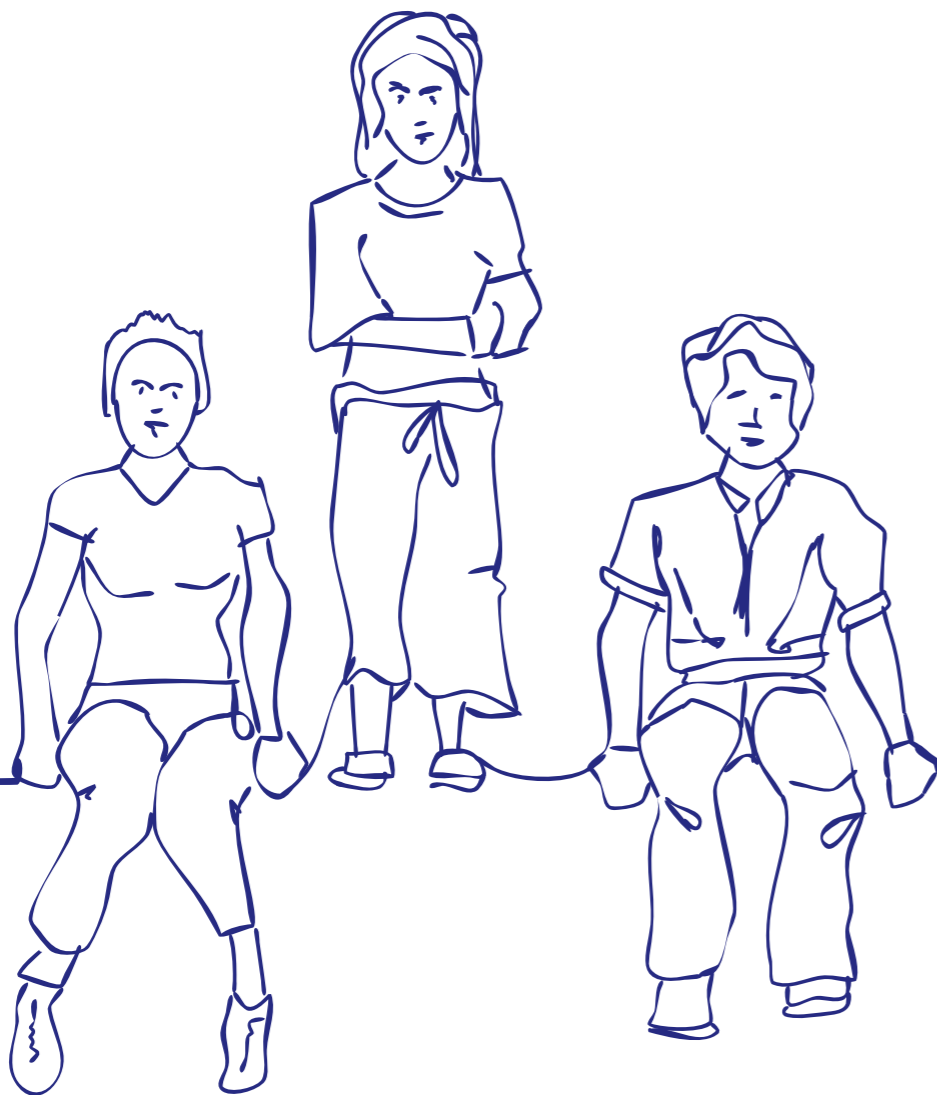




COME TOGETHER

STRATEGY
2023–2028

“IPPF is the leading international provider in **89** of 120 countries.¹ In **64** of those countries, we are the **only international provider.**”



COME TOGETHER

IPPF is a global federation. We are 120 independent organisations and a secretariat that **come together** to provide care and promote rights. We are more than the sum of our parts. Our federation provides all aspects of sexual and reproductive health and rights (SRHR). We work with people when no one else will. We stand for the rights of everyone. We insist on inclusion. We are where others are not.

In our 70-year history, we have dared to stand for social justice. We have been brave and angry. Today, we are as committed as ever. Committed to attaining the goal of SRHR for all in a just and equal world. Our federation does not stand alone. SRHR is deeply intertwined with other global issues. This is why our federation **comes together** with other sectors and actors to improve the communities and nations we live in.

