



# **POLICY HANDBOOK**

**As amended and approved by the Board of Trustees  
March 2022**

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## INTRODUCTION

Each of the policies in this IPPF Policy Handbook represent a course of action adopted by the Board of Trustees (previously Central Council) after appropriate consideration of the issues involved.

**IPPF policies** are intended to provide guidance to the whole Federation on a particular subject in order to assist future action by volunteers or staff.

**IPPF policies** should reveal the values and internationally accepted principles-of-best-practice that IPPF wishes to bring to bear on an issue.

**IPPF policies** are formulated in more general terms than a detailed programme of action and as such are not time-bound in the same way. IPPF policies should be expected to have a life expectancy of at least five years but all policies need to be periodically monitored by volunteers and staff to ensure their continued relevance.

**IPPF policies** sometimes require separate specific detailed procedures which although not part of the policy statement may be necessary to ensure implementation. These procedures can be revised by the IPPF Director-General as requested and must remain consistent with the policy.

All IPPF volunteers and staff should have access to an up-to-date list of IPPF's policies.

Responsibility for coordinating the drafting of IPPF policies and ensuring an up-to-date list of policies in the IPPF Policy Handbook lies with the Policy and Governance Unit in IPPF Central Office, London.

## **1. THE FEDERATION**

### **Policy 1.1**

#### **1.1. AUTONOMY AND ACCOUNTABILITY**

1. The Federation consists of Member Associations which have been admitted as full or associate members. The Member Associations of IPPF are autonomous entities.
2. IPPF is a federation of Member Associations which reach collective governance decisions, as members of IPPF, through the General Assembly. IPPF is divided into Regions for the purpose of sharing knowledge and bringing Member Associations closer to each other within their Regions and for better enabling support from and co-ordination by the Unified Secretariat.
3. By entering into membership with the IPPF an Association becomes eligible to certain privileges, but at the same time, voluntarily accepts to comply with the standards and responsibilities of membership as defined by the Board of the Trustees from time to time, and agrees to abide by the Act and Regulations, Procedural Byelaws and policies of IPPF.
4. IPPF recognizes its obligation to be programmatically and financially accountable to all its donors and other stakeholders while protecting the Federation's autonomy.
5. In order to protect the institutional name of "International Planned Parenthood Federation" and the name "Planned Parenthood", it is the policy that such names be used with initial capitals.

*As adopted by Central Council, November 1990*

*Last amended by Governing Council, May 2020*

## Policy 1.2

### 1.2. VOLUNTEERING

#### Introduction

The dedicated commitment of volunteers is the base on which IPPF was founded and continues to be a major source of the Federation's strength and influence. This policy aims to ensure that the value of volunteerism is recognized throughout the Federation.

#### Definition

**Volunteer:** A volunteer undertakes a service or activity without pay for the benefit of the community, the environment, and persons other than close relatives or those within the household.<sup>1</sup>

#### Guiding Principles to Volunteering at IPPF

1. A volunteer in IPPF shares and upholds the Federation's mission, vision and values and offers his or her time, knowledge, skills, resources (financial, material, etc.) and experience free of charge to a Member Association and other levels of the Federation. Volunteers do so with the aim of making a difference to their community and improving the sexual and reproductive health, rights, and well-being of the people the Association exists to serve.
2. IPPF recognises volunteers as those involved at all levels of the Federation and in different capacities; including volunteers who are registered with MAs, those in governance roles and individuals participating in advisory roles, specific activities, or events in support of the Federation.
3. Most volunteers pay a nominal membership subscription to their Member Association which entitles them to participate in the democratic functioning of the organization. There are also volunteers who are willing to contribute their time and ideas without wishing to become a member formally. Elected member governing bodies provide leadership at all levels of the Federation in partnership with management.
4. The amount of time volunteers invest in the work of IPPF will depend upon their interest, the role they undertake and the needs of the Member Association. Some people will volunteer every day, some will volunteer for a few hours a week and some will volunteer for one-off events and activities. Some volunteers will wish to contribute their efforts at the local community level for example as peer educators, clinic volunteers, trainers, administrative support, advocates, or fundraising volunteers while others may wish to get elected to their governing body to influence policy-making and future programmes of work. Each volunteer, however, has a valued part to play no matter how big or small.
5. As a volunteer-based organization, IPPF is committed to expanding and developing its volunteer base through engaging volunteers in a meaningful way. This volunteer engagement includes effective youth participation and promotion of a youth centered approach at all levels.
6. Roles available to volunteers should provide a unique opportunity for them, besides learning about SRHR, the MA and IPPF, to learn about their community; to serve this community; to enlarge their social network; and to work for the fulfillment of

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<sup>1</sup> ILO Manual on the measurement of volunteer work 2011



SRHR for all. This includes working with target groups using the rights-based approach.

7. Volunteers play a vital role in engaging and mobilizing activists to generate greater public support for SRHR issues.

### Policy Implementation

IPPF Member Associations and Secretariat have various roles to play in the implementation of this policy.

8. In order to support Member Associations to develop their volunteer base and ensure that the value of volunteerism continues to be nurtured and recognised, IPPF volunteers and staff at all levels should:
  - a. Ensure a positive image of the organization and its work in order to help in attracting prospective volunteers and appeal to them to contribute to its cause.
  - b. Develop and promote throughout the Federation a global volunteer identity and movement whereby volunteers feel globally connected.
  - c. Collaborate with other volunteer and international agencies and for example celebrate the International Volunteer Day as a means of strengthening IPPF's brand as a volunteer movement organization.
  - d. Foster a culture throughout the Federation where volunteers are valued and recognised for their work.
  - e. Enable processes and systems to support MAs to engage with their volunteers.
  - f. Continue to engage young people as leaders at all levels of Federation volunteering including in governance.
9. To ensure that IPPF is able to continue in its mandate as a volunteer-based organization and engage volunteers in a meaningful, sustainable way for continued progress, all Member Associations should work to **attract, support, manage, develop, and retain** their volunteers through various means such as:
  - a. Focus efforts on attracting, building the capacity of, and retaining effective volunteers as crucial elements to establishing a successful volunteer programme. Special focus should be placed on retaining young people who are moving into adulthood. This should be achieved through developing a structured and tailored process to attract new volunteers as well as providing regular opportunities, information, training, and development.
  - b. Support volunteers and ensure their voices are heard through regular opportunities for feedback, consultation, supervision, and development.
  - c. Ensure volunteers are given appropriate protection and support to enable them to carry out their duties safely and securely.
  - d. Encourage and develop volunteers to take on leadership and governance responsibilities; encourage long term or alumni volunteers to mentor and support less experienced volunteers as a way of enhancing commitment to the MA and IPPF and offering more challenging opportunities to long term volunteers.
10. Encourage a diverse range of volunteers with different backgrounds and skills to play their part in the sexual and reproductive health and rights movement.
11. Demonstrate the added value of volunteering to the work of the Association by gathering regular volunteer feedback, documenting these results and sharing them on a regular basis with those volunteers who have helped to make the difference.

12. Where appropriate, cooperate with governments and/or advocate to create a favorable legal environment for volunteering in their country and abide by local and national legislation in respect of working with volunteers.
13. The IPPF Secretariat should use all available mechanisms in the Federation to regularly monitor the implementation of this policy and report to the appropriate governing body. The implementation of this policy should be adequately resourced and supported by the Secretariat.

*As adopted by Central Council, November 1990  
Last amended by Governing Council, May 2016*

## Policy 1.3

### 1.3. GENDER EQUALITY

#### Introduction

The Federation is committed to a human rights framework which prohibits any discrimination, exclusion or restriction on the basis of sex, age, gender, gender identity, sexual orientation, marital status, physical and mental disability or health status.<sup>1</sup> Gender equality is a human right. It is especially important for a rights-based, gender transformative organization like IPPF to ensure that the needs, rights and experiences of individuals involved in the Federation (whether as staff, volunteers or clients) are reflected in policies and processes, and that they are supported to play an equal role in the Federation.

#### Mandate

This policy provides a set of guiding principles that reflect the Federation's commitment to advancing gender equality and the actions necessary to realize the goal. Gender inequality has been globally recognized as a root cause and consequence of poverty and exclusion. Gender equality mandates have emanated from core international human rights instruments in which IPPF's Declaration of Sexual Rights is grounded.<sup>2</sup>

IPPF believes gender equality to be inclusive of sexual orientation and gender identity. Throughout the policy, with exceptions where genders are significantly affected by particular issues, the term 'individuals' is used inclusively to cover women, men, intersex and transgender individuals of all ages regardless of their gender identities. This policy focuses on promoting gender equality, which is broader than equality between women and men and sets out specific and targeted actions required to ensure that all individuals, who identify as women, men, lesbian, gay, bisexual, transgender or intersex, have access to equality of outcome in the workplace and in programmes. The policy engages with the impact of social roles and norms, constructs of masculinity and femininity, and discrimination based on gender, sex, sexual orientation and gender identity.<sup>3</sup> Definitions of key terms are provided in Appendix 1.

As the role of this policy is to achieve gender equality for all, it focuses on those social norms that impact on an individual's ability to participate equally and freely in society, to achieve their full potential. Gender norms and patriarchal structures are pervasive and affect women disproportionately. Women and girls have lower status, fewer opportunities and less access to power than men and boys. Therefore, progress towards gender equality requires transformative complementary actions to promote women's rights and empowerment, including addressing gender gaps, unequal policies and discrimination that have historically disadvantaged women and girls and affected their full participation in development. Gender norms also reinforce constructs of masculinity and femininity that have a disproportionate impact on individuals whose sexual orientation and gender identity do not conform to these rigid constructs.

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<sup>1</sup> IPPF Sexual Rights Declaration, 2008, Principle 3, 'Non-discrimination underlies all human rights protection and promotion'.

<sup>2</sup> These instruments include the Convention on the Elimination of All Forms of Discrimination against women (CEDAW); the Cairo Program of Action (1994), the Beijing Platform for Action (1995). The Millennium Development Goals (MDGs) (2000) identified gender equality and women's empowerment as a goal and as a basis for achieving all the other goals.

<sup>3</sup> United Nations Resolution on Sexual Orientation and Gender Identity, Human Rights Council adopted resolution 17/19 ([A/HRC/RES/17/19](#)), July, 2011 'Expressing grave concern at acts of violence and discrimination, in all regions of the world, committed against individuals because of their sexual orientation and gender identity'

## Guiding Principles

1. This policy reflects the Federation's commitment to human rights and to women's and girls' empowerment. IPPF believes that the equitable participation of women and girls from all socio-economic groups in all aspects of the Federation's work will empower them in their diverse identities and enable them to acquire the relevant skills and confidence to promote their sexual and reproductive health and rights. This policy also reflects the importance that the Federation places on actively supporting women and girls (staff, volunteers and beneficiaries) to become leaders and to participate on an equal basis with men in every area of the Federation's work.
2. Gender should be mainstreamed in all policies, programmes and structures of the Federation.<sup>4</sup> Women and men have different needs and experiences, as well as different sexual health risks. Gender disparities often serve as additional social, economic and bureaucratic barriers to how individuals promote and protect their sexual and reproductive health and rights. Individual employees also have different needs and experiences related to gender and experience gender-based discrimination in a variety of forms. Policies, programmes and services must seek to be transformative in addressing these gender specific differences and the underlying structural inequalities that sustain them. Enabling environments must be created for everyone to be able to influence and benefit from policies, programmes and services.
3. Gender equality should be applied to all issues in the Federation, whether with regard to representation on a board or committee, or with regard to the social division of labour. In an area such as sexual and reproductive health, in which women bear the largest share of the costs, dangers and burdens (physical, mental, social and economic), it is equitable and fair that women should have at least an equal share in all institutional decision-making processes.
4. Gender equality is achieved when all individuals, regardless of their gender identity are equal in every aspect of their lives. It does not imply that they are all the same, but that they have equal value, and that they should be treated in a way that ensures equal outcomes, not just equal opportunities. Where individuals have unequal status and unequal access to knowledge or resources in a community, special measures and affirmative action are needed to address these gender inequalities.
5. This policy reflects the importance that IPPF attaches to workplace safety and its integral link to physical and mental well-being. IPPF has a duty of care to ensure that individuals are free from all forms of sexual and gender-based harassment and violence in the workplace and when travelling away from their workplace.
6. IPPF believes that promoting gender equality requires working with all gender identities. IPPF recognizes and promotes the crucial role of men and boys as partners in ensuring women's and girls' sexual and reproductive health and to addressing underlying power and gender inequalities, including in the service delivery and employment contexts.
7. IPPF recognizes diversity and is committed to working with all people to realize a world where they can enjoy their sexuality without fear, stigma or discrimination. This applies to gender identity and sexual orientation, both within the Federation and in the Federation's external facing roles.

## Implementation

8. The IPPF Secretariat should use all available mechanisms in the Federation to periodically and consistently monitor implementation of the Gender Equality Policy and

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<sup>4</sup> Supporting policies which complement and enhance implementation of the current policy, include the Safeguarding (Children & Vulnerable Adults (1.15) policy; IPPF policy on Women and Family Planning (4.5); Men and Sexual and Reproductive Health (4.6); Monitoring and Evaluation (4.10); Reproductive Health (4.15). A policy on Sexual orientation and Gender Identity should be developed to highlight specific issues and how they can be implemented.

report to the appropriate governing body. The implementation of this policy should be adequately resourced and supported by senior management.

### **Programme Delivery**

9. To put this policy into action, the IPPF Secretariat and Member Associations should undertake actions that transform relationships of power. These transformative actions could include, promoting programmes that empower individuals (especially those individuals who are marginalized on the basis of their sex, gender, sexual orientation and gender identity) and making efforts to advance their sexual and reproductive health and rights.
10. Gender analysis (based on age and sex disaggregated data) should be undertaken, throughout the programme cycle and by:
  - a. making every effort to implement programmes that lead to empowerment, including into leadership positions, in particular for those who are poor and marginalized;
  - b. ensuring availability of services that actively address unique gender needs across the lifecycle;
  - c. engaging all, including men and boys, in sexual and reproductive health efforts and as allies in reducing gender inequality;
  - d. preventing, mitigating and responding to sexual and gender-based violence including intimate partner violence and sexual violence in humanitarian emergencies, and promoting sexual and reproductive health and rights;
  - e. tackling social norms that hinder meaningful participation on an equal basis, including but not exclusively: son preference; early and forced marriage; intimate partner and domestic violence; and, female genital mutilation (FGM);
  - f. creating and/or strengthening gender equality concerns and perspectives with partners; strengthening IPPF's identity as a gender expert; linking with those who work to promote women's rights and sexual rights and engaging LGBTI and men's organizations for gender equality, including in service delivery, programming and advocacy;
  - g. undertaking analysis of gender disaggregated roles and work patterns taking women's workload and care work into consideration;
  - h. responding to the needs of most at risk groups, specifically: those with disabilities; sex workers; intersex and transgender individuals; those who use drugs; those in institutions; and, those trafficked for sex;
  - i. abolishing internal policies relating to spousal/ partner consent for access to services (e.g. for an abortion, using family planning and/or emergency obstetric care);
  - j. building staff capacity on gender perspectives and the effect of gender inequality on individual's access to services and human rights, including perspectives on sexual orientation and gender identity;
  - k. making deliberate and focused efforts to promote meaningful participation in the programme cycle, including for adolescent girls.

### **Governance**

11. To operationalize this policy, the IPPF Secretariat and Member Associations should practice affirmative action in order to alter the balance in the numbers of men and women at all levels of decision-making in volunteer bodies of the Federation, in favour of gender parity, taking into consideration women and individuals who are marginalized on the basis of sexual orientation and gender identity, including on:
  - a. Member Association governing bodies;
  - b. IPPF General Assembly;
  - c. IPPF Nominations and Governance Committee
  - d. IPPF Board of Trustees;

- e. IPPF Membership Committee;
- f. IPPF Finance, Audit & Risk Committee;
- g. IPPF Policy, Strategy and Investment Committee;
- h. IPPF Resource Allocation Technical Committee.

12. Operationalizing affirmative action would include:

- a. making additional efforts to recruit and promote women candidates when posts come up for election;
- b. giving preference to eligible women where there is a choice of candidates;
- c. sending more than one representative to a regional or international body (where MAs are permitted to do so) to ensure equal representation. In order to fulfil the requirement that each full member association must send at least one woman (of the 2 representatives), if one of the representatives is a non-gender conforming person, then the other person must be a woman.

### **Recruitment and Promotion**

13. To operationalize this policy, the IPPF Secretariat and MAs should integrate affirmative action in employment policy (while respecting national legislation) to ensure gender parity, particularly in decision making positions, at all levels. Operationalizing affirmative action in employment would include:

- a. active recruitment to high-level decision-making and high-salaried posts, as well as other posts with the objective of achieving at least 50 per cent representation by women in all posts at all levels;
- b. recruitment and promotion of young women;
- c. recruitment and promotion of staff from diverse backgrounds, regardless of sexual orientation and gender identity;
- d. ensuring all recruitment panels have gender expertise.

### **Mainstreaming in the workplace**

14. To ensure gender equality in the workplace (in the Secretariat and MAs) and the effective implementation of this policy, related policies will need to be audited to ensure compliance (while respecting national legislation). This should include, inter alia:

- a. ensuring equitable representation and participation in senior management and relevant decision making committees;
- b. ensuring equal opportunities for personal development, in training, working conditions and promotion benefits, and reviewing up-take in these opportunities by gender;
- c. providing an enabling work environment so as to ensure the meaningful participation and a work/life balance for working parents – this includes, but is not limited to: providing flexible working hours; developing home-working policies; and, providing child care centres or child care subsidies.
- d. ensuring equal pay and reward structures for all employees. This requires every part of the Federation to conduct equal pay reviews to identify any imbalances and implement strategies to address them;
- e. providing maternity and paternity leave (for both adoptive and biological parenthood) and extending it to all staff regardless of gender, sexual orientation, gender identity or marital/relationship status;
- f. reviewing and taking steps to address gender imbalance where it exists within the Federation structure with the aim of attaining at least 50 per cent representation by women;
- g. identifying trained staff to act as dedicated gender focal point(s) with consistent and structured support from senior management;
- h. identifying a senior manager (in every Member Association and every office of the Secretariat) to act as a gender champion;

- i. undertaking refresher training for all staff, to enhance understanding and ensuring that gender perspectives are integral to new staff induction processes;
- j. ensuring that staff's access to and use of information technology is gender equitable;
- k. developing Federation wide standards on confidentiality that specifically refer to the situations of gender identity and sexual orientation.

### **Work place safety**

15. Providing a safe and secure environment, for all staff (in the Secretariat and MAs) to be free from sexual harassment and physical, sexual and psychological violence, including homophobia. This will require:
  - a. Developing and implementing policies on sexual and gender-based violence, including violence against women that specifically consider the needs of the staff members experiencing harassment and violence (whether inside or outside the workplace). This should include: taking time off work for medical, psychosocial support, and social benefits appointments; confidentiality; and security while at work.
  - b. Extending work-related considerations as the situation requires, including secure transport facilities for staff who work late hours and ensuring security measures along with minimum basic facilities for individuals travelling in the field and individuals at personal risk on the basis of their gender, sexual orientation or gender identity;
16. Gender should be mainstreamed into all IPPF programmes, budgets, strategic plans and policies and should be systematically monitored and evaluated at all levels of the Federation on a continuous basis.

### **Gender Audit**

17. Recognizing existing gaps and challenges in pursuit of IPPF's commitment to achieve gender equality in all aspects of the Federation's work, responsibility for implementation and oversight of this policy will include the following:
  - a. the implementation and reporting of progress will be the responsibility of staff (in Secretariat Offices and MAs);
  - b. the monitoring and oversight of implementation and progress and accountability for lack of progress is the responsibility of the respective governance structures (at Secretariat and MA levels);
  - c. gender audits should be conducted at all levels to establish baseline information and set targets that should be achieved in a defined period of time. The gender audit should assess: programme delivery; governance; recruitment; mainstreaming in the work place; sex disaggregated numbers of volunteers and employees; positions disaggregated by sex and salary; leave practices; work place safety practices, etc. Progress reports should be compared to baseline and shared within the relevant part of the organization and support learning across the Federation;
  - d. monitoring the gender balance across the Federation every three years to determine the Federation-wide gender representation at every level of the Federation, including Member Association Boards; IPPF General Assembly; IPPF Nominations and Governance Committee ; IPPF Board of Trustees; IPPF Membership Committee; IPPF Finance, Audit & Risk Committee; IPPF Policy, Strategy and Investment Committee; IPPF Resource Allocation Technical Committee; Regional Offices, Central Office, and Member Associations.

## Appendix 1

### Glossary of terms

**Gender** refers to the social attributes and opportunities associated with being male and female and the relationships between women and men and girls and boys, as well as the relations between women and those between men. These attributes, opportunities and relationships are socially constructed and are learned through socialization processes. They are context/ time-specific and changeable. Gender determines what is expected, allowed and valued in a woman or a man in a given context.<sup>5</sup>

**Gender audit** refers to assessments of organizational performance on the promotion of gender equality, in order to instigate gender-related analysis and activity in organizations and programmes; monitor implementation of gender equality policy commitments; translating them into action and impact; documenting and disseminating good practice.<sup>6</sup>

**Gender based violence (GBV)** is violence and discrimination that is directed at a person on the basis of sex, gender, gender identity or sexual orientation. SGBV underlies the inequitable power relationships between women and men and affects women disproportionately but also affects men and boys to some extent. GBV is often used interchangeably with violence against women (VAW).<sup>7</sup> SGBV includes violence and discrimination experienced by individuals on the basis of sexual orientation and gender identity.<sup>8</sup> GBV is both a violation of human rights and a key barrier to sexual and reproductive health services

**Gender equality** means equality of opportunity for women, men, intersex and transgender people to realize their full rights and potential. It signifies an aspiration to transform structural inequalities, behaviour patterns and social norms, leading to social change and sustainable development. Gender equality requires specific strategies aimed at eliminating gender inequities.

**Gender equity** means justice and fairness. It is the process and gender equality is the result of that process. Gender equity recognizes that women, men, intersex and transgender individuals have different needs and historical and social disadvantages that hinder them from otherwise operating on a level playing field. Equity leads to equality.

**Gender identity** refers to an individual's deeply felt internal and individual experience of gender, which may or may not correspond with the sex assigned at birth. It includes both the personal sense of the body, which may involve, if freely chosen, modification of bodily appearance or function by medical, surgical, or other means, and other expressions of gender, including dress, speech, and mannerisms.<sup>9</sup> The gender identity of intersex and transgender individuals does not always match the sex assigned to them at birth. Transgender individuals generally choose to dress and present themselves as the gender with which they identify, rather than their birth-assigned sex. They may or may not choose to alter their body physically through hormones or surgery. Intersex and transgender

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<sup>5</sup> <http://www.un.org/womenwatch/osagi/conceptsanddefinitions.htm> United Nations Entity for Gender Equality and the Empowerment of Women-

<sup>6</sup> <http://www.gadnetwork.org.uk/storage/dfid-gender-manual-2008.pdf> ,The Gender Manual: A Practical Guide, 2008

<sup>7</sup> UN Declaration on the Elimination of Violence against Women, 1993 uses GBV to definition violence against women in part, as 'any act of gender-based violence that results in, or is likely to result in, physical, sexual or psychological harm or suffering to women, including threats of such acts, coercion or arbitrary deprivation of liberty, whether occurring in public or in private life (Article 1).'

<sup>8</sup> UN Resolution on Human Rights, Sexual Orientation and Gender Identity, which brought a focus on human rights violations based on SOGI, particularly violence and discrimination.

<sup>9</sup> UNAIDS, Terminology Guidelines, October 2012,



people should be treated as the gender with which they identify, and referred to by their chosen name and pronoun.

**Gender mainstreaming** is the process of incorporating a gender perspective into policies, strategies, programs, project activities, and administrative functions, as well as into the institutional culture of an organization.<sup>10</sup>

**Gender transformative** policies and programmes aim to change gender norms and promote relationships that are fair and just. Gender-transformative programming aims to build equitable social norms and structures; advance individual gender-equitable behaviour; transform gender roles; create more gender equitable relationships; advocate for policy and legislative change to support equitable social systems.<sup>11</sup>

**Intersex** refers to people whose biological makeup (genetic, hormonal and physical features) are neither exclusively male nor exclusively female, but are typically both at once or not clearly defined as either. These features can manifest themselves in secondary sexual characteristics such as muscle mass, hair distribution, breasts and stature; primary sexual characteristics such as reproductive organs and genitalia; and/or in chromosomal structures and hormones.<sup>12</sup>

**Transgender** is an umbrella term referring to individuals whose gender identity and expression does not conform to norms and expectations traditionally associated with their sex assigned at birth. Transgender individuals may self-identify as transgender, female, male, transwoman or transman, transsexual, hijra, kathoey, waria or one of many other transgender identities, and may express their genders in a variety of masculine, feminine and/or androgynous ways.<sup>13</sup>

**Sex** refers to the biological and physiological characteristics that define men and women. Sex differences are concerned with males' and females' physiology. While these sets of biological characteristics are not mutually exclusive, as there are individuals who possess both, they tend to differentiate humans as males and females.<sup>14</sup>

**Sexual orientation** refers to each person's capacity for emotional, physical and sexual attraction to, and intimate and sexual relations with, individuals of a different sex (heterosexual) or the same sex (homosexual) or more than one sex (bisexual).

**Sexual violence** is any sexual act, attempt to obtain a sexual act, unwanted sexual comments or advances, or acts to traffic, or otherwise directed, against a person's sexuality using coercion, by any person regardless of their relationship to the victim, in any setting, including but not limited to home and work. A wider range of sexually violent acts can take place in different circumstances and settings.<sup>15</sup>

*As adopted by Central Council, November 1995  
Last amended by Governing Council, May 2020*

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<sup>10</sup> Inter-agency gender working group, <http://www.igwg.org/Articles/whatisgenderjanuary2012.aspx>

<sup>11</sup> IPPF, 'The Truth about Men and Boys: Gender Transformative Policies and Programmes', June 2009

<sup>12</sup> IPPF, [http://ec.europa.eu/justice/discrimination/files/trans\\_and\\_intersex\\_people\\_web3\\_en.pdf](http://ec.europa.eu/justice/discrimination/files/trans_and_intersex_people_web3_en.pdf),

<sup>13</sup> IPPF, [http://srhhivlinkages.org/wp-content/uploads/2013/04/web\\_whatworks\\_india\\_en.pdf](http://srhhivlinkages.org/wp-content/uploads/2013/04/web_whatworks_india_en.pdf)

<sup>14</sup> WHO, Defining Sexual Health, [http://www.who.int/reproductivehealth/topics/sexual\\_health/sh\\_definitions/en/](http://www.who.int/reproductivehealth/topics/sexual_health/sh_definitions/en/)

<sup>15</sup> WHO, ethical and safety recommendations for researching, documenting and monitoring sexual violence in emergencies, 2007

## **Policy 1.4**

### **1.4 TERMS OF REFERENCE OF THE CHAIR AND THE TREASURER OF THE IPPF BOARD OF TRUSTEES**

#### **The Chair of the IPPF Board of Trustees**

##### **1. Qualities and Attributes**

- i. A broad knowledge of IPPF and a personal commitment to its aims and objects.
- ii. Demonstrated effectiveness as a leader within the field of sexual and reproductive health, including family planning, and in advocating that cause both nationally and internationally.
- iii. Adequate time to commit to leading the Board of Trustees, General Assembly, working with Board Committees, Nominations and Governance Committee, Treasurer, the Director-General and representing the IPPF in related national, regional and international bodies and organizations.
- iv. The ability to communicate with politicians, parliamentarians, donors and “civil society” in general.
- v. The ability to inspire members of the Board of Trustees to fulfil their roles and responsibilities.
- vi. To be politically aware and poses the ability to chair meetings of the Board of Trustees and the General Assembly effectively and to guide the Trustees and Assembly through its agenda.
- vii. The ability to relate easily and comfortably with all members of the Board of Trustees, Nominations and Governance Committee; the Board Committees and General Assembly as well as the Regional Assemblies, Youth Forums and with the Secretariat staff at all levels.
- viii. The ability to cultivate a relationship with the Director-General that respects the position of each.
- ix. Demonstrate a willingness to lead.
- x. Leadership skills – good independent judgement.
- xi. Experience of chairing a governing board or committee.
- xii. Tactful, diplomacy and wisdom in appropriate situations.
- xiii. Good communication and interpersonal skills.
- xiv. Able to engender trust, honesty, support, openness and confidence.
- xv. Impartiality, fairness and the ability to respect confidentiality.
- xvi. Knowledge of the type of work undertaken by IPPF and a wider involvement with the NGO sector and other networks is desirable.
- xvii. Respect for all.
- xviii. Willingness and ability to speak his or her mind.

##### **2. Responsibilities**

- i. To work with the Director-General in setting the agenda for meetings of the Board of Trustees and General Assembly.
- ii. To chair meetings of the Board of Trustees and the General Assembly.
- iii. To ensure that new Trustees are fully oriented and are provided with all documents needed e.g., strategic plans, policy manuals, and budget information.
- iv. To contribute meaningfully under the leadership of the Nominations and Governance Committee into the evaluation of the Board of Trustees.

- v. To initiate with the Nominations and Governance Committee the functioning of the General Assembly.
- vi. To chair the Board of Trustees Sub-Committee meetings as and when the need arises.
- vii. To attend IPPF's Annual Donors Meeting.
- viii. To provide support for advocacy and resource mobilisation activities on behalf of the Federation as a spokesperson and leader which will include: visits to existing IPPF Donors and potential new donors; attendance at Regional Assembly and Youth Forum meetings; visits to IPPF Regional Offices; visits to Member Associations and their activities; representing IPPF at special international meetings including at the UN and other official meetings.
- ix. To take a lead in ensuring that 'good governance' best-practice and potential conflict of interest are understood, addressed and adhered to by IPPF's Board of Trustees, Board's Committees, General Assembly and volunteers.
- x. To participate in selection committee meetings for the appointment of IPPF Director-General, Central Office Directors and Regional Directors.
- xi. To ensure support and guidance is provided to the Director-General as appropriate.
- xii. To initiate and participate in the annual appraisal process of the Director-General.
- xiii. To liaise with the Director-General to maintain an overall perspective of IPPF's affairs.
- xiv. To facilitate change and address conflict within the Board of Trustees and General Assembly and within IPPF, liaising with the Director-General to achieve this.
- xv. To provide direction to the Board of Trustees and General Assembly as it shapes policy.
- xvi. To ensure that the implementation of decisions is clearly assigned and monitored.
- xvii. Ensure that business is dealt with, decisions made and adequately documented.

### **3. Relationships**

- i. To consult and collaborate with the Director-General to solve problems. This will require a high degree of frankness, trust and support.
- ii. To create the same type of relationship with the IPPF Trustees; Members of the Board Committees, Nominations and Governance Committee and the chair of IMAP.

### **4. Eligibility**

To be eligible for the position of the Chair of the Board of Trustees of IPPF, the person must meet the eligibility criteria approved by the IPPF Board of Trustees during the Delhi, India in December 2019.

- i. Nominations for the Chairpersonship can be made both from Trustees coming from IPPF membership or those from outside the Federation.
- ii. No-one under the age of 18 is eligible, and some people are disqualified by law from acting as charity trustees, including anyone described in section 72(1) of the UK Charities Act 1993. This includes:
  - a) anyone who has been convicted of an offence involving deception or dishonesty, unless the conviction is spent;
  - b) anyone who is an undischarged bankrupt;

- c) anyone who has previously been removed from trusteeship of a charity by the Court or the Commissioners for misconduct or mismanagement; and
- d) anyone who is under a disqualification order under the Company Directors Disqualification Act 1986.”

## **The IPPF Treasurer**

### **5. Qualities and Attributes**

- i. Broad knowledge of the IPPF and personal commitment to its aims and objects.
- ii. Expert knowledge, experience and qualification relating to financial management, including the skills necessary to analyse proposals and examine their financial consequences.
- iii. Adequate time to commit to providing advice, information and support to the members of Board of Trustees, Finance, Audit and Risk Committee and any other Board Committee on their financial stewardship responsibilities, and working with the Director-General on financial, audit and risk management matters.
- iv. The ability to relate easily and comfortably to all members of the Board of Trustees, Finance, Audit and Risk Committee and any other Board Committee, and with the Secretariat staff at all levels.
- v. The ability to achieve a relationship with the Director-General and Director of Finance and Technology that respects the position of each other.
- vi. Experience of voluntary sector finance and standards of recommended practice.
- vii. A preparedness to make unpopular recommendations to the Board of Trustees and the Finance, Audit and Risk Committee.
- viii. A willingness to be available to staff for advice and enquiries.

### **6. Responsibilities**

- i. To ensure that an appropriate financial policy framework is in place to guide the IPPF's financial decision making.
- ii. To develop a close understanding of the key assumptions included in the IPPF's financial planning and its annual programme/budget proposals.
- iii. To advise the Board of Trustees on major financial issues which arise and which are outside the boundaries of management responsibility.
- iv. To ensure new Board of Trustees are oriented fully about their financial responsibilities and are provided with all relevant documents.
- v. To provide financial insight and expertise to the management, where necessary and appropriate, and to any sub-committees which may be established by Board of Trustees to deal with specific financial issues.
- vi. To develop an understanding of the key features of IPPF's internal and external financial control system and procedures and to ensure that, at the international level, IPPF's financial integrity is sound.
- vii. To provide support and advice to the Director-General and the Director of Finance and Technology.
- viii. To present IPPF's audited accounts to Board of Trustees.
- ix. To meet separately and individually with the external auditor and with the internal auditor once a year.
- x. To serve as a member of the IPPF Finance, Audit and Risk Committee.
- xi. To attend IPPF's Donors Meeting.
- xii. To chair the IPPF Central Office Pension Fund Committee of Advisers.

- xiii. To participate in Selection Committee meetings for the appointment of IPPF Central Office Directors.
- xiv. To cooperate with and support the Chair of the Board of Trustees.

## **7. Relationships**

- i. To consult and collaborate with the Director-General and the Director – Finance and Technology to solve financial and related problems. This will require a high degree of frankness, trust and support.
- ii. To consult and collaborate on financial matters and to provide information, advice and support to the IPPF Chair of Board of Trustees, the Chair of the Finance, Audit and Risk Committee, Board of Trustees, and any other Board committees.

## **8. Eligibility**

- i. Nominations for the Treasurer can be made both from Trustees coming from IPPF membership or those from outside the Federation.
- ii. No-one under the age of 18 is eligible, and some people are disqualified by law from acting as charity trustees, including anyone described in section 72(1) of the UK Charities Act 1993. This includes:
  - a) anyone who has been convicted of an offence involving deception or dishonesty, unless the conviction is spent;
  - b) anyone who is an undischarged bankrupt;
  - c) anyone who has previously been removed from trusteeship of a charity by the Court or the Commissioners for misconduct or mismanagement; and
  - d) anyone who is under a disqualification order under the Company Directors Disqualification Act 1986.

## **9. Nomination procedures for Officer positions**

An individual shall only be nominated for one of the Officer positions at a time.

## **10. Procedure for Conducting Election of the Chair and Treasurer of the IPPF Board of Trustees**

- i. The procedure for nomination and election of the Chair of the Board of Trustees and the Treasurer shall be in accordance with the Procedural Byelaws.
- ii. In analysing the candidates for the position of the Chair of the Board of Trustees and the Treasurer, the Nominations and Governance Committee should seek to ensure that their recommendations fulfil the qualities and attributes expected of the office holder and is capable of undertaking the responsibilities of the respective post.
- iii. The Board of Trustees shall have the authority of electing the appropriate candidate for the post of Chair of the Board of Trustees and the Treasurer.

## **11. Rapid response team**

The Chair of the Board of Trustees of IPPF, the Treasurer, and the Director-General will act as a rapid response team to deal with emergency issues that require governance approval. This team will also include the Regional Director of an affected region, except when the Director General deems it inappropriate to involve the Regional Director.

*As adopted by Governing Council, May 2002*

*As amended by Governing Council, May 2020*

**Policy 1.5**

**1.5 TERMS OF REFERENCE OF THE LEGAL COUNSEL**

**1. Role**

As a volunteer, to act as general counsel to the Federation in matters pertaining to legal and institutional questions

**2. Functions**

- i. To provide advice to the Federation, as may be necessary on matters of legal and institutional nature, taking into account the incorporation of the Federation by the UK Parliament and the UK laws under which the Federation operates;
- ii. To serve in an advisory capacity as a legal resource person to meetings of the Federation's central bodies on questions of interpretation of the IPPF's basic governing instruments (IPPF Act and Regulations, Procedural Byelaws, Policies and membership standards if required) and generally on legal matters and procedure, as applicable;
- iii. To assist the Chair of the Board of Trustees and the Director-General at the time of meetings of the Federation's governing bodies, on questions of procedure, relating to the orderly transaction of business and to the duties of Chair of the Board of Trustees and members in connection with the meetings;
- iv. To review during the meetings the text of resolutions adopted, to verify their constitutionality under the IPPF Act and Regulation, Procedural Byelaws and UK laws and advise the Chair on legally required redrafting.

**3. Term of Office**

The Honorary Counsel to the Federation appointed by the Board of Trustees shall serve for a term of three (3) years and their total consecutive service shall not exceed two terms. If the position becomes vacant for any other reason, a replacement shall be appointed forthwith.

**4. Qualifications (desirable)**

- i. Legal education, preferably with training under the English law system, considering the enactment of the IPPF ACT under the UK Parliament and other UK law regulating the operations of the Federation (Charity Law, Companies Law, Inland Revenue Code);
- ii. Knowledge of the IPPF system and its constitutional framework;
- iii. Well-informed knowledge or experience with procedures in general, defined as rules of order for group discussion and action during meetings;
- iv. Specific knowledge of IPPF Procedural Byelaws designed as the IPPF special standing rules of order governing the procedure at meetings of any governing bodies or board committees, and any other committees, panels or subgroups set up by the Board of Trustees and/or the General Assembly.

**5. Procedure for appointment**

- i. The Nominations and Governance Committee shall launch a call for application at least three months prior to the expiration of the term of office of the serving Legal Counsel. Such timeline should be omitted in case of casual vacancy that requires a speedy process.
- ii. Applications shall follow the mechanism set down by the Nominations and Governance Committee.
- iii. Upon closure of the call for applications, the Committee will scrutinize all applications received against the Terms of reference of the Legal Counsel and put before the Board of Trustees all the valid applications for the decision of the Board.
- iv. The Board of Trustees shall appoint the new Legal Counsel through a vote.
- v. The candidates with the majority of the votes of the Trustees present at a meeting of the Board shall be declared appointed.
- vi. In case of only one candidate, if the candidate is suitable, there shall be no vote and the candidate shall be declared appointed by acclamation.

*As adopted by Central Council in 1984*

*Amended by Governing Council in May 2020*

## Policy 1.6

### 1.6 GENERAL ASSEMBLY - TERMS OF REFERENCE

#### 1. Introduction

- 1.1 IPPF is a UK registered charity and a worldwide Federation of 132 national Member Associations (MAs) working in 164 countries across the globe. It is a leading civil society organisation working on issues of sexual and reproductive health and rights. IPPF's Secretariat comprises Central Office in London, with Regional Offices in New York, Brussels, Tunis, Nairobi, Kuala Lumpur and Bangkok.
- 1.2 IPPF's governance structure was reformed in 2020. The highest authority of the new governance structure is a General Assembly of IPPF Member Associations, convened once every three years. A Board of Trustees governs the IPPF secretariat and provides leadership for the Federation. The Board is supported by a committee system, some committees having delegated authority and others providing advice to the Board. A Nominations and Governance Committee<sup>1</sup> reports directly to the General Assembly.
- 1.3 IPPFs' core mission is to lead 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 under-served. This strategic objective is overseen by the Board of Trustees (the Board) and the General Assembly (the GA).

#### 2. Purpose

- 2.1 Subject to the Regulations, the General Assembly shall be the supreme governing body of the International Planned Parenthood Federation.

#### 3. Composition

- 3.1 The General Assembly shall be composed of the Member Associations (Full and Associate).
- 3.2 Full Member Association delegations shall normally include the Chair of the MA Board or other governance representative, a youth representative and the Executive Director. Associate MAs delegations shall normally include two representatives only.

#### 4. Role

- 4.1 The General Assembly shall, among others, exercise the following functions:
  - a) Review and approve the overall strategic direction of the Federation
  - b) Provide input into Board of Trustees policies and decisions
  - c) Adopt and amend the Regulations of the Federation
  - d) Confirm amendments made to the Procedural Byelaws by the Board of Trustees
  - e) Scrutinize the work of the Board of Trustees and the Director General and the financial performance of IPPF
  - f) Receive reports from the Nominations and Governance Committee
  - g) Appoint members of the Nomination and Governance Committee as these rotate off
  - h) Confirm appointments to the Board of Trustees

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<sup>1</sup> See separate Terms of Reference for responsibilities of the Nominations and Governance Committee  
**IPPF Policy Handbook**



- i) Remove, at the request of a two-thirds majority of its full members, one or more trustees from the Board of Trustees

## **5. Meetings, Quorum, proxy, voting and required majorities**

- 5.1 The General Assembly shall meet in ordinary session once every three years.
- 5.2 The General Assembly shall be chaired by the Chair of the Board of Trustees.
- 5.3 The quorum shall be 50% + 1 of the total number of Full Member Associations existing at the time of the General Assembly.
- 5.4 Full Member Associations shall be entitled to vote at the General Assembly. Associate Member Associations do not have voting rights.
- 5.5 Each Member Association represented at the General Assembly and entitled to vote shall have one vote.
- 5.6 MAs that are not at all represented or are only represented at the GA by a staff member are required to exercise their voting rights through a proxy.
- 5.7 A Member Association can give a proxy to another MA of their choice provided that such proxy is given in advance of the starting of the meeting. No MA can hold more than one proxy.
- 5.8 Decisions of the General Assembly shall be taken by a simple majority of the MAs registered and voting, including proxy votes unless provided otherwise in IPPF Regulations. Member Associations participating virtually may be permitted to exercise their voting rights under exceptional circumstances, for example when a natural disaster or political upheaval result in non-attendance.
- 5.9 A decision by the General Assembly to remove one or more Trustees from the Board of Trustees requires a two-thirds majority of the full membership.

## **6. Extraordinary General Assembly**

- 6.1 An extraordinary General Assembly can be called by the Board of Trustees or on the request of two-thirds of Full Member Associations.

*As adopted by Governing Council, May 2020*

## **Policy 1.7**

### **1.7 NOMINATIONS AND GOVERNANCE COMMITTEE - TERMS OF REFERENCE**

#### **1 Introduction**

- 1.1 IPPF is a UK registered charity and a worldwide Federation of 132 national Member Associations working in 164 countries across the globe. It is a leading civil society organisation working on issues of sexual and reproductive health and rights. IPPF's Secretariat comprises Central Office in London, with Regional Offices in New York, Brussels, Tunis, Nairobi, Kuala Lumpur and Bangkok.
- 1.2 IPPF's governance structure was reformed in 2020. The highest authority of the new governance structure is a General Assembly of IPPF Member Associations, convened once every three years. A Board of Trustees governs the IPPF secretariat and provides leadership for the Federation. The Board is supported by a committee system, some committees having delegated authority and others providing advice to the Board. The Nominations and Governance Committee reports directly to the General Assembly.
- 1.3 IPPFs' core mission is to lead 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 under-served. This strategic objective is overseen by the Board of Trustees (the Board) and the General Assembly (the GA).

#### **2 Purpose**

Reporting to the General Assembly, the purpose of the Nominations and Governance Committee is to:

- 2.1 Recruit the members of the Board of Trustees in accordance with agreed guidelines<sup>1</sup>, including succession planning.
- 2.2 Oversee an annual process for evaluating the effectiveness of the Board and its members.
- 2.3 Recruit the members of the standing committees of the Board in liaison with the Board Chair.
- 2.4 Oversee an evaluation of the effectiveness of standing committees, including a self-evaluation of the NGC as established in 3.1.2.
- 2.5 Review periodically the Procedural bylaws and make recommendations to the Board.
- 2.6 Ensure that the Federation adheres to and operates in accordance with best governance practices.

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<sup>1</sup> Details on the composition and selection of the Board of Trustees and Committees is attached as annex 1.

### **3 Main responsibilities and tasks of the Committee**

- 3.1 The Committee shall have the following prerogatives, functions, and duties:
- 3.2 Recruit trustees and committee members in accordance with agreed clear guidelines, including succession planning.
- 3.3 Oversee an annual process for evaluating the effectiveness of the Board and its members, of all Board standing committees and of itself.
- 3.4 Periodically review the regulations and procedural byelaws and ensure that the Board complies and operates in accordance with governance best practices.
- 3.5 Report to the General Assembly on the implementation and effectiveness of the matters set out at paragraphs 3.1.1 and 3.1.2.

### **4. Membership of the Nominations and Governance Committee**

- 4.1 The Committee shall be comprised of 7 members of which at least 50% shall be women and at least 20% young persons under the age of 25 at the time of their appointment.
- 4.2 A majority of members shall be from Member Associations.
- 4.3 Committee members shall meet required standards of expertise, skills and experience according to established criteria. Members shall be individuals with relevant experience in membership issues and the legal field.
- 4.4 Committee members cannot also be employees of either the IPPF secretariat or any IPPF Member Association.
- 4.5 Every three years at least two members (2/7) of this committee will rotate off. The nomination of members to the NGC will be conducted by the committee itself. The nominees will be put forward to the General Assembly for its approval.

### **5. Terms of Office**

- 5.1 Committee members serve for three-year terms, with the possibility of re-election once, i.e., a maximum of two terms, or six years, before a member must rotate off the Board. Committee members are ineligible to re-stand for the Committee at any time in the future after having served two terms.
- 5.2 Committee members must meet the following criteria in order to be re-appointed - regular attendance at meetings, participation and value contributions during meetings and contribution as an ambassador for IPPF. These criteria form the basis of an annual evaluation process.
- 5.3 Members' terms are staggered in order to maintain continuity of organisational knowledge and expertise within the Committee. The Chair may determine the order in which the members rotate off the committee.

### **6. Committee Chair**

- 6.1 There shall be a Chair who is appointed from amongst the members.
- 6.2 The Chair leads the Committee to enable it to fulfil its purpose, chairs meetings of the Committee ensuring that business is dealt with, decisions made and adequately minuted and that the implementation of decisions is clearly assigned and monitored.

## **7. Committee Meetings and Quorum**

- 7.1 The Committee shall meet two times each year or otherwise as required and shall follow such formal business agenda as circulated prior to the meeting.
- 7.2 Meetings of the Committee may be held in person (maximum two times per year) or by suitable electronic means agreed by the Board in which all participants may communicate with all other participants.
- 7.3 Four Committee members present in person or by electronic means shall constitute a quorum.
- 7.4 All meetings shall be chaired by the Committee Chair. If the Chair is unable to attend a particular meeting the committee will be expected to name another committee member to act as Chair.
- 7.5 Questions arising at any Committee meeting shall be decided by a simple majority of votes unless provided in IPPF Regulations and Procedural bylaws. Every Committee member shall have one vote. If the votes are equal, the chair of the meeting shall cast a casting vote.
- 7.6 The minutes of all meetings shall, except for any information of a personal nature, be available for inspection by Member Associations and any other persons as authorised by the Board.
- 7.7 The Committee may by a simple majority take decisions between its regular meetings, by other means (including electronically).

## **8. Review**

These terms of reference should be regularly reviewed and updated in accordance with the general policy.

**Annex 1.****Composition and selection of the Board of Trustees and Committees****1. Composition of the Board of Trustees**

The Board of Trustees shall be comprised of 15 trustees, with nine trustees coming from IPPF membership, drawn from applications submitted by volunteers, and with six external trustees. All trustees must meet minimum standards of expertise, skills and experience according to criteria established by the Nominations and Governance Committee. At least 20% of trustees shall be under 25 years old at the time of appointment and at least 50% shall be women.

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

- Geographical diversity; and
- Representation of "at risk" and most in need populations

Criteria for selecting individual Trustees to serve on the Board and its Committees includes 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.

**2. Selection of Trustees and Committee Members**

The Nominations and Governance Committee is responsible for recruiting prospective Trustees for the Board of Trustees and members for Board Standing Committees and must ensure an open and transparent recruitment processes.

The recruitment of Trustees and Committee Members shall be subject to a rigorous process following a worldwide search calling for nominations through MAs and where relevant externally. The call will detail clear and measurable criteria for the individual roles advertised, taking account of the overall composition of the Board and Committees and the specific gaps existing at any given time. A skill matrix should be widely disseminated to set clear expectations for candidates. Information should also include time requirements and availability to perform the duties, including for that of Chair of the Board and for Chairs of Committees.

**3. Reappointment of Trustees and Committee members**

There should be no assumption on the part of Trustees and Committee members that re-appointment to a second term is automatic.

Trustees and Committee members must meet the following criteria in order to be re-appointed - regular attendance at meetings, participation and value contributions during meetings and contribution as an ambassador for IPPF. These criteria form the basis of an annual evaluation process.

At the end of a term the Nominations and Governance Committee, in consultation with the Chair of the Board of Trustees, determines if the Trustee/Committee member meets the requirements to be considered for a second term of office.

*As adopted by Governing Council, May 2020*

## Policy 1.8

### 1.8 BOARD OF TRUSTEES - TERMS OF REFERENCE

#### 1. Introduction

- 1.1 IPPF is a UK registered charity and a worldwide Federation of 132 national Member Associations working in 164 countries across the globe. It is a leading civil society organisation working on issues of sexual and reproductive health and rights. IPPF's Secretariat comprises Central Office in London, with Regional Offices in New York, Brussels, Tunis, Nairobi, Kuala Lumpur and Bangkok.
- 1.2 IPPF's governance structure was reformed in 2020. The highest authority of the new governance structure is a General Assembly of IPPF Member Associations, convened once every three years. A Board of Trustees governs the IPPF secretariat and provides leadership for the Federation. The Board is supported by a committee system, some committees having delegated authority and others providing advice to the Board. A Nominations and Governance Committee<sup>1</sup> reports directly to the General Assembly.
- 1.3 IPPF's core mission is to lead 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 under-served. This strategic objective is overseen by the Board of Trustees (the Board) and approved by the General Assembly (the GA).
- 1.4 The Board sets policy and overall strategic direction for IPPF in the interests of Member Associations and the people they serve.
- 1.5 The Board reports to the General Assembly.
- 1.6 The Board is made up of Trustees drawn from the IPPF membership and from outside the Federation (see Section 4). It is supported by standing committees<sup>2</sup> as well as any ad hoc committees or task forces as may be established from time to time. Executive staff provide input to Board meetings as determined by the Director General.
- 1.7 Trustees are unpaid volunteers.

#### 2. Purpose

- 2.1 The Board of Trustees has ultimate responsibility for overseeing the activities of the IPPF secretariat, in line with the requirements of the Charities Acts and as prescribed by the IPPF Act and Regulations and its Procedural Byelaws. The purpose of the Board of Trustees is to govern the organisation, approve IPPF's broad policies, uphold membership values, appoint and evaluate the performance of the Director

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<sup>1</sup> See separate Terms of Reference for responsibilities of the Nominations and Governance Committee

<sup>2</sup> The standing committees of the Board are: Membership; Finance, Audit and Risk; Policy, Strategy and Investment; and Resource Allocation Technical Committee. See separate terms of reference for each committee.

General, and to ensure the financial viability of the Secretariat and sustainability of IPPF.

- 2.2 The Director General, supported by the Executive and staff, is responsible for the delivery of the strategic plan and the operations of the Secretariat.

### **3. Main responsibilities and tasks of the Board**

#### 3.1 Statutory duties under Charity Law:

- a) Carry out IPPF's purpose for the public benefit
- b) Ensure IPPF complies with its governing document and the law
- c) Act in IPPF's best interests
- d) Manage IPPF's resources responsibly
- e) Act with reasonable care and skill
- f) Ensure that IPPF is accountable to its stakeholders

#### 3.2 The role of the Board of Trustees is to:

- a) Appoint the Chair of the Board from amongst the Trustees and appoint other Trustees to serve in any other office that is required
- b) Appoint, evaluate the performance of and dismiss the Director General
- c) Ensure that IPPF has a clear vision and a strategy focused on its achievement
- d) Ensure that IPPF meets its objectives and retains its ethos and values
- e) Ensure that IPPF complies with its legal and regulatory requirements
- f) Establish committees of the Board and review and amend terms of reference and reporting arrangements of all such committees and any ad hoc committees
- g) Ensure that expert advice is received and considered from Standing Committees and others before decisions are made
- h) Act as guardians of IPPF's assets and ensure the financial stability of the organisation
- i) Approve guidelines and indicative financial allocations to Member Associations.
- j) Establish performance objectives of the Director General, ensuring that they appropriately address the needs of members and are in keeping with global SRHR developments.

#### 3.3 To shape strategy by:

- a) Ensuring that IPPF pursues sound and proper principles, policies and procedures in relation to all areas of its work
- b) Shaping IPPF's global strategy in consultation with Member Associations and other stakeholders for approval by the General Assembly, identifying priorities and developing a long-term financial strategy to ensure adequate resources
- c) Conducting a midterm review of its implementation
- d) Engaging actively in strategic decision making and policy decisions to implement the agreed strategy
- e) Keeping under review the long-term development of IPPF in light of the political, economic and social environment in which it operates
- f) Approving IPPF's business plan
- g) Approving the annual budget
- h) Approving three yearly plans for allocation of resources to Member Associations

- 3.4 To inspire effective leadership by:
- a) Appointing the Director General and reviewing the DG's performance
  - b) Agreeing and delegating appropriate levels of responsibility and authority to the Committees of the Board, Board members, groups of Board members and to the Director General and other senior staff
  - c) Agreeing annually the delegation of financial responsibilities
  - d) Lending its own expertise to IPPF
  - e) Acting as advocates of IPPF
  - f) Advising and giving feedback to the Director General
- 3.5 To monitor performance by:
- a) Ensuring that appropriate risk management and effective internal control systems are in place
  - b) Ensuring that the necessary management information systems exist to assess IPPF's overall performance and progress in meeting its objectives, including evaluation of operational effectiveness and efficiency, compliance with laws and regulations and the reliability of management and financial information
- 3.6 To ensure accountability by:
- a) Acting in accordance with the Nolan Committee's Seven Principles of Public Life – selflessness, integrity, objectivity, accountability, openness, honesty and leadership
  - b) Declaring any interest which may conflict with those of IPPF and managing in accordance with best practice principles
  - c) Ensuring that Director-General has clear accountability
  - d) Accounting for the Board's action in appropriate ways as required by law and good practice, approving the form and content of the Annual Reports to members, and making arrangements for the General Assembly of members
  - e) Proposing changes to the Regulations where necessary
  - f) Making changes to the Procedural byelaws and presenting to the GA for approval
  - g) Reporting appropriately to the General Assembly and ensuring that General Assembly and Regional Forums have the opportunity to express their views to the Board
  - h) Facilitating review of the Board's performance and effectiveness conducted annually by the Nominations and Governance Committee
- 3.7 To ensure effective management by:
- a) Delegating all management tasks not specifically mentioned as responsibilities of the Board of Trustees to the Director General

#### **4 Membership of the Board**

- 4.1 The Board shall be comprised of 15 Trustees: nine drawn from IPPF Member Associations and six recruited externally. The composition of the Board shall include at least 20 percent of young people under 25 years old at the time of the term appointment and at least 50 percent women. Other criteria for determining the composition of the Board are attached as annex 1.
- 4.2 All trustees must meet specific profiles on expertise, skills and experience according to the criteria annexed to these Terms of Reference and reviewed from



time to time by the Nominations and Governance Committee, in consultation with the Board Chair.

- 4.3 Members of the Board drawn from the membership will be current members of the MA. Candidates are required to provide written confirmation from the MA of their membership status and role within the MA.
- 4.4 A Trustee may not be an employee of the IPPF Secretariat or of any Member Association.
- 4.5 The Board, once formed, draws new members from a slate presented by the Nominations and Governance Committee, based on clear criteria for the recruitment of each board member, considering the specific needs of the board when vacancies arise.
- 4.6 A decision to remove one or more Trustees from the Board of Trustees requires a two-thirds majority of the General Assembly
- 4.7 Current members of the Nominations and Governance Committee are ineligible to serve on the Board of Trustees.
- 4.8 New Trustee appointments are confirmed by the General Assembly.

