

# PFI Strategy

2018-2022



**POPULATION FOUNDATION OF INDIA**

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# 1. OVERVIEW

India has come a long way since it launched the first-ever Family Planning programme in the world in 1952. The programme has since evolved moving from a targeted approach to one that is target free, a shift that is considered critical. Going beyond the goal of achieving population stabilisation, it now focuses on reducing mortality and morbidity to ensure better maternal and child health outcomes.

The Government of India made its FP2020 commitment at the 2012 London Summit on Family Planning where over 60 developing countries pledged access to family planning services for 120 million additional women, 40 per cent of whom would be from India. India also had pledged to commit USD 2 billion by 2020 and this amount has been raised to a total of over USD 3 billion at the 2017 Summit, to drive access, quality, and expanded basket of contraceptive choices and family planning services.

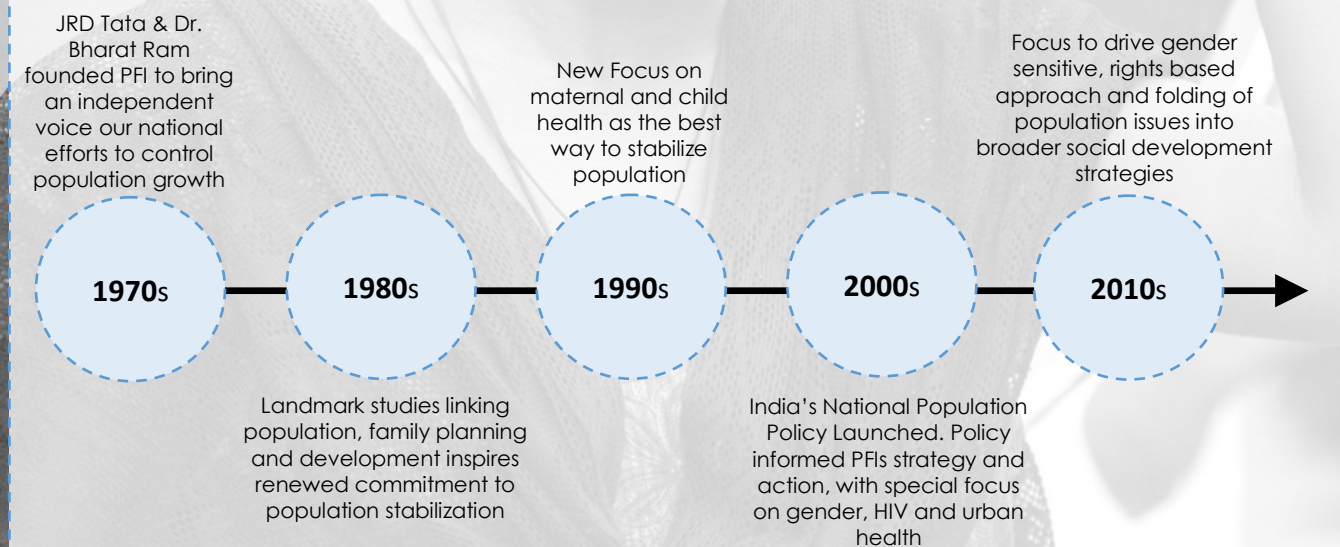
To achieve these goals, the government envisages not only strengthening existing strategies but also nurturing innovations in the arena of family planning and other related sectors. For example, this includes focusing on increasing female literacy, reducing teenage marriages and teenage births as well as addressing various socio-cultural barriers that promote discrimination and inequalities.

The current focus on postpartum family planning (PPFP) and the introduction of new family planning methods will assist in accelerating India's march towards achieving national family planning targets and FP2020 goals. Government of India has drawn out comprehensive national and state roadmaps as well as district action plans through a decentralised planning approach focusing on the operationalisation of facilities and delivery of services.

India is also a signatory to the UN Sustainable Development Goals (SDGs). The expression 'Sabka Saath Sabka Vikas' which translates into 'Collective Effort, Inclusive Growth' forms the cornerstone of India's national development agenda. To actualise this, the Government of India has embarked upon developing a 15-year Vision Document with a 7-year strategy with the active participation of state governments. Several ambitious programmes have been launched to implement the agreed upon 2030 Agenda for Sustainable Development.

