



IPPF BUSINESS PLAN IMPLEMENTATION UPDATE

June 2020





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1. EXECUTIVE SUMMARY

The conceptual framework of the Business Plan was developed by groups of internal and external stakeholders, who outlined six solutions, each with a maximum of three core initiatives. The Business Plan concept and budget were approved by the IPPF Governing Council in November 2018, and the final implementation design for the conceptual framework was completed in May 2019. In its current form, the Business Plan will run until the end of the Strategic Period in 2022.

Following two rounds of Federation-wide tendering, implementation of Business Plan initiatives began in October 2019. This report outlines activities that have taken place towards the delivery of the Business Plan outcomes since its inception in 2018. The report does not include the process relating to the development of the Business Plan or the implementation design.

Two key moments in 2019 facilitated the results described in this report. The first was the launch of two independent commissions, in June 2019, to look into IPPF's governance structure and resource allocation model relating to unrestricted funding and make recommendations for reform. The second was the awarding of eight Business Plan tenders, including six IPPF centres, completed in September 2019. (See Fig 1. on page 5)

SOLUTIONS 1 AND 2 are devoted to advocacy and respond to Outcome 1 of IPPF's Strategic Framework: by 2022, 100 governments will respect, protect and fulfil sexual and reproductive rights and gender equality.

By September 2019, three initiatives had been put out to tender and awarded. These were:

- A Social Movements Centre based in Morocco;
- A Countering Opposition Centre based in the USA; and
- A Winning Narratives Centre based in Brazil and Belgium.

In October 2019, the three centres met in London to consider how to shape greater synergies and co-ordination. The centres decided to formalise their collaboration in the form of a joint initiative dubbed the IPPF Movement Accelerator Platform (MAP). Since then, the centres have been busy setting up their structures, scoping for their work, and building networks and relationships. Some early results include mobilisation of funding, development of guidelines and setting up an IPPF community of practise.

SOLUTION 3 is devoted to empowering young people, particularly girls and young women. The solution is linked to Strategic Outcome 2: by 2022, one billion people will act freely on their sexual and reproductive health and rights. Promoting youth participation and leadership are central principles for all of IPPF's work.

By September 2019, three initiatives had been put out to tender and awarded. These were:

- A CSE Centre based in the Netherlands that works closely with three national centres based in Kenya, Togo and Bolivia;
- A Social Venture fund based in India; and
- A Youth Participation Centre based in Kenya.

The CSE centres are fully active and have reached tens of thousands of young people and begun to influence practise in the Federation. New technologies and platforms are being explored in India, and social venture innovation will soon be supported across the membership. The Solution 3 outcomes were supplemented by the IPPF reform, in which young people played a pivotal role in demanding greater and more meaningful inclusion in the governance structure.

SOLUTION 4 is devoted to supporting the 131 MAs worldwide to remain dynamic and relevant to the needs of the people and communities they serve. The Solution, along with



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

Solution 5, contributes to the IPPF Strategic Outcome 3: by 2022, IPPF and our partners will deliver two billion quality, integrated sexual and reproductive health services.

The implementation started already in 2018 with the effort to mitigate the impact of the US government’s Global Gag Rule, re-introduced by the Trump administration in 2017. The bridge fund has also helped to address the ongoing needs related to the sudden threat of the Covid-19 pandemic. The fund will be integrated into the new resource allocation model that will effectively begin in 2021. Another exciting initiative is the launch of the MA Governance Strengthening Pilot, which will help MAs address accountability issues impacting on their effectiveness.

SOLUTION 5 is devoted to building on IPPF’s potential and unique geographical reach and commitment to the SRH rights of the most marginalised. The initiatives under this solution have focused on mainstreaming humanitarian programming throughout the federation. This will be achieved through enhanced collaboration across departments and regions, resource mobilisation, capacity building efforts, and laying the groundwork for enhanced peer-to-peer support and MA-led

capacity development centres. The approval of the Stream 3 guidelines for the new resource allocation model is a key result. It will help to deliver greater impact in this important area of the IPPF Strategic Framework.

SOLUTION 6 is devoted to the development of a culture of accountability, transparency, solution orientation and collaboration. The initiative is linked to Strategic Outcome 4: by 2022, IPPF will be a high-performing, accountable and united Federation.

This work has been ongoing since early 2019, and was accelerated through the year-long reform process that included the convening of two independent commissions to assess governance and resource allocation. Investing in a more diverse leadership, especially women, girls, and young people, is central to IPPF’s effort to instil a stronger, meaningful feminist culture. To this end, IPPF will create a Women’s Leadership Institute and a Leadership Scholarship programme, which are currently in the final stages of design and will be launched in Quarter 3 of 2020.



Fig 1. Solution Outline

SOLUTION	INITIATIVE / IMPLEMENTATION METHOD	RESPONSIBLE ENTITY	STATUS / KEY RESULT
1+2: Movement Accelerator Platform	1.1. Social movements Centre 2.1. Countering Opposition Centre 2.2. Winning Narratives Centre	1.1. AMPF (Morocco) 2.1. IPPF WHRO (USA) with PPFA (USA) as co-applicant 2.2. ANIS (Brazil) with IPPF ENRO (Belgium) as co-applicant	Started Quarter 4, 2019 <ul style="list-style-type: none"> Centres set up. Funds mobilised. Guidelines developed. Community of practise set up.
3. Enable and Empower Young People	3.1. Global CSE Centre (and 3 regional centres) 3.2. Youth Social Venture Fund 3.3. Youth Participation Centre	3.1. Rutgers (Netherlands) 3.2. FPAI (India) 3.3. FHOK (Kenya)	Started Quarter 4, 2019 <ul style="list-style-type: none"> All centres are up and running and providing technical guidance. Consultations conducted. Market Research done. Partnerships developed.
4. A Dynamic and Impactful Membership	4.1. Sustaining MA Delivery Bridge Fund 4.2. Accountability Systems Pilot 4.3. Accreditation Review	Unified Secretariat and MAs (Bridge Fund and Accountability Pilot recipients)	Started Quarter 2, 2018 <ul style="list-style-type: none"> GGR and COVID impact mitigation. Resource allocation system supporting the MAs reviewed and reformed. MA Governance Pilot launched.
5. SRHR for Crisis-affected People	5.1. Mainstreaming Emergency Response Fund 5.2. Humanitarian Capacity Development Centre	5.1. IPPF Humanitarian Team (Thailand) 5.2. Rahnuma-FPAP (Pakistan) with RHU (Uganda)	Start-up Quarter 4, 2019 <ul style="list-style-type: none"> Centre set up. Consultation conducted. Stream 3 guidelines for IPPF emergency funding developed and approved.
6. Develop Leaders, Boost Culture	6.1. Governance and Secretariat Reform 6.3. Leadership Fund and Women's Leadership Institute	6.1. Unified Secretariat 6.3. To be tendered in 2020	6.1 Started Quarter 1, 2019 <ul style="list-style-type: none"> Clarification of mandates and unified Secretariat. Reform of IPPF governance structure.
7. System Strengthening	Design Pending	Unified Secretariat	Design commencing Quarter 3 2020.



