

Board of Trustees
2-3 December 2021

Refers to
agenda item 4

Agenda Item: Strategy, Investment & Policy Committee (C-SIP)
Report to BoT

Summary:

In what follows, C-SIP share their reflections and recommendations for the Board on (i) implementing a youth-centered gender transformative programme; and (ii) sustainability.

C-SIP met five times during 2021 to discuss the strategic design process.

In addition, C-SIP met with BoT in September 2021. This was a joint workshop-style session between the Board and the C-SIP, led by Abhina Aher, Chair of C-SIP and facilitated by Lynette Lowndes, IPPF Consultant for the Strategy 2023-28. The main objectives were to explore key elements for the new Strategy and to forge closer links between the Board and C-SIP members.

Action Required:

The Board of Trustees to note the report and recommendations of C-SIP.

1. Approve the theme for Youth as recommended by C-SIP
2. Note the conversation on Sustainability and the paper attached

(i) Implementing a youth-centred gender transformative programme

What is proposed:

1. A youth led consortium that is engaged in the full program cycle – including in its design; in its resourcing; and in its management
2. gender transformative youth programme; one that recognizes the diversity of all young people
3. Rights based, evidence based and comprehensive – recognising young people's right to safe and pleasurable sexuality, free of coercion, judgement and stigma
4. Inclusive of all sexual and reproductive health needs, and providing services to young people of all genders
5. Advancing youth-led advocacy at local, regional and global levels
6. Impactful and leading to youth-centred services within MAs

Expected outcomes:

- Increased engagement and collaboration with progressive national and regional youth organisations, and those representing vulnerable young people
- Youth led services and CSE for young people in all their diversity
- Structural and sustainable change to increase the agency of young people in the MA/IPPF decision-making, from programming to management and governance
- IPPF is driven by its youth networks (on national, regional, and global level)

Recommendations:

- Move from a “gender-transformative” to a “feminist” approach – challenging social constructs
- Relook at data and references/sources including the Cape Town stats on Gen Z and the UNESCO study
- Reflect issues on capacity building / leadership strengthening of young people in MAs and CPs.
- Be clear about who we mean by “underserved” – including LGBTQ but also beyond.
- Maybe linked to the above point, reflect on the digital divide and leaving no one behind.
- Emphasize the importance of creating an enabling environment through youth leadership in advocacy

(ii) Sustainability

Recommendations:

- A way towards sustainability by diving into specific country contexts and needs
- International efforts and investment can be collaborated and coordinated at the country level
- Secretariat should invest in the technical support that it gives to our association members to improve their local capacity to fundraise
- Use regional hubs to think at country level because at regional level we are more close to the local
- Learnings – if you have a successful model somewhere and you have explicit learning from that, see how that can be scaled in other contexts or at the international organizational level
- Data investment – this may mean a year or two of spending money to make money
- The role of the IPPF Secretariat should be about learning and public goods. There should be short papers on what happened with ICON, what happened with the individual giving efforts. You learn from mistakes
- Explore revenue ideas within reproductive health and through the sale of contraceptives
- This is not a Secretariat’s problem. This should be the entire Federation’s problem to fundraise. Push responsibility on and have a strong signal from the Central Board and also the MA Boards that this is part of a job of the MA ED or Deputy, someone who is strong on the income streams
- If you think about it, you have 4 income streams. One is individual giving; one in service income; one is donor income; and one is National Health insurance schemes or social insurance schemes. Have your MA self-select into one or two of those categories and then create learning Networks of those MAs
- Spend money in a more sustainable way. A significant part of our money is spent in the purchase of contraceptives. One way we could look ahead is to see thinking in the colonial perspective – so instead of purchasing, why don't we look to the countries that have a big percentage of unmet needs and contraception's and invest to let them produce locally. It may be very progressive way of thinking, taking into consideration the current context, but I think that we have to start thinking about it thinking this way.
- Market mindset? This is a huge change in terms of organization and IPPF should not lose its non-for-profit approach; its mission. We have to be very cautious and see if it's possible to create some synergies without harming the social part of our organization

