



STRATEGIC PLAN 2024-2029

ACCELERATING SEXUAL AND REPRODUCTIVE HEALTH AND RIGHTS



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MESSAGE FROM CHAIRPERSON

On behalf of the Irish Family Planning Association's (IFPA) board of management, I am pleased to introduce our strategic plan 2024–29, *Accelerating Sexual and Reproductive Health and Rights*. In this plan, we outline a clear direction for the coming five years, guided by our vision of a world where everyone has equitable access to the highest standard of sexual and reproductive healthcare and where their rights are respected and fulfilled.

This strategy finds the IFPA in a new era of sexual and reproductive health and rights. Ireland has seen transformative advances in law, policy and access to reproductive healthcare. Ireland's progress in this area has inspired governments and social movements across the globe. At the same time, these rights are denied or under threat in many parts of the world.

While much has been achieved, not least the introduction of the 2018 abortion legislation and the free contraception scheme for certain age groups, legal and other barriers to accessing services persist and have the most serious impacts on the lives of the most vulnerable and marginalised. Following the review of the 2018 abortion legislation, it is clear that the IFPA has much work to do as a champion of sexual and reproductive health and rights to influence the implementation of relevant programmes, as well as further policy development and law reform.

Our voice is needed both to push for progressive policies and access to services in Ireland and globally and to challenge weak political commitment, inadequate resources, structural and systemic discrimination and stigma related to gender and sexuality.

Our planning process for this strategy provided an opportunity to examine our pioneering past, our mandate and our achievements, and to explore the new landscape of sexual and reproductive health and rights in which we now operate. It allowed us to reconnect to our purpose and to strengthen our commitment to championing sexual and reproductive health and rights by providing specialist services, engaging in advocacy and promoting gender equality.



Our planning process for this strategy provided an opportunity to examine our pioneering past, our mandate and our achievements, and to explore the new landscape of sexual and reproductive health and rights in which we now operate.

We now have an opportunity to:

- Enhance people's awareness and understanding of sexual and reproductive health and rights as fundamental to achieving equality and wellbeing.
- Contribute to the creation of an open, supportive and non-judgmental society that can secure sexual and reproductive health and rights for future generations.
- Educate the next generation of sexual and reproductive healthcare specialists.
- Engage our civil society stakeholders and experts to accelerate the achievement of sexual and reproductive health and rights in Ireland and globally.
- Reframe the discourse on sexual and reproductive health and rights by engaging with stakeholders at all levels, creating spaces for conversations and leading opinion-changing dialogue in the media, policy-making and political arenas.
- Hold the Government and ourselves to account for the achievement of the highest attainable standard of sexual and reproductive healthcare and fulfilment of sexual and reproductive health and rights in Ireland and for prioritisation of all these areas within foreign policy.
- Take action in solidarity with international organisations to support grassroots movements in other states and regions in their struggle for sexual and reproductive rights.

Rigorous, evidence-based progress is essential to creating a strong sexual and reproductive healthcare system grounded in human rights. This strategic plan will require the IFPA to invest extensively in our organisational reputation, operations and strategic partnerships if we are to realise our ambitious goals.

I thank everyone – our board of directors, staff and members – who participated in the creation of our strategy. The board is excited to be part of the IFPA as we evolve as an organisation that drives sexual and reproductive health and rights for people in Ireland and beyond.

Shannon Glaspy
Chairperson

MESSAGE FROM CHIEF EXECUTIVE

Over the past 50 years, Ireland has experienced a sexual and reproductive health and rights transformation. The IFPA has led or supported every forward step in this revolution. Our specialist staff, advocates and supporters have worked tirelessly to champion and deliver sexual and reproductive healthcare, sexuality education and to advocate for law reform so more people can realise their rights.

Throughout Ireland there is now an appreciation that a rights-based approach, centred on choice and bodily autonomy, evidence-based medical practice and quality healthcare information is critical for sexual and reproductive health.