Through its catalytic engagements, evidence-based advocacy, technical expertise and innovation, the Population Foundation of India (PFI) seeks to contribute to the Government's efforts on making good on its commitments on reproductive health and family planning.

## OUR JOURNEY OVER THE DECADES





## 2. ABOUT US

Population Foundation of India (PFI) is a catalytic national organisation, which advances women's rights within the context of Family Planning and Reproductive Health

The Population Foundation of India is a national civil society organisation, which promotes and advocates effective formulation and implementation of gender sensitive population, health and development strategies and policies. Bharat Ratna JRD Tata and Dr Bharat Ram founded PFI in 1970, supported by a team of socially committed leaders from the society and industry.

As an independent not-for-profit organisation, we address population issues within the larger discourse of empowering women and men, so that they are able to take informed decisions related to their fertility, health and well-being. We work with the government, both at the national and state levels, and with other civil society organisations, in the areas of community action for health, urban health, scaling up of successful pilots and social and behaviour change communication. An eminent Governing Board and Advisory Council comprising distinguished professionals from civil society, the government and the private sector guide our work.

### OUR VALUES

**Mutual Respect**  
**Equity & Justice**  
**Honesty & Transparency**  
**Women's Rights**  
**Courage of Conviction**  
**Independence**  
**Humility**

## 3. THE STRATEGY PROCESS

In early 2018, the Governing Board of PFI advised the organisation to undertake a comprehensive review of its vision, mission and strategy. It tasked the executive leadership to align the organisational strategy to the changing political, social and economic context in India and globally. Accordingly, the process was set in motion.

The strategy is designed to provide PFI with a new direction that will strengthen its mission and approach to inspire social transformation through a rights based, empowerment oriented framework.

This document is an outcome of in-depth consultations that began in January 2018. Taking stock of our current objectives and programmes, reviewing our organisational strengths and competencies and organising a series of internal thematic and organisational consultations have been critical parts of the process that contributed to this document. The staff retreat on the visioning exercise held in January 2018, a series of meetings with our staff, both Delhi and state-based, members of our Governing Body and Advisory Council, as well as external stakeholders including representatives from the government, donors, civil society and think tanks, facilitated the emergence of new ideas for going forward.

The final strategy paper underwent an extensive review by internal and external constituents. The Executive Committee formally approved the strategy document in June 2018, which was endorsed by the Governing Board in September 2018. We would like to take this opportunity to thank everyone who has been a part of this exciting journey for their valuable inputs.

## 4. CONTEXT

Reproductive health and family planning can positively influence and advance the UN Sustainable Development Goals by addressing interdependent multiple targets and ushering in an era of holistic development.

Access to voluntary family planning has the potential to save lives and help break the cycle of poverty, stabilize population growth and ease the pressure on the environment. It is the smartest and most cost-effective development investment.

India is one of the fastest growing economies of the world, thanks to the millions of aspiring middle-income families, globalisation, and an abundant labour force. As a country, we can boast of higher educational institutions, medical facilities and infrastructure that can compare with the global best. We are one of the finest examples of federal democracy within a pluralistic and diverse society.

The number of poor people living under poverty has reduced in absolute numbers and key social and economic indicators have seen remarkable progress over the years. We have the second largest population in the world with over 65 per cent of the 1.35 billion people below the age of 35. This potential demographic dividend can be a game changer for India in the coming years. While there is reason to be proud of some of the significant achievements that have been secured over the past few decades, there is equally a reason to be concerned about the critical gaps that confront us in terms of key human development indices. According to the UN Human Development Report 2018, India is ranked at 130 out of 189 countries.

We are confronted with social and economic inequalities, most particularly in terms of access to education, health, and income in the country. India ranks 127 out of 160 countries on the UN Gender Inequality Index (2017) which reflects gender-based inequalities in reproductive health, empowerment (political and educational), and economic activity. And women's empowerment remains a distinct challenge.

Inequalities in all their forms and dimensions play a part in debilitating people's choices and opportunities, hampering progress in overall human development. The existing gaps between women and men in terms of opportunities, achievements and empowerment need to be reduced as does the social and economic divide to ensure an equitable distribution of growth, prosperity and well-being so that no one is left behind in our efforts to realise the overarching targets under the Sustainable Development Goals

The health and well-being of a population lies at the heart of sustainable development and are pre-requisites to a strong and prosperous society.

