



IPPF STANDARDS AND RESPONSIBILITIES OF MEMBERSHIP

*(Adopted by IPPF Governing Council in November 2001,
last amended by Governing Council in May 2011)*

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Introduction

As a global sexual and reproductive health and rights movement, IPPF is proud of its vision for the 21st century. Based on this vision and its core values and policies, this document outlines in **Section A** the Federation's essential standards and responsibilities of membership.

IPPF expects all Member Associations who wish to be a part of the Federation to uphold and promote ten principles of membership and to comply with the standards associated with each principle.

The accreditation process, based on these principles and standards, is a tool for Member Association self reflection and improvement. It is also a means of improving communication between Member Associations and the IPPF Secretariat and a useful mechanism for ensuring accountability to clients and donors. Specifically, the exercise of attaining accreditation will ensure that:

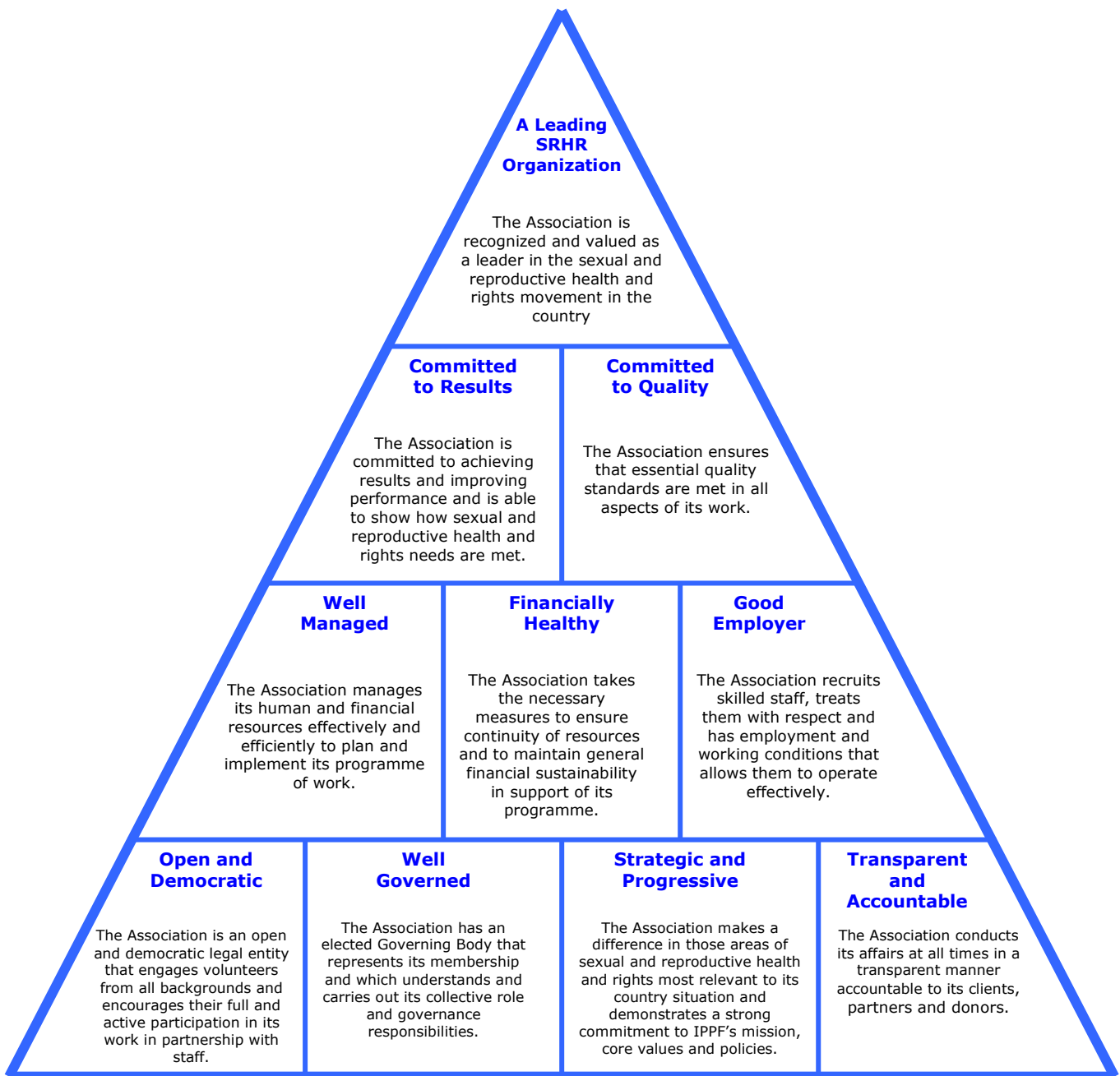
1. Member Associations are better equipped to assess and improve their own role and performance;
2. There is increased national public confidence in the work of Member Associations;
3. There is increased international confidence that IPPF is an effective Federation committed to results, quality and accountability.

