

Agenda Item: STRATEGY 2028

Summary:

In February 2021, C-SIP assumed oversight and direction of the process to design IPPF's Strategy 2023-2028. The process is nearing completion and C-SIP now hands over the draft strategy to the Board of Trustees for its consideration.

This paper summarizes the Strategy 2028 design process and describes draft three of the strategy with a focus on what is new.

Action Required:

- The Board to consider.

Design

IPPF's next strategy, *Come Together*, covering the period 2023-2028 is in the third draft and ready for the board to make its final decision. Draft 3 was shaped over the course of an exciting and disruptive design process, in accordance with the 2020 Board instructions.¹

Overseen and directed by C-SIP, the design followed an agreed road map that placed IPPF members at the center of the stakeholder map.² After 18 months, C-SIP can report that the roadmap was delivered on schedule and in accordance with the Board criteria. A total of USD 900,000 was raised from donors to implement the roadmap.³ With member associations in the lead, the entire federation participated in a rich tapestry of [consultations and participatory activities](#).

During the conceptual phase (Phase 2), detailed input was received through five research reports, 25 in-depth roundtable events, 70 national consultations, 17 forums (regional, youth and donor), as well as continuous youth engagement. The process heard voices that do not usually take part in institutional conversations, including 4 million young people from five different continents, who engaged with the award-winning youth competition. Their collective ideas and 'voice' are at the center of the draft strategy.

During the drafting phase (Phase 3), the strategy document was prepared in a participatory and engaging manner. Draft zero was developed by a small team of expert staff, supported by consultants, who compiled the research findings and reviewed the wealth of federation input before drawing up the skeleton text. From draft zero to the current draft, the documents were viewed and reviewed by thousands of people from member associations, secretariat staff, as well as donors and external partners.

¹ "...a disruptive" 18-month journey that looks both outwards and inwards, that encourages dialogue and dissent; one that tests assumptions, breaks taboos, seeks innovation, and takes on board true creativity."

² The strategy roadmap has five phases. The first three phases were devoted to developing the Strategy document and the results framework (Phase 1: setting parameters, Phase 2: Listening and visioning, Phase 3: Co-creation). The final two phases are devoted to planning and delivery of the strategy.

³ Generous support was received from the Governments of China and Canada, as well as the Bill and Melinda Gates Foundation.

Draft 3 had considerable input from IPPF governance, at national and global levels. MA Board Chairs and Presidents were active voices in the wide array of activities, showing strategic leadership. The IPPF Board and its committee members were directly involved, in both the conceptual and the drafting phases of the design. C-SIP itself, guided by the Board of Trustees through its Chair, formulated topics, introduced sessions, and joined in discussion with the federation. In addition, C-SIP reviewed and guided the drafting of the Strategy for the duration of the design process.

Come Together has had an exceptionally good reception, with approximately 90 percent of MA respondents agreeing that it is bold and relevant to their context.⁴ Beyond the narrative of *Come Together*, at the operational level, members have expressed appetite and ability to deliver. Only infertility care and movements regrating had limited interest among the 36 core activities suggested for the strategy. All the rest were ticked by more than 50% of MA respondents.⁵ Among donors there is also broad excitement and buy-in, especially about the focus on youth, digital health interventions and person-centered care, as well as the more feminist and visionary outlook. Many still await the results framework to see the details.

Draft 3

Come Together has a simple layout. It consists of four vertical pillars. Three of the pillars are external facing, and one pillar focuses internally on strengthening the federation. Under each of the pillars, there are three critical pathways that identify the priority actions of the new strategic period. Each pathway is accompanied by a set of commitments where IPPF will affect change. It important to say that the critical pathways, are not exclusive. While they may appear as isolated pillars they are interconnected and interdependent.

Come Together celebrates the civil society powerhouse that is IPPF. It highlights what it means to be a federation and the value it brings to international development. It reflects on IPPF's variety, diversity, contribution to reproductive health service delivery and market share, impact and spend. IPPF members are the leading contraception provider in 89 of the 120 countries where the federation operates. And in 64 of those 89 countries, it is the only such international provider. The value of IPPF is therefore not only in large numbers of services but also in addressing inequity - reaching further, and to people and communities that other SRHR organizations do not or will not reach.

Equity and inclusion are a key theme of the strategy. In the 2016-2022 strategy, the focus was on delivering over a billion service as well as contributing to policy change in more than 100 countries. The federation managed to deliver high numbers, in a very difficult context. But the absolute numbers say little about where and how the federation delivered, the quality of the delivery, or to whom it delivered.

In this strategy, IPPF aspires to scale and reaching historically excluded groups. Over the course of the design process, the federation spoke loudly and clearly about reaching those who are actively being marginalised and excluded: LGBTQ+ communities, young people, the elderly and people in crisis settings. *Come Together* is built on a foundation of solidarity and inclusion. While IPPF remains ambitious and seeks to grow its impact, the focus is now on using the available resources to reach people who are being excluded and marginalised with

⁴ Draft 1: 98% of 50 MAs view the strategy as bold (57% agree, 41% strongly agree); 98% view it as relevant to their context (75% agree; 23% strongly agree): <https://ippfmaforum.org/2022/04/30/strategy-2028-2/>; Draft 2: 87% of responding MAs agree that the strategy will help address the key SRHR challenges of the coming decade (51% agree, 36% strongly agree): <https://ippfmaforum.org/2022/05/16/strategy-2028-3/>

⁵The results were posted on the MA Forum: <https://ippfmaforum.org/2022/05/16/strategy-2028-3/>

quality and people-centred care. In other words, it is not only about reaching high numbers, but also about who we reach and the quality of the care we provide them.