- We have a big number of volunteers and particularly among young people. Youth, should also take a step forward and should definitely take initiatives to generate funds
- Ownership of the certain companies where the profit generated from them can be used by IPPF as a non-profit organization. These kind of opportunities can be a long and very sustainable in the long run
- Important to diversify your sources as much as possible. It is important to get as many unrestricted or core funding money as possible because you are much more flexible with that compared to projects with bound money. It allows you to be as independent as possible, and that you are not influenced by any changes like political changes like the global gag rule

INTERNATIONAL PLANNED PARENTHOOD FEDERATION

C-SIP

19 November 2021

Agenda Item: Implementing a youth-centred gender transformative programme¹

Summary:

Stream 2 is dedicated to catalysing action or initiatives that will help deliver on the Strategic outcomes. The Stream has five separate funding channels, the largest of which is the Consortium Channel which funds a cross-regional Member Associations (MAs) and external partners collaboration on a defined strategic priority. The Consortium Channel was piloted in 2021, supporting self-managed abortion (delivery and advocacy). led by Profamilia, Colombia in three IPPF regions. Grants are provided for a two-year period. The total 2022 Indicative Planning Figure for the channel is *up to* USD 4,250, 000².

The last decades have seen extraordinarily fast changes that impacted on young people's lives, not least due to advances in digital technology. Young people's and adolescents' sexual and reproductive health and rights including access to information and care has dramatically changed as a result, not always reflected in the way IPPF programmes and services are designed nor delivered.

Youth-centred programming through a gender transformative lens is a key priority for IPPF now that will be further emphasized in our next Strategy. It is therefore proposed as a theme for our next Stream 2 consortium. This will be led by young people - working through youth organizations/collaborative partners, including the full programme design, resourcing, and management.

The implementation of this programme will ensure interventions including comprehensive sexuality education (CSE) and services are designed and delivered through a youth-centred approach. Young people will be able to strengthen their leadership skills so they can contribute to policy change. In addition, the programme will place young people and adolescents in all their diversity as equal partners, with strong decision-making roles in IPPF MAs. It will thus contribute to strengthening young people's voice and agency at IPPF national, regional, and global levels.

The call for concept notes will be developed with a cross-Federation youth group and launched in March 2022. The two-month application process will include a two-step review process (technical and decision making). The final decision will be made end of May. Implementation will begin in August 2022, and will continue until July 2024.

Action Required:

Endorse the approach to be delivered to the BoT on 1+2 December 2022

¹ IPPF. (2017) Gender Equality Strategy and Implementation Plan: For gender relations to be transformed, the structures that underpin them have to change. Women and girls and transgender people should be able to lead lives that are free from violence, they should have opportunities to expand their capabilities and have access to a wide range of resources on the same basis as men and boys. Quality services, information, education and social conditions that allow women to maintain good sexual and reproductive health and realise their sexual and reproductive rights are needed to advance gender equality and enable the empowerment of women and girls. Evidence shows that when men and boys are engaged as clients, equal partners and agents of change for gender equality within sexual and reproductive health programmes, transformative change occurs.

Or

"Transformative Feminists Strategies for change that disrupt existing patriarchal structures and systems, challenge gender inequality and other intersecting inequalities and are conscious of power". Rowan Harvey and Chloe Safier (2021) Transformative Change for Gender Equality Learning from Feminist Strategies, **Friedrich-Ebert-Stiftung (FES)**

² compared to the USD 2,543,000 we allocated to the Global Care self-managed abortion consortium

Background

There are 1.2 billion adolescents and youth between the ages of 15 and 24; constituting 16 percent of the global population, mostly based in developing countries of Latin America and the Caribbean, Africa, and Asia. By 2030, the world will be home to over 1.3 billion 10- to 19-year-olds, over 80% of whom will live in sub-Saharan Africa (~45%) and Asia (~40%).³

The recognition of adolescents and young people's sexual and reproductive health and rights (SRHR) has been at the centre of IPPF's mission for the last 30+ years. The focus has been mainly on educational programmes and specific activities to target young people and increase uptake of services (mostly with the aim to prevent unintended pregnancy and STI/HIV). IPPF's work in advocacy has focused on increasing policy implementation of comprehensive sexuality education (CSE) and eliminating barriers of access to SRH services for young people and adolescents.