The world is changing, and fast. We see and feel the devastating impacts of health crises, climate change, macho politics and structural injustice. There are unprecedented and growing wealth gaps in increasingly unequal societies. Not in the future. But right now. In this pivotal moment, we must accelerate our efforts and work to our strengths. We cannot sit on the fence. We must **come together**, to shape the new world that is being formed.

Everyone has the right to enjoy a fulfilled and healthy sex life. We must deliver daring, feminist action to secure free choices about our bodies, sexual lives and well-being without shame, stigma or discrimination. **In the next 6 years, IPPF must push forwards.** Together, we will reach more people in more places. We will shape tomorrow – **in the care we deliver, choices we make, connections we create, and solidarity we foster.**

THE WORLD WE LIVE IN

Sexual & Reproductive Health

Of 5.6 million abortions per year among adolescent girls aged 15–19 years, 3.9 million are unsafe.²



In 2020 there were around 1.5 million people newly infected with HIV, with adolescents accounting for 11%.³

Humanitarian

There are currently an estimated 235 million people in need of humanitarian assistance.⁴ 34 million are adolescent girls and women.⁵



1/3

Sexual & Gender Based Violence

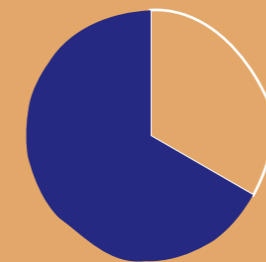
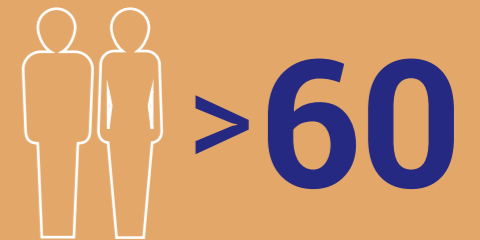
Worldwide, more than 1 in 3 women and girls have experienced physical and/or sexual violence from an intimate partner.⁶

Future populations

47%

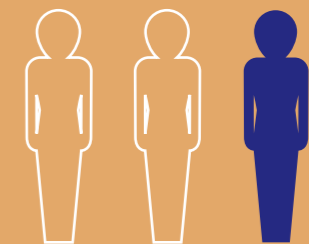
In 2030, young people will represent 47% of the global population. They will be the most diverse generations in terms of ethnicity, race, sexuality and gender identity.⁷

By 2050, there will be more people over age 60 (2.1bn) than adolescents (2bn).⁸



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

1 in 3 adolescents use the internet and this proportion will increase consistently over the coming decade.¹⁰



1 Provider of contraception services.

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

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

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

5 United Nations High Commission for Refugees (UNHCR). Global Trends: Forced Displacement in 2017. 14th Edition, 2018.

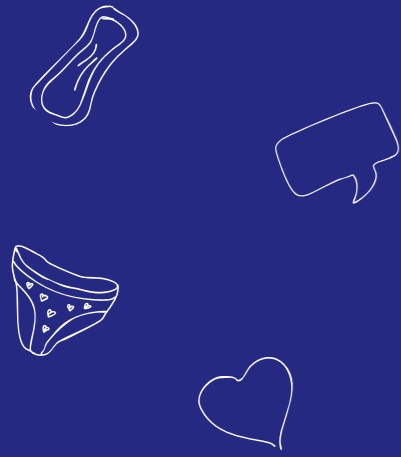
Accessed at: <https://www.unhcr.org/globaltrends2017>

6 UNAIDS. 2021. Young people and HIV.

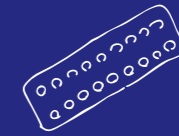
7, 9 University of Cape Town and University of Oxford. 2022.

8 United Nations. World Population Ageing - 2017 Highlights. New York; 2017

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



COME TOGETHER

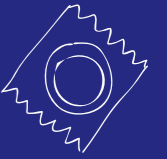


QUALITY SRHR FOR EVERYONE, EVERYWHERE, THROUGH BARRIERS

IPPF is a global **Federation** of SRHR organisations.

We are radically committed to **social and gender justice**.

We provide **care** and promote **choice**.



