

Preamble

The IPPF was founded in 1952 by a small group of volunteers who were committed to a shared mission: to ensure that women around the world have access to the support and services they need to plan their families according to their own desires. In the decades since, IPPF has grown into a locally owned, globally connected civil society movement that provides and enables services and champions sexual and reproductive health and rights for all, especially the underserved. Throughout IPPF's history, volunteerism has been central to IPPF's ethos and continues to deliver a significant contribution to advancing IPPF's mission and seeking social justice for all.

Today, IPPF stands for a world where all people are free to make choices about their sexuality and well-being, free from discrimination. IPPF believes in diversity, equality, inclusion, and non-discrimination, and respecting all regardless of their age, sex, sexual orientation, gender, gender identity or expression, race, ethnic or national origin, religion or belief, partnerships status, pregnancy or parental status, disability health or any other analogous personal status. IPPF also believes in accountability as a cornerstone of trust, which is demonstrated through high performance, ethical standards, and transparency.

On May 18, 2019, IPPF's Governing Council agreed by resolution to initiate a process to develop recommendations for reforming its governance and resource allocation model, directing that "the final recommendation would be referred back to the [member associations] and other stakeholders for approval, before returning to [the Governing Council] for endorsement." The Governing Council then voted on August 5, 2019 to approve convening a special meeting of a General Assembly of representatives of Member Associations of the IPPF, to be held in India from November 29-30, 2019, to review and approve reforms proposed by two independent commission on the governance and resource allocation of the Federation. The Rules of the Federation require the Governing Council to approve changes to its Regulations and procedural byelaws respectively in accordance with Regulations 14 of IPPF Act and Regulations and Clause 12 of the Procedural bylaws.

INTRODUCTION

The meeting of the IPPF General Assembly in New Delhi, India, brought together more than 320 delegates (including Presidents, youth representatives, and Executive Directors) from 124 Member Associations (MAs), representing more than 90% of MAs in the Federation, as well as participants who joined the meeting virtually. During the two days of proceedings, delegates engaged in lively and constructive discussions about the recommendations made by the Independent Governance Commission and the Independent Resource Allocation Commission in their final proposals.

Delegates welcomed the proposals for reform and congratulated the two commissions for their work over the last six months. The open, participatory, and inclusive debates underscored delegates' commitment to IPPF's mission and the women, girls, and vulnerable populations they serve. They also revealed the rich diversity of experiences and opinions of a global Federation.

With this spirit, delegates of the General Assembly reached consensus on all of the recommendations for reforming IPPF's governance structure and resource allocation system, as follows:

RECOMMENDATIONS ON IPPF'S GOVERNANCE STRUCTURE

The recommendations on IPPF's governance structure were approved by consensus in the context of the attached organogram.

Recommendation 1 – The General Assembly

The General Assembly agreed that:

The highest authority of the new governance structure be a General Assembly of all the Member Associations of IPPF, to be convened once every three years, to coincide with the strategic planning cycle.

The General Assembly have the following roles:

- *Review and approve the overall strategic direction of the Federation*
- *Provide input into Board of Trustees policies and decisions*
- *Remove, at the request of a two-thirds majority of its membership, one or more trustee from the Board of Trustees*
- *Adopt and amend the Regulations and Bylaws of the Federation*
- *Scrutinize the work of the Board of Trustees and Director-General and the financial performance of IPPF*
- *Appoint members of the Nomination and Governance Committee as these rotate off (two members every three years)*
- *Confirm appointments of the Board of Trustees*

Recommendation 2 – Board of Trustees

The General Assembly agreed that:

A Board of Trustees be established to govern IPPF, and that this Board replace the Governing Council and:

- *Be comprised of 15 trustees, with nine trustees coming from IPPF membership, drawn from applications submitted by volunteers, and with six external trustees.*

- *Be composed of at least 20% trustees under 25 years old at the time of election and at least 50% women;*
- *Have terms of three years, with the possibility of re-election once, i.e., a maximum of two terms before a member must rotate off the Board;*
- *Meet minimum standards of expertise, skills and experience according to criteria established by the Nominating and Governance Committee; and*
- *Have a system for MAs to annually evaluate the effectiveness of the Board of Trustees.*

