abortion services integrated within a package of comprehensive sexual and reproductive health services and using a rights-based approach; and
 - The respect and trust of individual Member Associations by their communities.
5. For these reasons, the Federation recognizes the need to clearly articulate its position and strengthen its work in abortion as a critical issue.

Advocacy

6. IPPF understands that legal restrictions on abortion services do not decrease abortion rates; rather, they only increase the proportion of abortions done in unsafe conditions. In addition, national legal restrictions on abortion services are often in conflict with international and regional human rights instruments and agreements including the International Covenant on Civil and Political Rights; the International Covenant on Economic, Social and Cultural Rights; the Convention on the Elimination of all Forms of Discrimination Against Women; the Convention against Torture and Other Cruel, Inhuman or Degrading Treatment; the Programme of Action from the International Conference on Population and Development; the Platform for Action from the Fourth World Conference on Women and the Maputo Plan of Action. IPPF therefore undertakes to:
 - i. Promote and defend laws and policies regarding abortion which are in line with recognized international human rights agreements and the latest reputable scientific evidence in order to reduce barriers to safe abortion services
 - ii. Work with partners to gather evidence and raise awareness about the effects of restrictive abortion laws on women, adolescents and their families
 - iii. Advocate for the expansion of legal indications for safe abortion within national laws on the basis of human rights and public health principles

Service Delivery

7. IPPF recognizes that, where MAs have clinical facilities providing sexual and reproductive health services, they have a duty to ensure that women can access abortion-related care, regardless of age, geographic location, religious beliefs, socio-economic, marital and HIV status.
8. Post-abortion care¹, including treatment for incomplete abortion, counselling and provision of post-abortion contraception, is a service that must be offered in every MA providing clinical sexual and reproductive health services, regardless of any national legal restrictions on abortion as these restrictions do not affect provision of post-abortion care.
9. Where MAs do not have clinical facilities, they should provide appropriate pre-abortion counselling and referrals with follow-up and post-abortion contraception counselling and/or services.
10. In addition, in nearly all countries, safe abortion is legally permitted for at least one indication. Therefore, IPPF undertakes to:

¹ The post-abortion care model includes five elements which are critical for quality of care. These elements are: treatment of incomplete abortion and abortion-related complications; counselling to identify and respond to women's emotional and physical health needs; provision of post-abortion contraception services; provision of or linkages to reproductive and other health services; and creation of community and service-provider partnerships to ensure that services are responsive to the needs of the community.

- i. Provide modern contraception to prevent unwanted pregnancy, to ensure access to compassionate and non-judgemental safe abortion services and to ensure access to timely post-abortion care.
- ii. Analyze the legal status of abortion within the countries in which it works and promote the most liberal interpretation of abortion laws (e.g. in line with WHO definition of health²) in order to maximize access to safe abortion services within existing abortion laws.
- iii. Ensure that that no MA refuses support to any woman seeking a safe abortion.
- iv. Ensure the women it serves are able to benefit from scientific progress by promoting the latest technological advances and ensuring access to the safest and most appropriate abortion methods.

Combating Stigma

- 11. IPPF understands that the stigma around abortion keeps the issue hidden and poses a significant barrier to women and girls being able to exercise their rights to safe abortion and post-abortion care. IPPF therefore undertakes to:
 - i. Raise the profile of the abortion debate, bringing the issue out of the shadows with an aim to normalize discussion around this sensitive issue, both within and outside of the Federation. This should be done within a context of comprehensive sexual and reproductive rights, acknowledging that when women lack the ability to make decisions for themselves and their families, their access to information and uninterrupted contraceptive services, safe abortion services and post-abortion care is compromised.
 - ii. Work actively to combat the stigma surrounding abortion arising from all sources: the community, healthcare providers, staff and volunteers within the Federation, public officials, religious leaders, media and law makers.

POLICY IMPLEMENTATION

In line with this policy, the IPPF Secretariat and MAs should take all opportunities to raise awareness among volunteers and staff and to develop their own appropriate strategies with the understanding that work in abortion is a critical part of the Federation's mission.

