

IPPF STRATEGY 2028

Themes emerging from
regional and global
consultations

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INTRODUCTION

Sixteen virtual consultations on Strategy2028 were conducted to gather input on the next strategy from both internal and external stakeholders. Separate consultations were held for Member Associations and for youth in each of the six IPPF regions. In most instances the sessions were held as part of the MA Regional Forums and Regional Youth Forums. In addition two sessions were conducted to receive input from IPPF Donors and two sessions were held for Secretariat staff.

The participatory sessions were each 90-minutes, with the two staff sessions each being for three-hours. Translation was provided as needed in IPPF’s working languages to enable all to participate equally. For those sessions conducted in multiple languages discussion groups were formed around language, to ensure free flowing discussion.

The participatory sessions each followed a similar format:

- a) an overview of the strategy process and roadmap, background on the IPPF Roundtables, a summary of research findings on IPPF’s Reach and on Client 2030.
- b) work in small discussion groups to reflect on ‘what success would look like in 2030’ and ‘how the Federation improves to achieve this success’
- c) reports from each group and plenary reflection

Each consultation was rich with ideas and reflections. Key themes came up repeatedly across the different consultations. The summaries of these consultations are annexed to this report. At the time of writing not all regional reports were completed. Group work feedback is attached in these instances to demonstrate the breadth and depth of discussion that took place across the regions.

Strategy Consultations	Date
Arab World MAs	13 th October
Arab World Youth	12 th October
Africa MAs	7th December
Africa Youth	4 th November
Europe and Central Asia MAs	20 th November
Europe and Central Asia Youth	21 st November
South Asia MAs	24 th November
South Asia Youth	23 rd November
East and Southeast Asia and Oceania MAs	3 rd November
East and Southeast Asia and Oceania Youth	5 th November
Latin America and Caribbean MAs	9 th November
Latin America and Caribbean Youth	15 th November
Secretariat staff – 2 sessions	1 st December
IPPF Donors - Group 1	29 th September
IPPF Donors - Group 2	28 th October
Board Strategy and Investment Committee	22 nd September

This report captures the key themes and ideas that emerged from these consultations. Many more specific ideas are included in the consultation summaries in the annexes.

STRATEGY 2028 - KEY THEMES TO BE CONSIDERED IN THE STRATEGY AND ITS IMPLEMENTATION PLANS

General

The strategy will need to:

- consider the extent to which IPPF's focus is broad vs a narrower focus
- have a clear narrative and 'storyline'
- have clear targets and direction on how to achieve the strategy

Our Brand, Values and Image

- We will be a more diverse, inclusive and youthful IPPF - providing an inclusive broad umbrella for all, irrespective of sexual preference, gender, age, identity, race, ethnicity, marginalization. This will mean a more intersectional¹ approach. (refer notes from Europe Youth consultation for more detail)
- Our own organizations will reflect this diversity
- We will be led by a set of clear human rights-based values - focusing on equity, diversity, inclusion and ensuring that no-one is left behind. All MAs will confidently sign up to these values and they will be clearly communicated. Our values support the position that *'all people can enjoy their sexual lives'*
- We will be a feminist organization contributing to social transformation
- IPPF will have quality brand value, achieved through a strong focus on accreditation, provision of quality services based on best practices, wide geographical coverage, and a focus on good governance

The centrality of youth

- Youth will be central to IPPF – in leadership, in governance, as staff, in service design and delivery
- We will be driven by the needs of young people
- We will reach more young people, especially the most marginalized because of our youth focus
- We will improve youth engagement through increased investment in and engagement with youth groups and networks

A strong, financially stable Federation

- IPPF will be a 'true democratic body' where the experience of volunteers, staff and service users will be fully unleashed to achieve our collective goals
- We will maximize the benefits of being a global Federation by linking local and international perspectives, amplifying, and transmitting experience, knowledge and ideas between local, national, regional and international levels
- We will be truly MA centric, maximizing the transformative possibilities of connecting MAs

¹ The Oxford Dictionary defines intersectionality as the interconnected nature of social categorisations such as race, class, and gender, regarded as creating overlapping and interdependent systems of discrimination or disadvantage.

- Our culture will enable us to constantly ask difficult questions, continuously working to improve and address internal issues
- Our secretariat will be truly unified
- Our accreditation system will contribute to continuous learning and improvement.
- We will strengthen our internal communication across the Federation (MAs and Secretariat)
- We will build a more diverse set of partnerships and alliances to aid the delivery of our mandate
- We will have a more diverse income base focusing on social enterprise, non-traditional donors, national philanthropy and value for money.

Our services and information

- Will be available for all with a focus on reach, accountability and quality of care. This will require digitalization being a central part of our service and information offer.
- Our services will be mainstreamed, normalized and developed through a human right's and AAAQ² lens
- CSE, including segments on gender diversity, will be a normal subject on school curricula throughout all countries, and accepted as any other school subject, with enough time and resources allocated to it. We will include programmes for teachers and for parents so that they understand the importance of their children accessing CSE.
- We will work towards access to safe abortion being available in all countries
- We will provide assisted reproductive technologies
- We will strengthen our relationships with the State, positioning SRHR as an essential part of public health for the whole population and as an essential pillar in achieving UHC. This will require us to better integrate with the public sector and the primary health care sector
- Quality will be driven by a focus on continuous evaluation and on-going training of health care providers and MA staff
- We will have effective contingency planning for risk situations - emergencies, pandemic preparedness and natural disasters

Our Advocacy, Positioning and Partnerships

- Advocacy and activism will be a central part of our work. We will have well considered and effective approaches to countering opposition, including through strong networks, partnerships and links to other SRHR organizations and other progressive movements
- We will speak many 'languages' - the language of youth, of conservatives, of the person in the street. We will engage with everyone.
- We will develop more sophisticated and nuanced responses to challenging questions so we can be an umbrella for all - we will find ways to partner with organizations where we don't agree on all things, our language will be inclusive, and we will not alienate but focus on common ground
- We will be political engaged as a trusted national, regional, and international actor with the aim to leverage reforms and influence policies
- We will have strong partnerships with government at national and local level, including with health system providers and MoH. We will be viewed as a 'trusted friend' able to both support and challenge e.g. on access to safe abortion
- We will partner with the corporate sector when there is mutual benefit

² AAAQ The right to health imposes four essential standards on healthcare services: **Availability, Accessibility, Acceptability and Quality**. This is also called the AAAQ Framework

Digitalization and Technology

- We will position ourselves as part of the interactive, digitally connected world, acknowledging the centrality of technology in all we do, including leveraging social media as a major marketing platform for accessing SRHR information and services
- Digital approaches will enable us to think beyond the country as the organizing unit, enabling cross-border digital information, sales, services and products. This will enable greater access, reach and economies of scale
- Through better use of technology, we will expand our service reach and bridge social and geographical divides; make greater use of dashboards to support data informed decision making and more adeptly share data across the entire Federation
- We will initiate more research to inform future directions

