

**GENERAL
ASSEMBLY 2022**

**COME
TOGETHER,
BUILD THE
FUTURE**

Bogotá - Colombia



Agenda Item 3.3

Director General's Report

Action Required

GA to **consider, discuss and receive** the Director General's Report.

Introduction

The General Assembly in 2019 was convened in Delhi under the maxim **IPPF is Changing. For choice. By choice.** just as the world was set to tip on its axis due to a little-known mutation of the Corona virus. The meeting represented an inflection point, toward a course of transformative change and modernisation.

It was in Delhi that you agreed to the conditions of IPPF's governance reform, a decision that a few months later led to your confirmation of IPPF's new Board of Trustees. A Board that expertly guided the change process. With a clear road map and board in place, I agreed to another term as your Director General and did so with a commitment to complete the transformation we had collectively started.

Our first order of business was to move us out of an institutional crisis, which had eroded confidence in IPPF, including our own. Secondly, we had to navigate the Covid pandemic which hit only months after the Delhi meeting. Thirdly, in the midst of these crises, we had to respond to organised and focused attacks on sexual and reproductive health, rights and justice – continuing to provide services, meet our strategy commitments and move the agenda forward. We have done this, and more. We have done this together.

The new board has made a world of difference to IPPF. Without them we would not have been able to achieve the scale of change in the time afforded: building and implementing the new governance system, advancing a new resource allocation model. The board has modernised our byelaws and is now coming to you with a brand new strategy and progressive policies that will bring IPPF closer to the future it wants to shape. You can read more details in the supplementary report to the GA.

In this report I have highlighted the management and operational changes. Each one of them merits a whole report – but here I'll try to present the overall picture, the profound journey we have been on.

The intent has been to move towards a more MA centric Federation, one with sexual reproductive health, rights and justice at its core. Where improved transparency and performance has regenerated donor confidence – and your trust – to a new level. Where we more meaningfully and more deliberately co-create a Federation



that leverages MA capacity and connects us to the people that IPPF shows up for every single day. All this in what has become an increasingly polarised, unpredictable environment.

The six drivers of the Secretariat’s operational work over the last three years are highlighted and explained below.

1. Explore MA-centred operating models that will leverage existing capacity and drive IPPF performance.

Early on, MA driven solution teams comprising volunteers, staff and external experts working across regions were tasked with identifying innovative solutions to areas that were falling behind in our strategy. They came up with priority areas through the creation of MA-driven Centres and funds. The resource allocation reform created a new stream (‘Strategic Funding’ stream) that has allowed us to also experiment with MA led consortia on priority themes.

12 MA-led Centres & Funds have been established (including 3 regional CSE Centres), across five of the six regions. An additional 2 (Investing in Women in Leadership fund and Winning Narrative Centre) ended up being Secretariat led. And we set up two MA led consortia (Self-Managed Medical Abortion, led by Profamilia Colombia and Youth Engagement led by Burkina Faso) involving 16 MAs. A total of USD 17.55m (2019-2022) has been allocated – through competitive process – to these innovative mechanisms.

We are doing an external review of the models and preliminary results are concluding the models can work and be powerful. Where it hasn’t we are trying to understand the reasons why. Inertia (Secretariat and MAs are used to a different way of working) is a very strong force that must be overcome.

