



**TIM**  Transforming INGO  
Models for Equity

August 2023



# ABOUT US

TIME is a collaboration-based initiative that seeks to explore how SRHR (Sexual and Reproductive Health and Rights) international NGOs can and should rethink how they operate and contribute to equitable development.

This year, 18 SRHR INGOs have come together to collectively engage on how they must evolve, transform, and transition their operating models to be more equitable, sustainable, relevant, and legitimate.

# INTROSPECTION TO ACTION



## PHASE 1: COLLECTIVE UNDERSTANDING

We defined the power dynamics between funders, INGOs, and NNGOs to inform how we can shape the sector in the future to be more equitable, resilient and accountable.



## PHASE 2: BUILDING SRHR INGO CONSENSUS

We are working across levels (individual, organizational, sectoral) to determine how INGOs need to realign in order to transform our operations and ways of working.



## PHASE 3: TRANSFORMING TOGETHER

We will seek out global funding to evolve our discussion to be more inclusive across INGOs, NNGOs, and funders, and begin to catalyze organization-level transformation.



# PROBLEM

## LACK OF TRUST

INGOs present as not having confidence in locally-based NGOs.

## TOKENISM

INGOs fail to actively co-create or support local ownership.

## LINGUISTIC INJUSTICE

English language hegemony leaves other language speakers on the margins.

## UNHEALTHY COMPETITION

Increased competition for dwindling funds and rivalry among INGOs and local entities.

## ACCESS TO FUNDS

Complex donor requirements and flow-down of funding remains inequitable.



# SOLUTION

## RETHINK INGO APPROACH TO PARTNERSHIPS

Foster relationships built on trust, mutual understand, and respect that are long-term to allow for meaningful collaboration.

## TRANSFORM OPERATING MODELS

Reimagine organizational operating models to be more fit-for-purpose.