Lynette Lowndes

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17th December 2021

ANNEXES

Annex 1 - Africa Regional MA Consultation

Annex 2 - Africa Youth Forum Consultation

Annex 3 - Arab World Regional MA and Youth Consultations

Annex 4 - Europe and Central Asia Regional MA Consultation

Annex 5 - Europe and Central Asia Regional Youth Consultation

Annex 6 - South Asia Regional MA Consultation

Annex 7 - South Asia Regional Youth Consultation

Annex 8 - East and Southeast Asia And Oceania MA Forum

Annex 9 - East and Southeast Asia And Oceania Youth Forum

Annex 10 - Latin America and Caribbean Regional MA Consultation

Annex 11 - Secretariat Staff Consultations

Annex 12 - Donor Group 1 – 29th September, 2021

Annex 13 - Donor Group 2 – 28th October, 2021

ANNEX 1 - AFRICA REGIONAL MA CONSULTATION

IPPF Africa Region held a virtual MA consultation for Strategy 2028 on Tuesday 7th December. About 45 people from MAs across Africa participated in the 90-minute session. The session was presented in English with interpretation in French and Portuguese. The following key themes emerged from the consultation:

General

- 'All people can enjoy their sexual lives'
- IPPF will have clear targets on how to achieve its strategy
- Consider the tension between a narrow focus (MSI) and breadth (IPPF)

Centrality of Youth and youth ownership

- Youth involvement in all aspects of leadership, Boards, staff, service design and delivery etc
- CSE is provided in all schools

Inclusion

- Focus on diversity and ensuring that no one is left behind, including underserved populations and the most marginalized
- This will require wider reach of services and information

IPPF as a Quality Brand

- A strong focus on accreditation
- Quality services and wide geographical coverage, based on best practice
- Quality partnerships
- Focus on Good Governance
- Contingency planning

Financial Stability

- More diverse income sources
- Social enterprise
- Value for money

Data informed decision making

- Technology is central to all parts of the work (and to bridge urban rural divide)
- Greater use of dashboards
- Sharing data across the entire Federation
- More research to inform future directions

Advocacy and Partnerships

- Strong political engagement as a trusted local actor
- Can challenge law and health system providers e.g. on access to safe abortion
- Strong partnership with government at national and local level
- Partnership with other SRHR organization working for common objectives
- Corporate sector partners (corporate social responsibility)

ANNEX 2 - AFRICA YOUTH FORUM CONSULTATION

Group 1 (English)

Describe what success looks like in 2030?

- IPPF is relevant space of SRHR
- Meaningful youth participation in all platform including youth being members of the board
- More funds has been allocated to SRHR and services
- Accessible, affordable, available full range of SRH for all
- Equal partner in decision about their bodies from conception and implementation
- Equal involvement of youth in SRHR project
- Networking and coordination among YAM to share experiences and learn from each other
- Youth are informed about SRH information which will result to less/no teenage pregnancies, child marriages and SGBV
- E service and tele services on SRH Services.

How have Mas and the IPPF federation improved to achieve this success

- IPPF should consider youth as planners and implementation
- IPPF support youth led organisation so that rights of young people are recognized and respected even in had to reach areas
- Capacitate the young to advocate for SRHR services
- Legalize and fund, mandatory comprehensive sexuality education and life skills.
- Review policies on SRHR so that they should talk to each other
- MAs and IPPF to ensure that Young people are involved in every aspect of DECISION MAKING
- IPPF to continue to support MAs to continue to implement SRHR information and education activities to ensure free access to SRHR services
- IPPF and MAs to continue to invest more in the use of Digital media in delivering the course of the organization
- IPPF to increase youth-led accountability in global and at regional levels
- Correlation with other NGOs in order to penetrate more into the rest of the world.
- Adopt different approach e.g media, peer to peer inorder to make SRH information known to the young
- Support and create spaces and structures for the youth to contribute and receive SRH services and information
- Coordination with religious leaders on SRH services e.g. safe abortion and LGBTIQ
- Consider all groups to have access to SRHR e.g. LGBTIQ, people with disability and refugee and all vulnerable and marginalized groups
- Resource mobilization locally on SRH programs.
- Link the programs and the current situation e.g. climate and SRH and mental health issues
- There is need also for IPPF to support young people in terms of economic strengthening initiatives to avoid certain risk behaviors like drug abuse. (An idle mind is a dangerous workshop).
- Documentation and communication to popularize IPPF and SRH services and information
- Data management on SRH for youth to have evidence based information

Group 2. (French)

Q1. DRIVEZ LE SUCCES

- Une fédération forte dans laquelle les jeunes occupent une place de choix dans la mise en oeuvre des programmes de l'IPPF
- Une fédération qui prend en compte les réalités de chaque région
- Une fédération au sein de laquelle le volontariat est valorisé
- Une fédération où le Mouvement d'Action des Jeunes est un réseau organisé, structuré et hiérarchisé
- Une fédération dans laquelle l'âge de la jeunesse est revu au delà de 24 ans, pour permettre aux jeunes formés par l'IPPF de servir le Mouvement d'Action des jeunes avant de basculer dans l'autre catégorie. Ainsi l'IPPF pourra valoriser et exploiter son investissement mis dans la jeunesse
- Une fédération dans laquelle les jeunes les jeunes sont autonomes dans la prise des décisions.
- Une fédération qui continue à appuyer efficacement les AMs
- Une fédération qui adresse toutes les questions de santé sexuelle et reproductive sans discrimination. (LGBTI, avortement sécurisé...)

Q2. Comment est-ce que les AMs s'améliorent pour atteindre ce succès

Les AMs doivent:

- Renforcer la participation significative et inclusive des jeunes.
- Développer des programmes et stratégies de renforcement des capacités des jeunes afin de rendre leurs participation pertinente
- Développer et utiliser les nouvelles technologies pour vendre la bonne image de la fédération et valoriser les actions qu'elles menent.
- Développer des programmes innovants en faveur des jeunes et pour l'avancement de la fédération.
- Développer les programmes de transition entre les anciens et les nouveaux jeunes du MAJ: créer des comités de formateurs
- Renforcer le leadership des jeunes du MAJ au niveau local, au sein des instances de gouvernance.

Group 3. (Portuguese)

Describe what success looks like in 2030?

- Todos os jovens, vivendo nas zonas Rurais, Urbanas incluindo a comunidade LGBT com conhecimentos sobre SSRD (Saúde sexual e reprodutiva e Direitos) ;
- Inclusão de uma disciplina que aborda sobre SSRD no currículo escolar;
- Termos serviços de SSRD disponíveis, grátis e acessíveis aos jovens,
- O aborto seguro b disponível, grátis, olhado sem pudor e não sendo mais um tabu;
- Termos SAAJ's (Serviço Amigo do Adolescente e Jovem) em todas as escolas do país com serviços disponíveis para os jovens;
- Cantinhos de atendimento e ou espaços seguros nas comunidades para adolescentes e Jovens que não estejam a frequentar uma escola;
- Países que não tem leis progressivas ou boas em relação a SSRD sejam influenciados pelos países que tem;
- Líderes Religiosos e Comunitários com treinamento sobre género e SSRD passando informação desmitificadas e sem tabus para as comunidades e crentes;

- Adolescentes e Jovens sem barreiras religiosas e nem tabus na hora de falar e exercerem os seus Direitos.

How have MAs and the IPPF Federation improved to achieve this success?

- União das organizações membros da IPPF com outras do mesmo país que abordam os mesmos temas para ampliar o trabalhos das organizações membros e da IPPF. (sozinhos somos bons mas Unidos somos mais fortes e chegamos mais longe);
- Advocacia e Lobby juntos as instituições governamentais e religiosas;
- Investimento continuo por parte da IPPF para as organizações membros;
- Intensificação da comunicação entre os diferentes países através das organizações membros da IPPF para troca de experiencia.