Major progress has been made in important policy areas. Contraception is available throughout Ireland at no cost to 17- to 31-year-olds and there is political commitment to expand the scheme beyond this current age cohort. Abortion has been partly decriminalised and care is available free and on request up to 12 weeks gestation and on limited grounds thereafter. There is a national cervical screening service available at no cost to women and people living with HIV can receive healthcare enabling them to lead healthy lives. Additionally, relationships and sexuality education in primary and post-primary education is undergoing a comprehensive curriculum redevelopment that will be more inclusive and rights-based.

However, flaws in the law, inequities arising from legal, practical and cost barriers contribute to delays and unmet need which disproportionately affect the most vulnerable and marginalised in Ireland's diverse and multicultural society. The 2023 report of the review of the abortion law underscored the need to address multiple flaws in the legal framework and its implementation in practice, which impede access, reinforce stigma and can cause material harms to some who need abortion care. The free contraception scheme excludes those outside the eligible age-groups and is thereby inherently inequitable. There are unmet needs for specialist sexual healthcare, with growing demand for services for those who have been subjected to female genital mutilation (FGM), psychosexual therapy, and for specialist care for older people, those with disabilities, intersex and transgender people.

Assessment of the implementation of sexual and reproductive health and rights obligations, and progress to full realisation of these rights, is impeded by a lack of rigorous indicators, data gathering and monitoring systems at national level.

This strategic plan reflects a real sense of unfinished business balanced with a realistic perspective on what the IFPA can do to champion sexual and reproductive health and rights for everyone. We view those rights as matters of social justice essential to attaining not only sexual and reproductive health but also gender equality and social inclusion. We are committed to expanding our provision of accessible and high-quality services and information and to advocating for universal and equitable access to the highest attainable standard of sexual and reproductive health and rights in Ireland and globally, leaving no one behind.

Over the next five years our voluntary board of directors will monitor the plan's implementation at every board meeting. And all of us – members, supporters and staff – will be accountable to its vision, mission, values and objectives.

It is with immense pride that I, on behalf of the IFPA board of directors and senior management team share this strategic plan with you.

Niall Behan
Chief Executive

Throughout Ireland there is now an appreciation that a rights-based approach, centred on choice and bodily autonomy, evidence-based medical practice and quality healthcare information is critical for sexual and reproductive health.



ABOUT THE IFPA

ORIGINS

The IFPA was established by seven volunteers in 1969 and has been at the fore in setting the agenda for sexual and reproductive health and rights nationally and internationally since then. Its volunteer founders were operating at the edges of the law. They worked in defiance of the State's blanket ban on contraception to alleviate the suffering it caused. That defiance has remained our defining trait. Our very existence was a challenge to the State's ill treatment of women and so the association was often under attack. But our story is more triumph than struggle. For every advance in sexual and reproductive health and rights in Ireland, the IFPA has been at the vanguard.

TODAY

Today we get on with the work of providing the best possible sexual and reproductive healthcare. This includes contraceptive and abortion care, cervical and STI screening in our clinics, pregnancy counselling through our national network of counselling centres, medical training to doctors and nurses, sexual health training to care providers and community groups, and a pioneering FGM (female genital mutilation) treatment service. These services do not tell the whole story, however. In parallel with them, we do unseen work that is nonetheless transformative. When sexual and reproductive health and rights reform is not on the political radar or is seen as politically toxic, the IFPA has never wavered in its advocacy, consistently taking the State to task for failing in its human rights obligations.

We engage at all levels, from making submissions to Government departments, to publishing reports and policy briefings, to working with parliamentarians. The IFPA gives voice to our clients' experiences by providing evidence to UN human rights monitoring bodies and supporting legal challenges.

We create spaces where healthcare providers and civil society can come together to discuss the harms of restrictive sexual and reproductive laws and how they might be changed. Each meeting, each seminar, each briefing document, each connection made, each critical report helps to build the momentum and the political will to bring Ireland's laws into line with its changing society and norms.

All of our work is underpinned by our understanding of sexual and reproductive health and rights.

