

# TO LOVE SOMEBODY

SRHR in the 21<sup>st</sup> Century  
Strategy Design Roadmap  
2020–2022

*The process of trying to assimilate into an existing category in many ways runs counter to efforts to produce radical or revolutionary results.*  
— Angela Davis



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# 1 CONTEXT

In December 2022, the current strategic period will end. The period has been defined by external and internal challenges, countered by innovation, transformation and accelerated delivery towards ambitious strategic targets.

Externally, surging macho-politics, reduced civic space, and a global pandemic posed immense challenges for the Federation and the sector as a whole. The SheDecides movement showed how, through solidarity and feminist action, the GGR impacts could be reduced if not averted.

Elsewhere, reactionary policies were met and countered by, often, youth-led movements that refuse to accept legacies of social, racial, gender and sexual injustice. Hard-won abortion victories in Ireland and Argentina instilled hope, and emboldened movements in countries like Poland, Honduras and Namibia. In countries like Angola, Botswana, Bhutan and India, activist pressure helped repeal colonial-era morality laws that criminalised same sex relations. And, in the USA, Black Lives Matter exposed deep roots of structural racism and inequality, causing global outrage and protest.

Internally, channeling this spirit of solidarity, action and renewal, the Federation responded

to its own crises through reform and innovation. In 2019, following recommendations from two independent commissions, the General Assembly unanimously adopted a range of profound reform measures that continue to inspire energy, drive and courage. Initiatives like the Business Plan and the COVID Taskforce shaped different pathways in our work, infused fresh ideas, and brought us closer together.

As the strategic period draws to a close, a new framework will emerge. At their November 2020 meeting, the IPPF Board set the tone and direction for the framework design process to unfold over 2021 and 2022. As one of the largest global providers of SRHR, and as a force for progressive policy change and rights, IPPF has a responsibility to deliver a strategic framework that will confront, re-think and re-imagine the idea of Sexual Reproductive Health and Rights for all.

The new framework will be launched in November 2022, a date that marks the 70th anniversary of the Federation. It is an historic opportunity to reorient and reposition IPPF to test the boundaries of ICPD; and to stand up for an SRHR that speaks also of love, intimacy and pleasure.

# 2

## STRATEGIC PROCESS

In accordance with the strategic parameters set by the IPPF Board, the Secretariat will implement a 'disruptive' two-year journey that looks both inwards and outwards; that encourages dialogue and dissent; that tests assumptions, breaks taboos, seeks innovation and takes on board true creativity.

The process will put women at the heart with an emphasis on transforming unequal gender and power relations. Gender transformative approaches will not only be process outcomes but will be a product of the process itself, which will create spaces to debate feminist practise and impact in the Federation.

As part of shaping a deeper understanding of the issues of tomorrow, we will commission new research to look at current trends and disparities in sexual and reproductive health behaviours and service utilization, looking specifically at quality SRHR for young people, and quality SRHR in contexts of low fertility and aging populations. Other research will look at commonality of narratives, funding and tactics being used by the opposition across sectors.

Rooted in Feminist Participatory Action Research, the process will be based on principles of 1. Inclusivity; 2. Disruption; 3. Transparency. It is a 'process imperative' that clients, partners and members help shape the agenda. As the primary stakeholders they will directly influence the strategic direction of travel. Utilising social media and other electronic platforms, IPPF will broaden

the reach to include those who are often left out of "institutional" discourse. The process will continually seek out the place where ideas live.

Drawing on the principles of Feminist Participatory Action Research, the roadmap will apply the process flow of Theory-U , which helps organisations build a journey from exploration to strategic focus. Avoiding the urge to formalize foregone conclusions or to proceed along the current strategic track, the Theory-U invests in active listening to move outside of the "Institutional bubble". It emphasises critical reflection, on both successes and challenges, and helps to shape a three-dimensional view of the future using tools like visioning and prototyping before drawing up the prototype framework.

In the final design, the strategic process will offer creative, safe spaces, often through use of technology, to make the process inclusive, engaging and fun. It will be implemented over five complementary phases that are described in detail below.