IPPF's pioneering role in youth has led to positive results, not least in CSE (with different degrees of "comprehensiveness" depending on local contexts), educational/recreational centres, youth peer education programmes, youth-friendly services in dedicated clinics, hotlines, and youth engagement at governance levels (81% of the MAs have at least one young person on their governing body). There have also been investments in strengthening IPPF's Youth-Centred Approach (YCA) which resulted in several MAs bringing young people at the centre of the design, implementation and evaluation of initiatives and as partners. Examples of this have been MAs and regional youth networks such as the youth advocacy movements (YAMs) in Africa and the Caribbean, youth networks in Latin America or the YSAFE network in Europe and Central Asia. There were also successful examples of young people's involvement in programme implementation such as the Get Up Speak Out (GUSO) project, and advocacy at the local and international levels. These results were however never consolidated into a driven and cohesive youth-centred approach for the Federation.

Internally, young people played an important role in the IPPF reform process. They designed and conducted a global survey on young people's needs, leading to IPPF Youth manifesto⁴, and organized a Youth forum at the last General Assembly in support of IPPF reforms.

In 2020, 45% of SRH services provided by IPPF were to young people under 25 years; and they constitute nearly half of all IPPF clients. Further analysis is however needed to assess gender and age-specific breakdown, socio-economic profile, and vulnerability.

Though there is some evidence that underserved youth with diverse backgrounds, needs and identities - including nonbinary and other genderqueer young people - are joining MAs, there is much to be done in diversifying the profile of young people and adolescents as clients and as members of our national and regional youth networks. Specific efforts are needed to attract and engage young people representing the intersectionality of key populations we serve.

In conclusion, in spite of some results, youth meaningful participation at IPPF remains for the most unrealized. In most cases, young people are seen as beneficiaries or CSE educators with little or no control over decisions and resources, rather than full actors and change agents.

Renewed focus

³ [The World Youth Report: Youth Social Entrepreneurship and the 2030 Agenda](#) (2020)

⁴ <https://www.ippf.org/youthmanifesto>

As has been shown in the paper on “Sexual and Reproductive Health and Rights in 2030 - Co-designing responsive, effective and scalable SRHR for 2023–2028” commissioned by IPPF in preparation for the next Strategy and shared with C-SIP on 19 October 2021, the last decade has seen extraordinarily fast changes that specifically impacted on young people’s lives; not least due to progress in digital technology. Young people’s SRHR desires and decisions; and access to information and care has dramatically changed as a result, not always reflected in the way our programmes and services are designed nor delivered.

We have also seen independent youth networks gaining decision making and advocacy spaces for SRHR at national, regional, and international levels, developing specific recommendations on how they want to be meaningfully engaged⁵. Within IPPF, the Governance Reforms and the development of a new Strategy provide opportunities to re-energize our commitment to young people SRHR and their place in IPPF management, governance, and programming.

Changing reality

The COVID-19 pandemic resulting lockdowns, economic instability and school closures led many MAs to develop innovative approaches to sustain their work with adolescents and young people who disproportionately suffered from violence, poor mental health and unintended pregnancy.

While their success is encouraging; it is too early to say whether these strategies will be radical and transformative enough to reflect the deep upheaval – in some cases, trauma – that has been felt by young people today.

It was true then and even more so now that young people cannot be seen as passive recipients – many have led/are leading social movements, whether to promote democracy (e.g. “Arab Spring”), prevent sexual abuse and harassment (e.g. “Me Too movement”); combat racially motivated violence (Black Life Matter) and fight for environmental protection. In addition, the awareness among Gen Z (10-24) of sexuality, their appreciation of gender fluidity and positive gender norms is higher than previous generations. Nearly one in five Gen Z identify as LGBTQ+ in 2020, the highest ever proportion globally, with four in five young people exploring their sexuality and gender⁶identity.

In the past decade, digital technology has provided an important space for SRHR, yet with significant variations across regions. A review of the evidence indicates that young people all over the world are the most active users of digital technologies. In developed countries, 94 per cent of young people aged 15–24 years use the internet compared with 67 per cent in developing countries and 30 per cent in least developed countries (LDCs).⁷ It is also worth noting that a global survey report indicates that two thirds (65%) of respondents (of those who have access to the internet) stated that they had accessed digital content relating to bodies, sex and relationships in the last 12 months.⁸

Young people have also been targeted by the SRHR opposition in reviving retrogressive values. Young people’s opinions and behaviour have been influenced with click bate fake news and

⁵ <https://gefyouthmanifesto.wixsite.com/website>

⁶ University of Cape Town, “SEXUAL AND REPRODUCTIVE HEALTH AND RIGHTS IN 2030”, IPPF Research Paper, 2021.