SEXUAL AND REPR HEALTH AND RIGH

Sexual and reproductive health and rights are an essential aspect of health and wellbeing and are indispensable to healthy, fulfilling sexual relationships. The IFPA was set up at a time when denial of sexual and reproductive health services was having devastating impacts, particularly on the most vulnerable and marginalised. Since its foundation, the IFPA has considered sexual and reproductive rights as matters of social justice essential to attaining not only sexual and reproductive health, but gender equality, women's empowerment and social inclusion. The IFPA is therefore committed to providing accessible and high-quality services and information and to advocating for universal and equitable access to the highest attainable standard of sexual and reproductive health and rights in Ireland and globally, leaving no one behind.

We draw on the Guttmacher-Lancet Commission definition of sexual and reproductive health as a state of physical, emotional, mental and social wellbeing in relation to all aspects of sexuality and reproduction, not merely the absence of disease, dysfunction or infirmity. Sexual and reproductive health cannot be achieved unless sexual and reproductive rights are fulfilled.

PRODUCTIVE TS

These include rights:

- To bodily integrity, privacy and personal autonomy
- To freely define one's own sexuality, including sexual orientation and gender identity and expression
- To decide whether and when to be sexually active and to choose sexual partners
- To have safe and pleasurable sexual experiences
- To decide whether, when and whom to marry
- To decide whether, when and by what means to have a child or children, and how many children to have
- To access the information, resources, services and support necessary to achieve all of these free from discrimination, coercion, exploitation and violence.

OUR VISION

A world where everyone has equitable access to the highest standards of sexual and reproductive healthcare and where their sexual and reproductive rights are respected and fulfilled.

OUR PURPOSE

To champion sexual and reproductive health and rights by providing specialist services, engaging in advocacy and promoting gender equality.

OUR MISSION

We provide the highest standards of sexual and reproductive healthcare through our specialist services, focusing on those who experience multiple, intersecting forms of discrimination and ensuring we leave no one behind. We work from a human rights perspective to influence sexual and reproductive health and policy. We work with healthcare professionals, civil society, Irish and international non-governmental organisations and other actors to contribute knowledge and expertise and to strengthen sexual and reproductive health and rights in Ireland and globally.

OUR VALUES

ACCESSIBILITY

We believe in universal access to high quality sexual and reproductive health information, education and services.

EQUITY

We believe in equitable access to sexual and reproductive healthcare in Ireland and globally as a matter of human rights. We work to create an inclusive sexual and reproductive healthcare system, with a strong focus on meeting unmet need.

RIGHTS

We believe in the State's responsibility to protect, promote and fulfil sexual and reproductive health and rights. We are vigilant and proactive, ensuring the State fulfils its obligations to progressively realise sexual and reproductive health and rights.

GENDER EQUALITY

We believe sexual and reproductive health and rights are essential to gender equality.

QUALITY

We believe in delivering the highest standards of sexual and reproductive healthcare and advocacy. We are informed by national and international evidence-based, best practice guidance, standards and human rights values. We believe in continually improving everything we do.

EMPOWERMENT

We believe in providing the resources to empower our people to be effective decision-makers and leaders, problem-solvers and to deliver high quality services within a collaborative, pioneering culture.

STRATEGY OVERVIEW

This IFPA strategy 2024-29 is borne out of critical reflection by IFPA staff, management, board of directors and members on the recent advances, challenges, flaws and barriers to sexual and reproductive health and rights provision in Ireland. It focuses on strengthening our role as a leading provider and thought-leader. It reinforces the IFPA's foundations so we can support and enable the association's infrastructure to respond to current challenges and opportunities.

This strategy sets out the six strategic goals on which we will focus our efforts. The IFPA will pursue these goals with our traditional defiant confidence and energy. We will do this by positioning ourselves as a learning and research organisation and our clinics as specialist services; by facilitating education, learning and innovation; and by engaging in advocacy for sexual and reproductive health and rights for current and future generations.

We will leverage our long-term alliances and connections with national and international expert organisations, agencies and

standard setting bodies to enhance the IFPA's research capacity and thought-leader role in order to contribute to the ongoing development of best sexual and reproductive healthcare practice and fulfilment of rights in this context.

