

IPPF Strategic Framework, 2016-2022

November 2014 – Approved Version

The Strategic Framework sets the priorities that will allow the Federation to deliver impact as an SRHR movement by 2022. It guides national Member Associations and partners in formatting their own strategies that respond to the specific country context and available resources. It provides focus to the Secretariat in setting operational plans that support our Member Associations. All levels of the Federation are encouraged to maximize their contribution in order to deliver on our strategic mission.

Global Trends that are influencing and guiding our strategic thinking:

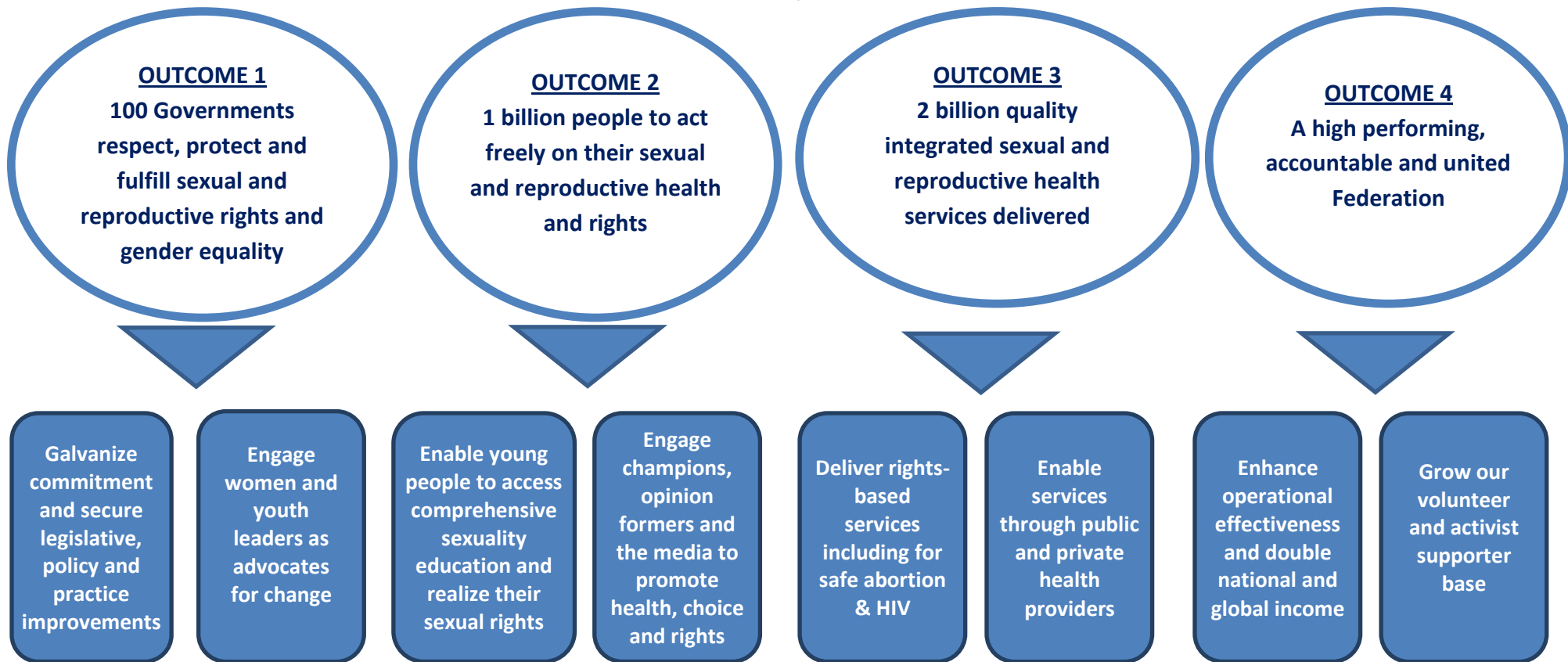
- ❖ **Largest youth generation;** the expectations and potential of the largest youth generation ever in particular to addressing their sexual and reproductive health and rights unmet needs
- ❖ **Discrimination against women and girls;** there remains significant unequal rights and opportunities for women which is preventing their empowerment
- ❖ **Opposition;** conservatism and a well-organized and resourced opposition are threatening sexual and reproductive health and rights in many countries
- ❖ **Social and economic inequality;** whilst poverty reduces, negative aspects of social and economic inequality emerge in all countries
- ❖ **Technological advances;** progress is allowing fast, innovative and affordable ways of creating social networks, and can make service delivery more efficient.

