

IPPF Charter and Rebrand Meeting and Consultation Report

Bangkok, Thailand, 17 – 19 March 2023

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ACRONYMS

AI	Artificial Intelligence
BoT	Board of Trustees
CoV	Charter of Values
COVID	Coronavirus Disease
CSE	Comprehensive Sexuality Education
ESEAOR	East and South East Asia and Oceania Region
GA	General Assembly
HIV	Human immunodeficiency virus
INGO	International Non-Governmental Organisation
IPPF	Internal Planned Parenthood Federation
LGBTQIA+	Lesbian, gay, bisexual, transgender, queer or questioning, intersex, asexual and more
MA	Member Association
NGO	Non-Governmental Organisation
PPAT	Planned Parenthood Association of Thailand
PPT	PowerPoint
RD	Regional Director
SRHR	Sexual and Reproductive Health and Rights

INTRODUCTION

The IPPF Charter and Rebrand Meeting and Consultation were convened from the 17 – 19th of March, 2023, at the Mandarin Bangkok Hotel in Bangkok, Thailand. Over the three days, the Identity Initiative team hosted two separate meetings. The first was a focused meeting with the Charter Guiding Group and Rebrand Committee, which focused on exploring the expectations and vision of the Charter of Values, agreeing on their governance structure, and feeding back on the consultation process. They also had a guided tour of the PPAT clinic and presentations on its work and specific programmes.

The second meeting was a broader consultation on IPPF's values with the Charter Guiding Group, the Rebrand Committee, and representatives from the Planned Parenthood Association of Thailand (PPAT). The broader consultation with all colleagues and PPAT was the first consultation on what values should guide IPPF's work and how member associations and others see the role of IPPF.

The objectives of these two meetings were to gain alignment on expectations and possible challenges of the Charter and Rebrand, connect with and be inspired and guided by MAs and community organisations, and to test-run the consultation as the first point in the consultation process.

The meeting was held in person, with some participants dialing in virtually. Facilitators primarily delivered meeting content through PowerPoint presentations, substantiated by interactive engagement tools, including artwork and group discussions. For the annotated agenda, participant lists, and PowerPoint presentations, please see APPENDIX 1, 2, 3, and 4.

Day 1

Session 1: Where are we now?

The Oversight Group members were taken through an update on the progress made on the Identity Initiative (Charter of Values and Global Rebrand). Discussions surfaced on the importance of radical transparency in publishing all notes and results of meetings related to the initiative.

Members praised the balance within the Identity Initiative team, with complementary skills and experience. However, concerns were raised about the lack of ESEAOR representation on the Rebrand Committee and the impact of the Charter of Values (CoV) on the rebranding process. In response to these queries, members were notified that the Rebrand Committee was keen to get going and that its dynamics would evolve once ESEAOR representatives were on-board and challenges of interpretation were addressed.

The expected process for adopting the CoV was said to centre on the 2025 General Assembly as the approval point, with an indicative vote in September 2024 to adapt and test the CoV before the next GA. To achieve this, MAs involved in the consultations must champion the values of belonging and cooperation in the lead-up to and during the next GA.

The Identity Initiative team members were urged to keep taking people back to Strategy 2028 as a foundational document for discussions on the CoV and Rebrand processes. They were advised to ensure that the Charter and Rebrand processes worked together, as a collaboration was crucial to success.

In terms of the following steps, a workshop with Board of Trustee (BoT) members was proposed, given the centrality of their role in helping shape IPPF. This workshop would build on the existing interest and positivity within the BoT for the Identity Initiative.

Session 2: What do we want to achieve?

The second session with the Oversight Group focused on clarifying the objectives of the Bangkok meeting and ensuring alignment of the agenda and presentations with the expected outcomes.

The consultation's facilitators were advised to treat the meeting as a semi-launch of the Identity Initiative. To run a successful meeting, the facilitation team would need to demonstrate the desire to learn and engage at the level of MA experiences and knowledge. They would need to avoid sliding into an internal gaze focusing on the aims of IPPF's existence but instead draw attention to IPPF's existence more broadly. Facilitation in the room would also need to be adjusted to accommodate the contributions of online participants.

Facilitators were urged to make use of accessible language and to focus on what participants knew and were doing instead of the specific answers required in the presentations. An example of how that would look in practice was asking participants to share their personal and institutional values and use their responses as an entry point to launch discussions on values more broadly.

For the following steps, specific edits were requested for the PPT presentations and agenda to make the language and images more accessible and re-centre some lines of questioning on the experience of MAs.

Session 3: Creating unity and aligning understanding

The next session involved a broader group of participants, with members of the Rebrand Committee and Charter Guiding Group joining for the rest of the day. The first mid-morning session focused on exploring the concepts and approach that would form the basis of the Charter and Rebrand process.

One participant highlighted that the IPPF exists within a context of violence and ongoing conflicts in a world where SRHR is universally celebrated, and organised opposition stands in the way of SRHR progress. They asked fellow participants to reflect on what would need to be done and what the IPPF would need to be to answer SRHR needs in the present world.

Scope, Approach, and Process

A participant asked whether the name IPPF was on the table for the rebrand and if the MAs had to rebrand. They were informed that although this was different from the focus of the consultation, it was still up for discussion. They were advised that the goal of the rebranding conversation was to explore conversations about adopting new branding and to produce an outcome that would make MAs proud to bear the IPPF logo when facing the world.

Concerning considerations for the Charter, one participant mentioned the need to account for how the external environment affected MAs' work. They gave an example of Peru, where the local MA, INNAPRES, was inaccurately labelled by local stakeholders as only focusing on abortion due to its link to the global IPPF brand. In light of this, they urged fellow participants to adopt a universal approach to the development of the Charter, reflecting the priorities of MAs.

Participants debated the value-add of referring to the existing literature on values to help inform the charter. Some spoke to the need to explore relevant historical documents and consult existing laws and evidence. In contrast, others pushed back on this approach, citing the need to start on a fresh slate and stay focused without being influenced by historical practices and standards.

