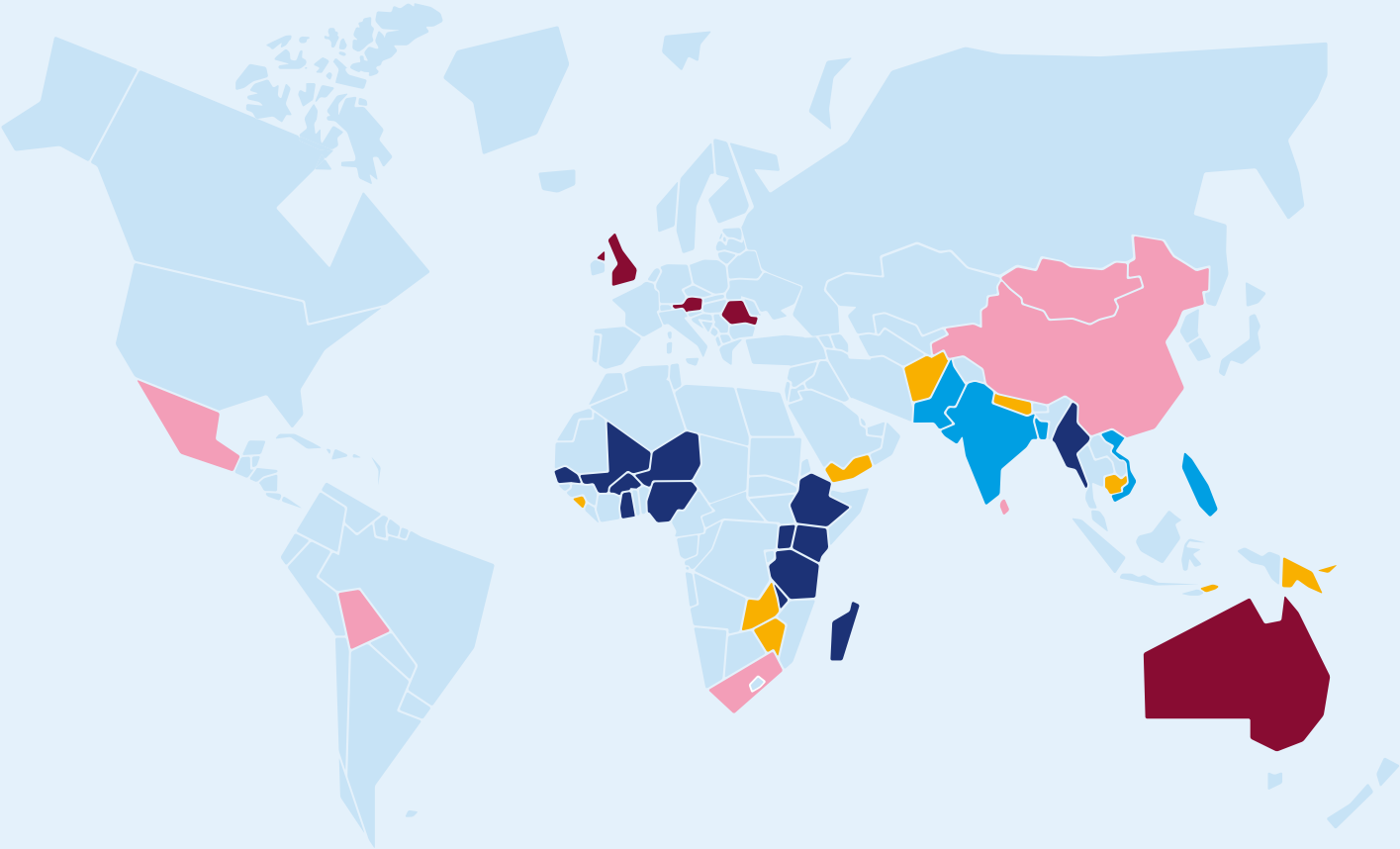


Our global partnership: a balanced portfolio of country programmes

We have developed a balanced portfolio of country programmes, which will allow us to maximise the global impact of our Partnership.