In the second pillar, devoted to societal and legislative change, *Come Together* likewise moves its ambition from broad policy shifts in many countries to grounded, feminist interventions that combine the tools at our disposal: informing laws and policies, changing social norms, defending hard-won rights and strategic communications. The number of countries alone are not what motivates the impact; it is values and a deep-held belief in the universality of sexual and reproductive rights. Reaching far and having impact in many countries remain important, but as a target not as a catalyst.

In answer, partly, to a call from the youth for modernising and adapting to the IT age, there is a general focus on innovation, new technologies and digital engagements. Digital Health Interventions and self-care are important initiatives that will help IPPF broaden choice, reach, and affordability. In pillar 2, digital communications and social media are avenues for modernising how we deliver CSE and how we affect change. In pillar 3, there is a focus on developing and incubating new technologies and using digital platforms for sharing research and data as part of a strategic shift to forming deeper partnership and solidarity.

Lastly, while Strategy 2022 focussed on growth, *Come Together* seeks to grow and nurture the federation. The emphasis is on defining and building from a foundation of common values. Nurturing is about more than growth. It is about sustainability and longevity. Growth is not only about adding more member associations, but about finding new national organisations that add skills and abilities that are needed - in places where IPPF is most needed. Federation growth, across members and secretariat, are rooted in nurturing staff welfare, building high-performance culture and system, and standing together on inclusion and anti-discrimination. Growth also refers to income but with a focus on diversification, entrepreneurship, and domestic financing.

Next Steps

The document is handed to the board for their review and ownership. According to the roadmap, the Board will put it to an indicative vote in early July.

After, July, if the Board agrees, C-SIP would continue to champion the strategy and its incorporation into national MA strategies and business cases in relevant meetings and forums as the federation prepares for the General Assembly vote to formally adopt the strategy.

The Results Framework, which is being drafted, will continue to receive C-SIP oversight, and will be presented to the Board at its next meeting.



Come Together

Strategy 2028
Draft 3

Foreword

To be written.



“IPPF member associations are the leading providers of contraception in 89 of the 120 countries where we operate. In 64 of those countries, they are the only large-scale multi-country providers.”

About the Strategy

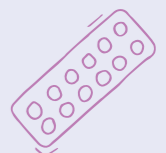
IPPF is a federation made up of over 120 independent member associations. There is a huge range of members. At the one end of the scale is PPFA, in the USA, with a budget of more than one billion and an impact to match. At the other end are small organisations, such as in the Pacific Islands where some operate with no more than a couple of staff. All contribute and work to cater for a need that is large and for people whose care is not provided elsewhere.

The federation is a civil society powerhouse. IPPF member associations are the leading providers of contraception in 89 of 120 countries. And in 64 of those 89 countries, it is the only large-scale international provider. Collectively, member associations delivered more than 1 billion cumulative services between 2016 and 2022. Every year, the federation spends USD 2.2 billion to provide services and to advocate for change. The Secretariat accounts for seven percent of all funding, the rest is raised nationally in a range of ways.

The journey to design the strategy took two-years and was directed by the IPPF Board and its committees. Thousands of people from all corners of the world were involved. The transformative and enriching design process included new research, in-depth roundtable discussions, national consultations, regional forums and an award-winning international youth campaign. The strategy is built on the collective contributions by all who came together to shape it.

Come Together is written to be understood widely and simply. Informed by young people who asked for a more inclusive language, it seeks to demystify SRHR and speaks directly about the work and why it matters. The document has four pillars: three facing outward and one facing in. Each pillar contains three pathways that outline strategic priorities. The pillars and pathways bring focus and direction. Throughout the strategy, linkages bridge and weave across the different pillars and pathways. None exist in isolation. Core areas such as gender, youth, humanitarian or even rights cannot be fitted into a single pillar but run across the strategy.

Come Together builds on the current strategy, but also includes points of departure. It commits Member Associations and the Secretariat to focus available resources on reaching people who are being excluded and marginalised with quality and people-centred care. Secondly, Come Together commits to shaping laws, policies and norms through feminist action and international solidarity. Thirdly, the strategy will nurture the federation, addressing shortcomings and adding new impetus for real and lasting impact.



Come Together

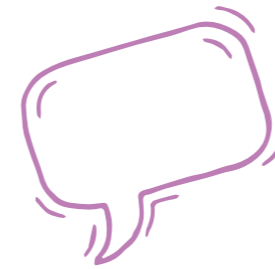
We are a global SRHR federation. We are 120 independent organisations and a secretariat that **come together** to provide care and promote rights. As organisations and individuals, we are invested in the health of our countries. **We are about more than our numbers and our reach.** In small island states and across continents, our work has meaning and impact. Our outreach and clinics are embedded in the communities we come from and the societies we live in. It matters.

