

IPPF

2026 SECRETARIAT BUSINESS PLAN



Table of Contents

Foreword	4
Board Summary	5
1. Secretariat Plan	8
Secretariat Priorities 2026	10
Pillar 1: Centre Care on People	11
Pillar 2: Move the Sexuality Agenda	13
Pillar 3: Solidarity for Change	15
Pillar 4: Nurture our Federation	17
Regional & Divisional Overview	19
Africa Regional Office (ARO)	20
Americas & the Caribbean Regional Offices (ACRO)	21
Arab World Regional Office (AWRO)	22
East & Southeast Asia and Oceania Regional Office (ESEAORO)	23
European Network Regional Office (ENRO)	24
South Asia Regional Office (SARO)	25
London Office (LO)	26
External Relations Division (ER)	27
Finance and Technology Division (FTD)	28
People, Organisation, and Culture Division (POC)	29
MA Development and & Impact Division (MA D&I)	30
Director General's office (DGO)	31
Risk Management	32
Section 2 Secretariat Budget 2026	34
Introduction	35
Annexes	54

Acronyms

ACRO	America and Caribbean Regional Office
ARO	Africa Regional Office
AWRO	Arab World Regional Office
CCCG	Client-Centered Care Guidelines
CP	Collaborative Partner
COE	Center of Excellence / IPPF Center
CSE	Comprehensive Sexuality Education
DGO	Director General's Office
DHI	Digital Health Interventions
DLT	Directors Leadership Team
ENRO	European Network Regional Office
ESEAORO	East & Southeast Asia and Oceania Regional Office
ICFP	International Conference on Family Planning
LGBTQ+	Lesbian, Gay, Bisexual, Transgender, Queer, and additional identities
LO	London Office
MA	Member Association
PrEP	HIV Pre-Exposure Prophylaxis
RFP	Request for Proposals
RO	Regional Office
SAM	Secretariat Accountability Mechanism
SARO	South Asia Regional Office
SGBV	Sexual and Gender-Based Violence
SOGIESC	Sexual Orientation, Gender Identity, Expression and Sex Characteristics
SRHRJ	Sexual & Reproductive Health, Rights and Justice
SROP	Subregional Office for the Pacific (Suva, Fiji)
UHC	Universal Health Coverage

Foreword

Leading with Love, caring with courage

Wow! What a ride we have been on.

This is my last business plan, the fifth, since we first started this, and I believe it is more powerful and purposeful than ever. It must be. It is responding to maybe the worst crisis we have faced yet: the spread of a new form of radical macho-politics, a new form of fascism. We have watched it take shape, and we have warned about it and responded to it at every moment. Now it is here.

There is no point in trying to sugar coat it. The world being created by Macho politics is deeply depressing. Their world echoes with genocide, MAN-made disasters, and deepening inequity. They have placed the development sector under serious threat. Funds are redirected from international solidarity to weapons and conflict. To survive we must take drastic and strategic action.

To this end, in June 2025, I asked ten MA executive Directors to join an advisory committee that would help me think through how we respond. In the aftermath of a volcanic destruction, a new ecosystem will emerge. I asked them what we could do to adapt and eventually thrive in this coming system. They identified several priorities: 1. urgent diversification of income; 2. narratives and Data to tell credible, authentic stories to the world; 3. merging of movements and progressive actors and proactively sharing and acting on our intelligence about bad actors; 4. accelerating the reach of quality person-centred and inclusive care, e.g. including digitalization, self-care, AI tools, etc.

I am pleased to say that the Secretariat listened intently. These themes permeate every page of this document. Our plans and budgets are explicitly about fighting back, about adapting to survive and to thrive. The Secretariat stands 100% alongside the large and beautifully diverse membership. Our new Director General, Maria Antonieta, will lead us to implement this plan. With a new brand and with profound values, the world will know our name and feel our impact.

Lastly, I must highlight our donors. They have mobilised and are responding with generosity, even against a backdrop of shrinking aid. They have provided the largest unrestricted income the federation has had in my time, at \$72 million. And with good reason. The need is bigger than ever, and it is growing by the day. Make the most of it.

Alvaro Bermejo

IPPF Director General

Board Summary

In 2026, the federation will be impacted by the global development sector crisis. Overseas development assistance (ODA) continues to decline, with donors shifting funding towards militarization while demand for essential services, including sexual and reproductive health and rights (SRHR) grows. The need for international solidarity has increased dramatically due to continuing and new conflict, economic shocks, climate crises, and the rise of regressive movements. The sector has been thrown into a provoked downward cycle, which has severe and potentially existential consequences for organisations and civil society actors across the world.

The impact of the funding crisis is deepened by the severe and sustained political attacks on SRHR. Even among long term allies there is a fundamental political realignment that deprioritizes women and girls' rights, undermines gender equality, and emboldens anti-rights movements. SRHRJ is one of several political battlegrounds. Targeted disinformation is a key tactic of the anti-rights movement. It has is eroding trust in evidence-based public policy, and therefore in our work.

As a global SRHR community we remain too fragmented to effectively mitigate the worst impacts on the people and organisations we serve. Increased competition for fewer resources has the potential to fracture us further. The fermenting of a public distrust against us, could test alliances with other progressive movements.

The Secretariat Business Plan recognises the extraordinary moment we are living through. It identifies critical areas to transform and act against the rapid progress of those that are intent on hollowing out democracy and that are rolling back our rights. The business Plan ensures that the Secretariat plays its role in building a more united federation, in shaping a policy and financial environment in which people can continue to enjoy sexual and reproductive health, rights and justice. This business plan is about fighting back.

Success will require a greater focus on delivering through teams that harness the expertise that we have in the secretariat and for MAs to advance bolder initiatives. The crisis will require us to be more agile, to increase efforts in supporting MAs in diversifying funding sources and investing in preparedness and resilience. We need to keep our focus on access to person-centred and inclusive care for marginalized, excluded and vulnerable people including fragile and humanitarian settings. Especially as health inequalities and emergencies are rising.

Across the Secretariat, staff have defined more than 800 tangible deliverables, towards implementing the Secretariat priorities, and, ultimately, the strategic goals. As many as 39% of the deliverables relate to strategic pillar 4, which is devoted to building a better federation, a key role of the Secretariat. The second highest is pillar 1, about our care, with 24%, followed by pillar 2, about advocacy, communications and CSE, at 19%, and pillar 3 about movements, partnerships and data, at 18%. Many are implemented across teams, divisions and regions. The secretariat has budgeted and planned 150 projects, about a third of which are restricted.

In a year of transition, the secretariat celebrates leadership, new and old; drawing strength from previous victories, some against the odds, and inspiration from the revitalising energy of an incoming Director General, who is up for the fightback.

Our priorities and 2026 plans are echoed in the budget, which, through extraordinary support from our donors, includes an additional funding allocated to fight back \$ 15.235 Mn dedicated to fighting back including mitigating the worst of the harm being wrought by the US and other regressive governments to cut aid, removing essential care for millions of the

world's most marginalised people. As part of this process, as a follow up to the recommendations provided by the MA Executive Directors Advisory Group to the Director General, we have also put aside \$2 Mn funds towards diversification of income streams in the membership, to help prepare for what may lie ahead.

In financial terms, despite the existential crisis for the sector across the global development assistance space, donors have continued to repose their utmost faith in IPPF, by continuing to support unrestricted core funding and whole heartedly supporting the call for setting up a fight back fund, to respond to the rise of authoritarianism, opposition to Sexual, Reproductive Health and Rights, de-prioritisation of women and girls' rights, undermining of gender equality, and emboldening of anti-rights movements.

IPPF closed the year 2025 in a financially stronger position with unrestricted funding continuing to grow even in 2026, greater than funding available as projected under the quarter 3 forecast of 2025. The current IPPF unrestricted core budget is a surplus budget, due to better than projected exchange rates negotiated through forward contracts to cover the 2026 budgetary estimates, presenting further possibilities for IPPF to invest across its MAs.

In 2026, we commenced the second round of three-year funding allocation to MAs, with confirmed funding for 2026 and estimated funding for 2027-28, with a commitment to review the numbers, as we come closer to the end of years (2026 and 2027). These allocations were made using the resource allocation formula. As this year saw quite significant fluctuation with a total of 68 Member Associations gaining circa US\$ 5 million and 66 losing circa US\$3.8 million, given the stronger financial situation of IPPF, the management requested the Board to approve a further top of funding to MAs that had lost 10% or more of their funding, in a way that the impact of the drop could be staggered over two years, thus topping up 50% of funds lost by those MAs. The Board approved this top up.

In 2026, the current restricted funding is budgeted to much lower than the quarter three forecast, with the hope that as the fundraising team progresses through 2026, it will be able to generate higher restricted funding income, given the healthy pipeline of proposals being worked on. This will be supported by the newly established cost recovery policy and guidelines, that will continue to ensure that IPPF recovers the true costs from all its projects.

Although there is a significant draw down reflected both under restricted and designated funding as part of the budgeting process, all of this is being covered through projected funds available at the end of the year 2025.

IPPF secretariat continues to hold to its commitment to fully meet the core budget threshold of spending less than 30% of the core funding at the secretariat, across all the years.

Overall budgets including the designation requests continue to demonstrate the Board and the Management's commitment to

- ensure larger amounts of funding goes to the MAs,
- finance recommendations of the ED Advisory Committee, including building robust intelligence-gathering mechanism and stronger local institutions and
- respond and fight back the rise of authoritarianism, opposition to Sexual, Reproductive Health and Rights, deprioritization of women and girls' rights, undermining of gender equality, and emboldening of anti-rights movements.

A summary of the overall budget for 2026 is provided in the table below, with details of this budget are provided in section 2 of this paper. This is based on information that is currently available, as presented by each secretariat office.

Income/Expenditure	2026 Budget			
	Unrestricted	Designated	Restricted	Total
Income				
Grant Income	65,119	0	10,735	75,854
Donation Income	4,500	0	0	4,500
Contract Income	0	0	22,321	22,321
Investment & Interest Income	2,865	0	300	3,165
Other Income	40	0	-	40
Total Income	72,524	0	33,355	105,879
Expenditure				
Grant Expenditure	48,333	6,221	32,416	86,970
Staff Costs	18,665	1,218	7,276	27,159
Other Secretariat Costs	8,329	5,164	9,258	22,751
Overhead Recovery	(5,373)	0	0	0
Total Expenditure	69,955	12,602	48,950	131,507
Net Op Income/ (Draw down)	2,569	(12,602)	(15,594)	(25,627)
Secretariat Cost %	29.9%			

- **Unrestricted Core Surplus** is \$2.6 Mn as compared to a surplus of \$6.1 Mn in the Q3FC.
- **Secretariat cost** is slightly higher than the Q3FC as a % of total core income at 29.9%.
- **Designated funds** draw-down lower at \$12.6 Mn as compared to \$18.9 Mn in the Q3FC.
- **Restricted funds** draw-down higher at \$15.6 Mn as compared to \$7.6 Mn in the Q3FC.