Foundation Countries already delivering impact at a large scale, with low cost per client served.	Acceleration Countries with established service delivery that will be the basis for rapid future growth, particularly in reaching additional users and adolescents.	Catalytic Countries that will continue to require donor support but will focus on reaching high impact clients.
Bangladesh India Pakistan Philippines Vietnam	Burkina Faso Ethiopia Ghana Kenya Nigeria Niger Madagascar	Afghanistan Cambodia Nepal Papua New Guinea Sierra Leone Timor-Leste
Emerging Commercial Countries that will move towards full financial self-sustainability.	Commercial Countries that are fully commercial, operating at scale and delivering surplus to fund service delivery in other MSI countries.	Yemen Zambia Zimbabwe
Bolivia China Mexico	Australia Austria Romania UK	



Scaling-Up Excellence

Universal access,
one woman at a time

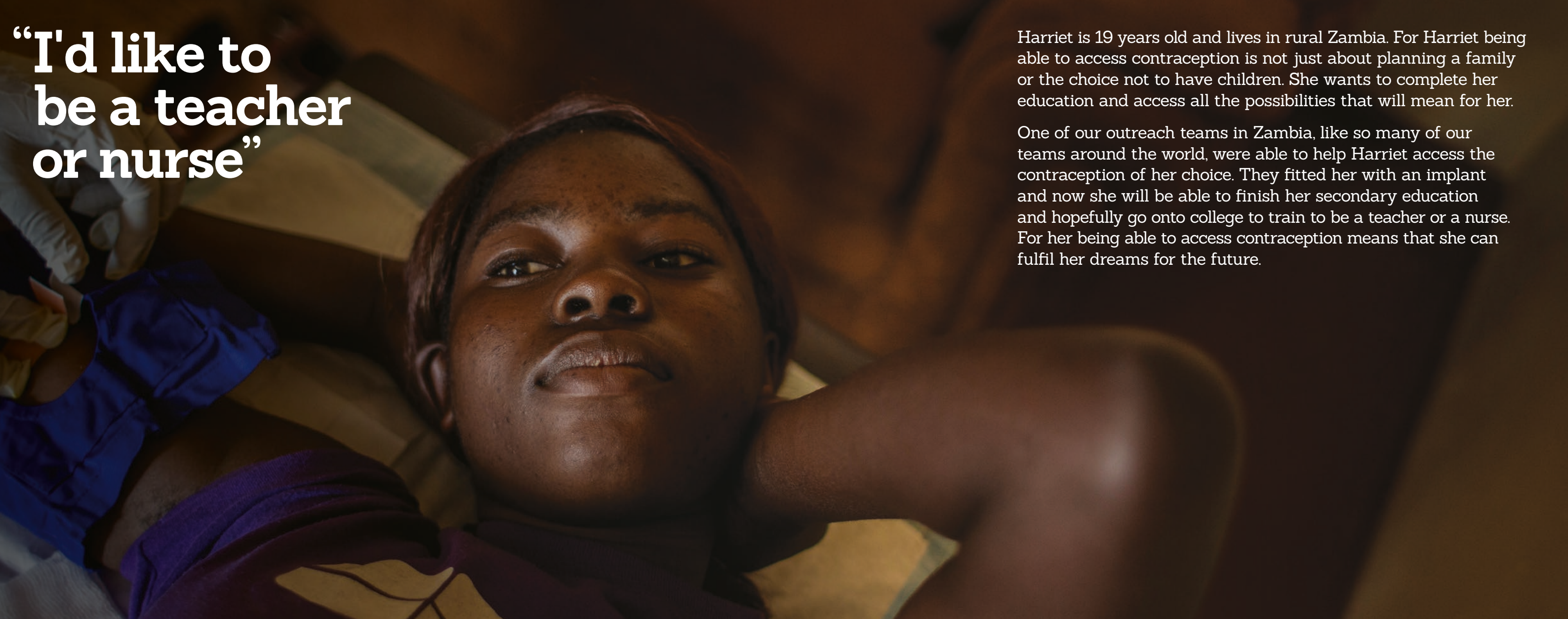
Marie Stopes International
1 Conway Street
Fitzroy Square
London W1T 6LP
United Kingdom

T +44 (0)20 7636 6200
F +44 (0)20 7034 2369
E info@mariestopes.org

www.mariestopes.org
facebook.com/mariestopes
twitter.com/mariestopes
youtube.com/user/mariestopesint

Registered charity number: 265543
Company number: 1102208

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mariestopes.org/donate



“I'd like to be a teacher or nurse”

Harriet is 19 years old and lives in rural Zambia. For Harriet being able to access contraception is not just about planning a family or the choice not to have children. She wants to complete her education and access all the possibilities that will mean for her.

One of our outreach teams in Zambia, like so many of our teams around the world, were able to help Harriet access the contraception of her choice. They fitted her with an implant and now she will be able to finish her secondary education and hopefully go onto college to train to be a teacher or a nurse. For her being able to access contraception means that she can fulfil her dreams for the future.



Every 11 minutes a woman dies from an unsafe abortion.

Every day our 13,000 team members around the world focus on one aim: delivering contraception and safe abortion services to women who need them. Their passion, drive and commitment is paying off. In the last five years, we have doubled our health impact. Our services have given millions of women in the 37 countries where we work the ability to live healthier lives and pursue their ambitions by having children by choice, not chance.