The world we live in is changing and fast. New generations are born and growing into a world of cyber technologies, mass-communication, and innovation. Their world is complex, but also fragile. We all see and feel the devastating impacts of humanitarian crises, covid, climate change, macho politics and structural injustice. There are growing wealth gaps in already unequal societies. Sexual and Reproductive rights are under threat. Not in the future. But right now.

Everyone has the right to enjoy a fulfilled and healthy sex life. In our 70-year history, we have been brave and sometimes angry.¹ We have dared to stand for justice and equality. In the next six years, we commit to daring, feminist action that secures free choices about our bodies, sexual lives and well-being without violence, shame, stigma or discrimination. We know love is love, and believe deeply in rights and equality. We commit to accelerating our efforts and to reaching more marginalised and excluded people, in more places - **in the care we deliver, the choices we make, the connections we create, and the solidarity we foster.**

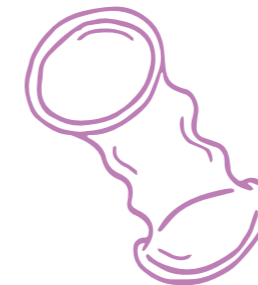
And we do not stand alone. Our work is deeply intertwined with the broader struggles for justice and equality. This is why our federation will **come together** with other sectors and actors to transform the communities and nations we live in. To shape the new world that is being formed. It is our commitment.

¹ Suitters, Beryl, "Be Brave and Angry: Chronicles of the International Planned Parenthood Federation" (IPPF, 1973).



“Never forget why we are working. To serve people. Women, men, LGBTQI, young people, marginalised people.”

Alice Ackermann, Mouvement Français pour le Planning Familial



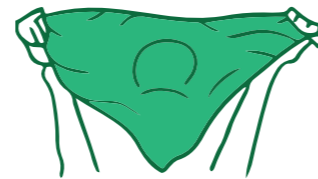
The World We Live In

Person-Centred Care

There is a need for tailored approaches to address gaps in sexual and reproductive health care at the country level.²

Abortion Care

Of 5.6 million abortions per year among 15-19 year-olds, 3.9 million are unsafe.³

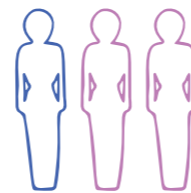


HIV

In 2020 there were around 1.5 million people newly infected with HIV, with adolescents accounting for 11%.⁴

Sexual & Gender Based Violence

Worldwide, more than 1 in 3 women and girls have experienced physical and/or sexual violence from an intimate partner.⁵



Humanitarian

There are currently an estimated 235 million people in need of humanitarian assistance.⁶

2 Guttmacher Institute, 2022, <https://www.guttmacher.org/article/2022/03/new-evidence-unintended-pregnancy-and-abortion-150-countries-shows-importance>

3 WHO: <https://www.who.int/news-room/fact-sheets/detail/adolescent-pregnancy>

4 UNAIDS. 2021. Global HIV & AIDS statistics. Fact sheet. <https://www.unaids.org/en/resources/fact-sheet>

5 UNAIDS. 2021. Young people and HIV.



Demographic Changes

Children and adolescents under 18 account for an estimated one in three internet users around the world.⁷

Today's youth will be the most diverse generations ever in terms of ethnicity, race, sexuality and gender identity.

By 2050, worldwide the over-65s outnumber the under-5s for the first time in history.⁸

By 2030, two-thirds of IPPF clients will live in countries where inequalities have increased, with a growing proportion of inequality increase attributed to global warming/ the climate crisis.⁹



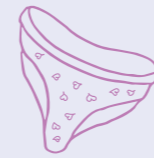
6 Global Humanitarian Overview 2021 | Global Humanitarian Overview (unocha.org).

7 Keeley, B., & Little, C. 2017. The State of the World's Children 2017: Children in a Digital World. ERIC.

8 The Lancet, Global Health, [https://www.thelancet.com/journals/langlo/article/PIIS2214-109X\(19\)30295-5/fulltext](https://www.thelancet.com/journals/langlo/article/PIIS2214-109X(19)30295-5/fulltext)

