



Financial statements

2019

Who we are

The International Planned Parenthood Federation (IPPF) is a global service provider and a leading advocate of sexual and reproductive health and rights for all. We are a worldwide movement of national organizations working with and for communities and individuals.

IPPF works towards a world where women, men and young people everywhere have control over their own bodies, and therefore their destinies. A world where they are free to choose parenthood or not; free to decide how many children they will have and when; free to pursue healthy sexual lives without fear of unwanted pregnancies and sexually transmitted infections, including HIV. A world where gender or sexuality are no longer a source of inequality or stigma. We will not retreat from doing everything we can to safeguard these important choices and rights for current and future generations.

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Executive summary

This report presents progress and results for the year ended 31 December 2019 against each of IPPF's four expected outcomes and delineates plans for 2020.

Championing Rights – Outcome 1

In 2019, we worked across the world with our partners to successfully secure 141 changes to laws, policies, practices and budgets in favor of sexual and reproductive health and rights, gender equality and women's empowerment at the sub-national, national, regional and international levels.

In 2019 the first-ever IPPF advocacy strategy was approved after 18 months consultation. The IPPF Advocacy Common Agenda (www.ippf.org/resource/ippfs-advocacy-common-agenda) focuses on achieving national political change and accountability, directing our international and regional advocacy to influence national advocacy. The five thematic areas are Universal Access to Sexual and Reproductive Health, Abortion, Comprehensive Sexuality Education, Sexual and Gender Based Violence and ensuring that sexual and reproductive health and rights ("SRHR") and gender equality are prioritized in the political architecture. In 2019 we advanced the implementation of the Common agenda by defining our institutional aims on the priority areas in consultation with Member Associations and programmes and technical teams.

Last year, we influenced UN Member States, the African Union and regional bodies to re-endorse the International Conference of Population and Development ("ICPD") Programme of Action ("PoA") in its 25th Anniversary, co-leading the organization of the Nairobi Summit – Accelerating the Promise (www.nairobisummiticpd.org). In partnership with the United Nations Population Fund ("UNFPA") and other stakeholders, IPPF advocated for national governments to announce commitments to achieve the ICPD's PoA by 2030. A report analyzing these commitments will be published in 2020 to support national civil society accountability efforts.

IPPF also influenced negotiations to advance or uphold SRHR and gender equality language in the United Nations Commission on the Status of Women, the Commission on Population and Development, the World Health Organization Executive Board, World Health Assembly, the Human Rights Council and the 3rd and 2nd committees of the United Nations ("UN") General Assembly. We further strengthened partnerships and coalitions at international, regional and national levels, including with UN agencies like UNFPA, with champions such as the Organization of African First Ladies Against HIV/AIDS, and platforms such as the Reproductive Health Supplies Coalition and the FP2020 movement. Importantly, IPPF was influential in achieving the inclusion of SRHR in the Universal Health Coverage Political Declaration adopted by the UN General Assembly in September 2019 after months of negotiations.

During 2019, three centres of expertise were set up to accelerate the IPPF Strategic Framework as part of the Secretariat Business Plan. The centres are working on: Social movements – led by the Association Marocaine of Planification Familial in Morocco; Countering opposition led by the WHR in consortia with Planned Parenthood Federation of America PPFA and the European Parliamentarian Forum ("EPF") and Winning narratives led by the Institute of Bioethics, Human Rights and Gender ("ANIS") in Brazil in consortia with the IPPF European Network Regional Office.

In 2020, IPPF will further invest in advocacy at all levels, supporting learning among Member Associations advocacy experiences, engaging with civil society coalitions to organize common action and targeting key decision makers such as parliamentarians and key institutions to ensure the advance of SRHR and women's rights. The IPPF's advocacy common agenda is committed to achieve its principles of being youth-centred and gender transformative.

Empower Communities – Outcome 2

As part of **Solution Three** of IPPF's Business Plan (Youth), in 2019 as part of the Member Association centric strategy, three Member Associations commenced leading work to ensure quality, youth-centred Comprehensive Sexuality Education ("CSE") delivery and targeted initiatives to ensure young people are able to participate meaningfully in SRHR programmes, advocacy and decision-making. First, Rutgers (IPPF Member Association in the Netherlands) in collaboration with Member Associations in Bolivia, Kenya and Togo are strengthening CSE implementation through the creation of CSE Centres of Excellence. IPPF Member Association in India (FPA-India) is leading on the development of a youth social venture fund. The Member Association in Kenya (Family Health Options Kenya) is leading the work to strengthen youth networks across the Federation.

IPPF's young leaders attending the General Assembly launched an ambitious and forward-thinking Youth Manifesto as part of the Global Youth Forum. The Youth Manifesto was written in consultation with over 16,000 young people who demanded "nothing for us, without us".

Serve People – Outcome 3

IPPF continued to position itself as a global leader in SRHR service delivery and advocacy. In 2019, IPPF delivered 252.3 million sexual and reproductive health ("SRH") services and reached 68.8 million people with services, many in rural and peri-urban areas. Eighty four percent of IPPF's clients were poor and vulnerable people, and 4.6 million people received SRH services in humanitarian settings.

IPPF continued to develop and disseminate technical guidelines and strategies to support rights-based service delivery. The following guidelines were developed and disseminated in 2019: the Gender Self-Assessment Toolkit; A 'How-to-Guide' for designing cervical



IPPF/Kelly Castagnaro/Trinidad and Tobago

cancer prevention programmes; A Shared Agenda – Exploring links between water, sanitation and hygiene (“WASH”) and SRHR in sustainable development to provide guidance on how to integrate the provision of quality SRHR and WASH services.

IPPF actively participated in the Evidence for Contraceptive Options and HIV Outcomes (“ECHO”) trial which aimed to investigate the association between use of progestogen-only injectables and increased risk of HIV acquisition, including as one of the study sites. A federation-wide working group was established to inform and educate Member Associations about the trial and equip them to implement the recommendations of the findings through a series of webinars, technical briefs and two IMAP statements.

In 2019, IPPF continued to nurture key global partnerships and networks, including with WHO, UNESCO, UNFPA, IBP for High Impact Practices in Family Planning among others, and used these platforms to provide guidance and promote SRHR.

Initiatives of the Humanitarian programme focused on mainstreaming humanitarian programming throughout the federation through enhanced collaboration across departments and regions, resource mobilization, capacity building efforts and laying the groundwork for enhanced peer-to-peer support and Member Association-led capacity development centres.

IPPF implemented several restricted projects which are essential to strengthening its core strategic priorities. The Global Comprehensive Abortion Care Initiative (“GCACI”) supported sixteen Member Associations to expand abortion and contraception service delivery and strengthen quality of care. It also updated the IPPF Medical Abortion Commodities Database. Support to safe abortion service delivery was also provided through the Safe Abortion Action Fund (“SAAF”), which continued to deliver grants to projects and through the Stigma Project, which addresses stigma to provide an enabling environment for young people to access SRH services. Through the Japan Trust Fund (“JTF”), nine Member Associations were supported to deliver SRH services and one to deliver the minimum initial service package (“MISP”) in emergency settings. The WISH2ACTION consortium (“W2A”) delivered 6.95 million couple years of protection (“CYP”) and reached 0.95 million additional users of contraception across sixteen countries.

Unite and Perform – Outcome 4

IPPF’s accreditation system continued to provide the guarantees and capacity building impetus that Federation membership requires.

IPPF’s Innovation Programme (“IP”) continued to support Member Associations to test novel practices to improve the SRHR of underserved populations with a view to scale successful interventions to enhance operational effectiveness. In 2019 six research projects funded through the IP were completed, and in 2020 the remaining five projects will be supported to completion. A review of the gender equality strategy was included in the mid-term review of the 2016–2022 Strategic Framework, providing valuable learnings to take forward for strengthened gender-transformative programming and for supporting Solution 6 of the IPPF Business Plan on women’s leadership.

The Supply Chain Management (“SCM”) team continued to provide services to the Member Associations supporting their annual orders. The Health Information Systems (“HIS”) team, with funding from GCACI, developed a HIS policy implementation plan and data utilization guide to continue to support MAs to implement a clinic management information system (“CMIS”) and utilize data for decision making. The Restricted Funds Delivery (“RFD”) team continued to administer internal monitoring of project performance and worked to support strengthened accountability and delivery of restricted projects through the development of robust internal performance indicators.

Key highlights on our performance dashboard for 2019 include: 141 advocacy wins in support or defence of SRHR and gender equality; 31.9 million young people completed a CSE programme; 252.3 million SRH services delivered, an increase of 29.1 million, or 13 per cent, from 2018 with 84 per cent reaching poor and vulnerable people; 27.0 million couple years of protection provided, an increase of 15 per cent from 2018.

Annual report of the Governing Council (Trustees' report)

Introduction

The International Planned Parenthood Federation (IPPF) is a global service provider and a leading advocate of sexual and reproductive health and rights for all. IPPF is a worldwide movement of national organizations working with and for communities and individuals, focussing support on those who are poor, marginalized, socially-excluded and under-served.

IPPF currently has 132 Member Associations ("MA"s), 26 Collaborative Partners ("CP"s) (national) and two International Collaborative Partners. These Member Associations are working in 143 countries (the Caribbean Family Planning Affiliation operates in 12 countries). In addition, IPPF is active in a further 21 countries, through its collaborative partners, in countries where there is not currently a Member Association. This brings the total number of countries in which IPPF is working to 164.

The Member Associations of IPPF are all autonomous and report independently, and their financial statements are therefore not presented here.

The financial statements contained herein have been prepared in accordance with the Accounting and Reporting by Charities: Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), as issued by the Charity Commission in 2015. The financial statements include the charity, comprising the central office and three regions, South Asia, East and South-east Asia and Arab World regions; and the group which additionally includes the Africa and Europe regions and IPPF World Wide Inc. The separate autonomous business unit representing the sixth region of the Western Hemisphere is included within the aggregated unaudited data presented in appendix one.

In addition to the financial statements IPPF publishes an Annual Performance Report which outlines in detail the major activities of IPPF and their alignment to the strategic goals of the organization. Copies of this report are available on www.IPPF.org

Objectives and activities

Moving Forward Together: Our Strategic Framework 2016–2022

Focus

Our strategy focuses on achieving four key outcomes:

- **Championing Rights** – 100 Governments respect, protect and fulfill sexual and reproductive rights and gender equality
- **Empowering Communities** – one billion people to act freely on their sexual and reproductive health and rights
- **Serve People** – two billion quality integrated sexual and reproductive health services delivered
- **Unite and Perform** – A high performing, accountable and united Federation

Championing Rights

By 2022, 100 governments will respect, protect and fulfill sexual and reproductive rights and gender equality.

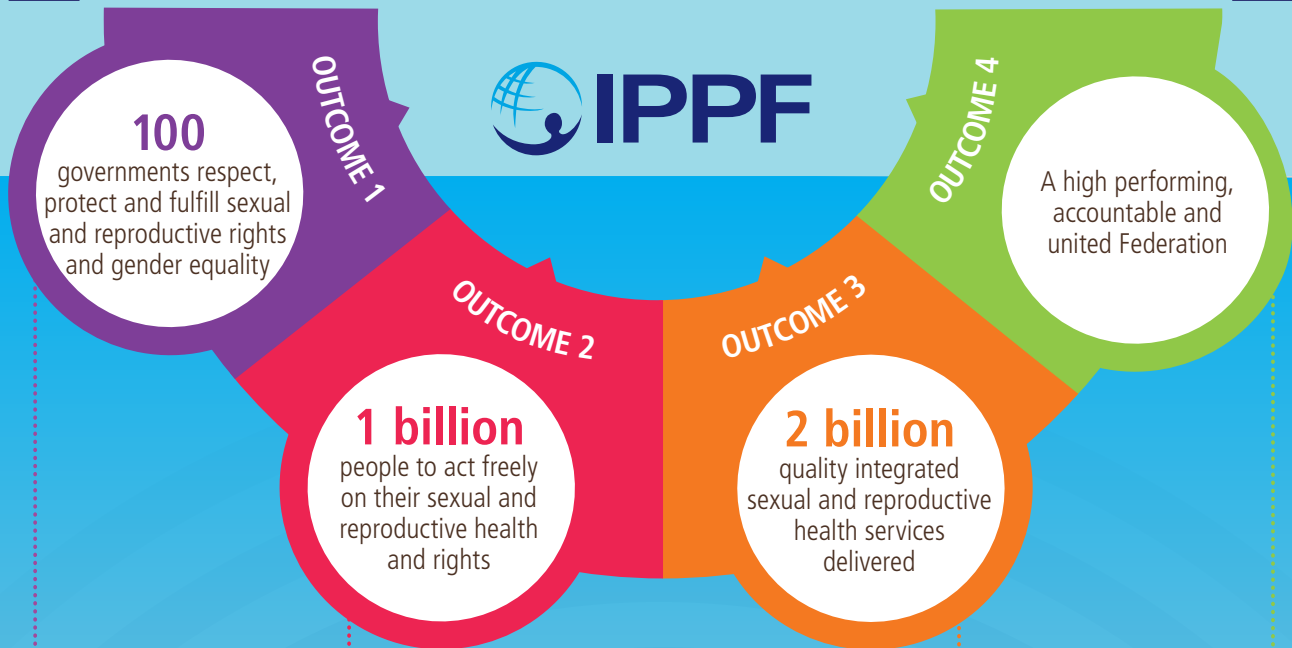
IPPF will champion sexual and reproductive rights and gender equality through direct advocacy with governments and regional institutions, and by partnering and supporting civil society advocates and leaders, particularly girls and women.

Priority objective one: Galvanize commitment and secure legislative, policy and practice improvements

Although many governments have signed international commitments in support of sexual and reproductive health and rights, and gender equality, many of them have failed to realize them through supportive legislation, policy and funding. As a result, citizens continue to be denied their rights to life-saving services. The Advocacy Common Agenda, approved in 2019, sets IPPF's advocacy priorities on advancing Universal Access to SRHR, Safe abortion, Comprehensive Sexuality Education and address Sexual and Gender Based Violence underpinned by ensuring that SRHR and gender Equality are prioritized in the political architecture. IPPF will further invest in political advocacy including supporting Member Associations with capacity building, fundraising and cross-regional learning. We will target key institutions, support and foster interested parliamentarians, engage with community and faith networks, and influence regional and international processes. Leading and joining collaborations within civil society, IPPF will generate new political commitments and ensure that they are effectively implemented.

OUR VISION

ALL PEOPLE ARE FREE TO MAKE CHOICES ABOUT THEIR SEXUALITY AND WELL-BEING, IN A WORLD WITHOUT DISCRIMINATION



Galvanize commitment and secure legislative, policy and practice improvements

Enable young people to access comprehensive sexuality education and realize their sexual rights

Deliver rights-based services including for safe abortion & HIV

Enhance operational effectiveness and double national and global income

Engage women and youth leaders as advocates for change

Engage champions, opinion formers and the media to promote health, choice and rights

Enable services through public and private health providers

Grow our volunteer and activist supporter base

IPPF'S MISSION

TO LEAD A LOCALLY OWNED, GLOBALLY CONNECTED CIVIL SOCIETY MOVEMENT THAT PROVIDES AND ENABLES SERVICES AND CHAMPIONS SEXUAL AND REPRODUCTIVE HEALTH AND RIGHTS FOR ALL, ESPECIALLY THE UNDER-SERVED

OUR VALUES





IPPF/Hannah Maule-finch/Palestine

Priority objective two: Engage women and youth leaders as advocates for change

IPPF will strengthen its links with youth and women's grassroots organizations especially through the Social Movements Center in Morocco, facilitating cross-regional connection to amplify their voices and demands, prioritizing women and young leaders – particularly adolescent girls. We will make sure our advocacy is youth-centred and will foster meaningful youth participation and leadership in our partnerships.

Empower Communities

By 2022, one billion people will act freely on their sexual and reproductive health and rights.

IPPF will focus on expanding access to and quality of Comprehensive Sexuality Education around the world. At the same time, we will

run popular campaigns to mobilize those who support sexual and reproductive health and rights.

Priority objective three: Enable young people to access comprehensive sexuality education and realize their sexual rights

IPPF will transition from a youth-friendly to a youth-centred organization by: prioritizing and scaling up comprehensive sexuality education – which seeks to equip young people with skills, knowledge and values to determine and enjoy their sexuality and protect their health; and focusing on interventions for the most marginalized youth, in and out of school.

Priority objective four: Engage champions, opinion formers and the media to promote health, choice and rights

IPPF will implement public campaigns to raise awareness of sexual and reproductive health and rights issues and generate support, with integrated communications strategies and the involvement

of public-facing champions, opinion formers and media outlets. We will develop adaptable content, featuring personal testimonies, and deliver it through a variety of formats, including traditional and social media. This work will be embedded as a core part of what we do. By 2022, we will have reached one and half billion people with messages through the Federation and in partnership with our champions and partners, including the media.

Serve People

By 2022, IPPF and our partners will deliver two billion quality, integrated sexual and reproductive health services.

In its own service delivery outlets and through partnerships with private and public providers, IPPF will scale-up the provision of an essential package of high quality sexual and reproductive health services that are rights-based, client-centred, gender sensitive and youth friendly.

Priority objective five: Deliver rights-based services including for safe abortion and HIV

IPPF will ensure that all its service outlets provide high quality services: they must not only provide a minimum, integrated package, but must also be client-centred, rights-based, youth friendly and gender sensitive. Our services will not turn anyone away because of inability to pay, or lack of health personnel, and we will expand access through a diverse range of delivery channels. Through quality improvements we will reinforce our reputation as a health provider that is welcoming to all. IPPF will strengthen sexual and reproductive health services in humanitarian settings by improving access before, during and after conflict and crisis situations. We will also invest in technical expertise to support effective supply chain management, high quality equipment and infrastructure, and management capacity.

Priority objective six: Enable services through public and private health providers

With an increasing number of health providers offering sexual and reproductive health services, IPPF Member Associations have a distinct role in providing technical assistance. IPPF can ensure that services are responsive to the local community, are client-centred and provide rights-based, supportive care to all. IPPF will develop new formal partnerships with public and private providers. We will deliver pre- and in-service training for medical personnel, integrated sexual and reproductive health services in partner facilities, and we will strengthen supply chain management and quality of care. By bringing together a diverse range of service providers, IPPF will assemble a multi-faceted, global network of high quality, rights-based Sexual & Reproductive Health service providers.

Unite and Perform

By 2022, IPPF will be a high-performing, accountable and united Federation.

IPPF is evolving its structures and systems to adapt to changing environments, and at the same time we return to our roots – to reinvest in the volunteer-led activist movements that created IPPF in the first place. This fusion of innovation and timeless, grassroots energy will ensure that IPPF is the best it can be.

Priority objective seven: Enhance operational effectiveness and double national and global income

IPPF is committed and has an ethical obligation to make the most of its resources and to be flexible and responsive to changing political and economic contexts. To maximize the number of people we can serve, we need to increase our operational effectiveness.

We must remain relevant, responsible and efficient in how we seek out funding, translate it into development outcomes and sustain services to meet demand. IPPF is evolving its operations and financial structures to incorporate diverse business models that are fit for purpose in each of the specific contexts we work in around the world. We will ensure ongoing funding for our services by: supporting Member Associations to develop social enterprises; recruiting and retaining staff and volunteers that bring business planning, market analysis, communications, and performance management skills to the Federation; and strengthening financial and performance management at all levels. By 2022, all parts of the Federation will be able to clearly articulate their model of sustainability and IPPF will be generating more income through diverse sources.

Priority objective eight: Grow our volunteer and activist supporter base

IPPF's work is demanded and delivered by communities: this groundswell of grassroots support gives legitimacy and is the foundation of our political advocacy. Opposition groups, a vocal minority in many places, threaten the gains that the SRHR movement has achieved, and there is now a need to grow and lead the volunteer and activist supporter base for sexual and reproductive health and rights at local levels to present a clear, alternative voice to groups that do not support sexual and reproductive rights. IPPF will invest in communications staff, systems and technologies.

We will recruit and organize volunteers and activists who want to advance sexual and reproductive health and rights, focusing initially in countries where the Member Associations have the interest and potential to grow their supporter base quickly. A strong sexual and reproductive health and rights activist community will help individuals everywhere to claim their sexual and reproductive rights and hold their leaders to account.

Grant making to Member Associations and partners

The main activity for achieving the strategic outcomes across the Federation is by making grants to Member Associations and partners to carry out their work and deliver services. Grants are either to support MAs core activities (unrestricted) or for specific projects or activities (restricted):

Unrestricted core funding

For unrestricted grants IPPF allocates resources using criteria relating to the level of need and performance in each of the four strategic priority areas, using a combination of internationally recognized data and internal performance data.

The Governing Council in 1997 established the level of unrestricted funding which should be allocated to each region, which was reviewed (and slightly changed) in 2004. The regions were then tasked to make decisions on the funding allocation to individual Member Associations and Collaborative Partners, based on the resource allocation criteria (using historical needs based allocation at the country level), strengthened by the Performance based funding in 2012, which was applicable to 10 per cent of total unrestricted core funding allocated to Member Associations. The highest priority of unrestricted core funding is allocated to Africa, followed by South Asia Regions and the Western Hemisphere which are allocated 44.5 per cent, 16.0 per cent and 16.0 per cent respectively.

Unrestricted core grants are awarded on an annual basis with Member Associations and some Collaborative Partners based on an Annual Programme Budget, which outlines the activities and funding required at the country level, in relation to the Strategic Framework. The Planning and Budgeting process is a detailed annual exercise that identifies, specific areas of investment at the country level and also the technical assistance required and agreed to be provided by the Regional Offices. This process is supported by the IPPF Regional Offices.

Once approved, most of the Member Associations/Collaborative Partners upload their annual data using IPPF's Performance Planning and Reporting Information Sharing and Management System (PRISM). Following which, funding is disbursed in three instalments during the year based on satisfactory submission of half yearly and annual reports, audited financial statements and management letters.

Unrestricted core grants will only be made to associations for whom an audited set of financial statements have been received, and who have been assessed as meeting the IPPF accreditation criteria.

Restricted funding

Restricted grants are made for a diverse range of purposes and project activities. The Secretariat in some cases acts as the implementing partner and in some cases coordinates the implementation of restricted projects. The restriction and specific procedures in relation to issuing grants is governed by the funding agreement signed between IPPF and the donor.

Restricted grants are made to MAs and Partners which carry out specific projects to help further the aims and objectives of IPPF. This could be anything from an advocacy grant to champion rights in a specific country, a service delivery grant to serve the people or a grant to innovate new ways of working in the sector.

COVID-19 and going concern

On 11 March 2020 WHO declared the coronavirus outbreak a pandemic and by 22 April 2020, over 2.3 million people had been infected with the virus, over 160,000 had died from COVID-19 and more than a third of humanity was living in lockdown conditions. In line with the Financial Reporting Council's guidance, we consider here the risks and other consequences arising from the emergence and spread of COVID-19.

Healthcare implications have predominantly been around the focus on the response to the outbreak and thus the de-prioritization, disruption and decrease in the provision of sexual and reproductive health services. Additionally, mobility restrictions and changes in health-seeking behaviour have affected the availability and accessibility of SRH services. The impact on women and girls and in particular their SRHR has been well documented. The impact on IPPF's services has been severe: more than 5,600 clinics and distribution points had closed by end of March to the point that the future viability of some MAs is under threat.

1. **Financial implications** Some Member Associations have reached the brink of insolvency due to the shut-down and made requests for advances on their core grant in order to respond to the need for personal protective equipment (PPE), programme adjustments that will allow them to operate through the lockdowns and/or to keep paying key salaries through clinic closedown. Advance payments were made in April to assist the Member Associations with their COVID-19 response (see section 2(a) below).

Early on in March 2020 IPPF created a cross-Secretariat, multi-disciplinary COVID-19 Taskforce, an integrated nerve centre to provide the operational coordination that this crisis requires. It was a new way of working, the unified secretariat pulled together and it has delivered with excellence across all the areas listed below.



a. **Workforce protection:**

- i. **Work from Home.** As a Secretariat we managed to get the great majority of our staff to where they needed to be before the lockdown and have been able to provide a work from home (wfh) environment to ensure business continuity.
 - ii. At MA level, who are locally owned autonomous organizations at the country level, there was a huge demand for PPE for the front-line workers. These were mobilized through a combination of procurement and donation in kind from internal resource mobilization, from donations from China and UNFPA;
 - iii. **Launching of the Solidarity fund.** On 20 April 2020 we launched a Solidarity Fund to support the most affected MA frontline workers and their families. This is funded solely by contributions and we encourage as many donations as possible to this worthy cause.
- b. **Supply-chain stabilization:** Shortage of specific reproductive health supplies faced by MAs was accentuated due to the impact of closure of factories in China and India. We successfully negotiated with UNFPA for an increased buffer stock in a select list of most affected countries and negotiated re-programming of funding towards COVID-19 response support, shifting some of the funding under restricted contracts to SRHR commodities and PPE. We have also successfully appealed to government donors for extra-budgetary support to the Member Associations.
- c. **Technical guidance** from both IMAP technical and humanitarian teams has been fast and quite comprehensive. In addition to a toolkit that promotes innovation and adapting SRH service to be COVID-19 sensitive, the team has now come up with a 'How to' guidance on building digital training & services.

- d. **Policy/Advocacy:** the Task Force (TF) is encouraging and inspiring work across countries to build on the opportunities the lockdown and COVID-19 prioritization of health care services would provide for rapid policy change. The TF produced a set of key advocacy asks for SRHR related to the COVID-19 situation.

2. **Financial Support** Looking at the emergent needs the following tasks have been undertaken by IPPF at the Secretariat and MA levels.