CENTER CARE ON PEOPLE

Expand Choice

Widen Access

Advance Digital & Self Care

MOVE THE SEXUALITY AGENDA

Ground Advocacy

Shift Norms

Act with Youth

SOLIDARITY FOR CHANGE

Build Strategic Partnerships

Support Social Movements

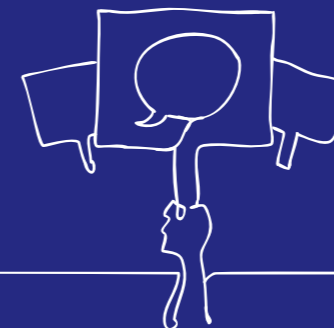
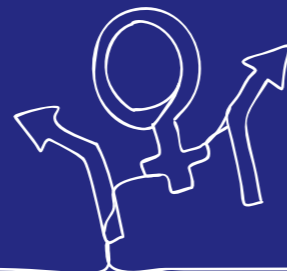
Innovate & Share Knowledge

NURTURE OUR FEDERATION

Chart our Identity

Grow the Federation

Walk the Talk



CENTER CARE ON PEOPLE

Goal: Person centered care to more people, in more places

Care is about health. It is about justice. It is about equality. Care is a human right. It determines how we live and even whether we live.

Care is our greatest asset and contribution. With contraception at the core, we **come together** to deliver all aspects of SRHR. To all who need it. Wherever we can reach them. Our care is close and connected. As organisations and individuals we are invested in the health of our countries. Our outreach and clinics are embedded in the communities we come from and the societies we live in.

From experience, we know that care is better when it is tailored to people. And, as people our circumstances and needs differ. In the next six years, we will build up our person-centered care model by expanding choice, tailoring services to people in their diversity and using new technologies. Below are the three pathways to **Center Care on People**:



EXPAND CHOICE

BOOST SAFE ABORTION AND FERTILITY SERVICES

ACCELERATE HIV INTEGRATION

PLANNED REFERRALS

Choice is at the heart of person centered care. IPPF strives to provide the fullest possible range of care and commodities. We will expand our service offer to cater for people in their diversity and stage of the lifecycle. We will grow our contraception footprint and go further on the provision of fertility and safe abortion services. We will accelerate the integration of HIV and SRHR. Where we cannot cater for a need we will improve referrals to the partners and providers that can.

What will we change in the next 6 years?

To be confirmed.

WIDEN ACCESS

MARGINALISED AND EXCLUDED PEOPLE

YOUTH-CENTRED CARE

CRISIS SETTINGS READINESS AND CARE

All over the world, systemic barriers stand in the way of the right to health. We will do all we can to broaden access to care. The federation will actively reach out to people who are unjustly excluded and marginalised. We will manoeuvre through barriers, where they persist to ensure that SRHR needs are met. We will improve our youth-centred care and, in an increasingly unstable world, we will be ready to deliver in humanitarian settings.

What will we change in the next 6 years?

To be confirmed.

ADVANCE DIGITAL & SELF CARE

DIGITAL HEALTH INTERVENTIONS

SELF-CARE

To reach further, we will make the most of new technologies and digital platforms. Laying a foundation for the future of care, IPPF will invest more in digital health interventions. We will support and promote self-care options that inspire people to take care into their own hands. Through our digital communication channels we will boost the reach of information and resources.

What will we change in the next 6 years?

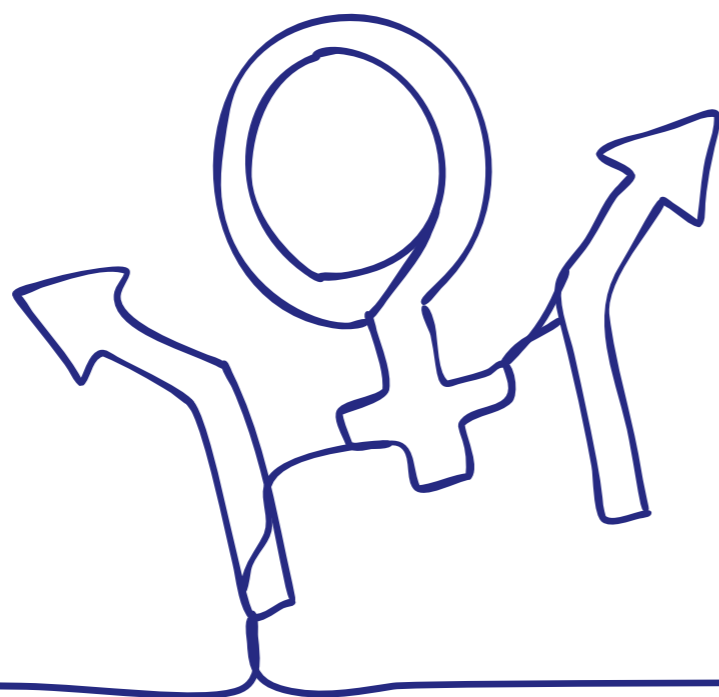
To be confirmed.

