

Agenda Item: STRATEGY IMPLEMENTATION UPDATE

Summary:

The paper describes the process to build secretariat and MA alignment with IPPF's Strategy 2028. Further updates and engagement with C-SIP and the BoT will be provided leading up to the mid-term review of our Strategy.

Action Required:

- The Board to note.

In November 2022, under the leadership of the IPPF Board, a united federation adopted the new strategy entitled *Come Together*. The strategy contains four high-level goals or pillars and 33 ambitious commitments. Many of the commitments require significant changes in the federation's priority areas, practise, and organizational culture. In January 2023, the secretariat began the groundwork. A five-month secretariat realignment process fixed structural gaps and recruited new staff with fresh ideas, skills, and drive. At the same time, the secretariat kicked off the multi-year charter and rebrand project, which will help the federation (re)affirm common values and rejuvenate its image. The most important and impactful part of the alignment process relates to the member associations, however. Without their complete buy-in and engagement, the strategy will not succeed. For this reason, MA alignment was a core priority for the Secretariat in 2023.¹

The primary means of building alignment is the MA strategy. For many MAs, the approval of *Come Together* in Colombia marked the starting point for their own strategic design process which took place between January and June 2023. They were supported in this process through group meetings with the London-based team and direct national engagements through the regional offices.² By November 2023, up to 80% of MAs have updated strategies in place. Their ambitions are anchored in local realities and needs, with clear alignment to the IPPF strategy.

Knowledge and ambition do not automatically translate into action. In other words, strategies are not by themselves enough. Change requires a dedicated effort to (re)orient plans and practise. The most important operational process is the MA business planning, which takes places every three years - with annual updates. The 2023-25 MA business plans contain important data about how projects and budgets contribute to the four strategic pillars and respond to country and people's needs. The plans also help identify regional implementation gaps. The data was analysed in March 2023 to produce a strategic alignment dashboard

¹ The MA alignment process began already in July 2022. By the time of the General Assembly, all members had detailed knowledge of the content of *Come Together*. They knew what they were voting for.

² The virtual meetings had two key messages: 1) effective strategies should be idiosyncratic and not mere domestications of the shared IPPF strategy: alignment does not mean replication; 2) MA strategies should respond to national need, and should be informed by relevant stakeholders, including communities, clients, and partners.

(see Annex 1). The dashboard shows which thematic areas lag behind in the implementation, and in which geographical locations. The 2023 data provided a baseline. The annual update of the business plans will help track alignment progress against this baseline as well as results and impact from implementation.

To inspire continued appetite and action for change, the Secretariat organised six week-long regional meetings between August and October. The meetings were attended by the MA EDs and Youth volunteers, and, in some cases, MA board chairs or programme managers. IPPF Board members were important voices in these workshops.

The meetings included a day-long strategy alignment workshop. One of the participatory sessions entailed an analysis of the SRHR horizon – what challenges and opportunities do we see in the immediate future. Across the regions, members mirrored concerns about their ageing infrastructure to deliver quality care, insufficient advocacy and communications approaches, prevailing stigma and discrimination in leadership and care, and lack of preparedness to withstand global emergencies.

With a focus on being proactive and using our agency, the workshops included a session devoted “our comfort zone” and how to move beyond it. The MAs quite literally acted out innovative tactics or methodologies needed to address the gaps in “our practice” (see Annex 2). Several of the dramas were about care and rights for LGBTQ+ communities, abortion rights, and sex workers. Others focused on opposition attacks and building strategic partnerships across sectors. The dramas preceded in-depth discussions about where in the strategy we can and must go further, be bolder, and muster courage to do things differently.

At the conclusion of the regional meetings, all MAs developed alignment plans, which detailed areas of the strategy where they see opportunities to move out of the comfort zone in practice and ambition. The alignment plans include specific change objectives that are defined by the MAs themselves. The objectives will form the basis for continued secretariat support and will be tracked regularly in cluster meetings, organised and co-ordinated by the Architects of Cooperation (AOCs). The cluster approach will allow for peer-support and learning.

Parallel to the regional meetings, the MAs were supported to orient themselves in the new Strategic Results Framework (SFR). The framework represents a big shift in the ways we track and evaluate strategic results. It introduces new indicators that will require time to fully internalize and to properly integrate into delivery models and programmatic approaches. It also proposes new ways of measuring and understanding impact through qualitative research reports. The eight-month effort to integrate the new framework at all levels was concluded in October. The 2023 APR will be the first under the new strategy.

The alignment work will continue in 2024. Capacity sharing and MA accompaniment will be co-ordinated by the AOCs. The federation will also be invited to share best practice and to learn from external experts through a series of practise seminars, planned for quarter 2 in 2024. MA-led webinars will provide inspiration and input for implementation to all in the federation who seek it.

Looking further ahead, the strategic midterm will be conducted in 2025. To effectively respond to the demands of a changing world, the federation will have to remain agile and adaptative. The strategic midterm is an opportunity to learn from more than two years of implementation, and to take corrective measures where required.