- a. **Advancing 2nd Tranche of Unrestricted Core Grants to Member Associations.** In April 2020, the IPPF advanced a part of the second tranche of core grant money from its cash reserves, amounting to US\$6.8 million, to the MAs. The total value of the second tranche is US\$11 million, but there were insufficient funds available at the time within IPPF to allow the entire second tranche to be released. In line with the above approval, the IPPF/ WHR Board acknowledged the need to support advancing the second core grant remittance to Member Associations/ partner organizations from its own funds and thus approved the release of US\$1.5 million.
- b. **Active engagement with Unrestricted Core Donors.** We have gone out to all our unrestricted core donors requesting them to advance their payments to us, in light of the COVID-19 pandemic. We have received positive responses from some of our large donors, including Germany, Switzerland, Sweden and Norway, who have all expedited their efforts to approve our unrestricted core grant agreements and also advance unrestricted core funds of US\$12 million to IPPF. All these, combined with the multiyear agreements that we have in place with core donors, have enabled IPPF to ensure a projected positive cash flow to July 2021, despite a large additional outflow due to advancing the second tranche of core grants to Member Associations.



- c. **Humanitarian Response.** IPPF has mobilized US\$347,352 of funds from Australia (for a selection of countries covered under the SPRINT project) for additional humanitarian support.
- d. **Renegotiation with DFID.** As a direct impact of the COVID-19 pandemic, a large number of clinics/ service delivery points had to be temporarily closed down in most of the countries where the DFID Supported WISH programmes were running. This led to a heightened risk of IPPF not being able to meet its delivery targets and thereby having a severe cash shortfall on account of payment by result, thereby impacting its overall sustainability. The full extent of the impact could not be predicted, however we anticipated over a six month period a shortfall of up to 20 per cent against PBR targets which could have resulted in losses of up to £11.1 million if not actively managed. However, through active engagement with DFID, IPPF successfully re-negotiated an initial six-month waiver on the Payment by result (PBR) component (results holiday) as part of its adaptive programming contractual clause. This has meant that IPPF will continue to be:
- paid fees as per the planned targets for an adapted COVID-19 programme of work to provide services where possible and mitigate the effects of the pandemic on SRHR without being required to meet the original KPI targets.
 - paid on reimbursables as normal (which may be lower than normal but can include COVID-19 needs).
- As per the contracted agreement the impact of COVID-19 will be quantified at the end of the six-month period and the terms of the contract re-negotiated at this point.
- e. **A top-up to the DG Emergency Fund.** A draw-down from the General Reserves has been approved by the Honorary officers, to top-up the Director General Emergency fund by US\$300,000 for bulk purchases of Personal Protective Equipment (PPE) that can be shipped to MAs for staff use and to pay for the communications set up required by the taskforce.
- f. **CFPA donation for 4 MAs (Iran, Pakistan, DPRK, Macedonia).** Further PPE donations will be done by CFPA through Chinese Embassies in the following countries: Thailand, Egypt, Morocco, Kenya, Spain and Mexico. IPPF MAs in those countries will be included as recipients together with governments and other NGOs.
- g. **Reprogramming of Restricted project funds.** Restricted projects such as WISH (16 MAs across Lot 1 and 2) and the Global Comprehensive Abortion Care Initiative (15 MAs) are supporting MAs to reprogramme activities and reallocate budgets to utilize funds to support the COVID-19 response.
3. **Financial Position** The Members of the Board of Trustees and management have considered the potential impact of COVID-19 on the ability of the Group to continue as a going concern for a period of at least twelve months from the date of signing the accounts. We have considered the risks associated with the outbreak of COVID-19 as part of our going concern assessment and have a detailed mitigation strategy in place to address these risks, please see pages 33–34 for further details. We have forecast our income, expenditure, gains and losses for the financial year ending 31 December 2020 and up to July 2021. We have a strong cash and investments balance including short term investments of US\$1.2 million as at 30 June 2020. We have multi-year funding agreements with key donors in place for both restricted and unrestricted funds. Core funding for 2020 has already been fully committed and the projected cashflow position across all funding sources demonstrates a positive balance. Forecasts and cashflow analysis to July 2021 do not rely on any overdraft facility or other financing to stay positive.
- The Members of the Board of Trustees have therefore concluded that it remains appropriate to prepare these financial statements on a going concern basis.

Areas of work

The following provides an overview of IPPF’s key activities and achievements for the year ended 31 December 2019. Further information is also available in our **Annual Performance Report 2019** which has more extensive information regarding each of the strategic areas, together with case studies highlighting achievements in a range of grant receiving Member Associations for the year ended 31 December 2019 and was published in June 2020.

Additional information, reports and case studies are available from our website www.ippf.org

Championing Rights – Outcome 1

Review of 2019

IPPF will strengthen its support to women and youth groups through the Social mobilization centre led by the Association Marocaine de Planification Familial – IPPF Member Association in Morocco.

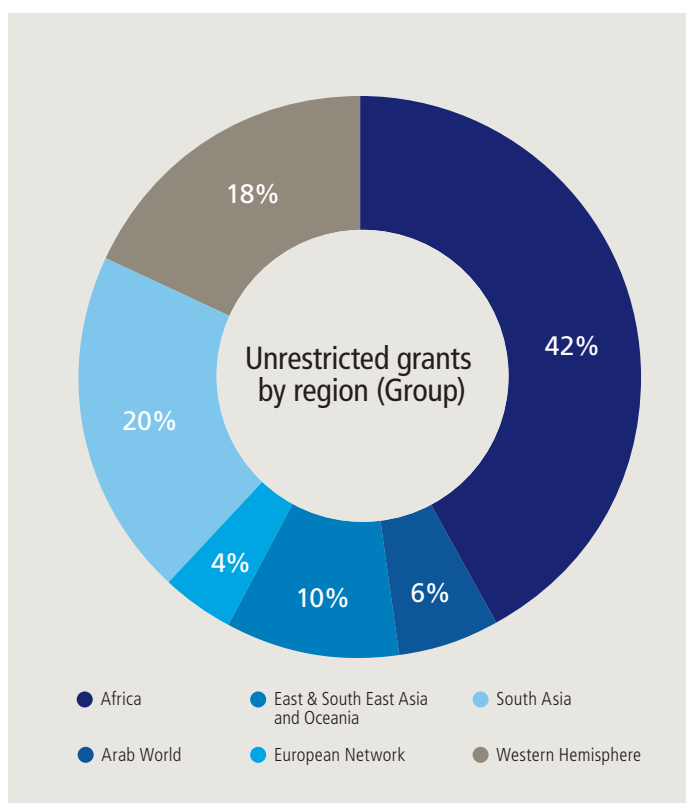
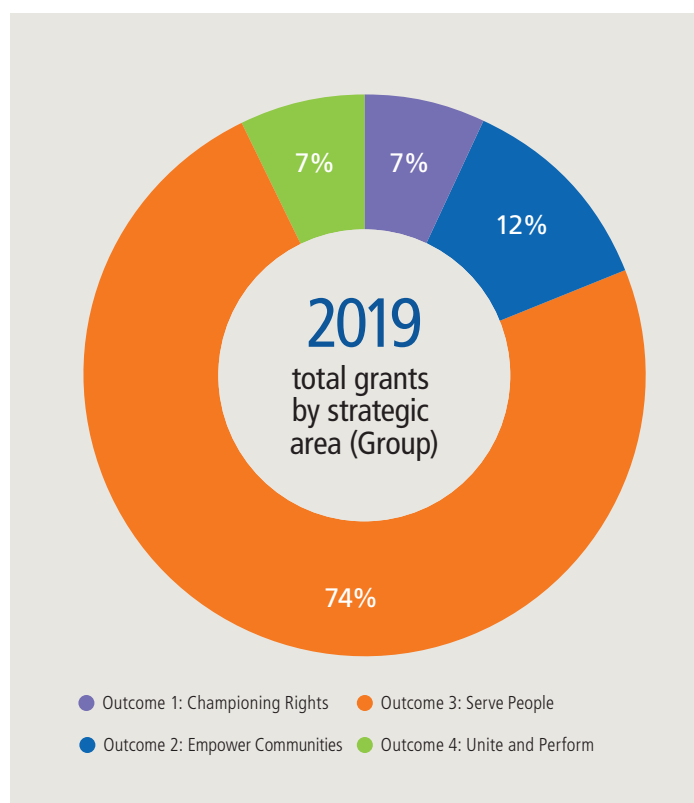
In 2019, the IPPF Secretariat and Member Associations across the world contributed to 141 changes to laws, policies and budgets in favour of sexual and reproductive health and rights and gender equality through influencing decision-makers in national governments, regional and intergovernmental institutions and international fora. In 2019, the Federation continued its role as a leading civil society actor for change on SRHR with a focus on

ensuring that governments fulfill their promises to achieve the Sustainable Development Goals.

IPPF influenced national governments to change policies and ensure practices in favour of SRHR and gender equality and worked with the UN and the African Union among other international bodies to achieve progress on SRHR particularly on the United Nations Commission of the Status of Women, the Commission on Population and Development, the World Health Organization Executive Board, World Health Assembly, the Human Rights Council and the 2nd and 3rd committees of UN General Assembly.

In March 2019, IPPF approved its first ever Advocacy Strategy, the Advocacy Common Agenda prioritizing national political change in favor of SRHR on Abortion, Comprehensive Sexuality Education, Sexual and Gender-based Violence and Universal Access to SRHR. The Agenda was finalized after 18 months’ consultation and three pieces of research. As part of the research process for the development of the strategy, IPPF commissioned an independent review of its intergovernmental advocacy work that has translated into a more connected intergovernmental advocacy that includes Member Associations with International Programmes.

The Advocacy Common Agenda is focused on achieving national political change, placing accountability at the centre. IPPF will influence governments to change or uphold laws and policies to ensure that endorsed international agreements are translated into national action to improve the lives of women and girls.



We will build on the Federation's existing skills and experience as a major provider of SRHR to the most vulnerable and underserved populations, and use our Federation presence in 164 countries to work at four interconnected levels of influence: sub-national, national, regional and international.

In 2019 we advanced the implementation of the Common Agenda by defining our institutional aims on the priority areas in consultation with Member Associations and programmes and technical teams on abortion and sexual and gender-based violence and launching the 'Movement Accelerator'.

During 2019, three centres of expertise were set up to accelerate the IPPF Strategic Framework as part of the Secretariat Business Plan. These centres are working as one platform called 'The Movement Accelerator'. As part of our MA centric approach, the Social Mobilization Centre was awarded to the Association Marocaine de Planification Familiale AMPF in Morocco; The Opposition Centre was awarded to IPPF Western Hemisphere Region in consortia with Planned Parenthood Federation of America, in the United States and the European Parliamentarian Forum and the Winning Narrative Centre was awarded to the collaborative partner ANIS in Brazil in consortia with the European Network Regional Office. The centres will work on pathways of the Advocacy Common Agenda and solutions of the Secretariat Business Plan to accelerate the fulfilment of the IPPF Strategic Framework.

The Political Declaration on Universal Health Coverage ("UHC") was adopted by the UN General Assembly ("UNGA") on September 2019. This is a landmark internationally negotiated declaration that commits all UN Member States to national action on UHC. After months of challenging negotiations, during which some UN member states challenged consensus by attempting to block the inclusion of sexual and reproductive health and reproduction rights and refugees and migrants, SRHR was included in the UHC Political Declaration adopted during the High Level Meeting at the UNGA. The integration of SRHR into national UHC packages to strengthen health systems, are key objectives for IPPF's Advocacy Common Agenda. During the negotiations of the Political Declaration, IPPF developed key asks. IPPF advocated directly with UN Member States from our liaison offices in New York and Geneva and coordinated with Member Associations across the federation at the national level, influencing governmental positions at multiple levels. IPPF also coordinated with other civil society organizations, including the Civil Society Engagement Mechanism of the UHC 2030 partnership.

With the inclusion of SRHR in the UHC political declaration, IPPF has achieved Expected Result 1 of the Advocacy Common Agenda.

IPPF participated in Women Deliver 2019 in Vancouver and contributed to its success as part of the advisory board, having led sessions to foster debate on the interlinkages between SRHR and gender equality.

Member Associations from six countries were brought by IPPF to Geneva for the different sessions of the Universal Periodic Reviews throughout 2019. This included attending and speaking at Pre-Sessions and advocating for specific recommendations on SRHR in a wide range of topics from abortion to Comprehensive sexuality education and LGBTI rights.

IPPF continued to work in partnerships and coalitions at international, regional and national levels, including with agencies like UNFPA, with champions such as the Organization of African First Ladies Against HIV/AIDS, advocacy groups like the Reproductive Health Supplies Coalition and the FP2020 movement, as well as with national governments. IPPF continued supporting *SheDecides* and agreed to host the *SheDecides* Support Unit in the Central Office.

Plans for 2020

The Advocacy Common Agenda will guide our work at all levels of the Federation to achieve Outcome 1 of the IPPF Strategic Framework 2016–2022, namely to ensure that 100 governments respect, protect and fulfil sexual and reproductive rights and gender equality. In doing so, IPPF will contribute to the International Conference on Population and Development Programme of Action, the Beijing Platform for Action on gender equality and women's rights and to the Sustainable Development Goals.

IPPF will continue working on key intergovernmental spaces such as the Commission on the Status of Women, the Universal Periodic Reviews at the Human Rights Council, the humanitarian space, and the World Health Organization.

Our institutional priorities on Universal Health Coverage will be defined in consultation with our Member Associations to ensure that SRHR is an integral part of the UHC national packages.

In 2020, IPPF will publish a report analysing the commitments that national Governments have announced in the Nairobi Summit in 2019 to implement accountability strategies in the priority areas of the Advocacy Common Agenda. 2020 marks the 25th anniversary of the Beijing Platform for action Conference on Gender Equality and Women's rights. IPPF will prioritize its contribution to fulfil the SRHR and bodily autonomy area of the Platform for Action, engaging with partners, influencing Governments and decision makers, and actively participating in the process of the generation Equality Forum.

IPPF will increase its engagement social movements, countering opposition, and communicating winning narratives as key pathways of the Advocacy Common Agenda through the three centres of excellence which will fund national initiatives.

Empower communities – Outcome 2

Review of 2019

Solution Three of IPPF's Business Plan ensures quality, youth-centred SRH services and CSE are delivered and enabled to young people, including the youngest and most marginalized, and young people in targeted countries are empowered to participate meaningfully in SRHR programmes, advocacy and decision-making. The three initiatives supporting Solution 3 were awarded in 2019.

Solutions 3.1 aims to strengthen implementation and capacity building on state-of-the-art tools and standards for Comprehensive Sexuality Education ("CSE") and the youth-centred approach. Linked to the Global Affairs Canada ("GAC") project managed by Rutgers and implemented by three Member Associations, The Association Togolaise pour le Bien-Etre Familial (ATBEF) in Togo, Family Health Options Kenya and The Centro de Investigacion, Educacion y Servicios (CIES) in Bolivia, the initial activities have included evaluations of CSE projects, desk review on regional sharing and learning, recruitment of project staff and introductory meetings in Kenya, Togo and Bolivia around the creation and development of the Centres of Excellence.

Solutions 3.2 establishes an IPPF Youth Social Venture Fund to act as an incubator for developers and entrepreneurs to create new technology to support SRHR. The Family Planning Association of India leads this work. FPAI have begun work on the inception phase of the wider initiative with key outputs including market research for identification of incubators, accelerators and social impact fund organizations, stakeholder mobilization and development of a full funding proposal at the end of the phase. FPAI has worked closely with industry consultants to undertake research and proposal development, carrying out reviews to identify broad problem areas and possible solution approaches. They held a global youth consultation to assess key areas of need and ways to reach marginalized groups across different country contexts.

Solutions 3.3, led by Family Health Options Kenya (FHOK), aims to build funded IPPF youth networks that will engage young people to create a supportive environment for meaningful participation in programmes, advocacy and decision-making processes within and outside Member Associations. FHOK has completed desk reviews, strategic plans and has recruited project staff.

IPPF in a partnership with UNFPA, Population Council, UNESCO, AfriYan and Rutgers made a commitment at the ICPD+25 summit in Nairobi to drive global commitments and action to scale up the implementation of CSE.

A Governing Council Youth Initiative was passed in 2018 requesting the Youth Manifesto be refreshed and updated. To inform this work, a global survey was conducted with over 16,000 responses along with targeted focus groups in 17 countries. A committee of youth leaders convened to analyse the data and write the Youth Manifesto which was launched at the General Assembly Meeting in New Delhi,

India in November 2019. The Youth Manifesto has been translated into several languages along with an interactive video.

Engaging with champions, opinion formers and the media to promote health, choice and rights. In 2019, IPPF was endorsed publicly by the composer, actor and creator of the musical "Hamilton", Lin-Manuel Miranda, who joined with fellow actors to raise funding on behalf of IPPF WHR and Planned Parenthood Action and promote support for SRHR by staging an open night on Broadway. IPPF joined with Marie Stopes International, FIGO and PPFA to successfully challenge the use of partial phrasing in abortion coverage by major broadcasters including BBC News and Sky News. Continuing production of a compelling core narrative about IPPF that describes our members' ability to transform the lives of people through sexual and reproductive health and rights helped push IPPF digital and social performance to new levels. IPPF Global website traffic increased 32 per cent (against 2018) to more than 1.6 million page views with 900,000 users (up 46 per cent). Social reach increased across all platforms, most notably on the newest IPPF Global platform, Instagram, where follower numbers rose 600 per cent (thanks to one endorsement by actor Emma Watson). Total impression across Twitter, Facebook and Instagram exceeded 4.5 million.

Plans for 2020

Through continued implementation of **Solution Three**, IPPF will increase young people's access to youth-friendly SRH services and Comprehensive Sexuality Education ("CSE"), including through the **Enabling and Empowering Young People through Rights-Based Sexual and Reproductive Health Service Delivery and Comprehensive Sexuality Education** project. We will continue to build on the work established under the Solution Three workstreams by securing funding to continue both the youth social venture (which will act as an incubator for developers and entrepreneurs to create new technology to support young people) and to extend further the work around building and strengthening youth networks.

IPPF will continue to work with Population Council, UNFPA and UNESCO to develop a CSE partnership to drive global commitments and action to scale up CSE. We will leverage areas of expertise to accelerate efforts in three specific areas – advocacy, research and implementation.

Following on from the General Assembly, a regional/ global youth forum will be designed and convened. This work will be supported through the wider reform process and with support from Regional Offices.

Work to implement and embed the youth-centred approach will take place in the coming months. A systematic roll-out to Regional Offices and Member Associations is planned with support from the European Network and East and South-East Asia & Oceania regional offices.

Engaging with champions, opinion formers and the media to promote health, choice and rights.

IPPF has an updated communications strategy for 2020–22, with a stronger focus on engagement and communications with purpose as well as reach. A digital and social brand review and audit will enhance delivery of a more purposeful look and feel in our drive towards a unified Secretariat and pinpoint other essential areas of improvement. The COVID-19 pandemic has brought fresh media interest in SRHR and IPPF has already achieved considerable exposure, featuring in nearly 700 news outlets in April/May 2020 with a global reach of 1.8 billion.

Serve People – Outcome 3

Review of 2019

In 2019, IPPF continued to position itself as the global leader in SRHR service provision and advocacy, building on the achievements of 2018 (IPPF delivered 252.3 million SRH services; reached 68.8 million people with services and many of the services were delivered in rural and peri-urban areas; eight out of ten of IPPF's clients were poor and vulnerable people, including those in humanitarian settings).

IPPF's priorities were linked to IPPF's Strategic Framework (2016 – 2022) and Business Plan, and contributed to key global priorities, including the SDGs, the Global Strategy for Women's, Children's and Adolescent's Health; the UHC agenda; the ICPD+25 and others.

To this end, IPPF implemented a range of activities including:

- We prioritized work on abortion, sexual and gender based violence and reaching adolescents and young people with information and youth friendly services; alongside addressing other SRH services such as infertility, cervical cancer prevention and quality of care, in line with IPPF's Integrated Package of Essential Services ("IPES") and the Guttmacher Lancet Commission's definition of comprehensive SRHR services.
- IPPF's routine service delivery by Member Associations was further strengthened through more focused large initiatives such as the WISH programme funded by DFID and the Global Comprehensive Abortion Care Initiative, which also address capacity building and health systems strengthening.

In 2019, IPPF developed and disseminated several technical guidelines and strategies to support rights-based service delivery, such as **The Gender Self-Assessment Toolkit**, which provides structured guidance for the integration of a gender lens in gender transformative programming; organizational development and gender sensitive service delivery, and was disseminated with trainings in three regions, and implementation roll-out to six MAs across all regions within the Federation. A **'How-to-Guide' for designing cervical cancer prevention programmes** was

developed in English and Arabic based on the experience and learnings from IPPF's cervical cancer scale-up programme which ended in 2018. A document called **'From the field to the world'** was also developed which is a collection of all IPPF abstracts presented in the World Cancer Congress 2018.

IPPF worked with WaterAid and other SRHR partners to develop a **'A Shared Agenda – Exploring links between WASH and SRHR in sustainable development'**, providing guidance on how to integrate the provision of quality SRHR and WASH services in areas such as menstrual hygiene, HIV/STI transmission, and sexual and gender based violence ("SGBV") in health settings and humanitarian contexts. This work was launched at Women Deliver and further disseminated during World Water Week and at ICPD 25+.

In March 2019, IPPF set up an **ECHO (Evidence for Contraceptive Options and HIV Outcome) trial** working group to provide support to the Federation in the lead up to and following the release of the ECHO trial results. The working group developed two internal briefings and two technical briefs in multiple languages and held webinars for MAs and Regional Offices. IPPF also co-hosted a regional webinar with UNFPA Asia-Pacific office and presented on the topic in an Implementing Best Practices webinar, Evidence to Practice DMPA-SC roll out, HIV-SRHR linkage ICPD 25+, and STOPAIDS AGM.

The IPPF International Medical Advisory Panel ("IMAP") developed a Statement on the **Evidence for Contraceptive Options and HIV Outcomes (ECHO) trial** (July 2019) which was disseminated to MAs and other SRHR organizations. IMAP also provided technical expertise and guidance to IPPF leadership and supported the launch by IPPF and UK SRHR Network of the WHO self-care guidelines.

In 2019, IMAP also developed and disseminated the statement – **IMAP Statement on Expanding Access and Contraceptive Choice through Integrated SRHR (November 2019)** to inform the implementation of the recommendations of the ECHO trial results.

IPPF continued to play a key role as a non-state actor in partnership with **WHO** and actively participated in WHO meetings, including the Executive Board, the World Health Assembly and the HRP/PCC, where we presented statements on topical issues and provided guidance and talking points to Member States to ensure outcomes of the meetings reflected SRH and rights.

IPPF achieved considerable progress in 2019 in the implementation of its **Humanitarian** Programme including under the Solution 5 work stream of the Business Plan. In 2019, 4.6 million people received SRH services in humanitarian settings. Initiatives have focused on mainstreaming humanitarian programming throughout the federation through enhanced collaboration across departments

and regions, resource mobilization, capacity building efforts and laying the groundwork for enhanced peer-to-peer support and MA-led capacity development centres in Pakistan and Uganda.

Restricted funding continues to allow IPPF to implement and strengthen its core strategic priorities. The **Global Comprehensive Abortion Care Initiative (GCACI)** began its fifth phase following approval of more than \$22 million to support 16 Member Associations to expand abortion and contraception service delivery and strengthen quality of care in participating clinics. The three-year phase expanded to three new countries and 29 new clinics. The IPPF Medical Abortion Commodities Database (www.MedAb.org) was updated and improved with additional product information added, and used by people in 81 countries. A series of stories and photographs were published on the IPPF website illustrating the impact and success of GCACI in Cameroon, including reaching young people with abortion and contraceptive care. The **Safe Abortion Action Fund (SAAF)** continued to provide grants to projects which promote safe abortion and prevent unsafe abortion through advocacy and awareness raising, service delivery and research activities.

Under the project **Stigma: The unseen barrier to young people's access to SRH services**, four Member Associations addressed abortion-related stigma at the individual, community and institutional levels in order to create a more enabling

environment for young people to access SRH services and to ensure that clinics remain safe spaces for young people. The project collaborated with the Get Up Speak Out for youth rights ("GUSO") programme to expand the online course 'Abortion Matters: An Introduction'. Both programmes worked jointly with young women in Ghana to co-design and prototype human-centred solutions to reduce unsafe abortion among adolescent girls using peer provision of safe medical abortion services. Throughout 2019, the **Get-Up Speak Out (GUSO)** programme supported five Member Associations to monitor and improve the quality of youth-friendly services. This included developing and piloting guidelines for a peer-coaching programme to support care providers in provision of youth friendly services, through structured mentorship.

The IPPF **Japan Trust Fund (JTF)** supported nine Member Associations in Cameroon, India, Togo, Uganda, Laos, Lebanon, Nepal, Pakistan and Venezuela in SRH service delivery projects during 2019. A policy support project was implemented in the Maldives to make the system prepared to provide MISRP as a part of national emergency response. Some areas of particular significance include: the work with vulnerable and underserved women population, including female inmates, who were provided with SRH, legal, and vocational skills development services in India; provision of first ever youth-friendly SRH services in the Khammouane Province of Lao PDR; the introduction of single-visit cervical cancer screening and treatment in Togo; and SRH response



to the Zika outbreak in Venezuela during the national economic and political crisis.

The WISH programme was launched, with the **WISH2ACTION consortium (W2A)** delivering 6.95 million CYP and reaching 0.95 million additional users across 16 countries. In 2019, an average of 16 per cent of all family planning users across the programme were youth under the age of 20. With a focus on sustainability, the W2A countries are also working on strengthening accountability, advocating for health financing, improving on quality in service provision and strengthening private sector access. Through the development and broadcast of mass media messages and development of country-level and programme-wide community mobilization strategies W2A continued to ensure change in social norms and demonstrable knowledge of SRH and family planning. With integration of services and innovation, W2A put more emphasis on approaches for leaving no one behind by supporting countries to adopt strategies such as poverty heat maps to reach the poor and hard to reach areas, scaling up initiatives to reach the youth and disability inclusive SRH in the majority of countries. To ensure evidence and information sharing and adoption within and outside the programme, W2A also developed various knowledge products including global training manuals for Clients Exit Interviews, developed and tested a data sharing platform and produced evidence utilization reports for programme learning and adaptation. As part of the WISH Lot 1 consortium, an additional six MAs mostly in the Sahel Region delivered services under similar approaches as detailed above.

