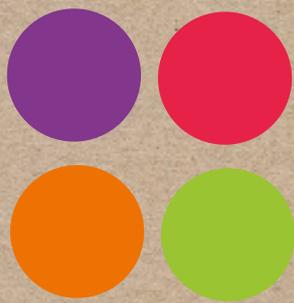




**Accountable  
Now**

GLOBAL STANDARDS  
LOCAL TRUST



# ACCOUNTABLE NOW REPORT

1 JANUARY – 31 DECEMBER 2017



# CONTENTS

	OPENING STATEMENT FROM THE DIRECTOR-GENERAL	3
A.	THE IMPACT WE ACHIEVE	4
B.	POSITIVE RESULTS ARE SUSTAINED	7
C.	WE LEAD BY EXAMPLE	9
D.	KEY STAKEHOLDERS ARE IDENTIFIED WITH GREAT CARE	13
E.	WE LISTEN TO, INVOLVE AND EMPOWER STAKEHOLDERS	15
F.	OUR ADVOCACY WORK ADDRESSES THE ROOT CAUSES OF PROBLEMS	18
G.	WE ARE TRANSPARENT, INVITE DIALOGUE AND PROTECT STAKEHOLDERS' SAFETY	19
H.	STAFF AND VOLUNTEERS ARE ENABLED TO DO THEIR BEST	21
I.	RESOURCES ARE HANDLED EFFECTIVELY FOR THE PUBLIC GOOD	23
J.	GOVERNANCE PROCESSES MAXIMISE ACCOUNTABILITY	25
K.	LEADERSHIP IS DEDICATED TO FULFILLING THE 12 COMMITMENTS	27
	REFERENCES	29



# OPENING STATEMENT FROM THE DIRECTOR-GENERAL

Accountability enables organisational excellence, quality and sustainability. When I commenced my role as IPPF's Director-General on 1 March 2018, I reaffirmed my commitment to urgency and accountability. IPPF defines accountability as "a cornerstone of trust which is demonstrated through high performance, ethical standards and transparency."<sup>1</sup>

This report explores some of the ways in which we were accountable and transparent to external stakeholders as well as internally during 2017. These include the publication of our Financial Statements and Annual Performance Report, enhanced membership accreditation and our ongoing commitment to embracing and mainstreaming gender into our work.

There has never been a more important time for IPPF to operate with accountability, credibility and integrity. The reinstatement of the Global Gag Rule by the United States in January 2017 deprived our organisation of an estimated US\$100 million, which could have been used to prevent 20,000 maternal deaths, 4.8 million unintended pregnancies or 1.7 million unsafe abortions.<sup>2</sup> Girls and women are dying from lack of sexual and reproductive health services. Against this challenging backdrop, being transparent with our stakeholders (national governments, donors and regulatory authorities among others) increases support for our programming and strengthens our resilience.

Despite the Global Gag Rule and with increased support from other donors, IPPF still achieved strong performance results during 2017. This included delivering 209 million services, an increase of 14 per cent from 2016.

We also continued to team with like-minded organisations to achieve great outcomes that furthered our strategic aims. Examples included United Nations organisations such as UNAIDS, UNFPA and UNICEF, the World Health Organization and the Implementing Best Practices Initiative.

We believe in providing our people with the support and information they require to achieve great things. We are also committed to being open and transparent with staff regarding IPPF's functioning. This includes conducting monthly Secretariat-wide staff meetings at which anyone has the opportunity to ask questions as well as feeding back to staff shortly after Governing Council and Directors' Leadership Team meetings with key outcomes and information.

We look forward to using this new reporting framework to learn from Accountable Now (including the Independent Review Panel's feedback) as well as our fellow members, receiving assurances with respect to what we are doing well and suggestions with respect to what we can improve.

Thank you for the opportunity to participate in this process, and we look forward to the next steps.



Dr Alvaro Bermejo  
Director-General, IPPF



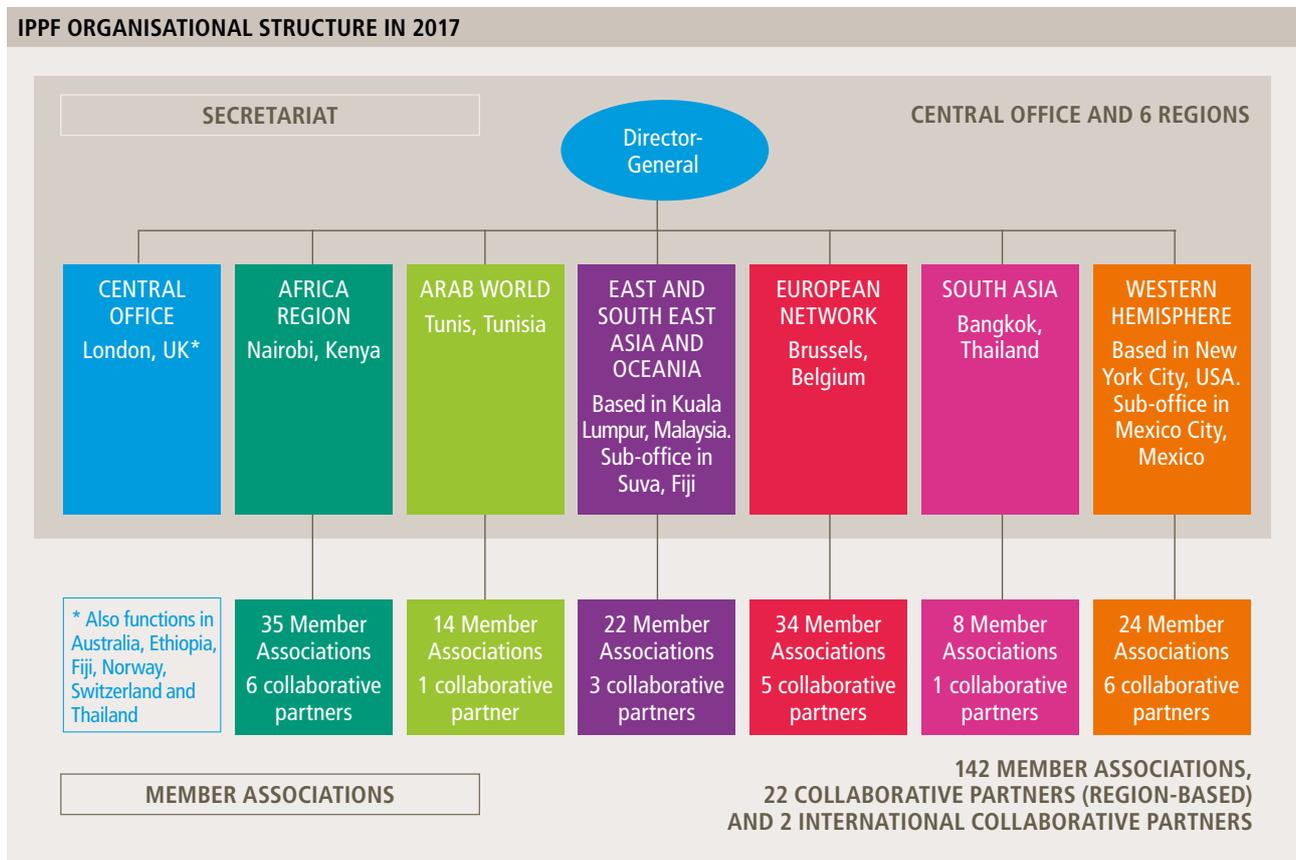
# A. THE IMPACT WE ACHIEVE

## 1. WHAT ARE YOUR MISSION STATEMENT AND YOUR THEORY OF CHANGE? PLEASE PROVIDE A BRIEF OVERVIEW.

IPPF’s mission is “to lead a locally owned, globally connected civil society movement that provides and enables services and champions sexual and reproductive health and rights for all, especially the under-served.”<sup>3</sup> This was laid out in the *Strategic Framework 2016–2022* (Strategic Framework), which responds to global social, political and demographic trends. These include the expectations and potential of the largest ever generation of young people, ongoing

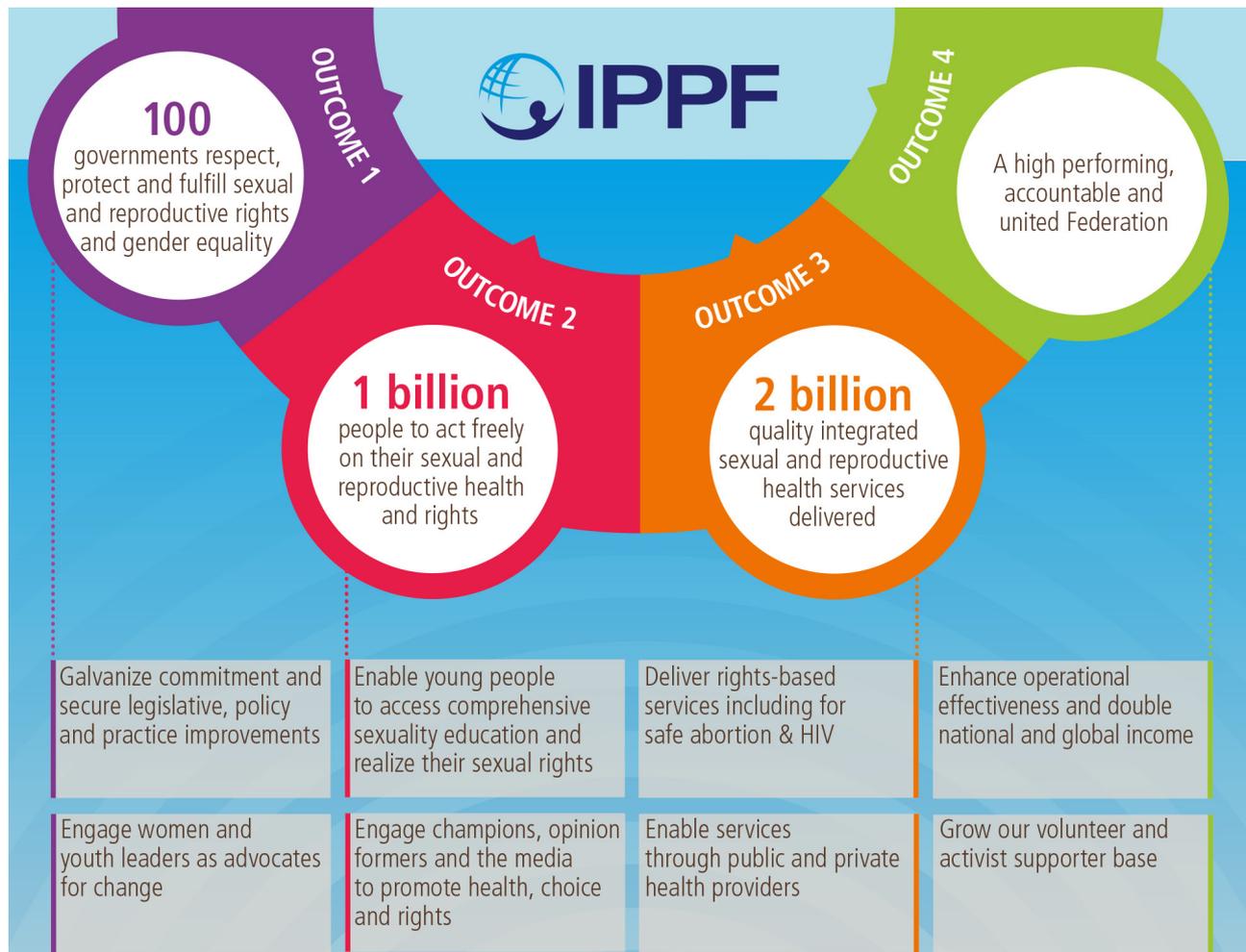
and significant social and economic inequalities, including discrimination against girls and women, and opposition that threatens gains in human rights.<sup>4</sup>