2. INTRODUCTION

This report outlines activities that have taken place toward the delivery of the Business Plan outcomes since its inception. Some activities started in 2018 in parallel with the development of the Business Plan and its design. The report draws primarily on the activity reports submitted by the new IPPF centre hosts and fund managers over the first six months of implementation. The majority of activities, therefore, span the period from 1 October 2019 to 30 March 2020.

The report does not include activities relating to the development of the Business Plan or the implementation design. The report also does not reflect on learnings made in the course of the development or implementation of the Business Plan. Efforts are underway to draw learnings from the conceptual and design phases.

3. BACKGROUND

In March 2018, the IPPF leadership met to review performance toward the Strategic Framework 2016-2022. They considered a number of areas of the operation that were either under-performing or that had been omitted in the framework. In order to accelerate delivery in these areas, they initiated a targeted business plan process, applying a solution-based approach.

The conceptual framework of the Business Plan was developed by groups of internal and external stakeholders between April and September 2018. These groups outlined six solutions, each with a maximum of three core initiatives. The concept and associated budgets were approved by the IPPF Governing Council in November 2018.

The further implementation design for the Business Plan was developed between January and March 2019. The design report recommended implementation through a series of specialised IPPF centres located in organisations with demonstrated technical proficiency or potential in the Federation.

Additionally, the design provided guidelines for the internal tendering of the Business Plan initiatives, including criteria, proposal tools and associated scoring instructions. The tendering process, which took place over two separate rounds, was completed in September 2019. In total, eight initiatives have been awarded. More tenders will follow in 2020.

The Business Plan was designed to be a dynamic and flexible instrument in the operations of IPPF. It was conceived of as a means of responding to an ever-changing context, providing the federation more manoeuvrability within the strategic period to remove barriers and seize strategic opportunities to facilitate the global strategy.

Within the current strategic period there have been several examples where urgent action was required to overcome severe obstacles such as destructive macho politics, internal governance problems, or the COVID-19 crisis. Some of these issues were included in the original design, but others have required adaptations to be made, such as the convergence of the reform actions with the Business Plan objectives reflected in Solutions 4 and 6 specifically.

The Business Plan will remain a living document and, as such, the design will continue to take shape. More solutions and initiatives are bound to be added, while others may be removed, having been deemed obsolete or complete. For instance, IPPF has added a Solution 7, which looks at improving Secretariat systems for greater agility and robustness, while initiative 6.2 has been stopped as it fits more readily in the work plans of the People, Operations and Culture Division of the unified secretariat. In its current form, the Business Plan will run until the end of the Strategic Framework period in 2022.

4. ACTIVITY UPDATES

In 2019 there were two key moments that facilitated the results described in this report. The first was the launch of two independent commissions, in June 2019, to look into IPPF's governance structure and resource allocation model relating to unrestricted funding and make recommendations for reforms. Several of the reform outcomes were closely aligned with the Business Plan, and to an extent rooted in its change agenda. The reform effectively helped to galvanize delivery of parts of Solutions 4, 5 and 6.

The second moment was the awarding of eight Business Plan tenders, including six IPPF centres, completed in September 2019. (See Fig. 1 above.) The majority of the centres were awarded to IPPF member associations (MAs), which signals a step-change towards a more MA-centric IPPF. The centres have spent the first two quarters of implementation on their start-up activities, which includes setting up structures, hiring staff and planning their delivery. For the remainder of the implementation period, the fully operational centres will move into accelerated delivery to meet their targets. The centres currently relate to Solutions 1, 2, 3 and 5.

WE
SHOULD
ALL BE
FEMINISTS

OBIET





SOLUTIONS 1 AND 2: MOVEMENT ACCELERATOR PLATFORM

Solutions 1 and 2 are devoted to advocacy and respond to IPPF's Strategic Outcome 1. The solutions seek to address a changing political reality that holds existential risks for IPPF's Strategic Framework. Well-organized and well-funded opposition actors are actively undermining existing rights and the scope and reach of SRH services. Partly in reaction to this shift, social movements on women's rights and health - especially abortion - are emerging organically around the world. It is a pivotal movement in time that will have long-term consequences for the sector, and IPPF needs to be ready to support the growing number of social movements working for SRHR. Verbal framing is an important element of that work.

Following an internal tendering process, IPPF awarded three centres that will deliver the Secretariat Business Plan objectives on Social Mobilisation (Solution 1) and Countering Opposition (Solution 2). The hosting of the centres was awarded to the following organisations:

1. Social Mobilisation Centre: Association Marocaine de Planification Familial (AMPF).
2. Countering Opposition Centre: IPPF's Western Hemisphere Regional Office, in consortia with Planned Parenthood Federation of America (PPFA) and the European Parliamentarian Forum (EPF).
3. Winning Narratives Centre: ANIS Institute of Bio-ethics, an IPPF collaborative partner in Brazil, in consortia with the European Network Regional Office (IPPF ENRO).



In October 2019, the three centres met in London to consider how to shape greater synergies and coordination. The centres decided to formalise their collaboration in the form of a joint initiative dubbed the IPPF Movement Accelerator Platform (MAP). They further planned out a set of common actions that would serve to maximise resources and efficiencies. These were:

- Hiring a coordinator to support knowledge management and the operationalisation of the grant mechanism for national groups.
- Sharing an IT platform.
- Developing a capability statement and written piece to present the movement accelerator to internal and external stakeholders.
- Developing a list-serve, regular calls, and a newsletter, among other knowledge management initiatives.
- Establishing key research partnerships.
- Operating the platform as a start-up innovative initiative, thus reducing the burden of detailed operational reporting and increasing strategic thinking, risk-taking and flexibility.