IPPF completed the close out of the **USAID-funded SIFPO2 project** and supported three Member Associations, in Kenya, Togo and Malawi, that had received funds under SIFPO2 and were most impacted by the reinstatement of the Global Gag Rule (“GGR”) with funding from the Hewlett Foundation to support continued service delivery and invest in resource mobilization strategies for continued and sustained funding. The majority of the service delivery activities under this project were completed in 2019. Additionally, in Kenya, the Bill and Melinda Gates Foundation provided funding to the MA in Kenya to continue a **gender-based violence research project (ARCHES)** that had begun under SIFPO2.

Plans for 2020

The Programme Division’s 2020 priorities are linked to IPPF’s Strategic Framework (2016 – 2022) and Business Plan and will contribute to key global priorities and events in collaboration with partner organizations. A key focus for **Gender** will be to roll out the Gender Assessment Toolkit to provide structured guidance for the integration of a gender lens in programming; organizational development and gender sensitive service delivery. As part of this process, the gender working group will develop a ‘How to’ guide on integrating gender in programme design and implementation. An IPPF SGBV position paper and road map will also be developed, jointly with Advocacy.

To strengthen SRH services integration, including STI/HIV prevention, IPPF will develop a strategy/concept note for **Condom Programming**, strengthen engagement with UNAIDS Global Condom Working Group and coordinate a pre-conference focused on SRHR at the 23rd International AIDS Conference (July 2020). The **HIV service package guidance** for MAs are also being updated in line with recent evidence. The Medical and Service Delivery Guidelines (“MSDG”s), which are in process of being updated will be finalized, published and disseminated.

The International Medical Advisory Panel (IMAP) will meet quarterly in 2020 and prepare 3 – 4 statements. IMAP will also review and endorse the revised MSDGs and provide technical expertise to IPPF leadership as needed. Statements will be developed in the following area: gender and SGBV; Universal Health Coverage; Self-care for contraception and medical abortion; ASRH and CSE in humanitarian settings. The **IMAP statement on Expanding Access and Contraceptive Choice** through Integrated Sexual and Reproductive Health Services will continue to be disseminated internally and externally.

IPPF will engage in planning for and influencing the agenda and outcome of the **2021 International Conference on Family Planning (ICFP)** through sponsorship, involvement in the Core Organizing committee and relevant subcommittees, presentation of abstracts and concepts for side meetings/panel discussions.

Additional priorities will be to work on **Cervical Cancer Prevention** together with ARO and WHR by improving and expanding screening and treatment services in selected MAs. Engagement with UNAIDS as they develop their new strategy and WHO will be strengthened.

To strengthen youth partnerships, IPPF will support the ESEAOR Regional Youth Forum and attend the Asia Pacific conference on SRH (APCRSHR10) to launch a detailed regional **CSE** report. A review of the Inside + Out Toolkit will be undertaken as well as other IPPF CSE guidance documents. Working with regional colleagues, there will be an exploration around developing best practice and strategy for CSE delivery to targeted groups or through digital means.

The global **Humanitarian** priorities will be promoting safe abortion care, sexual and gender-based violence and localization – highlighting Member Associations’ unique positioning and complementarity as local responders and partners. The Hub will continue to support implementation of the Business Plan including mainstreaming humanitarian across the Secretariat and supporting the Capacity Development Centres in Pakistan and Uganda. The focus of the SPRINT 3 project supported by DFAT-Australia will remain on implementation of the Minimum Initial Service Package (MISP) in acute emergencies through direct service delivery with a focus on Asia-Pacific in 13 priority countries.

Global restricted projects will continue to be implemented in line with agreed objectives/targets and donor requirements. The **GCACI** project will update and disseminate a clinical operation manual for comprehensive abortion care, develop a framework for supporting MA-led technical assistance on abortion and contraceptive care, and develop a strategy to guide expansion of second trimester abortion care. In addition, the project will lead on the development of formal IPPF partnerships with key external stakeholders, as well as contribute to the development of IPPF's overall abortion strategy and programme. A paper co-authored by IPPF as part of GCACI will be published in *Contraception*, and the project will contribute to research on client-centred quality of care, and barriers to accessing to medical abortion.

With support from the Packard Foundation, IPPF will complete the third phase of the project **Stigma: The unseen barrier to young people's access to SRH services** and support Member Associations to reduce abortion stigma and increase young women's access to quality comprehensive abortion care and information. The **Get Up Speak Out (GUSO)** programme will undertake operational research of peer education programmes and disseminate learning from implementation of Youth SRHR projects since 2016.

Through **JTF** at least 17 Member Associations will be supported to implement innovative projects aimed to contribute to universal access to sexual and reproductive health. Selected JTF projects will be showcased in JTF project briefs (such as those in Uganda, Venezuela, and India), and media trips (in India, Morocco and Uganda). IPPF will also assess the effectiveness of the project in DRC which focused on strengthening access to integrated sexual and reproductive health rights and services for the country's pygmy indigenous peoples. 2020 marks the 20th Anniversary of JTF, and the programme activities will maximize the opportunities to highlight the contribution of JTF over the past years.

In 2020 the **WISH programme** will continue to strive to reach ambitious KPI targets to reach young and poor clients with integrated SRH services and to continue to achieve steps towards sustainable SRH services in each country while concentrating on continued improvements in quality and infra-structure systems in MA's. The project will aim to continue to improve on evidence information sharing and dissemination. Specifically, W2A will roll out the data platform and develop a portal for poverty heat maps and other global goods and will continue partnering with the Third-Party Monitoring (TPM) on the research agenda. W2A has commissioned a Value for Money (VfM) study to assess VfM delivered on the programme to date, identify key gaps and develop a systematic framework to better track and manage VfM performance on the programme.

Unite and Perform – Outcome 4

Review of 2019

Governance and Resource Allocation Reforms: From crisis, a groundswell of support from Member Associations, Governing Council (GC), donors, partners and staff resulted in the IPPF GC agreeing at its May 19 meeting that an accountable, agile and modernized Federation is critical to its survival. This momentum provided a strong mandate for the Secretariat, with support from the Executive Committee to proceed with the reform.

The GC requested the establishment of two independent review Commissions, one to review IPPF's governance (namely the Independent Governance Review Commission (IGRC)) and the other to review the process through which IPPF allocates unrestricted income to MAs and the Secretariat across regions and countries (namely the Independent Resource Allocation Commission (IRAC)).

It was agreed that the Commissions' proposals for reform should be put to an extraordinary general assembly of all MAs, alongside partners and donors, to be convened in New Delhi, India in November 2019.

In the extraordinary General Assembly meeting of all the MAs, more than 90 per cent of IPPF's MAs reached a historic consensus on bold recommendations for transforming IPPF's governance and resource allocation structures. The decisions taken by the General Assembly are reproduced below:

- An MA-led governance structure that is accountable to the membership and the people IPPF serves.
- The new governance structure removes intermediary layers between MAs and global governance and will advance IPPF's mission. Details of the structure approved is provided under the section on Governance.
- A stream-based model for resource allocation that is more strategic, transparent and MA-led.

The new model will ensure that we better serve all people who rely on us, especially those at risk or most vulnerable. IPPF will allocate its core unrestricted funding along three streams to give predictability in funding as well as flexibility and agility in responding to emerging needs, as follows:

Stream 1 – Accelerating the Response (80 per cent): IPPF will devise a new formula for allocating resources to MAs (excluding high income countries) that is context, political, and culture-specific, and prioritizes reaching those most at risk of being left behind. IPPF also commits to advocate and mobilize resources with governments and other donors to ensure effective responses to SRHR needs and rights for vulnerable and underserved groups, regardless of national income status.



IPPF/Hannah Maule-finch/Palestine

Stream 2 – Strategic Fund (15 per cent): IPPF will develop criteria for MAs to apply for competitive, proposal-based awards for developing strategic initiatives.

Stream 3 – Initial Emergency Response (5 per cent): IPPF will develop criteria for providing funding to MAs to support an initial response to humanitarian crises.

As part of the funding process, the unified Secretariat and all MAs, with support from the Secretariat, will present three-year work plans and budgets.

It has now been agreed that the above allocation model will be used to allocate resources to the Member Associations/ partners and the Secretariat from 2021. The detailed process guidelines applicable for each of the streams are now being finalized.

Bolstering MA and Secretariat income generation. In 2019, IPPF developed for the first time a Federation-wide **Global Income Generation (“GIG”) strategy** to help meet the ambitious income targets set out in the Strategic Framework (“SF”) of doubling Secretariat and MAs income by 2022. The GIG strategy is a roadmap for the modernization of IPPF’s income generation approach to meet the demands of the current context, respond to the changing funding landscape, deliver on the SF and Business Plan, and position the Federation for sustainability and growth in the future. The strategy focuses on building processes to better capture opportunities across the Federation through a new live **Bid Pipeline** for the Secretariat. It also prioritizes strengthening

the capacity of Regional Offices and Member Associations to mobilize resources, diversify their income, and ultimately become more sustainable.

In addition to the on-going multi-year grant agreements, governments of China, Denmark, Germany, Japan and the Hewlett Foundation all renewed unrestricted funding with IPPF in 2019, providing essential support for our core mission. We are also thankful to governments of Australia, Norway and Sweden as well as the CIFF, Gates Foundation, and the Open Society Foundations for their grant contributions that enabled IPPF to take swift and bold action in 2019 toward reforming its governance and resource allocation systems between June-December 2019. It is also important to mention that in June 2019, IPPF organized its largest ever annual consultative donors meeting, galvanizing external support for implementing the SF and Business Plan.

Restricted funded programmes. At the same time, IPPF is increasingly recognized as a trusted provider of restricted programming funds. In 2018, a number of large restricted global projects, such as the WISH Lot 1 and 2 funded by the Government of United Kingdom were awarded to IPPF, and in 2019 we dedicated significant resources to ensuring the successful transition of these projects. The comprehensive transitioning efforts contributed to the strong early performance and ongoing success of these projects. In addition to the necessary focus on project transition, the team continued to lead on major new funding opportunities with new donors.

Building capacity for income generation across the

Federation. In 2019, IPPF continued to provide support to MAs, to strengthen their income generation capabilities, especially those affected by the Global Gag Rule. Workshops were held in Nairobi for a number of African MAs, and in Burundi for the MA there. Intensive support was also provided to Lebanon, Kenya, Malawi and Togo. There is now a greater focus on the future diversity of income and therefore financial sustainability of MAs and IPPF is fully committed to supporting MAs to help them achieve this.

Focusing on SRHR in crisis settings. 2019 also signalled a major shift in the emphasis of IPPF's humanitarian programmes, with new humanitarian, fragile, and post-conflict programming that attracted support from several donors, we also launched new Humanitarian Capacity Building Centres that are led by Member Associations in Uganda and Pakistan. IPPF continues to seek support from donors to provide the investments needed to reach populations in Africa, Middle East, and Latin America that are affected by protracted crisis.

Workplace Service Delivery programmes. In 2019, IPPF continued to build its Workplace Service Delivery initiative, which works with sector partners, global brands and suppliers to advocate for and deliver access to SRHR information, education, and services for workers in large-scale employment settings, including factories and plantations. In 2019 IPPF highlighted the issues and showcased the Workplace Service Delivery programme on panels at global and regional events and built new partnerships with brands and suppliers to fund MAs in India, Sri Lanka and Cambodia.

Membership accreditation. IPPF launched its third phase of systematic and comprehensive accreditation system in January 2016. This scheme reviews and measures the extent to which all Member Associations comply with IPPF's 10 principles covering 48 membership standards supported by 201 checks. These form the pillars to ensure that Member Associations are: open and democratic; well governed; strategic and progressive; transparent and accountable; well managed; financially healthy, a good employer; committed to results; committed to quality; and a leader in the sexual and reproductive health and rights movement in their country.

By June 2019, 70 reviews were carried out with 36 Member Associations re-accredited and one Member Association being newly accredited as full members of IPPF by IPPF Governing Council.

The remaining MAs are currently implementing their post accreditation action plan in order to achieve full compliance. In line with the accreditation reporting cycle, a further 13 MAs have undergone review between July and December 2019 and whose results were reported to the Governing Council in May 2020.

IPPF's **Innovation Programme** supports Member Associations to test novel practices to improve the SRHR of underserved populations with a view to scale successful interventions to enhance operational effectiveness. 2019 saw completion of six research projects, which contributed individually to learning under outcomes 2 and 3, for example, engaging men and boys in SRHR and developing a tool to capture the impact of CSE. The Innovation Programme initiated a series of policy briefs and project factsheets for each project to share learning from these projects, and contributed to peer-reviewed publications including from our randomized controlled trial on digital interventions targeting youth with the London School of Hygiene and Tropical Medicine. Using learning on how to support innovation and research, the Innovation Programme also supported Member Associations on bid-writing for external innovation funding streams, as well as liaising with WHO and other partners on potential research collaborations.

A review of the **gender equality strategy was included in the mid-term review of the 2016–2022 Strategic Framework.**

Findings show in part, SGBV service provision grew by 15 per cent between 2016 and 2018 (both a result of a focused approach and growing capacity of health providers in this area and injection of core funds) in addition to increased awareness of gender transformative programming through Federation-wide collaboration of gender focal points and information sharing.

The **Supply Chain Management (SCM)** team continued to provide services to the MAs supporting their annual orders. The **Health Information Systems (HIS)** team, with funding from GCACI developed a HIS policy implementation plan and data utilization guide to continue to support MAs to implement a clinic management information system ("CMIS") and effectively utilize data for decision making. The **Restricted Funds Delivery (RFD)** team continued to administer internal monitoring of project performance and worked to support strengthened accountability and delivery of restricted projects through the development of robust internal performance indicators. In 2019, the RFD team also revised their strategy for strengthening the capacity of IPPF in the implementation of projects to be in line with the IPPF Business Plan, which focused on improved knowledge management, strengthened leadership of MAs and increased accountability for our impact.

IPPF's Data Management Strategy

IPPF's first Data Management Strategy was finalized in 2019. The purpose is to guide the design, implementation and use of data systems throughout the Federation. This represents a significant step forward in how data is managed in IPPF and will enable consistent and integrated practice, leading to stronger data systems that support all areas of our work. It provides a framework for institutional data management to support improved accountability and performance. There are four results areas, as follows:

- Data governance: all stakeholders understand and act on well-established policies and procedures within their roles and responsibilities to collect, manage and protect the data of the Federation
- Data quality: all data is accurate, complete, timely, reliable, consistent and fit for purpose with the required level of disaggregation to allow meaningful analysis and verification
- Data access: all stakeholders have timely access to relevant quality data in the right format for specific use, understand what data they require, know where this is stored and have the capacity to extract it for meaningful use
- Data use: all stakeholders effectively interpret and utilize data proactively for decision-making and learning

IPPF developed a Knowledge Management Framework for the Secretariat in 2019, covering culture and leadership, skills and competencies, processes and systems. The Framework aims to align the regional knowledge management approaches and enable a common way of working across the Secretariat. It also links to and supports delivery of other strategies, such as the People and Gender strategies, in a bid to increase effectiveness and work as one IPPF. A strengths-based approach was implemented to design the Framework to recognize and build upon the good work already taking place in the Secretariat where possible, rather than reinventing new systems, processes, and initiatives.

Elements of the strategy started being implemented by supporting teams to facilitate learning and knowledge transfer processes. After Action Reviews were conducted of various projects, including the provision of technical assistance remotely, to assess their effectiveness and to learn from the experiences and strengthen future implementation. Also, capacity building on facilitation and the design of the Social Enterprise internship programme was provided.

Plans for 2020

Governance and Resource Allocation Reforms. Building on the momentum and energy of the General Assembly, IPPF proposes to move deliberately and expeditiously to execute the reforms and create a new IPPF.

The timeline for this work is ambitious and will require continuous engagement and participation of the Federation membership, staff, and stakeholders. Overseen by the Transition Committee ("TC"), this work is proceeding along two tracks:

- Governance Track: Over the first six months of 2020, IPPF has transitioned to a new global governance structure. A slate of candidates to act as Trustees was presented to the Governing Council for election at its May 2020 meeting. This resulted in the formation of a new 15-member Board of Trustees made up of nine representatives from members and six external trustees, eleven of whom are women and five of whom are young people under 25.
 - Induction and first meeting of the new Board of Trustees ("BOT"): To ensure a seamless transition from the Governing Council to the Board of Trustees, an induction retreat was organized for the new Board in June 2020, and the TC will support the transition through the BOT's first meeting in July 2020. The Trustees are developing an ongoing training plan for their development.
 - Pilot of National Governance Strengthening Programme: The Secretariat will work with ten Member Associations willing to engage in governance reform to shape and pilot a programme for strengthening MA governance that builds on best practice in MAs and is linked to the accreditation system. The pilots are scheduled to commence in July/ August 2020.
 - Review and adaptation of IPPF's legal documents: A team supported by IPPF's Honorary Legal Counsel reviewed IPPF's policies, bylaws, regulations and regional constitutions, and made necessary changes in line with the reforms agreed and legal requirements. The revised documents were approved by the the GC in May.
- Resource Allocation Track: The transition to a new resource allocation model involved broad consultation with Member Associations and external experts to:
 - Develop a formula for resource allocation under Stream 1: The TC and an expert consulting firm will engage MAs to harness the expertise across the Federation to develop a formula that meets the General Assembly's demands for a transparent, needs-based, context-specific allocation of resources. A proposal for a new formula will be presented to the new Board of Trustees in July and go into effect for budgeting in 2021 for funding beginning in 2022. The first 3 year-cycle for Stream 1 will be for the period 2023–25.
 - Define criteria for Streams 2 and 3: IPPF will set priorities and criteria for funding under Stream 2 in line with IPPF's Business Plan, with MAs submitting proposals for this stream in October 2020 for funding beginning in 2021. Simultaneously, IPPF will develop criteria for receiving humanitarian response funding under Stream 3.
 - Develop a budget and workplan for a unified Secretariat: As the Secretariat consolidates its works across all Regional Offices and the Central Office to meet the reform recommendations, it will develop its first unified budget and workplan to be approved by the Board of Trustees in November 2020 for 2021.
 - Provide stability and support for MAs in transitioning to new funding model: Throughout this process, the Transition Committee will create opportunities for MAs to participate in developing the new model and to build their capacities, including through webinars, trainings, and peer-to-peer support. In order to maximize predictability and stability of funding, the Secretariat has committed to maintaining unrestricted funding to MAs at current levels for 2021, while the Secretariat's funding will remain the same or decrease.

Bolstering MA and Secretariat income generation. To fill the funding gap that remains through to 2022 to deliver the Strategic Framework, we will focus on securing global and regional programmes, with most opportunities on the horizon funded by restricted government donors and foundations. Winning these contracts will require IPPF to become more agile in order to meet donor demands for increased accountability and demonstrated impact.

In 2020, we will also begin the implementation and roll-out of the Global Income Generation (GIG) strategy which will guide our work at all levels of the Federation.

Currently, many unrestricted grant-receiving MAs struggle to position themselves strategically with donors, write competitive bids, and manage the complexities of restricted programmes and compliance without support. In recognition of the great diversity of MAs and country contexts across the Federation, MAs require different levels of support for growing their local income. In 2020, we will devise a segmented strategy for engaging and supporting MAs strategically for income generation.

Social Enterprise Hub. IPPF's Social Enterprise Hub established within the Family Planning Association of Sri Lanka (FPASL) in 2017 continues to support MAs to develop or strengthen their **social enterprises**. In 2019, the Hub held the first ever Global Social Enterprise Internship. For four weeks, eight staff members from seven MAs from four regions learned, observed, and exchanged skills and knowledge hosted by FPASL. Moreover, to support capacity building on social enterprise across the Federation, the Hub undertook the development of three web-based tools: the Social Enterprise Academy, a learning and knowledge management resource, the Readiness Assessment Tool, enabling the MAs to assess objectively their organizational readiness to develop a social enterprise, and the Business Planning Tool which guides MAs through the development of a business plan. In 2019, social enterprise contributed to 53 per cent of income generated locally by MAs.

The **Innovation Programme** will continue to support the remaining five projects to completion, including consolidation of learning and evidence into policy briefs to support replication where appropriate. In recognition of changing operational and funding landscapes, the Innovation Programme will focus on how best to evolve and contribute to catalysing progress towards IPPF's strategic goals. In the short term, we will focus on technical support to other initiatives where learning from the programme's implementation is relevant. For example, in accessing external innovation and research funding opportunities; within new restricted project (to support their innovative programming); and in developing operational guidelines for challenge funding, as part of IPPF Business Plan and new resource allocation model. For the longer term, the Innovation Programme will continue to liaise with colleagues and external networks to inform the most strategic future for innovation and research within IPPF.

The **Gender Task Force** will contribute to the development and/or revision of policies in support of gender equality. The team will apply a gender lens in all areas of the Business Plan, following up on the MTR recommendations and prioritizing support to Solution Six of the Business Plan on women's leadership.

Driven by several factors including country and donor regulations, new service delivery restricted projects, strengthening of partnerships with both internal and external stakeholders, and the implementation of internal systems and platforms, the **Supply Chain Management** team will focus on building a framework of processes and policies to ensure compliance with UK regulations (WDA-license) and will transition part of its procurement and supply chain activities to a third party agent. Structured partnership with UNFPA (Supplies) and WHO at global but also at country levels will be strengthened.

The **Restricted Funds Delivery (RFD)** team will coordinate the development of an IPPF Project Management Handbook, prioritizing processes around cost-recovery policy and project closure, expand the internal performance indicators for monitoring of all Secretariat projects, and support strengthened compliance standards and processes for IPPF.

As a follow up to the Data Management Strategy and the work undertaken by the Federation in strengthening its existing systems, IPPF will develop and launch an **affordable plan for systems improvement (Solution Team Seven)** impacting systems at the Member Associations and the Secretariat as a whole. Implementation of the Data Management Strategy will begin during 2020. A three-year implementation plan outlines the activities to be undertaken in each of the results areas. These comprise establishing a data governance committee; formulating a code of conduct for data protection; developing a culture of valuing and using data; creating and regularly updating a data dictionary and data standards guide; capacity building of staff; ensuring interoperability and integration of data management systems, and increasing access to and engagement with data by all stakeholders.

The **Health Information Systems (HIS)** team will contribute to the implementation of the Data Management Strategy, will coordinate support to Francophone African Member Associations to ensure installation and utilization of CMIS in static clinics (manual or electronic) and support data utilization by sharing the newly developed guide and encourage MAs to conduct data utilization training.

After the process of building a unified Secretariat in 2020, the Knowledge Management Framework will be updated to align with and effectively support the organizational learning and knowledge management needs of the new structure.

Achievements and performance

Global results 2019

IPPF uses its Performance Dashboard of results to monitor progress on the Strategic Framework 2016–2022.

Expected results	2019 results	2018 results	% change from 2018 to 2019	Target 2016–19	Cumulative results 2016–19	% target achieved 2016–19	
OUTCOME 1 INDICATORS							
1	Number of successful policy initiatives and/or legislative changes in support of SRHR and gender equality to which IPPF advocacy contributed	141	163	(13%)	535	635	119%
2	Proportion of countries that are on track with their Sustainable Development Goal targets improving sexual and reproductive health*	n/a	n/a	n/a
3	Number of youth/women's groups that took a publicly supportive action on SRHR to which IPPF engagement contributed	756	1,038	(27%)	n/a	n/a	n/a
OUTCOME 2 INDICATORS							
4	Number of young people who completed a quality-assured comprehensive sexuality education programme (delivered or enabled by Member Associations, volunteers or staff)	31.9m	30.8m	4%	202.1m	122.2m	60%
5	Proportion of young people who completed a quality-assured comprehensive sexuality education programme who increased their SRHR knowledge and their ability to exercise their rights**	n/a	n/a	n/a
6	Number of people reached with positive SRHR messages*	411.3m	242.6m	70%	n/a	n/a	n/a
OUTCOME 3 INDICATORS							
7	Number of SRH services provided	181.3m	168.1m	8%	729.0m	658.7m	90%
8	Number of couple years of protection	27.0m	23.5m	15%	80.5m	90.3m	112%
9	Number of first time users of modern contraception	6.5m	6.0m	8%	30.0m	25.0m	83%
10	Proportion of IPPF's clients who would recommend our services**	92%	93%	(1%)	85%	92%	108%
11	Number of SRH services enabled	71.0m	55.1m	29%	217.1m	208.1m	96%
OUTCOME 4 INDICATORS							
12	Total income generated by the Secretariat (US\$)	191.5m	133.0m	44%	586.9m	579.9m	99%
13	Total income generated locally by grant-receiving Member Associations (US\$)	252.1m	264.2m	(5%)	1,417.4m	1,096.7m	77%
14	Proportion of IPPF unrestricted funding used to reward Member Associations through a performance-based funding system	8%	9%	(1%)	20%	8%	40%
15	Number of IPPF volunteers	314,068	261,573	20%	n/a	n/a	n/a
16	Number of IPPF activists*	13.3m	12.2m	9%	n/a	n/a	n/a

* Metric reviewed in IPPF's Midterm Review and will be deleted in IPPF's Performance Dashboard from 2020.

** Metric reviewed in IPPF's Midterm Review and will be replaced in IPPF's Performance Dashboard from 2020.

Key

... data not available
n/a not applicable

Outcome 1: In 2019, IPPF contributed to 141 changes in policy or legislation in support or defence of SRHR and gender equality. This includes 43 subnational and 69 national changes in 52 countries. Our advocacy efforts also contributed to 12 global and 17 regional changes. These legal and policy changes cover a range of themes. The most common were in education and services for young people, increasing access to sexual and reproductive health services, promoting gender equality and increasing access to safe and legal abortion. IPPF resists opposition attempts to bring about policy and legislative changes that would be harmful to the health and well-being of people in both developed and developing countries, and in 2019, six of IPPF's wins involved blocking the opposition's proposed changes.

In 2019, 121 Member Associations conducted advocacy to influence governments to set and deliver targets under the Sustainable Development Goals ("SDG"s); this is an increase from 119 Associations in 2018. These activities call for governments to allocate financial resources to achieve their SDG commitments, and to collect data and present results on progress at country level. IPPF also worked with 756 youth and women's groups to take public action in support of SRHR. Examples of actions include supporting an SRHR issue in a letter to or meeting with a public official, or adding the group's name to a campaign event.