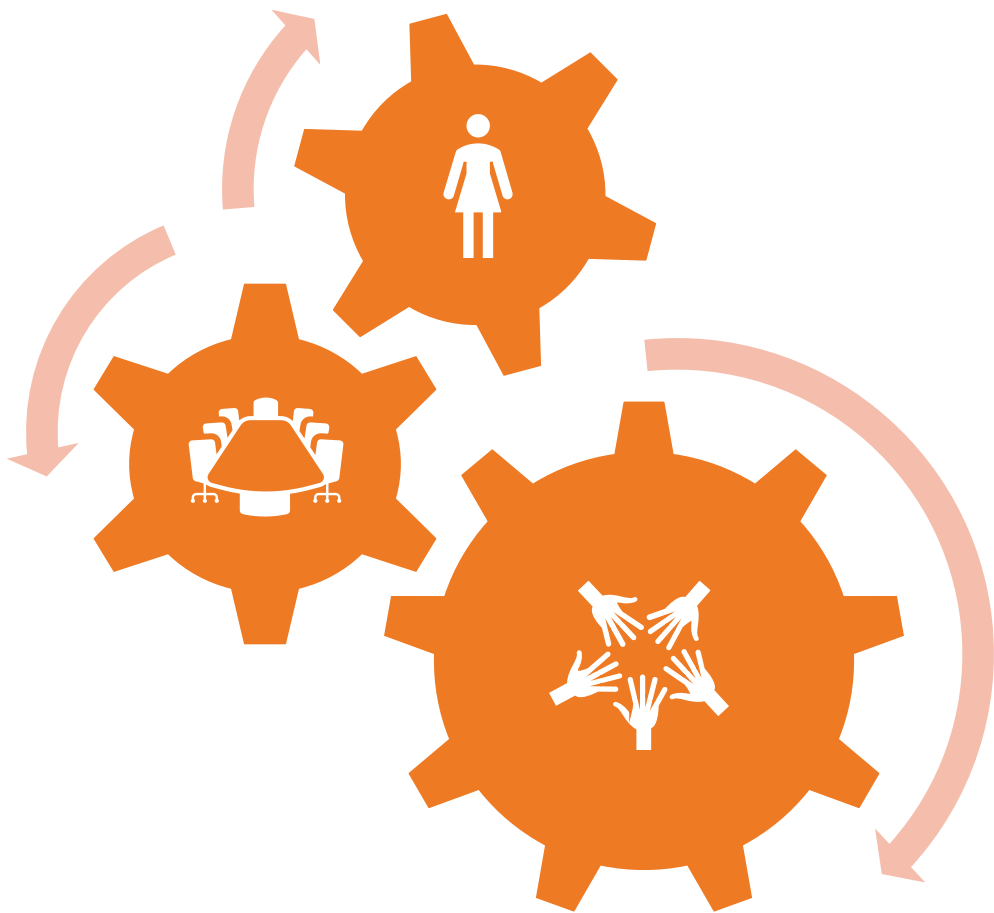
## BUILD STRONG COALITIONS

Support trust-building and common understanding and language to foster genuine, inclusive approaches.

## BRING FUNDERS INTO CONVERSATIONS

Proactively engage with funders who continue to wield outsized power to reform unfair practices and reduce barriers.

# CHANGE MODEL



## INDIVIDUAL: CORE CONCEPTS

SRHR INGO leaders and practitioners need a **common language to be able to discuss and debate the core concepts of why and how they must change** for greater equity.

## ORGANIZATION: ROADMAP

SRHR INGOs need an **adaptable, multi-dimensional roadmap to provide guidance and direction** for organizations seeking to transform how they work for greater equity.

## SECTOR: VISION

SRHR INGOs need a **vision of the role INGOs should play in advancing the field of SRHR** to be more equitable, resilient, and accountable.

The background is a complex geometric composition. It features a grid of squares and triangles in various colors including teal, magenta, orange, and white. Overlaid on these shapes are several patterns: concentric circles, parallel lines, and a grid of small dots. A white circle is positioned at the intersection of a teal square and a magenta square. The text 'SECTOR CHANGE' is printed in large, bold, white capital letters on the right side of the image.

# SECTOR CHANGE

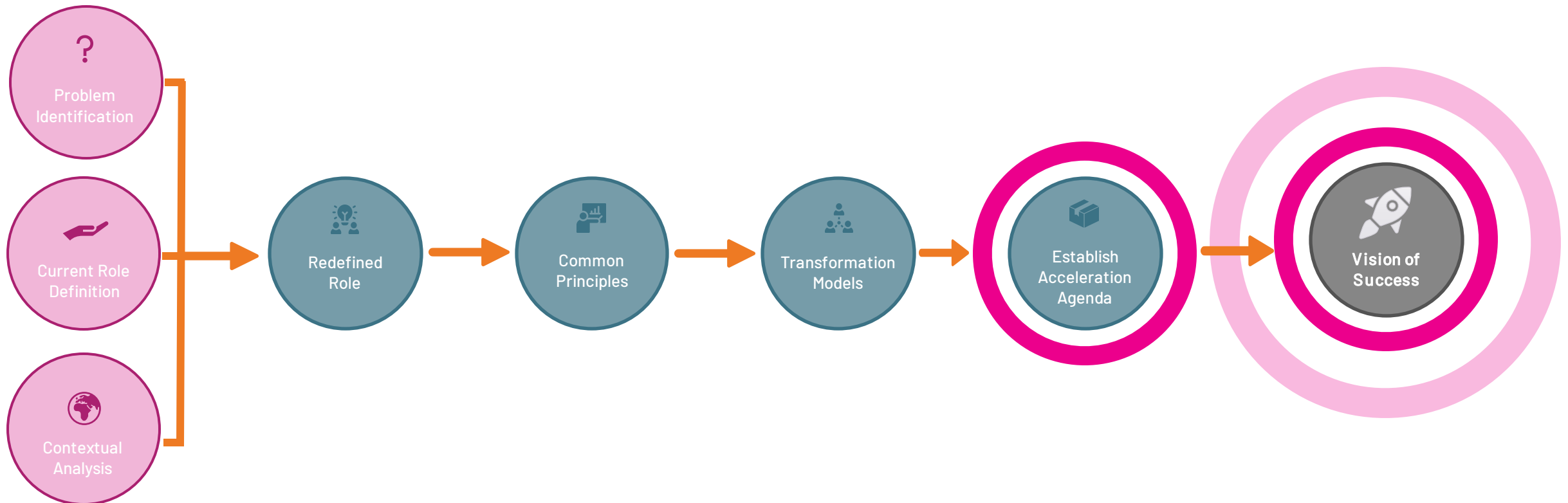
**“To get to transformational, it will take us all working together at a bigger level.”**

