

**Anti-Racism Review Report**

## PREFACE

This report is part of the *Program of Action: Anti-Racism at IPPF.* It is part of a process of examining and addressing issues of racism and coloniality in the International Planned Parenthood Federation (IPPF).

This process began last year precipitated by a number of events. First, was the murder of George Floyd in the USA and the global Black Lives Matter movement that followed, leading to a rising debate on issues of race and discrimination. Second was that staff within IPPF had raised concerns around issues of racism. Finally, was the obligation of IPPF, who as an organization focused on social justice, to reflect and explore these very principles internally.

IPPF recruited a team of researchers to support this work, including Dr. Michael McEachrane and Dr. Neha Kagal as lead researchers. Dr. Michael McEachrane led the quantitative research process. Dr. Neha Kagal led the qualitative research process.

Dr McEachrane was in effect the project manager of the review from September 2020-when he was hired as a consultant by IPPF to help develop the review and recruit fellow consultants to it-until April 2021 when IPPF Secretariat staff, Rayana Rassool, took over this role.

The work behind this report has been facilitated by an internal IPPF Anti-Racism Working Group­ including (in alphabetical order), Mina Barling, Marie-Evelyne Petrus Barry, Mariama Daramy-Lewis, Natassha Kaur, Dona Da Costa Martinez, Rayana Rassool, Vanessa Stanislas and Seri Wendoh. We extend our gratitude to the members of this group and in particular the Director of People, Organization and Culture, Mariama Daramy-Lewis, for her determination, commitment and support in making this work happen.

The chapter on the anti-racism Secretariat staff survey is based on a survey that was administered by the survey company Agenda Consulting during a three-week response period (Wednesday 13 January until Wednesday 3 February 2021). A survey team worked on the anti-racism staff survey questionnaire. The team included, Dr. Michael McEachrane (team leader), Dr. Tina Wallace, and Dr. Ernest Albert, and Roger Parry and Emily Rann from Agenda Consulting [the same team also drafted the questionnaire for the Member Association staff survey (see below)]. Several drafts of the questionnaire were discussed with the Working Group and input was also given by Secretariat staff [the Member Association survey questionnaire went through the same process and also received feedback from the Director's Leadership Team].

This chapter on the secretariat staff survey is a synthesis of previous reports on the survey written by Dr Michael McEachrane-based on univariate statistical data of the survey compiled by Dr. Ernest Albert (except for a few preliminary multivariate analyses based on data as presented by Agenda Consulting on an online results dashboard)-and a secondary analysis of the survey results by Professor Bryan L. Sykes, which independently confirmed previous survey statistics, based on the raw survey data as provided by Agenda Consulting. This chapter includes both Professor Sykes' and Dr. McEachrane's analyses of the staff survey results and supersedes all previous reports.

The chapter on the results of the MA staff survey is based on a survey, which was fielded (again by Agenda Consulting) between April 28, 2021 and June 1, 2021. The analysis of this chapter was done

by Professor Bryan L. Sykes-again, with raw data received from Agenda Consulting-in conversation with and supported by Dr Michael McEachrane.

The qualitative component of the anti-racism audit, led by Dr. Neha Kagal, consisted of in-depth semi­ structured interviews and focus group discussions with staff from both the Secretariat and Member Associations. The interview team included research consultants Jasmine Kelekay and Gabriela Corona Valencia, who are PhD students at the University of California, Los Angeles and Professor Michele Goodwin.

Interview questions for both the Secretariat and MA staff were developed by Dr. Neha Kagal in consultation with the IPPF Working Group, Professor Michele Goodwin and Dr Michael McEachrane. Interviews and focus group discussions were conducted by Jasmine Kelekay and Gabriela Corona Valencia. Interviews were analyzed by Dr. Neha Kagal with significant inputs from Jasmine Kelekay and Gabriela Corona Valencia. Dr Michele Goodwin contributed to the analysis and an initial draft of the Secretariat interviews.

Dr. Neha Kagal was responsible for writing up the analyses and drafting the qualitative chapters of this report based on interviews with Secretariat staff and staff of IPPF's Member Associations. Dr Kagal is grateful for inputs and feedback from Jasmine Kelekay, Gabriela Corona Valencia and Dr Michael McEachrane towards the final report.

The chapter which comprises an anti-racism policy review of IPPF was written by Dr McEachrane. Feedback on an earlier draft of the chapter has been given by Secretariat staff, the Working Group and the Director's Leadership Team.

The chapter with recommendations was drafted by Dr Michael McEachrane and Dr. Neha Kagal. Secretariat staff have contributed to these recommendations by responding to an anonymous/confidential form, in interviews and in responses to the two closing open questions of the staff survey. The Working Group and Director's Leadership Team have also commented on an earlier draft of the recommendations.

The introduction to this report and the executive summary were drafted by Dr Michael McEachrane and Dr. Neha Kagal.

## EXECUTIVE SUMMARY

This report consists of:

* A **quantitative analysis** of the results of a survey questionnaire that had been shared with all **Secretariat staff** and which received a 65% response rate;
* A **quantitative analysis** of the results of a survey questionnaire that had been shared with all **Member Associations (MAs)-to** which all Executive Directors and one staff member each from Senior Management, Management and Non-management levels had been encouraged to respond-and which received a 58.5% response rate;
* A **qualitative analysis** of the results of interviews and a focus group discussion with

32 Secretariat staff;

* A **qualitative analysis** of the results of interviews with 24 staff from **MAs** across IPPF's six regions;
* A **systematic review of IPPF's policies,** Acts, byelaws and governance structure related to issues of racism;
* **Recommendations on** how IPPF can address racism and colonial legacies at the Secretariat and its relations to MAs.

The mandate of the review was to examine any potential issues of interpersonal racism, institutional racism and colonial legacies within the Secretariat of the International Planned Parenthood Federation (IPPF) and in its relations to MAs. The audit did *not* include any potential issues of racism *within* MAs.

In the review 'racism' was broadly defined as,

*Any discrimination, unfavorable treatment or opportunities of people based on their race, ethnicity, religion or caste. For example, demeaning or devaluing someone because of their ethnicity or an organization being structured in such a way that certain racial groups are privileged while other racial groups are disprivileged.*

It should be noted here that racism is defined here to include grounds of race, ethnicity, religion and caste.

*Interpersonal racism* was understood as racism in everyday interactions among people, whereas *institutional racism* was understood as racism in institutional composition, norms, rules and/or practices (see Glossary for definitions).