The above draw down from designated and restricted funds are expected to be made, from the projected fund balance in each of those funds, as provided in the table below

Year End	Projected Fund Balance (in \$ Millions)			
	General Reserves	Designated	Restricted	Total
As on 31 st December 2025	29,771	43,901	31,708	105,380

1. Secretariat Plan

Introduction

The business plans were introduced as the primary planning and budgeting tool following the 2020 reform. They provide insight into the work being done across the federation. All grant-receiving members and collaborative partners must submit annual business plans for review and approval. It is a pre-requisite for access to core funds. This is also the case for the IPPF Secretariat, which submits an annual business plan to the IPPF Board for approval. It helps the membership understand what work is done in the many Secretariat offices and how it relates to the global strategy.

The Secretariat business plan is developed according to a set of strategic priorities that are defined by the Directors Leadership Team (DLT). The priorities describe what the Secretariat must do each year towards delivering on the **Come Together** strategy. They are linked to the strategic pillars and pathways. All Secretariat divisions and team plans must address these priorities. They also determine how the Secretariat apportions its budget.

The budget section covers all funds that flow through the secretariat, including core grants to members and collaborative partners. The annual budget is presented in several parts. It is broken down by income and expenditure in various ways to help understand not only what is done but how much it costs. The Finance Team provide budget notes that help the general understanding as well as adding high-level analysis of the figures.

The Secretariat Business Plan is primarily the document through which the Board shapes and monitors Secretariat performance. It is also important for maintaining mutual accountability with the membership. It gives insight into the variety of actions being implemented by the Secretariat. Notably, the Secretariat Accountability Mechanism (SAM), was introduced in 2023 as way for the membership monitor and shape the services they get from the Secretariat. The membership input to the SAM is a key reference point in the planning process. The business plan must respond to the feedback received and the requirements of the members.

The business plan does have tangible results. These are captured in an adjacent document known as the Secretariat deliverables. The deliverables are developed as part of the planning process and are reviewed and updated at regular intervals.

Secretariat Structure and Staffing

The IPPF secretariat is home to more than 317 employees who work in one of the twelve offices located in major capitals and cities around the world.

Regional & Sub-regional Offices

Africa	Nairobi (Kenya) and Cotonou (Benin)
Americas and Caribbean	Mexico City (Mexico) and Port of Spain (Trinidad and Tobago)
Arab World	Tunis (Tunisia)
East & Southeast Asia and Oceania	Kuala Lumpur (Malaysia) and Suva (Fiji)
Europe	Brussels (Belgium)
South Asia	New Delhi (India)
UN Liaisons Offices	Geneva (Switzerland) and New York City (USA)
Other	London (United Kingdom)

The IPPF Secretariat hosts several international programmes and entities. These include the Nexus initiative, the Asia Pacific Hub of FP2030, the Safe Abortion Action Fund (SAAF), She Decides, and the Pacific Islands Regional Multi-Country Co-ordination Mechanism. The staff of the hosted entities sit in different parts of the Secretariat. Their locations are listed in the table above. The hosted entity staff are not included in the total IPPF staff numbers.

As per November 2025 the total FTE headcount of the Secretariat, including hosted entities is 360.5. The adjusted number of staff, counting only fixed positions, is 317.3.

	Headcount (FTE)					
	Total	Hosted Projects	Interns	Long Term Consultants	Mat Covers	Adjusted
ACRO	23.0	1.0	-	-	1.0	21.0
ARO	83.0	1.0	-	-	-	82.0
AWRO	19.0	-	-	-	-	19.0
EN	29.1	-	4.0	-	-	25.1
ESEAOR+SROP	59.0	11.0	-	-	2.0	46.0
SARO	19.0	-	-	-	-	19.0
DGO	11.0	-	-	1.0	-	10.0
Finance and Technology	37.0	-	-	-	-	37.0
People and Culture	10.0	-	-	-	-	10.0
MA Development & Impact	31.5	6.7	1.0	-	1.0	22.8
External Relations	38.9	10.0	1.5	2.0	-	25.40
Total	360.5	29.7	6.5	3.0	4.0	317.3



Secretariat Priorities 2026

Pillar 1: Centre Care on People

Goal: Quality person-centred care to more people, in more places

The new funding and political landscape will have far-reaching consequences on the development and health sector, from erasing already marginalized communities to depriving people from essential supplies and life-saving treatments. Supply chain will be severely disrupted beyond the non-availability of RH commodities, as bilateral support and wider supply chain delivery structures are at risk of collapsing.

Even when supplies are available, method choice will be restricted as large and global procurers (e.g. UNFPA) limit their reach. As these further reduce their geographical footprint, we can expect some countries being doubly hit with reduced supply allocation. At the same time, a reduction in pooled supply mechanisms will force prices up, further reducing access and availability. Beyond RH supplies, the same will apply to STI, HIV and other life-saving supplies.

The termination of large service delivery programmes and reduction in funding both to governments and CSOs will impact the availability of SRHR care. HIV programmes will also be significantly impacted, and while some activities and services may resume, they may no longer reach to marginalized people and communities who will bear the brunt of the brutal interruption of inclusive and people-centred care.

This could impact MAs' service delivery in different ways, in some we may see an increase in demand as clients look for alternative providers. In others, the lack of resources and supplies will limit MAs' own operations, resulting in reduced client numbers, further increasing unmet SRH needs in some of the poorest and fragile settings.

While humanitarian crises multiply, including climate emergencies and conflicts, funding to the humanitarian sector has been equally hit. Several protracted crises are forgotten by the international community and donors, bringing additional pressure on both refugees/IDPs and hosted communities. Migration is likely to increase as human rights violations, and socio-economic inequalities deepen. Therefore, the Secretariat has planned delivery in the following areas:

Pathway: Expand Choice

- Increase global and MA engagement in mechanisms (current and new) to ensure continued access to supplies, e.g. country annual forecasting/UNFPA compacts, pooling mechanisms across partners, negotiating longer term pricing agreements, social marketing.
- Expand our product catalogue to include contraception, abortion methods, hormonal treatment and HIV PrEP; Update and re-launch Medab.org to ensure continued availability and choice at service points and directly to people.
- Excel in the implementation of WISH, Respond and other restricted programmes that aim to support access to the widest range of affordable contraceptives and abortion commodities.
- Roll out checklists, technical guidance and related job aids in quality and inclusive care and ensure that these are implemented. The focus should be put on creating inclusive and welcoming services especially for those

most marginalized and underserved. That should include specific focus on providing gender affirming care, abortion, fertility and STI care, including HIV.

- Accelerate integration and provision of PrEP (oral PrEP, DAP ring, injectables, etc), leveraging funding through stream 2 consortium, Gates, JTF, GAC and partnerships with ViiV, Population Council, AVAC, Global Fund.

Pathway: Widen Access

- Develop and agree clear approach and guidance for reaching marginalised populations (with individual MAs as well as collectively) so that client level data demonstrates expanded access.
- Continue to scale up IPPF's feminist humanitarian response¹ and start in January the implementation of a "People on the Move" stream 2 programme implemented through two consortia of MAs (Americas, Africa).
- Roll out guidance for an inclusive, integrated SRH-SGBV framework, including facility- and community-based humanitarian models.
- Consolidate the work of the Stream 2 sex worker consortium and the emerging new partnerships that lead to scaled up services and better care for LGBTQ+ people, with safety and security a priority.
- Improve MAs knowledge on SW centred SRH services through publication and rolling out of IMAP statement on SW centred services and SW – SRHR Tool kit, as well as any regional tools and resources that being prepared.
- Ensure the expansion of the FGM global framework of action to 20 other MAs
- Integrate HIV/AIDS related people-centred prevention, testing, treatment and care into SRHR services provided by MAs, specifically focusing on key populations most impacted by the epidemic

Pathway: Advance Digital & Self Care

- Roll out the DHI roadmap, working through the DHI centre (Profamilia), expanding service options and, where feasible, including opportunities for service diversification and income generation.
- Expand SRH self-care and abortion harm reduction, with a focus on restrictive and humanitarian settings. Mainstream reporting of self-care services.

¹ *Feminist humanitarian response* is used as short to describe a humanitarian response that does not overlook the needs of women, and in which their leadership and voices are considered. You can find a more detailed description [here](#) or [here](#)

Pillar 2: Move the Sexuality Agenda

Goal: Societal and legislative change for universal sexual and reproductive rights

Whilst a reformed UN is long overdue, the UN SG's UN80 poses major implications for public health and SRHR sector. Marginalized groups face particular risk as specialized funding streams and targeted interventions are at the forefront of cuts. The reform comes in conjunction with burgeoning debt from the US, other States and anti-rights actors leading a destruction path aimed at dismantling the multilateral system itself. We expect at a minimum a 20 % cut in (mostly junior) staff across the entire UN and streamlining exercises that will likely diminish gender equality and SRHR mandates across the UN system, possibly merging UNFPA and UN Women and diluting the human rights pillar. In contrast, the Human Reproduction Programme in the World Health Organisation has made great strides in including abortion in its strategy, reversing non-scientific barriers to access to medical abortion, via the Essential Medicines List and revising its technical literature to ensure it is non-political and evidence based.

In this context, IPPF must leverage its work with communities and peoples, including in our humanitarian responses, and our movement building on SRHRJ-LGBTQI-gender justice to defend and push forward human rights standards and accountability for violations.

Pathway: Ground Advocacy

- Respond effectively to a reformed UN; FENSA status retained, Secretariat agreement on which resolutions, events, and moments will be prioritised/resourced, media/visibility in lead up to new SG, new MA voices taking the lead on key moments.
- Operationalise an independent intelligence unit that takes guidance from a strategic group to investigate key threats, allowing IPPF MA's to deliver sharp actionable insights, and channel support towards locally led initiatives/responses and evaluate their impact.
- Share proven nationally relevant narratives and content for up-and-coming parliamentarians to ensure a new cadre of political leadership on SRHRJ.

Pathway: Shift Norms

- Drive the SRHRJ agenda and amplify communications carrying the new brand that reach new audiences to build lasting support for SRHR and justice, and push back against the rollback of rights
- Test narratives using new frames (e.g. communication to reach young people, including boys and men). Scale up what works with funding for MAs and partners' and support them to scale communications to their own audiences.
- Socialise the new brand, cascading it across all IPPF digital platforms as part of a values-based communications campaign designed to reach younger audiences, and publicly launch the new brand, with emphasis on

intersecting to other parts of the movement, ie labour rights groups, those working on climate, etc, with clear engagement metrics developed before brand launch. Continue to test and monitor the approved brand option, ensuring the Secretariat using/adhering to the Brand toolkit.

Pathway: Act with Youth

- Leverage and strengthen the capacity of youth-led networks to lead national, regional, and global advocacy for SRHR, while mobilising them to resist rights rollbacks, address school-related gender-based violence, and counter anti-SRHRJ tactics that undermine the rights and autonomy of adolescents and young people.
- Ensures that IPPF's CSE Centers enables the scaling of youth-informed and youth-led programmes that prioritise quality, innovation, and context-specific delivery, while advancing a broader evidence base that links CSE to reduced technology facilitated, school related, and sexual gender-based violence to strengthen the case for regulated school-based CSE.
- Ensures that IPPF's CSE Centers are increasing their capacity by way of cross-regional learning for the integration of gender-transformative, context-specific (decolonised) CSE in school curricula and education policy, while scaling up quality in- and out-of-school delivery across MAs to ensure inclusive, rights-based learning for all.