**- Jeff Jordon, President and CEO, PRB**



# VISION WORKING GROUP

SRHR INGOs need a **vision of the role INGOs should play in advancing the field of SRHR** to be more equitable, resilient, and accountable.





# DRAFT 10-YEAR VISION

- **The silos that have long defined health and development are no more.** Only interconnected solutions that seek to address interconnected challenges—including sexual and reproductive health, gender equality, and climate justice—are advanced. The scarcity mindset and ‘either / or’ dichotomy is supplanted by a vision of abundance and ‘both and’. Community—not competition—pervades. No organization is the be all or do all. Coalition and mutual aid underpin delivery of interconnected solutions.
- **Local expertise and proximate decision-making, paired with global connectivity and reach, drive development, and accelerate impact both within and across borders.** Actors across the ecosystem are right-sized and resourced. Transnational networks that connect local organizations across every region are the backbone of a lasting, global defense against the joint forces undermining gender equality and SRHR everywhere. Health and social systems have prioritized the voices, concerns, and needs of those traditionally excluded from power, appreciating a system that works for them is more likely to work for everyone.
- **Joint investment in technology solutions and local communities have repaired social networks** and reestablished broken trust among people, processes, and systems, with young-people in the lead.
- **Impact rules above brand or bureaucracy.** Transformation is because people/organizations changed, not just changed out, and power paradigms have been challenged at every level.
- ***A sector reformed is a world eventually remade.***

# CONTEXT

## POLITICAL

Resources are and will continue to be diverted to emergent issues (refugees, climate, war). Tensions within global health will increase due to competing resources. Rising powers will shift the globe from a unipolar to multi-polar system, with rise of authoritarianism, polarization and division, and weakening of democracies around the world.

## SOCIAL

Growing voice of youth in global decision-making. More accountability and transparency culture. Increased aversion to working with US/European/UK partners. Backlash and opposition to progressive politics continues to accelerate.