'Colonial legacies' were defined by the review as,

*Current phenomena that are due to, similar to or otherwise a continuation of phenomena that were typical of European colonization of other parts of the world. For example, unequal relationships of power, domination and subjugation between white Europeans and people of color.*

Below is a summary of each of the chapters.

1. Quantitative Secretariat staff survey

The overall response rate to the survey was 65% of the IPPF Secretariat.

The demographics of the survey indicate that staff composition of the Secretariat is racially inequitable and hierarchical with white people having proportionately more senior positions (managers or senior managers) than other racial groups in the organization. 1The Central Office (CO) seems to be the most racially diverse office, but also where racial inequity and hierarchy is most pronounced-with white people taking up more than five times as many Management level positions than the second largest group of Black/African/people of African descent. The survey results show that almost 53% of the staff located in the CO were white, while 33% of the respondents who were senior managers were white and 54.5% of respondents who were managers were white. Whereas 28% of all respondents were black, 22.2% of respondents who were senior managers were black and only 9.1 % of managers who responded to the survey were black.

The Central Office is also the office at the Secretariat where instances of racism are most experienced and witnessed and with the highest rate of staff who thinks that IPPF has a problem with racism as well as colonial legacies.

47.1 % of CO respondents saw racism as a problem at IPPF compared to 36% on average across the Secretariat and merely 20% at the European Network (EN) office in Brussels.

While 36.5% of all respondents across the Secretariat gave a neutral response, 36% believed that "racism, racial, ethnic and/or caste discrimination is a problem at IPPF." Only 27.5% disagreed or strongly disagreed with this statement.

More women than men agreed with the above statement. 39.9% of women agreed or strongly agreed, whereas 27.7% of men agreed or strongly agreed.

Of those who agreed or strongly agreed that there is evident racism, 52.2% saw a problem in relations between CO and Regional offices, almost 42% between IPPF staff and MAs, and 22.4% between CO and service providers.

Furthermore, many Secretariat staff believe that IPPF is suffering from structural or institutional racism as well as interpersonal racism in their daily interactions at work. More than half of the Secretariat staff respondents, i.e. 53.7%, agreed that IPPF has colonial legacies in how it is structured and/or functions, while only 16.6% disagreed. This is a high figure linking racism to ingrained structures and history. At the CO, 64.2% agreed that IPPF suffers from colonial legacies.

1 Although with a larger response rate these relative numbers may have changed at the *Senior Manager level* [i.e. Director level and above, e.g. DLT, Regional Office Senior Leadership Team], they would not have changed at the *Manager level* [i.e. Manager of a function/team]-where white people took up nearly twice as many positions as the second largest racial group (Black/Africans/people of African descent) and four times as many as the third largest racial group (South Asians).

In relation to interpersonal racism, respondents noted that racism was a relatively common feature of working at IPPF. 32% of respondents reported to have witnessed, 17.7% to have experienced and 38.7% to have either experienced or witnessed an instance or several instances of racism during the past 24 months (approximately half of which had been during the pandemic).

These numbers were also higher among staff who had worked for the organization for more than one year. For example, among staff who had worked for IPPF 5-10 years, 29% of them had experienced and 41.9% of them witnessed racism during the past 24 months.

Women were more likely than men to have either experienced or witnessed racism at the Secretariat. 45.8% of women, 52.2% women of color and 24.6% of men of any race reported to have either witnessed or experienced one or several incidents of racism at the Secretariat during the past 24 months. On the whole, women were on average more likely than men to affirm that there are issues of racism and lack of equal opportunities at the Secretariat.

Again, among the Secretariat offices, the Central Office stands out here as 47.1 % of staff at the CO reported to have either experienced or witnessed racism during the past 24 months.

In general, racism on the grounds of race-rather than ethnicity, religion or caste, which were the other grounds considered in the survey-came up in the results as the most frequent form of racism; both to those who had experienced and witnessed it. However, ethnicity was also a ground for discrimination in some offices. For example, about half of respondents at the East and South East Asia and Oceania Region (ESEAOR) office, one in five at the Africa Region Office (ARO) and one in three at the Central Office who had experienced racism in the last 24 months had done so on grounds of ethnicity.

Yet, 62.9% of staff felt that IPPF was inclusive of people from different racial/ethnic, religious, and/or caste backgrounds. Half of the respondents expressed trust in IPPF and 57% said they think IPPF cares about its staff. While this is certainly positive, it is twelve percentage points below the median benchmarking (carried out by Agenda consulting) for 22 similar aid, development and human rights agencies.

1. Quantitative Member Association staff survey

58.5% of IPPF's 131 Member Associations responded to the survey. Executive Directors/Chief Executive Officers (EDs/C EOs) of MAs were invited to ask three more of their MA staff from Senior Manager, Manager and Non-manager levels to respond to the survey. Altogether 159 individuals responded to the survey. 45.9% of these were EDs/CEOs, 39% were Managers or Senior Managers, while 15% were Non-managers.

Almost half (47.1 %) of all respondents came from two regions: nearly a quarter (24.5%) from the European region and over one-fifth (22.6%) from the Africa region (22.6%).

Almost two-thirds (64.2%) of all respondents were women, and a little over one-third of respondents identified as male.

People who identified as Black/African or Asian/Pacific Islander made up approximately one quarter each of the respondents, comprising respectively 25.2% and 24.5% of the sample. Approximately one-fifth (21.4%) of the respondents were white.

The majority of MA respondents (54.1 %) had only been in contact with their IPPF Regional Office,

42.1 % of respondents had been in contact with both their Regional Office and the Central Office.

Respondents to the survey overwhelmingly seemed to be of the view that there are no or little issues with interpersonal forms of racism between Secretariat and MA staff. Regarding institutional forms of racism, respondents to the survey were for the most part also positive-although a majority of respondents thought that the Secretariat had too much power and some took issue with how accreditation and governance requirements sometimes were used by the Secretariat to penalize or otherwise exercise power over their MA.

96.9% of MA respondents had not, in their interactions with IPPF Secretariat staff, experienced or witnessed any instances of racism, discrimination or unfavorable treatment during the last 24 months.

Though these numbers are drastically different from those given by Secretariat staff-it should be noted here that the majority of MA respondents had only been in contact with their IPPF Regional Office where staff are likely to have a similar racial background as themselves and that MA and Secretariat staff do not work at the same offices or workplace and for the most part not in the same countries.

Of the mere 3.1% of MA respondents who reported having experienced and/or witnessed racism in the past 24 months, the following statements were frequent examples: "Being dismissed or otherwise treated as less competent"; having their or someone else's "opinion or judgment being overlooked or not being given the same weight"; witnessing or experiencing someone else or themselves "being invited into certain spaces, meetings, discussions, on the basis of your or their race, ethnicity, religion or caste (also known as tokenism)."