Pillar 3: Solidarity for Change

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

In a global context where anti-rights, anti-gender, and populist actors have gained significant power and influence, attacks on LGBTQI+ rights, and bodily autonomy are escalating. This pressure will only grow. We need to stand with our Member Associations and community partners on the frontlines, supporting them to stay safe, strong, and connected. We will prioritise bridge-building across movements, sharing intelligence and resources, and acting quickly when communities are under threat.

Pathway: Support Social Movements

- Lead the sector to work as a strong, resilient and joint cross-movement for SRHRJ, LGBTQI+, Women's Rights, including Gender Justice, with a 'global assembly' designed to positively counter the UNGA, bringing together a network of networks to agree on an ambitious social contract
- Fund partnerships between MAs and community-led organisations and social movements, share knowledge amongst MAs who receive funds via EmpowHer, SOGIESC Center of Ex with disbursement of 30 grants.
- Further strengthen protection support towards MAs, movements, communities under threat by: fundraising for the partnership with Front Line Defenders; enhancing crisis management support, with preparedness funding, support on crisis communication, risk assessment and management; and making resources available to act quickly with e.g. comms and advocacy, litigation when under attack.
- Increase the connection between hosted entities support and results; move relationship management beyond financial and safeguarding compliance toward meaningful strategy and delivery leveraging each other's knowledge/intelligence, expertise and programming (the latter being more specific to SAAF).

Pathway: Build Strategic Partnerships

- Adjust Partnership approach so that IPPF is better at informing and listening to global and regional key populations and marginalised communities' networks on intelligence, i.e. in response to impact of global cuts, changes in the multilateral system and anti-rights attacks, and provide technical and strategic support when needed.
- Roll out a SOGIESC road map based on collaborative framework between SOGIESC Center of Excellence, CEP cohort and SOGIESC Senior advisor.
- Connect and amplify the work of Stream 2 sex worker consortium across the Federation, particularly in regions and sub-regions with limited or no prior sex work engagement (Caribbean, Pacific, Arab World, Balkans, Central

Asia). Implement SW VCAT in partnership with sex worker-led organisations and networks in 20% MAs per regions.

- Actively manage footprint and select MAs that will advance the strategy and ensure the realisation of the charter of values (youth, LGBTQ+ led). Develop strategy/tools/approaches on how to navigate and counteract “foreign agent laws.”

Pathway: Innovate & Share Knowledge

- Support evidence and documentation that demonstrates the catalytic effects of consortia and centres respective actions.
- Relaunch the IPPF Academy, open to both MAs and Secretariat and provide MA access to platforms technologies including dashboards.
- With data collection and modelling severely diminished, document the impact of funding loss and political destruction on the communities affected and efforts to counter this impact so that our programming continues to be focused and informed by evidence, and so that we can contribute evidence and learning to the wider sector.

Pillar 4: Nurture our Federation

Goal: Replenish and nurture the federation from a common value base and unleash our collective power for greater impact.

Improving ourselves as a federation is essential to our continued evolution and relevance in the world. We are not dragged down by the weight of our history and we work hard to remain dynamic and relevant. We do that by building efficiencies, being accountable and refining policy. In 2026, we will work to living in accordance with our newly defined values, to make them meaningful, celebrating and building on our success in making IPPF more gender equal. Nurturing the federation, also means that we will share tools, ideas, knowledge, and skills towards diversification of income streams in all parts of the federation. This means breaking sector conventions and stepping far outside our comfort zone.

Pathway: Chart our Identity

- Support MA ratification of the Charter of Values, their appropriation and “translation” into present and future work. The integration of the brand will be carried out through delivery of an MA Brand Kit to Member Associations, as well as development of an online Brand Portal. Meanwhile a Secretariat co-ordinated external communication drive ensures that the values and brand are communicated to stakeholders and partners.
- Monitoring progress against our global Results Framework, including partnering with MAs to conduct and disseminate research against the qualitative indicators in the Results Framework.
- Monitor progress on addressing MA feedback from Secretariat Accountability Mechanism and continue to integrate actions from SAM into Secretariat deliverables.
- Communicate and accelerate planning and delivery of strategic Mid Term Review priority areas that address rapidly deteriorating SRHRJ situation

Pathway: Grow our Federation

- Improve the impact of the Social Enterprise Hub, increasing MAs visibility / recognition and readiness to draw from it;
- Rapid uptake of commercial sustainability, social enterprise, commercial care and other similar modalities that mitigate the impact of radically reduced ODA in at least 14 MAs. Clinics and maternities adopt commercial practices, including competitive pricing, targeted marketing, and strategic partnerships with government and private health financing schemes to position the network to cover its operational costs and move toward long-term financial sustainability
- Effectively implement the footprint model to ensure strategic growth of the federation and streamlining of assurance, compliance and accreditation models for greater efficiency. A significant number of MAs successfully implement governance reforms that embed feminist and intersectional principles"

- Successfully manage the transition of Director-General and support for new Chair of Board of Trustees with effective onboarding, MA, staff and Donor engagement.
- Make the MA forum the go-to internal communications hub with quality content and tools allowing the members to see and feel their role in strategic delivery and SRHRJ fight-back.
- Continue to create significant efficiency gains by streamlining, integrating and simplifying HR, Finance and IT systems. In greater detail:
- Roll-out the newly developed performance and development framework, onboarding process and learning modules; embed the new global HR and payroll systems, ensuring integration with NetSuite to improve efficiency and reduce manual workload. Update Regional staff handbooks and implement equity across the Secretariat for leave and health.
- Roll out an automated planning and budgeting solution across the entire secretariat – significantly improving operational efficiencies and analytical capabilities.
- Integrated security, travel and expenditure management solution rolled out across all
- Streamline partner onboarding and management system by automating workflows and generating a unique identification number – usable across all IPPF platforms.
- Scale up US individual giving effort and expand federation collaborative effort to other countries.

Pathway: Walk the Talk

- Build intersectional solidarity links with external organisations through IPPF anti-racism, gender and LGBTQ+ working groups, towards common intelligence sharing and communications.
- Develop a workforce that is inclusive, diverse and proud to be working on SRHRJ at IPPF Secretariat; sustain ranking on Global 50/50.
- Implement a mentorship programme to strengthen an intergenerational workforce and professional development
- Fully develop and start implementing an executive level feminist leadership development programme with a particular focus on senior MA women leaders and a youth focused one for youth / YAM



Regional & Divisional Overview

Africa Regional Office (ARO)

Main Office: Nairobi, Kenya; and Cotonou, Benin

Regional Director: Marie-Evelyne Petrus Barry

Current Staff: 82

Affiliates: 39

Context: The Africa Region continues to operate in a highly dynamic and increasingly challenging SRHRJ and development landscape. Institutionalisation of anti-rights and shrinking civic space combined with economic headwinds, climate-related shocks, and protracted humanitarian situations are widening inequalities and heightening unmet need, especially among adolescents, marginalised communities, migrants and displaced people, and communities in fragile settings. Funding from bilateral and multilateral donors is tighter, more earmarked, and slower to disburse, while compliance requirements and delivery costs are rising, affecting sustainability and limiting our capacity to scale high-quality SRHR services.

At the regional level, these pressures translate into intensified demand. Restrictive policy environments, organized disinformation, and moral-panic narratives complicate advocacy, youth engagement, and community-led action. Insecurity and displacement disrupt service delivery and supply chains, requiring flexible, rapid-response programming and stronger coordination with national systems and humanitarian actors.

Fighting Back: The Africa Region will tackle the crisis with a sustainability-first, evidence-led, coalition approach that keeps person-centred care at the core—especially in fragile, humanitarian settings where inequality, exclusion and criminalization are acute. As we diversify revenue, ARO will protect and expand access for people on the move, adolescents and youth, LGBTQ+ communities, sex workers, people living with HIV, SGBV survivors and other criminalised or marginalised groups. We will support MAs to deploy adaptable models (mobile/outreach, tele- and self-care, protection-integrated SRHR, harm-reduction and survivor-centred pathways), strengthen clinical quality and safeguarding in low-resource and insecure settings, and invest in staff security, data protection and do-no-harm.

To counter the organized anti-rights threat, we will take steps to ensure MAs are supported in their capacity to understand and respond. We will continue to mobilise strategic funding, tighten our narrative, and expand partnerships to disrupt anti-rights efforts. We will pair this with proactive norm-shaping: values-based storytelling, community voice, and youth leadership to reclaim the narrative on rights and evidence.

We will leverage the Secretariat's dashboard to compile an integrated view of core indicators across MAs services, programme outputs, finance, and advocacy milestones. Priorities include strengthening data completeness and timeliness, applying routine outlier checks, and adding concise narrative explanations of trends. Quarterly figures will be complemented by a small set of consented human stories gathered through our communications workflow to link results with lived experience and reinforce credibility with donors and government counterparts.

Finally, we will deepen strategic ties with institutions, sister organizations and movements including the AU and regional bodies, UN agencies, feminist and youth networks, humanitarian clusters, and research institutions to co-create policy positions, align investments, and secure SRHR within universal health coverage, humanitarian response, and climate adaptation agendas.

Americas & the Caribbean Regional Offices (ACRO)

Main Offices: Mexico City, Mexico and Port of Spain, Trinidad and Tobago

Regional Director: Eugenia López Uribe

Staff: 21

Affiliates: 29

Context: The ACRO region is navigating a perilous political terrain. Hard-won progress on SRHR is severely threatened by converging global crises. Many countries are characterized by political turmoil that jeopardize democracy and fuels far-right agendas. This, coupled with deepening economic crises, is seriously threatening services and support systems for women, girls in all their diversity, and deepening the gap for populations that are already marginalized. The ongoing climate emergency, that particularly affects the Caribbean region, further compounds these threats. Across the region, we are witnessing acts of violence against marginalized populations, including migrants. In this context, affiliates are facing significant challenges to provide SRH services, as well as evidence-based CSE to the historically excluded groups and expanding access to the full range of SRH services.

Fighting Back: The regional office will drive a narrative shift, reframing health, particularly SRHRJ funding not as a "cost" or precarious external aid (ODA), but as a basic frontier of civilization investment essential for the national sustainable development. We will amplify evidence, like Brazil's constitutional right to free universal healthcare, to push for progressive tax reforms and innovative financing mechanisms at national and regional levels. This approach minimizes dependence on the vulnerable multilateral system and directly challenges the austerity and debt culture that prevents investment in health and gender.

We will treat the anti-rights movement's sophisticated strategies (like Project 2025) as an existential threat demanding coordinated defense, using the Win narrative approach to expose how the martyrdom of science and denial of evidence is a shared tactic to undermine both democracy and human rights. By supporting affiliates in developing digital resilience, we will counter misinformation while ensuring their voices are equipped to combat the reactionary narratives.

We will invest in institutionalized partnerships, leveraging our role in key spaces (such as the Regional Conference on Population and Development) to deepen ties with allies and maintain the role of this region as the progressive motor of the intergovernmental spaces. Critically, we will link our regional data assets (like the Caribbean Observatory on SRHR) and affiliates best practices (e.g., on abortion, CSE, etc) to our storytelling. This data-backed narrative will demonstrate IPPF's high-quality-work in providing equitable, intersectional SRHR access, securing new engagement opportunities, and driving policy recommendations at high-level fora in LAC, while supporting the Federation's advocacy efforts at global level.