We still have millions more women to reach worldwide. Our mission of “children by choice, not chance” has never been more critical. The human cost of not accelerating universal access to contraception and safe abortion is staggering. Every year in the developing world, an estimated 74 million unintended pregnancies occur due to a lack of contraceptive access or method failure.

Of these unintended pregnancies, 36 million end in abortion, more than half of which are unsafe. These unsafe abortions kill more than 47,000 women every year, and cause serious illness and long-term disability for 8 million more.

The need is growing

7.4 million

Globally, there are 7.4 million adolescent unintended pregnancies each year.

While the combined efforts of our sector have dramatically changed the landscape of contraception and safe abortion across the countries where we work, the need for our services is growing every day.

Today, an estimated 225 million women in developing countries want to use contraception but cannot do so. This demand will continue to increase, as unprecedented numbers of young people come of age and more women become aware that they have the ability to control their fertility. This means that we must reach more additional users every year to keep pace, while remaining committed to our existing clients.

We are driven by our values and our mission. These have been – and will continue to be – the bedrock of our success. Our new strategy, *Scaling-Up Excellence: Universal access one woman at a time* challenges us to go further to reach more women with services than ever before. It recognises the success of recent years but pushes us to refine our models and take them effectively to scale without ever compromising our commitment to quality or our clients.

Here for the long term

We have committed to our clients that we will be here for the long term. To do that we must fundamentally shift our thinking on sustainability and ensure that access to contraception and safe abortion is affordable for women and national governments in 2016, 2020, 2030 and beyond.

We will leverage our multiple service delivery channels to give women and girls access in their community. Keeping a firm eye on operational efficiency is essential, because every dollar saved is a dollar that could be spent on providing services to another woman in need.

No woman who has have ever been given access to contraception or safe abortion should ever be denied it again.

Increased impact

Giving women the ability to choose when they have children saves lives and prevents unnecessary harm.

Greater choice

The services we provide under *Scaling-Up Excellence* will allow millions of women to take control of their futures and:

Prevent 58 million unintended pregnancies

Avert 34 million unsafe abortions

Avert 118,900 maternal deaths

Scale and Impact

Doubling our health impact through contraception and safe abortion service delivery at scale.

We will:

Double the number of annual MSI contraceptive users from 20m to 40m.

Target our services at high impact clients and correct imbalances in service provision including adolescents aged 15-19 years and the poor.

Increase annual CYPs from 30m to 50m.

Provide contraception to 12m additional users by 2020, 10% of the global FP2020 commitment.

Double provision of safe medical abortion (MA) and medical post-abortion care (MPAC), and increase post-abortion family planning (PAFP) to 90% for all safe abortion/PAC clients.

Quality

Setting the clinical, programmatic, and client care standards that other providers aspire to.

We will:

Focus on clinical quality and client care so that our services are embedded as the preferred choice for women.

Invest in the integrity of our data, so that we can ensure every dollar is spent effectively and all of our services can be validated.

Grow and develop the talent within our organisation.

Use the insights we gather from women to develop success models.

Sustainability

Using our expertise as a social business to build sustainable private sector models that go beyond donor support.

We will:

Build genuine sustainability by ensuring that every service has a funding source.

Create sustainability models for all of our service delivery channels.

Nurture relationships with donors, foundations, philanthropists and national governments.

“I’m too young for more children, I want to wait to have more.”



Srijana is 20 years old. Like so many girls in her village, she married at a young age, just 17. She already has a one year old son.

Srijana wants to wait before she has more children and the five-year implant that one of Marie Stopes Nepal's mobile teams provided means she can do that. She now has the power to plan the future she wants for herself and her family.



Keeping our focus

Scaling-Up Excellence is deeply rooted in our values, our commitment to our clients, and our unwavering focus on clinical quality, client-centred care and effective governance. We have incorporated the lessons learned from our country programmes' experiences in pioneering innovative service delivery models like outreach and social franchising, and radically transforming the provision of safe and affordable medical abortion.

We will leverage our global profile and partnership to keep contraception and safe abortion at the top of the agenda as a foundation of social and economic development. We will continue to build relationships with host governments, donors and partners that shape policy at the global and national levels and secure new funds that enable our country programmes to deliver core services.

Our strategic framework

Our approach to delivering global impact is built on the strategies and goals contained within the three interlinking pillars of Scale & Impact, Quality and Sustainability. These pillars form the strategic framework that will guide our work over the next five years.

Quality: in everything we do.



Quality

Setting the clinical, programmatic, and client care standards that other providers aspire to.