The inputs into our theory of change are technical assistance, capacity building, resource mobilisation, advocacy, and programmes.



## 2. WHAT ARE YOUR KEY STRATEGIC INDICATORS FOR SUCCESS AND HOW DO YOU INVOLVE YOUR STAKEHOLDERS IN DEVELOPING THEM?

The Federation's four key outcomes and targeted results are summarised in the Strategic Framework extract below.



The Strategic Framework was developed following [extensive stakeholder consultation](#) across the Federation, including:<sup>5</sup>

- Thirty strategy meetings with over 1,100 employees, volunteers, young people and donors.
- Feedback from 150 Member Associations and collaborative partners on the draft strategy.
- A Strategy Group comprising 12 Member Association representatives and 12 Secretariat staff members that transformed the feedback into a concise strategy.

## 3. WHAT PROGRESS HAS BEEN ACHIEVED AND DIFFICULTIES ENCOUNTERED AGAINST THESE INDICATORS OVER THE REPORTING PERIOD?

IPPF's progress in delivering on the key outcomes is measured through a performance dashboard of global results submitted by the Member Associations.<sup>6</sup> A snapshot of some of these results includes:

RESULTS REPORTED AGAINST KEY OUTCOMES IN 2017	
1. Championing rights	IPPF contributed to 146 policy and legislative changes in support or defence of sexual and reproductive health and rights. <sup>7</sup> This included 26 sub-national and 104 national changes in 66 countries.
2. Empowering communities	IPPF provided comprehensive sexuality education programmes to 31.3 million young people, an increase of 12 per cent from 2016. <sup>8</sup>
3. Serving people	IPPF delivered 208.6 million sexual and reproductive health services, an increase of 14 per cent from 2016. <sup>9</sup>
4. Uniting and performing	IPPF was supported by nearly 233,000 volunteers in 2017, an increase of 35 per cent from 2016. <sup>10</sup>

However, IPPF encountered significant political and economic adversity during 2017:

- i. **Global Gag Rule:** The reinstatement of the [Global Gag Rule](#)<sup>11</sup> (GGR) adversely impacted IPPF's work, including through:<sup>12</sup>
  - The loss of US\$100 million in funding, the impact of which will be most acutely felt by Member Associations delivering vital services in local communities.<sup>13</sup> For example, it will deprive the Mozambican Member Association of US\$2 million (60 per cent) of its budget, affecting an estimated 500,000 people with HIV, tuberculosis and malaria.<sup>14</sup>
  - Affecting the work IPPF does in partnership with the United Nations Populations Fund (UNFPA) on commonly agreed efforts such as the Sustainable Development Goals (SDGs).<sup>15</sup>
- ii. **Decrease in income:** The Secretariat generated US\$125.1 million of total income in 2017, US\$5.3 million less than in 2016.<sup>16</sup> This four per cent decrease reflects a reduction in restricted multilateral funding.<sup>17</sup>

#### 4. HAVE THERE BEEN SIGNIFICANT EVENTS OR CHANGES IN YOUR ORGANISATION OVER THE REPORTING PERIOD OF RELEVANCE TO GOVERNANCE AND ACCOUNTABILITY?

##### i. Leadership

Rana Abu Ghazaleh was elected as the next **President of IPPF** by the Governing Council in November 2017.<sup>18</sup> Rana has been a volunteer for the Arab World Region and the Palestinian Family Planning and Protection Association for more than 15 years.

Following the retirement of Tewodros Melesse in May 2017, the Governing Council confirmed the appointment of Dr Alvaro Bermejo as the next **Director-General of IPPF** at the November 2017 meeting.<sup>19</sup> Dr Bermejo commenced his four-year term on 1 March 2018.

The newly elected Governing Council and its Membership Committee took office in November 2017. A new Audit Committee was also elected in November 2017 while the new Honorary Legal Counsel was elected in May 2017.<sup>20</sup>

##### ii. Governing Council's reforms

The following [reforms](#) were approved at the May 2017 Governing Council meeting, and are intended to enhance good governance and accountability within the Federation's highest governing body:<sup>21</sup>

External advisers	Six external advisers who will act as subject experts were appointed following a robust call for nominations at the May 2017 meeting. <sup>22</sup> The Governing Council membership changed from 24 members elected from the six regions to 18 members elected from the six regions and six external advisers. Please refer to IPPF's governance structure at Section J) 1) for more information.
Length of terms	The Governing Council will rotate a third of its members on an annual basis to contribute new ideas and experience while minimising disruption to institutional memory and knowledge.
Youth representation	A third of members who are regional representatives must be below 25 years of age at the time of election to ensure that the priorities of young people are adequately represented.
Performance review	All members are now required to undergo a comprehensive three-stage performance review before being considered for re-election. <sup>23</sup>
Terms of Reference	The Terms of Reference for members have been developed to tailor the roles to a more specific skill set required to drive high performance.

##### iii. Member Associations – accountability and governance

All Member Associations are required to comply with the [IPPF Standards and Responsibilities of Membership](#) (Membership Standards).<sup>24</sup> The Governing Council (through the Membership Committee) oversees a comprehensive accreditation system that reviews the extent to which Member Associations comply with Membership Standards.<sup>25</sup>

The Membership Committee reports results of accreditation reviews to the Governing Council. Non-compliance with Membership Standards is taken seriously by the Governing Council and can result in the Member Association's suspension or expulsion from the Federation.<sup>26</sup>

During 2017, the Governing Council:

- a. Decided to continue **Bangladesh's** suspension for not taking sufficient measures to comply with Membership Standards.
- b. Decided to continue **Rwanda's** suspension for violations of funding agreements.
- c. Decided to suspend **Costa Rica** for failing to meet Membership Standards regarding financial affairs.

It is hoped that suspended Member Associations, with Secretariat support, can address the areas in which they fall foul of the Membership Standards so that suspension can be lifted as soon as possible.

## B. POSITIVE RESULTS ARE SUSTAINED

### 1. WHAT HAVE YOU DONE TO ENSURE SUSTAINABILITY OF YOUR WORK BEYOND THE PROJECT CYCLE, AS PER COMMITMENT 4? IS THERE EVIDENCE OF SUCCESS?

IPPF is committed to equipping Member Associations with the necessary resources and know-how to create positive, lasting change long after a specific programme or service delivery has finished. During 2017, IPPF sought to do this through:

#### i. Education

The **Comprehensive Sexuality Education (CSE) Toolkit** published in July 2017 allows Member Associations to provide direct CSE as well as equip other groups with the knowledge and resources to provide CSE.<sup>27</sup> The Toolkit will be vital in ensuring that trained providers are well placed to provide young people with essential sexuality education on an ongoing basis.

Meanwhile, the **Comprehensive Sexuality Education Institute** made up of the Member Associations of the Netherlands, Sweden and Denmark, the Open University and IPPF's Central Office aims to provide online education and technical assistance to Member Associations.<sup>28</sup> Funded under the auspices of the Technical Assistance Network, it promotes:

- an online learning platform for CSE
- Member Association-to-Member Association technical assistance
- innovation
- resource mobilisation.

Finally, the **Inside and Out: Comprehensive Sexuality Education Assessment Tool** enables civil society organisations to assess the quality and comprehensiveness of their programmes so that they can deliver high-quality rights-based CSE to adolescents and young people, especially in non-formal education settings.<sup>29</sup> The Tool is based on international evidence and best practice in the development and content of effective curricula. Inside and Out includes analysis of content, language and messaging, programme development, educator training and other key elements that can lead to the success of a sexuality education programme and has a strong gender focus.

As evidenced by key outcome 2, IPPF considers that educating young people is an important way of helping them be better informed and realise their sexual rights.<sup>30</sup> To this end, Member Associations provided CSE to 31.3 million young people during 2017.<sup>31</sup>

Case studies of valuable education services provided by Member Associations during 2017 included:

Albania	Delivered a CSE programme with a focus on reaching the most vulnerable in the community, including those who sell sex, inject drugs or live in poverty. <sup>32</sup>
Lithuania	Successfully lobbied the Ministry for Education for a revised education curriculum covering contraception, abortion and the rights of lesbian, gay, bisexual and transgender people. <sup>33</sup>
Sri Lanka	Conducted a <a href="#">CSE training workshop</a> for 126 young people in Kavathamunai. <sup>34</sup>
Syria	Delivered a CSE programme to 43,000 young people that factored in affectedness and rehabilitation/relief processes for young people not in school and living in conflict or post-conflict areas.
USA	<a href="#">Planned Parenthood</a> and the <a href="#">Queens Library for Teens</a> formed a partnership to bring sex education out of the classroom and into the library, enabling greater access for individuals from different cultures and backgrounds. <sup>35</sup>

#### ii. Social enterprise

IPPF promotes social enterprise programmes at local Member Association level to generate income, diversify funding sources and achieve greater sustainability. In 2017, unrestricted grant-receiving Member Associations generated a total income of US\$291.7 million, nearly half (48 per cent) of which was raised through social enterprise activities.<sup>36</sup>

In particular, local income for IPPF's Western Hemisphere Region (WHR) Member Associations increased from US\$134.9 million in 2016 to US\$137.4 million in 2017. Most of this income derives from the sale of sexual and reproductive health services and commodities and is a wonderful example of local initiative and determination to be financially sound.