## ECONOMIC

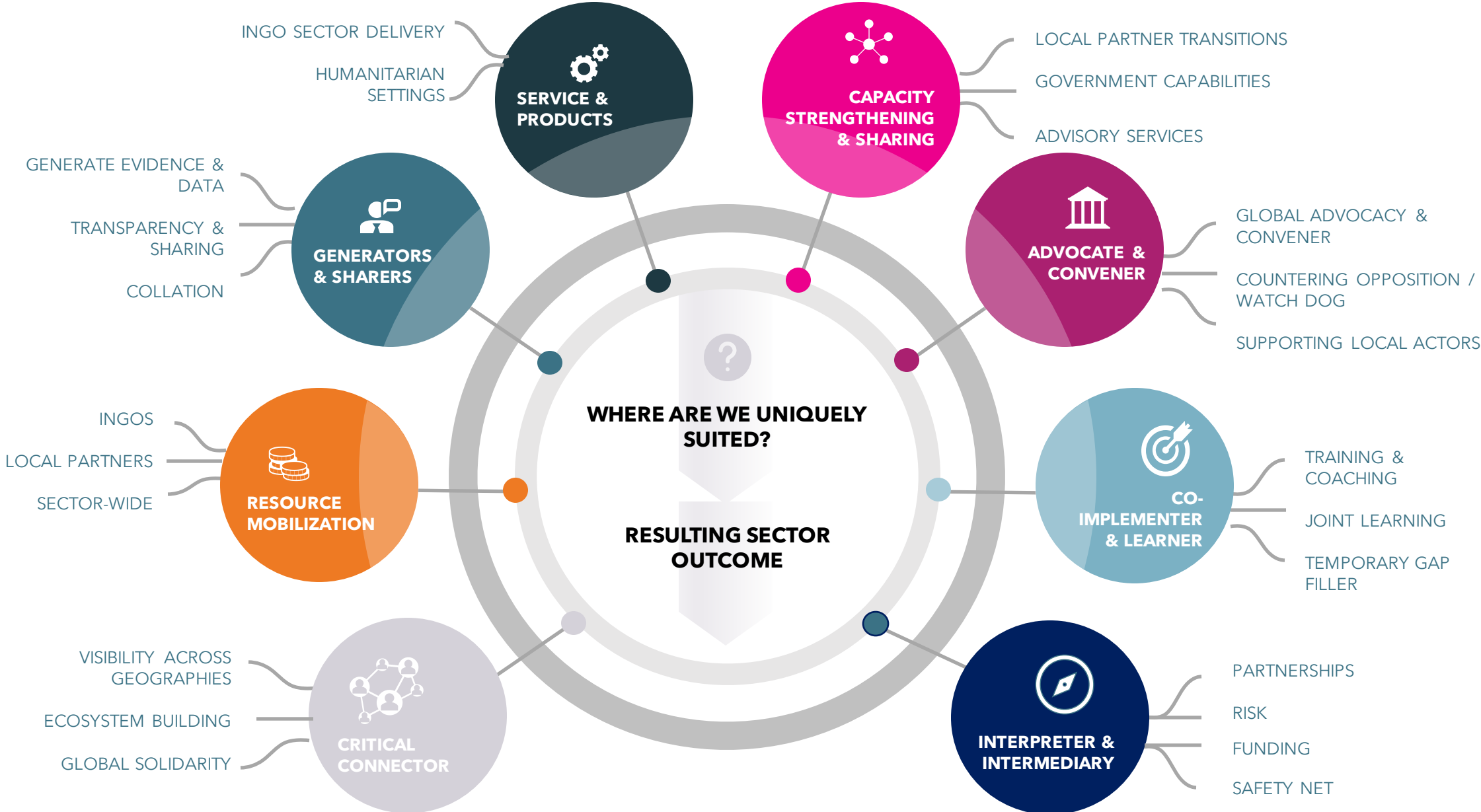
Seismic forces wield outsized power on what, who, how things get funded. There are shrinking funds generally, and for SRHR specifically. More money is moving to local institutions and the INGO space is shrinking. Donors need help with volume of awards. Countries are getting richer.

## ENVIRONMENT

Broader contextual factors include climate change, aging populations, migration patterns, recurring pandemic, shifts away from the global north, technological innovation, and misinformation / disinformation continues.



# DRAFT SRHR INGO UNIQUE VALUE-ADD





# DRAFT SECTOR TRANSFORMATION MODELS

## CONSIDERATIONS

We are currently assessing what needs to change in the overall ecosystem to meet our evolving role. Some of these changes will have to happen at the individual, organizational level, others might be best operationalized through joint ventures among INGOs and/or with NNGO partners (shared services, strategic alliances, subsidiaries, mergers). We know that INGOs will be fewer, smaller, and more fully focused on the role of 'side kick' to local entities, serving in more advisory capacity, and INGOs will need to be able to work across issues to maintain relevance.

# SECTOR TRANSFORMATION MODELS

HOW DO WE COLLECTIVELY OPERATIONALIZE THE CHANGE?

*UNDER DEVELOPMENT*

# PRINCIPLES

WHAT ARE THE VALUES THAT WILL GUIDE OUR COLLECTIVE WORK?