9 University of Cape Town and University of Oxford. 2022.

Come Together



Center Care on People

Move the Sexuality Agenda

Solidarity for Change

Nurture the Federation

Expand Choice

Ground Advocacy

Build Strategic Partnerships

Chart our Identity

Widen Access

Shift Norms

Support Social Movements

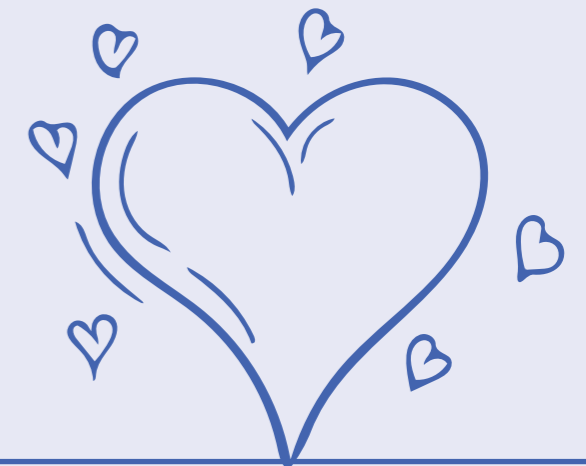
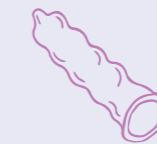
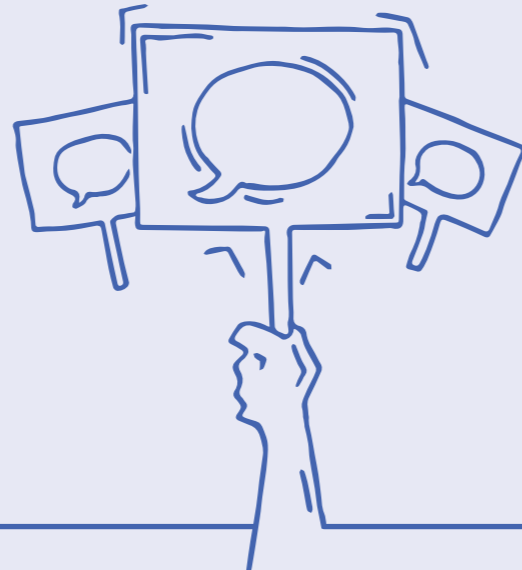
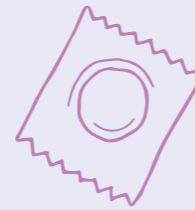
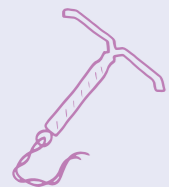
Grow the Federation

Advance Digital & Self Care

Act with Youth

Innovate & Share Knowledge

Walk the Talk

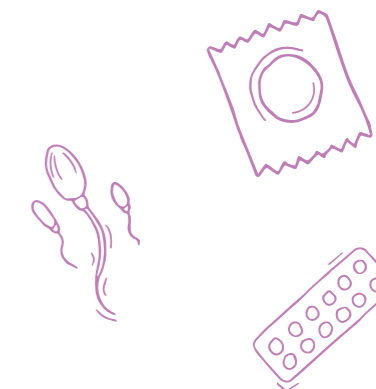


Center Care on People

Goal: quality person-centered care to more people, in more places

Care is about health. It is about quality and equality. It is about rights. Care determines how we live and even whether we live. Care is healthcare. It is psychosocial care, and the commodities and services we provide. Care is our greatest asset and contribution. It is delivered by care and outreach workers under canopies, in tents and in clinics. With contraception at the core, we deliver all aspects of SRHR care. We deliver to all who need it and we prioritise those who are most marginalised and excluded.

In the next six years, we will **come together** to build up our person-centered care model. From experience, we know that care is better when it is tailored to people. And, as people our circumstances and needs differ. Not everyone needs the same care, or to receive it in the same way. Not everyone has access or can afford care. Person-centred care is about having choice, access and quality of care. To **Center Care on People** we will follow three pathways:



Critical pathways	Expand Choice	Widen Access	Advance Digital & Self Care
	Boost safe abortion & infertility care	Reach marginalised communities	Invest in digital health interventions
Priority actions	Integrate HIV into SRHR package	Deliver youth-centred care	Offer quality self-care
	Expand contraceptive choice	Grow crisis settings preparedness & care	

“A lot of people and allied institutions, they want inclusion. As a goal in the future. But we live right now. Can we not assume that we are all in the same world and on the same planet and we have the same worth as human beings?”

Mauro Cabral, Founding Director of GATE, Argentina

Expand Choice

IPPF strives to provide the fullest possible range of integrated, affordable and quality SRHR care. We will expand our service offer to cater for people in their diversity and stage of the lifecycle. This means growing our contraceptive range and going further on the provision of infertility and abortion care. We will accelerate the integration of HIV and SRHR and cater for sexual health needs. And where we cannot cater for a preference, we will develop formal links with partners and providers that can.

Widen Access

All over the world, systemic barriers stand in the way of the right to health. Entire communities of people are excluded from care and rights, due to their age, gender, sexuality, race or social standing. Humanitarian crises caused by political or climate-related disaster leave millions of people without access to SRHR care. We commit to providing safe and quality care for people who are unjustly excluded and marginalised. We will focus on youth and seek to involve them in design and delivery of care. We will also focus on the SRHR needs of older people whose care is often neglected. On LGBTQ+ communities. We will proactively work with communities through outreach and mobile clinics. Our care will push against barriers and navigate through them where they persist. We will build our capacity and readiness to offer lifesaving SRHR care in a humanitarian crisis. And we will stand prepared to meet the challenges of new pandemics.

What will we change in the next 6 years?

By 2028, we will have met essential quality care standards at all our core facilities and have offered the full range of care, including infertility, contraception, abortion, and STI/HIV, as part of an essential minimum package.

By 2028, we will have expanded our national contributions for contraceptive services in 89 countries where IPPF is the main or sole provider.

By 2028, we will have diversified our service delivery models, by doubling abortions facilitated through self-care, telehealth, and other person-centred strategies such as peer provision and home visits in all IPPF MAs/CPs.

What will we change in the next 6 years?

By 2028, our services will be open, accessible, and respectful of sexual diversity with MAs providing services to LGBTQI+ communities.

By 2028, we will have expanded our focus on younger people who face specific risks and discrimination, resulting in an increase in the proportion of our clients aged 10-19. In addition to prevention of unintended pregnancies, we will have scaled up youth-centred services including emergency contraception, abortion care, PEP and SGBV.

By 2028 we will have doubled our reach in humanitarian crisis and ensured a rapid life-saving humanitarian response within 72 hrs across all regions.