⁷ [UNESCO \(2020\) A review of the evidence SEXUALITY EDUCATION FOR YOUNG PEOPLE IN DIGITAL SPACES](#)

⁸ [UNESCO\(2020\) INFORMATION. SUPPORT. CONNECTION. How are young people engaging with digital spaces to learn about bodies, sex and relationships?](#)

conspiracy theories, from anti-vax to campaigns against LGBTQs and CSE. These groups have efficiently used the space provided by social media to spread their messages.

Many young people are rebelling and mobilizing in what they see as the collective failure of governments and adults to manage the pandemic - seeing their future (educational and economic) prospects impaired - and the imposition of public health measures which, whether appropriate or excessive, are perceived as undermining individual liberties. This combined with increase in fundamentalism and populism makes IPPF role in evidence-based information and client-centred care all the more critical.

What could this mean to IPPF?

IPPF extensive experience and strong youth-based programme/advocacy as well as existing youth engagement at governance levels and through youth networks provide the right platform to develop and deliver a programme that will transform IPPF strategies in youth-centred action (advocacy/movement building, community transformation, education and services including self-care).

As a key priority for IPPF now and, from recent roundtables, likely to continue in the next Strategy, CSE will need to be looked at in a framework of positive sexuality, as critical areas such as pleasure, enjoyment and diversity are often left out of discussion due to social and political barriers. With changing gender norms, CSE should not be limited to education but should lead to safer options for seeking care so that all young people are equipped with skills to live fulfilling and pleasurable lives and are safe from SGBV.

The focus of future youth programming and advocacy must have a socio-ecological approach to promote gender transformation at the social level as well as at the individual level to increase bodily autonomy, full enjoyment of sexuality and freedom of sexual expression.

IPPF needs to design programmes that support all the diversities of young people and adolescents in articulating their sexual and gender needs and expressions; and, at the same time, strengthen their agency to engage internally as well as in external policy making at national and international levels. IPPF youth programmes should work to eliminate gender-based discrimination and violence and make services centred around young people.

Starting now and with the new Strategy, IPPF needs to nourish the activism of its young volunteers by investing in the existing (and creating new) youth groups and regional youth networks. We should also support and empower IPPF youth networks to collaborate with grassroots youth movements working on different progressive issues beyond SRHR. This would enable the Federation to get the best of its capacities and give the space for youth to join movements for wider social change and gender equality.

Further, IPPF should support young people who are already savvy with online tools and influential on social media, both in delivering CSE but also in countering the messages and influence from the SRHR opposition.

What is proposed?

A programme for a consortium of MAs and external partners launched in 2022 under Stream 2 for two years. The current Indicative Planning Figure for 2022 is USD 4,25m. However, the full amount can only be made available with key funding in place. If not, the consortium budget will be similar to the 2021 figure of USD 2,54m.

The consortium must be led by young people - working through youth organizations/collaborative partners. This must be reflected in the full programme design including resourcing and management. The programme will reflect the following key principles:

- Gender transformative, inclusive, and recognizing of the diversity of young people
- Rights-based, evidence-based, and comprehensive – recognizing young people’s rights to safe and pleasurable sexuality, free of coercion, judgment, and stigma
- Impactful and leading to youth-centred services in MAs
- Inclusive of sexuality and reproductive health for young people of all genders
- Advancing youth-led advocacy at local, regional, and global level

The programme must include engagement since its conceptualization with local youth organisations, placing particular attention to those representing young people who are at the margins and made vulnerable by external factors (e.g., adolescents 10-19, street children/youth, LGBTQI community, young married girls/boys, young people living with HIV, drug users, sex workers etc.).

The programme will strengthen the leadership of young people in MAs, collaborative partners and youth networks. This would include training opportunities so young people can be meaningfully engaged in policy change.

Specific outcomes will include greater recognition of and services for young people in their diversity, young people led services within MAs/countries and increased agency and engagement in MA/IPPF decision-making. The successful programme would bring about structural changes including sustainable mechanisms for ensuring that young people have an active role in MAs and collaborate with progressive national and regional youth actors. Ultimately, the programme should contribute to strengthening the IPPF national, regional, and global networks of young activists and advocates - making IPPF a youth-centred Federation from programming to management and governance.