Over the course of the start-up phase, the centres have been mostly focused on internal structuring, although some work has also been done to position and resource the centres externally. The Movement Accelerator shares a fund that will provide grants to the IPPF Member Associations to deliver national action.

The emergence of COVID-19 has had a real impact on the Movement Accelerator Platform. The three centres have been analysing information submitted by MAs through a task force survey that asks how opposition is acting in their countries and what have they done to advocate and defend SRHR. The priority for the centres in the coming months is to allocate small grants at the national level for movements, countering opposition and changing narratives.



Movement Accelerator meeting. London 3-5 October 2019

Initiative 1.1. Social Movement Centre

The centre, which is based in Morocco, has developed a workplan and recruited all key staff, including the essential Centre coordinator. At a kick-off meeting, conducted in Marrakech on 2-3 March 2020, the team focused on developing the centre's framework and agreeing on roles, responsibilities, management, communication tools, and the way forward. The team is currently working on the development of technical specifications for internal and external communications strategies, an online discussion forum, and an e-magazine.

The centre is working hand in hand with She Decides and has commissioned research to map social movements acting at regional and global levels with whom national ones will connect. This mapping exercise will be concluded at the end of July 2020.

The Centre has also partnered with the Women's March on social mobilisation activities for International Women's Day, most of which were undertaken digitally in different countries.

The social movements centre will hold a launching event in September following delays related to the COVID-19 pandemic.

Initiative 2.1. Countering Opposition Centre

This centre, which is hosted by IPPF Western Hemisphere Regional Office with PPFA and EPF, started later than the other

Movement Accelerator Centres, and is therefore still planning and setting up core infrastructure. That said, it has contributed to the IT platform concept note with the goal of developing a unified and powerful tool for the entire Movement Accelerator.

The centre's theory of change, results framework and workplan have been developed. However, at the end of March, these had to be carefully re-considered due to the COVID-19 pandemic, which has had unexpected effects on the opposition attacks, among other effects.

The Countering Opposition Centre has made some important contacts in this period such as with [the programme on Countering Backlash: Reclaiming Gender Justice](#) hosted by the Institute of Development Studies of the University of Sussex.

Initiative 2.2. Winning Narratives Centre

The workplan of the Winning Narratives Centre is on-track, with most start-up activities concluded and a number of external activities already conducted.

The centre has set up a community of practice that meets regularly to identify discourses on SRHR and gender equality and develop alternative ways of talking about these issues. The centre has identified the ecological discourse as a current trend to challenge SRHR and have hired a consultant from the University of Berkeley to help IPPF on counteracting it.



caption:



The centre has also drafted guidelines for managing sensitive information and intelligence on all workstreams within MAP, and has developed an IT platform concept note and terms of reference for implementation strategies.

A core component of the centre's function is to build capacity across the Federation in reclaiming the narrative on SRHR. This will be done in a variety of ways, including through the Community of Practice, trainings and ongoing support to MAs and partners. For example, ANIS conducted two training sessions with more than 50 grantees of the Safe Abortion Action Fund, and IPPF/EN supported MAs and partners in Europe, Kenya, Nigeria and Tanzania.

Learning and capacity development is also taking place internally through coordination and regular exchanges between ANIS and IPPF/EN.

The centre has already attracted donor interest. It has partnered with the Gates Foundation to address damaging narratives in Africa and currently supports three MAs to reframe SRHR issues there. In addition, the Open Society Foundation will be providing flexible support to roll out an integrated Movement Accelerator Programme in Europe.

SOLUTION 3: ENABLE AND EMPOWER YOUNG PEOPLE

Empowering young people, particularly girls, and promoting youth participation is a central principle for all of IPPF's work. Within its Strategic Framework, IPPF prioritises a youth-centred approach, including tailored, youth-friendly services and rights-based Comprehensive Sexuality Education (CSE) that integrates gender equality into the learning material.

Solution 3 provides three initiatives that seek to: 1) expand CSE expertise and improve programming across the Federation; 2) understand and fund innovation in the field of apps and new technologies related to SRHR provision and information; and 3) support youth leadership and ensure youth engagement throughout the Federation.

The activities of the two centres were augmented by the IPPF reform process, in which youth leadership was a decisive factor for the positive outcomes. The reform also ensured that youth leadership remains on the agenda of the new governance structure, in which there is a minimum of 20% youth membership in all governing bodies, as well as the overall work of the Federation.

Initiative 3.1. CSE Centre

Rutgers, the MA in the Netherlands, won the tender to set up an IPPF CSE centre, working in partnership with centres of excellence in Bolivia, Kenya and Togo. CIES, in Bolivia, has set up the centre as a standalone entity, called CEX, in collaboration with a number of other MAs in the Latin America. Kenya and Togo are in the process of developing their knowledge-sharing approach.

The responsibilities of the CSE centre host include the management of a large donor grant (from Global Affairs Canada) to deliver activities and facilitate knowledge-sharing. This is done mostly through the three centres of excellence in Bolivia, Kenya and Togo.

The CSE centre has focussed its work on two objectives, as follows:

Objective 1: Increase the uptake of quality integrated gender and rights-based youth-centred SRH services by young people.

The implementing MAs are well on track to increase their capacity to deliver youth-friendly services (YFS) and are steadily increasing CSE exposure and community support.

To date, the three MAs have provided 202,496 sexual and reproductive health services to young people, exceeding the forecasted number of 187,000.





In addition, the MAs have trained a large number of peer educators, teachers and facilitators in CSE. While the MAs have only reached 55% of the target of providing CSE to 39,200 young people, they are implementing innovative strategies to catch up on this indicator. Specifically, they are utilising diverse channels to reach more young people out of school. The MAs have succeeded in providing gender transformative awareness training to community members, with some work still needed to reach the forecasted number of community leaders.

Objective 2: Ensure regional spill-over effect of national excellence through the establishment of the three centres of excellence.

