

**Agenda Item: 2021 UNIFIED SECRETARIAT PLAN & BUDGET**

**Summary**

In Delhi the GC unanimously approved the recommendations coming from the extraordinary General Assembly. As a result, the Secretariat was tasked with changing the way in which it produces its annual plan and budget. It was to shift from a process where CO and each RO planned independently within formula-fixed financial envelopes to a unified, bottom up process.

The planning and budgeting cycle comes at a time where there is demand for a truly MA centric Federation, but also where there is great financial uncertainty ahead of us. The DLT has set itself an initial ceiling of \$20M to be drawn by the Secretariat from core funding as compared to the \$27M drawn in the 2020 budget – a reduction of 26%. Savings will only be possible by finding efficiencies through alignment, de-prioritization of areas and moving toward a more MA centric Federation. This paper outlines the principles and the road map to arrive to a unified Plan and Budget.

**Action Required:** to note the report.

This document details the proposed changes to create a unified Secretariat structure, plan and budget. It builds on the following:

- IPPF's current strategic framework (2016-2022) provides overall direction, with the recent mid-term review adding a nuanced perspective.
- IPPF's Business Plan priorities including a shift to an MA-centred approach
- IPPF reforms in governance and resource allocation, which created demand for a) greater alignment across regions and b) a unified secretariat plan and budget for 2021.
- IPPF current and forecasted financial situation, including a post C19 recession and a progressive shift towards the proportion of IPPF income coming through restricted funds.
- Consultations with divisional and regional staff and feedback from donors and other external partners.
- DLT members personal observations and discussions with the Advisory Group.

The Central Office was last restructured in 2016 following the adoption by IPPF of its current Strategic Framework (2016-2022). Regional Offices have equally gone through their own individual reorganisation exercises. In the cases of ESEAOR and

SARO, this was related to the interrupted move to Bangkok and the positioning of SROP under CO supervision. Africa has been carrying for some time an unfinished re-organisation agenda. The EN RO also restructure, as did more recently the WHRO. Recent leadership changes across the Regions have also signalled a change agenda.

The MTR has shown that progress is being made and many of the indicators are on track to achieving the ambitious 2022 targets set in the SF. The Business Plan was created to accelerate areas that were falling behind and promote more agile ways of working, that would refocus the Federation at a programmatic and operational level.

## **Rationale**

The changes proposed will ensure a greater connection to the IPPF mandate, one where impact is prioritised, and underperforming areas are deliberately repurposed with an eye to adapting to digital and technological solutions and innovating at all levels. It will refocus our efforts on purpose – and provide a leaner, more streamlined architecture that will free up resources for areas that have been underinvested in.

### **Four general principles underpin the structure being proposed:**

1) Functions with similar client focus are placed together to favour aligned and efficient delivery. This was the logic used for the 2016 CO reorganisation and many of the ROs. To quote from the review document produced at the time:

The recommended structure for the Central Office provides for a slimmed down and simpler design with three key departments, each having a clear client focus (for 70% of focus). This is to prioritise the needs of providing proactive leadership to MAs on technical programmes; strengthen the IPPF brand amongst current and potential stakeholders; and strengthen resource mobilisation activities.

- SRHR Services = membership facing [MAs and - through them - women and girls in all their diversity]
- External Relations = external facing [donors & supporters; accountable for their investments]
- Management Services = internal facing
- An office of the Director General.

The main role of the Secretariat is to serve its members (and through them women and girls) and thus the membership-facing department must be the main 'engine'.

2) Global Secretariat functions do not need to be in CO, nor do regional Secretariat functions need to be in ROs. In today's world, consistent with an MA-centred Federation and a unified Secretariat we will position secretariat functions close to the main clients and wherever is most efficient.

Matrixed management between geography and thematic area will ensure alignment and accountability.

3) Move towards restricted income sources. Core and restricted funding need to be seen as equally important sources to achieve our own strategic objectives rather than separate operations.

4) We need to reduce Secretariat cost and increase efficiency, with a focus on delivery.

We are aware that the organizational structure alone will not provide the alignment, solutions orientation and pace that remains urgent. Culture is as important and demands the same attention and investment. Equally critical are the necessary formal mechanisms, including renewed systems and refreshed processes, temporary task forces, agile project teams and robust matrix management.