2. Strengthen strategic contribution and predictability of core grants to MAs

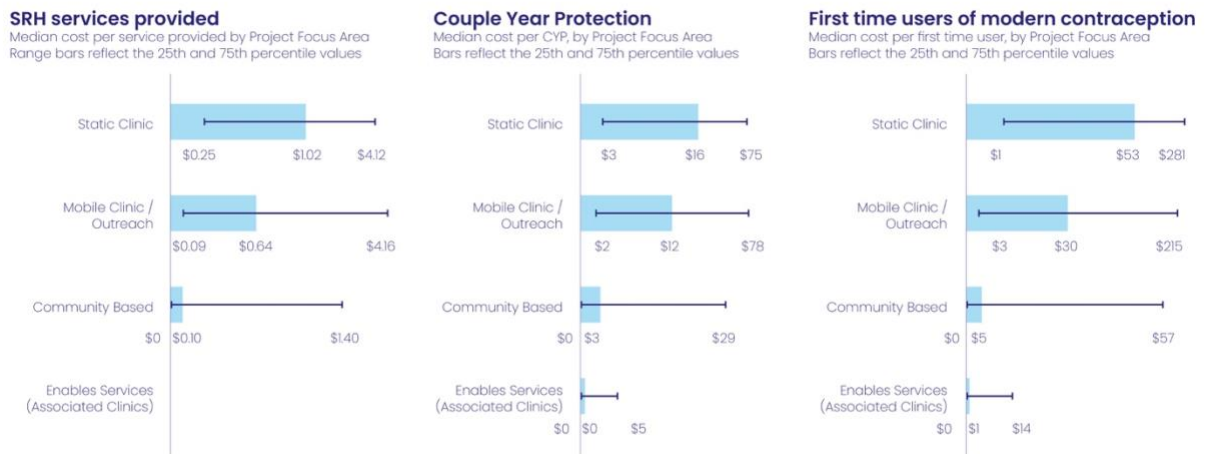
In Delhi you set the basis for a new needs-based formula to replace the 1997 allocation criteria. You also agreed to a new resource allocation model designed to better align with (current) country need and bring transparency and predictability. Both have been rolled out smoothly.

Figure 1: Correlation between allocation and population-adjusted country need



A new operational model ensued with multi-year (MA and Secretariat) business plans and an independent Technical Review Panel. These business plans provide a view of the IPPF portfolio we never had before (for an example see fig. below) and the basis for increased accountability and faster alignment with the new strategy.

Figure 2: Cost effectiveness – SRH services



3. Remain global, demonstrating the universality of sexual and reproductive rights and the value of global solidarity.

Confronted by the sudden separation of WHRO and some MAs from the region very early in their mandate, the new Board gave clear direction by stating the intent to a) remain global, b) retain levels of investment in Latin America and the Caribbean and c) take faster and more decisive action on MA governance and integrity issues. We have managed very rapid re-building in the Americas and the Caribbean, with the establishment of a Regional Office split across Bogota and Port-of-Spain and the joining of new collaborative partners and member associations.

Figure 3: IPPF Footprint in Americas and the Caribbean



As a result of greater scrutiny and reduced tolerance to integrity issues, mismanagement and fraud, we sadly had to recommend suspending MA's from Bangladesh; Bulgaria; Costa Rica (expelled); Djibouti; Kenya; Liberia; Rwanda (expelled) and Senegal in 2019-2022.

4. Build resilience through the Covid response and deliver on Strategy 2022 expected results.

In March 2020, IPPF established a cross-secretariat multidisciplinary COVID-19 Task Force to lead a global response as MAs faced significant disruptions to their activities and services. We very quickly managed to advance US\$7 million from reserves to support MA cash flow. Real-time data collection and reporting enabled a swift and coordinated action. IPPF was able to raise and release an additional US\$3.8 million of emergency funding to 70 MAs facing major COVID related

disruptions. Essential personal protective equipment (PPE) and reproductive health commodities were delivered to MAs most in need.

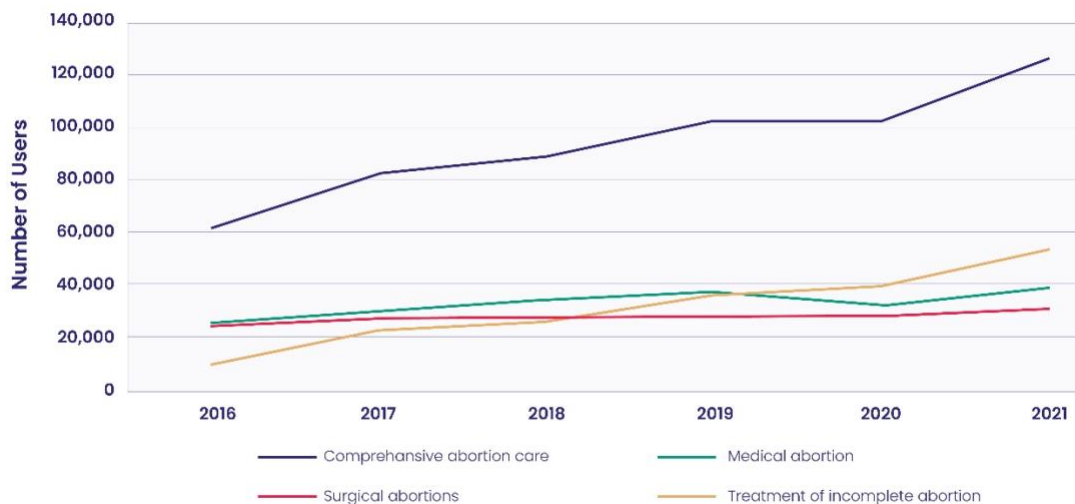
Despite the significant disruption brought by the COVID pandemic and the departure of significant service providing MAs from the Western Hemisphere Region, the support above and the tremendous resilience demonstrated by MAs and frontline providers has allowed the Federation to quickly bounce back and deliver on the very ambitious Strategy 2016–2022 objectives.