MOVE THE SEXUALITY AGENDA

Goal: Societal and legislative change for safe abortion, comprehensive sexuality education and sexual rights

IPPF is unwavering in our commitment to sexual and reproductive rights for all. We **come together** to promote societal and legislative change. We speak out on social justice. We uphold human rights norms. And we challenge the toxic norms that strip away people's dignity.

In the next six years, IPPF will work towards a more inclusive, intersectional and feminist world. The federation will advocate across all levels and spaces of influence. We will invite dialogue, look for common ground, and develop new messages that resonate with people in their lives. To **move the sexuality agenda**, we will navigate three critical pathways:



GROUND ADVOCACY

CONNECT ADVOCACY AT ALL LEVELS

AMPLIFY COMMUNITY VOICES

MONITOR COMMITMENTS

Advocacy is about improving lives through policy and law reform. IPPF at all levels, from community activism to intergovernmental advocacy. We will create spaces and opportunities for all levels to engage and link - across geographical and political divides. We will amplify community voices and ground advocacy conversation. Holding true to our principles and our dedication, we will challenge the colonial and discriminatory laws that drive us apart. We will stand up for sexual and reproductive rights and autonomy. And, we will hold our governments, and ourselves, accountable on commitments.

What will we change in the next 6 years?

To be confirmed.

SHIFT NORMS

SEXUAL & GENDER-BASED VIOLENCE

INTERSECTIONAL & FEMINIST ACTION

WINNING NARRATIVES

Replacing patriarchy with gender justice requires more than policy changes. To be effective, progressive laws and policy must be accompanied by changes in societal values and norms. Through community dialogue and action, we will address damaging social norms. Opposing and reducing sexual and gender-based violence is a priority. Fervently upholding and championing hardwon human rights norms is a must. IPPF will find new audiences with winning narratives: using digital advocacy, gathering more and new data and shaping online conversations.

What will we change in the next 6 years?

To be confirmed.

ACT WITH YOUTH

YOUTH VOICES TO THE FORE

COMPREHENSIVE SEXUALITY EDUCATION

ENGAGE & INFLUENCE ON SOCIAL MEDIA

Young people are key drivers of change, in IPPF and the world around us. To boost their power, we will increase our support for youth activism and networks. Youth should be at the forefront of our advocacy and outreach. We must go further on comprehensive sexuality education: expanding best practices and advocating for supportive legal frameworks. While continuing our offline work, we want to explore new digital avenues - by partnering with influencers and improving the quality of sexuality information on social media.

What will we change in the next 6 years?