Advance Digital & Self Care

Medical technologies are developing faster than ever. In an age of internet and telecommunications, care and care platforms are undergoing profound change. New generations, in many parts of the world, prefer virtual interactions to human ones, also in their care. These technologies can be a means of cutting costs, increasing affordability, and broadening reach. Laying a foundation for the future of care, we will partner with experts to invest more in digital health interventions and integrate them into our broader care package. We will promote self-care options that expand choice and help people to own their care. Through our digital communication channels, we will boost the reach of information and resources.

What will we change in the next 6 years?

By 2028, we will have built and implemented a common digital health interventions framework in collaboration with recognised international experts in the field. We will be leading voices negotiating with local governments in developing guidelines and policies enabling greater access to and utilization of SRHR digital health interventions and self-care in settings where these are currently restricted.

By 2028, we will see a high increase in new clients receiving care through our telehealth and facilitated self-care platforms.

By 2028, our broader care will have effectively linked care users, especially those who are marginalised and discriminated against, to community support platforms, activist groups and to each other.

“During an emergency, youth are not just beneficiaries of a humanitarian response. Engage us on how we can take action. See us youth as partners, work with us.”

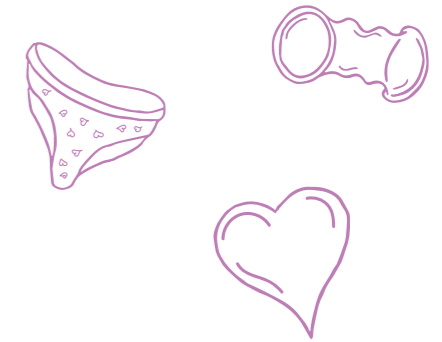
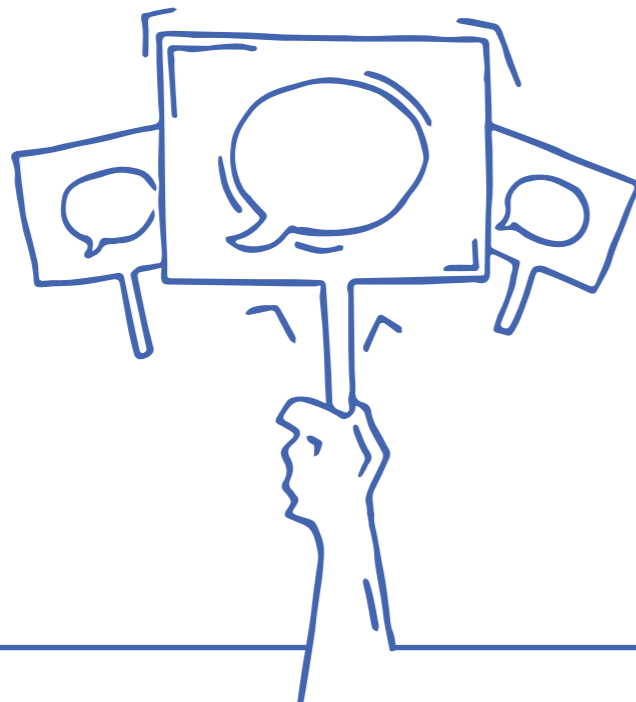
Louria Paragon, Family Planning Organisation of the Philippines

Move the Sexuality Agenda

Goal: Societal and legislative change for universal sexual and reproductive rights

Sexuality is about more than sex and sexual attraction. Many of the problems we face as societies are linked to views about sexuality that are divisive and damaging. Sexuality is about morality, equality, health. It is about whom we are, and about who makes decisions about our bodies and how we should live our lives. If we want to entrench sexual and reproductive rights, we must move the sexuality agenda, move the needle, opinions, policies. Move emotions.

In the next six years, IPPF will **come together** for sexual and reproductive rights. We will uphold human rights norms and challenge the toxic norms that strip away our dignity. We will work towards a more inclusive, intersectional, and feminist world. We will agitate, excite, find common ground, and develop new messages that resonate with people in their lives. To **Move the Sexuality Agenda**, we will follow three critical pathways:



Critical pathways	Ground Advocacy	Shift Norms	Act with Youth
	Connect advocacy at all levels	Prevent sexual & gender-based violence	Bring youth voices to the fore
Priority actions	Amplify community voices	Take intersectional & feminist action	Advance comprehensive sexuality education
	Monitor commitments	Share winning narratives	Engage & influence on social media

“We ask IPPF to bring Sex Workers to their large advocacy platform, so we can bring our lived realities to the table. Help sex workers to discuss their issues and give direction on what they’d like to see.”

Grace Kamau, African Sex Workers Alliance

Ground Advocacy

IPPF promotes the universality of sexual and reproductive rights at all levels, from community activism to intergovernmental advocacy. We create spaces and opportunities to engage and link across divides. We advise governments and inform policy. And, we hold them accountable on their commitments. We will continue to work to our strengths. We will amplify community voices at advocacy forums, bringing lived experiences and fresh ideas to policy conversation. Holding true to our principles and our dedication, we will challenge the colonial and discriminatory laws that drive us apart. And we will step up our advocacy for the inclusion and funding of SRHR in international agendas.

