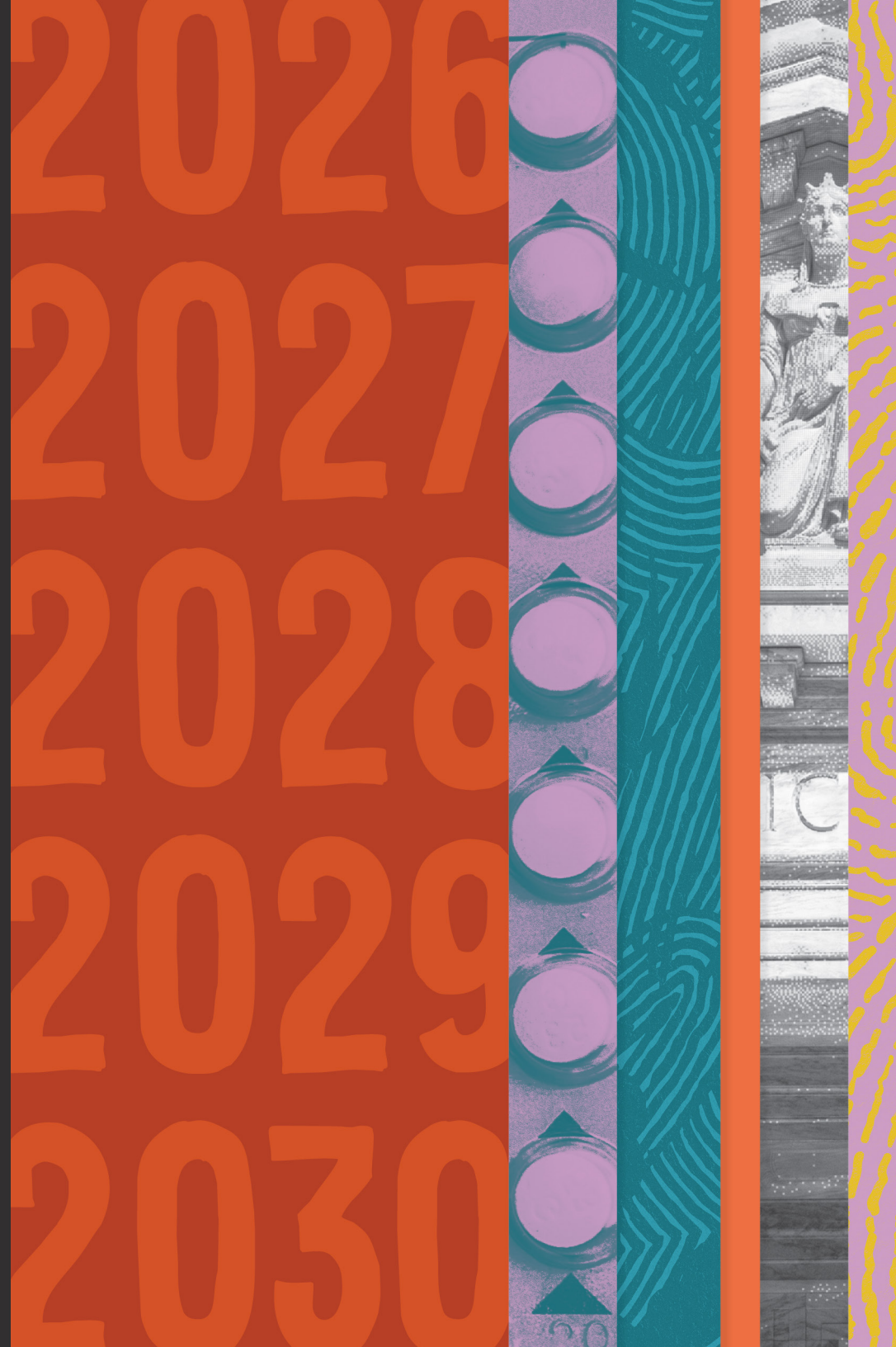




Ibis Reproductive Health

EVIDENCE
POWER
CHANGE

STRATEGIC PLAN





INTRODUCTION

Ibis Reproductive Health is a global organization that drives change through innovative, rigorous research and long-term, principled partnerships with communities and networks, guided by a commitment to racial and gender equity and justice, reproductive justice, and human rights. **We take on sexual and reproductive health, rights, and justice topics that are stigmatized, contested, or emerging, often before they receive broader attention or investment.** We are focused on how people seek and experience sexual and reproductive health care, with an unwavering commitment to ensuring access to high-quality, inclusive, and affirming abortion and contraception care.