The centres of excellence for youth also aim to support regional improvements in youth-centred programming by offering their key lessons learned and best practices to partners in their country and within their region. These may include:

- Approaches to building strong relationships and strategic partnerships with national and local governments for scaling up CSE and YFS;
- Involving other community-based organisations, institutions and strategic allies in project design and implementation to ensure that projects answer the specific needs of the community, and build in capacity to enable the continuity and sustainability of interventions;
- Facilitating participatory activities that allow young people to be involved at all levels of project design and implementation, and ensuring ownership of the project through youth governance and youth leadership;
- Putting in place deliberate measures to ensure equity of participation and opportunity through the programme between young women and young men;
- Integrating SRHR with livelihoods skills to ensure that young people have the economic empowerment that is necessary for them to mitigate the challenges of unmet adolescent SRH needs; and
- Harnessing information technology in adolescent SRH service delivery, such as SMS platforms, WhatsApp and other (digital) innovations that provide a safe space for young people to access and utilize services through referral mechanisms that are convenient for youth.

While the implementing MAs are developing and revising best practice tools and putting action plans in place, more efforts are required in the upcoming project year to put the elements in place required to establish the centres of excellence in youth-centred programming.

Initiative 3.2. Youth Social Venture Fund

Technology has the potential to support access to information, education and services for young people across the world in a safe, stigma-free and confidential way. IPPF has been slow to harness the power of communication technologies to improve young people's health and wellbeing. This initiative will establish an IPPF Youth Social Venture Fund that will serve as an incubator for developers and entrepreneurs to create new SRH technology targeted at youth.

The tender to manage the fund was won by Family Planning Association India (FPA India). The work of implementing the fund will involve: floating the global bid; screening and selecting applicants; awarding the fund to suitable applicants; monitoring progress of fund utilization; and overseeing the development of viable technological solutions.

The first task of this initiative was to conduct a desk review of global and national goals in FP and SRHR for young people in order to better understand the current needs and issues faced by young people. This was achieved through extensive research and consultation. Key activities included:

- A comprehensive review and analysis of existing technological solutions in the healthcare space, developed for Indian and global markets.
- A consultation with IPPF youth volunteers from different Member Associations, which was organized in November 2019 in Delhi, to facilitate identification of problems that are global, applicable to young people from different socioeconomic backgrounds, and inclusive of marginalised and conflict-ridden populations.
- A detailed report with insights on the various problem statements outlined under three categories – Prevention and Socio-behavioural; Screening and Diagnostic; and Treatment and Management.
- A questionnaire to obtain country-specific insights and inputs from MAs to aid in defining and selecting problem statements.

FPA India also conducted market research and a landscaping exercise to identify: incubators; accelerators; venture and social impact fund organizations; management and technology institutions that support start-ups; corporate initiatives; data security and legal organizations; and existing formats/challenges for developers and entrepreneurs.

On the basis of the market research, FPA India developed an extensive database of around 61 organizations and institutes across different stakeholder groups, and evaluated each stakeholder to identify their strengths, expertise and focus areas.



Following a strategic review of this stakeholder category mix, FPA India shortlisted relevant organisations and institutions for outreach and engagement around proposal development and eventual roll out.

FPA India also attended expert tech events hosted by, e.g. NASSCOM, Tech4Good Summit, and Villgro Unconvention. These events served both to gather information about where the sector is moving, and as networking platforms.

Finally, FPA India is in the process of developing the final concept for the fund, for resource mobilisation and operationalisation. To understand the vision and mission of the fund and IPPF's mandate for fund implementation, FPA India organised discussions with the IPPF focal team for the fund. FPA India has received a no-cost extension that will allow it to deliver the following outputs:

- Operational guidelines and action plan for funding phase;
- Guidelines for technology, business incubation, financial and fund management; and
- Key indicators for evaluation for applicants.

Initiative 3.3. Youth Participation Centre

The last initiative in Solution 3 is setting up a Youth Participation and Leadership Centre, hosted by FHOK and IPPF's Africa Regional Office in Kenya, which will develop a set of standards and tools for MAs to build and strengthen national youth networks. This centre will train champions from MAs across the Federation to support fellow MAs to identify strengths and areas for growth in their existing youth participation structures, and will create formal mechanisms to support meaningful youth engagement at all levels of the Federation.

The two primary deliverables of this centre are to develop a set of standards for youth participation, and to create resources and guidance for MAs for strengthening their youth networks. The implementation of the Youth Participation Centre has progressed as per the approved work plan. Activities implemented so far include:

- Developing a job description for the project coordinator
- Developing a draft operational guide for the centre through a participatory process involving diverse young people. The second phase of the guide will be reviewed by MAs identified to participate in the implementation of the tender for this initiative. After review and additions from the selected MAs, the document will be sent for validation and input by young people in the Federation.

- Identifying a safe space for establishing a champion's leadership centre (CLC), and initiating the process of procuring needed equipment for the centre.
- Conducting an inception meeting with the participation of representatives from FHOK's senior management team, the program team, and young people. Once a new board is constituted another inception meeting will be done to orient the new team elected.
- Disseminating a call for expression of interest, with an application deadline of 28 April 2020.
- Applying for accreditation with the Kenya National Industrial Training Authority (NITA), which will allow young people across the Federation to be in a position to acquire and share knowledge on various developmental skills with accreditation. Some of the proposed skills to be taught include: leadership skills, advocacy trainings, communication skills and other capacity building and short leadership courses. This application is pending.
- Designing a dashboard that will provide linkage between MAs, youth, and other stakeholders and promote learning and sharing among all three Solution 3 initiatives.
- Developing a resource mobilisation strategy and communications plan, which is ongoing and is expected to be complete in July 2020.

Next steps planned by the centre include:

- Convening an inception Meeting with Selected MAs - this will be done through online platforms such as Skype or Zoom. If the situation improves, another meeting will be organised for Youth Participation Centre members.
- Reviewing the work plan to make adaptations for the COVID-19 pandemic.
- Conducting operational research.
- Operationalizing the leadership centre.
- Establishing a learning Network - Summit.
- Finalizing the Dashboard.
- Developing an e-course on leadership and network building.



SOLUTION 4: A DYNAMIC AND IMPACTFUL MEMBERSHIP

This Solution is devoted to supporting the 131 MAs worldwide to remain dynamic and relevant to the needs of the people and communities they serve. It has three initiatives that are being implemented to ensure that stronger operational and technical capacity results in greater reach and impact.

Initiative 4.1. Sustaining MA Delivery Bridge Fund

This initiative has been pivotal to the survival of several MAs in extraordinary times, providing much needed funding to mitigate the effects of crises, from the reinstatement of the Global Gag Rule to the ongoing COVID-19 pandemic.

