

**GENERAL  
ASSEMBLY 2022**

**COME  
TOGETHER,  
BUILD THE  
FUTURE**

Bogotá - Colombia



Agenda Item 2.6

**Review and approve IPPF  
Strategy 2023–2028**

## Summary

In November 2020, the board set out criteria for the design of IPPF's next strategy. The design process was directed and overseen by the standing Board committee for Strategy, Investment and Policy (C-SIP).

The 18-months design process brought the federation together in reflection and discussion with Member Associations in the driving seat.

The third draft of the strategy, which was signed off by the Board of Trustees in June 2022, was put to a non-binding 'indicative' MA vote in August 2022. It was almost universally endorsed.

The strategy will remain in draft until it is approved by the General Assembly. This paper summarizes the Strategy 2028 design process and describes the structure and key content of the strategy.

## Action Required

The General Assembly is requested to **review and approve** COME TOGETHER: IPPF Strategy 2028.

## Strategy Design

*Come Together:* IPPF Strategy 2023-2028 was shaped over the course of an exciting and participatory 18-month process. It was designed in accordance with the requirements outlined by the Board at their November 2020 meeting.<sup>1</sup>

Overseen and directed by the Committee for Strategy, Investment and Policy, the design followed an agreed road map that placed IPPF members at the center of the stakeholder map. The roadmap was delivered on schedule and in accordance with the Board criteria. A total of USD 900,000 was raised from donors to implement the roadmap.<sup>2</sup> With member associations in the lead, the entire federation participated in a rich tapestry of [consultations and participatory activities](#).

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

<sup>2</sup> Generous support was received from the Governments of China and Canada, as well as the Bill and Melinda Gates Foundation.



The conceptual phase of the design took place between May and December 2021. The phase created spaces for reflection, analysis, and dialogue. The phase produced five detailed research reports, 25 MA-led roundtable events, 70 MA consultations, 17 regional, youth and donor forums as well as continuous youth engagement through a dedicated youth reference group. The process heard voices that do not usually speak in institutional conversations, including 4 million young people from five different continents, who engaged with the award-winning youth competition. Their collective ideas and ‘voice’ are at the center of the new strategy.

During the drafting phase, which took place between January and June 2022, the many ideas, data and aspirations voiced in the previous phase were synthesized, analyzed and captured into an emerging strategy document. Draft zero was developed by a small team of expert staff, supported by consultants, who compiled the research findings and reviewed the wealth of federation input before drawing up the skeleton text. From draft zero to the current draft, the documents were viewed and reviewed by thousands of people from member associations, secretariat staff, as well as donors and external partners.

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

Among donors there was generally excitement and buy-in to the strategy and the process, especially about the focus on youth, digital health interventions and person-centered care, as well as the more feminist and visionary outlook.

## **Come Together**

*Come Together* has a simple structure and layout. It consists of four vertical pillars. Three of the pillars are external facing, and one pillar focuses internally on strengthening the federation. Under each of the pillars, there are three critical pathways that identify the priority actions of the new strategic period. Each pathway is accompanied by a set of commitments where IPPF will affect change. While they may appear as isolated pillars, they are in fact interconnected and interdependent.



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

Over the course of the design process, you, the members, spoke loudly and clearly about our responsibility in relation to those who are actively being marginalised and excluded: LGBTQ+ communities, young people, the elderly and people in crisis settings. While IPPF remains ambitious and seeks to grow its impact, the focus is on using the available resources to reach people who are being excluded and marginalised with quality and people-centred care. It is not only about reaching high numbers, but also about who we reach and the quality of the care we provide them.

*Come Together* also moves our ambition from broad policy shifts in many countries towards more grounded, feminist interventions that combine the tools at our disposal: informing laws and policies, changing social norms, defending hard-won rights and strategic communications. The number of countries alone are not what motivates the impact; it is values and a deep-held belief in the universality of sexual and reproductive rights.

In answer, partly, to a call from the youth for modernising and adapting to the IT age, *Come Together* has a general focus on innovation, new technologies and digital engagements. Digital Health Interventions and self-care are important initiatives that will help IPPF broaden choice, reach, and affordability. Digital communications and social media are avenues for modernising how we deliver CSE and how we affect change. Developing and incubating new technologies and using digital platforms for sharing research and data also form part of our strategic shift.

## Indicative Vote

Following the Board's draft strategy sign off in June, the Trustees put the document out for an indicative vote among the 108 eligible Member Associations to gauge support prior to the General Assembly.<sup>3</sup>

The vote was conducted using the on-line Survey Monkey platform. All eligible MAs received a unique voting link with clear instructions that their single vote should be cast by the Board Chair or a delegated youth representative. The link was open between 20 July and 2 August. In this time 79 MAs submitted their vote. Six MAs submitted votes after the formal closing date. These votes were included, bringing the total votes to 85. The results were as follows:

- 84 Endorsed the Strategy as it is currently written
- 01 Did not endorse the Strategy as it is currently written
- 23 Did not Vote

The endorsement of the strategy as it is currently formulated stands at 78% of everyone eligible. Of those who did vote, 99% endorsed the strategy. MAs from all regions voted.

## Additions

The document that the GA will be voting on is attached. It is substantially identical to the draft that was voted on in August, with two exceptions. The document now includes an infographic showing the relationship between the IPPF strategy, the SDGs, FP2030 and Guttmacher. It also includes the Results Framework with the new indicators.

The infographic was suggested by the donors, who requested a more visible link to the SDGs and other global SRHR agendas.

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<sup>3</sup> There are currently 111 full Member Associations, of which three are suspended. In order to be considered a full member association you have to fulfil a set number of criteria relating to the IPPF accreditation process.