The consensus in Delhi has created the conditions and space for a truly MA-Centric Federation. This cannot be achieved unless we work towards improving alignment and prioritising areas. We will also need to ensure we are more efficient and agile; these things together will inform the design of a unified secretariat.

MA's have been asking for a different type of support for some time; as have our volunteers. We knew that if the necessary changes to our governance were approved it would in turn create greater accountability for the Secretariat.

For the Secretariat as a whole, this means:

- Aligning our current structure to reflect recommendations from our strategic reviews, emergent external priorities and changes to our internal ways of working.
- Revisiting the way we engage across the Federation; strengthening cross-teams work within the Secretariat and encouraging an MA-centred approach, building on their existing and potential technical and programmatic strengths.
- Building a Secretariat that is dynamic and accountable; acting as a catalyst; fostering innovation; piloting, promoting and disseminating programmatic good practices; and presenting IPPF's programme both internally and externally as evidence-based, rights-based, reputable and people-centred.
- Lead the sector in both our ability to attract talent, and seed that talent into the broader SRHR ecosystem – with a view to being exceptional corporate citizens and getting better at delivering on our commitments.
- Making efficiencies, both in maximizing cross-working, thus reducing duplication, and streamlining roles leading to financial savings.
- Becoming safer; with better alignment of organisational values against individual behaviours.

We are aiming for the full change process to be completed by Q3 2020 but that partly depends on how the C19 crisis evolves.

## Timelines for moving towards unified Secretariat plan and budget

<b>March</b>	<ol style="list-style-type: none"> <li>1. DLT meets. Advisory Committee established and starts meeting.</li> <li>2. High-level Data Analysis completed. Two main steps to be completed: HR presentation to include establishment by job families and location and ARO to add its part to financial analysis ASAP.</li> <li>3. Draft secretariat-wide principles &amp; business case developed and approved by DLT. Consultation timeline developed (and approved, but might need adjusting further if Covid19 lockdown lasts beyond mid May in key Secretariat sites)</li> <li>4. DLT agrees on maximum envelope from core income to go to Secretariat based on HR and Cost analysis and with it sets overall funding envelope supporting unified Secretariat.</li> <li>5. Consultation to start on principles &amp; business case</li> <li>6. Organogram and redundancy policies of each office shared. Able to explain differences and make adjustments if needed.</li> <li>7. Secretariat goes into lockdown and wfh</li> </ol>
<b>April-May</b>	<ol style="list-style-type: none"> <li>8. Pedro starts as project manager.</li> <li>9. Map strengths and capacities. Identify opportunities for leveraging MA capacity. Agree areas prone to efficiency gains, areas where we need to invest more and areas where the Secretariat should do less.</li> <li>10. Start working on unified Secretariat shape. Identify any organizational structural changes along the 3 key departments of 1) SRHR services, 2) External Relations, and 3) Management Services for CO and RO.</li> <li>11. Communications plan developed, including plans for consultations with Staff Union/Staff Association when formed and town-hall type meetings (to be replaced by virtual during Covid19 lockdown).</li> <li>12. Job families harmonised – streamline Secretariat job families [dev. Generic JDs]</li> <li>13. Consultation and communication around Secretariat shape and locations.</li> <li>14. Virtual GC approves new BoT and IPPF regulations and byelaws</li> </ol>
<b>June</b>	<ol style="list-style-type: none"> <li>15. JDs development starts</li> <li>16. Secretariat re-opens and f2f meetings possible again.</li> <li>17. Discussions held with staff whose jobs are at risk - f2f discussions as appropriate. Required time for this varies by location.</li> <li>18. Office specific suitable alternatives and career counselling offered</li> </ol>
<b>July</b>	<ol style="list-style-type: none"> <li>19. Positions advertised as appropriate</li> <li>20. Interviews start.</li> <li>21. First appointments and cascading.</li> <li><b>22. BoT meets and approves guidelines for 3 streams including IPF and parameters for Secretariat unified plan and budget.</b></li> </ol>
<b>July-Oct</b>	<ol style="list-style-type: none"> <li>23. Complete process</li> </ol>
<b>Nov</b>	<ol style="list-style-type: none"> <li>24. BoT approves detailed 2021 P&amp;B</li> </ol>