

Organisation Strategy
International Planned Parenthood Federation
2021 - 2025

1. Objective of the organization strategy

Globally, women's and girls rights are increasingly under pressure from value conservative forces, state and non-state. Sexual and reproductive health and rights are affected to an extent that established and hardwon policy, norms and practices may backslide unless progressive actors take action and build coalitions that effectively counter the regressive pushback. Already now, women and girls suffer in tangible ways – access to safe abortion is being denied and quality comprehensive sexuality education is being blocked just to mention a few examples.

On this backdrop, the purpose of this organisation strategy is to promote a globally connected civil society movement that provides SRHR services and champions sexual and reproductive health and rights for all, especially the underserved. The Strategy provides strategic considerations and specific goals for Denmark's engagement with International Planned Parenthood Federation (IPPF). IPPF has achieved impressive results and is a valued ally for Denmark in promoting SRHR, both in multilateral negotiations, and on the front line of service delivery. IPPF's strategic framework aligns clearly with Denmark's strong focus on the rights and empowerment of women and girls and Denmark's commitment to promoting a human rights-based approach to SRHR.

Denmark intends to work with IPPF on the following priorities:

- Promotion of gender equality and SRHR as human rights for all;
- Empowering young people;
- Linking Development and Humanitarian support (nexus);
- Ensuring equitable access to contraception and integrated Sexual and reproductive health services for all

Building on a long-standing partnership, this strategy forms the basis for a proposed Danish financial contribution of DKK 250 million and serves as the platform for continued dialogue with IPPF. It outlines Danish priorities for IPPF's performance within the framework established in IPPF's current Strategy Plan 2016-2022 and informs Danish engagement in the development of IPPF's new Strategic plan covering the period of 2023-2028.

The strategy justifies the relevance of IPPF for the UN Sustainable Development Goals 3, 5 and 17 in particular, as well as describes how the support to IPPF complements other Danish SRHR partners and is nested within Denmark's comprehensive diplomatic and development SRHR and gender equality engagement. The partnership with IPPF is particularly relevant for the Danish government focus on prevention of unintended pregnancies, as well as its strategic focus on young people.

2. The Organisation

IPPF is the world's largest global service provider and leading advocate of Sexual and Reproductive Health and Rights (SRHR) for all, with a focus on poor and vulnerable populations. IPPF seeks to advance gender equality and SRHR through increasing access and choice through the provision of integrated sexual and reproductive health services, information and education, strengthening health systems and advocating for progressive changes to policies and laws.

Established in 1952 in India, IPPF today is a worldwide movement of 132 national Member Associations (MAs) – as well as 28 collaborative partners covering 164 countries in total with close to 32,000 staff. The MAs have long-standing relationships with governments and a core mandate to reach underserved communities. In 2019, more than 80 pct. of all of IPPF's clients were from either poor or underserved populations. Of the total core funding, 45 percent was allocated to the African region followed by 16 percent to South Asia. Denmark will continue to work for a strong focus on Africa in line with Danish geographical priorities.

Figure 1: IPPF Annual Performance Report 2019



2.1. IPPF's Organisational Structure and Recent Developments

IPPF comprises of a secretariat, which includes the Central Office (CO) in London and five Regional Offices based in Africa (Nairobi), Arab World (Tunis), East and South East Asia and Oceania (Kuala Lumpur), European Network (Brussels), South Asia and the Global Humanitarian Hub (Bangkok). After the separation from the Western Hemisphere Regional Office, IPPF is currently establishing a new regional office that will be responsible for the Member Associations in the Americas. IPPF also has four Liaison Offices: the United Nations Liaison office (New York), the African Union Liaison office (Addis Ababa), the Geneva Liaison office and a small liaison office in Melbourne, Australia.

The Director General of IPPF heads IPPF's Secretariat based in the Central Office (CO) in London, currently engaging over 90 staff. The CO implements the policies and functions approved by its Board of Trustees and provides technical and policy leadership to guide the work of MAs. In addition to mobilizing and being a conduit for donor support, the CO coordinates

advocacy and special initiatives. The Regional Offices are hubs for technical support and capacity building to MAs and coordination of regional actions.

The South Asia Regional Office also hosts the Global Humanitarian Hub, established in 2017 to support IPPF MAs and their partners to better respond to all forms of crisis, including conflict, natural disasters and protracted crises.

In 2019, IPPF initiated a reform process to address a growing need for improved transparency and accountability within the Federation. The reform process was based on wide consultations, which resulted in a new governance structure, which has been implemented in 2020. The reform process also addressed critical issues relating to allocation of funds, and a new model for allocation of core funding to MAs is currently being developed. The model is tailored towards the different categories of MAs and driven by unmet SRHR needs, burden of disease, specific political or cultural context as well as social and economic inequality. There is broad support for the new model, which is also expected to enhance value for money and effectiveness. The new model will be used from 2022. Meanwhile the old allocation model is used.

Prior to the reforms, the Governing Council (GC) was IPPF's highest decision-making body. In May 2020 the Council was replaced by a skills based Board of Trustees, (50pct female and 20pct under the age of 25). Also, Regional Councils have been transformed from governing bodies into regional Forums and Regional Youth Forums for knowledge and learning exchange.