ANNEX 3 - ARAB WORLD REGIONAL MA AND YOUTH CONSULTATIONS

1. Describe what that success looks like in 2030:

- IPPF is the world's leading provider of SRH services, including to the poor, marginalized and disabled
- Legal frameworks allow access to all SRHR services and SRH services are accessible to all
- Digitalization is highly developed in the region
- The CSE is fully integrated in to curricula in all colleges, high schools and universities
- Young people make their own decisions on SRHR
- Access to SRH services is provided to everyone without discrimination
- GBV is reduced or even abolished
- The gender approach is applied and respected
- Our governance is improved, and young people fully involved
- The rights of marginalized populations are taken into account, protected and respected
- Following the "Leave no one behind" approach, universal coverage is ensured
- Recognized as the leader in humanitarian and disaster response especially for SRHR
- We lead in "Self-Care initiatives", which will strengthen women empowerment.
- All MAs have a sustainability model in place
- Governments provide more budget to SRH services
- IPPF is well sustained with diversified funding streams and local donors play a pivotal role
- Free and open collaboration and resource sharing between all MAs in the Federation
- IPPF is a partner of choice
- First choice for corporate partnership; they would be approaching IPPF and not the opposite
- Strong Governance and transparency
- We are trustworthy and accountable
- IPPF has an expanded footprint, working in more countries than ever before
- Men's participation in sexual and reproductive health issues
- **IPPF is a technology lead in SRHR sector (came up many times)**
- **Our language is inclusive and balanced**

2. What are our strategic priorities?

- An advocacy strategy based on coalitions and networking is developed
- A digital communication strategy is developed
- The different strategies are based on the inclusion of young people
- Young people are prepared for positions where they will be conveyed to take decisions
- Digitization and innovation for young people is strengthened
- Telemedicine and self-care are prioritised, and all Mas are working on digital healthcare
- The position of young people in governance is strengthened.
- Communities of practice allow the exchange of good practices and experiences

ANNEX 4 - EUROPE AND CENTRAL ASIA REGIONAL MA CONSULTATION

The session was presented in English with interpretation in Russian. The following key themes emerged from the group work:

IPPF Brand, Image and Values

- We'll be a more diverse and inclusive and youthful IPPF, providing a broad umbrella irrespective of sexual preference, gender, age, identity, race, ethnicity, people who are marginalized by their societies.
- Our own organizations will reflect this diversity
- We will be led by a set of clear of human rights-based values, that all MAs sign up to and we will be better at communicating them.

Our Federation

- We will be a 'true democratic body' where we have moved away from only being volunteer led; where the full potential of staff across the Federation is unleashed and we can work together as a collective.
- We will maximize the benefits of a global Federation by integrating international and local perspectives.
- We will never stop asking difficult questions, continuously working to improve and address the issues we are facing internally. Our accreditation system will contribute to this continuous learning and improvement.
- We will be maximizing the transformative possibilities of connecting MAs through the MA Centric approach.
- We will strengthen our internal communication across the Federation (MAs and Secretariat)
- We will build a more diverse set of partnerships and alliances to aid the delivery of our mandate
- We will be stronger than the opposition and gaining ground for human rights

Services

- We will improve the quality of our services, with more and better outreach to target groups
- We will strengthen our relationships with the State, better integrating with the public sector and primary health care sector
- Our services will be mainstreamed, normalized and developed through a human rights and AAAQ lens
- Our CSE will be driven by the demands of young people and will be incorporated as a norm in schools curriculum, including programmes for teachers.
- We will focus on reach ensuring that services are available for those that need them including the most marginalized –

Digitalization and Technology

- We will focus on the needs of a digitally connected world, enabling us to reach way more groups, while still delivering face to face work which will remain important.

Youth

- Youth will be central in the future IPPF. Youth will be staff, volunteers and on our Boards.
- Young people will say IPPF is unique because young people lead
- We will reach all young people, especially the most marginalized

Advocacy and partnership

- Advocacy will be a central part of our work –
- We will speak many ‘languages’, the language of youth, of conservatives, of the person in the street...we will engage will all
- We will be a stronger rights-based organization, mobilizing more broadly within our societies.
- We will have a strong advocacy network, continuing to use opportunities like the UPR, where there is fertile national ground to do so.
- We’ll have more effective approaches to countering opposition.
- We will develop more sophisticated and nuanced response to challenging questions: how we partner with organizations where we don’t agree on everything; IPPF as a feminist organization; how we contribute to social transformation; the role of cisgender men; how we can be an umbrella for all

ANNEX 5 - EUROPE AND CENTRAL ASIA REGIONAL YOUTH CONSULTATION

The delegates chose the following three areas as the most important topics to be included in the new strategy:

1. A more intersectional approach

In 2028, we should see...

- Underserved populations adequately represented within IPPF structures, including in MA youth groups and regional youth networks
- Marginalized people making decisions throughout IPPF
- All MAs and YSAFE operating in strategic partnerships with national and regional organizations representing marginalized groups
- CSE that takes intersectional identities and intersecting oppressions into account
- Inclusive communications from all structures within IPPF including MAs

We can work towards achieving this by...

- Allocating funding for diversity, equality and inclusion measures, including for YSAFE
- Reviewing CSE materials to ensure anti-racist perspectives are incorporated and funding the (re)training of CSE educators
- Ensuring that anti-racism training happens at the MA level
- Assessing the barriers to decision-making and volunteering for marginalized people
- Recognizing that the ability to volunteer for free is a privilege, and that marginalized people, especially youth, face different financial and time barriers to participating in IPPF than privileged people do; allocating resources for adequate compensation for their time to enable them to participate as activists equally
- Support YSAFE to co-create guidelines for use in MAs on how to support marginalized (youth) engagement better
- Resourcing peer-to-peer exchanges between MAs and youth networks that already have good practices
- Developing relationships with other organizations at national and regional level

2. Better access to more inclusive CSE

In 2028, we should see...

- CSE as a normal subject on school curricula throughout the region, as accepted as any other school subject, with enough time and resources allocated to it
- All CSE topics addressed based on the needs of young queer and trans people
- No political controversy over CSE
- Human rights of young queer and trans people recognized as the same as the rights of others

We can work towards achieving this by...

- Assessing the needs of young queer people in research co-led by YSAFE and the MAs
- Addressing these needs in an updated CSE curriculum that covers queer health and navigation through life
- Increasing advocacy and communications focus on the needs of queer and trans youth to sensitise decision-makers and increase public embrace of them
- Ensure that MAs have a diversity of youth volunteers who are well supported and whose individual needs are taken into account
- Increasing cooperation between IPPF and national ministries of health and education
- Communicating better at local and national level with parents, teachers, school leaders and their organizations on the needs of queer and trans youth
- Supporting collaboration between YSAFE & national youth groups and queer youth organizations such as through project work, following the good practice of the YSAFE Safe from SGBV project (2019-2021)
- Creating strategies for work with marginalized young people who are not active in any NGO structure or participating in any well-known ways of communication online, and providing MAs with guidance on how to do this respectfully and effectively

3. Improved youth engagement through increased investment in youth groups & networks

In 2028, we should see...