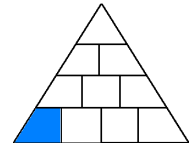
Responsibility for ensuring compliance with IPPF's standards and responsibilities lies with each Member Association. Instances in which a Member Association fails to meet IPPF's standards will normally be resolved through action taken at the regional level, as outlined in **Section B**. Member Associations will be given ample opportunity to identify why in their situation it may not be possible to comply with certain standards. Reasonable time will be provided following an accreditation review to enable the Member Association to attend to any issues they and the region feel need to be addressed. Any remaining unresolved issues will be referred to the Director-General and the IPPF Membership Committee acting on behalf of the Governing Council.

As a last resort, failing to adhere to IPPF's standards and responsibilities of membership, may lead to withholding the IPPF grant, suspension, or expulsion from the Federation. IPPF, however, is determined that its accreditation system will be implemented in a way that will respect and empower Member Association volunteers and staff and enable the Federation to continue to be proud of its important and radical vision for the 21st century and the millions of clients it serves to a high standard all over the world.

A. Membership Principles and Standards

The Membership Standards are organized under ten principles which all of IPPF's members work towards fulfilling. These are the building blocks of the accreditation system. Each principle is essential and they are related to each other as shown below:



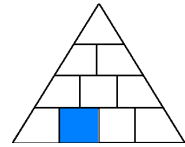


Principle 1: Open and Democratic

The Association is an open and democratic legal entity that engages volunteers from all backgrounds and encourages their full and active participation in its work in partnership with staff.

Standards

- 1.1. The Association is a voluntary, not-for-profit organization working in the field of sexual and reproductive health and rights, and bases its work on a statutory document that conforms to relevant legislation and requirements.
- 1.2. The Association encourages women and men, young and adult, from all walks of life to volunteer their services and ensures that these individual contributions are used effectively and recognized.
- 1.3. The Association's individual membership is open to all irrespective of their age, sex, marital status, ethnic origin, race, political belief, religious conviction, sexual orientation, gender identity, health status or any other factor that could make an individual the object of discrimination.
- 1.4. The Association's constitution shall state the conditions applying to each category of membership, including their voting rights and how and when those rights can be exercised.
- 1.5. The Association has bye-laws or regulations for the fair and effective conduct of the business of the Governing Body and its elected and appointed bodies; and of branches and similar entities where these exist.
- 1.6. The Association's elections to the Governing Body and Honorary Officers' positions take place at regular and specified intervals and involve the full membership entitled to vote either as individual members or as representatives of branches or similar entities where these exist.
- 1.7. The Association's Governing Body is composed of individuals with a diverse set of skills and backgrounds and includes young people and at least 50% women in accordance with IPPF policy.
- 1.8. The Association's constitution makes it clear that, to ensure renewal, there is regular rotation of Honorary Officers and Governing Body members by limiting consecutive terms that can be served and defining maximum tenure in any capacity.

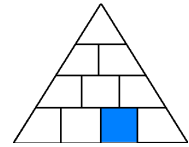


Principle 2: Well Governed

The Association has an elected Governing Body that represents its membership and which understands and carries out its collective role and governance responsibilities.