The new governance structure, including IPPF policies, bylaws, regulations and regional constitutions have been adapted and developed in line with the reforms agreed and legal requirements.

2.2. IPPF's Strategic Framework and Theory of Change

The IPPF Strategic Framework is guided by IPPF's Theory of Change model (annex 2) and is based on the premise that in order to empower individuals to achieve their SRHR and bring about real change, a number of actions must take place simultaneously. Actions required are: Improving policies and legislation; creating an enabling environment; scaling up the provision of quality SRH services and enhancing organisational performance across the Federation.

Building on the Theory of Change model as well as past successes and lessons learned, the current IPPF Strategic Framework for 2016-2022 is designed to take the 2030 Sustainable Development Goals and global demographic changes into consideration. A new Strategic Framework from 2023 to 2028 will be developed by IPPF and Denmark will review priority outcomes, objectives and expected results as part of the Mid Term Review of the Danish Organisation Strategy to ensure compliance with Danish priorities during second half of 2022

Expected outcomes to be achieved by 2022 are:

- **Priority Outcome 1:** 100 Governments to respect protect and fulfill sexual and reproductive rights and gender equality. To achieve this by 2022 IPPF will support thousands of women, men and youth to lead civil society's call for action and the Federation will focus on mobilizing grassroots support and strengthening civil society capacity to undertake successful advocacy.

Priority Objectives: A. Galvanize commitment and secure legislative, policy and practice improvements. B. Engage women and youth leaders as advocates for change.

- **Priority Outcome 2:** 1 billion people empowered to exercise their sexual and reproductive health and rights: By 2022 IPPF will empower adolescents and young people to take greater control over their lives by expanding access to quality comprehensive sexuality education and youth-friendly SRH services. It will also create an enabling environment by engaging with media and opinion leaders to advocate for SRHR improvements.

Priority Objectives: A. Enable young people to access comprehensive sexuality education and realize their sexual rights. B. Engage champions, opinion leaders and the media to promote health, choice and rights.

- **Priority Outcome 3:** 2 billion quality integrated sexual and reproductive health services delivered: IPPF will expand access to the widest range of SRH services to serve the greatest number of clients, including poor and vulnerable women and girls, and humanitarian emergencies and build partnerships for health system strengthening.

Priority Objectives: A. Deliver rights-based services including safe abortion. B. Enable SRH services through public and private health providers.

- **Priority Outcome 4:** A high performing, accountable and united Federation: In order to promote SRHR for all, IPPF will enhance operational efficiency throughout the Federation, by investing in information systems, data collection, monitoring, evaluation and reporting, as well as through investments in Regional Offices, MAs and through its grassroots volunteer Movements.

Priority Objectives: A. Enhance operational effectiveness and double national and global income. B. Increase volunteer and activist support base.

2.3. Financial Resources

IPPF's annual income in 2019 amounted to USD 443 million out of which USD 191 million were raised by the IPPF Secretariat and USD 252 million were raised locally by IPPF Member Associations. MAs have increasingly sought to raise more funding for their activities at national level and on average contributed with over 60 pct. of their own budgets in 2019. The total income for IPPF covering 2016-2019 amounted to USD 1.6 billion, approximately.

Denmark's contribution from 2015 to 2020 amounts to DKK 300 million of core funding. Additional earmarked funding was granted in 2018: 10 million DKK for She Decides (IPPF co-hosts the She Decides secretariat) as well as 10 million DKK for IPPF's MA *Reproductive Health Uganda* for humanitarian services among refugees and internally displaced populations in Northern Uganda. In 2020, a total of DKK 12 million was allocated to IPPF for Covid-19 response for women and girls.

The new Danish Organisational Strategy budget for 2021-2025 amounts to DKK 250 million in total, with allocations of DKK 50 million annually, subject to parliamentary approval.

3. Justification for support and Danish priorities

IPPF and the Government of Denmark have worked in close partnership since 2003. IPPF is an important ally for Denmark in promoting SRHR, combining strong global advocacy efforts and front line service delivery. IPPF's strategic framework aligns clearly with Denmark's ambitions to strengthen the rights and empowerment of women and girls and commitment to promoting a human rights-based approach to SRHR, including support to the International Conference on Population and Development and its Programme of Action (ICPD). IPPF's strategy aligns with the Sustainable Development Goals 3 (Good Health), 5 (Gender Equality) and 17 (Sustainable development through partnerships), which are also SDGs that are highlighted as priority goals of the *The World 2030* strategy.

Continued support to IPPF will also allow for increased strategic collaboration at country level between embassies and IPPF MAs in areas of Youth, SRHR and CSE, and will serve as a catalyst for more SRHR joint actions on the ground in line with Denmark's Doing Development Differently agenda. This is particularly relevant for embassies in priority countries with complementary bilateral programmes (such as Kenya and Tanzania). Moreover, a more strategic relationship is envisaged between Danish representations and IPPF's four Liaison Offices in New York and Geneva (UN) as well as potentially Addis Ababa (AU), not least when it comes to countering the value-conservative pressure on women's and girl's rights in relation to policy and normative matters in declarations and resolutions etc.