# STRATEGY DESIGN ROADMAP



**CO-INITIATION**  
DECEMBER 2020–MAY 2021

**LISTENING & VISIONING**  
JUNE–NOVEMBER 2021

**CO-CREATING**  
DECEMBER 2021–JUNE 2022

**BUSINESS PLANNING**  
JULY–NOVEMBER 2022

**LAUNCH**  
NOVEMBER/DECEMBER 2022

**CO-EVOLVING**  
JANUARY 2023–DECEMBER 2025

PHASE 1

PHASE 2

PHASE 3

PHASE 4

LAUNCH

PHASE 5

Dec Board Direction  
Jan–May Research & Desk Reviews  
Feb–Apr Road Map Design & Sharing

Jun–Oct Listening Tours  
Jun–Oct The Pleasure Talks  
Jun–Oct Social Media Competition  
Jul–Aug Reach for the Future Workshops  
Sep Visioning the Unified Secretariat  
Nov Synthesis

Dec Convene Writing Team  
Jan Writing Retreat  
Jan–Mar Shaping the Metrics  
Feb–Apr Consultation  
May Board Sign-off  
Jun Indicative MA Vote

Jul–Sep Secretariat Business Planning & Budgeting  
Jul–Sep MA Business Cases & Budgeting

Nov GA Presentation  
Nov Launch Event

Jan–Mar Accountability  
2023–25 Design & Launch 3-year Reflection & Learning Process  
2023–25 Internal Communications & Data Systems  
2023–25 CSIP Meetings

# PHASE 1

## CO-INITIATION



### Purpose

The Co-initiation phase is about setting the parameters of the process in a collaborative way, under the leadership of the Committee for Strategy, Investment and Policy (CSIP).

### Timeframe

The phase will run from December 2020 to May 2021.

### Outputs

- Commissioned Research
- Desk Review Reports
- Creative Concept and design
- Approved Roadmap with principles and key questions

### Key Activities

The phase will entail the following top-line activities:

#### BOARD DIRECTION

December 2020

The board will determine the kind of strategy IPPF will develop, and set clear parameters for the process. This will include the role of the CSIP.

#### RESEARCH AND DESK REVIEWS

January–May 2021

The main activity of the phase will be a series of desk reviews and commissioned research that will inform the process and the framework. The proposed topics are:

- 1. Strategic Results**  
Organisational data review: what were the achievements and the challenges? Uptake, cascading and effectiveness of IPPF strategy.
- 2. Pleasure, love and intimacy as SRHR**  
What are the trends and disparities in sexual and reproductive health behaviours and service utilization; and what is our role? A) Quality SRHR for young people; B) Quality SRHR in contexts of low fertility and aging populations.

- 3. Geographies**  
Which are the countries where IPPF Members are the largest civil society provider? (contraception/CYP/abortion services/STI and HIV treatment/CSE)
- 4. Narratives, Movements and Opposition**  
What are the trends and commonality of narratives being used by actors and opposition across SRHR, climate denialism, anti-vax and other key sectors?
- 5. Intersectional SRHR**  
Sector and non-sector examples and learning from applied intersectional development approaches.

#### ROAD MAP DESIGN AND SHARING

February–April 2021

Articulating agency, love, intimacy and sexual pleasure is fundamental to the success of the strategic ambition. Working with an international creative design firm, we will start early to shape an understanding and language that will inform our narrative and the strategic choices we need to make.

The new language, which must be informed by the primary stakeholders, will evolve into imagery and graphic design to accompany us on the journey.

The visual journey will include dedicated space on MA Forum website, social media and other appropriate channels. These will mark out the consultation points and the radical intent. They will inform all communication to donors and partners.



# PHASE 2

## LISTENING AND VISIONING



### Purpose

The phase invests time into listening and understanding lived realities and contexts of the people IPPF serves, before mapping out trends and shaping an understanding of the future.

### Timeframe

The phase will run from June to November 2021. The apex will be the regional and youth forums of July/August that year.

### Outputs

- Roundtable discussion, focus groups meetings
- Thought pieces, poetry, videos
- 7 x Visioning workshops
- Country level Focus Group Reports (facilitated and captured by MA staff)
- Synthesis Report

### Key Activities

#### REGIONAL / NATIONAL LISTENING TOURS June–October 2021

Using the approach effectively piloted in the new Americas and Caribbean Region, we want to hear from clients, LGBT+, youth and other key IPPF constituencies about IPPF's visibility and impact in their lives. The listening exercises will be organised through regional offices, using external consultants to connect with communities at the national and regional levels. The listening will have to focus on an agreed sample.

