

## A STRATEGY DESIGN PROCESS LEADING TO OUR 2022 GENERAL ASSEMBLY

### Initial discussion paper

The International Planned Parenthood Federation (IPPF) is due to develop its next strategy. The community will benefit from IPPF using its strategy design process to convene, to dare, to confront and to re-think - re-imagine - sexual reproductive health and rights (SRHR) for all beyond “choice” alone, outdated metrics, and the ICPD framework. To limit the design process to analysis of this legacy alone risks the considerable momentum - the movement - already realised, risks an underplaying of social media’s continued influence, and risks that we may not step up for those who continue to be left out; risks that those who choose to not engage in institutional debates will continue to do just that.

In respect too of the broader social movements, we want to propose building the strategy design process as a “disruptive” 18-month journey that looks both outwards and inwards, that encourages dialogue and dissent; one that tests assumptions, breaks taboos, seeks innovation and takes on board true creativity. We want a people-centred experience with a view to putting forward a transformative case to a General Assembly in late 2022.

Guided by the new Policy, Strategy, Investment Committee (PSIC) and Board of Trustees (BoT); motored by engaged staff and volunteers from member associations and the Secretariat; and in dialogue with partners, the strategy design process is a moment to grapple with what the world expects from us. It is **an historic opportunity to reorient and reposition IPPF so that we truly stand out for standing up for an intersectional philosophy on love, intimacy, sex, pleasure, care, freedom**. A chance too to re-think how we work and relate to each other. What if we start from here? And we continue a journey building upon:

- The completed mid-term-review (of the current Strategic Framework 2022), and evaluation that identifies gaps and successes.
- A future focused, forward looking exploration of likely scenarios over the coming decade that we can then use to stress test of our proposals thus help direct our reorientation.
- A commitment to seeking agreement on the overarching philosophy and strategic narrative which meaningfully translates into the ecosystem that IPPF is responsible to.
- A series of decentralised workshops, reflection papers and forum discussions to identify current problems, future possibilities, evolving behaviours and norms as they relate to people, communities and technologies; with a view to ensuring IPPF remains relevant to this change. Strong external engagement with a specific effort to reach to those being left behind by our services and listening to them.
- A ‘home-straight’ where PSIC and BoT consult and propose on strategic choices that in the end, must go to a General Assembly to establish what IPPF will do to meaningfully ensure

that SRHR means something for people; and that donors continue to invest towards that goal; and governments support us in these efforts.

- In parallel we run a process that develops a results framework that mirrors the strategy's emerging narrative, helps define success and how we will measure it. Finally we develop resource implications (and potentially Secretariat costing).

We have not been able to include a specific line for this in the 2021 budget. We must make it an exciting journey for which donors are willing to provide restricted and core funding. A journey that makes us more recognisable and relevant to those that rely on us. That make us accountable when we are no longer relevant. One that creates platforms from which MAs can share and challenge our collective thinking. A journey from which IPPF emerges as a recognised convener and thought leader. A journey that continues to bring MAs together, recognising the multiplicity of voices while remaining relevant to changing experiences, language and further building the federation.

The BoT is asked to **confirm / amend the strategy design process** as described above, acknowledging it is likely to lead to a significantly different 2023-2029 Strategic Framework, even when many MAs might be expecting continuity towards contributing to achieving the SDGs.

The BoT is asked to **determine what role it wants the new Policy, Strategy, and Investment Committee (PSIC) to play in this process, and what it wants to retain as a full Board of Trustees (BoT)**... recognising that final approval lies with the General Assembly.