Standards

- 2.1. The Association's Governing Body ensures member integrity and collective responsibility (See **Annex A**).
- 2.2. The Association's Governing Body determines the Association's strategic direction and policies.
- 2.3. The Association's Governing Body appoints and supports the Executive Director.
- 2.4. The Association's Governing Body monitors and reviews the Association's performance.
- 2.5. The Association's Governing Body provides effective oversight of the Association's financial health.
- 2.6. The Association's Governing Body ensures its own review and renewal.

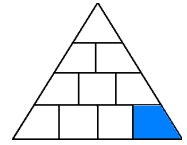


Principle 3: Strategic and Progressive

The Association makes a difference in those areas of sexual and reproductive health and rights most relevant to its country situation and demonstrates a strong commitment to IPPF's mission, core values and policies.

Standards

- 3.1. The Association has an up-to-date Strategic Plan that is derived from a consultative process that involves volunteers, staff, clients and young people, and is consistent with IPPF's Strategic Framework.
- 3.2. The Association's role and priorities are based on a thorough analysis of the country situation and also reflect its commitment to IPPF's mission and core values and to meeting the sexual and reproductive health and rights needs of young, marginalized and underserved people.
- 3.3. The Association champions and promotes sexual and reproductive health and rights for all regardless of age, sex, marital status, ethnic origin, race, political belief, religious conviction, ability to pay, sexual orientation, gender identity, health status or any other factor that could make an individual the object of discrimination.
- 3.4. The Association works to advance human rights, in particular women's rights, and works for change relating to sexual and reproductive rights.

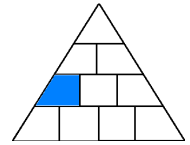


Principle 4: Transparent and Accountable

The Association conducts its affairs at all times in a transparent manner accountable to its clients, partners and donors.

Standards

- 4.1. The Association ensures that the requirements of any funding agreement with donors, including IPPF, are met in full and on time, and that periodic reports are submitted according to the guidelines laid down by each funding agency.
- 4.2 The Association provides information to those clients, community members, partners and the public who wish to know about its work and the use of funds.
- 4.3. The Association ensures that its own volunteer members have access to all key governance documents.

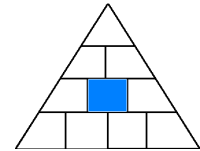


Principle 5: Well Managed

The Association manages its human and financial resources effectively and efficiently to plan and implement its programme of work.

Standards

- 5.1. The Executive Director ensures that the Association's programme gives effect to the strategic direction and operational plans approved by the Governing Body, establishes clear lines of authority and reporting; objectives and performance targets.
- 5.2. The Executive Director provides effective and efficient management of the Association, identifies and manages risks, implements systems and procedures to carry out policies agreed by the Governing Body, and informs the Governing Body of any executive actions that may have policy implications.
- 5.3. The Executive Director ensures that operational plans and budgets for funding agencies, including IPPF, are prepared in accordance with the guidelines laid down by each agency.
- 5.4. The Executive Director ensures that there is an effective internal control system and that the necessary financial systems and procedures are in place to account for all income and expenditure and their intended use.
- 5.5. The Executive Director appoints and dismisses staff and in doing so shall follow the Association's agreed procedure and country legislation.

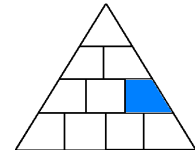


Principle 6: Financially Healthy

The Association takes the necessary measures to ensure continuity of resources and to maintain general financial sustainability in support of its programme.

Standards

- 6.1. The Association has an appropriate control framework to protect its assets from loss of any kind arising from fraud, waste, extravagance, inefficient administration, poor value for money or other causes.
- 6.2. The Association has appropriate regulations covering its financial affairs.
- 6.3. The Association's financial accounting systems enable it to identify the costs of its operations and provide evidence of its solvency.
- 6.4. The Association's accounts are audited annually by external auditors who shall have due regard to the requirements of IPPF and other funding agencies and are appointed by the Association's Governing Body.
- 6.5. The Association ensures that the risks facing the continuity of its activities are identified, prioritised and appropriate action taken to manage them.
- 6.6. The Association mobilises appropriate resources to support its annual programme of work and takes the necessary steps to ensure longer term financial sustainability.