There was much more consensus on bringing user perspectives into the process to check if IPPF's work and approaches resonated with the communities served. Bringing in user perspectives/client experiences was helpful for MAs to challenge themselves and develop a client-responsive identity. One participant spoke about the importance of consulting stakeholders within the SRHR ecosystem and doing so without compromising the broader consultative process.

Structure and Content

One participant proposed that the CoV should open with a problem statement on how we get the moral compass/guide through the identified values. A similar approach was proposed for the rebrand, suggesting a rebrand problem statement explaining how IPPF's values would be communicated through a visual identity. Both processes were expected to include standard definitions to ensure everyone was on the same page regarding terms in the charter and rebrand.

Concerning the expected characteristics of the values, one participant pointed out the need for consistency, which must be repeated and reinforced internally. The CoV should clearly explain where the IPPF is as an organisation. The identified values would be expected to be unique enough not to be similar to values that could be developed through artificial intelligence. The values need to embrace intersectionality without overlapping.

Another participant agreed with these reflections and reiterated the need to ensure that the brand would be specific and the values practically applicable. They pointed out that the CoV would not be able to go into details as it would need to be broad enough to accommodate different realities. Additional detail could be provided through a proposed call to action if adopted.

Both the rebrand and charter were expected to result in a new look and feel for the organisation through a new logo and new language on values. In pursuing these objectives, one participant pointed out that rebrand was expected to live beyond the current Strategy 2028 in helping the IPPF keep a fixed identity over the years.

Red lines

Some participants agreed that the charter of values should be non-negotiable and that all MAs should adopt them. In describing what this would mean in practice, one participant proposed that there should be red lines that MAs should not cross and that if they cross them, they must be removed from the Federation. Following this exchange, there was some concern about the tension between having red lines and supporting inclusion. Inclusivity and democracy were noted as necessary by one participant; however, they re-emphasised the need for specific red lines that would challenge MAs despite the quest for inclusivity.

Usability

A participant asked how long the Rebrand and Charter would be relevant, and more specifically if both would expire in 2028 in tandem with the end of Strategy 2028. The ensuing responses affirmed the values and rebrand as being long-term and that both products would last beyond the lifetime of the strategy. The brand was said to be fluid, evolving with new strategies and not remaining static once defined.

Some participants mentioned the need to include actions linked to the values in identifying what steps IPPF should take in response to them. The identified actions would serve to express the values. One participant drew the conversation back to the discussion on red lines and stated that red lines would only be on values and not on the actions related to the values. Another participant challenged the room to avoid viewing actions and values as separate components but to view them as part of a continuum instead.

Audience

One participant asked who the audience for the CoV and related actions would be and if there would be scope to have a call-to-action derived from the CoV that would be shared with a wider external audience via social media. The only response was that the CoV would be an internally facing document that governs IPPF's work, as opposed to asking others to take particular actions.

Linkages between values and rebranding

One participant highlighted that the value of the end product of the CoV and rebranding process would be measured through the changed experiences of service users when engaging with IPPF. In this regard, the IPPF would need to understand how service users experienced the Federation compared to other organisations and healthcare facilities. The participant also urged the room to consider how IPPF staff would own/recognise themselves in the CoV. In response, one participant urged the space to remember that the public's perception of IPPF's values could differ from the values staff members think they hold. They encouraged fellow participants to seek to derive their values from realities in practice.

Session 4: What is the role of the Charter Guiding Group and Rebrand Committee?

This session focused on discussing the asks and expectations of the Charter Guiding Group and Rebrand Committee and where they occupy the decision-making processes for the Charter and Rebrand.

One participant pointed out that they expect a brand close to the diverse identities of MAs in-country and is easy to understand in any context. Another participant drew attention to the global changes in population dynamics and governance and the need for IPPF to adapt to these changes through the Charter and Rebrand.

In terms of ways of working, one participant urged the secretariat to connect communications to one strategic platform to mitigate existing miscommunications. Another participant spoke about the need to be careful not to overburden MAs.

One of the main takeaways from the final session was the need to focus on the enormous potential and strength of the Federation. In support of this, one participant highlighted that the IPPF had the potential to be a vanguard for change in the international NGO world.

Session 5: Visit to see service provision and advocacy work of the Planned Parenthood Federation of Thailand

The Rebrand Committee and Charter of Values Guiding Group, and the Oversight Group did a site visit to PPAT. This provided an opportunity to learn about the context of SRHR care provision in Thailand as well as how PPAT responds to the need in the community. Presentations by medical directors on abortion provision, telemedicine and access to care were illuminated and many participants felt impressed by the level of service available in Thailand and the quality services provided by PPAT. They also toured the new nursing home facility, opened 10 months ago. Providing both short and longer term care, this multi-bed clinic both fulfils a need for quality care for older people as well as supports the sustainability of PPAT. The most moving moment of the tour for many people was the presentation given by a PPAT volunteer on abortion and health care provision for Myanmar refugees in Northern Thailand. The volunteer – herself from Myanmar – shared how she guided women to access services in Thailand, translated communications with medical services and provided support to them.



Fig 1: Presentation from PPAT staff and volunteers

Day 2

The second consultation day involved a broader group of participants, including members of the Planned Parenthood Federation of Thailand, the Charter of Values Guiding Group, the Rebrand Committee, and the Oversight Group.

Session 6: Introduction to the consultation workshop

The purpose of the session was to share the aims of the consultation and to explore individually held values versus institutional values. The reflections of the participants on their values are listed below:

Table 1: List of Individual and Institutional Values

List of Individual and Institutional Values	
<ul style="list-style-type: none">● Respect is the core of everything;● Women’s empowerment. If we have quality in the population, we can live a quality life and live in a clean environment;● Freedom in every aspect of life, as a human right, then moving to SRHR;● Dignity. This is something I deserve, and everyone else deserves;● The right to make choices about their bodily autonomy without being criticised by the public;● Collaboration;● Empathy;● Quality service to users;● Solidarity;● Confidentiality in service provision;● Respecting the preferences and beliefs of clients;● Non-judgmentalism;● Determination. When looking for services you would like to see, service providers must show a desire to help,	<ul style="list-style-type: none">● Tolerance – the desire to listen to each other;● Self-determination – without fear of judgment – to be able to do anything that men can do as well;● Gender equality. Gender equality is fundamental because it is the source of most SRH challenges;● Integrity to speak the unvarnished truth and to communicate clearly;● Clarity in communication;● Equality at a local level, especially for disabled people. We should be able to live together with differently-abled people;● Bravery. We need to be brave because to stand up to the forces we fight against; we need to be brave;● Celebrate diversity;● Passion makes a world of difference;● Curiosity;● Creativity and innovation – thinking brand new, trying to do things better

and users need to be determined to access services.

all the time, and trying new paths. This is important in a world that is changing all the time rapidly.