A leading case study of social enterprise in IPPF's Africa Region is the Ethiopian Member Association's social franchise model with private sector healthcare providers. The model's running cost is raised from among the participating private sector clinics, which realise the benefits of being part of the network. The Member Association has made great progress in implementing and growing the model that continues to expand access to sexual and reproductive health services to the under-served, low-income population through the private sector.<sup>37</sup> Similar social franchise scale-up is planned in other Africa Region countries such as Uganda into 2018 and beyond to further IPPF's progress towards the key outcomes in the Strategic Framework.

### iii. Humanitarian

The Maldivian Member Association commenced the implementation of a [Japan Trust Fund](#) project to strengthen the Maldives' national emergency preparedness plan during 2017. This involves the local adaptation of the Minimum Initial Service Package (MISP) for sexual and reproductive health services, sustaining the project's impact beyond the project itself.

Many of IPPF's projects, particularly those funded by the Japan Trust Fund, have community mobilisation, awareness raising and sensitization, and women's empowerment components. Though it can be difficult to precisely quantify the impact of some interventions, including the individuals and communities empowered, such projects become the driver of change beyond the life of the projects. IPPF therefore engages the target populations in its programming and advocacy work as set out in outcomes 1, 2 and 3 of the Strategic Framework.

## 2. WHAT LESSONS HAVE BEEN LEARNED IN THIS PERIOD? HOW HAVE THE LESSONS BEEN TRANSPARENTLY SHARED AMONG INTERNAL AND EXTERNAL STAKEHOLDERS? HOW DO YOU PLAN TO USE THESE LESSONS TO IMPROVE YOUR WORK IN THE FUTURE?

The year was characterised by some political and economic uncertainty for IPPF. This included, most notably, the reintroduction of the GGR, as well as the loss of UK government funding. However, through well-organised resource mobilisation, IPPF was able to increase Secretariat funding by US\$3.1 million (three per cent) to US\$102.4 million.<sup>38</sup> This reaffirmed our belief in the effectiveness of resource mobilisation strategies as well as highlighting the resourcefulness and adaptability of our staff.

Although IPPF has always been risk averse in its approach to managing its income streams, 2017 served as a reminder of how unpredictable the funding environment can be. To combat this, IPPF continues to support Member Associations in developing social enterprises and recruiting highly qualified staff who bring business planning and market analysis skills to the organisation. By doing this, it is hoped that by 2022 all parts of the Federation will be able to clearly articulate their model of sustainability and IPPF will be generating more income through diverse sources.

IPPF is committed to being fully transparent in its successes and challenges faced. The Financial Statements and Annual Performance Report are published on our website for all to access.

During 2017, IPPF continued to refine its external communications strategies to ensure that its key policy messages are appropriately tailored to specific audiences and are as clear and effective as possible. Using fieldwork such as workshops, collaboration between regional offices and contextualising language to different locations, IPPF was able to reach both new and existing audiences with highly relevant content to champion rights and empower communities. IPPF used these updated strategies to good effect in the lead-up to the Ireland abortion referendum in May 2018, which will be addressed in the 2018 report.



## C. WE LEAD BY EXAMPLE

### 1. HOW DOES YOUR ORGANISATION PROVIDE NATIONAL AND/OR GLOBAL LEADERSHIP ON YOUR STRATEGIC PRIORITIES? WHAT EVIDENCE IS THERE THAT THIS LEADERSHIP IS RECOGNISED AND WELCOMED BY YOUR PEERS AND STAKEHOLDERS, ESPECIALLY THE AFFECTED POPULATIONS?

IPPF provided leadership on its key strategic priorities in 2017 through initiatives such as:

Family Planning 2020 Summit	IPPF released <i>Under-served and over-looked: prioritizing contraceptive equity of the poorest and most marginalized women and girls</i> at the <a href="#">Family Planning 2020 Summit</a> in July 2017. <sup>39</sup> Based on evidence from 68 reports in 34 countries, this report highlighted the significant unmet need for contraception and presented recommendations for ensuring equitable access to modern contraception. <sup>40</sup>
Implementing Best Practices	IPPF assumed the role of Chair of <a href="#">Implementing Best Practices</a> (IBP) in June 2017 to leverage our global perspective, reach, and partnerships in over 160 countries to assist IBP to continue to scale up family planning. <sup>41</sup> It is hoped that IPPF's commitment to keeping a rights-based approach to family planning at the forefront of its role as IBP Chair will lead to meaningful outcomes for all stakeholders.
SheDecides	IPPF was a key partner in the first <a href="#">SheDecides</a> conference in March 2017 where over US\$200 million was pledged to bridge the gap in funding caused by the GGR. <sup>42</sup> Member Associations from the European Network influenced governments such as the Dutch Ministry of Foreign Affairs to make further pledges, highlighting our ability to lead by example in redressing the withdrawal of vital funds. <sup>43</sup>



## 2. HOW DOES YOUR ORGANISATION PRACTISE A) BEING INCLUSIVE AND PROTECTING HUMAN RIGHTS, AND B) PROMOTING WOMEN'S RIGHTS AND GENDER EQUALITY, IN ACCORDANCE WITH COMMITMENTS 1-2?

### a) Being inclusive and protecting human rights

A fundamental part of IPPF's mission statement is to provide services and enable rights for all, especially the under-served. This commitment is evidenced in the service statistics for 2017, with 80 per cent of service users being poor and vulnerable and 60 per cent of IPPF's health facilities located in peri-urban and rural areas.<sup>44</sup> Therefore, it is clear that IPPF is driven to be as inclusive as possible in respect of for who and where it provides its services.

IPPF launched its [Humanitarian Programme](#) in 2017, which is operated out of the IPPF Hub in Bangkok, Thailand that [opened on 29 March 2017](#).<sup>45</sup> The programme provides a distinct model for sexual and reproductive health and rights in crises, connecting key elements of humanitarian action (prevention, preparedness, response, recovery and resilience) with long-term, equitable development.<sup>46</sup>

IPPF was able to provide an estimated 3.1 million people with services in humanitarian settings.<sup>47</sup> Some examples included:



Caribbean hurricanes and recovery	<ul style="list-style-type: none"> <li>Following the devastating hurricanes in the Caribbean in September/October 2018, IPPF WHR secured generators to Puerto Rico and worked side by side with staff members of the Puerto Rican Member Association to make first contact with our partners in nearby affected islands such as Dominica. Vital contraceptive methods and medical supplies were shipped to the Member Associations.</li> </ul>
Mexico earthquake	<ul style="list-style-type: none"> <li>IPPF <a href="#">deployed mobile clinics</a> to provide local communities with vital health care and services in the aftermath of the Mexico earthquake in September 2017.<sup>48</sup> The dedication of the Mexico Member Association's staff to promote justice, women's rights and gender equality in line with Accountable Now's Commitments 1 and 2 is made clear in a short video, <a href="#">Resilience</a>.<sup>49</sup></li> </ul>
Rohingya crisis	<ul style="list-style-type: none"> <li>IPPF <a href="#">mobilised teams to Bangladesh</a> in August 2017 to provide Rohingya refugees with basic sexual and reproductive health services.<sup>50</sup></li> </ul>
Syrian crisis	<ul style="list-style-type: none"> <li>IPPF Arab World Regional Office's (AWRO) partnership with UNFPA ASRO included collaboration on humanitarian crises, regional meetings and training on MISP. With their support, the Syrian Member Association provided sexual and reproductive health services to 1.48 million people through 57 mobile/outreach teams and 91 clinics in 11 governorates of war-torn Syria during 2017.</li> </ul>
Vanuatu volcanos	<ul style="list-style-type: none"> <li>Volcanic activity in Vanuatu in November 2017 displaced local communities. The <a href="#">humanitarian team worked with the Vanuatu Member Association</a> to provide over 1,600 people with sexual and reproductive health care and information.<sup>51</sup></li> </ul>
Venezuela crisis	<ul style="list-style-type: none"> <li>The Colombian Member Association has been working to scale up critical sexual and reproductive health services to those affected by Venezuela's economic collapse. These efforts are supported by the Canadian Government's SheDecides grant, a special fund for Member Associations affected by the GGR, and the IPPF Secretariat.</li> <li>IPPF WHR also continues to support the Venezuelan Member Association in providing Zika-related counselling and health services using the Japan Trust Fund grant.</li> </ul>

## b) Promoting women's rights and gender equality

IPPF makes the following commitment in its [Women, Girls and Gender Capability Statement](#):<sup>52</sup>

Women and girls hold the key to sustainable development. Achieving gender equality is a stand-alone Sustainable Development Goal (SDG 5) and is central to all the other Goals. **IPPF is committed to promoting gender equality.** We empower women and girls to exercise their sexual and reproductive rights. IPPF extends access to life saving services. We enable girls to avoid the risks of unintended pregnancy and unsafe abortion, boosting their earning potential.

### i. External approach

IPPF places women at the centre of its vision and mission. In 2017, an estimated 78 per cent of all IPPF service users were female.<sup>53</sup> Importantly, these services were provided by locally owned Member Associations that buy in to the Federation's commitment to empower women and girls to exercise their human rights.