#### THE PLEASURE TALKS June–October 2021

In order to stimulate new thinking and to listen to stakeholders, IPPF, in its diversity\*, will organise a series of roundtable discussions called the pleasure talks: SRHR in the 21st Century. They will feature a range of stakeholders, including clients, donors, and outside thinkers, debating different aspects of SRHR in its current context and how it could be reimagined.  
\*IPPF: MAs, Board, and Staff.

The concept encourages any IPPF Member or Partner to organise a roundtable discussion, possibly in partnership with a regional office. To do so, they will receive standard input tools to capture learnings, as well as some budget support, where available.

The Secretariat itself will host a number of sessions to be chaired by an external critical friend (e.g. Doha debates) who will facilitate sessions and ask probing and challenging questions. The sessions will be streamed and interactive for the sake radical inclusion.

The first roundtable will be themed: SRHR Beyond Cairo, and will be co-hosted with an international partner e.g. Guttmacher Institute. The event will be followed by 2-3 other thematic roundtables on predefined future concerns or issues e.g. aging populations, medical abortion, or broader themes like Sexuality and Sexual Diversity.

#### SOCIAL MEDIA COMPETITION June–October 2021

For the duration of the phase, including the lead-in to the promoted roundtables, we will ask an external agency to run a social media campaign/competition, asking for short stories/narratives/poems/songs, or longer thought pieces on a pre-defined question: e.g. Where is the love? Where is the pleasure? SRHR in the 21st Century. The agency will work with social media 'superstars' who champion sexual or repro or gender rights with sizeable followings and sponsor them to lead these discussions. The primary target will be MA staff and clients, with a focus on young people.

#### REACH FOR THE FUTURE WORKSHOPS July-August 2021

At the regional and youth forums, the Strategic Team will run a series of participatory visioning sessions in which it will present the data and stories received over the listening part of the phase. Using tools like Mentimeter word cloud, live polling, the groups will build a collective map of the future we want, and the future we don't. It will be fun and interactive. The Strategic Team will create inter-regional sessions to avoid regional silos.

#### VISIONING THE UNIFIED SECRETARIAT September 2021

Working through zoom and other communication platforms, the Secretariat will have a two-day strategic workshop, in which it will look at the data, vision a future secretariat, and explore themes relating to its core business and operations, including MA/Client-centricity; accountability; culture change; systems upgrading.

#### SYNTHESIS November 2021

The final action of the phase will be to synthesise the input and present it to the CSIP in the form of visual, e.g. mind map, which will also be shared on the MA Forum.

# PHASE 3

## CO-CREATING THE FRAMEWORK



### Purpose

Having listened to stakeholders and shaped a joint vision for IPPF, this phase is about developing the final strategic framework and results framework.

### Timeframe

The phase will run from December 2021 to June 2022 and will start off with the recruitment of a dedicated writing team.

### Outputs

- Board Approved Strategic Framework
- Board Approved Results Framework
- Indicative Vote

### Key Activities

#### CONVENE WRITING TEAM

December 2021

The drafting of the framework will be done by a small, dedicated writing team selected by the CSIP. The group will have a clear Terms of Reference.

#### WRITING RETREAT

January 2022

The Strategic Team will arrange a five-day writing retreat, supported by a facilitator to help stimulate and refine ideas.

The Writing Team will create the first iteration of the strategic framework and the accompanying draft narrative.

During the retreat, they will work with a creative agency to further sharpen the narrative and create a design for the goal-based framework in the form of an Infographic.

The Writing Team will present the framework to the CSIP in mid-January.

#### SHAPING THE METRICS

January 2021–March 2022

Based on the draft strategic framework, a working group of Secretariat and partner experts will hold a four-day meeting to develop new indicators for how to meet the framework goals.

They will consider how to deliver new metrics while still being relevant to global indicators and donor priorities.

The meeting could happen in extension of the Writing Team retreat.

The group will present their draft to the CSIP along with the Writing Team's draft narrative.

#### FRAMEWORK CONSULTATION

February–April 2022

The draft strategic and results frameworks will undergo extensive consultation. Using surveys, webinars and focus groups the stakeholders will review the draft following a set questionnaire, asking, e.g. Did we get it right? Is it bold enough? Is it transformative? Does it live up to our principles?