## **5 Board Terms of Office**

- 5.1 Trustees serve for three-year terms, with the possibility of re-election once, i.e., a maximum of two terms, or six years, before a member must rotate off the Board. Trustees are ineligible to re-stand for the Board at any time in the future after having served two terms.
- 5.2 Any term of office served prior to the adoption of the new governance structure in any governing bodies at global level shall be counted while determining Trustees cumulative term of office.
- 5.3 Trustees must meet the following criteria in order to be re-appointed - regular attendance at meetings, participation and value contributions during meetings and contribution as an ambassador for IPPF. These criteria form the basis of an annual evaluation process.
- 5.4 Trustee terms are staggered<sup>3</sup> in order to maintain continuity of organisational knowledge and expertise within the Board.

## **6 Trustee Officials**

- 6.1 There shall be a Chair and a Treasurer elected by the BOARD of Trustees.
- 6.2 The Chair leads the Board of Trustees and the General Assembly ensuring that governance fulfils its purpose and chairs Board meetings and other official meetings<sup>4</sup> ensuring that:
  - a. business is dealt with, decisions made and adequately minuted
  - b. the implementation of decisions is clearly assigned and monitored and decision at meetings are implemented
  - c. support and guidance are provided to the Director General
- 6.3 The Treasurer of the Board of Trustees has the following responsibilities:

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<sup>3</sup> Refer to internal document 'Staggering of the Board of Trustees to ensure institutional memory' on how the staggering will take place for the first BoT. See Annex 2.

<sup>4</sup> This includes chairing the General Assembly as specified in the General Assembly Terms of Reference

- a. ensures a financial policy framework is in place to guide IPPF's financial decision making
- b. advises the Board of Trustees on major financial issues
- c. provides financial insight and expertise to the Finance, Audit and Risk Committee (C-FAR) and any sub-groups established by Board of Trustees, where necessary and appropriate."

## **7 Board Committees**

- 7.1 The four standing committees of the Board are: Finance, Audit and Risk; Membership, Policy, Strategy and Investment; and Resource Allocation Technical Committee<sup>5</sup>.
- 7.2 Trustees are encouraged to serve on at least one Committee.
- 7.3 There shall be a maximum of two Trustees on any one Committee.
- 7.4 The Chair of each of the four Board Committees shall be appointed by the Board of Trustees. Each Committee Chair shall be appointed for a three-year term. No person can serve as Chair of any of these Committees for more than two terms cumulatively. The Chair will generally be a Trustee.
- 7.5 There will be a maximum of seven members on each standing committee, including those members who are Trustees.
- 7.6 Of the seven members a maximum of two members can be external members. External members are selected by the Nominations and Governance Committee for a specific skill set, as expressed by the Chair of the Committee and are external to MAs.
- 7.7 Committee members serve for terms of up to three years. Members may serve for a second term. Committee members are ineligible to re-stand for the committee at any time in the future after having served cumulatively for two terms.
- 7.8 Committees report to the Board through the Committee Chair. Committee members do not attend Board meetings unless specifically requested.
- 7.9 The Board shall appoint additional committees, task forces or working groups as required.

## **8 Board Meetings, Quorum, Voting and required majorities**

- 8.1 The Board shall meet at least three times each year - two times face-to-face and one virtually as required. It shall follow a formal business agenda as circulated prior to the meeting.
- 8.2 Meetings of the Board may be held in person or by suitable electronic means, as agreed by the Board, in which all participants can communicate with all other participants.
- 8.3 Eight Trustees present in person or by electronic means shall constitute a quorum.
- 8.4 All Board meetings shall be chaired by the Board Chair. In the unlikely event that the Chair is unable to be present, the Board shall appoint another Trustee to act as Chair of that meeting.
- 8.5 Questions arising at any Board meeting shall be decided by a simple majority of votes present unless otherwise stated in the Act and Regulations. Every Trustee shall have one vote. If the votes are equal, the chair of the meeting shall cast a casting vote.
- 8.6 The minutes of all Board meetings shall, except for minutes of 'in camera sessions' and any information of a personal nature, be available for inspection by Member

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<sup>5</sup> See separate terms of reference for each committee

Associations and any other persons as authorised by the Board. The reports of the General Assembly shall be similarly available for inspection.

- 8.7 The Board may by a simple majority of all Trustees, take decisions between meetings by any means (including electronically) unless otherwise stated in the Act and Regulations.
- 8.8 Extraordinary meetings of the Board can be called by the Chair or by one-third of the Trustees. Such meetings may be held virtually or face-to-face.

## **9 Legal Counsel**

- 9.1 Legal Counsel is a non-voting volunteer advisory position and is additional to the 15 Board members. He/she will be in attendance of board meetings. As a volunteer, they act as general counsel to the Federation in matters pertaining to legal and institutional questions, specifically to:
- a) advise the Federation on UK laws under which the Federation operates
  - b) serve in an advisory capacity as a legal resource person to meetings of the Federation's central bodies on questions of interpretation of the IPPF's governing instruments
  - c) assist the Chair of the Board and the Director-General at the time of meetings of the Federation's central bodies, on questions of procedure, relating to the orderly transaction of business and to the duties of Chair and members in connection with the meeting
  - d) review during the meetings the text of resolutions adopted, to verify their constitutionality under the IPPF ACT , Regulations, Procedural bylaws and UK laws and advise the Chair on legally required redrafting.

## **10 Review**

- 10.1 The Board will produce an Annual Trustee's Report including financial performance information for the membership on a yearly basis.
- 10.2 These terms of reference should be updated regularly in accordance with the general policy review process.
- 10.3 The Nominations and Governance Committee will oversee an annual assessment of the performance of the Board of Trustees, including Member Association opinions and commentary.

**Annex 1****Composition of the Board of Trustees**

The Board of Trustees shall be comprised of 15 trustees, with nine trustees coming from IPPF membership, drawn from applications submitted by volunteers, and with six external trustees. All trustees must meet required standards of expertise, skills and experience according to criteria established by the Nominations and Governance Committee. At least 20% of trustees shall be under 25 years old at the time of appointment and at least 50% shall be women.

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

- Geographical diversity; and
- Representation of "at risk" and most in need populations

Criteria for selecting individual Trustees to serve on the Board and its Committees includes 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.

*These criteria were agreed by the extraordinary General Assembly and approved by the Governing Council in Delhi India, December 2019*

**Annex 2****Staggering of the Board of Trustees to ensure institutional memory****Rationale**

To encourage continuity and ensure institutional memory, one third (five trustees) of the Board of Trustees will rotate on a yearly basis, with the option of being re-appointed at the end of their initial term for another term of three-years subject to successful performance review conducted by the Nominations and Governance Committee. This will promote good governance by refreshing the Board and fostering innovation and new ideas while ensuring at the same time continuity within the Board by retaining leadership talent and ensuring succession planning.

**Suggested process**

1. All the trustees will be initially appointed for a minimum of a one-year term, subject to the outcomes of the staggering exercise to take place following the appointment of the Chair of the Board and the other four Standing Committee Chairs.
2. The staggering shall be determined by a random drawing of lots under the leadership of the Legal Counsel.
3. Prior to conducting the drawing of lots, the Chair of the Board of Trustees and the four standing Committee Chairs will already be appointed or nominated as per the appropriate Terms of Reference.
4. The Chair of the Board and the other four Standing Committee Chairs shall be excluded from the drawing of lots and will not be part of the staggered rotation process in order to ensure continuity of these trustees in their respective roles.
5. All those elected and/or appointed as either the Board of Trustees Chair, or as Standing Committees Chairs will serve a three-year term to enable them to perform their role without interruption.
6. The remaining ten (10) Trustees will take part in the drawing of lots process where there will be five lots with a one-year term and five other lots with a two-year term.
7. The drawing exercise will enable the Board of Trustees to determine trustees who are elected for an initial term of one year and those elected for an initial term of two years.
8. At the last meeting of the Board of Trustees during a calendar year, one-third of trustees shall be subject to retirement by rotation. This rotation should respect gender and youth balance requirements for the Board of Trustees composition.
9. Since there will be three trustees (20% youth) below the age of 25 years at the time of their appointment and in order to ensure that not all the young people rotate off from the Board at any given time due to the fact that they may be over 25 years old at the time of their prospective re-appointment, priority shall be given to them so that these three trustees serve respectively for a term of one year, two years and three years. They shall be given priority to take their drawing taking into consideration their actual age at the time of their appointment. This arrangement is subject to successful performance review of these individual trustees.
10. Re-appointment for a second term following rotation will not be automatic. It will be linked to the performance review process to be conducted by the Nominations and Governance Committee.

11. If a Trustee is required to retire at an annual Board meeting, the retirement shall take effect upon the conclusion of the meeting.
12. Any re-appointment of a trustee shall be for a term of three years. So, the initial one-year and two-year terms aim to set the process going forward.
13. A register of years of services of individual Trustees shall be kept at Central office.

*As adopted by Governing Council, May 2020*

*Amended by IPPF Board of Trustees, March 2022*

## **Policy 1.9**

### **1.9 FINANCE, AUDIT AND RISK COMMITTEE (C-FAR) - TERMS OF REFERENCE**

#### **1. Introduction**

- 1.1 IPPF is a UK registered charity and a worldwide Federation of 132 national Member Associations (MAs) working in 164 countries across the globe. It is a leading civil society organisation working on issues of sexual and reproductive health and rights. IPPF's Secretariat comprises Central Office in London, with Regional Offices in New York, Brussels, Tunis, Nairobi, Kuala Lumpur and Bangkok.
- 1.2 IPPF's governance structure was reformed in 2020. The highest authority of the new governance structure is a General Assembly of IPPF Member Associations, convened once every three years. A Board of Trustees governs the IPPF secretariat and provides leadership for the Federation. The Board is supported by a committee system, some committees having delegated authority and others providing advice to the Board. The Nominations and Governance Committee reports directly to the General Assembly.
- 1.3 IPPF's core mission is to lead 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 under-served. This strategic objective is overseen by the Board of Trustees (the Board) and the General Assembly (the GA).

#### **2. Function and Purpose**

Reporting to the Board of Trustees, the expert committee monitors IPPF's financial performance ensuring the financial integrity of the organisation, oversees risk management ensuring effective internal control systems are in place and recommends the appointment of the external and internal auditors, reviewing their work and ensuring timely and appropriate responses to audit findings and recommendations.

#### **3. Main responsibilities and tasks of the Committee**

The Committee shall have the following functions and responsibilities:

##### **3.1 In relation to finance**

Budgeting and strategic financial planning:

- a) Review and recommend secretariat wide budgets for approval by the Board of Trustees.
- b) Ensure plans and budgets are financially appraised and are aligned to both short-term and long-term objectives of the organization.
- c) Ensure transparency and accountability regarding resource allocation in accordance with IPPF's guidelines and policies.
- d) Ensure compliance with accounting and reporting requirements as set out in the Charities (Accounts and Reports) Regulations 2015 and the SORP guidelines.

Management Reporting:

- a) Ensure a high standard of financial oversight is maintained in order to safeguard IPPF's assets. This will include:
  - o Overview of the management accounts of the organization
  - o Overview of the cash-flow forecasts and its management processes
  - o Ensuring appropriate budgetary controls

**Statutory Financial Reporting:**

- a) Provide oversight of preparation and scrutiny of annual accounts of the charity (in line with the Statement of Financial Activities (SOFA), presenting the annual financial statement to the Board.
- b) Guide and advise fellow trustees to formally approve the annual report and audited accounts.
- c) Board level liaison with external and internal auditors.
- d) Guide and advise fellow trustees on financial policies, numbers and systems, in simple language, so that these are fully understood by all.

**Reserves Policy:**

- a) Develop and maintain oversight on the reserves policy to safeguard the organisation's finances and ensure its ongoing solvency.
- b) Work with the management on regularly undertaking a risk-based assessment of the organizations' general reserves levels.
- c) Keep the Board informed of the reserves position from time to time and advise it to cope with changing circumstances.

**Financial Governance:**

- a) Ensure proper accounting records are kept, financial resources are controlled, invested and economically spent in line with governance, legal and regulatory requirements.
- b) Advise on the financial implications of the charity's strategic plans.
- c) Lead in the development and implementation of financial policies including for cost management, investment management, cost recoveries, etc.
- d) Recommend to the Board a schedule of delegated financial authority for approval annually.

**3.2 In relation to audit**

- a) Recommend to the Board of Trustees the appointment of the external and internal auditors once every 3 years and recommend for annual re-appointment.
- b) Approve a programme of annual external audit.
- c) Receive reports from the internal and external auditors and review and monitor the response and actions taken by management
- d) Ensure timely and appropriate responses to audit findings and recommendations.

**3.3 In relation to risk**

- a) Review the annual risk management plan and recommend it to the Board of Trustees for approval.
- b) Provide oversight to risk management processes ensuring an adequate risk management and assurance framework is in place.
- c) As part of the overall risk assurance framework, provide oversight on implementation of the Safeguarding policy.

**4. Membership of the Finance, Audit and Risk Committee**

- 4.1 The Committee shall be comprised of up to 7 members of which at least 50% shall be women and at least 20% young persons under the age of 25 at the time of their appointment.
- 4.2 A majority of members shall be from Member Associations.
- 4.3 Consideration will be given to geographical diversity and to smaller and larger Member Associations from different national contexts.
- 4.4 Committee members must meet required standards of expertise, skills and experience according to established criteria. A majority of its members must have relevant experience in finance, law, investment, audit, and risk management.



- 4.5 There shall be at least one, and a maximum of two, members of the Board of Trustees on the committee. The Treasurer shall be one of the Board of Trustees representatives to this Committee. The second member of the Board of Trustees shall be appointed by the Board of Trustees and shall be an external Trustee of the BOT."
- 4.6 Committee members, other than those serving as Trustees, are selected by the Nominations and Governance Committee.
- 4.7 Of the seven members a maximum of two members can be external members. External members are selected by the Nominations and Governance Committee for a specific skill set, as expressed by the Chair of the Committee and are external to MAs.
- 4.8 Committee members cannot be employees of either the IPPF secretariat or any IPPF Member Association or Collaborative Partner.
- 4.9 Every three years at least two members (2/7) of this committee will rotate off.

## **5. Terms of Office**

- 5.1 Committee members serve for terms of up to three years. Members may serve for a second term. Committee members are ineligible to re-stand for the committee at any time in the future after having served cumulatively for two terms.
- 5.2 Committee members must meet the following criteria in order to be re-appointed - regular attendance at meetings, participation and value contributions during meetings and contribution as an ambassador for IPPF. These criteria form the basis of an annual evaluation process.
- 5.3 Members' terms are staggered in order to maintain continuity of organizational knowledge and expertise within the committee. The Board of Trustees may determine the order in which the members rotate off the committee.

## **6. Committee Chair**

- 6.1 The Chair of the Committee shall be an external member of the Board of Trustees.
- 6.2 The Chair is approved by the Board of Trustees.
- 6.3 The Chair leads the committee to enable it to fulfil its purpose, chairs meetings of the Committee ensuring that business is dealt with, decisions made and adequately minuted and that the implementation of decisions is clearly assigned and monitored.
- 6.4 The Chair reports to the Board of Trustees on the deliberations and decisions of the committee.

## **7 Committee Meetings and Quorum**

- 7.1 The Committee shall meet at least four times each year and shall follow such formal business agenda as is circulated prior to the meeting.
- 7.2 Meetings of the Committee shall be held in person (a maximum of twice per year) and otherwise by suitable electronic means agreed by the Board in which all participants may communicate with all other participants.
- 7.3 A simple majority of committee members present in person or by electronic means shall constitute a quorum.
- 7.4 All meetings shall be chaired by the committee Chair. If the Chair is unable to attend a particular meeting the Chair will be expected to name another committee member to chair the meeting.
- 7.5 Questions arising at any committee meeting shall be decided by a simple majority of votes unless provided otherwise in the IPPF Act, Regulations or Procedural Byelaws. Every committee member shall have one vote. If the votes are equal, the chair of the meeting shall have a casting vote.
- 7.6 The minutes of all meetings shall, except for any information of a personal nature, be available for inspection by Member Associations and any other persons as authorized by the committee or the Board of Trustees.

- 7.7 The committee may, by a simple majority, take decisions between its regular meetings, by other means (including electronically).

## **8 Review**

These terms of reference should be regularly reviewed and updated in accordance with the general policy.

*As adopted by Governing Council, May 2020*

*Amended by IPPF Board of Trustees, March 2022*

## **Policy 1.10**

### **1.10 MEMBERSHIP COMMITTEE - TERMS OF REFERENCE**

#### **1. Introduction**

- 1.1. IPPF is a UK registered charity and a worldwide Federation of 132 national Member Associations (MAs) working in 164 countries across the globe. It is a leading civil society organisation working on issues of sexual and reproductive health and rights. IPPF's Secretariat comprises Central Office in London, with Regional Offices in New York, Brussels, Tunis, Nairobi, Kuala Lumpur and Bangkok.
- 1.2. IPPF's governance structure was reformed in 2020. The highest authority of the new governance structure is a General Assembly of IPPF Member Associations, convened once every three years. A Board of Trustees governs the IPPF secretariat and provides leadership for the Federation. The Board is supported by a committee system, some committees having delegated authority and others providing advice to the Board. The Nominations and Governance Committee reports directly to the General Assembly.
- 1.3. IPPF's core mission is to lead 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 under-served. This strategic objective is overseen by the Board of Trustees (the Board) and the General Assembly (the GA).

#### **2. Function and Purpose**

Reporting to the Board of Trustees, the Membership Committee makes recommendations to the Board of Trustees on applications to membership of the Federation. It approves membership standards and guidelines for accreditation of Member Associations.

#### **3. Main responsibilities and tasks of the Committee**

The Committee shall have the following functions and responsibilities:

- 3.1 Review and make such recommendations to the Board of Trustees as it deems appropriate regarding any applications for membership of the Federation;
- 3.2 Consider and make such recommendations to the Board of Trustees as it deems appropriate regarding any Member Association which fails to fulfil the criteria set for IPPF's membership standards;
- 3.3 Approve appropriate guidelines and arrangements for the monitoring and review of the adherence of Member Associations to IPPF's approved membership standards;
- 3.4 Approve appropriate guidelines and arrangements for the re-accreditation of Member Associations;
- 3.5 Report to the Board of Trustees on the implementation and effectiveness of the matters set out at paragraphs 3.3 and 3.4;
- 3.6 Receive and consider any proposed amendments to IPPF's approved membership standards and report on same to the Board of Trustees;
- 3.7 Arbitrate on any membership conflict which arises between a Member Association and IPPF, in consultation with the Legal Counsel, and determine the manner in which such arbitration shall take place;

- 3.8 Recommend to the Board of Trustees the annual subscription for associate and full members and such other dues as may be decided from time to time.

#### **4. Membership of the Committee**

- 4.1 The Committee shall be comprised of up to 7 members of which at least 50% shall be women and at least 20% shall be young persons under the age of 25 at the time of their appointment.
- 4.2 A majority of members shall be from Member Associations.
- 4.3 Consideration will be given to geographical diversity and to smaller and larger Member Associations from different national contexts.
- 4.4 Committee members must meet required standards of expertise, skills and experience according to established criteria. A majority of its members must have relevant experience in membership standards.
- 4.5 There shall be at least one, and a maximum of two, members of the Board of Trustees on the committee. These members are nominated by the Chair of the Board of Trustees and approved by the Board.
- 4.6 Committee members, other than those serving as Trustees, are selected by the Nominations and Governance Committee.
- 4.7 Of the seven members a maximum of two members can be external members. External members are selected by the Nominations and Governance Committee for a specific skill set, as expressed by the Chair of the Committee and are external to MAs.
- 4.8 Committee members cannot also be employees of either the IPPF secretariat or any IPPF Member Association or Collaborative Partner.
- 4.9 Every three years at least two members (2/7) of this committee will rotate off.

#### **5. Terms of Office**

- 5.1 Committee members serve for terms of up to three years. Members may serve for a second term. Committee members are ineligible to re-stand for the committee at any time in the future after having served cumulatively for two terms.
- 5.2 Committee members must meet the following criteria in order to be re-appointed - regular attendance at meetings, participation and value contributions during meetings and contribution as an ambassador for IPPF. These criteria form the basis of an annual evaluation process.
- 5.3 Members' terms are staggered in order to maintain continuity of organizational knowledge and expertise within the committee. The Board of Trustees may determine the order in which the members rotate off the committee.

#### **6. Committee Chair**

- 6.1 The Chair of the committee shall be a Trustee.
- 6.2 The Chair is appointed by the Board of Trustees.
- 6.3 The Chair leads the committee to enable it to fulfil its purpose, chairs meetings of the Committee ensuring that business is dealt with, decisions are made and adequately minuted and that the implementation of decisions is clearly assigned and monitored.
- 6.4 The Chair reports to the Board of Trustees on the deliberations and decisions of the committee.

#### **7. Committee Meetings and Quorum**

- 7.1 The Committee shall meet at least two times each year and shall follow such formal business agenda as is circulated prior to the meeting.

- 7.2 Meetings of the Committee shall be held in person (maximum twice per year) or by suitable electronic means agreed by the Board in which all participants may communicate with all other participants.
- 7.3 A simple majority of committee members present in person or by electronic means shall constitute a quorum.
- 7.4 All meetings shall be chaired by the committee Chair. If the Chair is unable to attend a particular meeting the Chair will be expected to name another committee member to chair the meeting.
- 7.5 Questions arising at any committee meeting shall be decided by a simple majority of votes unless provided otherwise in IPPF Act, Regulations or Procedural Byelaws. Every committee member shall have one vote. If the votes are equal, the chair of the meeting shall cast the deciding vote.
- 7.6 The minutes of all meetings shall, except for any information of a personal nature, be available for inspection by Member Associations and any other persons as authorised by the committee or the Board of Trustees.
- 7.7 The committee may, by a simple majority, take decisions between its regular meetings, by other means (including electronically).

### **8. Review**

These terms of reference should be regularly reviewed and updated in accordance with the general policy.

*As adopted by Governing Council, May 2020*

*Amended by IPPF Board of Trustees, March 2022*

## **Policy 1.11**

### **1.11 POLICY STRATEGY AND INVESTMENT COMMITTEE - TERMS OF REFERENCE**

#### **1. Introduction**

- 1.1 IPPF is a UK registered charity and a worldwide Federation of 132 national Member Associations (MAs) working in 164 countries across the globe. It is a leading civil society organisation working on issues of sexual and reproductive health and rights. IPPF's Secretariat comprises Central Office in London, with Regional Offices in New York, Brussels, Tunis, Nairobi, Kuala Lumpur and Bangkok.
- 1.2 IPPF's governance structure was reformed in 2020. The highest authority of the new governance structure is a General Assembly of IPPF Member Associations, convened once every three years. A Board of Trustees governs the IPPF secretariat and provides leadership for the Federation. The Board is supported by a committee system, some committees having delegated authority and others providing advice to the Board. The Nominations and Governance Committee reports directly to the General Assembly.
- 1.3 IPPF's core mission is to lead 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 under-served. This strategic objective is overseen by the Board of Trustees (the Board) and the General Assembly (the GA).

#### **2. Function and Purpose**

Reporting to the Board of Trustees, the Policy, Strategy and Investment Committee works closely with management in advising on the long- and medium-term strategies and the investments required to deliver on those strategies. It supports member associations and the secretariat in shaping IPPF's international and national policy and in developing advocacy positions on issues of significance to the Federation.

#### **3. Main responsibilities and tasks of the Committee**

The Committee shall have the following functions and responsibilities:

- 3.1 To develop an annual policy, strategy and investment committee agenda for presentation to and approval by the Board of Trustees.
- 3.2 To advise the Director General on emerging policy issues and advocacy positions.
- 3.3 To strengthen links between global policy and country level advocacy and policy work and, when necessary, bring to the General Assembly policy matters for discussion and, where appropriate, approval. The policy and advocacy positions developed by the Committee are of an advisory nature for the Member Associations.
- 3.4 To work closely with management in advising the Board of Trustees on long- and medium-term strategies and business plans.
- 3.5 To engage with donors on investments required to deliver on IPPF's strategies and plans and to serve as a forum for discussion with donor representatives on matters relating to accountability and future broad policy and strategy matters for IPPF.

#### **4. Membership of the Committee**

- 4.1 The Committee shall be comprised of up to 7 members of which at least 50% shall be women and at least 20% shall be young persons under the age of 25 at the time of their appointment.
- 4.2 A majority of members shall be from Members Associations.
- 4.3 Consideration will be given to geographical diversity and to smaller and larger Member Associations from different national contexts.
- 4.4 Committee members must meet required standards of expertise, skills and experience according to established criteria. A majority of its members must have relevant experience in SRHR strategy and policy.
- 4.5 There shall be at least one, and a maximum of two, members of the Board of Trustees on the committee. These members are nominated by the Chair of the Board of Trustees and approved by the Board.
- 4.6 Committee members, other than those serving as Trustees, are selected by the Nominations and Governance Committee.
- 4.7 Of the seven members a maximum of two members can be external. External members are selected by the Nominations and Governance Committee for a specific skill set, as expressed by the Chair of the Committee and are external to MAs. In addition, the Chair of the Donor Advisory group will be invited to serve on the committee.
- 4.8 Committee members cannot also be employees of either the IPPF secretariat or any IPPF Member Association or Collaborative Partner.
- 4.9 Every three years at least two members (2/7) of this committee will rotate off.

#### **5. Terms of Office**

- 5.1 Committee members serve for terms of up to three years. Members may serve for a second term. Committee members are ineligible to re-stand for the Committee at any time in the future after having served cumulatively for two terms.
- 5.2 Committee members must meet the following criteria in order to be considered for re-appointed - regular attendance at meetings, participation and value contributions during meetings and contribution as an ambassador for IPPF. These criteria form the basis of an annual evaluation process.
- 5.3 Members' terms are staggered in order to maintain continuity of organisational knowledge and expertise within the committee. The Board of Trustees may determine the order in which the members rotate off the committee.

#### **6. Committee Chair**

- 6.1 The Chair of the Committee shall be a Trustee.
- 6.2 The Chair is appointed by the Board of Trustees.
- 6.3 The Chair leads the committee to enable it to fulfil its purpose, chairs meetings of the committee ensuring that business is dealt with, decisions made and adequately minuted and that the implementation of decisions is clearly assigned and monitored.
- 6.4 The Chair reports to the Board of Trustees on the deliberations and decisions of the committee.

#### **7. Committee Meetings and Quorum**

- 7.1 The Committee shall meet at least three times per year and shall follow such formal business agenda as is circulated prior to the meeting.

- 7.2 Meetings of the Committee shall be held in person (maximum once per year) or by suitable electronic means agreed by the Board in which all participants may communicate with all other participants.
- 7.3 A simple majority of the committee members present in person or by electronic means shall constitute a quorum.
- 7.4 All meetings shall be chaired by the committee Chair. If the Chair is unable to attend a particular meeting the Chair will be expected to name another committee member to chair the meeting.
- 7.5 Questions arising at any committee meeting shall be decided by a simple majority of votes unless provided otherwise in IPPF Act, Regulations or Procedural Byelaws. Every committee member shall have one vote. If the votes are equal, the chair of the meeting shall have a casting vote.
- 7.6 The minutes of all meetings shall, except for any information of a personal nature, be available for inspection by Member Associations and any other persons as authorised by the committee or the Board of Trustees.
- 7.7 The committee may, by a simple majority, take decisions between its regular meetings, by other means (including electronically).

## **8. Review**

These terms of reference should be regularly reviewed and updated in accordance with the general policy.

*As adopted by Governing Council, May 2020*

*Amended by IPPF Board of Trustees, March 2022*



## **Policy 1.12**

### **1.12 RESOURCE ALLOCATION TECHNICAL COMMITTEE (RATC) - TERMS OF REFERENCE**

#### **1. Introductions**

IPPF is a UK registered charity and a worldwide Federation of 132 national Member Associations (MAs) working in 164 countries across the globe. It is a leading civil society organisation working on issues of sexual and reproductive health and rights. IPPF's Secretariat comprises Central Office in London, with Regional Offices in New York, Brussels, Tunis, Nairobi, Kuala Lumpur and Bangkok.

- 1.1 IPPF's governance structure was reformed in 2020. The highest authority of the new governance structure is a General Assembly of IPPF Member Associations, convened once every three years. A Board of Trustees governs the IPPF secretariat and provides leadership for the Federation. The Board is supported by a committee system, some committees having delegated authority and others providing advice to the Board. The Nominations and Governance Committee report directly to the General Assembly.
- 1.2 IPPF's core mission is to lead 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 under-served. This strategic objective is overseen by the Board of Trustees (the Board) and the General Assembly (the GA).

#### **2. Function and Purpose**

Reporting to the Board of Trustees, the Resource Allocation Committee is an expert committee which makes recommendations to the Board about matters relating to the allocation of unrestricted resources in the Federation under Streams 1, 2 and 3. The Committee operates on the strategic level, providing oversight and giving recommendations for decisions within the defined scope provided in the current resource allocation model.

#### **3. Main responsibilities and tasks of the Committee**

The Committee shall have the following functions and responsibilities:

- 3.1 Provide oversight on the implementation of the resource allocation funding model for Stream 1, 2 and 3.

This will include oversight on:

- 3.1.1 The process followed for implementation of the new resource allocation funding model;
- 3.1.2 The quality of the portfolio for the Business Cases submitted by Member Associations; and
- 3.1.3 The outcome of the results of the new resource allocation funding model; and
- 3.1.4 The portfolio of grants under Stream 2 and 3.
- 3.2 Make recommendations for next steps in rolling out the resource allocation formula for the Stream 1 MA grants.
- 3.3 Provide recommendations, if any on changes to be made to the funding model.

- 3.4 Provide recommendation on setting up a transition mechanism and process for rolling out the funding model for the three year period 2023-25.

#### **4. Membership of the Resource Allocation Technical Committee**

- 4.1 The Committee shall be comprised of up to 7 members of which at least 50% shall be women and at least 20% young persons under the age of 25 at the time of their appointment.
- 4.2 A majority of members shall be from Members Associations.
- 4.3 Consideration will be given to geographical diversity and to smaller and larger Member Associations from different national contexts.
- 4.4 Committee members will meet required standards of expertise, skills and experience according to established criteria. A majority of its membership shall come from individuals with the relevant experience in resource allocation and financing.
- 4.5 There shall be at least one, and a maximum of two, members of the Board of Trustees on the committee. These members are nominated by the Chair of the Board of Trustees and approved by the Board.
- 4.6 Committee members, other than those serving as Trustees, are selected by the Nominations and Governance Committee.
- 4.7 Of the seven members a maximum of two members can external members. External members are selected by the Nominations and Governance Committee for a specific skill set, as expressed by the Chair of the Committee and are external to MAs.
- 4.8 Committee members cannot also be employees of either the IPPF secretariat or any IPPF Member Association or Collaborative Partner.
- 4.9 Every three years at least two members (2/7) of this committee will rotate off to allow new members to join irrespective of being internal or external members (also see 5.3).

#### **5. Terms of Office**

- 5.1 Committee members serve for terms of up to three years. Members may serve for a second term. Committee members are ineligible to re-stand for the committee at any time in the future after having served cumulatively for two terms.
- 5.2 Committee members must meet the following criteria in order to be re-appointed - regular attendance at meetings, participation and value contributions during meetings and contribution as an ambassador for IPPF. These criteria form the basis of an annual evaluation process. The Nomination and Governance Committee oversees any board or board committee performance review.
- 5.3 Members' terms are staggered in order to maintain continuity of organisational knowledge and expertise within the committee. The Board of Trustees may determine the order in which the members rotate off the committee.

#### **6. Committee Chair**

- 6.1 The Chair of the Committee shall be a Trustee.
- 6.2 The Chair is appointed by the Board of Trustees.
- 6.3 The Chair leads the committee to enable it to fulfil its purpose, chairs meetings of the committee ensuring that business is dealt with, decisions made and adequately minuted and that the implementation of decisions is clearly assigned and monitored.
- 6.4 The Chair reports to the Board of Trustees on the deliberations and decisions of the committee.

## **7. Committee Meetings and Quorum**

- 7.1 The Committee shall meet at least three times per year and shall follow such formal business agenda as is circulated prior to the meeting.
- 7.2 Meetings of the Committee shall be held in person (maximum once per year) and otherwise by suitable electronic means agreed by the Board in which all participants may communicate with all other participants.
- 7.3 A simple majority of committee members present in person or by electronic means shall constitute a quorum.
- 7.4 All meetings shall be chaired by the committee Chair. If the Chair is unable to attend a particular meeting the Chair will be expected to name another committee member chair the meeting.
- 7.5 Questions arising at any Committee meeting shall be decided by a simple majority of votes unless provided otherwise in IPPF Act, Regulations or Procedural byelaws. Every committee member shall have one vote. If the votes are equal, the chair of the meeting shall cast the deciding vote.
- 7.6 The minutes of all meetings shall, except for any information of a personal nature, be available for inspection by Member Associations and any other persons as authorised by the committee or the Board of Trustees. The committee may by a simple majority take decisions between its regular meetings, by other means (including electronically).

## **8. Review**

These terms of reference should be regularly reviewed and updated in accordance with the general policy.

*As adopted by Governing Council, May 2020*

*Amended by IPPF Board of Trustees, March 2022*

**Policy 1.13**

**1.13 IPPF AFFILIATION CATEGORIES**

**Rationale**

1. This policy gives effect to the implementation of the IPPF affiliation categories (Members and Collaborative Partners) and makes clear the various responsibilities and privileges of Full, Associate Members and Collaborative Partners of IPPF.
2. The policy also provides the necessary steps to be followed by an existing Full Member which decides to become an Associate Member and also makes clear the way to handle the status of a non-member observer organization.

**Introduction**

3. IPPF is a volunteer led organization and has two categories of membership:
  - i. Full Membership
  - ii. Associate Membership
4. There are two types of Associate Members: Associate Member 1 (AM1) and Associate Member 2 (AM2). The responsibilities and privileges for these two types of Associate Members and also for Full Members and Collaborative Partners are clearly defined in the table below.

**Implementation**

5. Following adoption of this policy, any newly joining organization wishing to become a member will join as an Associate Member (AM1) and will need to make a decision about their future status within the Federation two years after being admitted. They will either:
  - a. go through an accreditation review with a time limit of three years to fully comply with the IPPF Standards and Responsibilities of Membership in order to become a Full Member; or
  - b. decide to join the second type of Associate Member (AM2).
6. Full Member Associations can become an Associate Member (AM2) under the following circumstances:
  - i. a decision to change their membership status by the highest governing body of the Association
  - ii. a subsequent review of the application and recommendation by the Membership Committee to the Board of Trustees.
7. When a Full Member Association becomes an Associate Member (AM2), it will remain with that status for at least two years and will need to successfully go through an accreditation review should it wish in the future to become a Full Member, as per IPPF Act and Regulations.
8. Regional Directors have the responsibility to implement this policy and to inform the Director-General who will make the necessary recommendation on membership status to the Membership Committee as per the IPPF Act and Regulations.

## 9. Table summarizing the different types of affiliation with IPPF

| PRINCIPLES  | MEMBERS  |  |  | PARTNERS   |  |
|---|--|--|--|--|--|
|   | FULL MEMBER  | ASSOCIATE MEMBER                                       |  | NATIONAL/REGIONAL COLLABORATIVE PARTNERS               | INTERNATIONAL COLLABORATIVE PARTNERS                         |
|   |  | AM1  | AM2  |  |  |
| <b>Subscribes to IPPF Vision, Mission, Values</b>               | Yes  | Yes  | Yes  | Yes  | Yes  |
| <b>Comply with IPPF Membership Standards</b>                    | Yes  | No   | No   | No   | No   |
| <b>Comply with Governance and Constitutional Checklist</b>      | Yes  | Yes  | Yes  | No   | No   |
| <b>Time Limit</b>   | No   | 5 years  | No   | As per MOU terms with Region                           | As per Partnership Agreement with the IPPF Board of Trustees |
| <b>Periodic Accreditation Review</b>                            | Yes  | Yes, but not before 2 years                            | No   | No   | No   |
| <b>Renewal of Status</b>  | After approval of re-accreditation                     | Yearly   | Yearly   | As identified by MOU with the Regional Office          | As per Partnership Agreement terms and conditions            |
| <b>Governance: Attendance at General Assembly (GA) Meetings</b> | Yes  | Yes  | Yes  | No   | No   |
| <b>Voting Rights at GA*</b>                                     | Yes  | No   | No   | No   | No   |
| <b>Core Funds Eligibility</b>                                   | As determined by the new Resource Allocation mechanism | As determined by the new Resource allocation mechanism | As determined by the new Resource Allocation mechanism | As determined by the new Resource Allocation mechanism | As determined by the new Resource Allocation mechanism       |
| <b>Restricted Funds Eligibility</b>                             | Yes  | Yes  | Yes  | Yes  | Yes  |
| <b>Membership Fee</b>   | As deemed necessary by the Board of Trustees           | As deemed necessary by the Board of Trustees           | As deemed necessary by the Board of Trustees           | No   | No   |

*As adopted by Governing Council, May 2011*

*As amended by IPPF Board of Trustees, November 2020*

\* As per IPPF Regulations  
**IPPF Policy Handbook**

**Policy 1.14**

**1.14 RISK MANAGEMENT**

**Introduction**

Risk management is a central part of any organization's strategic management. It is a key organizational planning and monitoring tool. This policy outlines the way in which Member Associations and the Secretariat of IPPF should address risk management.

**Definitions**

**Risk**

Risk is measured in terms of the probability of an event occurring and its negative consequences.

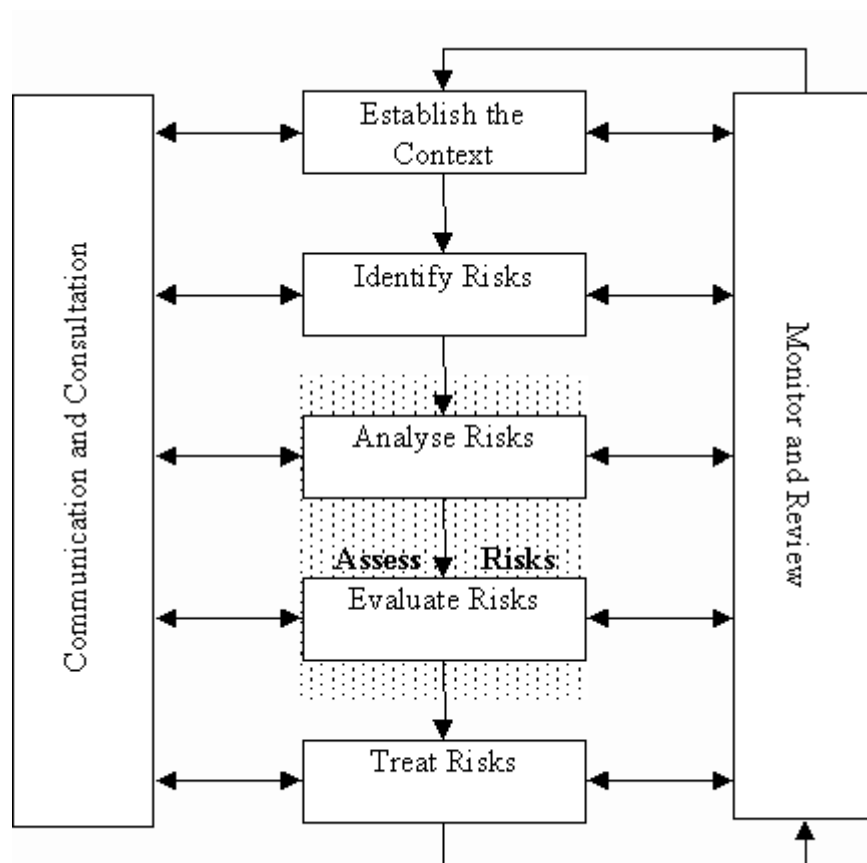
**Risk Assessment**

Risk assessment is the overall process of risk analysis and evaluation based on the chance of something happening that will have a negative impact on the achievement of the organization's objectives. This is the shaded component of the diagram.

**Risk Management**

Risk management is the culture, processes and structures that are directed towards the effective management of potential opportunities and adverse effects within the organization's environment.

Diagrammatically, the risk management process is depicted in the following flow-diagram:



### **Risk Management Process**

Risk management process is the systematic application of management policies, procedures and practices in relation to risk. It is a continuous process of identifying, analysing, evaluating, treating, monitoring and communicating risk so that it becomes a basis on which the organization is managed. The process involves the Governing Body, Senior Management and other staff.

### **Risk Register**

A risk register is a document which lists the most important risks facing the organization together with the likelihood and impact of those negative events occurring. The document should include details of steps which have or will be taken to reduce the impact should the risk occur.

### **Principles**

1. The focus of good risk management is the identification of and treatment of organizational risks. The objective is to add value to all the activities of the organization.
2. Risk management should be a continuous and dynamic process which runs throughout the organization's strategy and implementation of that strategy.
3. It should address methodically all the risks surrounding the organization's past, present and, in particular, future activities.
4. Effective risk management requires a reporting and review structure to ensure that risks are effectively identified and assessed and that appropriate controls and responses are in place. This structure should involve the Governing Body and Senior

Management. Senior Management should ensure that an effective system is in place to manage the risks. The Governing Body takes the lead on reviewing the risk register and ensuring that senior management have suitable plans in place to treat risks where controls were identified as inadequate.

5. Where internal audit operates, their work should be focused on the significant risks identified in order to provide Management and the Governing Body with periodic assessments that these are being adequately managed.

### **Major risks**

Most organizations face similar major risks and these can be summarized as:

- Change in political environment
- Change in legislation
- Change in strategic direction
- Reduced income
- Lack of financial sustainability
- Loss of reputation
- Ineffective governance
- Ineffective management
- Inadequate staffing and skills
- Information technology failure (hardware / software)
- Major incident response (terrorism / flood / fire / disease).

### **Implementation**

#### **For Member Associations:**

6. Member Associations are encouraged to adopt a clear risk management process outlining the roles that the Governing Body and Senior Management should undertake. The Governing Body should approve a risk management policy.
7. Member Associations are encouraged to include risk management within their strategic planning process.
8. Associations should document the main risks facing the organization and ensure that controls are in place to minimize the financial impact of risks. The Governing Body should approve on an annual basis the most important risks facing the organization. It is considered good practice for each Governing Body meeting to review the risk register as a standing item on the agenda. This should include follow-up on actions taken from the previous year to the risk register.
9. Senior Management shall promote a systematic and consistent approach to risk by ensuring that risks are assessed and considered as part of the day-to-day management of the organization.
10. Where Internal Audit are in place they should utilize the results of the annual risk assessment to plan their work and provide an assurance to the Governing Body that controls are in place to minimize these risks.

#### **For the Secretariat:**

11. The Director-General shall ensure that a comprehensive risk register is in place for the Secretariat including each Regional Office and the Central Office. This shall



identify the major risks and the controls in place to minimize and monitor those risks.

12. The Director-General shall present to the Board of Trustees on an annual basis the most significant important risks facing the organization. Regional Directors will present similar regional risk registers to their Regional Forums.
13. The Board of Trustees will review on an annual basis the Secretariat risk register, including follow up on actions taken from the previous year to the risk register. This will follow a detailed review by the IPPF Audit Committee.
14. The Regional Offices shall provide assistance to Member Associations in developing risk management within their organizations.
15. Senior Management shall promote a systematic and consistent approach to risk by ensuring that risks are assessed and considered as part of the day-to-day management of the organization. They shall also ensure that controls are in place to minimize the financial impact of risks.
16. Internal Audit will utilize the results of the annual risk assessment to plan their work and provide an assurance to the Audit Committee that controls are in place to minimize these risks.

*As adopted by Governing Council, November 2007*

## Policy 1.15

### 1.15 SAFETY AND SECURITY RISK MANAGEMENT

#### Introduction

1. IPPF is committed to enhancing the safety and security of volunteers, staff, visitors, contractors and other stakeholders. By adopting good practice safety and security risk management (**SSRM**) we strive to minimise risks. As a result, our performance will be enhanced, and individuals will be best able to contribute to their fullest potential. Our clients will be provided with more sustainable access to sexual and reproductive health services. By adopting this policy we also seek to ensure that we meet our duty of care, by doing everything reasonable and practicable to reduce the risk of harm to those working for, or operating on behalf of, the Federation. Implementation of this policy contributes to meeting risk management best practices.

#### 2. Definitions

**Safety** hazards include naturally occurring phenomena (drought, earthquake, epidemic, flood etc), illness and accidents.

**Security** threats always have a human origin. They include acts of violence and criminality including terrorism.

Safety and security incidents can result in harm or injury to our people, loss or damage to our property or programmes, and/or negative repercussions for the Federation as a whole, in terms of its reputation and donor responses.

**Duty of care** refers to the legal and moral obligation of the organization to take all possible measures (to do everything reasonable and practicable) to reduce the risk of harm to those working for, or operating on behalf of, the organization.

**Safety and Security Risk Management** is defined as a dynamic process that assists in assessing the context we operate in (*country, city/town, clinic, office location, room, mobile unit*). It identifies the risk level from potential undesirable safety or security events to stakeholders (*volunteers, staff, visitors and contractors*), assets and operations, and provides guidance on solutions to lower the risks associated with such events. It does not make operations 'safe or secure' but ensures risks are minimised to an acceptable level to meet duty of care.

Further explanation of terms used in relation to this policy are found in **Annex A**

#### Safety and Security Values

3. Safety and security values (see **Annex B**) are essential in empowering those associated with IPPF's work, with a guide as to how to react in any situation. They underlie the policy, and its associated plans, and should be adopted by all stakeholders, but especially those responsible for establishing and maintaining safety and security management systems:

- Responsibility and accountability for yourself, and for others
- Right to say no: safety first
- Local action orientated decision-making
- Need to share information

## Guiding Principles to Safety and Security at IPPF

4. The Member Associations and Secretariat of IPPF are guided by the following principles in relation to safety and security risk management:

- I. **Mainstreaming:** Safety and security risk management contributes to the overall management process. As a continuous and dynamic process it runs through all organizational processes. It helps decision-makers make informed choices, prioritize actions and distinguish between alternative courses of action. It should be transparent and inclusive. By its nature it is dynamic, iterative and responsive to change. As external and internal events occur, the context and knowledge change, monitoring and review must take place, and changes in levels of risk associated with threats and hazards should be tracked by those responsible for the system. In this way constant inputs will create stable outcomes, with minimal incidents.
- II. **Duty of Care:** Duty of care requirements should take into account volunteers, staff, contractors and visitors. Whilst the legal relationship between them and our organization(s) (the Federation/ Member Associations) may differ it is important that consideration is given to both moral and legal obligations as reputational damage can occur regardless.
- III. **Priority:** In extreme situations, the safety and security of individuals is ultimately a higher priority than the protection of property/vehicles/assets, the preservation of programmes or the expression of advocacy objectives.
- IV. **Responsibility:** Governing Bodies are ultimately responsible for ensuring safety and security risk management. Responsibility for ensuring the safety and security of staff and contractors lies in the line management structure. However, all volunteers, staff, contractors and visitors should also realise they have a responsibility for safety and security. Special responsibilities should be given to designated Security Focal Points throughout the Federation to manage risks on an on-going basis and to respond as and when required to incident and/or crisis management situations. Enhanced and up-to-date training and on-going support for such roles is necessary.
- V. **Discipline:** It is the responsibility of all stakeholders to adhere and contribute to Safety and Security Risk Management Plans and to immediately report breaches or non-compliance. Decision-making authority is to be respected with disciplinary action taken where safety and security plans, and guidance, are not followed.
- VI. **Right to Withdraw:** Irrespective of the risk management in place, any volunteer, staff, contractor or visitor may decline to operate in an insecure area and may withdraw, having made every effort to inform their manager or equivalent. This demonstrates safety first.
- VII. **Behaviour:** volunteers, staff, contractors and visitors should be sensitive and respectful to local culture. They should reflect IPPF values in their interactions by refraining from coercive or exploitative behaviour, including trafficking in persons<sup>1</sup>, this is particularly critical in complex humanitarian contexts<sup>2&3</sup>.
- VIII. **Gender:** Individuals in the same context, may perceive risk differently or face different exposure to safety hazards and security threats, based on their gender,

<sup>1</sup> The recruitment, transportation, transfer, harbouring or receipt of persons, by means of the threat or use of other forms of coercion, of abduction, of fraud, of deception, of the abuse of power or of a position of vulnerability or the giving or receiving of payments or benefits to achieve the consent of a person having control over another person, for the purpose of exploitation, United Nations Protocol to Prevent, Suppress and Punish Trafficking in Persons – UN General Assembly 2000

<sup>2</sup> Code Conduct for the International Red Cross and Red Crescent Movement and NGOs in Disaster Relief, the Humanitarian Charter and Minimum Standards in Disaster Response and the HAP Principles of Accountability

<sup>3</sup> UN Protocol to Prevent, Suppress and Punish Trafficking in Persons, Especially Women and Children (2000), also cited at <https://www.amnesty.org/en/documents/pol30/4062/2016/en/>

sexual orientation and gender identify. As such each individual can approach the same situation with different vulnerabilities and respond differently to actual or perceived threats. Despite women and men being equal, women in their diversity are disproportionately affected by some security threats with exposure to sexual and gender-based violence often a high risk. It is necessary therefore to put in place measures to reduce risk and promote resilience<sup>4</sup>. As a result, sometimes provisions must be made for different genders in order to manage risks to acceptable levels. Individual concerns about safety and security must be heard and taken seriously. All IPPF risk management should be viewed through a gender lens and be considered part of our gender mainstreaming activities.

- IX. **Involvement with Arms:** In the course of their IPPF duties, volunteers, staff, contractors and visitors must not carry or take up weapons or arms under any circumstances.
- X. **Armed groups and armed escorts:** Armed personnel must not be allowed in IPPF premises or vehicles, except in an emergency situation and/or where specific threats requiring such a response are explicitly agreed or imposed (this does not preclude the law enforcement personnel of a country, who are armed entering IPPF premises as part of their role and duties). Armed escorts would not be considered as the most effective way of mitigating risks except in emergency situations where there has been a sudden and unexpected deterioration in the external environment.

### Safety and Security Management System

5. The IPPF safety and security risk management system (**Annex C**) is a process documented in our standard Safety and Security Risk Management (**SSRM**) Plans. The SSRM Plan demonstrates how safety and security risks are being managed. It recognizes that many individual decisions will continue to be taken instinctively, but should also be guided by this policy, and our security values. As a learning organization, IPPF wish to systematically attempt to anticipate negative events, and be more resilient in managing them when they do occur. Through our safety and security risk management our aim is to reduce the likelihood of incidents occurring; but when they do, to reduce their impact. In this way we will minimize the risk from safety hazards and security threats. By ensuring lessons from negative events are obtained it is then possible to take actions to avoid these in the future. The Member Associations and the Secretariat must develop such documented SSRM systems, in order to meet duty of care requirements. For many donors their funding will also require that such systems are evidenced as a pre-requisite for eligibility, this is particularly so for funding directed to humanitarian contexts.

### Policy Implementation

- 6. Each IPPF Secretariat office and Member Association will:
  - i. Adopt a safety and security risk management process, documented in a standard template, with the roles of the Governing Body, Senior Management and other staff responsible for managing safety and security risks outlined. Security Focal Point roles will be identified and adequately trained.
  - ii. Produce a SSRM Plan, and a stand-alone safety and security risk register that are updated on a regular basis. Comprehensive risk assessments should be undertaken. Events deemed as posing significant risk will be reviewed through a vulnerability analysis to understand how and why the Member Association / Secretariat and its volunteers, staff, contractors, visitors and other stakeholders are exposed to these security threats and safety hazards. The vulnerability assessment will inform risk

<sup>4</sup> Guidelines for Integrating Gender Based Violence in Humanitarian Action, Inter-Agency Steering Committee, Global Protection Cluster, 2015

treatments that should aim to do everything possible to minimize risks, and thereby meet duty of care. In arriving at suitable risk mitigation, consideration should be given to a mix of all three security strategies (see **Annex A glossary**).

- iii. Document the risk treatments (controls) associated with the key events and prioritize the immediate management actions to be taken, together with longer-term controls to be developed. The controls can include standard operating procedures and contingency plans to help mitigate and control risks. The Governing Body should approve on an annual basis the levels of residual risks facing the organization and its people from the main events that have been anticipated. It is considered good practice for each Governing Body meeting to review the safety and security risk register as a standing item on the agenda. This should include follow-up on actions.
  - iv. Ensure that safety and security risk management is mainstreamed into all aspects of management, including human resource, programme planning and budgeting, and that regular monitoring and review is undertaken to ensure suitability, adequacy and effectiveness.
  - v. Ensure that organizational culture encourages and facilitates an environment where safety and security values are respected and that learning from events takes place.
  - vi. Provide suitable and sufficient information, instruction, training and facilities to ensure awareness of and competency in discharging security responsibilities taking into account enhanced needs for those operating in humanitarian/ emergency response and conflict settings.
7. IPPF Secretariat will use all available mechanism in the Federation to periodically and consistently monitor implementation and review the policy statement. The Secretariat will prioritize support to Member Associations assessed to have the highest safety and security risks, in order to meet duty of care requirements. They will make available best practice through templates and toolkits tailored for the contexts in which IPPF operate within. The implementation of this statement should be adequately resourced and supported by the Secretariat.

## Annex A

### Glossary of Terms

**Duty of care:** Legal and moral obligation of the organization to take all possible measures (to do everything reasonable and practicable) to reduce the risk of harm to those working for, or operating on behalf of, the organization.

**Risk:** the effect of uncertainty upon objectives (general definition). In safety and security risk management terms, risk is thought of as how an event, either a safety hazard or security threat, could affect the organization, its volunteers, staff, contractors, visitors, assets, reputation or programmes. Usually the effect is considered as a negative outcome, and the intent of safety and security risk management is to minimize this.

**Residual Risk:** the risk remaining after risk treatment

**Risk treatment:** all processes to modify initial risk levels assessed from threats and hazards. Risk treatment is also referred to as risk mitigation or reduction.

**Security Strategies:** generic approaches to reducing risk from identified security threats. Typically, three are considered: acceptance, deterrence and protection.

- **Acceptance:** Building a safe operating environment through the consent, approval and cooperation from individuals, communities and local authorities.
- **Deterrence:** Reducing the risk by containing the threat with a counter threat (e.g. armed protection, a communicated counter-threat, diplomatic/political leverage, temporary suspension).
- **Protection:** Reducing the risk, but not the threat by reducing the vulnerability of the organization (e.g. fences, guards, walls).

**Threat:** Any security event that may negatively affect an organization, its staff, assets, reputation or programme that exists in the context where you operate. It can also be considered to be a potential act or physical item, that may result in harm or injury to staff; loss or damage to property, or a negative outcome for the organisation. The source of security threats are usually other people who usually have a negative intent towards the potential victims, and threats include acts of violence and criminality.

**Hazard:** Any safety event that may negatively affect an organization, its staff, assets, reputation or programme that exists in the context where you operate. Safety hazards include naturally occurring phenomena, illness and accidents.

**Vulnerability:** The organization's exposure to a threat or hazard. It will vary depending on the nature of the organization, how it works, what programmes it undertakes, its staff and ability to manage risks.

## Annex B

### IPPF Safety & Security Values

#### Responsibility and accountability for yourself, and for others

Your primary safety and security risk management resource is yourself. **You are responsible for managing risks and making sure they remain acceptable.** IPPF will assist, support and equip you to be able to do this. Beyond this, all have a clear responsibility for each other, and the Federation, as a whole. We need to be mutually accountable. We may also need to act and intervene in a situation, no matter how difficult or awkward this might be at the time in order to prevent threats and hazards occurring.

#### Right to say no: safety first

All volunteers, staff, contractors and visitors have **the right to withdraw** from a risky situation or event should they feel the risks are unacceptable, or they are experiencing fear. We will make sure that those exposed to risk are able to make **an informed choice** about the level of risk they are being exposed to. IPPF values its people above its programmes and assets. Safety First!

#### Local action orientated decision-making

We acknowledge that **those closest to a safety and security situation will often be able to come up with the best solution, and we trust our people to do so.** Risk management needs **timely and action-centred responses.** IPPF will empower our people to act quickly and responsibly. No one will be penalised for taking immediate action when to do nothing appeared a higher risk course of action. Our systems and processes will ensure critical information is gathered and analysed. Local decision will take account of the different risks that volunteers, staff, contractors and visitors who do not live within that community may face.