Implementation started in 2018, when IPPF's donors rallied to support MAs that lost funding due to the Global Gag Rule imposed by the Trump Administration in 2017. This destructive policy prohibits U.S. global health assistance from being provided to foreign non-governmental organizations that perform abortion in cases other than a threat to the life of the woman, rape or incest; provide counselling (including advice or information) and/or referral for abortion; or lobby to make abortion legal or

more available in their own country, even if these activities are performed with funding from other, non-U.S. government sources. IPPF experienced an estimated USD 107 million loss in actual and prospective funding between 2017 – 2020.

The Africa Region bore the greatest burden of this loss, at approximately USD 40 million. South Asia lost approximately USD 7.5M and Western Hemisphere Region lost an estimated USD 4.5M over the same period. A total of 32 MAs were directly affected, including 18 MAs and 34 projects in the Africa Region. The Bridge Fund helped to avert or mitigate the most devastating effects across the affected regions, including clinic closures, loss of staff, and reduced service provision to underserved and marginalised populations.

Below are examples of the impact of the fund.

Ethiopia

FGAE was awarded USD 653,424. The grant supported social franchising in 403 Family Health Network clinics, as well as a commodity revolving fund that helps the franchised clinics.

Namibia

Due to the GGR, the MA, NAPPA, had to close all 9 of its static clinics and lost 52 clinical staff, greatly impacting its capacity to offer services in the short and long term. NAPPA received funds to support integrated mobile outreaches in 3 regions: Ohangwena, Erongo and Khomas. While this has helped to mitigate the impact, the crisis has not been fully averted.

Afghanistan

The MA in Afghanistan was awarded USD 177,000. This funded 230,939 SRH services during the second half of 2018, representing 16% of all SRH services offered by the MA in 2018.

India

FPAI was allocated USD 424,390 to mitigate effects of the GGR. The MA has established an upward trend in delivery over the last 4 years that could not have been maintained without the GGR grant. The grant supported delivery of 1,347,716 SRH services, representing 11% of all SRH services offered by the MA in 2018. The grant also supports SRH services to young people and medical abortion services.

Barbados

The MA in Barbados experienced a 19% decline in the number of young people reached with CSE between 2017 and 2018 due to closure of the Linkages Project as a result of the GGR. The bridge fund supported the MA to increase the number of young people reached with CSE by 40% in 2019 as compared to 2018, as well as to increase the number of SRH services by 24% during the same time period.





El Salvador

El Salvador is one of the countries with the highest restrictions on abortion in the world. The grant supported ADS/Profamilia to carry out a program to increase the access to emergency contraception (EC) for young people and women in social risks. The MA trained more than 280 health providers and more than 1000 community volunteers to facilitate access to EC in communities across the country. By linking EC distribution to CSE programs, the program has been successful in increasing access to EC for adolescents and young women in particular.

In addition, Initiative 4.1. has helped Member Associations to respond to the COVID-19 pandemic in 2020. Of the 121 Member Associations surveyed to assess the impact of COVID-19 on their operations, 66% reported a decrease in the number of service delivery points since the outbreak, with community-based distribution and mobile clinics being the most affected. Furthermore, 12 Member Associations reported having to either suspend or terminate staff, and 36% of Member Associations are experiencing shortages of key SRH commodities, predominantly contraceptives.

The bridge fund, (using the DGO Emergency Fund) released more than USD 450,000 to purchase PPE for MAs. In addition, IPPF has established a [Solidarity Fund](#) to support MA/Secretariat staff who have been deeply affected by C-19.

In future, the delivery of this initiative will be funded through by new streams-based resource allocation model.

Initiative 4.2. Accountability Systems Pilot

In March 2020, the Secretariat launched a pilot programme to support up to ten Member Associations with diverse governance models to strengthen their organisational governance. The process will involve two phases, as follows:

1. **The analytical phase** will involve an evaluation or SWOT analysis¹ to review existing governance and its effectiveness against set criteria, including the effectiveness of governance oversight, the cost of governance and other factors.²
2. **The development phase** will involve support tailored to the specific needs of each MA as determined by the phase one analysis. The overall support package could include, for example:
 - Governance review and strengthening to accord with best practice principles and approaches
 - Regulations/constitutional review against best practice and national legal framework

- Facilitated stakeholder discussions on governance strengthening and development options
- Technical support and process accompaniment
- Board / governance meeting decision points
- Providing opportunities for strengthening women's and youth leadership

The programme will fund locally sourced technical assistance for a 5-6-month period of support. Each participating MA will appoint a project lead to support the national process, liaise with local technical support providers, and participate in global coordination discussions.

The programme is entirely voluntary, and MAs were invited to apply to be part of the pilot programme. By end April 2020, more than 20 MAs had submitted applications, the majority of them based in Africa, and many also in the Arab World. The first applications were assessed in June and the MAs will be informed by 26 June.

Selected MAs will be provided with an initial grant to conduct the phase one assessment. If the first phase is completed successfully, and there is an expressed need and desire to undertake reform, an MA-specific scope of work for phase two will then be agreed and budgeted. The in-country consultants will be jointly recruited by the MA and the IPPF Secretariat. Funds can be provided for cross learning, webinars and documentation of global learning.

The pilot programme will be co-ordinated from the unified Secretariat to facilitate learning across the selected MAs and to document the learning for the benefit of the wider IPPF membership. The programme will be MA-centric, including cross-federation reflection on creative solutions that can be piloted with the selected MA, such as learning from experiences, mapping the variety of realities and related challenges, and collectively shaping new ideas. It will also involve peer to peer coaching as part of the piloting process to facilitate joint reflection and recommendations for MA capacity building.

Initiative 4.3. Accreditation System Review

The review of the IPPF accreditation system was delayed by the reform. It will commence in Quarter 4 2020 and will follow a consultative, solution-based approach with a focus on the Member Associations.

1. SWOT Analysis is an analysis of Strengths, Weaknesses, Opportunities and Threats

2. Including the extent to which women and youth leaders are supported and developed



SOLUTION 5: SRHR FOR CRISIS-AFFECTED PEOPLE

Solution 5 is devoted to building on IPPF's potential and unique geographical reach and commitment to the SRH rights of the most marginalised populations to ensure that populations affected by crises are able to access timely and better quality services. Success will be measured by the number of services provided to crisis populations, whether directly or enabled, and assured via strong partnerships.

