

Board of Trustees  
20-21 June 2024

Refers to  
agenda item 7.3

## Agenda Item: 7.3 Rotation of Board Committee Members: Anti-racism sub-committee and governance structure

### Background

In 2020, IPPF initiated an anti-racism agenda amidst internal concerns raised by Secretariat staff and spurred by global events, notably the murder of George Floyd and the uprising through the Black Lives Matter movement. Following an anti-racism review, completed in June 2021, the Board of Trustees (BoT) established an Anti-Racism Sub-Committee (BoT PoA-AR) and a secretariat working group to implement the proposed Programme of Action (PoA).

This initiative, embedded within Pillars 3 and 4 of IPPF's strategy, received unanimous approval at the 2022 General Assembly (GA), signifying collective commitment from member associations (MAs). The GA served as a pivotal moment, galvanizing MAs to actively participate in IPPF's anti-racism efforts. The BoT's endorsement of a Declaration of Intent further underscores IPPF's dedication to fostering equity and inclusivity, exemplifying its resolve to combat racism within the Federation.

### The Programme of Action

The Programme of Action sets out the activities IPPF has committed to undertake in response to the findings of the 2021 review. The actions and progress against them are summarized below.

- 1. Governance:** Create a board oversight committee and TOR; launch an Anti-Racism Working Group to include members from all regions; create and embed a systemic link between anti-racism, the Gender Steering Group and POC.

**Progress:** In 2021, the BoT established the PoA-AR Committee, chaired by Bience Gawanas, comprising trustees including Rosa Tchonang, Sami Natsheh, Surakshya Giri, Andrea Prager, and Rose-Marie Belle Antoine. This committee oversees the delivery of anti-racism initiatives within Pillars 3 and 4 of IPPF's Strategy. A Working Group was tasked with designing the PoA. Their role now extends to supporting MAs in embracing anti-racism efforts across IPPF regions following the GA Declaration.

- 2. Training:** Create a core training programme for all staff, and a subset for leaders and managers to focus on humility, open-mindedness, and an anti-colonial mindset.

**Progress:** From July 2022 to February 2023, the Secretariat conducted nine voluntary training sessions, with seven tailored for regional offices (Americas and Caribbean, East Asia, South Asia, Africa, Europe, Arab region, London) and two for leadership (DLT and BoT). Each session was divided into two 2.5-hour segments. Participation was voluntary.

- 3. People of colour forum:** If/when people of colour self-organise in forum, enable and support

**Progress:** While this recommendation was presented in the Anti-Racism report, the working group at the time did not perceive a sufficient level of interest or readiness to pursue it. This is being revisited with the new working group as well as with the gender group.

**4. Equitable opportunities for employment, retention and progression:** Review work experience, academic record and demographics to remove bias; ensure equity in compensation; review the People Organisation and Culture (POC) structure across the Secretariat to ensure greater focus on diversity, equity and inclusion (DEI)

**Progress:** As part of the restructure in 2023, a consistent global model was introduced to implement a fair, transparent and aligned approach to compensation. The structure of the POC team was also changed to move more senior roles to the regions.

**5. Public Statement of Recognition:** A statement at the GA on the 70<sup>th</sup> anniversary of IPPF, and embedded internal communication and action to reflect diverse voices and languages.

**Progress:**

Declaration of Anti-Racism Approved at GA: At the General Assembly (GA), a declaration affirming IPPF's commitment to anti-racism principles was unanimously approved. This declaration serves as a foundational document guiding IPPF's anti-racism efforts.

Integration of Anti-Racism in Strategy: Anti-racism considerations were integrated into IPPF's organizational strategy, reflecting the organization's commitment to embedding anti-racism principles into its core operations and strategic objectives. This strategic integration underscores IPPF's recognition of the imperative to address systemic racism as part of its broader mission to promote sexual and reproductive health and rights for all.

**6. Policies:** Amend the Code of Conduct, DEI and other HR policies to embed anti-racist approaches

**Progress:** The Code of Conduct currently commits IPPF to a human rights framework which prohibits discrimination, exclusion or restriction on the basis of race, ethnic or national origin. A wider HR policy review is in the 2024/25 plan for POC.

**7. Review and modify colonial models:** Increase local resources, regional and national initiatives via consortia and Stream 2 funding; ensure programme design is intersectoral in context analysis, tools and processes, address power concentration in the Secretariat, and limited operational accountability to the membership.

**Progress:** This work is planned for 2024/25.

### Pillars 3 and 4 of the Strategy “Come Together”

**1.** Monitor and revisit our leadership structure at the Secretariat and make it better reflect diversity.

**Progress:** As part of the restructuring, a distributive leadership model was introduced to relocate thought leadership and reference centers to sit under Regional Directors. These areas are youth, gender and inclusion, self-care, SGBV & FGM, SRHS aging populations, movement accelerator. Some global leadership roles have also been relocated from London to the regions.

**1.** Embark on rewriting outdated policies and consider how racism is dismantled, along with its interplay with intersectionality.

**Progress:** This work is being scoped for design and development in 2024.

2. Make our hiring, promotion and remunerations processes fair and equitable for all.

**Progress:** During the restructure a more consistent, fair and transparent approach to recruitment was introduced. See action 4 for remuneration.

3. Better reflect and address how discrimination based on race intersects with gender and sexuality, ethnicity, religion, and caste in a geographically diverse global federation such as ours in the way we work.