#### Need to share information

All volunteers, staff, contractors and visitors have **an obligation to pass on safety and security related information.** IPPF encourages such openness because it provides learning opportunities from both events that occur as well as 'near-miss' incident reporting.

**Safety and Security Management System Components****Annex C**

| <b>Component</b>   | <b>Purpose</b>   | <b>Responsibility of</b>   |
|--|--|--|
| <b>Safety and Security Policy</b>  | IPPF Policy in relation to Safety and Security. Member Associations can adopt this or tailor a version applicable to their local context.  | Board of Trustees / Governing Body of Member Association   |
| <b>Global Safety and Security Risk Register:</b> <ul style="list-style-type: none"> <li>• Risk assessment</li> <li>• Vulnerability analysis</li> <li>• Security strategies</li> </ul>                    | Risk Assessment of safety and security threats and hazards. Feeds into the overall Risk Register for the organization.   | Director-General/ ED of the Member Association<br><br>Overall risk register approved by the Board of Trustees / Governing Body of Member Association |
| <b>Safety and Security Risk Management Plan; includes</b> <ul style="list-style-type: none"> <li>- local risk registers for different territories and business units</li> <li>- Incident logs</li> </ul> | Risk management documentation including mission, mandate, context and situation assessments, risk assessments, risk register, risk treatment documentation (both immediate management actions, standard operating procedures and contingency plans), incident reports and logs, and supporting documentation | Senior Management / Security Focal Point   |
| <b>Safety and Security Training</b>  | Training directed to volunteers, staff, contractors and training as applicable   | Senior Management / Security Focal Point   |

*As adopted by Governing Council, November 2016*



## Policy 1.16

### 1.16 CODE OF CONDUCT

#### Introduction

1. IPPF is committed to a human rights framework which prohibits any discrimination, exclusion or restriction on the basis of age, sex, sexual orientation, gender, gender identity or expression, race, ethnic or national origin, religion or belief, partnership status, pregnancy or parental status, disability health or any other analogous personal status.<sup>1</sup>
2. IPPF recognizes that the right to be free from abuse, exploitation and harassment is enshrined in international human rights law namely ICERD, ICCPR, ICESCR, CEDAW, CAT, CRC, CRPD.<sup>2</sup> IPPF additionally acknowledges that sexual harassment and abuse is a form of gender based violence.
3. In keeping with its vision and values, IPPF is committed to maintaining the highest degree of ethical conduct amongst all its volunteers, trustees and staff.<sup>3</sup> To help increase understanding, this Code of Conduct details IPPF's expectations of all involved in IPPF's work.
4. This Code of Conduct is intended to set out the guiding principles and values applicable to all elements of IPPF (its Secretariat, Member Associations, members of the General Assembly, Nominations and Governance Committee, Board of Trustees, Finance, Audit & Risk Committee, Membership Committee, Policy, Strategy and Investment Committee and Resource Allocation Technical Committee and governing bodies of Member Associations). These guiding principles and values need to be implemented through the relevant regional and local policies and procedures.

#### Purpose and Scope

5. IPPF adopts this Code of Conduct as part of its commitment to providing the best possible environment for those providing IPPF services and those engaging with IPPF services and activities.
6. IPPF recognizes the need to provide an environment able to address inherent unequal power dynamics.
7. The purpose of this Code of Conduct is to enable greater individual accountability by providing clear guidance on what is expected of IPPF volunteers, trustees and staff, while on organizational premises, attending organizational functions or otherwise performing IPPF related activities.
8. Whilst recognizing that local laws and cultures may differ from one country to another, IPPF is an international non-governmental organization, and therefore the Code of Conduct is based on international human rights standards. IPPF volunteers, trustees and staff are expected to uphold local law wherever they operate, except

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<sup>1</sup> Equality, Diversity and Inclusion Policy

<sup>2</sup> International Convention on the Elimination of All Forms of Racial Discrimination, International Covenant on Civil and Political Rights, International Covenant on Economic, Social and Cultural Rights, Convention on the Elimination of All Forms of Discrimination against Women, Convention against Torture and Other Cruel, inhuman or Degrading treatment or Punishment, Convention on the Rights of the Child, Convention on the Rights of Persons with Disabilities.

<sup>3</sup> Staff refers to all paid staff: permanent, fixed term and temporary staff; it includes employees, agency workers, consultants, interns and contractors.

where the Code of Conduct is more stringent, in which case the Code applies.

9. The policy lays out the commitments made by IPPF, and applies to all volunteers, trustees and staff of IPPF Secretariat, its Member Associations and collaborative partners including members of the General Assembly, Nominations and Governance Committee, Board of Trustees, Finance, Audit & Risk Committee, Policy, Strategy and Investment Committee and Resource Allocation Technical Committee and governing bodies of Member Associations as well as to collaborative and other partners, contractors and suppliers.

### **Mission and values**

10. IPPF works to ensure people are free to make choices about their sexuality and well-being, in a world without discrimination. IPPF leads 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 under-served. IPPF does this based on its core values of social inclusion, diversity, passion, volunteerism and accountability. IPPF's Code of Conduct is framed to take account of our vision, mission and values.

### **Code of Conduct Standards**

IPPF volunteers, trustees and staff as defined in paragraph 9 above, are required to:

11. **Uphold the integrity and reputation of IPPF by ensuring that professional and personal conduct is consistent with IPPF's values and standards**
  - i. treat all people fairly with respect and dignity;
  - ii. when working in an international context or travelling internationally on behalf of IPPF, be observant of all local laws and be sensitive to local customs;
  - iii. ensure that individual conduct does not bring IPPF into disrepute and does not impact on or undermine the ability to undertake the role for which engaged;
  - iv. not work when incapacitated by alcohol or other intoxicating substances or use, or be in possession of, illegal substances on IPPF premises or accommodation.
12. **Not engage in abusive or exploitative conduct**
  - v. not engage in sexual activity with children (persons under the age of 18). Mistaken belief in the age of a child is not a defence;<sup>4</sup>
  - vi. not engage in any sexual relationships with beneficiaries of assistance, since they are based on inherently unequal power dynamics;
  - vii. not engage in any exploitative activities with children or vulnerable adults including those that are commercial such as child labour or trafficking;
  - viii. not physically assault a child or vulnerable adult;
  - ix. not emotionally or psychologically abuse a child or vulnerable adult.
13. **Ensure the safety, health and welfare of all IPPF volunteers, trustees, staff and communities**
  - x. adhere to all legal and organizational health and safety requirements in force

<sup>4</sup> This prohibition does not apply to IPPF youth volunteers who are in a consensual relationship, with each other and are under the age of 18 but over the applicable age of majority or consent

- at the location of their work;
  - xi. comply with any local security guidelines and be pro-active in informing management of any necessary changes to such guidelines;
  - xii. behave in a manner such as to avoid any unnecessary risk to the safety, health and welfare of themselves and others, including partner organizations and communities with whom IPPF works;
  - xiii. be responsible with social media accounts and, when using photos obtained during IPPF work, always gain informed consent and preserve the privacy and dignity of all individuals, ensuring that they are not exposed to risk from the use of their image.<sup>5</sup>
- 14. Not behave in any way which has the purpose or effect of violating an individual's dignity or creating an intimidating, hostile, degrading, humiliating or offensive working environment for that individual**
- xiv. be respectful and considerate in behaviour to all, particularly in the working environment;
  - xv. not engage in sexual relationships with volunteers, trustees and staff, who are in direct line of supervision;
  - xvi. declare as soon as potential conflict of interest may arise to supervisor or Human Resources, if in a relationship with a volunteer, trustee, staff member (where there is no direct line of supervision). As long as relationships are conducted appropriately, such disclosures will be treated confidentially;<sup>6</sup>
  - xvii. not behave in such a way as to indicate that sexual favours may provide a basis for work-related advancement, or a way in which to avoid work-related detriment;
  - xviii. not to be inappropriately tactile or flirtatious or sexually explicit in the workplace;
  - xix. not use offensive language or belittle or humiliate volunteers, trustees, staff or beneficiaries;
  - xx. not victimize volunteers, trustees, staff or beneficiaries for speaking up or raising complaints;
  - xxi. not abuse any position of power;
  - xxii. adhere to workplace behaviour expectations as set out in Respect at Work policy.
- 15. Be responsible for the use of information, assets and resources to which they have access by reason of working with IPPF in any capacity**
- xxiii. be accountable for all IPPF money and property given to them and ensure that IPPF assets and resources are used in a responsible manner;
  - xxiv. not use IPPF IT equipment, software, e-mail or social media platforms to engage in activity that is illegal under local or international law or that encourages conduct that would constitute a criminal offence. This includes any material that intimidates or harasses any group defined by reference to the characteristics set out in paragraph 1 of this Code of Conduct;

<sup>5</sup> For which there must be an IPPF signed consent form. See the Media Policy and guidance for further details.

<sup>6</sup> Work decisions must not be made based on that relationship. This may include staff who share responsibility for sign-off on the same budget lines; or are involved in carrying out joint decision-making relating to resourcing or programme issues; or are carrying out or acting as decision makers for internal investigative processes

- xxv. not use IPPF IT equipment to view, download, create, distribute or save in any format inappropriate or abusive material including but not limited to pornography or depictions of child abuse.
- 16. Perform their duties and conduct their private life in a manner that avoids conflicts of interest**
- xxvi. declare any financial or personal interest in matters of official business which may impact on the work of IPPF. For the avoidance of doubt, a "personal interest" is any sort of interest which might cause a reasonable person to be concerned that in individual's decision-making might be influenced by that interest. Such an interest might include the financial or other interests of an individual's spouse, partner or co-habitee, parent, grandparent, sibling, child, grandchild, in-law or close intimate of which the individual is aware;
  - xxvii. not be involved in awarding benefits, contracts for goods or services, employment or promotion within IPPF, to any person with whom they have a financial, personal, family or close intimate relationship, or in any other circumstances which might cause a reasonable person to be concerned that the individual's decision-making might be influenced by any financial or personal interest;
  - xxviii. make a declaration and follow the Conflict of Interest Policy with regards to being nominated as a prospective candidate or another official role for any political party;
  - xxix. not accept significant gifts or any remuneration from governments, communities, individuals with whom IPPF work, donors, suppliers and other persons which have been offered as a result of working with IPPF in any capacity.

**17. Uphold confidentiality**

Exercise due care in all matters of official business, and not divulge any confidential information relating to colleagues, work-related matters or any sensitive information unless legally required to do so. Adhere to the principles set out in the Confidentiality and Information Sharing Policy.

**Complaints and reports**

- 18. IPPF volunteers, trustees and staff as defined in paragraph 9 above are obligated to bring to the attention of the supervisor any potential incident, abuse or concern that they witness, are made aware of, or suspect, which appears to breach the standards contained in this Code unless they are the recipient of behaviour such as that outlined in paragraph 14 above, or have been informed in confidence of such behaviour by one or more recipients thereof.
- 19. IPPF staff who report concerns will be protected as whistle-blowers in line with the Raising a Concern Policy.
- 20. If the volunteer, trustee or staff member does not feel comfortable reporting to their supervisor they can use IPPF SafeReport, IPPF's external incident reporting service.
- 21. Supervisors receiving reports or concerns, other than reports made in confidence by a recipient of behaviour such as that outlined in paragraph 14 above, are obliged to refer the report immediately to the relevant incident reporting mechanism.

Supervisors who are informed in confidence by a recipient of behaviour such as that outlined in paragraph 14 above of that behaviour should seek where appropriate to persuade the recipient of that behaviour to report it to IPPF.

### **Enforcement**

22. The respective management of IPPF Secretariat and Member Associations have a responsibility to ensure that all staff understand and adhere to this Code of Conduct.
23. The Code of Conduct forms part of all contracts of employment. Breaches of the Code of Conduct by staff are grounds for disciplinary action, up to and including dismissal.
24. This Code of Conduct is also applicable to trustees, volunteers, partners, contractors and suppliers as set out at paragraph 9 above. Breaches of the Code of Conduct may result in the termination of contracts or trustee and volunteer roles.
25. Failure of a Membership Association to implement and monitor the implementation of this Code of Conduct shall engage section 9 of IPPF Act and Regulations on Suspension and Expulsion of Member Associations and Members of the Board of Trustees.
26. Failure of a partner organization to implement and monitor the implementation of this Code of Conduct may result in the termination of contract.

### **Related policies**

- Confidentiality and Information Sharing
- Fraud Policy
- Safeguarding Policy (Children and Vulnerable Adults)
- Respect at Work Policy
- Gender Equality Policy
- Equality, Diversity and Inclusion

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In accepting my position at IPPF, I undertake to discharge my duties and to regulate my conduct in accordance with the requirements of this Code.

Name:

Role:

Signature:

Date:

*As adopted by Governing Council, November 2018*

*Last amended by Governing Council, May 2020*

**Policy 1.17**

**1.17 SAFEGUARDING (CHILDREN AND VULNERABLE ADULTS)**

**Introduction**

1. IPPF believes that everyone we come into contact with has the right to be protected from all forms of harm, abuse, neglect and exploitation, regardless of their age, sex, sexual orientation, gender, gender identity or expression, race, ethnic or national origin, religion or belief, partnership status, pregnancy or parental status, disability, health or any other status. IPPF will not tolerate abuse or exploitation by volunteers, trustees, staff<sup>1</sup> or anyone associated with IPPF.
2. IPPF recognises that the right to be free from abuse, exploitation and harassment is enshrined in international human rights law namely ICERD, ICCPR, ICESCR, CEDAW, CAT, CRC, CRPD<sup>2</sup>. IPPF additionally recognises that the sexual exploitation and abuse are a form of gender based violence.
3. IPPF's commitment to ensuring sexual rights for all includes a commitment to freedom and protection from harm. The focus on youth lays at the core of IPPF's work.
4. IPPF believes that creating a safe environment for all children, young people and vulnerable adults requires the cooperation of all volunteers, trustees, and staff. It is the responsibility of all to raise any safeguarding concerns they have or that are reported to them.
5. IPPF commits to addressing safeguarding throughout its work, through prevention, reporting and response.

**Purpose and Scope**

6. The purpose of this policy is to protect children and vulnerable adults from abuse and exploitation that may be caused due to their coming into contact with IPPF through
  - a. The conduct of volunteers, trustees, staff of the Secretariat and Member Associations, collaborative partners, other partners and anyone associated with IPPF;
  - b. The design and implementation of IPPF's programmes and activities.
7. The policy lays out the commitments made by IPPF, and applies to all volunteers, trustees and staff of IPPF Secretariat, its Member Associations and collaborative partners including members of the General Assembly, Nominations and Governance Committee, Board of Trustees, Finance, Audit & Risk Committee, Membership Committee, Policy, Strategy and Investment Committee and Resource Allocation Technical Committee, and governing bodies of Member Associations and collaborative and other partners.
8. This policy does not cover:
  - a. Bullying or harassment, including sexual harassment, in the workplace as this is addressed through IPPF's Respect at Work Policy and associated procedures;
  - b. Safeguarding concerns in the wider community not caused by IPPF or anyone associated with IPPF.

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<sup>1</sup> Staff refers to all paid staff: permanent, fixed term and temporary staff; it includes employees, agency workers, consultants, interns and contractors.

<sup>2</sup> International Convention on the Elimination of All Forms of Racial Discrimination, International Covenant on Civil and Political Rights, International Covenant on Economic, Social and Cultural Rights, Convention on the Elimination of All Forms of Discrimination against Women, Convention against Torture and Other Cruel, inhuman or Degrading treatment or Punishment, Convention on the Rights of the Child, Convention on the Rights of Persons with Disabilities.

9. Where a concern is about a volunteer who is over 18 and under 25, who has no additional vulnerabilities, the Senior Safeguarding Adviser will make a decision in consultation with the volunteer themselves, as to whether the concern would be best addressed with under Safeguarding Policies and procedures or the Respect at Work Policy and procedures.
10. IPPF will only engage with other organizations that come in contact with children and vulnerable adults if they agree with and meet the standards and principles of IPPF's Safeguarding Policy and procedures.

### Definition

11. In this policy, safeguarding refers to IPPF's commitments to protect children and vulnerable adults from harm arising from coming into contact with IPPF.
12. This policy also applies to IPPF's beneficiaries<sup>3</sup> due to a recognition that beneficiaries can be exposed to abuse of authority and as such can be considered vulnerable. This does not imply any negative connotation on the beneficiaries themselves but rather ensures that IPPF is comprehensive in its safeguarding duties.
13. Further definitions relating to safeguarding are provided in the glossary below.

### Guiding Principles

14. *Empowerment* – decisions will be survivor (victim) led, with the aim to seek informed consent<sup>4</sup> when the survivor is an adult, and obtaining and respecting survivor's views when they are a child or an adult unable to give informed consent. IPPF will endeavour to ensure its communication is in an appropriate language and format.
15. *Prevention* – It is better to take action before harm occurs. IPPF recognises the key role that prevention has in safeguarding and will ensure it develops and provides safe services which keep people safe from abuse and exploitation. This includes applying a safeguarding lens to promotional communications and fundraising activities and providing training and support in recognising abuse.
16. *Protection* – Abusive behaviour in any environment is never accepted. IPPF Secretariat, Member Associations, collaborative partners and other partners will provide services in a manner that does not diminish their safeguarding responsibilities. IPPF will have clear channels to enable reporting in a confidential and anonymous (if required) basis. IPPF will respond appropriately to safeguarding concerns and provide support and representation to survivors (victims).
17. *Partnership* – IPPF delivers its services through locally-owned Member Associations and collaborative partners and recognises that local communities have a part to play in preventing, detecting and reporting neglect and abuse. In the spirit of ensuring safeguarding competency throughout all of IPPF, IPPF will monitor that Member Associations, collaborative partners and other partners adhere to safeguarding standards and may need to intervene where these fall below an acceptable standard.

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<sup>3</sup> An IPPF beneficiary is someone who receives a service from IPPF or takes part in IPPF activities

<sup>4</sup> IPPF understands that the rights and protections guaranteed to people under the age of 18, as a matter of international and national law, sometimes differ from the rights of adults. These differences relate to all aspects of human rights but require particular approaches in regard to sexual rights. IPPF begins from the premise that persons under the age of 18 are rights holders, and that at different points within the spectrum of infancy, childhood, and adolescence, certain rights and protections will have greater or lesser relevance

18. *Proportionality* – IPPF recognises that life is not risk free. IPPF will support activities across its Member Associations, collaborative partners and other partners that identify risks, and mitigate against them, but are not unduly risk averse. IPPF will ensure its responses are proportionate to the circumstances of any incident and the wishes of the survivor (victim), and constitute the least intrusive response appropriate.
19. *Accountability* – IPPF will act with integrity, follow due process and be transparent and accountable. IPPF will include anonymous safeguarding data in its annual reporting. IPPF acknowledges that, whilst everyone has responsibility for safeguarding, the Board of Trustees and Director-General are ultimately accountable for ensuring a safeguarding culture exists at IPPF.

### Implementation

20. It shall be the responsibility of the Board of Trustees, Director-General, , Regional Directors, Member Associations' boards and Executive Directors to ensure that policies that meet the abovementioned minimum standards are in place, and are implemented, monitored and reviewed accordingly. The Secretariat shall develop and keep updated the Safeguarding Manual which contains detailed guidance including the Safeguarding Incident Reporting Procedure.
21. IPPF Secretariat, including Safeguarding, Gender and Youth teams shall be available to advise and support this work.
22. IPPF Member Associations, collaborative partners and Secretariat will:
  - i. Be aware of their responsibilities for safeguarding children, vulnerable adults and beneficiaries.
  - ii. Be up to date on local child protection and safeguarding vulnerable adults legislation and responsibilities.
  - iii. Adopt and implement safeguarding policies and procedures based on the above principles and the implementation points below, whilst reflecting local legislation and requirements.
  - iv. Ensure adherence with the IPPF Safeguarding Incident Reporting Procedure.
  - v. Ensure all breaches of the Safeguarding Policy are dealt with appropriately and recorded and stored securely with restricted access.
  - vi. Make available evidence of all of the above to the IPPF Director General at request.

### Prevention

23. IPPF Member Associations, collaborative partners and Secretariat will:
  - a. Ensure all staff have access to, are familiar with, and know their responsibilities within this Policy.
  - b. Ensure all staff have read, understood and adhere to the Code of Conduct and further safeguarding guidance within the Safeguarding Manual.
  - c. Design and undertake all its programs and activities in a way that protects children, vulnerable adults and beneficiaries, from any risk of harm that may arise from their coming into contact with IPPF. This includes the way in which information about individuals in programmes is gathered and communicated, and using risk assessments.
  - d. Implement stringent safeguarding procedures when recruiting, managing and deploying staff and associated personnel.<sup>5</sup>
  - e. Ensure staff receive training on safeguarding at a level commensurate with their role in the organization but that at a minimum to ensure that all volunteers, trustees and staff are aware that abuse is not tolerated, and that all concerns will be recorded and heard.

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<sup>5</sup> See Annex 1 and Safeguarding Manual.



- f. IPPF managers are accountable for ensuring that the safeguarding policy and procedures are fully embedded within their areas of responsibility.
- g. Contribute to creating and maintaining an environment that prevents safeguarding violations and promotes the implementation of this Policy.
- h. Report any concerns or suspicions regarding safeguarding violations by an IPPF staff member or associated personnel to IPPFs Global Incident Reporting Unit.

## Reporting

24. IPPF Member Associations, collaborative partners and the Secretariat will:
  - a. Ensure that safe, appropriate, accessible means of reporting safeguarding concerns are made available and promoted to staff and the communities we work with. This is through IPPF SafeReport, the external incident reporting service.
  - b. Ensure all supervisors and senior staff are aware of how to complete an incident reporting form when concerns are raised outside of IPPF SafeReport, which must be passed to the relevant incident reporting unit to log.
  - c. Ensure all are aware of additional measures required where a concern is about a child or vulnerable adult.
  - d. Provide protection to any volunteer, trustee and staff reporting concerns or complaints in line with whistleblowing principles contained in the Raising a Concern Policy.
  - e. Ensure IPPF's Global Incident Reporting Unit are informed as soon as possible to enable Charity Commission and donors to be alerted as per requirements.

## Response

25. IPPF Member Associations, collaborative partners and Secretariat will:
  - a. Follow up on safeguarding reports and concerns promptly and according to IPPF's Safeguarding (Children & Vulnerable Adults) Policy and procedures, and local legal and statutory obligations.
  - b. Apply appropriate disciplinary measures to staff found in breach of either the Safeguarding (Children & Vulnerable Adults) Policy or the Code of Conduct.
  - c. Ensure that responses are survivor focused, keeping the needs of the survivor at the forefront of any investigation process.
  - d. Offer support to survivors (victims) of harm caused by staff or anyone associated with IPPF, regardless of whether a formal investigation is carried out. An up to date list of local organisations and contacts offering support must be available. This list should include but is not limited to information about legal, counselling, medical and psychosocial support. Decisions regarding support will be led by the survivor (victim).
  - e. Ensure that appropriate confidentiality is maintained at all stages of the process when dealing with safeguarding concerns. Information relating to the incident and subsequent case management should be shared on a need to know basis only, and should be kept secure at all times, in line with IPPF's Confidentiality and Information Sharing Policy. Confidentiality should prioritise the survivor rather than the alleged perpetrator and should not be used as an excuse for not responding to a concern.
  - f. Ensure quarterly safeguarding updates are given to the Global Incident Reporting Unit and boards where applicable.
  - g. Ensure regular review and learning from safeguarding incidents.

26. Additionally, Member Associations and collaborative partners that provide sexual and reproductive health services to children, young people and vulnerable adults should have a policy in place to ensure that service delivery points are safe environments that, at a minimum, have guidance for health professionals on their legal, professional and ethical obligations to report suspected abuse or exploitation of a vulnerable client, to respect their right to privacy and to obtain their informed consent.
27. This policy replaces IPPF Policy 4.17 Protecting Children, Young People and Vulnerable Adults.
28. This policy shall be reviewed every year

### **Associated policies**

Code of Conduct

Raising a Concern Policy

Respect at Work Policy

Confidentiality and Information Sharing Policy

### **Glossary (local glossaries should contain definitions of abuse as per local legislation)**

#### **Safeguarding**

**For IPPF Safeguarding in general** means protecting peoples' health, wellbeing and human rights, and enabling them to live free from harm, abuse and neglect. It means taking all reasonable steps to prevent harm, particularly sexual exploitation, abuse and harassment from occurring; to protect people in contact with IPPF, especially vulnerable adults and children, from that harm; and to respond appropriately when harm does occur.

This definition draws from IPPF values and principles and shapes IPPF culture. It pays specific attention to preventing and responding to harm from any potential, actual or attempted abuse of power, trust, or vulnerability, especially for sexual purposes.

#### **Safeguarding Children & Vulnerable Adults (SCVA)**

**For IPPF SCVA** specifically applies to the prevention of all forms of abuse and exploitation of children and vulnerable adults. It includes the prevention of sexual exploitation and abuse (PSEA). Safeguarding puts beneficiaries and affected persons at the centre of all we do.

Safeguarding applies consistently and without exception across IPPF programmes, partners and staff. It requires proactively identifying, preventing and guarding against all risks of harm, exploitation and abuse and having mature, accountable and transparent systems for response, reporting and learning when risks materialise. Those systems must be survivor-centred and also give appropriate protection to those accused until any guilt is established.

#### **Vulnerable Adult (At risk adult)**

Sometimes also referred to as at risk adult, is generally someone who may be unable to take care of themselves or protect themselves from harm or exploitation. They may be more at risk of abuse and exploitation due to factors such as, for example, gender, mental health issues, learning or physical disabilities, age, sexual orientation, or as a result of the impact of natural disasters and conflicts.

For the purpose of IPPF's policies and procedures for vulnerable adults, IPPF includes IPPF beneficiaries<sup>6</sup> as vulnerable adults. This is due to a recognition that misuse of power can also apply to IPPF beneficiaries. This does not imply any negative connotation on IPPF beneficiaries but rather ensures that IPPF is comprehensive in its safeguarding duties.

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<sup>6</sup> An IPPF beneficiary is someone who receives a service from IPPF or takes part in IPPF activities

**Child**

The United Nations Convention on the Rights of the Child (CRC) affords special rights and protections to all those under the age of 18. For the purposes of this policy, the term 'children' is used to refer to those under the age of 18.

**Young Person**

For the purposes of its own programmatic work and data collection, IPPF, in line with the UN, defines young people as everyone aged 10 to 24.

**Confidentiality**

Confidentiality is protecting information from unauthorised disclosure. Confidential means information which is not common knowledge and is of value. This includes personally identifiable information as well as sensitive documents. Confidential information should only be shared on a need to know basis, i.e. it is shared only where there is a justification that the person needs to know in order to perform their role.

**Child abuse and neglect**

Sometimes also referred to as child maltreatment, is defined as all forms of physical and emotional ill-treatment, sexual abuse, neglect or negligent treatment or commercial or other exploitation resulting in actual or potential harm to the child's health, survival, development or dignity in the context of a relationship of responsibility, trust, or power. Within the broad definition of child maltreatment, five subtypes are distinguished – these are physical abuse; sexual abuse; neglect and negligent treatment; emotional abuse and exploitation. (WHO 1999/2002)

**Harm** Psychological, physical and any other infringement of an individual's rights.

**Psychological harm** Emotional or psychological abuse, including, but not limited to, humiliating and degrading treatment such as bad name calling, constant criticism, belittling, persistent shaming, solitary confinement and isolation.

**Protection from Sexual Exploitation and Abuse (PSEA)**

Refers to the prevention of sexual exploitation and abuse of affected populations by staff or associated personnel. The term derives from the United Nations Secretary General's Bulletin on Special Measures for Protection from Sexual Exploitation and Abuse (ST/SGB/2003/13).

**Sexual abuse**

Actual or threatened physical intrusion of a sexual nature, whether by force or under unequal or coercive conditions.

**Sexual exploitation**

Actual or attempted abuse of a position of vulnerability, differential power, or trust, for sexual purposes, including, but not limited to, profiting monetarily, socially or politically from the sexual exploitation of another. This definition includes human trafficking and modern slavery.

**Survivor**

The person who has been abused or exploited. The term survivor is often used in preference to victim as it implies strength, resilience and the capacity to survive, however it is the individual's choice how they wish to identify themselves.

## **Annex 1 Safe Recruitment Checklist**

IPPF is committed to following agreed best practice in safe recruitment as part of its commitment to its safeguarding duties. IPPF Member Associations, collaborative partners and partner organisations are also required to follow this checklist as a minimum.

### **Job Adverts**

Should, as a minimum, include:

“IPPF is committed to safeguarding and promoting the welfare of children, young people and vulnerable adults and expects all employees, volunteers, contractors and partners to share this commitment’

### **Job description**

Should, as a minimum, include:

- **Statement:** As above
- **Role:** Adhere to the safeguarding reporting and monitoring requirements of this role.
- **Person specification:** Demonstrate an understanding of and commitment to safeguarding in local and international context.
- **Person specification:** Demonstrate a willingness to sign and adhere to IPPF’s Code of Conduct and Safeguarding Policy.

### **Self-Disclosure**

Applicants are required to sign a self-disclosure form which acknowledges that IPPF will disclose any misconduct in references.

### **Investigate Gaps in Employment History**

Gaps in career history must always be followed up, with the candidate or with a referee, and, if felt needed, a request for supporting evidence should be made.

### **Carry Out a Criminal Records Check**

IPPF acknowledges its responsibility not to knowingly allow a barred person to work with vulnerable groups (including children). IPPF will inform appropriate local regulators if an individual is removed from post because they have harmed, or because they pose a risk of harm to vulnerable groups (including children).

### **Verification of qualifications and experience and suitability**

- A minimum of 2 written references are required that explicitly cover questions around suitability to work with children or vulnerable adults.
- Talking to referees
- Robust interviews that also cover safeguarding, equality, and diversity

### **Contract detail**

Employment contracts should include reference to the IPPF Code of Conduct Individual contractor’s contract should include: “By signing the below, I, the Individual Contractor, acknowledge and agree that I have read and accept the terms of this Contract and that I have read and understood and agree to abide by the IPPF code of conduct.”

### **Mandatory safeguarding induction and yearly safeguarding training**

### **Giving references**

IPPF will disclose in written references when someone has been dismissed for serious misconduct or left before an investigation was completed. References should only be sent from Human Resources and state that they are from Human Resources so that it is clear they have been checked and verified.

**Human Resource files containing safeguarding concerns and investigations**

These files should be retained past the data protection guidelines to ensure that should an individual request a reference at a later date IPPF still have the information to do so.

*As adopted by Governing Council, May 2005*

*Last amended by Governing Council, May 2020*

**Policy 1.18**

**1.18 RESPECT AT WORK**

**Introduction**

1. IPPF is dedicated to its values, code of conduct and employment principles in promoting a positive workplace culture and environment which is free from all forms of unacceptable behaviour, including but not limited to bullying and harassment, as well as sexual harassment.
2. IPPF recognises that the right to be free from abuse, exploitation and harassment is enshrined in international human rights law namely ICERD, ICCPR, ICESCR, CEDAW, CAT, CRC, CRPD.<sup>40</sup> IPPF additionally acknowledges that sexual harassment is a form of gender-based violence.
3. IPPF is committed to operating with integrity and utilizing the talents of everyone.
4. IPPF believes everyone has the right to work in a professional and supportive environment which encourages harmonious relationships where fairness, dignity and mutual respect are at the heart of all its work.
5. IPPF expects the highest standards of behaviour always and is committed to taking appropriate steps to prevent unacceptable behaviour at work. IPPF will not tolerate any form of bullying and harassment by volunteers, trustees or staff. Any breach of this policy will be treated as a disciplinary matter.
6. This Respect at Work policy is intended to set out the guiding principles and values applicable to all elements of IPPF (its Secretariat, Member Associations, members of the Nominations and Governance Committee, Board of Trustees, Finance, Audit & Risk Committee, Policy, Strategy and Investment Committee and Resource Allocation Technical Committee, and governing bodies of Member Associations). These guiding principles and values need to be implemented through the relevant regional and local policies and procedures.

**Purpose and scope**

7. This policy aims to develop a positive working environment encouraging respectful behaviour across the Federation and preventing all forms of unacceptable behaviour.
8. The policy sets out IPPF's principles and standards in relation to unacceptable behaviour, which includes all forms of bullying and harassment.
9. This policy applies to all volunteers, trustees and staff<sup>41</sup> of IPPF including members of the Nominations and Governance Committee, Board of Trustees, Finance, Audit & Risk Committee, Policy, Strategy and Investment Committee and Resource Allocation Technical Committee. Collaborative partners and other partners working with IPPF are required to adhere to this Policy in addition to their own policies and procedures.

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<sup>40</sup> International Convention on the Elimination of All Forms of Racial Discrimination, International Covenant on Civil & Political Rights, International Covenant on Economic, Social & Cultural Rights, Convention on the Elimination of All Forms of discrimination against Women, Convention against Torture and Other Cruel, inhuman or Degrading treatment or Punishment, Convention on the Rights of the Child, Convention on the Rights of Persons with Disabilities

<sup>41</sup> "Staff" refers to all paid staff: permanent, fixed term and temporary staff; it includes employees, agency workers, consultants, interns and contractors

## Definitions

**Abuse of authority** refers to the improper use of a position of influence, power or authority by an individual against another colleague or group of colleagues. This is particularly serious when an individual mis-uses their influence, power or authority negatively to influence an individual's career or employment conditions, including, but not limited to, in connection with the appointment, assignment, contract renewal, performance evaluation or promotion, of another. It can include a one-off incident or a series of incidents. Abuse of authority may also include misuse of power that creates a hostile or offensive work environment which includes, but is not limited to, the use of intimidation, threats, blackmail or coercion.

**Bullying** is offensive, intimidating, malicious or insulting behaviour which amounts to or involves an abuse or misuse of power through means that undermine, humiliate, denigrate or injure the recipient.

**Harassment** is unwanted conduct related to age, sex, sexual orientation, gender, gender identity or expression, race, ethnic or national origin, religion or belief, partnership status, pregnancy or parental status, disability, health or any other analogous personal status which has the purpose or effect of violating an individual's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for that individual.

**Intimidation** refers to the use of threat or force (express or implied), whether against the recipient of the conduct or another.

**Sexual harassment** is unwelcome conduct of a sexual nature the purpose of which is to make a person feel offended, humiliated or intimidated or to create a hostile, intimidating or humiliating environment for the recipient or another person or persons, or which is reasonably taken by a person or persons to have that effect. Sexual harassment will also occur where a person is asked to engage in sexual activity or other conduct of a sexual nature as a condition of employment or advancement at work, or to avoid any work-related detriment. Sexual harassment includes verbal and nonverbal conduct including and physical and sexual assault.

**Unacceptable behaviour** is unwelcome, uninvited and unreciprocated behaviour which has a negative effect on the individual subjected to such behaviour. This behaviour could cause distress or discomfort to the individual concerned. While such behaviour may take a variety of forms, it excludes legitimate action taken to support and encourage a staff member to achieve their objectives.

## Principles

10. IPPF is committed to providing a supportive environment free from harassment, intimidation and bullying, where all are treated with dignity, respect and without discrimination.
11. IPPF believes that promoting respect at work is the responsibility of all individuals who work in IPPF. All volunteers, trustees and staff should treat each other with respect regardless of individual differences, job level, job role or relationship.
12. All volunteers, trustees and staff should feel empowered to challenge inappropriate and unacceptable behaviour and language. Moreover, they should understand how behaviour can affect others and, if necessary, change it.
13. IPPF will operate a zero-tolerance policy for any form of bullying, harassment and abuse of authority in the workplace. It will treat all incidents seriously and in

confidence. It will promptly investigate all allegations of such behaviour. Any person found to have bullied or harassed another or of having abused their authority will face disciplinary action, up to and including dismissal from employment or engagement.

14. Complaints concerning alleged or suspected breaches of this policy should be made through the relevant grievance procedure if the individual bringing the complaint has been personally affected by the conduct complained of, or otherwise through the IPPF's Raising a Concern policy.
15. IPPF is committed to ensuring that those who have a genuine belief they are experiencing bullying or harassment and raise this as a concern or grievance will not experience any detriment from doing so.

### **Implementation**

16. It shall be the responsibility of the Board of Trustees, Director-General, Regional Directors, Member Associations' boards and Executive Directors to ensure that policies and procedures that meet the above mentioned minimum standards and implementation points below are in place and are implemented accordingly.
17. This policy should be read in conjunction with IPPF's Code of Conduct.
18. IPPF Member Associations and Secretariat shall:
  - i. be aware of their responsibilities for ensuring Respect at Work and the adherence to the IPPF Code of Conduct;
  - ii. adopt and implement Respect at Work policies based on the above principles, whilst reflecting any local legislation and requirements;
  - iii. ensure that appropriate grievance procedures are in place to manage individual concerns raised under this policy by staff and volunteers;
  - iv. ensure their volunteers, trustees, staff and beneficiaries and local communities are aware of the IPPF Code of Conduct and Respect at Work Policy;
  - v. ensure that responses are complainant-focused keeping the needs of the person who has made an allegation of unacceptable conduct falling within this policy at the forefront of any investigation process;
  - vi. offer support to individuals complaining of a breach of this policy;
  - vii. make available evidence of all of the above to the IPPF Director General at request.

### **Procedures for dealing with alleged breaches of this policy**

19. IPPF volunteers, trustees and staff can raise concerns about bullying and harassment they are experiencing themselves, from other volunteers, trustees and staff, through their supervisor or Human Resources in accordance with the relevant grievance procedure. If they feel unable for any reason to do this they can use IPPF SafeReport.
20. When bullying and harassment of volunteers, trustees or staff is witnessed this should be raised as a concern through IPPF SafeReport or otherwise in accordance with the Raising a Concern policy.
21. Where bullying and harassment concerns are raised by others as an organizational or systemic concern, consideration will be given as to whether they should additionally be addressed in line with safeguarding policies and procedures. This decision should be taken in consultation with safeguarding staff.
22. Allegations of bullying and harassment, including sexual harassment, by a member of the Nominations and Governance Committee, Board of Trustees, Finance, Audit



& Risk Committee, Policy, Strategy and Investment Committee and Resource Allocation Technical Committee, Legal Counsel or the IPPF Director General shall be dealt with by the Independent Complaint Panel.<sup>42</sup>

*As adopted by Governing Council, November 2018*

*Last amended by Governing Council, May 2020*

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<sup>42</sup> See Raising a Concern – Policy 1.19  
**IPPF Policy Handbook**

**Policy 1.19**

**1.19 RAISING A CONCERN**

**Introduction**

1. IPPF expects that those working for and representing the organization will act with honesty and integrity including by not discriminating on the basis of age, sex, sexual orientation, gender, gender identity or expression, race, ethnic or national origin, religion or belief, partnership status, pregnancy or parental status, disability, health or any other personal status.<sup>43</sup>
2. IPPF recognises that the right to be free from abuse, exploitation and harassment is enshrined in international human rights legislation namely ICERD, ICCPR, ICESCR, CEDAW, CAT, CRC, CRPD.<sup>44</sup> IPPF additionally acknowledges that sexual harassment and abuse are a form of gender-based violence.
3. IPPF is accountable to the communities where it works, its beneficiaries, donors and supporters, as well as to its volunteers, trustees and staff. An open, fair and central complaints and whistleblowing process supports IPPF in creating a culture of speaking up and is an integral part of IPPF's safeguarding approach. Therefore, IPPF Secretariat will maintain the oversight and coordination of all complaints and concerns across the Federation.
4. Understanding, responding to and learning from complaints and concerns is an essential part of IPPF's transparency and accountability processes. Complaints, concerns and feedback allow IPPF as an organization to reflect on and identify how IPPF needs to change and to adapt. IPPF views this process as a positive opportunity to learn, develop and improve.
5. IPPF is committed to protecting its volunteers, trustees and staff from any detriment, victimization, harassment or bullying as a result of raising a concern (whistleblowing). Complaints of any such behaviour will be taken seriously and managed appropriately through the relevant disciplinary process.
6. IPPF is committed to supporting good management practice and a culture of being able to speak up, where volunteers, trustees and staff can raise concerns about their colleagues' and supervisor's conduct informally with them in the first instance and that these concerns will be listened to and taken on board without victimization.
7. This policy is intended to set out the guiding principles and values applicable to all elements of IPPF (its Secretariat, Member Associations, members of the General Assembly, Nominations and Governance Committee, Board of Trustees, Finance, Audit & Risk Committee, Membership Committee, Policy, Strategy and Investment Committee and Resource Allocation Technical Committee, and governing bodies of Member Associations). These guiding principles and values need to be implemented through the relevant regional and local policies and procedures.

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<sup>43</sup> Equality, Diversity and Inclusion Policy.

<sup>44</sup> International Convention on the Elimination of All Forms of Racial Discrimination, International Covenant on Civil and Political Rights, International Covenant on Economic, Social and Cultural Rights, Convention on the Elimination of All Forms of Discrimination against Women, Convention against Torture and Other Cruel, inhuman or Degrading treatment or Punishment, Convention on the Rights of the Child, Convention on the Rights of Persons with Disabilities.

## Purpose and Scope

8. This policy applies to all volunteers, trustees, members of committees and staff<sup>46</sup> of IPPF including members of the General Assembly, Nominations and Governance Committee, Board of Trustees, Finance, Audit & Risk Committee, Membership Committee, Policy, Strategy and Investment Committee and Resource Allocation Technical Committee. Collaborative partners and other partners are required to adhere to this Policy in addition to their own policies and procedures which shall be aligned with this Policy.

## Definitions

9. A **complaint** is an expression of dissatisfaction. It can relate to malpractice, the standard of service received from IPPF, action or lack of action by IPPF, or the behaviour of IPPF volunteers, trustees, staff or anybody directly involved in the delivery of IPPF's work, including contractors.
10. **"Whistleblower"** is the term used to describe a person who raises public interest concerns about malpractice whether in their workplace or otherwise, using appropriate procedures.
11. **Malpractice**  
Malpractice includes, but is not limited to, the issues listed below:
  - i. Financial wrongdoing including theft, bribery, fraud, money laundering and aid diversion;
  - ii. Failure to comply with any legal obligations;
  - iii. Bullying and harassment including sexual harassment of another volunteer, trustee or staff member, but not usually of the whistle-blower themselves;<sup>47</sup>
  - iv. Abuse or exploitation, including sexual, of children, vulnerable adults or beneficiaries;
  - v. Breach of IPPF Code of Conduct;
  - vi. Abuse of authority;
  - vii. Danger to the health and safety of individuals or damage to the environment;
  - viii. Improper conduct or unethical behaviour;
  - ix. Activity which would bring the organization into serious disrepute;
  - x. Deliberate concealment of information relating to any of the matters listed above.
12. **Detriment** occurs when an individual is subjected to a disadvantage e.g. losing a job, exclusion, demotion, denial of promotion, blocking access to training, resources etc or a refusal of service or reduction in the quality of service offered or provided.
13. **A vexatious complaint or concern** has no merit and is intended to cause inconvenience, harassment or expense to the organization.
14. **A frivolous complaint or concern** has no serious purpose or value. It may have little merit and be trivial such that investigating it would be out of proportion to the seriousness of the issues raised.

<sup>46</sup> "Staff" refers to all paid staff: permanent, fixed term and temporary staff; it includes employees, agency workers, consultants, interns and contractors.

<sup>47</sup> Such complaints generally being more appropriately raised through the relevant grievance procedure (see \*\*).

15. **Grievance procedure** is the internal procedure for dealing with concerns and complaints about individual contracts, working conditions or bullying and harassment issues.

### **How to raise a concern**

#### **Incident Reporting Service**

16. Where possible, complaints and concerns should be submitted through IPPF SafeReport, IPPF's incident reporting service. Contact details are made easily accessible on IPPF's website.
17. Whistleblowing concerns of staff, trustees or volunteers can also be raised with an appropriate supervisor, director, safeguarding advisor, Union representative or the Human Resources team and/or by using the relevant grievance or whistleblowing procedure.
18. Safeguarding concerns can also be raised in line with the relevant safeguarding procedure.
19. Complaints and concerns relating to fraud can also be raised in line with the relevant procedure.
20. Non-staff individuals may also raise their concerns directly with IPPF through the relevant whistleblowing procedure.
21. To ensure oversight and effective monitoring and learning, complaints will be processed by the Central Office and distributed in line with IPPF SafeReport Procedures.

#### **Anonymous complaints and concerns**

22. IPPF would rather receive an anonymous complaint or concern than not have it reported at all. However, it may be difficult for IPPF to investigate complaints and concerns made anonymously, especially if they are not adequately substantiated.
23. Where IPPF is unable to investigate an anonymous complaint or concern, it will nevertheless be reviewed and logged.
24. Whistleblowers should understand that remaining anonymous may affect the ability of IPPF to act on any future claims of unfair treatment which may arise as a result of that whistleblowing.
25. Individuals concerned about being identified are encouraged to request confidentiality.

#### **Guiding principles**

IPPF is committed to ensuring that it responds to the actions of individuals who raise concerns or complaints or bring grievances as follows:

##### **Fair**

26. IPPF will listen to the person raising the complaint or concern and take the time to understand what the complaint or concern is about, the reasons for it and the outcome the person expects.
27. Complaints and concerns will be dealt with consistently and the persons investigating and making decisions will be impartial. IPPF endeavours to ensure that all its processes pay due regard to the needs of anyone who may have been subject to ill-treatment or

abuse and that where a complaint or concern relates to such conduct the needs of its recipient remain at the forefront of any investigation process.

28. No volunteer, trustee or staff will be subject to any detriment, victimization, harassment or bullying as a result of raising a concern.
29. If the person is receiving a service from IPPF, making a complaint or raising a concern will not affect the service they receive.

### **Confidential**

30. All complaints and concerns will be processed, managed and stored in line with applicable policy. Information about a complaint or concern will be provided only to those people who need to know about it, in order for the complaint or concern to be actioned properly. Personal details about the complainant or whistleblower and any alleged perpetrators will remain confidential.
31. Where confidentiality is requested, every effort will be made to maintain this and identities will not be disclosed without prior consent, unless required by law.<sup>47</sup>
32. Where any identities are likely to or do become known, the implications of this, and any protection or support requirements which flow from it, will be discussed with the individual concerned.
33. The direct report by a whistleblower of concerns to the media or otherwise to organizations outside the IPPF may, depending on the appropriateness of the recipient of the information, negate the whistleblower's rights under this policy and/or under local law.
34. IPPF recognises that non-disclosure agreements do not prevent individuals from making disclosures in the public interest.

### **Transparent and Accountable**

35. IPPF will ensure that the process to be applied to, and the possible outcomes of, the complaint/concern are clearly explained to those involved. IPPF will give clear, evidence-based explanations, and reasons for any decisions made.
36. All complaints/ concerns will be logged and monitored, and anonymized data concerning complaints will be included in IPPF's annual reporting. The types of complaints/concerns received by IPPF, and any implications thereof, will be reviewed by the Director General on an annual basis and reported to the Board of Trustees and externally as appropriate.
37. IPPF will ensure that all feedback and lessons learnt from complaints and concerns contribute to service improvement and staff welfare. IPPF will share information about learning with volunteers, trustees and staff in a confidential manner through a report summary.

### **Accessible**

38. IPPF is committed to making the process of submitting a complaint/concern as easy as possible. IPPF's incident reporting service, IPPF SafeReport, is available in a number of different formats and languages. Support is available to individuals with additional needs on request.

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<sup>47</sup> See the Confidentiality and Information Sharing Policy

**Efficient and timely**

39. IPPF will acknowledge and aim to resolve complaints and concerns in a timely manner, in line with the timelines in the appropriate procedure. IPPF will keep all parties informed of the process and of any delays.

**Implementation**

40. It shall be the responsibility of the Board of Trustees , Director-General, Regional Directors, Member Associations' boards and Executive Directors to ensure that Raising a Concern policies that meet the above-mentioned minimum standards are in place and that they are implemented, monitored and reviewed within a timeframe agreed by management.
41. It shall also be the responsibility of the Board of Trustees , Director-General, , Regional Directors, Member Associations' boards and Executive Directors to ensure that grievance and Whistleblowing procedures are in place which are compliant with IPPF's values, and that they are implemented, monitored and reviewed within a timeframe agreed by management.
42. IPPF Member Associations, collaborative partners and Secretariat will:
- i. Ensure their volunteers, trustees, staff and beneficiaries and local communities are aware of this policy and know how to use IPPF SafeReport.
  - ii. Adopt and implement complaints and whistleblowing policies and procedures based on the above principles and implementation points below, whilst reflecting local legislation and requirements.
  - iii. Ensure all leaders and managers lead by example and promote an environment where raising concerns is encouraged and welcomed.
  - iv. Ensure all complaints are appropriately logged and recorded.
  - v. Ensure that responses to complaints and concerns pay due regard to the needs of anyone who may have been subject to ill-treatment or abuse and that where a complaint or concern relates to such conduct the needs of its recipient remain at the forefront of any investigation process.
  - vi. Ensure that support is available to survivors (victims) of harm caused by staff or anyone associated with IPPF, regardless of whether a formal investigation is carried out. An up to date list of local organizations and contacts offering support must be available. This list should include but not be limited to information about legal, counselling, medical and psychosocial support only. Decisions regarding support will be led by the survivor (victim).
  - vii. Make available evidence of all of the above to the Director General upon request.

**Frivolous and vexatious complaints or concerns**

43. IPPF may decide not to investigate a complaint or concern if it is frivolous or vexatious. In considering if a complaint or concern is frivolous or vexatious, IPPF recognises that:
- i. Individuals submitting a complaint or concern may be aggrieved and frustrated so the focus must be on careful consideration of the merits of the case and not the attitude of the individual.
  - ii. Every complaint or concern must be considered on its own merits. Even if someone has made a frivolous or vexatious complaint or concern in the past, it must not be assumed that any other complaint or concern they submit will also be frivolous or vexatious.

44. Vexatious and/or persistent or repetitive frivolous complaints or concerns submitted by volunteers, trustees and staff may result in disciplinary action. It is important to stress that disciplinary action will not be taken in respect of complaints or concerns that are merely regarded as mistaken or incorrect, and that disciplinary action will only be taken when the nature of the complaints or concerns is such that they can fairly be categorized as malicious and/or harassing and/or brought in bad faith.
45. Complaints or concerns which if brought by staff could result in disciplinary action may, if brought by persons external to IPPF, result in legal action.

### **Appeal Process**

46. IPPF complaints processes contain appeal mechanisms. External review is also available via IPPF's regulator the Charity Commission and the Fundraising Standards Board as well as local regulators.

### **Complaints and concerns involving the officers at the highest-level of the Federation**

47. Complaints or concerns raised in respect of members of the IPPF General Assembly, Nominations and Governance Committee, Board of Trustees, Finance, Audit & Risk Committee, Membership Committee, Policy, Strategy and Investment Committee and Resource Allocation Technical Committee, including the Chair of the Board of Trustees, ; and complaints or concerns raised against the Legal Counsel, , members of any other committee established by the General Assembly or the Board of Trustees and the Director General are dealt with in line with policy 1.21 of the Independent complaints panel policy.

### **Complaints and concerns involving Member Associations, collaborative partners and other partners**

48. Where the Member Association, collaborative or other partners carry out their own investigations into matters falling within this policy, the latter shall inform IPPF Secretariat of the outcome in line with the IPPF Safeguarding Procedure.
49. If a decision is made that IPPF need to investigate a complaint or concern about a Member Association, collaborative partner or other partner, that organization is required to cooperate with the investigation and adhere to the IPPF Confidentiality and Information Sharing Policy.
50. Substantiated malpractice or failure of a Member Association to follow due process, ensure the implementation of the outcomes and recommendations of an investigation shall engage Sections 4 and 9 of IPPF Act and Regulations on Suspension and Expulsion of Member Associations and Members of the Board of Trustees.
51. Substantiated malpractice or failure of any partner to ensure the implementation of the outcomes and recommendations of an investigation shall be considered a breach of IPPF's contractual agreement with this partner. This may incur sanctions and termination of contract.

*As adopted by Governing Council, November 2018*

*Last amended by Governing Council, May 2020*

## Policy 1.20

### 1.20 CONFIDENTIALITY AND INFORMATION SHARING

#### Introduction

1. IPPF places a high value and importance on confidentiality and respects the confidentiality of its volunteers, trustees, staff, beneficiaries, complainants and partner organizations.
2. IPPF recognises it needs to ensure that across the Federation it protects and safely handles personal identifiable and confidential business information that it gathers, creates, processes and discloses.
3. IPPF also understands the importance of sharing information where required or appropriate in order to perform its safeguarding duties.
4. This policy is intended to set out the guiding principles and values applicable to all elements of IPPF (its Secretariat, Member Associations, members of the General Assembly, Nominations and Governance Committee, Board of Trustees, Finance, Audit & Risk Committee, Membership Committee, Policy, Strategy and Investment Committee and Resource Allocation Technical Committee, and governing bodies of Member Associations). These guiding principles and values need to be implemented through the relevant regional and local policies and procedures.

#### Purpose and scope

5. The purpose of this policy is to provide guidance to IPPF Secretariat and Member Associations with regard to the protection of confidential information and responsibilities regarding the sharing of such information.
6. This policy applies to all volunteers, trustees and staff<sup>48</sup> of IPPF and its Member Associations, collaborative partners and other partners including members of the General Assembly, Nominations and Governance Committee, Board of Trustees, Finance, Audit & Risk Committee, Membership Committee, Policy, Strategy and Investment Committee and Resource Allocation Technical Committee. All partner organizations working with IPPF are required to adhere to this Policy in addition to their own policies and procedures.

#### Definitions

7. References to obligations to confidentiality are references to the need to protect confidential information from unauthorized disclosure. Confidential information may consist of:
  - i. Personal information of a private or sensitive nature;
  - ii. Information that is not already lawfully in the public domain or readily available from another public source;
  - iii. Information that has been shared in circumstances where the person giving the information could reasonably expect that it would not be shared with others.

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<sup>48</sup> Staff'' refers to all paid staff: permanent, fixed term and temporary staff; it includes employees, agency workers, consultants, interns and contractors.



For IPPF, confidential information includes:

- i. Internal business information and all proprietary information not generally known outside of IPPF, and
  - ii. Personal information relating to volunteers, trustees, staff, beneficiaries and complainants. Such information would include information relating to complaints or grievances etc.
8. Obligations of confidentiality may, exceptionally, be overridden by the public interest in disclosure. This will be the case only where a strong public interest justifies the disclosure of information which an individual would otherwise be entitled to protect. Disclosure will not be in the “public interest” merely because the public, or sections of it, will be interested in the material. Any decision to override obligations of confidentiality in the public interest are complex and must take account of both the potential harm that disclosure may cause and the general public interest of society in the preservation of confidentiality.

### **Principles**

9. IPPF acknowledges confidentiality is an important principle in promoting trust, a culture of speaking up and ensuring that people feel safe to raise concerns and to report incidents.
10. IPPF recognises that confidentiality is not absolute and that sharing relevant information, when appropriate, is vital to good safeguarding practice. IPPF is committed to being open and honest from the outset about why, what, how and with whom information will, or could, be shared.
11. IPPF will seek consent to share information unless it is unsafe or inappropriate to do so. IPPF may still share information without consent where there is a legal duty to make a disclosure, where disclosure is regarded as being necessary to prevent serious harm, or where disclosure is regarded as being necessary in the public interest. These matters will be judged on the facts of each situation. Where possible, the person concerned will be informed a disclosure has been made.
12. IPPF will ensure that any personal information that is shared is:
  - i. Necessary for the purpose,
  - ii. Shared only with those people who need to have it,
  - iii. Accurate and up to date,
  - iv. Shared in a timely fashion, and
  - v. Shared securely and in a way that does not put any individual to whom it relates at risk.
13. IPPF is committed to take appropriate security measures to prevent unauthorized people from gaining access to its information technology systems and other information.
14. Maintenance of confidentiality is a contractual obligation stipulated in IPPF’s contracts and the Code of Conduct. Breach of confidentiality, whether directly or indirectly, is a disciplinary offence, which could result in dismissal and/or legal action including criminal prosecution. The duty to preserve the confidentiality of IPPF information extends beyond and continues after the individual’s termination of employment or engagement with IPPF.
15. Whistleblowing is not considered a breach of confidentiality. IPPF’s approach to

whistleblowing includes protection of employees who raise concerns or complaints about IPPF's practices.<sup>49</sup> Employees who whistle blow are ensured that their personal information will be kept confidential and that they will be protected from retaliation.