Initiatives under Solution 5 have focused on mainstreaming humanitarian programming throughout the Federation through enhanced collaboration across departments and regions, resource mobilisation, capacity building efforts, and laying the groundwork for enhanced peer-to-peer support and MA-led capacity development centres.

Initiative 5.1. Mainstreaming Emergency Response Fund

Initiative 5.1. is led by the Humanitarian Team based in Bangkok, Thailand. The initiative aims to build systems and capacity in order to mainstream emergency responses through the

Federation, and to ensure rapid and targeted release of funds to support crisis-affected countries and populations. Ultimately, the initiative will result in the broadening of the existing DGO Emergency Fund as part of the new stream-based resource allocation model, supported by appropriate and effective response systems. To this end, in the course of 2019, the following activities were implemented:

1. **Creating a system for fast-tracking the release of DGO Emergency Funding to support timely emergency response.**

IPPF established guidelines for the application process for and disbursement of DGO emergency funds. This mechanism has resulted in more timely decision-making, funds disbursement, rapid response, monitoring of deliverables, and reporting. This mechanism will be the basis for developing Stream 3 in the new resource allocation model. In 2019, IPPF released DGO funding for the following emergencies: Cyclone in Mozambique, Cyclone in Malawi, and floods in Iran and Togo. In the first quarter of 2020, IPPF released DGO funds to support procurement of commodities and activities for the coronavirus response in China and Iran, and relief to those affected by the Taal Volcano eruption in the Philippines.

IPPF Humanitarian Surge Roster Induction

11th - 14th February 2020



IPPF Humanitarian Surge Roster Induction, February 2020 - Photo IPPF

2. Establishing a Global Surge Roster to support rapid deployment of key expert staff during disaster response.

IPPF developed a guideline outlining the purpose, mechanisms and structure of the surge roster. Subsequently, a call for applicants for roles with the surge roster, including technical and program management support, was circulated among Secretariat staff.

26 Secretariat staff participated in a surge roster induction training in Bangkok in February 2020. This included 13 members of the Humanitarian Team (Bangkok and Suva), 2 from ARO, 1 from ESEAOR, 1 from SROP, 1 from WHR, 5 from CO (London) and 1 from CO (Melbourne). Gender balance of participants was achieved with 14 females and 12 males. Topics included the Minimum Initial Service Package for Reproductive Health in crises, humanitarian principles, mechanisms for deployment, and roles and responsibilities of surge participants.

Humanitarian Team leadership debriefed participants to assess readiness for deployment, enrolled members in coordination and continuing education platforms, and finalized the pre-deployment package that outlines benefits and insurance coverage.

The Humanitarian Team has provided roster participants with briefing documents and guidance to support participants in discussing with their respective teams and supervisors on what the surge roster is and contingency planning for their teams should deployment occur.

3. Integrating humanitarian data collection and analysis into global data management.

A task team with representatives from the Humanitarian Team, Programme, Organisational Learning & Evaluation (OLE) and Strategic Partnerships Division (SPD) from Regional Offices and Central Office reviewed and agreed relevant humanitarian indicators. During the annual OLE meeting that took place in London in November 2019, a phase-wise integration plan was agreed to ensure humanitarian datasets will be captured in the global IPPF DHIS2. A list of humanitarian indicators that are not yet reflected in DHIS2 have been identified, and preparations and budget to support software modifications for DHIS2 integration are underway. MA- level rollout of humanitarian indicators will be achieved through regional trainings.

4. Developing supply chain guidance for MAs responding to humanitarian crises through cross-departmental and external partner collaboration.

The Humanitarian Team and Supply Chain Management teams have agreed to pursue a partnership with UNFPA to further global and MA-level visibility and access to SRH commodities in emergencies, and to leverage capacity-building opportunities for MAs. External capacity-building opportunities will be bolstered by development of internal IPPF guidance for MAs. The joint concept note has been drafted and is awaiting activation.



5. **Diversifying investment in humanitarian programming at global level through collaboration with SPD, and laying the groundwork for enhanced MA access to pooled funding mechanisms.**

The Humanitarian Team and SPD are collaborating on identifying and supporting humanitarian funding opportunities. The Hub is also developing guidance for MAs on how to access pooled funding mechanisms (e.g. OCHA country-based pooled funding mechanisms). Collaboration among Regional Officers, MAs, the Humanitarian Team, SPD, and Programmes Division has supported investments in humanitarian programming from numerous donors including the Danish Government, Canadian government, BMZ, DFAT and DFID.

6. **Establishing an Emergency Activation System (EAS) to enable a coordinated, timely and appropriate response by MAs.**

A revised EAS was completed in April 2020 to ensure ease of use and more coordinated and timely support to MAs. Rollout will take place in April and May 2020 in collaboration with Regional Offices.

Initiative 5.2. Humanitarian Capacity Development Centre

Initiative 5.2 is managed by the MA in Pakistan (FPAP), with Uganda (RHU) and SARO as co-implementers, who together won the global tender.

An inception meeting was planned for week of March 16th in Kampala; however, it was delayed due to coronavirus travel restrictions. Instead, a virtual meeting was held March 25-27. Meeting outcomes included:

- A. Agreed roles and responsibilities of various parties (e.g. FPAP, RHU, SARO, Secretariat) in the management, implementation, technical support and oversight of the initiative.
- B. Identification of priority MAs for capacity building activities in Year 1: Yemen, Sudan, CAR, Burundi and Burkina Faso.
- C. A coordinated technical approach to capacity building, including contingency planning for operating during the COVID-19 pandemic.
- D. Outlining next steps, such as finalizing the Year 1 consolidated work plan, budget and results framework by mid-April 2020.

Key next steps for Solution 5 in 2020

- Promoting safety and security in humanitarian settings through supporting on-boarding of Safety & Security Advisor and undertaking joint-work on guidance for high-risk MAs and emergency response.
- Focusing on key thematic areas for humanitarian work, including: promoting localisation of humanitarian response; building capacity of SGBV among MAs responding in crises; and identifying service delivery models for abortion provision in emergency settings (in addition to MISP implementation). SGBV scale up will be supported by the recruitment of two expert advisors in the Humanitarian Team (one joined the Bangkok Hub in January 2020 and another is currently being recruited for Suva Hub).
- Launching the Humanitarian Capacity Development Centres, including initial needs assessment of priority MAs, and facilitating peer-to-peer support among MAs.