If agreed as a theme, the next step will be to develop the final call for concepts with a cross-Federation youth group, ensuring that the process is youth-led from the outset.

The call for concept would be rolled out at the end of Quarter 1 2022, with implementation starting August 2022.

Sustainability (for CSIP and BoT discussion)

Introduction

In the mid-term review of the strategic plan, MAs identified financial sustainability as the top priority for Secretariat technical support. In reality, Secretariat support has been limited to proposal development [for aid], accreditation and a social enterprise hub from Sri Lanka. Historically, poor oversight of disbursement of core funding has acted as a perverse incentive to broader efficiency and sustainability goals.

The financial sustainability of an organisation does not exist in a vacuum but is interconnected with three other aspects which affect the overall ability of an organisation to survive and thrive. Organisational sustainability is also intimately connected with the political and social environment in which the MA operates and whether it has institutional legitimacy in terms of being embedded in/effectively meeting the real needs of the communities it serves. Addressing financial sustainability must therefore be embedded in a wider model of sustainability – political, societal, institutional and financial - that supports MAs to address all fronts as much as possible. However, for this paper, we are taking this as a given so can hone in on the financial sustainability element.

In some elements of the operating model, IPPF has prioritised sustainability of its operating model over purpose, relevance and impact. Our previous financing model had not created the necessity or urgency to improve, and our existing systems have entrenched poor performance and more often supported 'off mission' activities by MAs¹. Year on year of poor data collection and management at the MA and Secretariat levels (Secretariat financial and data systems are all still in manual) have kept us further behind more agile, results driven partners. This approach has also buffered us, for example when large projects (SHOPS, WISH etc) wind down the impact on our wider systems and services has been less dramatic.

We have not yet created the conditions to ensure that SRHR needs are met in the countries where we are present. An emphasis on 'neutral' organisational matters (such as the architecture, the hierarchy, the bureaucracy) compounded by the aid world becoming professionalised and in turn focused on necessary controls – some of them essential such as mitigation of fraud, enhanced safeguarding and similar. But this has meant some distraction from purpose, as IPPF has had to hire on generalist skills rather than mission fit to react to the changed landscape. This point is relevant as it is a predictor of what has and can go wrong in other organisations seeking to become more impactful, more efficient and more financially viable. It can be a regressive, distracting strategy if not handled thoughtfully. The greatest question is can we go full tilt on the mission; and in doing so strip away the unnecessary fat that our funding model has encouraged.

An even greater challenge is how IPPF can become the sum of its parts; lean and agile enough to ensure resources focus around mission centric activities, and that more risky work (ie provision of abortion services in the most restricted settings) can be an outcome of the change laid out in this discussion paper.

The funding landscape

For many OECD DAC donors, SRHR continues to be a priority. The top four SRHR donors as a percentage of total ODA in 2019 were the US, Netherlands, Sweden, and the UK. They outperformed larger countries such as France and Germany, which do not seem to prioritise SRHR. Still, the United States remained the biggest donor to SRHR both in total disbursements and official development assistance percentage — disbursing \$3.1 billion in 2019, which corresponds to 9.37% of its total

ODA. Bilateral ODA from donor countries continue to account for a large proportion of donor funding towards SRHR (~ 79% of total SRHR funding).

In 2020, the global context for funding SRHR was greatly impacted by the COVID-19 pandemic and also by the UK Government's decision to cut funding to ODA in 2021 from 0.7% to 0.5% with immediate effect. Organizations like IPPF remain very susceptible to such sudden shocks based on donors' decisions which are not taking into account the ramifications of their cut to people on the ground.

On the other hand, 2021 also brought some hope with the arrival of the Biden administration and removal of the Global Gag Rule, this means IPPF is once again eligible for USAID funding and we are hopeful that support for gender equality articulated at this year's Generation Equality Forum will also translate to an increase in SRHR funding.

IPPF is also committed to increasing its income through individual giving. This is urgent to occupy the gap left in the US with the exit of WHRO, and in support of discussions we have held with PFFA. A paper exploring these opportunities was recently approved at C-FAR and informs the agenda for the upcoming Board of Trustees meeting.