On the policy front, important steps have been taken by the Government of India in the recent past to improve family planning services through Mission Parivar Vikas (2016) and increase access to preventive and promotive health care through the National Health Policy (2017).

Consistent and focused attention to population and family planning issues is yielding results. The current total fertility rate of 2.2 is close to the desired fertility rate and replacement levels. However, regional variances and imbalances are a matter of concern, with the total fertility rates varying from 1.6 to 3.7 (NFHS 4) within the country. With nearly over 17 per cent of the world's protected couples and 20 per cent of eligible couples (FP2020) with unmet needs, the large population size of India not only impacts its own but also global health indicators.

The predominance of female sterilisation (36 per cent of the 48 per cent of total users according to NFHS-4) as a family planning method demonstrates the negligible negotiating power that women have, particularly in terms of choices that most affect their lives, providing further testimony to the weak social position that they occupy. Patriarchal socio-cultural norms that promote discrimination and violence against women and girls persist, leading to enormous human, social and economic costs for women themselves and their families, as well as for communities and societies.

To ensure holistic family planning, violence against women needs to be treated as a public health concern and mainstreamed through a blueprint for action. It is also imperative to sensitise and engage with men and boys on gender equity and equality

by investing in social and behaviour change initiatives. Adolescents and youth should form the fulcrum of reproductive and sexual health initiatives.

There is an urgent need to look at family planning and population issues through a multi-dimensional lens. In addition to health, these issues include social and economic dimension. It is our intent to reposition family planning in the national development agenda as an area of priority in itself, firmly believing as we do that it is a cross-cutting issue and central to achieving both national and global development goals.

To secure this, it is imperative that conditions are created that assist and empower women and girls to exercise their rights without fear or inhibition. **A transformational paradigm shift in our approach is the need of the hour - in thinking as well as in action.**

### KEY DEVELOPMENT INDICATORS OF INDIA

Population (UN DESA, 2017)	1.35b
Female Male Ratio (Census 2011)	943
Fertility Rate (NFHS 4)	2.2
Female Literacy (Census 2011)	64.6%
0-34 age group (UN DESA 2017)	63.68%
15-24 age group (UN DESA 2017)	241.5m
IMR (SRS Bulletin Sep 2017)	34
MMR (SRS Bulletin May 2018)	130
Modern Contraceptive use (NFHS 4)	47.8%