There consultation will have three iterations. It is important that donors form part of this iterative process.

#### BOARD SIGN-OFF

May 2022

CSIP will present the finalised draft to the IPPF Board at their May 2022 Board Meeting. They will request preliminary sign off before presenting the frameworks to the GA for final approval.

#### MA VOTE

June 2022

Because the strategy will require formal approval by the GA in November, it is important that an indicative vote is held following the Board sign off. The indicative vote will allow planning and budgeting cycles to proceed.

# PHASE 4

## BUSINESS PLANNING



### Purpose

Having agreed the ambitious new direction of the federation, the next step will be to think through how it will be done, by developing Business Plans and budgets, at all levels.

The ultimate aim is to be ready to implement from day one of the new strategic period, 1 January 2023.

### Timeframe

It would run from July to November 2022, sequenced to coincide with the 3-year budgeting and planning timelines for the Resource Allocation model.

### Outputs

- IPPF Secretariat Business Plan and Budget 2023-2025
- MA Business Cases and Budgets 2023-2025
- Approved Strategic Framework
- Framework Launch

### Key Activities

#### SECRETARIAT BUSINESS PLANNING AND BUDGETING

July–September 2022

Use the existing planning process which consist of 1. DLT prioritisation workshop; 2. Convene six solution teams with the task of planning and prioritising pathways to success, map out assumptions; 3. Draw up full business plan with roles and responsibilities outlined; 4. Cost plans and budget for 2023-25 cycle.

Plans are submitted to Stream 1 of the RA model.

#### MA BUSINESS CASES AND BUDGETING

July–September 2022

With Secretariat support, MAs develop business cases and budgets for the 2023-2025 cycle tied to the new strategic outcomes and indicators.

Plans are submitted to Stream 1 of the RA model.

#### GLOBAL STRATEGY BUSINESS CASE

Prepare a costed global Business Case for the totality of the strategy.

#### STRATEGY GA PRESENTATION AND LAUNCH

November 2022

The phase will end with the formal approval and launch of the strategic framework and new business plan 2023-2028 at the General Assembly in November/December 2022, which also marks the 70th birthday of IPPF.





# PHASE 5

## CO-EVOLVING



### Purpose

The last phase acknowledges that the strategic process will continue to evolve past 1 January 2023. IPPF will plan more learning evaluations, reviews and opportunities to stimulate-thought leadership.

### Timeline

The phase will run until the GA in November 2025, which is a key reflection and learning point.

### Outputs

- Accountability Framework
- Ongoing Feedback loops
- Policy debates and Position

### Key Activities

#### ACCOUNTABILITY January–March 2023

Design and implement accountability mechanisms around the strategic and results frameworks, connecting staff performance to strategic indicators.

#### DESIGN AND LAUNCH 3-YEAR REFLECTION AND LEARNING PROCESS 2023–25

Develop and plan a participatory halfway point learning process that echoes the transformative ambitions of the strategic framework. Delivering the MTR recommendations at the 2025 GA, possibly in an Indaba-type event.

#### INTERNAL COMMUNICATIONS AND DATA SYSTEMS 2023–25

Shape, inform and utilise new and integrated internal communications and data systems for the Federation. Continue to encourage feedback and learning from stakeholders on assumptions and results.

#### CSIP MEETINGS 2023–25

Invest in staff and MA engagement with CSIP as the engine of ideas and policy thinking, in addition to its oversight role. Invite external experts to meetings and keep building thought-leadership through this forum.

# 3

## IMPLEMENTATION STRUCTURE

### Governance

#### GENERAL ASSEMBLY

The highest decision-making body of the IPPF Governance structure is the General Assembly, who will ultimately approve the Strategic Framework at their 2022 General Assembly.

The General Assembly is made up of the full IPPF membership, who are also primary stakeholders in the process. As such, the GA will directly shape the strategic framework over the course of the design process.