Session 7: Art exercise, who is IPPF?

The next session focused on understanding MA perceptions of IPPF and its role, as well as MA expectations of IPPF as an entity. At the heart of the session, participants were split into groups and invited to create an illustration of IPPF as a superhero and describe it to other participants.

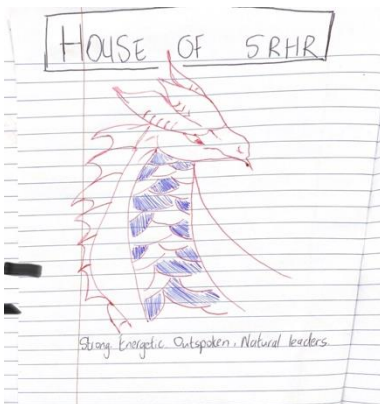


Figure 2: House of SRHR

Group 1: House of SRHR

Online participants created the House of SRHR image, which featured a dragon with a red outline and scales in white and blue. The dragon was said to be strong, energetic, outspoken, and a natural leader.



Figure 3: Collage of many people

Group 2: Collage with many people in one body

The image was of one person with lots of people surrounding him. The purpose of this visual was to represent collaboration. When people work in partnership, they become stronger. The group also explained that to promote equality, one needs to start with themselves and not with others.



Figure 4: Security sash

Group 3: Security sash

The character was centred on the right to defend reproductive rights and make decisions. The character captured the beliefs and rights within their society. It had a shield to protect against harmful attitudes in society. The reason for this visual was to communicate a commitment to a different world that supports SRHR without judgment.

Group 4:

The group explained that superheroes are everyone and that every person on earth can be a hero regardless of shape and size. According to them, everyone was happy to be a superhero. The visual represented simplicity, acceptance, respect, and solidarity. It was non-judgmental, easy to relate to, and globally understandable. They also highlighted how it showed that different body shapes needed autonomy.



Figure 1: Elephant ears hero

Group 5: Elephant ears hero

The superhero, in this instance, came from another world where SRHR was inclusive, and everyone had SRHR care. The hero was omnipotent in a world that had evolved to achieve SRHR. In terms of physical characteristics, it had big ears to listen to lots of people, it had big eyes to see all systemic problems, its weapon of choice was a bouquet used to implement activism, it wore a mask because of COVID-19, it had pink underwear on as it had always been in existence, and it had a cabinet for many services that catered for everyone regardless of their age, gender, and race.



Figure 2: Super Heart Person

Group 6: Super Heart Person

The superhero had a big heart, emphasizing kindness and compassion. These characteristics were identified as being part of the driving force of IPPF. The character had stretchy arms to hug everyone; super vision to see the needs of everyone across the world; strong legs to stand up and keep standing up for people's rights; the ability to adapt to every context; and the ability to understand every language.



Figure 3: Four Gender Symbols

Group 7: Four Gender Symbols

The group presents a character with all genders and no gender. The superhero didn't need to be masculine or have sexual organs to be a hero. The superhero did not need to be white, as they could be from any ethnicity and background.

Reactions

One of the common threads identified in most of the artwork was the value of collaboration and the need for peace and justice. The different works of art were beautiful and presented in their unique styles, which reflected the diversity of the participants in the room. One participant pointed out the need for passion and love to achieve the goals of IPPF. At the same time, another emphasised the need to embrace everyone with respect for diversity

and without judgment. Additional themes highlighted in the ensuing conversation included dignity, care, bravery, and understanding of all languages.

Session 8: Strengths and challenges of being a diverse global Federation

Participants were consulted on a range of issues relating to the preparedness of the Federation and the different dynamics that could either facilitate or hinder work towards the finalisation of a Charter of Values and global rebrand. Discussions focused on understanding the strengths and weaknesses of a worldwide federation. Insights shared are summarised below.

What are the strengths and challenges of a global Federation?

Strengths:

Learning: MAs can learn from each other's different contexts and use the knowledge to expand on their work areas. The diverse challenges various MAs face mean the range of learning within the Federation is wide.

Political force: A big Federation has a significant political influence and creates strength through collaboration. The diverse collective expertise of MAs makes them powerful. In times of crisis, Federation members can use their numbers to rally for quick action in response to causes worldwide.

Credibility: Going through the accreditation system gives credibility to MAs. It increases accountability and builds trust in funding entities. The IPPF brand is strong; hence MAs are viewed as reliable partners in-country once accredited to the Federation.

Protection: It protects MAs from external forces that try to shut down their operations.

Reach: IPPF can reach out to more people across the globe due to its presence in multiple countries. It can also strategise with broader national, regional, and global stakeholders.

Diversity: There is diversity in how MAs identify. Some were created as feminist organisations, others as people with HIV, and others as health care providers. There is diversity in what they do and how they see themselves.

Global outlook: Adopting a more global perspective can support decolonisation and counter a European gaze on work.

Challenges:

Disparate resourcing: Unequal power dynamics exist amongst MAs as some receive Federation money while others are funders or don't receive Federation money. Human resources are also different in respective offices/branches, which adds to imbalances in capacity and engagement.

Stereotypes and associated risks: The IPPF name and global mandate are sometimes used against MAs in-country. In some contexts, IPPF is stereotyped as being abortion-centred, which places some MAs at risk in settings where such an identity is at odds with the MA's identity and in-country laws and norms. Furthermore, some MAs cannot access local funding sources due to misperceptions about them being 'too big' to compete for local resources.