- 12. Specific actions MAs should undertake to implement this policy include:
 - i. Analyze the legal status of abortion in their country, identifying legal, policy and other restrictions on women's right of access to safe abortion services and strategically campaign for the removal of such restrictions and for the protection of existing liberal laws using appropriate evidence-based public health and human rights arguments.

² 'a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity' from Preamble to the Constitution of the World Health Organization as adopted by the International Health Conference, New York, 19-22 June, 1946; signed on 22 July 1946 by the representatives of 61 States (Official Records of the World Health Organization, no. 2, p. 100) and entered into force on 7 April 1948.

- ii. Provide post-abortion care, which includes treatment for incomplete abortion, counselling and post-abortion contraception, as a minimum, essential abortion-related service in all clinical facilities.
- iii. Work to maximize the availability of and access to safe abortion services under existing laws in all MAs' clinical facilities.
- iv. Increase choice for women for post-abortion contraception including provision of a wide range of modern methods at the point of abortion service delivery.
- v. Provide responsible referrals and follow-up services through established referral networks for services which cannot be provided by an individual service delivery point.
- vi. Ensure that existing and new staff and volunteers are aware of IPPF policy and strategies related to abortion and are committed to its implementation, including provision of values clarification training on the topic of abortion to all staff and volunteers. The mission and values of the Federation should be clear during all recruitment processes to ensure new staff and volunteers share this common commitment.
- vii. Educate the community about the consequences of unsafe abortion, the importance of increasing the availability of safe abortion services and of seeking services from safe abortion providers, including promotion of services provided by the MA.
- viii. Work to ensure adequate numbers of providers (including physician and non-physician providers where possible) are trained in and able to provide comprehensive abortion care, through advocacy efforts with governments, universities or professional organizations and provision of training to MA and non-MA providers.

13. The Central Office and Regional Offices should:

- i. Support the development of abortion programmes and services in line with IPPF's Abortion Policy and abortion strategies and provide MAs with technical support or facilitate high quality technical assistance. The Central and Regional Offices will also endeavour to raise funds for the implementation and scaling-up of IPPF's work on abortion.
- ii. Ensure that all relevant IPPF standards, guidelines and IEC materials reflect the above policy.
- iii. Ensure that existing and new staff and volunteers are aware of IPPF policy and strategies related to abortion and are committed to implementation, including provision of values clarification training on the topic of abortion to all staff and volunteers.
- iv. Develop strategies to strengthen and integrate abortion work within the Federation's core business, including strengthening the evaluation of abortion programmes through the Accreditation process.
- v. Build the capacity of MAs to gather and use existing evidence to advocate for increasing access to safe abortion
- vi. Establish and/or develop existing links with organisations working on the issue and facilitate links as needed between other organisations and MAs to further and strengthen their work on abortion.

- vii. Work at the Regional and Global levels to raise awareness, combat stigma surrounding abortion and increase acceptance for access to safe abortion as a human right.
- viii. Support learning and sharing of good practices and strategies for work in abortion services and advocacy between and within regions.

As adopted by Central Council, November 1995

As amended by Governing Council, November 2010

4. SEXUAL AND REPRODUCTIVE HEALTH AND RIGHTS

Policy 4.17

SEXUAL AND REPRODUCTIVE HEALTH AND RIGHTS, CLIMATE CHANGE AND SUSTAINABLE DEVELOPMENT

Introduction

1. IPPF recognizes the complex, critical links between sustainable development; population dynamics¹; climate change and sexual and reproductive health and rights.
2. IPPF welcomes the scientific evidence that meeting the unmet need for voluntary family planning contributes to ensuring sustainable development², including the management of climate change and finite resources such as arable land and drinkable water, and can contribute to reducing carbon emissions³.
3. IPPF acknowledges the scientific evidence that climate change is one of the major threats to human well-being and sustainable development, especially for the poor and the most marginalized populations in the poorest and most vulnerable countries and that climate change will therefore exacerbate inequity⁴ and poverty⁵.
4. IPPF also recognizes therefore that climate change will contribute to environmental degradation, diminished resources, food crises and extreme weather events⁶, which will drive forced displacement of people⁷, and that migrants, internally displaced persons and refugees in every situation⁸ must have access to sexual and reproductive health including voluntary family planning⁹.
5. IPPF remains firmly committed to human rights, in particular the reproductive rights framework adopted at the International Conference on Population and Development in Cairo in 1994 and the Sexual Rights Declaration adopted by IPPF in 2008. The denial of

¹ Population dynamics include migration, urbanization and rates of population growth.