We recognise that our people are central to delivering our vision and therefore we have prioritised recruitment, retention and development of our staff. We have a bold vision of developing our services and making them more accessible to a wider section of the population. To this end we have placed the development of a long-term sustainable financial strategy as a priority goal.

For these strategic objectives to have a real impact, the IFPA must be reinvented for a new generation of clients and staff in a more diverse and inclusive country. We cannot achieve our ambition without new and additional resources. This will require vision and a willingness to support and trust us on the part of governmental and non-governmental funders.

The strategy identifies two key strategic enablers, organisational reputation, and strategic partnership and alliances, that will support us to deliver our goals and objectives.

Our dual role as a provider of specialist sexual and reproductive healthcare services and as a champion of associated rights will require us to navigate the tension between holding the State to account for implementation of the highest attainable standard of sexual and reproductive healthcare while working with the State to deliver quality healthcare in the community. We will continue to invest in building awareness of our organisation and its reputation.

We will promote sexual and reproductive rights as a priority of Ireland's engagement within intergovernmental forums and global policy and standard-setting expert bodies, including the United Nations, Council of Europe, European Union and World Health Organisation systems.

We will strengthen the connections between all stakeholders be they clients, healthcare professionals, State agencies, local communities or academic institutions locally, nationally and internationally to engage in a dialogue on sexual and reproductive health and rights that is critical to our nation.



This plan reinforces the IFPA's foundations so we can support and enable the association's infrastructure to respond to current challenges and opportunities.

STRATEGIC GOALS

1

Provide quality, person-centred care to more people in more places.

2

Champion counselling services as essential to sexual and reproductive health and wellbeing.

3

Drive progressive and rights-based sexual and reproductive health policy.

4

Progress sexual and reproductive health and rights by shaping discourse, sharing knowledge and promoting best practice.

5

Establish the IFPA as an organisation where people who are passionate about sexual and reproductive health and rights aspire to work.

6

Ensure long-term financial sustainability.

STRATEGIC ENABLERS

1

Organisational
reputation

2

Strategic
partnerships
and alliances

STRATEGY DETAIL: GOALS AND OBJECTIVES

Provide quality, person-centred care to more people in more places

1

Objectives	How we will do it
<p>(1.a) Increase access to sexual and reproductive healthcare services.</p>	<ul style="list-style-type: none"> • Implement our clinical services development plan. • Increase awareness of our services, especially for clients with additional needs and those experiencing multiple and intersecting forms of discrimination. • Invest in a new premises for our Tallaght clinic to meet unmet demand. • Work with the HSE to establish local women’s health centres in areas where there is low sexual and reproductive healthcare service coverage.
<p>(1.b) Provide the highest attainable standard of sexual and reproductive healthcare in our clinics.</p>	<ul style="list-style-type: none"> • Invest in robust governance, risk management, quality monitoring and continuous process improvement. • Monitor, evaluate, adopt and adapt to advances in sexual and reproductive healthcare service delivery, standards of care and innovative technology. • Introduce a human rights assessment framework (availability, accessibility, acceptability and quality) to evaluate our clinical services.

Champion counselling services as essential to sexual and reproductive health and wellbeing

2

Objectives	How we will do it
<p>(2.a) Broaden IFPA counselling services from specialist pregnancy counselling to sexual and reproductive health and rights counselling.</p>	<ul style="list-style-type: none"> • Undertake a review of our counselling services to inform the development of a new counselling service model, office locations, service offer and pricing model. • Expand the number of IFPA counsellors trained in sexual and reproductive health and rights counselling. • Raise awareness of our sexual and reproductive health and rights counselling services among the public and healthcare professionals, including growing areas such as FGM and psychosexual healthcare.
<p>(2.b) Provide the highest possible standard of sexual and reproductive health and rights counselling, information and support to our clients.</p>	<ul style="list-style-type: none"> • Work with the HSE, maternity hospitals and general practitioners to integrate pregnancy counselling into mainstream healthcare provision. • Develop guidelines, policies, procedure and protocols to support sexual and reproductive health and rights counselling services. • Monitor and evaluate the quality of our counselling services. • Develop additional protocols and pathways that support access to sexual and reproductive health and rights.