Pressure to conform: MAs sometimes face unwelcome pressure to be consistent with the global brand of the IPPF. This is difficult for some MAs to deal with in cases where MA contexts and priorities differ from global expectations.

Distance from individuals: The Federation-wide focus of the IPPF sometimes obscures from focusing on the individual(s) in need of services and support.

Heavy bureaucracy: The high levels of diplomacy required within a global Federation make it difficult for MAs to resolve conflicts quickly and to act autonomously in situations that would have benefitted from more independent decision-making.

What are the strengths and weaknesses of a Federation that has diverse members?

Strengths:

Technical support: Providing technical support and sharing good practices helps MAs confidently and effectively navigate programming in new and challenging areas. This is

especially helpful in contexts where the provision of some health services like abortion is prohibited or subject to prejudice.

Weaknesses:

Counter-productive competition: Competition amongst MAs needs to be more productive and encouraging. In this regard, it is unwise to compare the advocacy efforts of MAs that come from different contexts and have different journeys. There is also a risk that this potentially unhealthy competition can be perceived as creating a power imbalance between member associations, especially with the roll of the Secretariat as a funder.

Stereotyping: In some contexts, IPPF is stereotyped as being abortion-focused, and local stakeholders, in some cases, choose to focus on this instead of the broader mandates of different MAs.

What are the strengths and weaknesses of being made of locally owned and independent MAs?

Strengths:

Reach: They leave no one behind. In some areas where service providers can't reach people, their health workers and activists can. They have our presence in the countries. As such, they can reach out to more people across the globe. The IPPF brand and global presence help individuals know where to access services in diverse countries when they travel.

Expertise: The specialties/expertise of different MAs make the Federation unique; for example, Togo specialises in CSE, while other countries have diverse expertise. The sum of the collective knowledge of MAs makes them powerful.

Unique character: The Federation is locally owned and globally connected. This gives it a fantastic hybrid image. As such, they can occupy local spaces and participate in global platforms.

Proximity to governments: Many MAs work closely with governments, which some perceive as a weakness even though it is a strength. As such, MAs occupy spaces that many organisations desire. MAs in such contexts can be brave in their ways, for example, through insider advocacy and working with governments to improve service delivery.

Weaknesses:

Reduced access to local funds: Being globally connected affects MAs ability to access local funds in some settings. Local partners sometimes disqualify MAs because they are considered 'too big' (global) to compete for local resources.

Session 9: What values need to be seen in IPPF? What do these values look like in practice? How should IPPF be perceived in the world?

The session focused on identifying relevant values and areas of alignment and applying proposed values to IPPF's activities. In terms of considerations for the charter of values and rebrand, the following listed themes were suggested:

Table 2: List of Possible IPPF Values

List of Possible IPPF Values	
<ul style="list-style-type: none"> • Accountability, transparency, stability, and presence in each country to increase brand security and reliability; • Action-oriented, walking the talk; • Focus; • Thought leadership; • Intersectional perspectives; • Anti-racism, in the context of addressing colourism or discrimination; • Passion; • Commitment to human rights; • Integrity; • Empathy; • Expertise concerning lived experience as well as professional and medical know-how; 	<ul style="list-style-type: none"> • Passion; • Volunteerism; • Diversity; • Sensitivity to different views; • Respect for choice and agency; • Creativity and ingenuity; • Mental Health for workers as well as service users; • Improvement; • Equal rights to access services, including LGBTQIA+, and all genders; • Activism; • Committed engagement; • Networking and partnership; • Collaboration; • Planning out parenthood; • Respect for choice

<ul style="list-style-type: none"> ● Inclusivity; ● Determination; ● Tolerance; ● Care; ● Curiosity; ● Innovation; ● Community; ● Justice; ● Respect; ● Diversity. ● Strength; ● Courage. 	<ul style="list-style-type: none"> ● Learning and continuous development; ● Love and care; ● Trustworthiness; ● Credibility; ● Adaptability; ● Compassion; ● Proximity to people; ● Empowerment; ● Independence; ● Feminist values.
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During the identification of values, the session surfaced issues that need to be considered when taking the work forward. The first concern was the need to factor in risks for MAs that could result from increased transparency and the need to protect MAs in this regard. The example given was the risk that MAs would be seen as “foreign agents” due to receiving Federation funding. Despite this risk, there was support for the value of transparency as it increased the credibility of MAs at the national level and to funders. One participant proposed that the risk of being seen as foreign agents be mitigated by letting the MAs decide how transparent to be and when to use the IPPF name versus their own brand. Another participant proposed having a hierarchy of values, for example, prioritising protecting people over being transparent in cases where there is a risk of harm.

Additional issues raised included the need to explore what feminist values would look like within the larger IPPF context and charter and the need to have a focused CoV with less than nine areas of focus.



Figure 8: Example of Possible IPPF Values from Group Work

Session 10: What (if any) is the scope to act outside of IPPF values?

The session was intended to facilitate discussion on the scope of MAs to act outside IPPF values, considerations for support to MAs working in challenging places, and expected differences and alignment between MAs working on service delivery versus activism. Instead, the session was repurposed to continue the discussion on possible values and to have a deeper conversation on what it would mean for the IPPF to be courageous.

There was broad consensus on the need for IPPF to be courageous. Participants felt that the Federation needs to speak out on issues affecting their beneficiaries and be brave in addressing opposition to SRHR. There was debate about bravery; for some MAs, courage means delivering services without interruptions. For others, it might mean being transparent or advocating for changes in laws and policies. One participant felt that IPPF is currently perceived as more 'middle-of-the-ground' than other organisations working in similar spaces and should be more activist. Other participants felt that MAs were already demonstrating the value of bravery within their contexts.

It was agreed that the value of bravery would be expressed differently in different contexts; hence MAs are best placed to communicate what bravery means within the confines of their work. In this respect, local cultures and customs must be considered in understanding what bravery means for MAs in different contexts. In negotiating what courage and bravery mean

for the IPPF, it is essential to clarify by whom the IPPF needs to be seen as brave and who the audience for the CoV will be.