Table 1: Delivery of Strategy 2016–2022 - Services provided and enabled; couple years of protection (CYP).

(Millions)	2016	2017	2018	2019	2020	2021
Total Services	182	209	223	252	218	231
CYP	19	21	23	27	27	29

Two of our largest restricted projects were delivered during this challenging period. The Global Comprehensive Abortion Care Initiative (GCACI) suffered the dent caused by COVID but has quickly recovered. From 2016 to 2021, over half a million clients were provided with comprehensive abortion care including both medical and surgical abortion. In addition, 4.3 million clients were provided with contraceptive services, and slightly under half a million clients were provided with a method of post abortion contraception.

Figure 4: GCACI Abortion Clients, 2016 –2021



The Women's Integrated Sexual Health (WISH) programme is a high-risk GBP 150m payment-by-results project that has delivered above expectations and exceeded its original targets. The programme has third-party real-time monitoring and has consistently received top ratings from our FCDO (UK Government) donor.

Table 2: FCDO Programme Performance 2017–2021

Year	2017	2018	2019	2020	2021
Overall output score	A	A	A	A+	A

Equally, our humanitarian reach has grown from 4.6 million people in 2019 to 6.1 million people in 2021. Last year the Secretariat supported MA’s and collaborative partners responded to emergencies in an unprecedented 42 countries across acute and protracted settings. MAs are better prepared and more deliberate. The system was put to the test with the Russian invasion of Ukraine; the rapid response, spearheaded by MAs and collaborative partners in the region got enormous media coverage and mobilised an additional €5 million in humanitarian assistance.

We always knew that achieving our strategic objectives would take much more than service delivery. Clear objectives were set to influence policy and create enabling environments, countering increasingly well-financed, well-coordinated and more aggressive opposition. The Secretariat responded creating the Movement Accelerator Programme (MAP), designed to respond to opposition attacks and to develop strategies that widen public support for SRHR and gender equality. The platform embraces three centres of expertise: The Countering Opposition Centre, hosted by PPFA (USA), the Social Movements Centre hosted by the Moroccan MA, and the Winning Narratives Centre, currently located within the Regional Office of the European Network.

The Centres collaborate on a grant programme that enables MAs and Social Movement Partners to trial new initiatives and strategies. To date, MAP has granted a total of US\$ 1 million to 30 MAs, CSOs and social movements across all regions of the world.