Current IPPF trajectory

Current strategic framework: "IPPF is evolving its operations and financial structures to incorporate diverse business models that are fit for purpose in each of the specific contexts we work in around the world. We will ensure ongoing funding for our services by: ensuring we are mission first and without apology; supporting Member Associations to both develop social enterprises and business efficiencies throughout their service delivery; recruiting and retaining staff and volunteers that bring business planning, market analysis, communications, and performance management skills to the Federation and who can also excel in a Federated environment; and strengthening financial and performance management at all levels."

Results:

- Secretariat: income has grown (though below target⁹) and having failed in its previous attempts to set up individual giving¹⁰ and a commercial arm¹¹, at the end of this strategic period, the Secretariat remains completely dependent on institutional fundraising' threatening our ability to provide consistent services and support.
- MAs: while the target was for income to double, total income generated nationally by grant receiving MAs has **gone down** during the strategy period¹². Only 10 MAs raise a million or more dollars annually through social enterprise, national insurance schemes, government contracting, etc. At the end of the strategy period over 30 MAs get more than 50% of their

⁹ Total Secretariat income has grown over the course of the Strategic Framework period, although it has been below projections since 2019 and saw a significant fall in 2020. This was in part due to income contributed by WHRO no longer being included in this total, and on a like-for-like basis income continues to increase. It does not currently look likely that the doubling target will be met, especially in the context of the ending of the WISH programme, although income is a 'lumpy' indicator that does not necessarily progress smoothly.

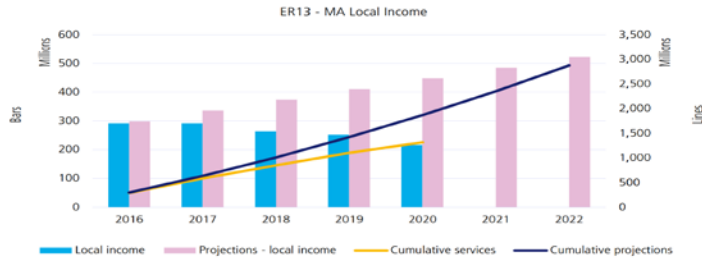
¹⁰ In the UK, around 2004

¹¹ ICON, International CONtraceptive & SRH Marketing Ltd. Incorporated on 4 November 1999, dissolved on 6 April 2021.

¹² MA locally generated income has in fact decreased each year since 2017, with a particularly large decline in 2020 due to COVID-19. There is no sign of sustained increase in the data, let alone doubling the baseline. As former WHR MAs drop out of the dataset in 2021, this will be even harder to achieve. Even without these external factors, we can conclude that the strategy and resources in place to support MA local income generation have not been effective.

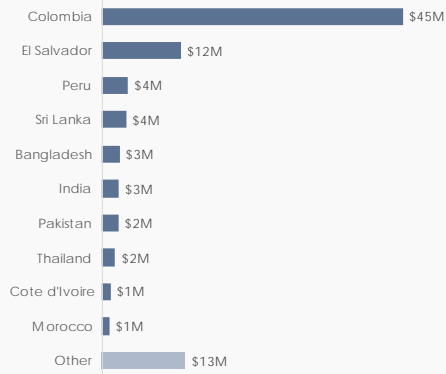
income from the IPPF core grant and we have 'lost' a number of MAs as their countries became 'high income' and donors withdrew.

Expected Result 13 Income generated locally by grant receiving Member Associations is doubled
Status **NOT ON TRACK**



Social enterprise income is highly concentrated

Social enterprise funding by MA
 \$ raised through Social Enterprise, National Membership, etc... of \$89M total

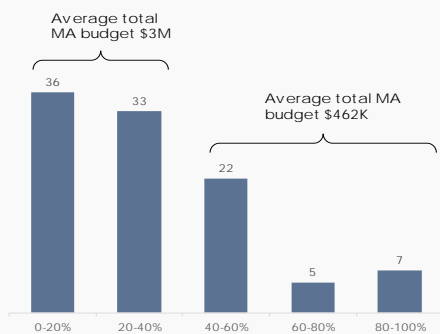


- Though social enterprise accounts for the largest income source globally, this income is highly concentrated at a few MAs
- In some of these countries, much of this income is through payment for services via social insurance systems
- The 10 MAs shown at left brought in \$76 million, or 86% of all social enterprise funding

