



**ISLANDS FAMILY WELFARE  
ASSOCIATION (CIFWA)  
STRATEGIC PLAN (2019-2022)**

**Vision:** People are free to make choices about their sexuality and well-being without discrimination.

**Mission:** to lead a locally owned, regionally relevant, globally connected organisation that works in partnership and provides and enables services and champions SRHR for people in the Cook Islands, especially the underserved.

**OUTCOME 1:** Cook Island government increasingly promotes, respects, protects and fulfils commitments to SRHR and gender equality. (Advocacy)

Priority 1: Build support for SRHR at all levels in Cook Islands

Priority 2: Influence government policy and legislation to promote SRHR

Priority 3: Strengthen Cook Islands advocacy at the Pacific regional level to drive positive change in SRHR across the Pacific

**Outcome 2:** People in Cook Islands are able to act freely on their SRHR.

Priority 4: Expand reach of SRHR information to empower people across the Cook Islands to make informed choices

Priority 5: Expand youth access to SRHR information and education

**Outcome 3:** Expand quality, accessible, integrated SRH services.

Priority 6: Expand and deliver high quality SRH services to underserved and marginalised populations

Priority 7: Expand integrated service offering in response to client demand

**Outcome 4:** A sustainable, high performing, accountable and united federation.

Priority 8: Build and retain a high performing workforce to drive impact, including a strong volunteer and activist base

Priority 9: Harness and strengthen governance to guide organisational strategic direction

Priority 10: Enhance operational efficiency and effectiveness through improved systems and learning

Priority 11: Strengthen resource mobilisation capacity to support organisational sustainability.

## **CIFWA Guiding Principles**

We aim to leave no one behind

We apply local solutions guided by evidence

We work in partnership with others

We respect diversity and value youth involvement in our work

We are accountable to donors, partners and the people we serve

We ensure confidentiality and privacy at all times

## **STRATEGY DETAIL**

**Outcome 1: Cook Island government increasingly promotes, respects, protects and fulfils commitments to SRHR and gender equality. (Advocacy)**

### **Outcome Indicators:**

- Number of youth, women and men's groups that take part in public action that supports SRHR that Pacific MAs have engaged in
- Number of political commitments, policy initiatives and/or legislative changes in support of the SRHR and gender equality to which Pacific MAs contribute
- Number of Pacific regional level commitments, initiatives, announcements made in support of SRHR to which IPPF contribute

### ***Priority 1: Build support for SRHR at all levels in Cook Islands***

#### **Outputs:**

- Advocacy strategy and materials developed, including agreed priority messaging (based on evidence)
- Staff trained on advocacy skills to promote Sexual Rights Declaration in country
- SRHR integrated into emergency planning, undertaken in collaboration with NDMO, Internal Affairs and MOH.

#### **Output Indicators:**

- Advocacy strategy approved by CIFWA Board
- Parliamentarians seminar held
- Advocacy skills training occurred, training evaluation report
- SRHR integrated into approved NDMO and government emergency plans
- Number of youth, women and men's groups that take part in public action that supports SRHR that Pacific MAs have engaged in

### ***Priority 2: Influence government policy and legislation to promote SRHR***

#### **Outputs:**

- Parliamentarians seminar on SRHR hosted by CIFWA (in 20XX)
- Develop MOUs with MoE, MOH and schools and youth organisations to include CSE in school curriculum
- Crimes bill submission presented to parliament in 2019
- Presentations to parliament by CIFWA on agreed policy issues
- CIFWA involved in policy and/or legislative consultations on agreed issues in support of SRHR.

**Output Indicators:**

- Parliamentarians seminar held
- Signed MOUs in place with MOE, Schools
- Crimes bill presentation heard in parliament
- Papers, presentations submitted to parliament.
- Number of political commitments, policy initiatives and/or legislative changes in support of the SRHR and gender equality to which Pacific MAs contribute.

***Priority 3: Strengthen Cook Islands advocacy at the Pacific regional level to drive positive change in SRHR across the Pacific***

**Outputs:**

- CIFWA representation at Pacific regional level SRH advocacy initiatives
- CIFWA advocate to Cook Islands government to influence Pacific regional level SRH advocacy

**Output Indicators:**

- Number of Pacific regional level commitments, initiatives, announcements made in support of SRHR to which IPPF contribute.