² Zlotnik, H (2009) *Does population matter for climate change?* UNFPA Experts Meeting on Climate Change. Population Division, DESA.

³ O'Neill BC et al (2010) Global demographic trends and future carbon emissions. *PNAS Early Edition*. 11 October 2010. Available at:

<http://www.pnas.org/content/early/2010/09/30/1004581107.full.pdf+html>. Accessed in Feb. 2011.

⁴ Global Humanitarian Forum (2009) *Human Impact Report on Climate Change: The Anatomy of a Silent Crisis*. Geneva: Global Humanitarian Forum

⁵ Tanner, T (2009) *Poverty in a Changing Climate: Building the Case for Pro-Poor Adaptation*. Climate Lite. Sussex, UK: Climate Change and Development Centre, Institute for Development Studies.

⁶ United Nations Framework Convention on Climate Change (2007) *Climate Change: Impacts, vulnerabilities and adaptations in developing countries*. Bonn, Germany: UNFCCC. Available at: <http://unfccc.int/resource/docs/publications/impacts.pdf>. Accessed in Dec. 2010.

⁷ United Nations (2009) Millennium Development Goals Indicators Statistics: 2004 values.

⁸ Inter-agency Working Group (IAWG) on Reproductive Health in Crises (2010) *A Statement on Family Planning for Women and Girls as a Life-saving Intervention in Humanitarian Settings*. Available at: www.iawg.net.

⁹ Tellier, S (2010) *Addressing Population Growth, Gender, Climate and Sexual and Reproductive Health and Rights – a Win-Win Situation?* Ministry of Foreign Affairs of Denmark: Copenhagen.

the right to choose if, when and how many children to have, increases human vulnerability to the impact of climate change.

6. IPPF is committed to addressing the unfulfilled rights of hundreds of millions of women around the world, and especially young women, through advocacy, services and education, so that they can decide on all aspects related to their reproduction, sexuality and life choices.

IPPF will:

7. Advocate for integrated policies that aim at sustainable development and that therefore:
 - i. Address all major causes of climate change,
 - ii. Meet the unmet need for contraception/family planning.
 - iii. Are based in social justice, and the human rights framework, where protection of the poorest and most vulnerable is paramount.
 - iv. Ensure responsibilities are shared by countries which have contributed most to climate change, including strategies to reduce their consumption and carbon emissions.
 - v. Support clean energy and green technologies, and address deforestation and its impact.
 - vi. Address climate change mitigation and adaptation as integral to development, giving special attention to enhancing resilience, especially of women and children.
 - vii. Above all, respect, protect and fulfill the human rights of everyone, including young people, to make decisions related to their sexuality and reproduction, free from coercion and violence.
 - viii. Recognize that communities, and women in particular, understand the balance between their families' needs and the environment and are key agents in the management of climate change.
8. IPPF is committed to promoting and advancing universal access to sexual and reproductive health and rights, and will therefore:
 - i. Re-double its efforts to promote the rights of women, particularly the poor and young, and especially in less developed countries.
 - ii. Contribute to meeting their need and desire for contraception by continuously increasing access to and uptake of contraceptive services, so enhancing the well-being, economic status and resilience to climate change of women, their families and communities
 - iii. Coordinate with national, regional and global partners in ensuring that priority life-saving sexual and reproductive health services are integrated into emergency preparedness and disaster risk reduction strategies as well as into emergency responses, as to alleviate human suffering in humanitarian crises brought about by climate change, extreme weather events and other disasters.
 - iv. Work with governments, development, humanitarian, health and environmental NGOs, and UN agencies to address these issues, and to ensure the importance of voluntary family planning and sexual and reproductive health and rights is fully

recognized in responses to climate change, and the achievement of sustainable development and poverty elimination.