- Universal recognition of YSAFE as a respected network among all individual members of IPPF EN, all IPPF structures, and organizations beyond IPPF
- Capacity building for all youth members who want it, delivered in a manner that includes peer- to-peer learning, on topics that they devise for themselves
- Well-functioning youth groups in all MAs
- Opportunities for young people to be meaningfully engaged in all areas of IPPF EN work

We can work towards this by...

- Ensuring a dedicated core budget for YSAFE to enable youth members to make decisions about what training and other activities they want to run for themselves, and to enable them to diversify their resource mobilisation targets to include more grants that require co-financing.
- Offering stipends for Steering Committee members and YSAFE working group members to enable all young people to participate at these higher levels, not just those who already privileged enough to be able to work on community building and activism for free
- Increasing communications about YSAFE's work and its value to MAs, including incorporating consistent endorsement of YSAFE through official IPPF channels
- Requiring MAs to allocate a minimum budget to their youth group and to support its participation in YSAFE activities
- Giving an induction on YSAFE and on the YCA to all new employees, board members and other volunteers to join any level of an MA or IPPF EN
- Build systems of support for MAs who are struggling with the YCA Offer a wider range of paid internships in the secretariat offices and in MAs

Other important areas of work

The delegates also identified the following areas as important to them, which they want to see IPPF develop plans for in its next strategy:

- Increasing opportunities for MAs to exchange with each other, including for direct sharing between people working on similar areas in different MAs
- More trans-focused advocacy and more support for trans people
- Dealing with “anti-gender” movements including transphobic feminisms
- Boosting collaborative partnership with other NGOs and being a better ally to organizations who advocate for the rights and needs of marginalized people

ANNEX 6 - SOUTH ASIA REGIONAL MA CONSULTATION

The following key themes emerged from the group work:

Important to align IPPF's work to the individual country's political ideology: Governments regard and value the work that IPPF does and trusts them to deliver and be credible. In order to ensure that they continue to look at IPPF as a partner, value addition has to be part of this enduring partnership. Especially for smaller countries like Sri Lanka, Maldives and Bangladesh, developing a political lobby with the government would give a boost to IPPF's work in that country. As an international partner in the region, political reforms related to the SRHR agenda would come about only when IPPF's chosen MA can manoeuvre the pulls and pressures and make focused and concerted attempts to be change makers. They must be encouraged and supported to develop even better relationships with their national government and have requisite tools to gently but firmly push back (politically) since this is something that is lacking in the region.

Recognise and leverage the best digital tools for communication, partnership and delivery: If IPPF is to be a largely youth driven organisation, it has to start thinking more 'digitally'. Youth will be more engaged in internet so digital claims will arise in multiple geographies that are youth-led. A more "digital thinking" seamless process has to be initiated while drawing up any programme implementation plan so that key messaging is not lost and the efficacy is ensured through a truly collaborative experience where nothing falls through the cracks.

Ensure geographical advantage with respect to delivery of services: Whether to activate scope and reach of the organisational mandates that are operationalised through governments or by lobbying, with partners or religious bodies, separate action plans will be needed to deliver services. These must be evaluated as to whether they should be delivered from one place, or expanded to other places/regions and lead to a broader coverage of IPPF's services.

"There is need to expand the basket of services beyond the capital city of Male' and to create a support infrastructure that can help reach a larger population base that is in line with the goal of not having to leave anyone behind."

- Maldives

Exploring future sources and tenure of funding: Going forward, the big question would be if funds are going to be available and if so how would those be assigned to priority areas. Even as MAs are encouraged to be self-sustainable, new funding options and partners will have to be explored with an eye on there being value for money for both donors and MAs as they fulfil objectives/goals. Social enterprise must also be encouraged for youth at large.

Recognising diversity as the norm and following a rights-based approach: IPPF and MAs must respond to all people with diversity and inclusion of marginalised population at the core of all programming. When it comes to service delivery it is not just about creating awareness and access to services. IPPF must lead and champion a rights based approach with powerful advocacy to drive home strong messages espousing the concerns of the youth.

Understanding priorities and concerns of the youth:

Acknowledge that a lot of young people will be searching for SRHR services and not necessarily through the routes that have been seen in the past. New pathways of seeking information and services and delivering them will need to be looked into.

Explore telemedicine and other digital formats: The efficient scale-up of telemedicine services, especially in rural areas will be needed, be it for commodities that are made available widely in online shops or counselling and health services repurposed through digital formats that are most popular in the area. Digital clinics can help ensure last mile delivery.

Leverage social media as a major marketing platform for SRHR: Considerable thought must be given to engage with the digital era in a meaningful way. Also in having a better social media and digital presence while rethinking IPPF's image and perception. The organisation must refocus on ways of providing service delivery and advocacy through better collaboration with partners, governments, old and new NGOs. Operational strategies must provision for greater freedom to advocate with existing laws at the country level so that there is no break in programming.

IPPF will have to lead in advocacy and develop rights-based thinking. Being shy, conservative and playing safe may have to be reviewed and a more direct play for achieving results is envisaged. IPPF must be seen as an organisation that is more than just service delivery based."

- Voices from the group discussion

ANNEX 7 - SOUTH ASIA REGIONAL YOUTH CONSULTATION

Key discussion points for outlining the vision for 2030

Accelerate services so that every young person can have access to SRHR: Given the growing needs of young people, it will be important to be on the same page to identify their current concerns and find the most appropriate and impactful ways of bridging gaps. For instance, the need for premarital counselling, dealing with safe abortion and domestic and intimate partner violence need to be added to the basket of SRHR services. Compulsory sexual and reproductive health education in schools and for out-of-school youth must be taken up. Greater psychosocial support will also be needed as more platforms are created for youth to express themselves.

Legal regulations to safeguard marginalised groups like

LGBT: With greater acceptance around diversity, a normalisation of hitherto stigmatised subjects will have to be ensured in all domains inhabited by young people. Their sensitivities and concerns must be duly factored in regardless of their ethnicity and gender, if they have to be included and encouraged to take the lead in setting the agendas of the future.

“Creating a culture where young people can speak and older people can listen. Older generation must step back and make way for young people to speak, be heard and to have the wherewithal to guide programme and policy related discussions.”

- Voices from the consultation

Making services accessible in far-flung areas: Making SRHR services accessible to all categories of eligible people in a fair and equitable manner has to be the norm. SRHR services must be linked to Universal Health Coverage in all communities. A hotline service can be considered that provides instant information/linkage and also assures privacy. Country and region specific service delivery options must be considered and funding assured to strengthen and popularise the most effective medium.

Greater advocacy, dialogue and youth participation needed: On issues related to individual consent around sexual and reproductive rights must be taken up through formats that are acceptable to young people. Policy making cannot be in isolation or from a pedestal with peripheral participation of youth. On the contrary, the youth must drive these agendas and be part of the process that ensures their design, delivery and implementation.

Push for more technology-based digital platforms: These must be the norm and not the exception. An understanding of the most preferred medium of communication, expression and advocacy will have to be chosen and mainstreamed amongst all those working with and engaged with IPPF. Digital access must be assured for youth, parents, guardians with sessions on SRHR counselling and referral so that all youth platforms right from schools, communities and neighbourhoods can access information via a robust physical and digital infrastructure.

