

Agenda item: DG and Chair Report

A number of organizational cycles will come to a close over the next 12 months or so. It is worth reflecting holistically on those, on what has been achieved and the direction of travel towards the Board and DG reports to the November 2025 General Assembly, through which we are all held accountable.

Through those reports (and their discussion) we will build a feel for and understanding of the big changes made, of our steady progress, and signal the key issues to be considered by the GA (and for the incoming DG and Board Chair).

For now, we present these as 10 “lanes” that together summarise our journey thus far, showing key milestones for each and offering a line or two on recent activity since the last BoT meeting.

1. The **governance** lane. Feminist governance has transformed the way the Board works as a collective body, and its partnership with the DG/Executive. The 2019 reform was only possible thanks to the drive of MAs, the IPPF youth movement, courageous secretariat staff and donor confidence. Frankly, we cleaned up the stench! The reforms demanded competitive trustee recruitment and brought logic to funds dispersal. We have reduced the Secretariat reliance on unrestricted income down to the policy cap of 30%. We achieved a high standard of fiscal discipline and higher degrees of financial sustainability than many others.

When early on, as the reforms first took effect, the Western Hemisphere Regional Office left IPPF, the Board was unflinching in its determination to remain global. A new regional office (ACRO) was born, and we are rebuilding rapidly in the region. The Board also reacted quickly to release reserves to help MAs confront the Covid epidemic. And we have shown leadership under pressure - confronting the militarization of our world in Ukraine, Palestine, Sudan. All that has been underpinned by an Anti-Racism Programme of Action, including a commitment to decolonisation.

2. A **strategy** lane. We had enabled a relevant and resonant IPPF. A deep participatory and evidence-based design process led to an ambitious strategy unanimously approved by the GA, ensuring that today IPPF “walks the talk”, is heard on the tough issues that matter, providing, for example, the conditions for an unapologetic sex work policy agreed by Member Associations and a soon to be revamped gender policy.
3. The **service improvements** lane. A Chief Medical Officer; new care-centred clinical guidelines; and a more progressive International Medical Advisory Panel (IMAP), with statements issued on trans/gender diverse care, Mpox, menopause and STIs. The Consortium to Advance Access to New HIV Prevention Products meant 2,400 dapivirine vaginal rings in Eswatini, injectable PrEP (CAB-LA) orders for Eswatini and Malawi. USAID (~60m+) for services, expenditure of which is now in acceleration to manage US election risk. WISH2 (~97m/5yrs) is the successor to the original WISH programme, our first high risk “pay for performance” contract that provided more than 14m women and adolescent girls with access to contraception.

4. The **counter-criminalisation/humanitarian lane**. Consistent with the new strategy, we have revamped our work with women living with HIV, LGBTQI+ communities, sex workers and those in humanitarian settings. We have hired staff from these communities, and they have strengthened partnerships and programmes. We have mainstreamed our humanitarian response, defined feminist principles to guide our humanitarian work and, with investment, grown our reach from 3M people in humanitarian crisis to 12M. Just this year we are supporting MA responses to 30+ crisis; 50% in conflict, and 50% due to the climate crisis. And we have a multi-million dollar Stream2 funding for sex workers, led by the Thai MA PPAT and composed of partnerships MA-sex worker organisation from three regions. And in the pipeline, a Stream 2 funding for People on the Move recommended by CSIP.
5. The **donor support** lane. Amid an increasingly far-right geopolitical landscape, Official Development Assistance (ODA) to IPPF has been successfully maintained—and in some cases increased—for core funding for 2024 and 2025. Next three-year funding commitments to MAs have been fulfilled with 40% of core funding confirmed to 2026. Emphasis now is on diversifying our support base – growing the individual giving program, support from foundations and MA sustainability through a more commercial approach.
6. The **political influence** lane. An IPPF that stands up, speaks out; an IPPF that confronts anti-rights and extreme right actors as readily as we confront those intent on dismantling democracy in our own quarters: suing the UK government when they cut the aid budget; speaking out unequivocally on Ukraine, Palestine and Sudan. We are also moving toward greater intelligence and cross issue/cross movement partnerships, through a now operational Kalavai, working in solidarity with sister organisations and grassroots actors, connecting with social movements such as partnership with Front Line Defenders to ensure funding for small grassroots defenders and MAs. Hosting She Decides, Nexus, FP2030 ESEAOR and SAAF; with growing requests by smaller set ups for IPPF hosting support as the funding landscape becomes trickier.
7. The **MA-centering** lane and their relationship with the Secretariat. Consolidating into a single secretariat under a single board that serves and leads. Restructuring the secretariat with MA-facing departments the beating heart that sets pace and rhythm. An accountable secretariat that listens and responds to MAs, through AOCs and feedback loops, i.e. the Secretariat Accountability Mechanism that links to annual planning. Revamping the MA Forum website so it is password-protected, language accessible and interactive.
8. The **risk management, safety and accountability** lane. A more risk-aware and empowered secretariat that is more informed on fraud controls, sanction regulation and other key risks to enable more timely and meaningful support for our MAs and partners whilst ensuring our actions remain in line with regulations. We now have a full suite of safeguarding-related policies, a robust incident reporting and response mechanism. MA Safeguarding Communities of Practice (CoPs) are now in place, facilitating MAs sharing of best practice. Efforts are now moving toward also measuring impact on the prevention of sexual exploitation, abuse and harassment. A commitment to mental health and psychosocial support that is culturally competent; AWRO have prioritised efforts through focused staff dialogue, and recruitment of local, expert partners to support MA staff with individual psychological sessions.

9. The **identity** lane. A Southern star to guide and strengthen MA alignment in the form of a “commitment to shared values” pact, that can take IPPF forward over the coming decades, and strengthened by a rebrand that speaks to newer generations and member states, as we steward our mandate through a poly crisis world. Consultation with MAs and external experts on those products.
10. The **people and systems** lane. More young people hired, and more women supported to lead: 6% of the Secretariat are now under 25 years old, and a third cohort of women leaders have access to world class learning through the International Masters program (IMPM) – helping to address the gender gap across IPPF at senior levels. Better data, insights and work to improve systems have made us more efficient. A fully functioning shared service unit and corporate service units in our regional offices mean improved processes, controls and service as do unified delegation of authority, cost recovery system, an updated treasury policy and a new procurement policy, a compliance calendar, new timesheet and vendor management systems. Unrestricted core funding agreements automated, banking automation close to completed and London VAT review completed resulting in higher recoveries.

The impact of the wider reform, expressed through these 10 lanes - which are on their own – substantial organisational level changes, demonstrate what is conceivable when a Federation comes together as a movement with the courage to reform itself. More so, it evidences what is possible when a board and DG/DLT work with trust, accountability and cooperation toward a shared vision.