Shift Norms

Moving the needle on sexuality requires more than policy changes. Changes in societal values and norms are necessary too. Through community dialogue and feminist action, we will address damaging social and gender norms that hold back women and girls all over the world. Addressing sexual and gender-based violence is a priority. Working with men and boys to transform masculinity is too. Together, we will grow tolerance, inclusion and acceptance of sexual diversity and rights. We will defend hard-won human rights norms and pull down barriers. We will develop winning narratives to reach the undecided and the political middle. We will further our use of digital platforms and tools to reach new audiences. We will gather more evidence and use 'big data' to shape our positions and communications.

What will we change in the next 6 years?

By 2028, governments that define essential healthcare packages will have included critical SRHR interventions in them.

By 2028, more countries will have liberalised or normalised abortion care and eliminated barriers to implementation

By 2028, we will be a leading civil society champion and enabler for marginalised community voices in SRHR advocacy spaces, at all levels, with actionable contributions that shape public policy and better lives

By 2028, we will have successfully motivated for an increase in domestic and ODA financing for SRHR and gender equality.

What will we change in the next 6 years?

By 2028, we and our partners will have affected transformative change to harmful gender and sexuality norms in the worst affected countries through Social Behaviour Change Communication strategies.

By 2028, we will have reached hundreds of millions of people through our collective communication platforms, with target messages and winning narratives that shape opinions and attract engagement.

Act with Youth

Young people are key drivers of change, also in IPPF. To boost their power, we will increase our support for youth activism. Youth should be at the forefront of our advocacy and outreach. We commit to going further on comprehensive sexuality education: expanding best practices and advocating for supportive legal frameworks. While continuing our offline work, we want to explore new digital avenues too. Hundreds of millions of young people get their information about sex and sexuality on-line. We will improve the quality of sexuality information on social media platforms and link better to care.

What will we change in the next 6 years?

By 2028, most governments will have integrated CSE into education policies, programmes and curricula so young people will receive 'CSE' formally in schools or informally in their communities.

By 2028, youth collectives and networks will be working across movements to expand access to sexual and reproductive rights, especially in difficult contexts and where the anti-rights movements are growing.

By 2028, young social media influencers across the world will be inspiring conversations and answering questions on topics regarding sex and gender that are taboo or little discussed in their societies, reaching millions of young people who have never engaged with IPPF.

“Feminist grounding drives us, as MAs, to remove obstacles that pollute and stifle love and make it hard for so many to breathe. It drives us to be a disruptive force, rejecting gender injustices and marginalization of LGBTQ+ persons who are denied their human rights.”

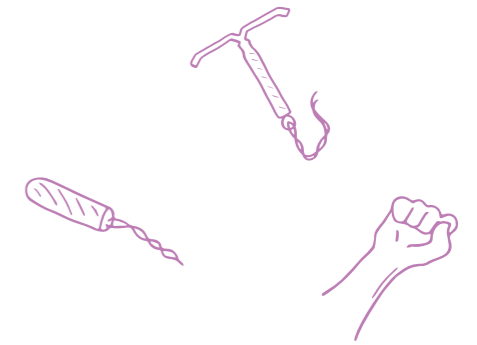
Patricia Sheerattan-Bisnauth, Caribbean Family Planning Association

Solidarity for Change

Goal: Amplify impact by building bridges, shaping discourse, and connecting communities, movements, and sectors

IPPF does not exist in a vacuum. From climate change to covid or inequality, the problems faced in the world are many, complex and interconnected. As a sector, we are often treating symptoms and rarely the root causes. Global development agendas - such as the Sustainable Development Goals and Universal Health Coverage - stress the need for international collaboration. No sector can solve its problems alone. Only through solidarity can we hope to persevere.

In the next six years, IPPF will build more bridges and forge greater alliances and partnerships. Working with our allies, we will **come together** to define shared goals and action. We will support movements where they are, and on their terms. Together, we will showcase the best of civil society and find inspiration in each other to create new ideas and innovation. We will unleash the power of **Solidarity for Change**. To do this, we will follow three pathways:



Critical pathways	Build Strategic Partnerships	Support Social Movements	Innovate & Share Knowledge
	Collaborate across sectors	Connect capacity	Grow the IPPF centers & funds
Priority actions	Build alliances & consortia	Amplify messages	Communicate learning
	Host and support community groups & networks	Re-grant	Incubate ideas & tech

“Leaders of today will not be facing the climate changes of the future to the same extent as the youth will”

Dr. María José Cisneros Caceres, Youth Activist, Ecuador

Build Strategic Partnerships

IPPF is built on the idea of partnering and sharing. It is in our DNA. We depend on our relationships with each other, and with our donors, partners, and allies. And they on us. Strengthening national health systems from within, we will co-ordinate and collaborate with our governments, private sector, and our sister organisations. Together we will better fill gaps and meet unmet need. Together we will set a platform for greater impact through strategic collaboration, within our sector and outside of it. We will organise meetings, promote discourse and share strategic insights and intelligence. Where needed we will host and support community organisations, and interest groups and provide them with long term foundations to grow.

What will we change in the next 6 years?

By 2028, IPPF and its partners will have delivered effective cross sector campaigns positioning common agendas and priorities on intersecting issues, such as climate change, gender equality, and UHC.

By 2028, we will have deeply rooted partnerships and collaborations with feminist, youth-led, and human rights movement at all levels.