With regard to the overall makeup of the Board, delegates agreed that the following must also be considered:

- *Geographical diversity; and*
- *Representation of “at risk” and vulnerable populations*

With regard to the nomination of candidates for the Board of Trustees, the General Assembly agreed that:

Criteria for selecting individual Trustees to serve on the Board and its Committees should include having experience in one or more of the following areas:

- *Leadership in SRHR*
- *Governance at the international or national level*
- *Senior executive experience*
- *Program delivery experience*
- *Financial control and oversight*
- *Risk management*
- *Legal expertise*
- *Fundraising and resource mobilization*
- *Experience of advocacy and working with government*
- *Youth networking/youth action*
- *Peer-to-peer service delivery*
- *Other skills, experience and attributes relevant to global governance.*

Recommendation 3 – Board Committees

By consensus, the delegates agreed to establish a committee system as an important mechanism for providing advice to the Board and through which MAs can be engaged in governance. They further agreed that:

The Committees have substantial responsibilities and authorities and that they include co-opted individuals from the MAs as non-Trustee members.

That five Standing Committees be established: Nominations and Governance; Membership; Finance, Audit and Risk; Policy, Strategy and Investment; and Resource Allocation Technical Committee.

Recommendation 4: Transforming the Regional Councils into Regional Forums and Regional Youth Forums

The delegates agreed that:

The Regions continue to play an important role in the new structure.

Rather than serving as an intermediate level of governance, the Regional Councils become Regional Forums where ideas and experiences can be exchanged, providing critically important opportunities to maintain the sense of solidarity of the movement.

The Regional Forums provide an important opportunity for MAs, including volunteers, youth, and Executive Directors to meet with members of the Board of Trustees to exchange ideas, information, and perspectives.

Youth Forums take place in parallel with Regional Forums, creating opportunities for engagement between MAs, young people, and Board of Trustees representatives.

RECOMMENDATIONS ON IPPF'S RESOURCE ALLOCATION SYSTEM

RECOMMENDATION 1: THE STREAM-BASED MODEL

By consensus, delegates recommended that:

IPPF adopt a new model to allocate unrestricted resources that will employ a combination of formula and proposal-based approaches to allocate funds through three separate streams: 1) accelerating the response; 2) strategic fund and 3) initial emergency response.

Funding in Stream 1 support those most at risk of being left behind. As such, the model applies a formula for Stream 1 that will be driven by assessments of unmet SRHR needs and burden of disease.

All countries (with the exception of high income countries) with burden of disease or other mitigating circumstances be able to access this stream.

At least 80% of unrestricted funds be channeled through Stream 1.

A separate Stream 2 be introduced to support strategic initiatives, following a competitive proposal-based process.

In Phase 2, IPPF develop a new formula for Stream 1 to ensure that it is context, political and culture specific, and that it reflect the demographic transition in countries as well as the polarization of social economic classes.

Furthermore, IPPF recognizes that in some high-income countries, needs can be high and are not being addressed, and therefore commits to advocate and mobilize resources with governments and other donors to ensure effective responses to SRHR needs and rights for vulnerable and underserved groups, regardless of national income status, so that no one is left behind.

Recommendation 2 - Allocation Approvals

By consensus, delegates recommended that:

The Central Office, Regional Offices, and MAs all present three-year budgets and workplans, which will be reviewed by a special technical team.

Regional Offices shall have the capacity to enable and support MAs in developing their three-year plans.

Director's Leadership Team approve the MA plans, and the Board of Trustees approve the Central Office/Regional Office plans.

In collaboration with the Regional Offices and MAs, the Director General create an accountability framework for monitoring and evaluating and ensuring the transparency of the resource allocation mechanism to be approved by the Board of Trustees and to be implemented by all regions.

Drafting Committee Members

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Schematic of the recommended governance model