Drive progressive and rights-based sexual and reproductive health policy

3

Objectives	How we will do it
<p>(3.a) Hold Government to account for its commitments under domestic policy, international human rights law and intergovernmental agreements.</p>	<ul style="list-style-type: none"> • Challenge Government on its compliance with international human rights norms and standards by presenting public health evidence to relevant expert bodies and policy makers and at intergovernmental forums. • Engage in advocacy actions in collaboration with the International Planned Parenthood Federation (IPPF) and other appropriate NGO partners. • Provide support and analysis to the All-Party Oireachtas Interest Group on sexual and reproductive health and rights. • Advocate for the Department of Foreign Affairs to champion sexual and reproductive health and rights in Ireland’s overseas development assistance (ODA) policy and programming.
<p>(3.b) Support Government to develop a national sexual and reproductive health and rights policy framework based on human rights standards.</p>	<ul style="list-style-type: none"> • Support the expansion of the free contraception scheme to all relevant age cohorts, including minors. • Develop a rights-based framework to promote understanding of the best interests of young people in sexual and reproductive health and rights by maximising national and international evidence. • Enhance the internal systems for collation, analysis and publication of our clinical data as a strategic measure to inform Government policy and advance a rights and evidence-based approach so that the unmet need for abortion care, contraception and other areas of sexual and reproductive healthcare is addressed. • Champion the development of a Government strategy and accountability framework for the eradication of female genital mutilation (FGM) and work in collaboration with stakeholders to enhance access to care pathways.
<p>(3.c) Support campaigns for sexual and reproductive rights globally.</p>	<ul style="list-style-type: none"> • Amplify campaigns, alerts and calls to action by sexual and reproductive rights advocates and activists.

Progress sexual and reproductive health and rights through shaping discourse, sharing knowledge and promoting best practice

4

Objectives	How we will do it
<p>(4.a) Be a thought-leader: draw on leading international norms and analysis to identify innovations in sexual and reproductive health and rights to inform future discourse, policy development and our own services.</p>	<ul style="list-style-type: none"> • Engage with Government bodies, state agencies, UN monitoring bodies, international sexual and reproductive health and human rights experts and NGOs to influence the discourse on sexual and reproductive health and rights, its framing and the implications for policy. • Create opportunities for conversations and opinion-changing dialogue with stakeholders to inform national and international sexual and reproductive health and rights policy development and implementation. • Prioritise communication strategies that can amplify IFPA research findings, policy analysis and messaging, including mainstream, online and social media platforms.
<p>(4.b) Develop a research and learning agenda for sexual and reproductive health and rights in Ireland to inform the development of public discourse, national policy and care pathways that support the right to the highest attainable standards of care.</p>	<ul style="list-style-type: none"> • Enhance our capacity for research and clinic service data analysis to support our communications, policy analysis and advocacy strategies. • Develop research partnerships with academic institutions, healthcare professionals, legal experts and civil society organisations, in Ireland and internationally. • Develop education and training opportunities within the IFPA that attract healthcare professionals to upskill in sexual and reproductive healthcare and rights expertise. • Provide training courses in contraception, sexual health and sexuality education to parents and healthcare professionals.

Establish the IFPA as an organisation where people who are passionate about sexual and reproductive health and rights aspire to work

5

Objectives	How we will do it
<p>(5.a) Attract, retain and develop our staff.</p>	<ul style="list-style-type: none"> • Develop and implement a recruitment and retention strategy to incorporate staff pay, conditions and secondary benefits. • Establish a strategic human resource management working group to accelerate our staff and organisation development, working environment and culture. • Prioritise professional development, capacity-building and career advancement opportunities to motivate and retain staff.
<p>(5.b) Build a cohesive culture that motivates our staff and volunteers to deliver our vision of sexual and reproductive health and rights.</p>	<ul style="list-style-type: none"> • Develop and support IFPA leadership to manage change and enable sustainable growth of the organisation. • Maximise opportunities for cross-organisational learning, strategising and capacity building to enable a collaborative, pioneering, diverse and inclusive culture. • Develop an internal communications plan to engage our staff and volunteers in our purpose and strategy.
<p>(5.c) Drive organisational effectiveness and strengthen our accountability systems.</p>	<ul style="list-style-type: none"> • Develop an organisational development plan to ensure there is alignment in strategy, organisational structure, staff metrics and management processes. • Continue to invest in workforce planning and digital technologies to maximise efficiencies, service continuity and succession strategies. • Enhance understanding of financial management and organisational governance to drive a culture of accountability.