### **Implementation**

16. It shall be the responsibility of the Board of Trustees, Director-General, Regional Directors, Member Associations' boards and Executive Directors to ensure that policies that meet the above-mentioned minimum standards are in place, and are implemented, monitored and reviewed accordingly.
17. IPPF Member Associations and Secretariat will:
  - i. Be aware of their responsibilities for ensuring confidentiality;
  - ii. Adopt and implement confidentiality policies and procedures based on the above principles and the information sharing implementation points below, whilst reflecting local legislation and requirements;
  - iii. Ensure confidentiality sections are contained within all Human Resources policies and specifically in relation to grievances, performance management, disciplinary and internal complaints procedures;
  - iv. Ensure their volunteers, trustees, staff and beneficiaries and local communities are aware of this policy and know how to use IPPF's incident reporting service, IPPF SafeReport;
  - v. Ensure all breaches of confidentiality are recorded, stored securely with restricted access, reviewed and measures put in place to prevent such breaches in the future;
  - vi. Make available evidence of all of the above to the IPPF Director General at request.

### **Information Sharing Requirements**

18. There are situations where IPPF Secretariat, Member Associations and collaborative partners may have a legal duty to disclose information outside of IPPF, including:
  - i. Where it is critical to prevent serious harm or distress or in life-threatening situations;
  - ii. In order to report all child abuse to the relevant statutory services;
  - iii. In order to report abuse of vulnerable adults and adult beneficiaries externally in line with IPPF's Safeguarding Incident Report procedure;
  - iv. In order to report drug trafficking, money laundering and acts of terrorism to the police;
  - v. Where it is requested in a court order.
19. If individuals have concerns about disclosing information they may discuss this with their line manager and/or a safeguarding adviser.

### **Information Sharing with Donors and Regulators**

20. IPPF may have the contractual obligation to share certain information with donors and regulators. Other than in cases falling within paragraph 17, however, confidential personal information should not be disclosed to donors.

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<sup>49</sup> See Raising a Concern Policy  
**IPPF Policy Handbook**

**Information Sharing and Investigations**

21. In general, personal information and detail of investigations shall remain confidential to respect the privacy of the individuals concerned and to promote an open culture of being able to speak up and raise concerns.
22. IPPF recognises that there may be situations where the sharing of some limited information would be appropriate, in the public interest and in line with the growing development of international safeguarding good practice to minimize the ability of predators to move between organizations.
23. Situations where this may occur include but are not limited to:
  - i. Where an investigation concludes that an individual committed serious misconduct involving sexual harassment in the workplace or any form of abuse or exploitation of children or vulnerable adults;
  - ii. Where an individual leaves before an investigation is concluded.
24. IPPF will disclose any findings of sexual harassment, abuse of children and vulnerable adults in references and will report them to relevant regulatory authorities as required. IPPF will also disclose in references if an individual leaves before the conclusion of an investigation into sexual harassment or the abuse of children or vulnerable adults.
25. The question of whether there is a sufficient public interest to justify disclosure by IPPF will be judged on the facts of each situation. The key factors in deciding are necessity and proportionality, i.e. whether the proposed sharing is likely to make an effective contribution to preventing the relevant risk and whether the public interest in sharing information overrides the interest in maintaining confidentiality. In making the decision, IPPF will weigh up what might happen if the information is shared against what might happen if it is not. This decision will be taken by the most senior director in the organization with the advice of legal counsel.
26. IPPF recognises that non-disclosure agreements do not prevent individuals making disclosures in the public interest and will ensure that any non-disclosure agreements which it is a party to will make this clear.

**Confidentiality and Information Sharing in Health Service Provision**

27. Member Associations and collaborative partners providing health services need, in addition, to adhere to local confidentiality legislation in relation to confidential health records and their information sharing requirements.

**Annex 1****Specific actions to be taken to ensure confidentiality**

- All confidential documents should be marked “confidential” before being shared with the audience they were prepared for.
- All recipients of confidential documents shall be reminded of their duty to keep these confidential. A small heading on confidential documents which makes this clear can help.
- All confidential emails within the Federation should be sent out with the heading “confidential” with express request for readers to keep their content confidential unless expressly authorized to do otherwise.
- All confidential data containing personal information shall be password protected.
- Access to rooms and offices where personal or other confidential information is stored must be controlled and doors effectively secured.
- Measures should be in place to prevent oversight of personal or other information by unauthorized parties when sharing office space with others.
- At the end of each day, all desktops should be clear of any records containing personal or other confidential information.
- All records containing personal or other confidential information must be kept in locked storage.
- Unwanted printouts containing personal or other confidential information must be shredded.
- Care must be taken in transferring information to ensure that the method used is secure. In most instances an Information Sharing Agreement will have been completed before any information is transferred, which will set out conditions for use and identify the mode of transfer.

*As adopted by Governing Council, November 2018*

*Last amended by Governing Council, May 2020*

## **Policy 1.21**

### **1.21 EQUALITY, DIVERSITY AND INCLUSION**

#### **Introduction**

1. Equality, diversity and inclusion are integral to IPPF as a global sexual reproductive health rights (SRHR) based organization where the core principles are founded on non-discrimination, fairness and opportunity.
2. IPPF recognises that the right to be free from discrimination and unequal treatment are enshrined in international human rights law namely ICERD, ICCPR, ICESCR, CEDAW, CAT, CRC, CRPD.<sup>50</sup>
3. IPPF also recognizes it is required to make reasonable adjustments to seek to ensure that people with all forms of disabilities are not at a disadvantage in the workplace or in accessing services.
4. IPPF is fully committed to the elimination of unlawful and unfair discrimination and believes in the importance and value of a diverse workplace.
5. IPPF's values of diversity and social inclusion apply to all aspects of IPPF's programmatic work.
6. IPPF will not discriminate because of age, sex, sexual orientation, gender, gender identity or expression, race, ethnic or national origin, religion or belief, partnership status, pregnancy or parental status, disability, health or any analogous personal status.
7. This policy is intended to set out the guiding principles and values applicable to all elements of IPPF (its Secretariat, Member Associations, members of the General Assembly, Nominations and Governance Committee, Board of Trustees, Finance, Audit & Risk Committee, Policy, Strategy and Investment Committee and Resource Allocation Technical Committee, and governing bodies of Member Associations). These guiding principles and values need to be implemented through the relevant regional and local policies and procedures.

#### **Purpose and Scope**

8. All involved with IPPF have a responsibility for taking action and ensuring that IPPF behaviours reflect a culture of respect. This policy should be read in conjunction with IPPF's Respect at Work Policy. This policy applies to all volunteers, trustees and staff<sup>51</sup> of IPPF and its Member Associations, collaborative partners and other partners including members of the General Assembly, Nominations and Governance Committee, Board of Trustees, Finance, Audit & Risk Committee, Policy, Strategy and Investment Committee and Resource Allocation Technical Committee. All partner organizations working with IPPF are required to adhere to this Policy in addition to their own policies and procedures.

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<sup>50</sup> International Convention on the Elimination of All Forms of Racial Discrimination, International Covenant on Civil and Political Rights, International Covenant on Economic, Social and Cultural Rights, Convention on the Elimination of All Forms of Discrimination against Women, Convention against Torture and Other Cruel, inhuman or Degrading treatment or Punishment, Convention on the Rights of the Child, Convention on the Rights of Persons with Disabilities.

<sup>51</sup> "Staff" refers to all paid staff: permanent, fixed term and temporary staff, it includes employees, agency workers, consultants, interns and contractors.

## Definitions

9. IPPF considers that advancing **equality** involves breaking down barriers, eliminating discrimination, and ensuring equal opportunities and access for all both in employment and in the provision of IPPF's services and delivery of programmatic activities.
10. IPPF considers that **diversity** involves celebrating differences and valuing everyone. Each person is an individual with visible and non-visible differences and, by respecting this, everyone can feel valued for their contributions which benefits both the individual and IPPF.
11. IPPF considers that **inclusion** involves seeing difference as a benefit and sharing perspectives and differences, leading to better decisions. An inclusive environment is one where all feel valued, where individual contribution matters and where individuals can perform to their full potential, regardless of background, identity or circumstances.

## Protected characteristics

12. For IPPF these include but are not limited to:
  - i. age,
  - ii. sex,
  - iii. sexual orientation,
  - iv. gender, gender identity or expression,
  - v. race, ethnic or national origin,
  - vi. religion or belief,
  - vii. partnership status,
  - viii. pregnancy or parental status,
  - ix. disability,
  - x. health.

## Principles

13. IPPF acknowledges that equality and diversity are not inter-changeable but inter-dependent. There can be no equality of opportunity if difference is not valued and harnessed.
14. IPPF acknowledges its responsibility to make reasonable adjustments where possible to enable full inclusion and participation in the workplace and in securing access to IPPF services and activities.
15. IPPF acknowledges the need to create a culture where equality for all is prioritized, differences are embraced and respected and new and different ways of thinking and working are encouraged.
16. IPPF acknowledges the need to ensure that equality and diversity are considered in the provision of all its programmes of work and in the recruitment of staff, volunteers and trustees.
17. IPPF will ensure all are treated with respect and that appropriate action should be taken where issues arise. Breach of the Equality, Diversity and Inclusion Policy may result in disciplinary action which could result in dismissal.
18. IPPF will be transparent and accountable in this area by ensuring the auditing and monitoring of the implementation in all programmes of work and recruitment practice.

**Implementation**

19. It shall be the responsibility of the Board of Trustees, Director-General, Regional Directors, Member Associations' boards and Executive Directors to ensure that policies that meet the above-mentioned minimum standards are in place, and are implemented, monitored and reviewed accordingly.
20. IPPF Secretariat, including gender and diversity advisers shall be available to advise and support this work.
21. IPPF Member Associations, collaborative partners and Secretariat will:
  - i. Be aware of their responsibilities for equality, diversity and inclusion ensuring there is a focus on leadership accountability.
  - ii. Adopt and implement Equality, Diversity and Inclusion Policies and procedures based on the above principles and the implementation points below, whilst reflecting local legislation and requirements.
  - iii. Ensure their volunteers, trustees, staff, beneficiaries and local communities are aware of this policy.
  - iv. Provide comprehensive training and development on equality, diversity and inclusion.
  - v. Ensure all breaches of Equality, Diversity & Inclusion Policy are reported, responded to and recorded and stored securely with restricted access.
  - vi. Make available evidence of all of the above to the IPPF Director General upon request.

**How to raise a concern**

22. There are a number of channels through which a concern can be reported:<sup>52</sup>
  - i. To IPPF SafeReport, IPPF's incident reporting service;
  - ii. By contacting Human Resources in the respective organization;
  - iii. By bringing a grievance under the relevant grievance procedure;
  - iv. Under the Raising a Concern policy and procedures;
  - v. By talking to a supervisor.

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<sup>52</sup> See Raising a Concern Policy.

## Glossary

There are various types of discrimination prohibited by this policy. The main types are:

### 1) Direct discrimination

Direct discrimination occurs where one person is treated less favourably than another because of any of the protected characteristics set out in this policy.

Direct discrimination may relate to the protected characteristics of the individual discriminated against.

It may also consist of less favourable treatment of an individual by reason of the protected characteristics of another person for example that of the partner, child or associate(s) of the person discriminated against. This is generally referred to as associative discrimination.

Direct discrimination will occur when someone is less favourably treated by reason of a protected characteristic they are wrongly thought to possess, as where someone is thought to be disabled or of a particular ethnic or gender identity. This is generally referred to as perceptive discrimination.

### 2) Indirect discrimination

Indirect discrimination occurs when the same requirement, condition, provision or practice is or would be applied to everyone, but which has a disproportionate, adverse effect on one or more groups of people defined by reference to a protected characteristic, unless the application of the requirement, condition, provision or practice is justifiable notwithstanding its disparate impact.

### 3) Failure to make reasonable adjustments

A failure to make reasonable adjustments to accommodate disability-related needs will also amount to discrimination.

### 4) Victimization

Victimization occurs when a person is treated less favourably than others because they have raised a genuine grievance or concern.

### 5) Harassment

Harassment is unwanted conduct related to age, sex, sexual orientation, gender, gender identity or expression, race, ethnic or national origin, religion or belief, partnership status, pregnancy or parental status, disability, health or any other personal status which has the purpose or effect of violating an individual's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for that individual.<sup>53</sup>

*As adopted by Governing Council, November 2018*

*Last amended by Governing Council, May 2020*

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<sup>53</sup> See Respect at Work Policy – Policy 1.18 for further details on Bullying and Harassment



## Policy 1.22

### 1.22 EMPLOYMENT PRINCIPLES

#### Introduction

1. IPPF strives to be a good employer and to provide safe and healthy working conditions where individual performance is recognized, team effort and commitment are valued, and career opportunities are fostered.
2. The structure of this policy follows the cycle of recruitment, to employment or engagement and post-employment or engagement.

#### Purpose and Scope

3. This policy sets out the values framework of IPPF. It applies to the IPPF Secretariat, Member Associations, collaborative partners and other partners in their relations with staff.
4. Some aspects of this policy apply to IPPF's volunteers and trustees.
5. This Policy is intended to set out the guiding principles and values applicable to all elements of IPPF (its Secretariat, Member Associations, members of the General Assembly, Nominations and Governance Committee, Board of Trustees, Finance, Audit & Risk Committee, Policy, Strategy and Investment Committee and Resource Allocation Technical Committee, and governing bodies of Member Associations). These guiding principles and values need to be implemented through the relevant regional and local policies and procedures.

#### Definitions

- **IPPF staff** refers to all paid staff: permanent, fixed term and temporary staff; it includes employees, agency workers, consultants, interns and contractors.
- **IPPF employees** refers to individuals on a paid employment contract.

#### Guiding Principles

- Individuals starting work with IPPF must demonstrate their belief in and commitment to the Principles and Articles enshrined in the IPPF Declaration of Sexual Rights. All staff must sign the IPPF Code of Conduct outlining their responsibilities and obligations.

#### 6. *Before starting work with IPPF*

##### a. IPPF Values

IPPF's core values guide the way work is undertaken and shape the workplace. IPPF believes:

- i. in social inclusion with a demonstrated commitment to enabling the realization of the rights of the under-served respecting all without discrimination;
- ii. that passion and determination provide the inspiration to have the courage to challenge and seek social justice for all;
- iii. in the significant contribution volunteers deliver across a range of roles inspiring the Federation to advance its mission;

- iv. in accountability as a cornerstone of trust which is demonstrated through high performance, ethical standards and transparency.

b. Equality and Diversity in Recruitment and Promotion

The principle of non-discrimination will apply to the hiring and promotion of staff and the engagement of volunteers and trustees across the Federation. The hiring and promotion practices of the Federation shall not discriminate on the basis of age, sex, sexual orientation, gender, gender identity or expression, race, ethnic or national origin, religion or belief, partnership status, pregnancy or parental status, disability health or any other status. The Federation may take proportionate means to promote substantive equality in its hiring practices where this is compliant with the applicable legislation.<sup>54</sup>

c. Safe Recruitment

IPPF is committed to following agreed best practice in safe recruitment as part of its commitment to its safeguarding duties. This includes:

- i. Detailed application forms and job descriptions which include appropriate references to safeguarding;
- ii. Self-disclosure forms;
- iii. Criminal record checks;
- iv. Verification of qualifications and experience;
- v. Robust interviews that include safeguarding, equality, and diversity;
- vi. A minimum of two reference checks;
- vii. Code of conduct as part of contract;
- viii. A thorough induction process which includes safeguarding procedures;
- ix. Disclosure of misconduct in giving references.

The Safeguarding (Children & Vulnerable Adults) Policy contains a Safe Recruitment checklist which is applicable to all IPPF staff.<sup>55</sup> It will also apply where relevant to the recruitment of volunteers and trustees.

d. Fair recruitment

All candidates should expect a structured, fair and consistent process that is transparent, non-discriminatory and recruits based on a candidate's qualifications, skills and experience. Personal information of candidates will remain confidential in line with relevant local data protection legislation. IPPF will provide reasonable adjustments to all people with disabilities to seek to ensure they are not disadvantaged in the recruitment process.

## 7. ***When working with IPPF***

IPPF values its volunteers, trustees and staff and intends to treat all those working for the Federation with utmost respect. IPPF volunteers, trustees and staff should be provided with the working conditions that allow them to operate effectively. These include robust policies and procedures that underpin IPPF's principles of good employment as outlined in this policy.

a. Terms and Conditions of Employment

IPPF aims to attract and retain the best possible candidates who will contribute to the success of the Federation. To achieve this, a strong package of salary and benefits shall be offered which is aligned to good local employers in a similar industry. Examples of employee

<sup>54</sup> IPPF Equality, Diversity and Inclusion Policy

<sup>55</sup> Safeguarding (Children & Vulnerable Adults) Policy

benefits include health and life insurance, fair leave package (annual, parental, illness, family), flexible working, childcare support and pension.

IPPF acknowledges the right of all employees to join and be represented by recognized Trade Unions if they so choose.

b. Health and Safety at Work

The health and safety of all volunteers, trustees and staff across the Federation is paramount. This ranges from ensuring safe, healthy working conditions to the safety of those in humanitarian and disaster settings and the safety of IPPF staff travelling on behalf of the Federation. To uphold this commitment, all IPPF staff should be supported under employee travel safety procedures and guidance tailored to the local environment and in adherence with local legislation. The Federation's Safety and Security Risk Management Policy underpins this commitment by outlining the Federation's values around safety and security and providing further guidance on developing a robust safety and security management system.<sup>56</sup>

c. Volunteer, trustee & staff wellbeing

The personal and professional wellbeing of IPPF volunteers, trustees and staff is a priority. As a responsible employer, IPPF must work to manage the welfare of its workforce, including volunteers and trustees. Positive contributions to employee wellbeing may include an employee assistance programme, mental health awareness and support, healthy living support, disease prevention programmes, and others as appropriate.

d. Respect at Work

IPPF is committed to operating with integrity. It embraces dignity and respect and believes that everyone has the right to work in a safe and fair environment which is free from all forms of unacceptable behaviour, including bullying, harassment and sexual harassment. Such behaviour by IPPF volunteers, trustees and staff shall not be tolerated in any circumstances.

e. Equality, Diversity and Inclusion

Equality, diversity and inclusion are integral to IPPF as a global sexual reproductive health and rights organization where the core principles are founded on non-discrimination, fairness and opportunity.

IPPF will not discriminate because of age, sex, sexual orientation, gender, gender identity or expression, race, ethnic or national origin, religion or belief, partnership status, pregnancy or parental status, disability health or any other status.<sup>57</sup>

IPPF also recognizes it is required to make reasonable adjustments to ensure people with all forms of disabilities are not at a disadvantage in the workplace.

IPPF will take proportionate measures to redress disadvantage and under-representation linked to protected characteristics where this is permitted by law.

IPPF will ensure there is an equitable pay and reward structure for employees which does not discriminate directly or indirectly on any of the protected characteristics.

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<sup>56</sup> IPPF Safety and Security Risk Management Policy – IPPF Policy Handbook

<sup>57</sup> IPPF Equality, Diversity and Inclusion Policy

IPPF supports this belief with the following Federation wide policies: Equality, Diversity and Inclusion; Gender Equality; Linking HIV and Sexual and Reproductive Health and Rights; Safeguarding (Children & Vulnerable Adults) Policy and Meeting the Sexual and Reproductive Health and Rights of the Ageing Population.

f. Raising Concerns

IPPF aims to foster a culture of openness where volunteers, trustees and staff feel able to raise concerns and genuine concerns are appropriately managed. The IPPF Raising a Concern Policy gives further information, guidance and support for employees.

g. Employee Development and Performance

All IPPF employees have the right to progress and develop their skills to achieve their full potential. This should include a robust induction and ongoing refresher and professional training (especially in the health sector) suitable to the role. This should be appropriately resourced within the Federation.

IPPF employees should be given the opportunity to review their performance and be held accountable for their actions through regular performance appraisal including a formal annual performance review.

**8. Upon leaving IPPF**

a. Giving feedback

Upon leaving the Federation, all IPPF staff should be given the opportunity to formally give confidential feedback to an appropriate nominated colleague based upon their experience working with the Federation.

b. References

Upon leaving IPPF staff may also request IPPF to provide a reference. Where a reference is provided it must be a true, fair and an accurate reflection of the individual. In line with safeguarding best practice, IPPF will disclose all misconduct in references.

**9. Employee Redundancy**

It is the belief of IPPF that, where redundancy is unavoidable, IPPF employees should be treated fairly and equitably. Associated redundancy policies and procedures shall be implemented and well communicated. Any union associated with the organization within the Federation that is making redundancies shall be consulted in good time along with all staff affected.

**Implementation**

10. It shall be the responsibility of the Board of Trustees, Director-General, Regional Directors, Member Associations' boards and Executive Directors to ensure that policies that meet the above mentioned minimum standards are in place, and are implemented, monitored and reviewed accordingly.
11. IPPF Secretariat, including Human Resources shall be available to advise and support this work.
12. IPPF Member Associations, collaborative partners and Secretariat will:
  - i. Be aware of their responsibilities as employers.

- ii. Adopt and implement policies and procedures based on the above principles and the implementation points below, whilst reflecting local legislation and requirements.
- iii. Ensure their volunteers, trustees, staff and beneficiaries and local communities are aware of this policy.
- iv. This policy is supported by the IPPF Standards and Responsibilities of Membership and the standards and checks under Principle 7: Good Employer.
- v. Evidence of all of the above will be made available to the IPPF Director General on request.

### **Glossary**

13. **Employee Assistance Programme:** An EAP is an employer-sponsored service designed for personal or family problems, including mental health, substance abuse, addictions, marital problems, parenting problems, emotional problems, or financial or legal concerns. This is typically a service provided by an employer to the employees, designed to assist employees in getting help for these problems so that they may remain on the job and effective. EAP has expanded to incorporate not only mental health and substance abuse issues but also health and wellness and work/life concerns.

### **Further information linked to this policy**

- IPPF Standards and Responsibilities of Membership
- Safeguarding Policy (Children and Vulnerable Adults): Safe Recruitment Checklist

*As adopted by Central Council, November 1990*

*Last amended by Governing Council, May 2020*

## Policy 1.23

### 1.23 INDEPENDENT COMPLAINTS PANEL

#### Introduction

1. IPPF expects that those working for and representing the organisation will act with honesty and integrity including by not discriminating on the basis of age, sex, sexual orientation, gender, gender identity or expression, race, ethnic or national origin, religion or belief, partnership status, pregnancy or parental status, disability, health or any other analogous personal status.<sup>1</sup>
2. IPPF places particular expectations on its officers at the highest level of the Federation. They are to demonstrate leadership, excellence and accountability in upholding IPPF's values and contributing to the creation of a positive organisational culture and environment.
3. IPPF is committed to creating an open culture where volunteers, trustees and staff feel able to speak up and express concerns. This culture is underpinned by effective systems and procedures.
4. The Raising a Concern Policy sets out the expected standards and approaches for how complaints and concerns are dealt with by the Federation in the spirit of accountability, transparency, effectiveness, and fairness.

#### Purpose and Scope

5. This policy establishes the Independent Complaints Panel to deal with complaints or concerns (as defined below) raised in respect of members of the IPPF Nominations and Governance Committee, Board of Trustees , including the Chair of the Board of Trustees ; and complaints or concerns raised against the Legal Counsel, members of the Finance, Audit & Risk Committee, Policy, Strategy and Investment Committee and Resource Allocation Technical Committee, members of any other committee established by the Board of the Trustees , and the Director General; and it specifies the applicable procedure.
6. The Independent Complaints Panel will also deal with:
  - I. Appeals lodged by Regional Directors and Divisional Directors in respect of disciplinary decisions against them taken by the Director General under IPPF's applicable disciplinary policies and procedures.
  - II. Any other complaints or concerns referred to it by the Director General which the Director General considers sufficiently serious and warranting entirely independent review.

#### Definitions

7. **Appeal panel** is a panel comprising members of the Independent Complaints Panel that reviews decisions of the Independent Complaints Panel.
8. **Complaint or concern** is an expression of dissatisfaction or statement of concern that relates specifically to one or more people to whom this policy applies. It can relate, for example, to malpractice, actions taken, lack of action or behaviour. It is not a complaint or concern about IPPF's work generally; a general question about IPPF's or the individual's work; a request for information; or a suggestion about how IPPF or the individual could operate or improve its or their work.
9. **Complainant** is a person who makes a complaint or raises a concern.
10. **Frivolous complaint** is a complaint that is trivial or has no serious purpose or value or is for any other reason obviously devoid of merit and investigating it would be

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<sup>1</sup> Equality, Diversity and Inclusion Policy

out of proportion to the seriousness of the issues raised. No complaint shall be deemed to be frivolous solely because it relates to sexual harassment.

11. **Independent Complaints Panel** is the panel established in accordance with this policy.
12. **IPPF SafeReport** is a confidential, multi-lingual reporting system provided by an external contractor for reporting all types of incidents in relation to IPPF.
13. **IPPF SafeReport Procedure** is the procedure determined by the Secretariat from time to time for the receipt and allocation of incident reports.
14. **Malpractice** includes, but is not limited to, the issues listed below:
  - I. Financial wrongdoing including theft, bribery, fraud, money laundering and aid diversion;
  - II. Failure to comply with any legal obligations;
  - III. Bullying and harassment including sexual harassment of a volunteer, trustee or staff member;
  - IV. Abuse or exploitation, including sexual, of children, vulnerable adults or beneficiaries;
  - V. Breach of IPPF's Code of Conduct;
  - VI. Abuse of authority;
  - VII. Danger to the health and safety of individuals or damage to the environment;
  - VIII. Other improper conduct or unethical behaviour;
  - IX. Activity which would bring the organisation into serious disrepute;
  - X. Concealment of information relating to any of the matters listed above.
15. **Secretary** means the secretary to the panel appointed by the Director General in accordance with this policy.
16. **Vexatious complaint** is a complaint that has no merit and appears malicious or mainly intended to cause inconvenience, harassment or expense to the organisation. This may include a complaint the substance of which has already been addressed in accordance with this policy.

## Guiding Principles

The work of the Independent Complaints Panel is guided by the following principles:

### ***Accountability and transparency***

17. IPPF will ensure that the process and the possible outcomes of the complaint or concern are clearly explained to those involved. IPPF will give clear explanations and reasons for any decisions made.
18. IPPF's Global Incident Reporting Unit will log and monitor all complaints and concerns that are received and will collate statistics for IPPF's annual reporting. The Director General will review the types of complaints and concerns annually and will report on those and their implications to the Board of Trustees and, as appropriate, externally.
19. IPPF aims to ensure that all feedback and lessons learnt from complaints and concerns contribute to service improvement and staff welfare.

### ***Fairness***

20. IPPF will listen to the complainant and take the time to understand what the complaint is about, the reasons for it and the outcome the person expects.
21. IPPF aims to deal with complaints and concerns consistently.

22. The people investigating and making decisions will be impartial, and will maintain the highest level of confidentiality.
23. IPPF endeavours to ensure all processes relating to complaints and concerns are survivor focused. This means that, whilst due process is followed, the needs of the survivor remain at the forefront of any investigation process.

### ***Accessibility***

24. IPPF is committed to making the process of submitting a complaint or concern as easy as possible. IPPF's incident reporting service, IPPF SafeReport, is available in a number of different formats and languages. Support is available to individuals with additional needs on request.

### ***Confidentiality***

25. All complaints and concerns are processed, managed and stored in accordance with IPPF's policies on confidentiality and data privacy.
26. Everyone involved in the process should be aware that information provided to IPPF may not remain confidential from IPPF's regulators or from major funders who have a contractual right to receive certain information. Complaints that contain information that IPPF considers should be reported to the police and will not be kept confidential from the police.
27. IPPF recognises that non-disclosure agreements do not prevent individuals from making disclosures in the public interest.
28. The Secretariat will undertake periodic checks to ensure compliance with IPPF's policies on collecting and using data in connection with handling complaints and concerns.

### ***Survivor Focus***

29. IPPF will ensure that support is available to survivors of harm caused by IPPF and those under its control. IPPF will maintain and make available a list of organisations and contacts offering support to survivors, including legal, medical, counselling and psychological support.
30. If a person receiving a service from IPPF makes a complaint or raises a concern, doing so will not affect the service they receive.
31. Decisions about support will be led by the survivor.

### ***Efficiency and timeliness***

32. Complaints or concerns about safeguarding, significant abuse of charitable resources or the alleged commission of any crime can be made at any time. All other complaints and concerns should be made within 3 months of the matter being complained about. IPPF may decide not to investigate complaints or concerns (unrelated to safeguarding, significant abuse of resources or crime) made later than this. There will be no appeal from such a decision.
33. IPPF will acknowledge and aim to resolve complaints and concerns in a timely manner.
34. Subject to IPPF's policies on confidentiality and data privacy, at each stage of the process IPPF will advise the complainant (and any other person directly implicated) of the process to be followed, the anticipated timescale and any changes to that.



**Implementation*****Independent Complaints Panel***Function

35. The functions of the Independent Complaints Panel shall be:
- I. To consider and determine complaints referred to it in accordance with this policy.
  - II. To consider and determine appeals from Divisional Directors and Regional Directors from decisions made by the Director General under IPPF's applicable disciplinary policies and procedures.
  - III. To consider and determine any other complaint referred to it by Director General or the Board of Trustees which they consider sufficiently serious and warranting entirely independent review.
36. In performing their functions, the panel members shall have regard to and shall comply with all applicable written policies and procedures of IPPF.

Composition

37. The Independent Complaints Panel shall be a standing panel comprising at least six individuals who are independent of IPPF and from whom panels can be drawn to consider individual complaints.
38. No panel member shall be a person who has held office as a member of the Nominations and Governance Committee, Board of Trustees, Legal Counsel, a member the Finance, Audit & Risk Committee, Policy, Strategy and Investment Committee and Resource Allocation Technical Committee or any other committee established by the Board of Trustees or a member of the governing body of any Member Association of IPPF.
39. No panel member shall be a person who has been an employee of IPPF Secretariat or any Member Association.
40. IPPF shall seek to ensure diversity among the panel members.
41. Each panel member should be a person of good character and standing selected with a view to ensuring:
- I. Support for IPPF's vision, mission and values.
  - II. Independence, impartiality and objective judgement.
  - III. Honesty and integrity.
  - IV. Ability to be analytical, to synthesise information and consider the consequences of decisions.
  - V. Tact and diplomacy linked to a willingness to make fair decisions even where they may be unpopular.
  - VI. Good communication and interpersonal skills.
  - VII. Ability to maintain confidentiality.
  - VIII. Commitment to equality, diversity and inclusion.
  - IX. Commitment and willingness to devote the necessary time to serve IPPF as a member of the panel.

Appointment, Retirement and Removal

42. The panel members shall be appointed by the Trustees following recommendations made by the Director General.
43. Panel members shall be appointed for renewable terms of up to three years.
44. No panel member may serve more than four cumulative terms of office.

45. The Trustees shall seek to ensure continuity of knowledge and experience on the panel such that not all of the panel members retire at the same time.
46. The Trustees shall appoint one member of the panel as the President of the panel and may remove that person from that office.
47. The Trustees may appoint one member of the panel as the Vice-President of the panel and may remove that person from that office.
48. On appointment, each panel member shall enter into an agreement with IPPF regulating the panel member's relationship with IPPF, including their obligations as to confidentiality.
49. Once appointed, a member of the panel may not be removed as a panel member except by a 75% majority vote of those Trustees present and voting at a meeting of the Board of Trustees and with such vote approved by at least one other member of the panel.

#### Conflicts of Interest

50. The panel members shall follow the same procedures for declaring and managing conflicts of interest as must be followed by members of the Board of Trustees.

#### Secretariat Support

51. The Secretariat shall provide to the panel such assistance as the panel may reasonably require to enable the panel to perform its functions effectively and efficiently.
52. The Director General shall appoint a Secretary from among the Secretariat staff to co-ordinate Secretariat support to the panel and perform other tasks as required by this policy.

#### Annual Report

53. The panel may produce an annual report of its work for consideration by the Board of Trustees. The Secretary shall assist the panel in the production of any such report.

#### Insurance and Indemnity

54. IPPF shall, so far as it is able, procure that members of the Independent Complaints Panel are insured in respect of the performance of their functions to the same extent as members of the Board of Trustees are insured in respect of their functions.
55. To the extent that any liability incurred by a panel member in the exercise of their functions is not covered by insurance (unless that deficiency arises from the relevant panel member's own wilful or reckless act or omission) IPPF shall indemnify the panel member in respect of that liability.

#### ***Initial consideration and appointment of investigator***

56. Where possible, complaints and concerns in accordance with this policy should be submitted through IPPF SafeReport. IPPF's Global Incident Reporting Unit will refer to the Secretary for consideration every such complaint or concern submitted through IPPF SafeReport.
57. The Secretary shall act as the incident co-ordinator in respect of every such complaint or concern.
58. If the complaint or concern is made in any other way and is not anonymous, the Secretary shall acknowledge it and provide the complainant with a data privacy notice. The Secretary shall ensure that the complaint or concern is logged onto IPPF SafeReport for recording and reporting purposes.

59. The Director General and the Board of Trustees may refer any other complaint or concern to the Independent Complaints Panel if they consider the matter sufficiently serious and warranting entirely independent review.
60. When a complaint or concern is referred to the Independent Complaints Panel:
- I. The Secretary shall liaise with a member of the panel selected by the President of the panel (or in their absence, the Vice-President of the panel or any other available panel member) and that member shall determine whether and how to proceed with the investigation.
  - II. If the panel member decides that the matter should be investigated, the Secretary shall draft terms of reference for the investigator to be approved by the panel member. The Secretary may seek input and expertise as appropriate.
  - III. The Secretary shall appoint an investigator who is independent of IPPF and who has no conflict of interest in relation to the matter.
  - IV. The Secretary and investigator shall liaise with the panel member as regards conduct of the investigation.
  - V. The role of the investigator shall be to investigate the matter and prepare a report for consideration by the Independent Complaints Panel.
61. The Independent Complaints Panel may decline to investigate frivolous or vexatious complaints or concerns. In considering whether a complaint or concern is frivolous or vexatious, IPPF recognises that:
- I. Individuals submitting a complaint or concern may be aggrieved and frustrated so the focus must be on careful consideration of the merits of the case and not the attitude of the individual; and
  - II. Every complaint or concern must be considered on its own merits. Even if someone has submitted a frivolous or vexatious complaint or concern in the past, it must not be assumed that any other complaint or concern they submit will also be frivolous or vexatious.
  - III. If the decision is made that the complaint will not be investigated on these grounds, the Secretary shall inform the complainant and explain the panel's decision.

### ***Handling of Complaints and Concerns***

#### Confidentiality

62. If the complainant has requested anonymity, or that their information remain confidential, the investigator shall consider whether the matter can be fairly and properly investigated without that anonymity being compromised and while maintaining confidentiality. If the investigator considers that anonymity or confidentiality may be compromised, they shall inform the complainant and request the complainant's consent to share relevant information with relevant people.
63. If the complainant refuses to allow such details to be shared, the investigator may note that refusal as a cause of any limitations in the investigation.

#### Conduct of Investigations

64. The investigator shall conduct the investigation as they think appropriate. They will normally make inquiries of those people within the organisation who are affected by or implicated in the matter and shall:
- I. Inform those people of the investigation and the reason for it; and

- II. Provide them with a data privacy notice unless providing them with a privacy notice would prejudice the investigation (in which case data privacy notice shall be provided to them at the earliest opportunity once the risk of prejudicing the investigation has passed).
65. The Secretary and investigator shall consider whether legal or other expert advice is required and shall discuss this with the Director of Legal Risk and Compliance or the Director General as appropriate.
66. The investigator shall provide their report to the Secretary.

Co-operation with Investigation Process

67. Members of the IPPF staff and volunteers (including members of the Board of Trustees and all committee members) must co-operate with the investigation process and provide such information to the investigator or relevant panel or panel member as they reasonably require.

***Consideration by the Independent Complaints Panel of Complaints and Concerns***

68. On completion of the investigation report, the President of the panel (or in the President's absence or if the President of the panel is conflicted, the Vice-President or any other panel member) shall select three panel members to consider the matter.
69. The panel members shall receive the complainant's statement and the investigator's report and may request further information from any person.
70. The panel members shall decide the process for considering the matter and may, but need not, conduct a hearing at which the complainant and any person directly affected by the matter may address the panel in person. Any such hearing may be conducted face to face or by electronic means.
71. The panel may request the Secretary to procure legal or other expert advice for the panel and the Secretary shall discuss any such request with the Director of Legal Risk and Compliance or the Director General as appropriate.
72. The panel may permit any person addressing it to be accompanied but no one shall be represented by legal counsel at any hearing of the panel or on any appeal.

***Consideration by the Independent Complaints Panel of Appeals from Decisions of the Director General***

73. On receipt of an appeal from a Divisional Director or Regional Director from a decision made by the Director General under IPPF's applicable disciplinary policies and procedures, the President of the panel (or in the President's absence or if the President of the panel is conflicted, the Vice-President or any other panel member) shall select three panel members to consider the matter.
74. The panel members shall receive the appellant's appeal statement, the Director General's written decision and all material considered by the Director General in reaching his or her decision.
75. The panel members shall decide the process for considering the appeal and shall offer the appellant an opportunity to address the panel in person. Any such hearing may be conducted face to face or by electronic means.
76. The panel may request the Secretary to procure legal or other expert advice for the panel and the Secretary shall discuss any such request with the Director of Legal Risk and Compliance.
77. The panel may permit any person addressing it to be accompanied but no one shall be represented by legal counsel at any hearing of the panel.

***Decisions by Independent Complaints Panel***

78. The Independent Complaints Panel shall have the following powers in relation to complaints and concerns referred to it:
- I. To uphold or dismiss the complaint or concern
  - II. To require an apology or explanation to be given by IPPF
  - III. To recommend an award of compensation provided that IPPF may, before paying such compensation, require the complainant to enter into a compromise agreement settling all claims against IPPF in respect of the matters complained of
  - IV. To recommend mediation, where appropriate, and how that should be undertaken. In considering whether to recommend mediation, the independent Complaints Panel shall have regard to the possible inappropriateness of mediation in cases where there are significant safety issues for the complainant and there is a serious imbalance in power between the complainant and the person against whom the complaint is made, such as for example in complaints regarding gender violence.
  - V. To recommend the resignation of any IPPF volunteer (including a member of the Nominations and Governance Committee, Board of Trustees, the Legal Counsel, a member of the Finance, Audit & Risk Committee, Policy, Strategy and Investment Committee and Resource Allocation Technical Committee and a member of any other committee set up by the Board of Trustees or the General Assembly)
  - VI. To remove from office any volunteer (including a member of the Nominations and Governance Committee, Board of Trustees, the Legal Counsel, a member of the Finance, Audit & Risk Committee, Policy, Strategy and Investment Committee and Resource Allocation Technical Committee, and a member of any other committee set up by the Board of Trustees or by the General Assembly)
  - VII. Upon deciding on a person's removal from office under paragraph 78(VI), to suspend that person from office until the completion of any appeal
  - VIII. To recommend that a member of staff to whom this policy applies be disciplined and to recommend the sanction
  - IX. To recommend that any person be prohibited from serving as a volunteer on IPPF's Nominations and Governance Committee, Board of Trustees, Finance, Audit & Risk Committee, Policy, Strategy and Investment Committee and Resource Allocation Technical Committee and any other committee set up by the Board of Trustees or the General Assembly, (whether as a member, officer or otherwise) for a period of up to ten years
  - X. To recommend the making of a report to relevant regulators if such a report has not been made already
  - XI. To recommend the implementation of changes within IPPF's policies, procedures and practices to ensure that similar situations do not arise.
79. The Independent Complaints Panel shall have the following powers in relation to appeals from decisions of the Director General in relation to appeals lodged by Regional Directors and Divisional Directors in respect of disciplinary decisions against them taken by the Director General under IPPF's applicable disciplinary policies and procedures:
- I. To uphold or dismiss the appeal
  - II. To substitute its own decision for the decision of the Director General, exercising the same powers as the Director General

III. To remit the decision for reconsideration by the Director General.

80. Decisions of the Independent Complaints Panel in relation to appeals from decisions of the Director General in relation to appeals lodged by Regional Directors and Divisional Directors shall be final and shall not be subject to appeal to an appeal panel.
81. Every decision of the panel or panel member shall be accompanied by a statement of reasons.
82. The Secretary shall promptly notify the decision of the panel to the IPPF President, the Director General, the complainant and any other person directly affected by the matter.

#### ***Appeal of Decisions by Independent Complaints Panel***

83. The complainant, any person directly affected by the matter and IPPF may appeal the decision within 14 days of being sent details of the decision. The request for an appeal must be accompanied by a statement of reasons for the request. On receipt of the request for an appeal, the President of the Independent Complaints Panel or, if the President has been involved in the first decision or is conflicted or otherwise unavailable, another panel member selected by the Secretary, shall consider the grounds and shall decide whether or not the appeal will be considered. If the appeal is to be considered, the panel member taking that decision may consider the appeal or may appoint one or more members of the panel (who have not been involved in the original decision) to consider the appeal. The decision whether or not to consider an appeal shall be final and not subject to appeal.
84. The appeal panel (or sole panel member considering the appeal) shall decide the process for considering the appeal and may, but need not, conduct a hearing at which the complainant, IPPF and any person directly affected by the matter may address the panel in person. Any such hearing may be conducted face to face or by electronic means.
85. The appeal panel (or sole panel member considering the appeal) may request the Secretary to procure legal or other expert advice for the panel and the Secretary shall discuss any such request with the Director of Legal Risk and Compliance or the Director General as appropriate.
86. The appeal panel (or sole panel member considering the appeal) may permit any person addressing it to be accompanied but no one shall be represented by legal counsel at any hearing of the appeal panel.
87. The appeal panel or panel member may:
  - I. Uphold or dismiss the appeal
  - II. Substitute its own decision for the decision of the first panel, exercising the same powers as the first panel
  - III. Remit the decision for reconsideration by the first panel.
88. The Secretary shall promptly notify the decision to the Chair of IPPF Board of Trustees, the Director General, the complainant and any other person directly affected by the matter.
89. The appeal decision shall be accompanied by a statement of reasons.
90. The appeal decision shall be final and not subject to further appeal.
91. The Secretary shall log every decision of the panel or panel member, together with the statement of reasons onto IPPF SafeReport.

92. For the avoidance of doubt, Regional Directors and Divisional Directors shall have no right of appeal from the first panel to an appeal panel in respect of disciplinary decisions against them taken by the Director General.

### ***Implementation of Decisions by IPPF***

93. In the case of every mandatory decision of the panel or panel member, IPPF shall, so far as it is able, procure the implementation of the decision within 30 days of the decision or of any decision of the appeal panel.
94. In the case of every recommendation of the panel or panel member (except for recommendations in respect of the Director General), the Director General shall consider the recommendation and determine whether IPPF will accept and implement the recommendation. In the case of every recommendation of the panel or panel member in respect of the Director General, if the Director General has not already accepted the recommendation, the Board of Trustees shall consider the recommendation at its next meeting and determine whether IPPF will accept and implement the recommendation.
95. In the case of every recommendation of the panel or panel member that a person be prohibited from serving as a volunteer (in any capacity) of the General Assembly, Nominations and Governance Committee, Board of Trustees, Finance, Audit & Risk Committee, Policy, Strategy and Investment Committee and Resource Allocation Technical Committee, and any other committee set up by the Board of Trustees or the General Assembly, , the Secretary shall promptly notify the relevant governing bodies, committees and Member Associations.
96. The Secretary shall promptly notify the panel, the complainant and anyone directly affected by the matter, of IPPF's decision whether or not to implement the panel's recommendations and shall provide IPPF's reasons.

### ***Standard of proof***

97. Every person determining any complaint or on any review of a decision shall decide every question of fact on the basis of the balance of probabilities.

### ***Liability of investigators and panel members to complainant***

98. No person determining any complaint or on any review of a decision shall have any liability to a complainant in respect of that decision and every complainant agrees, as a condition of their complaint being considered, not to bring any proceedings against any individual decision maker in respect of the decision they have taken or the basis on which that decision was taken.

### **Conflict of procedures**

99. If a Member Association, (a **relevant body**) receives a complaint or concern in respect of a person to whom this policy applies but the complaint or concern relates principally to the relevant body or to acts or omissions of that person in respect of any position held with the relevant body:
- I. That relevant body shall manage the complaint or concern in accordance with its own policy and procedure and shall keep the Regional Director and the Director General informed of the progress and outcome of the complaint or concern, subject to any restrictions imposed by applicable local law.
  - II. If for any reason the relevant body does not manage the complaint or concern or does not commence its complaints procedure within a reasonable time, IPPF may manage the complaint or concern in accordance with this policy and the relevant body must co-operate with the investigation.

- III. Neither IPPF nor the relevant body shall commence its procedure for managing the complaint or concern while the other is doing so.
100. If the Secretariat receives a complaint or concern that should instead be addressed by a relevant body in accordance with paragraph 99, the Secretariat shall promptly refer the matter to the relevant body.

### **Relationship with legal proceedings**

101. If any person commences legal proceedings against IPPF or against any volunteer, trustee or member of staff of IPPF in respect of the subject matter of a complaint or concern, IPPF may discontinue this procedure in respect of the matter and the Independent Complaints Panel shall discontinue this procedure on request from IPPF.

### **Other complaint mechanisms**

102. Anyone wishing to complain about IPPF may complain to relevant regulators such as the Charity Commission for England and Wales, the Information Commissioner and the Fundraising Regulator. However, IPPF hopes that anyone wishing to complain will first raise the matter with IPPF in accordance with this policy. Depending on the nature and seriousness of the matters raised, IPPF may in any case make its own report to relevant regulators.

*As adopted by the Governing Council, May 2020.*



## **Policy 1.24**

### **1.24 CONFLICTS OF INTERESTS AND ROLES POLICY FOR IPPF'S GOVERNING BODIES**

#### **Introduction**

1. IPPF has a responsibility to ensure that it always acts in the best interests of its stakeholders (clients, supporters, volunteers, staff, etc). This includes ensuring that the personal interests, other roles, or loyalties of members of IPPF governing bodies (Nominations and Governance Committee-NGC, Board of Trustees-BoT, Board's Committees, etc.) do not prevent them from acting and deciding in the best interests of the Federation.
2. Conflicts of interests and roles can damage IPPF's reputation and the confidence, and trust of the Federation's clients, supporters, volunteers, staff, donors, as well as the broader public. Harmful effects and impacts can be minimised or avoided by proactively identifying and dealing with the conflicts that may arise.
3. As per the UK Charity Act 2011, Section 122, a trustee of a Charitable Incorporated Organisation (CIO) may not benefit personally from an arrangement or transaction entered into by the CIO if before the arrangement or transaction was entered into, the trustee did not disclose to all the charity's trustees any material interest (whether direct or indirect) that the trustee had in it, or with any other person or body party to it. Hence, the UK Charity Commission (CC) expects each trustee to take appropriate, timely steps to mitigate such conflicts.

#### **Purpose and Scope**

4. This policy sets out IPPF's approach to managing actual, perceived, and potential conflicts of interests or roles. Its purpose is to ensure that the integrity and reputation of the governing bodies of IPPF are not compromised, to strengthen transparency in its governance practices and support full compliance with applicable legal requirements.
5. The Board of Trustees and its committees must act in the best interest of the Federation. It is a responsibility that passes down to all members of IPPF Governing Bodies.
6. Wherever the policy refers to IPPF's Governing Bodies, those include the Nominations and Governance Committee, the Board of Trustees, Board Committees, etc. It does not cover IPPF's Member Associations or any other partnerships. However, those entities are encouraged to develop their own policies on these matters, learning from this example.
7. This policy also sets guidance for IPPF's governing bodies and staff as they initiate and implement the Conflicts of Interests/Roles policy. The standard form

“Declaration of Material Transactions and Interests/Roles” is to be used alongside the policy.

8. Trustees/Committee members must ensure the information they provide is up-to-date. They must complete and provide conflicts-related information in a timely way, doing so at the start of each year and at any time when a change affects their previously declared status.

### Definitions

9. **Trustee** means a person who is serving on IPPF’s board of trustees as a voting member. The Board of Trustees has ultimate responsibility for overseeing the activities of IPPF Secretariat, in line with the requirements of the Charities Act, 2011 and as prescribed by IPPF Act and Regulations, its Procedural Byelaws and the relevant policies.
10. **Committee member** refers to a person either serving in IPPF’s Nominations and Governance Committee (NGC) or one of IPPF’s board committees.
11. A **conflict of interest** is also known as a duality of interest. A conflict, or duality, of interest, may occur when a member of the board/committee is prevented from being, and being seen to be, unconditionally loyal to IPPF. Conflicts of interest can be nuanced and are not necessarily financial in nature. Conflicts of interest can also arise from personal, professional, or voluntary interests or relationships and may cause decisions to be made, or be seen to be made, that are not in IPPF’s interests.
12. A **conflict of role** may happen when there are competing or contradictory demands placed on an individual in the fulfilment of his/her/their roles for different organisations or within the same organisation. Individuals may experience, or be seen to have, a conflict of role when they are pulled in different, competing or separate directions by the various positions they hold.
13. A **breach of duty** may occur when a trustee/committee member fails to do, or is seen to fail to do, something that he/she/they is/are legally or ethically responsible for.
14. **Connected person** means family members, relatives, or business partners of the trustee/committee member, as well as businesses or organizations in which a trustee/committee member has an interest, through ownership, position or influence.
15. **Violations** are said to have occurred when IPPF has reasonable evidence that a trustee/committee member has failed to disclose actual or possible conflicts of interest or roles.
16. There are two common types of conflicts of interest: financial conflicts and loyalty conflicts.
17. A **financial conflict** may occur when a trustee, or a person or organisation or any entity connected to a trustee/committee member, benefits financially, directly or indirectly, including through receipt of money, property, equipment, goods or services, as a result a decision made by IPPF.

18. A **loyalty conflict** may occur when a trustee/committee member owes, or is seen to owe, loyalty to family, friends, employers, institutions or other organisations that is in conflict with, or seen to be in conflict with, the interests of IPPF. A completing or conflicting loyalty may prevent, or be seen to prevent, a trustee/committee member from making decisions that are in IPPF's best interests. For example, when a global trustee/committee member serves on a Member Association board, it may create, or be seen to create, a loyalty conflict, specifically if IPPF's global interest are not prioritised over those of the national organisation.
19. **Expenses** mean refunds made by IPPF for legitimate costs that a trustee/committee member has met personally in order to carry out his/her/their official duties for IPPF. Evidence of the reasonable costs incurred is expected and is usually supported by presentation of associated bills or receipts.
20. **Trustee/Committee member benefit** means any instance where money, or property, equipment, goods, or services that have a monetary value, are received by a trustee/committee member from IPPF.
21. **User Trustee/Committee member** means any trustee/committee member who as a beneficiary of IPPF, makes use of the equipment, facilities, services, or support that are provided as part of the charitable purposes from IPPF.

### Guiding Principles

The Conflicts of Interests and Roles policy for IPPF's Governing Bodies is guided by the following principles:

22. **Always act in the interest of the Federation:** All trustees/committee members are duty-bound to act only in the best interests of IPPF and to place those interests above their private interests when carrying out their official duties. Each trustee/committee member of IPPF has an individual responsibility to declare any conflict that they perceive. The onus of the timely declaration is on individual trustees/committee members.
23. **Ethics and Integrity:** IPPF expects each trustee/committee member to demonstrate a strong commitment to integrity and ethical values including the highest personal and professional ethics and to be committed to representing without compromise, the interests of the Federation and its stakeholders.
24. **Transparency:** IPPF expects full transparency and total openness from each trustee/committee member in fulfilment of the Conflicts of Interests and Roles policy. IPPF in turn commits to transparency in its management of conflicts of interests and roles, as per its transparency policy.
25. **Accountability:** IPPF trustees/committee members are accountable for any actual, potential, or perceived conflicts of interest or roles that apply to them.
26. **Fairness:** IPPF will ensure that each trustee/committee member is treated equally in its application of this policy, irrespective of their role or responsibilities or positions.
27. **Risk-based approach:** IPPF commits to a risk-based approach in assessing and managing risks associated with actual and perceived conflicts of interests and roles.

**Policy**

28. The Conflicts of Interests and Roles policy is prepared in alignment with: 'IPPF Act and Regulations', 'Charity Commission', and the Charity Act, 2011, UK.
29. This policy applies to all IPPF's Governing Bodies. It does not apply to Governing Bodies of Member Associations (MAs) or IPPF's other partners. It is the responsibility of individual MAs and partners to develop their own policies.
30. All IPPF trustees/committee members shall undertake their duties and make their decisions only in the best interests of IPPF. This means that all must regularly consider and routinely report actual, potential, or perceived conflicts of interests/roles to ensure potential negative effects on IPPF can be eliminated.
31. Each trustee/committee member shall undergo the following steps at least annually. However, this process will be repeated at any time when a change of circumstances affects the accuracy of the previously declared status as reported to IPPF governance authorities:
  - i. Step 1: Initiate the process
  - ii. Step 2: Identify and declare a conflict of interest and/or role proactively
  - iii. Step 3: Follow the laid-down process and deal accordingly with any conflicts of interests or roles
  - iv. Step 4: Document and develop a brief report
  - v. Step 5: Take appropriate actions advised by the governing body of relevant authorities
32. A trustee/committee member shall also declare to the meeting chair before or after the distribution of the agenda for their governing body meeting, any agenda item with which they may have a conflict. Such a declaration shall be recorded in the minutes of the meeting, as will be the subsequent action taken to protect the interests of the Federation.
33. In cases of a conflict of interest and/or role, the trustee/committee member shall be advised by the IPPF relevant authority (e.g. BoT Chair, NGC Chair, Board Committee Chairs, IPPF Honorary Legal Counsel, Director-General, Governance team, etc.) on action need to avoid the conflict, such as by:
  - i. Recusing from the discussion or decision of a particular agenda item
  - ii. Not pursuing a course of action
  - iii. Proceeding with the issue differently so that a conflict of interest/role does not arise
  - iv. Securing or offering a resignation.
34. A conflict of interest or role may arise when a decision involves a potential benefit for a trustee/committee member. Where this is the case, the trustee/committee member:
  - i. Shall recuse (or be asked to recuse) him/herself/themselves from any involvement in the relevant decision-making process.

- ii. Must follow such conditions as are determined by the relevant IPPF authority necessary to manage the conflict of interest/role appropriately.
35. In case of a disagreement between the trustee/committee member on the conflict assessment and the proposed actions to be taken by an IPPF authority, there is a possibility for an appeal. The trustee/committee member may appeal by asking for a reassessment of his/her/their case before the next most senior authority. The decision of such authority shall be final. The next most senior authority will follow the order listed under clause 44 of this policy.
36. The Conflicts of Interests and Roles policy will be updated by IPPF from time to time.

### **Implementation**

37. The conflicts of interests and roles process is initiated by completing the form designed (Annex 1) for declaring the information regarding an actual or perceived conflict of interest and/or role:
- i. On initial appointment as a trustee or committee member
  - ii. At the start of each year
  - iii. Any time a material change occurs in the status of a trustee/committee member in respect to the questions set out in IPPF's form "Declaration of Material Transactions and Interests / Roles"
  - iv. Whenever information concerning a conflict of interest or role is brought to IPPF's notice by another party - internal or external to IPPF.
  - v. Before or when any decision is to be made in regard to which the trustee/committee member knows they may have or be perceived to have a potential conflict of interest or role.
38. The form for declaring the relevant information (Annex 1) will be provided in IPPF's working languages.
39. Each trustee and committee member will complete and sign the form "Declaration of Material Transactions and Interests/Roles". Such declarations must include disclosure of actual, potential and/or perceived conflicts of interests and roles.
40. Completed/filled forms issued to trustees and committee members are to be returned to the Secretariat within a week of their receipt.
41. The completed forms will undergo an initial review by IPPF's governance team.
42. Where the team identifies a potential material conflict of interest and/or role, the case will be referred to IPPF's Legal, Risks & Assurance Team. If required, additional information will then be requested from the trustee/committee member.
43. Where it is deemed that a conflict of interest/role requires resolution, a brief report will be submitted to the appropriate body/authority by the governance team: i.e., the Board or Committee Chair, in consultation with IPPF Honorary Legal Counsel.