There are conditions affecting the ability of MAs to be perceived as brave, and these need to be considered. For example, in some contexts, the fear of resistance and opposition stands in the way of young activists taking bold advocacy steps. In such contexts, participants highlighted that social media offers viable channels for young activists to speak freely about their needs and preferences and counter the fear of reprisal. Such channels and tactics can enable MAs to speak out while maintaining safety.

Considerations for activist safety draw attention to the risks involved in being courageous and the risk of acts of bravery backfiring. As such, participants felt that IPPF needs to be brave but not in a counter-productive way. If an MA steps out too boldly, it might take steps that open it up to significant risk and paralyse its function or organisation. Participants talked about “constructive courage”.

In addition to the conversation on courage, one participant noted that joy and pleasure had been omitted from the discussion. This was likely because no values were identified which spoke directly to this, though it did emerge strongly in the “superhero” art exercise. They urged fellow participants to ensure that sexuality was not expressed just as an area that causes challenges in society but also as something enjoyable that should be described as such.

Session 11: Wrap up

Participants were taken through a reflection session to discuss changes they experienced during the day's consultations. The main themes from the reflections were as follows:

Shared optimism: Participants spoke about their optimism in IPPF's capacity to navigate the necessary changes and develop a good charter of values and rebrand. Through collaboration, participants believed they could collectively make IPPF better.

Strengthened sense of community: Participants left the meeting feeling more connected to the Federation, to each other as colleagues, and to the communities, they work for. They praised the opportunity to meet in person and have valuable discussions that reflected

different contexts. The inclusion of youth in the conversation was celebrated, as was the diversity of experiences shared. In moving the consultations forward, one participant encouraged colleagues to keep love, care, and community at the core of the CoV and rebrand. Participants were also encouraged to keep their focus on the human element of their work.

Knowledge: Many participants expressed gratitude for the knowledge they had received through the meeting's rich discussions. They learned more about the Federation's value-add, the Identity Initiative's objectives, and how they could work together to deliver on Strategy 2028.

Creative reflection: The consultation was reported to have helped participants to reflect on their place in IPPF and to be more creative in approaching the challenges faced by the Federation. Participants expressed appreciation for the opportunity to reflect on their attitudes, beliefs, cultures, and values and to be able to contribute to the discussions in an equitable way.

Value: Some participants said they felt more valued by IPPF through their engagement in the consultation.

Methodology: The methodology used for the consultation was praised by several participants. Particular praise was given for using art to facilitate a conversation on values. The facilitation tools helped accommodate different realities and generated a deeper understanding of how diverse contexts can be brought together through shared values.

Day 3

The discussions on the third day were held with the CoV Guiding Group, Rebrand Committee, and Oversight Group.

Session 12: Consultation – What worked and what didn't work?

The session focused on gathering insights from participants on what worked well in the consultations and what needed to be changed for future consultations. Their reflections are captured as follows:

What worked well?

Methodology: The methodology showed that it is possible to talk about substantive values and still manage to bring in the different realities that people live in and a deeper understanding of how these can be combined. Participants said the created space felt equitable and safe enough to share views and that the methodology inspired deep thinking. Special mention was given to using art to communicate participant perspectives on values. The art exercise was said to have illustrated how to engage other senses and facilitate a more accessible consultation.

In-person engagement: Participants registered appreciation for the opportunity to meet in person to discuss values and different contexts. Participants could share their experiences on attitudes, beliefs, and cultures in a way they would not have been able to if the consultation had been virtual.

Clinic visit: Participants who visited the clinic said it was motivational, as it was good to see how health workers organised themselves and how they worked.

What needs to change?

Translation: The translation service did not always work well with some words. In the future, more preparation should be made and learning provided to translators to ensure they can accurately explain/describe SRHR issues and terms.

Session 13: Review and road ahead

The final session focused on gathering general reflections on the consultation, inspirations, and considerations from the PPAT site visit, recommended changes to concepts and values, and remaining questions on the role of the Rebrand Committee and Charter Guiding Group.

There was much conversation on the proposal to consult with a broader group that includes service users and youth. The proposal aimed to understand how service users felt about IPPFs values, why they accessed services from MAs, and whether MA actions reflected their values. These insights would then inform the CoV and Rebrand.

One participant questioned the value addition of taking such an approach and advised that the Federation consider the cost of such an exercise when measured against the value added by it. Other participants questioned whether it would be appropriate or sensitive to interview individuals when they are seeking services, and potentially in a vulnerable or sensitive space. Another participant who disagreed with the proposal to bring in service users highlighted that the CoV was meant to be inward-looking and that the Federation needs to focus on hearing from internal stakeholders, not service users.

The majority of the room expressed support for ensuring that the perspectives of services users are considered, and agreed that MAs would need to lead the process of engaging service users. There was consensus that direct consultations with services users would not be undertaken by the Identity Initiative team, but they would make efforts to reach out to community organizations working with services users when possible. Some MAs have expertise in consulting service users to inform policy and service provision changes. Their insights could be used to conduct similar consultations to inform the Rebrand and Charter of Values, or they could use existing mechanisms. Examples of this in practice were given about MAs in Sweden and Peru. One participant reminded the room that it was the responsibility of MAs to reflect on the perspectives of clients in the field; as such, they placed the responsibility of including service-user inputs on the MAs.

Concerning the categories of service users to consult, most participants agreed on the need for diversity. Where possible, MAs were encouraged to include a broad range of service users and stakeholders, including students, parliamentarians, and more. With particular reference to the engagement of young people, one participant advised that the secretariat would need to co-create the engagement methodology and tools with young people in the design phase of the consultative process. They also suggested that working with existing youth engagement networks and platforms would be more efficient for conducting these consultations. One participant highlighted that other stakeholders might not be users but could help the Federation understand how to be braver in its engagement at different levels. Looking beyond service users would allow the Federation to see what was missing and challenge its perception of who we are/want to be.

Regarding the expected characteristics of the values, one participant advised that the definition of values should build on the superhero exercise. They recommended that the values have a human element, possibly a mascot, to showcase the superpowers and values the IPPF was meant to have. Another participant reiterated the importance of keeping the process and products simple and compelling. They spoke to the need to keep the wording accessible enough to be easily translated in different contexts.