Further, the support to IPPF is a cornerstone in the Danish strategic push for women and girls' rights, particularly their sexual and reproductive rights. In particular, Denmark will work together with IPPF on the following shared priorities:

- Commitment to **promote gender equality and SRHR as human rights for all**. The Danish strategy *The World 2030* highlights the promotion of human rights, democracy, rule of law and gender equality and "placing the SRHR of women and girls at the center with no discrimination based on gender identity or sexual orientation". IPPF is strongly committed to the promotion of SRHR and advocates for sexual rights for all, equal protection under the law and freedom from all forms of discrimination. Influencing governments to respect, protect and fulfill SRHR is a priority outcome in IPPF's strategic framework and during 2019, IPPF successfully contributed to 141 policy and legislative changes in support of SRHR and gender equality. An example is legislation to end child marriage in Tanzania, making SRH services free for young people in Benin or legislation in support of safe abortion in Macedonia.
- Focus on **empowering young people**, especially by providing comprehensive sexuality education (CSE). IPPF drives the global agenda on in-school CSE and continues to promote CSE to reach vulnerable and marginalized youth, especially girls, who are out of school. IPPF's toolkit "Scaling up Comprehensive Sexuality Education" provides guidance and resources for MAs and other stakeholders to deliver CSE in all education settings, and to develop and implement CSE policies. IPPF also engages with youth-led/focused organisations to champion CSE and addresses the SRHR needs of young people by providing information and youth friendly SRH services through a youth

centered approach. The IPPF Youth Manifesto “Our Bodies, Our Lives, Our Rights” is the guiding document on meeting the SRHR needs of young people and youth leadership.

- **Linking Development and Humanitarian support:** In line with Denmark’s *The World 2030* strategy, IPPF is committed to strengthening the links between development and humanitarian action, and prioritizing SRHR and women’s rights in humanitarian crises. IPPF is a leading provider of SRHR in crisis settings, responding to meeting the needs of displaced and refugee populations, whether caused by natural disasters or protracted conflicts. In this way, the Strategy also supports Denmark’s efforts to ensure a gender perspective in humanitarian situations for women’s and girl’s rights affected by conflict, in line with UN resolution 1325. A major strength in IPPF’s humanitarian work is IPPF’s trained volunteer base, which, combined with a global service delivery network through its MAs, means that IPPF is often the first to provide services and remain on the ground after the crisis ends. IPPF is currently implementing a number of SRHR programmes in crisis settings, amounting to services to 4.6 million crisis-affected people in 2019.
- Denmark is fully committed to giving women the right and opportunity to choose when and how many children to have and with whom. Likewise, IPPF’s mission is to **enable women equitable access to contraception, and to promote integrated SRH health services for all**. In IPPF’s Strategic Framework Outcome 3, the goal is to deliver 2 billion quality SRHR services that are rights based, gender sensitive and youth friendly by 2022. IPPF’s focus on reaching key populations such as sexual minorities, people with disabilities or from humanitarian situations ensures that no one is denied the family planning they need due to stigma, discrimination or inability to pay. SRHR are delivered through a package of integrated services that include a broad specter of services such as counseling, contraception, treatment for sexually transmitted diseases, HIV services, gynecology, safe abortion care and prenatal and postnatal care. Increasing the availability and accessibility of contraception is a key priority for both IPPF and Denmark.

4. Governance Structures and Danish influence

Denmark is an active member of the IPPF Core Donor group together with Australia, Sweden, Norway, Finland, Germany, Japan, Netherland, New Zealand, Switzerland and the Hewlett Foundation.

Denmark is also a member of the IPPF Donor Advisory Group (DAG), which aims at strengthening the strategic engagement and collaboration between IPPF and its principal Core Donors. The DAG is a uniquely influential group of donor governments and foundations that provides strategic insights on policy development and global trends to the Director-General and the Governing Council and helps to strengthen IPPF’s partnership with global health initiatives. The DAG enables donor governments including Denmark to discuss policy development and governance systems with IPPF. All donors providing over USD 1 million of core funding in the previous IPPF financial year are eligible to be a full member of the DAG. The DAG is an important forum for Denmark to influence and engage with IPPF and donors on strategic issues.

Denmark also attends the annual IPPF Partners meetings in London on regular basis, which allows for review of performance and for all donors to respond to emerging strategic issues (see Annex 5). The Danish organisation Sex and Samfund is part of the IPPF Federation and is a valued SRHR partner for Denmark.

4.1. Monitoring and learning

IPPF has established a system for monitoring, evaluation, accountability and learning which allows for tracking of results and progress as well as lessons learned. The system aims to ensure accountability and adjustments necessary in implementing the Strategic Framework. The monitoring is based on data collected annually based on the organisation's Strategic Framework measured against 30 global indicators. In addition, data and statistics from MA service delivery are used. Regional offices and the MAs collaborate on knowledge generation and use the global indicators to review progress annually and to ensure that feedback on adjustments and lessons learned are implemented on the ground.

Lessons learned are also based on recommendations from reviews and evaluations.

In addition, IPPF has developed a Performance Dashboard to monitor the four Priority Outcomes under its Strategic Framework. All indicators and the Performance Dashboard are published annually in IPPF's Annual Performance report.