86% of MA respondents disagreed, whereas only 6% agreed that, *"Racism, racial, ethnic, religious and/or caste discrimination is a problem between my Member Association and the IPPF Secretariat (i.e. the Regional Office and/or the Central Office)."*

Three themes stood out as areas of particular concern to MA staff.

First, whereas on average merely 14% of MA respondents across the Federation agreed or strongly agreed that "accreditation and governance requirements sometimes are used by IPPF's Secretariat to penalize or otherwise exercise power over my MA"-there was a sizeable variation in agreement across regions.

One quarter (25.0%) of the Africa Region (ARO), one-fifth (20%) of Americas and Caribbean Region (ACRO), 18.5% of the East and South-East Asia and Oceania Region (ESEAOR) agreed or strongly agreed with it.

Similarly-broken down by race-on one end of the spectrum, 25.0% of Black/African/African descendent MA respondents agreed, whereas, on the other end, merely 8.8% of white respondents agreed, that *accreditation and governance requirements sometimes are used by IPPF's Secretariat to penalize or otherwise exercise power the respondent's MA.*

Secondly, over one-third of MA respondents (38%) agreed, whereas less than one quarter (23%) disagreed, that, "The IPPF Secretariat (i.e. the Regional Offices and/or the Central Office) has too much power in IPPF."

Here there was also considerable variation across regions. Overall, the belief that the Secretariat holds too much power was more prevalent among people of color and MAs in the Global South.

MA respondents in the Arab World Region overwhelmingly (58.3%) agreed with the above statement. Similarly, 55.6% of respondents in the Africa Region (ARO) agreed with it, followed by 50% of Americas and the Caribbean Region (ACRO).

By race, two-thirds of MA respondents who identified as Middle Eastern/North African (66.7%) and more than half of respondents who identified as Black/African/African descendant (52.5%) agreed that the Secretariat holds too much power.

The majority of European MA respondents (56.4%) as well as MA respondents from the East and South-East Asia and Oceania Region (51.9%) remained neutral, neither agreeing nor disagreeing with the statement.

Secondly, on average approximately 1-in-5 MA respondents (19%) agreed that, "There are colonial legacies in how IPPF as an organization is structured and/or functions (for example, in relationships of power and authority towards people and organizations in the Global South)."

However, most respondents remained agnostic on this item. Yet, a little over a third (36%) disagreed with the statement, nearly twice the percentage of MA respondents who agreed. No region had a clear majority for or against the statement.

Here too the regional variation was considerable. 30.8% of MA respondents from the South Asia Region (SARO) and 30% from the Americas and Caribbean Region (ACRO) agreed with the above statement.

1. Qualitative Secretariat staff interviews

**Semi-structured interviews and focus group discussions** were held with **thirty-two st aff 2 from across the Secretariat** i.e in the Central Office and across all six Regional Offices. Interviews were held over a period of two weeks in March and April 202 P. The purpose of the interviews and focus-

2 A common tendency is to undermine findings of qualitative research because the sample size is "too small" to be generalizable. However we urge you to keep these points in mind when reading through the qualitative findings (1) When it comes to documenting interpersonal and institutional racism within an organization, even one experience of racism is **one too many.** (2) In interviews with staff we noticed recurring experiences and themes emerging. This points towards saturation, and leads us to believe that adequate data has been collected for a detailed analysis.

3 It must be noted here that there was significant hesitation among Secretariat staff of color to come forward for interviews because of fears of backlash and lack of trust in IPPFs commitment to anonymity of this process. The research team spent several weeks building trust and assuring staff of complete anonymity and confidentiality of the research process.

group discussion was to explore and document specific and generalizable experiences and observations related to discrimination, exclusion and/or hostility based on race within IPPF.

Interviews with Secretariat staff highlighted that within IPPF racism is not only reproduced within systems, policies and structures, but is also embedded in its organisational culture.

A concern that was nearly unanimous is that the **workplace culture within IPPFs Secretariat is 'toxic'.** Respondents felt that IPPFs Secretariat routinely devalues and demeans people of color within the organization. There is the perception that people of color are regarded as "second-class," within the organization, and cannot flourish. A number of interviewees felt that IPPF has a culture that tolerates outright hostility and bullying directed at people of color. Disturbing patterns of yelling, name-calling, and bullying were reported.

Within this 'toxic' work culture, people of color reported that white colleagues routinely engaged in harmful, triggering, **microaggressive4 behavior** that went unchecked. This includes being ignored or spoken down to in meetings, receiving emails in a condescending or disrespectful tone and having one's competency routinely dismissed or called into question.

In addition, compared to white colleagues, people of color reported rarely receiving any praise or recognition for their work. Several participants expressed concern that women of color are particularly vulnerable and targeted for harmful and abusive treatment within IPPF. As such, participants reported feeling unsafe, unheard, and invisible. They noted that race, gender, and class combine to disempower women at IPPF. **Racial microaggressions were most pronounced for Black women** who faced open hostility, constant comparisons with white women and inappropriate behavior and language being used in discussions about them.

Another common concern raised was that **IPPF prioritizes the hiring of white people in senior leadership.** Staff felt that the higher one ascends within IPPFs Secretariat, the "whiter" it gets. They also commented that across the organization management roles were disproportionately held by white staff members and that these staff members had the tendency to recruit into IPPFs Secretariat more people "like them". The concern was not that people of color are not hired at IPPFs Secretariat. Rather, the concern was that the people of color are compressed in "low-tier" jobs and that if they are at the mid-level, there is an internal, racial glass ceiling where progression into senior leadership is very difficult, if not nearly impossible-especially for Black women.

Furthermore, staff expressed concern that **diversity in leadership at IPPFs Secretariat felt tokenistic and 11 insincere11** There is a perception that to the extent that people of color assume leadership within IPPF, it is not to be genuinely inclusive and foster belonging, but rather to appeal to donors. In addition, interviewees noted disparities in pay between white staff and people of color. For example, staff from Regional Offices stated that white people from the global North usually occupied well-paid technical positions and claimed expertise about countries in the global South-instead of these positions being held by local staff. An interviewee referred to the disparity in wages between white staff and people of color as **11 apartheid 11 wages.**

**.**

4 Microaggressions can be described as the everyday, subtle -intentional or unintentional - interactions or behaviors that communicate some sort of hostility or bias toward historically marginalised groups.