Ensure long-term financial sustainability

6

Objectives	How we will do it
<p>(6.a) Increase our income to drive our strategic goals while building financial sustainability.</p>	<ul style="list-style-type: none"> • Implement the services plan to maximise our capacity to deliver healthcare services and education and training programmes. • Agree a more sustainable and equitable funding arrangement with the HSE, aligned with industry norms. • Make business cases to the HSE to maintain and develop specialist sexual and reproductive healthcare training, education and research. • Increase the value of support from philanthropic and charitable foundations through the advocacy and communication department. • Build our financial reserve.
<p>(6.b) Enhance financial processes, systems and structures to further support the effective and efficient use of our financial resources.</p>	<ul style="list-style-type: none"> • Improve monitoring, evaluation and reporting of all IFPA programmes to identify financial savings and efficiencies. • Review our property leases, develop a premises improvement plan for all service delivery points and secure HSE funding for its implementation. • Review all service contracts to ensure value for money.

DELIVERING THE IFPA'S VISION: OUR ENABLERS

Enabler 1: Organisational reputation

1

Objectives	How we will do it
<p>(I.i) Build awareness of and clarity about the IFPA's purpose, expertise and impact.</p>	<ul style="list-style-type: none"> • Establish the need for a brand review based on our purpose and values. • Create spaces and opportunities so that everyone within the IFPA can communicate our values of social inclusion and diversity. • Consistently communicate the IFPA's policy position on sexual and reproductive health and rights challenges to inform public discussion and debate.
<p>(I.ii) Inspire a new generation of people passionate about sexual and reproductive health and rights to engage and work with the IFPA.</p>	<ul style="list-style-type: none"> • Publicly recognise staff and volunteers' efforts and celebrate team successes. • Profile our expertise, people and impact on driving sexual and reproductive health and rights change. • Review our charity model, memorandum and articles of association, and organisation membership and supporter model.

2

Enabler 2: Strategic partnerships and alliances

Objectives	How we will do it
(II.i) Strengthen international solidarity, knowledge and thought leadership to protect and advance sexual and reproductive health and rights in Ireland and internationally.	<ul style="list-style-type: none"> • Participate with and engage in the international sexual and reproductive health and rights movement through formal partnerships, events, projects and research. • Provide solidarity and support to international sexual and reproductive health and rights advocacy campaigns.
(II.ii) Develop our relationships with policy makers and influencers to guide their understanding of sexual and reproductive health and rights.	<ul style="list-style-type: none"> • Be a key contributor on sexual and reproductive health and rights analysis and policy for the Department of Health, Irish Aid and parliamentarians. • Disseminate IFPA policy briefings to NGOs who support the development of sexual and reproductive health and rights policy in Ireland.
(II.iii) Build strategic partnerships and alliances to support the development of sexual and reproductive health and rights in Ireland.	<ul style="list-style-type: none"> • Participate in appropriate HSE advisory forums, working groups, implementation groups and research. • Facilitate learning and understanding of sexual and reproductive health and rights by collaborating with other sexual and reproductive health and rights providers in Ireland.

IMPLEMENTING OUR STRATEGY

OUR APPROACH

The senior management team will develop implementation plans and key performance indicators to support the delivery of our strategic plan.

These plans will drive all our activity annually.

The implementation plans will be shared throughout the organisation so that all staff are focused on our goals and objectives and what they mean for them in their day-to-day roles.