Since 2002, Ibis has built principled partnerships and generated impactful evidence across more than 30 countries in Africa, Asia, Latin America, and North America, navigating contexts that are restrictive and under-resourced, as well as progressive and enabling. Our work is both locally meaningful and globally influential—a balance that makes us a ‘glocal’ organization. **Through our partnerships and coalitions, we ensure that a diverse range of voices and community perspectives are central to advancing evidence that informs policy, practice, and systems change.** This work contributes to a future in which all people have

GLOCAL

Our work is both locally meaningful and globally influential—a balance that makes us a ‘glocal’ organization.

the knowledge, agency, and services necessary to exercise their sexual and reproductive rights with dignity and autonomy.

This next phase will be shaped by rapid and uneven shifts in how sexual and reproductive health care is accessed, regulated, legislated, and contested. **We will lead where shifts are underway and where evidence is most needed to ensure that new models and approaches center equity and expand autonomy and access.** Our strategic plan includes a strategy for our work in Africa—bolstered by our regional office and local expertise—highlighting how we are advancing reproductive health, rights, and justice with our partners.

We look forward to implementing this bold plan over the next five years and are grateful to our staff, Board, partners, and supporters for their ongoing leadership and dedication to helping Ibis drive change.





MISSION, VISION, VALUES

MISSION

Ibis drives change through bold, rigorous research and principled partnerships that advance sexual and reproductive autonomy, choices, and health worldwide.

VISION

We envision a world where high-quality sexual and reproductive health information and services are easy to access, affordable for all, and available without unnecessary medical requirements or legal impediments. In this world, policies are grounded in rigorous evidence and designed to improve the lives and health of all people, with a focus on women, girls, young people, transgender and gender-diverse people, and people whose access to health care is impacted by systemic inequities based on race, immigration status, geography, income level, and ability. Our vision of success is an inclusive and just world where everyone has the power to exercise their human right to live a pleasurable, safe, and healthy sexual and reproductive life.

VALUES

*Justice
and
Equity*

Inclusivity

*Rigor
and
Excellence*

*Collaboration
and Shared
Power*

Autonomy

Integrity



STRATEGIC PLAN:
2026-2030

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MISSION, VISION,
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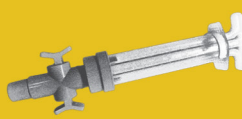
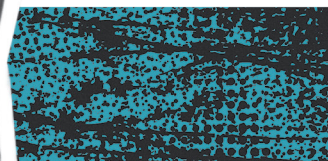
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HOW WE DRIVE
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COMMITMENTS THAT GUIDE OUR WORK

What sets Ibis apart is not only the work that we produce, but the commitments that guide our approach:



Principled partnerships, defined as long-term, trust-based, equitable collaborations grounded in shared power and accountability



Rigorous, ethical research rooted in methodological excellence and innovation and combining qualitative, quantitative, and community-engaged approaches



Bold, responsive, uncompromising strategies to advance reproductive autonomy with a focus on politically complex, underfunded, and contested issues



Our partners—community-based organizations, reproductive justice advocates, providers, and policy and decision makers—are best positioned to identify impactful solutions to meet the needs of their communities and the people they serve.