**Progress:** This work is being scoped following MA inputs from the regional forums in 2023

4. Continue investigating ourselves to become a more inclusive, intersectional organization.

**Progress:** At the Australasian Aid Conference (Dec 2024), representatives from Vanuatu and Kiribati emphasized the importance of localization in aid and decolonising power dynamics for equity. Discussions, moderated by a member of the Secretariat Working Group, focused on global federations, INGOs, and donors supporting local organizations. Pillar 3 of the strategy, decolonising research, highlighted reorienting agendas, fostering partnerships, and prioritizing feminist and intersectional approaches. Recommendations included culturally relevant methods, community engagement, and data ownership agreements. This collaborative effort aims to empower evidence-driven advocacy and service delivery for more equitable outcomes.

5. Include clear markers for accountability in line with the objectives and indicators from the new IPPF strategy.

**Progress:** This work is planned for 2024/25.

6. Come together to reckon with our shared colonial past and use it to create a more open, fearless, and honest dialogue where we can address the persistent colonial legacies in our systems.

**Progress:** Each regional meeting in 2023 had an anti-racism session embedded into the agenda and provided space for MAs to engage with key concepts of anti-racism, power shifting, coloniality and decolonisation. This enabled members to cultivate awareness and key knowledge of the work happening within IPPF and to internalise the work for themselves.

### [The role of the Board of Trustees and the BoT-POA-AR Committee](#)

Moving forward, the Board of Trustees and the Committee will play a pivotal role in driving anti-racism efforts within the Federation. The following areas are some suggestions for the Board to consider:

1. **Oversight and Leadership:** The BoT-POA-AR committee will meet regularly to set the parameters of the PoA and provide oversight, a sounding board, guidance and monitoring of the progress of the Working Groups (Secretariat and MA); track progress and hold the IPPF DLT to account for the delivery of our Pillar 3 and 4 aspirations for anti-racism (see appendix for suggested governance structure).
2. **MA Collaboration:** Work closely with Member Associations to ensure that their voices are heard in key debates and discussions around anti-racism, powershifting, localization and decoloniality.
3. **Accountability and Transparency:** Upholding the principles of accountability, the Board will establish mechanisms for monitoring progress and evaluating the effectiveness of anti-

racism efforts, promoting regular reporting and feedback mechanisms from the secretariat and MAs to be included regularly in board deliberations.

4. **Cultural Transformation:** Going beyond policy changes, the Board will champion cultural transformation, fostering an environment that celebrates diversity and embraces inclusivity. Trustees will lead by example, advocating for equity in decision-making processes.
5. **Stakeholder Engagement:** Actively engaging with external stakeholders including partners, donors and funders, the Board will ensure the voices and perspectives of marginalized communities are heard at all levels and within the broader SRHR agenda to the end that IPPF is seen as a leader in the SRHR, anti-racism space which is integrated into the new strategic plan.

More work is still needed, and we hope that, guided by the leadership of the Board, we can effect meaningful change, dismantle systemic barriers and build a more inclusive space for all at IPPF.

### [Roadmap for the General Assembly](#)

It will take some time for the Federation to engage, plan and deliver the changes needed to meet the aspirations for anti-racism in our strategy. In the run up to the General Assembly in November 2025, we invite the Trustees to discuss and provide guidance on what they would like to see happen at the GA.

### [Action Required:](#)

The request to the Board of Trustees is:

- To refresh the BoT PoA – AR sub-committee for a new term, with a suggested end date of the General Assembly in November 2025
- To confirm the Trustees who will serve on the sub-committee - who may be existing members and/or new Trustees who have recently joined the BoT

## ANNEX

### Programme of work and Pillar 3 and 4 planned activities 2024/25

While progress has been made, there is still much to do to implement the agenda for anti-racism across IPPF. The areas below outline our current plan of work for 2024/25.

1. **MA Working Group Establishment:** Create a dedicated working group to facilitate collaboration between MAs and the secretariat, overlapping with existing programmes and gender programming.
2. **Toolkit Development:** Explore options for developing a comprehensive toolkit to guide MAs in cultivating their anti-racism approach. This could outline expectations for MAs to commit to anti-racism, providing actionable steps for fostering inclusive environments.
3. **Mapping of Regional Activities:** Map out regional anti-racism activities and contextual racism, examining governance requirements to ensure alignment with anti-racism Plan of Action (PoA).
4. **Terminology Guidance Document:** Create a guidance document to provide clarity on terms used in anti-racism discourse.
5. **Identification of Champions:** Identify anti-racism champions within each region to advocate for and advance anti-racism initiatives.
6. **Knowledge Base Creation:** Develop an internal knowledge base to support ongoing learning and capacity-building efforts related to anti-racism.
7. **Training for Board and MA Members:** Provide training/coaching/mentoring opportunities to enhance board members' understanding of anti-racism principles and readiness for change, extending to MA board members as well. While board members are key to receiving this capacity, all staff members both at secretariat as well as MAs should also receive the training provided, adapted to the different environments and in the languages needed.
8. **Accountability Measures:** Refresh the role of the BoT PoA-AR committee to hold the Working Group and Directorate Leadership Team (DLT) accountable for implementing anti-racism policies and initiatives, including regular performance reviews and clear expectations for accountability and transparency.
9. **Data Gathering and Bias Reduction:** Integrate diversity data gathering on experience, academic level, and demographic markers into our attraction, recruitment, progression and exit processes and gather through 'fit for purpose' systems, Identifying and addressing biases at each stage of processes. Include diversity questions in our staff and exit surveys to inform initiatives to address bias.
10. **Hiring and progression:** Embed fair, transparent, and anti-racist processes for hiring and progression through a review of our current processes and the implementation of an applicant tracking systems to automate and gather data to identify where we lose diverse candidates, or they perform less well in assessments. Adjust assessments to remove bias where identified.