<p><b>Outcome 2: People in Cook Islands are able to act freely on their SRHR.</b></p>
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**Outcome indicators:**

- Number of people reached with positive SRHR messages
- Proportion of people reached with SRHR information who report they are able to make informed independent choices about their SRHR
- Number of young people that complete CSE or other peer education programs

***Priority 4: Expand reach of SRHR information to empower people across the Cook Islands to make informed choices***

**Outputs:**

- Condom promotion programme expanded
- Clinical services promotion through various media, including radio
- Increased number of men promoting SRH services and awareness
- Radio program expansion to outer islands
- Social media awareness programme implemented

- Expanded awareness raising activities in Newspaper and TV
- SBCC and IEC materials developed and disseminated to more people
- CIFWA youth activities at the Cook Islands festival (to increase awareness to people from the northern islands)

**Output Indicators:**

- Increased Number of condoms distributed and number of distribution points
- Increased client numbers to clinic and mobile outreach
- Increased number of male volunteers
- Radio program expanded to Radio Cook Islands
- Increased access to CIFWA social media posts (using FB metrics)
- Increased access to northern island population during CI Festival.
- Number of people reached with positive SRHR messages
- Proportion of people reached with SRHR information who report they are able to make informed independent choices about their SRHR

***Priority 5: Expand youth access to SRHR information and education***

Improved awareness on contraceptive methods and emergency contraception for youth

**Outputs:**

- Comprehensive Sexuality Education training provided for young men and women, in schools and with teachers and parents.
- Comprehensive Sexuality Education and life skills training provided for young men and women in out of school settings.
- CSE TOT training provided for teachers, peer educators, volunteers.
- IEC/SBCC information developed and made available to adolescent/young people.
- Big brother/big sister mentorship project implemented in schools.
- Accreditation of CSE trainers by IPPF.
- Male reproductive health and GBV workshops held in school and out of school.
- Menstrual health awareness for women and girls in school and out of school.
- Training workshops for youth peer educators held

**Output indicators:**

- Number of young people that complete CSE or other peer education programs
- Reduced incidence of teenage pregnancy
- Number of trainers who are accredited by IPPF
- Increase in dissemination of IRC/SBCC materials to youth
- Number of successful/active mentoring relationships
- Number of participants in male reproductive health and GBV workshops who demonstrate increased awareness of issues
- Number of participants in menstrual health awareness and % who feel they are more confident in managing menstruation issues
- Increased number of trained youth peer educators (see Outcome 4).

**Outcome 3: Expand quality, accessible, integrated SRH services.**

Outcome Indicators:

- Number of SRHR services delivered Number of CYPs delivered
- Number of clients reached SRHR services
- Number of population in given area (determined by MAs ) receiving SRHR services
- Proportion of people in given area (determined by MAs) receiving SRH services
- Proportion of communities/ districts/islands receiving SRHR services
- Proportion of clients reached who are 'marginalised' or 'underserved'
- Average Quality of Care Audit Scores of CIFWA clinic(s)
- Proportion of clients surveyed who would recommend our services
- Number of Pacific MAs providing at least 6 out of 8 IPES categories
- Number of FP services provided, disaggregated by method
- Number of cervical cancer testing and treatment services delivered

***Priority 6: Expand and deliver high quality SRH services to underserved and marginalised populations***

**Outputs:**

- Provision of SRH youth friendly services to young people under 25 years
- Expanded partnership with disability groups, mental health service organisations for mobile outreach service provision
- Expanded integrated mobile outreach service provision to outer islands

**Output indicators:**

- MOUs with partners for mobile outreach service delivery
- Mobile outreach visits to outer islands
- Number of SRHR services delivered Number of CYPs delivered
- Number of clients reached SRHR services, especially to young people under 25 years
- Number of population in given area (determined by MAs) receiving SRHR services
- Proportion of people in given area (determined by MAs) receiving SRH services
- Proportion of communities/ districts/islands receiving SRHR services
- Proportion of clients reached who are 'marginalised' or 'underserved'

***Priority 7: Expand integrated service offering in response to client demand***

**Outputs:**

- Improved access to high quality SRH services in static clinics (collaboration with other services), including access to an increased range of services. CIFWA's static clinic provides clinical services in:
  - STI/HIV testing counselling
  - Contraceptive methods including pills, condoms, injections, injectable (IUD, Implanon, Jadelle), ECP
  - Breast examination

- SGBV identification and referral
- Life cycle SRH services, including Menstrual health counselling, Menopause advice
- Ultrasound
- NCD and SRH services
- Cervical cancer screening, treatment and referral
- Men's health issues.
- Improved access to high quality SRH services through integrated mobile outreach clinics (collaboration with other services), including access to an increased range of services. Mobile outreach providing clinical service as relevant from above.
- Improved procurement and stock control system
- Improved clinical and technical skills (QoC, IPES, Counselling, LARC, SGBV, MISP)
- Research on unsafe abortion (use results for advocacy)