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IPPF unrestricted funding is crucial for smaller MAs

IPPF unrestricted funding by MA
 Number of MAs, by share of MA income



- 34 MAs receive over 40% of their funding from IPPF unrestricted stream
- MAs that receive more of their funding from IPPF unrestricted tend to have smaller budgets, as shown on the left

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Definitions

POLITICAL SUSTAINABILITY - the overall environment, political change, retention of sufficient civic society operating space, ability to provide services, supportive laws, commitment demonstrated through national plans that include SRHR and the necessary items to ensure healthcare systems etc.

SOCIETAL SUSTAINABILITY – is there / are they contributing to building the fertile ground within society – attitudes, values, norm change, citizen demand etc.

FINANCIAL SUSTAINABILITY – Sources of income – domestic funding, government contracts, fee generating activities, social enterprise, social business, donor funding via bilaterals, foundations and individuals.

INSTITUTIONAL – MA positioning in their environment, , legitimacy, rootedness in community, meeting real needs, quality, values, reputation, etc.

Key questions on sustainability [I'd suggest we put a para introducing each one]

- Prioritise Secretariat investment in maximising institutional income or divert towards individual income? How to harness MA driven income toward SRHR goals?
- Consider introducing membership fees to sustain the Secretariat? Consider how support to social enterprises and social franchising translates to Secretariat income, via franchising fees and similar. Link these questions to the footprint discussions.
- Invest in trying to create (global) cause-related business – commodities, SRHR toys or services? Revenue from advertising with like minded, ethical businesses. Where are the red lines? Where are the opportunities?
- Support a more commercial approach in MAs and financing links to social security / national health care systems / government contracting? Partner with others who are already doing this. This will require major change at the Secretariat and within MA's, which is not currently geared up to do this.
- Currently most of the MA investment in static clinics, with high unit cost. Support MA service diversification into lower cost delivery methods and mission related areas that lend themselves well for generating resources (ie assisted fertility; well woman services and more)?
- The Secretariat has struggled for some time on fully harmonising and harnessing funds raised beyond London, for example with the MA's with international programmes. How could we best leverage from the IPPF brand and make the most of the ability to influence and receive donor funding? What are our shared obligations in fundraising, and what is the cost of the IPPF brand to be leveraged?
- Audience segmentation that provides tailored services that rely on out of pocket expenditure for those willing to pay remains untapped. Profits co-fund same or other wanted services for those less able to pay out of pocket. How could IPPF get better at

ensuring free and low cost services reach more of the poor? Is our service offering good enough to monetise for those willing to pay? Who pays?

- Is a total market approach possible in a Federation? How do we move the Secretariats focus away from the internal machinery and toward the market and 'client'? What are the risks of this shift? What is to be gained?
- The legacy of Covid is the necessary adoption of virtual and web-based services. How do we exploit this necessary shift; and is there scope for monetising it more widely, and across borders?
- What is the culture change required to move toward this approach? What are the values necessary to mitigate mission and scope creep? What skills don't we have, and what will we need?
- How do we translate this thinking in higher income countries, where donors have retreated? How can these examples inform our approach elsewhere? How do we do better in countries where enduring levels of poverty mean governments or clients may not be ready to pay for some years? What must we do to ensure preparedness? In contrast, how do we pivot in countries where economic health and wealth are reversing, or where conflict / humanitarian events require a different approach, and quickly?
- C-SIP informed a focus on youth as it relates to what should be funded by and has recently been briefed on Stream 2. What is the next neglected area we should be sharing resources toward?

Conclusion

The drivers in IPPF have not always been conducive to efficiency gains, yet we recognise that freeing up resources to ensure a wider range of services are available to those who don't have access are both a moral imperative and necessary to IPPF's relevance. We also recognise that market relevance is linked to client demand and a more critical relationship between the user and the service offer.

Questions of sustainability and viability must inform the strategic development process, and ultimately the plan. Exploring any one of these areas over the next few months will require significant cost and level of effort but is critical to IPPF's evolution and thus is necessary to ensuring our strategy is relevant.

ⁱ This is different to looking at entry points or resilience points, for example as recently illustrated by UCT...