A commitment to racial and gender equity and justice, centering communities most affected by systemic oppression and structural inequities in sexual and reproductive health

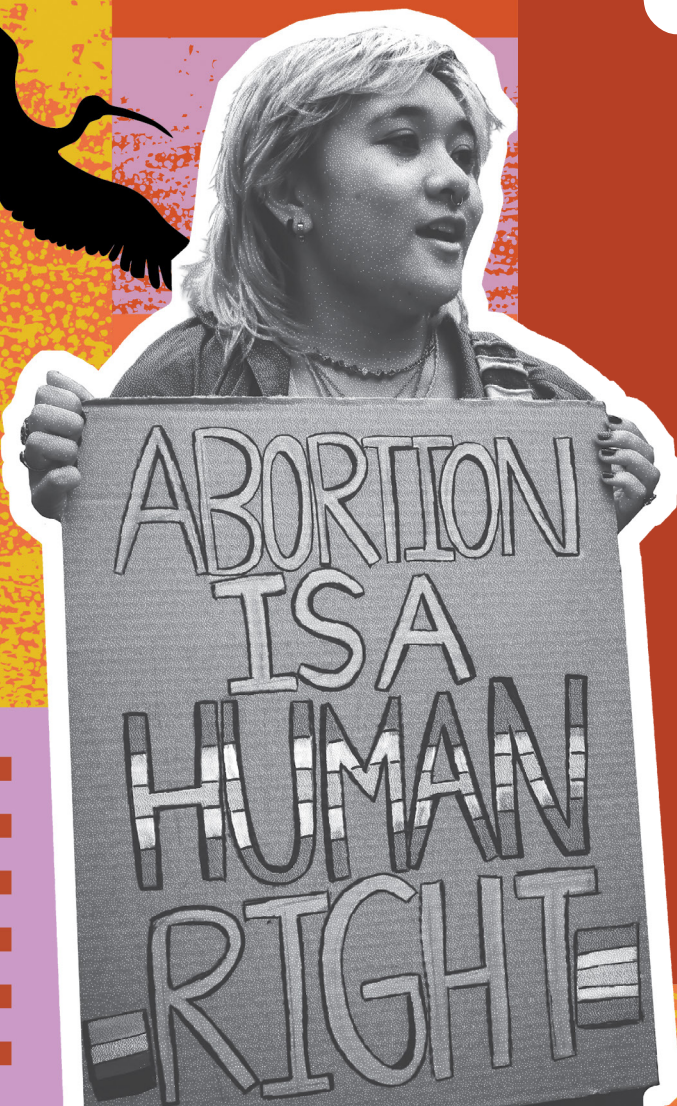


Coalitions, campaigns, and convenings that connect evidence to policy, practice, and advocacy





CHANGE IS NEEDED



We are intentional in the way that we build partnerships and convene coalitions; we apply rigorous, innovative research methods; and we strive to center racial and gender equity and justice in the decisions we make.

All people have the human right to a pleasurable, safe, and healthy sexual and reproductive life.

But worldwide, due to oppression and systemic inequities, many people lack access to quality sexual and reproductive health information, services, and care and are unable to exercise their right to reproductive autonomy.

Today, reproductive health care is shifting outside the clinic setting through innovative approaches that advance autonomy. At the same time, in politically charged environments where evidence and science are under attack, gaps in access and information persist, and resources are increasingly constrained.



HOW WE DRIVE CHANGE

Research, when done right, can make meaningful change for people’s lives—informing policy, improving practice, advancing equitable access to care.

When created in partnership with communities and disseminated in accessible terms, research can:

- ✓ Ensure emerging models of care meet people’s needs
- ✓ Document the impact of restrictive and supportive policies
- ✓ Lift up the voices of communities disproportionately affected by systemic barriers to care

INPUTS
IBIS WORKS WITH OUR PARTNERS TO:



OUTPUTS
THIS WORK LEADS TO:

New advocacy strategies	Enhanced public awareness and education	The formation of coalitions and campaigns	Improvements in program design and innovative service-delivery models	Policy and regulatory change
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HOW WE DRIVE CHANGE

OUTCOMES
OVER TIME
OUR IMPACT IS
EVIDENCED BY:



Global research priorities reflect our evidence and priorities on politically complex, underfunded, stigmatized, or emerging issues.



Our research findings inform decisions made by policymakers, advocates, service providers, and donors.



Ibis and our partners are recognized as trusted global leaders shaping evidence and innovation in sexual and reproductive health and rights.

IN THE LONG TERM OUR WORK LEADS TO:



Sexual and reproductive health policies and regulatory environments are informed by rigorous evidence.