Respondents shared how they felt that **colonial legacies** were **still present** within IPPF. There is lack of equity between Central Office and Regional Offices, with one respondent from a Regional Offices describing their relationship with the Central Office as a 'master/servant' relationship. The Central office holds "de facto power" within the federation, often demonstrated by having very little regard for time zones that Regional Office's work in when planning for meetings or the euro-centric language requirements that are deemed valuable, mandatory, or necessary to be recruited into and progress within the organisation.

Across the Central Office and Regional Offices it was noted that there was a **fragility to whiteness** that didn't allow any meaningful discussion and action around redistributing this power. There was also a sense that white people within IPPF felt superior to others. This 'white gaze' had transpired into staff members in the Global South feeling that their expertise was not trusted and that somehow they were seen as "less than"' or "inferior". White people on the other hand seemed to think of themselves as neutral actors who cannot be racist because "they work in the aid sector".

Concerns were raised that the **accountability and reporting processes** when it comes to issues of racism **do not work.** According to respondents the process did not center the survivor and take into account vulnerabilities of people of color, women of color, or women more generally. Concerns were also raised that the entire safeguarding framework did not account for racism in nuanced and meaningful ways, that it was staff members with no experience of institutional or interpersonal racism who determined the outcomes of complaints and that there was a tendency to favor white colleagues in the process. Interviewees also highlighted the failure to follow-through on complaints about racism as well as the long-term negative impacts and stress of making a complaint

Finally, concerns were raised about the **repercussions of making a complaint.** People of color across the Central Office and Regional Offices talked about the fear of being penalized for being "too outspoken" or speaking their mind. Some interviewees expressed having received backlash or informal punishment for raising issues of racism, including for being involved with this anti-racism review. Some even mentioned they had seen others punished for whistleblowing and consequently unable to 'move up the ladder' within IPPF.

While staff believed that this anti-racism review presents a critical opportunity for change, many of the interviewees expressed doubt that change was possible in IPPFs Secretariat because of an ingrained culture of denial, normalizing of racism and superficial commitments to diversity.

1. Qualitative Member Association staff interviews

In total, **twenty-four MA staff were interviewed** from across all six regions where IPPF works i.e. Africa, South Asia, Southeast Asia and Oceania, Americas and the Caribbean, Europe and the Arab region. Interviews were held over a period of three weeks in April and May 2021. The purpose of the interviews and focus-group discussion was to explore and document specific and generalizable experiences and observations related to discrimination, exclusion and/or hostility based on race between MAs and the Secretariat.

What became evident early on in the interviews was that **race/racism as analytical categories held limited relevance for MA staff.** The relative homogeneity in race, ethnicity, religion and caste

background between most MA staff and Regional Office staff meant that these categories offered only limited avenues for exploration.

Despite this, however, a prevalent theme that emerged from MA qualitative interviews is that the **IPPF Secretariat (i.e. Central Office and Regional Office) continues to hold 'power over' the MAs in both covert and overt ways.** This was expressed at three levels: a) Central Office maintaining power over the Regional Offices; b) Regional Offices expressing power over MAs; and c) the Secretariat in general exercising power over the MAs.

Expressions of unequal power dynamics revealed in MA interviews included **micromanagement strategies** used by some Regional Offices who required weekly or even daily check-ins with MA staff; MAs feeling like Regional Offices were "nagging", "interfering", or inappropriately "dictating terms"; fear of retaliation for speaking out against a Regional Official; racial hierarchies in leadership, and unequal resource allocation. Some MA staff also noted experiences of microaggressions when dealing with the Secretariat. This included experiences of being looked over, passed by, or dismissed in meetings and not being given the space to participate or express their views. Such experiences of microaggressions, micromanagement strategies, or other displays of overt and covert power made the impacted MA staff feel like IPPF did not value them and their work.

MAs from the global South painted a picture of a culture within IPPF of **'survival of the fittest'.** By this they mean that the dominant and better positioned MAs had more opportunities for growth. Several smaller MAs pointed out that IPPF seems to prioritize investments and relationship building with already well-established and therefore stronger MAs, which made staff from smaller MAs feel like they were not given an equal opportunity to grow. Concerns were raised regarding whether smaller MA's could fairly compete for IPPF funding and accreditation due to cumbersome due diligence, governance, and financial management requirements.

Finally, there was a **lack of awareness among MAs about IPPF's anti-discrimination and safeguarding policies.** In the few cases where MA staff had heard about the policies they stated that the complexity of the policy documents made them difficult to read and that in many cases they had no training on how to implement the policies.

Recent efforts, including both this review and the **restructuring** of the Secretariat, were **generally welcomed by MA staff** and seen as possibilities for improvement and democratisation. MA staff highlighted that in order for these efforts to be successful, sustained engagement would be needed. As one participant highlighted, the **structural changes must be followed up with a cultural change** that actively involves the MAs.

1. Policy review

This chapter reviews policies and governance structures that are relevant to racism in IPPF's Secretariat and its relationships with Member Associations-with the purpose of identifying any possible policy and governance gaps.

The conclusion of each section of the chapter is that IPPF has virtually no policies in place to recognize and address racism.

IPPF's Act (incorporated by the British Parliament in 1977 and recently approved by IPPF's Governing Council in May 2020) states eugenics and population control as among IPPF's objectives. Although

IPPF has advanced beyond objectives of eugenics and population control in the Global South, its foundational and incorporated Act remains a stark reminder of the histories and legacies that the Federation needs to come to terms with and address.

From an anti-racist perspective, IPPF's avowed core mission-"to lead a locally owned, globally connected civil society movement that provides and enables services and champions sexual and reproductive health and rights for all, especially the under-served"-is a step forward from the objectives of its Act. However, given that IPPF is an international, regionally and demographically diverse organization, with a Central Office in the Global North, but which does most of its work in the Global South-including a clear anti-discrimination perspective in its core mission would be appropriate.

With regards to the governance structure of IPPF, from an anti-racism perspective, it is critical that the racial composition of the Secretariat,particularly its s leadership be monitored and addressed. Likewise, it is critical that the relationships between the Central Office, Regional Offices and Member Associations-in particular in the Global South-are equitable and do not (re)produce relationships of domination and subordination. Currently, there are no policies in place to monitor, avoid or protect against any possible power inequalities within the Secretariat; between the Central and Regional Offices or between the Secretariat and Member Associations.

Although IPPF has a human rights framework this does not clearly include racism, nor an intersectional understanding of racism and gender, nor any application of basic human rights principles of responsibility, equality, non-discrimination and special measures.

Although IPPF's policy on gender equality expresses that the Federation is committed to a human rights framework and that gender equality is a human right-it does not connect gender equality to racial, ethnic, religious or caste equality and does not include an understanding for how these grounds intersect.