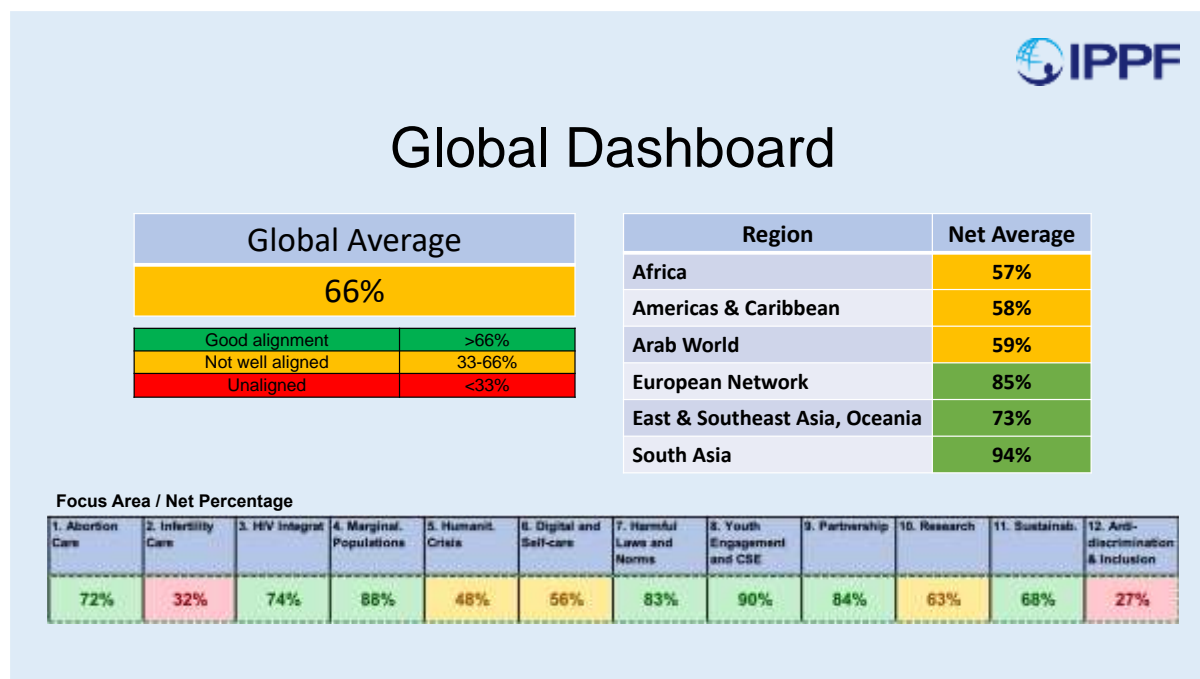
With a rapidly changing environment, future updates on strategy alignment may be accompanied by a risk scanning and political scenario discussion by the BoT, either leading up to the MTR, or as part of it. The discussion would be a key reference point for the MTR process and its recommendations.

Annexes

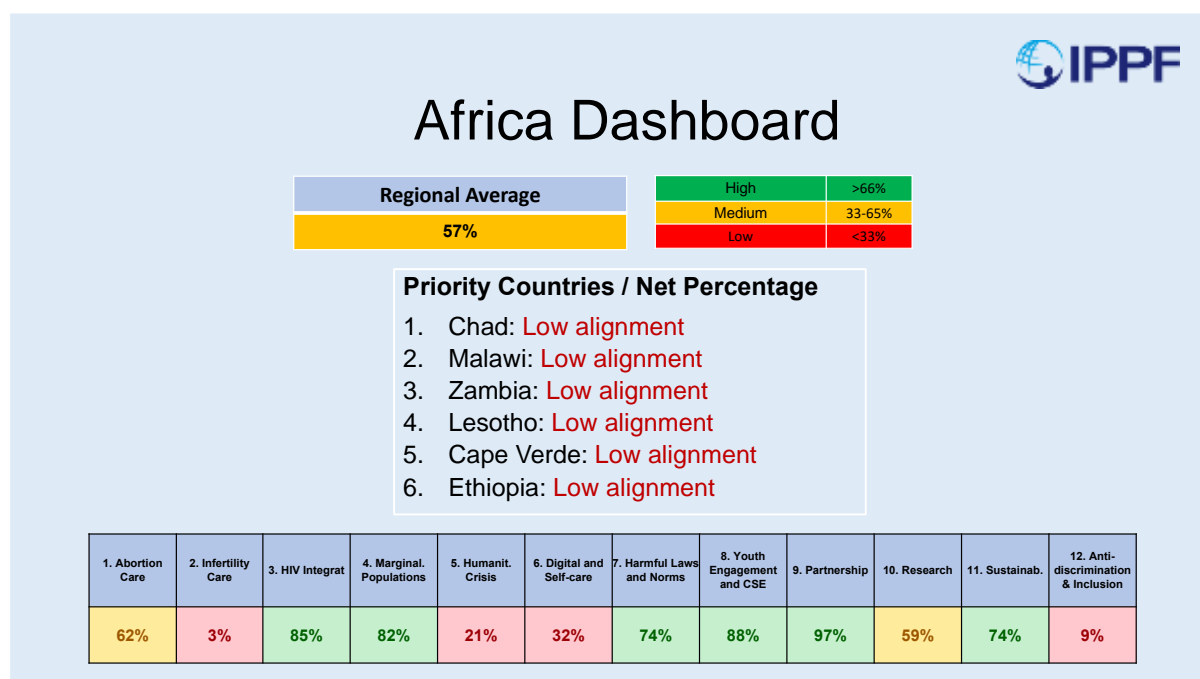
Annex 1: Alignment Dashboards

Nb. The dashboard is calculated as a weighted net-percentage on a scale from -100 to +100%.

1.1. IPPF Global dashboard



1.2. Example of regional dashboard



Annex 2. Regional Meetings

Drama by African EDs and youth about facilitating community discussions about LGBTQ+ and Sex worker care and rights.