ACRO will focus efforts on key recommendations that were raised in the SAM. We will identify affiliates that can share best practices regarding abortion harm reduction strategies for countries with prohibitive laws, and strategies for meaningful engagement of youth in programming. ACRO will foster partnerships for joint funding opportunities and continue to support social enterprise initiatives and marketing strategies.

Arab World Regional Office (AWRO)

Main Office: Tunis, Tunisia

Regional Director: Fadoua Bakhadda

Staff: 19

Affiliates: 15

Context: the Arab World is in crisis mode. From the destruction in Gaza, to war in Sudan, the region is in an emergency mode. Displacement and economic collapse affect everything, including access to SRHRJ services. The region is globally home to four of the top six countries with the highest numbers of internally displaced persons (IDPs), collectively hosting over 11 million IDPs. Putting in mind that more than 60% of health facilities have been rendered non-functional due to bombardments.

Millions of women and girls are disproportionately affected by these crises. An estimated 24 million women and girls in the Arab region need humanitarian assistance, including six million who are of reproductive age. Gender-based violence, lack of access to reproductive healthcare, and social exclusion are widespread. Marginalized groups are struggling to attain even basic rights. This includes LGBTQ+ people, sex workers, people living with HIV, and migrants. For example, Human Rights Watch has warned that “as Lebanon sinks deeper into crisis, the authorities are cracking down on the rights of LGBTI people”.

The US Government meltdown has hit the regional SRHRJ platform severely. Funding cuts affected most of the planned SRHRJ response in Jordan, Mauritania, Sudan, Lebanon, Yemen, Palestine, Syria, and Somaliland. Funding patterns show a decline in large-scale restricted grants, creating greater reliance on fragmented resources and core support. At the same time, opportunities are emerging through digital health innovations, municipal partnerships (e.g., Fast-Track Cities), and strengthened regional community networks (ADI, Sawtna). However, political hostility, conservative MA environments, and misinformation remain significant barriers to inclusive SRHRJ responses.

Fighting Back: To address these challenges, AWRO will prioritise building and tightening partnerships at all levels. Working with MAs, we will invest in closer ties with community organisations and movements. We will leverage our relationships with LGBTQ+ organisations such as ADI and Sawtna, and we amplify community voices, ensuring that key populations lead advocacy and monitoring of commitments. We will also expand collaboration with UN agencies (UNFPA, WHO), municipalities (through Fast-Track Cities in Beirut, Rabat, Amman), and cross-movement allies (The regional working group against Torture, climate justice, women’s rights, democracy movements).

Working with these partners, we will continue to counter anti-rights narratives by showing the impact of the funding cuts and by documenting community-led service models, advancing inclusive care (PrEP, gender-affirming care, harm reduction, SGBV including FGM), and providing intelligence on regional anti-SRHRJ trends.

Lastly, we will maximize opportunity grants and targeted donor lines (EmpowHer, SOGIESC CoE, Stream 2) to sustain community engagement and scale up inclusive programming.

East & Southeast Asia and Oceania Regional Office (ESEAORO)

Main Offices: Kuala Lumpur, Malaysia (with a sub-regional in Suva, Fiji)

Regional Director: Tomoko Fukuda

Staff: 46

Affiliates: 24

Context: IPPF ESEAOR is deeply impacted by the global SRHRJ and developmental crisis, which has created pressure on already limited resources. Member Associations (MAs) are increasingly confronted with an impossible dilemma: whether to prioritize sustaining essential services or continue critical advocacy efforts, as funding declines sharply. Facing a growing need and a raft of rival priorities, countries are struggling to even maintain current SRHR services.

Youth and marginalized groups are among the most affected, as funding cuts translate into reduced access to comprehensive sexuality education (CSE), HIV/AIDS programs, and services for LGBTQ+ communities. At the same time, shrinking civic space and donor restrictions make it increasingly difficult for civil society organizations to sustain advocacy for rights-based and inclusive programming. The region has also seen a spike in HIV cases in countries such as the Philippines, Lao PDR, Fiji, and PNG causing alarm with the fast pace of the epidemic.

Geopolitical instability, the growing influence of right-wing political actors, and restrictive laws on foreign funding and trade are further constraining service delivery and advocacy. Conflicts in Myanmar, Thailand, Cambodia, and Indonesia exacerbate the situation, undermining development achievements and threatening regional progress.

Fighting Back: IPPF ESEAOR will address these challenges through a multi-pronged approach that strengthens sustainability, innovation, partnerships, and advocacy. Central to this is building and linking federation data assets to storytelling and branding. By investing in strategic communications and capturing untold stories, we will highlight both the transformative impact of SRH and the consequences of service gaps. Strengthening communications capacity at the Secretariat and MAs—while amplifying youth platforms such as Youth OCEANS—will ensure that diverse voices, particularly those of young people, are visible and influential. The development of a Pacific Youth SRHR Strategy will further chart a long-term vision to transform and strengthen SRHR in the region, especially the Pacific.

Sustainability will be pursued by advocating for SRHR commodities to be integrated into national essential medicines lists, in collaboration with WHO, UNFPA, and civil society partners, ensuring governments recognize SRH as a public health priority. To reduce dependency on ODA, income-generation schemes will be scaled and standardised, while IPPF's resources will be strategically directed toward high-impact areas such as opposition counteraction, advocacy, and marginalised groups.

Innovation will be embedded in service delivery and advocacy through greater use of digital health interventions, self-care models, and online platforms, enabling cost-effective and scalable approaches. Partnerships with the private sector, philanthropic agencies, and intergovernmental bodies like ASEAN will be expanded, framed around shared values and cost-sharing opportunities.

European Network Regional Office (ENRO)

Main Office: Brussels, Belgium

Regional Director: Micah Grzywnowicz

Staff: 25.1

Affiliates: 39

Context: Across the region, we will see the wider spreading of so-called “foreign agent laws”, laws restricting CSE, laws limiting freedom of expression. Moreover, the highly coordinated and transnational anti-rights actors will scale up sharing strategies, narratives, and resources across borders, and so their influence and presence will continue feeding into the polarization, including amongst our own allies.

Narratives around “family values” and “national identity” will continue to be deployed as tools of division, making SRHRJ issues lightning rods in broader fight for influence. Due to those actors’ likely greater influence within EU institutions, the Council of Europe, and national policy-making spaces, we anticipate further democratic backsliding: governments restricting civic space, undermining judicial independence, and adopting policies that roll back hard-won rights. At the same time the numbers of HIV infections will continue to be on the rise with limited resources available to address the re-emerging health crisis in the region.

For the Member Associations, this will mean operating in increasingly hostile environments, where advocacy for abortion rights, comprehensive sexuality education, or LGBTQI+ inclusion may be criminalized, stigmatized, or politically weaponised. Considering the rising cases of HIV and the needs of their communities, they will need to meet the moment with resolve and renewed commitment to provide support. As the MAs will be on the frontlines of these battles and challenges, ENRO will need to provide stronger solidarity, rapid response, and narrative leadership and support with resource mobilization. It might put additional pressure on the team or require reprioritization.

Fighting Back: As traditional ODA declines, we need to pro-actively explore and test new ways of ensuring organizational sustainability, as well as model culture change when it comes to resource mobilization. ENRO will support Member Associations in diversifying resources as they are in the driving seat of the adaptation and shifting patterns of resource mobilization. We will explore and encourage social enterprise model of those MAs that have clinics drawing on advice from IPPF’s CCO, as well as other MAs.

As opposition grows so must our response. We will grow our opposition monitoring as well narrative development. We will work with MAs to strengthen their resilience, preparedness and risk appetite, which will include strengthening and/or developing their safety and security protocols. Through the Fight Back Fund, we will work closely with MAs in the Western Balkan sub-region to develop the intelligence hub and ensure those lessons learnt are transferred to the rest of the region. We will continue building on the partnerships developed in 2025, especially with the LGBTQI+ movement, sex workers-led organizations both on regional and national levels through IPPF EN and MAs, as well as the regional trans organization.

With a new visual identity, we will work towards making our impact visible and recognizable. We will use data to create compelling narratives that demonstrate the scale of our impact and the stories grounded in lived experience of people. In an era of disinformation, we will need to ensure that our story telling is evidence-based and we can easily turn it into persuasive messages for policymakers, media, or the wider public.

South Asia Regional Office (SARO)

Main Office: New Delhi, India

Regional Director: Tomoko Fukuda (interim)

Staff: 19

Affiliates: 8

Context: the combination of fragile health systems, restrictive socio-cultural norms and climate crisis is deepening the South Asian SRHRJ crisis. The drastic U.S. funding cuts have left millions at risk of losing access to essential SRHR services, including contraceptive care, maternal health, and support for survivors of gender-based violence. This crisis is worsened by factors like high rates of early and forced marriage, cultural opposition to comprehensive sexuality education (CSE), impact of climate crisis on services, and societal pressures that limit community's autonomy and access to resources. Moreover, the region is diverse geographically, politically, linguistically, culturally, religiously, and economically. It faces continued wars, political upheavals, and repressive governments. Health and human rights of women, young people and LGBTQI+ communities are at crossroads, amid right wing uproar.

Religious extremism further compounds these issues by promoting political agendas that deny women autonomy and regulate bodies, contributing to a complex web of interconnected challenges in the region. This opposition creates barriers like stigma, fear, and misinformation, leading to high rates of unsafe abortions and limited access to SRHRJ for women in all diversities, LGBTQI+ communities and young people.

Fighting Back: In South Asia, opposition to SRHRJ is driven by deeply entrenched socio-cultural norms, political resistance, and religious fundamentalism. Counteraction efforts require intelligence-gathering and nuanced strategies that address legal barriers, harness digital tools, and build broad coalitions. SARO will work with MAs and community groups and networks, to promote universal access to SRHRJ through community-led and based advocacy for equitable, accountable, and inclusive services, across South Asia. We will move the agenda on sexuality by strengthening advocacy grounds, shifting norms, and acting with communities, especially in fragile settings.

We will engage more young people from diverse groups, expand on social media platforms, have LGBTQI+ and youth led-political impact, and push for advancing SRHRJ. SARO intends to move the sexuality agenda by not just inclusion of the CSE in school curriculum, but also by ensuring that that we deliver CSE to adolescent and youth in all their diversity. We aim to ensure, that communities have reproductive autonomy by expanding contraceptive basket of choices, safe abortion care and shifting power dynamics from provider to clients. Most critically, we will strive to support the MAs on their efforts towards financial sustainability, such as by diversifying funding sources and improving income generation from service delivery.

We will continue to support and facilitate knowledge exchange across MAs/CPs; along with improved access for MAs to information on funding and capacity-building opportunities. Through these priorities, SARO will ensure intensified vigilance, solidarity, and regional collaborations. In support of MAs, we will facilitate collaboration with communities, donors, bilateral organisations, government stakeholders, foundations, and the private sector.