IPPF's Code of Conduct does not in any clear and explicit manner include interpersonal and institutional racism, specific prohibitions against interpersonal and institutional racism nor specific measures against interpersonal and institutional racism.

IPPF's policy on Safeguarding does not clearly and explicitly include racism. Its focus 1s non­ intersectionally on gender, sexuality, children, vulnerable adults, abuse and exploitation.

IPPF's policy on respect at work does not include an understanding of racism-albeit it makes general reference to dignity, respect and discrimination.

The policy on how to raise concerns at IPPF also does not include an understanding of racism.

Although IPPF's policy on Equality, Diversity and Inclusion does include the grounds of race, ethnicity and religion, caste is not included. The policy does not include any actionable measures for equality, diversity and inclusion other than acknowledging a responsibility for equality, diversity and inclusion­ and a directive that all Member Associations, collaborative partners and Secretariat adopt and implement Equality, Diversity and Inclusion policies.

1. Recommendations

The recommendations of this report-as outlined in detail in the chapter on recommendations­ include:

* + *Setting up an Anti-racism Task Force.* The Board of Trustees should set up an Anti-Racism Task Force, and include in it members of the Staff Association Committee and Union as well as members of the Anti-Racism Working Group (that was set up for this review). The purpose of

this task force would be to oversee and lead the follow-up to this report, implement its recommendations and continue IPPF's Program of Action: Anti-Racism.

* + *Conducting anti-racism training for staff* IPPF should ensure that all present and future Secretariat staff members attend mandatory anti-racism trainings. IPPF should identify specialist support to conduct such trainings.
  + *Establishish a People of Color Forum.* IPPF should encourage the establishment of a People of Color Forum where staff of color can share their experiences, build solidarity and hold IPPF accountable in its journey towards addressing racism.
  + *Establishing equitable opportunities for employment, retention and progression.* Steps-as outlined in this subsection of the chapter on recommendations-should be taken to promote equality of opportunity at IPPF's Secretariat regardless of race, ethnicity, religion or caste.
  + *Engaging in dialogue on colonial legacies at IPPF.* The Anti-Racism Task Force should encourage a Secretariat and Federation wide dialogue on colonial legacies of aid and the distribution of decision-making power and lines of command at the Secretariat and its relationships to MAs. Power should be shifted by moving control over organizational decisions from a centralized body (Central Office) to more dispersed set of actors (MAs and Regional Offices).
  + *IPPF should make a public statement of recognition and take other appropriate actions towards addressing its current* Act-which includes objectives of eugenics and population control, which are steeped in histories and practices of racism and colonialism.
  + *Establishing an Equality Ombuds Office.* IPPF should establish an independent Equality Ombuds Office-which should replace and include the current SafeReport and Safeguarding mechanism, and have an explicit mandate to effectively address racism.
  + *Revising IPPF's Safeguarding policy to address racism.* IPPF's Safeguarding policy should be revised, made more comprehensive and precise and explicitly address racism.
  + *IPPF's Code of Conduct should be amended to include racism and anti-racism.*

#### GLOSSARY

* + Anti-racism

*Anti-Racism is defined as the work of actively opposing racism by advocating for changes in political, economic, and social life.*

* + Caste

*An endogamous pattern of hierarchical social organization that exists amongst different religious groups. Although associated with South Asia, caste exists in different parts of the world.*

* + Ethnicity

*Groupings of people based on their cultural identities as a people with a joint history. For example, as Kikuyu, Somali, Polish, Malay, Maya or lndo-Trinidadians.*

* + Global South

*An alternative term to "developing countries" or "Third World". Countries that mostly are located in the southern hemisphere and often have been colonized by European or other countries in the "Global North."*

* + Inclusion

*Inclusion is the act of creating environments in which any individual or group can be and feel welcomed, respected, supported, and valued to fully participate. An inclusive and welcoming climate embraces differences and offers respect in words and actions for all people. It's important to note that while an inclusive group is by definition diverse, a diverse group isn't always inclusive.*

* + Institutional racism

*Any discrimination, unfavorable treatment or outcomes of people based on their race, ethnicity, religion or caste. For example, practices or arrangements in an organization concerning decision-making, knowledge sharing or the distribution of resources, which privileges white people over people of color (i.e. non-white people).*

* + lntersectionality

*As an analytical tool, intersectionality views categories of race, class, gender, sexuality, class, nation, ability, ethnicity and age* - *among others* - *as interrelated and mutually shaping one another. lntersectionality is a way of understanding and explaining complexity in the world, in people and in human experiences.*

* + Interpersonal racism

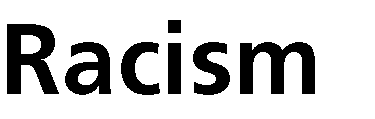
*Any discrimination or unfavorable treatment based on race, ethnicity, religion or caste, that takes place in the interaction between people. For example, at work, in meetings, conversations or emails.*

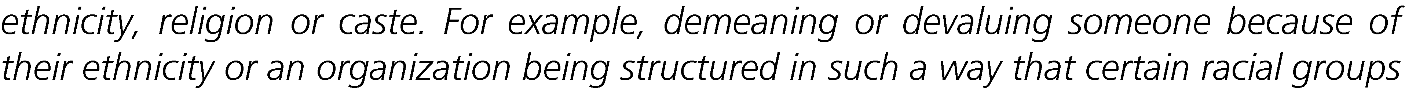
* + People of color

*The term 'people of color' is primarily used to describe any person who is not considered "white."*

* + Race



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lead the follow-up to this report, implement its recommendations and continue IPPF's Program of Action: Anti-Racism.

* Noting that members of the Board of Trustees hold their offices on a volunteer basis, the Anti­ Racism Taskforce may be managed by Secretariat staff, while being overseen and monitored by members of the Board.
* The task force must be given decision making authority, as well as must enjoy the full and unconditional support of DLT.
* To avoid conflicts of interest, and promote a democratic and inclusive implementation process in line with the new governance structure of IPPF, the Task Force should either not include any DLT member or have merely one such member.
* Resources permitting, IPPF could also hire one or more external consultant(s) with relevant experience and expertise to advice on the next steps of the Program of Action: Anti-Racism, help implement the recommendations of this review and facilitate awareness raising and action-oriented conversations on the contents of this report. Again, to avoid conflicts of interest, the recruitment of such a consultant should be the responsibility of the Anti-Racism Task Force.