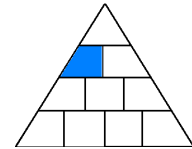


Principle 7: Good Employer

The Association recruits skilled staff, treats them with respect and has employment and working conditions that allows them to operate effectively.

Standards

- 7.1 The Association's recruitment and selection procedures are transparent and non-discriminatory and ensure that staff are recruited on merit only and have the required qualifications, skills and experience to perform the duties of the position.
- 7.2 The Association has a policy prohibiting the appointment of related persons (spouses, partners and co-habitees, parents, grandparents, brothers and sisters, sons and daughters, grandchildren, in-laws) of volunteers and staff to any position within the organization or to consultancies.
- 7.3 The Association has written Human Resource policies and procedures that are in line with IPPF policies and national laws and staff have access to these policies.
- 7.4 The Association is able to recruit and retain staff of the required quality; staff have the resources needed to carry out their work in a satisfactory physical environment and are encouraged and enabled to enhance their skills and knowledge.
- 7.5 The Executive Director carries out formal, annual appraisals of staff performance in relation to previously agreed individual objectives and targets.

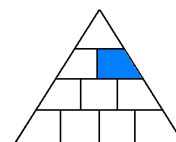


Principle 8: Committed to Results

The Association is committed to achieving results and improving performance and is able to show how sexual and reproductive health and rights needs are met.

Standards

- 8.1 The Association has effective systems in place to regularly monitor and evaluate its programme, and to demonstrate whether it is achieving its objectives.
- 8.2 The Association uses data to inform decision making, to adjust its programme where necessary and to continuously improve performance.
- 8.3 The Association demonstrates and shares its results, good practices and lessons learned within the Association and with other interested parties.



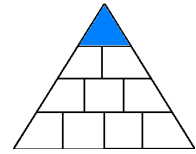
Principle 9: Committed to Quality

The Association ensures that essential quality standards are met in all aspects of its work.

Standards

- 9.1 The Association facilitates, either by provision, advocacy or referral, access to a range of sexual and reproductive health services without regard to the age, sex, marital status, ability to pay, gender identity, ethnic origin, race, political belief, religious conviction, health status or sexual orientation of persons who request them.
- 9.2 The Association ensures that: its provision of services are rights based; their provision is not linked to incentives or disincentives of any kind for client or provider; no service is conditional upon the acceptance of another service; and that clients are informed of their rights¹.
- 9.3 The Association has effective monitoring and review systems in place which it uses to improve the quality of its services.
- 9.4 The Association has an efficient logistics management system in place to provide the optimal quality, range and quantity of commodities when and where required.
- 9.5 The Association ensures high quality in its services, and pays special attention to those services for young, marginalized and underserved people.
- 9.6 The Association is committed to high quality in its information and education programme and its advocacy and public campaign work.
- 9.7 The Association takes appropriate action to reduce harmful impact on the environment.

¹ For IPPF, the rights of the client include: right to information; access; choice; safety; privacy; confidentiality; dignity; comfort; continuity and opinion.



Principle 10: A Leading SRHR Organization

The Association is recognized and valued as a leader in the sexual and reproductive health and rights movement in the country.

Standards

- 10.1. The Association positively influences the sexual and reproductive health and rights agenda by engaging with the public, the media, government departments and other bodies.
- 10.2. The Association has developed effective collaborative partnerships with other organizations to pursue its mission.

B. Procedure for adherence to IPPF Standards and Responsibilities of Membership

1. Procedures applicable to all Member Associations

- 1.1 Accreditation is the system through which a Member Association's level of compliance with IPPF Standards and Responsibilities of Membership is determined. It is the mechanism for gaining and maintaining full membership of IPPF.
- 1.2 The first line of responsibility for the promotion and maintenance of IPPF Standards and procedures lies with each Member Association. Each member of the Federation, irrespective of whether they receive an IPPF grant, is scheduled for a periodic review (once every five years) to ensure compliance with IPPF Standards and Responsibilities of Membership. This is called an Accreditation Review and is the means through which IPPF's Governing Bodies, Secretariat and Member Associations ensure that Member Associations comply with the Federation's standards. The process includes a self-assessment, a desk review, and an Accreditation Review Visit resulting in an action plan and follow up support and reporting.
- 1.3 It is the responsibility of the accreditation review team members to record evidence of the extent to which a Member Association complies with all of the Standards.
- 1.4 It is the responsibility of all individuals and parties involved to ensure that the accreditation review is conducted in such a manner as to respect everyone's skills, time, opinions and roles in the process.
- 1.5 Regional Directors have a responsibility to monitor the compliance of all Member Associations in their region with IPPF's Standards on an on-going basis and to keep the regional governing bodies and the Director-General regularly informed. The Director-General will keep the IPPF Governing Council informed, through the IPPF Membership Committee.