London Office (LO)

IPPF is registered under an Act of Parliament in the United Kingdom. The federation, therefore, falls under the UK Charity Commission and its compliance requirements. The London Office is home to the Director General and four large divisions. The London Office mostly has a global remit as well as performing certain core support functions. Not all global areas sit in London; many are distributed to the regional offices.² Below are outlined the fightback actions of the four divisions and Director General's Office.

² The distributed global leadership roles: ACRO: Youth & CSE; ARO: Gender & Inclusion; AWRO: FGM & SGBV; ESEAOR: Ageing populations; ENRO: countering opposition and SOGIESC.

External Relations Division (ER)

Division Director: Mina Barling

Staff: 25.4

Fighting Back: The External Relations division will contribute to the Federation-wide fight back by strengthening intelligence, amplifying voice, storytelling through IPPF's new brand, and deepening cross-movement ties as part of the solidary work we are doing. It maintains and enhances IPPF's funding streams, leveraging strong relationships with government and philanthropic donors, and positioning IPPF as a critical partner for SRHRJ in a heavily constrained aid landscape. We will invest in globalising our Individual Giving program as a future proofing mechanism towards a post ODA era.

Embedded in the 2026 priorities is the Centralised Investigation & Strategic Response Initiative that will generate timely and actionable intelligence on key anti-rights actors, and support IPPF as it enters a 'new normal' of operating underneath hostile, authoritarian governments. By coordinating with Regional Offices and MAs, we will support MAs to better detect early threats, commission in-depth investigations, and support rapid responses. This ensures that strategies are better connected across global, regional, and national levels, trying – where possible – to protect an enabling environment for SRHRJ.

Building on this work, the aim of the Individual giving fundraising will be not only to increase and diversify funding, but it will link the movement building to the giving. At the same time, will support MAs to develop and expand their capacity to diversify their funding by developing individual giving programmes at the national level, building a global framework for individual giving across the Federation.

External Relations will advance the Identity Initiative and Communications work by linking evidence, values, and MA-led stories, we will enhance the credibility and visibility of the Federation, equipping MAs to communicate powerfully in their own voices. This process strengthens both our internal cohesion and our external positioning.

External Relations has refocused its efforts on ensuring the global landscape is meaningfully connected to the national context; it will for example convene the UN Advocacy Lab, a collaborative space led by the UN Liaison Office for MAs, CPs and Secretariat staff. The Lab will be the central platform to set IPPF's UN strategy, and to plan, monitor, and evaluate advocacy that is coordinated, inclusive, and grounded in community realities. (SAM Accountability area 3: Facilitate opportunities for MAs to bring their expertise in local, regional and international forums secretariat action)

We will accelerate our efforts on mainstreaming work that counters anti rights actors, across the Secretariat through red flag meetings, shared strategy/tactical developments and knowledge management thus ensuring a collective understanding and approach to addressing the challenges posed by the rollback of rights, and better tracking of anti-rights developments, including threat maps. As part of the strategic response to the anti-rights movement, sub-grants to MAs will continue.

Finance and Technology Division (FTD)

Division Director: Varun Anand

Staff: 37

Fighting Back: Finance and Technology, though internal facing, are playing a critical enabling role in IPPF's broader mission. By ensuring reliable, triangulated data is placed directly in the hands of decision-makers, the teams empower the Secretariat, Member Associations, and partners to respond with evidence-based strategies—strengthening advocacy and countering misinformation propagated by opposition to sexual and reproductive health and rights.

On the technology side, by putting in place robust cybersecurity frameworks, supported by continuous penetration testing and monitoring, it is safeguard IPPF's systems against external threats. This protection is vital not only to preserve the confidentiality of those who entrust IPPF with their data, but also to ensure the organisation is resilient against targeted attempts by anti-SRHRJ actors to undermine its credibility or disrupt its work.

Finance and Technology are also actively partnering with the commercial sustainability team to design and deploy models that reduce Member Associations' reliance on Official Development Assistance (ODA). By embedding clear understanding of data sets, sustainable implementation models, the teams are enabling more resilient, diversified, and sustainable service delivery structures.

Finally, by providing federation-wide data assets it is supporting the secretariat in transforming raw data into powerful narratives that strengthen IPPF's branding and external positioning thus enabling preparation of coherent stories and dashboards. This ensures that evidence of impact is not only collected but communicated effectively, reinforcing IPPF's leadership in advancing sexual and reproductive health and rights globally.

Through investment in automation, data management, and dashboard development, the division is creating more efficient ways to analyse MA- and CP-related data. This enables better monitoring, targeted support, and evidence-based decision-making. Over time, these systems will evolve to provide direct access for MAs and CPs to their own data via the MA Forum, thereby empowering affiliates with actionable insights and reducing administrative burden. In doing so, finance and technology ensure that Secretariat support to affiliates is consistent, transparent, and responsive—directly contributing to accountability, sustainability, and impact across the federation

People, Organisation, and Culture Division (POC)

Division Director: Sanjni Shah

Staff: 10

Fighting Back: Unity as a Federation has never been more important, and initiatives that connect us take on new significance, whether this is through stronger internal communications, deeper induction or collaboration across geographies. Perceptions of inequity create division and so ensuring that the transformation to one Secretariat is fully implemented through equitable treatment across the employee lifecycle of all Secretariat members is urgent.

The objective of POC is to ensure that the Secretariat has the right capabilities, capacities and structures in place to enable fight-back and rise to the acute challenges of the day. This includes the acquisition and retention of top talent, as close to the action as possible, with leadership drawn from the communities we serve, but also to engage in strategic workforce planning, through identifying, building and protecting critical capabilities, addressing the root causes of turnover, underperformance or misconduct, and building the capability to be proactive and agile through the use of HR data and metrics

We have a role to play to ensure skills and structures are in place to enable effective knowledge transfer and learning, building institutional memory and increasing organisational resilience. We will invest in managers and leaders to embody and embed feminist principles and managerial discipline, ensuring accountability and a commitment to excellence across the Federation. POC will lead the way with system automation and process efficiency and simplicity, freeing up time and effort to focus on the monumental challenges ahead.

To protect morale and uphold our commitment to social justice, we will build a culture of enablement, accountability, inclusion and opportunity, ensuring HR processes and reward mechanisms are equitable, consistent and transparent. We will continue to build on the progress made in changing mindsets to be a truly MA-led Secretariat, and drive behaviour change in line with our values, through identifying, incentivising and rewarding the behaviours we wish to see.

POC will provide support to MA facing teams in enabling capacity building and MA-to-MA knowledge transfer. We will do this through improving coordination of MA focussed communications with increased internal communications capacity. We will also provide access to learning and development through relationships with reputable providers to ensure future-fitness and increase organisational agility and responsiveness to change through improved internal mobility mechanisms across the Federation. Through the creation and pilot of a Feminist Leadership Programme aimed at MA leadership, we will strengthen the leadership competence, confidence and agency of MA leadership and enable the embedding of feminist principles.

MA Development and & Impact Division (MA D&I)

Division Director: Manuelle Hurwitz

Staff: 22.8

Fighting back: MA D&I is a global division with staff based across continents. The work focuses on supporting IPPF Affiliates in delivering against our Strategy and ensuring access to people-centred SRHR, by connecting, convening, and collaborating across regions, and documenting our collective impact. The division works to build a more unified and effective global federation.

In 2026, MA D&I will respond by adapting our ways of working to be nimbler and more flexible in response to new restrictions and opportunities. We will maximise the use of restricted funds to deliver on our core priorities and identify opportunities to improve effectiveness. We will work with MAs to strengthen our collective technical expertise and learning, recognising that quality of care and improved use of digital health solutions are essential to our long-term commercial sustainability and accountability to our clients.

Our division will support building and linking federation data assets to our storytelling and branding by identifying and amplifying examples of MA impact on SRHRJ. We will do this through strengthening analysis and use (including modelling) of MA and available country-level data and evidence to improve understanding of those most impacted. We will monitor and report on trends in access to essential care including contraception, abortion, gender-affirmation and HIV as well as our reach to women, girls and marginalized people and communities. We will continue to track service and supply disruption due to legal restrictions, political pushback or funding cuts.

We will prioritise responsiveness to MAs and CPs by building directly on the feedback they shared through the first cycle of the Secretariat Accountability Mechanism. MAs/CPs asked for stronger sharing of capacities, technical guidance, more inclusive approaches, better knowledge-sharing, and practical support to strengthen governance and accountability.

We will broaden the technical resources available to MAs/CPs by developing new IMAF statements on topics identified by MAs (e.g. fertility care, FGM, reproductive coercion...) and by producing guidance that reflects the diverse realities of communities. At the same time, we will strengthen digital health interventions by working with the DHI Centre and rolling out the framework that supports MAs/CPs to expand telemedicine and self-care models of care. We will continue to develop humanitarian preparedness and resilience with MAs and ensure essential RH supplies are available.

Knowledge sharing will be made more accessible through multilingual and interactive forums on the MA Forum and the IPPF academy, while inclusive practice will be advanced through modules on decolonising research and programming. Governance and accountability will also be reinforced, with wider uptake of online governance training modules and greater visibility of the Board of Trustees. Altogether, our focus will be to translate SAM feedback into timely, practical support that strengthens the resilience of MAs/CPs and their capacity to deliver rights-based care in challenging contexts.

Director General's Office (DGO)

Staff: 10

Fighting Back: Several strategic areas operate from within the office of the Director General. These include MA commercial sustainability as well as Risk and Assurance. The Chief Commercial officer supports MAs to accelerate their income growth from clinics and maternities so they can remain operating even when the ODA decreases. In 2026, the team will be working directly with 14 selected MAs to understand their data for each of their clinics and forecast the targets needed for the MA to achieve sustainability in their clinics. Work with them to complete price reviews, launch client focused marketing, support them to upgrade their clinics and partner with insurance providers to diversify income sources. The Risk & Assurance team will contribute to sustainability in a post ODA era through two lines of work – the audits of our MAs and affiliates and supporting the security capacity building in our MAs and affiliates.