In order to ensure that services are provided for the poorest populations IPPF has recently developed "Poverty Heat Maps" produced by overlaying poverty data with population data, to pinpoint areas of high-density poverty. The maps will be used to adjust programming locally to ensure SRHR services are provided to people living on less than 1.25 USD a day.

IPPF will transition from its current Strategic Framework (2016-2022) to its new 6-year Strategic Framework in 2023. As this organisation strategy covers the period 2021-25, a mid-term review (MTR) of the organisation strategy will take place in 2022. The purpose of the MTR will assess the continued relevance of Danish priority areas, progress against key indicators and need for adjustment in light of the new IPPF Results Framework for 2023 -2028. The MTR will also address IPPF's anticorruption efforts and financial aspects.

Denmark undertook a review of IPPF in 2019 in order to assess performance and results of IPPF with focus on gender equality, youth and SRH service delivery. The review report concludes that: "IPPF is an important player in the SRHR community, with very strategic positions and potential to influence important policy processes at global and regional level. The broad knowledge "on the ground" through MAs' work is quite unique within the regional and global SRHR community." Main recommendations focused on service deliveries in humanitarian crises and capacity building of MAs and government partners for preparedness in high-risk countries. The review also recommended more support to MAs to increase and develop HRBA and youth friendly services, and for IPPF to allocate more resources to key gender functions at regional and national level. It was also recommended that IPPF consider rewarding MAs for national income-generation in the performance based funding model.

Denmark and IPPF is in dialogue about the review and a follow up meeting about the recommendations will take place in November in order to ensure implementation in the current strategy. The recommendations will also be re-visited in connection with the midterm review of the organization strategy in 2022.

IPPF completed a Midterm Review of its Strategic Framework in 2019 to document progress made in implementing the framework between 2016 and 2018. In addition, a review of IPPF's Gender Equality Strategy was undertaken. Recommendations focused on capacity building of MAs to counter the growing opposition against SRHR and CSE, need for increased quality control of service delivery and increased capacity of MAs to generate income for financial sustainability. It was also recommended that IPPF develop a new strategic framework for 2023 to 2028. The Gender Equality Strategy Review highlighted a need for better integration of gender equality programming, use of improved indicators and increased financial and technical support to MAs to ensure effective implementation of the strategy.

Denmark will also review IPPF's progress in implementing the recommendations from the above-mentioned reviews through its engagement in the Donor Advisory Group and the Mid-Term review of the Danish Organisation Strategy.

5. Risks and Assumptions

IPPF continues to face hostilities and strategic opposition from governments or organisations aiming at rolling back past decades of achievements gained globally in areas of human rights of women and girls, gender equality, sexual and reproductive health and rights and access to services such as comprehensive sexuality education for adolescents, family planning and safe abortion. Hostilities and threats also include pressure on governments and donors to reduce funding to IPPF and in attempts to undermine the Federations achievements and influence. Using youth leaders, women's movements and community activists as agents of change, IPPF is able to mobilize against the opposition on the ground.

In order to safeguard young people and human rights activists from right wing backlash both in their communities and online, IPPF's safeguarding policies include ways to protect young people and ensure adequate protection for their youth champions. IPPF has also recently commissioned research into peer education which looks at 'Resistance and backlash to peer education' with a specific focus on what risks young peer educators are exposed to in their SRHR work and how are they mitigated.

As a leading advocate on SRHR, IPPF also works with governments and other stakeholders to achieve legal and policy change in support of its mandate. Under its Strategic Framework, the organisation has established clear targets for number of successful policy initiatives and legislative changes in support or defense of SRHR and gender equality initiatives to which IPPF has contributed. IPPF also supports the capacity of Member State delegations to champion human rights and SRHR and collaborates closely with the UN and civil society partners on joint advocacy, particularly around key UN negotiations to support the SRHR agenda. Nevertheless, increasing pressure from the opposition remains a threat to IPPF.

As a very large and complex organisation with many different types of Member Associations there is a risk of financial mismanagement as well as internal fragmentation of the organisation. In 2019, due to a governance crises and MAs' demand for reforms IPPF held wide consultations among MAs and partners and initiated a reform process to address a growing need for improved transparency and accountability within the Federation. The reform process resulted in a new governance structure, which has been implemented in 2020.

6. Financial Sustainability

Unrestricted and long term funding remains critical to IPPF to fulfill its mission, reach the most vulnerable and poor populations and plan for long-term programming.

In 2019, distribution of income to each strategic area were:

- 74 pct. for Quality HRSR service delivery
- 12 pct. for empowerment of young people, including access to comprehensive sexuality education
- 7 pct. for the advocacy and advance of legislative improvements within gender equality and sexual and reproductive right, and;
- 7 pct. was for enhancing IPPF's effectiveness and global income generation.