2. Accreditation Review Procedures

In terms of the formal accreditation of a Member Association, the following procedure applies:

- 2.1 For each Member Association undergoing accreditation, a written self assessment will be prepared by the Member Association's President and Executive Director on behalf of the Governing Body. This is then shared with the Regional Director indicating the extent to which the Member Association complies with IPPF Standards. This self assessment is completed using the form provided by the IPPF Secretariat. The Member Association is also required to submit supporting documents, including information of other certification procedures and/or quality controls to be taken into account in the accreditation review.
- 2.2 The Regional Office will review the self assessment and supporting documentary evidence provided by the Member Association, and may seek further clarification from the Member Association on any matter as necessary.
- 2.3 A desk review of the submitted self assessment and supporting evidence will be carried out by the Regional Office staff. This review will record those Standards with which it is clear that the Member Association complies. For those Standards remaining, a specific Terms of Reference will be developed for how these will be verified on-site during the Accreditation Review Visit. The Terms of Reference will identify which issues will be further explored with the Member Association and will include a programme for the visit identifying who the review team needs to meet and when. This Terms of Reference will be shared with the Member Association at least three weeks in advance of the on-site visit.
- 2.4 Regional Office staff responsible for accreditation will convene a review team, including a volunteer with suitable skills for the issues identified in the Terms of Reference.

- 2.5 Every Accreditation Review will include an on-site visit to the Association. The specific team composition, length and focus of the review will depend upon an up-to-date Regional Office assessment of the Association's needs and activities (including size and geographic spread) carried out in advance of the visit, and on the issues identified in the Terms of Reference. The aim will be to make the Accreditation Review visits effective and beneficial for all parties involved, especially for the Member Association. The Member Association will be asked to complete a post-review evaluation form and submit it to the Organizational Effectiveness and Governance division in IPPF Central Office.
- 2.6 The names of those Member Associations that comply with IPPF's standards or can provide an acceptable explanation for those instances when they cannot comply (as for example if complying with the IPPF requirements produces a conflict with local law then the local requirements will take precedence) are passed to the Director-General for forwarding to the Membership Committee.

In instances of non-compliance and no adequate explanation, as identified either by the Member Association or Regional Office:

- 2.7 The Regional Director will discuss and attempt to resolve these issues with the Member Association. The issues of non-compliance must be resolved within 12 months of the review visit unless very exceptional circumstances make this impossible.
- 2.8 If the issue is not resolved within the aforementioned period, the Regional Director is responsible for bringing it to the attention of the Regional Executive Committee.
- 2.9 If the REC is unable to resolve the matter, the REC needs to consider one of the following three options:
- (i) Referral to Membership Committee for an opinion on non-compliance under IPPF Regulation 5(7) (d); or
 - (ii) Referral to Membership Committee for arbitration under Regulation 5(7) (h); or
 - (iii) Recommendation that Governing Council suspend or expel the Member Association.