## 5. OUR MISSION

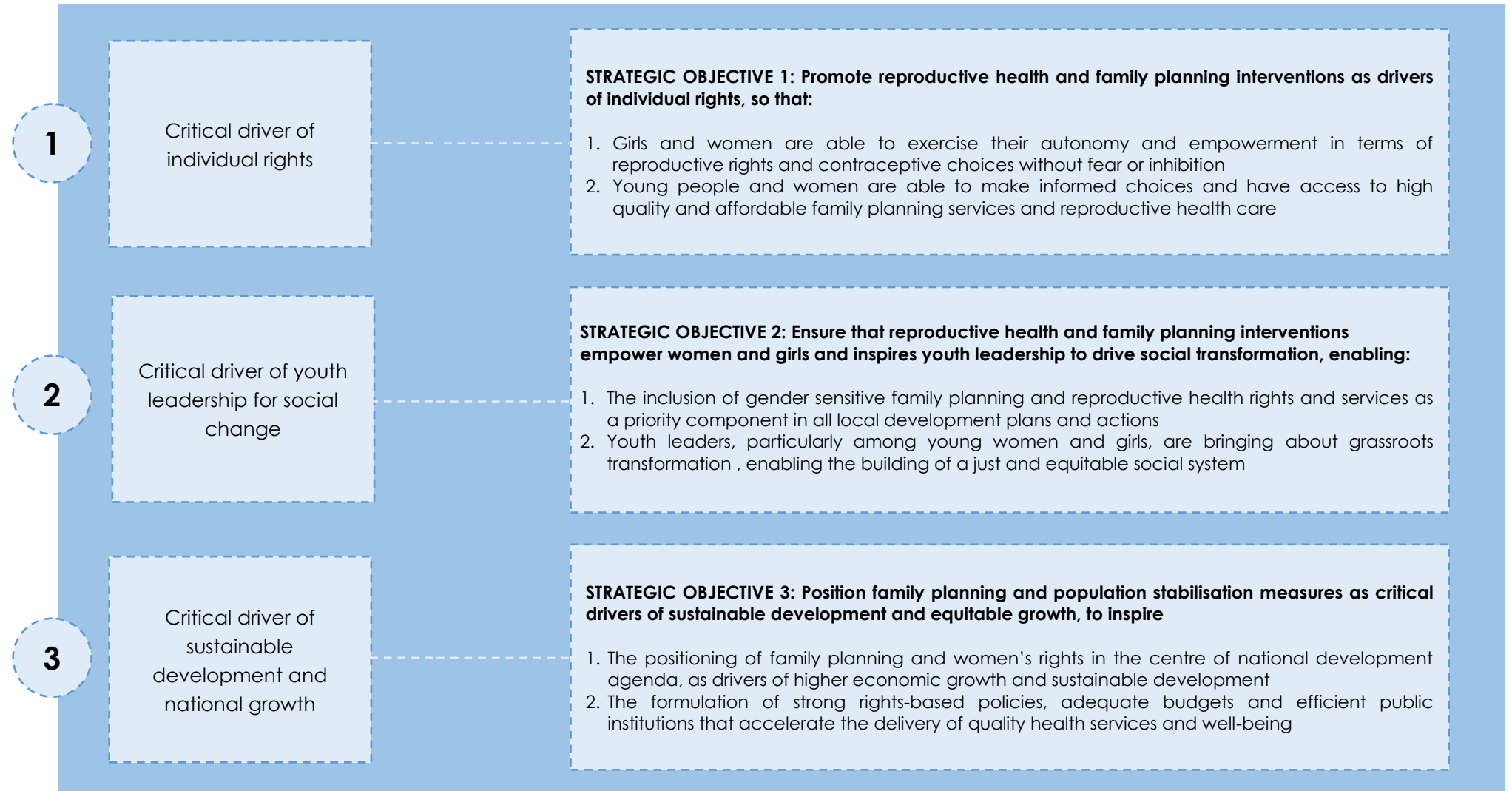
Advance gender sensitive, rights-based population and family planning policies and actions for a just, equitable and prosperous society

Our Strategic Objectives will help us prioritize and focus to usher transformation at scale through a results drive, comprehensive and collaborative approach