IPPF depends on income generated from two main sources, firstly income from donors, such as governments and foundations, and secondly, income generated locally from national MA. Whereas government donors are able to provide longer-term core funding, many contributions are made annually, or as funding for smaller, earmarked projects. This exposes IPPF to risks of sudden changes in the financial landscape such as economic crises, changes of governments, rapidly changing humanitarian situations and global outbreaks of epidemics such as Covid-19. Mitigation strategies includes advocacy for multi-year donor core funding and capacity building of MAs to generate income for their own programmes. IPPF is also attempting to increase its partnership with private sector investors to broaden its financial base; However, Covid-19 may have a negative effect on future income generation locally. As part of its strategic framework, IPPF is prioritizing increased fundraising efforts and is rolling out a new 3 year Global Income Generating Strategy (GIG) from 2021, which will be based on a road map for the modernization of IPPF's income generating approach for sustainability and growth in the future.

7. Fraud and Mismanagement

IPPF operates a Zero tolerance towards corruption, whether carried out by staff, volunteers, contractors, partners or clients. IPPF's Anti-Corruption Policy lays out key requirements dealing with fraud response planning, securing evidence of the fraud, reporting requirements, and guidance on police involvement. However, as with other organisations, IPPF remains exposed to risks of fraud or mismanagement. IPPF has several internal tools in place in order to strengthen its financial controls and anti-corruption measures. In addition, IPPF ensures that financial control systems of Member Associations are reviewed and strengthened through external audit reports, to be followed up by Regional Teams providing technical support if needed.