- v. Seek to reduce its own carbon footprint and impact on climate change and the environment by improving the efficiency of its activities and adopting cost-effective technologies.

Approved by Governing Council in May 2011

4. SEXUAL AND REPRODUCTIVE HEALTH AND RIGHTS

Policy 4.18

MEETING THE SEXUAL AND REPRODUCTIVE HEALTH AND RIGHTS OF THE AGEING POPULATION

Introduction

1. Life expectancies are increasing and with this the overall population structure is changing. Globally it is estimated that people aged 60 years or over will reach 2 billion by year 2050¹ with the fastest rate of growth currently taking place in India, Brazil and China.² This change is particularly apparent in the ESEAOR and EN regions where the ageing population has been identified as a priority issue. It is estimated however that the rate of increase of the ageing population will be faster in developing countries than in developed countries by 2050³.
2. This new IPPF policy is dedicated to the sexual health and rights of the ageing population across the Federation. It reflects the recognition of a growing need for action and a voice for their sexual health and rights. The policy will assist and guide Member Associations in finding an appropriate approach to address the Sexual Reproductive Health (SRH) needs of their ageing population. The policy will also recognise the positive aspects of sexuality in older age whilst identifying older groups needing particular support. These include women, people living in a care setting, the LGBTI community, people living with HIV, people facing violence and other under-served groups.⁴
3. There is currently limited data relating to the sexual activity of the ageing population however population surveys show that people remain sexually active well into advanced old age and that sexuality is important and takes many forms. Sexual activity is influenced by several physiological changes that occur as part of the ageing process as well as a number of psychosocial and socioenvironmental factors.⁵
4. This policy is in alignment with and in support of the WHO Global Report on Ageing and Health⁶ and the UN Madrid International Plan of Action on Ageing.⁷

Definition

5. **Ageing Population:** For the purposes of this policy, the terms ageing population or older people will refer to people over the age of 60 unless otherwise stated.⁸

Guiding Principles

6. IPPF is committed to a human rights framework which prohibits any discrimination, exclusion or restriction on the basis of sex, age, gender, gender identity, sexual

¹ 'Ageing in the Twenty-First Century: A Celebration and Challenge' UNFPA and HelpAge International Paper (2012)

² WHO Global Report on Ageing and Health (2015)

³ 'Ageing in the Twenty-First Century: A Celebration and Challenge' UNFPA and HelpAge International Paper (2012)

⁴ P4-5 IPPF Advocacy Paper on Ageing

⁵ WHO Global Report on Ageing and Health (2015)

⁶ WHO Global Report on Ageing and Health (2015)

⁷ Madrid International Plan of Action on Ageing (2002)

⁸ Starting age based on guidance from UN and WHO literature on Ageing including the WHO Global Report on Ageing and Health and the Madrid International Plan of Action on Ageing.

orientation, marital status, physical and mental disability or health status. In the context of this policy, this is particularly relevant to the issue of ageism.

7. IPPF is committed to meeting and advancing the comprehensive Sexual and Reproductive Health needs of populations throughout all stages of their lives including into old age. This SRH commitment is based on the belief that sexual wellbeing is an important health factor that contributes to the quality of life and extends the healthy life expectancy of the ageing population.
8. IPPF believes in promoting the inclusion of SRH information and services for the ageing population using the Life Cycle Approach to encompass the changing needs of older people.
9. The sexual health needs and sexual rights of the ageing population should be recognized at local, national and international policy level as an integral element to the full achievement of sexual health and sexual rights.

Implementation

The IPPF Secretariat and Member Associations have a number of distinct roles to play in implementing this policy:

10. IPPF Secretariat and Member Associations will undertake actions that are inclusive of the ageing population, for instance in adapting or using language and policy that is age friendly, focuses on the positive aspects of sexuality amongst the ageing population and that includes older people when referring to vulnerable groups.
11. Where possible and appropriate, Member Associations should integrate services for the ageing population into pre-existing programmes using the Life Cycle Approach. This integration should take into consideration the varying needs of older people across the ageing spectrum and in particular the complex needs of vulnerable older people living in a residential care setting; living with HIV; the older LGBTI communities; older people from underserved ethnic groups and older migrants.