Devise an effective strategy to work with the local government: MAs will need to incorporate all aspects related to political lobbying, networking and advocacy to steer the political and governance agenda to address concerns of the youth. Youth participation and youth leadership will have to be seriously considered through identification and training of youth ambassadors and champions.

Greater intersectorality needed: Each of the sub-domains of young people especially those who are disadvantaged and marginalised like LGBTs must have an understanding of each other. This will help in mounting a response that is balanced, inclusive and progressive.

Better access to health materials: A lot of IEC materials, tools and aids are available but not necessarily visible or accessible by all. These must be pushed in the local languages through culturally accepted story telling narratives.

Encourage a culture of social enterprise: Youth must be encouraged to self realise and use their resources optimally. They must feel they are part of a movement that is being driven by them. Empowering them with tools that can strengthen their spirit of social enterprise, entrepreneurship and work skills will go a long way in their having a healthy approach towards SRHR.

ANNEX 8 - EAST AND SOUTHEAST ASIA AND OCEANIA MA FORUM

It is the year 2030. The Federation of MAs is globally recognised as the most important group of organisations in the SRHR space – leading, providing comprehensive SRHR services, youth centred and championing rights.

GROUP 1 Reminders:

Dr. Chivorn (RHAC),
Andreas (NZPPA),
Katherine (TFHA),
Norma (KIRIBATI), Du
LILI (CFPA), Wae
Chong Hui (FRHAM),
Sai, Suzanne, Raju
(IPPF)

1. Group members to decide who is session lead (Dr Chivorn) and rapporteur (Andreas)
2. RO staff will write to the Jamboard and record the session locally.

Describe what this success looks like? (Yellow sticky note)

How have MAs and the IPPF Federation improved to achieve this success? (Green sticky note)



It is the year 2030. The Federation of MAs is globally recognised as the most important group of organisations in the SRHR space – leading, providing comprehensive SRHR services, youth centred and championing rights.

Jackie, Dr Nwa, Anne, Lai, Dr Changsoon, Dr Kinam, Nandy, Dr Rajes, Khadija

GROUP 2

- Reminders:
1. Group members to decide who is session lead (Jackie) and rapporteur (Khadija).
 2. RO staff will write to the Jamboard and record the session locally.

Describe what this success looks like? (Yellow sticky note)

How have MAs and the IPPF Federation improved to achieve this success? (Green sticky note)



It is the year 2030. The Federation of MAs is globally recognised as the most important group of organisations in the SRHR space – leading, providing comprehensive SRHR services, youth centred and championing rights.

GROUP 3

Reminders:

1. Group members to decide who is session lead (Ann) and rapporteur (Lee Hoang)
2. RO staff will write to the Jamboard and and record the session locally.

Describe what this success looks like? (Yellow sticky note)

How have MAs and the IPPF Federation improved to achieve this success? (Green sticky note)



It is the year 2030. The Federation of MAs is globally recognised as the most important group of organisations in the SRHR space – leading, providing comprehensive SRHR services, youth centred and championing rights.

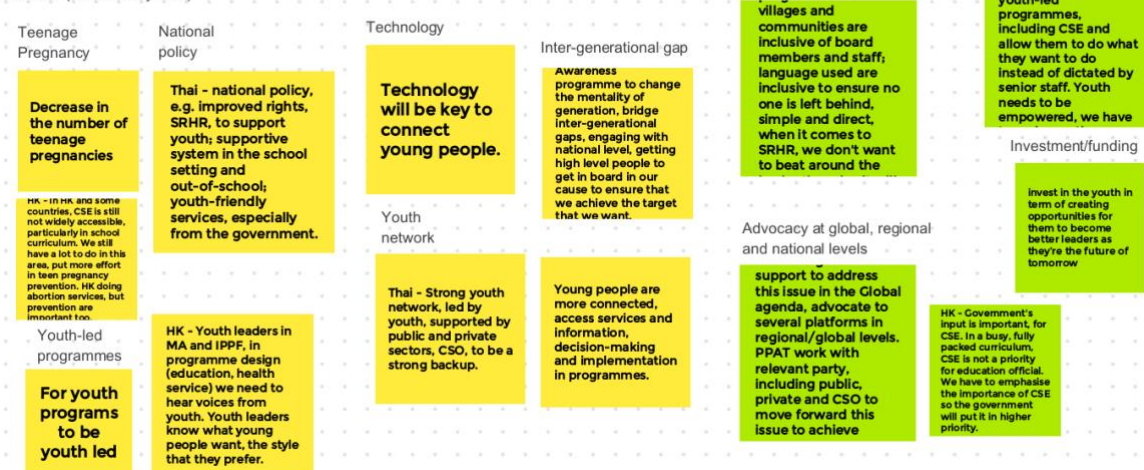
GROUP 4

Reminders:

1. Group members to decide who is session lead and rapporteur.
2. RO staff will write to the Jamboard and and record the session locally.

Describe what this success looks like? (Yellow sticky note)

How have MAs and the IPPF Federation improved to achieve this success? (Green sticky note)

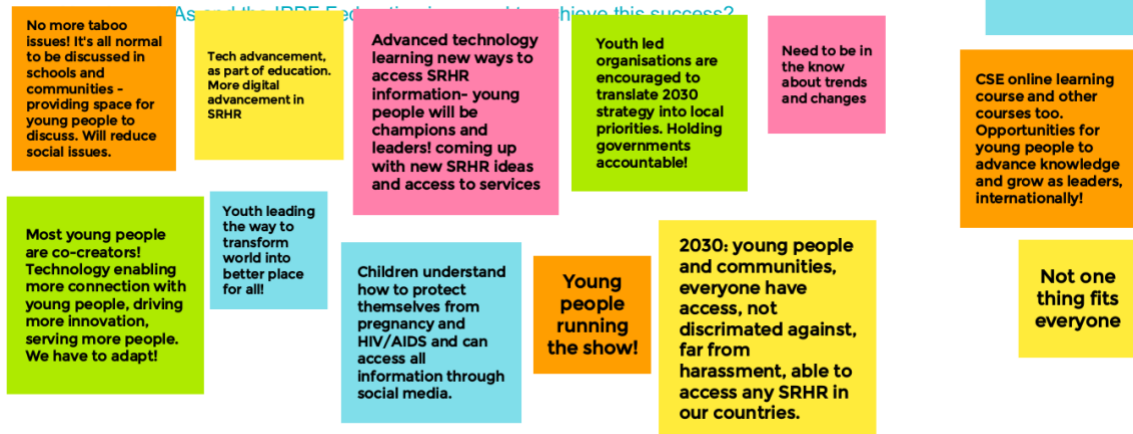


ANNEX 9 - EAST AND SOUTHEAST ASIA AND OCEANIA YOUTH FORUM

Asia Regional Forum - Group Work

It is the year 2030. The Federation of MAs is globally recognised as the most important group of organisations in the SRHR space – leading, providing comprehensive SRHR services, youth centred and championing rights.

Describe what this success looks like?



GROUP 1
page 1

Asia Regional Forum - Group Work

It is the year 2030. The Federation of MAs is globally recognised as the most important group of organisations in the SRHR space – leading, providing comprehensive SRHR services, youth centred and championing rights.

Describe what this success looks like?

How have MAs and the IPPF Federation improved to achieve this success?



GROUP 2
page 1

It is the year 2030. The Federation of MAs is globally recognised as the most important group of organisations in the SRHR space – leading, providing comprehensive SRHR services, youth centred and championing rights.