A few participants invited the Identity Initiative team to read and reflect on the principles and charters of other organisations to help guide the process and the structure of the outcomes. Examples of the value statements of the International Red Cross and Red Crescent Movement and the Lutheran Church were given. Their suggestions received criticism from one participant, who spoke to the need to look away from such institutions and for the Federation to challenge itself to follow different steps in the wake of a new post-colonial world.

Participants shared their recommendations on improving logistics for future consultations. They advised the secretariat to improve its planning and communication for future in-person meetings. This was recommended to avoid scenarios where some participants would not be able to attend after failing to secure visas in time for the meetings. Members of the secretariat acknowledged the recommendations and assured participants that the next in-person meetings would be planned better. Participants were also informed that regional meetings were being considered to facilitate more localised consultations and reduce the risk of visa challenges.

As the meeting drew to a close, one participant urged participants to refrain from reflecting the current IPPF in the Charter and the brand but to build the brand for the IPPF that could deliver Strategy 2028 and beyond instead. Participants were encouraged to think about what they wanted the Federation to be, what values it needed to be there, and what it needed to do to represent the identified values.

Regarding practical next steps, the secretariat committed to sharing notes from the consultation, updating the MA forum, and working on a consultation plan alongside a youth engagement plan.

CONCLUSION

Preliminary discussions on possible values for IPPF to adopt identified the following common themes: **courage** and **strength** in defending freedoms and protecting rights; radical **transparency** in upholding integrity; **respect** for agency and diversity of MAs; **equality** in empowerment and justice; **empathy, care, compassion** and **tolerance** for all; **passion, commitment** and **determined action** to advance human rights, achieve results and do better; **solidarity** in collaboration and community; **curiosity, creativity, ingenuity** and **innovation** in developing solutions; **joy** and **pleasure**; **feminism**; **quality evidence** and **exceptional expertise**; **volunteerism**; **planned parenthood**; and **independence**.

Participants identified the need for a responsive IPPF that is ready to challenge itself as essential to the success of the Identity Initiative. Concerning this, the Identity Initiative team was urged to adopt an inclusive consultation methodology by simplifying their working and language to make it easier for MAs and key informants to engage freely and have greater ownership of the process. The expected result of the consultative process was defined as a dynamic brand and a clear and focused Charter of Values embraced by MAs and IPPF staff.

The IPPF remains relevant to MAs as a platform for learning, a political force, a source of credibility, an amplifier of reach, a technical supporter, a protector, and a facilitator of government engagement. Amidst these strengths, the Identity Initiative must be sensitive to the challenges of disparate resourcing, counter-productive competition, pressure to conform, distance from individuals, heavy bureaucracy, stereotypes, and associated risks.

The existing consultation methodology is promising, emphasising in-person engagement and various tools. Work remains to improve translation services, navigate groupthink and related biases, balance the CoV and rebranding process, and secure more internal support for the Identity Initiative. The following steps will focus on sharing updates on the MA Forum, revising the methodology, and finalising the timeline for crucial consultations and milestones for the Identity Initiative.

ANNEXES

1. Annotated Agenda

Time	Activity	Detail
09:00– 09:45	<p>Where are we now?</p> <p>Updates to Oversight Group (Oversight Group only)</p> <p>The Charter and Rebrand Leads will provide an update to the Oversight Group on the status of the projects and any areas where action or support is needed.</p> <p><i>Facilitator: Heather Barclay, Charter Lead, Amina Khan, Rebrand Lead</i></p> <p><i>On-line Facilitation: Yemurai Nyoni, Charter Lead</i></p>	<p>Charter:</p> <ul style="list-style-type: none"> - Summary of discussions with DLT - Composition of Guiding Group - Consultation plan: face-to-face and online - Feedback/communications plan - Risks/Challenges: Level of engagement from MAs, bridging expectations with what is possible <p>Rebrand:</p> <ul style="list-style-type: none"> - General update on where we are with the rebrand progress including recruitment of creative agency and any work that may have started - Explain what a rebrand looks like - Visioning for the next 18 months and how the rebrand project will ensure it complements the work of the charter
09:45– 10:30	<p>What do we want to achieve?</p> <p>Review meeting objectives with Oversight Group (Oversight Group only)</p> <p>This session will review the expected outcomes and objectives of the meeting.</p> <p><i>Facilitator: Heather Barclay, Charter Lead, Amina Khan, Rebrand Lead</i></p> <p><i>On-line Facilitation: Yemurai Nyoni, Charter Lead</i></p>	<p>Flow:</p> <ul style="list-style-type: none"> - Present agenda (10mins) - Discussion
10:30– 11:00	Coffee/Tea Break	

Rest of meeting	<p>11:00–12:00</p> <p>Creating Unity and Aligning Understanding</p> <p>This session will begin with a welcome to the Rebrand Committee and Charter Guiding Group. Background on the Rebrand and Charter will be presented.</p> <p>Followed by a facilitated discussion that will explore the concepts and approach that will form the basis of the Charter and Rebrand process. The group will aim to agree on expected outcomes from the Charter and Rebrand process.</p> <p><i>Facilitator: Heather Barclay, Charter Lead</i> <i>On-line Facilitation: Yemurai Nyoni, Charter Lead</i> <i>Presenter: Kate Gilmore, Chair of the IPPF Board of Trustees</i></p>	<p>Presentation covering (7min):</p> <ul style="list-style-type: none"> - Why IPPF is undertaking these processes and what they hope to achieve <p>Facilitated discussion covering:</p> <ul style="list-style-type: none"> - What is a “Charter” and presentation of suggested outcome for discussion - Values exploration - covering international baselines/standards, values v actions, values v policies - (10mins presentation, then open discussion)
12:00–13:00	<p>What is the Role of the Charter Guiding Group and Rebrand Committee?</p> <p>This session will discuss the role of Charter Guiding Group and Rebrand Committee. It will discuss what the asks and expectations of the group are and where they occupy the decision-making processes for the Charter and Rebrand.</p> <p><i>Facilitator: Amina Khan, Rebrand Lead</i> <i>On-line Facilitation: Yemurai Nyoni, Charter Lead</i></p>	<p>Presentation (15min):</p> <ul style="list-style-type: none"> - Governance structure of the projects - Proposed role for Guiding Group and Committee, including accountabilities <p>Followed by discussion and agreement</p>