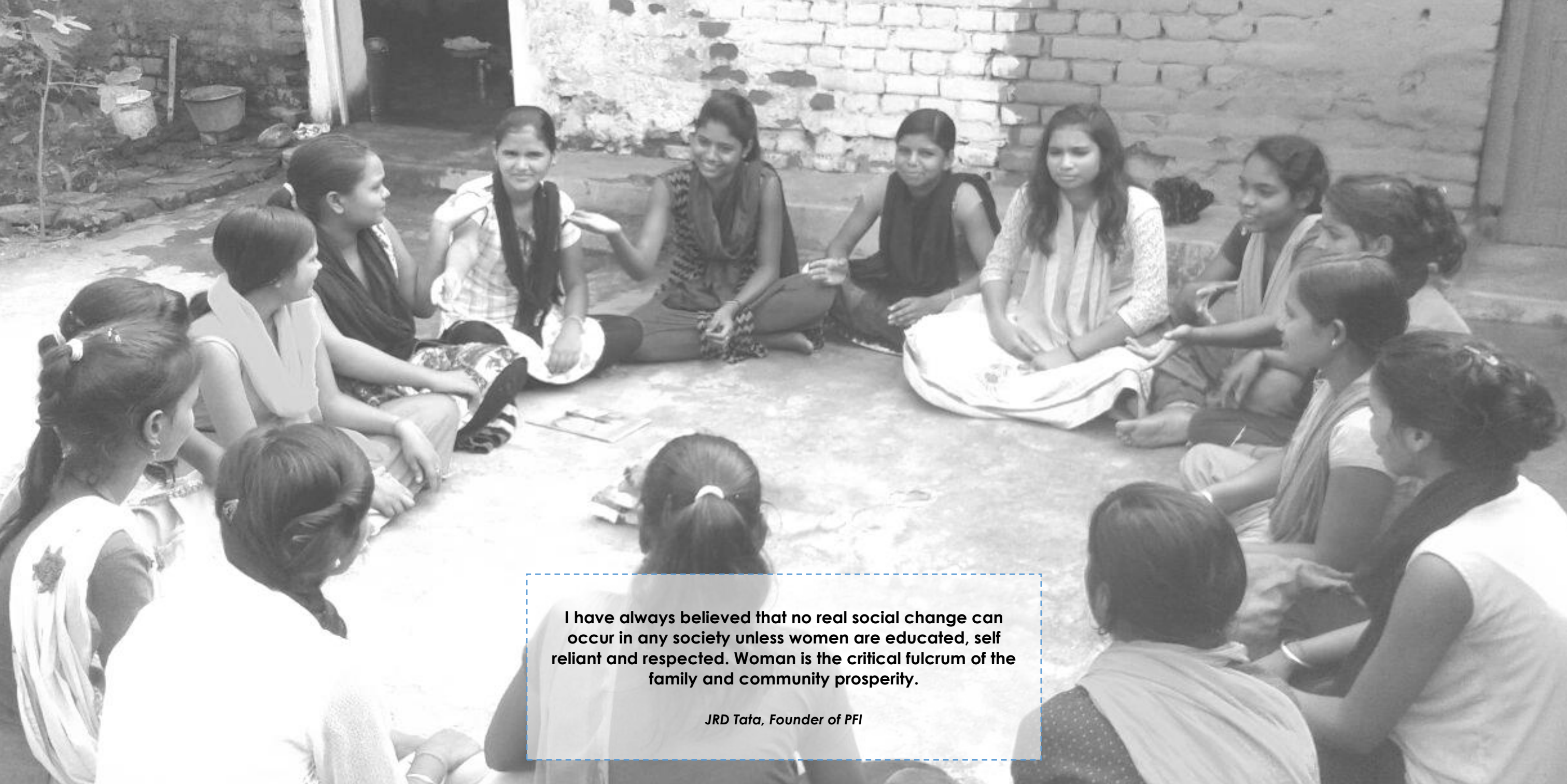
## 6. STRATEGIC OBJECTIVES

We believe that health, education and well-being of the population are key for promoting economic growth that is just and equitable, and overall development that is holistic and balanced. For this to happen, change is necessary at three levels, namely: individual, societal and systemic or policy. At the individual level, this calls for an enabling policy environment for women and girls to claim their rights and entitlements; and for agencies of youth to be involved in demanding their sexual and reproductive health rights; at the societal level, it means supporting efficient and accountable governance; and at the policy level, it calls for the presence of informed and gender sensitive policy makers.

PFI will act as a catalyst and facilitator, offering compelling evidence-based scholarship, thought leadership and convening power to inform, inspire and initiate actions that will contribute to and strengthen national planning and priorities on issues of family planning and reproductive health and rights. We plan to realise our mission by building community awareness and leadership, enhancing public accountability, influencing and transforming social norms, reframing public discourse and collaborating with national and global partners. We believe that our mission is well positioned to make a meaningful contribution towards India's efforts to meet the pledges - at home and internationally, namely: the Sustainable Development Goals and the FP2020 commitments.







**I have always believed that no real social change can occur in any society unless women are educated, self-reliant and respected. Woman is the critical fulcrum of the family and community prosperity.**

*JRD Tata, Founder of PFI*

## 7. OUR PRINCIPLES

We inspire creative and innovative ways to find sustainable and scalable solutions to problems. We collaborate with others to create a strong and credible alliance for ushering change. We exploit the power of technology to inform and impact lives.

We will apply our three principles — **INNOVATE, COLLABORATE & E-POWER** — to all our strategies and actions, ensuring coherence, convergence and creativity to inspire social transformation at scale

### INNOVATE

Invest in innovations to find scalable solutions that advance family planning and reproductive health rights, with special focus on young people

### COLLABORATE

Partnership with government and other institutions to achieve our mission, playing the role of a catalytic convener of ideas and actions

### E-POWER

Use and application of technology and social media tools to inform and involve young people in advancing reproductive health rights

### Evidence Based Change Narratives

Family planning is recognized a key development priority by government and political leadership in India

Enabling social environment that fosters responsible behaviours and practises to advance sexual & reproductive rights

Access and availability of quality family planning products and services that help informed choices for people