Describe what this success looks like?

How have MAs and the IPPF Federation improved to achieve this success?



It is the year 2030. The Federation of MAs is globally recognised as the most important group of organisations in the SRHR space – leading, providing comprehensive SRHR services, youth centred and championing rights.

Describe what this success looks like?

How have MAs and the IPPF Federation improved to achieve this success?



ANNEX 10 - LATIN AMERICA AND CARIBBEAN REGIONAL MA CONSULTATION

Summary notes November 15th

Main points

It is the year 2030. The Federation of MAs is globally recognized as the most important group of organizations in the SRHR space – leading, providing comprehensive SRHR services, youth centered and championing rights.

¿Describe what this success looks like? ¿How have MAs and the IPPF Federation improved to achieve this success?

- The incidence of MAs in their countries has allowed Comprehensive Sexuality Education to be included in the curriculum of formal education. Comprehensive sexuality education should be provided not only from adolescence but also from childhood to guarantee sexual and reproductive rights.
- Equal access to sexual and reproductive health services for young people of the LGBTIQ+ community.
- MAs and IPPF ACRO emphatically promote social programs with adequate investment.
- Clear guidelines that guarantee our active participation of youth in MAs and IPPFs
- Content and services focused on Generation Z and Generation Alpha
- Latin AmericanCaribbean MAs work closely together, supporting each other and sharing information.
- IPPF ACRO ensures the safety of young people and human rights defenders in their countries and within the MAs.
- Updating and adapting educational and communication tools according to the different cultures.
- IPPF ACRO has ongoing training programs for young people in communications, projects and other tools that guarantee their participation and maintain the interest and growth of young people in the MAs. Investing in young people allows for more activities, resources, campaigns, material in advocacy spaces such as marches and guaranteed access to technologies (podcast) if this support does not exist, content generation is complicated. Training of young people in advocacy issues, not only for those who are on boards of directors, but also to bring these training spaces down to all levels. Accessibility to remote populations, seek strategies for access to rural communities that do not have internet and are geographically distant.
- Intersectional information available by gender, sexual identity, among others.
- Interactive digital platforms updated and user-friendly web pages.
- MAs have differentiated services and trained service providers, have safe and trustworthy spaces.
- Permanent evaluation of health centers and projects because when they are decentralized, the quality of service to young people is lost. Adequacy of information with a view to interculturality, with diversity of languages, sign language, among others.
- Peer-to-peer training project to provide information or services. Youth spaces should also include young people (in the clinics).
- The youth clinic was changed to a specialty clinic; it is necessary to follow up on this type of space for audits of what is happening in the spaces. Constant training is needed for health care providers and MA staff.
- All MAs have contingency planning for risk situations, emergencies, pandemics and natural disasters.

- All MAs have assertive communication among all MAs; it is necessary that all MAs have the same information to be in tune.
- IPPF ACRO promotes youth entrepreneurship programs.
- Projects involving the whole family
- Training for health care providers on contraception and family planning for LGBTIQ+ youth.
- Access to fellowships to learn Spanish and English to be integrated.

Important notes

Analyze the political context of each country where each MA is located and the risks involved in the defense of human rights and SRHR, abortion, security for activists and defenders.

Reevaluating the perspective of prevention does not generate a moral burden, we can speak from the reduction of a risk and think of ourselves from the pleasure of the SRHR.

More information on gender diversity (LGBTIQ+) and involve parents in the projects because sometimes they are afraid and deny access to this information.

ANNEX 11 - SECRETARIAT STAFF CONSULTATIONS

Success in 2030

- IPPF is more visible globally - Majority of countries in world with IPPF presence - double footprint to expand where we work
- IPPF distinguishable from other INGOs
- Broad public engagement so every household supports SRHR
- Be the most relevant, strategic and trusted partner
- IPPF MAs in trusted position with governments as preferred partner so can work with other movements more critical of government.
- Leading provider of SRHR services and advocacy

- Truly locally owned
- Unified as a secretariat
- Global south should not just be recipient of ideas and actions but should be leading them

- Decreased percentage of funding to Secretariat
- Need structural investment in driving forward principles and values of visibility – worry about prioritising on reducing secretariat costs, can limit our work intersectionality of work. Need structural investment to drive change, question of where the investment takes place in business plan to ensure
 - Raised not to cut secretariat funding, but a long term vision to diminish secretariat and MAs become stronger, do more. Needs to come with actual realities of not just cut budget. – long term vision of MA centricity and reduce down what secretariat has to do for the federation. Job of secretariat is to serve and lead MAs.
 - MAs are diverse, in different circumstances. Strategic areas where say we need strong MAs, as much as restricted can go to strengthen MAs, core funding is precious resource to that
 - I fully understand the process of focusing on MAs and their work, but IPPF is also a federation and the secretariats work as linkage. Maybe roles should be clearer, but I do think clear investment/resources are needed to drive some cross federation/cross-regional work

- Ideally in 2030 every country should have access to safe and legal abortion – choice of various methods of abortion
- Reproductive justice as a priority
- Permanent repeal of GGR
- More contraception methods for men
- Life expectancy of sex workers and transgender people should be no different from other groups – IPPF should create spaces for diverse groups as they do for youth. Political positions for marginalised groups to uphold rights of groups to not tolerate discrimination

- SRHR issues as part of governments development plans, this would be part of the sustainability we dream of.

- SRHR as business as usual, development plans

- Threats minimised – small opposition
- Braver around topics that MAs find difficult
- Data systems that allow IPPF to attribute specific successes to us
- Youth driven in SRHR delivery. Engaging and led by most marginalised
- meaningful and informed participation of Diverse young people in every decision-making level. Look to Gen Z, LGBTQ+, indigenous, rural, leave no one behind from decision making
- More united and connected with other progressive movements – trans rights
- As federation and secretariat more connected and supportive of other grassroots movements
- Gender work must be central with intentional gender approach
- Gender transformative
- LGBTQIA+ inclusive
- Provide assisted reproductive technologies particularly for LGBTQI+ and single people
- Intersectionality embedded in CSE, service delivery and humanitarian work
- Sustainability
- MAs not reliant on donor funding
- Social Enterprise – diversification of funding - IPPF clinics have been no-refusal, get services whatever financial situation is, cannot be the case when sustainability of MAs is primary priorities
- Not about reducing amount or value of core funding for MAs, but the prevalence or place of these funds play in their overall budget. MAs using core funding more strategically to propel sustainability.
- Should be immune from huge crises of funding, safeguarding, governance, staffing
- Innovative and agile
- Pushing boundaries on all areas
- Staff well-being as a top priority
- Know that in 2030 more safeguarding concerns from frontline of what is happening regarding right of clients to not be harmed in the process of accessing services
- Equality for people all over the federation and globally – rights upheld, recognised and enforced
- MAs to not be shy on difficult issues – practical solutions in respective contexts

How have MAs and IPPF Federation improved to achieve this success?