3. Monitoring of the Accreditation System by the Membership Committee

- 3.1 As preparation for the May and November Membership Committee meetings, Regional Directors will report to the Director-General end-February (for period July-December) and end-August (for period January to June) on:
- Member Associations reviewed during this period
 - Outcome of the accreditation reviews
 - Actions proposed or taken by Regional Office in cases of Member Association non-compliance
 - Update of progress of previous accreditation reviews involving non-compliance.
- 3.2 The Membership Committee will make recommendations to Governing Council about actions necessary to ensure compliance with Membership Standards.
- 3.3 To assist Membership Committee monitoring, the Director-General may conduct, as necessary, independent reviews of Member Association compliance with standards.
- 3.4 If any of the parties involved in the Accreditation Review have a concern that the Accreditation Review procedures were not followed or if the behaviour of any of the parties involved has been considered unprofessional or disrespectful, it can submit a complaint to the Regional Director who will inform the Director-General. The complaint should be specific and also state which part of the procedure is considered not to have been followed. Disagreements about the team's assessment of compliance or non-compliance do not fall under this procedure.
- 3.5 The complaint will be recorded and it is the responsibility of the Director-General, in consultation with the Regional Director, to ensure that any necessary investigations are carried out and that all parties involved receive a report within 60 days of receipt of the complaint by the Regional Director.
- 3.6 The Membership Committee will receive an update every May meeting on the results of the post-review evaluations and in particular of the content of any submitted complaints and information about actions taken in each case.

4. Confidentiality and openness

- 4.1 Information obtained or created during the Accreditation Review shall be considered confidential to those parties involved in the Accreditation Review (see 1.2 above). IPPF shall inform the Member Association in advance of any information it would like to make accessible to parties other than those involved in the Accreditation Review.
- 4.2 IPPF will maintain and provide public access to appropriate information about the Accreditation System, and about the accreditation status of any Member Association.

5. IPPF Policy

The IPPF Standards and Responsibilities of Membership as adopted by the IPPF Governing Council forms a part of the Policy Handbook of the IPPF and may be amended by a majority of the Governing Council at subsequent meetings.

6. Associations applying for Associate Membership of IPPF

- 6.1 Associations wishing to become members of IPPF must demonstrate their adherence to IPPF's vision, mission and core values and their ability and commitments to solvency and financial, programmatic and governance capability. In order to ensure these conditions are met, the applicants must comply with the following requirements:
 - a) Evidence of existence or operation or relevant activities for at least two (2) years before application;
 - b) Compliance with key governance and constitutional provisions as per **Annex B** Template (in line with IPPF's Standards and Responsibilities of Membership);
 - c) Evidence of registration at country level as an NGO working in the area of SRHR; Assessment of the organization's relevance at country level through a review of the views and work of others working in the field within the country (UN, Government, other NGOs);
 - d) Review of relevant audit reports, financial reports and/or statement, annual reports and project reports submitted to various stakeholders during the past two(2) years; and
 - e) A check on the organization's Governing Body and senior staff to assess their commitments to IPPF's vision, mission and core values.

- 6.2 The Regional Executive Committees will act as a review committee for Associations seeking to become Associate Members of IPPF and those Member Associations wishing to amend their existing constitutions, and make recommendations to the IPPF Membership Committee as appropriate.

ANNUAL DECLARATION OF INTERESTS*

Name:

Position held in the Association:

Please answer all questions fully and use a separate sheet of paper if necessary

QUESTION	ANSWER
1. Do you hold a position of authority with a donor to your Association? If so, please give details.	
2. Do you hold a position, paid or unpaid, with any supplier of goods or services to your Association? If so, please give details.	
3. Please give details of any of the following: a) directorships, including non-executive directorships held in private companies; b) ownership or part ownership of private companies, businesses or consultancies, supplying goods or services to your Association, or seeking to do business with your Association; c) a majority or controlling shareholding in an organisation supplying goods or services to your Association, or seeking to do business with your Association; d) a position of authority in a non-governmental organisation in the fields of health, social care, or reproductive and sexual health; e) ownership or part ownership of any interest whatsoever, in land or property used by your Association, or likely to be used by your Association?	
4. Do you have any related persons (spouses, partners and co-habitees, parents, grandparents, brothers and sisters, sons and daughters, grandchildren, in-laws) that have any of the interests detailed in paragraph 3 above? If so, please give details of any interests.	

I certify that the information given above is complete and correct, to the best of my knowledge and belief.

Signed:

Date:

*This should be completed by Governing Body members and senior staff and a record of all declarations kept on file.