#### BOARD OF TRUSTEES

The purpose of the Board of Trustees is to “provide governance of the Secretariat and leadership for the Federation”. Specifically, the Board sets policy and overall strategic direction for IPPF in the interests of Member Associations and the people they serve. In relation to the strategy, the main role of the Board’ is defined in the BoT Terms of Reference:

- 3.3. A) Ensuring that IPPF pursues sound and proper principles, policies and procedures in relation to all areas of its work
- 3.3. B) Shaping and approving IPPFs global strategy in consultation with Member Associations and other stakeholders, identifying priorities and developing a long-term financial strategy to ensure adequate resources
- 3.3.C) Approving the Strategic Framework for the Federation and conducting a midterm review of its implementation

At the November 2020 meeting of the Board of Trustees, the Board delegated the CSIP to oversee and lead the 2-year process to design and deliver the new 2023-28 Strategic Framework and associated results framework.

The Board will ultimately recommend approval of the draft strategic framework to the General Assembly.

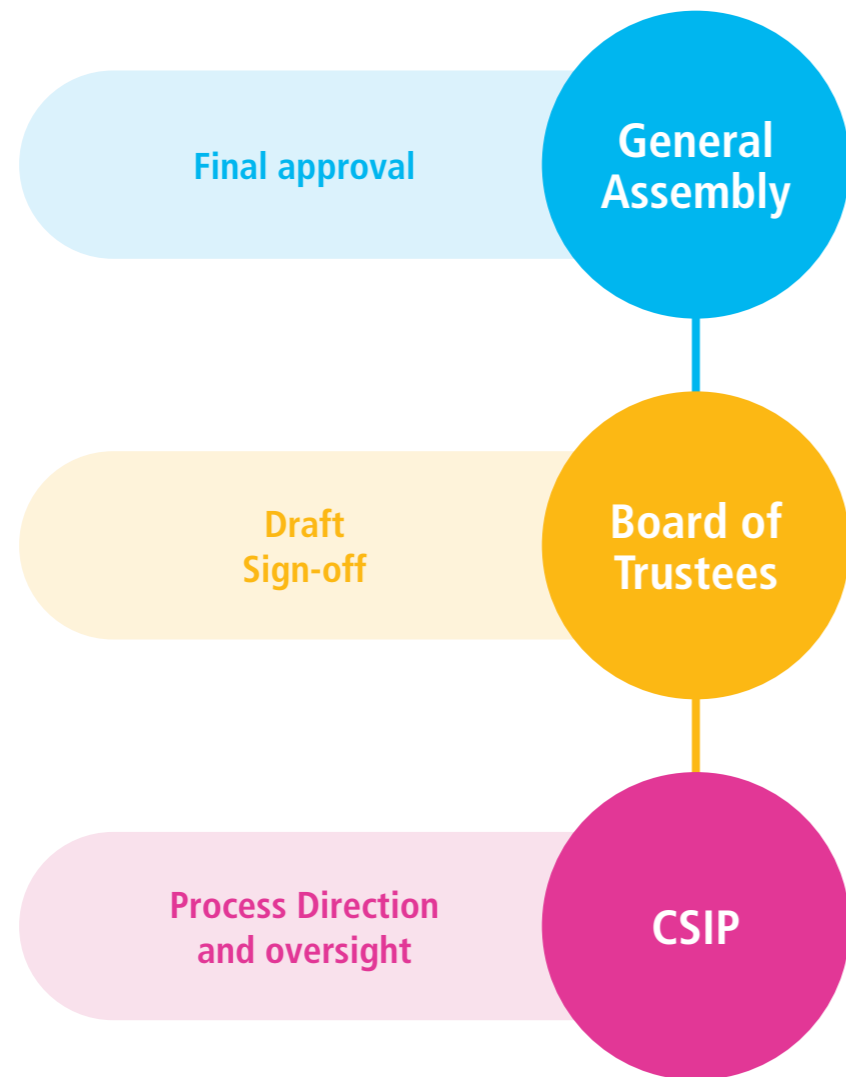
#### COMMITTEE FOR STRATEGY, INVESTMENT AND POLICY (CSIP)

The CSIP is a standing committee of the IPPF Board. The Committee is responsible for advising the Board of Trustees on long- and medium-term strategies and business plans, in close collaboration with management (DLT).

As such, the Committee will give high-level direction, shape principles, and provide approval of key documents, deadlines and budgets. In addition, the CSIP will, where possible, champion the strategic process, especially with donors and external partners. The committee will report progress to the IPPF Board through the IPPF Board Chair.