- IPPF should have stronger identity – establish better what we stand for, quality of services provided
- Branding and name recognition that are very visibly
- Have identifiable shared advocacy priorities – abortion, CSE, adolescent services, SGBV, UHC
- Be the bridge between UN and government with communities and amplify voice of most vulnerable
- Practically shape and change public discourse, wide supporter base, focus on comms to ensure work is supported and understood by wide society

- Bring back activism – brave and angry IPPF
- Strengthen reframing and new narratives in order to win new battles, not preaching to choir, ensure we are aligned with other movements. Counter opposition
- Reach out to moveable middle
- More accessible and user-friendly data systems
- Business intelligence and data to be quick in adapting
- Invest in data collection process – data collection should be routine so don't need to force it – data as asset rather than a burden. Visual dashboard to show what is happening in each place
- Financial systems adapted and updated
- Revise and simplify admin processes, streamlining and reporting procedures
- MA leadership – systems and structure to ensure MAs leading and driving – can fail and try. Not so critically dependent on donor priorities
- How to define MA-centricity – we get feedback from MAs that our processes and timeline around processes do not take into account MA capacity
- Skill building and support for staff
- Continue roundtable discussions every month or 2 months to connect on specific topics globally.
- Sharing of actions and developments throughout federation
- Improve knowledge management of people working on similar themes across federation working together
- Communicate well, connect, celebrate successes, what have achieved together.
- More collaboration and less competition - Prioritise connectedness and cross learning
- Learn from failures – assessment when things go wrong
- MAs don't need to go via secretariat to reach out to each other – systems in place to get to know each other and increase information flow and collaboration to initiate communication - capacity building between MAs - initiated by them and facilitated by the secretariat
- Improve internal communication between secretariat and MAs – think about how to have another dynamic and creative spaces.
- Avoid siloes, not duplicate efforts.
- Help new colleagues to get along easier, improve induction process without placing large burden on existing staff
- Systems of accountability
- Increased accountability – some blurred lines about financial accountability – needs to be more clear
- Accountability to donors changed so that we lead donors in what their priorities should be, not other way
- Accountability - not just to donors but to mission. IPPF to diversify funding to point where don't have to compromise on values to the point where they don't agree
- Accountability – need to make the required investments
- Increase accountability on policy implementation on policy owners
- Systems of safeguarding

- Systems of governance
 - Youth networks playing bigger role – governance and access to services
 - Mentorship for young people – get real about what we want young people to do, then train young people so they are able to do that work, not able to be taken seriously or add anything
 - Global south should not just be recipient of ideas and actions but should be leading them
-
- Rule of 1 MA per country could stifle activity
 - More flexible accreditation system
 - Principles easy to be followed but not to suppress MA work
-
- Continue to innovate - DHI – be at cutting edge of bell curve
 - Use technology in better way
 - Harness digital world – home delivery, anonymity. Keep health centres. Fast tracking for the extra access to services
-
- CSE – integrated not one size fits all
-
- If we treat the necessary work on gender transformation and anti-racism as an "add on" we will never move forwards. and we cannot say we are prioritising these vital areas if we do not commit time and resources to them
-
- Restructured as organisation, work harder to streamline processes
 - Reducing beaurocracy where we can
-
- Value alignment across Federation – LGBTQI+ rights needed to be championed and upheld across MAs, boards.
 - VCAT training – values alignment as key part of accreditation, Value based footprint when choosing partners
-
- Be a good employer – staff shouldn't be overworked, should be able to take holidays, remove expectation to be online 24/7 – safeguard against burnout and overwork
 - Stop expecting ESEAOR colleagues to be on calls at London office times
-
- Humanitarian settings, work close together with other organisation doing relevant work
-
- Inclusivity – not good enough at disability. Should have more disabled staff, more disabled people accessing services. We do not even count the number of disabled people we provide services to

ANNEX 12 - DONOR GROUP 1 – 29TH SEPTEMBER, 2021

LL summarised the feedback from the brief survey sent to donors to understand the context that will influence the Strategy.

- Regarding the global development horizon, themes were climate change, COVID, population growth, human rights, white supremacy, national ownership, UHC, health systems and other foundational themes.
- Regarding challenges and opportunities, challenges include less restricted funding, polarizing HR, less ODA and more competition in the sector, while opportunities include linking SRH to global agendas and with other sectors, greater visibility of gender equity and finding the niche IPPF can make.
- Opportunities as a Federation include its global governance, opportunities for pandemic preparedness, and turning to national ownership.
- Emerging themes around retail included self-care, a digital world, intersectionality, LGBTQ plus acceptance, gender equity, mainstreaming youth issues. For organisational SRH priorities, themes were safe and legal abortion, CSE, adolescents, self-care, sexual rights, child marriage, FGM, infertility and bioethics. She noted the promising strong agreement between organisation's priorities' and IPPF's.

LL then began the discussion by asking the room to consider it's 2028 and reflect on what IPPF did to deliver effectively.

DFAT, Australia, explained that UHC and health systems strengthening is where a big difference can be made, and the need to think about the bigger picture. Commented that in many countries family planning is not included in public health or UHC. Noted that IPPF are centred on service delivery statistics and their own targets and are disconnected from the broader national figures and moving the country toward UHC. Noted the opportunity in countries to grow this through UHC, explained that South America does this effectively and the need to build this capacity in other countries. DFAT also commended on IPPF's work with marginalised groups and the attention-grabbing statistics, yet the bulk of people need to be spoken of and UHC is a critical way of achieving this.

Hewlett Foundation agreed that IPPF should be a part of the health system, with the health system contracting IPPF. Offered multiple areas where they would like to see IPPF grow: (1) IPPF movements should be linked with other progressive movements, like Black Lives Matter, and be a leader rather than siloed in countries' SRH; (2) using the link to adolescent mental health and resilience, of which suicide is a top killer, to boost SRH; (3) IPPF considering their business model, with cross-border sales of products and thinking beyond their country as the organising unit, which could be transformative or disruptive but could be huge economies of scale; (4) becoming more financially independent through looking at services that could provide an income e.g. IVF.

Norad, Norway commented on the narratives around SRHR, noting that while strong movements in recent history have seen progress, family planning is not universal and still sensitive. Stated they would have hoped in 2020 to have seen more progress beyond safe abortion and CSE, but hopes to see safe abortion less politically and culturally sensitive in order to increase access.

Sida, Sweden stated they are absolutely happy with how IPPF is tracking, and efforts being taken. Agreed with Norad and offered alternative view to DFAT – there is a need to work with systems strengthening but also

keep advocacy and activist role due to strong opposition, seen through the challenge on UNFPA's Board to get SRH twice in 50-page document. Commented on the minimum of 10 countries opposing anything bodily autonomy, SRH or sexual rights. Noted that all MAs should have this activist role and be youth-driven, while thinking the full SRH agenda and emphasising sexual rights which is more appropriate to youth.

Ministry of Foreign Affairs, Netherlands agreed with previous comments, and noted that while ideally services should be in the public system, service delivery is a stand-out with the big task of reaching adolescents. Noted the more financially independent MAs the better. Further, while they agreed on the potential in adolescent advocacy for sexual rights, considered the alternative of using other sectors like nutrition or economic independence as super boosters.

BMZ, Germany stated that the two most important areas to focus on are youth/adolescent SRHR and health systems strengthening. BMZ has a stronger focus on preventing unwanted pregnancy, work on safe abortion can be more challenging for them but agreed that they need to work on safe abortion to reach the goals.