Values: Our fundamental beliefs, the guiding principles that dictate our behavior and actions at all levels of the Federation:

We believe:

- ❖ in **social inclusion** with a demonstrated commitment to enable the rights of the most under served to be realised
- ❖ in **diversity**, respecting all regardless of their age, gender, status, identity, sexual orientation or expression
- ❖ our **passion** and determination inspire others to have the courage to challenge and seek social justice for all
- ❖ In the significant contribution our **volunteerism** delivers across a range of roles and as activists inspiring the Federation to advance its mission
- ❖ in **accountability** as a cornerstone of trust which is demonstrated through high performance, ethical standards and transparency.

Our Vision: All people are free to make choices about their sexuality and wellbeing, in a world without discrimination



IPPF's Mission: 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 underserved

**Our Values: Social Inclusion Diversity
Passion Volunteerism Accountability**

OUTCOME 1

100 Governments respect, protect and fulfill sexual and reproductive rights and gender equality

Priority One: Galvanize commitment and secure legislative, policy and practice improvements

Why?

If governments, regional and international institutions, agree and implement, supportive legislation, policy and budgets for sexual and reproductive health and rights then it's a 'game changer' for the lives of their citizens. Political commitment helps advance community support for SRHR and vice versa. National level political commitment can lead to more progressive regional and global agreements, and these in turn can encourage progress nationally.

What?

IPPF will further invest in political advocacy at all levels, including supporting Member Associations with capacity building, information, funding and monitoring. We need to target key institutions (e.g. Regional Economic Commissions), build supportive parliamentarians, community and religious networks and ensure country capitals are better connected with regional and international processes and representatives (e.g. UN Missions).

By 2022

IPPF will generate new political commitment and ensure implementation so governments deliver, and even exceed, their (new) sustainable development targets. As a political-change maker and catalyst, we shall lead the SRHR community's political advocacy and deliver on its own commitments to hold governments to account.

Priority Two: Engage women and youth leaders as advocates for change

Why?

Promotion of women's and youth leadership remain an important priority of IPPF because of their right to participate and contribute to policy making and decision making processes that affect their lives. In addition, women and young people can be effective agents of change to challenge and transform social norms and policies that constitute a barrier to sexual and reproductive health and rights. Men also play a critical role with concepts of masculinity preventing gender equality and also hindering men from accessing the information and services they need.

What?

IPPF will implement a programme to attract, invest and provide pathways for young leaders within the Federation, with a focus on girls and young women. We will further strengthen and resource our youth networks and strengthen youth adult partnership. In our work it is crucial to recognize that young people are not a homogenous group, and hence our approaches should take into consideration the variety of factors that contribute to their needs. Male involvement and addressing issues related to sexuality, masculinity and gender will be promoted. We will also work with other CSOs to encourage them to adopt a youth centred approach and influence government services to be more client and youth centred.

By 2022

IPPF will have placed a high priority on youth leadership and have a distinct and strong global youth movement. We will have witnessed a future generation of female leaders championing and advocating for sexual and reproductive health and rights, both inside and outside of the Federation. These young leaders will function effectively and young people will have equal voice in decision making at all levels in the Federation. Governments and communities will be involving men so that they promote SRHR for themselves and their partners.

OUTCOME 2

1 billion people empowered to act freely on their sexual and reproductive health and rights

Priority Three: Enable young people to access comprehensive sexuality education and realize their sexual rights

Why?	Enabling young people to exercise their sexual rights is a vital priority as we address the expectations and potential of the largest youth generation ever. The majority of these young people live in developing countries. Overall, young people are a highly underserved group, both in accessing SRH services and information. We know that young people who are able to exercise their sexual rights have the potential to be effective agents of change and hence have the ability to transform social norms.
What?	IPPF will focus on establishing a right's based youth centred approach across the Federation including: <ul style="list-style-type: none">• Prioritizing and investing in the scaling up of comprehensive sexuality education services and advocacy, both for those in and out of schools• Focusing on interventions for the most marginalized and underserved youth• Investing in rights awareness communications• Advocating for youth centered government policies including on access to contraception and ending early and forced marriage.
By 2022	Significantly more young people will demand and have accessed comprehensive sexuality education. IPPF will see more young people demand and access youth friendly SRH services. An increased number of young people will champion and advocate for young people's sexual rights. A significantly higher number of stakeholders will uphold and respect young people's rights.

Priority Four: Engage champions, opinion formers and the media to promote health, choice and rights

Why?	Wider public and community opinion directly affects an individual's ability to realize their sexual and reproductive rights. In many countries achieving legislative, policy and practice improvements is only possible if there is a change in public opinion. Popular campaigns, with integrated communications supported by case studies and evidence, and amplified through champions, opinion formers and media providers can create the environment to promote health, choice and rights within the culture.
What?	IPPF will focus on having adaptable content featuring personal testimonies and evidence supporting SRHR. This content will be usable in a variety of media formats including digital channels such as social media and more traditional including TV programming and plotlines that sensitively raise SRHR issues. We will focus on how to embed this so that it becomes a regular and ongoing feature of IPPF's and other CSO's work.
By 2022	IPPF Member Associations will have on-going relationships with key opinion makers and a critical mass of influential champions. They will have adapted and shared powerful content through social media and other media to help shift attitudes and approaches to SRHR and gender equality at local and national levels. Member Associations, in an increasing number of cases will have become a national campaigning force to be reckoned with.