Some of IPPF's work in support of women's rights and gender equality during 2017 included:

- The Member Associations in Uganda, Nigeria, Burkina Faso and Senegal provided [Sayana® Press](#) to some of the world's poorest and most neglected women.<sup>54</sup>
- In collaboration with UNFPA, IPPF released a [comprehensive service package](#) focused on men's and adolescent boys' sexual and reproductive health.<sup>55</sup>
- The Serbian Member Association collaborated with a local research centre to [challenge gender stereotypes in Serbian society](#) through theatre-based workshops.<sup>56</sup>
- In Somaliland, the Member Association campaigned to [eradicate female genital mutilation \(FGM\)](#) in a country where 98 per cent of women are FGM survivors.<sup>57</sup>

From a broader policy perspective, IPPF's [Interactive Gender Report](#) urges governments, United Nations agencies, multilateral institutions and civil society to undertake six actions to achieve gender equality.<sup>58</sup>

### ii. Internal approach

IPPF empowers women at all levels of the Federation, including on the Governing Council. During 2017, 71 per cent of the Governing Council's members were female, which is considered to be an industry-leading statistic for female representation at board level.<sup>59</sup>

IPPF also strives to ensure its people are adequately trained and resourced regarding gender matters. For example, the humanitarian team participated in [Sexual and Gender-based Violence in Emergencies training](#) in Manila, Philippines in August 2017 that was co-organised by the International

Federation of Red Cross and Red Crescent Societies and the Philippine Red Cross.<sup>60</sup>

However, IPPF recognises that it still has much progress to make internally with respect to how it embraces and mainstreams gender into its work. The [Gender Equality Strategy and Implementation Plan](#) published in August 2017 serves as a toolkit for how gender equality programming can be scaled up at Member Association level and highlights support structures needed to enable this across the Secretariat.<sup>61</sup> The document reiterates some key recommendations raised in the Gender Audit (2016) and a Gender Technical Consultation (March 2017) for next steps that IPPF must take to be the gender-transformative organisation it aspires to be.

IPPF's next steps to embrace and mainstream gender include:

- A **gender learning day** was held in Central Office on 8 March 2017 to mark International Women's Day and had a profound impact on the staff. We will seek to conduct similar gender learning activities across the Secretariat going forward.
- The **collection of meaningful data** to give authority to gender initiatives such as increasing the number of women in leadership positions.
- The appointment of **Gender Champions** in Secretariat locations to ensure that employees have designated colleagues they can speak to on gender priorities.



### 3. HOW DO YOU MINIMISE YOUR ORGANISATION’S NEGATIVE IMPACTS ON YOUR STAKEHOLDERS, ESPECIALLY PARTNERS AND AFFECTED POPULATIONS?

As a Federation of locally owned Member Associations governed and managed at national level, IPPF’s work is needs based and bottom up, addressing the most neglected but essential services of the communities. Programmes are designed and delivered in collaboration with key stakeholders such as young people. For instance, IPPF’s youth-centred approach puts young people at the centre of programme design, decision-making and implementation.<sup>62</sup>

The health and wellbeing of IPPF’s stakeholders is of vital importance. Therefore, before Member Associations begin new projects they conduct a risk assessment to understand how the services can be tailored to the needs of the local community and to those doing the work. Where possible, Member Associations forge partnerships with local actors to share best practices regarding service delivery and ensure they reduce the potential risks.

IPPF also engages with local communities to provide clear information on the vital sexual and reproductive health services they provide and field questions and feedback. This is especially important in more remote communities with conservative social, religious and cultural values.

Some projects during 2017 that required such tactful approaches included:

Abortion stigma	Member Associations in Guinea, Kenya, Nepal, Puerto Rico, Sierra Leone and Venezuela were awarded grants to support youth-led projects focused on <u>tackling abortion stigma</u> . <sup>63</sup> Some religious beliefs and cultural values in these locations that oppose abortion mean that empowering local youth to address stigma can be an effective way of reaching out to those who need support.
Female genital mutilation – Somaliland	In Somaliland, the Member Association engaged the community, including young people and men, as part of its effort to bring an end to <u>female genital mutilation (FGM)</u> . <sup>64</sup> FGM is a long-standing religious norm in parts of Africa such as Somaliland, so collaborating with local leaders and educating key groups was essential to balance providing an essential health service without causing disharmony within the community.
Zika services	Four Member Associations in Latin America supported the delivery of a range of Zika-integrated health services and education activities as part of the SIFPO2 project. <sup>65</sup> This project prioritised the health of young people while ensuring that cultural norms were respected as much as possible.

### 4. HOW DO YOU DEMONSTRATE RESPONSIBLE STEWARDSHIP FOR THE ENVIRONMENT?

We consider that the Federation’s programmes and services do not have any inadvertently adverse environmental impacts on the basis that they are carefully planned and executed health services delivered by professional employees and volunteers.

All Member Associations commit to taking appropriate action to reduce harmful impact on the environment in the Membership Standards.<sup>66</sup> In this regard, Member Associations must comply with the accreditation review checks and provide the Governing Council with evidence of how they have complied. This includes disposing of waste in accordance with local environmental laws, regulations and good practices.

#### GOOD PRACTICES REPORTED BY MEMBER ASSOCIATIONS DURING 2017

Burundi	Put in place incinerator for medical waste management which was approved by both the Ministry of Health and the Ministry of Environment.
Sweden	Executed an agreement with the Stockholm County Council for an annual Environmental Certification.
Venezuela	Engaged a private company to dispose of the biological waste and complies with governmental and local requirements to protect the environment.



## D. KEY STAKEHOLDERS ARE IDENTIFIED WITH GREAT CARE

### 1. PLEASE LIST YOUR KEY STAKEHOLDERS. WHAT PROCESS DO YOU USE TO IDENTIFY THEM?

Employees	<ul style="list-style-type: none"> <li>The IPPF Secretariat had 254 employees, while there were 29,600 employees across the Federation during 2017.<sup>67,68</sup></li> <li>The Director-General is the Chief Executive Officer of the Secretariat and is based in the Central Office.</li> <li>The Directors' Leadership Team is IPPF's senior management, and comprises the Director-General, six Regional Directors and four Central Office Divisional Directors.<sup>69</sup></li> </ul>
Volunteers	<ul style="list-style-type: none"> <li>IPPF was supported by nearly 233,000 volunteers in 2017, an increase of 35 per cent from 2016.<sup>70</sup> IPPF's volunteers range from the Governing Council and the <a href="#">International Medical Advisory Panel</a> to fundraisers, peer educators and medical doctors.</li> <li>In 2017, a Volunteer Database Management System was launched to support Member Associations to coordinate volunteer programmes more effectively and allocate resources more efficiently.<sup>71</sup></li> </ul>
Clients	<ul style="list-style-type: none"> <li>IPPF delivered 208.6 million sexual and reproductive health services to its clients during 2017, an increase of 14 per cent from 2016.<sup>72</sup></li> </ul>
Activists	<ul style="list-style-type: none"> <li>IPPF had 11.2 million activists during 2017, an increase of 10 per cent from 2016.<sup>73</sup></li> <li>Activists participate in campaigns, share positive messages in support of sexual and reproductive health and rights on social media, and educate others to help them realise their rights.</li> </ul>
Donors	<ul style="list-style-type: none"> <li>We work in partnership with donors to partly fund our strategy.</li> <li>The grants and income we received from donors during 2017 are set out in the <a href="#">Financial Statements</a>.<sup>74</sup></li> </ul>
Governments	<ul style="list-style-type: none"> <li>IPPF's main source of funding is government grants, which account for 82 per cent (up from 79 per cent in 2016) of total income.<sup>75</sup></li> <li>In 2017, 92 Member Associations used advocacy to influence governments to set and deliver targets under the SDGs.<sup>76</sup> These activities called for governments to develop SDG workplans and monitoring tools to track progress, and to allocate the budgets and resources needed to achieve the SDGs.</li> </ul>

### 2. HOW DO YOU ENSURE YOU REACH OUT TO THOSE WHO ARE IMPACTED OR CONCERNED BY YOUR WORK?

We use a range of media and strategies to communicate with those with an interest in the work we do. We consider that by providing accurate information on sexual and reproductive health and rights as widely as possible, more people will not only be able to realise their own rights but will be encouraged to become champions and influence public attitudes and opinions.

IPPF reached an estimated 140.7 million people with positive messages on sexual and reproductive health and rights in 2017, which represents a 25 per cent increase from 2016.<sup>77</sup> IPPF targeted high-profile media platforms to draw as much attention to the damaging consequences of the GGR as possible. The then Director-General Tewodros Melesse was interviewed on [BBC World News](#)<sup>78</sup> while IPPF collaborated with Al Jazeera in producing a video that highlighted the impact of the [GGR in Mozambique](#).<sup>79</sup>

IPPF still reached 53 per cent of its audience through offline channels (publications, public events, drama) during 2017, which reinforces its stated commitment to assisting the under-served.<sup>80</sup> For example, the **Malawian Member Association** held sensitization sessions with community leaders, teachers, parents and young people regarding child marriage. This community engagement appeared to yield positive results, including the annulment of 175 child marriages in Liwonde alone.<sup>81</sup>



### 3. HOW, SPECIFICALLY, DO YOU MAXIMISE COORDINATION WITH OTHERS OPERATING IN THE SAME SECTORAL AND GEOGRAPHIC SPACE WITH SPECIAL REFERENCE TO NATIONAL AND LOCAL ACTORS?