5. Integrate the Secretariat; transform culture and increase efficiency and accountability

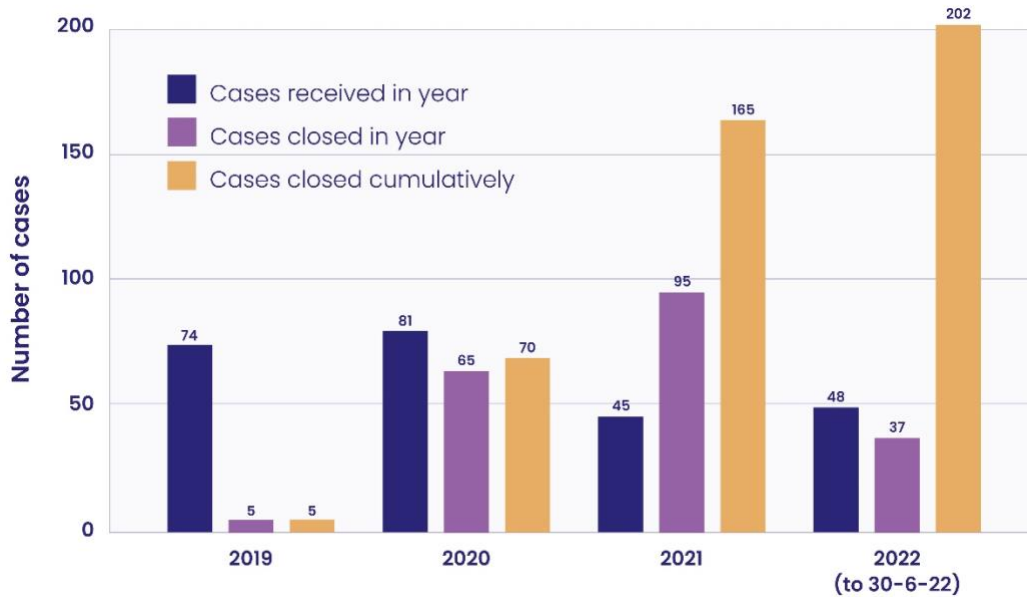
The governance reform provided a platform from which to evolve from 7 mini-Secretariats (one in each region plus London) and lots of inefficiencies to a leaner and more aligned integrated Secretariat. We developed for the first time an integrated Secretariat business plan and budget through which the very professional Finance, Audit and Risk Committee (and Board) can hold us accountable.

We are also developing a Secretariat Accountability Mechanism through which MAs will shape the Secretariat they want to see.

We have consistently benchmarked ourselves against the equality and gendered-related policies and practices of 201 global organizations active in health and health policy (Global Health 50/50 Report) and come out in the top 5%. As importantly, we are implementing an ambitious Plan of Action to make the Secretariat anti-racist.

Given the *#metoo* and *#aidtoo* crisis from 2018, we established a centralised safeguarding and incident management system that has been rated by DFID as best in class, have rolled it out and with experience are improving on speed and quality of resolution.

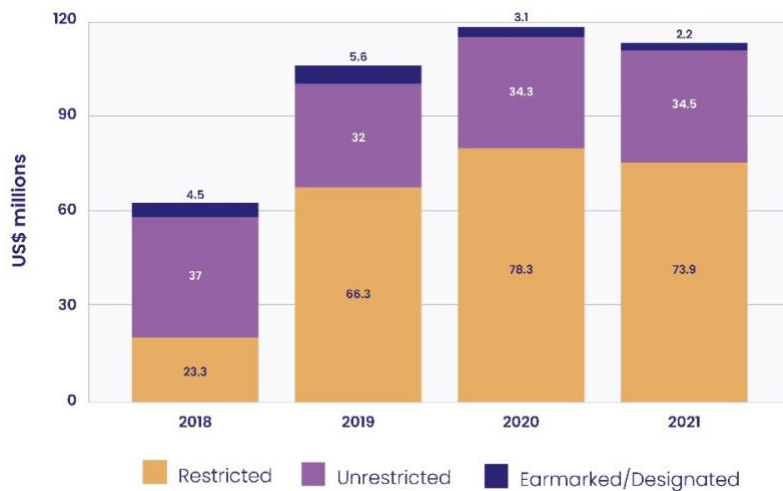
Figure 5: IPPF SafeReport – year on year improvement in case handling



6. Maintain stable (increasing!) funding for MAs through the different channels

The challenge of building a (more) MA centric Federation and reforming its Secretariat during a global COVID crisis is simultaneously maintaining the funding and support to the member associations at stable levels. We have not only managed to do this (from a high 2019 base) but even increase it.