##### Conduct Anti-racism training for staff

* + IPPF should ensure that all present and future Secretariat staff members attend mandatory anti-racism trainings. IPPF should identify specialist support to conduct such trainings.
  + Fow MA staff in particular, anti-racism trainings should be context specific, and be rooted in understandings of how discrimination based on race/caste/ethnicity/religion manifest in different regions.
  + Trainings should differ from standard 'diversity and inclusion' (D&I) or unconscious bias trainings by placing a greater emphasis on institutional racism and the historical roots of racial inequities.
  + The trainings should include awareness-raising on issues of interpersonal and institutional racism, various forms of racism on grounds of race, ethnicity, religion and caste-including, an intersectional understanding of racism, anti-Blackness and the colonial legacies of aid. The trainings should also cover how denial, defensiveness and presumptions of racial superiority undermine anti-racism efforts.
  + The trainings should be practical and experiential and raise the comfort level of participants to have frank conversations about racism.

##### Establish a People of Color Forum

* + IPPF should encourage the establishment of a People of Color Forum where staff of color can share their experiences, build solidarity and hold IPPF accountable in its journey towards

addressing racism. This forum should primarily be for Secretariat staff, but could include MA staff as well.

* + On its part, IPPF should support people of color to engage in this forum by ring fencing time and resources for them to do so.
* Representatives of the People of Color Forum should be mandated to advise the Director General, Regional Directors, regional Senior Manager Teams, the Directors Leadership Team, the Board of Trustees and General Assembly on racism being faced by staff within the organisation. IPPF's senior leadership should regularly meet with, listen to and take action on issues raised by the People of Color Forum. Representatives of the forum who take on this advisory role should be remunerated for their expertise, time and insights.
* These representatives should also be given opportunity to work closely with an Equality Ombuds Office set up at IPPF's Secretariat (see point 2C).

#### Conduct an employment and pay gap review

* + The anti-racism audit should be the beginning of instituting race and ethnicity employment and pay gap monitoring, reporting and information that is easily available and accessible to all IPPF staff.
  + If not conducted through other channels (see point 2C), the review should include a baseline demographic survey of all IPPF staff, based on anonymity/confidentiality, voluntariness and self­ identification-which all staff must respond to even if their response is that they prefer not to participate in the survey.
  + This survey should include all the demographic categories that were developed by the consultants of this review for its staff survey and for SafeReport to collect equality data.
  + The review should also ascertain the extent of racial employment inequities in IPPF's Secretariat.
  + Based on the results of the employment and pay gap review, IPPF should ensure that appropriate measures are taken to remedy any potential structural inequality in pay.
  + The process should include reviewing and addressing inequitable pay scales between roles in the Global South and Global North.

#### Establish equitable opportunities for employment, retention and progression

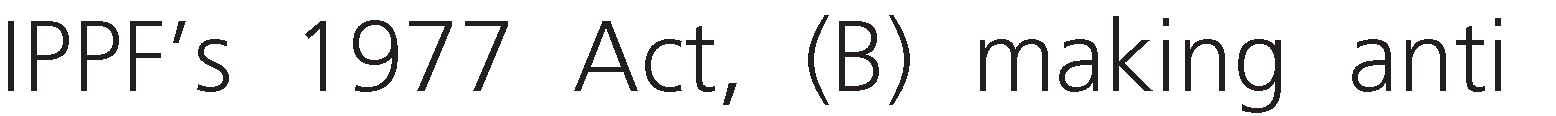
* + Steps should be taken to promote equality of opportunity at IPPF's Secretariat regardless of race, ethnicity, religion or caste.
  + Job descriptions and advertising should be designed to encourage a diverse pool of applicants. This could include creating more racially and geographically inclusive recruitment by ensuring

that IPPF can hire staff in diverse locations-thereby, opening the pool of potential candidates from a wide range of countries and backgrounds. It could also include ensuring that European languages and degrees from western institutions are not favored, that proficiency in local 'non-colonial' languages can be considered a merit when relevant, that lived experiences of people of color in the Global South may be seen as an asset and that there are people of color on all recruitment panels.

* + All applicants and especially shortlisted applicants should be encouraged to fill out a voluntary diversity monitoring form. All new hires should be required to fill out a diversity monitoring form based on anonymity/confidentiality, voluntariness and self-identification-which they must respond to even if the response is that they prefer not to share their demographic information.
  + The career trajectory of each staff in the Secretariat should be carefully recorded, including any pay raises, promotions, resignations or redundancies.
* Although career progressions across offices in the Secretariat should be encouraged, these should be carefully monitored in order to avoid potential proliferation of racial inequities such as tendencies to 'parachute' white staff from the Global North in to offices in the Global South, rather than recruiting local expertise.
* All such equality data should be collected and periodically reported to monitor racial, ethnic, religious and caste equity as well as equity on intersecting grounds such as gender and sexuality.
* Concrete steps should be taken to promote equitable access to progression for people of color within the organisation. This could include setting up a mentoring system for people of color in the organisation.

##### Engage in dialogue on colonial legacies at IPPF

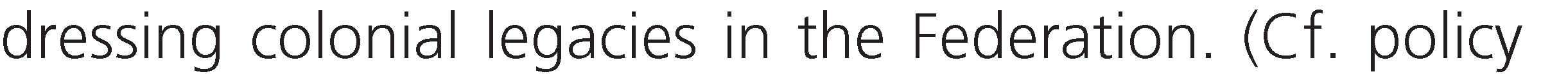
* + The Anti-Racism Task Force should encourage a Secretariat and Federation wide dialogue on colonial legacies of aid and the distribution of decision-making power and lines of command at the Secretariat and its relationships to MAs. Power should be shifted by moving control over organizational decisions from a centralized body (Central Office) to more dispersed set of actors (MAs and Regional Offices).
  + This conversation should include, but not be limited to:
    - Who are the top decision-makers, Senior Managers and Managers at the Secretariat, the Central Office, Regional Offices and their teams and divisions;
    - The relationship between the Central Office and the Regional Offices;
    - Relationships between the Secretariat and the Member Associations, Board of Trustees and General Assembly;