44. If the conflict of interest/role concerns a Board Committee Chair, the matter shall be considered by the Chair of the Board of Trustees, in consultation with IPPF Honorary Legal Counsel. If the conflict of interest concerns the Chair of the Board of Trustees, the matter shall be considered by the Chair of NGC, in consultation with IPPF Honorary Legal Counsel. Similarly, if the conflict of interest concerns the Chair NGC, this will be considered by the Honorary Legal Counsel in consultation with IPPF Board Chair and IPPF Director General.
45. In consultation with the Governance Team, and/or with the Director General and/or IPPF Honorary Legal Counsel as appropriate, the relevant authority will determine the next steps. If required, additional legal advice (internal or external) may be sought.
46. Where a conflict of interest and/or role is established to be material, the relevant governance authority, in consultation as appropriate, will determine the course of action to be taken to remove or resolve the conflict of interest.
47. The trustee/committee member is obliged to comply with the required action.
48. The overall process will be facilitated by the Governance Team in consultation with the Legal, Risk & Assurance Team.

Adopted by IPPF Board of Trustees, March 2022

## Declaration of Material Transactions and Interests/Roles Form

*(to be completed by each trustee /committee member)***Name:**

\_\_\_\_\_

**Position in the Board/ Committee:**

\_\_\_\_\_

| Question  | Answer |
|---|--------|
| 1. Do you hold a position within a Member Association?<br>If so, please provide details.  |        |
| 2. Do you hold a position within any other organisation that receives funds from IPPF?<br>If so, please provide details.  |        |
| 3. Do you hold a position with a donors that provides funding to IPPF?<br>If so, please provide details.  |        |
| 4. Do you hold a position, paid or unpaid, with a supplier of goods and/or services to IPPF, or member associations of IPPF, or any other organisation receiving funds from IPPF?<br>If so, please provide details.   |        |
| 5. Please list all public roles that you hold, whether voluntary or paid.   |        |
| 6. If you have received any of the following benefits as a result of your position in IPPF, or in a member organisation or one funded by IPPF, please provide details of: <ul style="list-style-type: none"> <li>a. a salary, honorarium, fee or allowance;</li> <li>b. a loan of any kind*;</li> <li>c. provision of accommodation;</li> <li>d. free or discounted travel (except exclusively when on IPPF business);</li> <li>e. gifts of goods or services;</li> <li>f. goods or services supplied below market value;</li> <li>g. any other benefit.</li> </ul> <p><i>*If a loan of any kind, please provide the current balance and the highest balance in the previous 12 months.</i></p> |        |

| Question   | Answer |
|--|--------|
| <p>7. Please provide details of the following:</p> <p>a. Please describe any relationships, transactions, positions you hold (volunteer or otherwise), or circumstances that you believe could contribute to, or be seen to contribute to, a conflict of interest and or role:</p> <p>b. Any possibility, connection, or potential conflict with any of the work items of Board/Committee (e.g., work plan, etc) regarding your role and responsibility at IPPF.</p> <p><i>(A trustee/committee member is expected to report proactively on point 'b' whenever it is applicable, and share the form with governance authorities)</i></p> |        |
| <p>8. Does any <i>relative</i><sup>1</sup> have any of the interests (financial or non-financial) in IPPF that may cause a trustee/committee member to have or be perceived to have conflict of interest and/or role?</p> <p>If so, please provide details.</p>  |        |
| <p>9. Is any <i>relative (as defined in the footnote below)</i> employed by a Member Association or a partner receiving funds from IPPF, either as a staff member or as a consultant?</p> <p>If so, please provide details including position held.</p>  |        |

I certify that the information given above is complete and correct, to the best of my knowledge and belief.

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Name (Printed)

\_\_\_\_\_  
Place (Country)

\_\_\_\_\_  
Date

<sup>1</sup> *Relatives include 'spouses, partners and co-habitees, parents, grandparents, siblings, children, grandchildren, cousins and in-laws'.*



## **2 THE SECRETARIAT**

### **Policy 2.1**

#### **2.1 THE SECRETARIAT**

1. All the employees of the IPPF Central Office, the Regional Offices and IPPF offices worldwide, shall comprise the IPPF Secretariat whose Chief Executive Officer shall be the Director-General.
2. It is the responsibility of the Secretariat to interpret and apply in a consistent fashion the policies of the Federation in a manner that is in harmony with Member Association realities and requirements.
3. The Secretariat should contribute to the evolution and initiation of policies for consideration by governing bodies responsible for policy decisions and ensure the involvement of the Members Associations as required in the development of these policies.
4. It is the responsibility of the Secretariat to serve the Member Associations effectively through a rational use of personnel and other resources and to manage IPPF resources effectively in the interests of global sexual and reproductive health including family planning.

*As adopted by Central Council, November 1990*

*As amended by the Board of Trustees, November 2020*

## Policy 2.2

### 2.2 TERMS OF REFERENCE OF THE DIRECTOR-GENERAL

1. The Director-General will be the Chief Executive of the Federation and as such shall be responsible for:
  - i. ensuring that the operational planning of the activities of the Federation is complete and thorough and in line with the strategic plan and policies approved by the Board of Trustees;
  - ii. devising and maintaining appropriate systems and procedures to implement policies approved by the Board of Trustees including an effective and efficient internal control system;
  - iii. devising and maintaining appropriate systems and procedures to implement directives, Regulations and Procedural Byelaws recommended to the BoT and approved by the General Assembly;
  - iv. the effective and efficient management of IPPF in all respects, particularly in the role of the Federation's financial officer; and informing the Board of Trustees of any executive actions that may have policy implications;
  - v. supervising the implementation of the IPPF Unified Secretariat's Annual Programme Budget;
  - vi. ensuring that every staff member understands IPPF's role and mission and that each part of the Unified Secretariat has clearly defined objectives and targets;
  - vii. devising and maintaining suitable systems and procedures, to:
    - (a) mobilise the resources needed for IPPF's programme of work and to provide for its financial sustainability in line with IPPF policy;
    - (b) participate in the allocation of resources to the different levels of the Federation in accordance with the financial policies and directions approved by the Board of Trustees; and
    - (c) ensure that resources are used effectively and efficiently and that such use is accounted for completely and accurately, in accordance with IPPF policies;
  - viii. hiring the most capable staff possible within an acceptable salary range, established staff positions and organisational structures within the Unified Secretariat<sup>1</sup> and

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<sup>1</sup> "Since its foundation in 1954, the Western Hemisphere Region (WHR) has been constituted as a not-for-profit tax-exempt 501(C)3 Corporation in the State of New York, United States which is governed by an independent Board of Directors whose powers, functions and duties are established in its Byelaws. As such the IPPF WHR Byelaws and Policies provide that the Regional Director is to be appointed by and is directly accountable to the Board of Directors in the performance of their functions, including the hiring of staff, and the Board of Directors must conduct annual appraisals of the performance of the Regional Director. This policy shall apply subject to these functions, roles and responsibilities of the IPPF WHR Board of Directors and its Regional Director."

## THE SECRETARIAT

- ix. ensuring that formal appraisals are carried out every year of the Unified Secretariat staff performance in relation to agreed objectives and standards;
2. In carrying out the above responsibilities the Director-General shall:
  - i. consult with the Chair of the Board of Trustees and the IPPF Treasurer IPPF Finance, Audit and Risks Committee Chair as and when necessary or as may be provided for by the Board of Trustees from time to time;
  - ii. provide the Board of Trustees periodically with timely and complete information about the outcome of approved plans and budgets and on safeguarding issues and updates.
3. The Director-General shall also:
  - i. provide advice and support to the Board of Trustees generally and to the Chair of the Board of Trustees, Finance, Audit and Risk Committee, Nominations and Governance Committee and other Board's Committees in particular;
  - ii. maintain appropriate links with international organizations;
  - iii. maintain effective communications with and between all levels of the Federation.
4. The Director-General shall assist the Board of Trustees and the General Assembly in developing IPPF's strategic plan and in monitoring and reviewing its implementation at regular intervals.
5. The Director-General shall play a leading role in advocacy activities pertinent to the advancement of IPPF's aims and objects.
6. The Director General shall be hired, supported, overseen and evaluated annually and dismissed by the Board of Trustees according to the applicable terms and conditions of employment of the Federation.
7. The Board of Trustees alone shall have the authority to dismiss the Director General by simple majority of the vote.
8. The Director-General will appoint the Regional Directors and Directors, Central Office, following a recommendation from a Selection Committee. The Selection Committee shall comprise of the Chair of the Board of Trustees, Treasurer, and the Director-General, or their nominees.
9. All appointments will be made within the framework of the terms and conditions of employment of the Federation at the time of that appointment. The Director-General will also inform the Chair of the Board of Trustees prior to the renewal or termination of the appointment of such staff.

*As adopted by Central Council, November 1990  
As amended by Governing Council, May 2020*

## Policy 2.3

### 2.3 TERMS OF REFERENCE OF THE REGIONAL DIRECTORS

1. The Regional Director shall be the representative of the Director-General for the Region, and is directly accountable to the Director-General, acting within the authorities delegated by the Director-General<sup>1</sup>.
2. The Regional Director will:
  - i. Act as the head of the Regional Secretariat Office and be responsible for the overall leadership and management of the Region.
  - ii. Establish and Maintain an adequate system of communication and reporting between the Member Associations, collaborative partners and other stakeholders within the region and the Unified Secretariat.
  - iii. Identify the needs within their Region, identify the resources available both within and outside the Federation for meeting the needs, and where possible develop resources for the purpose.
  - iv. In line with the IPPF Policy direction, conduct advocacy for an enabling environment for SRHRs for development/review or change of policies in favour of the work of IPPF.
  - v. Meet with the Director-General, as appropriate, to review the implementation of the regional programme, budget and other work-related issues.
  - vi. Assist the Director-General to interpret and oversee the implementation of the policies of the Federation, within the context and needs of the Regional custodian of the polices in the region and promote them within the Region, and communicate and interpret the needs of the Member Associations and collaborative Partners so as to contribute to the development of the policies of the Federation and re-definition of its goals.
  - vii. Assist the Member Associations in the development of programmes for furthering the goals of the Federation.
  - viii. Provide advice and support to IPPF volunteers within the region as and when required.
  - ix. Ensure that the Members Associations receive technical support for the implementation of their own programmes or as it is solicited.
  - x. Be responsible for:
    - (a) Advising the Director-General and others Directors within the Directors Leadership Team on budgetary requirements, programmes, strategic matters and other organisational issues as appropriate;

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<sup>1</sup> "Since its foundation in 1954, the Western Hemisphere Region (WHR) has been constituted as a not-for-profit tax-exempt 501(C)3 Corporation in the State of New York, United States which is governed by an independent Board of Directors whose powers, functions and duties are established in its Byelaws. As such the IPPF WHR Byelaws and Policies provide that the Regional Director is to be appointed by and is directly accountable to the Board of Directors in the performance of their functions, including the hiring of staff, and the Board of Directors must conduct annual appraisals of the performance of the Regional Director. This policy shall apply subject to these functions, roles and responsibilities of the IPPF WHR Board of Directors and its Regional Director."

- (b) Administering the budget for the Regional Offices and for all Regional activities;
  - (c) Administering the Terms and Conditions of Funding Agreements with Member Associations and Collaborative Partners as appropriate;
  - (d) Monitoring and Reporting on Member Associations and Collaborative Partners programme/project budgets and the interpretation and analysis of programme and financial reports.
  - (e) Hiring the most capable staff possible within an acceptable salary range, established staff positions and organisational structures in the Regional Office as approved by Director General.
  - (f) Ensuring performance appraisals are carried out every year of the Regional Office staff in relation to agreed objectives and standards.
  - (g) Monitoring and ensuring that Member Associations comply with the Standards and Responsibilities of IPPF Membership.
  - (h) Advice and recommend to the Director General on matters related to admission, suspension or expulsion of Member Association or Collaborative Partners of the region.
- viii. Mobilise additional resources for the Member Associations within the region.
  - ix. Contribute as a member of the Directors Leadership Team to the implementation of the Strategic Framework in the region and capture / develop innovative practices.
  - x. Lead and motivate the regional staff and be responsible for the management and development of staff.
  - xi. In line with the agreed Unified Secretariat strategy and policy, foster information sharing and learning and collaboration to create and strengthen partnership among MAs, Collaborative partners and other stakeholders.
  - xii. Ensure Regional forums including youth forums are held in line with the Board of Trustees guidelines.
  - xiii. Share responsibility with Directors Leadership Team for providing leadership to the Unified Secretariat, including the development of staff and for advising the Director-General on the development of policies and management of the Unified Secretariat.
  - xiv. Maintain and develop relations with other appropriate agencies, both governmental and non-governmental, within the Region in order to facilitate and promote the work of the Federation.
  - xv. Contribute, as appropriate, to the international role of the Federation and to the implementation of the international programmes of the Federation.

*As adopted by Central Council, November 1990*

*As amended by Governing Council, May 2020*

**Policy 2.4**

**2.4 DELEGATION OF RESPONSIBILITIES TO THE DIRECTOR-GENERAL**

1. The 1977 Act of the British Parliament which established the International Planned Parenthood Federation as an incorporated body vested certain powers and responsibilities in the IPPF central governing bodies.
2. The Central Council, which shall be known as the Board of Trustees , may delegate to the Director-General acting either alone or in consultation with the Board of Trustees such powers and responsibilities of the Board of Trustees as they may determine from time to time and as is consistent with the letter and spirit of the 1977 Act of Incorporation.

*As adopted by Central Council, November 1990*

*As amended by Governing Council, May 2020*

### **3 FUNDING AND ACCOUNTING**

#### **Policy 3.1**

#### **3.1 RESOURCE MOBILIZATION**

##### **Introduction**

1. The ability of the Federation to carry out its programmatic work and thus successfully achieve the IPPF Strategic Framework rests largely on the resources it commands. Sustained investment in resource mobilization at all levels of the Federation is, therefore, a crucial pre-requisite to improving sexual and reproductive rights and health for women, men and young people around the world.
2. The principles, commitments and guidelines for implementing resource mobilization contained within this policy are intended to guide the work of the Federation in their efforts to achieve the Strategic Framework.

##### **Principles**

3. Resource mobilization refers to effective planning for fundraising and implementation of strategies in order to attain necessary resources, including human resources. This is closely aligned with advocacy for political commitment to sexual and reproductive health and rights including supplies. All staff and volunteers share this obligation for resource mobilization.
4. Resource mobilization activities undertaken at global, regional and national levels work in synergy to maximize possibilities for renewed and additional financial resources for the entire Federation.
5. The IPPF Secretariat (Central and Regional Offices) and Member Associations have a responsibility to openness, transparency and accountability in their relations with donors and potential donors. Relations with donors at any level add value and goodwill to IPPF's overall relationship with existing and potential donors.
6. IPPF Member Associations will balance their efforts to achieve a diversified sustainable funding base, including user fees, with their commitment to meet the needs of poor and marginalized people.
7. Resource mobilization activities should be devolved to the regional and the country level when and where this is practical.
8. The IPPF Secretariat and Member Associations may seek support from any source, provided that the acceptance of such support does not impose conditions that violate any IPPF policy.

## Commitments

9. The IPPF Secretariat and all Member Associations are therefore committed to:
- i. undertaking activities to increase funds available to implement the Strategic Framework;
  - ii. achieving a sustainable diversified funding base in alignment with IPPF's mission.

## Implementation

The IPPF Secretariat and Member Associations have a number of distinct roles to play to realize these principles and commitments. In order to implement this policy:

10. The IPPF Secretariat and Member Associations will:
- i. invest financial and human resources in resource mobilization activities and ensure that systems and procedures are in place to support this work;
  - ii. share pertinent information on the programmatic and geographical priorities of key donors; and
  - iii. foster collaborative, mutually respectful partnerships with donors, acknowledging their knowledge and expertise as well as their financial resources.
11. The IPPF Secretariat will:
- i. allocate financial and human resources to generate income from *new* sources of funding on an ongoing basis; and
  - ii. inform and, when appropriate, coordinate with relevant Member Associations when undertaking resource mobilization activities with governments in their respective countries.
12. Central Office will:
- i. develop and implement a coordinated resource mobilization advocacy and fundraising strategy aimed at increasing funding and diversifying the funding base of the Federation, with the following funding priorities:
    - a. to maximize unrestricted grants committed over long periods; and
    - b. to secure restricted grants that further the delivery of the Strategic Framework; and
  - ii. coordinate the Secretariat's resource mobilization advocacy where the activity involves two or more Regions or where activities target OECD donor countries.
13. Regional Offices will:
- i. develop and implement a coordinated regional resource mobilization advocacy and fundraising strategy;



- ii. provide political, management and financial support to Member Associations, with the aim of enabling Member Associations to access and manage funding independently.
14. Member Associations will:
- i. develop and implement a coordinated resource mobilization and advocacy strategy that complements the work of the Secretariat as far as possible;
  - ii. advocate for increased funding for sexual and reproductive health and rights from donors in accordance with the Strategic Framework;
  - iii. work collaboratively and share lessons learned with other Member Associations to increase capacity and opportunities to raise and manage funding from a variety of sources;
  - iv. inform and, when appropriate, coordinate with relevant Regional Offices where other Member Associations support international programmes or activities.

*As adopted by Central Council, November 1990*

*Last amended by Governing Council, November 2007*

## Policy 3.2

### 3.2 EFFECTIVE FINANCIAL MANAGEMENT AND REPORTING

#### Introduction

1. As a Federation of not-for-profit organizations funded by governments, multilaterals, foundations and private individuals, the Member Associations and Secretariat of IPPF have an obligation to ensure that financial management and reporting displays the characteristics of transparency, clarity and accuracy. IPPF must ensure that in order to enable the strategic objectives of the organizations to be achieved we must have systems and procedures in place to promote and encourage good financial management and reporting. This policy is to be implemented by the Governing body and Management of Member Associations with the overall intention of maximising the financial resources allocated to service delivery, and advocacy for sexual and reproductive health and rights.

#### Principles

2. The Member Associations and Secretariat of IPPF are guided by the following principles in terms of good financial management and reporting:
3. Honesty, integrity, probity, transparency and accuracy shall be the hallmarks of financial systems and those that operate them.
4. IPPF has zero tolerance towards fraud of any type or in any circumstances whether carried out by volunteers, staff, contractors, partners or clients.
5. Robust and effective financial systems and procedures must be in place to prevent and detect fraudulent and inappropriate activities which deplete resources and undermine programme delivery.
6. Financial resources should be utilized with consideration of value-for-money and having minimum overheads in order to maximize the use of funds in terms of programmatic inputs. This supports the objectives of the donor community to increase the effectiveness of aid as outlined in the Paris Declaration<sup>1</sup>.
7. Accurate, up-to-date and comprehensive financial information is required to ensure that our organizations are well managed and monitored.
8. Donors (including IPPF) should receive timely reports indicating how their resources have been utilized and, that utilization has been in accordance with the funding conditions.
9. Financial reporting systems should promote and facilitate performance measurement, cost effectiveness, efficiency and value for money.

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<sup>1</sup> Paris Declaration on Aid Effectiveness, 2 March 2005

**Implementation**

10. Member Associations and the Secretariat shall ensure that the following are considered and implemented:

**Governance**

11. The role of the Governing body is key to effective financial oversight within the Member Association. The Governing body have a responsibility to ensure that realistic annual budgets are set for the organization which includes all expenditure commitments and that the income estimates are achievable. The Governing body should meet regularly during the year to review budget performance and where necessary take action to ensure the organization remains financially viable. The Governing body should ensure that resources within the annually approved budget are allocated in order to meet the Strategic Plan of the organization. They should also ensure that the structure of the organization, staffing and allocation of resources is aligned to achieve strategic performance targets and overall effectiveness and efficiency.
12. In order to achieve the role of effective financial oversight the Governing body should have members with appropriate skills and experience in the field of financial management and decision making.

**Electronic Integrated Management System (eIMS)**

13. The eIMS is the system used by IPPF to enable the reporting of results against the Strategic Framework for the financial resources provided by donors. The Secretariat and grant receiving Member Associations are required to implement the system in order to plan, monitor, evaluate and report against the aims and objectives of the Strategic Framework.
14. Financial Reporting at every level of IPPF must be able to link income and expenditures to the IPPF strategic areas in order to measure and assess financial performance and outcomes.

**Staffing**

15. The Governing body shall ensure the appointment of an Executive Director who shall then ensure that appropriately qualified staffs are in place to operate financial systems. Finance staff are expected to up-hold the characteristics of honesty, integrity, probity and competency. In order to attract and retain effective financial staff, suitable capacity building and staff development should be undertaken.

**Accounting Systems**

16. Suitable computerized accounting systems should be in place to ensure that all the transactions of the organization are accurately recorded on a timely basis. The system should be up-to-date and be capable of producing financial statements and regular monthly management reports showing budget and actual performance for both income and expenditure within three weeks of the month end. The accounting

system should be adequately protected to prevent the loss, destruction or alteration of data.

### **Internal Control Systems**

17. Management is expected to develop, implement, monitor and review internal control systems on a continuous basis.
18. On an annual basis the external auditors will supply a Management Letter outlining any issues of concern with the internal control systems. Issues raised will be followed-up and resolved as soon as possible.

### **Value for Money**

19. Goods and services purchased should be undertaken with value for money considerations. The highest possible quality goods and services necessary should be purchased at the lowest possible cost in order to optimize value for money. This is achieved through appropriate tendering, the process for awarding contracts and the subsequent monitoring of such contracts and the supply of goods. This supports the desire of the donor community to increase the effectiveness of aid as outlined in the Paris Declaration.
20. The methods of undertaking purchasing, organizing service delivery and programme implementation should be done in order to optimize the funds available.

### **Financial Statements**

21. On an annual basis grant receiving Member Associations shall prepare for IPPF and other donors financial statements in accordance with internationally accepted accounting standards. These statements shall include all sources of income not just IPPF funding (including donated items such as commodities). These statements shall be audited by reputable auditing firms. For this purpose the Secretariat will issue annually an approved list of international auditing firms which are recommended for use.
22. The financial year to be followed is 1 January to 31 December.
23. Audited financial statements should be approved by the Governing body of the organization on a timely basis and within five months of the year end at the latest. The Governing body should also ensure that the Management responses to the Management Letter are appropriate and that recommendations will be implemented in a timely and effective manner. The Management Letter shall be submitted to IPPF together with the audited financial statements.

### **Donor Reporting**

24. Where donor funds are received for restricted purposes the accounting system and internal controls must be capable of ensuring that the income and expenditure is correctly identified. Items of expenditure cannot be charged to more than one donor. Where items of expenditure are charged against donor funds these must be in line with any of the donor's funding requirements and / or the donor grant agreement.

25. Donor reporting must be undertaken on a timely and accurate basis ensuring that the reported figures agree to the underlying accounting records.

### **Budgeting**

26. Comprehensive and timely budgeting should be undertaken in order to plan the allocation of resources and ensure that suitable funding is in place to meet expenditure requirements. Budgeting should be based on accurate cost information and cover all the expense items of the organization. Annual budgets should be in place in advance of the start of the year to allow effective implementation of programme activities. Longer term budgeting should also be undertaken as part of the strategic planning process with indications provided of long-term sustainability in terms of local income, donor diversification and other income generating initiatives.

### **Overheads**

27. Overheads are defined as indirect costs which cannot be attributed to a particular programme project and include the salaries and other costs of ***the following departments:*** finance, human resources, information technology and office facilities. All organizations require overheads to ensure that their programme delivery is provided with adequate support from finance, human resources, office support and information technology. IPPF believe these need to be in place to ensure well managed organizations but at a level which demonstrates value for money. No more than 20 per cent of an organization's overall annual budget (all donor income, local raised income, clinical service fees etc.) should be allocated to such overhead costs. Where the percentage is higher, the Governing body will need to justify this to IPPF and demonstrate that plans are in place to meet this target in future years through cost reductions and/or income increases. ***Generally accepted targets for overhead costs are between 10 and 15% of total budget and organizations should strive towards these targets.***

### **Commodities**

28. Suitable stock management systems should be in place to ensure that stock movements are correctly recorded and that an effective stock management system can be implemented to prevent stock wastage. The stock management system and the financial system recording stock values should reconcile.

### **Investments**

29. Member Associations should have a clear policy in place outlining the investment of surplus cash. This policy should be risk based ensuring maximization of returns at an acceptable level of risk.

**Reserves**

30. Adequate general reserves are required in order to maintain a healthy financial situation and in particular the cash flow of the organization. Associations should plan their overall budgets in line with their expected levels of reserves. A general reserve in excess of three months unrestricted annual budget will need to be justified by the Governing body. Associations can utilize excess general reserve to establish a foreign currency reserve where this is required to provide protection against fluctuating donor receipts.
31. On an annual basis the Secretariat shall review the working capital (excess of current assets over current liabilities) of the Association and the rate of exchange at which it has received funding remittances. Where the Association is found to have excess working capital then the level of the funding provided may be adjusted depending upon the level of unrestricted reserves held.

**Endowment / Capital or Trust Funds**

32. Where capital is retained and invested for the purpose of generating income to be used for the activities of an Association this is referred to as endowment / capital or trust funds. Such funds are created by the Governing body of the organization. The capital to create such funds can often arise from large bequests or legacies being received, surplus unrestricted reserves identified or a donor provides funding specifically to allow this. The aim is to create a long term and regular method of generating an income flow from investing such a fund. In establishing such funds, the Association should ensure that an investment strategy is in place to maximize the returns against the level of risk which is deemed to be acceptable. As the decision to create such a fund will lead to short term service delivery not being expanded, consideration must also be given to any impact on future fundraising efforts from maintaining such funds.

**Exchange Rates**

33. The reporting currency of IPPF is United States Dollars.
34. IPPF will provide core funding based in the local currency of the Member Association. The U.S. dollar conversion amount will also be quoted, but this will be based on the exchange rate in effect on the specific day the grant is settled. The grant remittance itself will be paid in US dollars and the total dollar amount paid in a particular grant year will equal the agreed local currency funding amount when converted using quoted rates (OANDA or similar).
35. In certain extraordinary circumstances, for example hyperinflation, the payment of grants in local currency will result in Member Associations being unable to complete agreed activity. In these circumstances grants will be made in US dollars up to the amount of the original dollar conversion referenced in point 35.
36. IPPF funding shall be transferred through recognized banking channels and will not be used to circumvent local exchange regulations.

*As adopted by Governing Council in May 2008*

*As amended in November 2010*

**Policy 3.3**

**3.3 ALLOCATION OF RESOURCES**

1. Criteria which govern the allocation of IPPF resources take account of the cultural, social and religious difficulties facing individual Member Associations in addition to the economic problems in each country.
2. The following seven principles apply to the allocation of resources:
  - i. IPPF support is only given to programmes respecting the right of parents freely and responsibly to plan the number and spacing of their children.
  - ii. IPPF gives preference to programmes which have a direct and demonstrable benefit to the welfare of individuals and families.
  - iii. IPPF, where appropriate, supports programmes designed to demonstrate that large scale family planning programmes are feasible and may undertake support of programmes designed to provide the major proportion of national family planning services.
  - iv. IPPF support is given to develop acceptance of family planning in the expectation that local resources will increasingly be devoted to family planning.
  - v. IPPF gives preference to programmes which are innovative in nature, demonstrate high quality, or provide services in a simple, safe and effective manner.
  - vi. IPPF gives preference to programmes which are based on volunteer effort and broad community participation.
  - vii. IPPF takes into account the unmet needs and the social and economic setting within recipient countries.
3. On the approval of the Director-General, Regions and Member Associations may reallocate unspent funds from one budget item to another.
4. Funding Family Planning Through Other Organisations:
  - i. IPPF allocates its funds on the basis of quality and effectiveness of programmes in meeting family planning needs. No Member Association should regard itself as the sole means by which IPPF funds shall be channelled to meet the family planning needs of the people.
  - ii. IPPF may provide funds to other organisations on the basis of the following guidelines and in accordance with procedures determined by the Board of Trustees from time to time.
  - iii. In allocating funds to other organisations IPPF will seek where appropriate to:
    - (a) complement and extend family planning efforts;
    - (b) form partnerships with Member Associations in extending family planning work;

- (c) provide alternative channels for the delivery of family planning education, information and services.
- iv. Each member must make best use of available resources to implement its own priorities and strategies within the overall policies and strategic directions of the Federation. Each member should seek to build partnerships with the Government, other international agencies and local NGOs working in related areas. Such partnerships will increase the influence and prestige of the Association and enable it to access additional resources from new and existing donors.

*As adopted by Central Council, November 1990*

*Last amended by Governing Council, November 2000*



## Policy 3.4

### **3.4 PURCHASE OF MEDICAL HEALTH PRODUCTS, INCLUDING CONTRACEPTIVES, CONDOMS, REPRODUCTIVE HEALTH MEDICINES, DEVICES AND DIAGNOSTICS**

#### **Introduction**

1. IPPF's purchasing policy and operational guidelines reflect the need to ensure that contraceptives and other medical health products<sup>1</sup> meet adequate levels of quality and that adequate insurance arrangements are in place to protect against the risk of poor product supply.
2. This policy outlines the conditions to ensure that medical health products procured and supplied meet international quality standards, that order placement can only take place at duly vetted suppliers and that products are properly insured during all steps of the supply chain process.

#### **Product Quality:**

3. All Medical health Products that IPPF procures must be authorized by the relevant authority in the country of use, following its standard practices for registration (or other forms of authorization, such as import exemptions and/or authorizations for special use).
4. Quality standards - Finished Pharmaceutical Products:

All Finished Pharmaceutical Products, including IPPF's core products such as contraceptives and other reproductive health medicines, must meet 1 or more of the following standards:

1. Prequalified by the WHO/UNFPA Prequalification Programme.
2. Authorized for use by a Stringent Regulatory Authority (in future to be replaced by WLA ML4), which is a regulatory authority that is:
  - i. A member of ICH prior to 23 October 2015, namely: the US Food and Drug Administration, the European Commission and the Ministry of Health, Labour and Welfare of Japan also represented by the Pharmaceuticals and Medical Devices Agency; or
  - ii. An ICH observer prior to 23 October 2015, namely: the European Free Trade Association, as represented by Swiss Medic and Health Canada; or
  - iii. A regulatory authority associated with an ICH member through a legally-binding, mutual recognition agreement prior to 23 October 2015, namely: Australia, Iceland, Liechtenstein and Norway.
  - iv. Reviewed and permitted for use by the Expert Review Panel (ERP), for a time limited period not exceeding 12 months, until the product is WHO prequalified, or SRA approved.

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<sup>1</sup> Within this policy, the use of term "product" includes to the extent applicable, drugs, devices and diagnostics

Procured from internationally approved wholesalers that are audited and approved by United States Agency for International Development ([https://2012-2017.usaid.gov/sites/default/files/documents/1866/USAID-OFDA\\_Pharm\\_Annex\\_GP\\_requaled\\_Suppliers.pdf](https://2012-2017.usaid.gov/sites/default/files/documents/1866/USAID-OFDA_Pharm_Annex_GP_requaled_Suppliers.pdf))

- v. Action Medeor, Germany [www.medeor.de/en/](http://www.medeor.de/en/)
- vi. AmstelFarma, Netherlands [www.amstelfarma.nl](http://www.amstelfarma.nl)
- vii. ASRAMES, Democratic Republic of Congo [www.asrames.com/en/](http://www.asrames.com/en/)
- viii. CHMP Kenya, Kenya [www.chmp-kenya.org](http://www.chmp-kenya.org)
- ix. IDA Foundation, Netherlands [www.idafoundation.org](http://www.idafoundation.org)
- x. IMRES, Netherlands <https://www.imres.nl/en>
- xi. Medical Export Group (MEG), Netherlands [www.meg.nl](http://www.meg.nl)
- xii. Mission for Essential Drugs and Supplies (MEDS), Kenya [www.meds.or.ke](http://www.meds.or.ke)
- xiii. MissionPharma, Denmark [www.missionpharma.com](http://www.missionpharma.com)
- xiv. UNICEF, Denmark [www.unicef.org](http://www.unicef.org)

3. Procured from Humanitarian Procurement Centre that are audited and reviewed by Directorate-General for European Civil Protection and Humanitarian Aid Operations (DG ECHO - [https://www.dgecho-partners-helpdesk.eu/media/actions\\_implementation/procurement\\_in\\_humanitarian\\_aid/hpc\\_register\\_en.pdf](https://www.dgecho-partners-helpdesk.eu/media/actions_implementation/procurement_in_humanitarian_aid/hpc_register_en.pdf))
  - i. Begeca, Germany, [www.begeca.de](http://www.begeca.de)
  - ii. Farmamundi, Spain [www.farmamundi.org](http://www.farmamundi.org)
  - iii. International Federation of Red Cross and Red Crescent Societies, Switzerland <http://procurement.ifrc.org>
  - iv. Médecins sans Frontières Logistique/Supply, France/Belgium, <http://www.msflogistique.org/> <http://www.msfsupply.be/>
  - v. Oxfam GB, United Kingdom <http://www.oxfam.org.uk/equipment>
  - vi. WFP Humanitarian Response Depot, Italy [www.unhrd.org](http://www.unhrd.org)
  - vii. United Nations Office for Project Services (UNOPS) <https://www.unops.org/expertise/procurement>

Contraceptives that are not finished pharmaceutical products, such as e.g. male condoms, female condoms and IUDs follow the same approval standards as listed above.

#### 5. Quality standards – Medical Devices:

IPPF recognizes and subscribes to the definition and standards of medical devices as defined by the WHO working in conjunction with the International Medical Devices Regulatory Forum (IMDRF) formally the Global Harmonization Task Force (GHTF)<sup>2</sup>.

IPPF requires that all medical devices procured and distributed meet the essential requirements as set out in the EEC Directive: Council Directive 93/42/EEC, 90/385/EEC and 98/79/EEC and preferably are certified with the CE Mark. If the product is not CE-marked, then IPPF will purchase products that are recognized by at least one of the following regulatory authorities or an equivalent entity:

- MPALS License (Australia)
- Device License (Canada)
- Device License (Japan)
- 510 k Device Letter (USA); and

<sup>2</sup> WHO guideline – Medical Devices Regulations, a global overview to guiding principles - [http://www.who.int/medical\\_devices/publications/en/MD\\_Regulations.pdf](http://www.who.int/medical_devices/publications/en/MD_Regulations.pdf)

Priority shall be given to candidates that have been accredited by a recognised accreditation entity, thus providing proof of compliance with at least one of the following standards or equivalent:

- Japan QS Standard for medical devices 1128
- ISO 13485 on quality management system of an organization
- ISO 9002/1994 on quality assurance in production, installation and servicing

6. Quality standards – Diagnostic tests:

IPPF subscribes to the WHO pre-qualification scheme for diagnostics tests. Where possible IPPF will procure tests from the list of prequalified products listed on the WHO list of prequalified in-vitro diagnostic products.<sup>3</sup>

Where tests are required that are not on the WHO pre-qualification list including rapid in vitro diagnostic pregnancy test kits, IPPF will seek products that are CE Marked or have equivalent certification or licensing from authorities by at least one of the regulatory authorities or an equivalent entity:

- MPALS License (Australia)
- Device License (Canada)
- Device License (Japan)
- 510 k Device Letter (USA);

Additional guidance on rapid in vitro diagnostic pregnancy tests can be found in the most recent version of the Reproductive Health Supplies Coalition (RHSC)'s Quality and Performance Guidance for Selection of Pregnancy Tests for Procurement.<sup>4</sup>

Priority shall be given to candidates that have been accredited by a recognised accreditation entity, thus providing proof of compliance with at least one of the following standards or equivalent:

- Japan QS Standard for medical devices 1128
- ISO 13485 on quality management system of an organization
- ISO 9002/1994 on quality assurance in production, installation and servicing

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<sup>3</sup> WHO list of prequalified in-vitro diagnostic products - [http://www.who.int/diagnostics\\_laboratory/evaluations/PO\\_list/en/](http://www.who.int/diagnostics_laboratory/evaluations/PO_list/en/)

<sup>4</sup> RHSC Quality and Performance Guidance for Selection of Pregnancy Tests for Procurement - [https://www.rhsupplies.org/uploads/tx\\_rhscpublications/Quality\\_and\\_Performance\\_Guidance\\_for\\_Selection\\_of\\_Pregnancy\\_Tests\\_for\\_Procurement\\_May\\_2017.pdf](https://www.rhsupplies.org/uploads/tx_rhscpublications/Quality_and_Performance_Guidance_for_Selection_of_Pregnancy_Tests_for_Procurement_May_2017.pdf)

**Product Insurance:**

7. Products supplied by IPPF and its Member Associations need to be covered by appropriate (product liability) insurance. Such liabilities can arise at any point in the supply chain and are broadly divided into the following three areas:

**Area of Responsibility****Liability**

Product manufacture and supply

Manufacturer's Liability

Product delivery to Member Association

Procurement Agent's Liability

Product receipt storage and use with clients

Member Association's Liability

8. IPPF acts as the Procurement Agent on behalf of its Member Associations when procuring products on its behalf and ensures to have insurance in place to cover for any damages that occur to the products as long as the products are in IPPF ownership during transport, in transit or in storage per the ICC INCO terms 2020.
9. Estimated values of insured voyages and the relevant terms and conditions are to be reviewed and contracted on an annual basis. For voyages to excluded territories, insurance will be agreed on a case-by-case basis.
10. IPPF will validate and keep record of manufacturers having product liability insurance to cover manufacture and supply (i.e., quality and safety of the product). Where product liability coverage does not exist or where the amount of coverage is low, IPPF or its contracted external procurement agency will confirm the necessity to establish its own product liability coverage to be protected against claims, justified or unjustified, and their related costs.
11. IPPF will notify any manufacturer immediately in case it receives any third-party claims and liability for damages, losses or costs resulting from or caused by the product, so that the manufacturer can take necessary steps for the protection of its interest. IPPF will provide manufacturers with reasonable evidence that such damages, losses, or costs were caused by defective product.
12. Where locally feasible, Member Associations supplying health products must ensure that adequate product liability insurance cover (manufacturer's / procurement agent's and Member Association's liabilities) is in place in order to indemnify against claims and their related costs, minimize risk and safeguard the reputation of the Federation.

**Supplier Due Diligence:**

IPPF is wholly committed to not fund or receive funds from terrorist individuals or organisations and has introduced and embedded actions into policy and practice to ensure that necessary steps are taken to prevent any engagement with terrorism. IPPF is also taking these steps to ensure that it is fully compliant with banking regulations and donor compliance requirements, to limit the risk of the occurrence of illegal financial transactions such as fraud and bribery.

13. IPPF will follow a 2-step due diligence vetting of all suppliers it intends to engage with. No Purchase Order can be released until the due diligence process of a supplier has been successfully executed.

14. Prior to the release of any Purchase Order, IPPF will require the supplier to confirm it has in place documented policies or evidence of internal procedures to the following matters:
- Value for Money and Governance
  - Ethical Behaviour
  - Transparency and Delivery Chain Management
  - Environmental Issues
  - Terrorism and Security
  - Safeguarding, Social Responsibility and Human Rights

IPPF will also review and confirm the economic standing of its potential suppliers by requesting and analysing all financial updates and corporate accounts of the last 2 years and by confirming tax compliance per the applicable country's regulations.

15. In step 2 of its due diligence vetting prior to order release, IPPF commits to carry out searches for all IPPF Purchase Orders (including existing and potential suppliers), new and existing IPPF Secretariat staff (under the pre-employment referencing process), partners/donors and Member Associations, against the external databases consolidated in Accuity prior to order release.

Accuity's databases list individuals and organisations excluded from doing business with (both national or international organisations) due to violations of regulations for involvement with terrorism, illegal financial transactions or any other criminal records. Should any evidence of links with terrorist activity be found within our procurement, funding streams, staff or MAs, appropriate corrective action will be taken in compliance with local legislation. IPPF recognizes that, as per the international legal obligations of states, such legislation should comply with international law, in particular international human rights law. Please refer to the IPPF Fraud Policy Implementation section for further guidance on appropriate response protocol.

### **Policy Implementation:**

To implement this policy:

16. Member Associations supplying health products must have in place documented policies, procedures and controls to ensure that all supplies meet the requirements of the procurement policy. These should cover both purchases made by the Member Association as well as donated items received from donors and third parties that are distributed by the Member Association.
17. Member Associations should review and document on a regular basis their insurance coverage and recall policy and procedures to ensure that it meets with best practice in relation to product liability risks. Where products are supplied through the Secretariat, Member Associations must ensure they have *'product receipt storage and use with clients'* cover in place. Where Member Associations obtain products that have not been supplied through the Secretariat, they must ensure that liability insurance covers: *'product manufacturer and supply'*, *'product delivery'* as well as *'product receipt, storage and use with clients'* where locally feasible.
18. Where donated products are supplied to the Federation for disbursement, the Secretariat will ensure that internal processes for accepting these donated items meet the requirements of this policy and are documented.

19. Products received by Member Associations as a donation from the national government will be registered and approved for use in that country by that government and may therefore be accepted. This would also apply to products made available at subsidized price by governments. Products received by the Secretariat and Member Associations as a donation from another third party must meet the requirements stated above in Product Quality, Product Insurance and Supplier Due Diligence.
20. The Secretariat will provide commodity procurement advice and guidance on matters in relation to the procurement policy to Member Associations in order that they can purchase products that meet recognized quality standards but at the same time benefit from the reduced costs as a result of the generics market-place.
21. IPPF, third party distribution agents and Member Associations must have clear processes that will provide rapid response to drug recalls and other safety concerns and will provide information to those impacted by recalls deemed to have serious safety concerns, or market withdrawal of drugs for safety reasons.
22. IPPF Secretariat will use all available mechanisms in the Federation to periodically and consistently monitor implementation and review the policy statement. The implementation of this statement should be adequately resourced and supported by the Secretariat.

*As adopted by Governing Council, November 2007*

*As amended by Board of Trustees, November 2020*

**Policy 3.5**

**3.5 MEMBER ASSOCIATION BUILDING LOANS**

1. The Director-General has the power in consultation with the Board of Trustees to consider and approve building loans by IPPF to Member Associations to the extent necessary in exceptional circumstances.
2. Commercial loans or loans from IPPF obtained by a Member Association for the purpose of acquiring land or buildings shall be governed by guidelines laid down from time to time by the Board of Trustees and found in the Finance and External Audit Manual.

*As adopted by Governing Council, November 1999*

*Last amended by Governing Council, November 2000*

## **Policy 3.6**

### **3.6 EMERGENCY FINANCIAL SUPPORT FOR PEOPLES IN COUNTRIES FACING DISASTERS**

#### **Introduction**

1. As a Federation working in more than 150 countries, IPPF and the communities living in areas where we provide sexual and reproductive health and rights, are affected by the impact of disasters resulting from natural forces (i.e. droughts, floods, famines, hurricanes) or man-made situations (i.e. civil strife and economic crises).
2. This policy provides guidance as to where additional emergency financial support funding can be provided and the process through which it is approved by the organization.

#### **Principles**

3. IPPF is not a Disaster Relief organization and is not in a position to respond to the needs arising from disaster situations. It does however recognize that as a result of such disasters, serious humanitarian assistance can be required in order to meet the sexual and reproductive health and rights (SRH&R) needs of the suffering populations.
4. IPPF also recognize that such disasters can put short term pressure on a Member Association to continue their services, due to damage to key facilities, equipment etc.
5. In granting funds for emergency support we aim to ensure that normal services can be restored as soon as possible and / or that the immediate SRH&R needs of the suffering populations can be met.
6. Funding can only be granted to organizations who are members of IPPF.

#### **Emergency Support Funding**

7. The Board of Trustees shall aim to set aside an adequate fund each year within the Programme Budget for an Emergency Support Fund.
8. The fund shall be administered by the Director-General who will make decisions on the funding to be provided.
9. The maximum amount which any organization can receive in any one year is US\$50,000.
10. Member Associations will apply for funding through the Regional Director within four weeks of the situation occurring. The application should state the background to the emergency situation and how this has affected the Association, the expected outcomes and a detailed budget as to how the funding will be utilized.



**Purpose of Funding**

11. Funding is provided to meet additional costs arising from a disaster. It is not a means of providing recurring costs normally included within the Programme Budget of the Association.
12. Funding must be linked to the SRH&R needs of the population. Whilst providing an integrated response can sometimes involve provision of shelter, food and other basic needs there must be a clear element and linkage to SRH&R, for example providing support to pregnant women.
13. Funding can be used for repairs and replacement to property and equipment of the Member Association which have been destroyed as a result of a disaster.

**Reporting**

14. All Member Associations receiving funding from the Emergency Support Fund should provide the Regional Office, within six months of receiving the funds, a detailed breakdown of how the funds were spent and the specific outcomes.

*As adopted by Governing Council, November 1999  
Last amended by Governing Council, November 2007*

## Policy 3.7

### 3.7 PRIVATE SECTOR PARTNERSHIPS

#### Introduction

1. IPPF is committed to developing strong, mutually beneficial private sector partnerships in pursuit of advancing global sexual and reproductive health and rights. In developing strategic alliances with private sector partners, IPPF aims to increase its capacity for greater visibility, impact and to diversify income streams.
2. This policy recognises the need to guide and outline best practise when developing new partnerships to ensure that core values are aligned between all parties and that there is a shared commitment to SRHR.

#### Definition of Partnership

##### 3. Partnership

- i. Partnership can be defined as a collaborative relationship between two or more parties based on transparency, equality, and mutual understanding for the achievement of a specified goal. Partnerships involve sharing risks, resources, and benefits, making shared accountability critical.<sup>1</sup>

#### Types of Partnership:

4. Partnerships can take many forms including:
  - i. **Strategic Partnerships:** Working together across organizations or sectors and collaborating with a range of partners for improvements or better outcomes.
  - ii. **Funding Partnerships** including sponsorship, gifts in kind, donations.
  - iii. **Service Delivery or Project Partnerships:** Working together with external partners to deliver projects or programmes in order to achieve common aims and objectives.
  - iv. **Learning Partnerships or Collaboration** which could include training, skills sharing and the development of tools or guidance.

#### Guiding Principles

5. The Member Associations and Secretariat of IPPF are guided by the following principles when partnering with external organizations:
  - i. Partners should be aware of the vision, mission and values of IPPF and be supportive of these.
  - ii. IPPF is in support of and is signed up to the Guiding Principles of the UN Global Compact. Please refer to Annex A point one for further information. IPPF will endeavor to uphold the principles of the UN Global Compact in its Private Sector Partnerships.

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<sup>1</sup> 'Building a working definition of Partnership.' WHO 2009

- iii. IPPF is committed to working with potential partners who want to further the work of IPPF through whichever benefit they are able to provide including funds, skills sharing, sponsorship and learning.
- iv. IPPF is committed to ensuring that accountability in partnership work is maintained with clear and transparent roles and responsibilities outlined and agreed in writing before any partnerships are entered into. Please refer to IPPF Policy 3.10 on 'Transparency' for further guidance.

**Policy:**

6. This policy applies to private sector engagement for monetary and non-monetary partnerships.
7. When considering or developing new external partnerships or reviewing existing partnerships, the following steps should be taken:
  - i. Research potential partners including consideration of any conflict of interest.
  - ii. Assess Risk involved, potential value and the ability of IPPF to deliver including the resource impact and all costs and benefits involved in the partnership. Please refer to Annex B the Private Sector Process Flow Diagram for further guidance.
  - iii. Consult and involve stakeholders.
  - iv. Develop jointly a partnership structure, aims and objectives, accountability including roles and responsibilities, processes, reporting arrangements and an exit strategy.<sup>2</sup>
  - v. Determine who will be responsible for developing and embedding the partnership/relationship in each organization.
  - vi. Set up a steering group<sup>3</sup> where appropriate with named operational contacts on both sides that hold the relationship.
  - vii. Agree in writing clear and robust partnership arrangements ensuring that transparency and accountability are maintained. Monitor, evaluate and review the partnership at pre-agreed points.
  - viii. Share experiences and good practice with a conscious effort to engage and involve at all levels in order to encourage learning.
  - ix. Promote successes within and outside of the Federation.
8. Depending on the scale and scope of the partnership in question, an appropriate level of approval should be sought. Where a partnership is being brokered by an MA, the Governing Body at country level should be involved and there should be clearly established lines of communication with Secretariat. If the partnership extends to multiple countries, or is of high value or is high risk, the Director General should be consulted. The person holding the partnership must be clearly identified and communicated to all key stakeholders.
9. When considering the reputational risk of working in partnership with organizations in the field of sexual and reproductive health including the pharmaceutical industry, the following practices should be followed:
  - i. The Secretariat and Member Associations should not endorse any product in a way that implies it is better than other products with identical formulations or use.

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<sup>2</sup> Please refer to Annex A: Glossary point 2

<sup>3</sup> Please refer to Annex A: Glossary point 3

- ii. Whilst recognizing that Member Associations must aim to offer clients high quality products, they should not endorse a manufacturer's claim of product superiority over other similar products.
  - iii. When working with specific products, the principles and requirements of IPPF Policy 3.4 'Purchase of Contraceptives, Condoms and Reproductive Health Medicines' should be referred to in the first instance.
  - iv. The Secretariat and Member Associations should not be compromised when considering an external partnership of this nature. They should follow a clear process that will safeguard the transparency, integrity and independence of their work. Please refer to IPPF Policy 3.10 on 'Transparency' for further guidance.
10. When considering entering into research or monitoring collaborations with organizations in the field of sexual and reproductive health including pharmaceutical companies, the following practices should be followed:
  - i. Any proposals of this nature should be reviewed by IMAP if appropriate and required.<sup>4</sup>
  - ii. Cash or in-kind grants for research purposes may only be accepted if it is clear that they will not affect the independent status of the Secretariat or Member Associations, or the outcome of the research or monitoring programme in question.
  - iii. The results of any part of the Secretariat or Member Association monitoring programme may only be used by collaborating external organizations with explicit prior agreement. In these cases, the results must be presented fairly and objectively.
11. This policy does not relate to the contracted procurement of goods, services or the purchase of contraceptives. Please refer to the IPPF Supplier Code of Conduct and Procurement Principles. In addition, IPPF Policy 3.4 'Purchase of Contraceptives, Condoms and Reproductive Health Medicines' provides further guidance.
12. When partners or potential partners offer gifts in kind, please refer to the IPPF 'Gift in Kind Principles' in the Private Sector Partnerships Toolkit for guidance on acceptable practice. In addition, IPPF Policy 3.11 to 'Combat Bribery' provides further guidance.

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<sup>4</sup> Please refer to Annex A: Glossary point 6

## Risk in Partnerships

13. When considering potential risks in new partnerships, IPPF should take the following approach:
  - i. A key consideration for all external partnerships should be guided by whether the shared partnership objectives are clearly connected to delivery of IPPF's mission.
  - ii. **Types of risk:** These include **operational** – the potential impact on our ability to operate effectively, **financial** – our ability to secure funding, protect current and future funding, **reputational** – potential impact of a reduction in reputation and stakeholder confidence, and **developmental** – impact on our ability to achieve expected results, for example in relation to the IPPF Strategic Framework.
  - iii. Consideration of partnership benefits versus partnership risks should be reviewed via the tools annexed to this policy namely the Private Sector Partnerships Process Diagram Annex B and Sample Risk Assessment found in the Private Sector Partnerships Toolkit. These tools should be used in order to assess why IPPF wants to work with a partner and how the partnership could be mutually beneficial.
  - iv. Factors that IPPF and Member Associations should specifically consider include the human rights record of the potential partner (in relation to employment, policies, practices) and the views of the organization about sexual and reproductive health issues.
  - v. Response to and advice around potential criticism or issues should be in consultation with IPPF communications team.
  - vi. Please refer to IPPF Policy 1.14 on Risk Management for further guidance.

## Implementation:

14. Nothing in this policy shall contravene the IPPF Constitutional provisions of check 1.1.3, which states that "The Member Association Constitution should state that it is a not-for-profit organization which is not and shall not be controlled by commercial interests and that all its income, commodities and property shall be applied solely towards the promotion of its objects."
15. IPPF will monitor the implementation of this policy closely and will continue to review best practice with regard to NGO relationships with the private sector.
16. Member Associations will meet the clauses outlined in this policy when developing local, national or international partnerships.
17. The IPPF Secretariat should use all available mechanisms in the Federation to regularly monitor the implementation of this policy and report to the appropriate governing body. The implementation of this policy should be adequately resourced and supported by IPPF Senior Management Team.
18. Further guidance can be found around Private Sector Partnerships in the IPPF Private Partnership Resource Toolkit.

**Policy Annexes**

- **Annex A:** Glossary
- **Annex B:** Private Sector Process diagram

**Private Partnership Resource Toolkit**

1. Private Sector Partnerships Risk Assessment
2. Sample Collaboration Agreement and sample MOU
3. Gifts in Kind
4. Supplier Code of Conduct
5. Conflict of Interest Declaration
6. IPPF Procurement Principles

*As adopted by Central Council, November 1990  
Last amended by Governing Council, November 2015*

**Annex A****Glossary****1. Guiding Principles of the UN Global Compact** (Policy point 5.ii)

The UN Global Compact is a worldwide corporate sustainability initiative which calls to companies to align strategies and operations with universal principles on human rights, labour, environment and anti-corruption, and take actions that advance societal goals and are a force for good.

**2. Exit Strategy** (Policy point 7.iv)

A pre-determined plan for exiting the partnership that is agreed in writing. This strategy should enable each partner to safely leave the partnership either at the end of the contract term whereby all objectives have been successfully met or before if there have been insurmountable challenges or failures and this is deemed necessary. This strategy should include handover or completion of any residual actions, agreement on external communication of the partnership ending, taking learning points forward and next steps for sourcing new opportunities (especially if the partnership is of high monetary value).

**3. Steering Group** (Policy point 7.vi)

A representative group of individuals who come together to strengthen, drive and facilitate a successful partnership. They may be guided by Terms of Reference and will contribute in the planning and monitoring of the partnership work as well as ensuring it is operating efficiently. For example, the steering group should advise when finalizing partnership terms in the lead up to contract signing and should also monitor during the partnership that objectives and targets are on course to being achieved and all parties are satisfied.

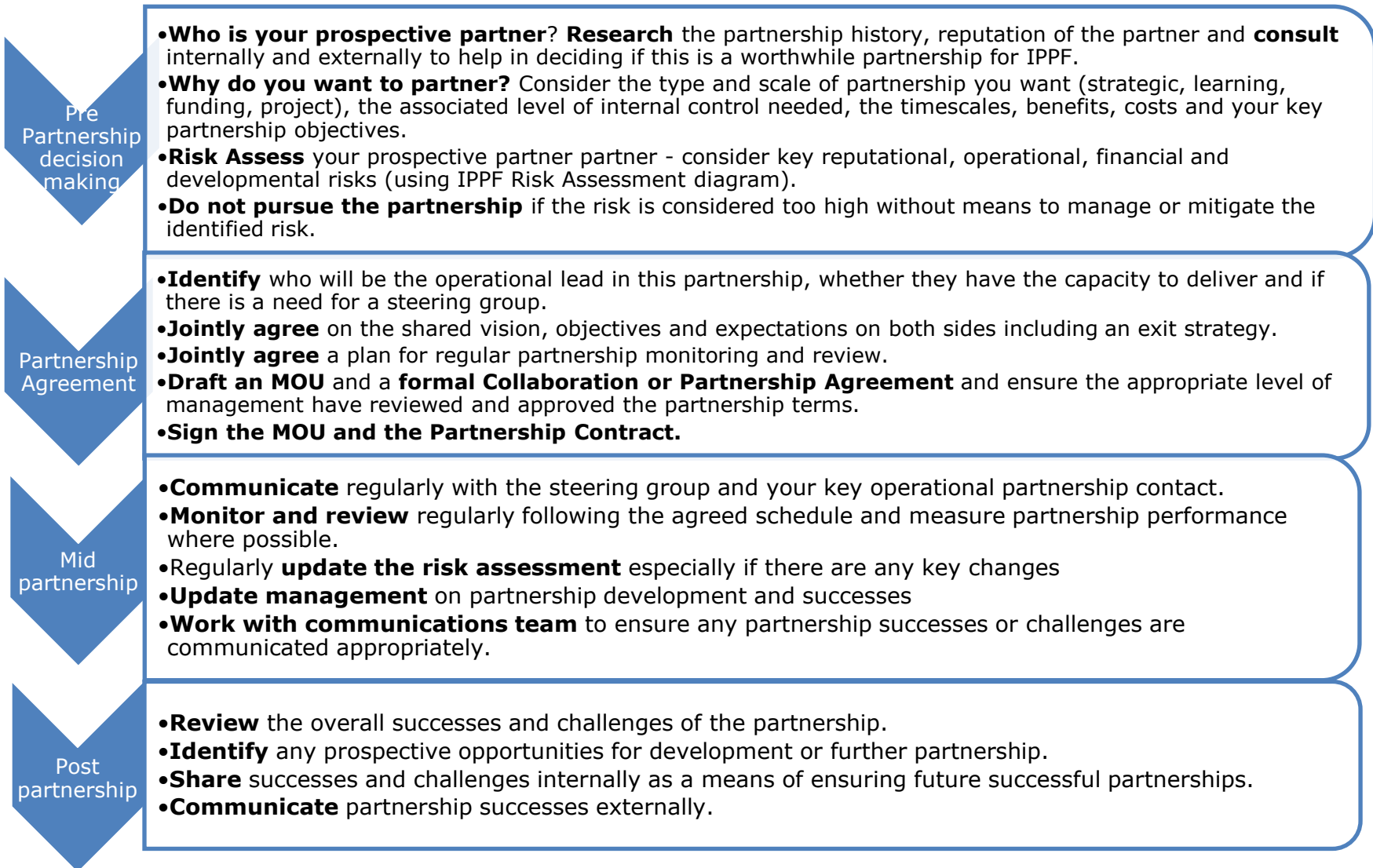
**4. WHO Guidelines** (Policy point 9.iii)

A WHO guideline is any document developed by the World Health Organization containing evidence-based recommendations for clinical practice or public health policy. A recommendation tells the intended end-user of the guideline in specific situations to achieve the best health outcomes possible. It offers a choice among different interventions or measures having an anticipated positive impact on health and implications for the use of resources.