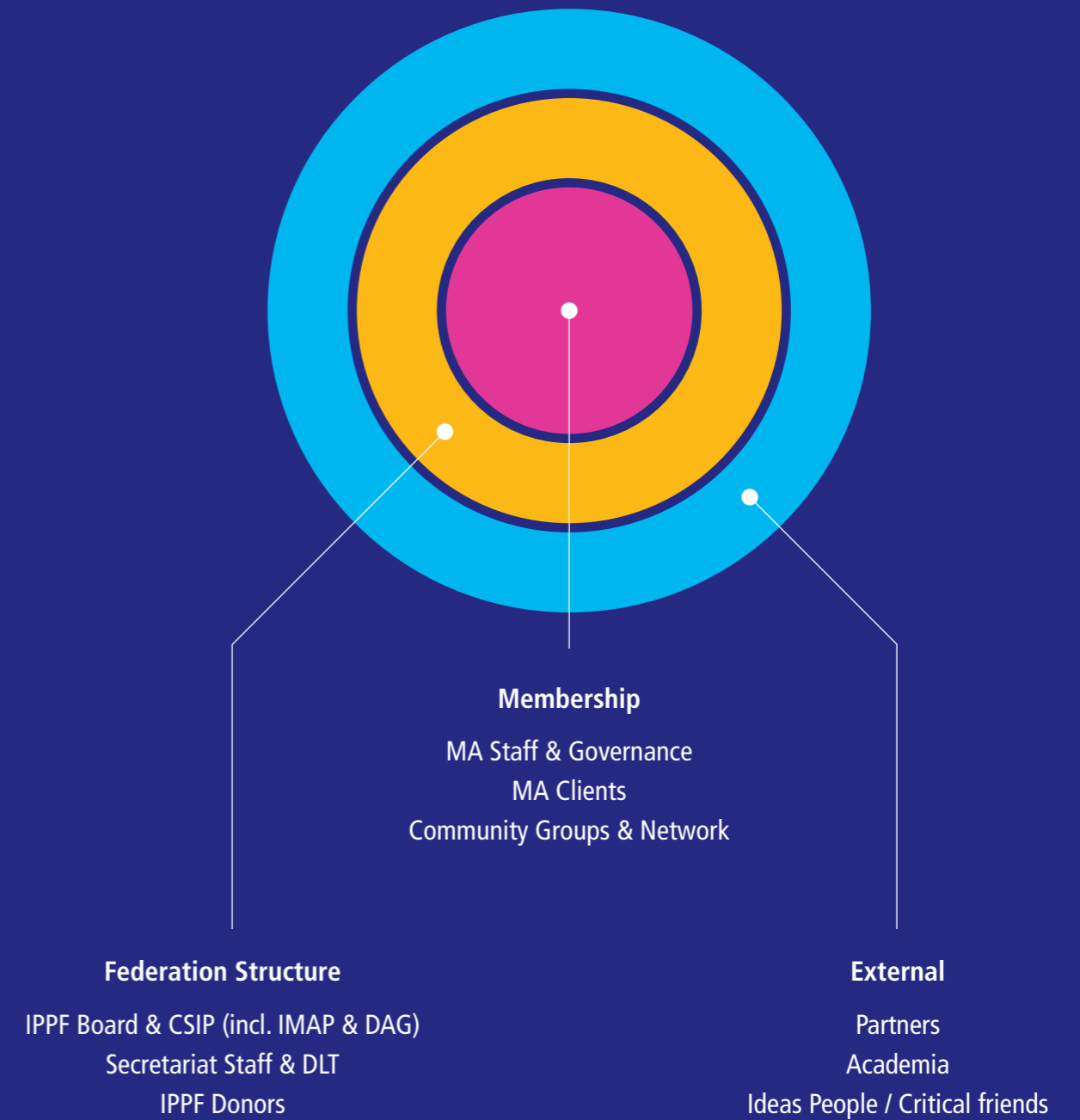
The CSIP will work closely with Secretariat management and, where required, staff.

The main forum for providing strategic direction will be the scheduled CSIP meetings, during which Secretariat staff will report on progress and seek direction. In addition, the CSIP Chair will receive regular updates from the Head Strategy and will call meetings where required.



# 4

## KEY STAKEHOLDERS





**Photography**

Front cover: Isabel Corthier/Mozambique

Page 9: Kathleen Prior/India

Page 15: Kathleen Prior/Vanuatu

Back cover: Disha Arora/India