We seek to develop mutually beneficial working relationships with actors that share our values, mission and ethos. Such partnerships are sought at all levels of the Federation, including:

Global Financing Facility	<ul style="list-style-type: none"> <li>• IPPF proposed wording during the drafting of the Global Financing Facility (GFF) Civil Society Engagement Strategy in April 2017 for civil society to be more engaged.<sup>82</sup> If implemented, the Strategy will strengthen country-level GFF processes and ensure increased visibility for civil society organisations.</li> </ul>
World Health Organization	<ul style="list-style-type: none"> <li>• IPPF is recognised as a non-State actor in official relations with the World Health Organization (WHO) and actively engages in its key forums, including its Executive Committee meetings, the World Health Assembly and the Policy and Coordination Committee. In 2017, IPPF contributed to the review of WHO’s Thirteenth General Programme of Work 2019–2023, and the Global Strategy for Women’s, Children’s and Adolescents’ Health (2016–2030). IPPF presented strong statements in these meetings to highlight the rights-based approach to service delivery.</li> </ul>
UNESCO	<ul style="list-style-type: none"> <li>• IPPF participated in the drafting of a UNESCO publication that will assist education and health authorities in developing and implementing CSE programmes.<sup>83</sup> Other UN bodies that IPPF collaborated with included UNAIDS, UNFPA, UNICEF, UN Women and WHO.</li> </ul>
We Demand More	<ul style="list-style-type: none"> <li>• IPPF drafted the <i>We Demand More</i> handbook with the support of a working group formed of PACT organisations as well as youth volunteers.<sup>84</sup> Published in February 2017, the handbook is designed for young people who want to improve the sexuality education that is provided in their school, town or country.</li> </ul>
Red Cross/Red Crescent	<ul style="list-style-type: none"> <li>• IPPF has a Memorandum of Understanding with the International Federation of the Red Cross/Red Crescent to capture areas of future collaboration that will assist with the further development of our Humanitarian Programme.</li> </ul>
Marie Stopes International	<ul style="list-style-type: none"> <li>• IPPF and Marie Stopes International (MSI) entered into an Organisational Agreement in May 2017 to work together on three areas of cooperation – Operations, Advocacy and Data.<sup>85</sup> The Agreement lays the foundation for both organisations to jointly develop national plans in 12 countries.</li> </ul>



## E. WE LISTEN TO, INVOLVE AND EMPOWER STAKEHOLDERS

### 1. WHAT AVENUES DO YOU PROVIDE YOUR STAKEHOLDERS TO PROVIDE FEEDBACK TO YOU? WHAT EVIDENCE DEMONSTRATES THAT KEY STAKEHOLDER GROUPS ACKNOWLEDGE YOUR ORGANISATION IS GOOD AT LISTENING AND ACTING UPON WHAT YOU HEARD?

Employees	<ul style="list-style-type: none"> <li>• IPPF Central Office held an <b>Open Space</b> event in December 2017 that used themed stations to facilitate open feedback regarding internal communications, how to work better as a Federation and knowledge-sharing. A document was circulated shortly after with key outcomes and next steps to ensure the event translated into action.</li> <li>• <b>IPPF Workplace</b>, a social collaboration platform, began to be used more widely across the Federation in 2017. Workplace facilitates the sharing of information, resources and feedback for staff at all levels of seniority.</li> <li>• Secretariat-wide <b>staff update meetings</b> are held on a monthly basis that include opportunities for questions, including from those dialling in from regional locations via webinar.</li> <li>• Going forward, we will engage an independent company to conduct an <b>Employee Engagement Survey</b> across the Secretariat, and report back to staff with the results. Then senior management will implement measures to improve areas highlighted in the survey.</li> </ul>
Volunteers	<ul style="list-style-type: none"> <li>• Regions hold <b>Regional Council meetings</b> (annually or every 18 months) that bring together volunteers, executive directors and employees.</li> <li>• The Regional Councils also conduct <b>virtual meetings</b> via Skype on a regular basis.</li> </ul>
Clients	<ul style="list-style-type: none"> <li>• Our clients participate in <b>surveys</b> regarding the quality of services we provide. During 2017, 92 per cent said they would recommend our services to family and friends, an increase from 90 per cent in 2016.<sup>86</sup></li> </ul>
Member Associations and partners	<ul style="list-style-type: none"> <li>• In January–March 2017, all WHR Member Associations and partners participated in a <b>Keystone Accountability</b> survey to assist WHR to identify where it adds value as well as areas for improvement. The report ranked WHR within the top 10 organisations for value added. Following discussions with the Member Associations and the Regional Executive Committee, WHR began taking action on the areas for improvement.</li> <li>• WHR led the piloting of the <b>Net Promoter Score</b> as a validated methodology for assessing client satisfaction and loyalty, and as a proxy measure of quality and sustainability/growth for the Member Associations. The initial pilot took place in India and then El Salvador. The tool has been available in IPPF's data management system, DHIS2, for roll-out to other Member Associations across regions.</li> </ul>
Activists	<ul style="list-style-type: none"> <li>• Activists provide feedback through IPPF's social media platforms, in-person at events and via other forms of communication, such as email.</li> </ul>
Donors (including governments)	<ul style="list-style-type: none"> <li>• IPPF holds an <b>Annual Donors' Meeting</b> that provides an opportunity for senior management to share programme highlights with donors and, more crucially, receive feedback from donors on how IPPF can strengthen its programme delivery using the donors' resources. The 2017 Donors' Meeting was held in Surrey, UK on 11–13 June 2017.</li> <li>• IPPF's resource mobilisation and project management teams communicate with donors on a regular basis to provide project updates and receive feedback.</li> </ul>



## 2. WHAT EVIDENCE CONFIRMS A HIGH LEVEL OF STAKEHOLDER ENGAGEMENT IN YOUR ACTIVITIES AND DECISIONS FROM BEGINNING TO END?

IPPF strives to promote a participatory culture in seeking feedback from its stakeholders in how it operates. Some instances of this that arose during 2017 included:

People Strategy	<ul style="list-style-type: none"> <li>• IPPF conducted extensive internal consultation during the drafting and finalisation of its first People Strategy, which launched in 2017.</li> <li>• The People Strategy sets out a blueprint for how IPPF can become one united Federation, aligning all aspects of how we inspire, lead and manage our people. This will mean adopting shared systems, learning strategies and collaborative working.</li> <li>• Fittingly, IPPF’s people at all levels were fully engaged during the development of the People Strategy, as was the Union. This included on-site Q&amp;A forums and an off-site workshop in London that was facilitated by an external consultant and attended by Secretariat-wide human resources (HR) representatives.</li> </ul>
Youth Plan	<ul style="list-style-type: none"> <li>• IPPF finalised a practical Youth Plan guide to be used by the Secretariat and Member Associations to prioritise, budget and staff programmes on all four key outcomes from the perspective of young people.<sup>87</sup></li> <li>• Given the nature of the project, it was imperative for young people to have real and meaningful influence. Accordingly, young people were instrumental in the drafting stage, while the final document was formatted by a young designer, symbolising our commitment to the plan being a product of youth.<sup>88</sup></li> </ul>

## 3. WHAT ARE THE MAIN LIKES/DISLIKES YOU HAVE RECEIVED FROM KEY STAKEHOLDERS? HOW, SPECIFICALLY, HAVE YOU REACTED TO THEIR FEEDBACK?

POSITIVE FEEDBACK			
Group	Forum	Detail	
Employees (Central Office)	Open Space event, December 2017	• Secretariat-wide staff meetings are informative and well structured and should continue on a regular basis.	
		• The wider use of Workplace across the Secretariat promotes more regular communication between offices in a more informal environment.	
		• Relaxed Q&A interviews with employees (circulated via email) are useful in helping others, especially those based in other locations, to learn more about their colleagues.	
Member Association level	On-site	• The Kenyan Member Association’s clinical providers gave feedback on how materials to be used as part of the ARCHES Programme mainstream into its current work stream. <sup>89</sup>	
		• Feedback was based on formative research with clients and pre-testing with women 18–49 years old to assure comfort with and comprehension of the materials.	
Clients	On-site	• Service users, including young people, provide useful feedback during focus group discussions, exit interviews (via suggestion boxes) and from youth members of clinic advisory committees. <sup>90</sup>	
		Net Promoter Score	• Immediately actionable feedback collected during pilot by clinic managers resulting in improvements such as reducing waiting times at billing or during admission.
		Global Comprehensive Abortion Care Initiative	<ul style="list-style-type: none"> <li>• Overall client satisfaction in the Global Comprehensive Abortion Care Initiative was high.</li> <li>• Clinics in India and Cameroon, among other locations, have extended opening hours to allow greater access for clients outside typical working hours and at weekends.</li> <li>• The Pakistani Member Association places an emphasis on client feedback. For example, it lists recent suggestions and the action taken to improve above the clinic’s suggestion box.</li> </ul>



AREAS TO STRENGTHEN		
Group	Forum	Detail
Employees (Central Office)	Open Space event, December 2017	<ul style="list-style-type: none"> <li>• More regular Federation-wide updates with news, programme information and content are needed to give visibility to the work on the ground and reinforce the notion of all people working towards one mission and vision. This could be a useful resource that could be shared with donors.</li> </ul>
		<ul style="list-style-type: none"> <li>• Improved communication of key points/updates to all employees following senior management meetings to promote trust, engagement and collaboration.</li> </ul>
		<ul style="list-style-type: none"> <li>• More regular and timely clarification of IPPF's policy positions on key issues (such as those reported in the media) to ensure external messaging is consistent across the organisation, e.g. communications with donors.</li> </ul>
		<ul style="list-style-type: none"> <li>• Clearer induction processes and procedures across the Secretariat that provide new starters with an overview of organisational structure.</li> </ul>
Clients	Global Comprehensive Abortion Care Initiative	<ul style="list-style-type: none"> <li>• In response to lower levels of client satisfaction, the Ghanaian Member Association provided values clarification and interpersonal skills training for the part-time midwife at the Techiman clinic and replaced the midwife at Cape Coast whose technical skills were inadequate for her role.</li> </ul>

#### 4. HOW DO YOU KNOW THAT PEOPLE AND PARTNERS YOU WORKED WITH HAVE GAINED CAPACITIES, MEANS, SELF-ESTEEM OR INSTITUTIONAL STRENGTHS THAT LAST BEYOND YOUR IMMEDIATE INTERVENTION? (YOU MAY SKIP THIS QUESTION IF YOU HAVE ADDRESSED IT IN YOUR RESPONSE TO B.1)

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



## F. OUR ADVOCACY WORK ADDRESSES THE ROOT CAUSES OF PROBLEMS

### 1. HOW DO YOU IDENTIFY AND GATHER EVIDENCE REGARDING THE ROOT CAUSES OF THE PROBLEMS YOU ADDRESS?

IPPF's programmes, advocacy and policy positions are adopted based on information/data obtained from reputable government, private, civil society and sexual and reproductive health sector sources.<sup>91</sup> Well-researched advocacy positions agreed with regional advocacy teams increase the effectiveness of IPPF's initiatives and strengthen the resistance to opposing groups.

