

Board of Trustees
9-10 March 2022

Refers to
 agenda item 4.1

Agenda Item: CSIP report, including Strategy 2028, draft 1.

Summary:

This paper accompanies Strategy 2028 Draft 1. The paper describes the status of the design process and outlines the draft Strategy document, which contains four pillars and 12 critical pathways. The paper further outlines the next steps in the consultations towards a final draft.

Action Required:

- For discussion and input

Strategy Design

Phase 2 of the design process ended in November 2021. The 7-month phase was devoted to dialogue about IPPF’s future strategic priorities. The Federation participated actively. Several thousand people –MA and Secretariat staff members, volunteers, clients and partners – voiced their views and ideas through [roundtables](#), youth and regional [forums](#) and [consultation questionnaires](#). In addition, over 4 million young people viewed the [global youth challenge](#). More than 800 young people contributed to making a new [#NewSexSlang](#) dictionary. Lastly, four research reports were drawn up to answer questions about our [footprint](#), [market share](#), and [MA strategy uses](#) as well as the [future clients of IPPF](#).



Phase 3

Phase 3, which will run until July 2022, is about co-creating Strategy 2028. Draft Zero of the Strategy was produced at a week-long writing retreat in January. It was attended by a small group of experts in 'research translation', graphic design and written communications. The retreat focused on reviewing the extensive mosaic of input provided during Phase 2. All documents relating to the writing retreat have been published on the [internal IPPF Strategy 2028 website](#). Draft 0 was reviewed by the DLT who provided input on feasibility, language and conformity with phase 2 input.

Strategy Draft 1

Strategy Draft 1 is attached to this paper. It presents four strategic pillars, each with a defined goal. There are three external-facing pillars, and one internal-facing pillar.

1. Special Delivery is devoted to expanding care
2. Moving the Sexuality Agenda is devoted to our advocacy and social norms work
3. Solidarity for Change is devoted to impact through collaboration and partnerships
4. In Our Skin is about bettering the federation.

The pillars celebrate the platform we are building from, and the richness and range of the work done in the Federation. The pillars each contain three critical pathways that home in on areas where we need to do more, or where we should add efforts in the coming strategic period. Several themes such as youth, gender, digital health, and human rights run across the pillars. There are two ways to mainstream themes across the framework: as an underpinning set of actions running below the framework, or as integrated actions visible within the strategic pillars. The framework integrates the themes as actions.

The narrative deliberately uses simple and playful language, sometimes with double meaning. The tone seeks to be positive and uplifting, without letting go of the righteous 'anger' and passion that has also drives us. This was the request from young people who find our institutional language opaque. The narrative uses the first person plural, to denote that IPPF is a Federation of SRHR organisations and practitioners: it is 'our' collective strategy. There will be language complexities concerning the playful language. These will be addressed in translations and tested over the course of the iterations. The lead writer is [Sanne Thijssen](#), a Kenyan and Dutch former SRHR youth ambassador.

Next Steps

There will be considerable consultation during Phase 3, to ensure the quality of the draft strategy and to secure broad ownership. After the C-SIP review (Feb 24), draft 1 is shared with the Board (March 10). It will be released to the Federation on March 11.

Between March and May there will be a minimum of two further iterations of the Strategy which will be informed by input in three ways: webinars, web-based surveys, and emails from the Federation. C-SIP will review draft 3 at their April meeting, keeping the board of trustees informed of any changes. There will also be opportunities for the donors and partners to review and provide input.

In June, the Board will devote a session to Strategy 2028, which, following their final changes, will be put out to the Federation for an indicative vote in early July. Further changes can result pending the outcome of the vote.

Phase 4 will entail three-year planning by MAs and the Secretariat. Phase 5 happens after the launch of the Strategy and is devoted to learning and course-correcting in the strategic period.

Parallel to the Strategy design, a dedicated Secretariat team will produce a draft results framework. The consultations will prioritise Federation M&E specialists and external partners, under oversight and direction of C-SIP. The draft results framework will be presented to the board in June, and is expected to be voted on alongside the Strategy in July.