13:00-14:15	Lunch	
14:15-17:00	<p>Visit to see service provision and advocacy work of the Planned Parenthood Association of Thailand</p> <p>PPAT volunteers will present specific case studies with women and girls, in particular care for adolescent pregnancies. The team will share examples of work in remote/hard to reach rural areas and hard to reach urban populations such as factory workers and migrants.</p> <p>The group will explore innovative methods of communication and information dissemination. The PPAT team will demonstrate how narratives framing can advance the rights of young people, LGBTQIA+ people, people living with disabilities, and people living in poverty.</p>	
19:00-21:00	Ice-breaker /group dinner with Rebrand Committee, Charter Guiding Group and Oversight Group	
09:00-09:45	<p>Consultations so far...</p> <p>Presentation and discussion of the first stages of the consultations, including the work plan. Followed by a short Q&A discussion.</p> <p><i>Presenter: Heather Barclay, Charter Lead</i></p> <p><i>On-line Facilitation: Yemurai Nyoni, Charter Lead</i></p>	<p>Presentation covering (10mins):</p> <ul style="list-style-type: none"> - Workplan and ideas for consultation - Survey results, if possible - Guiding questions could Include: will this approach reach across the Federation, what are the limitations, what have we missed? <p>Followed by discussion and agreement</p>
09:45-17:30		

<p>09:45-10:30</p>	<p>Introduction to the consultation workshop</p> <p>This introduction will present the background of the Charter and Rebrand work, as well as clarify key terms that will be used throughout the meeting. The session will include a values clarification exercise, as an opportunity to explore individually held values and differentiate them from institutional values.</p> <p>Objective: To ensure clarity on language used and aims of the consultation.</p> <p><i>Facilitators: Heather Barclay, Charter Lead Amina Khan, Rebrand Lead On-line Facilitation: Yemurai Nyoni, Charter Lead</i></p>	<p>Introduction</p> <ul style="list-style-type: none"> - Introduce the team and IPPF - Introduce the purpose of the session (to contribute to defining the IPPF Charter of Values) - Ice breaker <p>Values exercise</p> <ul style="list-style-type: none"> - Define values – how we expect to behave, and how we expect others to behave towards us – use PPAT as an example (https://ppat.or.th/en/vision-mission/) - Ask MAs to share their values and how to communicate through your brand - Explore where values come from (i.e. our religions, families, laws, international structures) – interactive discussion - Describe how institutional values come together in a single Charter <p>Closing</p> <ul style="list-style-type: none"> - Close with asking everyone to share one value that they try to live by
<p>10:30-11:30</p>	<p>Art Exercise: Who is IPPF?</p> <p>Using materials provided, groups of three will create an art piece that is a visual representation of their interpretation of 'If IPPF was a person/superhero, what would they look like.'</p> <p>The art pieces will be displayed, and the rest of the group will have the opportunity to share the feelings and thoughts that the pieces evoke in them, and to engage in a facilitated discussion on the questions.</p> <p>Objective: To identify how MAs see IPPF and its role, and to unpack their expectations of the Federation as an entity.</p>	<p>Introduction</p> <ul style="list-style-type: none"> - Purpose of the session is to explore what IPPF means to each participant and that this will help define what values IPPF needs to put into place to reflect that <p>Activity</p> <ul style="list-style-type: none"> - Participants to work in groups of 3-4 and use art supplies/magazines to visualise - Using frame of "If IPPF was a person what would they look like – what would their values be", or "If IPPF was a superhero what would that look like, and what would be their strengths, weaknesses, potential and Impact"; and "what would IPPF the person or IPPF the superhero look like In 20 years" - Zoom participants use on-line tools or marker/pens at home <p>Discussion</p> <ul style="list-style-type: none"> - Participants move around tables, each table presents their art and explains it

	<p><i>Facilitators: Amina Khan, Rebrand Lead</i></p> <p><i>Isabella Lewis, Charter and Rebrand Project Manager</i></p> <p><i>On-line Facilitation: Yemurai Nyoni, Charter Lead</i></p>	
11:30–11:50	Coffee/Tea Break	
11:50–13:00	<p>Strengths and Challenges of being a Diverse Global Federation</p> <p>Participants will engage in an open facilitated discussion exploring what are the strengths that IPPF should highlight and what challenges must be considered as a diverse global federation. This is also an opportunity for participants to consider and explore what factors may drive or constrain the identification of certain values as a result of different individually held values or beliefs, or cultural differences and contexts. The participants should consider these issues in the charting of a unified identity and shared values.</p> <p>Objective: To pivot participants to thinking about the Federation (as opposed to at MA level) and apply that to subsequent discussions on balancing values. Challenges shared are likely to surface differences in values and approaches.</p> <p><i>Facilitator: Heather Barclay, Charter Lead Amina Khan, Rebrand Lead</i></p>	<p>Introduction</p> <ul style="list-style-type: none"> - Very short PPT that introduces the Federation – size, mandate, diversity of function, diversity of context <p>Series of conversations</p> <ul style="list-style-type: none"> - Around each area of the Federation, explore strengths and weaknesses - I.e. – what is the strength in being part of a Federation that operates in a lot of areas. What are the challenges