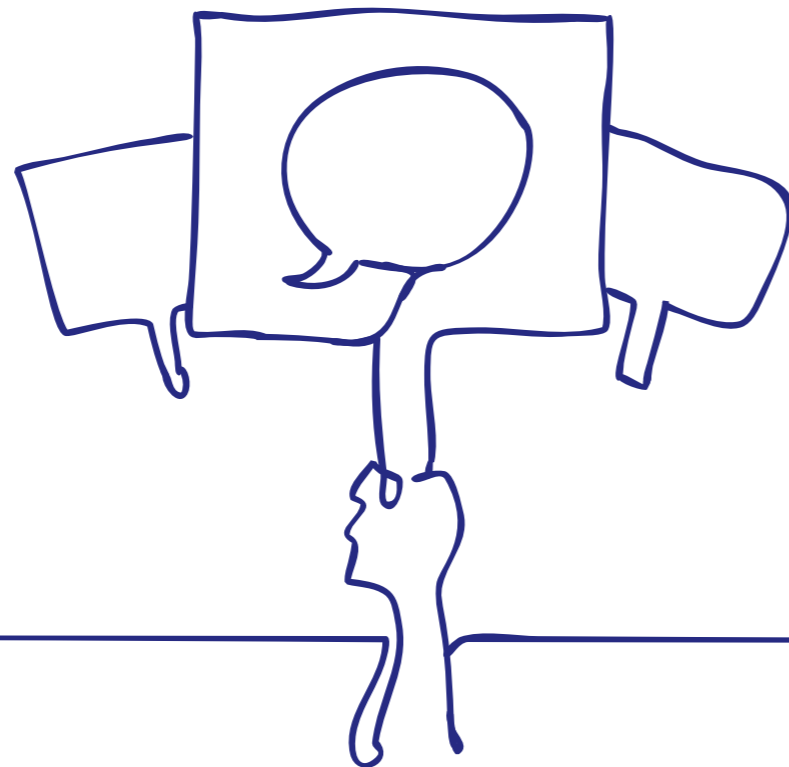
To be confirmed.

SOLIDARITY FOR CHANGE

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

IPPF does not exist in a vacuum. The problems faced in the world are many, complex and interconnected. Global development agendas – such as the Sustainable Development Goals and Universal Health Coverage – highlight the urgency of global collaboration. No sector can solve its problems alone. Only through global solidarity can we persevere.

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



BUILD STRATEGIC PARTNERSHIPS

CROSS-SECTOR COLLABORATION

ALLIANCES & CONSORTIA

IPPF is built on the idea of partnering and sharing. It is in our DNA. We depend on our relationships with donors, partners and allies. And they on us. We will invest time and resources in building closer collaborations within our sector and outside of it. We will partner up, build consortia and expand alliances. Together we will set a platform for greater impact through strategic collaboration. We will organise meetings and promote discourse.

What will we change in the next 6 years?

To be confirmed.

SUPPORT SOCIAL MOVEMENTS

CONNECT CAPACITY

AMPLIFY MESSAGES

ONWARD GRANTS

Faced with growing inequality and injustice, social movements are emerging all over the world. Unwilling to accept the world as it is, they use new means to connect, organise and expand their influence and impacts. From Albania to Botswana to Colombia, movements are challenging patriarchal structures and gender inequality. We will increase our support for social movements that work on intersectional issues and in support of SRHR. We will not gate-keep spaces. We will join and amplify messages to uphold human rights and tackle inequalities. IPPF will prioritize the protection of activists from opposition attacks.

What will we change in the next 6 years?

To be confirmed.

INNOVATE & SHARE KNOWLEDGE

CENTERS OF PRACTISE

COMMUNICATE LEARNING

INCUBATE IDEAS AND & TECH

The power of knowledge lies in sharing it. The federation generates a wealth of data, research and insights on sexual and reproductive health and rights. In our countries and beyond, we will communicate and disseminate with our partners and allies. And we will seek to learn from them. The IPPF Centers of Knowledge and Practice will take on greater roles in engaging with the world. In our countries, and as a federation, we will co-host meetings, seminars and conferences to deepen the dialogue. And, we will invest in our culture of learning and innovating. We will explore ways to incubate new ideas and software to facilitate our work.

What will we change in the next 6 years?

To be confirmed.

NURTURE OUR FEDERATION

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

Formed by eight courageous national family planning organisations, IPPF has grown in size and impact. For 70-years we have **come together** and have left a mark on the world. The federation bridges social, cultural and political experiences and perspectives. We can be unwieldy and sometimes even divergent. But that is the source of our power, our energy.