Risk Management

In the Secretariat, risk management, though it is the responsibility of all teams to assess and address, is stewarded by the Risk & Assurance team. To assess, mitigate, and provide insight and transparency into the inherent and operational risks the secretariat has, Risk & Assurance has the following principal responsibilities:

- 1 **Internal Audit – Secretariat:** Risk & Assurance manages the internal audit annual plan with the aim to provide independent, objective assurance and consulting designed to add value and improve the secretariat's operations.
- 2 **Audit – MAs and Affiliates:** Risk & Assurance manages the annual audit plan of IPPF's Member Associations and Affiliates. Completing audits of our members provides several important benefits – both for us and for the members themselves. This includes, but is not limited to, identifying and mitigating financial, operational, and reputational risks before they escalate, and strengthening members' financial management systems and internal controls.
- 3 **Risk Registers:** Risk & Assurance stewards the Strategic Risk Register for the Secretariat, leading critical discussions and assessments at the senior management level and keeping the selected critical risks under ongoing consideration. Additionally, the team supports the restricted projects teams with the design and implementation of project risk registers for our most significant donor-funded projects.
- 4 **Financial Wrongdoing:** The team is the Secretariat's subject matter expert for all allegations of fraud and financial wrongdoing. All such cases are reported to Risk & Assurance who collaborate closely with appropriate colleagues to investigate and resolve allegations received and any other concerns. The team is also responsible for any onward appropriate reporting to regulators and donors.
- 5 **Sanction Management:** This controls in this area have undergone significant recent improvement to ensure the procedures and controls the secretariat has in place are sufficient to support the onward granting to partners working in the most challenging and sanctioned contexts. Risk & Assurance remains responsible for ensuring any licences or permissions are retained and updated, where needed, and support any disclosure to banks or other financial institutions to enable fund transfers to be completed.
- 6 **Due Diligence:** Risk & Assurance maintains policy, procedures and templates for the completion of due diligence on all non-accredited implementing partners. This process has recently been benchmarked to best practice, with identified enhancements implemented and rolled out.
- 7 **Insurance:** Risk & Assurance took over responsibility for non-personnel organisational insurances in 2024. The team continues to assess coverage, identify any gaps or opportunities for improved terms with the aim of providing the Secretariat with critical protection, stability, and peace of mind. It also helps manage risks that could otherwise cause serious financial, operational, or reputational damage.
- 8 **Data Protection:** In 2025, Risk & Assurance led on significant work to evaluate data management processes and controls across the Secretariat with the aim of assessing our compliance with regulations and best practice. Gaps and areas for improvement were identified; Risk & Assurance developed a workplan to address these matters and implementation of this will continue throughout 2026.
- 9 **Legal:** Risk & Assurance now has an internal paralegal resource who has worked diligently to significantly improve the contractual terms across all our key contracting processes, including with donors, members, suppliers, and consultants. In 2026, this work will continue, with focus on contracting terms with our affiliates, and considering regional requirements in our terms.

- 10 **Safety and Security:** The Global Security Manager is part of the Risk & Assurance team. 2025 saw significant improvement in this area with a change in personnel resulting in refreshed approaches to our regional security plans, crisis management, travel safety support, and the centring of identity as a critical factor in personal safety awareness. The work to improve and enhance our security policies and procedures to meet identified risks, and to be fully understood and accessible for all staff, will continue into 2026.

A full risk registry is maintained by the Risk & Assurance Team.



Section 2

Secretariat Budget 2026

Introduction

The Secretariat has prepared its consolidated budget for 2026 following detailed consultation and deliberation. It covers all three funding sources i.e. unrestricted core, restricted and designated. There was a delicate balance that needed to be achieved between strategic priorities and operational efficiencies and this budget reflects how the Secretariat came together for critical scrutiny of its numbers and allocation of its funds across the regions to achieve this.

The details of this budget are provided in the subsequent paragraphs and are compared to the Q3 forecast for 2025. The broad assumptions/ principles that have been upheld whilst finalising the budget are

- a) Income and expenditure recognised in the budget based the following key principles:
 - i. Either donor contracts/ agreements are already signed or
 - ii. Formal intimation of grant being awarded from the donor or
 - iii. Grant amount is reasonably certain to be received, based on prior year trends and ongoing discussions with the donor.
- b) Secretariat cost as percentage to unrestricted core income has been computed with the methodology in line with the way numbers are reflected in the audited accounts i.e. wherein overhead recovery are utilised to cover secretariat costs and has been maintained within the threshold set by the Board of 30%.
- c) All workings exclude hosted programs, presented separately in a table at the end.

This budget is being presented to the C-FAR on the 17th November 2025, with the hope that it will be recommended for approval by the Board of Trustees.

Asks from Board of Trustees

To approve the following, as per recommendations of the Finance, Audit and Risk committee

- a) Designation of following funds:

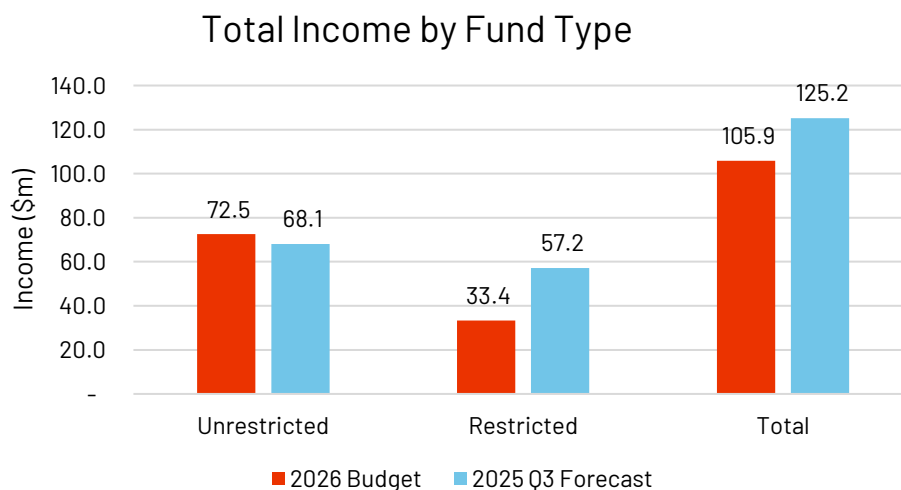
Designations Requested	In 2025	In 2026
MA facing governance reforms	500	
Humanitarian Consortium (Safe Passage)	2,000	
Fertility Care Consortium		2,000
General Assembly 2028		700
Aids Conference	100	
Systems Development (solution 7)	2,000	
Female leadership development (the old solution 6)	300	
Identity/rebranding rollout	600	
Move to Fight Back Fund*		
To Fight back fund	3,398	

From Stabilization Fund	(1,598)	
From Harm Mitigation Fund and close this fund	(1,800)	
Core grant from Netherlands towards the Kalavai Programme	686	
Core Grant top up for the Fight Back fund (Sweden)	6,000	
Core Grant top up for the Fight Back fund (Norway)	2,900	
Core Grant top up for the Fight Back fund (Ireland)	300	
Close FGM Norad Fund	(2)	

b) 2026 Business plan (including the plan and budget) to the Board of Trustees.

Total Income

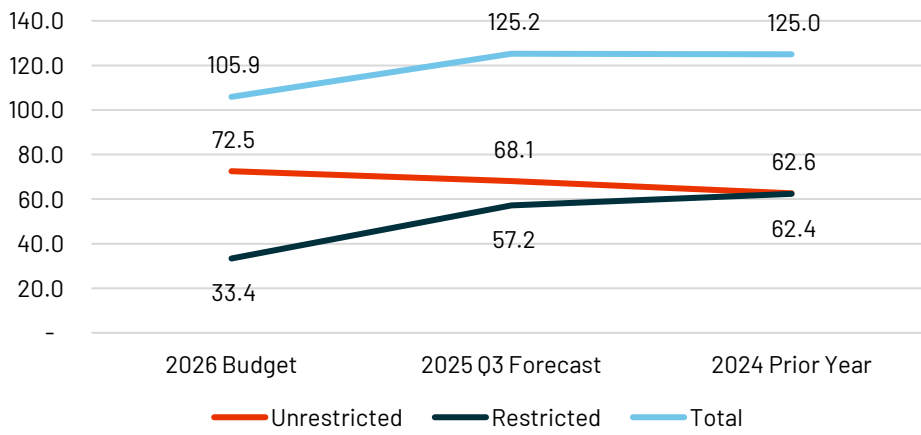
This and the next graph present the total budgeted income for the Secretariat from unrestricted core and restricted projects as compared to Quarter 3 Forecast (Q3FC) followed by trend of income by source over 2024, Q3 Forecast 2025 and 2026 projection.



Unrestricted income is \$4.4 Mn **higher** than the Q3FC, contributed by higher grant, donation and other income by \$3 Mn, \$750k and \$631k respectively

Restricted income is \$23.8 Mn **lower** than Q3FC contributed by higher income from select donors such as the GAC Shifts, EU CERV and DFAT Respond offset by lower income from FCDO (WISH2), USAID (ExpandPF), GAC (Empower), Gates (Countdown), Hewlett and OSF.

Total Income Trend



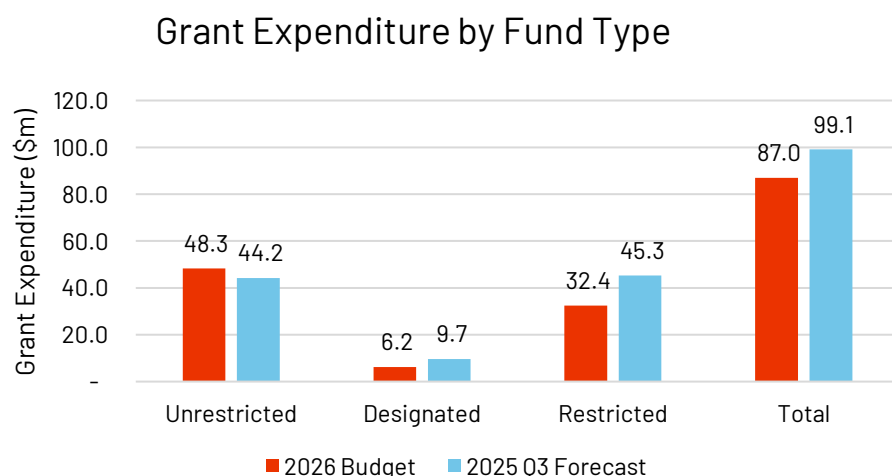
Unrestricted Core Income

Overall, the top donors contributing to IPPF's core funding in 2026 compared to their contribution in Quarter 3 2025, is presented below.

Unrestricted Income by Donor (in '000)	Currency	Budget 2026 LCY	Q3 FC 2025 LCY	Variance LCY	Budget 2026 USD	Q3 FC 2025 USD	Variance USD
Grants							
Australia	AUD	5,500	5,500	-	3,545	3,717	(172)
Denmark	DKK	70,000	50,000	20,000	11,195	7,530	3,666
Finland	EUR	-	1,000	(1,000)	0	1,064	(1,064)
Germany	EUR	-	15,000	(15,000)	17,126	16,845	281
Ireland	EUR	1,000	1,000	-	1,188	1,122	66
Netherlands	EUR	7,000	7,000	-	8,301	7,840	461
Norway	NOK	75,000	75,000	-	7,423	7,128	295
New Zealand	NZD	2,500	2,500	-	1,463	1,561	(99)
Sweden	SEK	60,000	60,000	-	6,383	5,959	424
United Kingdom	GBP	2,575	3,625	(1,050)	3,415	4,493	(1,078)
China	USD	500	470	30	500	470	30
Hewlett Foundation	USD	109	266	(157)	109	266	(157)
Japan	USD	1,500	1,498	2	1,500	1,498	2
Switzerland	USD	2,800	2,400	(2,000)	2,800	2,398	402
Malaysia	USD	14	15	(1)	14	15	(1)
South Korea	USD	150	123	27	150	123	27
Thailand	USD	2	2	-	2	2	0
Cambodia	USD	-	0	0	0	0	0
Canada	USD	-	4	(4)	0	4	(4)
Total Grant Income					65,114	62,036	3,078

Grant Expenditure

The following graph presents total grant expenditure for the Secretariat from unrestricted core, restricted and designated projects.