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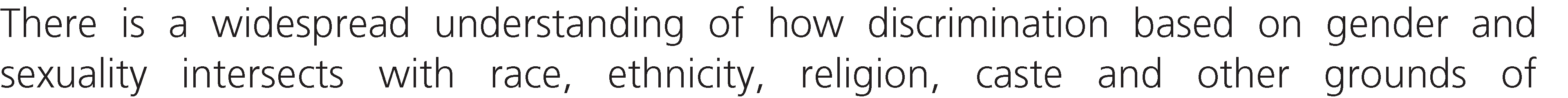
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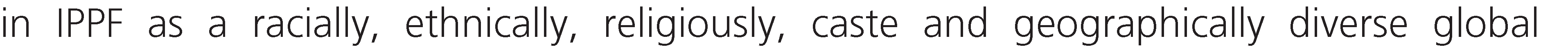
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31 American Planned Parenthood Federation, ”Opposition Claims About Margaret Sanger,” p. 1. The following

sentence says of eugenics that it is “the theory that society can be improved through planned breeding for ‘desirable

traits’ like intelligence and industriousness.” [https://www.plannedparenthood.org/uploads/filer\_public/82/1a/821a29ea-](https://www.plannedparenthood.org/uploads/filer_public/82/1a/821a29ea-8cfc-4493-bf0a-e43f8051ede7/210414-sanger-opposition-claims-d01.pdf) [8cfc-4493-bf0a-e43f8051ede7/210414-sanger-opposition-claims-d01.pdf](https://www.plannedparenthood.org/uploads/filer_public/82/1a/821a29ea-8cfc-4493-bf0a-e43f8051ede7/210414-sanger-opposition-claims-d01.pdf) (accessed 4 June 2021)

IPPFs' core mission is to lead a locally owned, globally connected civil society movement that provides and enables services and champions sexual and reproductive health and ri ghts, equality and non-discrimination for all, especially the under-served. The work of the Federation is to be organized and carried out in a spirit of equality of dignity, rights, opportunities and non-discrimination among all people of the world, including of the Global South and North. This strategic objective is overseen by the Board of Trustees (the Board) and the General Assembly (the GA).

This addition of anti-racism and intersectionality to IPPF's core m1ss1on should be followed by a mainstreaming of anti-racism and intersectionality considerations throughout the policies, practices, programs and work of the Secretariat and Federation.

##### Establish an Equality Ombuds Office

* + IPPF should establish an independent Equality Ombuds Office-which should replace and include the current SafeReport and Safeguarding mechanism, and have an explicit mandate to effectively address racism.
  + This new office or unit should:

1. *Have at least four full-time staff* (compared to the current two SafeReporVSafeguarding staff), *at least half of whom have knowledge and lived experiences of racism and embody feminist values;*
2. *Receive, process and address complaints of racism and discrimination on grounds of race, ethnicity, religion and caste* (as well as other grounds of discrimination);
3. *Have the mandate to inquire into complaints of racism and discrimination and take appropriate measures to address them;*
4. *Collect equality data disaggregated on grounds of race, ethnicity, religion and caste,*

including:

* 1. Baseline demographic data of all secretariat staff and members of the governance bodies of IPPF, including their management levels, roles, office locations and pay (as applicable);
  2. The racial, ethnic, religious and/or caste identity of all complainants of racism and discrimination;
  3. Follow-up data on whether or not complaints have been resolved and if they may have led to repercussions;
  4. The racial, ethnic, religious and/or caste identity of all IPPF job applicants, finalists for jobs, hires, promotions and dismissals;
  5. The racial, ethnic, religious and/or caste identity of all consultants;

1. *Monitor and collect data on IPPF decision-making processes of policy-making, project development, procurement, fund raising and allocation to ensure organizational equity*

*and transparency-especially between the Secretariat m relation to the Board of Trustees, General Assembly and Member Associations;*

1. *Be tasked with monitoring and reviewing all recruitment processes, including job descriptions, to ensure that they are racially and on other grounds equitable;*
2. *Submit annual reports to the Board of Trustees and the Director-General on all of the above;*
3. *Organize and conduct anti-racism trainings for staff (in collaboration with the Anti­ Racism Task Force).*
   * This office could be based at the Central Office, at a Regional Office or spread out across multiple offices as long as it is effective and widely accessible to Secretariat staff and MAs. Funds should be raised for the hiring of necessary staff for the Ombuds office (based on criteria set out in 2.C.i. above). This should be seen as an appropriate investment to mainstream values and practices of equality, non-discrimination and intersectionality throughout the Secretariat and Federation.
   * Among the objectives of this new office should be to hold IPPF accountable to its anti-racism objectives.

##### Revise IPPF's Safeguarding policy to address racism

* + IPPF's Safeguarding policy should be revised, made more comprehensive and precise and explicitly address racism.
  + This new, revised and expanded policy should include:

1. *Ensuring that IPPF develop Safeguarding systems that focus exclusively on anti-racism;*
2. *The exact scope of the kind of issues and incidents that may fall under Safeguarding and SafeReport;*
3. *Instructions for a separate and unambiguous category for submitting complaints of racism through SafeReport, with an easily accessible reporting channel;*
4. *Clear guidelines for how to process complaints of racism and discrimination,* including the entire process from when someone makes a complaint to how it eventually gets resolved, including reasonable timeframes and ensuring that the outcomes of all complaints are followed-up on;
5. *Guidelines to ensure that people of color are not re-traumatized* by constantly having to repeat themselves in front of different people once they have submitted a complaint.
6. *Step-by-step Instructions for how investigations into all complaints should be done;*
7. *Guidelines for carefully monitoring* the processing and management (including by local 'incident coordinators') of complaints and their outcomes as well as any possible

retaliation or backlash against the complainant-including, but not limited to, automated follow-up email with forms to be filled out by the complainant to examine whether or not the complaint has been satisfactorily resolved and whether there has been any backlash;

1. *Clear guidelines on how complaints should be* addressed-including, through processes of restorative justice, dialogue (as and when appropriate), conflict resolution, making

amends and when needed removing a complainant from a harmful work situation; with a clear affirmation that any breach of IPPF's Code of Conduct can lead to disciplinary actions, including dismissal;

1. *Guidelines for how to guarantee confidentiality, personal integrity and safety* in handling and processing of complaints, including in collecting and reporting on equality data disaggregated by race, ethnicity, religion and caste.
2. *Guidelines for collecting and reporting on detailed equality data* throughout the entire complaint process, disaggregated on grounds of race, ethnicity, religion and caste­ including, the demographic identity of the complainant, how often complaints get resolved and whether the longer term outcome (e.g. one year later) has been positive

and not involved any retaliation against the complainant.

* + The safeguarding framework must take into account multiple and intersecting vulnerabilities based on race, gender, sexuality, class, disability and so on.
  + The Safeguarding/SafeReport team must include staff who have had lived experience of racism.
  + A Secretariat culture should be cultivated where voicing and submitting complaints of racism are welcomed, taken seriously, accepted and acted on without defensiveness. Towards this end, leadership of each office should be held accountable for cultivating such a workplace culture.