### 2. HOW DO YOU ENSURE THAT STAKEHOLDERS SUPPORT YOUR ADVOCACY WORK AND VALUE THE CHANGES ACHIEVED BY THIS ADVOCACY?

IPPF seeks to advocate positions that further the key outcomes set out in the Strategic Framework. During 2017, IPPF started an advocacy strategy development process – **Our Advocacy Common Agenda** (Common Agenda) – based on discussions and consultations with internal and external stakeholders. The Common Agenda brings together changes that IPPF wishes to implement while still enabling the regions to have autonomy over their own priorities, tailored to their local contexts.

The Common Agenda is to be informed by:

- i. Questionnaires provided by all regions
- ii. Interviews with donors
- iii. An internal reflection on our progress on accountability
- iv. A horizon scanning of women's groups (commissioned externally)
- v. IPPF's work with youth volunteers (commissioned externally)
- vi. Consultations with youth representatives in our Governing Council
- vii. Consultations with regional advocacy teams and Member Associations
- viii. An inter-governmental review

At the international level, IPPF successfully advocated for specific text relating to sexual and reproductive health and rights to be included in two key documents at the [United Nations Commission on the Status of Women](#) and the [Global Financing Facility](#).<sup>92</sup> Achieving such high-profile results gives greater exposure to the advocacy work being done by IPPF and reminds external stakeholders such as donors that IPPF contributes to meaningful change at a senior level.

Direct engagement with our stakeholders is also important so that they feel adequately briefed on our strategy and have an opportunity to communicate key issues to IPPF's senior leaders. The Annual Donors' Meeting held in Surrey, UK on 11–13 June 2017 is a good example of how we facilitate this.



## G. WE ARE TRANSPARENT, INVITE DIALOGUE AND PROTECT STAKEHOLDERS' SAFETY

**1. ARE YOUR ANNUAL BUDGETS, POLICIES (ESPECIALLY REGARDING COMPLAINTS, GOVERNANCE, STAFFING/SALARIES AND OPERATIONS), EVALUATIONS, TOP EXECUTIVE REMUNERATION AND VITAL STATISTICS ABOUT THE ORGANISATION (INCLUDING NUMBER OF OFFICES AND NUMBER OF STAFF/VOLUNTEERS/PARTNERS) EASILY AVAILABLE ON YOUR WEBSITE IN LANGUAGES ACCESSIBLE BY AFFECTED POPULATIONS? PLEASE PROVIDE LINKS, HIGHLIGHT MEMBERSHIP IN INITIATIVES SUCH AS IATI AND OUTLINE OFFLINE EFFORTS TO PROMOTE TRANSPARENCY.**

The Secretariat's Financial Statements are prepared and filed in accordance with the required industry standards and laws.<sup>93,94</sup> The Financial Statements disclose information/data such as employee numbers and salary bands, governance structure and risk management.<sup>95</sup> The Financial Statements are submitted to the UK Charity Commission each year in compliance with the Charities Act 2011.

IPPF is committed to being open and transparent with stakeholders regarding its work. Accordingly, it publishes the [Annual Performance Report](#) in June each year to provide data that can be accessed by all regarding how it performed against its key outcomes in the previous calendar year.<sup>96</sup>

Key Federation-wide policies that have been approved by the Governing Council are also made available to the public in the [Policy Handbook](#).<sup>97</sup>

IPPF has a [Complaints filing page](#) available on its website that is accessible internally as well as by the general public.<sup>98</sup>

IPPF also publishes financial information and service results in relation to certain programmes on the [International Aid Transparency Initiative](#) to comply with donor requirements.

**2. WHAT POLICIES DO YOU HAVE IN PLACE TO ENSURE A FAIR PAY SCALE? DO YOU MEASURE THE GENDER PAY GAP IN YOUR ORGANISATION, AND IF SO WHAT IS IT? WHAT ARE THE SALARIES OF THE FIVE MOST SENIOR POSITIONS IN THE ORGANISATION, AND WHAT IS THE RATIO BETWEEN THE TOP AND BOTTOM SALARIES? IF THIS INFORMATION CANNOT BE PROVIDED OR IS CONFIDENTIAL, PLEASE EXPLAIN WHY.**

Remuneration for all Secretariat employees, including senior management, is benchmarked against median salaries for similar roles with international non-governmental organisations and the United Nations.<sup>99</sup>

The Secretariat's reward packages are designed to attract and retain high-calibre employees at rates of pay that are sustainable and can be confidently justified to donors and beneficiaries. In the interests of transparency, the Financial Statements disclose the number of Secretariat employees whose emoluments were above US\$78,000 (£60,000).<sup>100</sup>

The Secretariat was not required to measure and publish its **gender pay gap** for the 2017 reporting period. However, it is fully committed to addressing this going forward. Therefore, to begin this process, the Central Office engaged an external body to review its 2017 payroll data. This identified a median gender pay gap of 8.13 per cent for 2017. This can be attributed to a larger representation of males in senior management roles and an over-representation of females in lower salaried roles in the Central Office.

Specific measures that IPPF will implement going forward to bring about fair and equitable pay for all include:<sup>101</sup>

- Delivering Leadership and Management Development Programmes
- Highlighting our ethos on equality, diversity and inclusion in our recruitment processes to attract more diverse applicants
- Developing an approach to equality, diversity and inclusion across the Secretariat
- Training on diversity and unconscious bias



### 3. HOW DO YOU ENSURE PRIVACY RIGHTS AND PROTECT PERSONAL DATA?

IPPF is fully committed to protecting individuals' personal data through compliance with all relevant laws/regulations, following best practices and being transparent about what data it holds. This includes the personal data of both its internal stakeholders such as employees as well as external stakeholders such as clients.

In this regard, the Governing Council approved the **Ethical, Efficient and Effective Health Information Systems Policy** (HIS Policy) in November 2017 to provide guidelines on the collection, storage and management of clients' information.<sup>102</sup> The HIS Policy aims to promote the use of health information systems to increase clinic efficiency and improve client-centred care as well as to ensure confidentiality of all client-based information and protection of clients' rights to privacy. IPPF prepared a [brief animated video](#) in English, French and Spanish to provide an easy-to-understand overview of the HIS Policy for the benefit of as many clinic-based people as possible.<sup>103</sup>

The Health Information Systems team also published a handbook during 2017 that includes the HIS Policy and supports Member Associations to prepare, install and use clinic management information systems (CMIS) while maintaining the confidentiality of client-based information. By the end of 2017, 649 static clinics, from a sample of 45 Member Associations, were using CMIS to manage client-based data.

At regional level such as WHR, Health Information System risk assessments were piloted to measure vulnerability of data and support accreditation work.

IPPF does not have a stand-alone data protection policy in place, which is a shortcoming we will seek to rectify going forward.

Looking beyond 2017, IPPF began to implement measures during 2017 to ensure it complies with the European Commission's General Data Protection Regulation that came into effect from 25 May 2018.

### 4. WHO ARE THE FIVE LARGEST SINGLE DONORS AND MONETARY VALUE OF THEIR CONTRIBUTION? WHERE NAMES OF PRIVATE INDIVIDUAL DONORS CANNOT BE NAMED DUE TO REQUESTED ANONYMITY, PLEASE EXPLAIN WHAT SAFEGUARDS ARE IN PLACE TO ENSURE THAT ANONYMOUS CONTRIBUTIONS DO NOT HAVE UNFAIR INFLUENCE ON ORGANISATIONAL ACTIVITIES.

The five largest government and non-government donors are:<sup>104</sup>

GRANTS FROM GOVERNMENTS				
	Government	Unrestricted	Restricted	Total
1	Sweden	18,369	-	18,369
2	Norway	11,948	1,570	13,518
3	Denmark	11,346	-	11,346
4	Japan	7,125	1,765	8,890
5	United States of America	-	6,736	6,736

\*US\$'000

INCOME FROM MULTILATERALS AND OTHER SOURCES				
	Donor	Unrestricted	Restricted	Total
1	Anonymous (at donor's request)	-	7,370	7,370
2	The William and Flora Hewlett Foundation	1,000	1,100	2,100
3	Bill & Melinda Gates Foundation	-	1,935	1,935
4	United Nations Fund for Population Activities	-	795	795
5	United Nations Programme on HIV/AIDS	-	351	351

\*US\$'000

The Secretariat is required to report donations in its Financial Statements and highlight institutional gifts and gifts in kind by name. It also discloses each restricted fund and the institutional donor and name of the fund. Gifts in kind are valued in line with the financial policies and audited externally.

Donors' names are only disclosed if they have provided explicit consent.



## H. STAFF AND VOLUNTEERS ARE ENABLED TO DO THEIR BEST

### 1. PROVIDE EVIDENCE THAT RECRUITMENT, EMPLOYMENT AND STAFF DEVELOPMENT IS FAIR, TRANSPARENT AND IN LINE WITH YOUR VALUES.

The Secretariat has best practice recruitment processes in place that comply with local labour laws and regulations.

All Secretariat employees are required to complete an **annual performance review** that assesses how the work done by each employee contributes towards IPPF's strategic priorities as well as how the employee demonstrated key competencies based on feedback provided by colleagues.

Secretariat location	Performance reviews during 2017*		
	Completed	Not completed	Total
Africa Region	60	4	64
Arab World	22	0	22
Central Office	82	2	84
East and South East Asia and Oceania	6	0	6
European Network	0	28	28
Humanitarian	13	0	13
South Asia	3	0	3
Western Hemisphere Region	57	2	59
Total	243	36	279
Per cent	87	13	100

We note that at the European Network Office, informal discussions between managers and employees replaced formal reviews for 2017 due to changes arising out of office restructure.

IPPF promotes the learning and development of its people through study support, seminars, workshops, conferences, subscriptions to industry groups and coaching/mentoring. All Secretariat employees are provided with access to [DisasterReady](#), an online learning platform that hosts courses designed for the not-for-profit sector that are available in multiple languages and are accessible remotely (internet connection required).

We also equip Member Association staff with self-assessment tools that assist them in improving the quality of their services and ensuring that they are as 'youth friendly' as possible.<sup>105</sup>



\* The total number of employees reported in the *Financial Statements 2017* is different to the total number of employees that completed performance reviews during 2017 due to different reporting criteria.