Support Social Movements

Faced with growing inequality and injustice, social movements are emerging all over the world. They are often organic and without hierarchy or formal structures. To change an unjust world, they use available means to connect, organise and expand their influence and impacts. From Albania to Botswana to Colombia, movements are challenging patriarchal structures and gender inequality. We commit to increasing our support for intersectional social movements that work in support of SRHR and for women and girls. We will not gate-keep or claim spaces. We will join and amplify messages to uphold human rights and tackle inequalities. We will leverage our network and voice to reinforce political calls to action. We will prioritize the protection of activists from opposition attacks.

What will we change in the next 6 years?

By 2028, narratives and media developed by grassroots partners and movements, and amplified by IPPF, will have had a political impact, and influenced public opinion.

By 2028, our providers, activists and other human right defenders will have been kept safe and protected from opposition attack and been linked with rapid response mechanisms.

Innovate & Share Knowledge

The power of knowledge lies in sharing it. The federation generates a wealth of data, research and insights on SRHR. We will prioritise communicating our data and research with our partners and allies. And we will seek to learn from them. The IPPF Centers of Knowledge and Practice will grow and take on greater roles in engaging with the world. In our countries, and as a federation, we will co-host meetings, seminars, and conferences to deepen the dialogue. And, we will invest in our culture of learning and innovating. We will explore ways to incubate new ideas and technologies to facilitate our work. We will seek to decolonise research in IPPF by basing more of our research in the global south and building links with southern academia and thought leaders.

What will we change in the next 6 years?

By 2028, we and our partners will have generated a critical mass of evidence published in recognised journals and influential media outlets to influence policies and shape better SRHR practise.

By 2028, in a conscious effort to decolonise IPPF and our research agendas, we will have established our centers of learning and embedded our research agenda in the global south, driven by southern voices and views.

By 2028, we will have funded and incubated new innovations that transform implementation of SRHR programmes.

“There is a lack of trust and respect for local communities...You don’t know the communities; you don’t know what is important to them. We have to flip how we do funding and find feminist frameworks that work in terms of global health.”

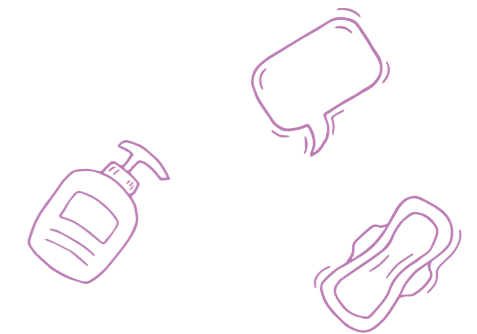
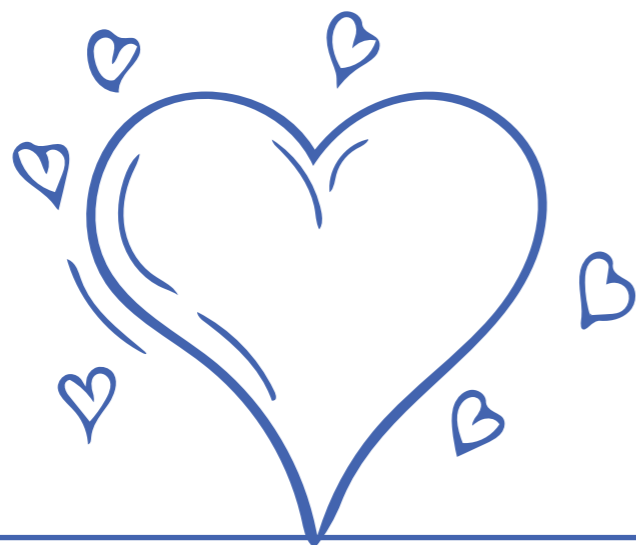
Dr Tlaleng Mofokeng: UN Special Rapporteur on the Right to Health, South Africa

Nurture the Federation

Goal: Renew our charter, live our values, and unleash our collective power

IPPF was formed by eight brave national family planning organisations in 1952. In the 70-years since then we have left our mark on the world. We continue to bridge social, cultural, and political contexts from a shared belief in the universality of SRHR. We can be unwieldy and sometimes even divergent. But that is the source of our power, our energy. It is what makes us IPPF.

In a world often defined by division and hatred, IPPF will grow from a place of love and inclusion. It will be nurtured. Over the next six years, we will **come together** to adapt the federation to a changing world. We will re-examine and affirm our common values. Refining our look and feel to be seen widely and in the right places. We will find more kindred spirits to Nurture our Federation with new members. We will build our mutual capacity. We will introspect and address our colonial legacies, improving in policy and practice. We will build better systems and supportive cultures for staff. The journey will follow three critical pathways:



Critical pathways	Chart Our Identity	Grow the Federation	Walk the Talk
	Draft federation charter	Find new members	Challenge discrimination
Priority actions	Renew our brand	Modernise systems & grow skills	Embrace gender & sexual diversity
	Build our culture	Mobilise resource & diversify income	Youth structures & leadership

“If our political clarity is not good inside, then it will not be on the outside.”

Noelene Nabulivou, Gender Activist, Fiji

Chart our Identity

We want to renew our commitment to IPPF and reconnect with our common values. We will develop, jointly, a new membership charter. It will lay out the values that we hold in common and the ethos that drives us forward. We will renew our brand and better signal who, collectively, we are: a federation with members at the heart, supported by a vibrant Secretariat, channelling national and international solidarity together.