The facilitator then asked DAG to reflect on how IPPF will manage existing tensions in 2028, for example tensions around abortion, sexual rights, activist role to be played. She asked DAG to think about how IPPF will work with governments, health systems, MAs who are service focussed and MAs who are advocacy focused. LL asked if IPPF should focus on less and do it very well or have a big agenda with big ambitions.

BMZ, Germany is currently working on its own strategy and is asking similar questions and trying to decide if it is working on only SRHR population policy or also on other areas that are connected.

***DFAT, Australia** shared that when the UNFPA mandate got really stuck into gender equality, it felt like it was stretched in too many ways, and it became difficult for them to tell a story of how they had solved anything. They shared that gender equality is such a massive issue, there is a risk that it will stretch the limited people and resources available. Gender equality will take so long to achieve that is important that access to services and medicines in the meantime do not get lost.*

***Norad, Norway** agreed that having access to the product is vital. Keeping in mind IPPF's niche and ensuring that it provides products and services well should be the focus, the opportunities for gender equality lie in equality CSE. There is huge potential for digitalization and CSE for young people, if we can ensure that young people are using technology for knowledge.*

Hewlett Foundation explained that in over 80 countries IPPF is the biggest service provider, so it is imperative for IPPF to have a tenacious focus on service delivery, accountability, and high quality of care. With regards to activism, IPPF does not need to do everything but needs to see that everything is being done. If IPPF gets too political then services are put at risk, but it can still show up when others are leading the charge.

The facilitator explained that the Strategy Team is drawing together the ongoing consultation taking place and early next year will write the first draft of the new IPPF Strategy.

ANNEX 13 - DONOR GROUP 2 – 28TH OCTOBER, 2021

LL, the facilitator presented an overview of the preliminary survey responses from the donors.

- **Global development horizons** - The key issues identified to situate IPPF's work within are: human rights; decolonisation; political polarisation, specifically with SRHR; national ownership; climate change, displaced people and migration; population growth; health systems strengthening; COVID-19.
- **SRHR sector** – Identified challenges include: less ODA; shrinking of SRHR budget; less unrestricted funding; political polarisation; and in-sector competition. Opportunities identified include: linking SRHR to global agenda; digital health; family planning technology; gender equity in narratives; funding shift to ageing population; pandemic preparedness funding.
- **Emerging trend and themes in SRH** – Intersectionality, digital health and self-care, comprehensive SRHR and ageing populations and fertility, gender equity and LGBTQI rights were among the most commonly cited.
- **Prominent donor priorities** – CSE and adolescents, safe/legal and medical abortion, sexual rights, gender-based violence, fertility and bioethics.

LL also showed that more than 2/3 of donors agreed there was a strategic fit with IPPF.

Donor Discussion

LL called for donors' input, guidance and priorities for IPPF as they design the new strategy and asked what would you want IPPF to have delivered by 2030 that you are proud to be a part of?

Hewlett Foundation commented on the breadth of research and excitement for the emerging strategy. They noted the important role of IPPF in equity and asked where the thinking is about leaning into that role and going where other NGOs won't. They asked what it would look like to be more strategic about lifting up parts of the world that are underserved.

Packard Foundation added to Hewlett's statement around equity and stated they are proud that IPPF goes places where others don't, while noting the importance of maintaining dignity and respect amongst the many MAs as this is pursued. They additionally emphasised the importance in prioritising both abortion and young people, appreciating the broadness and intersectionality that is encompassed within the latter.

USAID asked what insights have been received from service delivery providers to inform research.

AB responded to the equity question saying that it is incredible that IPPF has this significant presence in nearly 90 countries. He explained that this was previously unknown to IPPF because the previous strategy focused on becoming the largest provider and incentivising investment in countries with large numbers. With the Board seeing this recent information, he predicts that the conversations and strategic priority will change so that equity considerations will instead define resource allocation. He noted that it will depend on donor buy-in as many tend to prioritise achieving volume at large unit cost. Donors will be informed of this work moving forward.

AB expressed thanks for the comment on young people and ensuring the momentum on abortion continues. He stated that IPPF is considering both the operational and political realities and that the Board wants to see a more political IPPF to ensure that the strategy period does not end without political commitment. Regarding service provider consultation, AB acknowledged that while national level MA consultations with IPPF staff have been comprehensive, more needs to and will be done to separate the perspectives of the frontline workers.

FCDO acknowledged that while they are in a state of flux, safe abortion, girls' education, CSE, gender-based violence and family planning are still very much their priority. Regarding where IPPF should focus, they agreed that reaching the most marginalised is important and contributed the idea of influencing government and health players, beyond advocacy but detailed influencing, to ensure systems support these services so they are embedded within countries. She asked whether IPPF is well positioned to do this due to their strong local base from MAs.

Hewlett Foundation commented that it is a privilege to be in the Strategy, Investment and Policy Committee. They highlighted IPPF's important role as a sector lead in terms of fostering progressive movements to move beyond the SRH silo. Expressed appreciation for IPPF's narrative work in being more progressive and aggressive and suggested that IPPF could think less about the messaging and instead shift to focusing on the measures of successful narrative change. They suggested that from this, correct messaging will follow and be appropriate to the local context as messaging does not have a one-size-fits-all approach.

BMGF commented on progressive movements and establishing the line of connection between self-care and elevation of local voices, and doing so at the country level where it may resonate differently to how it does at the global level. They shared their interest in positioning family planning in broader areas that currently have traction and suggested that IPPF could lead in this integration to ensure SRH is no longer siloed, such as through primary health care, gender equality and human capital. BMGF then offered their perspective that political accountability that is lacking in the field and suggested the need to create robust accountability mechanisms that are both mutual and internal to ensure commitments are met. A final remark was made on narratives, noting the efforts of IPPF in value-based messaging and the critical need to relate this to proactively countering opposition to get ahead of the narrative. Asked how all members of the field can use that framing at the global level and in relevant countries.

Global Affairs Canada shared their previous consideration of how the narrative and advocacy work is being measured and the mechanisms in place to do this, who is accountable and how it fits into the strategy. They suggested the importance of considering the balance between the service provision and political work to make abortion not a tabooed subject.

AB, reflecting on this feedback, firstly stated that IPPF is looking to invest in the measures of success and methods of narratives instead of just getting the messaging right, as was suggested. The strategy is looking at how to develop narratives at a country level and understanding the values on which to build narratives in order to make it value-based. The focus now is on systematising this in the design process and getting donors to invest, noting unrestricted funding could be directed to this.

AB acknowledged that IPPF has struggled with accountability and linking to broader movements due to the large size of the Federation. Through the strategic process, research and the 'super-boosters' are being used to initiate discussions around which movements and strategic partnerships IPPF can connect with, considering the different sectors we would want to connect with in developing and industrialised countries. He acknowledged the unresolved tension between broadening the agenda or going deeper into the SRHR agenda,

with the Board and Secretariat supporting the former and the MAs wanting the latter. AB welcomed thoughts from donors on this.

ET offered her struggle in understanding the best way tackle the greatest vulnerabilities, or lowest common denominator, noting that no-one accesses SRHR in a vacuum and that there are multiple inequities faced by an individual accessing services.

LL encouraged this questioning as the current stage in the process and these conversations are about asking the right questions while not yet having the answers, which will hopefully emerge over the next six months. She expressed willingness to hear any insights from donors in the coming weeks.

AB reiterated donor input or insights informally at any stage is highly welcomed. He thanked the research team for their efforts and presentation.