## 2. WHAT ARE YOU DOING TO INVEST IN STAFF DEVELOPMENT AND ENSURE A SAFE WORKING ENVIRONMENT FOR EVERYBODY, INCLUDING ONE FREE OF SEXUAL HARASSMENT? WHAT INDICATORS DEMONSTRATE YOUR PROGRESS? WHAT ARE YOUR PLANS TO IMPROVE?

IPPF has policies and procedures in place to support the reporting of incidents of any kind and takes a 'zero tolerance' approach to bullying and harassment in the workplace.

Going forward, IPPF will implement measures to promote a safe environment for all, including:

- i. A Secretariat-wide **Safeguarding Taskforce** that will put forward recommendations to management to protect IPPF's own people and its external stakeholders globally.
- ii. An external **incident reporting service** that will be accessible 24/7 in multiple languages.
- iii. Mandatory **safeguarding training, learning and development** for all Secretariat employees.
- iv. A comprehensive **safeguarding policy review and updates** (to be approved by the Governing Council).
- v. Appointment of an in-house **safeguarding professional** to ensure that IPPF's policies are industry leading, up to date and effective.

IPPF also strengthened its **Safety and Security Risk Management System (SSRM System)** during 2017 to ensure it equips its people with resources to help them stay as safe as possible and perform to their fullest in diverse and sometimes challenging environments.<sup>106</sup> Resources that are part of the SSRM System include:

- A global Directors' Leadership Team that meets regularly to monitor risks to IPPF's people, assets, programmes etc. and implement measures to mitigate these risks.
- Travel safety checklists and manuals for those travelling on business.
- Travel safety advice and guidance provided by an external company to travellers that is based on their itinerary.
- Online training courses regarding travel safety awareness, duty of care and infectious disease management (e.g. Ebola).

An effective SSRM System also demonstrates to external stakeholders that IPPF takes the duty of care it owes to its people seriously.

Finally, as referred to under Section E2, IPPF launched a Secretariat-wide **People Strategy** in 2017. One of the key people enablers is culture, which specifically means that IPPF will strive to develop a shared culture of engagement, performance and trust. Going forward, Secretariat locations will appoint Champions who will play an important role in tailoring the People Strategy to the local environment so it is as effective and practical as possible.



# I. RESOURCES ARE HANDLED EFFECTIVELY FOR THE PUBLIC GOOD

## 1. HOW DO YOU ACQUIRE RESOURCES IN LINE WITH YOUR VALUES AND GLOBALLY-ACCEPTED STANDARDS AND WITHOUT COMPROMISING YOUR INDEPENDENCE?

As referred to under Section G) 4), the Secretariat is required to report donations in its financial statements and highlight institutional gifts and gifts in kind by name.

IPPF is also committed to supporting Member Associations to invest in social enterprise programmes to generate income, diversify funding sources, operate more effectively and efficiently, and achieve greater sustainability.

SOCIAL ENTERPRISE PROGRAMMES DURING 2017	
Social Enterprise Acceleration Programme	<ul style="list-style-type: none"> <li>This programme strengthened the capacity of Member Associations to apply entrepreneurial best practice in the health sector while delivering social value and improving lives.<sup>107</sup></li> <li>The Sri Lankan Member Association won a competitive process to lead the programme based on its strong track record in social enterprise.</li> <li>It provides Member Associations with support on financial management, documentation of learning, and provision of technical assistance and training.</li> </ul>
Workplace Service Delivery	<ul style="list-style-type: none"> <li>By developing partnerships with brands and factory owners with global supply chains, many Member Associations have been able to generate local income through the delivery of services at different workplace settings.<sup>108</sup></li> <li>In 2017, 60 Member Associations had integrated workplace service delivery to reach over 675,000 clients and diversify their income streams.<sup>109</sup></li> </ul>
Global Social Franchise Working Group	<ul style="list-style-type: none"> <li>Since 2014, this Working Group has been tasked with documentation and grant-making on social franchising as a growth and sustainability strategy across IPPF.</li> <li>The work has led to case study documentation of best practices and lessons learned, with a Social Franchising Toolkit to be launched in October 2018.</li> <li>IPPF also worked with MSI and Population Services International to develop the Global Workshop for Social Franchising in Health, which took place from 26–28 September 2017 in Ghana.</li> <li>The Working Group also contributed to <a href="#">High Impact Practices' Social Franchises</a> paper during 2017.<sup>110</sup></li> </ul>

## 2. HOW IS PROGRESS CONTINUALLY MONITORED AGAINST STRATEGIC OBJECTIVES, AND RESOURCES RE-ALLOCATED TO OPTIMISE IMPACT?

The primary mechanism through which the Governing Council monitors performance against the key outcomes and subsequently allocates funds is through the performance dashboard of results published in the [Annual Performance Report](#).<sup>111</sup>

### i. Performance

During 2017, five per cent of IPPF's unrestricted income was awarded to high-performing Member Associations.<sup>112</sup> We consider that rewarding Member Associations that are most effective in implementing advocacy and education programmes and delivering services is a useful way of driving high performance.

IPPF equips its Member Associations with resources and tools to improve accountability and quality of performance. For example, the regions promote the development of monitoring and evaluation handbooks, removal of duplicated processes and automatization to increase effectiveness.

**Improvements to the DHIS2 platform** for monitoring of annual institutional and restricted funding initiative performance has been significant, with tangible benefits realised from real-time feedback and analytical dashboards. Further, the business analytics service Power BI has been linked to DHIS2 as a feedback tool for Member Associations to monitor performance and facilitate programmatic and management decision-making.



## ii. Resource allocation

The Governing Council allocates resources using criteria relating to the level of need and performance using internationally recognised data and internal performance data.<sup>113</sup>

Member Associations are required to submit an Annual Programme Budget to their regions for unrestricted grants which outlines the activities and funding required in relation to the Strategic Framework.<sup>114</sup> Once approved, Member Associations receive funding in three instalments during the year based on satisfactory submission of half-yearly and annual reports, audited financial statements and management letters. This ensures that the Member Associations are accountable to the regions and mitigates the risk of funds being misused.

Details of grants to Member Associations and partner organisations are broken down by both region and strategic outcomes and set out in the Financial Statements.<sup>115</sup>

The performance-based funding system directs funds to Member Associations that increase service volumes and quality while simultaneously becoming more efficient and effective. The system provides bonuses for two purposes:

- a. to drive Member Associations' improvement relative to their own past results
- b. to assist the Member Associations to contribute to regional performance.

## 3. HOW DO YOU MINIMISE THE RISK OF CORRUPTION, BRIBERY OR MISUSE OF FUNDS? WHICH FINANCIAL CONTROLS DO YOU HAVE IN PLACE? WHAT DO YOU DO WHEN CONTROLS FAIL? DESCRIBE RELEVANT SITUATIONS THAT OCCURRED IN THIS REPORTING PERIOD.

IPPF has a comprehensive policy framework in place that establishes processes and procedures to minimise the risk of corruption, bribery or misuse of funds. These include policies on fraud, effective financial management and reporting, and bribery.<sup>116</sup> The Secretariat also has an internal Fraud Response Plan that provides detailed guidance regarding the prevention, detection and reporting of fraud.

In the event that fraud is reported, IPPF appoints an independent auditor to investigate. Following the investigation, the auditor reports the outcome to the Audit Committee, which in turn reports to the Governing Council. IPPF also reports incidents of fraud to regulatory authorities such as the UK Charity Commission in accordance with its legal and regulatory obligations, and to donors in accordance with funding agreement conditions.

We consider this framework to be best practice and that it should provide ongoing confidence and transparency to external stakeholders such as donors, as well as to the Federation more broadly, that funds are acquired and used for legitimate purposes.

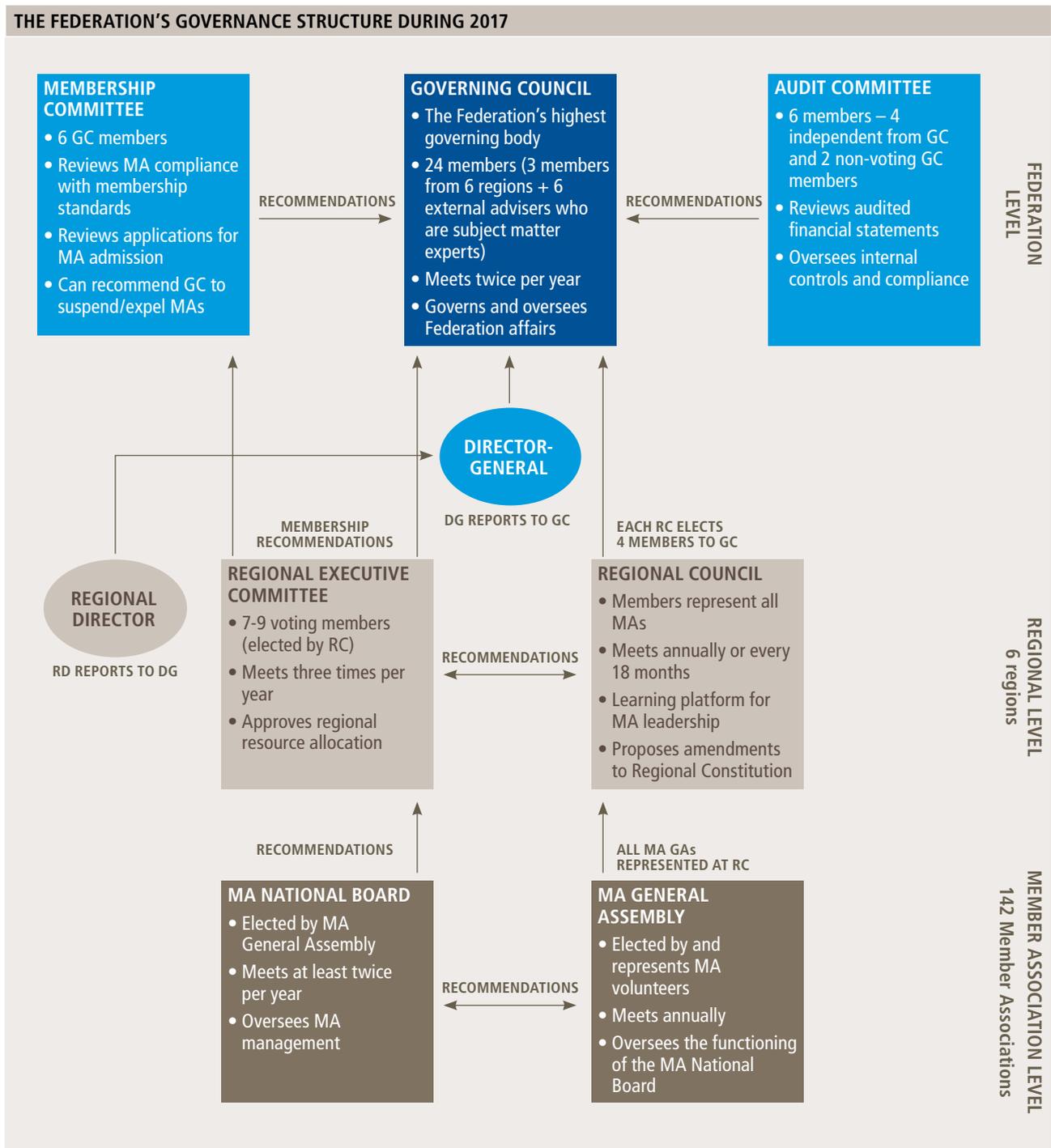
During 2017, one incident of fraud was reported, investigated in accordance with the relevant processes and procedures, and resolved. The outcome was reported to the relevant donors and regulatory authorities, and measures have since been implemented to mitigate the risk of a similar incident occurring in the future.