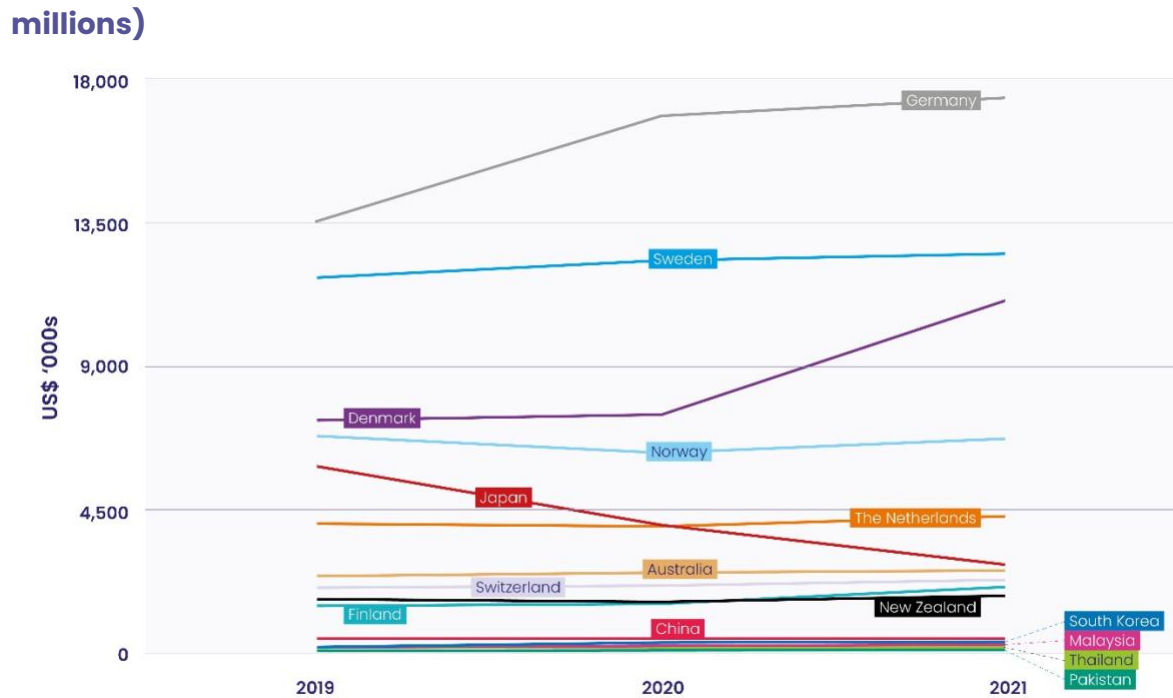
Figure 6: IPPF Grants to MAs (actuals, in USD millions)



There can be no doubt that donors and supporters have backed the change and in doing so made it possible. Very few international organisations have been able to maintain this level of funding through COVID and its lockdowns, but all core donors (with one exception) have consistently maintained or increased our funding and we have been able to win more and bigger restricted contracts.

This has been achieved while at the same time remaining vocal when Global Gag Rules or abrupt ODA cuts have dramatically reduced the resources available for SRHR.

Figure 7: Evolution of strategic funding to IPPF by donors (in USD millions)



The good work made in the face of such odds requires both reflection and celebration. But the work is far from over. We must keep an unwavering eye on the serious challenges ahead. To remain relevant in 2028 the Federation must look very different than it does today.

While support from donor governments and individuals will remain critical, future sustainability depends on being able to increase a diverse domestic funding base, something most MAs have failed to do and where the Secretariat has added little value.

Success will depend on youth (Generations Z and Alpha) rallying around SRHR, rights and justice and then seeing IPPF and its MAs as a channel through which to better their lives. This will require major changes, from ensuring IPPF keeps pace with digital health interventions to building a more resonant and youthful brand, from being more inclusive and diverse to building new partnerships and being more visible and articulate in relation to the climate crisis.

And successful or not we shall still be fighting an agenda set by a very organised and well-funded opposition. That is a battle that will continue.

These challenges are known, and to an extent not new. They are, however, more urgent than ever. The new strategy marks the direction for all of us to realign, but it will require a healthy risk tolerance and streamlining of the machinery that underpins our efforts.



I want to leave you with this last thought, which weighs heavy on my mind. I think we can keep the change moving and succeed but I am anxious. My biggest fear is whether we have the courage, appetite, and shared aspiration for a different relationship between MAs and between them and their Secretariat. With MAs daring to rise to a different level of engagement, contributing nationally and internationally to a stronger global Federation and believing that this is the best way (the only way?) to sustain the universality of sexual and reproductive rights and channel global solidarity we will prevail. Otherwise, this emerging way of 'working as a Federation' will fail; it will fall flat on its face just as scrutiny and expectations on decolonising INGO's continues to mature and evolve.

We have seen the changes to society possible in the timeline this report affords. Delhi was transformational for IPPF. Bogota can be the same. For that we need not only to approve the new strategy but to leverage an MA centric Federation where MAs step up, lead, and drive the agenda, with a global focus and a commitment to helping each other thrive. When we *Come Together*, in values, thought and action we are a global powerhouse. It is in the strategy, and it starts in Bogota!