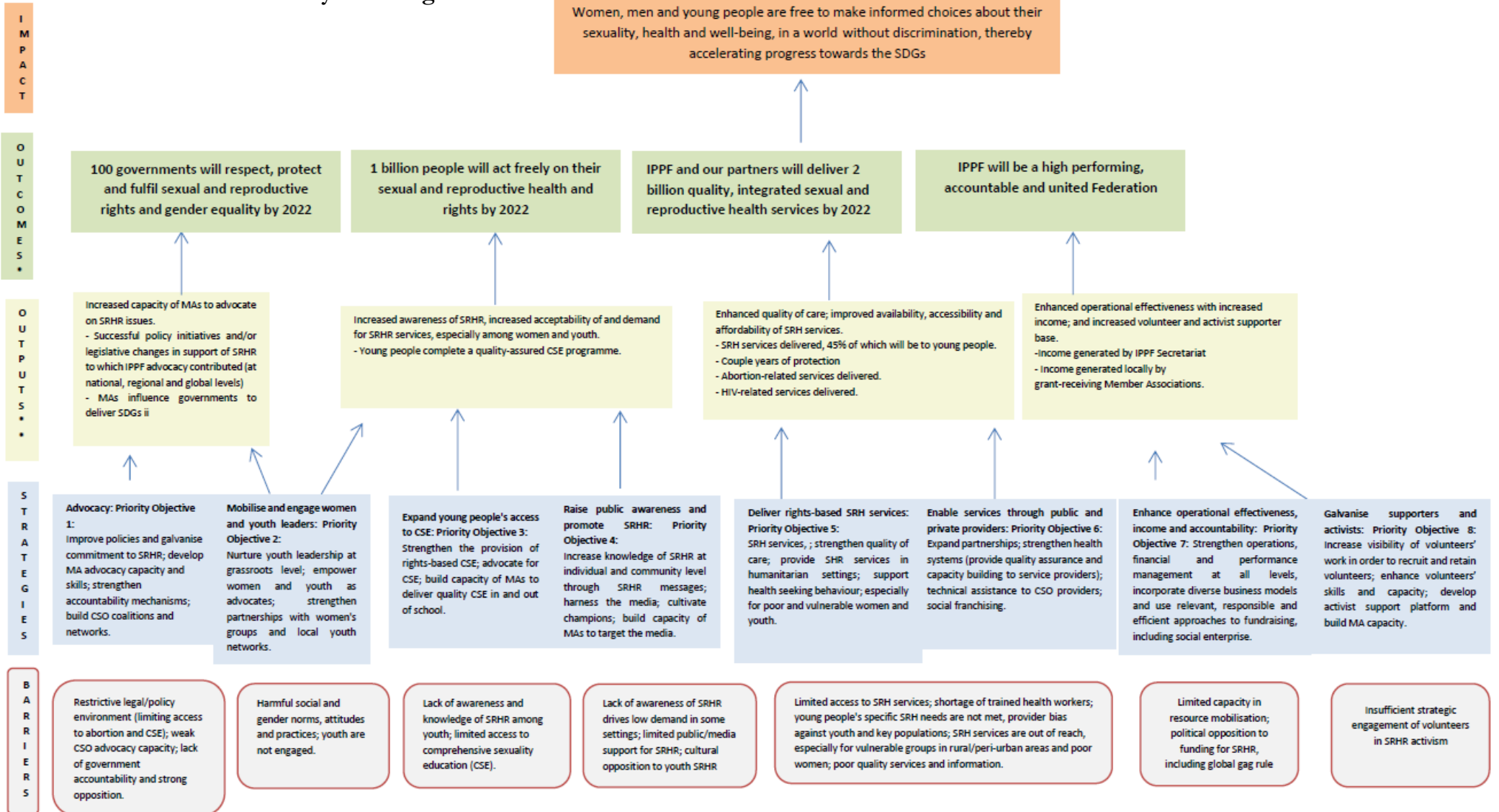
Annex 1: Results Matrix 2016-2019

Outcome indicators from IPPF results framework	Results 2015-2019	Expected Results 2020-2022 (selected by Denmark out of IPPFs results framework)	Link to Danish policy and Sustainable Development Goals (SDGs)
<p><u>Outcome 1: CHAMPION RIGHTS</u></p> <p>By 2022, 100 governments will respect, protect and fulfil sexual and reproductive rights and gender equality.</p>	<ul style="list-style-type: none"> 625 successful policy and legislative changes in support of SRHR at all levels 62 successful policy and legislative changes by the following theme: Promoting gender equality 65 successful policy and legislative changes by the following theme: Access to safe and legal abortion 	<ul style="list-style-type: none"> IPPF advocacy will contribute to 450 successful policy initiatives and/or positive legislative changes in support or defense of SRHR 	<ul style="list-style-type: none"> The four Outcome areas are all directly in line with Denmark’s strategy for development and humanitarian action: “<i>The World 2030</i>” Linkage to Sustainable Development goal 3: Good health, 5: Gender equality, 10: Reduce inequalities and 17: Global partnerships for the realization of the SDGs Denmark is a strong advocate for gender equality and sexual and reproductive rights globally
<p><u>Outcome 2: EMPOWER COMMUNITIES</u></p> <p>By 2022, one billion people will act freely on their sexual and reproductive health and rights</p>	<ul style="list-style-type: none"> 122,211,296 young people completed a quality-assured CSE program. 250,138 educators trained to provide CSE 	<ul style="list-style-type: none"> 99.6 million young people will complete a quality-assured CSE program using a rights based, youth-centered approach to scale up CSE activities 	<ul style="list-style-type: none"> Youth empowerment and increased access to comprehensive sexuality education for young people is a priority area for Denmark Potential links to Youth Sounding Boards at Danish missions in Africa
<p><u>Outcome 3 : SERVE PEOPLE</u></p> <p>IPPF and its partners will deliver two billion quality, integrated sexual and reproductive health services</p>	<ul style="list-style-type: none"> 658,666,939 SRH services provided 39,018,622 unintended pregnancies averted 16,481,305 safe abortion-related services provided 280,344,174 SRH services delivered to young people 	<ul style="list-style-type: none"> IPPF will provide over 584.2 million SRH services, 45 pct. of these will be for young people IPPF will deliver 81.7 million CYPs. (couple year protection) An estimated 17.7 million clients will be reached with SRH services in humanitarian settings 	<ul style="list-style-type: none"> Denmark is committed to increased access to reproductive and sexual health and rights for all, including access to family planning and safe abortion, especially for poor and underserved populations and populations from humanitarian settings

<p><u>Outcome 4: UNITE AND PERFORM</u></p> <p>By 2022, IPPF will be a high performing, accountable and united Federation</p>	<ul style="list-style-type: none"> • 579,900,497 USD generated by the Secretariat • 1,099,298,549 USD generated locally by unrestricted grant-receiving Member Associations • 46,902,286 activists who took action for political and social change in support of IPPF's work 	<ul style="list-style-type: none"> • Income generated by IPPF Secretariat: USD 266.9 million • Income generated locally by grant-receiving Member Associations: USD 553.2 million 	<ul style="list-style-type: none"> • Denmark works in partnership with multiple stakeholders globally including civil society to achieve that countries are on track with their SDG targets on SRHR.
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Annex 2: IPPF Theory of Change

Theory of Change: locally owned, globally connected strategy



Every day, 830 women die from preventable causes related to pregnancy and childbirth - including unsafe abortion (WHO, 'Maternal Mortality Key Facts,' 16 February 2018). Poor and vulnerable women and girls are particularly at risk. 214 million women have an unmet need for modern contraception (PMNCH, 'Investments needed to meet women's sexual and reproductive health needs in developing regions,' 29 July 2017). Access to safe abortion is limited in many countries. Women account for more than half the number of people living with HIV worldwide. Young women (10-24 years old) are twice as likely to acquire HIV as young men the same age (UNAIDS, 'Ending AIDS: Progress towards the 90-90-90 targets,' 2017). Millions of adolescents and youth are unaware of, and unable to claim, their sexual and reproductive rights. Child marriage and female genital mutilation violate women's and girls' human rights, have adverse health consequences and curtail girls' potential. Worldwide, more than one in three women experiences intimate partner violence in her lifetime (WHO 'Global and regional estimates of violence against women, 2013)

Annex 3: Financial control systems of Member Associations

IPPF Member Associations are recognised as the primary mechanism for delivering our vision and mission. The IPPF Secretariat works closely with MAs to review progress, identify technical assistance needs, and ensure that investment results in the achievement of IPPF's objectives. A selection of indicators is used in IPPF's performance-based funding system to reward high performing MAs with increased resources, as well as identify MAs that require additional support to strengthen performance. IPPF ensures rigorous financial controls in MAs in many ways, including:

- **Review of external audit reports.** All MAs that receive grant funds are required to submit their external audit report on an annual basis. If this highlights any control weaknesses, regional teams will follow up with the MA to implement actions to address them. IPPF's **Audit Manual** provides guidance to MAs and their external auditors in meeting IPPF's special accounting, auditing and reporting requirements.
- **Provision of technical support.** Regional teams have dedicated staff who work with MAs to ensure a robust control environment and help introduce new techniques e.g. service costing. As part of the annual planning process, MAs in receipt of unrestricted funding from IPPF are required to submit an annual budget. Performance is monitored by regional teams on a regular basis during field missions.
- **Financial control evaluation.** Once every three years, all MAs that receive more than USD 300,000 a year in grants from IPPF are required to have a financial control evaluation by an independent party. The evaluation covers compliance with donor requirements, internal control systems, financial procedures and legislative requirements, costing and safeguarding of assets, accounting systems, external audit and risk management. If serious weaknesses are identified, regional teams will work with the MA to put in place an action plan.