What will we change in the next 6 years?

By 2028, members, driven by the rights and needs of those they serve, will be actively leading in the Federation's strategy development, implementation & review, sharing technical and programmatic expertise, power and talent to build a global movement for change.

Within the first year of our new strategic period, IPPF will have a shared expression of the values that link us together ("an IPPF charter") developed and agreed.

By 2028, our common brand will be recognised as an expression of the universality of sexual and reproductive health and rights and of the global solidarity of our federation. Member Association names and brand proudly carry IPPF's kitemark.

Grow the Federation

As a federation, our numbers expand and contract. That is normal. In the next strategic period, we will grow the federation, in the places where we are needed most. We will grow where there is high unmet need but also where there is policy influence. New members add experience, ideas, reach and energy. In our organisations, members and secretariat, we will build skills and safeguard our staff and volunteers. Modernising systems, structures and governance are vital for our growth. They keep us frank and effective. We will keep on streamlining and building efficiencies. Growing in an uncertain funding landscape requires diversification, entrepreneurship, and financial discipline. We have learned much about financial sustainability and social enterprise. Our knowledge must be put into practice to help fully resource our work.

What will we change in the next 6 years?

By 2028, we will have expanded our presence globally in selected countries with high SRHR needs; high unmet need for FP, MMR, adolescent pregnancy, gender inequality and countries with significant political priority.

By 2028, the federation will use modern and effective systems that link us and equip us to perform better, especially our core operational systems. Systems will be simplified and developed to strengthen performance, share impacts and learning outcomes globally and build our capacity.

By 2028, we, at all levels of the federation, will have multiple models and pathways for sustainability with diversified funding sources, galvanising domestic financing.

Walk the Talk

The federation must live by the values it holds. We are deeply committed to breaking down the interconnected forms of discrimination and racism within IPPF and beyond. We will continue to push for gender equality and respect for sexual diversity, embedding intersectional and gender-transformative approaches in the way we work. Youth leadership is essential. It requires continuous investment and effort. We will avoid tokenism and build capacities. We will plan leadership transitions and invest in the continued contribution of young adults to the Federation and to SRHR. Their passion feeds the future.

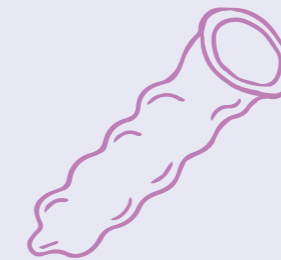
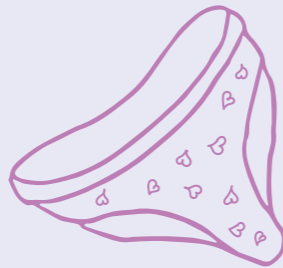
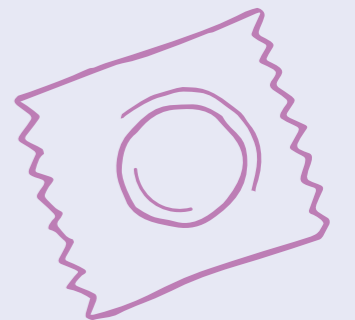
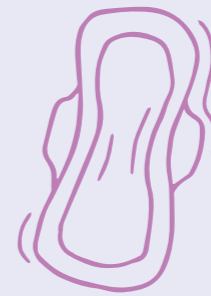
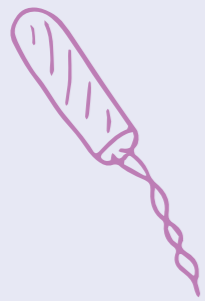
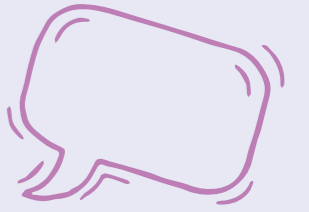
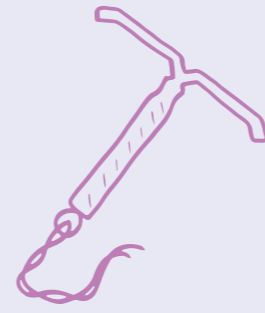
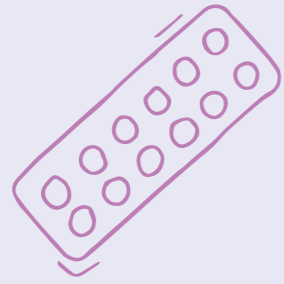
What will we change in the next 6 years?

By 2028, we will be recognised as a champion for anti-racism with an intersectional approach to non-discrimination and equity. We will reflect this in the balance of power between global north and south in our decision-making and resource mobilisation.

By 2028, the numbers of women in leadership across the federation will increase and we will increase the number of projects designed and implemented with affected communities.

“We need to go beyond an individual commitment, we need an institutional commitment: institutional knowledge, training, awareness raising. We need internal cultural changes. Diversity begins at home.”

Marta Royo, Profamilia Colombia



“We say in India, if you have a bigger heart you will find more room for people to stay in your house. We can say the same for IPPF, with a bigger heart we can welcome more service users at the gold standard of care.”

Abhina Aher, IPPF Board