**5. IMAP** (Policy point 9.iii and 10.i)

The International Medical Advisory Panel (IMAP) is a body of medical scientists and experts on other relevant fields with a mandate to formulate and disseminate recommendations to IPPF and other interested parties regarding best practices in sexual and reproductive health and rights (SRHR), based on the best available evidence.

**Annex B  
Private Sector Process Diagram**





**Policy 3.8**

**3.8 EXPENSES OF AND PAYMENTS TO VOLUNTEER**

**Volunteers who are IPPF Trustees**

1. The UK Charities Law requires that a registered charity have a clearly identifiable body of people who are responsible for the general control and management of the administration of the organisation. In the UK these are referred to as "trustees", but they may be called executive or management committee members, board, council of management, or directors, or they may be referred to by some other title. Whatever the trustees are actually called, their responsibilities, as trustees, are the same.
2. The trustees of IPPF are the fifteen elected members of Board of Trustees.
3. This section of the policy applies to volunteers who serve in their individual capacity on the IPPF Board of Trustees and are IPPF's trustees or those who serve on the Board Committees or any other governing body (Nominations and Governance Committee, etc) set by IPPF. They are subject to the United Kingdom Charities Law and the rules laid down by the Charity Commission.
4. The UK Charities Law states that trustees or committee members cannot receive any benefit (which includes payment, services, facilities, funds or other benefits of measurable value) from their charity unless they have express legal authority to do so. This is to uphold the principle that if trustees (committee members) are not allowed to receive any benefits from their charity they will not have any conflict of interests when they come to allocate resources.
5. The restrictions on payments and other benefits to IPPF trustees (or committees' members) apply equally whether the payment or benefit is received directly, or indirectly through a "related party" of the trustee (or committee member) such as a relative or member of the same household, business partner, or company in which the trustee has an interest.
6. Examples of indirect benefits would include:
  - i. Employment of a relative or member of the same household of a trustee (or committee member) by IPPF or a Member Association.
  - ii. Ownership by the trustee (or committee member) or a "related party" of land or buildings rented by a Member Association.
  - iii. Payment for goods or services by IPPF or a Member Association to a company in which the trustee (or committee member) or its "related party" has a directorship position or share ownership over 1%.
7. A more comprehensive list of examples of potential indirect benefits can be found in the Declaration of Material Transactions and Interest form that all trustees (and committee members) complete annually. It is the responsibility of Board of Trustees (or committees) to seek advice from the Secretariat, in case of doubt, as to whether a transaction represents an "indirect benefit" before it takes place.

8. IPPF Trustees and Committees members, should not receive such indirect payments or benefits unless it is necessary and reasonable in the best interest of the Federation and approved in advance by the UK Charity Commission.
9. The refund of legitimate expenses to IPPF trustees (or committees' members) are allowed. Expenses are refunds of amounts a trustee (or committee member) has needed to meet personally, or which have been met on his/her/their behalf, in order to carry out trustee or committee member duties. Even in the absence of anything specific in the governing document, the law clearly entitles a trustee (or committee member) to repayment from the charity of expenses that have been properly incurred. The law enables the trustee (or committee member) to recover out-of-pocket expenses as long as the trustee (or committee member) does not profit from his or her role as a trustee (or a committee member).
10. It shall be the responsibility of the Director-General to devise suitable systems and procedures to meet the Charity Commission requirements on expenses and payments to IPPF trustees.

**Trustees of Member Associations who are attending General Assembly Meetings, Regional Forums and other meetings organized by IPPF**

11. This section of the policy applies to trustees members of Member Associations who are not members of IPPF Board of Trustees or any other governing body or board committees of IPPF but are either:
  - i. Attending the General Assembly meetings or
  - ii. attending Regional Forums or
  - iii. attending any other meeting/ conference/ workshop organized by IPPF
 All together referred to as meetings.
12. For the purposes of this policy such persons shall be defined as "General Assembly or Regional Forums attendees and "Member Association Trustees" respectively.

**Payments**

13. Generally, neither General Assemblies and Regional Forums nor the Governing Bodies of Member Associations shall make payments to Member Association Trustees who are attending IPPF's assemblies, forums and meetings or who are exercising a trustee or committee member role and responsibilities at any level. This is to avoid creating situations where there may be the potential for a conflict of interest.
14. In this connection the term "payments" shall mean payment by money or other material benefit given to a trustee or committee member out of IPPF's or a Member Association's funds in return for a service that the trustee or the committee member has performed for IPPF or its Member Association. This definition includes payments for loss of earnings; and honoraria even if the sum involved is a token one that does not reflect the real value of the service provided.
15. However, it is recognised that there may be occasions, such as where a volunteer has specialised skills or is a leading expert in the field, when IPPF or the Member Association may wish to contract for the volunteer's services.
16. Such payments may be allowed provided certain conditions are met.

- i. The person receiving the benefit has had no part in the decision to pay for his or her services. Normally this would mean the member concerned leaving the meeting while the agenda item is discussed, and a decision taken.
- ii. The payments are for a specific purpose and a limited period. No payments should be made for non-specific services or on an open-ended basis.
- iii. Their rights as volunteers are suspended at the level at which they are functioning for the period during which the contract is in operation. Thus, a Member Association Board member who is receiving a fee or an honorarium for services provided cannot serve in this capacity until the contract is completed, nor would they be able to serve as a General assembly or attend a Regional Forum in their capacity as a Trustee, during this period.

### **Loans**

17. Loans shall not be made to any General Assembly or Regional Forum attendee or Member Association trustee from IPPF or Member Association funds.

### **Expenses**

18. Expenses are refunds of amounts a trustee or a committee member has needed to meet personally, or which have been met on his or her or their behalf, in order to carry out trustee or committee member duties at any level. Claims for expenses have to be supported by bills or receipts from third parties. However, to avoid unnecessary administration, a per diem may be paid or part of the individual's travel costs paid directly to the supplier and the remainder covered by a per diem. The aim should be to ensure that out-of-pocket expenses are met and that there is no element of profit.

### **Accounting**

19. It shall be the responsibility of the Director General and the Executive Directors of Member Associations to:
  - i. devise suitable systems and procedures to meet the general criteria set out above; and
  - ii. ensure that the nature and amounts of all payments and refunds of expenses to trustees or committee members are identified clearly in the relevant accounting records.

### **Ordinary Volunteers – Member Association Members**

#### **Payments**

20. Normally any services provided to an association by its volunteer members should be free. However, on an exceptional and occasional basis, if ordinary volunteers, who are not members of the Member Association's Governing Body, render specialized professional services then an appropriate payment may be made.
21. Examples of such payments are:
  - i. occasional sessional clinic fees for providing services;
  - ii. one-off fees for preparing and delivering a lecture;
  - iii. one-off fees for preparing or editing educational or information material.

**Expenses**

22. Expenses are refunds of amounts a volunteer has needed to meet personally, or which have been met on his or her behalf, in order to carry out his or her duties within or on behalf of IPPF or its Member Association. Claims for expenses have to be supported by bills or receipts from third parties. However, to avoid unnecessary administration a per diem may be paid or part of the individual's travel costs paid directly to the supplier and the remainder covered by a per diem. The aim should be to ensure that out-of-pocket expenses are met and that there is no element of profit.

**Loans**

23. Loans shall not be made to ordinary volunteer members from IPPF or Member Association funds.

**Accounting**

24. It shall be the responsibility of the Executive Directors of Member Associations to:
- i. devise suitable systems and procedures to meet the general criteria set out above; and
  - ii. ensure that the nature and amounts of all payments and refunds of expenses to non-trustee volunteers are identified clearly in the relevant accounting records.

**Expenses of IPPF Officers**

25. IPPF recognises that its Officers at global level may incur personal expenses in connection with performing their official duties on behalf of the Federation.
26. This policy shall apply to the following:
- i. the IPPF Chair, Treasurer and other Board of Trustees;
  - ii. the IPPF Board committee and other committee members.

**Expenses**

27. Examples of the type of expenses are:
- i. travel and appropriate meal allowances;
  - ii. identifiable secretarial or administrative assistance over and above that supplied by an IPPF office or by the Member Association of which the Officer is a member;
  - iii. postage, fax and courier costs;
  - iv. telephone calls.

**Accounting**

28. Where allowable expenses are incurred on IPPF business their actual cost will be refunded by IPPF on the production of relevant accounting statements, receipts or other vouchers from third parties.
29. It shall be the responsibility of the Director-General to ensure that suitable systems and procedures exist within the Secretariat to identify all such payments and to

record them in their accounting records. Due account shall be taken of the accounting and reporting requirements of the Charity Commission for England and Wales.

*As adopted by Central Council, November 1990*

*Last amended by Governing Council, May 2020*

**Policy 3.9**

**3.9 TRAVEL POLICY**

**1. Introduction**

IPPF expects all to be accountable for their use of IPPF's resources. This travel policy sets out obligations of the traveller when travelling on official business. It clearly outlines the policy that needs to be followed, when making arrangements to travel on IPPF business, as well as incurring and getting travel costs reimbursed.

**2. Policy Statement**

IPPF expect all to promote the effective use of its resources, to ensure that the majority of its funds are directed to ensuring sexual and reproductive health and rights for all.

In line with the above, IPPF actively encourages everyone to travel only if necessary. This will ensure maximising the effective utilisation of funds and minimise IPPF's carbon footprint. The use of teleconferencing and videoconferencing, should be considered as the first option for meetings and discussions.

When travelling on official business, IPPF will endeavour to provide its volunteers, staff and other delegates, service and accommodation that is safe, secure and comfortable, but not extravagant.

**3. Scope**

The travel policy applies to

- a. General Assembly.
  - b. Nomination and Governance Committee or by whatever other name it is referred to.
  - c. Board of Trustees and its sub-committee members.
  - d. All volunteers, staff, and other delegates that travel on and attend to IPPF business.
  - e. Guest speakers, consultants, vendors and prospective employees.
4. In the above context, value for money shall always be sought, in consideration of the:
- i. nature of the work to be undertaken;
  - ii. timing and duration of the trip; and
  - iii. means of travel and standard of services.
5. All travel must be approved by an authorised person/ line manager. Every authorised person/ line manager is responsible for approval of a trip, keeping in mind the above criteria ensuring that all official travel represents value for money.
6. Class of travel:
- a. Preferred mode of travel would always be economy class.

- b. Individuals, who make journeys on IPPF business, where a flight is eight (8) hours or more, are entitled to travel in premium economy. In the event of premium economy not being available, economy class will be used. Use of premium economy will not require the Director General's sign off;
  - c. Business class travel may be undertaken by the Board of Trustees Chairperson, IPPF Treasurer and Director-General;
  - d. Individuals who suffer a physical disability that results in a medical requirement to travel business class shall submit medical certificates to support this. Any Business class travel in such a case, will need a case by case approval, by the Chairperson of the Board of Trustees, in the case of volunteers, and the Director-General for staff and will be subject to availability of budget;
7. If an individual decides to upgrade her/ his class of travel, s/he can receive the cost of the ticket as calculated by IPPF and use this to buy her/his own ticket in a different class or with a different carrier;
  8. Individuals who fly eight (8) hours or more, whether in economy or premium economy, may, if they wish, add an additional day to their travel to recover from their journey. IPPF will bear the hotel costs for the additional day;
  9. IPPF will pay for single occupancy in a hotel of a comfortable but not luxurious standard on an actual basis.
  10. Meals and other trip expenses will be covered by payment of daily allowances in accordance with IPPF travel procedures.
  11. The Director-Finance & Technology shall be responsible for devising and maintaining appropriate procedures to implement this policy.

*As adopted by Governing Council, November 2000*

*Last amended by IPPF Board of Trustees, December 2021*

## **Policy 3.10**

### **3.10 TRANSPARENCY**

#### **Principles**

1. IPPF believes that the timely free flow of information in accessible language is essential for ensuring accountability, learning, trust and good performance. This policy reflects IPPF's commitment to transparency and to the sharing of information with clients, volunteers, staff, collaborating partners, donors and members of the public.
2. The purpose of the policy is to guide volunteers and staff of the Federation in the open sharing of information and to inform the general public what they can expect or demand, in terms of information from IPPF. This policy does not affect any legal requirements related to disclosure or non-disclosure.
3. The policy describes the minimum information that IPPF will share proactively with the general public and how it will do this. IPPF will share additional information with its own staff and with organizations it collaborates with and this will be done in a timely and accessible manner guided by the relevant agreements and documents related to the specific relationship.
4. This policy applies primarily to the IPPF Secretariat. IPPF's Member Associations are strongly urged to develop their own transparency policy in line with local circumstances and the principles and guidelines outlined in this policy.

#### **Confidentiality and non-disclosure**

5. IPPF is committed to disclosing information except in the following instances:
  - i. Personal details of volunteers and staff.
  - ii. Intellectual property or other information which has been disclosed or provided to IPPF under any obligation of confidentiality or which is subject to legal disclosure restrictions, or intellectual property of IPPF, unless consent of such disclosure has been obtained from the owner of such intellectual property.
  - iii. Legal advice and matters in dispute or under negotiation including disciplinary and investigative information generated in or for IPPF.
  - iv. Information dealing entirely with internal administration or operating systems which have no direct effect outside the organization, or internal documents written by staff to their colleagues, supervisors or subordinates, unless those documents are intended for public circulation.
  - v. Information that could jeopardise IPPF's competitiveness in fundraising.
  - vi. If the sharing of information in a specific local situation will make volunteers, staff and the organization or its partners vulnerable or put them at risk, IPPF may choose not to share specific information for a specified period.



### **Information to be shared freely and openly**

6. The following categories of information will be shared freely, openly and proactively:
  - i. Purpose and principles: (IPPF's vision, mission, values, goals and objectives as laid out in the Strategic Framework, IPPF Act & Regulations, Legal registration and status).
  - ii. Governance, organizational and staff structure: (names of members of Board of Trustees and its committees; Director's Leadership Team; structure, functions and responsibilities of the various entities of the Federation).
  - iii. Policies: (as described in the IPPF Policy Handbook and the Standards and Responsibilities of IPPF Membership).
  - iv. Work plans and strategies: (IPPF's international, regional and country specific strategies, and annual work plans including financial information pertaining to key cost centres).
  - v. Performance: (an account of the Federation's achievements, challenges, lessons learned and indicators of performance in relation to IPPF's strategic goals will be available in an IPPF Annual Performance Report. Programme and finance data are also available in Regional Annual Reports.).
  - vi. Funds and finance: (types, proportion and absolute figures of income; sources of income, expenditure by categories; actual cost ratio for staff cost, support cost, project cost, fundraising cost, administration cost; types and location of fund investments as recorded in IPPF 's Annual Financial Statement)
  - vii. Relationships: (key relationships IPPF has in terms of client groups we serve, collaborating partners, networks, coalitions, and alliances we belong to and work with, who we receive money from, where we invest our money, who are our bankers, auditors, lawyers).
  - viii. Human Resource Principles: (this includes IPPF's commitments as a good employer and includes procedures related to how the Secretariat receives and deals with grievances and how we receive feedback and comments from within and outside).

### **Ways and means of sharing information**

7. IPPF Central Office and Regional Offices will be responsible for sharing information on actions and information relating to the Federation and the Secretariat according to this policy. It will be the responsibility of each Member Association to share information regarding their organization and activities, in line with this policy.
8. All information shared will be timely. Information shared will be dated to indicate the timeliness.
9. At international level, IPPF will share information mentioned above in English. Member Associations at national level will share information in the official national language or other local suitable language as they deem appropriate.
10. IPPF websites will be the main venue for sharing the information mentioned above proactively to a wide audience. IPPF, within the limits of its resources, will also send

information as requested (as per this policy) in electronic or printed form to an authentic address of a person or organization requesting information.

11. Anonymous requests for information will not be responded to.
12. Heads of different levels of the organization – Director-General, Regional Directors, and Executive Directors of Member Associations – will be the custodians of this policy but the day-to-day responsibility of implementation and management will be the responsibility of the person appointed by them to be responsible for external communications.
13. Reviewing compliance of this policy will be the responsibility of the Director-General and will be discussed in Senior Team Meetings and Governing Body Meetings as and when requested.

#### **Making an information request**

14. All email requests for information will be dealt with promptly. In those cases where information is denied, an appeal can be made to the IPPF Director-General whose decision is final.

*As adopted by Governing Council, November 2010*

*Last amended by Governing Council, May 2020*

## Policy 3.11

### 3.11 IPPF POLICY TO COMBAT BRIBERY

#### 1. Introduction

1. IPPF is committed to conducting business honestly without corrupt practices or acts of bribery, ensuring adherence to the highest legal and ethical standards. This must be reflected in every aspect of the way in which IPPF operates.
2. Bribery is a criminal offence in most countries in which IPPF operates, and penalties can be severe. In the UK, where IPPF is registered for legal purposes, the Bribery Act 2010 not only makes bribery and corruption illegal but will also hold IPPF liable for failing to implement adequate procedures to prevent such acts by those working for the organization or on its behalf, no matter where in the world the act takes place. Corrupt acts committed abroad, including those by partners working directly on our behalf for example, consultants or MAs when working on global projects, may well result in a prosecution.
3. Bribery and corruption have a range of definitions in law, but the fundamental principles apply universally. Bribery is the offer, promise, giving, demanding or acceptance of an advantage as an inducement for an action which is illegal, unethical or a breach of trust. Corruption is the misuse of public office or power for private gain; or misuse of private power in relation to business. Acts of bribery or corruption are designed to influence the individual in the performance of their duty and to incline them to act dishonestly.
4. Bribery and corruption harm the societies in which these acts are committed and prevents economic growth and development. It has been estimated that up to 25% of all aid is wasted through corruption and bribery, which results in aid failing to reach those who have the greatest need.
5. Bribes can take on many different shapes and forms, but typically they involve corrupt intent. There will usually be a 'quid pro quo' – both parties will benefit. A bribe could be the:
  - Direct or indirect promise, offering, or authorisation, of anything of value
  - Offer or receipt of any kickback, loan, fee, reward or other advantage
  - Giving of aid, donations or voting designed to exert improper influence
6. IPPF will seek to apply a "zero tolerance" approach to acts of bribery and corruption by any of our volunteers, staff, Member Associations or by partners working on our behalf. Any breach of this policy will be regarded as a serious matter by IPPF and will result in disciplinary action.

#### 2. Actions to be taken to prevent bribery and corruption across the Federation:

- i. **Risk Assessment:** Effective risk assessment is at the very core of the success or failure of this policy. Risk identification pinpoints the specific areas in which bribery and corruption risks arise and enables better evaluation and mitigation of these risks.
- ii. **Facilitation Payments:** In many countries, it is customary business practice to make payments or gifts of small value to government officials in order to speed up or facilitate a routine action or process. It may be that IPPF needs to obtain

licences or permits faster than the normal course; or needs to lawfully import commodities or materials. Despite this, facilitation payments as defined here are against this policy. IPPF takes the view that they are illegal within the UK as well as within most countries in which we operate. The UK Bribery Act 2010 makes no distinction between facilitation payments and bribes – regardless of size or local cultural expectations, even if that is “how business is done here”. However, in the event that a facilitation payment is being extorted, or if staff are forced to pay under duress or faced with potential safety issues or harm, such a payment may be made. If such a situation arises, the payment should be recorded clearly within IPPF’s books and records as a bribe, reflecting the reason for the underlying transaction.

- iii. **Gifts, Entertainment and Hospitality:** It is IPPF’s practice not to accept gifts unless refusal causes offence. In these cases, physical gifts should be given to the Human Resource (HR) department for appropriate disposal without causing offence to the donor. Some activities will fall within the bounds of normal business practice and are acceptable provided they fall within reasonable bounds of value and occurrence. All gifts of significant value should be reported and recorded. A variety of factors such as customs, culture and expectations may influence the level of acceptability. If staff feel uncertain at any time regarding cultural acceptability of gifts, entertainment or hospitality, they should consult their line Manager or HR department. The provision of gifts and hospitality by IPPF should also be reasonable in terms of value and occurrence.
- iv. **Accurate Books and Record-Keeping:** It is imperative that accurate books, records and financial reporting, within offices and books are kept. Overall financial reporting must be maintained and be transparent. False, misleading or inaccurate records of any kind could potentially damage the organization.
- v. **Effective Monitoring and Internal Control:** All parts of the Federation must maintain an effective system of internal control and monitoring of our transactions. Once bribery and corruption risks have been identified and highlighted via the risk assessment process, procedures can be developed within a comprehensive control and monitoring programme in order to help mitigate these risks.
- vi. **Relationship with partners:** Member Associations, Central or Regional Office are responsible for the evaluation of their partner relationships and informing them of our Bribery policy and the need to adhere to it.
- vii. **Local Adaptation:** In order for this policy to be effective, it is necessary for it to be applied across IPPF worldwide, taking into consideration the diverse cultural environments in which we operate. This may require each Member Association or Region to adapt certain sections of this policy – such as gifts, entertainment and hospitality – to ensure they are fair, appropriate, and applicable and within national laws and charity guidelines.
- viii. **Raising concerns:** All individuals, volunteers and staff, have a responsibility to help detect, prevent and report instances not only of bribery, but also of any other suspicious activity or wrongdoing. The organization is absolutely committed to ensuring that all staff and volunteers have a safe, reliable, and confidential way of reporting any suspicious activity. In the event of a concern regarding a suspected instance of bribery or corruption, staff and volunteers as highlighted in the whistle blowing policy can contact their own Manager, Regional or Divisional

Director. If this is not practical, contact the Head of Human Resources in London or the Director General.

- 3.** This policy should be read in conjunction with IPPF policies and guidelines on whistle blowing, gifts, fraud and transparency which are all complementary.

*As adopted by Governing Council, May 2012*

## Policy 3.12

### 3.12 IPPF FRAUD POLICY

#### 1. Introduction

- 1.1. IPPF has a responsibility to ensure that it acts in the best interests of its clients and supporters at all times. This includes ensuring that its resources are used efficiently for the purposes intended and are not wasted or diverted due to fraudulent activities.
- 1.2. Consequently, this responsibility passes down to all staff and volunteers engaged by the IPPF Secretariat and its Member Associations.
- 1.3. Fraud covers acts such as deception, bribery, forgery, extortion, corruption, theft, conspiracy, embezzlement, misappropriation, false representation, concealment of material facts and collusion. It usually involves depriving someone of something by deceit or obtaining something by deceit, which might either be straight theft, misuse of funds or other resources, or more complicated crimes such as false accounting and the supply of false information. Fraud is not restricted to monetary or material benefits but includes intangibles such as status and information.
- 1.4. Fraud can be perpetrated not only against IPPF, but also in favour of IPPF, such as deceiving donors into providing funds for non-existent activity, or double-reporting single activities to more than one donor. IPPF does not tolerate either kind of fraud.

#### 2. Policy

- 2.1. IPPF has zero tolerance of fraud of any type or in any circumstances, whether carried out by volunteers, staff, contractors, partners or clients. Fraud against IPPF depletes funds intended for the accomplishment of programme delivery, undermines effective functioning and jeopardises sustainable development by diverting donor contributions.
- 2.2. Fraud detection and prevention is the responsibility of everybody in IPPF, not just leadership and management.
- 2.3. Staff reporting fraud should be protected by local whistleblowing or complaints policies.
- 2.4. Employees found to have been involved in fraudulent activities must expect to be dismissed for gross misconduct in accordance with local policy and legislation.
- 2.5. It is recognized that fraud has a different legal standing in each country in which IPPF operates and therefore the legal response to fraud must reflect this local context.
- 2.6. Notwithstanding paragraph 2.5, any person (employee or otherwise) or organization implicated in a fraud should be dealt with through the local legal system where appropriate.
- 2.7 **Prevention of Terrorist Financing**  
IPPF is wholly committed to not fund or receive funds from terrorist individuals or organisations and has introduced and embedded actions into

our policy and practice to ensure that we are taking steps to prevent any engagement with terrorism. IPPF is also taking these steps to ensure that it is fully compliant with banking regulations and donor compliance requirements.

These actions include:

1. A commitment to carry out searches for all IPPF procurement (including existing and potential suppliers), new and existing IPPF Secretariat staff (under the pre-employment referencing process), partners/donors and Member Associations, against the following external databases:
  - System for Award Management (SAM) – US Government database
  - Specially Designated Nationals (SDN) – US Government database
  - UN Sanctions List
  - Any other relevant databases as per external donor or UK Government requirements.

These databases list individuals and organisations excluded from doing business with national or international organisations due to violations of regulations for involvement with terrorism.

2. Identification in IPPF Procurement Principles and associated procedures of the risk of terrorist financing and the need to carry out appropriate due diligence to ensure this risk is mitigated.
3. A Preventing Terrorism provision is included in 2016 unrestricted and restricted funding for all recipients and the risk of terrorist financing is to be included and monitored in the IPPF Risk Register.

Should any evidence of links with terrorist activity be found within IPPF procurement, funding streams, staff or MAs, appropriate corrective action will be taken in compliance with local legislation. IPPF recognizes that, as per the international legal obligations of states, such legislation should comply with international law, in particular international human rights law. Please refer to the IPPF Fraud Policy Implementation section for further guidance on appropriate response protocol.

### **3. Implementation**

The IPPF Secretariat and Member Associations have a number of distinct roles to play in implementing this policy.

3.1. Each IPPF Secretariat office and Member Associations will:

- 3.1.1. Have a fraud response plan and ensure it is effectively implemented. The fraud response plan will provide full details of how the organization reports, responds to, and investigates fraud allegations. It is extremely important to consider the local legal situation regarding fraud and build this into the fraud response plan. The fraud response plan should contain information on the followings areas: scope of the plan; summary of the fraud policy; possible sanctions for fraud; securing and gathering evidence; relevant Human Resource policies to consider whilst investigating employees; reporting and communication lines; roles and responsibilities; guidance on police involvement; and approach to impact assessment and lesson

learning. The Secretariat approach to policy implementation is laid out in the Secretariat Fraud policy guidance

- 3.1.2. Maintain a fraud register that contains summary details of all alleged frauds. The register should include, as a minimum, information on the following areas: date of the fraud; nature of the fraud; details of those involved; value of the fraud; and the outcome of the investigation, including whether legal action was taken.
- 3.1.3. Be responsible for local fraud reporting in compliance with local legislation.
- 3.1.4. Implement an effective approach to fraud risk management. This will involve identifying the key fraud risks and evaluating the likelihood and impact of their occurrence. For a fraud to occur four basic elements are essential: people to carry out the fraud; assets to acquire fraudulently; intent to commit the fraud; and opportunity to defraud. Fraud detection and prevention addresses these elements through such measures as appropriate internal controls, including recruitment procedures, physical controls and controls to detect and punish fraudsters, but also through promotion of an anti-fraud culture.
- 3.1.5. Ensure that organizational culture encourages and facilitates the detection and prevention of fraud. Leadership of IPPF at all levels must demonstrate that fraud is unacceptable, and perpetrators will be dealt with seriously. The actions and words of the leadership will give confidence to staff to report fraud and deter staff from committing fraud.
- 3.1.6. Fraud targeted at the Secretariat or against the cash or commodities transferred to a Member Association by the Secretariat must be reported to the IPPF fraud email address (fraud@ippf.org) and to the Director General. The fraud email address is monitored by the IPPF Central Office for reporting purposes, the final outcome of reported fraud will be reported to the Director General.
- 3.1.7 IPPF Secretariat will use all available mechanisms in the Federation to periodically and consistently monitor implementation and review the policy statement. The implementation of this statement should be adequately resourced and supported by the Secretariat.

*As adopted by Governing Council, November 2014*

*As amended by Governing Council, May 2016*



## **Policy 3.13**

### **3.13 FINANCIAL CRIME POLICY**

#### **1. Background and Purpose**

- 1.1. IPPF is proud of the work it undertakes around the globe and is committed to ensuring highest standards are implemented in the prevention of financial crime across the regions within which it operates.
- 1.2. IPPF's financial crime policy aims to:
  - a) highlight the areas of financial crime that IPPF may be targeted for and/ or exposed to;
  - b) prevent, as much as is possible, IPPF from being used for financial crime;
  - c) comply with the applicable legal requirements; and
  - d) ensure that the most appropriate action is taken by IPPF to identify and mitigate the risks associated with financial crime.

#### **2. Financial Crime Policy Statement**

- 2.1. IPPF does not tolerate criminal activity of any kind. IPPF's reputation is based on doing the right thing and IPPF is committed to ensuring that it adheres to all laws and regulations applicable to its activities.
- 2.2. IPPF also expects its Member Associations and Collaborative partners to have the same highest standards of intolerance towards any criminal activity.

#### **3. Scope**

- 3.1. IPPF policy on financial crime applies to all staff, trustees, volunteers and parties (vendors/ donors, etc.) working with or contributing to IPPF work.
- 3.2. Wherever the policy refers to IPPF, it includes IPPF along with all its Member Associations and Collaborative Partners.
- 3.3. IPPF policy on financial crime encompasses its commitment to mitigating, preventing and taking corrective actions, against the following types of financial crimes or in the following types of situations:
  - a) Money Laundering (ML)
  - b) Terrorist Financing (TF)
  - c) Bribery & Corruption
  - d) Fraud
  - e) Financial Sanctions
  - f) Export Controls

#### **4. Definitions**

- 4.1 Financial crime is generally defined as crime involving the unlawful conversion of the ownership of property belonging to one person, for one's own personal use and benefit. Financial crimes may involve money laundering, terrorist financing, illegal dealings where financial sanctions are applicable, illegal export wherein export control provisions apply, bribery and corruption and fraud.

## Money Laundering

- 4.2 Money laundering is the term used to describe the ways in which criminals process money derived from the proceeds of any illegal activity (e.g. the proceeds of drug dealing, human trafficking, fraud, theft, tax evasion) through a succession of transactions and deals until the original source of such funds has been obscured and the money takes on an appearance of legitimate or 'clean' funds. The main money laundering offences are:
- **Concealing** – where someone knows or suspects a case of money laundering, but conceals or disguises its existence.
  - **Arranging** – where someone is involved in an arrangement to assist in money laundering.
  - **Acquisition, use, possession** – where someone tries to benefit from money laundering by acquiring, using or possessing the item concerned.
  - **Tipping off** – where someone warns a person who is or is suspected of being involved in money laundering in such a way as to reduce the chance that the person will be investigated or prejudice the possible investigation.
- 4.3 The consequences of committing an offence is potentially very serious. Whilst it is considered most unlikely that any of IPPF, its Member Association or Collaborative partner staff, volunteer, partner, donor, etc., would commit any of the four main offences, failing to reveal a suspicion of a case of money laundering too is an offence.

## Terrorist Financing

- 4.4 Terrorist financing is raising, moving, storing and using of financial resources for and/or in support of terrorism.
- 4.5 These funds come from legitimate sources but are used for terrorist activities. The most basic difference between terrorist financing and money laundering is the origin of the funds. Terrorist financing uses funds for political destabilization, but the money is not necessarily derived from illicit proceeds. On the other hand, money laundering always involves the proceeds of illegal activity.
- 4.6 The offence of terrorist financing involves the provision, collection or receipt of funds with the intent or knowledge that the funds will be used to carry out an act of terrorism or any act intended to cause death or serious bodily injury. It also includes collecting or receiving funds intending that they be used or knowing that they will be used for the benefit of a terrorist group. The Criminal Justice (Terrorist Offences) Act 2005 gave effect to the 1999 United Nations Convention for the Suppression of the Financing of Terrorism. It created a new offence of financing terrorism and inserted a scheme through which law enforcement bodies can freeze and/or confiscate funds used or allocated for use in connection with an offence of financing terrorism or funds that are the proceeds of such an offence.

## Bribery & Corruption

- 4.7 IPPF defines bribery and/ or corruption wherever an improper inducement is taken and/ or provided:
- a) not just as cash payments, but cover gifts, travel, entertainment, training programmes, work experience, charitable contributions and sponsorships.

- b) using a third party as a conduit to channel bribes to others
- 4.8 In most countries, it is a crime to offer, promise, give, request, accept or agree to receive a bribe of any kind, in any form, either directly or indirectly.

### **Fraud**

- 4.9 Fraud describes such acts as deception, bribery, forgery, extortion, corruption, theft, conspiracy, embezzlement, misappropriation, false representation, concealment of material facts and collusion. It usually involves depriving someone of something by deceit, which might either be straight theft, misuse of funds or other resources, or more complicated crimes such as false accounting and the supply of false information. Fraud is not restricted to monetary or material benefits but includes intangibles such as status and information.

### **Financial Sanctions**

- 4.10 Financial sanctions are restrictions put in place by organizations/ state/ countries like the United Nations (UN), European Union (EU), United Kingdom (UK), United States (USA), etc. Financial sanctions are generally imposed to:
- a) coerce an organisation, country, or individuals within an organisation, country, into changing their behaviour (or aspects of it) by increasing the cost on them to such an extent that they decide to cease the offending behaviour;
  - b) constrain a target by denying them access to key resources needed to continue their offending behaviour, including the financing of terrorism or nuclear proliferation;
  - c) signal disapproval, stigmatise and potentially isolate a country, an organization or an individual, nationally or internationally; and/or
  - d) protect the value of assets that have been misappropriated from a country until these assets can be repatriated.
- 4.11 The sanctions either target individuals, organisations or countries and can:
- a) Limit the provision of certain financial services
  - b) Restrict access to financial markets, funds and economic resources.
- 4.12 Breaching sanctions is a criminal offence and the most serious cases could incur prison sentences of up to seven years.

### **Export Controls**

- 4.13 Export controls are essentially a network of inter-related regulations that govern and regulate the shipment or transfer, by whatever means, of controlled items.
- 4.14 When importing or exporting goods IPPF must consider whether the goods being imported and/ or exported fall within any regulatory control provisions. If they do, then before importing and/ or exporting such items IPPF may have to apply for a licence from the relevant authorities as permission to import/ export such controlled items.
- 4.15 Goods controlled under any prohibition orders, exported without an adequate licence is considered illegal.

## **5 Guiding Principles**

- 5.1 This policy reflects IPPF's commitment to prevention, detection and management of financial crimes.

- 5.2 The guiding principles set out here under provide overall direction and guidance to IPPF in drafting procedures covering the prevention, detection and management of financial crime.
- 5.3 IPPF has zero tolerance towards any type of financial crime including money laundering, terrorist financing, bribery and corruption and fraud of any type or in any circumstances, whether carried out by volunteers, staff, contractors, partners or clients.
- 5.4 IPPF is committed to ensuring compliance of its various functions/ activities to financial sanctions and/ or export controls that may be put in place by organizations, countries in the regions that it works in.
- 5.5 Financial crime against IPPF depletes funds and exposes it to high reputational risk that could prevent it from accomplishing programme delivery, undermines effective functioning and jeopardises sustainable development by diverting donor contributions.
- 5.6 IPPF is committed to the prevention, deterrence and detection of money laundering, terrorist financing, bribery, corruption and fraud.
- 5.7 IPPF does not and will not pay or use a third party to pay bribes or offer improper inducements to anyone for any purpose, nor will it, accept bribes or improper inducements.
- 5.8 IPPF does not and will not, engage indirectly in or otherwise encourage any type of bribery and/ or corruption.
- 5.9 Fraud in favour of IPPF affects its reputation and ability to attract ethical donations.

## **6 Implementation**

- 6.1 The IPPF Secretariat should use all available mechanisms in the Federation to periodically and consistently monitor implementation of the Financial Crime Policy and report to the appropriate governing body incidences relating to financial crime that may be detected and actions taken thereof.
- 6.2 The implementation of this policy should be adequately resourced and supported.
- 6.3 IPPF will further review and strengthen, as required, all other existing policies of IPPF, such as the Safeguarding, Policy to Combat Bribery, IPPF Fraud Policy & Secretariat Fraud Policy Guidance and Procurement policy, to ensure adequate controls are built in to protect IPPF against financial crime. These include but are not limited to IPPF's commitment to:
  - a) Designate key focal points at all levels, for providing oversight of implementation of the financial crime policy.
  - b) Strengthen existing systems for preventing, recognizing, investigating and reporting any breaches of the financial crime policy across IPPF. This will inter alia include:
    - Increase awareness of financial crime, its prevention, detection and management within IPPF;
    - Enhance processes for screening trustees, employees, members/ partners, donors and suppliers against specific sanctions lists published by key Governments;
    - Conducting enhanced due diligence (EDD) on associates assessed as higher risk, such as Politically Exposed Persons (PEPs) holding senior positions;

- Continue to take adequate preventive steps to uphold restrictions that are part of any sanctions by countries and organizations such as United Kingdom, European Union, the United States, the United Nations, etc.) whilst dealing with Member Associations, Collaborative partners, donors, vendors, etc.
  - Ensuring adequate training is provided to key personnel and focal persons, so that ongoing monitoring of internal controls is ensured to adequately prevent, detect and manage incidences relating to financial crime.
  - Obtaining any kind of licences/ certifications that may be required to continue to work in sanctioned countries and importing/ exporting controlled goods either into or out of geographies where IPPF works.
- 6.4 IPPF's actions relating to bribery and corruption will be governed by IPPF's policy to combat bribery.
- 6.5 IPPF's action relating to fraud will be governed broadly by IPPF's Fraud Policy and IPPF's Secretariat Fraud Policy Guidance.
- 6.6 Maintain adequate documentation as evidence of internal control system used to support the financial crime policy

*As adopted by Governing Council, May 2019*

### Policy 3.14

#### 3.14 COST RECOVERY POLICY

##### Background and Purpose

- a) IPPF is a globally connected and locally owned civil society movement that provides and enables sexual and reproductive health services and champions rights for all, especially the poor, under-served and vulnerable population.
- b) IPPF's movement of locally owned institutions takes forward the mission and vision of ensuring all people are free to make choices about their sexuality and wellbeing, in a world without discrimination.
- c) In order to accelerate its ability to generate more restricted and unrestricted funds to deliver its strategic commitments IPPF had set an ambitious target of doubling income generated by the Secretariat by 2022. In order to achieve this target, IPPF has recently come up with its Global Income Generation Strategy that puts forward commercial approaches to income generation and long-term sustainability. These approaches articulate a focus on delivering well and leveraging current funding, enhancing IPPF's competitiveness by strengthening internal systems and processes and leveraging expertise across the federation to grow MA generated income.
- d) However, the current reality is that IPPF, including many of its Member Associations, are dependent on unrestricted funding from donor governments and foundations to sustain core organisational programmes, infrastructure and systems, including overall grant management and compliance and thereby have not really developed a commercial approach towards projected management.
- e) At the same time, over the years, the proportion of restricted/ project funding has been steadily increasing, as compared to a more or less stagnant level of unrestricted funding. In 2018, IPPF's total group income into the Secretariat was US\$112 million, of which US\$57.8 million was unrestricted and US\$52.2 million was restricted income. From the total restricted income, IPPF recovered approximately 7% as overheads, or US\$3.8 million, which represents 3.4% of the total group annual income. This does demonstrate that IPPF has not been able to charge its 'true costs' to various funded projects.
- f) In order to enhance IPPF's competitiveness and ensure long term sustainability of the organization, there is a need to improve operational effectiveness which besides other things requires developing a consistent and transparent approach to plan and account for programme and support costs.
- g) In order to do this, IPPF is developing a transparent cost recovery model for all programming, underpinned by a cost analysis, to ensure full cost recovery from various projects.
- h) This Cost Recovery Policy will enable IPPF to demonstrate greater transparency in the utilization and value add of unrestricted and restricted funding, including the role that each type of funding in supporting organisational sustainability, and enabling better response to donor compliance and scrutiny.
- i) This Cost Recovery policy will simply but clearly demonstrate the obligation for IPPF to ensure that unrestricted resources are not used to subsidize the implementation

of funded projects and the use of restricted funds are maximized to achieve strategic outcomes and priority objectives of the federation.

### Scope

- j) Cost Recovery Policy shall move IPPF towards 100% recovery of the Secretariat wide costs, associated with its programmes/ initiatives from funded projects.
- k) IPPF's Cost Recovery Policy will be applicable to the Unified Secretariat.
- l) For Member Associations, cost recovery will be maximised drawing on the Member Association's own cost recovery policies. The Secretariat will develop guidance for Member Associations to develop a cost recovery policy if they do not already have one.

### Guiding Principles

- I. The key principles underpinning the Cost Recovery Policy include:
- II. Simplicity
- III. Transparency
- IV. Fairness
- V. Sustainability
- VI. Value for money
- VII. Improved delivery against unfunded priorities

### Definition

- m) Full Cost Recovery means securing funding for, or 'recovering', all costs, including the direct costs of programmes and all associated overhead costs. Every organisation, whether voluntary, public or private, needs to recover all its costs, or it cannot pay its employees, support functions, governance, and fundraising, offer its products and services, or plan for the future and the continued development and delivery of its services.
- n) There are two main types of costs that are to be considered whilst calculating total cost recovery:
  - i) Direct costs are those which are directly attributable to the programme. This includes costs such as personnel, technical assistance, project monitoring, procurement of equipment and supplies, and any other project activities.
  - ii) Overhead costs are support costs that are shared across programmes and cannot be directly attributed to the implementation of specific programme/ project activities, including costs related to management, governance and oversight, strategy and planning, training, audit and investigations, programme development, systems, and communications. These costs support the organisation's ongoing sustainability and are essential for supporting critical functions and investments.

### Cost Recovery Policy Statement

- o) IPPF's Cost Recovery Policy aims to move IPPF towards 100% recovery of costs associated with delivering all funded programmes and strategic priorities. This will be achieved by each funded project recovering its associated direct and overhead costs.

- p) An annual analysis of cost of the work undertaken by the Secretariat will provide a per cent (%) break up of costs to be recovered through direct or overhead costs. This is called the Cost Recovery Rate. The cost recovery rate will be calculated and monitored using a three-year rolling average of historic expenditure of the entire Secretariat.
- q) All project proposals (restricted or otherwise) developed and submitted in the year will use that year's Cost Recovery Rate.
- r) A lower Cost Recovery Rate under any project proposal will require an approval from the Directors Leadership Team (DLT).

### Implementation

- s) IPPF's Financial Controller will be accountable for the implementation of the Cost Recovery Policy.
- t) It will be the responsibility of all teams, across the Unified Secretariat, to ensure adequate cost recovery for their respective teams. This will include those involved in proposal development, strategic framework implementation and support functions.
- u) The application of IPPF's Cost Recovery Policy would be applied to all funded programmes/ projects implemented either through restricted funding and/ or designated funding.
- v) Cost recovery will be monitored at both budgeting and actual recovery levels annually, ensuring adequate burn rates across all funded projects.
- w) The Cost Recovery Policy will be applied in line with donor cost recovery criteria and eligibility requirements. Some of the models for cost recovery will include inter-alia:
  - I. Funded Projects wherein donor stipulates fixed overhead charge. In this case the fixed % of overhead recovery will be taken towards support costs of the Secretariat and the balance cost recovery (as per the cost recovery %) will be recovered through direct charges to the project.
  - II. In cases where the donor does not stipulate a formula to calculate support/overhead costs, IPPF will use its own cost recovery formula (as calculated in 5 b) and recover support cost and direct costs (as far as possible) to the project budget.
  - III. Projects which are 'commercial contracts or complex, bilateral contracts which are purely commercial in nature' wherein payments are made to IPPF based on delivery of results (a service contract). In these cases, IPPF will charge fees such that it ensures *full cost recovery*. This is essential to ensure that charitable funding is not being used to cross subsidise commercial contracts. In addition, a risk premium shall be included to ensure that core funds are not cross subsidising commercial contacts.
- x) Where there is a need to provide Technical Assistance and oversight by the Secretariat to Member Associations to facilitate the delivery of a programme financed through restricted funding, this additional cost will have to be included, as part of the MA's restricted programme budget.
- y) Implementation of the Cost Recovery Policy will require all Secretariat staff to systematically record time worked against specific activities, operations and programmes.



- z) Implementation of the Cost Recovery Policy will be supported by detailed guidelines to include the calculation of the Cost Recovery Rate and how this should be applied to any funded programmes.

*As adopted by Governing Council, May 2020*

## Policy 3.15

### 3.15 TREASURY MANAGEMENT POLICY

#### 1. Background and purpose

The purpose of this policy is to set out IPPF's approach to treasury management across the unified secretariat.

IPPF's London office acts as the conduit for redistributing global IPPF income. All unrestricted core income and the vast majority of restricted income is received in London and payments to MA's and other secretariat offices are made from London at the request of the relevant secretariat office. IPPF's functional currency is USD but it receives income and makes payments in many different currencies. It has UK bank accounts in USD, GBP, EUR, AUD, CHF, NOK, DKK, SEK and CAD.

Only 10% of IPPF's unrestricted core funding is received from donors in its functional currency of USD. The remaining 90% is received in a range of foreign currencies, including EUR, AUD, DKK, NOK, NZD, SEK and CAD. Whilst payments from the London office are made in a variety of currencies (e.g. London office salaries in GBP, EN office costs in EUR), the majority of grant payments to Member Associations are in USD with approximately 40% in exotic currencies (mainly in Africa) when restricted projects are taken into consideration.

In order to limit the overall exposure to foreign exchange fluctuations, this policy aims to maximise returns on idle funds and identify and minimise forex risk. Keeping these broad objectives in mind, this policy has been prepared on the following principles:

- cash is to be treated as an asset which needs to be maximised for the furtherance of IPPF's charitable aims and objectives.
- no unnecessary risks that jeopardise IPPF's funds should be taken.
- only simple treasury practices will be followed.
- treasury management practices will be based on investment strategies as set out and amended, from time to time in the Investment Policy.
- treasury management decisions, as far as possible, will be centralised.

#### 2. Objectives of treasury management

As mentioned, the two broad objectives of the Treasury Management Policy are to:

##### 2.1 Maximise return on funds

The Treasury Management Policy is intended to achieve the maximum possible return on surplus funds whilst operating strictly within the framework of IPPF's Investment Policy.

##### 2.2 Identify and minimise risks

IPPF will make all reasonable endeavours to identify and minimise its risk whilst managing its treasury in the following broad areas:

- 2.2.1 **Counterparty risk:** The risk of default by the financial institutions (defined for the purpose of this document as banks, building societies and investment funds) which hold IPPF's funds.

- 2.2.2 **Liquidity risk:** The risk that IPPF has insufficient cash flow to meet its obligations as they fall due.
- 2.2.3 **Foreign exchange risk:** The risk arising from exposure to exchange rate fluctuations and the resultant impact on cash flows arising from assets and liabilities held in non-functional currency.
- 2.2.4 **Operational risk:** The risk that accounting duties are not appropriately segregated (for example there should be clear segregation of duties to prevent any single person from being able to control substantial resources or obtaining unauthorised access to account information). Operational risk also includes the risk of accurate records not being maintained, cash accounts not being regularly reconciled or activities designed to manage treasury risks not being appropriately supervised. This also includes the risks of cash mismanagement such as misappropriation of cash assets.

### 3. How to Minimise Risk

#### 3.1 Managing Counterparty risk:

Depending on which type of institution or instrument IPPF invests its funds in, it could be exposed to counterparty risk. Wherever practical, to minimise this risk, IPPF will:

- invest its funds only in those institutions, which maintain and meet the ethical investment policies in line with those provided in IPPF's investment policy. In assessing the ethical standing IPPF will undertake the following review:
  - internet research of the ethical standing of the institution, e.g. [www.business-humanrights.org](http://www.business-humanrights.org). and [www.ethicalconsumer.org](http://www.ethicalconsumer.org)
  - review of specific investment policies/criteria adopted by the institution.
- not invest all its funds in a single financial institution/ financial instrument.
- deposit/ investment in bonds/ papers with high credit rating (A- or higher) from at least two rating agencies (such as S&P, Moody's or Fitch) in accordance with IPPF's Investment Policy.
- Open bank accounts with financial institutions/ banks which satisfies the above criteria.

#### 3.2 Managing liquidity risk

In order to manage the liquidity risk, IPPF will make all endeavours to improve its cash flow forecasting systems and procedures. As without a good cash forecasting system treasury management will never be successful, thereby exposing IPPF to risk of:

- defaulting on its short-term payments.
- default in settlement of hedging contracts.
- incurring heavy cost, due to hasty withdrawal of invested funds.

In order to mitigate this risk, IPPF will undertake the following actions:

- strengthen its cash flow forecasting system.
- ensure preparation of a quarterly consolidated cashflow forecast, as far as possible, disaggregated by type of currency and source of funding (unrestricted / designated / restricted).

#### 3.3 Managing foreign exchange risk

Foreign exchange ("FX") risk management seeks to protect IPPF against adverse FX rate changes over a medium to long-term time horizon. FX risk management includes (i) identifying the FX risks to which IPPF is exposed, (ii) assessing and monitoring the

potential impact of FX risks on the ability of the organisation to deliver on the annual operating budget and (iii) reporting on FX risk.

**Mitigation strategies:** In order mitigate the foreign exchange risks IPPF will:

- under the oversight of the Board of Trustees and/ or the Finance, Audit and Risk Committee (C-FAR), identify and onboard an expert forex management company once every three years, to advise and assist IPPF through the forex management. Foreign currency brokers/ management companies will be selected every three years through an open tender process.
- as per advice from the C-FAR, set up a credit line with each foreign currency broker/ management company that is successful in the tender process. The current authorised counterparties are listed in Appendix A.
- involve designated trustee (s) in operationalisation of the forex account, with the selected forex management company.
- fix subsequent years budgetary rates based on advice from the foreign currency broker/ management company.
- selectively hedge its FX exposures by identifying currencies/ grants, wherein any significant negative movement could severely impact the operating budget of IPPF, by taking up hedging contracts for a maximum period of 18 months.
- strictly prohibits any speculative currency trading.
- regularly update the Board of Trustees and / or CFAR about the
  - result of the forex movements and hedging contracts
  - latest development and trends in forex management.
- Regular reporting to the management (each quarter) in the form of a treasury management report which will include:
  - live forward contracts showing their mark to market position.
  - overview of realised and unrealised FX gains/losses.
  - spot trades executed in the past quarter.

**Strategies on Grant Inflows:** Key strategies that could be adopted to hedge forex risks on **grant inflows** are listed below:

- **Natural hedging** i.e. netting inflows and outflows in a particular currency to minimise the net FX exposure will always be the preferred route.
- Use of **foreign exchange derivatives**<sup>1</sup> to reduce (offset) IPPF's exposure to FX risk will only occur where there is a comfortable level of certainty in respect of the timing and amount of the FX exposures. The following foreign exchange derivatives for FX risk management purposes can be used by IPPF:
  - **FX Spot:** transaction to buy one currency and sell another currency for 'immediate delivery'
  - **FX Forward:** agreement between two parties to exchange a specified amount of a currency at a specified exchange rate (forward rate) on a specified date in the future.

Prior to committing any spot or forward transactions, quotes must be obtained from at least two authorised counterparties as close in time as possible after which IPPF will execute the deal with the most competitive counterparty. The exception

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<sup>1</sup> A foreign exchange derivative is a financial derivative of which the payoff depends on the foreign exchange rates of two (or more) currencies at a given point in time (either now or in future).

to this rule is where a spot transaction is required for a payment in an exotic currency in which only one of IPPF's authorised counterparties trades.

All foreign exchange spot and forward transactions should be pre- approved by the Financial Controller or Director, Finance & Technology after reviewing the quotes received. Forward contracts will primarily be entered into for the following year's unrestricted donor income to create certainty over the budget exchange rates.

**Strategies on FX payments:** In order to limit bank transaction and FX costs, (automated) bank converted payments (and collections) will be avoided as these transactions are not cost effective. IPPF has the following options to make FX payments:

- Make the payment through an FX payments service provider specialised in executing payments in exotic/illiquid/high spread currencies and empanelled by IPPF.
- Buy the currency outright through an FX spot (deal with an authorized counterparty) and subsequently make the payment. This process would normally require a bank account in the payment currency and therefore it is only appropriate for currencies in which the amounts and/or the frequency of payments is high and where no natural hedge is possible.

### 3.4 Managing operational risk

IPPF will ensure that all its treasury management activities comply with statutory and regulatory requirements. IPPF will also ensure that it puts in place adequate steps and controls to protect itself against any operational risk relating to its treasury management function. The steps that IPPF will take in managing operational risk include:

- Seek external advice from auditors, tax or legal advisors, as and when required.
- Ensure all documentation pertaining to treasury management, including detailing counterparty relationships, payment approvals and contracts shall be kept to evidence compliance with this policy and statutory regulations.
- Ensure adequate controls are put on release of requisitions, purchase orders and bills in the enterprise system of IPPF. This will include:
  - Strong oversight on cash position by grant/ project/ source of funding. Any overdraft, to be approved as per the authority levels, as defined in the delegation of authority document.
  - Checks and balance in place to ensure maker and checker principle always upheld in the system.
- Maintenance of bank accounts in multiple currencies in London, to enable flexibility in FX management.
- All bank accounts will be reconciled every month with any un-reconciling items investigated and cleared within three months.
- All secretariat offices will send quarterly bank statements and reconciliations to the London office to ensure visibility of overseas funds.
- Ensure all secretariat offices hold adequate cash which should typically cover the following quarter's net cash requirements.

### 4. Approval Authorities

Given the highly specialised nature of transactions, only the following team members may enter into FX derivative transactions within their overall limits of authority as defined and approved in the delegation of authority document:

- Director, Finance & Technology
- Financial Controller
- Manager, Financial Performance
- Member Association Grants Accountant (FX spot transactions for exotics payments only)

Any proposed transaction outside of the mandate and authorisations of this Treasury Management Policy requires pre-approval from the Finance, Audit and Risk Committee (C-FAR).

## 5. Policy Review

This policy will be reviewed every two years.

## 6. Version Control

| Version       | Effective Date  | Review Date  | Owner                             | Approved Date   |
|---------------|---|--|-----------------------------------|-----------------|
| Version No. 1 | Early June 2021 (subject to approval by IPPF Board of Trustees) | 26 <sup>th</sup> March 2021 (by the Finance, audit and risk committee) | Director – Finance and Technology | Early June 2021 |

## Appendix A - Glossary of terms

| Term                | Definition   |
|---------------------|--|
| Exotic currencies   | A foreign exchange term for a thinly traded currency. Exotic currencies are illiquid, lack market depth and trade at low volumes.  |
| Spot rate           | The current exchange rate at which a currency can be bought or sold.   |
| Forward contract    | A forward exchange contract (or forward contract) is a binding obligation to buy or sell a certain amount of foreign currency at a pre-agreed rate of exchange, on a certain future date.  |
| Natural hedging     | A hedge that occurs naturally as a result of an entity's normal operations. For example, revenue received in a foreign currency and used to pay commitments in the same foreign currency would constitute a natural hedge.                 |
| Speculative trading | Speculative trading includes any derivative transactions (i) for which no underlying exposure exists, (ii) which potentially increase instead of reduce FX risk and/or (iii) which are entered into with the objective to generate income. |

## Appendix B - Authorised counterparties (FX risk management)

Global Reach  
Cambridge FX  
StoneX (exotic currencies)

*As adopted by IPPF Board of Trustees, December 2021*

**Policy 3.16**

**3.16 INVESTMENT POLICY**

**1. Background and purpose**

- 1.1. IPPF during the year holds surplus cash relating to its reserves/ designated funds and also funds on behalf of a Member Association that need to be invested in the most appropriate investment products to maximise returns commensurate with the level of risk that is considered to be acceptable to the Trustees.
- 1.2. This investment policy highlights the powers of the Trustees to invest (as per the IPPF Act 1977), investment objectives, level of risk considered acceptable and lays down as part of implementation, strategies to be adopted to achieve the set objectives and responsibilities of the Trustees to oversee investments at IPPF.
- 1.3. For clarity, IPPF is not aiming to build an endowment.