IPPF Secretariat and Member Associations must carefully consider the sexual health needs and rights of older women as a key group when adapting or designing programmes, policies and services for the ageing population. Older women are at increased risk of being victims of sexual violence because of their socioeconomic dependency and, in some settings, because of gender-based inequities.⁹ In addition to these vulnerabilities, there are physiological factors affecting a woman's sexuality and sexual health to consider, principally the menopause or other serious health problems. Furthermore, many women live in cultural settings where sexuality in older age is frowned upon and where traditional gender roles limit their ability to express their sexual needs.¹⁰

12. IPPF Secretariat and Member Associations will work together in partnership with other Member Associations, Civil society organizations and specialists with experience of service delivery with the ageing population. This will be in order to share learning, experience, models and programmes as well as gathering tools and resources, translating pre-existing tools and sharing best practices. Successes and useful

⁹ World Health Organization. Gender based violence. Geneva: WHO; 2013

¹⁰ Bulletin of the WHO: Sexual Health in Older Women – September 2013.

materials will also be shared across a wider audience including healthcare providers, social workers and within family and residential care settings.

13. IPPF Secretariat and Member Associations will involve and empower older people, particularly women and those from different ethnic communities, to be represented at all levels in the design, implementation and evaluation of programmes, policies and services as a means of recognising the contribution that older people can make to the development of SRH within the Federation. This is in line with IPPF's core values of diversity and participation.
14. IPPF Secretariat and Member Associations will promote the inclusion of older people within the governance of Member Associations and other volunteering opportunities.
15. IPPF Secretariat and Member Associations will work together to produce and provide manuals and training for the development of programmes and services to meet the needs of the ageing population. These materials will support those professionals working with this group by improving their awareness and understanding of the sexual health needs and rights of the ageing population.
16. IPPF Secretariat and Member Associations will collaborate and partner with organizations working with and for the ageing population in order to promote their sexual rights, ensure they are treated with dignity and advocate for age appropriate responses to their sexual and reproductive health and rights' needs.¹¹
17. IPPF Secretariat and Member Associations will advocate for the SRH needs and rights of the ageing population with governments and raise awareness for the need to adopt and implement age friendly policies and legislation within country context. The Federation's advocacy will highlight not only the SRHR challenges facing the ageing population¹ but also the positive aspects of ageing and associated societal benefits including the contribution that an empowered older population can make to society and the importance of promoting healthy and active ageing where sexuality and intimacy is respected.
18. IPPF Secretariat, together with IMAP, will develop guidance and statements in relation to services and issues specific to ageing populations.
19. IPPF Secretariat will use all available mechanisms in the Federation to periodically and consistently monitor implementation of the ageing population policy as part of the Global Indicator Survey and the Service Statistics.
20. IPPF Secretariat will introduce the data collection of services and programmes for the ageing population, specifically for the age range 60+, as a means of monitoring and reviewing the success of interventions and to furthering our understanding of the sexual health needs and rights of this group. This data and IPPF experiences will be shared externally as appropriate in order to promote awareness and widespread learning and development around this subject.

¹¹ For example HelpAge International and the International Federation on Ageing.

Glossary

21. **Life Cycle Approach:** The Life Cycle and Life Cycle Approach refer in SRHR terms to providing services throughout the life cycle of a client or service user. A client centred package of integrated services through the lifecycle would span across early ages, young adolescents, young people, adulthood and older populations and also can be termed in relation to sexual activity. This includes before sexual maturity, when sexually mature and unmarried, sexually mature and married, and after the fertile period. (Adapted from IPPF IPES Life Cycle Approach introduction).
22. **Healthy Life Expectancy:** This term refers to an estimate of the number of healthy years an individual may live which are free from disability or disease.¹²
23. **Healthy Ageing:** The process of developing and maintaining the functional ability that enables wellbeing in older age.¹³
24. **Under-served:** are people who are not normally or adequately reached by sexual and reproductive health programs due to lack of political will and/or institutional capacity. This includes people who are wholly or partially excluded from full participation in the society in which they live because of stigma and discrimination.