Strengthened collaboration among researchers, advocates, providers, policymakers, and allied coalitions shape how evidence is used in practice.



Health systems and providers in and outside of the clinic adopt innovative approaches that expand access and improve care.



Research, policy, and programming reflect the needs and lived experiences of communities most affected by systemic inequities.

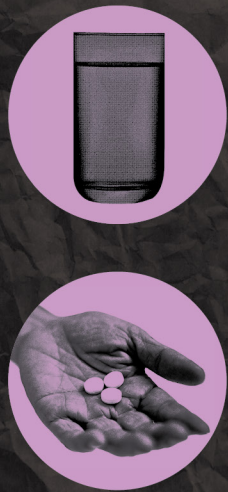
OUR IMPACT

Through innovative, rigorous research and long-term partnerships with community-based organizations, Ibis contributes to a future in which all people have the knowledge, agency, and services necessary to exercise their sexual and reproductive rights with dignity and autonomy.



OUR STRATEGIC DIRECTION

The next phase of Ibis's work will be shaped by rapid and uneven shifts in how abortion, contraception, and sexual and reproductive health care is accessed, regulated, legislated, and contested. Ibis will lead where shifts are underway and where evidence is most needed to ensure that new models and approaches center equity and expand autonomy and access.



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THREE LONG-TERM GOALS

Ibis builds partnerships, research projects, and coalitions that leverage our expertise and leadership to drive change toward three long-term goals:



Protect and expand access to safe, affordable, high-quality abortion care and sexual and reproductive health services for all



Advance reproductive justice, equity, and autonomy by centering people’s lived experiences and confronting intersecting inequities



Expand person-centered sexual and reproductive health care options with a focus on innovative models and people’s agency to manage their own health

SIX AREAS OF EXPERTISE

Over the next five years, we will focus on six areas of expertise where evidence can expand access and reshape systems, in collaboration with communities that face the most barriers to sexual and reproductive health care and are impacted by systemic inequities.



Abortion access throughout pregnancy and across geographies and contexts



Community-engaged research, advocacy, and coalition building for systems and policy change



Reproductive health care beyond the clinic



Technology, telehealth, and innovative service-delivery models



Contraception that is affordable, fully covered by insurance and equitably accessible to all



Reproductive health, rights, and justice for communities facing intersecting systemic barriers to access

OUR LEADERSHIP MODEL

To achieve these goals, we will invest in the institutional capacity that enables our research and project work to be independent, locally grounded, and globally influential, in diverse and sometimes challenging environments. This includes:

Growing and diversifying our funding streams

Creating the conditions for our staff and organization to thrive

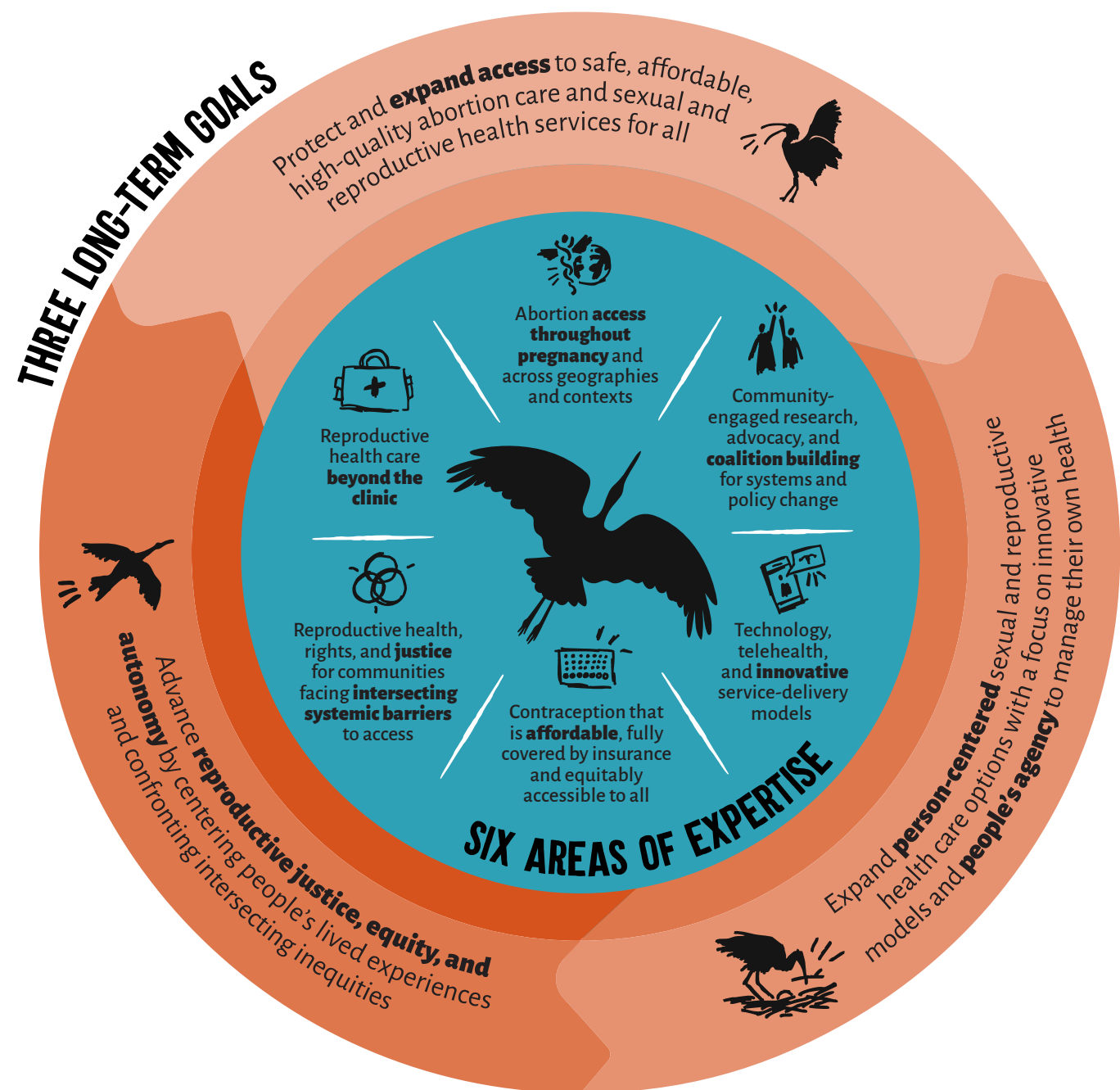
Implementing and maintaining strong, efficient, and effective technology, financial, and administration systems

Strengthening our visibility among partners, donors, and decision makers



FOCUSING IN ON OUR WORK

In the next five years, we will focus on areas where our long-term goals and deep expertise intersect to have the greatest impact and drive change.



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OUR 2026–2030 AFRICA STRATEGY



Africa's political, social, demographic, and health landscapes are rapidly evolving—presenting both urgent challenges and significant opportunities that will influence our work over the next five years.

With nearly 25 years of meaningful presence and partnerships across Africa, Ibis has established itself as a trusted research partner and owned its 'glocal' approach: locally grounded, regionally connected, and globally influential in advancing sexual and reproductive health, rights, and justice (SRHRJ) programs and policy.

Our office in Johannesburg, South Africa, has served as the operational hub to reach and partner with a diverse range of countries and regional contexts, alongside governmental and non-governmental institutions, collaborators, and movements on the continent.



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OUR PRIORITIES

Over the next five years, we will work in close collaboration with communities to advance four mutually reinforcing priorities:



Advance research and evidence on abortion and reproductive autonomy in Africa: Research that informs SRHR information, services and policy and supports rights-based approaches



Expand intersectional SRHR research in Africa: Context-specific evidence reflecting the lived realities of diverse populations



Cultivate principled partnerships in new geographies across Africa: South-South collaboration and partnerships with African researchers, institutions, and movements across different regions of Africa



Raise research visibility to increase uptake of evidence-based policies and practices in Africa: Digestible knowledge products and advocacy tools that reach stakeholders in Anglophone and Francophone contexts and regional networks

In Africa, Ibis will invest deliberately in its institutional capacity and organizational approaches to:



OUR STAFF AND LEADERSHIP

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