Outcome 2: IPPF is expanding access to comprehensive sexuality education ("CSE") around the world, both in- and out-of-schools, and with a focus on reaching the most marginalized young people. In 2019, Member Associations provided CSE to 31.9 million young people, an increase of 1.1 million, or four per cent, from 2018. To enable people to act freely on their SRHR, and to bring about changes in public attitudes and opinions, IPPF reached 411.3 million people with positive messages about SRHR: this is a significant increase of 70 per cent from 2018 at 242.6 million people. The distribution of positive messages is conducted by Member Associations using both online and offline channels of distribution.

Outcome 3: IPPF is committed to the delivery of an essential package of SRH services that are rights-based, client-centred, gender-sensitive and youth friendly. IPPF provides information, education, and services to the most under-served people, including those in humanitarian settings, in crises due to conflict and natural disasters.

In 2019, 252.3 million SRH services were delivered, an increase of 29.1 million, or 13 per cent, from 2018. This included 181.3 million services provided by IPPF directly, and a further 71.0 million services that IPPF enabled through partnerships with public and private health facilities. Globally, the number of SRH services delivered to young people was 104.8 million, or 42 per cent of all services. There were also significant increases in the number of gynaecological, obstetric, and sexual and gender-based violence services provided, and these are all critical to women's and girl's health outcomes.

Eight in ten of IPPF clients, or 57.5 million people, are poor and vulnerable, and would not otherwise be adequately reached by SRH programmes due to a lack of political will, expertise or institutional capacity.

In 2019, IPPF provided 27.0 million couple years of protection, an increase of 3.5 million, or 15 per cent, from 2018. The largest increases were from implants (43 per cent), intrauterine devices (10 per cent), and oral contraceptive pills (eight per cent). IPPF also provided contraception to 6.5 million first-time users of modern contraception in the 56 FP2020 focus countries. Of all service users surveyed in IPPF clinics, 92 per cent said they would recommend the services to family or friends, indicating a high quality of care provided by IPPF in supporting clients' choices and providing clinical services.

Outcome 4: IPPF is continually investing in structures and systems to adapt to changing environments and to increase organizational effectiveness. Overall income generated by the Secretariat increased by US\$58.5 million from 2018 to US\$191.5 million in 2019 (see appendix 1). This 44 per cent increase reflects a significant rise in restricted funded projects in 2019.

Unrestricted grant-receiving Member Associations raised a total of US\$252.1 million, a decrease of US\$12.2 million, or five per cent, from 2018. These funds are raised through the sale of commodities, in-kind donations, and funds from local and international sources, including governments. IPPF's performance-based funding system was used in five regions to make data-driven decisions about resource allocation to Member Associations. For each Association, grant levels were adjusted according to performance against a number of key indicators. The system rewards Member Associations that are most effective in delivering SRH services, CSE and advocacy programmes, and enables IPPF to invest further resources in those Associations that achieve the greatest results. In 2019, eight per cent of IPPF's unrestricted income was used to reward Member Associations, a decrease of one per cent from 2018.

IPPF was supported by 314,068 volunteers, including peer educators, medical personnel, members of IPPF's governing bodies, legal advisers, and fundraisers. All volunteers make a significant contribution to the work and performance of IPPF. The activities of opposition groups, a vocal minority in many places, pose a threat to the gains achieved by the SRHR movement. IPPF is responding by recruiting and organizing activists who support and defend SRHR. In 2019, 13.3 million activists agreed to take action for political and social change in support of IPPF's work. Actions included participating in campaigns and sharing campaign messages on social media, as well as educating and empowering others to exercise their rights.

Financial review

Statement of reserves

The members of the Governing Council have reviewed the level of reserves. Note 15 to the financial statements show the split of reserves between the general, designated, restricted, and endowment funds.

The Governing Council in May 2013 approved a risk-based target of general reserve level of between US\$18 million and US\$24 million. This target was considered every year thereafter and found to continue to be appropriate and thus remains a target that IPPF still uses whilst assessing its optimum level of reserves. The reserves policy ensures IPPF has the resources in place to manage financial risk and short-term income volatility and continue to invest in initiatives to meet its goals set out in the current Strategic Framework.

The general reserve level of the group as at 31 December 2019 was US\$16.87 million, an increase of US\$2.5 million from the balance as at 31 December 2018, however still slightly below the range as set in its reserves policy. The unrestricted expenditure programme budget for the year ending 31 December 2020 is US\$60.3 million. The general reserve balance at 31 December 2019 of US\$16.87 million represents 28.0 per cent of this budgeted amount and provides necessary cash flow as the majority of unrestricted funding is received in the second half of the financial year.

Unrestricted funds are designated at the discretion of the Governing Council. Within designated funds is US\$8.1 million which represents fixed assets. Funds have been designated for various projects including the Innovation Programme which provides funding to develop innovative projects and try new approaches to our work; and funds set aside to implement the Secretariat Business Plan.

Statement on investments

There are no restrictions under the 1977 Act in relation to the charity's powers to invest. IPPF currently holds investments in the form of shares and securities (US\$1.54 million) as well as property (US\$1.3 million).

Financial summary

Income for the year for the group increased by US\$51.8 million (46 per cent) to US\$163.7 million due to a large increase in restricted income from US\$54.12 million to US\$103.98 million. Total expenditure increased by US\$46.8 million to US\$161.4 million which led to a group net operating surplus before investments gains (combined for unrestricted and restricted funds) for the year of US\$2.33 million.

Total unrestricted expenditure of US\$60.18 million covers grants to Member Associations and partners (US\$37.7 million), group secretariat expenditure (US\$21.3 million), and fundraising costs (US\$1 million). The net operating unrestricted deficit for the year was US\$0.443 million (2018 deficit: US\$17.0 million).

Total restricted expenditure of US\$101.2 million includes grants to Member Associations and partners (US\$71.7 million), group secretariat expenditure (US\$26.4 million) and fundraising costs (US\$3.1 million). There was a restricted surplus of US\$2.77 million. A full analysis of restricted projects balances and 2019 income and expenditure is available in note 15.



Income

The overall group income of IPPF has risen by US\$51.8 million (46 per cent) to US\$163.7 million (2018: US\$111.9 million). Unrestricted total income and restricted income rose by US\$1.9 million and US\$49.86 million respectively.

IPPF's main source of funding is government grants, which account for 88 per cent (2018: 81 per cent) of total income. In 2019 unrestricted government funding increased by US\$2.2 million (4 per cent) to US\$57.4 million. The main reason for the increase in funding in 2019 was the increase in funding from Germany which rose from €6 million to €12 million.

Restricted government funding amounted to US\$87 million, up from US\$35.2 million in 2018. A full analysis of restricted projects balances and 2019 income and expenditure is available in note 15. The following Governments were the major contributors to the restricted funding of IPPF: Government of United Kingdom, through the WISH programme in Africa, South Asia and the Arab World US\$59.23 million, the European Commission supported the State of African Women Campaign US\$4.6 million, Government of Canada US\$4.3 million, Government of Australia continued to provide support (US\$2.4 million) in relation to the global SPRINT Initiative to provide sexual and reproductive health services to crisis and post crisis areas in South East Asia, the Pacific, South Asia and Government of Belgium contributed to the SHE Decides project US\$2.07 million.

The governments of the Netherlands, Norway, UK and an anonymous donor also provided funding of US\$5.64 million to the Safe Abortion Action Fund.

Grants from multilateral donors and other sources decreased by 13 per cent from US\$20.7 million to US\$18.1 million. A significant factor in the decrease was US\$0.6 million from GIZ, US\$0.26 million from Anonymous donors, and US\$0.7 million decrease from the David and Lucile Packard Foundation.

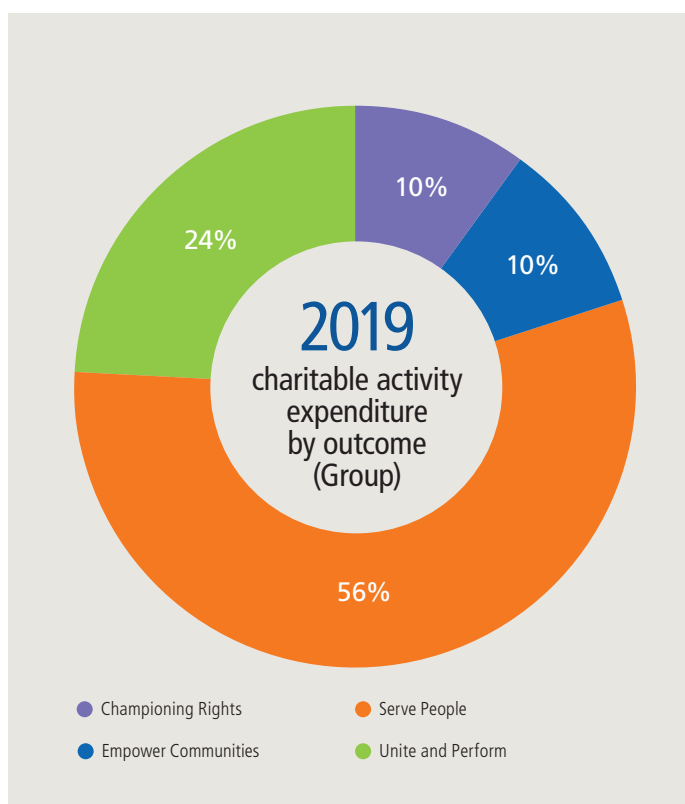
Expenditure

IPPF spent US\$161.4 million in 2019 compared to US\$114.6 million in 2018, an increase of US\$46.8 million (41 per cent).

Grants to Member Associations and partner organizations rose by US\$42.2 million (63 per cent) in 2019 to US\$109.4 million.

Funds (including pension fund deficit)

Overall there was a surplus before investment gains of US\$2.3 million compared to a deficit of US\$2.6 million in 2018. This surplus was reduced by actuarial loss on the defined benefit pension scheme of US\$1.7 million, decreased by foreign exchange



losses on the pension liability of US\$0.4 million and increased by other foreign exchange gains of US\$3.4 million, leading to an overall increase in IPPF's total funds and reserves from US\$75.9 million to US\$79.8 million.

The general fund has increased by US\$2.5 million, from US\$14.4 million to US\$16.9 million. Designated reserves have decreased by US\$0.9 million, from US\$32.1 million to US\$31.2 million. The asset revaluation reserve remained at US\$12.1 million. Restricted reserves have increased by US\$2.8 million from US\$26.2 million to US\$29.0 million.

The 2019 balance sheet contains a net pension liability of US\$10.6 million. This represents an increase in liability of US\$0.6 million from the 2018 balance of US\$10.0 million. The pension liability forms part of unrestricted funds and represents the total net future liability arising from the Central Office defined benefit pension scheme. A specific draw down is approved annually from the general reserves to meet this liability. The defined benefit scheme was closed in 2007; further details on the scheme are included in note 19 to the financial statements. Agreement has been reached with the scheme's trustees on a recovery plan that will see the deficit cleared by October 2025 instead of December 2024.

Plans for future periods

IPPF continues to build on the initial implementation of the new strategy to ensure that the four outcomes in the Strategic Plan are achieved by 2022. In 2020 the Secretariat will invest in implementing the initiatives identified in the Global Income Generation Strategy and also revise its global resource allocation formula, to enable better allocation of funds, in strategic, humanitarian response and core functions of the Federations. This investment is part of our core budget and has not been impacted by COVID-19. IPPF will also work on building more cohesive systems, under the overall unified secretariat policy, to improve efficiencies and allow more joined up working.

Future funding

The Global Income Generation Strategy (GIG Strategy) defines a roadmap for the modernization of IPPF’s income generation approach to meet the demands of the current context, deliver on the Strategic Framework and Business Plan, and position the Federation for sustainability and growth in the future. It presents informed, realistic four-year income projections (2019–2022) alongside high-level approaches for how to achieve these and support MA income generation in the short time frame. The overall strategy will base its plans on three broad approaches, first being maximizing the current sources of funding, the second enhance IPPF’s competitiveness by adopting a more commercial approach and finally strengthen the Member Association centric income generation. IPPF continues to work on diversifying its funding base for both IPPF itself and Member Associations, by increasing the number of fundraising opportunities among non-governmental organizations including trusts, foundations, the private sector and individuals. IPPF globally and through Associations at the national level will compete for available funding for SRHR through restricted funding mechanisms.

IPPF continues to respond to the changing donor funding landscape and now has a three year rolling financial plan that outlines the challenges and opportunities ahead, including COVID-19. This will continue to help ensure that we can continue to operate as a Federation with a Unified Secretariat but also be conscious that, in line with donor trends in moving away from an unrestricted funding environment to one focused on restricted funding in donor specific programmes and/or countries, will require us to adapt and change some of our structures and approaches.

Value for money

Value for Money considerations have always been central to IPPF. We share the ambition to maximize the impact of each pound spent to improve the lives of poor and marginalized communities, while simultaneously recognizing the importance of costs and results to allow evidence-based choices.

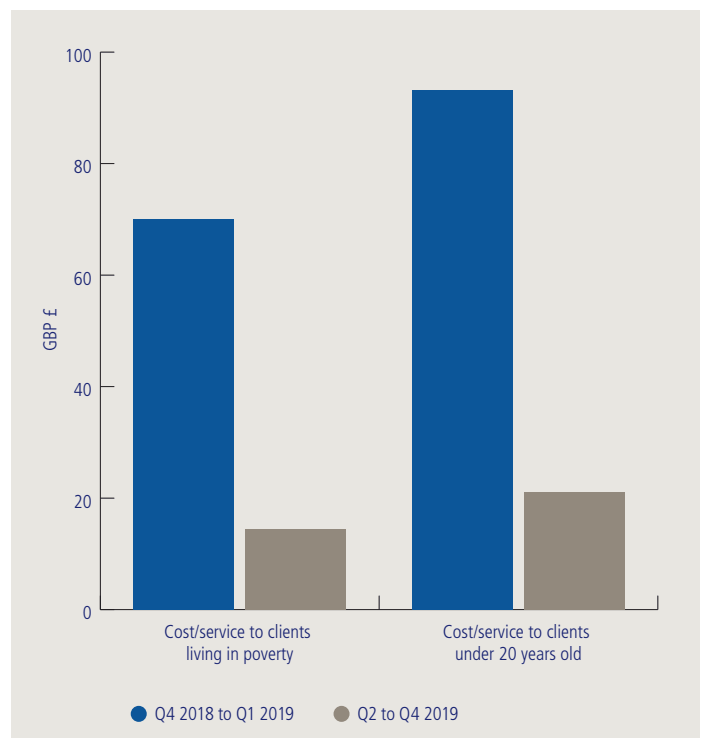
Some of the examples from across the regions are presented below.

WISH2Action programme being implemented across the Africa, South Asia and Arab World regions, is investing £132 million over three years (2018 to 2021) to deliver an integrated sexual and reproductive health programme in 15 countries across South Asia and South/East Africa. Key examples on equity and effectiveness under the programme are presented below.

- Performance against Equity indicators shows reduced unit costs of reaching clients living in poverty and young people under 20 with family planning services. This is driven by increased service provision to target clients, rather than reduced costs and demonstrates cost efficiency i.e. ability of the programme to achieve higher coverage of beneficiary groups at reduced costs. Total programme costs are used to calculate Equity indicators, rather than estimated cost of reaching these clients.

Data collected and analysis done allows disaggregation and distribution of programme benefits (outputs and outcomes) by key population groups, but cost data is not available at a similar disaggregated level.

- **Cost-effectiveness indicators show a reducing unit cost for key results.** Overall, the estimated cost per disability-adjusted life years (“DALY”) averted since programme inception is £11.70. This compares very well to comparator programmes which range from £12 to £108 (\$16 to \$140), based on SRH and Maternal, Newborn and Child Health (“MNCH”) interventions across different geographical locations. It is notable that this has been achieved within the first year of the programme.



- **A country level cost per DALY analysis carried out showed significant variation between the indicator across the various countries**, Somalia and South Sudan being outliers in terms of very high cost per DALY. This performance is driven by lower capacity in country, a difficult insecure and conservative SRH environment and therefore low results, particularly in the first reporting period (Q4 2018 and Q1 2019).

Strategies and approaches used by IPPF and its consortium partners to deliver these ambitious results include:

- Use of existing capacity in countries through member associations and consortium partners has enabled IPPF to deliver CYPs at a low unit cost and a short timeframe in most countries.
- Focusing budgets on high volume countries with countries such as Pakistan and Ethiopia receiving on average five times more to deliver higher number of CYPs.
- Use of the cluster model which is designed to promote and incentivize resource optimization. The critical element of the model is coordination to cover referral pathways; commodities redistribution; commodity planning; joint mobilization of clients; health data analysis and utilization.
- Focusing of W2A resources to build (and sustain) capacity of SRH systems in each country through targeted support to MAs, national organizations, MOH and sub-national level departments and agencies, private sector facilities and facilitating working between public and private sectors.

Stichting Lobi (LOBI), an associate member in Suriname of an umbrella organization known as the Caribbean Family Planning Affiliation Ltd (CFPA). Currently, the organization has three clinics providing family planning, cervical & prostate cancer screening, STI diagnosis and treatment, and comprehensive sexuality education in schools. Insurance companies are a major payer of services and Association income. IPPF/ WHR worked with the MA to assess receivable processes to identify the cause of delays in receipts. Following this the intake procedure was modified to use the OpenEMR clinic referral module to record "Inbound External" referral letter data. Missing or expired documentation was checked at the beginning of the visit rather than reviewed days later by administration. The clinic system was modified to alert the cashier if SZF – Reversed Copayment/Down Payment requests were not listed on a referral form. A new OpenEMR clinic system report was developed to include the referring doctor ID, referral service code, and referral letter date in the format required by the insurance company. The results and benefits of this initiative included: SZF insurance reporting became more efficient; declarations/insurance reports got generated faster, saving four to five days of staff time; internal audit of final invoice report to insurer currently completed in 1.5 hours versus 4 hours previously; 80 per cent reduction in claim rejection rate (from 30 to 6 per invoice submission); income loss per claim decreased 87 per cent (from US\$51 to US\$404).

Key examples of VfM under the **GGR project** in South Asia Region include:

- Five Member Association engaged community workers (midwives, reproductive family health volunteers, link workers, peer educators) from the local communities to ensure sustainability of the initiative.
- Family Planning Association of Pakistan adapted a 'task sharing and task shifting' approach where available pool of clinical staff trained the health workers on specific clinical tasks based on WHO guidelines which ensure reducing burden on the clinical staff and improved health care coverage in resource-poor settings by making efficient use of existing human resources for health. FPAP trained 50 health workers in the project.
- Afghan Family Guidance Association in partnership with Provincial Education Directorate of Herat and Kabul Provinces trained 30 school-teachers on Life Skill Education (CSE) thereby acting as a catalyst to train 10,000 school students during the project period, ensuring sustainability of the initiative. The pool of trained teachers is now available to provide technical support to other schools and also reaching out to more young people beyond the project period.

As part of the project Member Associations have been instrumental in reaching out to the most vulnerable population through community level intervention and outreach programme. This includes women and young people in conflict zones in Afghanistan; poor, marginalized, socially excluded and underserved community and industrial sector workers in Sri Lanka; hard to reach population in the most remote and isolated regions of Nepal only reachable by foot.

Under the **Niu Vaka Pacific strategy** IPPF has adopted various strategies to ensure value for money, maximize efficiencies, and demonstrate the impact of initiatives. These include:

- Pooled funding approach where Member Associations can prioritize allocation of funds against strategic priorities and evidence-based need.
- Integrated planning of initiatives between IPPF Niu Vaka Pacific Strategy priorities and other funding support (e.g. UNFPA TA) where appropriate, including matching support.
- Emphasize Member to Member capacity building within the region where appropriate. RFHAF (Fiji MA) provided technical support to the Tuvalu MA for cervical cancer screening and treatment.
- Ensure investment in local staff across the Pacific.
- In-country rather than regional/ sub-regional training to expand the availability of higher number of skilled teams at the country level.
- Capitalizing on both existing and new partnerships to harness extra resources.
- Improved focus on data collection and management to enable evidence-based decision making for priority areas for investment; improved resource allocation, planning and forecasting; as well as cost benefit analysis of initiatives.

Structure, governance and management

Governing document

IPPF was formed in 1952 and incorporated in 1977 under a UK Act of Parliament: *The International Planned Parenthood Federation Act 1977*. The Governing Council confirms that the Strategic Framework (as described on page 4) is in alignment with the purposes stated in the Act.

Public benefit

The Charity Commission guidance on public benefit has been considered and the recommended self-assessment for the public benefit principles undertaken. The Board of Trustees confirms that the aims of the organization as stated in *The International Planned Parenthood Federation Act 1977* meet the charitable purposes as outlined in the Charities Act 2011. Specifically, IPPF is engaged with purposes in relation to the “advancement of health or the saving of lives” and the “advancement of human rights”.

IPPF’s mission is to improve sexual and reproductive health and rights for millions of women, men and young people around the world in its Strategic Framework. The Strategic Framework demonstrates that IPPF is engaged in activities which have general public benefit in the 158 countries in which IPPF currently works with its Member Associations or collaborative partners. IPPF works through one Member Association in each of these countries but sometimes with collaborative partners as well. Member Associations do not currently pay any fee to become or maintain their membership of IPPF. Through monitoring global indicators IPPF assesses its ability to meet the needs of the poor, marginalized, socially-excluded and/or under-served groups, ensuring that those in poverty have the opportunity to access the services IPPF provides.

Governance

Until May 2020, IPPF was governed by a Governing Council, composed of 18 volunteers from Member Associations (also known as the Trustees). In addition to the 18 Trustees, the IPPF Governing Council had six external advisors, who were to act as subject matter experts and advise the Governing Council on IPPF policy. These six external advisors did not have any voting rights in the Governing Council.

In May 2020, the Governing Council was replaced by a Board of Trustees following the reforms described below.

Reforms

In the extraordinary General Assembly meeting of all the MAs held in New Delhi in November 2019, more than 90 per cent of IPPF’s MAs reached a historic consensus on bold recommendations for transforming IPPF’s governance structures. The decisions taken by the General Assembly are reproduced below.

A Member Association-led governance structure that is accountable to the membership and the people IPPF serves.

The new governance structure removes intermediary layers between MAs and global governance and will advance IPPF’s mission through:

General Assembly: The highest decision-making authority of the IPPF will be a General Assembly that has the mandate to review and approve IPPF’s strategic direction, appoint members of a Nominations and Governance Committee (“NGC”), and confirm the slate of candidates the NGC proposed to be on the Board of Trustees (“BOT”), among other responsibilities.

Nomination and Governance Committee: Under IPPF’s new regulations, the Nominations and Governance Committee has the mandate to recruit and evaluate the performance of members of the Board of Trustees and the Board committees. Reporting to the General Assembly, the NGC is a seven-person committee that has majority MA members, at least half of whom must be women and at least 20 per cent of whom must be youth under 25.

Board of Trustees: The current Governing Council was replaced in May 2020 with a 15-member, skills-based BOT that has nine MA volunteers and six external trustees and maintains IPPF’s commitment to 20 per cent representation of youth, 50 per cent representation of women, geographical diversity, and representation of vulnerable or at-risk populations.

Board Committees: Four Standing Committees will support the governance function of the BOT: Nominations and Governance; Membership; Finance, Audit and Risk; Policy, Strategy and Investment; and Resource Allocation Technical Committee. Each of these committees will have a majority of members from MAs, and will include non-Trustee members.

Regional Forums and Regional Youth Forums: The current Regional Councils will be transformed into knowledge and learning exchange platforms, called Regional Forums, that will be preceded by Regional Youth Forums.



Adopted governance model

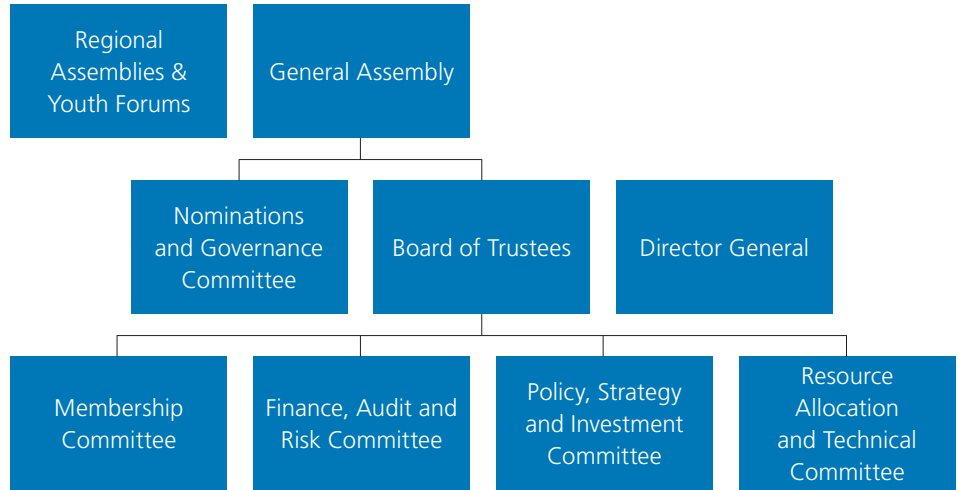
General Assembly = peak body

Non-governing Regional Assemblies and Youth Forums

Governance by a Board of Trustees

Secretariat reports to Board of Trustees through the Director General

Expert Committees advising the Board of Trustees



Selection of the Board of Trustees

To transition from the current Governance structure to the one approved above, the Governing Council set up a Transition Committee. The Transition Committee was mandated to take the necessary steps to:

- Enable a smooth transition to a new governance structure, through the election of a new Board of Trustees at the Governing Council meeting in May and the first meeting of the Board in July 2020;
- Lay the foundation for developing a new resource allocation formula and system based on the guidance given by the General Assembly;
- Ensure that MAs remain central to the change process and participate in decision-making on how the reforms are monitored and evaluated.