The total projected **grant expenditure** across all the three sources of funding for 2026 is projected to be US\$ 87 Mn. Of which the unrestricted core grant expenditure is projected to increase in 2026 as compared to Q3FC 2025 and includes top up to LMIC and HIC countries who received a core grant allocation that was 10% or more **lower** than the previous year. This top-up was approved by the Finance audit and risk committee (C-FAR) to soften the impact of the significantly reduced allocation to some of the countries.

Unrestricted Core Grant Expenditure

Following is the comparison of the unrestricted core grant expenditure across all the streams in the 2026 budget vs the Q3FC 2025 followed by reasons for.

Streams	Grant Expenditure		
	2026 Budget	2025 Q3 Forecast	Variance
Stream 1			
Core Grants	37,083	34,932	2,151
Voucher Allocation	1,256	845	411
Youth Movement	538	370	168
Collaborative Partners	310	220	90
MA Commercial Sustainability*	1,505	1,061	444
Total Stream 1	40,692	37,428	3,264
Stream 2			
Allocation to High Income countries	866	866	(0)

Consortium Based Grant	2,000	2,000	-
Funds and Centres	796	688	108
Regional Opportunity Grants	1,080	1,080	(0)
Total Stream 2	4,742	4,634	108
Total Stream 3	2,100	2,088	12
General Assembly	700	-	700
Total	48,235	44,150	4,084

* US\$ 444k top up on the commercial sustainability programme is funded out of fight back fund and shall be moved to that funding, as part of budget upload on the NetSuite

- In the 2026 Budget, allocation of grants is in the following proportion:

- Stream 1 – 85%
- Stream 2 – 10%
- Stream 3 – 5%

As mentioned above, an additional top up of \$1.28 Mn was made under Stream 1 and 2.

- Unrestricted Core Grants including investment in commercial sustainability project would be higher by \$3.5 Mn as compared to Q3FC. The increase is contributed by
 - Stream 1 increase by \$3.2 Mn
 - 3% increase in core grants, voucher allocation & youth movement; plus a \$1.28 Mn top up for core grants
 - CP grants increased by \$90 K
 - US\$ 444k increase under the commercial sustainability programme allocated out of the fight back fund designation. Once approved, will be relocated to designated funding from the unrestricted core.
 - Stream 2 higher by \$108 K as compared to Q3 FC 2025 on account of investment in funds and centres.
 - Stream 3 increased by \$ 12 K
 - \$700 K budgeted for General Assembly to be held in 2028. These funds have also been requested to be designated, in order to utilise them in 2028.

Under stream 2, the channel wise allocations are provided in the table below.

Activity	2026 Budget	2025 Q3 Forecast	Variance
Consortium Based Grant	2,000	2,000	-
Fertility Care Consortium*	2,000	2,000	-
Funds & Centres	796	688	108
DHI Center	159	154	5
Funds & Centres	215	380	(165)
SEAP Funds and Centres	245	-	245
SOGIESC Center Support	177	154	23

* This year's theme for the consortium grant is Fertility Care. In the previous years, the balance expected to remain unused is designated at the end of the year. Rather than waiting till the end of the year, this year, in order to

streamline the fund tracking process, the entire amount under fertility care has been recommended to be designation.

Restricted Grant Expenditure

Following is the comparison of restricted grant expenditure in the 2026 budget vs the Q3FC 2025 followed by reasons for variance

Region/Division	Restricted		
	2026 Budget	2025 Q3 Forecast	Variance
ACRO	232	1,499	(1,267)
ARO	5,281	24,976	(19,695)
AWRO	2	304	(302)
EN	599	2,391	(1,792)
ESEAOR+SROP	6,165	1,947	4,217
SARO	150	743	(593)
DGO	-	-	-
Finance & Tech.	-	-	-
People and Culture	-	-	-
MAD&I	19,695	11,709	7,986
External Relation	293	1,681	(1,388)
Total	32,416	45,251	(12,835)

Restricted grants are \$12.9 Mn lower than the Q3FC. Major movements include:

- ACRO (\$1,267k): Anonymous ACRO \$995k, Bergstrom \$200k and Mexfam \$72k.
- ARO (\$19,695k) : Wish 2 grants \$21Mn moved to MAD&I erroneously and needs to be rectified, Reductions: Expand \$945k, FON \$870k, offset by increase to grants GOF \$1.6Mn and SHIFTS \$744k
- AWRO (\$302k) : \$2k grants input in 2026 for P0570 Access to contraceptives and P0976 Arab Fund compared to \$304k in Q3FC
- EN (\$1,792k) : Countdown \$1.4Mn and \$273k in various OSF projects.
- ESEAOR & SROP 4,217k: \$1Mn MACP and \$4.3Mn RESPOND grants budgeted under ESEAOR which were previously budgeted under MAD&I,. Increase in grants - UNFPA Transformative Agenda \$33k.
- SARO (\$593k) : NORAD \$630K offset by an increase in Levis of \$45k
- MAD&I \$7,986 : Wish 2 grants \$18.2Mn moved to MAD&I erroneously. \$1.4Mn SPRINT, \$1.1Mn MACP & \$2.8Mn RESPOND moved to ESEAOR, \$756k reduced under GAC, \$938k under JSB, \$88k under WHO contraceptive and \$175k under MFAP Shriep.
- ER (\$1,388k) : China \$514k, Kalavai \$627k, OSF \$166K and Miscellaneous Funds \$285k

Designated Grant Expenditure

Following is the comparison of designated grant expenditure in the 2026 budget vs the Q3FC 2025 followed by reasons for variance

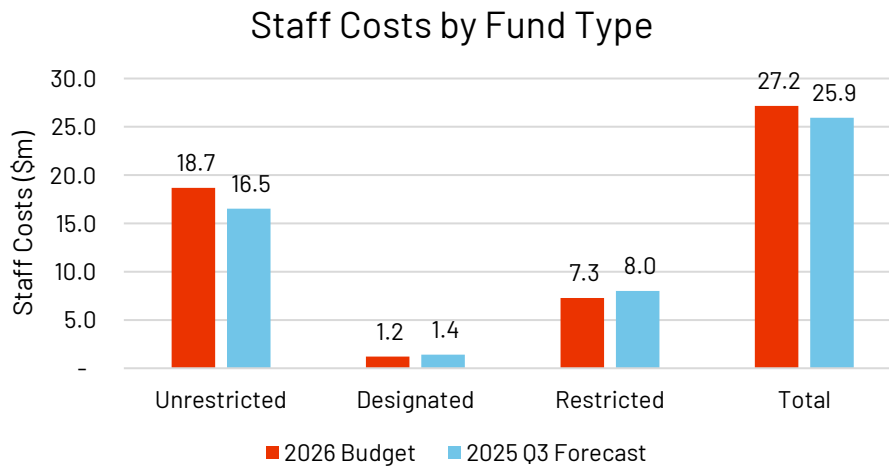
Region/Division	Designated		
	2026 Budget	2025 Q3 Forecast	Variance
ACRO	-	-	-
ARO	-	-	-
AWRO	0	27	(27)
EN	33	36	(3)
ESEAOR+SROP	-	-	-
SARO	-	-	-
DGO	2,333	-	2,333
Finance and Technology	-	99	(99)
People and Culture	-	-	-
MAD&I	3,754	8,903	(5,149)
External Relation	100	608	(508)
Total	6,221	9,673	(3,452)

Designated grants are \$3.5 Mn lower than the Q3FC. Major movements include:

- Harm Mitigation budget for 2026 not yet included (reduction by \$5.6Mn)
- Kalavai Partnership Initiative reduced by (\$538K).

Staff Expenditure

Overall staff expenditure under each of the sources of funding in 2026 budget as compared to the Q3FC 2025 is presented in the graph below.



Unrestricted Core Staff Expenditure

The table below, presents region/ division wise cost of staff funded from the unrestricted core funding in 2026 in comparison to that in Q3 FC 2025 followed by the reasons for variance.

Region/Division	Unrestricted		
	2026 Budget	2025 Q3 Forecast	Variance
ACRO	1,687	1,444	243
ARO	2,675	2,389	285
AWRO	1,685	1,904	(219)
EN	1,649	1,175	473
ESEAOR+SROP	1,390	1,289	101
SARO	737	516	222
DGO	1,095	1,037	58
Finance & Tech.	1,704	1,563	142
People & Culture	1,861	1,313	548
MAD&I	2,113	1,914	199
External Relation	2,069	1,976	93
Total	18,665	16,519	2,146

Unrestricted staff costs are higher by \$2.1 Mn

- COLA and PDR impact across the board

- Benchmarking in India, Malaysia, Fiji, Kenya and USA
- Reduced recoveries from restricted projects

Restricted project staff Expenditure

The table below, presents region/ division wise cost of staff funded from the restricted project funding in 2026 in comparison to that in Q3 FC 2025 followed by the reasons for variance.

Region/Division	Restricted		
	2026 Budget	2025 Q3 Forecast	Variance
ACRO	242	250	(8)
ARO	3,793	3,848	(55)
AWRO	88	113	(25)
EN	1,059	1,394	(335)
ESEAOR+SROP	1,161	1,219	(58)
SARO	38	93	(55)
DGO	5	6	(0)
Finance & Tech.	178	186	(7)
People & Culture	-	-	-
MAD&I	371	573	(201)
External Relation	341	325	16
Total	7,276	8,005	(729)

Restricted staff costs are lower by \$729k

- Reduced recoveries on account of projects finishing this year
- Conservative budgeting approach – pipeline projects for 2026 not included

Designated staff expenditure

The table below, presents region/ division wise cost of staff funded from the designated funding in 2026 in comparison to that in Q3 FC 2025 followed by the reasons for variance.

Region/Division	Designated		
	2026 Budget	2025 Q3 Forecast	Variance
ACRO	-	-	-
ARO	101	98	3
AWRO	-	-	-
EN	18	18	0

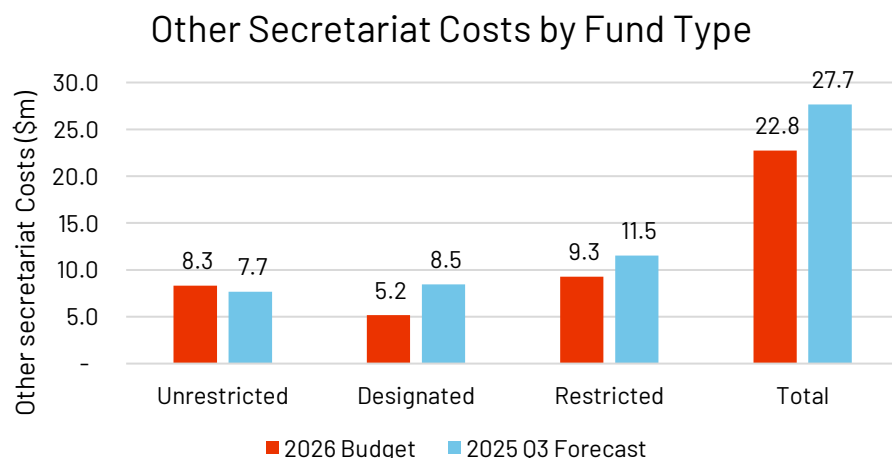
ESEAOR+SROP	-	0	(0)
SARO	-	4	(4)
DGO	30	-	30
Finance & Tech.	20	108	(88)
People & Culture	123	393	(270)
MAD&I	286	96	190
External Relation	641	687	(46)
Total	998	1,403	(186)

There is no significant change in number of new positions added to the secretariat. Further recovery of staff costs from restricted projects is continuing to be prioritized.