Approved by Governing Council in November 2015

i Examples of such challenges specifically relating to the sexual health and rights of an ageing population include: reproductive cancers (breast, cervical, prostate), prevalence of or vulnerability to HIV /other STI's amongst the older population due to a lack of knowledge or education on the risks and means of prevention, potentially higher risk for older people who are divorced/widowed and looking for new sexual partners later in life with limited knowledge or access to knowledge about STI/HIV as education is targeted to young people of reproductive age, sexual violence or coercion in a residential care setting, domestic violence, sexual dysfunction, barriers to expressing sexuality amongst the older population with disabilities and menopause related health concerns.

¹² P6 IPPF Advocacy Paper on Ageing

¹³ WHO Global Report on Ageing and Health Glossary (2015)

4. SEXUAL AND REPRODUCTIVE HEALTH AND RIGHTS

Policy 4.19

FORCED LABOUR AND HUMAN TRAFFICKING

Introduction

1. In 2014, it was estimated that there are 21 million women, men and children in forced labour – either trafficked, held in bondage or working in slavery-like conditions – and that this was generating \$150 billion in illicit profits.¹ Trafficking is reported to involve nearly every part of the world as a place of origin/recruitment, transit or destination.²
2. Due to recent enhanced research methodology, in 2016 this figure is estimated to be closer to 46 million people enslaved in 167 countries. The types of enslavement include human trafficking, forced labour, debt bondage, forced or servile marriage or commercial sexual exploitation.³
3. Women and girls account for 70% of detected victims of global human trafficking and sexual exploitation accounts for 53% of detected forms of exploitation⁴. Within these statistics there are clear links and consequences for the Sexual and Reproductive Health and Rights (SRHR) of victims. Trafficking is often a 'gendered crime' with evidence currently suggesting that those trafficked into the sex industry and as domestic servants are more likely to be women and children.⁵
4. The limited research on the health impact of survivors reported high levels of physical and/or sexual abuse before (59%), during (95%) and after their exploitation with commonly reported health problems after the trafficking experience that include sexual and reproductive health problems.⁶
5. Forced Labour or Modern Slavery is a global problem and constitutes a 'high' or 'extreme risk' in 115 countries⁷ representing almost 60% of countries being at high risk of using slave labour in their supply chains.
6. The United Kingdom is ranked as one of the top 10 countries taking the most action to combat modern slavery⁸; this has been characterized by strong political will, substantial resources, and a strong civil society that holds governments to account.
7. The Modern Slavery Act 2015, and the responsibility it places on companies has contributed to this positive ranking. The Act integrates human rights into the UK regulatory framework by ensuring that perpetrators of modern slavery crimes are suitably punished, providing defence for victims of slavery and trafficking and requiring businesses with income over a certain threshold to produce a statement setting out the steps they have taken to ensure there is no modern slavery in their

¹ ILO: The protocol of the Forced Labour Convention (2014)

² WHO : Understanding and addressing violence against women – Human Trafficking (2012)

³ Global Slavery Index – Walk Free Foundation (2016)

⁴ UNODC Global Report on Trafficking in Persons (2009)

⁵ USDOS Trafficking in Persons Report (2011)

⁶ WHO : Understanding and addressing violence against women – Human Trafficking (2012)

⁷ Global ranking released by a Verisk Maplecroft research study (assessing incidents of human trafficking or slavery, national laws, and the quality of law enforcement across 198 countries) August 2016.

⁸ Global Slavery Index – Walk Free Foundation (2016)

own business and their supply chains.⁹ This statement requirement applies to IPPF; so outlining transparency in IPPF supply chains will have Federation wide implications.

8. It is this requirement alongside the increasingly prevalent issue of forced labour and human trafficking and their links to abuses of sexual and human rights that has prompted the development of this policy with the aim of further positive action across the Federation.