IPPF Key cost drivers

	2016	2017	2018
Fundraising cost as percentage of total income	1%	3%	3%
Support costs as percentage of total income	6%	4%	5%
Total grants to MAs and partners as percentage of total income	55%	50%	60%

In the current uncertain funding environment, IPPF prioritises and safeguards the grants provided to MAs. In 2018, the total grants to MAs and partners allocated by the Governing Council accounted for 60 pct. of MAs' total income – an increase from 2016.

As we seek to double our national and global income, we have increased our fundraising efforts, and this is reflected in the slight increase in our fundraising costs in 2017 and 2018. Similarly, after a significant cut in 2015, IPPF's support costs have remained fairly stable over the last three years.

Anti-Corruption Arrangements

IPPF operates a zero tolerance attitude towards corruption. IPPF's **Anti-Corruption** policy defines fraudulent activity, whether carried out by volunteers, staff, contractors, partners, or clients. The policy lays out key implementation requirements which cover fraud response planning, securing evidence of the fraud, reporting, guidance on police involvement and lesson learning. Our anti-corruption policy is evaluated regularly through membership accreditation as well as through financial controls. We take legal steps to ensure that any funds which are fraudulently taken are returned.

External evaluations commissioned by IPPF donors take place on a regular basis. These include Norad's External Organisational Assessment of IPPF in 2016; the Australian Department of Foreign Affairs and Trade's Due Diligence Review of IPPF in 2013; and DFID's evaluation of its Partnership Programme Agreement with IPPF in 2012 (these three evaluations are included in the application as attachments).

Annex 4: IPPF's participation in Global and regional Committees /Coalitions

No.	Organisation / Committee Name	IPPF status
Global		
1	Reproductive Health Supplies Coalition	Board
2	Women's Major Group	Member
3	Universal Health Coverage Civil Society Engagement Mechanism (CSEM 2030)	Board
4	Partnership for Maternal, Newborn and Child Health (PMNCH)	Member
5	UNFPA Civil Society Organizations Advisory Council	Member
6	Family Planning 2020 Reference Group ⁱ	Member
7	IHP+ Civil Society Consultative Group	Member
8	SheDecides Support Unit	Host
9	Implementing Best Practices (IBP)	Chair
10	UNFPA Supplies	Steering Committee Member
11	UNAIDS	Member
12	WHO	Representation on Executive Committee meeting; World Health Assembly; and Policy and Coordination Committee.
Humanitarian		
13	International Council of Volunteer Associations	Member
14	Interagency Standing Committee	Member
15	Inter-Agency Working Group on Reproductive Health in Crisis	Steering Committee Member
Regional		
IPPF Africa Region Office (ARO)		
16	UN Economic and Social Council (ECOSOC)	Member
17	Southern African Development Community Forum on SRH	Member
18	Organization of African First Ladies against HIV/AIDS	Member