As part of the above mandate, the Transition Committee identified the first slate of candidates for the 15 members of IPPF’s new Board of Trustees and seven members of the Nomination and Governance Committee, which was approved by the Governing Council during its meeting held on 15–16 May, 2020. The names of the incoming Board of Trustees and the Nomination and Governance Committee members are provided on page 72.

Ms Kate Gilmore has been nominated as the interim Chairwoman of the newly selected Board of Trustees. Kate has been a Fellow at the Carr Center for Human Rights Policy, Harvard Kennedy School since February 2020. She is researching human rights concerns including: The political economy of sexual and reproductive health and rights; Organizational leadership in a world of “J curve”

change; Acceleration of youth participation in public decision making; and Civil service without fear or favour. Kate was United Nations Deputy High Commissioner for Human Rights from 2014 to 2019 and was Assistant Secretary General and Deputy Executive Director, United Nations Population Fund (UNFPA) from 2012 to 2014. Before this, she was Executive Deputy Secretary General at Amnesty International from 2000 to 2009. Amongst the skills required for the Board of Trustees, Kate can point to senior executive experience; safeguarding; and programme delivery experience. She is from Oceania, currently located in France (and the USA while at Harvard). She also has lived in Australia for 40 years; the UK for 14 years; the USA for four years; and Switzerland for four years.

Our Director General is Dr. Alvaro Bermejo. Alvaro has more than 20 years’ experience as a senior executive in global federations, working across HIV and AIDS, humanitarian issues and health policy.

The Board of Trustees intends to meet three times a year. Meetings may be held in person (no more than twice a year) or by suitable electronic means agreed by the Board in which all participants may communicate with all other participants. In addition, extraordinary meetings of the Board may be called by the Chair or by one third of the Trustees.

The Board of Trustees shall have power to hire, support, oversee and evaluate annually the performance of the Director General.

Statement of the Members of the Board of Trustees' responsibilities in respect of the Board of Trustees' Annual Report and the Financial Statements

The Board of Trustees is responsible for preparing the Board of Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland". The law applicable to charities in England and Wales requires the Board of Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources of the charity for that period. In preparing these financial statements, the Board of Trustees is required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The Governing Council is responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the trust deed. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Governing Council is responsible for the maintenance and integrity of the charity and financial information included on the charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Organization

IPPF has a Secretariat that carries out the policies and functions as approved by the Governing Council. The Secretariat has its headquarters in London and is divided into central and regional operational units.

There are six Regional Offices: Africa (Nairobi, Kenya), Arab World (Tunis, Tunisia), East and South East Asia and Oceania (ESEAO) (Kuala Lumpur, Malaysia), Europe (Brussels, Belgium), South Asia

(Bangkok, Thailand and New Delhi, India), and Western Hemisphere (New York, USA).

In addition to this, Secretariat functions are also carried out in Ethiopia (Africa Union Liaison Office), Fiji (Sub-Regional Office for the Pacific), Australia (Resource Mobilization Office), and Bangkok, Thailand (Humanitarian Hub).

The senior management, known as the Directors' Leadership Team, comprises: the Director-General who is based in the Central Office, London; six Regional Directors who report to the Director-General; and five Central Office Divisional Directors. Further details are on page 74.

Remuneration

IPPF remuneration is benchmarked against the UN median salaries for similar roles and benefits data for the not for profit sector from a leading benefits provider. Annual performance and salary reviews are conducted through IPPF's Annual Performance Development. As part of a regular process, it has been decided that a salaries and benefits study would be undertaken for all staff, including key management personnel in the next year, thereby benchmarking salaries and benefits provided by IPPF across its secretariat in line with the market trends. The key management personnel are the Director's leadership team (DLT), which includes the Director General of IPPF.

Risk management

While no system of internal control can provide absolute assurance against material misstatement or loss, the IPPF risk management system has been developed to provide reasonable assurance to the Board of Trustees that there are proper control procedures in place and that they are operating effectively.

The key elements of the system of internal control are:

- Delegation: there is a clear organizational structure with lines of authority and responsibility for control, together with procedures for reporting decisions, actions and issues;
- Reporting: the Board of Trustees approves and reviews the annual programme budget and income predictions and monitors actual and forecast income and expenditure on a regular basis;
- Risk management: there are processes in place for identifying, evaluating and managing significant risks faced by IPPF. A consultative process across the senior staff in the Secretariat identified the key risks under each of the Strategic Framework Outcomes. These were reviewed by the Directors' Leadership Team (DLT) and the significant risks identified. The DLT then identified the mitigating strategies in place in order to arrive at the final overall risk assessment. Two additional risks that apply regardless of the strategic focus were also added: the first relates to foreign currency movements and the second

relates to safety and security risks. The register once approved by the DLT was reviewed in detail by the Audit Committee and presented to the Board of Trustees for approval. Also identified are actions required to manage that risk and the person who will be responsible for undertaking this. These are reviewed annually by the Audit Committee and the Board of Trustees, who believe that all the major risks to which IPPF is exposed have been identified and reviewed and systems have been established to mitigate those risks;

- Internal audit: the internal audit function, which has been outsourced to Crowe UK, assesses risks and reviews controls within IPPF. Using a risk based approach the firm undertook

a number of audits in 2019. As part of the rotation, IPPF's internal auditors for 2020 have been changed to RSM Risk Assurance Services LLP.

- Review: the Finance and Audit Committee comprised four members elected by the Governing Council who are volunteers of member organizations but who are not members of the Governing Council or are individuals willing to volunteer their services to IPPF, as well as the President and Treasurer. The Committee oversees the adequacy of the system of internal control, and ensures IPPF compliance with relevant statutory and other financial regulations.



Principal risks and mitigation strategies

Risk	Mitigation Strategy
Lack of financial sustainability of our Federation due to COVID-19 and increasingly competitive funding environment	<p>Three Year Financial Plan/ Global Income Generation Strategy (2019 onwards) has three broad priorities: income generated through resource mobilization efforts is matched to the investment required; prioritization of expenditure and investment from reserves to deliver the strategy and provide the capacity for growth; and efficiency and effectiveness in relation to overhead costs and structures.</p> <p>Promotion of brand and values: We invest and market our continuing relevance and added value in a competitive market dominated by a handful of highly successful competitors.</p> <p>Evidence: Readily available information and evidence which is relevant to donors (technical and political), and of high quality and adequate quantity enables us to respond to donor interests and policies.</p> <p>Price and cost structures: Clearly understanding our cost structures for greater efficiency and effectiveness, will allow us to increase competitiveness and raise smart resources.</p> <p>Investing in Enterprise wide system to allow us to better understand our cost structures and ensure that we can effectively deliver increased levels of restricted funding in a cost-effective manner across the Secretariat.</p> <p>Developing and sustaining greater expertise and capacity to bid for successful new business.</p> <p>Resource Allocation reforms – as approved by the Governing council in its meeting from 17–19 May 2019, work on strategic investment routes in strategic areas, thereby maximizing the return on investment through better investment of existing core and restricted funding.</p>
A highly organized opposition to sexual reproductive health and rights	<p>Countering opposition through better outreach, stronger relationships with decision-makers and advisors, and use of legal processes.</p> <p>Ensuring strong links between our communications, campaigns and advocacy work.</p> <p>Creation of three centres – Solutions 1 and 2 of the Secretariat Business Plan – to counter opposition, support social movements and develop winning narratives. The decentralized model of implementation will allow that the Federation is better prepared and has a more strategic external profile on these three areas that will work in synergy and that we consider to be three indivisible aspects of our advocacy work.</p>
Exchange rate fluctuations	<p>General reserve maintained at levels adequate to protect the Federation from short-term exchange rate movements. Access to financial products to provide protection from lower than budgeted income receipts. Regular financial monitoring.</p>
Inability to demonstrate performance, including long term impact	<p>Finalize IPPF's Data Management Strategy.</p> <p>Solution 7 to be launched to identify innovative solutions and invest in data management systems and processes that support improved service delivery and timely access to high-quality data across the Federation.</p> <p>Consolidate an organizational commitment to a programme of impact evaluation.</p> <p>Improve data analysis and visualization to support a culture of data-driven decision making.</p> <p>Carry out the Midterm Review of IPPF's Strategic Framework 2016–2022 in 2019.</p>

Risk	Mitigation Strategy
Financial crime failures and significant frauds due to lack of strong systems/capacities	<p>Forensic audit to be undertaken at CO to identify systems weaknesses and put in place actions to strengthen financial systems.</p> <p>Ensure adequate orientation/ training is provided at the operational level to strengthen the due diligence capacity.</p> <p>Build checks relating to financial crime in funding agreements and contracts and include financial crime checks in the Financial Control Evaluation checklist to ensure stronger risk-based audit function across all Member Associations.</p> <p>Focal points already identified at every level across the Secretariat to strengthen financial crime oversight.</p> <p>Technology procured to strengthen due diligence process at the Secretariat for employees, board members, vendors, consultants, partners, etc.</p> <p>Financial Crime policy approved by Governing Council and procedural framework put in place for due diligence, with a project team established across region.</p> <p>Strong whistleblowing mechanisms already in place.</p> <p>Strong & transparent follow up of all allegations/ complaints that come through the Safe Report mechanism in the area of fraud.</p> <p>Regular update on action taken to strengthen financial crime oversight across the Federation to be shared with the Finance and Audit Committee of IPPF.</p>
Higher risk of emergence of safeguarding issues across the Federation, leading to greater reputational risk	<p>Implementation of the IPPF safeguarding framework. This includes a suite of relevant policies and procedures.</p> <p>Implementation and roll out of IPPF SafeReport, an external reporting service.</p> <p>A new safeguarding staffing structure.</p> <p>Development of an organization-wide safeguarding culture where speaking up is the norm.</p> <p>Identification of a Board Member lead for safeguarding on the Governing Council/ Board of Trustees.</p> <p>Set up of an Independent Complaints Panel to process complaints about officers at the highest level of the Federation.</p> <p>Safeguarding as a standing agenda item on DLT, Board/GC meetings risk register.</p> <p>Incident reporting as a standing agenda item at the Finance and Audit Committee.</p> <p>Safeguarding learning platform, roll out of mandatory training.</p> <p>Clarity of funder reporting requirements and regular communication with funders.</p> <p>Regular review of policies, procedures and implementation of the learning and required changes.</p> <p>Building on safeguarding checks/criteria in accreditation.</p>

IPPF incident management data

The data set below shows the number of incidents reported to our incident reporting service, IPPF SafeReport, which was implemented throughout the Federation in March 2019. Twenty-two different types of incidents can be reported to the service. Fig 1 presents finance-related incidents reported in 2019.

Fig 1: Finance related incident reports received from 1 January 2019 to 31 Dec 2019

Incident type	Total reports received
Corruption and bribery	1
Fraud	13
Malpractice	12
Total	26

IPPF has a zero tolerance policy on such issues. As part of its raising a concern policy, IPPF ensures maintenance of the highest level of confidentiality to ensure that the whistle-blower(s) are not subjected to any form of victimization whatsoever.

All these incidents have been raised from across IPPF including its Member Associations. These matters are being actively pursued and action taken, as necessary. IPPF ensures that all relevant donors are updated about these incidents and serious incidents, if any, are reported to the Charities Commission.

IPPF and safeguarding

IPPF has continued to drive forward its commitment to safeguarding, achieving a number of milestones:

- **Increased Safeguarding Resources** IPPF appointed a permanent Head of Safeguarding and two Regional Safeguarding Advisers to lead the safeguarding function in the Federation. The team undertake any investigations related to the abuse of vulnerable adults and children and provide effective incident management support.
- **Rollout of IPPF's Safeguarding Framework: The Safeguarding Framework was rolled out across the Secretariat and parts of the Federation.** Training was provided to four Regional Offices and the Central Office, as well as a number of Regional Executive Committees and Executive Directors of Member Associations.
- **The Safeguarding Taskforce** The Taskforce was successful in delivering its key actions and priorities. In December 2019, new Terms of Reference and the workplan for 2020 were agreed.

The Modern Slavery Act (UK)

IPPF adopted a policy in relation to Forced Labour and Human Trafficking in November 2016, which considered the requirements of the UK Modern Slavery Act along with other international laws and guidance on this subject area. IPPF remains committed to the eradication of modern slavery and will work to ensure that all people have the right to protection from abuse and exploitation.

Gender pay gap 5 April 2019 (with comparison against 5 April 2018)

Central Office London

What is the gender pay gap?

The gender pay gap is a measure that shows the difference in average earnings between women and men. It is different from Equal Pay which is about men and women carrying out comparable jobs and which has been illegal in the UK for 45 years.

Gender pay gap data

The gender pay gap report snapshot as at 5 April 2019, 5 April 2018 and 5 April 2017 is as follows:

	5 April 2019	5 April 2018	5 April 2017
Difference in mean pay as a percentage	10.95%	22.9%	22.8%
Difference in median pay as a percentage	8.58%	8.1%	11.6%

The data above shows that the mean percentage pay gap has reduced by almost 12 per cent. There is however, a slight gender pay gap increase to the median level of 0.48 per cent in 2019. The mean pay is worked out by adding the hourly rate of pay of women and men separately and dividing the result by the actual number of women, and the actual number of men. The difference between the two provides the mean gender pay gap. This calculation gives an overall indication of the gender pay gap, but very large or small rates of pay can distort or dominate the answer.

The median pay is worked out by listing all the hourly pay rates in numerical order. The median will be the middle of these numbers. If even numbers are left, then the median will be the median of the two central numbers. The median indicates the typical situation, i.e. the middle of the road, but the whole gender pay gap won't be picked up.



IPPF/Isabel Corthier/Mozambique

IPPF and generally most other organizations tend to be more interested in the median pay gap analysis, rather than the average pay gap, as it is a more representative figure and less influenced by a small number of extremely high earners.

Why is there a gender pay gap?

The gender pay gap at IPPF is lower than the national average gender pay gap of 17.9 per cent as reported by the Office of National Statistics (ONS) in 2019. In IPPF London CO the gap stems from the larger representation of men in higher salaried roles, and over representation of women in the lower salaried roles.

What we will do

IPPF must do more to balance both female and male representation at all levels to build upon its values of Equality, Diversity and Inclusion.

- Measures are being put in place to eradicate the gender pay gap.
- Through our people strategy we have committed to delivering Leadership and Management Development Programmes in which we will train and develop our managers to be the best leaders and managers they can. We will enable talent to flourish so that there is more opportunity for senior progression especially through our lower quartile.

Thanks

- We will continue to attract more diverse applicants by highlighting our ethos on equality, diversity and inclusion in all our recruitment practices.
- We will develop an approach to equality, diversity and inclusion across the Secretariat.
- We will look at rolling out training on diversity and unconscious bias i.e. when people favour others who look like them and/or share their values, to develop our managers and leaders.

Working with non charities

When considering or developing new external partnerships or reviewing existing partnerships, the following steps should be taken:

- Research potential partners including consideration of any conflict of interest.
- Assess risk involved, potential value and the ability of IPPF to deliver including the resource impact and all costs and benefits involved in the partnership.
- Consult and involve stakeholders.
- Develop jointly a partnership structure, aims and objectives, accountability including roles and responsibilities, processes, reporting arrangements and an exit strategy.
- Determine who will be responsible for developing and embedding the partnership/relationship in each organization.
- Set up a steering group where appropriate with named operational contacts on both sides that hold the relationship.
- Agree in writing clear and robust partnership arrangements ensuring that transparency and accountability are maintained. Monitor, evaluate and review the partnership at pre-agreed points.
- Share experiences and good practice with a conscious effort to engage and involve at all levels in order to encourage learning.
- Promote successes within and outside of the Federation.

Disclosure of information to auditor

The Board of Trustees who held office at the date this report was approved, confirm that, so far as they are each aware, there is no relevant audit information of which the charity's auditor is unaware; and each member of the Board of Trustees has taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

IPPF thanks all its donors for their continuing and generous support. It also wishes to acknowledge the immense ongoing contribution it receives from its volunteers, in terms of the time, hard work, and personal commitment. Volunteers provide a huge range of help to the organization from assisting in clinics, sitting as Board members, acting as peer educators, meeting donors etc. Without this volunteer commitment IPPF could not achieve its mission or be the strong voice it currently is within the field of sexual and reproductive health and rights.

Approved on behalf of the Board of Trustees on 24 July 2020.



Kate Gilmore
Interim Chair



Bience Gawanas
Treasurer

Independent auditor's report to the members of the Board of Trustees of International Planned Parenthood Federation (IPPF)

Report on the audit of the financial statements

Opinion

In our opinion the financial statements of International Planned Parenthood Federation (the 'charity') and its subsidiaries (the 'group'):

- give a true and fair view of the state of the group's and the parent charity's affairs as at 31 December 2019 and of the group's incoming resources and application of resources for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland"; and
- have been prepared in accordance with the Charities Act 2011.

We have audited the financial statements which comprise:

- the group and charity statement of financial activities;
- the group and charity balance sheets;
- the consolidated cash flow statement; and
- the related notes 1 to 21.

The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report.

We are independent of the group and of the parent charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the Financial Reporting Council's (the 'FRC's') Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

We are required by ISAs (UK) to report in respect of the following matters where:

- the trustees' use of the going concern basis of accounting in preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the group's and the parent charity's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

We have nothing to report in respect of these matters.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in respect of these matters.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's and the parent charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or the parent charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the FRC's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Report on other legal and regulatory requirements

Matters on which we are required to report by exception

Under the Charities (Accounts and Reports) Regulations 2008 we are required to report in respect of the following matters if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the trustees' report; or
- sufficient accounting records have not been kept by the parent charity; or
- the parent charity financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

We have nothing to report in respect of these matters.

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.



Deloitte LLP
Statutory Auditor
London, United Kingdom

24 July 2020

Deloitte LLP is eligible for appointment as auditor for the charity by virtue of its eligibility for appointment as audit of a company under section 1212 of the Companies Act 2006.

Statement of financial activities for the year ended 31 December 2019

Charity

Notes	2019				2018				
	Unrestricted US\$'000	Restricted US\$'000	Endowment US\$'000	Total US\$'000	Unrestricted US\$'000	Restricted US\$'000	Endowment US\$'000	Total US\$'000	
Income from:									
Donations and legacies									
Grants from governments	57,370	81,023	–	138,393	55,126	34,517	–	89,643	
Grants from multilaterals	47	387	–	434	74	1,861	–	1,935	
Grants from IPPF Worldwide Inc	1,105	12,406	–	13,511	3,346	10,847	–	14,193	
Donations and legacies from others	112	–	–	112	387	–	–	387	
Other trading activities	39	–	–	39	130	–	–	130	
Income from investments	(50)	282	–	232	62	143	–	205	
Other income	1	–	–	1	3	–	–	3	
Total income and endowments	58,624	94,098	–	152,722	59,128	47,368	–	106,496	
Expenditure on:									
Raising funds									
Central fundraising	7	1,109	3,099	–	4,208	3,346	569	–	3,915
Regional fundraising	–	–	–	–	–	–	–	–	–
Cost of sales	(281)	(1)	–	(282)	132	–	–	–	132
Investment management costs	–	5	–	5	–	5	–	–	5
Charitable activities									
Grants to Member Associations & Partners	5	37,648	66,358	–	104,006	41,460	23,225	–	64,685
Central expenditure	7	7,405	14,822	–	22,227	12,744	6,963	–	19,707
Regional expenditure	–	5,472	2,144	–	7,616	6,257	2,064	–	8,321
Regional office grants	–	7,871	4,114	–	11,985	10,983	2,631	–	13,614
Pension finance charge	265	–	–	265	411	–	–	–	411
Total expenditure	59,489	90,541	–	150,030	75,333	35,457	–	110,790	
Net operating (expenditure) / income before investment (losses) / gains	(865)	3,557	–	2,692	(16,205)	11,911	–	(4,294)	
Gains / (losses) on investment assets	142	(37)	175	280	(73)	37	(244)	(280)	
(Decrease) / increase in subsidiary investment values	(7,960)	(601)	–	(8,561)	(835)	2,298	–	1,463	
Net (expenditure) / income	(8,683)	2,919	175	(5,588)	(17,113)	14,246	(244)	(3,111)	
Other recognized gains / (losses)									
Actuarial (loss) / gain on defined benefit pension scheme	(1,674)	–	–	(1,674)	3,087	–	–	3,087	
Foreign exchange movements on pension liability	(395)	–	–	(395)	756	–	–	756	
Unrealized foreign exchange gain / (loss) taken to reserves	3,296	–	1	3,297	(1,421)	–	–	(1,421)	
Net movement in funds	(7,456)	2,919	176	(4,360)	(14,691)	14,246	(244)	(689)	
Reconciliation of funds									
Total funds brought forward at 1 January	48,588	26,190	1,098	75,876	63,279	11,944	1,342	76,565	
Transfer of funds from other regions	8,406	(85)	–	8,321	–	–	–	–	
Net movement in funds for the year	(7,456)	2,919	176	(4,360)	(14,691)	14,246	(244)	(689)	
Total funds carried forward at 31 December	49,539	29,024	1,274	79,837	48,588	26,190	1,098	75,876	

There are no recognized gains and losses other than those included above. All the above results arise from continuing operations. The notes on pages 45 to 69 form part of these financial statements.

Statement of financial activities for the year ended 31 December 2019

Group

	Notes	2019				2018			
		Unrestricted US\$'000	Restricted US\$'000	Endowment US\$'000	Total US\$'000	Unrestricted US\$'000	Restricted US\$'000	Endowment US\$'000	Total US\$'000
Income from:									
Donations and legacies									
Grants from governments	2	57,370	87,011	–	144,381	55,126	35,172	–	90,298
Grants from multilaterals and other sources	3	1,361	16,692	–	18,053	1,859	18,806	–	20,665
Other trading activities		70	–	–	70	130	–	–	130
Income from investments	4	241	282	–	523	513	143	–	656
Other Income		699	–	–	699	175	–	–	175
Total income and endowments		59,741	103,985	–	163,726	57,803	54,121	–	111,924
Expenditure on:									
Raising funds									
Central fundraising	7	1,109	3,099	–	4,208	3,346	569	–	3,915
Regional fundraising	6	37	–	–	37	–	–	–	–
Cost of sales		(281)	(1)	–	(282)	132	–	–	132
Investment management costs		7	5	–	12	–	5	–	5
Charitable activities					–				–
Grants to Member Associations & Partners	5	37,748	71,684	–	109,432	41,994	25,213	–	67,207
Central expenditure	7	7,405	14,822	–	22,227	12,803	6,964	–	19,767
Regional expenditure	6	13,894	11,601	–	25,495	16,117	7,007	–	23,124
Pension finance charge		265	–	–	265	411	–	–	411
Total expenditure		60,184	101,211	–	161,395	74,803	39,758	–	114,561
Net operating (expenditure) / income before investment (losses) / gains		(443)	2,774	–	2,331	(17,000)	14,363	–	(2,637)
Gains / (losses) on investment assets		105	–	175	280	(73)	–	(207)	(280)
Net (expenditure) / income		(338)	2,774	175	2,611	(17,073)	14,363	(207)	(2,917)
Transfer between funds		(60)	60	–	–	34	3	(37)	–
Other recognized gains / (losses)									
Actuarial (loss) / gain on defined benefit pension scheme		(1,674)	–	–	(1,674)	3,087	–	–	3,087
Foreign exchange loss on pension liability		(395)	–	–	(395)	756	–	–	756
Unrealized foreign exchange gain / (loss) taken to reserves		3,418	–	1	3,419	(1,495)	(120)	–	(1,615)
Net movement in funds		951	2,834	176	3,961	(14,691)	14,246	(244)	(689)
Reconciliation of funds									
Total funds brought forward at 1 January		48,588	26,190	1,098	75,876	63,279	11,944	1,342	76,565
Net movement in funds for the year		951	2,834	176	3,961	(14,691)	14,246	(244)	(689)
Total funds carried forward at 31 December		49,539	29,024	1,274	79,837	48,588	26,190	1,098	75,876

There are no recognized gains and losses other than those included above. All the above results arise from continuing operations. The notes on pages 45 to 69 form part of these financial statements.

Balance sheets

Balance sheets as at 31 December 2019

	Notes	2019 Total US\$'000	2018 Total US\$'000	2019 Total US\$'000	2018 Total US\$'000
		Charity	Charity	Group	Group
Fixed assets					
Tangible assets	9	17,556	17,298	20,204	19,792
Investments	10	23,091	31,311	2,847	2,505
Long term loans	11	105	20	207	20
Total fixed assets		40,752	48,629	23,258	22,317
Current assets					
Stock		195	296	195	296
Debtors	12	18,272	6,257	22,471	7,810
Cash at bank and in hand		50,677	47,320	70,853	70,124
Total current assets		69,144	53,872	93,519	78,230
Creditors: amounts falling due within one year	13	(19,417)	(16,653)	(25,475)	(13,992)
Total current liabilities		(19,417)	(16,653)	(25,475)	(13,992)
Net current assets		49,727	37,220	68,045	64,238
Total assets less current liabilities		90,480	85,849	91,303	86,555
Provisions for liabilities	14	(19)	–	(842)	(706)
Net assets excluding pension liability		90,461	85,849	90,461	85,849
Defined benefit pension scheme liability	19	(10,624)	(9,973)	(10,624)	(9,973)
Total net assets including pension liability		79,837	75,876	79,837	75,876

Represented by:

Unrestricted	15				
General		16,873	14,363	16,873	14,363
Designated		31,168	32,076	31,168	32,076
Revaluation Reserve		12,122	12,122	12,122	12,122
Restricted		29,024	26,190	29,024	26,190
Endowment		1,274	1,098	1,274	1,098
Total funds and reserves excluding pension liability		90,461	85,849	90,461	85,849
Pension liability	19	(10,624)	(9,973)	(10,624)	(9,973)
Total funds and reserves including pension liability		79,837	75,876	79,837	75,876

Approved on behalf of the Board of Trustees on 24 July 2020. The notes on pages 45 to 69 form part of these financial statements.