Guiding Principles

9. Forced labour and human trafficking are a global crime resulting in an abhorrent abuse of dignity and human rights which disproportionately affect women and children. This policy, however, is aimed towards all persons who may be adversely affected by forced labour and human trafficking including women, men, children, transgender, intersex, non binary persons, persons with disabilities, those who use drugs, those trafficked for sex.
10. IPPF finds the practice of forced labour and human trafficking unacceptable and takes a position of zero tolerance towards trafficking in human beings for sexual and labour exploitation.
11. IPPF will take a number of proactive steps both at Secretariat and MA level with the aim of ensuring that this practice does not exist at any level of the organisation and that the best possible support, care and compassion is provided to the victims of this crime with whom IPPF comes into contact, in particular within the field of SRHR.
12. In developing this policy, IPPF is making a commitment to uphold Point 5 of the IPPF Declaration of Sexual Rights: Ensuring sexual rights for all includes a commitment to freedom and protection from harm.
13. A key aim of this policy is to mobilise IPPF Member Associations around the world to develop and implement their own policies, raise awareness and in particular advocate on behalf of victims of forced labour and human trafficking whose SRH Rights have been violated. This aligns with IPPF Strategic Framework Secretariat Implementation Plan Outcome 1, Priority 1 to galvanise commitment and secure legislative, policy and practice improvements.
14. This policy extends to all IPPF staff and volunteers. IPPF believes that all those working for IPPF should not engage in activities and/or be involved with entities that violate human rights.
15. This policy places an onus on the Federation's affiliates to demonstrate their commitment against forced labour by making efforts to ensure that their entire supply chain is free from forced labour and/or trafficking.
16. This policy reflects the need to make an active contribution to a global issue and give a voice to those persons and populations affected, in particular where victims' sexual health has been adversely affected and they lack access to adequate sexual and reproductive health care.
17. The sexual and reproductive health of the victims of forced labour and human trafficking for sexual exploitation, should be recognised at local, national and

⁹ Section 54 of the Modern Slavery Act 2015, for UK government Modern Slavery definition see glossary.

international policy levels as an integral element to the full achievement of SRHR across the Federation.

18. This policy is distinct in its focus on forced labour and human trafficking and is separate from the subject of sex work and sex workers' rights.

Implementation

At the implementation stage of this policy, IPPF will conduct further consultation with MAs and their target groups to ensure the most appropriate approach to policy implementation.

19. IPPF secretariat will carry out due diligence checks with partners and suppliers to ensure that our entire supply chain is free of slavery and trafficking. These checks will be embedded into Secretariat-wide principles and procedures with regular monitoring of implementation.
20. IPPF Secretariat will complete an annual statement in compliance with UK Government requirements setting out the steps we have taken to ensure that our supply chain is free of slavery and trafficking.
21. IPPF will ensure all Secretariat staff fully understand and comply with this policy, and monitor compliance.
22. IPPF will provide support and guidance to MAs in order to establish country specific policies and procedures to address the issue of forced labour and ensure that MA supply chains are free of trafficking and slavery. E.g. Due diligence checklist, regular monitoring and compliance, staff policy briefing.
23. IPPF Secretariat will encourage greater knowledge sharing, networks and learning amongst MAs around the issue of forced labour and human trafficking, in particular aiming to offer sexual and reproductive health care and rights for individuals who have been affected by sex trafficking.
24. IPPF Secretariat will support governments in the development of legislation on the SRHR implications of this issue.
25. The Federation will work within its powers to provide support to victims of human trafficking and address any SRHR needs that may develop as a result of their experience.
26. As a means of becoming a more open and transparent Federation, IPPF will publish a list of suppliers, recruiters and contractors to map the IPPF supply chain and encourage MAs to do the same.
27. IPPF Secretariat will work closely with MAs to raise awareness around the issue of forced labour and human trafficking and in particular its impact on the SRHR of those affected.
28. As a minimum, IPPF expects that MAs make efforts to ensure that their supply chain is free of slavery and trafficking and that the SRHR needs of victims of these crimes are integrated into their work. IPPF will work with MAs to support them to achieve this aim.