OUTCOME 3

2 billion quality integrated sexual and reproductive health services delivered

Priority Five: Deliver rights-based services including for safe abortion and HIV

Why?	There remains significant unmet need for a broad range of SRH services. We need to ensure at least a minimum integrated package of high quality essential services that are client-centred, rights-based, youth friendly and gender sensitive. It is important that services are rights-based because particular services (abortion), diseases (such as HIV) and issues (such as sexual and gender based violence) continue to carry a stigma. High quality of care is also critical as an individual right, to contribute to better health outcomes and to increase the utilisation of services.
What?	IPPF will focus to ensure: <ul style="list-style-type: none">• Technical expertise to support systems strengthening (commodity supply chain/ infrastructure and equipment, management capacity / referral system) across the Federation to increase the number, range and quality of integrated services provided• Barriers to accessing SRH services including ability to pay, age, social or cultural stigma, HIV-status, gender, sexuality, lack of commodities or equipment, lack of skilled service providers or a lack of access to a service delivery point are being addressed• IPPF's systems for capturing service provision will need to move from being predominately service-orientated to being client-orientated.
By 2022	IPPF Member Associations will see an increased number of clients (particularly young people and those who are poor and underserved). The range of service delivery channels to take services to under-served communities will be expanded as will the range of integrated services on offer.

Priority Six: Enable services through public and private health providers

Why?	IPPF Member Associations play an active role in strengthening national health systems. With more national governments now taking responsibility to provide SRH services it is critical that this is undertaken in a client centred and rights based manner. Private health providers are also looking for partnerships to expand their access to clients. Member Associations have the expertise, experience and role within communities to assist more services to be provided through public and private health providers.
What?	IPPF will focus on expanding the number of partnerships that deliver: <ul style="list-style-type: none">• Pre-service and in-service training for medical personnel• Integrated SRH services in the facilities of private and public health providers• Reproductive health commodity security• Quality assurance and quality improvement through monitoring, training and evaluation• Life-saving responses to SRH needs in vulnerable settings before, during and after crisis hits.
By 2022	IPPF Member Associations will have a greater number of revenue agreements in place to provide training and other expertise to national government service providers. IPPF will have a range of global and regional partnerships with UN agencies and the private sector directly increasing the number of people able to access SRH services.

OUTCOME 4

A high performing, accountable and united Federation

Priority Seven: Enhance operational effectiveness and double national and global income

Why?	At the institutional level, we must adapt to constantly shifting political, financial and market conditions. Programmatically we are ethically obligated to sustain services and programs for which we have contributed to demand generation. At the financial level, IPPF must be able to innovate and adapt to an evolving business model.
What?	IPPF will apply diverse models that respond to a changing environment and ensure on-going demand and funding for our services by: <ul style="list-style-type: none">• Providing a supporting environment to enable Member Associations to develop social enterprises including sharing knowledge and expertise across the Federation• Recruiting and retaining expert staff and volunteers that bring a broader skill set to the Federation including strategic and business planning, market feasibility and competitive trend analysis, performance management including using data for decision making, marketing and communications, and new partnership development• Strengthening financial management systems at all levels to support decision-making on cost efficiency and effectiveness.
By 2022	All parts of the Federation will be able to clearly define their model of sustainability. At the financial level, IPPF will have more diversified funding streams that generate more income. Social Enterprises will generate significant levels of resources for the Federation. At the institutional level, IPPF will have enhanced human resources that support effective resource mobilization, income generation and adaptation to new market and political conditions. At the programmatic level, IPPF will have a performance-driven culture with a focus on value for money that is supported by appropriate management information systems.

Priority Eight: Grow our volunteer and activist supporter base

Why?	A critical mass of public support from the grass-roots up is needed to create the outcomes we seek e.g. political decision-makers need to hear demand for change from their constituents. Opposition to SRHR from a vocal minority threatens many of the significant improvements that have been realized.
What?	IPPF will invest in public communications, in skilled staff, systems and new technology (e.g. SMS and social media) with an initial focus on those countries with the greatest opportunity to grow the supporter base quickly.
By 2022	All IPPF volunteers will see themselves as activists (as many already do) and join with increasing numbers of SRHR supporters from diverse backgrounds, across all regions of the world, in boldly and courageously promoting SRHR and gender equality. We want a social movement which empowers people to claim their sexual rights and reproductive rights and hold their leaders to account.