Young people and their agency lead and inspire social change by driving demand and demanding accountability

## 8. RESULTS

1. Two state governments inspired to take action on gaps identified in RKSK implementation through the presentation of compelling evidence
2. Government and policymakers recognise 'violence against women and girls (VAWG)' as a public health issue/ concern in India through collective advocacy catalysed by PFI
3. CSE curricula for out-of-school children rolled out in two states
4. Three state governments inspired by evidences presented to allocate adequate resources for ensuring comprehensive, rights-based family planning and reproductive health programmes; including high quality and affordable choice of products and services for young people, particularly women and girls
5. A high level thought leadership event convened on Family Planning in India, in collaboration with like-minded partners
6. Community Action for Health (CAH) scaled up to cover 250,000 villages
7. Adolescent Sexual and Reproductive Health Resource Centre (Digital) established
8. PFI's social and transmedia behavioural change initiatives have cumulative outreach to at least 200 million people
9. Agency of youth and their representation in community-led initiatives established to generate demand and accountability on reproductive health and services
10. The lives of at least 10 million women and girls positively impacted through PFI's programmes





## 9. OUR APPROACH

Dreams can come true and progress can happen only if young people take lead in driving transformation.

We will deliver our mission and strategic objectives through three, interlinked approaches – Advocacy & Campaigns, Social & Behaviour Change and Community Action & Accountability. Gender Equity & Equality will be a cross cutting thematic focus. We understand that any intervention to address issues related to family planning and reproductive health involves boys, men and the society, our result-oriented actions will have positive bias towards girls and women.



### 1. ADVOCACY

Global thought leadership, high quality evidence-based narratives to inform and inspire lawmakers for comprehensive family planning and reproductive health policies; shaping family planning discourses within sustainable development goals

We will undertake critical analysis of policies, policy actions and programs on population, family planning and reproductive health to generate compelling evidence based narratives to inform and inspire policy makers and key influencers. We will strive to shift the family planning and population discourse from a health-centric approach to a holistic sustainable development approach in the country and outside. We will convene different stakeholders and act as the key coordinating institution to bring together diverse experiences and examples to strengthen national initiatives.

### 2. SOCIAL & BEHAVIOR CHANGE

Promote leadership and agency of youth, particularly girls and women, within community led participatory governance initiatives to enhance efficiency and accountability of public systems and delivery services

Central to our work will be our effort to change social norms and beliefs that hinder ability of girls and women to claim their rights and exercise their free will. We will utilize the power of entertainment education and new-age media to inform, generate demand and inspire actions at both individual and community levels. We will bring innovation by integrating entertainment education to grassroots action. We will invest in data analytics for targeted campaigns that inform and inspire people, particularly adolescents and youth. Working with men and changing their mindset will be a major component of our social and behavior change program.

### 3. COMMUNITY ENGAGEMENT

Utilise power of technology and new age media platforms for targeted intervention on reproductive health education and gender sensitive behaviour, attitudes and practises of the society, particularly young people

At the core of our work will be catalyzing community action to demand and support efficiency and accountability at public systems. We will invest in building leadership and involvement of young people to be strong social change agents in the society. We will reach out to youth movements and teaching institutions to engage with adolescents and youth. We will deepen and widen the scope of our community health action initiative to reach more people. We will engage communities in conducting critical review of public service delivery systems to make it more accountable and efficient to changing needs and aspirations.



## 10. ORGANIZATIONAL PRIORITIES

Our ambitious strategy calls for consistent progress in rounded excellence. We will further invest in our people and systems to build an organization driven by our core values, culture of performance and collective leadership.

Over the past 50 years, we have become one of the leading institutions for advancing rights-based, gender sensitive solutions to population and family planning issues in India. We would like to build on our strengths and position ourselves as a unique partner and the go-to agency with regard to these. In line with this, we will invest in further strengthening our internal capacities so that in India we are recognised as an institution that is synonymous with excellence.

We aspire to being one of the most trusted partners of the Government of India and other institutions, acknowledged and respected for its advocacy work in the family planning and reproductive health space. To enhance our efficiency and accountability, we will periodically seek critical feedback from our partners so that necessary steps can be taken to enhance effectiveness.