Glossary**Human trafficking**

29. The recruitment, transportation, transfer, harboring or receipt of persons, by means of the threat or use of other forms of coercion, of abduction, of fraud, of deception, of the abuse of power or of a position of vulnerability or of the giving or receiving of payments or benefits to achieve the consent of a person having control over another person, for the purpose of exploitation.¹⁰

Human trafficking and sex work

30. Human trafficking into the sex sector is not the same as sex work. Where consent is absent for reasons including threat or use of force, deception, fraud, and abuse of power or involvement of a child, such activity would constitute a human rights abuse which must be treated as a criminal offence.¹¹

Slavery

31. Slavery is the status or condition of a person over whom all or any of the powers attaching to the right of ownership are exercised. Given that legal 'ownership' of a person is not possible, the key element of slavery is the behaviour on the part of the offender as if he/she did own the person, which deprives the victim of their freedom.¹²

Forced Labour

32. Forced labour is defined as work that is performed involuntarily and under coercion. It can take place in any industry including in the informal economy. Many victims in particular women and girls are subjected to commercial, sexual exploitation, but forced labour is also prevalent in sectors such as agriculture, fishing, domestic work, construction, manufacturing and mining.¹³

Sex Work

33. Female, male and transgender adults who receive money or goods in exchange for sexual services, either regularly or occasionally, and who may or may not consciously define those activities as income generating.¹⁴

¹⁰ United Nations Protocol to Prevent, Suppress, and Punish Trafficking in Persons – UN General Assembly 2000

¹¹ Amnesty International Policy on state obligations to respect, protect and fulfil the human rights of sex workers 2016

¹² UK Government Guidance issued under section 54(9) of the Modern Slavery Act 2015 – Annex A 'Modern slavery Definition'.

¹³ ILO Forced Labour Convention No.29

¹⁴ UNHCR HIV and Sex Work in Refugee Situations: A Practical Guide to Launching Interventions 2010

Appendix A – MA implementation guidance

As a means of supporting the implementation of this policy, MAs may wish to introduce or develop a number of initiatives which will contribute to the fight against modern slavery and human trafficking, in particular, for sexual exploitation. These initiatives may include:

- a. Direct and/or indirect victim assistance including protection of and support for those who have been affected by human trafficking.
- b. Taking a strong stand against modern slavery where this is relevant in the public debate or in the political environment.
- c. Lobbying at a local, national and international level where forced labour and human trafficking standards are not being met.
- d. Adoption of an openly anti-trafficking stance in outward facing work including with clients, partners, staff, volunteers, donors and other stakeholders.

Appendix B – Relationship between IPPF and USAID

- IPPF is currently both an awardee and sub-awardee of USAID HIV/AIDS funds and as a condition of accepting these funds, IPPF is bound by the following Opposition Statement: *"by accepting this award or any sub award, a nongovernmental organization or public international organization awardee/sub awardee agrees that it is opposed to the practices of prostitution and sex trafficking."*
- This does not preclude or prevent work with individuals to provide necessary health care (including palliative care, treatment of post-exposure pharmaceutical prophylaxis, and necessary pharmaceuticals and commodities, including test kits and condoms). However it does require that through its policies and practices, IPPF as a recipient of USAID funding, must (1) accept the Opposition Statement (as above) (2) maintain sufficient separation from affiliated organisations in order to avoid confusing the US government's desired message on these topics and (3) ensure that activities, as well as those of their affiliates not deemed sufficiently independent, are consistent with the stated opposition.
- As such, while we may not use the same terminology as the US government or agree with all aspects of its position, we are obligated to comply with the associated requirements as long as they are legally valid and included in our funding agreements. Failure to do so may be considered noncompliance leading to de-funding or other sanctions.
- Until further notice, therefore, it is the responsibility of IPPF to ensure that the design and implementation of affected activities (whether or not US government funded), as well as formulation, adoption and issuance of stances, statements, policies, and advocacy efforts, are consistent with the Opposition Statement. All questions concerning the Statement and other legal and policy requirements applicable to US government aid should be referred to IPPF Central Office Project Director of USAID funding.

As adopted by Governing Council, November 2016