Kate Gilmore
Interim Chair



Bience Gawanas
Treasurer

Consolidated cash flow statement

Statement of cash flows for the year ended 31 December 2019

	Notes	2019 US\$'000	2018 US\$'000
Net cash provided by / (used in) operating activities	A	772	(2,014)
Cash flows from investing activities:			
Interest received and similar income		523	515
Purchase of tangible assets		(379)	(285)
Purchase of marketable securities		(350)	(48)
Sale of marketable securities		350	41
Net cash flows (used in) / provided by investing activities		144	223
Cash flows from financing activities:			
Long term loan repayments		–	40
Release of endowment		(187)	–
Net cash flows (used in) / provided by financing activities		(187)	40
Increase / (decrease) in cash	B	729	(1,751)

Note A: Reconciliation of net income / (expenditure) to net cash inflow / (outflow) from operating activities

	2019 US\$'000	2018 US\$'000
Net operating income / (expenditure)		
Net incoming / (outgoing) resources	2,331	(2,637)
Interest receivable and similar income	(523)	(515)
Depreciation	508	523
Exchange movements on tangible assets	(540)	931
Exchange movement on investments	(105)	(280)
Actuarial loss on pension scheme	(1,023)	(2,033)
Loss / (gain) on disposal of fixed assets	–	113
Movements in working capital:		
Decrease in stock	101	265
(Increase) in debtors	(14,661)	(3,661)
Increase in creditors	11,483	5,698
Increase in provisions	136	35
Unrealized exchange movement	3,066	(454)
Net cash provided by / (used in) operating activities	772	(2,014)

Note B: Reconciliation of net cash flow to movements in net debt

	2019 US\$'000	2018 US\$'000
Increase / (decrease) in cash in the year	729	(1,751)
Movement on foreign exchange	–	(144)
Change in cash for the year	729	(1,895)
Net cash at 1 January	70,124	72,019
Net cash at 31 December	70,853	70,124

Note of explanation

Cash balances are historically higher at 31 December each year due to the timing of government receipts, many of which are received in the last quarter of the financial year. However, the timing of grant payments to Member Associations means that the cash funds are significantly reduced in the first quarter of each financial year. The cash balance also includes restricted funds for use in the following years.

Notes to the Financial Statements

1 Accounting policies

Basis of accounting

These financial statements have been prepared under the historical cost convention with items recognized at cost or transaction values unless otherwise stated in the relevant notes to these accounts.

The financial statements are prepared under the historical cost convention, in accordance with the Statement of Recommended Practice "Accounting and Reporting by Charities (SORP 2015)" applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), effective 1 January 2016 and the Charities Act 2011. IPPF meets the definition of a public benefit entity under FRS 102. The Charity meets the definition of a qualifying entity under FRS 102 and has therefore taken advantage of the disclosure exemption available to it in respect of its separate financial statements in relation to presentation of a cash flow statement.

Going concern

The trustees assess whether the use of going concern is appropriate i.e. whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of the charity to continue as a going concern, including the impact of COVID-19. The trustees make this assessment in respect of a period of at least one year from the date of approval of the financial statements. In making this assessment, the trustees have considered the impact of COVID-19 and the impact it may have on its unrestricted income and reserves, including the factors described on pages 8–10 of these financial statements. By reaching out to major donors, the management team has secured early payment of some of its grant income as well as additional contributions. This has allowed IPPF to accelerate the distribution of core funds to its Member Associations to assist them with responding to the impact of COVID-19 on their operations. IPPF has also renegotiated terms with a significant unrestricted donor resulting in a six month waiver for its delivery commitments, ensuring that funding will continue to be provided against its projected results.

The members of the Board of Trustees have reviewed IPPF's financial position including its recent annual deficits, its level of net assets and its future cashflow forecasts which take into account the impact of future activities, and believe it is appropriate to continue to produce the financial statements on a going concern basis.

Basis of preparation

IPPF exists as an entity incorporated in the UK under the provisions of the IPPF Act ("the charity"). Its registered address is at 4 Newhams Row, London, SE1 3UZ United Kingdom and its activities are undertaken through a Secretariat of which there is a Central Office.

IPPF Arab World Region, East and South East Asia and Oceania Region and South Asia Region are not separate legal entities and their results are included in those of the charity. IPPF (Bangkok Hub) was established in 2016 and its results are also included with those of the charity.

Subsidiaries

IPPF Worldwide Inc. is a separately registered not-for-profit organization. This is established for the purpose of receiving funding from organizations based in the United States of America. The Directors of the company are Central Office Divisional Directors. Their results are included with those of the group.

IPPF Africa Region (Nairobi, Kenya) and IPPF Europe Network are separate legal entities in Nairobi, Kenya and Brussels, Belgium respectively. As subsidiaries they use the name of the charity to raise funds exclusively for the IPPF and / or its local activities. They represent themselves publicly as the charity's local representative. Their results have been consolidated on a line-by-line basis in the statement of financial activities ("SOFA") and balance sheet.

IPPF has a dormant trading subsidiary, International Contraceptive and SRH Marketing Limited (trading as ICON). Up until 31 August 2013 this engaged in commodity supply services and social marketing of contraceptives in conjunction with Member Associations.

Autonomous business unit

The IPPF Western Hemisphere Region Inc (New York, USA) is a separate company incorporated in the State of New York, USA, as a membership corporation with not-for-profit status. As an autonomous business unit within the group structure, its results are aggregated on the basis that its members are also members of IPPF and are in a regional office pursuing the same objectives and policies as the rest of IPPF. The IPPF WHR Fund is a separate entity used for investing significant bequests, and those results are aggregated.

Income

Income is recognized when the Group and Charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount measured reliably. See also the separate deferred income policy.

Deferred income

Deferred income comprises amounts received in the period which the donor has given for use in future accounting periods and there is no entitlement to the funds at the year end.

Commercial trading activities

Income from commercial trading activities is included in the period in which it is earned.

Donations and grants

Grants from governments and other agencies have been included as donations as these relate to core funding or are provided for a general purpose rather than being service agreements. These are included in income when these are receivable, except as follows:

- When donors specify that donations and grants given to the charity must be used in future accounting periods, the income is deferred until those periods.

- When donors impose conditions which must be fulfilled before the charity becomes entitled to use such income, the income is deferred and not included in income until the conditions for use have been met.
- Assets given for distribution are recognized as income for the year only when received.

Legacies

Legacies are recognized when the following three conditions are met a) the charity is entitled to control the legacy resource and determine its future application, b) receipt is probable and c) the resource can be measured monetarily with sufficient accuracy.

Investment income and interest

Investment income in the form of dividends together with interest and rental income from the investment property is included when receivable by the charity.

Donations in kind

Donations in kind are included in donations and similar income where the amounts are material at their market value. Commodities donated to IPPF for distribution to Member Associations are recognized at their market value as income to the extent that they have been received in the year.

IPPF wishes to acknowledge the immense on-going contribution it receives from its volunteers, in terms of the time, hard work, and personal commitment given to IPPF and its objectives. IPPF does not believe it is possible, or desirable, to place a monetary value on this contribution, and subsequently does not recognize volunteer time as income in the Financial Statements. IPPF does not believe there is a concise, workable, or accurate method of quantifying this contribution, or establishing how this contribution is expressed in financial terms.

Expenditure and basis of allocation of costs

Grants payable to Member Associations of cash and commodities (being contraceptives and related goods) represent direct aid to affiliated and non-affiliated organizations. These grants are given on an annual basis. Amounts not yet given at the year-end relating to commodities are accrued as liabilities, on the basis that a commitment exists to supply these remaining commodities or cash grants.

Expenditure other than grants is classified between regional and central activities. Regional activities are those carried out by the regional offices serving local Member Associations. Central activities are exclusively, those of the Central Office, which serves IPPF as a whole.

Costs of generating voluntary income comprise the costs incurred in commercial trading activities and fundraising. Fundraising costs include all direct costs including personnel costs, publicity material and direct mailing material.

Programme activities represent expenses directly attributable to the issuing or monitoring of grants to Member Associations as well as providing technical assistance to allow the grant recipients to implement programmes effectively. At the regional offices most staff will be involved as focal points for a selected number of

Member Associations as well as being an expert in a technical area e.g. HIV/AIDS, Advocacy and Accreditation. Central Office staff generally provide technical support to Regional Office staff and indirectly to Member Associations.

Support costs represent expenses on activities that are not directly attributable to programme activities and include general management, finance, office facilities, human resources and information technology and governance. Support costs are allocated to programme activities based on staff costs.

Where IPPF acts as an agent for another party upon specific projects, all costs and overheads recovered are netted off against those costs. Where overheads on IPPF's own projects are recovered by way of donations and grants, these and their related costs are not netted off but are shown separately.

Taxation

IPPF is a registered charity and has no liability to corporation tax on its charitable activities under the Corporation Tax Act 2010 (chapters 2 and 3 of part ii, section 466 onwards) or Section 256 of the Taxation for Chargeable Gains Act 1992, to the extent surpluses are applied to its charitable purposes.

Tangible fixed assets

All assets costing more than US\$5,000 are capitalized. Tangible fixed assets are stated at cost, net of depreciation and any provision for impairment. All assets are depreciated in line with their expected useful lives using the straight-line method at the following rates:

Freehold Land	no depreciation
Freehold buildings	2 – 5%
Office furniture	10%
Office equipment	20%
Computer hardware	33%
Vehicles	33%
Freehold improvements	10%
Leasehold improvements	Period of lease

Any realized gains or losses on disposals of fixed assets are taken to the Statement of Financial Activities in the year in which they occur.

Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

Investments

Investments are valued at fair value at the balance sheet date. All gains and losses are taken to the Statement of Financial Activities as they arise and allocated to funds in line with the amounts held.

Investment properties are included within fixed assets, valued at fair value, and not depreciated. Full valuations are made every five years by a qualified external valuer, and in each other year

there is a management assessment of fair value. Fair value of the investment property is considered to be the open market value. Any material increase or decrease in value is reflected in the Statement of Financial Activities.

Stock of goods

Purchased stock is valued at the lower of cost and net realizable value and consists of contraceptives and related medical equipment.

Donated items of stock are recognized at fair value which is the amount the charity would have been willing to pay for the items on the open market.

Foreign currency

Transactions in foreign currencies are recorded using the rate of exchange ruling at the date of the transaction to translate into the base currency of each component. Monetary assets and liabilities denominated in foreign currencies are translated using the rate of exchange ruling at the balance sheet date to translate into the base currency, and the gains and losses on translation are included in the statement of financial activities.

The results are translated, where required, into the presentational currency of US Dollars at the average rate of exchange during the year for the statement of financial activities, and the year end rate for the assets and liabilities. Gains and losses arising on these translations are taken to the General Reserve.

Leased assets

Rentals under operating leases are charged on a straight-line basis over the lease term, even if the payments are not made on such a basis. Benefits received and receivable as an incentive to sign an operating lease are similarly spread on a straight-line basis over the lease term.

Provisions

Provision is made, where material, for the present value of future liabilities and losses which have occurred during the financial year and identified up to the date on which the financial statements are approved by Board of Trustees. The recognition of a provision is in accordance with FRS 102. The charge for a provision is made against the expenditure to which it relates.

Contingent liabilities

Contingent liabilities are disclosed in accordance with FRS 102. No recognition is made in the Statement of Financial Activities. Where it becomes probable that there will be a future outflow of resources the liability will cease to be contingent and is accrued in the financial statements. Full details on each contingent liability are disclosed in note 18.

Financial instruments and financial liabilities

Basic financial instruments are initially recognized at transaction value and subsequently measured at their settlement value.

The charity uses derivative financial investments to reduce its exposure to foreign exchange risk. In line with the charity's risk management policies, the charity does not enter in to speculative derivative contracts. Derivatives are initially recognized at fair value at the date a derivative contract is entered into and are subsequently re-measured to their fair value at the date a derivative contract entered into and are subsequently re-measured to their fair value at each reporting date. The resulting gain or loss is recognized in the Statement of Financial Activities.

Trade and other debtors are recognized at the settlement amount due after any discount offered and net of the bad debt provision. prepayments are valued at the amount prepaid net of any trade discounts due. Creditors and provisions are recognized where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognized at their settlement amount after allowing for any trade discounts due.

Pension contributions

IPPF contributes to both a closed defined benefit scheme and a number of defined contribution pension schemes (see note 19).

Defined contribution scheme costs are charged to the Statement of Financial Activities as they are incurred.

IPPF makes contributions to the Central Office defined benefit pension scheme (closed to new members from 1 September 2003 and current members from 1 September 2007) based on the advice from triennial actuarial valuations. Any material deficiencies or surpluses that arise are dealt with by changes to the level of contributions. In accordance with FRS 102, the Statement of Financial Activities includes: the cost of benefits accruing during the year in respect of current and past service (charged against net expenditure); the expected return on the scheme's assets and the increase in the present value of the scheme's liabilities arising from the passage of time (shown as pensions finance charge); actuarial gain recognized in the pension scheme (shown within net movement of funds). The balance sheet includes the deficit in the scheme taking assets at their year-end market value and liabilities at their actuarially calculated values.

Critical accounting judgements and key sources of estimation uncertainty

In the application of IPPF's accounting policies, management is required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from those estimates and the estimates and underlying assumptions are continually reviewed.

Key estimates

Pensions: Estimates of the net liability to pay pensions depends on a number of complex judgements relating to the discount rate used, the rate of which salaries are projected to increase, changes in retirement ages, mortality rates and expected returns on pension funds' assets. A firm of consulting actuaries is engaged

to provide IPPF with expert advice reporting the assumptions to be applied. During the year the liability moved from US\$9.9 million to US\$10.6 million as a result of assumptions being updated, differences in actual experiences against expectation, and exchange rate movements. Further details are in note 19.

There are no other critical estimates or judgements.

Funds

IPPF maintains five types of fund:

- Expendable Endowment – where the capital is held in perpetuity to generate income to further the charitable objects of IPPF;
- Restricted – where the purposes for which the funds can be used have been restricted by donors or the terms of an appeal;

- Pension Reserve – in accordance with FRS 102, the liability attributed to the Central Office Defined Benefit Scheme is shown as a separate fund. As the scheme is currently in deficit this is a negative reserve;
- Designated – where the funds are unrestricted, but where the Board of Trustees have designated them for a specific purpose; and
- Unrestricted – where the funds are not restricted as to use but may be applied for any purpose within the charity's objects.

Transfers between funds are made where the donor restrictions allow with appropriate disclosure in note 15. Other recognized gains and losses are allocated to funds in line with the restrictions on the funds which generated the gain/loss.

2 Grants from governments

Group	Local currency (LC)	2019 LC'000	2018 LC'000	2019 US\$'000	2018 US\$'000
Unrestricted					
Australia	Australian Dollar	3,600	3,600	2,412	2,790
China	US Dollar	431	400	431	400
Denmark	Danish Krone	50,000	50,000	7,292	8,065
Finland	Euro	1,350	1,500	1,484	1,800
Germany	Euro	12,000	6,000	13,487	7,200
Japan	US Dollar	5,857	5,858	5,857	5,858
South Korea	US Dollar	74	79	74	79
Malaysia	US Dollar	–	15	–	15
Netherlands	Euro	3,600	3,600	4,048	4,319
New Zealand	New Zealand Dollar	–	2,500	–	1,793
New Zealand	US Dollar	1,706	–	1,706	–
Norway	Norwegian Krone	60,000	60,000	6,805	7,340
Sweden	Swedish Krona	110,000	110,000	11,738	13,427
Switzerland	Swiss Franc	2,000	2,000	2,035	2,023
Thailand	US Dollar	2	–	2	–
Other	US Dollar	–	17	–	17
Unrestricted				57,370	55,126
Restricted					
Australia	Australian Dollar	5,121	5,163	3,532	3,842
Belgium	Euro	2,078	3,321	2,287	3,993
Canada	Canadian Dollar	5,800	4,212	4,323	3,315
China	US Dollar	369	400	369	400
Denmark	Danish Krone	14,000	500	2,088	78
Germany	Euro	1,158	400	1,310	479
Japan	US Dollar	315	2,000	315	2,000
Netherlands	Euro	1,416	1,273	1,607	1,542
Netherlands	US Dollar	1,142	1,815	1,142	1,815
New Zealand	New Zealand Dollar	707	–	489	–
New Zealand	US Dollar	308	12	308	12
Norway	Norwegian Krone	20,150	18,000	2,283	2,133
Norway	US Dollar	(70)	–	(70)	–
Sweden	Swedish Krona	5,040	933	523	105
Switzerland	Swiss Franc	990	75	992	75

Group	Local currency (LC)	2019	2018	2019	2018
		LC'000	LC'000	US\$'000	US\$'000
United Kingdom	British pound	46,616	6,542	59,323	8,342
USAID	US Dollar	202	7,253	202	7,041
Canada	US Dollar	1,241	–	1,241	–
European Commission	US Dollar	4,597	–	4,597	–
France	US Dollar	149	–	149	–
Restricted				87,011	35,172
Total restricted and unrestricted grants from governments				144,381	90,298

3 Income from multilaterals and other sources

Name of donor	2019			2018		
	Unrestricted US\$'000	Restricted US\$'000	Total US\$'000	Unrestricted US\$'000	Restricted US\$'000	Total US\$'000
For disclosure						
Bill & Melinda Gates Foundation	–	3,194	3,194	–	3,165	3,165
Children's Investment Fund Foundation	–	250	250	–	250	250
Danish Family Planning Association	2	206	208	–	212	212
European Commission	–	(432)	(432)	–	–	–
Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)	–	187	187	–	801	801
The Global Fund	–	127	127	–	178	178
Open Society Foundation	–	435	435	–	81	81
Vitol Foundation	–	200	200	–	–	–
United Nations Programme on HIV/AIDS (UNAIDS)	–	80	80	–	43	43
United Nations Fund for Population Activities (UNFPA)	–	9	9	–	(450)	(450)
UN Women	–	89	89	–	122	122
World Health Organization (WHO)	–	–	–	–	287	287
Anonymous (At donor's request)	–	10,265	10,265	–	10,528	10,528
Merck Sharp & Dohme Corp., subsidiary of Merck & Co. Inc.	–	7	7	–	447	447
Conference fees Eurongos/Inspire	–	14	14	–	16	16
The William And Flora Hewlett Foundation	1,000	–	1,000	1,000	479	1,479
RFSU (The Swedish Association for Sexuality Education)	–	67	67	–	92	92
European Union	–	–	–	–	493	493
CORDAID	–	465	465	–	152	152
Rutgers – GUSO – CO	–	423	423	–	12	12
Bergstrom Foundation	–	149	149	–	305	305
David & Lucile Packard Foundation	–	500	500	–	1,191	1,191
Other < \$100,000, or individuals not to be disclosed	359	456	815	859	403	1,262
Total	1,361	16,692	18,053	1,859	18,806	20,665

4 Investment income and interest

	2019			2018		
	Unrestricted US\$'000	Restricted US\$'000	Total US\$'000	Unrestricted US\$'000	Restricted US\$'000	Total US\$'000
Interest receivable from cash deposits	207	241	448	475	94	569
Property investment income	34	–	34	38	–	38
Dividends and similar income from US listed securities	–	41	41	–	49	49
Total	241	282	523	513	143	656

5 Grants to Member Associations and partner organizations

Charity	2019			2018		
	Unrestricted US\$'000	Restricted US\$'000	Total US\$'000	Unrestricted US\$'000	Restricted US\$'000	Total US\$'000
Africa	15,642	40,992	56,634	18,758	7,897	26,655
Arab World	2,143	3,413	5,556	2,484	3,023	5,507
E, SE Asia & Oceania	3,864	2,251	6,115	5,201	2,067	7,268
Europe	1,350	2,483	3,833	1,630	395	2,025
South Asia	7,511	14,201	21,712	6,550	4,824	11,374
Western Hemisphere	7,138	3,017	10,155	6,837	1,544	8,381
Total	37,648	66,358	104,006	41,460	19,750	61,210
Project Delivery Partners	–	–	–	–	3,475	3,475
Total	37,648	66,358	104,006	41,460	23,225	64,685

Commodity grants consist of contraceptives and related goods and are included in the above at a value of US\$4.6 million (2018: US\$1.6 million). Grants to project delivery partners are payments to deliver consortia programmes.

Charity and Group	2019			2018		
	Unrestricted US\$'000	Restricted US\$'000	Total US\$'000	Unrestricted US\$'000	Restricted US\$'000	Total US\$'000
Africa	15,770	44,288	60,059	19,019	8,502	27,521
Arab World	2,143	3,413	5,556	2,484	3,023	5,507
E, SE Asia & Oceania	3,864	2,251	6,115	5,201	2,067	7,268
Europe	1,487	4,513	6,000	1,903	1,778	3,681
South Asia	7,511	14,201	21,712	6,550	4,824	11,374
Western Hemisphere	6,973	3,017	9,990	6,837	1,544	8,381
Total	37,748	71,684	109,432	41,994	21,738	63,732
Project Delivery Partners	–	–	–	–	3,475	3,475
Total	37,748	71,684	109,432	41,994	25,213	67,207

Grants to Member Associations and partner organizations by strategic outcomes

Charity and Group	2019			2018		
	Unrestricted US\$'000	Restricted US\$'000	Total US\$'000	Unrestricted US\$'000	Restricted US\$'000	Total US\$'000
Strategic Outcomes						
Championing Rights	1,956	5,767	7,723	3,750	4,018	7,768
Empower Communities	5,453	7,782	13,234	7,216	1,180	8,396
Serve People	23,172	57,178	80,350	18,893	19,335	38,228
Unite and Perform	7,167	958	8,125	12,135	680	12,815
Total	37,748	71,684	109,432	41,994	25,213	67,207

Support costs for grants are included within the central and regional charitable expenditure.

The following ten associations received the largest grants in 2019:

Organization	2019			2018		
	Unrestricted US\$'000	Restricted US\$'000	Total US\$'000	Unrestricted US\$'000	Restricted US\$'000	Total US\$'000
Charity and Group						
Rahnuma-Family Planning Association of Pakistan	1,469	5,195	6,664	1,594	1,066	2,660
Family Guidance Association of Ethiopia	1,248	3,107	4,355	1,054	584	1,638
Reproductive Health Uganda	963	2,558	3,521	1,108	1,298	2,406
Family Planning Association of India	1,651	1,116	2,767	1,812	929	2,741
Family Health Options Kenya	845	1,455	2,300	924	543	1,467
Uzazi na Malezi Bora Tanzania	707	1,482	2,189	909	545	1,454
Family Planning Association of Nepal	1,377	482	1,859	1,634	2,509	4,143
Planned Parenthood Federation of Nigeria	1,531	266	1,797	1,692	3	1,695
Family Planning Association of Bangladesh	1,749	(16)	1,733	331	–	331
Associação Moçambicana para Desenvolvimento da Família	526	1,146	1,672	736	372	1,108

6 Regional activities

Regional activities by strategic outcomes

Group	Programme activities US\$'000	Grants to IPPF/WHR US\$'000	Support costs US\$'000	2019 Total US\$'000
Strategic Outcomes				
Championing Rights	4,832	–	465	5,296
Empower Communities	1,507	–	286	1,794
Serve People	4,794	2,867	1,249	8,910
Unite and Perform	8,864	–	668	9,532
Total 2019	19,997	2,867	2,668	25,532

Group	Programme activities US\$'000	Grants to IPPF/WHR US\$'000	Support costs US\$'000	2018 Total US\$'000
Strategic Outcomes				
Championing Rights	2,837	187	1,286	4,310
Empower Communities	1,592	–	366	1,958
Serve People	4,811	953	1,989	7,753
Unite and Perform	5,238	2,125	1,740	9,103
Total 2018	14,478	3,265	5,381	23,124

Regional activities by type of expenditure

Group	Programme activities US\$'000	Support costs US\$'000	2019 Total US\$'000	Programme activities US\$'000	Support costs US\$'000	2018 Total US\$'000
Personnel costs	10,715	1,048	11,762	7,336	2,474	9,810
Consultancies	1,857	274	2,131	1,290	546	1,836
Travel	5,249	375	5,624	4,510	806	5,316
Occupancy	783	328	1,110	156	635	791
Communications	165	90	255	164	134	298
Grants to IPPF/WHR	2,867	–	2,867	3,265	–	3,265
Other costs	1,228	553	1,782	1,022	786	1,808
Total	22,864	2,668	25,532	17,743	5,381	23,124

Support costs for regional activities are fully allocated to programme activities.

7 Central activities

Central activities by strategic outcomes

Group	Programme activities undertaken directly US\$'000	Allocated support costs US\$'000	Total programmatic US\$'000
Strategic Outcomes			
Championing Rights	4,184	1,256	5,441
Empower Communities	766	467	1,233
Serve People	7,610	3,701	11,310
Unite and Perform	2,643	1,600	4,243
Total 2019	15,204	7,024	22,227

Group	Programme activities undertaken directly US\$'000	Allocated support costs US\$'000	Total programmatic US\$'000
Strategic Outcomes			
Championing Rights	2,774	874	3,648
Empower Communities	1,092	413	1,505
Serve People	7,021	2,136	9,157
Unite and Perform	3,621	1,836	5,457
Total 2018	14,508	5,259	19,767

Support costs represent all other expenses incurred in the running of IPPF and are allocated based on a proportion of direct personnel costs attributable to the implementation of the activities.