SOLUTION 6: DEVELOP LEADERS, BOOST CULTURE

Solution 6 is devoted to the development of a culture of accountability, transparency, solution orientation and collaboration. It contains three initiatives that will ensure that high performance is driven across the Federation: clarifying mandates, authority and accountability at all levels; introducing and embedding performance management systems and processes and building and utilizing diverse leadership capacity at all levels. Initiative 6.2. was stopped as a solution and integrated into the broader work of the POC Division. 6.3. is currently in the final stages of design and will be launched in Quarter 3 of 2020.

Initiative 6.1. Governance and Secretariat Reform

The work to implement solution 6.1 has been ongoing since early 2019. The outcomes have surpassed expectations.

In quarters 1 and 2 of 2019, a change plan was developed for the secretariat to address work culture, drive pace, and ensure accountability in a unified secretariat. The plan identified priorities for improvement and action plans for each division within the secretariat structure. The Strategy ensured that the roles and responsibilities of staff and teams across the Secretariat offices were updated and clearly defined to support accountabilities at global, regional and country levels. The plan looked at the following issues:

- Client-centred design
- Mapping and reviewing decision-making frameworks across the Federation
- Reviewing staff appraisal processes, including ensuring objectives are outcomes-based and aligned to the Strategic Framework
- Engaging staff across the Federation in the process

The need to address accountability concerns at a higher level in the organisation had been one of the drivers for the solution formulation in 2018. In May 2019, the need to address fundamental governance problems became acute. IPPF fell into an existential crisis when the Director General tendered his resignation and the Western Hemisphere Region initiated a process to withdraw from the Federation in protest against the Governing Council's inability to support much needed change.

In response to the serious turn of events, a six-month reform process was agreed that included the assembling of two

independent commissions to review the governance structure as well as the resource allocation model. The commissions were tasked with assessing the status quo and proposing changes. The Governing Council, further, voted to approve convening a special meeting of a General Assembly of representatives of IPPF's Member Associations, to be held in India during November 2019.

On 30 November 2019, Member Association delegates of the General Assembly reached consensus on a set of recommendations for reform that were based on those presented by the two commissions. The recommendations were subsequently endorsed by IPPF's Governing Council on 1st December 2019.

The reforms were finally implemented on 15 May 2020 with the Governing Council's unanimous agreement on the new IPPF regulations and associated byelaws.

In May 2020, therefore, IPPF launched a new, skills-based Board of Trustees and a new governance structure that involves the setting of a Nominations and Governance Committee, and a revised resource allocation model. The work to restructure the Secretariat is ongoing.

Initiative 6.3. Leadership Fund and Women's Leadership Institute

This initiative has been in the design stage during the reporting period. The initiative will be making investments in diverse leadership, especially women, girls and young people at all levels of the Federation, so that leaders are proactively steering the work of IPPF and putting the most marginalised and underserved people first in everything IPPF does.

The initiative proposes two modalities: a leadership fund and a Women's Leadership Institute.

IPPF is committed to advancing gender equality and women's rights in its culture, systems and policies, and envisions itself as a high-performing Federation. To promote gender equitable leadership within the organisation and the sector, IPPF has allocated a fund to invest in and enhance women's, girls' and young people's leadership skills. This fund will accelerate the implementation of Initiative 6.3 by supporting leadership training of a number of MA and secretariat staff and volunteers. This commitment is also reflected in IPPF's Gender Equality Strategy and accompanying Implementation Plan, which provide a clear approach to addressing issues of gender equality across the four outcomes of the current IPPF Strategic Framework (2016-2022).



5. NEXT STEPS

The Leadership Fund is allocated for women's, girls' and youth leadership, at 65% in MAs and 35% within the Secretariat. The fund will strengthen leadership skills and understanding of the links between gender inequality and poor SRHR outcomes, thus enabling women's, girls' and young people's meaningful participation across the IPPF.

The IPPF women's leadership training institute
IPPF is actively seeking funding for a revolving IPPF Institute that will cover a series of courses on different approaches to leadership, power dynamics, gender aspects of leadership, and challenges and opportunities for women in leadership roles within the Federation. Participants in the training will also be able to realise their full potential through 360-degree leadership assessment and psychometric testing.

While the Business Plan has already gone a long way towards meeting its objectives, much more remains to be done. The design of Solution 6 is incomplete, with some initiatives not yet fully active. Solution 7 has been added and will need both design and funding.

The Secretariat is prioritising the Business Plan to ensure that the seeds of change that have been sown will continue to grow and bear fruit. The Secretariat is prioritising three areas of support for 2020:

1. **Ongoing learning and sharing:** The Secretariat is conducting a review of the early implementation of the Business Plan. The review will look at whether the principles behind the design have held true, and whether there is learning to be considered in the further implementation of the plan. Another exciting activity entails exchange visits between centres within the Federation and also to external sector centres.
2. **Communications and branding:** Internal communications and visibility is vital for the success of the Business Plan. IPPF will devote time and effort to improving internal communications among the solution stakeholders and implementers, and the membership as a whole, and developing better branding and promotion of the centres, with the help of a creative agency.
3. **Strengthening Secretariat systems and support mechanisms for the model:** Solution 7 is dedicated to shape new agile systems for the Secretariat. A systems review has already begun and will inform the design effort. Through this solution area, IPPF will seek to address insufficient core systems and poor data integration which represent key obstacles towards a more efficient and MA-centric Secretariat.