	<i>On-line Facilitation: Yemurai Nyoni, Charter Lead</i>	
13:00-14:25	Lunch	
14:25 - 14:30	<p>After-lunch Energiser Shake out the after-lunch sleepiness and re-energise for the afternoon.</p> <p><i>Facilitator: Isabella Lewis, Charter and Rebrand Project Manager</i></p>	
14:30-15:40	<p>What values need to be seen in IPPF? What do these values look like in practice? How should IPPF be perceived in the world? This session will begin with 5 minutes of quiet reflections, and then groups will then have 40 minutes of table-top discussion in small groups, writing values and values in practice on sticky notes. The sticky notes will be displayed on the wall, with repeating themes grouped together. 30 minutes of facilitated discussion with the whole group to share values and discuss alignment and difference.</p> <p>Objective: To identify those values that participants feel are most relevant for IPPF and how they apply to IPPF's activities specifically.</p> <p><i>Facilitator: Heather Barclay, Charter Lead; Amina Khan Rebrand Lead</i> <i>On-line Facilitation: Yemurai Nyoni, Charter Lead</i></p>	<p>Introduction</p> <ul style="list-style-type: none"> - Moving from personal values to why IPPF exists to what are its challenges and strengths it faces, what are the values that you think it should follow - Explain activity – 5mins of individual contemplation, with the opportunity to write down thoughts on sticky notes, followed by 40 minutes of table-top discussion in small groups, writing values and values in practice on sticky notes. The sticky notes will be displayed on the wall, with repeating themes grouped together. <p>Facilitated feedback and discussion (30mins)</p>

15:40-16:00	Coffee/Tea Break	
16:00-17:00	<p>What (if any) is the scope to act outside of IPPF values?</p> <p>This session will begin with a brief presentation summary of the previous consultation sessions to refresh participants on what they have discussed on Why IPPF Exists, what are the Strengths and Challenges of being a Diverse Global Federation, and the Values they have highlighted as important for IPPF.</p> <p>There will then be a whole group facilitated discussion to consider what the scope is for MAs to act outside of the IPPF values, considering all factors previously discussed in the consultation and any additional considerations.</p> <p>Objective: To get a sense of where participants are on red lines and inclusivity/context diversity.</p> <p><i>Facilitator: Heather Barclay, Charter Lead</i> <i>On-line Facilitation: Yemurai Nyoni, Charter Lead</i></p>	<p>Introduction (10mins)</p> <ul style="list-style-type: none"> - Recapping the day, including getting shared agreement on the values discussed earlier. - Pose a series of questions for open discussion: - Given that the Federation is so diverse, should they ever have space to work outside of these values defined here? - What should we do with MAs who are working in challenging context? - How do you apply these values to service delivery and advocacy? Is there a difference? Etc. <p>Facilitated discussion (50mins)</p>
17:00-17:30	<p>Wrap Up! Take five deep-breaths to reset.</p> <p>An opportunity for participants to share highlights of the day and what in their minds has changed as a result of the discussions.</p> <p><i>Facilitator: Heather Barclay, Charter Lead, Amina Khan, Rebrand Lead</i> <i>On-line Facilitation: Yemurai Nyoni, Charter Lead</i></p>	

17:30–19:00	Free time	
19:00–21:00	Group dinner, including with representatives from PPAT	
Day 3 – Sunday 19th March 2023		
09:00–09:05	Morning visualisation meditation exercise <i>Facilitator: Isabella Lewis, Charter and Rebrand Project Manager</i>	
09:05–10:30	Consultation: What worked and what didn't work? This is an opportunity for the Rebrand Committee and Charter Guiding Group to reflect on the previous day's consultation, having experienced it as participants. Consider what worked well and what needs to be changed to get the most productive outcome from the consultations. <i>Facilitator: Amina Khan, Rebrand Lead</i> <i>On-line Facilitation: Yemurai Nyoni, Charter Lead</i>	Introduction <ul style="list-style-type: none">- Set out objectives for the morning (feedback and road ahead) Round table feedback on the previous day <ul style="list-style-type: none">- Use format of each person speaking their views, and people just listen, not reply or respond to another person; pausing for a few moments between speakers Closing <ul style="list-style-type: none">- Gather consensus on those areas that people would like to discuss further in the final session – can be procedural, substantive, focused on challenges, or wanting to provide practical solutions.
10:30–11:00	Coffee/Tea Break	
11:00–12:30	Review and the Road Ahead The Rebrand Committee and Charter Guiding Group will reflect on the whole experience of the meeting and share inspirations and considerations from the PPAT site visit. This session also provides a space to consider any remaining questions on the role of the Rebrand Committee and Charter Guiding Group, or any changes to	Introduction <ul style="list-style-type: none">- Feedback the topics that we want to address in this time. Facilitated discussion Closing <ul style="list-style-type: none">- Confirm that Guiding Group and Rebrand Committee are happy for Amina and Heather to proceed as directed

	<p>the concepts and values since Day 1.</p> <p><i>Facilitator: Heather Barclay, Charter Lead</i></p> <p><i>On-line Facilitation: Yemurai Nyoni, Charter Lead</i></p>	
12:30	End	

2. Participant list

Oversight Group

- Kate Gilmore, Chair of the Board of Trustees
- Alvaro Bermejo, Director General

PPAT Representatives:

- Poramet Maneerat
- Dadchaneeya Ruttanasiri
- Sooksodchuen Sooksomjittra
- Sirirath Ratlerdkarn
- Nikorn Chimkong
- Wiyada Phansurin
- Alexandra Louise Johns
- Chalath Bunsiri
- Jarawan Chottrakan
- Apiwat Anghiran
- San (Dimple) Htake Htar
- Moe Moe Lwin

Rebrand Committee:

- Ammal Awadallah (Palestine Family Planning and Protection Association)
- Carl Osvold (RFSU)
- Joel Eklou (ATBEF Togo)

Charter Guiding Group:

- Nanthakan Woodham (Planned Parenthood Association of Thailand)

- Sihara Liyanapathirana (IPPF South Asia Regional Office)
- Alessandro Zambrano (INPPARES Peru)
- Ndiilokelwa Nthengwe *virtual attendance*
- Ammal Awadallah (Palestine Family Planning and Protection Association)
- Jon Lomoy (Sex og Politikk Norway)

Secretariat Charter and Rebrand team

- Mina Barling
- Heather Barclay
- Amina Khan
- Yemurai Nyoni *virtual attendance*
- Isabella Lewis

3. Day 1 Slide Deck



Bangkok Charter and
Rebrand Meeting Day

4. Day 2 Slide Deck



Bangkok Charter and
Rebrand Meeting Day