

Report on Secretariat Alignment to Board of Trustees

Introduction

Driven by the resounding approval of the new Strategic Framework, the Secretariat requires a strategic shift to transform the way it operates to deliver. As you told us when we discussed this in December, this shift cannot be incremental or tepid. We cannot represent ourselves as a federation of Member Associations dedicated to strengthening equity, fostering anti-racism, and dismantling colonialism without fundamentally recalibrating how the Secretariat supports the MAs and how we speak out for sexual and reproductive rights and justice.

We have taken a rigorous and thoughtful approach to designing a Secretariat that supports progress of the four strategic pillars (Centre Care on People, Move the Sexuality Agenda, Solidarity for Change, Nurture the Federation,) reflected in Coming Together.

This paper presents how we have translated the six principles we shared with the Board in December 2022 and the process so far.

All our structure is organised around three primary ‘clients’: MA-facing; External-facing; and Internal-facing to provide us with a sharp focus and break silos that are impeding progress.

Principle 1: We will transform our approach to MA Facing Activities

Key Changes	How this will improve Secretariat Performance
<ul style="list-style-type: none">• For the first time, brings together all MA-facing activities, facilitating support and growth.• “Architects of Cooperation” roles established to understand, map, track and support MAs• New global Sustainability unit to assist MAs with business models, innovation, financing and social enterprise.• MAs will be the lead in technical expertise with Secretariat responsible for driving thought leadership in specific areas.	<ul style="list-style-type: none">• Deeper understanding and insights on the MAs to better plan, prioritise, support their work and foster capacity sharing.• Track progress and evaluate performance, systematically using data and evidence to inform programming and decision-making.• Understanding of country landscapes to track opposition and prepare targeted responses to meet MA needs.• Advising and supporting MAs with improved global systems and data management.

Principle 2: We will strengthen our approach to External-facing activities

Key Changes	How this will improve Secretariat Performance
<ul style="list-style-type: none"> ● Mainstream Movement Accelerator Programme approach. ● Capacity to develop strategic, disruptive partnerships with community networks and across sectors. ● Capacity to grow the US Individual Giving programme. 	<ul style="list-style-type: none"> ● IPPF’s narrative building increased to win hearts and minds. ● Focused coordination on intelligence gathering and opposition countering. ● Holistic approach will enable more political and legislative wins.

Principle 3: We will increase the efficiency of our Internal-facing Activities

Key Changes	How this will improve Secretariat Performance
<ul style="list-style-type: none"> ● Roles will be shared across geographies, not duplicated in each region. ● A Finance Hub will be established in Delhi serving the whole of the Secretariat. 	<ul style="list-style-type: none"> ● The new structure will be more streamlined and more efficient. ● Strengthened, consistent systems and controls with improved access to data.

Principle 4: We will leverage our unified Secretariat to support localisation and powershifting

Key Changes	How this will improve Secretariat Performance
<ul style="list-style-type: none"> ● Programmes will be integrated and based close to the MAs except where there is a donor requirement for them to be in a specified location. ● Each Regional Director will lead a Global Function. 	<ul style="list-style-type: none"> ● More positions will be closer to the MAs with more staff located in regions. ● We will retain 6 offices in Regions to remain as close as possible to MAs

Principle 5: We will embody the change we want to see

Key Changes	How this will improve Secretariat Performance
<ul style="list-style-type: none"> ● Hire a workforce that represents people of all sexual orientations, gender identities and expressions. ● Create roles and career pathways for young people. ● A full-time, permanent role for an integrated anti-racism coordinator position will be created. 	<ul style="list-style-type: none"> ● We will become a more diverse and inter-generational secretariat. ● We will work to enable an increase in the number of young people 25 and under to 5%. ● There will be a concerted effort to develop and implement IPPF’s anti-racism agenda.

Principle 6: We will invest in key new areas of the strategy and aim to remain within our cost target of 30% of unrestricted income to fund the Secretariat.

At this time, the cost target of no more than 30% of unrestricted income to fund the Secretariat will not be met, however we will stay within the 33% of the approved 2023 transition budget.

This is not a classic restructure or downsizing. It is a realignment, a shift to an entirely different way of working together, to help progress the member association's work and through them the communities and countries we live in.

The Change Plan

Date	What
18 January 2023	Proposals shared with Secretariat to start consultation
20 February 2023	Feedback on proposals concludes
28 February 2023	DLT communicate decisions on structures
March 2023	Internal recruitment takes place
April 2023	External recruitment where needed
June 2023	External Audit completed
September 2023	Indicative timeline for new Finance Hub in Delhi

The change process is being led by DLT members in their respective Regions and Divisions. An experienced external HR Change Consultant from the Region is supporting each Director on the process and working as part of a global HR Change team to ensure consistency. We have also engaged jurisdictional advice from local law firms to make sure we are managing the process for colleagues appropriately.

The proposals have significant implications for colleagues with almost 34% (102 people) placed at risk of redundancy across the Secretariat.

Care for colleagues

We are very aware of the impact on colleagues and are committed to treating people with care and consideration as we move through what is for most a period of great uncertainty.

We are promoting the Employee Assistance Programme (EAP) available in each geography which provides counselling support and advice on a range of matters that may be worrying people at this time. In selecting the EAP providers, we ensured they have a good understanding of local context either being located in the geography or as close as possible and that they speak the languages spoken by colleagues in that area.

We have identified vulnerable employees (as far as possible) and Regional/Divisional Directors with support from HR or HR Change Consultants are talking with these employees to put appropriate support/plans in place.

We will seek to mitigate redundancy as far as possible, interviewing those at risk for new roles and vacancies first.

Regional and Divisional Directors are actively available and talking with their teams offering support, including 'breaks' and time out to support mental health.

We have established a Secretariat Transformation website which everyone involved in this process can access through desktop/laptop/mobile. The website provides access to information on the proposals, organograms, job descriptions, direct access to the Employee Assistance Programme, Frequently Asked Questions, updates on

milestones and progress. It also provides a Feedback portal for colleagues to post questions, concerns, suggestions and proposals and supports direct access to the Staff Association Committee.

Since set-up, the site has received visits from 287 unique users (there are just over 300 names on the contact list) with an average of 31 minutes average time per user.

The Staff Association Committee (SAC) is playing a truly important and highly valued role in channelling feedback, contextualising colleague's concerns and ensuring support is provided. A weekly meeting between SAC and DLT is held to review progress, hear feedback and agree pathways to improve communication and address concerns.

Cost of Change

An allocation of US\$2million was made by the Board last year to cover cost of change and we continue to work to this envelope.