Investments will be systematically made towards building organisational capacity so that it becomes the top advocacy organisation and the principal thought leader in population and family planning discourse. Equally, we would also like the organisation to become the most sought after workplace for committed and competent professionals from the sector.



### ORGANIZATIONAL PRIORITY # 1 **EFFICIENCY & EFFECTIVENESS**

**We are a data driven organization, using technology to enhance efficiency and impact**

We are a highly efficient catalytic organisation that delivers high quality results and sustainable impact with our programs, validated by independently verifiable evidences. Our strategy and operations will be data driven and will utilize the power of technology to enhance efficiency and effectiveness of our mission. We will have efficient planning, review and reflection processes to inform decisions.

We have an organisational environment that attracts and nurtures best of talent, offers equal opportunities for our employees for personal and professional growth and allows creative energies and entrepreneurship to flourish. Our mission, shared vision, values and principles define our organizational culture.

### ORGANIZATIONAL PRIORITY # 2 **PEOPLE & PERFORMANCE**

**Ours is a happy place, an enabling environment that fosters excellence & high performance**

### ORGANIZATIONAL PRIORITY # 3 **RESOURCE MOBILIZATION**

**We have build capacities and relationships to resource our mission and delivery**

We have built trusted and lasting partnerships to ensure that adequate resources are available to deliver our strategy as well as build institutional capacity. Our efficiency, results driven approach and ability to deliver impact at scale has made us the go-to catalytic partner to usher change.

We continue to invest in building highest standards in financial integrity—transparency and accountability at all levels. Our governance, financial diligence and efficient administration form integral part of our mission. We have a strong risk mitigation plan in place. Our up-to-date systems and processes are enhancing organisational efficiency.

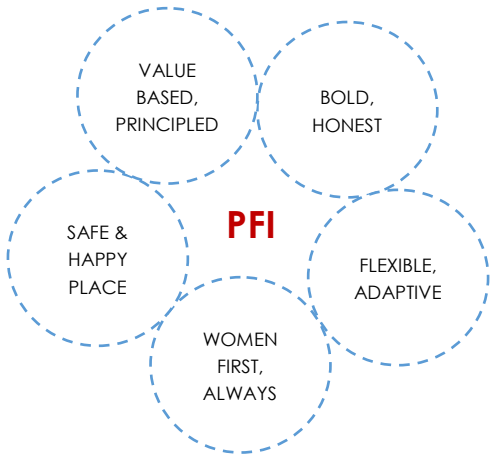
### ORGANIZATIONAL PRIORITY # 4 **ACCOUNTABILITY**

**We maintain high standards in transparent and accountable systems and partnerships**

### ORGANIZATIONAL PRIORITY # 5 **SMART COMMUNICATIONS**

**We have demonstrated reach and impact through smart digital communications**

We have built a strong and efficient communication network and media outreach that utilises the power of technology and social media to inform and inspire our target audience, especially young people. Media is our natural ally to reach out to our constituents and inspire social change.



**Our Statement of Commitment**

We understand that our strategy is ambitious, but we are confident in our ability to translate this into reality. We will undertake periodic reviews of our progress to ensure that we remain on track.

We are committed to deliver on our promises through quality work that is efficiently and effectively executed adhering to the core values that define us.

We dedicate this strategy to those countless women and girls who are denied of their rights and entitlements for just being who they are.

Our strategy is an expression of solidarity and commitment to women and girls whose power and resilience, we believe, will transform our society from what it is now to what it should be — *equal, free, just, progressive and prosperous.*

1. We are the Secretariat of **Advocating Reproductive Choices (ARC)**, a coalition of over 170 civil society organization with a mission to advance accessibility and availability of contraceptive choices in India. ARC is also the CSO Representative in FP2020 and a member of FP2020 India Country Engagement Plan. More information can be found at [www.arccoalition.org](http://www.arccoalition.org)
2. PFI is the Secretariat of the **Advisory Group on Community Action (AGCA)**, a body of public health experts and professionals under National Rural Health Mission, Ministry of Health & Family Welfare, Government of India. AGCA advises and provides feedback to inform policy actions to strengthen community engagement in health missions.
3. PFI is a member of the **National Population Commission**, Government of India, chaired by Honourable Prime Minister of India
4. We are a member of **Asian Population Association (APA)**, a regional network to collectively advance population related issues and concerns through discourse, information sharing and advocacy