**2. Scope of investment powers**

- 2.1. The IPPF Act 1977 does not place any conditions or limitations on IPPF's power of investment. The subsidiary powers of IPPF in the IPPF Act 1977 include to:
  5. (8) "appoint any person or persons (whether incorporated or not), being a bank, trust corporation or member of a recognised stock exchange or of a professional body to accept and hold in trust for IPPF any property belonging to IPPF or in which it is interested and to execute and do all such deeds, acts and things as may be requisite in relation to any such trust and to provide for the remuneration of such trustee or trustees".
- 2.2. To exercise the powers vested above, IPPF now wishes to set out this policy to provide directions in how it would like to manage its investments going forward.

**3. Responsibilities**

- 3.1. The Trustees' power of investment and their duties are defined by the Charity Commission. Legally, it is the duty of the Trustees to:
  - 1) know, and act within, their charity's powers to invest.
  - 2) exercise care and skill when making investment decisions.
  - 3) select investments that are right for their charity; this means taking account of:
    - a) how suitable any investment is for IPPF.
    - b) the need to diversify investments.
  - 4) take advice from someone experienced in investment matters unless the Trustees are of the opinion there is a good reason to deviate from this professional opinion, which is well documented and agreed upon through the relevant governance procedures.
  - 5) follow applicable legal requirements if they are going to use someone to manage investments on their behalf.
  - 6) review investments from on a periodic basis, at least twice a year.
  - 7) explain their investment policy in the trustees' annual report.

#### 4. Investment objectives

4.1. IPPF's investment objectives are to:

- 1) Maintain sufficient liquidity to manage day to day cash requirements.
- 2) Ensure cash is always available to meet immediate and short term (ie three months) financial needs.
- 3) Invest short term funds identified based on past patterns of inflows and outflows as set out in the future cash flow forecasts, in low risk short term products that maintain and enhance the value of the invested funds.
- 4) Invest longer term funds (such as those held on behalf of a Member Association) to maximise investment returns through interest, dividends, capital appreciation, etc as per the acceptable level of risk (as defined in this policy) on a longer-term basis.
- 5) Invest in simple products that can manage not only the financial risks IPPF takes, but also minimise the reputational risk that it takes, in terms of not investing in certain types of products/ companies, that may conflict with its own vision, mission and stated objectives.

#### 5. Risk Definition and Policy Direction

5.1. It is recognized that risk is part of an investment process and needs to be managed. IPPF is mindful of the following risks and sets out its policy on each below:

- 1) **Counterparty risk** is the risk that a firm with which IPPF does investment business (e.g. a bank or investment manager) will default on its contractual obligations.

*In order to protect itself against such risks, IPPF will only invest through banks<sup>1</sup> and fund managers that are properly regulated (i.e. fully compliant with their jurisdictional regulatory requirements).*

- 2) **Investment risk** is inherent in any investment as it might generate a low return or some (or all) of the amount invested might be lost. *IPPF's overall appetite for risk is low. However, where IPPF invests longer term in an investment fund, certain medium to high-risk investments will be allowed to increase the potential for a higher return, but only where the risk is diversified as part of a balanced portfolio (in terms of security and level of return).*
- 3) **Currency risk** relates to the exchange rate risk of holding investments in currencies other than IPPF's functional currency.

*IPPF will invest its assets in the currency in which they are originally denominated unless there is a requirement (e.g. from a donor) for a surplus cash balance to be held in another currency.*

- 4) **Interest rate risk** can lead to the decline in the real capital value of an investment.

*IPPF will minimise its exposure to holding long term fixed income products in the current environment of low interest rates to avoid a fall in value in real terms.*

#### 6. Risk appetite

6.1. The trustees define their risk appetite, within which the investments are to be made.

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<sup>1</sup> The Financial Services Compensation Scheme in the UK compensates an account holder up to £85,000 per bank if a UK- authorised bank fails.



- 6.2. The risk appetite takes into account the risk categories as defined in article 5 of this document.
- 6.3. The risk appetite statement includes:
- 1) prioritization of risks, based on impact and likelihood.
  - 2) the attitude of the Trustees (Meaning risk appetite) towards these risks.
  - 3) the control procedures IPPF takes to mitigate those risks.
  - 4) the capacity for loss, meaning IPPF's ability to absorb falls in the value of their investments.
  - 5) the amount that is available to invest.

## 7. Investment strategy

- 7.1. IPPF will base its investment strategy on its liquidity needs as reflected in its consolidated cashflow forecast. Cash that is surplus to three months of cashflow requirements may be invested in low-risk short term products where the capital will be maintained. These products include:
- 1) Short term notice deposit accounts.
  - 2) Bank secured fixed term funds (investment grade A- AAA).
  - 3) Treasury bills and bonds issued by highly rated governments (investment grade A- AAA).

**Appendix A** explains the investment grade ratings and gives examples of the current ratings of products.

- 7.2. For longer term assets, IPPF may appoint an investment manager to invest in a portfolio with the objective of long term returns. In the event that instant access is required to the funds under investment, a margin and credit facility may also be opened against these funds. In order to remain within a balanced portfolio and allow some flexibility in managing the investment portfolio IPPF will target the following asset allocation:

| Asset class                      | Strategic allocation | Allowed trading range |
|----------------------------------|----------------------|-----------------------|
| Cash                             | 5%                   | +/- 5%                |
| Equities                         | 60%                  | +/- 10%               |
| Fixed income and preferred stock | 35%                  | +/- 10%               |

## 8. Social, environmental, and ethical considerations

- 8.1. Ensuring the overall investment range as listed in clause 6.2, IPPF Trustees, from time to time, may impose restrictions on and/ or suggest areas to invest in.
- 8.2. IPPF Trustees have decided not to own, directly or indirectly investments<sup>2</sup> in companies involved in businesses relating to:
- 1) the manufacture, distribution and sales of weapons and firearms,
  - 2) Gambling,
  - 3) Fossil fuel, such as coal, oil and gas
  - 4) Tobacco.

<sup>2</sup> Investment could be in the form of equity, bonds, corporate papers, mutual funds and/ or any investment products that may be available as permissible investments to Charities in the UK.

- 8.3. IPPF Trustees have decided not to own directly or indirectly investments in companies that have been found to be involved in unethical practices such as:
- 1) Human trafficking
  - 2) Child labour
  - 3) Bribery and corruption
  - 4) Money laundering
  - 5) Terrorist financing
  - 6) Supporting or dealing with restricted individuals/organizations/ countries as per specific financial sanctions
- 8.4. IPPF Trustees have also decided, where feasible, to actively search for and invest in companies that:
- 1) promote gender equality and specifically promote and include representation of women in leadership roles.
  - 2) renewable energy.
  - 3) other environment friendly business contributing to the reduction in greenhouse gas emissions.
- 8.5. IPPF will use its best endeavours to ensure the requirements listed in 7.2 to 7.4 are met. If breaches are detected, IPPF will divest as soon as possible and take corrective actions to avoid breaches to happen again.

## **9. Implementation**

- 9.1. The Board of Trustees or its assigned committee
- 1) will review this investment policy on a biennial basis.
  - 2) will periodically review the investment strategy and monitor investment activities against policy.
  - 3) will consider whether IPPF's staff has the specific skills to manage investments or whether it would be more effective to use an investment manager.
  - 4) in case required, may oversee a formal tendering process to appoint one or more investment managers to act either in an advisory capacity or with discretion to make decisions about IPPF's investments on the Trustees' behalf within the investment policy framework.
  - 5) will approve the policy statement in the event that any discretionary powers are given to an investment manager.
- 9.2. In line with the policy directions provided, the management will
- 1) coordinate the day to day management of investments including opening and setting up investment accounts, manage the tender and selection for selection of investment managers and take any other actions required with respect to investment management.
  - 2) agree with investment managers appropriate benchmarks and targets against which to judge performance.
  - 3) receive regular reports from the investment managers and will review how investments are performing. If investments are underperforming, the Trustees will seek to understand whether it is for an acceptable reason.
  - 4) ensure adequate training is provided to staff to build in-house capacity.

- 5) provide regular updates to the Board of Trustees and/ or its assigned committee (s) about the performance of investments, returns received, opening or setting up of accounts, requirements of change of investment manager, etc.

### 10. Version Control

| Version       | Effective Date  | Review Date   | Owner                             | Approved Date |
|---------------|---|---|-----------------------------------|---------------|
| Version No. 1 | 03 June 2021<br>(subject to approval by IPPF Board of Trustees) | 26 <sup>th</sup> February 2021<br><br>26 <sup>th</sup> March 2021<br><br>14 <sup>th</sup> May 2021<br><br><i>(by the Finance, audit and risk committee)</i> | Director – Finance and Technology | --- June 2021 |

**Appendix A**

Investment grade is a rating of fixed income bonds, bills and notes by credit rating agencies which signifies a low risk of default. The rating determines the creditworthiness of companies based on their financial strengths and structure, past data, and growth potentials. Companies with good levels of debt, debt repayment, good earning potential and growth will have good credit ratings.

The [bond ratings](#) are not fixed and keep changing due to many economic, industry and regulatory factors.

Standard and Poor’s and Fitch use the following ratings for investment grade:

|      |                    |                  |
|------|--------------------|------------------|
| AAA  | Prime              | Investment grade |
| AA+  | High grade         |                  |
| AA   |                    |                  |
| AA-  |                    |                  |
| A+   | Upper medium grade |                  |
| A    |                    |                  |
| A-   |                    |                  |
| BBB+ | Lower medium grade |                  |
| BBB  |                    |                  |
| BBB- |                    |                  |

Current examples are as follows:

- AAA - corporate bonds issued by Johnson & Johnson and Microsoft
- A - Barclays Bank fixed term fund
- A- - RBS International fixed term fund

Bonds with low credit quality rating (BB+ to D) are junk bonds or non-investment grade.

*As adopted by IPPF Board of Trustees, December 2021*

## Policy 3.17

### 3.17 RESERVES POLICY

#### 1. Background and purpose

The Charity Commission for England and Wales' guidance note ("[Charity reserves: building resilience](#)") sets out key points for charity Trustees when setting or reporting on their charity's reserves policy:

- Charity law requires any income received by a charity to be spent within a reasonable time of receipt. Trustees are justified in holding income reserves only if they believe it is in the charity's best interests.
- A reserves policy should take into account the particular circumstances of the charity and should not be regarded as a static policy. It should demonstrate the charity's resilience and capacity to manage unforeseen financial difficulties.
- Trustees should regularly monitor and review the effectiveness of the policy in the light of the changing funding and financial climate and other risks.

Deciding the level of reserves that IPPF needs is important in order to avoid reserves levels are neither:

- **higher than necessary** – which would limit the amount spent on charitable activities,
- nor
- **too low** – which would increase the risk of IPPF not being able to carry on its activities in the event of financial difficulties in the future.

#### 2. Policy statement

IPPF's reserves policy seeks to balance maximising spending of income raised as soon as possible with maintaining the minimum level of reserves to ensure uninterrupted operation and to provide time to adjust to a change in financial circumstances.

IPPF's reserves policy will ensure that it has the resources in place to manage financial risk and short-term income volatility and to continue to invest in initiatives to meet its goals set out in its Strategic Framework/Plan.

A target reserve level of US\$19m - US\$26m is assessed as striking an appropriate balance between the need to spend income when it is received and maintaining operational integrity.

#### 3. Scope

This policy will apply to all funds held by IPPF as group, which would include, all its offices set up either as branches, subsidiaries or any other legal form.

#### 4. Approach to setting up reserves level

This reserves level under the policy will be set taking the following steps, as suggested by the UK's Charity Commission:

- (i) Understand the nature of the charitable funds held.
- (ii) Identify functional assets.

- (iii) Understand the financial impact of risk.
- (iv) Review sources of income.
- (v) Assess the impact of future plans and commitments.
- (vi) Agree to a reserves level.

Following the above steps, IPPF will set its target taking into account the risks arising from the potential loss of unrestricted donor income, the impact of losing restricted projects, employment relations, working capital requirements of projects, potential fraud or misallocation of funds, Member Associations' needs, unrestricted cashflow deficits arising from timings of payments and potential redundancy costs in the event of financial difficulties.

The details of steps undertaken to work out the target amount are provided in the "Background paper on reserves policy" (August 2021) attached.

## 5. Monitoring general reserves

The Director, Finance & Technology will be responsible to keep a close watch over the general reserves. Any draw down from general reserves shall require the recommendation of the Finance, Audit and Risk Committee and approval of the Board of Trustees.

The General reserves will be reported in the management accounts of IPPF.

The overall investment/ spending plans will always be developed keeping in mind that reserves shall have to be maintained within the target range approved by the appropriate authorities.

## 6. Review of the policy

The Board of Trustees will approve any amendments (including to the level of reserves), if required, to the Reserves policy annually, on the recommendation of the Finance, Audit and Risk Committee to ensure the policy remains effective in the light of the prevailing funding and financial climate and any other risks.

The Director – Finance & Technology will be responsible to bring these amendments to the policy, for review to the Finance Audit and Risk Committee.

### Version Control

| Version       | Effective Date  | Review Date   | Owner                             | Approved Date   |
|---------------|---|---|-----------------------------------|---|
| Version No. 1 | December 2021<br><br>(subject to approval by Board of Trustees) | 5 November 2021<br><br>(by the Finance, audit and risk committee) | Director – Finance and Technology | 3 December 2021<br><br>o/s (by the Board of Trustees) |

*As adopted by IPPF Board of Trustees, December 2021*

#### **4. SEXUAL AND REPRODUCTIVE HEALTH AND RIGHTS**

##### **Policy 4.1**

#### **4.1 THE HUMAN RIGHT TO FAMILY PLANNING**

1. It has been internationally agreed that the right of all individuals and couples to decide freely and responsibly the number and spacing of their children is a basic human right. The right to decide freely and responsibly also includes the right of individuals to have the necessary information, education and counselling on family planning, and the means to practice it.
2. Member Associations have a responsibility to actively promote, by means of advocacy and persuasion, that this freedom to choose is respected by the state and should do their utmost to educate individuals exercising the right to take into account the needs of their living and future children and their responsibilities to their community and to society at large.
3. Member Associations should ensure that the promotion of the right to and practice of family planning continues to receive the highest priority in their programmes.

*As adopted by Central Council, November 1990*

**Policy 4.2**

**4.2 DELIVERY OF FAMILY PLANNING SERVICES**

1. IPPF supports service delivery programmes which are directed towards those segments of the community which are most likely to be bypassed by the conventional facilities of governments.
2. High priority is given to programmes that serve the needs of the underprivileged in rural and peri-urban areas, the poor, the illiterate, minority groups, immigrants and young people in all countries and societies.
3. As a fundamental principle in both the provision of and advocacy for family planning services, Member Associations are urged to ensure the availability of all safe and effective methods of fertility regulation; campaign actively against any restrictions on any of these methods, and maintain a multi-faceted, accessible service delivery programme.

*As adopted by Central Council, November 1990*



**Policy 4.3**

**4.3 INFORMED CHOICE**

1. The right to ready access to family planning information, education and services must be accompanied by the right to make voluntary and informed choices on the methods of contraception available, be they temporary or permanent, traditional or modern. The right to accept or reject particular forms of contraception must be fully protected in all countries.
2. The exercise of both the right of access to family planning and the right to make informed and responsible decisions about childbearing requires full knowledge of the benefits, purposes and practice of family planning, and the personal, familial and societal consequences of individual reproductive behaviour.

*As adopted by Central Council, November 1990*

**Policy 4.4**

**4.4 IPPF PUBLICATIONS**

1. In furtherance of its aims and objectives, IPPF undertakes the publication of various documents and books, magazines, newsletters, brochures, etc., each of which adheres to and supports IPPF's policies and goals.

*As adopted by Central Council, November 1990*

**Policy 4.5**

**4.5 WOMEN AND FAMILY PLANNING**

1. IPPF upholds the principle that the attainment of real equality between the sexes is based on the empowerment of women to regulate their own fertility. Without the achievement of this basic freedom, within the sexual partnership, women are disadvantaged in their attempt to benefit from other social reforms.
2. The Federation therefore expects all its Member Associations to press for measures within their country which recognize the basic human right of women to decide the number and spacing of their children; provide for the constitutional recognition of the rights of women, and divert an equitable share of national resources into creating greater education and employment opportunities for women as a means of improving their status and creating a more favourable climate for the acceptance of family planning.
3. The Federation advocates that joint decision-making and shared responsibility by women and men be a goal in all its family planning programmes.

*As adopted by Central Council, November 1990*

## **Policy 4.6**

### **4.6 MEN AND SEXUAL AND REPRODUCTIVE HEALTH**

#### **Introduction**

1. IPPF is committed to working with men and boys as clients, partners and agents of change in our efforts to meet the goals and objectives of the Federation's Strategic Framework. This applies to males of all sexual orientations, including those who have sex with other men (homosexual, bisexual and transgender) and regardless of HIV status.
2. This policy reflects the importance the Federation attaches to addressing male sexual and reproductive health and rights, and the need to work with men and boys, together with women and girls, as equal partners in the provision of comprehensive sexual and reproductive health services. This is critical to meeting today's global public health challenges and is in line with the ICPD Program of Action, the Millennium Development Goals (MDGs) and a wide body of international research.
3. This policy builds upon existing programmes and initiatives within IPPF and provides guidance to volunteers and staff on where these may need to be developed or expanded. It outlines a number of steps to be undertaken by Member Associations and the IPPF Secretariat in order to implement services in line with this commitment. All policies and programmes within the Federation should be planned taking account of this policy and implemented and evaluated accordingly.

#### **Men's role in Promoting Gender Equity in Health**

4. IPPF believes that in order to address underlying power and gender imbalances, and their effects on health, it is essential to work with men in promoting gender equity. Strategies and programmes seeking to challenge the practices and structures creating gender inequalities should, therefore, explicitly engage men and highlight their positive and influential role. Such engagement should, at all times, enhance rather than diminish women's autonomy. IPPF undertakes, where possible, to:
  - i. Promote gender equity as an issue of concern for men as well as women and highlight the benefits of a more equal society for everyone.
  - ii. Work with positive male role models and undertake campaigns and educational programmes to empower men and boys to fully understand and promote gender equity and support the sexual and reproductive health and rights of others, in particular women and young people.
  - iii. Work with both sexes to challenge often 'negative' gender norms/stereotypes, tackle homophobia, and promote more equitable ways of living and loving.
  - iv. Work with women and girls to support the development of more equitable attitudes and behaviours amongst men and boys.

### **Reaching Boys and Young Men**

5. IPPF is committed to reaching boys and young men, together with girls and young women<sup>1</sup>, through comprehensive sexual and reproductive health information and services, to address the specific vulnerabilities and sexual and reproductive health needs of this group. The Federation also recognises the importance of early intervention to foster healthy sexual health attitudes and behaviours among boys and young men. The Federation undertakes, where possible, to:
  - i. Address the specific needs of boys and young men within existing sexual and reproductive health programmes, clinics and youth friendly services.
  - ii. Provide appropriate information, counselling and outreach that empower boys and young men to feel respected and confident in accessing support and using condoms.
  - iii. Work with young men and boys through comprehensive sexuality education and peer education programmes to increase their life skills and understanding of personal health, equitable relationships and the negative impact of traditional gender stereotypes.

### **Men as Partners in preventing HIV and other Sexually Transmitted Infections**

6. IPPF believes that the programmes and services of Member Associations should recognise the critical role that men and boys play as partners in addressing the HIV epidemic and preventing other Sexually Transmitted Infections (STIs) and seek to facilitate their involvement. IPPF undertakes, where possible, to:
  - i. Increase male access to, and utilisation of, voluntary counselling and testing (VCT) services, and to increase their uptake of necessary treatment, care and support.
  - ii. Advocate for the involvement of positive male role models (particularly those living with HIV) to encourage other men and boys to use condoms and be tested for HIV and STIs.
  - iii. Address the sexual and reproductive health and positive prevention<sup>2</sup> needs of men living with HIV, their partners and family members, including providing support for men in serodiscordant relationships.
  - iv. Support the involvement of male partners in the prevention of mother-to-child transmission (PMTCT).
  - v. Involve men in strategies to reduce HIV and STI related stigma and discrimination.

### **Men as Partners in the provision of safe abortion services**

7. IPPF acknowledges that men and boys have a role to play in increasing their partners' access to safe abortion services, thus contributing to a decline in maternal morbidity and mortality related to unsafe abortion. This approach to working with men and

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<sup>1</sup> Boys, young men, girls and young women refer to those between the ages 10-24

<sup>2</sup> Positive prevention is defined as prevention for, and with, people living with HIV.

boys should, at all times, be underpinned by support for a woman's right to choose. The Federation undertakes, where possible, to:

- i. Provide specific information and education for men on abortion and how to support interventions to increase access to safe abortion services.
- ii. Work with men and boys to advocate for changes in legislation, to address stigma and discrimination, and to remove obstacles to accessing safe abortion services.
- iii. Enable and encourage men and boys to participate in pre- and post-abortion counselling sessions, if a woman so desires.

### **Men as Partners in improving access to services**

8. IPPF recognises the importance of working with men to reduce barriers and increase access to sexual and reproductive health information, sexuality education and high quality family planning services. This includes sensitising men to their responsibilities in promoting women and adolescents' sexual and reproductive health, well-being and rights. IPPF undertakes, where possible, to:
  - i. Strengthen information and education which promote male responsibility and the sexual and reproductive health needs and rights of women, men and adolescents.
  - ii. Work with men to encourage them to assume full responsibility for their sexual behaviour and to protect the health, well-being and rights of their partner and family.
  - iii. Promote joint decision-making and shared responsibility by men and women, particularly in relation to use of contraception and other safer sex techniques, within a gender equity framework.

### **Men as fathers**

9. IPPF promotes the important role that men play as fathers. The Federation supports the development and promotion of gender equitable fatherhood and recognises the important role of fathers in safe motherhood and antenatal care, as well as in the promotion of women and adolescents' physical and psychological well-being. The Federation undertakes, where possible, to:
  - i. Provide specific support, education and information to fathers, and promote the role of responsible fathering in improving family health and reducing fatality risks pre and post child birth.
  - ii. Embrace fatherhood in its diversity of forms, recognising that working with men as parents provides an important opportunity to also address other sexual and reproductive health needs and issues.
  - iii. Provide support and counselling services to facilitate the greater sharing of family responsibilities and the concerns for pregnancy support.

### **Men as Partners in eliminating Gender Based Violence**

10. The Federation is committed to involving men in the reduction of gender-based violence. The Federation believes that policies, programmes, services and campaigns should explicitly highlight the role of men as part of the solution to addressing and

preventing this violence. Such an approach should remain accountable to women and promote their empowerment. IPPF undertakes, where possible, to:

- i. Highlight that violence against women also negatively impacts upon men and boys and their families, and that an end to such violence will bring benefits to everyone's health and wellbeing.
- ii. Support men's anti-violence activism that demonstrates clear alignment with principles of gender equity.
- iii. Promote violence prevention strategies which address the root causes and impacts of violence, including violence and abuse against men and boys, particularly in high-risk settings.

### **Men's Sexual and Reproductive Health Needs and Rights**

11. The Federation is committed to ensuring that programmes and services also identify and address the sexual and reproductive health needs and rights of men and boys. IPPF believes that this is necessary both to improve the health of men and boys themselves, and as an important way of encouraging men to enhance the sexual and reproductive health of others, in particular women and young people. The Federation undertakes, where possible, to:

- i. Create or expand programmes and services to specifically address men and boys' sexual health and reproductive needs and concerns.
- ii. Review existing sexual and reproductive health policies, programmes and interventions to ensure that they actively promote the greater engagement of men and boys and facilitate their access to services.
- iii. Promote the use of male role models to encourage other men to take greater care of their sexual and reproductive health.
- iv. Enhance understanding among men of the sexual and reproductive health rights and needs of their partners, lovers and children.

### **POLICY IMPLEMENTATION**

In line with this policy, the IPPF Secretariat and Member Associations are urged to raise awareness among volunteers and staff to develop their own appropriate strategies. More specifically:

12. Member Associations should endeavour to:

- i. Integrate, based on the appropriate areas of this policy, a focus on working with men and boys, and addressing their sexual and reproductive health needs, within existing policies and programmes.
- ii. Provide training and support to build the capacity, skills and attitudes of staff, service providers and peer educators to work with men and boys, particularly the most vulnerable.
- iii. Create and maintain strategic partnerships with other organisations working with men and boys, including linkages to enable appropriate referrals.
- iv. Work with parliamentarians and other decision-makers on this issue.
- v. Use language that will not exclude men and boys from our work.
- vi. Review and/or plan, implement and evaluate programmes and activities in line with this policy.

13. The Central Office and Regional Offices will seek to:
- i. Support development of these programmes and services and, where possible, provide Member Associations with technical support. The IPPF Central and Regional Offices will also endeavour to raise funds for the implementation, and scaling-up, of this work.
  - ii. Ensure that relevant IPPF standards and guidelines (clinical and non-clinical) reflect the above policy.
  - iii. Develop strategies, where possible, to integrate a stronger focus on men and boys within the Federation's core business, including a monitoring and evaluation and gender analysis framework for this aspect of the strategic framework.
  - iv. Establish and/or develop existing links with organisations working on this issue.

*As adopted by Governing Council, May 2008*



## **Policy 4.7**

### **4.7 MEETING THE SEXUAL AND REPRODUCTIVE HEALTH RIGHTS OF YOUNG PEOPLE**

#### **Introduction**

1. IPPF is committed to working for and with young people to ensure that they are supported and empowered in their decisions relating to sex and sexuality. IPPF believes young people who are fully informed about their sexual and reproductive health (SRH) choices grow into healthy individuals and have healthy fulfilling relationships. IPPF's Youth Manifesto and IPPF's Declaration for Sexual Rights provide a framework to respect, protect and fulfil young people's right to make autonomous decisions about their SRH in line with their evolving capacities. IPPF advocates for the eradication of barriers that inhibit access to comprehensive sexuality education (CSE), information and SRH services that respond to all young people's needs and realities<sup>1</sup>.

#### **Guiding principles**

2. This policy provides a set of guiding principles that reflect the Federation's commitment to meeting and advancing the SRH needs and rights of young people and the actions necessary to realize this goal. These guiding principles include IPPF's and the MA's:
  - i. Belief that young people with knowledge, confidence and comfort with their own bodies are better equipped to negotiate relationships, including any sexual relationships they may have. The policy also acknowledges the right of all young people to enjoy sex and express their sexuality in the way that they choose.
  - ii. Commitment to empower young people, to give them confidence in themselves and to encourage them to know their rights, exercise their rights and respect the rights of others. A positive approach to sexuality is necessary in order to ensure young people's sexual and reproductive health and well-being.
  - iii. Recognition of our role in investing in young people's engagement, to become advocates and proactive members within their communities concerning SRHR issues; to provide them opportunities to contribute to policy and programme development, implementation, monitoring and governance.
  - iv. Recognition of the importance that young people's sexual and reproductive health programmes, including CSE, are placed in the context of their overall development and wellbeing. These should be aimed at enabling young people to take control over their own lives, to be empowered and resilient and foster self-reliance and independent thinking.
  - v. Acknowledgment of the gender gap that hinders adolescent girls and young women from enjoying the same freedoms as adolescent boys and young men, making them especially vulnerable to various forms of discrimination and sexual and gender-based violence (SGBV). Young mothers are among those most powerless, and face pressures to bear children early despite the risks to their

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<sup>1</sup> As outlined in Vision 2020

- health, life and educational attainment. These inequalities early in life can contribute to poor health, economic insecurity and diminished quality of life.
- vi. Recognition that while boys and young men may benefit from different freedoms to girls and young women, in many places the pressure to conform to gender norms makes them vulnerable to violence, dangerous risk-taking and accidental death, and keeps them from fulfilling their life's potential. IPPF promotes an approach that enlists boys and men as allies in the empowerment of girls and women, supports them to access services and seeks to transform gender norms in a way that improves health and life outcomes for all. Moreover, create a platform/empower boys and young men to take an action against gender-based discrimination and violence against girls and young women.
  - vii. Commitment to work towards removing all social, legal, administrative and institutional barriers that adversely affect young people's sexual and reproductive rights.
  - viii. Recognition of the diversity of young people's situations and a commitment to strive to ensure that their SRH needs are met, and that they are neither excluded nor restricted on any basis as outlined in the Framework of Non-Discrimination within IPPF's Declaration for Sexual Rights <sup>2</sup>. IPPF is committed to addressing the factors that render young people especially vulnerable to HIV, sexually transmitted infections (STIs), unwanted pregnancies and other sexual and reproductive health issues.
  - ix. Recognition that physical and mental well-being includes remaining free from all forms of sexual violence and coercion, and that IPPF and Member Associations should commit themselves to eliminating sexual and gender-based violence towards young people, including female genital mutilation (FGM) and early and forced marriage. Member Associations are encouraged to offer services for young survivors of violence and advocate on the issues of sexual and gender-based violence.
  - x. Will not tolerate any type of abuse or exploitation towards any child or young person and commits to ensuring that all staff, partners and associates are made aware of, and supported in their responsibilities to prevent abuse and protect children, young people and vulnerable adults.<sup>3</sup>
  - xi. Recognition of the role that information technology plays in young people's lives and is a key determinant of their wellbeing and mental health.

## Implementation

3. The IPPF Secretariat should use all available mechanisms in the Federation to regularly monitor the implementation of this policy and report to the appropriate governing body. The implementation of this policy should be adequately resourced and supported by IPPF Senior Management Team.
4. To put this policy into action, the IPPF Secretariat and Member Associations should undertake actions that address the needs and rights of young people. These actions include; creating a supportive and enabling environment for young people to participate; promoting programmes and CSE that empower young people; especially those who are

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<sup>2</sup> See glossary

<sup>3</sup> See policy 1.15

poor and vulnerable; and making efforts to advance their sexual and reproductive health and rights.

### **Participation**

5. IPPF expects Member Associations to play a role in supporting young people to reach their full potential and ensure they receive practical skills and knowledge so they can participate to the best of their ability in society. IPPF and Member Associations should:
  - i. Make efforts to actively recruit young people as volunteers and/or members of staff.
  - ii. Ensure that young people have equal opportunity when applying for membership and or jobs and in any other aspect of work, subject to local law.
  - iii. Involve young people in the design, implementation and evaluation of their programmes and services at every stage, and ensure they have real decision-making power.
  - iv. Have at least twenty percent of their decision-making bodies made up of young people, in line with IPPF's Board of Trustees structure.
  - v. Ensure the participation of young people is built around the equal partnership of young people and adults.
  - vi. Ensure young people are supported to participate in all of the above through the provision of resources, (material and financial) mentoring, information and training.

### **Rights Based, Gender Sensitive Information and Comprehensive Sexuality Education**

6. IPPF and Member Associations are urged to advocate for and provide both SRH information and comprehensive sexuality education (CSE) that enhances the independence and self-esteem of young people and provides them with the knowledge, skills and confidence to make informed choices. The following should be taken into account: <sup>4</sup>
  - i. Information and CSE should be accessible to young people of all ages in accordance with their evolving capacities.
  - ii. Information and CSE should be provided which enables young people to feel comfortable and confident about their bodies and their sexuality regardless of whether they are sexually active or not.

CSE should be provided that helps young people acquire the skills to negotiate relationships and safer sexual practices, including whether and when to engage in sexual intercourse, as outlined in IPPF's CSE Framework<sup>5</sup>.
  - iii. CSE strategies that are gender equitable and inclusive, accessible and non-discriminatory are needed to address young people both in and out of school. Special attention should be paid to the most poor and vulnerable young people.

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<sup>4</sup> See policy 4.8

<sup>5</sup> A Frameworks for Comprehensive Sexuality Education (Updated 2010)

**Access to Youth Friendly Sexual and Reproductive Health Services**

7. IPPF is committed to the provision and promotion of youth-friendly services which are easily available to all young people. Member Associations should ensure access to youth friendly services and advocate for their provision. The criteria for Youth friendliness includes:
- i. SRH services for young people that are accessible, stigma free and which assure privacy and confidentiality.
  - ii. Trained staff members who treat young clients with respect, in a supportive and non-judgmental manner.
  - iii. Special attention and specific approaches that meet the different needs of vulnerable young people such as the very young and those who identify as lesbian, gay, bisexual, transsexual and intersex.
  - iv. Access to a full range of SRH services<sup>6</sup>
  - v. Access to comprehensive safe abortion services, including counselling which is non-directive, non-judgmental and that are responsive to personal circumstances and cultural background.
  - vi. Sensitive and supportive post abortion counselling and follow-up for young women. Contraceptive counselling and services should be made available to reduce the risk of further unwanted pregnancies.

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<sup>6</sup> Integrated package of essential services (IPES)

## Glossary

**Adolescents/ Young People:** In IPPF we use the following definitions based on the World Health Organisation's recognition:

- Adolescence is defined as 10 – 19
- Young People: 10-24 years

**Comprehensive Sexuality Education (CSE):** Education which is provided 'in' or 'out of school' settings, the IPPF Framework for Comprehensive Sexuality Education states: "Comprehensive Sexuality Education seeks to equip young people with the knowledge, skills, attitudes and values they need to determine and enjoy their sexuality – physically and emotionally, individually and in relationships. It views 'sexuality' holistically and within the context of emotional and social development. It recognizes that information alone is not enough. Young people need to be given the opportunity to acquire essential life skills and develop positive attitudes and values."

**Empowerment:** Empowerment is based on the idea that giving people the knowledge, skills, authority and opportunity as well holding them responsible and accountable for outcomes of their actions, will contribute to them becoming more motivated and competent to take control of their lives.

**Framework of Non-Discrimination within IPPF's Declaration for Sexual Rights:** prohibits any distinction, exclusion or restriction on the basis of sex, age, gender, gender identity, sexual orientation, marital status, sexual history or behaviour, real or imputed, race, colour, ethnicity, language, religion, political or other opinion, national or social origin, property, birth, physical or mental disability, health status, including HIV/AIDS, and civil, political, social or other status which has the purpose or effect of impairing or nullifying the recognition, enjoyment or exercise on an equal basis with others, of all human rights and fundamental freedoms in the political, economic, social, cultural, civil or any other field.

**Participation:** IPPF used a model of youth participation whereby young people can critically explore programmes and policies, can identify possibilities for change and have genuine influence.

**Youth-friendly:** IPPF's Medical Advisory Panel describes youth friendly services as follows: 'They are able to effectively attract young people, responsively meet their needs, and succeed in retaining these young clients for continuing care. Youth friendly services should offer a wide range of SRH services relevant to adolescents' needs.'

*As adopted by Central Council, November 1990  
Last Amended November 2014*

**Policy 4.8**

**4.8 COMPREHENSIVE SEXUALITY EDUCATION**

1. IPPF acknowledges the importance of young people's access to Comprehensive Sexuality Education (CSE), both within formal and informal settings. IPPF urges MAs to promote a model of sexuality education that is rights-based and gender-sensitive and that considers the various socio-cultural, economic and power dynamics that influence sexual choices as well as the resulting emotional, mental, physical and social impacts on each young person's development.
2. The provision of CSE in IPPF should use a model of learning that takes a positive and respectful approach to sexuality and sexual relationships for young people, whether or not they are sexually active. A holistic, community-based approach with a focus on participatory learning is preferred, and the environment within which it is provided should encourage critical thinking about gender equity and rights.
3. CSE should equip people with the information and life skills they need to make informed decisions and enjoy a healthy, pleasurable sexual life free from unwanted pregnancy, STIs, HIV and AIDS and sexual violence.
4. Comprehensive sexuality education programmes should be closely linked to and mutually reinforced by youth-friendly sexual and reproductive health service provision.

*As adopted by Central Council, November 1990*

*Last amended by Governing Council, May 2011*

**Policy 4.9**

**4.9 INTEGRATION OF FAMILY PLANNING WITH DEVELOPMENT**

1. IPPF adheres to a principle of development that strives for equity and social justice. IPPF advocates development policies and programmes that are dedicated to meeting the basic needs particularly of the deprived and under-privileged and in general to improving the quality of life.
2. IPPF works to increase public and government awareness of the interrelationships between population, development, resources and the environment, supports long-term, multi-faceted population policies to be implemented together with relevant services and education programmes as integral components of national and international development plans.
3. IPPF contends that, when a society faces many urgent development problems it is essential to adopt a caring attitude to the family and the community as a whole and not deal with family size alone. Although recognizing the mutually reinforcing relationships between family planning and other aspects of development, IPPF concentrates on those aspects which are most closely related to its own area of work and expertise.
4. IPPF does not adhere to a single model for the integration of family planning with development but maintains that the service structure should be viable, collaborative, participatory and designed to benefit all groups in the community.
5. IPPF funding of integrated programmes will be primarily for the family planning component, and should, if possible, be combined with funding from other sources. Following specific criteria to be developed, provision may be made for funding of other activities when they are deemed necessary in order to accomplish family planning objectives.

*As adopted by Central Council, November 1990*

## **Policy 4.10**

### **4.10 MONITORING AND EVALUATION**

#### **Introduction**

1. The most important work of IPPF takes place at the country level where Member Associations advocate to their governments and serve their clients through the implementation of sexual and reproductive health and rights programmes.
2. This policy makes clear the importance that the Federation attaches to the monitoring, evaluation<sup>1</sup>, learning and sharing of its work, and highlights key principles and commitments that volunteers and staff should be guided by in its implementation.
3. The Federation recognizes shared values and responsibilities across the whole organization, while also noting that separate duties and abilities apply to different levels.

#### **Principles**

4. Organizational effectiveness in IPPF means the ability of the Federation to fulfil its mission through a combination of sound management, good governance and a persistent dedication to achieving results.
5. Monitoring, evaluation, learning and sharing:
  - i. are integral to organizational effectiveness since they are concerned with measuring results achieved, and analysing and reflecting upon the process that led to those results in ways that enable continuous improvement
  - ii. should be carried out at and be useful for all levels of the Federation
  - iii. empower volunteers and staff to understand what works well and not so well, to improve policy, plans, programmes and projects, and to inform the design of new ones
  - iv. lead to high quality reporting on the performance of the Federation, which increases accountability to those we serve (our clients) and to those who support our work (our donors and all other partners) and to ourselves

#### **Commitments**

6. IPPF is therefore committed to:
  - i. providing support to volunteers and staff to increase their monitoring and evaluation skills and improve decision making
  - ii. implementing a participatory approach to monitoring and evaluation in which key people who have a concern and interest in a programme or project are actively and meaningfully involved in its evaluation

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<sup>1</sup> Monitoring is the ongoing collection and analysis of data to review progress and make adjustments where necessary. Evaluation is the assessment of results achieved.



- iii. monitoring and reporting on results to assess whether or not the Federation is achieving its strategic goals and objectives
- iv. recommending changes and required interventions based on the results and findings
- v. demonstrating the effects of the Federation's work at national, regional and global levels in ways that are convincing, easy to understand and intellectually honest, following standard ethical considerations and codes of conduct in the evaluation practices

## Implementation

To realise these principles and commitments:

7. Governing bodies will:
  - i. ensure that IPPF's Monitoring and Evaluation Policy remains relevant and is implemented
  - ii. ensure that management has included budgetary allocation for monitoring, evaluation and learning in Annual Programme Budgets
  - iii. monitor, challenge and support the work of IPPF by reviewing performance data and monitoring progress in implementing strategic plans
8. The Director General, Regional Directors and the Executive Directors of Member Associations will ensure that:
  - i. resources are available to undertake ongoing monitoring and evaluation of programmes and projects
  - ii. systems and procedures are in place (with continual update and improvement) to undertake monitoring and evaluation of programmes and projects
  - iii. programme and resource allocation decisions are based on analyses of both performance and needs
  - iv. IPPF's governing bodies at all levels of the Federation are provided with the evidence they need to monitor IPPF's performance, and to challenge and support the work of IPPF
  - v. monitoring and evaluation practices are aligned with accreditation standards wherever relevant
9. Member Associations will plan and implement ongoing, participatory and robust monitoring and evaluation practices, with indicators of performance, to ensure project, programme and organizational effectiveness. They will:
  - i. have rigorous monitoring and evaluation plans with indicators of performance
  - ii. implement practices that encourage all relevant volunteers and staff to review, analyse, reflect upon and make decisions based on data
  - iii. conduct needs assessments<sup>2</sup>
  - iv. conduct baseline, midterm and endline/end-of-project surveys
  - v. disseminate and share results

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<sup>2</sup> A needs assessment is a tool for project designing and planning which should be conducted before the logical framework is finalized. It is used to identify the needs of the target community and the programme strategies and activities that are best suited to meet the needs.

10. Regional Offices will:
  - i. support Member Associations to monitor and evaluate their work. This will involve the provision of technical assistance, capacity building and systems support on monitoring, evaluation, learning and reporting
  - ii. measure regional performance and progress of Member Associations
11. The Secretariat, working in their respective roles, will:
  - i. facilitate collaboration and sharing across the Federation of monitoring and evaluation best practices
  - ii. facilitate development of standardized methodologies and tools for monitoring and evaluation
  - iii. ensure maximum use of data for data-driven decision making
  - iv. ensure that resources are allocated to support best practices in monitoring and evaluation, including integration into global resource mobilization efforts
  - v. ensure effective global systems for data capture, analysis and interpretation are in place and continually improved
  - vi. develop guidelines and procedures on monitoring and evaluation
  - vii. support evaluation capacity building to ensure the quality of evaluation throughout the Federation
  - viii. measure progress in implementing IPPF's Strategic Framework by analysing data on the Federation's global performance indicators
  - ix. supplement global performance data with in-depth programme reviews and evaluations
12. Performance results and evaluation findings will be made available on IPPF websites (global and regional) and IPPF Exchange to:
  - i. share lessons learned and good practice globally, both within and beyond the Federation
  - ii. raise the profile of the Federation by demonstrating results and being open and transparent

*As adopted by Central Council, November 1990  
Last amended by Governing Council, May 2014*

## Policy 4.11

### 4.11 ETHICAL, EFFICIENT AND EFFECTIVE HEALTH INFORMATION SYSTEMS

#### INTRODUCTION

1. IPPF Secretariat and Member Associations have an obligation to ensure that ethical, efficient and effective health information systems are in place to collect, store and manage clients' information across the Federation. This is important in achieving IPPF's Strategic Framework outcomes to promote and encourage strong health information systems management.
2. IPPF believes that a strengthened system of collecting health information helps to protect organizations from legal and ethical implications of sensitive information misuse and enables a stronger and more efficient structure of data collecting and management.
3. IPPF upholds the responsibility to support a culture of performance, efficiency, effectiveness and accountability, and to ensure non-judgemental, good quality of care for clients across all age groups, sexual orientations, gender identities and recognizes the need for reliable, safe, client-centred and efficient health information systems.
4. IPPF acknowledges the obligation to ensure that the data reported through health information systems are accessed and utilized appropriately, by the authorised users and meeting the recognized international standards of confidentiality.
5. IPPF's Strategic Framework Outcome 4 refers to a high performing, accountable and united Federation with strengthened systems across the Federation to support a culture of performance, efficiency, effectiveness and accountability (Deliverable 4.1). It is therefore important to set guidelines on how or whether this information is collected, stored, shared and protected from unfair and illegal use.
6. There is a strong research and theoretical body of evidence to demonstrate that strong health systems are central to achieving better health outcomes, and strong health information systems (HIS) are the backbone of strong health systems. A properly functioning HIS gets the right information into the right hands at the right time, enabling policymakers, managers, and individual service providers to make informed choices about everything from patient care to national budgets. Strong health information systems support greater transparency and accountability by increasing access to information.<sup>1</sup>
7. According to the World Health Organization (WHO), health information systems serve multiple users and a wide array of purposes that can be summarized as the generation of information to enable decision-makers at all levels of the health system to identify problems and needs, make evidence-based decisions on health policy and allocate scarce resources optimally.<sup>2</sup>
8. As outlined in the UNHCR Health Information Systems Toolkit, health information systems are key to rapidly detect and respond to health problems and epidemics in humanitarian settings, monitor trends in health status and continually address health-care priorities, evaluate the effectiveness of interventions and service coverage. It also ensures that resources are correctly targeted to areas and groups

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<sup>1</sup> MEASURE Evaluation HIS: <https://www.measureevaluation.org/our-work/health-information-systems>

<sup>2</sup> Health Metrics Network Framework and Standards for Country Health Information Systems, Geneva, World Health Organization, 2008 available at [http://www.who.int/healthinfo/statistics/toolkit\\_hss/EN\\_PDF\\_Toolkit\\_HSS\\_InformationSystems.pdf](http://www.who.int/healthinfo/statistics/toolkit_hss/EN_PDF_Toolkit_HSS_InformationSystems.pdf)

of greatest need and thus evaluates the quality of health interventions to inform decision makers.<sup>3</sup>

9. Regional regulations highlight individuals' right to privacy, access to personal data and the consent for data use as extremely important issues while developing a health information system. These were carefully considered and embedded into this policy.

### **PURPOSE AND SCOPE**

10. The purpose of this policy is to provide guidelines to IPPF Secretariat and Member Associations to (i) develop and use ethical, efficient and effective health information systems and (ii) collect, store, manage and protect clients' health information, irrespective of whether there is or not yet a formal health information system or data management platform in place.
11. This policy applies to all staff and volunteers of IPPF Secretariat and Member Associations.

### **CORE PRINCIPLES**

12. **IPPF Member Associations and Secretariat will:**
  - a. uphold clients' right to privacy and ensure clients' access to their own information within a premise of ethical service provision
  - b. ensure limited and ethical access to clients' health records and information only for the appropriate and authorised staff<sup>4</sup> accountable and responsible for use of such information<sup>5</sup>. This will include a process of ensuring appropriate considerations of anonymity, confidentiality and of obtaining informed and formal consent from clients to use their data for monitoring, evaluation, research and documentation purposes, where applicable
  - c. ensure that ALL individual clients' information as well as aggregated data are used fairly and lawfully for limited, specifically stated purposes and are kept safe and secure
  - d. promote complete, accurate and timely data entry as well as meaningful analyses and dissemination of data for critical thinking and evidence-based decision making. Ensure the understanding of the difference between personal, identifiable client records/information and aggregated, de-identified, anonymized data that are sufficient for decision making while protecting the clients' identities and personal health records
  - e. maintain agreed standards<sup>6</sup> regarding the storage, backup, confidentiality and security of health records and information at all levels of the Federation
  - f. support ethical data management and data utilization, including data-driven decision making at all levels of the Federation
  - g. treat any information relating to health information of clients responsibly and ethically.

<sup>3</sup> Health Information System (HIS) Toolkit, United Nations High Commissioner for Refugees (UNHCR), January 2010 available at <http://www.unhcr.org/46385bc12.html>

<sup>4</sup> Including Health care professionals and clinic administrative staff responsible for managing records and coordinating/supervising service delivery.

<sup>5</sup> Where possible, staff will require to sign confidentiality statements.

<sup>6</sup> See Annex for explanation and examples

**IMPLEMENTATION AND COMPLIANCE**

13. **IPPF Member Associations and Secretariat will:**
  - a. work towards standardization and harmonization of Health Information Systems across the Federation to capture data related to service provision including client-based information, that respect international standards and/or national laws whichever are more progressive and aligned with IPPF's values
  - b. make the policy widely available to all new and existing staff and volunteers and ensure its compliance
  - c. support the policy implementation with adequate budgetary allocation
  - d. train and build capacity of staff and volunteers to better understand and implement the policy
  - e. support the integration and interoperability of local, regional and global health information systems within the Federation as well as with national health information systems, where applicable
  - f. encourage the volunteers and staff to reflect upon the Federation's performance based on the data generated from the health information systems.
14. The Secretariat, in their respective roles will facilitate collaboration and sharing of best practices; ensure support for capacity building and promote data-driven decision making across the Federation.

**Annex: GLOSSARY OF TERMS**

1. **Health Information Systems:** Integrated and aggregated data collection, processing, reporting and use of the information necessary for improving client care, health service effectiveness and efficiency through better management at all levels (WHO).

For IPPF, Health Information Systems are the data management platforms used to systematically collate, analyse and use data related to service provision. It includes client-based information that is essential to client-centred care.

2. **Clinic Management Information Systems:** Clinic Management Information Systems (CMIS) refers to manual (paper based) or electronic processes that capture and manage client data pertaining to: identity, demographics, medical, financial, contraceptive, risk screening, and pharmaceutical data in clinical and outreach settings. CMIS manage both personal identity and health data that is considered protected, private and confidential in practice management (e-PM) and health record systems (e-HR).
3. **Fair use of information:** Using information according to the best practice guidelines set by the organization, for the sole purpose of organizational needs. At no point confidentiality and anonymity of the clients are compromised by anyone. Routine practices are taken to ensure that data are protected from external threats (e.g. hacking) and malicious uses.
4. **Health care professionals:** those directly involved in care for and counselling of clients, including doctors, nurses, certified social workers, and psychologists, as well as medical supervisors and clinical coordinators of client care.
5. **Agreed standards** (regarding the storage, backup, confidentiality and security of health records) are applicable (but not limited) to all services and products provided to a client, including counselling services. A principal use of the health record is to support delivery of high-quality coordinated care and follow up for better health outcomes. This is possible where the health record is comprehensive, complete, and up to date.

For example, where information is required for insurance claims or government reports, information should be transmitted securely, and client identity protected. The rule of minimum necessary should be applied when providing access to health information.

Standards upheld by IPPF include the following:

- 1) Clients' right to receive a copy of their health record or report of visit findings.
- 2) Only de-identified client data may be accessed for research or performance reporting. Analysis tools may connect to data warehouse, but not directly to any clinical database.
- 3) All services and products provided to a client (including counseling services) as well as diagnostic test results should be recorded in comprehensive, confidential client health record, whether electronic or paper. (This would address the practice of providers using shadow systems (like personal notebooks for service logs) leaving the health record incomplete for follow up)
- 4) Best practices should be followed with respect to information security, where clinic data bases are backed up, encrypted and access control limited.
- 5) Associations should have a policy for retention and destruction of client health information that is consistent with best practice and international standards.

These standards will include best practices with respect to the following security goals<sup>7</sup>:

- a) Establishment of strong access control policies, management of user access, application of the minimum necessary rule, and routine monitoring of system security.
- b) Education, training and awareness of health information security procedures and policies among clinic staff and across organization.
- c) Encryption of all protected personal and health information archived, in active databases, and during transfer.
- d) Audit logs periodically reviewed to identify unauthorized changes or access to protected health information. Any security incident is documented in incident log, with corrective action and outcome.
- e) Client electronic health records may not be overwritten; corrections represent an amendment, added to the original recorded.
- f) Guidance on retention, archival, purging/destruction of health records consistent with best practice, national laws and regulations.
- g) Data analysis tools will not connect directly to clinical databases revealing identify of client and related health information. Where required for evaluation & research, de-identified & anonymized client data may be written to a data warehouses for analysis purposes.

*As approved by the Governing Council, November 2017*

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<sup>7</sup> ISO 27799, ISO EN 13606 as cited in "Security and privacy in electronic health records: A systematic literature review", *Journal of Biomedical Informatics*, January 8, 2013, page 543

**Policy 4.12**

**4.12 MEMBER ASSOCIATION/GOVERNMENT RELATIONS**

1. A population policy is the prerogative of governments. IPPF maintains that the participation of broad-based Member Associations is valuable to governments in the formulation of such a policy.
2. IPPF maintains that national governments should have primary responsibility for providing family planning services. This responsibility should not lead to a diminished role for the Member Associations.
3. Member Associations can complement the role of government by developing innovative approaches to service delivery and by undertaking work in areas that the government may be unable or unwilling to enter.

*As adopted by Central Council, November 1990*



**Policy 4.13**

**4.13 RELATIONS WITH OTHER ORGANISATIONS**

1. In pursuit of its aims and objectives, it is IPPF's policy to build and strengthen relationships with groups and organisations with similar objectives. These initiatives are to be undertaken at the international, regional and Member Association levels.

*As adopted by Central Council, November 1990*

**Policy 4.14**

**4.14 CONTRACEPTIVE SERVICES**

1. It is IPPF's policy to offer only contraceptives which have been approved by its International Medical Advisory Panel (IMAP) as safe and effective and which meet national and/or international standards of quality.
2. IMAP keeps under continuous surveillance the already approved contraceptive methods and new methods that are being developed and reserves the right to update and modify its statements, and/or make new statements, according to the latest available information.
3. IPPF believes that as broad a choice of methods as possible should be made available to contraceptive users. Clients should be provided with their chosen method on condition that they have been given counselling and adequate information to enable them to make such a decision and that they have no medical contra-indications to its use.
4. The introduction of new methods should be preceded by the training of health workers, infrastructure support, and, where needed, the provision of back-up and referral facilities.
5. Member Associations should explore and advocate different approaches for service delivery (e.g. clinical and community-based services) and all possible means of maximizing the potential of all health personnel, including community health workers and traditional health workers.

*When providing contraceptive services, the recommendations of IPPF's International Medical Advisory Panel (IMAP) should be followed. They appear in its various statements on methods of contraception and the statements on 'The role of health personnel in family planning services', 'Community family planning services (CFPS)', 'Breast feeding, fertility and post-partum contraception', 'Contraception for women over 35' and 'Contraception for clients who are HIV positive', 'Contraception for Women with Medical Disorders', 'Contraception for Adolescents', 'Contraceptive Efficacy' and 'Contraceptive Counselling'.*

*As adopted by Central Council, November 1990*

*Last amended by Governing Council, November 2000*

**Policy 4.15**

**4.15 REPRODUCTIVE HEALTH**

**Policy 4.15.1**

**REPRODUCTIVE HEALTH**

**4.15.1 Infertility**

1. The IPPF believes that the concepts of reproductive health and reproductive rights include concern for individuals and couples who are unable to have children when they so wish.
2. Member Associations have a responsibility for education in the prevention of infertility and for promoting programmes which prevent infertility including: the control of STDs, better obstetric care and the prevention of unsafe abortion. Member Associations should assist infertile clients in obtaining counselling and appropriate treatment, either in their clinical facilities or through referral.

*The recommendations of IPPF's International Medical Advisory Panel (IMAP) in its statement on 'Infertility' should be followed when working in this field.*

*As adopted by Central Council, November 1990*

**Policy 4.15.2**

**REPRODUCTIVE HEALTH**

**4.15.2 Diagnosis of Pregnancy**

1. Member Association clinics should offer clinical and/or biochemical pregnancy diagnosis and counselling to any woman in need, whether or not she is a registered client of the clinic.