Central activities by type of expenditure

Group	Fundraising costs US\$'000	Programme activities undertaken directly US\$'000	Support costs US\$'000	2019 Total US\$'000
Personnel costs	1,850	7,260	2,467	11,577
Consultancies	1,054	3,416	944	5,415
Travel	898	3,187	208	4,293
Occupancy	243	369	554	1,166
Communications	6	16	26	48
Other costs	156	955	2,825	3,935
Total 2019	4,208	15,203	7,024	26,434

Group	Fundraising costs US\$'000	Programme activities undertaken directly US\$'000	Support costs US\$'000	2018 Total US\$'000
Personnel costs	1,867	7,819	2,323	12,009
Consultancies	590	2,643	1,195	4,428
Travel	537	2,391	138	3,066
Occupancy	17	199	279	495
Communications	–	4	7	11
Other costs	78	1,452	2,142	3,673
Total 2018	3,090	14,508	6,084	23,682

Charity	Fundraising undertaken directly US\$'000	Programme activities undertaken directly US\$'000	Support costs US\$'000	2019 Total US\$'000	Fundraising undertaken directly US\$'000	Programme activities undertaken directly US\$'000	Support costs US\$'000	2018 Total US\$'000
Personnel costs	1,850	7,260	2,467	11,577	1,867	7,819	2,323	12,009
Consultancies	1,054	3,416	944	5,415	590	2,643	1,195	4,428
Travel	898	3,187	208	4,293	537	2,391	138	3,066
Occupancy	243	369	554	1,166	17	199	279	495
Communications	6	16	26	48	–	4	7	11
Other costs	156	955	2,825	3,935	79	1,452	2,082	3,613
Total	4,208	15,203	7,024	26,434	3,090	14,508	6,025	23,622

- 1) Programme activities represent expenses directly attributable to the issuing or monitoring of grants to Member Associations and partners as well as providing technical assistance to allow the grant recipients to implement programmes effectively. Central Office staff are generally not involved in issuing grants to Member Associations but provide technical support to Regional Office staff and Member Associations.
- 2) Support costs represent all other expenses incurred in the running of IPPF and are allocated across the Strategic Outcomes based on a proportion of direct personnel costs attributable to the implementation of the activities. This methodology is applied to all areas of the IPPF and has been selected for consistency of use and ease of implementation.
- 3) Fundraising costs comprise activities related to the Federation's global income generation and resource development.

Included within support costs are fees payable to the external auditor, Deloitte LLP, of US\$158,500 and US\$215,300 for the charity and group respectively (2018 – Deloitte LLP – US\$231,000 and US\$288,000) for statutory audit. There were no fees from assurance services, tax advisory services or other financial services. Within other support costs is a foreign exchange gain in 2019 of US\$3.4 million (group) and US\$3.3 million (charity); 2018 loss of US\$1.3 million (group) and US\$1.3 million (charity).

8 Employee numbers and emoluments

The average total number employed during the year were:

	Central Activities	Regional Activities	Total 2019 Charity	Regional Activities	Total 2019 Group
Technical Knowledge and Support	37	25	62	46	108
Strategic Planning, External Affairs, Advocacy & Communications	12	3	15	26	41
Management, Governance, Accreditation and Policy	21	22	43	11	54
Resource Mobilization	8	3	11	1	12
Support Services – Finance, Information Technology, Human Resources & Administration	24	42	66	26	92
Total 2019	102	95	197	110	307
	Central Activities	Regional Activities	Total 2018 Charity	Regional Activities	Total 2018 Group
Technical Knowledge and Support	40	19	59	30	89
Strategic Planning, External Affairs, Advocacy & Communications	10	4	14	31	45
Management, Governance, Accreditation and Policy	12	23	35	15	50
Resource Mobilization	4	2	6	2	8
Support Services – Finance, Information Technology, Human Resources & Administration	24	34	58	26	84
Total 2018	90	82	172	104	276

The cost of employing these staff was:

	2019 US\$'000 Charity	2018 US\$'000 Charity	2019 US\$'000 Group	2018 US\$'000 Group
Gross salaries of individuals on IPPF payroll	10,343	10,040	16,008	15,414
Social security costs	1,092	927	1,494	1,655
Pension	682	750	1,291	1,171
Temporary staff employed through third party agencies	2,194	2,810	2,271	2,828
Other employee benefits	962	635	3,194	1,183
Redundancy costs	(4)	437	35	437
Total	15,268	15,599	24,293	22,688

The number of Charity and Group employees whose emoluments, excluding pension contributions and employers' national insurance, but including benefits in kind, were in excess of US \$78,000 (£60,000) was:

	2019 Charity	2018 Charity	2019 Group	2018 Group
US\$78,000 to US\$90,000	8	15	22	21
US\$90,000 to US\$100,000	5	2	10	7
US\$100,000 to US\$110,000	8	3	10	5
US\$110,000 to US\$120,000	5	7	7	8
US\$120,000 to US\$130,000	–	–	1	–
US\$130,000 to US\$140,000	4	2	8	3
US\$140,000 to US\$150,000	2	2	2	3
US\$150,000 to US\$160,000	1	–	1	–
US\$160,000 to US\$170,000	2	3	2	3
US\$170,000 to US\$180,000	1	–	1	–
US\$180,000 to US\$190,000	1	–	2	1
US\$190,000 to US\$200,000	2	1	2	1
US\$200,000 to US\$210,000	1	1	1	–
US\$280,000 to US\$290,000	–	1	–	–
US\$330,000 to US\$340,000	1	–	1	–
US\$550,000 to US\$560,000	–	1	–	1

Charity: Contributions amounting to US\$307,000 (2018: US\$278,000) were made to defined contribution schemes on behalf of 38 higher paid employees (2018: 34). Group: contributions amounting to US\$470,000 (2018: US\$375,000) were made to defined contribution schemes on behalf of 58 higher paid employees (2018: 51).

No ex-gratia payments were made during the year (2018: Nil). No trustee received remuneration during the year (2018: Nil). Total expenses reimbursed to members the Board of Trustees and Audit Committee or incurred on their behalf for attendance at meetings was US\$134,538 (2018: US\$373,162). Eighteen members of the Governing Council and four members of the Finance and Audit Committee were reimbursed expenses.

Key management personnel

The key management personnel of the parent Charity are the Director General, the central office divisional directors and the regional directors of AWRO, ESEAOR and SARO. The total remuneration (including pension contributions and employers' national insurance) of the key management personnel of the Charity for the year totalled US\$1,304,327 (2018: US\$1,257,152).

The key management personnel of the Group comprise those of the Charity and key management personnel of EN and ARO. The total remuneration (including pension contributions and employers' national insurance) of the key management personnel of the Group for the year totalled US\$1,577,085 (2018: US\$1,654,115).

9 Tangible fixed assets

	Freehold property US\$'000 Charity	Fixtures, fittings, equipment & computers US\$'000 Charity	Total US\$'000 Charity	Freehold property US\$'000 Group	Fixtures, fittings, equipment & computers US\$'000 Group	Total US\$'000 Group
Cost						
Cost at 1 January 2019	18,765	1,550	20,315	20,977	2,933	23,910
Exchange adjustments	566	130	696	490	223	713
Additions	–	9	9	–	379	379
Cost at 31 December 2019	19,331	1,688	21,020	21,467	3,535	25,002
Depreciation						
Accumulated depreciation at 1 January 2019	1,486	1,531	3,017	1,656	2,462	4,118
Exchange adjustments	25	128	152	(40)	212	173
Charge for the year	287	7	295	326	181	508
Accumulated depreciation at 31 December 2019	1,798	1,666	3,464	1,943	2,856	4,798
Net book value at 31 December 2019	17,534	22	17,556	19,525	679	20,204
Net book value at 31 December 2018	17,279	19	17,298	19,321	471	19,792

All tangible fixed assets are held for charity use.

10 Investments

	2019 Total US\$'000 Charity	2018 Total US\$'000 Charity	2019 Total US\$'000 Group	2018 Total US\$'000 Group
Listed investments	1,539	1,248	1,539	1,248
Subsidiary undertakings	20,245	28,806	–	–
Investment property	1,307	1,257	1,307	1,257
Total	23,091	31,311	2,847	2,505

Listed investments

	Total US\$'000 2019	Total US\$'000 2018
Shares and securities investments at market value:		
		Listed on New York Exchange
At 1 January 2019	1,248	1,448
Additions	350	48
Disposal proceeds	(350)	(41)
Unrealized/realized gains/(losses) for the year	236	(207)
Forex movement	55	–
At 31 December 2019	1,539	1,248

Securities and shares are held by IPPF/WHR on behalf of IPPF. The above figures include US\$ nil cash (2018: US\$ nil) held as part of the investment portfolio

Investment property

	Total US\$'000 2019	Total US\$'000 2018
Investment property at fair value:		
Investment property at 1 January	1,257	1,330
Revaluation	–	–
Foreign exchange movement	50	(73)
Investment property 31 December	1,307	1,257

Investment property at fair value

The investment property was acquired on 31 December 2012 for no cost, following the early termination of a lease on a property for which IPPF holds the freehold. It is included in the balance sheet at fair value, valued by management. The last independent property valuation was carried out as at 31 December 2015 by an external valuer – BNP Paribas Real Estate UK (Chartered Surveyors).

Investments in subsidiary undertakings

International Contraceptive & SRH Marketing Limited (trading as ICON) is a wholly owned dormant trading subsidiary incorporated in the UK and registered in England and Wales. The company owns the entire issued ordinary share capital of US\$1.

IPPF Worldwide Inc. is a separately registered not-for-profit organization in United States of America.

IPPF Africa Region (ARO) and IPPF Europe Network (ENRO) are separate legal entities in Nairobi, Kenya and Brussels, Belgium respectively. Their individual results and net assets are as follows:

	Worldwide Inc		ARO		EN	
	Year to 31 Dec 2019 US\$'000	Year to 31 Dec 2018 US\$'000	Year to 31 Dec 2019 US\$'000	Year to 31 Dec 2018 US\$'000	Year to 31 Dec 2019 US\$'000	Year to 31 Dec 2018 US\$'000
Income	13,642	14,287	15,023	9,414	5,504	6,275
Expenditure	(13,889)	(14,260)	(15,134)	(8,443)	(5,507)	(5,615)
Surplus/(deficit)	(247)	27	(111)	971	(3)	660

	Worldwide Inc		ARO		EN	
	Year to 31 Dec 2019 US\$'000	Year to 31 Dec 2018 US\$'000	Year to 31 Dec 2019 US\$'000	Year to 31 Dec 2018 US\$'000	Year to 31 Dec 2019 US\$'000	Year to 31 Dec 2018 US\$'000
Net assets	9,844	10,090	6,966	15,234	3,435	3,479

11 Long term loans

	2019 Total US\$'000	2018 Total US\$'000
Loans to Member Associations	207	20
Total	207	20

All loans to Member Associations are interest bearing.

12 Debtors (amounts falling due within one year)

	2019 Total US\$'000 Charity	2018 Total US\$'000 Charity	2019 Total US\$'000 Group	2018 Total US\$'000 Group
Receivable from donors	235	3,470	2,330	3,843
Receivable from associations	1,983	1,069	3,294	1,517
Receivable from others	15,989	818	16,464	1,502
Prepayments	65	900	383	948
Total	18,272	6,257	22,471	7,810

13 Creditors (amounts falling due within one year)

	2019 Total US\$'000 Charity	2018 Total US\$'000 Charity	2019 Total US\$'000 Group	2018 Total US\$'000 Group
Trade creditors	2,780	1,210	3,195	1,546
Payable to associations	1,727	3,982	1,727	3,984
Accruals and other creditors	12,664	4,193	13,523	4,974
Derivative financial instruments	–	21	–	21
Due to regional offices	496	3,240	151	297
Held on behalf of IPPF Worldwide Inc	(407)	3,847	–	–
Deferred income (see below)	2,157	160	6,879	3,170
Total	19,417	16,653	25,475	13,992

Deferred Income

	2019 Total US\$'000 Charity	2018 Total US\$'000 Charity	2019 Total US\$'000 Group	2018 Total US\$'000 Group
Deferred income balances brought forward	160	–	3,070	875
Released in the year	(160)	–	(3,070)	(875)
Deferred in the year	2,157	160	6,879	3,070
Deferred income balances carried forward	2,157	160	6,879	3,070

14 Provisions

	2019 Total US\$'000 Charity	2018 Total US\$'000 Charity	2019 Total US\$'000 Group	2018 Total US\$'000 Group
Opening balance	–	–	706	671
Utilized in year	–	–	(4)	–
Arising in year	19	–	141	35
Closing balance	19	–	842	706

15 Group funds and reserves

Restricted funds

The use of these funds has been restricted by the donor indicated below:

	Balance at 1 Jan 2019 US\$'000	Income US\$'000	Expenditure US\$'000	Transfers US\$'000	Balance at 31 Dec 2019 US\$'000
Government					
Australia					
SPRINT	269	61	(35)	–	295
SPRINT III	963	2,442	(2,690)	–	715
Capacity Building in the Pacific	(342)	–	282	1	(59)
South Asia Strategic Plan	30	–	–	–	30
RENEW Advocacy and Institutional Strengthening	79	(3)	(26)	–	51
Samoa	141	138	(233)	–	47
Pacific Strategy	568	670	(703)	2	537
Gender based violence and Comprehensive Sexuality Education	143	–	(35)	–	107
Australia – Other	–	110	(106)	–	3
Belgium – She Decides	1,323	2,069	(1,787)	–	1,605
Canada					
Delivering the Muskoka Promise	(8)	–	–	–	(8)
Protections of children working in mines in DRC	11	837	(1,228)	–	(380)
She Decides	1,921	52	(1,551)	–	423
Freedom to Choose – RHASS	11	404	(868)	–	(452)
Canada – Young People	–	3,922	(2,143)	–	1,779
Canada – Venezuela crisis	–	450	(450)	–	–
China – China Solutions Grant	400	376	(719)	–	57
Denmark					
Adolescents & Advocacy for SRH (A+)	–	–	(21)	22	1
Friendship Retreat	78	–	(31)	–	47
Denmark – Support for RHU	–	590	–	–	590
France					
	–	149	(73)	–	76
Germany					
Providing assistance to internally displaced populations in Syria	(51)	–	20	32	–
Enhancing SRH and addressing GBV among refugees and internally displaced populations in Sudan	90	(101)	56	(32)	11
Essential SRH & Youth Friendly services to marginalized Palestinian women and youth	12	279	(274)	–	17
Enhancing SRH refugees in West Africa	–	1,132	(922)	–	209
Japan					
Japan Trust Fund Asia & Africa	1,334	–	(508)	–	826
Japan Trust Fund Arab World, EN, WHR	963	–	(198)	–	763
Japan Trust Fund Management	829	175	(161)	–	844
Maternal and RH for IDPs and Refugees	538	9	(351)	–	196
Netherlands					
Choices and Opportunities Fund	–	–	6	(6)	–
Civil Society and ICPD	3	–	–	–	3
ASK	–	–	(15)	16	–
Right Here Right Now	177	423	(539)	–	61
Get Up Speak Out	652	1,611	(1,652)	–	611
New Zealand					
Reproductive Health Facility for the Pacific	12	485	(245)	–	251
New Zealand – Pacific Strategy	–	313	–	–	313

	Balance at 1 Jan 2019 US\$'000	Income US\$'000	Expenditure US\$'000	Transfers US\$'000	Balance at 31 Dec 2019 US\$'000
Norway					
UN Resources Databases	–	–	(8)	6	(2)
Empowering A First Generation of Somalis to Abandon FGM	61	(61)	–	–	–
Elimination of FGM in 3 AWR countries	191	386	(461)	–	116
South Africa – BRICS Study Tour India	3	–	–	–	3
Sweden					
Sweden – She Decides and Women Delivery	80	4	(84)	–	–
Switzerland – Support for IPPF Geneva Office	57	755	(794)	–	19
United Kingdom					
Women Integrated Sexual Health Lot 1	(212)	2,012	(1,776)	–	23
Women Integrated Sexual Health Lot 2	3,415	54,878	(49,896)	–	8,396
UK Connect – ACCESS SRHR	–	1,217	(1,899)	–	(681)
United States of America					
Population Council – The Evidence Project	(17)	18	–	–	–
Sustainable Networks	(238)	185	(56)	–	(109)
Multi-donor Fund – Safe Abortion Action Fund	1,119	5,6400	(5,585)	–	1,174
Total government restricted funds	14,605	81,625	(77,761)	42	18,507

Multilateral and other sources

Arab Gulf Fund – Youth Health Protection	90	–	–	–	90
Bergstrom – Support of Africa Region	(305)	149	(145)	–	(300)
Bill & Melinda Gates Foundation					
Countdown 2030 Europe	926	2,090	(2,109)	–	908
Marie Stopes International – Cervical Cancer Screening & Preventative Therapy	38	156	–	–	193
BMGF DMPA-SC Proposal	(17)	–	(7)	–	(25)
Business Plan	178	–	(178)	–	–
Leveraging IPPF's network for product intro and scale to expand mix for women	99	–	–	–	99
ARCHES Kenya (Addressing Reproductive Coercion in Health Settings)	416	5	(373)	–	48
Other	–	450	–	–	450
Children's Investment Fund Foundation – Business Plan	56	–	(56)	–	–
Cordaid – Jeune S3 IPPFAR	54	465	(541)	–	(22)
Danish Family Planning Association					
Danish Arab Partnership for Improved SRHR	(1)	206	(221)	–	(16)
Sir David Owen Memorial – University Bursary Fund	36	–	–	–	36
The David and Lucile Packard Foundation					
Women's Leadership ARO	222	–	–	–	222
Abortion Stigma II	16	–	–	(10)	6
Abortion Stigma III	822	15	(389)	–	448
Business Plan and Solutions	38	250	(38)	–	250
Strengthening coordination to increase access to SRHR for young people in Africa	18	–	(203)	–	(185)
AULO strength adolescence SRH	–	250	–	–	250
Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)					
Africa Rising Project	1	–	–	(1)	–
BACKUP – Integration for Sustainability (IAS)	39	(60)	(238)	–	(259)
Accelerating ICPD Implementation	(1)	–	(10)	–	(11)
P2P BACKUP HEALTH	628	201	(635)	–	196
European Commission (EC)					
EC Safe Motherhood Bangladesh	30	–	–	–	30

	Balance at 1 Jan 2019 US\$'000	Income US\$'000	Expenditure US\$'000	Transfers US\$'000	Balance at 31 Dec 2019 US\$'000
State of the African Women Campaign	(7)	4,635	(1,888)	–	2,740
Strengthening MDG 5a and 5b in South Asia	536	(516)	30	–	50
Other projects	–	47	(54)	–	(7)
Health Pooled Fund – Crown Agents-Technical assistance to South Sudan	81	–	–	–	81
Helen Seymour Fund – University Bursary Fund	79	–	–	–	81
The John D & Catherine T MacArthur Foundation – Building capacity of MA's to enhance governance, Management	13	–	–	–	13
Levi Strauss	–	175	(135)	–	40
Reckitt Benckiser (Brands) – Partnership Project Fund	42	–	–	–	42
Rutgers – AWAN for the SRHR Conference December 2017	(2)	–	–	–	(2)
United Nations Population Fund (UNFPA)					
UNFPA MDG5B Grant (ESEAOR)	2	–	–	–	2
UNFPA ESEAOR	10	–	–	–	10
Joint Project on Adolescent Health (SROP)	7	–	–	–	7
Support for SARYN meeting / APPC	7	–	–	–	7
Systems strengthening for RHCS	6	–	–	–	7
Africa Parliamentary Forum for Population Development	2	–	–	–	2
Asia and the Pacific (APRO) – Reaching out to Young People	(31)	–	–	18	(13)
Sub-regional Office in the Pacific: planning and monitoring for youth-friendly health services	(1)	–	–	–	(1)
Strengthening SRH/HIV Linkages 2016	–	29	(30)	–	(1)
United Nations Programme on HIV/AIDS (UNAIDS)					
CSO Forum midterm review of the Asia Pacific Ministerial Declaration on Population	16	50	(2)	–	64
Technical Support Facility ESEAOR	434	–	–	–	434
ACT 2015 phase IV	26	–	(26)	–	–
William and Flora Hewlett Foundation					
Voices: Towards universal access to SRHR for all (PHASE II)	35	–	(143)	–	(107)
Support of African member associations	757	25	(677)	–	105
Strategic Framework Refinement – Hewlett	85	–	(85)	–	–
World Health Organization					
Rapid Assessment Tool Findings	(1)	–	(8)	9	–
PMNCH	9	–	–	–	9
Development electronic toolkit for SRHR & HIV linkages	–	–	(4)	4	–
National dissemination workshops	1	–	–	(1)	–
Multi-donor Fund – EuroNGOs	84	131	(196)	(17)	1
Multi-donor Fund – SheDecides Unit	2,200	1,744	(2,426)	–	1,519
Multi-donor Fund – IPPF Governance Reform	–	2,328	(2,257)	–	70
Anonymous donors (not disclosed at their request)	2,545	8,607	(8,430)	14	2,737
Other (various)	1,266	925	(1,914)	(59)	220
Total Multilateral and other sources	11,582	22,359	(23,390)	(42)	10,517
Total Restricted Funds	26,190	103,984	(101,150)	–	29,024

	Balance at 1 Jan 2018 US\$'000	Income US\$'000	Expenditure US\$'000	Transfers US\$'000	Balance at 31 Dec 2018 US\$'000
Government					
Australia					
SPRINT	52	82	135	–	269
SPRINT III	571	2,692	(2,300)	–	963
Capacity Building in the Pacific	638	1	(981)	–	(342)
South Asia Strategic Plan	30	–	–	–	30
RENEW Advocacy and Institutional Strengthening	79	–	–	–	79
Samoa	11	164	(34)	–	141
Pacific Strategy	–	787	(219)	–	568
Gender based violence and Comprehensive Sexuality Education	–	143	–	–	143
Belgium – She Decides	–	3,767	(2,444)	–	1,323
Canada					
Delivering the Muskoka Promise	(8)	–	–	–	(8)
Protections of children working in mines in DRC	–	98	(87)	–	11
She Decides	–	3,102	(1,181)	–	1,921
Freedom to Choose – RHASS	–	114	(103)	–	11
China – Solutions Grant	–	400	–	–	400
Denmark					
Adolescents & Advocacy for SRH (A+)	11	–	(11)	–	–
Friendship Retreat	–	78	–	–	78
Germany					
Providing assistance to internally displaced populations in Syria	95	–	(146)	–	(51)
Enhancing SRH and addressing GBV among refugees and internally displaced populations in Sudan	19	292	(221)	–	90
Essential SRH & Youth Friendly services to marginalized Palestinian women and youth	–	187	(175)	–	12
Japan					
JTF Asia & Africa	1,002	–	331	–	1,334
JTF Arab World, EN, WHR	242	–	721	–	963
JTF Management	1,476	1,041	1,688	–	829
Maternal and RH for IDPs and Refugees	933	1,010	1,405	–	538
Netherlands					
Choices and Opportunities Fund	(3)	–	3	–	–
Civil Society and ICPD	3	–	–	–	3
ASK	8	–	(8)	–	–
Right Here Right Now	135	443	(401)	–	177
Get Up Speak Out	528	1,568	(1,444)	–	652
New Zealand- Reproductive Health Facility for the Pacific	10	12	(10)	–	12
Norway					
UN Resources Databases	6	–	(6)	–	–
Empowering A First Generation of Somalis to Abandon FGM	61	–	–	–	61
Elimination of FGM in 3 AWR countries	362	358	(529)	–	191
South Africa – BRICS Study Tour India	3	–	–	–	3
Sweden					
She Decides Conference Co-ordination	–	105	(25)	–	80
Switzerland – Support for IPPF Geneva Office	102	75	(120)	–	57
United Kingdom					
Women Integrated Sexual Health Lot 1	–	–	(212)	–	(212)
Women Integrated Sexual Health Lot 2	–	8,344	(4,929)	–	3,415

	Balance at 1 Jan 2018 US\$'000	Income US\$'000	Expenditure US\$'000	Transfers US\$'000	Balance at 31 Dec 2018 US\$'000
United States of America					
Population Council – The Evidence Project	(225)	285	(77)	–	(17)
Sustainable Networks	(2,415)	6,756	(4,579)	–	(238)
Multi-donor Fund – Safe Abortion Action Fund	1,594	4,239	(4,714)	–	1,119
Total government restricted funds	5,321	36,143	(26,859)	–	14,605
Multilateral and other sources					
Arab Gulf Fund- Youth Health Protection	90	–	–	–	90
Bayer HealthCare – Bayer Barometer 2013	7	–	(7)	–	–
Bergstrom – Support of Africa Region	–	305	(610)	–	(305)
Bill & Melinda Gates Foundation					
Countdown 2030 Europe	702	2,163	(1,859)	(80)	926
Marie Stopes International – Cervical Cancer Screening & Preventative Therapy	(162)	200	–	–	38
Advance Family Planning	85	11	(96)	–	–
BMGF DMPA-SC Proposal	–	–	(17)	–	(17)
Business Plan	–	250	(72)	–	178
Leveraging IPPF's network for product intro and scale to expand mix for women	–	99	–	–	99
ARCHES Kenya (Addressing Reproductive Coercion in Health Settings)	–	494	(78)	–	416
Children's Investment Fund Foundation – Business Plan	–	250	(194)	–	56
Cordaid – Jeune S3 IPPFAR	40	152	(138)	–	54
Danish Family Planning Association					
Danish Arab Partnership for Improved SRHR	–	212	(213)	–	(1)
Sir David Owen Memorial – University Bursary Fund	36	–	–	–	36
The David and Lucile Packard Foundation					
Women's Leadership ARO	222	–	–	–	222
Abortion Stigma II	231	2	(217)	–	16
Abortion Stigma III	–	1,004	(182)	–	822
Business Plan	–	50	(12)	–	38
Strengthening coordination to increase access to SRHR for young people in Africa	4	141	(127)	–	18
Reframing the Messaging	58	–	(65)	7	–
Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)					
Africa Rising Project	35	24	(58)	–	1
BACKUP – Integration for Sustainability (I4S)	141	–	(102)	–	39
Accelerating ICPD Implementation	3	149	(153)	–	(1)
P2P BACKUP HEALTH	–	628	–	–	628
European Commission (EC)					
EC Safe Motherhood Bangladesh	30	–	–	–	30
State of the African Women Campaign	7	493	(507)	–	(7)
Strengthening MDG 5a and 5b in South Asia	536	–	–	–	536
Health Pooled Fund – Crown Agents-Technical assistance to South Sudan	81	–	–	–	81
Helen Seymour Fund- University Bursary Fund	79	–	–	–	79
The John D & Catherine T MacArthur Foundation – Building capacity of MA's to enhance governance, Management	13	–	–	–	13
Reckitt Benckiser (Brands) – Partnership Project Fund	60	–	(18)	–	42
Rutgers – AWAN for the SRHR Conference December 2017	(14)	12	–	–	(2)
United Nations Educational, Scientific and Cultural Organisation (UNESCO) – Youth-led CSE advocacy II	13	12	(25)	–	–
United Nations Population Fund (UNFPA)					
UNFPA MDG5B Grant (ESEAOR)	2	–	–	–	2

	Balance at 1 Jan 2018 US\$'000	Income US\$'000	Expenditure US\$'000	Transfers US\$'000	Balance at 31 Dec 2018 US\$'000
UNFPA ESEAOR	10	–	–	–	10
Joint Project on Adolescent Health (SROP)	7	–	–	–	7
Support for SARYN meeting / APCC	7	–	–	–	7
Systems strengthening for RHCS	6	–	–	–	6
Africa Parliamentary Forum for Population Development	2	–	–	–	2
Asia and the Pacific (APRO) – Reaching out to Young People	(18)	(6)	(7)	–	(31)
Sub-regional Office in the Pacific: planning and monitoring for youth-friendly health services	(1)	–	–	–	(1)
United Nations Programme on HIV/AIDS (UNAIDS)					
CSO Forum mid-term review of the Asia Pacific Ministerial Declaration on Population	–	30	(14)	–	16
Technical Support Facility ESEAOR	876	(442)	–	–	434
ACT 2015 phase IV	10	274	(258)	–	26
William and Flora Hewlett Foundation					
Voices: Towards universal access to SRHR for all (PHASE II)	–	389	(354)	–	35
Support of African member associations	1,000	–	(243)	–	757
Strategic Framework Refinement – Hewlett	–	90	(5)	–	85
World Health Organization					
Rapid Assessment Tool Findings	3	–	(4)	–	(1)
PMNCH	9	–	–	–	9
Development of an electronic toolkit for SRHR and HIV linkages	2	–	(2)	–	–
Joint tools on SRH/HIV linkages	(1)	–	1	–	–
National dissemination workshops	(6)	6	1	–	1
Multi-donor Fund- EuroNGOs	282	233	(424)	(7)	84
Multi-donor Fund – SheDecides	–	2,310	(110)	–	2,200
Anonymous donors (not disclosed at their request)	1,706	7,376	(6,537)	–	2,545
Other (various)	430	1,067	(194)	(37)	1,266
Total Multilateral and other sources	6,623	17,978	(12,899)	(117)	11,582
Total Restricted Funds	11,944	54,121	(39,758)	(117)	26,190

Unrestricted funds and reserves

Unrestricted funds and reserves are those free of any donor restriction on their use. All unrestricted funds and reserves, apart from the General Fund, are designated by IPPF for specific purposes as noted below.