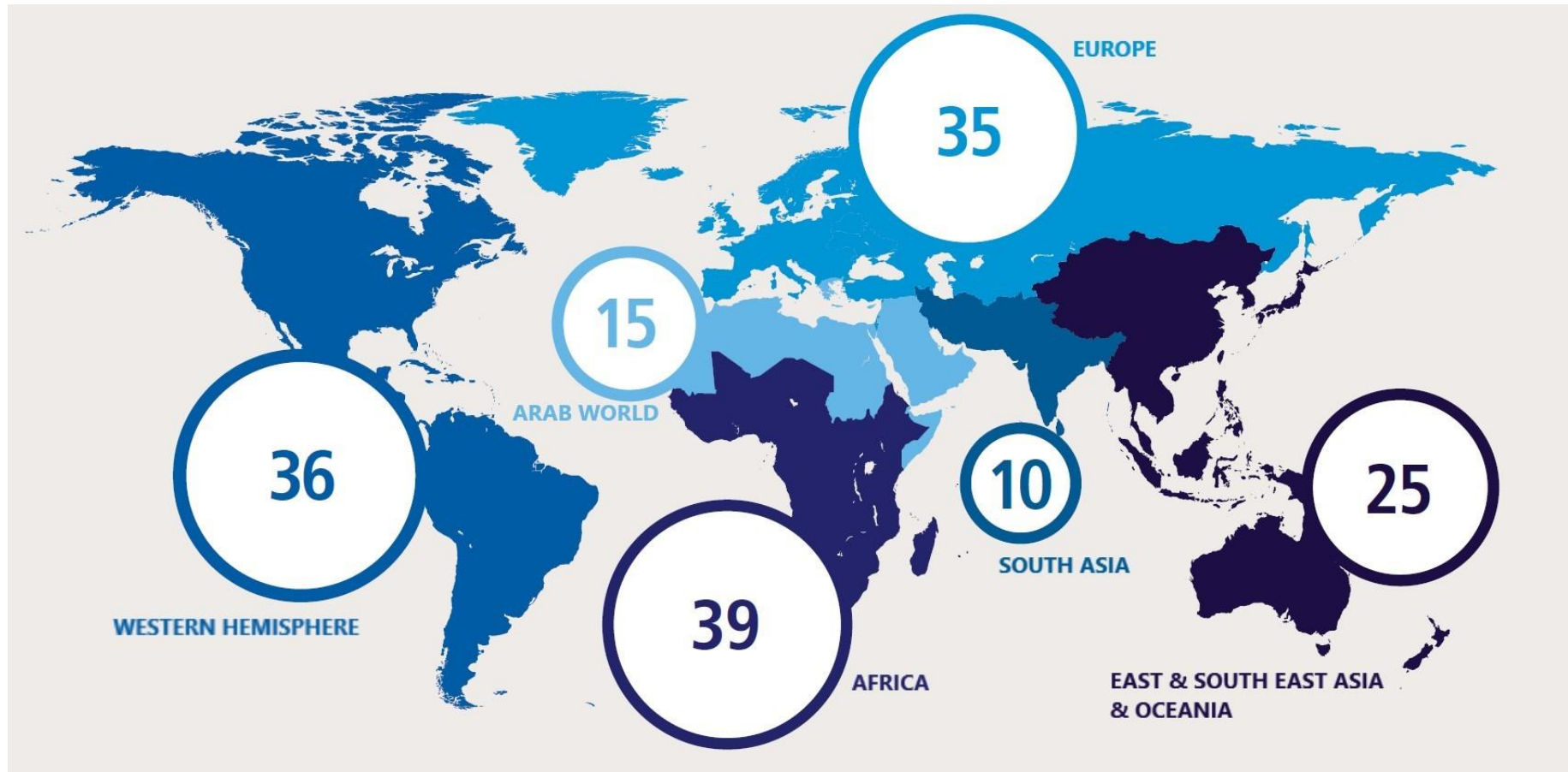
19	African Union Commission	Observer
20	UN Economic Commission for Africa (ECA)	Observer
21	ECOSOC	Consultative Status
IPPF South Asia Region Office (SARO)		
22	Reproductive Health Supplies Coalition System strengthening	Member
23	Initiative unsafe abortion FIGO	Member
24	UNFPA Asia Pacific Expert Group	Member
25	Asia Pacific Regional CSO Engagement Mechanism	Member
IPPF European Network (EN)		
26	Council of Europe, INGOs	Participative status
27	European External Action Service (EEAS)	Collaborative
28	European Parliamentary Forum	Observer status
29	EuroNGOs	Member of Steering Committee
30	ECOSOC	Consultative status
31	Human Rights and Democracy Network (HRDN)	Member
32	Inter-Agency WG for SRHR in crisis, EN region	Co-ordinator
IPPF Arab World Regional Office (AWRO)		
33	Arab Parliamentarian Forum on population and development	Observer status
34	League of Arab States (LAS)	Member for SRH
35	Centre of Arab Women for Training and Research (CAWTAR)	Consultative status
IPPF East and South East Asia and Oceania Region Office (ESEAOR)		
40	ECOSOC	Consultative Status
41	ASEAN Humanitarian Action Centre	Partner
42	ASEAN Secretariat	Partner
43	Islamic Relief Services	Partner
44	Pacific Islands Regional Multi-Country Coordinating Mechanism (PIRMCCM) – Global Fund	Member

45	Secretariat for the Pacific Community (SPC)	Member
46	Pacific AIDS Team (PAT)	Member
47	Pacific Youth Women's Leaders Alliance	Member
48	Pacific Youth Framework Steering Committee of the Pacific Islands' Forum (PIF) and Oceania Society for Sexual Health and HIV Medicine	Member

Annex 5: IPPF Donors 2019

Bergstrom Foundation
Bill & Melinda Gates Foundation
Clara Lionel Foundation
Children's Investment Fund Foundation
Cordaid
David and Lucile Packard Foundation
GIZ
European Commission
Global Fund to Fight AIDS, Tuberculosis and Malaria
Government of Australia
Government of Belgium
Government of Canada
Government of China
Government of Denmark
Government of Finland
Government of France
Government of Germany
Government of Japan
Government of Malaysia
Government of the Netherlands
Government of New Zealand
Government of Norway
Government of the Republic of Korea
Government of Sweden
Government of Switzerland
Government of Thailand
Government of United Kingdom
Levi Strauss & Co.
Merck & Co
Open Society Foundation
Twinning's
United Nations Educational, Scientific and Cultural Organization (UNESCO)
United Nations Foundation United Nations Population Fund (UNFPA)
United States Agency for International Development
Vitol Foundation
William and Flora Hewlett Foundation
Women's Refugee Commission

Annex 6: Map of geographical coverage – number of countries in region*



* As of May 2020 (No. of countries is currently being revised in the Western Hemisphere region)