### **Output indicators:**

- Service statistics
- Nurse trained and certified in use of ultrasound
- Average Quality of Care Audit Scores of CIFWA outreach clinic(s)
- Proportion of clients surveyed who would recommend our services
- Number of Pacific MAs providing at least 6 out of 8 IPES categories
- Number of FP services provided, disaggregated by method
- Number of cervical cancer testing and treatment services delivered

<p><b>Outcome 4: A sustainable, high performing, accountable and united federation.</b></p>
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### **Outcome Indicators:**

- Proportion of staff maintained over period of strategy
- Proportion of MAs with staff appraisal systems in place, implemented and outcomes actioned
- Number of volunteers working with Pacific MAs
- Number of activists working with Pacific MAs
- Number of Pacific MAs that achieve and maintain full IPPF accreditation
- Number of Pacific MAs with strategic plans in place that are aligned with the Pacific Strategy
- Number of Pacific MAs with Boards that adhere to IPPF governance requirements
- Proportion of staff in MAs, SROP and ESEAOR who action outcomes from 360 degree feedback system
- Proportion of reports (data, financial, programmatic) that are submitted by MAs to SROP on time and to a high standard of quality
- Number of MAs engaging in shared learning through a formalised mechanism
- Proportion of MA income that is generated locally, disaggregated by source
- Total income for the Pacific (MAs & SROP) that is generated by the Secretariat, disaggregated by source
- Proportion of total income for the Pacific (MA & SROP) from IPPF core funding
- Number of social enterprise initiative actively being implemented in Pacific MAs.

***Priority 8: Build and retain a high performing workforce to drive impact, including a strong volunteer and activist base***

**Outputs:**

- Development of CIFWA youth and activists
- Leadership development for staff and volunteers
- Organisational development strategy/plan developed
- Staff capacity building plan implemented (training in project planning, management and reporting training (ongoing); financial management training, data collection)
- In-country Values Clarification and Attitude Transformation (VCAT) training for staff, Board and volunteers
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**Output indicators:**

- Proportion of staff maintained over period of strategy
- CIFWA has staff appraisal systems in place, implemented and outcomes actioned
- Number of volunteers working with CIFWA
- Number of activists working with CIFWA

***Priority 9: Harness and strengthen governance to guide organisational strategic direction***

**Outputs:**

- A strong, engaged and active board who provide quality leadership to CIFWA

**Output Indicators:**

- AGM/Board meetings held as scheduled with maximum participation and adhere to IPPF governance requirements
- Board workplans implemented as agreed
- Constitution reviewed and amendments approved/agreed
- Successful audit of accounts

***Priority 10: Enhance operational efficiency and effectiveness through improved systems and learning***

**Outputs:**

- Organisational development plan developed and implemented
- MA Accreditation review completed
- Monitoring and evaluation system working effectively – train staff in data analysis and evidence based planning and decision making
- Organisational management system
- Knowledge management system implemented in CIFWA

**Output Indicators:**

- CIFWA has strategic plan in place that is aligned with the Pacific Strategy
- Organisational development plan implemented

- Successful accreditation and implementation of recommendations within specified timeframe
- Evidence based decision making within CIFWA
- HR/Staff appraisal system in place
- Financial management reports submitted correctly and on time
- Knowledge management system utilised
- Proportion of staff in MAs, SROP and ESEAOR who action outcomes from 360 degree feedback system
- Proportion of reports (data, financial, programmatic) that are submitted by CIFWA to SROP on time and to a high standard of quality
- CIFWA is engaging in shared learning through a formalised mechanism

***Priority 11: Strengthen resource mobilisation capacity to support organisational sustainability.***

**Outputs:**

- Resource mobilisation strategy
- Resource mobilisation training
- Project proposal development
- Feasibility study for a user pays system
- Advocacy to government, donors etc.
- CIFWA office/clinic – infrastructure development

**Output Indicators:**

- Proportion of CIFWA income that is generated locally, disaggregated by source
- Total income for the Pacific (MAs &SROP) that is generated by the Secretariat, disaggregated by source
- Proportion of total income for the Pacific (MA & SROP) from IPPF core funding
- Number of social enterprise initiative actively being implemented in Pacific MAs.

**Date of Writing:** January 2019

**Date of Next Review :** 2022

**Endorsed by Board:**

**Position:** President

**Name:** Nikki Rattle

**Signature:**

**Date:**