Group	Note	Asset revaluation Reserve US\$'000	Fixed Asset Reserve US\$'000	Other Designated Funds US\$'000	Innovation Fund US\$'000	Pension Fund US\$'000	General Fund US\$'000	Total US\$'000
2019:								
Additions to Fixed Assets (note 9)	a	–	256	–	–	–	(9)	247
Transfer to Designated Regional Funds	b	–	–	5,186	–	–	(5,186)	–
Other funds	c	–	22	498	(472)	–	(8,489)	(8,441)
Transfers between funds		–	277	5,684	(472)	–	(13,684)	(8,194)
Balance as at 1 January 2019		12,122	7,670	22,511	1,895	(9,973)	14,363	48,588
Net income/(expenditure)		–	(391)	(5,863)	(670)	1,418	5,062	(444)
Unrealized foreign exchange movement		–	525	–	–	(395)	2,706	2,836
Actuarial gains/(losses) on defined benefit pension scheme		–	–	–	–	(1,674)	–	(1,674)
Transfer of funds from other regions		–	–	–	–	–	8,321	8,321
Net gains/(losses) on investment assets		–	–	–	–	–	105	105
Balance as at 31 December 2019		12,122	8,082	22,333	753	(10,624)	16,873	49,538

Group	Note	Asset revaluation Reserve US\$'000	Fixed Asset Reserve US\$'000	Other Designated Funds US\$'000	Innovation Fund US\$'000	Pension Fund US\$'000	General Fund US\$'000	Total US\$'000
2018:								
Additions to Fixed Assets (note 9)	a	–	285	–	–	–	(285)	–
Transfer to Designated Regional Funds	b	–	–	417	–	–	(417)	–
Other funds	c	–	–	1,000	(1,000)	–	34	34
Transfers between funds		–	285	1,417	(1,000)	–	(668)	34
Balance as at 1 January 2018		12,486	8,549	29,903	3,697	(15,094)	23,738	63,279
Net income/(expenditure)		(364)	(233)	(8,809)	(802)	1,278	(8,070)	(17,000)
Unrealized foreign exchange movement		–	–	–	–	–	(73)	(73)
Actuarial gains/(losses) on defined benefit pension scheme		–	–	–	–	3,087	–	3,087
Transfer of funds from other regions		–	–	–	–	756	–	756
Net gains/(losses) on investment assets		–	(931)	–	–	–	(564)	(1,495)
Balance as at 31 December 2018		12,122	7,670	22,511	1,895	(9,973)	14,363	48,588

Explanations of movements on unrestricted funds and reserves:

- The Fixed Asset Reserve represents the net book value of fixed assets with fixed asset additions being funded from the General Fund and depreciation being charged to this reserve each period.
- Funds allocated to the Designated Regional Funds from savings on budget allocation for utilization in 2020.
- Funds set aside for innovation projects and other transfers.

Asset Revaluation Reserve	The Asset Revaluation Reserve represents the difference between the historical cost of fixed assets and the depreciated revalued equivalent.
Fixed Asset Reserve	The Fixed Asset Reserve represents the value of IPPF funds invested in unrestricted fixed assets (see note 9) or allocated for their replacement.
Other Designated Funds	Other Designated Funds include the Member Association Performance Fund, the Resource Mobilization Fund, and various funds set aside for use by specific Regions.
Innovation Fund	The Innovation Fund is used to develop innovative projects and try new approaches to our work.
Pension Fund	The Pension Fund represents the value of IPPF's assets and liabilities arising in respect of the Central Office Defined Benefit Pension Scheme, which was closed in 2007. The movements in this fund are detailed in note 19.
General Fund	The General Fund contains the undesignated unrestricted funds of IPPF which are free of donor restrictions for specific activities or countries. These will fund future activities.

16 Net assets between funds

Charity	Unrestricted US\$'000	Restricted US\$'000	Endowment US\$'000	2019 Total US\$'000
Fixed assets	27,560	11,918	1,274	40,752
Current assets	49,881	19,263	–	69,144
Current liabilities	(17,260)	(2,157)	–	(19,417)
Provisions for liabilities	(19)	–	–	(19)
Pension liability	(10,624)	–	–	(10,624)
Total 2019	49,539	29,024	1,274	79,837

	Unrestricted US\$'000	Restricted US\$'000	Endowment US\$'000	2018 Total US\$'000
Charity				
Fixed assets	34,974	12,556	1,098	48,628
Current assets	37,764	15,784	–	53,548
Current liabilities	(14,177)	(2,150)	–	(16,327)
Provisions for liabilities	–	–	–	–
Pension liability	(9,973)	–	–	(9,973)
Total 2018	48,588	26,190	1,098	75,876

	Unrestricted US\$'000	Restricted US\$'000	Endowment US\$'000	2019 Total US\$'000
Group				
Fixed assets	21,678	306	1,274	23,258
Current assets	57,923	35,597	–	93,519
Current liabilities	(18,596)	(6,879)	–	(25,475)
Provisions for liabilities	(842)	–	–	(842)
Pension liability	(10,624)	–	–	(10,624)
Total 2019	49,539	29,024	1,274	79,837

	Unrestricted US\$'000	Restricted US\$'000	Endowment US\$'000	2018 Total US\$'000
Group				
Fixed assets	21,141	78	1,098	22,317
Current assets	47,453	30,451	–	77,904
Current liabilities	(9,327)	(4,339)	–	(13,666)
Provisions for liabilities	(706)	–	–	(706)
Pension liability	(9,973)	–	–	(9,973)
Total 2018	48,588	26,190	1,098	75,876

17 Forward commitments

Charity and Group	2019 US\$'000	2018 US\$'000
Orders for contraceptives and services due within one year	–	9

The commitments recognized are orders placed by the year-end but not yet delivered to IPPF, for which there is a legal obligation to make payment to the supplier.

Operating lease commitments

The total future minimum lease payments under non-cancellable operating leases are:

Group	Buildings US\$'000	Equipment US\$'000	2019 US\$'000	Buildings US\$'000	Equipment US\$'000	2018 US\$'000
Due						
In the next 1–2 years	848	19	867	196	16	212
Between 2–5 years	812	1	813	149	2	151
Greater than 5 years	27	–	27	–	–	–
Total	1,687	20	1,706	345	18	363

18 Contingent liability

In the ordinary course of business IPPF is subject to certain legal actions. In the opinion of management, such matters will not have a material effect on the financial position of IPPF.

19 Pension schemes

IPPF operates three pension schemes as described below:

The Central Office Defined Benefit Pension Scheme (closed)

This is a defined benefit scheme covering full-time staff in the Central Office, London. The assets of the fund are managed by independent professional investment managers.

The scheme's assets and liabilities are calculated by professional actuaries. The most recent formal actuarial valuation as at 1 July 2015 was performed using the Defined Accrued Benefit Method. The assumption used reflected the Employer Covenant Strength and the average term of the liabilities. The main assumptions used in the valuation were:

- Deferred Pensioners (average term 25 years);
- Investment return 4.95% per annum pre-retirement.
- Investment return 3.70% per annum post retirement.
- Pension revaluation before retirement in line with CPI (maximum 5%) – 3.05% per annum; and
- Pension increases after retirement in line with RPI (maximum 5%) – 3.65% per annum.

The report for the actuarial valuation as at 1 July 2015 showed the fund to have an asset value of GBP£29.6 million under the ongoing valuation method. This is equivalent to a funding level of 83% (market value of assets versus liabilities).

A decision was taken to close the scheme to current members on 1 September 2007. This followed the earlier decision in September 2003 to close the scheme to new members. A pension strategy was approved in October 2009 which commits IPPF to reducing the pension deficit to zero by 2020. An updated recovery plan was submitted to the Pensions Regulator from July 2016. This will require the pension deficit to be paid off by January 2021 and require a 3.5% annual increase in payments from the current level of GBP£1.3 million.

From 1 September 2007 the former members of this scheme were offered defined contribution pension arrangements.

IPPF is aware of evolving UK case law in relation to final salary schemes and is assessing any possible implications to its defined benefit scheme (closed). It is not yet certain whether any additional liability occurs and therefore any financial impact.

The Central Office Defined Contribution Pension Scheme

Since 2003, a defined contribution pension scheme has been offered to permanent staff in the Central Office, London. IPPF contributes 7% of salary. For staff previously included in the defined benefit scheme a contribution of 10% of salary is made.

The 2019 pension charge for this scheme is US\$265,000 (2018: US\$410,000).

The Overseas Employee Pension Scheme

Most full-time employees in the Africa Regional Office and some members of the Arab World and South Asia Regional Offices are members of this scheme. It is a defined contribution scheme under which IPPF contributes 12% of basic salary and is non-contributory for staff.

The 2019 pension charge for this scheme is US\$153,000 (Charity) and US\$645,000 (Group) (2018: US\$62,000 (Charity) and US\$305,000 (Group)).

At 31 December 2019 there were no outstanding or prepaid contributions for any of the defined contribution schemes (2018: US\$nil).

FRS 102 disclosure note

There is one defined benefit pension scheme providing benefits on final pensionable salary, the Central Office Defined Benefit Pension Scheme. The latest full actuarial valuation of this scheme was carried out at 1 July 2015 and was updated for accounting purposes to 31 December 2019 by a qualified independent actuary from Premier Pensions Management Ltd.

The pension contributions payable by IPPF to the scheme were as follows:

	2019 US\$'000	2018 US\$'000
Pension contributions	1,690	1,689

There were outstanding contributions at the year-end of US\$4,000 Charity and US\$18,000 Group (2018: nil).

The major assumptions used in the FRS 102 valuation were:

	2019 Per annum	2018 Per annum
Inflation – RPI	3.40%	3.60%
Inflation – CPI	2.60%	2.60%
Rate of discount	2.00%	2.85%
Pension increases:		
Pre 88 GMP	Nil	Nil
Post 88 GMP	2.70%	2.70%
Excess over GMP accrued pre 1.3.1998	6.00%	6.00%
Excess over GMP accrued between 1.3.1998 and 31.7.2002	6.00%	6.00%
Excess over GMP accrued between 1.8.2002 and 5.4.2005	3.60%	3.60%
Excess over GMP accrued from 5.4.2005	2.30%	2.30%
Life expectancy (at age 65):		
	Years	Years
Males born 1954	21.8	22.2
Females born 1954	24.1	24.1
Males born 1974	23.2	23.9
Females born 1973	25.5	25.9

The present value of the scheme liability was calculated as follows, using the updated year of birth series adjusted for the medium cohort:

	2019	2018
Pre-retirement mortality (male/female)	S1PA / S1PA	S1PA / S1PA
Post retirement mortality for non-pensioner members (male/female)	S1PA / S1PA	S1PA / S1PA
Post retirement mortality for pensioner members (male/female)	S1PA / S1PA	S1PA / S1PA

The assumptions used by the actuary are chosen from a range of possible actuarial assumptions which, due to the timescale covered, may not necessarily be borne out in practice.

In 2010 the UK Government announced a change in the statutory minimum pension increase for public and private pension schemes. Previously this inflation rate was linked to the Retail Price Index (RPI). The announced change links this inflation rate to the Consumer Price Index (CPI), where this is in line with the legal obligations detailed within the rules of the scheme. After clarifying the legal obligations that apply to the scheme IPPF linked the inflation rate to CPI.

Scheme assets

The fair value of the scheme's assets, which are not intended to be realized in the short term and may be subject to significant change before they are realized, and the present value of the scheme's liabilities, which are derived from cash flow projections over long periods and thus inherently uncertain, were:

	2019 US\$'000	2018 US\$'000
Equities	11,314	9,718
Bonds	27,418	21,486
Cash	155	192
Liability Driven Investment	7,293	8,614
Total market value of assets	46,180	40,010
Present value of scheme liability	(56,804)	(49,983)
Deficit in scheme – Net pension liability	(10,624)	(9,973)

The expected rates of return on the assets in the scheme were 2.0% (2018 – 2.85%). The actual return on scheme assets was US\$4.9 million (2018 – US\$1.78 million).

Movement in pension fund liability during the year:

	2019 US\$'000	2018 US\$'000
Deficit in scheme at 1 January	(9,973)	(15,094)
Employer's contributions	1,690	1,689
Benefits paid	(272)	(411)
Actuarial losses	(1,674)	3,087
Exchange rate gain	(395)	756
Deficit in scheme at 31 December	(10,624)	(9,973)

The scheme closed to future accrual on 1 September 2007, with all active members being given deferred pensions at that date. This means that benefits for those members now increase broadly in line with price inflation. Previously, these benefits increased in line with salary.

The exchange rate movement represents the difference in the exchange rate used to value the balance sheet in 2018 and 2019 as the liability is in GBP.

The actuary has confirmed that the valuations made above under the requirements of FRS 102 do not indicate that there is an immediate funding requirement or that there is any need to change the current funding rates made by the employer to the pension scheme.

The pension fund liability of US\$10.6 million does not exceed the unrestricted funds balance.

Charge to the Statement of Financial Activities over the financial year:

	2019 US\$'000	2018 US\$'000
Expected return on pension fund assets	(1,179)	(1,107)
Interest on pension fund liabilities	1,451	1,542
Net Interest Cost	272	435
Net cost recognized within net income for the year	272	435
Other recognized gains/losses – actuarial losses	1,674	(3,089)
Other recognized gains/losses – unrealized foreign exchange loss / (gain)	(395)	756
Total cost relating to defined benefit scheme recognized in the Statement of Financial Activities	(1,425)	(1,997)

20 Related parties

IPPF requires each Board of Trustees member and Audit Committee member to complete a declaration of material transactions and interest form. These are reviewed by senior management and the Audit Committee. All IPPF staff are also required to complete such a form on joining the organization which is then up-dated as individual circumstances change. These forms are reviewed by senior management. These procedures are part of the policy which aims to ensure that employees always act in the best interests of IPPF and that there is openness and transparency concerning any actual or potential conflict of interest.

Some members of the Board of Trustees are Presidents of Member Associations who receive grants from IPPF in accordance with the volunteer governance structure of IPPF.

The Audit Committee of IPPF has reviewed the above disclosures and does not consider that any indicates a conflict of interest. There are no other related party interests or transactions that require disclosure.

No remuneration was paid to members of the Board of Trustees or Audit Committee.

Total expenses reimbursed to members of the Board of Trustees and Audit Committee or incurred on their behalf for attendance at meetings was US\$134,538 (2018: US\$373,162).

There were no other related party transactions during the period.

21 Post balance sheet events

The worldwide outbreak of the virus causing COVID-19 represents a significant event since the end of the financial period. The Trustees have reviewed the potential impact of the virus on operations at least for twelve months from the date of signing this report, including assessing the cash flow forecasts in light of the potential impact on our Member Associations, staff, funding, and supply chains and have concluded (Note 1) that the going concern basis remains an appropriate basis of preparation for these financial statements.

COVID-19 is considered to be a non-adjusting post balance sheet event and therefore has not been taken into account in preparing the statement of financial position as at 31 December 2019.

Appendix 1

Unaudited Statement of Financial Activities for the year ended 31 December 2019

Secretariat – unaudited*

	2019				2018			
	Unrestricted US\$'000	Restricted US\$'000	Endowment US\$'000	Total US\$'000	Unrestricted US\$'000	Restricted US\$'000	Endowment US\$'000	Total US\$'000
Income from:								
Donations and legacies								
Grants from governments	57,370	87,875	–	145,245	55,125	35,256	–	90,381
Grants from multilaterals and other sources	8,999	35,239	–	44,238	8,843	31,296	–	40,139
Other trading activities	462	–	–	462	302	1	–	303
Income from investments	581	729	–	1,310	924	665	–	1,589
Other income	1,180	–	–	1,180	548	–	–	548
Total income and endowments	68,592	123,843	–	192,435	65,742	67,218	–	132,960
Expenditure on:								
Raising funds								
Central fundraising	1,109	3,099	–	4,208	3,345	569	–	3,914
Regional fundraising	2,896	173	–	3,069	3,016	38	–	3,054
Cost of sales	(281)	(1)	–	(282)	132	–	–	132
Investment management costs	74	296	–	370	59	261	–	320
Charitable activities								
Grants to Member Associations & Partners	38,707	83,707	–	122,414	43,050	33,838	–	76,888
Central expenditure	7,405	14,822	–	22,227	12,804	6,964	–	19,768
Regional expenditure	18,600	16,362	–	34,962	19,809	12,674	–	32,483
Pension finance charge	265	–	–	265	411	–	–	411
Total expenditure	68,775	118,459	–	187,234	82,626	54,344	–	136,970
Net operating (expenditure) / income before investment (losses) / gains	(183)	5,384	–	5,201	(16,884)	12,874	–	(4,010)
Gains / (losses) on investment assets	2,398	2,188	175	4,761	(417)	(2,169)	(207)	(2,793)
Net income / (expenditure)	2,215	7,572	175	9,962	(17,301)	10,705	(207)	(6,803)
Transfer between funds	(60)	60	–	–	34	3	(37)	–
Other recognized gains / (losses)								
Actuarial (loss) / gain on defined benefit pension scheme	(1,674)	–	–	(1,674)	3,087	–	–	3,087
Foreign exchange loss on pension liability	(395)	–	–	(395)	756	–	–	756
Unrealized foreign exchange gain / (loss) taken to reserves	3,418	–	1	3,419	(1,495)	(120)	–	(1,615)
Net movement in funds	3,504	7,632	176	11,312	(14,917)	10,586	(244)	(4,575)
Reconciliation of Funds								
Total funds brought forward at 1 January	96,549	38,512	1,098	136,159	111,466	27,926	1,342	140,734
Net movement in funds for the year	3,504	7,632	176	11,312	(14,917)	10,586	(244)	(4,575)
Total funds carried forward at 31 December	100,052	46,144	1,274	147,470	96,549	38,512	1,098	136,159

* These financial statements exclude IPPF Western Hemisphere Region Inc as its status as an autonomous business unit precludes it from inclusion in the group. Its results have therefore been included in the aggregated financial statements in Appendix 1. Deloitte LLP audited the charity and group financials and the IPPF/WHR financials were audited by KPMG. Adjustments to remove inter-entity transactions and adjustments on income to align with UK GAAP have then been processed, unaudited, to present the aggregated position of the Secretariat.

Unaudited balance sheet as at 31 December 2019

Secretariat – unaudited*

	2019 Total US\$'000	2018 Total US\$'000
Fixed assets		
Tangible assets	30,658	30,492
Investments	62,242	38,877
Long term loans	296	213
Total fixed assets	93,196	69,582
Current assets		
Stock	195	296
Debtors	27,507	9,288
Cash at bank and in hand	91,450	87,383
Total current assets	119,152	96,967
Creditors: amounts falling due within one year	(53,412)	(19,711)
Total current liabilities	(53,412)	(19,711)
Net current assets	65,740	77,256
Total assets less current liabilities	158,936	146,838
Provisions for liabilities	(842)	(706)
Net assets excluding pension liability	158,094	146,132
Defined benefit pension scheme liability	(10,624)	(9,973)
Total net assets including pension liability	147,470	136,159
Represented by:		
Unrestricted:		
General	22,388	18,364
Designated	76,166	76,036
Revaluation Reserve	12,122	12,122
Restricted	46,144	38,512
Endowment	1,274	1,098
Total funds and reserves excluding pension liability	158,094	146,132
Pension liability	(10,624)	(9,973)
Total funds and reserves including pension liability	147,470	136,159

* These financial statements exclude IPPF Western Hemisphere Region Inc as its status as an autonomous business unit precludes it from inclusion in the group. Its results have therefore been included in the aggregated financial statements in Appendix 1. Deloitte LLP audited the charity and group financials and the IPPF/WHR financials were audited by KPMG. Adjustments to remove inter-entity transactions and adjustments on income to align with UK GAAP have then been processed, unaudited, to present the aggregated position of the Secretariat.

Members of the Board of Trustees

The following is a list of trustees in the period from 1 January to 31 December 2019:

		Up until			Up until
Ms Namukuza Olgah Daphynne	Uganda	16 May 2020	Ms Pramisha Shrestha (appointed May 2019)	Nepal	16 May 2020
Mr Antonio Rosario Niquice	Mozambique	4 May 2020	Ms Alice Ackerman	France	16 May 2020
Ms Clementine Guelmbaye Poloumbodje	Chad	16 May 2020	Mr Gabriel Bianchi	Slovakia	16 May 2020
Ms Rana Abu Ghazaleh (President)	Palestine	16 May 2020	Ms Gunta Lazdane	Latvia	16 May 2020
Mr Mohamed Tarek Ghedira	Tunisia	16 May 2020	Ms. Donya Nasser	USA	16 May 2020
Ms Maysam Shouman	Lebanon	16 May 2020	Ms Jovana Rios Cisnero	Panama	16 May 2020
Ms Waimarama Matena (appointed November 2019)	New Zealand	16 May 2020	Mr Kobe Smith (appointed November 2019)	Guyana	16 May 2020
Dr Chung Yul Lee (appointed November 2019)	China	16 May 2020	Ms Diana Barco	Colombia	30 November 2019
Mr Andreas Prager (appointed November 2019)	New Zealand	16 May 2020	Ms Shanshan He	China	30 November 2019
Ms Mahtab Akbar Rashdi (Treasurer)	Pakistan	16 May 2020	Prof Eui Sook Kim	South Korea	30 November 2019
Mr Umesh Rudraradhya	India	16 May 2020	Prof Kun Tang	China	30 November 2019

The following are trustees of IPPF effective 17 May 2020 to the date of this report:

Kate Gilmore (Interim Chair)	France	External
Isaac Adewole	Nigeria	External
Abhina Aher	India	External
Rosa Ayong Tchonang	Cameroon	Internal
Ulukbek Batyrgaliev	Kyrgyzstan	Internal
Surakshya Giri	Nepal	Internal
Adriana Mendoza Bautista	Bolivia	Internal
Bience Gawanas (Treasurer)	USA	External
Jacob Mutambo	Zambia	Internal
Donya Nasser	USA	Internal
Aurélia Nguyen	Switzerland	External
Deika Nieto Villar	Panama	Internal
Dr Josephine Obel	Denmark	Internal
Elizabeth Schaffer	USA	External
Kobe Smith	Guyana	Internal

Members of the Nomination and Governance Committee

Don Gunawardena	Sri Lanka	Internal
Ramatou Hama	Niger	Internal
Talaat Latif	Egypt	Internal
Neish McLean	Jamaica	External
Isabel Serrano	Spain	Internal
Jona Turalde	Philippines	External
Daniela Urquijo Defex	Colombia	Internal

Members of the Finance, Audit and Risk Committee

Elizabeth Schaffer	USA	External
Bience Gawanas	USA	External
Judith Maffon	Benin	Internal
Nicolette Loonen	Netherlands	Internal
Maisarah Ahmad	Malaysia	Internal

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Director, Programme Division
Manuelle Hurwitz

Director, Performance Division
Snjezana Bokulic

Director, External Affairs Division
Mina Barling

Director, Finance & Technology Division
Varun Anand

Africa Regional Director
Marie-Evelyne Petrus-Barry

Arab World Regional Director
Mohamed Kamel

East and South East Asia and Oceania Regional Director
Tomoko Fukuda

European Network Regional Director
Caroline Hickson

South Asia Regional Director
Sonal Mehta (appointed on 15 January 2020)

Western Hemisphere Regional Director
Giselle Carino

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United Kingdom

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RSM UK (commissioned on 1 May 2020)
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United Kingdom

Solicitor

IPPF uses the services of several law firms, each one in accordance with their area of expertise. Further information is available on request.

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IPPF Financial Statements 2019

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Published in July 2020
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Cover image: IPPF/Isabel Corthier/Mozambique

Typesetting: worldaccent.com