In a world often defined by division and hatred, IPPF will grow from a place of love and inclusion. Over the next six years, our federation will adapt to a changing world. As the Federation continues to modernise, we will re-examine and affirm our common values. Refining our look and feel to be seen widely and in the right places. We will find more kindred spirits to **nurture our federation** with new members. We will introspect and address our colonial legacies, improving in policy and practice. The journey will follow three critical pathways:

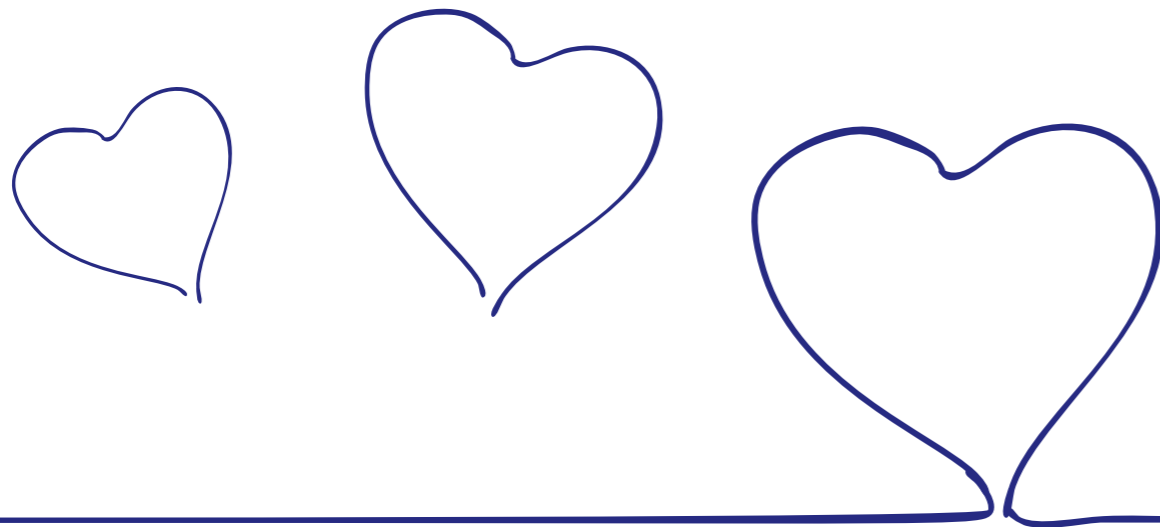


CHART OUR IDENTITY

FEDERATION CHARTER

RENEW OUR BRAND

BUILD OUR CULTURE

We want to renew our commitment to the Federation and reconnect with our common values. We will develop, jointly, a new Membership Charter. It will lay out the values that we hold in common and the ethos that drives us forward. We will renew our brand and better signal who, collectively, we are. We will be one federation, with members at the heart, channelling national and international solidarity together.

What will we change in the next 6 years?

To be confirmed.

GROW THE FEDERATION

FIND NEW MEMBERS

SYSTEMS, EFFICIENCIES & SUSTAINABILITY

REFORM GOVERNANCE

As a federation, our numbers expand and contract. In the next strategic period, we will grow in the right places. Our federation will seek new members, adding experience, ideas and reach. In our organisations, we will build skills and safeguard our staff and volunteers. Modernising systems, structures and governance are vital for our growth. As is streamlining and building efficiencies. We have learned much about financial sustainability and social enterprise, but more must be done to fully resource our work in an uncertain future.

What will we change in the next 6 years?

To be confirmed.

WALK THE TALK

ADDRESS DISCRIMINATION

EMBRACE GENDER & SEXUAL DIVERSITY

STRENGTHEN YOUTH STRUCTURES & LEADERSHIP

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

What will we change in the next 6 years?

To be confirmed.

OUR STRATEGY

The IPPF strategy is the result of a two-year journey to understand the world ahead and IPPF's contribution to it. The strategy was developed by the members and the secretariat under guidance from the IPPF Board and the Committee for Strategy, Investment and Policy.

IPPF is proud to deliver all aspects of SRHR. The strategy brings focus and direction to the work we do in a multitude of contexts around the world. The strategy contains four pillars. Three facing outward and one facing in. There are 12 pathways, three under each pillar, that outline the critical actions we need to deliver on our goals. The pillars are not mutually exclusive. There are synergies and overlaps and themes in common all across the strategy.

In the next six years we will expand our care. Not just the number of people we reach, but also who we reach and how we reach them. We will build on our assets and build closer links at all levels to more effectively advocate for safe abortion, comprehensive sexuality education and gender justice. We will work across sectors and with new actors to address the big issues. We will share ideas and learn from people and organisations around us. We will improve and grow the federation from our values to our systems and our culture.

We come together to deliver SRHR for all.