OUR BOARD OF DIRECTORS



SHANNON GLASPY (she/her)

Shannon is a health researcher specialising in sexual healthcare in vulnerable populations. Her previous work experience addresses the needs of marginalised communities in accessing care in Ireland and across Europe, working with NGOs, healthcare workers, research facilities and state bodies to improve outcomes. She has a Master's degree in international development and a diploma in law from the Law Society of Ireland. She joined the IFPA board of directors in 2022 and was elected Chair at the 2023 AGM.



MEGAN REILLY (she/her)

Megan is the national volunteer manager with Age Action and previously worked as training and engagement lead with Women for Election. As a students' union officer in NUI Galway, she mobilised and coordinated thousands of students to register to vote and canvas in the Marriage Equality and Repeal the 8th referendums. She is a former vice president for equality and citizenship with the Union of Students in Ireland. Megan has been on the IFPA board since 2018, and sits on the finance, audit and risk committee (FARC).



CAITLIN FAYE MANITI (she/her)

Caitlin Faye Maniti, an activist from Donegal, is currently studying entrepreneurship at Maynooth University. As the former uachtarán (president) of the Irish Second Level Students Union, she represented over 300,000 second-level students advocating for meaningful youth participation and the student voice. In this capacity, she addressed critical issues related to education and school wellbeing. Notably, she contributed to an essential initiative concerning children's rights, writing a report for the United Nations on Ireland's compliance with the UN Convention on the Rights of the Child. She was invited to present the report in Geneva. Caitlin joined the IFPA board in 2023.



CIAN POWER (he/him)

Currently employed at University College Cork working in the area of access, Cian is a support and project officer who works with vulnerable individuals and communities in higher education. Cian joined the board in 2021 and sits on the FARC and governance committees. A former IFPA chair, he has a Master's degree in public health.



DYMPHNA KENNY (she/her)

Dymphna has been a member of the board since 2022 and co-chairs the governance sub-committee. Her background is in project management, operations, and governance and she currently works at Trinity Foundation supporting the fundraising and alumni relations activities of Trinity College Dublin. Following an early career in nursing, she worked with a variety of global organisations such as Red Cross, Médecins Sans Frontières and CARE International. She has a Master's degree in public health.



SARAH MANNING (she/her)

Sarah holds a BSc (hons) in actuarial mathematics and statistics from Scotland's Heriot-Watt University. She is a fully qualified actuarial fellow and chartered enterprise risk actuary. Sarah currently works for a large international insurance group and her previous experience includes an audit/consulting role for one of the world's largest professional services firms and the risk management function of a large cross border insurance business consolidation group. Sarah joined the IFPA board in 2023.



MARY SHORT (she/her)

Dr Mary Short is a graduate of Ireland's Royal College of Surgeons and has a Master's degree in public health from Trinity College Dublin. Dr Short is a fellow of the faculty of sexual and reproductive health of the UK's Royal College of Obstetricians and Gynaecologists and a member of the Royal College of Physicians in Ireland. Her research interests include contraception, menopause and reproductive healthcare. Dr Short is an associate member of the College of General Practitioners. She is also a regular contributor, guest editor and journal reviewer for a number of academic publications. She has been a board member since 2022.



ÁINE TRAVERS (she/her)

Áine is an assistant professor in psychology at Dublin City University. She holds a PhD in psychology, an MA in human rights and democratisation and a BA in psychology. Áine's research focuses primarily on the application of psychology to global health, sustainable development and human rights. She has also worked for several NGOs, advocating for areas such as gender equality, sexual and reproductive health and rights, mental health and gender-based violence prevention. Áine joined the IFPA board in 2022.



FIONA MCNULTY

Fiona is a senior associate in Mason, Hayes & Curran where she advises across a broad range of areas including healthcare law, childcare law, criminal prosecutions and environmental law. Fiona regularly advocates on behalf of public sector clients before the courts. Fiona is included on Clár na Gaeilge (An Dlí-Chumann) and the Irish Language Register (Law Society of Ireland). She has a degree in law from Trinity College, Dublin. Fiona joined the Board of the IFPA in 2020.