Both the above initiatives help keep the unrestricted core secretariat cost % under the 30% targeted threshold. Our commitment to this % re-enforces the faith our donors have in us as they are aware that as far as possible, we will try and maximise funds in the hands of the Member Associations as compared to getting spent on the Secretariat cost.

Other Secretariat Expenditure

The graph below presents the other secretariat expenditure for the Secretariat funded from unrestricted core, restricted and designated projects.



Unrestricted core – Other Secretariat Costs

Following is the comparison of other secretariat costs covered under unrestricted core funding followed by reasons for variance in the 2026 budget vs the Q3FC 2025.

Region/Division	Unrestricted		
	2026 Budget	2025 Q3 Forecast	Variance
ACRO	653	555	98
ARO	909	882	27
AWRO	438	331	107
EN	273	416	(143)
ESEAOR+SROP	322	246	75
SARO	377	397	(20)
DGO	1,191	694	497
Finance & Tech.	2,070	1,866	204
People and Culture	489	659	(170)
MAD&I	960	887	73
External Relation	649	745	(96)
Total	8,329	7,679	650

The unrestricted core other secretariat costs are mostly in line with the 2025 forecast. The slight increase of \$650k was a conscious choice to enable some strategic activities like enabling youth networkers to travel to MAs, step up our inclusive culture by setting aside funds for translations and enabling various teams to come together once a year.

Restricted Project - Other Secretariat Costs

Following is the comparison of restricted other secretariat costs and reasons for variance in the 2026 budget vs the Q3FC 2025

Region/Division	Restricted		
	2026 Budget	2025 Q3 Forecast	Variance
ACRO	57	224	(168)
ARO	1,368	5,023	(3,655)
AWRO	151	207	(56)
EN	561	680	(119)
ESEAOR+SROP	2,379	2,547	(167)
SARO	123	257	(134)
DGO	-	-	-
Finance and Technology	-	-	-
People and Culture	-	-	-
MAD&I	4,049	1,639	2,410
External Relation	570	954	(384)
Total	9,258	11,531	(2,273)

Restricted other secretariat costs are \$2.3 Mn lower than the Q3FC. Major movements include:

- Expand \$1.2 Mn, Wish 2 \$94k and Hewlett \$58k budgets reduced/ project closed.
- Wish 2 \$3Mn moved to MAD&I erroneously and will be rectified.
- Reductions in DFAT, JSB and MACP budgets that were incorrectly under MAD&I and now stand corrected.

Designated - Other Secretariat Costs

Following is the comparison of designated other secretariat costs and reasons for variance in the 2026 budget vs the Q3FC 2025

Region/Division	Designated		
	2026 Budget	2025 Q3 Forecast	Variance
ACRO	100	366	(266)
ARO	0	33	(33)
AWRO	13	102	(89)
EN	4	89	(85)
ESEAOR+SROP	23	2,018	(1,995)
SARO	0	28	(28)
DGO	-	163	(163)

Finance and Technology	2,054	2,487	(433)
People and Culture	440	324	116
MAD&I	1,368	843	524
External Relation	1,162	2,000	(838)
Total	5,164	8,454	(3,290)

Designated other secretariat costs are \$3.3 Mn lower than the Q3FC. The primarily reasons for variance include:

- General assembly (\$2 Mn) budget included in the 2025 budget not required in 2026
- CO Pension fund (\$186K) and Laptop replacement budget (\$186k) spending allocated in 2025, may not be all required in 2026.
- Strategy stabilisation fund closed now, had a budget in 2025 (\$163K)
- Kalavai Partnership Initiative(\$146K in Q3 FC)& Branding & Charter (\$404K in Q3 FC), currently not fully included in 2026.
- Budget 2026 in Individual Giving Programme reduced by \$206K

Restricted Recoveries

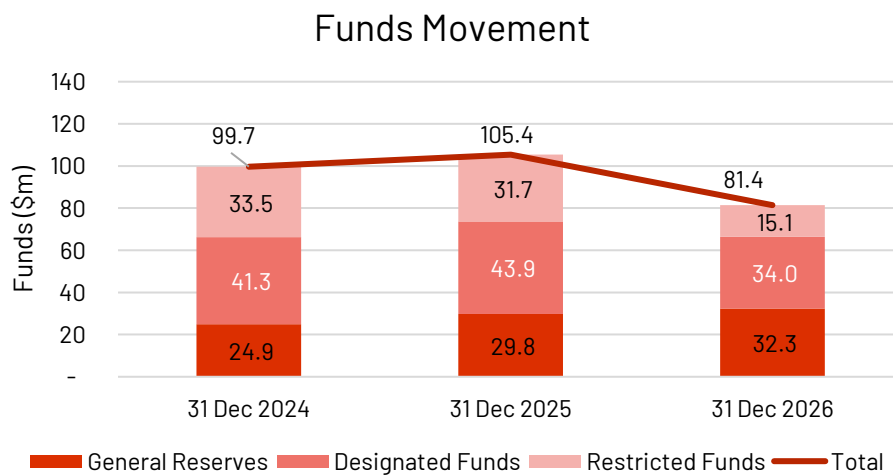
The recovery from restricted projects in the 2026 budget are 18.4% lower than the recovery in Q3FC 2025.

Type	Recoveries from Restricted Projects		
	2026 Budget	2025 Q3 Forecast	Variance
Overheads	4,400	5,560	(1,160)
Salaries	3,190	3,743	(553)
Total Income	7,590	9,303	(1,713)

Project Name	Restricted		
	Overhead Recoveries		
	2026 Budget	2025 Q3 Forecast	Variance
P0930 GAC Global EmpowHER project	554	278	276
P0997 Action Canada GAC- SHIFTS 2025 to 2032	173	16	157
P1003 Packard SRHR Sustainability & Resilience in AFRICA 2025-27	130	-	130
P0749 Nexus	158	110	47
P0995 GOF Justice for Survivors 2025 to 2029	56	11	46
P0839 Stand Up (Project Inception Phase - PIP)	5	49	(44)
P0510 MFAT SRHiEP (Humanitarian)	-	45	(45)
P0944 DFAT Responding with Essential Sexual and Reproductive Health and Rights Provision	150	201	(51)
P1000 China 2025	-	67	(67)
P0985 NORAD contribution to Afghanistan 2024	2	70	(68)
P0042 Safe Abortion Action Fund	174	245	(71)
P0932 OSF-Democracy starts with your body - IPPF Countering Extremist Opposition	-	73	(73)
P0868 UNF-FP2030	-	196	(196)
P0969 Wish 2 Dividends	1,812	2,071	(259)
P0929 Expand Family Planning and Sexual and Reproductive Health	-	861	(861)
Projects with small variances	1,191	1,266	(74)
Total	4,405	5,560	543

Projected Fund Movement

The below graph shows projected movement until Dec'26 based on Q4FC 2025.



Overall fund balance across all sources remains positive.

General Reserves projected are within threshold established per new reserves policy, but will be further adjusted for non-cash assets held (like the forward contract surplus, etc.), approximately 13% of the total general reserves.

Above fund balance does not include endowment fund and revaluation reserve (non-cash).

Designated Projects

This section explains the movements in the designated projects (2026 Budget vs Q3FC 2025).

Designated Projects Fund Balances	2026 Budget	2025 Q3 Forecast	Variance
Project Name	Total Exp	Total Exp	Total Exp
P1014 EDAC Fund for Mas	2,333	-	2,333
P0950 Humanitarian Consortium_Stream 2	1,800	-	1,800
P1007 Fight Back Fund	1,212	-	1,212
P0298 IPPF DESIGNATED : IPPF DESIGNATED : Solution 7	2,054	1,900	155
P0713 Solution 6: Develop leaders, boost culture	300	170	130
P0921 Strategy stabilization fund	-	124	(124)
P0980 HR Secretariat - HR Activities	30	157	(127)
P0986 Stream 3 Core Humanitarian Response Programme	-	131	(131)
P0770 Strategy Development - Designated Funds	83	218	(135)
P0836 Individual Giving Programme	1,644	1,812	(168)
P0942 ACRO Mexico Unrestricted Regional Director	100	300	(200)
P0121 IPPF Core : IT SERVICES	0	205	(205)
P0893 Branding & Charter	220	474	(254)
P0939 2024 Global Sex Worker Consortium	1,024	1,450	(426)
P0928 Kalavai Partnership Initiative	-	815	(815)
P0837 Stream 2 Global Consortium Program	0	1,026	(1,026)
P0758 General Assembly	-	2,000	(2,000)
P0994 Harm Mitigation	400	6,000	(5,600)
Projects with Small Variance	1,402	2,142	(740)
Total	12,602	18,924	(6,321)

Designated projects' expenditure in Budget 2026 at \$12.4Mn, is \$6.5Mn lower than Q3 FC 2025 due to:

a) Increases

- \$2.3Mn in EDAC Fund
- \$1.8Mn in Humanitarian Consortium
- \$1.2Mn in Fight Back Fund
- \$155k in Solution 7
- \$130k in Solution 6

b) Reductions

- \$5.6Mn in Harm Mitigation
- \$2Mn in General Assembly
- \$1Mn in Stream 2 Consortium
- \$815k in Kalavai

- \$426k in Global Sex Worker Consortium
- \$254k in Branding & Charter
- \$205k in Core IT services (laptops replacement)
- \$200k in ACRO Mexico
- \$168k in Individual Giving Programme
- \$135k in Strategy Development
- \$131k in Humanitarian Response
- \$127k in HR

Hosted Projects

Hosted Projects	2026 Budget		2025 Q3 Forecast	
Project Name	Income	Total Exp	Income	Total Exp
UNF-FP2030	-	174	1,220	1,253
Nexus	1,727	1,316	1,433	1,172
SheDecides Support Unit	890	1,386	1,087	1,062
Safe Abortion Action Fund	6,709	7,563	7,296	7,183
Pacific Islands Regional Multi-Country Coordinating Mechanism	197	118	86	132
Total	9,523	10,558	11,123	10,802

This section is a summary of the hosted projects and compares the 2026 budget to Q3 FC 2025.

Hosted Project	Headcount (FTE)		
	2026 Budget	2025 Q3 Forecast	Variance
P0868 UNF-FP2030	8.0	8.0	-
P0749 Nexus	5.0	5.0	-
P0452 SheDecides Support Unit	5.0	5.3	(0.3)
P0042 Safe Abortion Action Fund	8.7	9.7	(1.0)
P0420 Pacific Islands Regional Multi-Country Coordinating Mechanism	1.0	1.0	-
Total	27.7	29.0	(1.3)

- Income is down \$1.6Mn as compared to Q3 FC.
 - Nexus income increased by \$294k
 - She Decides decreased by \$197k.
 - Safe Abortion decreased by \$588k.
- Grants for SAAF dropped by \$491k
- Other Secretariat Costs include VAT refunds of \$223K.
- Headcount for hosted projects is slightly lower (finance officer under SAAF.
- PRIMCCM total expenditure decreased by \$14k

Annexes