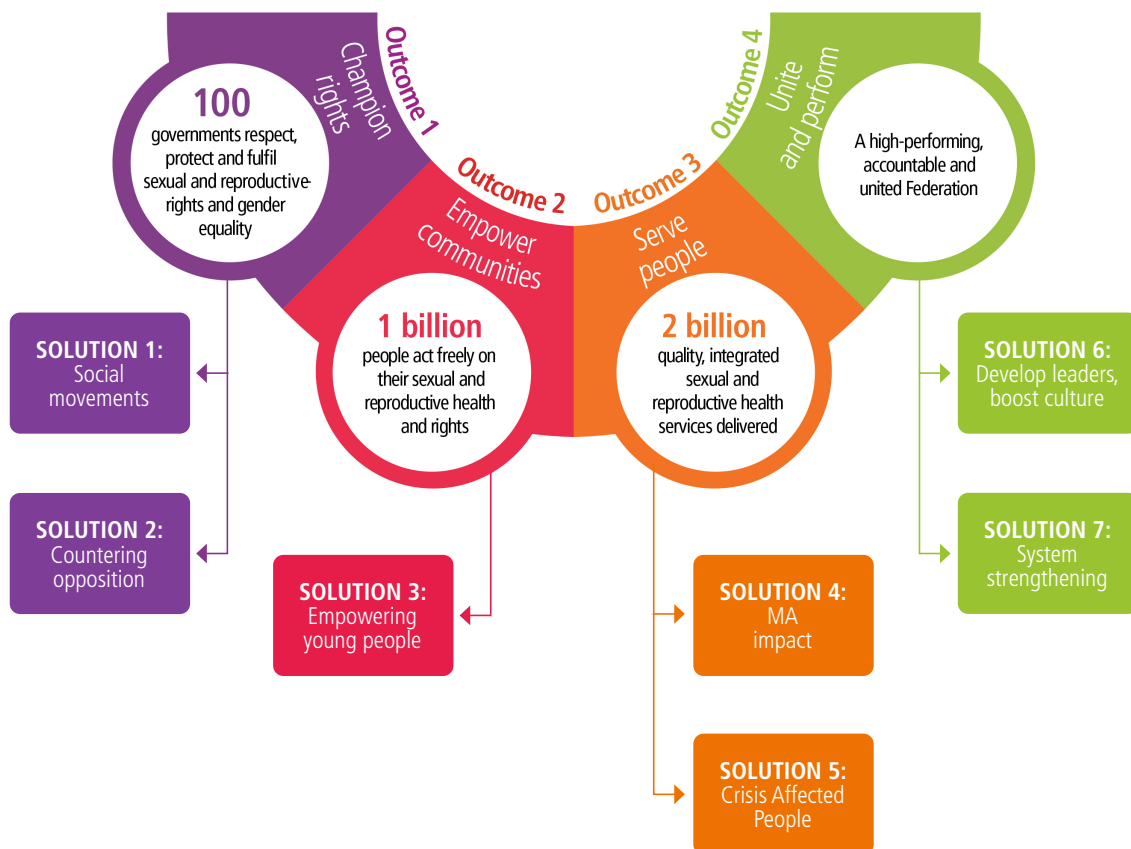


6. ANNEXES

6.1 DESIGN PRINCIPLES

1. MA Centricity	2. Adaptability and Pace	3. Mutual Accountability
<ul style="list-style-type: none"> • Draw on full federation assets and unleash potential wherever it is. • Bring the global closer to the MAs and vice versa. • Share leadership and engender a new culture of collaboration. • Recognise and grow leadership everywhere. 	<ul style="list-style-type: none"> • Limit process to improve pace. • Allow moving at different speeds. • Safeguard flexibility. • Use unrestricted funding strategically. • Risk appetite to try new things (that help accelerate towards results). 	<ul style="list-style-type: none"> • Have value for federation. • Work towards global relevance. • Be fully transparent. • Ensure robust governance. • Collaboration and accountability at all levels. • Discourse and openness.

6.2 STRATEGIC OUTCOMES AND BUSINESS PLAN

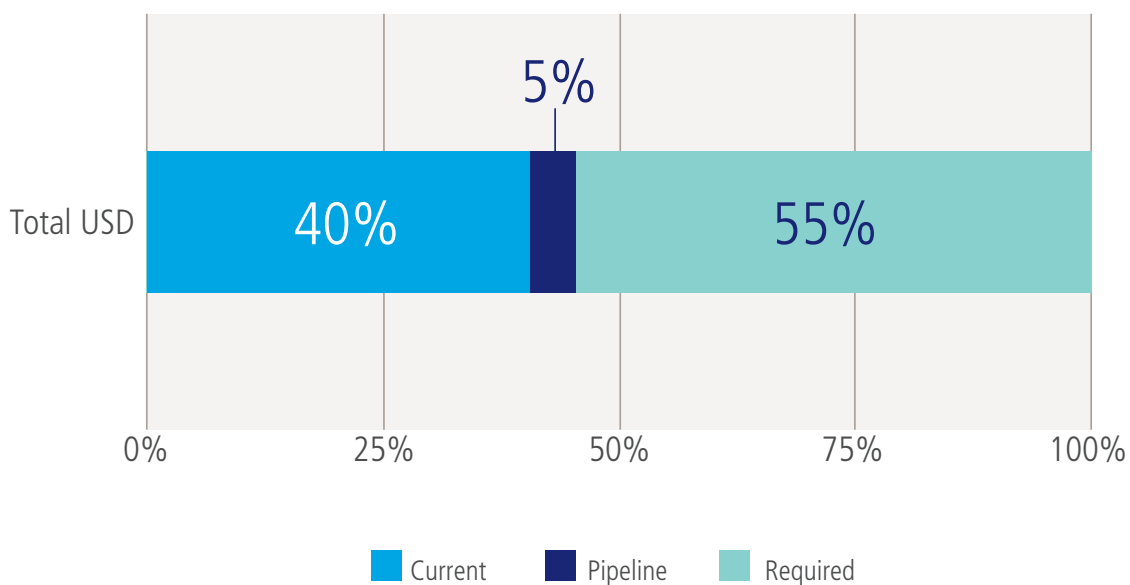




6.3 RESULTS FRAMEWORK

LONG TERM OUTCOME To improve performance by closing targeted delivery gaps, changing behaviour and unleashing capabilities throughout the Federation		
Outcome 1 By 2021, more than 6 global or inter-regional centres established in key and developing areas of operations.	Outcome 2 By end 2021, at least 50 percent of total income for the centres will be funded through restricted funds sourced globally, regional or nationally.	Outcome 3 By end 2021, at least 80 member organisations, or collaborative partners, will have collaborated with, received services or support from a Business Plan centre.
Indicator 1 # of centres and funds established.	Indicator 2 % of Centre income.	Indicator 3 # of MA or CPs supported.

6.4 FUNDING





IPPF BUSINESS PLAN IMPLEMENTATION UPDATE

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International Planned Parenthood Federation
4 Newhams Row, London SE1 3UZ, UK

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

UK Registered Charity No. 229476