KEVIN LYNCH (he/him)

Kevin is the Head of Consulting for The Information Lab Ireland and holds an MSc in International Development and a BSc in Mathematics. With over 12 years in data analytics and consulting experience, he supports senior executives of local and global organisations in delivering their strategic priorities through automation and analytics, enabling them to tell their stories through data and to realise impact and change. He regularly supports UN teams and local Irish NGOs in measuring and communicating their impact. In partnership with Chartered Accountants Ireland, Kevin developed the curriculum for Data Analytics as part of the FAE syllabus. Kevin joined the IFPA board in 2024 and sits on the FARC committee.

OUR MANAGEMENT TEAM



CHIEF EXECUTIVE OFFICER

Niall Behan (he/him) is chief executive of the IFPA. He has over two decades of experience leading NGOs in Ireland and has steered the IFPA since 2004.

Niall is responsible for ensuring the ongoing development of the IFPA as a leading service provider and champion of sexual and reproductive health and rights. He represents the association in the International Planned Parenthood Federation.

Niall spearheads the IFPA's advocacy on reproductive rights, including the European Court of Human Rights case, *A, B and C v Ireland*, and the IFPA's work towards repeal of the 8th Amendment in 2018.

He has a Master's degree in social policy from St Patrick's College, Maynooth and a Bachelor's in management from the National College of Ireland. Before joining the IFPA, Niall worked as special adviser to the Minister for Social Welfare.



MEDICAL DIRECTOR

Dr Caitríona Henchion (she/her) has worked with the IFPA since 2000 and as its medical director since 2008. She leads the IFPA's clinical services and healthcare policy development for contraception, early abortion and post-abortion medical care, as well as menopause and STI care.

Caitríona was a leading voice in the reform of Ireland's abortion laws. She addressed the Citizens' Assembly, the Joint Oireachtas Committee on the 8th Amendment. She has subsequently addressed the Oireachtas Health Committee on the implementation of Ireland's abortion law.

She sits on the Clinical Advisory Forum for Termination of Pregnancy Services and National Termination of Pregnancy Service Improvement Group. Both are convened by the National Women and Infants Programme.

Caitríona developed the IFPA's pioneering services for the treatment of survivors of female genital mutilation (FGM).



DIRECTOR OF ADVOCACY AND COMMUNICATIONS

Maeve Taylor (she/her) joined the IFPA in 2011 and leads its advocacy and communications team. The team works on domestic policy, in particular the ongoing reform of Ireland's abortion and contraception laws, as well as overseas development policy and the monitoring of Ireland's international human rights obligations regarding sexual and reproductive health and rights (SRHR).

Maeve has a Bachelor's degree in law (BCL) from University College Dublin and a Master's in human rights law (LLM) from Queen's University, Belfast.



CLINICAL OPERATIONS MANAGER

Eimir Molloy (she/her) is an experienced healthcare operations and business professional with over 20 years' experience across various sectors, including financial services, telecommunications and healthcare.

Since 2022, Eimir has had responsibility for leading IFPA clinical operations and strategy planning.

She has a Bachelor's degree in social sciences from UCD.



FINANCIAL CONTROLLER

Michelle O'Leary joined the IFPA in 2022. She is a chartered accountant and tax consultant with over 20 years' experience in both practice and industry. She has a Bachelor of commerce degree from University College Cork and is a fellow of the Chartered Accountants Ireland. She is also a chartered tax adviser.

Michelle leads the finance function of the IFPA with responsibility for financial control systems across the organisation. She has significant experience in risk and internal controls in public sector organisations.



COUNSELLING SERVICE MANAGER

Clare O'Brien is an accredited member of the Irish Association for Counsellors and Psychotherapy (IACP) and has been practising psychotherapy since 2012. She has extensive experience in both private practice and various organisations. Clare joined the IFPA in 2023 and leads the IFPA's team of professional and empathetic specialist pregnancy counsellors in Dublin and regionally.

In her role, Clare ensures the counselling service is available to support clients at every stage of their sexual and reproductive health and rights journey.

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The Irish Family Planning Association (IFPA) is a Company Limited by Guarantee.
Registration number: 28395. Registered charity numbers: CHY5694 and 20008949.
The IFPA is compliant with Charities Regulator's Charities Governance Code.