*The recommendation of IPPF's International Medical Advisory Panel (IMAP) in its statement 'Diagnosis of pregnancy' should be followed when providing these services.*

*As adopted by Central Council, November 1990*

### **Policy 4.15.3**

## **REPRODUCTIVE HEALTH**

### **4.15.3 Linking HIV and Sexual and Reproductive Health and Rights**

#### **Introduction**

1. HIV is the pre-eminent health, social and human rights issue of our time, which threatens the survival of individuals, communities and nations. With the adoption of the new strategic framework IPPF renewed its commitment to ensuring that addressing HIV is clearly part of a comprehensive response to the sexual and reproductive health and rights challenges of the day. As a key signatory to the *Code of Good Practice for NGO's Responding to HIV* IPPF's response finds resonance with these guiding principles.
2. Overwhelmingly, the main transmission route of HIV is sexual. As such, the links to broader sexual and reproductive health and rights issues and the inherent value of linking HIV responses to a comprehensive sexual and reproductive health (SRH) response cannot be underestimated. IPPF has committed to integrating comprehensive HIV services into its existing sexual and reproductive health (SRH) services. Linking HIV with our SRH policies, programmes and services enables us to meet some of the main challenges of HIV *and* address poor sexual and reproductive health.
3. The rapid spread of HIV infringes the human rights of men, women, adolescents and children and affects them in various ways, especially those who are at greatest risk or most vulnerable. Risk is defined as the probability or likelihood that a person may become infected with HIV. Certain behaviours create, increase, and perpetuate risk. Examples include unprotected sex with a partner whose HIV status is unknown, multiple sexual partnerships involving unprotected sex, and injecting drug use with contaminated needles and syringes. Vulnerability results from a range of factors outside the control of the individual that reduce the ability of individuals and communities to avoid HIV risk. A combination of these individual and structural factors may include: 1) lack of knowledge and skills required to protect oneself and others; 2) factors pertaining to the quality and coverage of health and other services (e.g. inaccessibility of service due to distance, cost or other factors); and 3) societal factors such as human rights violations, or social and cultural norms.
4. In many regions, key populations (such as men who have sex with men (MSM), sex workers and people who use drugs) are those who are most vulnerable to HIV. IPPF works from an evidence and rights-based approach to meet the sexual and reproductive health needs of all, including key populations. IPPF believes that all people should have the right to a full and satisfying life in which each person is able to develop to his or her full human potential.
5. The success of HIV prevention, treatment, care and support programmes ('prevention to care continuum') depends, in large part, on the creation of an enabling environment where individuals live free from stigma and discrimination; and have the capacity, skills, and opportunities to meaningfully make the decisions that affect their sexual and reproductive lives and wellbeing. An enabling environment facilitates behaviour change to reduce HIV transmission and promotes the quality of life for

people living with HIV and their families. IPPF encourages all Member Associations to review the situation in their countries with regard to HIV and to formulate a strategy which emphasizes various entry points for linking its HIV and SRH response along this prevention to care continuum. The main HIV related services along this continuum include:

- a. Information, Education and Communication (IEC) / Behaviour Change Communication (BCC) materials
  - b. Condom distribution
  - c. STI management
  - d. Voluntary Counselling and Testing (VCT) services
  - e. Psychosocial support and counselling
  - f. Prevention of Mother to Child Transmission (PMTCT)
  - g. Treatment of opportunistic infections
  - h. Antiretroviral treatment (ART)
  - i. Palliative care
6. As an employer IPPF will uphold the values of inclusion and diversity that it promotes through an HIV workplace policy. HIV workplace policies are crucial in supporting staff living with HIV and AIDS. They facilitate a caring and supportive work environment for staff living with or affected by HIV. Programmes to support staff should aim to eliminate stigma and discrimination in the workplace on the basis of real or perceived HIV status, or vulnerability to HIV infection. These programmes should ensure that all staff are provided with basic information on HIV and AIDS, including: prevention; management of HIV infection; universal precautions; legal and ethical issues; gender and sexuality; stigma and discrimination; and treatment, care and support. The policy should adhere to International Labour Organization (ILO) guidelines. As an accreditation requirement, all Member Associations need to develop and implement their own HIV workplace policy and programme.

### **Advocacy**

As a learning organization IPPF is committed to ensuring its response to HIV is informed by the best evidence and not by ideology. IPPF supports evidence-informed broad-based and comprehensive prevention programmes. These should be based on the concept of 'knowing your epidemic' and address the particular needs of young people.

7. Advocacy should be carried out at all levels of the Federation to campaign for legislative and policy change against laws that are ideologically and not evidence-based. National and international laws and policies should respect, protect and fulfil the rights of all, especially young women and girls and key populations. Advocacy work will be carried out with local, national and international partners to change discriminatory and damaging customs, laws and policies. In all its work, IPPF will promote and promulgate the IPPF Charter on Sexual and Reproductive Rights and the IPPF Sexual Rights Declaration.
8. Stigma, and its resulting discrimination, is the greatest hurdle to achieving HIV treatment and prevention goals. Stigma and discrimination, or even the fear of them, can prevent people from being open about their status and inhibit their access to services. IPPF supports steps to overcome stigma and mitigate discrimination. This includes legislation that outlaws discrimination based on HIV status. In particular, IPPF does not support the application of criminal law to prosecute HIV transmission

or exposure to another person. Education and awareness raising programmes that ensure communities are supportive of the rights of people living with HIV (PLHIV) are important, as are workplace policies to ensure the protection of PLHIV at work. Reducing stigma and discrimination means facing and talking openly about issues and behaviours that are all too often silenced or taboo, such as sex, sexuality, drug use, sex work, gender inequality, poverty, ethnicity and race. IPPF, working at the local, national, regional and international levels, will address key topical human rights issues and advocate for an end to HIV-related stigma and discrimination.

### **Partnerships**

9. IPPF and its Member Associations should make every possible effort to communicate and collaborate with governmental, non-governmental, United Nations organizations, and other groups such as the private sector, professional groups and community based organizations, in order to facilitate a coordinated response to HIV.
10. IPPF urges Member Associations to build effective coalitions with local and national groups working on different aspects of HIV prevention, treatment, care, stigma reduction, tuberculosis, and harm reduction to maximise the social and public health impact of their work.
11. Strengthened efforts should be made at all levels of the Federation to partner and work closely with local, national, regional and international networks of people living with HIV.

### **Working from a rights-based approach for:**

#### **a) Gender**

12. IPPF aims to secure the freedom, well-being and dignity of all people everywhere, within a framework of essential standards, principles, duties and obligations. In addition to this, our clients and stakeholders are not solely the recipients of services that respect their individual rights, but also have the right to influence and shape how we as a Federation respond to the HIV epidemic.
13. Member Associations should develop gender-transformative programmes that take into account the factors that increase the vulnerability of women, especially young women and girls, to HIV and other STIs. Reproductive health programmes should also engage men particularly through community and workplace activities, as they are critical to HIV and STI prevention. Programmes directed to reduce risk behaviour among men will benefit their female partners as well. The five key principles of gender-transformative programming are to:
  - a. build equitable social norms and structures;
  - b. advance individual gender-equitable behaviour;
  - c. transform gender roles;
  - d. create more gender-equitable relationships; and
  - e. advocate for policy and legislative change to support equitable social systems.
14. IPPF maintains a wide definition of gender and actively seeks to address gender discrimination in order to guarantee equal access to HIV services for all, including women and girls, men and boys, lesbians, gays, bisexuals and transgenders.

**b) People living with HIV**

15. Promoting and addressing the sexual and reproductive health and rights of PLHIV is part of IPPF's core response. These should be based on the right of PLHIV to have a full and satisfying sexual life where the fertility choices and desires of HIV positive people are respected. In particular IPPF will support all efforts to address the stigma and discrimination faced by PLHIV
16. IPPF believes that all organizations need the active participation of PLHIV to both empower individuals and ensure that the response to HIV is relevant, effective and based on the realities of the pandemic. In line with the Greater Involvement of People Living with HIV and AIDS (GIPA) principle, PLHIV should have roles across the Federation and not simply as peer educators. IPPF actively encourages people living with HIV to work and volunteer across all levels in the Member Associations, and the secretariat.

**c) Young People**

17. Member Associations should recognise that adolescents face special difficulties accessing sexual and reproductive health services. MAs should therefore develop youth friendly services to make such services more accessible and acceptable.
18. IPPF believes that young people have the right to Comprehensive Sexuality Education (CSE). CSE seeks to equip young people with the knowledge, skills, attitudes and values they need to determine and enjoy their sexuality – physically and emotionally, individually and in relationships. CSE should cover a broad range of issues relating to both the physical and biological aspects of sexuality, and the emotional and social aspects. It recognizes and accepts *all* people as sexual beings and is concerned with more than just the prevention of disease or pregnancy. There are many opportunities for delivering sexuality education outside the formal classroom and traditional health service settings. These include delivering sexuality education in waiting areas and youth clubs, through hairdressing salons and taxi drivers, through community drama and media events and by incorporating CSE into traditional rituals. Member Associations should put mechanisms in place to increase access to CSE.

**d) Key Populations**

19. Key populations often have limited access to sexual and reproductive health services and information. Member Associations need to make sexual and reproductive health services available and accessible to these populations. Specific services include (but not exclusively):
  - a. Men who have sex with men: Provision of suitable condoms and lubricants; STI management
  - b. Sex Workers: Accept sex workers for their choice of employment and provide condoms and training to reduce the likelihood of gender-based violence.
  - c. People who use drugs: Availability of harm reduction measures (e.g. clean needles, opiate substitution treatment); provision of condoms; and access to sexual and reproductive health services.
20. The stigma surrounding HIV frequently overlaps with the stigma faced by certain key populations, making it increasingly difficult to protect the sexual and reproductive



health and rights of those at the forefront of the epidemic. This double stigma faced especially by people living with HIV who are sex workers, men who have sex with men, and people who use drugs, is exacerbated by the absence of policies that protect their rights, thus making access to services a greater challenge. Member Associations need to be sensitive to the risk of further stigmatising already vulnerable populations by educating and sensitising their own staff and volunteers to not have stigmatising attitudes towards these populations.

### **Working along the prevention to care service continuum**

21. A comprehensive approach to sexual and reproductive health and rights requires linking HIV prevention, treatment and care in a seamless service continuum.
22. The integration of different kinds of services (including referrals) maximises collective outcomes and is based on the need to offer comprehensive services
23. HIV prevention must be one of the key elements of any response to the epidemic. Prevention is an integral part of furthering treatment goals, and therefore it must form part of a continuum of care including treatment and support. In addition, prevention information and messages must be linked to appropriate services.
24. A comprehensive sexual and reproductive health response to HIV necessitates the natural integration of HIV treatment, care and support services. HIV treatment is an important step in enabling individuals, and their families and communities to lead normal healthy lives. HIV treatment reduces an individual's ability to transmit HIV and so is also an important prevention strategy.
25. *IEC/BCC materials:* Member Associations should provide information and educational materials in a variety of forms and settings to promote safer sexual behaviour and give all clients the means to make responsible decisions about their sexual and reproductive health and choices. These activities should motivate people to adopt new attitudes and less risky behaviour but should be carried out in a sensitive, non-stigmatising and human rights friendly manner.
26. *Condom distribution:* Member Associations should vigorously promote the use of the condom for the prevention of HIV and other STIs, also noting its value for dual protection, i.e. protecting against unwanted pregnancies at the same time as protecting against STIs. Where possible every effort must be made to ensure that male and female condoms are available to all free of charge, regardless of social status or background in all health facilities as well as the workplace and appropriate centres of education. Their availability should be linked to information and demonstration programmes to ensure their correct and consistent use.
27. *STI management:* Member Associations should integrate the management of other STIs into their sexual and reproductive health services.
28. *VCT services:* Learning your HIV status is crucial as it forms the gateway to services and information that can lead to HIV prevention, care, treatment and support. IPPF supports HIV testing that is based on the principles of the '3Cs':
  - a. Consent – people should be tested only with their informed, voluntary and specific consent.
  - b. Counselling – counselling should be provided before and after HIV testing.

- c. Confidentiality – HIV testing should only occur when confidentiality of results can be guaranteed.

Where VCT is provided by Member Associations it must be linked to integrated HIV services or a strong referral system.

29. *Psychosocial support and counselling:* Following VCT services, clients should not be forced to disclose their status. If people choose to disclose their status psychosocial support and counselling should be available to support this. If counselling is not available, there must be a facilitated referral system in place so clients can receive these services.
30. *PMTCT:* Member Associations should advise pregnant women who do not know their HIV status about the importance of being tested. Member Associations should ensure that VCT, post-test counselling, psychosocial support, and access to treatment is available either through their own services or through facilitated referrals to other institutions. PMTCT services should cover all four prongs of a comprehensive PMTCT strategy, namely:
  - (i) primary prevention of HIV infection among women of childbearing age;
  - (ii) preventing unintended pregnancies among women living with HIV;
  - (iii) preventing HIV transmission from a woman living with HIV to her infant; and
  - (iv) providing appropriate treatment, care and support to mothers living with HIV and their children and families.
31. *Treatment of opportunistic infections:* IPPF should work in close partnership with international organisations, governments and country-based non-governmental institutions to campaign and negotiate for the increased availability of necessary drugs to treat the opportunistic infections related to HIV. At the service delivery level, MAs need to stock these drugs and provide treatment for opportunistic infections and other common HIV co-infections such as malaria, tuberculosis and Hepatitis C. Most of these infections can be treated at the health facility and all service delivery points should be equipped to diagnose and treat these infections or have a well established referral network to ensure rapid access to and utilization of this service. Member Associations should monitor regularly the quality of the referral system and ensure HIV positive people receive the care and treatment they need in a timely and appropriate manner.
32. *Antiretroviral treatment:* International agreements recognize the need to secure universal access to HIV treatment services. Ensuring these services are available will require a comprehensive response from many stakeholders. At the service delivery level MAs should ensure treatment is available on a continuous and sustainable basis; and link to comprehensive prevention services, including addressing the specific prevention needs of PLHIV. Also, Member Associations should, whenever possible, both advocate for and make a range of comprehensive HIV treatment and care services available free of charge so they are accessible to all regardless of income, gender or identity. Where direct provision of antiretroviral treatment is not possible, appropriate referral and follow-up mechanisms should be established to enable a comprehensive delivery of treatment, care and support.
33. *Palliative care:* Palliative care should be comprehensive and improve the quality of life of clients, their families and their support networks. Comprehensive palliative care services include the prevention and relief of suffering by means of early

identification and assessment and treatment of pain and other physical, psychosocial and spiritual needs. It also includes the active referral and support of acute treatment and management of infection. Comprehensive palliative care includes the provision of asymptomatic management of infection, care to relieve pain and suffering, psychosocial care and support, spiritual care, planning for and provision of end-of-life care. This care can be delivered either at the service delivery point or through routine home-based care visits. Where direct provision of services is not possible, appropriate referral and follow-up mechanisms should be established to enable a comprehensive delivery of care.

### **HIV in the workplace**

34. Implementing a bespoke HIV workplace programme needs to include the following five elements:
  - i. developing a workplace policy;
  - ii. training and capacity building for all staff and volunteers;
  - iii. employee and family education;
  - iv. community service, and
  - v. human resource principles that support people living with HIV.
35. IPPF practice regarding opportunities for employment, training, or the promotion of an employee should not be conditional on the HIV status of a person.
36. Member Associations should undertake universal precaution measures and also offer all their healthcare providers post exposure prophylaxis following needle stick or other penetrative workplace injury.
37. Disclosure of HIV status in the workplace should be a matter of individual choice and should be voluntary at all times.
38. IPPF has a Federation-wide structure to support volunteers and staff living with HIV. IPPF+ fosters a culture of respect within IPPF that welcomes, supports and meaningfully involves staff and volunteers who are living with HIV in the workplace. IPPF+ has the following objectives:
  - i. To contribute to the strengthening and development of comprehensive HIV workplace policies and programmes throughout the Federation.
  - ii. To present the unified and organised voice of people living with HIV within IPPF to challenge stigma and promote their active participation in decision making
  - iii. To advocate for a stigma free workplace environment within IPPF and ensure collaboration with similar initiatives at local, regional and international levels

*As adopted by Central Council, November 1994*

*Last amended by Governing Council, May 2010*

**Policy 4.15.4**

**REPRODUCTIVE HEALTH**

**4.15.4 Female Genital Mutilation**

1. IPPF opposes the practice of female genital mutilation and joins heads of state, other leaders, government, and inter-governmental and non-governmental organizations in advocating that it be eradicated. Member Associations should join efforts with governmental and other non-governmental organisations which are already working on this issue. They should also work with local women's networks. Member Associations in collaboration with others, have an important role in advocacy, information, education and research.

*For further information and guidance please refer to the statement of IPPF's International Medical Advisory Panel (IMAP) on 'Female genital mutilation'.*

*As adopted by Central Council, November 1995*

## **Policy 4.16**

### **4.16 ABORTION**

#### **Introduction**

1. IPPF recognizes the huge public health burden posed by unsafe abortion and is committed to the reduction of this entirely preventable cause of maternal morbidity and mortality.
2. Beyond the public health concerns that necessitate availability of safe abortion services, IPPF believes that women and couples have the right to decide the number and spacing of their children, including the right to access contraceptive services and, when an unwanted pregnancy has occurred, safe abortion services. IPPF believes that all decisions regarding pregnancy must be voluntary and not coerced: no woman should be forced to carry a pregnancy to term or to undergo an abortion.
3. While taking steps to prevent unwanted pregnancy through modern contraceptive services, promotion of comprehensive sexuality education and work to eliminate sexual violence and coercion, IPPF understands that there will always be a need for safe abortion services.
4. IPPF recognizes the unique role it must play in the provision of safe abortion services and abortion-related advocacy given:
  - The Federation's broad geographic reach;
  - The Federation's global voice in advocacy;
  - The Federation's commitment to human rights, including sexual and reproductive rights (as enumerated in the IPPF Charter of Sexual and Reproductive Rights (1995) and Sexual Rights: an IPPF Declaration (2008) and in particular the right to the highest attainable standard of health;
  - The Federation's commitment to serving the poor, marginalized, socially-excluded, under-served and stigmatized communities who are unable to access care elsewhere;
  - The Federation's commitment to serving youth through youth-friendly services;
  - The ability of the Federation to deliver abortion services integrated within a package of comprehensive sexual and reproductive health services and using a rights-based approach; and
  - The respect and trust of individual Member Associations by their communities.
5. For these reasons, the Federation recognizes the need to clearly articulate its position and strengthen its work in abortion as a critical issue.

#### **Advocacy**

6. IPPF understands that legal restrictions on abortion services do not decrease abortion rates; rather, they only increase the proportion of abortions done in unsafe conditions. In addition, national legal restrictions on abortion services are often in conflict with international and regional human rights instruments and agreements

including the International Covenant on Civil and Political Rights; the International Covenant on Economic, Social and Cultural Rights; the Convention on the Elimination of all Forms of Discrimination Against Women; the Convention against Torture and Other Cruel, Inhuman or Degrading Treatment; the Programme of Action from the International Conference on Population and Development; the Platform for Action from the Fourth World Conference on Women and the Maputo Plan of Action. IPPF therefore undertakes to:

- i. Promote and defend laws and policies regarding abortion which are in line with recognized international human rights agreements and the latest reputable scientific evidence in order to reduce barriers to safe abortion services
- ii. Work with partners to gather evidence and raise awareness about the effects of restrictive abortion laws on women, adolescents and their families
- iii. Advocate for the expansion of legal indications for safe abortion within national laws on the basis of human rights and public health principles

### **Service Delivery**

7. IPPF recognizes that, where MAs have clinical facilities providing sexual and reproductive health services, they have a duty to ensure that women can access abortion-related care, regardless of age, geographic location, religious beliefs, socio-economic, marital and HIV status.
8. Post-abortion care<sup>1</sup>, including treatment for incomplete abortion, counselling and provision of post-abortion contraception, is a service that must be offered in every MA providing clinical sexual and reproductive health services, regardless of any national legal restrictions on abortion as these restrictions do not affect provision of post-abortion care.
9. Where MAs do not have clinical facilities, they should provide appropriate pre-abortion counselling and referrals with follow-up and post-abortion contraception counselling and/or services.
10. In addition, in nearly all countries, safe abortion is legally permitted for at least one indication. Therefore, IPPF undertakes to:
  - i. Provide modern contraception to prevent unwanted pregnancy, to ensure access to compassionate and non-judgemental safe abortion services and to ensure access to timely post-abortion care.
  - ii. Analyse the legal status of abortion within the countries in which it works and promote the most liberal interpretation of abortion laws (e.g. in line with WHO definition of health<sup>2</sup>) in order to maximize access to safe abortion services within existing abortion laws.
  - iii. Ensure that that no MA refuses support to any woman seeking a safe abortion.

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<sup>1</sup> The post-abortion care model includes five elements which are critical for quality of care. These elements are: treatment of incomplete abortion and abortion-related complications; counselling to identify and respond to women's emotional and physical health needs; provision of post-abortion contraception services; provision of or linkages to reproductive and other health services; and creation of community and service-provider partnerships to ensure that services are responsive to the needs of the community.

<sup>2</sup> 'a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity' from Preamble to the Constitution of the World Health Organization as adopted by the International Health Conference, New York, 19-22 June, 1946; signed on 22 July 1946 by the representatives of 61 States (Official Records of the World Health Organization, no. 2, p. 100) and entered into force on 7 April 1948.

- iv. Ensure the women it serves are able to benefit from scientific progress by promoting the latest technological advances and ensuring access to the safest and most appropriate abortion methods.

### **Combating Stigma**

11. IPPF understands that the stigma around abortion keeps the issue hidden and poses a significant barrier to women and girls being able to exercise their rights to safe abortion and post-abortion care. IPPF therefore undertakes to:
  - i. Raise the profile of the abortion debate, bringing the issue out of the shadows with an aim to normalize discussion around this sensitive issue, both within and outside of the Federation. This should be done within a context of comprehensive sexual and reproductive rights, acknowledging that when women lack the ability to make decisions for themselves and their families, their access to information and uninterrupted contraceptive services, safe abortion services and post-abortion care is compromised.
  - ii. Work actively to combat the stigma surrounding abortion arising from all sources: the community, healthcare providers, staff and volunteers within the Federation, public officials, religious leaders, media and law makers.

### **POLICY IMPLEMENTATION**

In line with this policy, the IPPF Secretariat and MAs should take all opportunities to raise awareness among volunteers and staff and to develop their own appropriate strategies with the understanding that work in abortion is a critical part of the Federation's mission.

12. Specific actions MAs should undertake to implement this policy include:
  - i. Analyse the legal status of abortion in their country, identifying legal, policy and other restrictions on women's right of access to safe abortion services and strategically campaign for the removal of such restrictions and for the protection of existing liberal laws using appropriate evidence-based public health and human rights arguments.
  - ii. Provide post-abortion care, which includes treatment for incomplete abortion, counselling and post-abortion contraception, as a minimum, essential abortion-related service in all clinical facilities.
  - iii. Work to maximize the availability of and access to safe abortion services under existing laws in all MAs' clinical facilities.
  - iv. Increase choice for women for post-abortion contraception including provision of a wide range of modern methods at the point of abortion service delivery.
  - v. Provide responsible referrals and follow-up services through established referral networks for services which cannot be provided by an individual service delivery point.
  - vi. Ensure that existing and new staff and volunteers are aware of IPPF policy and strategies related to abortion and are committed to its implementation, including provision of values clarification training on the topic of abortion to all staff and volunteers. The mission and values of the Federation should be clear during all recruitment processes to ensure new staff and volunteers share this common commitment.

- vii. Educate the community about the consequences of unsafe abortion, the importance of increasing the availability of safe abortion services and of seeking services from safe abortion providers, including promotion of services provided by the MA.
  - viii. Work to ensure adequate numbers of providers (including physician and non-physician providers where possible) are trained in and able to provide comprehensive abortion care, through advocacy efforts with governments, universities or professional organizations and provision of training to MA and non-MA providers.
13. The Central Office and Regional Offices should:
- i. Support the development of abortion programmes and services in line with IPPF's Abortion Policy and abortion strategies and provide MAs with technical support or facilitate high quality technical assistance. The Central and Regional Offices will also endeavour to raise funds for the implementation and scaling-up of IPPF's work on abortion.
  - ii. Ensure that all relevant IPPF standards, guidelines and IEC materials reflect the above policy.
  - iii. Ensure that existing and new staff and volunteers are aware of IPPF policy and strategies related to abortion and are committed to implementation, including provision of values clarification training on the topic of abortion to all staff and volunteers.
  - iv. Develop strategies to strengthen and integrate abortion work within the Federation's core business, including strengthening the evaluation of abortion programmes through the Accreditation process.
  - v. Build the capacity of MAs to gather and use existing evidence to advocate for increasing access to safe abortion
  - vi. Establish and/or develop existing links with organisations working on the issue and facilitate links as needed between other organisations and MAs to further and strengthen their work on abortion.
  - vii. Work at the Regional and Global levels to raise awareness, combat stigma surrounding abortion and increase acceptance for access to safe abortion as a human right.
  - viii. Support learning and sharing of good practices and strategies for work in abortion services and advocacy between and within regions.

*As adopted by Central Council, November 1995*

*As amended by Governing Council, November 2010*



**Policy 4.17**

**4.17 SEXUAL AND REPRODUCTIVE HEALTH AND RIGHTS AND THE CLIMATE CRISIS**

**Introduction**

1. IPPF affirms that the climate crisis<sup>1</sup> is one of the greatest challenges of this time and that its impacts undermine the achievement of sustainable development<sup>2</sup> and the enjoyment of human rights<sup>3</sup>;
2. IPPF recognizes that the climate crisis is underpinned by grave injustice and that those that contributed least to the climate crisis are most severely affected by its impacts while also having most limited access to resources to adapt;<sup>4</sup>
3. IPPF notes that some countries and regions are more severely impacted by the climate crisis than others, and that inequalities in socio-economic status and marginalization resulting from discrimination on grounds of gender, class, race, ethnicity, age, disability, and other characteristics heighten vulnerability to climate change;<sup>5</sup>
4. IPPF underlines that due to deeply ingrained, systemic discrimination, women and girls are at a higher risk of experiencing harmful effects of the climate crisis and that where women and girls are exposed to multiple and intersecting forms of discrimination, such as on account of their ethnicity, disability or migrant status, their vulnerability is heightened even more;<sup>6</sup>
5. IPPF acknowledges that the impacts of climate change, which include a rise in temperatures and sea levels as well as increased frequency and intensity of extreme weather events, are expected to increase over the remainder of this century,<sup>7</sup> which will further heighten the likelihood of humanitarian crises and displacement.

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<sup>1</sup> This policy uses the terms climate crisis and climate change interchangeably. IPPF prefers use of the term climate crisis to reflect the seriousness of the issue. The term climate change is used when referring to specific literature and materials on the issue employing this term and to refer to concepts such as climate change mitigation and adaptation. See Zeldin-O'Neill, S (2019) 'It's a crisis, not a change': the six Guardian language changes on climate matters. The Guardian. Available at: <https://www.theguardian.com/environment/2019/oct/16/guardian-language-changes-climate-environment>.

<sup>2</sup> See United Nations General Assembly (2015) Transforming our world: the 2030 Agenda for Sustainable Development. A/RES/70/1. Available at: [https://www.un.org/ga/search/view\\_doc.asp?symbol=A/RES/70/1&Lang=E](https://www.un.org/ga/search/view_doc.asp?symbol=A/RES/70/1&Lang=E).

<sup>3</sup> See United Nations Human Rights Special Procedures (2019) Safe Climate - A Report of the Special Rapporteur on Human Rights and the Environment. A/74/161. Available at: [https://wedocs.unep.org/bitstream/handle/20.500.11822/30158/Safe\\_Climate\\_Report.pdf?sequence=1&isAllowed=y](https://wedocs.unep.org/bitstream/handle/20.500.11822/30158/Safe_Climate_Report.pdf?sequence=1&isAllowed=y).

<sup>4</sup> See Oxfam (2020) Confronting carbon inequality – Putting climate justice at the heart of the COVID-19 recovery. Available at: <https://oxfamlibrary.openrepository.com/bitstream/handle/10546/621052/mb-confronting-carbon-inequality-210920-en.pdf?sequence=1&isAllowed=y>.

<sup>5</sup> See IPCC, 2014: Climate Change 2014: Synthesis Report. Contribution of Working Groups I, II and III to the Fifth Assessment Report of the Intergovernmental Panel on Climate Change [Core Writing Team, R.K. Pachauri and L.A. Meyer (eds.)]. IPCC, Geneva, Switzerland, 151 pp. Available at: [https://www.ipcc.ch/site/assets/uploads/2018/02/SYR\\_AR5\\_FINAL\\_full.pdf](https://www.ipcc.ch/site/assets/uploads/2018/02/SYR_AR5_FINAL_full.pdf).

<sup>6</sup> See United Nations Human Rights Council (2019) Analytical study on gender-responsive climate action for the full and effective enjoyment of the rights of women - Report of the Office of the United Nations High Commissioner for Human Rights. A/HRC/41/26. Available at: <https://undocs.org/A/HRC/41/26>.

<sup>7</sup> Ibid.

## Intersections between sexual and reproductive health and rights and the climate crisis

6. IPPF stresses that the climate crisis threatens the realization of sexual and reproductive health and rights and that adverse effects may include:
  - a. Disruption of access to sexual and reproductive health services, such as in the aftermath of extreme weather events<sup>8</sup> or as a result of slow onset effects of the climate crisis, including increased water scarcity<sup>9</sup>;
  - b. Further harmful impacts on maternal and other sexual and reproductive health outcomes, such as due to increased heat exposure<sup>10</sup> or saline contamination of drinking water from rising sea levels<sup>11</sup>;
  - c. Increased incidence of sexual and gender-based violence and child, early and forced marriages during humanitarian crises and displacement<sup>12</sup> that are driven by the climate crisis;
  - d. Heightened risks for the rights and health of people with diverse sexual orientations, gender identities and expressions, and sex characteristics, who are often more severely affected by disasters due to their frequent marginalization.<sup>13</sup>
7. IPPF notes that addressing gender inequality and other forms of marginalization is critical to reducing vulnerability to climate change and an important element of climate change adaptation;<sup>14</sup>
8. IPPF stresses that sexual and reproductive health and rights are essential for achieving gender equality,<sup>15</sup> health, and well-being and for overcoming marginalization and thus for strengthening individuals' and communities' resilience and capacity to adapt to the climate crisis;
9. IPPF highlights that sexual and reproductive health and rights should be an important consideration in measures aimed at enhancing resilience to both the slow onset impacts of the climate crisis and its more immediate effects;
10. IPPF remains firmly committed to human rights, including the reproductive rights framework adopted at the International Conference on Population and Development in

<sup>8</sup> Ibid.

<sup>9</sup> See International Women's Health Coalition, Marie Stopes International, IPPF et al (2019). A shared agenda - Exploring links between water, sanitation, hygiene, and sexual and reproductive health and rights in sustainable development. Available at: <https://www.ippf.org/sites/default/files/2019-09/A%20Shared%20Agenda.pdf>.

<sup>10</sup> See Bekkar, B, Pacheco, S, Basu, R et al (2020) Association of Air Pollution and Heat Exposure With Preterm Birth, Low Birth Weight, and Stillbirth in the US – A Systematic Review. JAMA Netw Open. 2020 Jun; 3(6): e208243. Available at: <https://dx.doi.org/10.1001%2Fjamanetworkopen.2020.8243>.

<sup>11</sup> See Khan, AE, Ireson, A, Kovats, S et al (2011) Drinking Water Salinity and Maternal Health in Coastal Bangladesh: Implications of Climate Change. Environ Health Perspect 119:1328–1332 (2011). Available at: <https://doi.org/10.1289/ehp.1002804>.

<sup>12</sup> See UNFPA (2015) The State of World Population 2015: Shelter from the storm - A transformative agenda for women and girls in a crisis-prone world. Available at: [https://www.unfpa.org/sites/default/files/pub-pdf/State\\_of\\_World\\_Population\\_2015\\_EN.pdf](https://www.unfpa.org/sites/default/files/pub-pdf/State_of_World_Population_2015_EN.pdf).

<sup>13</sup> See J. C. Gaillard, Andrew Gorman-Murray & Maureen Fordham (2017) Sexual and gender minorities in disaster, Gender, Place & Culture, 24:1, 18-26, DOI: 10.1080/0966369X.2016.1263438. Available at: <https://doi.org/10.1080/0966369X.2016.1263438>.

<sup>14</sup> See IPCC, 2014: Climate Change 2014: Synthesis Report.

<sup>15</sup> See IPPF (2015) Sexual and reproductive health and rights – the key to gender equality and women's empowerment. Available at: [https://www.ippf.org/sites/default/files/2020\\_gender\\_equality\\_report\\_web.pdf](https://www.ippf.org/sites/default/files/2020_gender_equality_report_web.pdf).

1994<sup>16</sup> and the sexual rights declaration adopted by IPPF in 2008<sup>17</sup>, and the achievement of gender equality;

11. IPPF believes that the promotion of contraception as a strategy for climate change mitigation through a reduction in greenhouse gas emissions from reduced fertility levels instrumentalizes women's and girls' bodies, places emphasis and responsibility for the tackling of the climate crisis on those least responsible for contributing to it but most severely affected by its impacts, and is a deeply unjust and harmful distraction from countries' responsibilities to address the structural drivers of the climate crisis;
12. IPPF emphasizes that mitigation of climate change requires addressing unsustainable patterns of consumption and production, particularly in high-income countries, where per capita levels of greenhouse gas emissions far exceed those in lower income groups.<sup>18</sup>

### **IPPF priorities for advocacy and engagement (Implementation)**

#### *Internal capacity-building*

13. IPPF will strengthen its own capacities to work on the climate crisis, including through learning from others engaged in the climate space.

#### *A strengthened evidence base on interlinkages between sexual and reproductive health and rights and the climate crisis*

14. IPPF will contribute to strengthening the evidence base on the links between sexual and reproductive health and rights and the climate crisis through documenting learnings from its own work with communities impacted by the climate crisis, including in humanitarian response.
15. IPPF will further advocate for and contribute to a strengthened research agenda on the links between sexual and reproductive health and rights and the climate crisis by external stakeholders, including through seeking partnerships with research organizations and through calling on donor governments and agencies to increase their funding support to civil society, multilateral agencies, and academic institutions to examine and document interlinkages between sexual and reproductive health and rights and the climate crisis.

#### *Sexual and reproductive health and rights as critical to climate change adaptation and resilience*

<sup>16</sup> See UNFPA (2014) Programme of Action of the International Conference on Population and Development – 20<sup>th</sup> Anniversary Edition. Available at: [https://www.unfpa.org/sites/default/files/pub-pdf/programme\\_of\\_action\\_Web%20ENGLISH.pdf](https://www.unfpa.org/sites/default/files/pub-pdf/programme_of_action_Web%20ENGLISH.pdf).

<sup>17</sup> See IPPF (2008) Sexual rights: an IPPF declaration. Available at: [https://www.ippf.org/sites/default/files/sexualrightsippfdeclaration\\_1.pdf](https://www.ippf.org/sites/default/files/sexualrightsippfdeclaration_1.pdf).

<sup>18</sup> Per capita CO<sub>2</sub> emissions in high-income countries amounted to 10.4 metric tons per capita in 2016 compared to 0.3 metric tons per capita in low-income countries. In middle-income countries, per capita CO<sub>2</sub> emissions were 3.7 metric tons per capita. See World Bank data on CO<sub>2</sub> emissions (metric tons per capita). Available at: <https://data.worldbank.org/indicator/EN.ATM.CO2E.PC>.

16. IPPF will support individuals and communities to adapt to the impacts of the climate crisis through its service delivery in settings affected by the climate crisis, including through humanitarian action.
17. IPPF will further advocate for sexual and reproductive health and rights to be recognized and supported as critical to climate change adaptation and resilience by governments and other external stakeholders and make the case for sexual and reproductive health and rights to be integrated into policy and implementation processes on climate change adaptation from global to local levels.
18. IPPF will advocate for recognition and support of a broad sexual and reproductive health and rights agenda in these contexts rather than a narrower focus on some aspects of it, such as contraception, only.

*A focus on human rights and gender equality*

19. IPPF will place human rights and gender equality at the centre of its efforts to address the climate crisis and will call on governments and other external stakeholders to do the same.

*Partnerships and space for civil society*

20. IPPF will advocate for the inclusiveness of climate policy processes, calling in particular for the meaningful engagement and participation of women's and youth groups as well as of groups working with and representative of marginalized populations.
21. IPPF will seek to build partnerships with organizations and stakeholders in the climate and environmental space that support a human rights-based approach to climate action.

*Mitigation of climate change and environmental impacts*

22. IPPF will work to address and reduce its own carbon footprint and environmental impacts through environmentally sustainable organizational policies and practices. IPPF will in particular:
  - a. put in place an environmental management system for the IPPF Secretariat to be better able to manage the impact of its operations on the environment;
  - b. set clear objectives for improving its environmental performance and for reducing its carbon footprint, and review its achievement against these regularly;
  - c. publish information on its environmental performance at least annually;
  - d. support IPPF Member Associations in the development and implementation of environmental risk mitigation strategies for their operations, with a view to strengthening processes and fostering a culture of sustainability across all levels of IPPF.
23. IPPF will, throughout its operations, adhere to up-to-date, evidence-based global, regional or national policies, guidelines, and protocols for the environmentally sound and sustainable management and disposal of health commodities and clinical and other waste.

24. IPPF will further emphasize the particular responsibility of high-emission countries to take decisive steps to lower their greenhouse gas emissions, and call on high-income countries to provide financial and other forms of support to low- and middle-income countries to respond and adapt to the climate crisis.

*Approved by Governing Council in May 2011*

*As amended by Board of Trustees in November 2020.*

## Policy 4.18

### 4.18 MEETING THE SEXUAL AND REPRODUCTIVE HEALTH AND RIGHTS OF THE AGEING POPULATION

#### Introduction

1. Life expectancies are increasing and with this the overall population structure is changing. Globally it is estimated that people aged 60 years or over will reach 2 billion by year 2050<sup>1</sup> with the fastest rate of growth currently taking place in India, Brazil and China.<sup>2</sup> This change is particularly apparent in the ESEAOR and EN regions where the ageing population has been identified as a priority issue. It is estimated however that the rate of increase of the ageing population will be faster in developing countries than in developed countries by 2050<sup>3</sup>.
2. This new IPPF policy is dedicated to the sexual health and rights of the ageing population across the Federation. It reflects the recognition of a growing need for action and a voice for their sexual health and rights. The policy will assist and guide Member Associations in finding an appropriate approach to address the Sexual Reproductive Health (SRH) needs of their ageing population. The policy will also recognise the positive aspects of sexuality in older age whilst identifying older groups needing particular support. These include women, people living in a care setting, the LGBTI community, people living with HIV, people facing violence and other under-served groups.<sup>4</sup>
3. There is currently limited data relating to the sexual activity of the ageing population however population surveys show that people remain sexually active well into advanced old age and that sexuality is important and takes many forms. Sexual activity is influenced by several physiological changes that occur as part of the ageing process as well as a number of psychosocial and socioenvironmental factors.<sup>5</sup>
4. This policy is in alignment with and in support of the WHO Global Report on Ageing and Health<sup>6</sup> and the UN Madrid International Plan of Action on Ageing.<sup>7</sup>

#### Definition

5. **Ageing Population:** For the purposes of this policy, the terms ageing population or older people will refer to people over the age of 60 unless otherwise stated.<sup>8</sup>

#### Guiding Principles

6. IPPF is committed to a human rights framework which prohibits any discrimination, exclusion or restriction on the basis of sex, age, gender, gender identity, sexual orientation, marital status, physical and mental disability or health status. In the context of this policy, this is particularly relevant to the issue of ageism.

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<sup>1</sup> 'Ageing in the Twenty-First Century: A Celebration and Challenge' UNFPA and HelpAge International Paper (2012)

<sup>2</sup> WHO Global Report on Ageing and Health (2015)

<sup>3</sup> 'Ageing in the Twenty-First Century: A Celebration and Challenge' UNFPA and HelpAge International Paper (2012)

<sup>4</sup> P4-5 IPPF Advocacy Paper on Ageing

<sup>5</sup> WHO Global Report on Ageing and Health (2015)

<sup>6</sup> WHO Global Report on Ageing and Health (2015)

<sup>7</sup> Madrid International Plan of Action on Ageing (2002)

<sup>8</sup> Starting age based on guidance from UN and WHO literature on Ageing including the WHO Global Report on Ageing and Health and the Madrid International Plan of Action on Ageing.

7. IPPF is committed to meeting and advancing the comprehensive Sexual and Reproductive Health needs of populations throughout all stages of their lives including into old age. This SRH commitment is based on the belief that sexual wellbeing is an important health factor that contributes to the quality of life and extends the healthy life expectancy of the ageing population.
8. IPPF believes in promoting the inclusion of SRH information and services for the ageing population using the Life Cycle Approach to encompass the changing needs of older people.
9. The sexual health needs and sexual rights of the ageing population should be recognized at local, national and international policy level as an integral element to the full achievement of sexual health and sexual rights.

### **Implementation**

The IPPF Secretariat and Member Associations have a number of distinct roles to play in implementing this policy:

10. IPPF Secretariat and Member Associations will undertake actions that are inclusive of the ageing population, for instance in adapting or using language and policy that is age friendly, focuses on the positive aspects of sexuality amongst the ageing population and that includes older people when referring to vulnerable groups.
11. Where possible and appropriate, Member Associations should integrate services for the ageing population into pre-existing programmes using the Life Cycle Approach. This integration should take into consideration the varying needs of older people across the ageing spectrum and in particular the complex needs of vulnerable older people living in a residential care setting; living with HIV; the older LGBTI communities; older people from underserved ethnic groups and older migrants.

IPPF Secretariat and Member Associations must carefully consider the sexual health needs and rights of older women as a key group when adapting or designing programmes, policies and services for the ageing population. Older women are at increased risk of being victims of sexual violence because of their socioeconomic dependency and, in some settings, because of gender-based inequities.<sup>9</sup> In addition to these vulnerabilities, there are physiological factors affecting a woman's sexuality and sexual health to consider, principally the menopause or other serious health problems. Furthermore, many women live in cultural settings where sexuality in older age is frowned upon and where traditional gender roles limit their ability to express their sexual needs.<sup>10</sup>

12. IPPF Secretariat and Member Associations will work together in partnership with other Member Associations, Civil society organizations and specialists with experience of service delivery with the ageing population. This will be in order to share learning, experience, models and programmes as well as gathering tools and resources, translating pre-existing tools and sharing best practices. Successes and useful materials will also be shared across a wider audience including healthcare providers, social workers and within family and residential care settings.

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<sup>9</sup> World Health Organization. Gender based violence. Geneva: WHO; 2013

<sup>10</sup> Bulletin of the WHO: Sexual Health in Older Women – September 2013.

13. IPPF Secretariat and Member Associations will involve and empower older people, particularly women and those from different ethnic communities, to be represented at all levels in the design, implementation and evaluation of programmes, policies and services as a means of recognising the contribution that older people can make to the development of SRH within the Federation. This is in line with IPPF's core values of diversity and participation.
14. IPPF Secretariat and Member Associations will promote the inclusion of older people within the governance of Member Associations and other volunteering opportunities.
15. IPPF Secretariat and Member Associations will work together to produce and provide manuals and training for the development of programmes and services to meet the needs of the ageing population. These materials will support those professionals working with this group by improving their awareness and understanding of the sexual health needs and rights of the ageing population.
16. IPPF Secretariat and Member Associations will collaborate and partner with organizations working with and for the ageing population in order to promote their sexual rights, ensure they are treated with dignity and advocate for age appropriate responses to their sexual and reproductive health and rights' needs.<sup>11</sup>
17. IPPF Secretariat and Member Associations will advocate for the SRH needs and rights of the ageing population with governments and raise awareness for the need to adopt and implement age friendly policies and legislation within country context. The Federation's advocacy will highlight not only the SRHR challenges facing the ageing population<sup>i</sup> but also the positive aspects of ageing and associated societal benefits including the contribution that an empowered older population can make to society and the importance of promoting healthy and active ageing where sexuality and intimacy is respected.
18. IPPF Secretariat, together with IMAP, will develop guidance and statements in relation to services and issues specific to ageing populations.
19. IPPF Secretariat will use all available mechanisms in the Federation to periodically and consistently monitor implementation of the ageing population policy as part of the Global Indicator Survey and the Service Statistics.
20. IPPF Secretariat will introduce the data collection of services and programmes for the ageing population, specifically for the age range 60+, as a means of monitoring and reviewing the success of interventions and to furthering our understanding of the sexual health needs and rights of this group. This data and IPPF experiences will be shared externally as appropriate in order to promote awareness and widespread learning and development around this subject.

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<sup>11</sup> For example HelpAge International and the International Federation on Ageing.



**Glossary**

21. **Life Cycle Approach:** The Life Cycle and Life Cycle Approach refer in SRHR terms to providing services throughout the life cycle of a client or service user. A client centred package of integrated services through the lifecycle would span across early ages, young adolescents, young people, adulthood and older populations and also can be termed in relation to sexual activity. This includes before sexual maturity, when sexually mature and unmarried, sexually mature and married, and after the fertile period. (Adapted from IPPF IPES Life Cycle Approach introduction).
22. **Healthy Life Expectancy:** This term refers to an estimate of the number of healthy years an individual may live which are free from disability or disease.<sup>12</sup>
23. **Healthy Ageing:** The process of developing and maintaining the functional ability that enables wellbeing in older age.<sup>13</sup>
24. **Under-served:** are people who are not normally or adequately reached by sexual and reproductive health programs due to lack of political will and/or institutional capacity. This includes people who are wholly or partially excluded from full participation in the society in which they live because of stigma and discrimination.

*Approved by Governing Council in November 2015*

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<sup>12</sup> P6 IPPF Advocacy Paper on Ageing

<sup>13</sup> WHO Global Report on Ageing and Health Glossary (2015)

## Policy 4.19

### 4.19 FORCED LABOUR AND HUMAN TRAFFICKING

#### Introduction

1. In 2014, it was estimated that there are 21 million women, men and children in forced labour – either trafficked, held in bondage or working in slavery-like conditions – and that this was generating \$150 billion in illicit profits.<sup>1</sup> Trafficking is reported to involve nearly every part of the world as a place of origin/recruitment, transit or destination.<sup>2</sup>
2. Due to recent enhanced research methodology, in 2016 this figure is estimated to be closer to 46 million people enslaved in 167 countries. The types of enslavement include human trafficking, forced labour, debt bondage, forced or servile marriage or commercial sexual exploitation.<sup>3</sup>
3. Women and girls account for 70% of detected victims of global human trafficking and sexual exploitation accounts for 53% of detected forms of exploitation<sup>4</sup>. Within these statistics there are clear links and consequences for the Sexual and Reproductive Health and Rights (SRHR) of victims. Trafficking is often a ‘gendered crime’ with evidence currently suggesting that those trafficked into the sex industry and as domestic servants are more likely to be women and children.<sup>5</sup>
4. The limited research on the health impact of survivors reported high levels of physical and/or sexual abuse before (59%), during (95%) and after their exploitation with commonly reported health problems after the trafficking experience that include sexual and reproductive health problems.<sup>6</sup>
5. Forced Labour or Modern Slavery is a global problem and constitutes a ‘high’ or ‘extreme risk’ in 115 countries<sup>7</sup> representing almost 60% of countries being at high risk of using slave labor in their supply chains.
6. The United Kingdom is ranked as one of the top 10 countries taking the most action to combat modern slavery<sup>8</sup>; this has been characterized by strong political will, substantial resources, and a strong civil society that holds governments to account.
7. The Modern Slavery Act 2015, and the responsibility it places on companies has contributed to this positive ranking. The Act integrates human rights into the UK regulatory framework by ensuring that perpetrators of modern slavery crimes are suitably punished, providing defence for victims of slavery and trafficking and requiring businesses with income over a certain threshold to produce a statement setting out the steps they have taken to ensure there is no modern slavery in their

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<sup>1</sup> ILO: The protocol of the Forced Labour Convention (2014)

<sup>2</sup> WHO : Understanding and addressing violence against women – Human Trafficking (2012)

<sup>3</sup> Global Slavery Index – Walk Free Foundation (2016)

<sup>4</sup> UNODC Global Report on Trafficking in Persons (2009)

<sup>5</sup> USDOS Trafficking in Persons Report (2011)

<sup>6</sup> WHO: Understanding and addressing violence against women – Human Trafficking (2012)

<sup>7</sup> Global ranking released by a Verisk Maplecroft research study (assessing incidents of human trafficking or slavery, national laws, and the quality of law enforcement across 198 countries) August 2016.

<sup>8</sup> Global Slavery Index – Walk Free Foundation (2016)

own business and their supply chains.<sup>9</sup> This statement requirement applies to IPPF; so outlining transparency in IPPF supply chains will have Federation wide implications.

8. It is this requirement alongside the increasingly prevalent issue of forced labor and human trafficking and their links to abuses of sexual and human rights that has prompted the development of this policy with the aim of further positive action across the Federation.

### **Guiding Principles**

9. Forced labour and human trafficking are a global crime resulting in an abhorrent abuse of dignity and human rights which disproportionately affect women and children. This policy, however, is aimed towards all persons who may be adversely affected by forced labour and human trafficking including women, men, children, transgender, intersex, non binary persons, persons with disabilities, those who use drugs, those trafficked for sex.
10. IPPF finds the practice of forced labour and human trafficking unacceptable and takes a position of zero tolerance towards trafficking in human beings for sexual and labour exploitation.
11. IPPF will take a number of proactive steps both at Secretariat and MA level with the aim of ensuring that this practice does not exist at any level of the organisation and that the best possible support, care and compassion is provided to the victims of this crime with whom IPPF comes into contact, in particular within the field of SRHR.
12. In developing this policy, IPPF is making a commitment to uphold Point 5 of the IPPF Declaration of Sexual Rights: Ensuring sexual rights for all includes a commitment to freedom and protection from harm.
13. A key aim of this policy is to mobilise IPPF Member Associations around the world to develop and implement their own policies, raise awareness and in particular advocate on behalf of victims of forced labour and human trafficking whose SRH Rights have been violated. This aligns with IPPF Strategic Framework Secretariat Implementation Plan Outcome 1, Priority 1 to galvanise commitment and secure legislative, policy and practice improvements.
14. This policy extends to all IPPF staff and volunteers. IPPF believes that all those working for IPPF should not engage in activities and/or be involved with entities that violate human rights.
15. This policy places an onus on the Federation's affiliates to demonstrate their commitment against forced labour by making efforts to ensure that their entire supply chain is free from forced labour and/or trafficking.
16. This policy reflects the need to make an active contribution to a global issue and give a voice to those persons and populations affected, in particular where victims' sexual health has been adversely affected and they lack access to adequate sexual and reproductive health care.
17. The sexual and reproductive health of the victims of forced labour and human trafficking for sexual exploitation, should be recognised at local, national and

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<sup>9</sup> Section 54 of the Modern Slavery Act 2015, for UK government Modern Slavery definition see glossary.

international policy levels as an integral element to the full achievement of SRHR across the Federation.

18. This policy is distinct in its focus on forced labour and human trafficking and is separate from the subject of sex work and sex workers' rights.

### **Implementation**

At the implementation stage of this policy, IPPF will conduct further consultation with MAs and their target groups to ensure the most appropriate approach to policy implementation.

19. IPPF secretariat will carry out due diligence checks with partners and suppliers to ensure that our entire supply chain is free of slavery and trafficking. These checks will be embedded into Secretariat-wide principles and procedures with regular monitoring of implementation.
20. IPPF Secretariat will complete an annual statement in compliance with UK Government requirements setting out the steps we have taken to ensure that our supply chain is free of slavery and trafficking.
21. IPPF will ensure all Secretariat staff fully understand and comply with this policy, and monitor compliance.
22. IPPF will provide support and guidance to MAs in order to establish country specific policies and procedures to address the issue of forced labour and ensure that MA supply chains are free of trafficking and slavery. E.g. Due diligence checklist, regular monitoring and compliance, staff policy briefing.
23. IPPF Secretariat will encourage greater knowledge sharing, networks and learning amongst MAs around the issue of forced labour and human trafficking, in particular aiming to offer sexual and reproductive health care and rights for individuals who have been affected by sex trafficking.
24. IPPF Secretariat will support governments in the development of legislation on the SRHR implications of this issue.
25. The Federation will work within its powers to provide support to victims of human trafficking and address any SRHR needs that may develop as a result of their experience.
26. As a means of becoming a more open and transparent Federation, IPPF will publish a list of suppliers, recruiters and contractors to map the IPPF supply chain and encourage MAs to do the same.
27. IPPF Secretariat will work closely with MAs to raise awareness around the issue of forced labour and human trafficking and in particular its impact on the SRHR of those affected.
28. As a minimum, IPPF expects that MAs make efforts to ensure that their supply chain is free of slavery and trafficking and that the SRHR needs of victims of these crimes are integrated into their work. IPPF will work with MAs to support them to achieve this aim.

## Glossary

### Human trafficking

29. The recruitment, transportation, transfer, harboring or receipt of persons, by means of the threat or use of other forms of coercion, of abduction, of fraud, of deception, of the abuse of power or of a position of vulnerability or of the giving or receiving of payments or benefits to achieve the consent of a person having control over another person, for the purpose of exploitation.<sup>10</sup>

### Human trafficking and sex work

30. Human trafficking into the sex sector is not the same as sex work. Where consent is absent for reasons including threat or use of force, deception, fraud, and abuse of power or involvement of a child, such activity would constitute a human rights abuse which must be treated as a criminal offence.<sup>11</sup>

### Slavery

31. Slavery is the status or condition of a person over whom all or any of the powers attaching to the right of ownership are exercised. Given that legal 'ownership' of a person is not possible, the key element of slavery is the behaviour on the part of the offender as if he/she did own the person, which deprives the victim of their freedom.<sup>12</sup>

### Forced Labour

32. Forced labor is defined as work that is performed involuntarily and under coercion. It can take place in any industry including in the informal economy. Many victims in particular women and girls are subjected to commercial, sexual exploitation, but forced labor is also prevalent in sectors such as agriculture, fishing, domestic work, construction, manufacturing and mining.<sup>13</sup>

### Sex Work

33. Female, male and transgender adults who receive money or goods in exchange for sexual services, either regularly or occasionally, and who may or may not consciously define those activities as income generating.<sup>14</sup>

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<sup>10</sup> United Nations Protocol to Prevent, Suppress, and Punish Trafficking in Persons – UN General Assembly 2000

<sup>11</sup> Amnesty International Policy on state obligations to respect, protect and fulfil the human rights of sex workers 2016

<sup>12</sup> UK Government Guidance issued under section 54(9) of the Modern Slavery Act 2015 – Annex A 'Modern slavery Definition'.

<sup>13</sup> ILO Forced Labour Convention No.29

<sup>14</sup> UNHCR HIV and Sex Work in Refugee Situations: A Practical Guide to Launching Interventions 2010

**Appendix A – MA implementation guidance**

As a means of supporting the implementation of this policy, MAs may wish to introduce or develop a number of initiatives which will contribute to the fight against modern slavery and human trafficking, in particular, for sexual exploitation. These initiatives may include:

- a. Direct and/or indirect victim assistance including protection of and support for those who have been affected by human trafficking.
- b. Taking a strong stand against modern slavery where this is relevant in the public debate or in the political environment.
- c. Lobbying at a local, national and international level where forced labour and human trafficking standards are not being met.
- d. Adoption of an openly anti-trafficking stance in outward facing work including with clients, partners, staff, volunteers, donors and other stakeholders.

**Appendix B – Relationship between IPPF and USAID**

- IPPF is currently both an awardee and sub-awardee of USAID HIV/AIDS funds and as a condition of accepting these funds, IPPF is bound by the following Opposition Statement: *"by accepting this award or any sub award, a nongovernmental organization or public international organization awardee/sub awardee agrees that it is opposed to the practices of prostitution and sex trafficking."*
- This does not preclude or prevent work with individuals to provide necessary health care (including palliative care, treatment of post-exposure pharmaceutical prophylaxis, and necessary pharmaceuticals and commodities, including test kits and condoms). However it does require that through its policies and practices, IPPF as a recipient of USAID funding, must (1) accept the Opposition Statement (as above) (2) maintain sufficient separation from affiliated organisations in order to avoid confusing the US government's desired message on these topics and (3) ensure that activities, as well as those of their affiliates not deemed sufficiently independent, are consistent with the stated opposition.
- As such, while we may not use the same terminology as the US government or agree with all aspects of its position, we are obligated to comply with the associated requirements as long as they are legally valid and included in our funding agreements. Failure to do so may be considered noncompliance leading to de-funding or other sanctions.
- Until further notice, therefore, it is the responsibility of IPPF to ensure that the design and implementation of affected activities (whether or not US government funded), as well as formulation, adoption and issuance of stances, statements, policies, and advocacy efforts, are consistent with the Opposition Statement. All questions concerning the Statement and other legal and policy requirements applicable to US government aid should be referred to IPPF Central Office Project Director of USAID funding.

*As adopted by Governing Council, November 2016*

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i Examples of such challenges specifically relating to the sexual health and rights of an ageing population include: reproductive cancers (breast, cervical, prostate), prevalence of or vulnerability to HIV /other STI's amongst the older population due to a lack of knowledge or education on the risks and means of prevention, potentially higher risk for older people who are divorced/widowed and looking for new sexual partners later in life with limited knowledge or access to knowledge about STI/HIV as education is targeted to young people of reproductive age, sexual violence or coercion in a residential care setting, domestic violence, sexual dysfunction, barriers to expressing sexuality amongst the older population with disabilities and menopause related health concerns.