- We will:**
- Focus on clinical quality and client care so that our services are embedded as the preferred choice for women.
 - Invest in the integrity of our data, so that we can ensure every dollar is spent effectively and all of our services can be validated.
 - Grow and develop the talent within our organisation.
 - Use the insights we gather from women to develop success models.

We will not compromise our absolute commitment to **Quality** in everything we do. It is the **Quality** of our services that will drive our ability to achieve **Scale and Impact**. We will:

Continue to **Invest in governance** and audit oversight, clinical quality standards and provider training.

Continue to provide surgical procedures in our own unique way. Our procedures have been developed to ensure that clients' discomfort and pain is minimised.

Invest in our people to nurture our unique Marie Stopes International culture and grow our capacity by putting investment in people at the heart of our new strategy.

Invest in insight so that we are led by the needs voiced by our clients and women and girls with unmet need. This will allow us to create enduring user demand for universal access to all methods of contraception.

Scale and impact: making deliberate choices.



Scale and Impact

Doubling our health impact through contraception and safe abortion service delivery at scale.

- We will:**
- Double the number of MSI contraceptive users from 20m to 40m.
 - Target our services at high impact clients and correct imbalances in service provision including adolescents aged 15-19 years and the poor.
 - Increase annual CYPs from 30m to 50m.
 - Provide contraception to 12 million additional users by 2020, 10% of the global FP2020 commitment.
 - Double provision of safe medical abortion (MA) and medical post-abortion care (MPAC), and increase post-abortion family planning (PAFP) to 90% for all safe abortion/PAC clients.

Delivering **Scale and Impact** is the key focus of our strategy and to do that we will:

Use a **balanced country portfolio** approach to make deliberate choices about where to invest financial and technical resources. We will choose service delivery models that correct gaps in service provision (including adolescents aged 15-19) and deliver scale, impact and sustainability in each country. This will allow us to maximise the global impact of our Partnership.

Increase access to MA/MPAC, doubling provision through a revitalised social marketing strategy. This will be supported by a continuum of client care, integrated call centres and post-abortion family planning (PAFP).

Use our **proven long-acting and permanent methods (LAPM) of contraception delivery models** to provide the full range of contraceptive method choice to every client. Our services prioritise the needs of the client - quality counseling, respect, and comprehensive contraceptive choice. We will demonstrate that our LAPM service delivery models are the most cost effective way of increasing contraceptive prevalence and delivering lasting change in behavioural norms and continued demand for contraception.

Work to **remove policy and clinical restrictions** that limit access to contraception, safe abortion, and post abortion care services, using our position as a service provider to 'advocate by doing'.

Sustainability: we will be here for the long term.



Sustainability

Using our expertise as a social business to build sustainable private sector models that go beyond donor support.

- We will:**
- Build genuine sustainability by ensuring that every service has a funding source.
 - Create sustainability models for all of our service delivery channels.
 - Nurture relationships with donors, foundations, philanthropists and national governments.

We want to deliver **Scale and Impact** and maintain our commitment to Quality, not just this year or for the duration of our *Scaling-Up Excellence* strategy but for generations to come. So we will:

Continue to develop **sustainable models** for all service delivery channels, with every service provided backed by a funding source.

Evolve a global network of **self-sustaining centres**, which will set the standard for client care and clinical quality for contraception and safe abortion services across our network and the sector.

Work with national governments, donors, and others to **shape markets** and increase access to and funding for contraception and safe abortion services, ensuring contraception and safe abortion/PAC services are included in universal health care (UHC) frameworks and funded through domestic financing.

Innovate and test sustainable contraceptive technologies and service delivery models, including safe obstetrics and post-partum family planning (PPFP). To be successful, these private sector models will increase access to maternal health services to low and middle income clients, as well as increase the use of core services and generate surplus that can be reinvested to achieve our global mission.

What
success will
look like

By 2020 we will dramatically increase the number of services that we provide. By making choices about where we focus our time and resources, and consistently putting the client first, our services will:

Prevent 58 million
unintended pregnancies

Avert 34 million
unsafe abortions

Avert 118,900
maternal deaths

Save families and
governments more
than £2.21 billion in
health care expenses

58 million
34 million
118,900
£2.21 billion

These are strong markers of success but ultimately we will measure our impact by the number of individual women, like Harriet whose story we told at the start of this document, who

are able to live healthier lives and take control of their futures by having children by choice, not chance.

By delivering our *Scaling-Up Excellence* strategy we will help tens of millions more women and girls like Harriet and Srijana to live the lives that they want to.



Over the next five years
our teams will continue
to work tirelessly, as
they have always done,
to deliver our mission.

It is thanks to their
passion and dedication
that so many millions
of women will be able
to have children by
choice, not chance.

They are Marie Stopes
International.