**GOVERNANCE AND CONSTITUTIONAL CHECKLIST
FOR ORGANIZATIONS APPLYING FOR ASSOCIATE MEMBERSHIP OF IPPF**

NAME OF ORGANIZATION:

COUNTRY:

DATE:

Items to be checked	Yes/No (1)	Evidence (2)
1. Is the organization a voluntary, not-for-profit organization working in the field of sexual and reproductive health and rights, and bases its work on a statutory document that conforms to relevant legislation and requirements (national legislation and IPPF requirements)?		
2. Does the organization's constitution state that it is not and shall not be controlled by commercial interests and that all its income, commodities, property and other assets shall be applied solely towards the promotion of its objects?		
3. Is the organization's individual membership open to all irrespective of their age, sex, marital status, ethnic origin, race, political belief, religious conviction, sexual orientation, gender identity, health status or any other factor that could make an individual the object of discrimination?		
4. Does the organization's constitution state the conditions applying to each category of membership, including their voting rights and how and when those rights can be exercised?		
5. Does the constitution make clear that the organization's staff do not have a vote?		

6. Does the organization's constitution state that all sexual and reproductive health services including contraceptive information and services shall be provided strictly on the basis of voluntary acceptance and informed choice with no coercion?		
7. Are there any written provisions/procedures ensuring that volunteers offering their services to the organization shall not receive any payment for those services except to the extent allowed by IPPF policy?		
8. Do the organization's statutory documents clearly stipulate: frequency of meetings; procedure for calling meetings; procedures for nominations and elections; timely dissemination of meeting documents; and when a meeting is quorate?		
9. Does the organization hold General Meetings and elections in accordance with its constitution and with the relevant national laws?		
10. Do the organization's statutory documents state how decisions are taken and define when simple and qualified majority of votes is needed?		
11. Is the membership record complete and up to date?		
12. Does the organization's constitution make it clear that, to ensure renewal, there is regular rotation of Honorary Officers and Governing Body members by limiting consecutive terms that can be served and defining maximum tenure in any capacity?		

13. Is there a provision in the organization's constitution or byelaws on how its assets will be handled in the event of the dissolution of the association?		
14. Is there a provision in the statutory documents of the organization that Board Members and senior staff should annually sign a declaration of conflict of interest? (See Annex A for sample).		
15. Do the organization's elections to the Governing Body and Honorary Officers' positions take place at regular and specified intervals and involve the full membership entitled to vote either as individual members or as representatives of branches or similar entities where these exist?		
16. Is the organization's Governing Body composed of individuals with a diverse set of skills and backgrounds and does it include young people who were below the age of 25 at the time of being elected and at least 50% women in accordance with IPPF policy?		
17. Does the organization have a written policy on the responsibilities and obligations of volunteers serving on the Governing body?		
18. Are there constitutional provisions for the accounts of the organization to be audited annually by external auditors appointed by the Governing Body?		
19. Do the organization's statutory documents clearly define the Governing Body's responsibility to appoint, support, assess and dismiss the Executive Director?		

20. Do the organization's statutory documents and/or the job description of the Executive Director define the powers and responsibilities of the Executive Director, which shall include but shall not be limited to: the operational management of the organization; the implementation of policies; and the recruitment, employment, supervision and termination of staff?		
21. Do Governing Body members and senior staff have a common view of how their respective role and responsibilities are distinct and complimentary?		
22. Do minutes of Governing Body meetings reflect the review, discussion and approval of the organization's annual work programme and budget as well as regular review and analysis of financial reports and any actions to be taken?		
23. Do the Governing Body meeting minutes clearly record decisions taken and show regular assessment of its own performance and necessary steps to improve its work?		
24. Does the organization have a policy prohibiting the appointment of related persons (spouses, partners and co-habitees, parents, grandparents, brothers and sisters, sons and daughters, grandchildren, in-laws) of volunteers and staff to any position within the organization or to consultancies?		

Notes:

- (1) If there is a provision in the constitution, bye-laws or regulations that meets the standard, enter "Yes", if not, enter "No".
- (2) Enter the relevant constitutional article or bye-law or regulation that provides the written evidence that the requirements of the standard are met in cases where the constitution has a general provision which is amplified by a bye law or regulation both references should be quoted. Or quote the necessary evidence from any source.