##### A policy on anti-racism

* IPPF should have a Policy on Anti-Racism (for its Policy Handbook). This policy should establish that:

i. *IPPF is a rights-based, gender transformative and anti-racist organization* and that this includes ensuring that the needs, rights and experiences of individuals involved in the Federation are reflected in policies and processes and that they are supported to play an equitable role in the Federation;

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vi.

*IPPF recognizes that racial inequality, colonialism, enslavement, native genocide and suppression is a major cause of many of today's global and social inequalities and power relations;*

*IPPF recognizes that norms and structures of race, ethnicity, religion and caste may be pervasive and reflect groups disproportionally, lead to fewer opportunities and less access to power and require transformative complementary* actions-including, addressing any possible inequitable representation in the Secretariat and its management levels, unequal opportunities in hiring, promotion and retention, and addressing unequal policies, norms, practices and power relations that have historically disadvantaged people on grounds of race, ethnicity, religion and/or caste;

*Equitable participation in the Federation should apply to grounds of race, ethnicity, religion and caste;*

*Anti-racism should be mainstreamed in all policies and structures of the Federation;*

*That where racial, ethnic, religious or caste groups have unequal status or unequal access to the enjoyment of dignity, rights, opportunities and other resources in the Secretariat or the governance bodies of the Federation, practical measures-including, special measures and affirmative action-are needed to address these inequalities;*

1. *Anti-racism requires workplace protection, safety and inclusion and that this is integral to physical and mental well-being;*
2. *Once anti-racism policies are in place, their implementation will need to be periodically and consistently monitored, adequately resourced, supported by senior management and the Board of* Trustees-including, the collection of disaggregated data on race, ethnicity, religion and caste;
3. *IPPF is a gender equal, intersectional and anti-racist organization.*

* This policy is to serve as a standard and benchmark for IPPF's work against racism, discrimination and inequities based on race, ethnicity, religion and caste.

##### Amend IPPF's Code of Conduct to include anti-racism

* + IPPF's Code of Conduct should be amended to include anti-racism or supplemented by an Anti-Racist Code of Conduct (maybe with another name such as IPPF's Charter on Anti­ Racism)-which all staff must sign and abide by as condition of employment. The code of conduct should ensure that:
    - All interactions and communications among Secretariat staff-including emails-remain collegial in spirit, respectful, polite and non-abrasive;
    - Staff refrain from any demeaning, aggressive or dismissive behaviors that target people on the basis of their race, ethnicity, religion or caste;
    - Staff recognize that IPPF is a democratic Federation, led by Member Associations and Volunteers, and that IPPF staff belong to a Secretariat whose role it is to serve, service and empower Member Associations, service providers and service receivers, not least the poor and marginalized.
  + Failure to abide by an anti-racist code of conduct should, to the extent that it 1s legally admissible, be able to result in corrections, disciplinary action and even dismissals.
  + This code of conduct should also be reflected in and complemented by anti-racism provisions in IPPF's Policy on Respect at Work-which should be expanded to explicitly include anti-racism and include clear guidelines for how to address concerns of racism and discrimination in the workplace.

##### A human rights framework

* + IPPF should make good on its human rights framework by developing a Policy on it and how to implement human rights principles for the protection against and elimination of all forms of racism and discrimination.
  + This should be done by developing a Policy (for its Policy Handbook) on IPPF's human rights framework, which should include the following principles-in line with the UN *International Convention on the Elimination of All Forms of Racial Discrimination* (ICERD). IPPF should:

1. Hold itself *responsible* for protecting against interpersonal and institutional forms of racism and discrimination in the Secretariat, its relations to Member Associations and all governance bodies of IPPF. The Secretariat and its Leadership should be held responsible and accountable for ensuring that measures and mechanisms are in place to protect against racism;

11. *Monitor* racism and discrimination on grounds of race, ethnicity, religion and caste (as well as other grounds) in the Secretariat, its relations to Member Associations and all governance bodies of IPPF. It should be the human rights responsibility of the Secretariat and its Leadership to ensure equality data disaggregated on the grounds of race, ethnicity, religion and caste to monitor and have a clear picture of potential inequities on those grounds-including the demographic composition of the Secretariat, pay and employment gaps and frequency of complaints to Safereport on such grounds. Monitoring, collecting of data and reporting should be done by staff that work independently of the leadership and should include a monitoring body and mechanism within the organization such as an Equality Ombuds Office;

111. Develop and implement *practical measures* for the elimination of all forms of interpersonal and institutional racism and discrimination in the Secretariat, its

relations to Member Associations and all governance bodies of IPPF. It should be the responsible of the Secretariat and its Leadership to ensure that all staff enjoy equality of dignity, rights and opportunities and to develop remedies where and when this is not the case;

1v. Develop *special measures* for discriminated against groups at the Secretariat on the grounds of race, ethnicity, religion and caste (as well as other grounds) to ensure their equal enjoyment of human dignity, rights and opportunities in the Secretariat, its relations to Member Associations and all governance bodies of IPPF. For example, special measures for women of color to protect their health and well-being at the Secretariat.

v. In addition, the human rights framework should include the principle of *intersectionality-in* line with the application of the *Convention on the Elimination of All Forms of Discrimination Against Women* (CEDAW).

##### D. Address colonial legacies in the management of the Federation

* IPPF should develop concrete and effective measures to ensure racial and regional equity, non­ discrimination and democracy within the Secretariat and its relations to the Board of Trustees, General Assembly and Member Associations.
* These measures could include the following:

1. *Promoting an equitable racial composition of the Secretariat.* There should be equitable racial representation in the Secretariat-including at the Senior Management, Management and Non-Management levels. There should be policies in place to

promote equitable racial diversity in hiring, promotion and retention at the Secretariat (cf. recommendation 1.E. above).

1. *Monitoring equity and democracy among the offices of the Secretariat and in its relations to the Board of Trustees, General Assembly and Member Associations.* This should include monitoring the extent to which key resources of the Federation such as

fund raising and technical assistance primarily is controlled by the Secretariat or Member Associations which are supposed to lead the Federation and the Secretariat is meant to serve. This monitoring should be a form of self-monitoring by the Secretariat and include, for example, having MAs fill out online forms of their experiences of e.g. accreditation and governance requirements processes, decision-making processes at the Secretariat concerning MAs, reporting to the Secretariat, project development, procurement, fund raising and allocation. It should also include full transparency of all key decision-making by the Senior Management of the Secretariat, including recording minutes of all DLT and Senior Management Team meetings that can be shared with any staff or Member Association of the Federation or member of the Board of Trustees, who asks for them.