# J. GOVERNANCE PROCESSES MAXIMISE ACCOUNTABILITY

## 1. WHAT IS YOUR GOVERNANCE STRUCTURE AND WHAT POLICIES/PRACTICES GUIDE REPLACING AND RECRUITING NEW TRUSTEES/BOARD MEMBERS?

IPPF has a global governance structure that supports the representation of people at all levels of the Federation in the decision-making processes at the highest levels (Governing Council).



The Governing Council membership rules are enshrined in the [IPPF Regulations](#), and include:

- Three representatives are elected from each of the six regions. There must be at least one representative under the age of 25 years from each region, and at least 50 per cent of representatives must be women.<sup>117</sup>
- Six non-voting expert advisers are appointed for a term of three years.<sup>118</sup>

New Governing Council members are provided with induction training regarding their responsibilities as UK charity trustees, Federation finances and policies, and practical matters such as the difference between staff and volunteers.<sup>119</sup>

## 2. HOW DOES YOUR BOARD OVERSEE THE ADHERENCE TO POLICIES, RESOURCE ALLOCATION, POTENTIAL RISKS AND PROCESSES FOR COMPLAINTS AND GRIEVANCES?

GOVERNING COUNCIL RESPONSIBILITIES*	
Financial statements	<ul style="list-style-type: none"> <li>• Preparation of an Annual Report and financial statements in accordance with applicable law and regulations.<sup>120</sup></li> <li>• The Audit Committee supports the Governing Council by reviewing the annual audit reports and feeding back regarding any key risks or compliance matters.</li> </ul>
Resource allocation	<ul style="list-style-type: none"> <li>• Review and approval of the annual programme budget and income predictions, and monitoring of actual and forecast income and expenditure on a regular basis.<sup>121</sup></li> </ul>
Risk management	<ul style="list-style-type: none"> <li>• Approval of a risk register based on the key outcomes prepared by the Directors' Leadership Team.<sup>122</sup></li> <li>• Management of two ongoing risks: foreign currency movements and safety and security risks.<sup>123</sup></li> </ul>
Membership Association compliance and accreditation	<ul style="list-style-type: none"> <li>• Oversight of IPPF's accreditation system that requires all Member Associations to comply with 48 standards of membership.<sup>124</sup></li> <li>• During 2017, the Membership Committee (on behalf of the Governing Council) reviewed 32 Member Associations: 11 were re-accredited, five were due to be re-accredited at the Governing Council meeting in May 2018 and 16 are required to have implemented action plans by November 2018.</li> </ul>

\*This is a non-exhaustive list of the Governing Council's responsibilities.

## 3. WHAT PROCESSES AND MECHANISMS DOES YOUR ORGANISATION HAVE IN PLACE TO HANDLE COMPLAINTS (INTERNAL AND EXTERNAL)? PLEASE PROVIDE AN OVERVIEW OF THE NUMBER AND NATURE OF COMPLAINTS IN THE REPORTING PERIOD, THE PROPORTION OF COMPLAINTS THAT WERE RESOLVED, AND WHETHER THE RESOLUTION WAS SATISFACTORY TO THE COMPLAINANT.

IPPF has a [Complaints filing page](#) available on its website that is accessible internally as well as by the general public.<sup>125</sup> This is supported by a Complaints Policy and Procedure which is available in the Federation's four key languages (English, French, Spanish and Arabic) and is updated on a regular basis. Complaints can be filed through the website, email, post or telephone.

During 2017, three complaints were filed through the Complaints website, and subsequently investigated and resolved.

As referred to under Section H) 2), IPPF will shortly implement an **external incident reporting service** that will be accessible 24/7 in multiple languages. This will allow all types of incidents to be logged with an independent service provider that will liaise directly with an IPPF Incident Reporting Unit made up of qualified safeguarding and HR experts. IPPF will ensure that confidentiality is strictly followed throughout the report processing, investigation and resolution stages, and that all parties are treated with dignity and respect at all times.



# K. LEADERSHIP IS DEDICATED TO FULFILLING THE 12 COMMITMENTS

## 1. HOW IS THE GOVERNING BODY AND MANAGEMENT HELD ACCOUNTABLE FOR FULFILLING THEIR STRATEGIC PROMISES INCLUDING ON ACCOUNTABILITY?

It is fundamental for the Governing Council and the Directors' Leadership Team to carry out their key roles and responsibilities within their bounds of authority given that accountability is one of the Federation's five core values and forms part of key outcome 4.

Following reforms that came into effect during 2017, all Governing Council members must undergo a detailed annual performance review that includes self-assessment, peer review and review by the global and regional presidents. This review assesses how the members uphold the [IPPF Code of Good Governance](#) as well as how well they "monitor and evaluate the work of IPPF in relation to its strategic and operational plans."<sup>126</sup>

As referred to under Section H) 1), all Secretariat employees are required to complete an annual performance review with reference to how their work helps IPPF achieve its key outcomes. This includes the Directors' Leadership Team. The failure to fulfil essential functions (including with respect to accountability) can affect salary and career progression.<sup>127</sup>

## 2. WHAT STEPS HAVE YOU TAKEN TO ENSURE THAT STAFF ARE INCLUDED IN DISCUSSING PROGRESS TOWARD COMMITMENTS TO ORGANISATIONAL ACCOUNTABILITY?

Key outcome 4 is for IPPF to be a high-performing, accountable and united Federation by 2022.

IPPF engages its staff regarding how accountability fits into the work the organisation does through:

- regular individual and team/divisional meetings at local office levels
- monthly Secretariat-wide staff meetings
- discussions between employee and manager during the annual performance review process.

## 3. WHAT IS YOUR ACCOUNTABILITY REPORT'S SCOPE OF COVERAGE? (I.E. ARE YOU REPORTING FOR THE WHOLE ORGANISATION OR JUST THE INTERNATIONAL SECRETARIAT?) WHAT AUTHORITY OR INFLUENCE DO YOU HAVE OVER NATIONAL ENTITIES AND HOW, SPECIFICALLY, ARE YOU USING IT TO ENSURE COMPLIANCE WITH THE ACCOUNTABILITY COMMITMENTS AND TO DRIVE THE OVERALL ACCOUNTABILITY AGENDA?

The reporting entity is the Secretariat, which has its headquarters in London and is divided into central and regional operational units.<sup>128</sup>

The Member Associations are autonomous, locally owned bodies that carry out the Federation's vision and mission in accordance with local laws and the rules of membership using funds distributed by their region.<sup>129</sup> Although the reporting scope does not include the Member Associations, given that they carry out IPPF's primary activities, we consider it important to include some of their programmes and services in the report.

The Member Associations are required to demonstrate accountability and good governance in order to comply with the Membership Standards.<sup>130</sup> For example, principle 4 requires the Member Association to "conduct its affairs at all times in a transparent manner accountable to its clients, partners and donors" while other principles include being 'well governed', 'financially healthy' and a 'good employer'.<sup>131</sup>

As set out at Section A) 4), the Governing Council takes compliance with Membership Standards seriously, and has the authority to suspend or expel Member Associations that do not comply. Going forward, the Governing Council will encourage Member Associations to have in place the types of behaviours, processes and procedures listed under [Accountable Now's 12 Commitments](#).<sup>132</sup>



OVERARCHING ASSESSMENT – SELF-ASSESSMENT	
i. Convincing evidence that all key decisions taken in the organisation are based on sound knowledge of, and are responsive to, stakeholders.	★★★★☆
ii. Evidence that key stakeholders are well identified, continuously included in relevant stages of work, and have shown good engagement and ownership.	★★★★☆
iii. Overall evidence that the organisation has effective and responsible governance and management (i.e. is well run).	★★★★☆☆
iv. A sound plan for improving weak areas and clarity on objectives, resources and cross-organisational responsibilities for implementation.	★★★★☆

CLUSTER LEVEL – SELF-ASSESSMENT	
A. The impact we achieve	Green
B. Positive results are sustained	Yellow
C. We lead by example	Yellow
D. Key stakeholders are identified with great care	Green
E. We listen to, involve and empower stakeholders	Green
F. Our advocacy work addresses the root causes of problems	Green
G. We are transparent, invite dialogue and protect stakeholders’ safety	Yellow
H. Staff and volunteers are enabled to do their best	Yellow
I. Resources are handled effectively for the public good	Yellow
J. Governance processes maximise accountability	Yellow
K. Leadership is dedicated to fulfilling the 12 Commitments	Green

KEY	
	The commitment is not addressed at all. There is no convincing plan in place to address the commitment in the near future. A convincing plan is in place, but has not been implemented within the planned time frame
	Some elements are in place to address the commitment. A convincing plan for how to address the commitment has been established; first steps have been taken to fulfil it; or policies, structures or processes have been developed.
	The commitment is fully addressed: policies, structures and processes are in place. Evidence that these are having the intended effect in practice is submitted. Continuous progress, ambitions and results are documented.



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