*UNDER DEVELOPMENT*

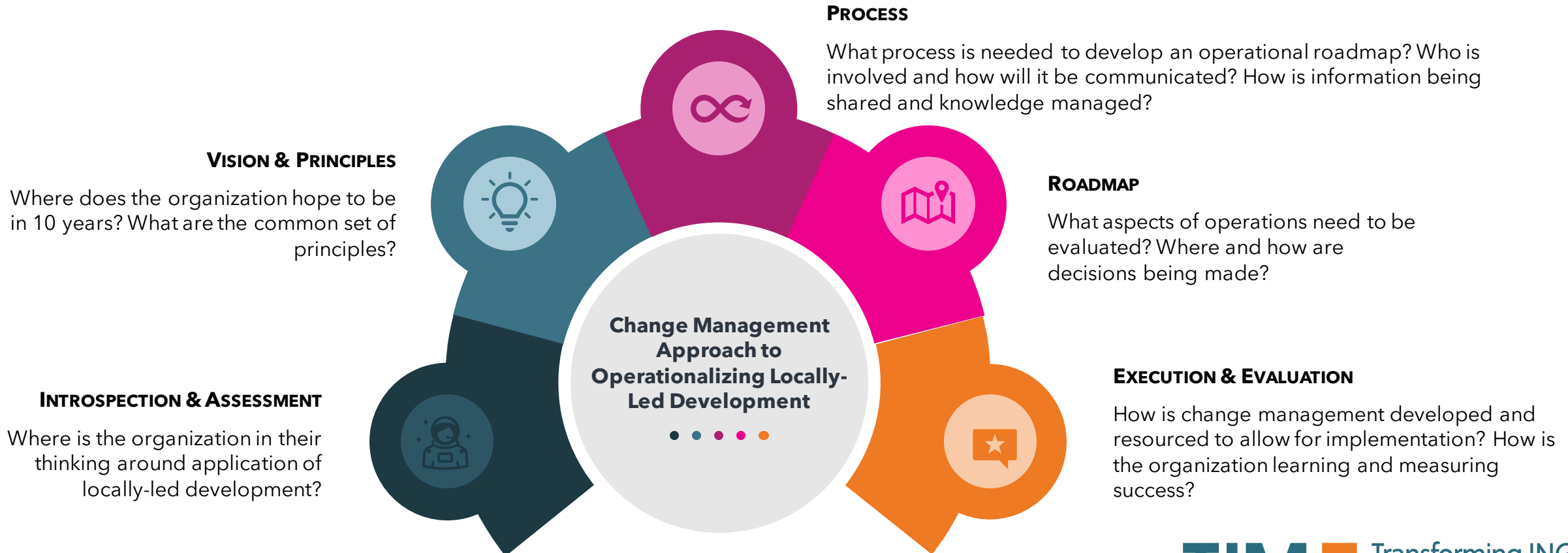
The background is a vibrant, abstract composition of geometric shapes and patterns. It features a grid of squares and triangles in shades of teal, magenta, orange, and white. Overlaid on these are various patterns: concentric circles, parallel lines, and a halftone dot pattern. A white dot is positioned at the intersection of a vertical and a diagonal line in the upper-left quadrant.

# ORGANIZATION CHANGE



# ROADMAP WORKING GROUP

SRHR INGOs need an **adaptable, multi-dimensional roadmap to provide guidance and direction** for organizations seeking to transform how they work for greater equity.



# DRAFT OPERATIONAL ROADMAP

## SYSTEMS & PROGRAMS

### PROGRAMS

How programs and projects are equitably designed and implemented

### SYSTEMS

The way in which technology and systems are designed to support LLD outcomes.

## RISK & COMPLIANCE

### ACCOUNTABILITY

Processes and capabilities to assess how we are changing to adapt and avoid unintended consequences.

### RISK

How risk is managed and mitigated across the organization and with partners

## FUNDING & FINANCIAL SYSTEMS

### PROCUREMENT

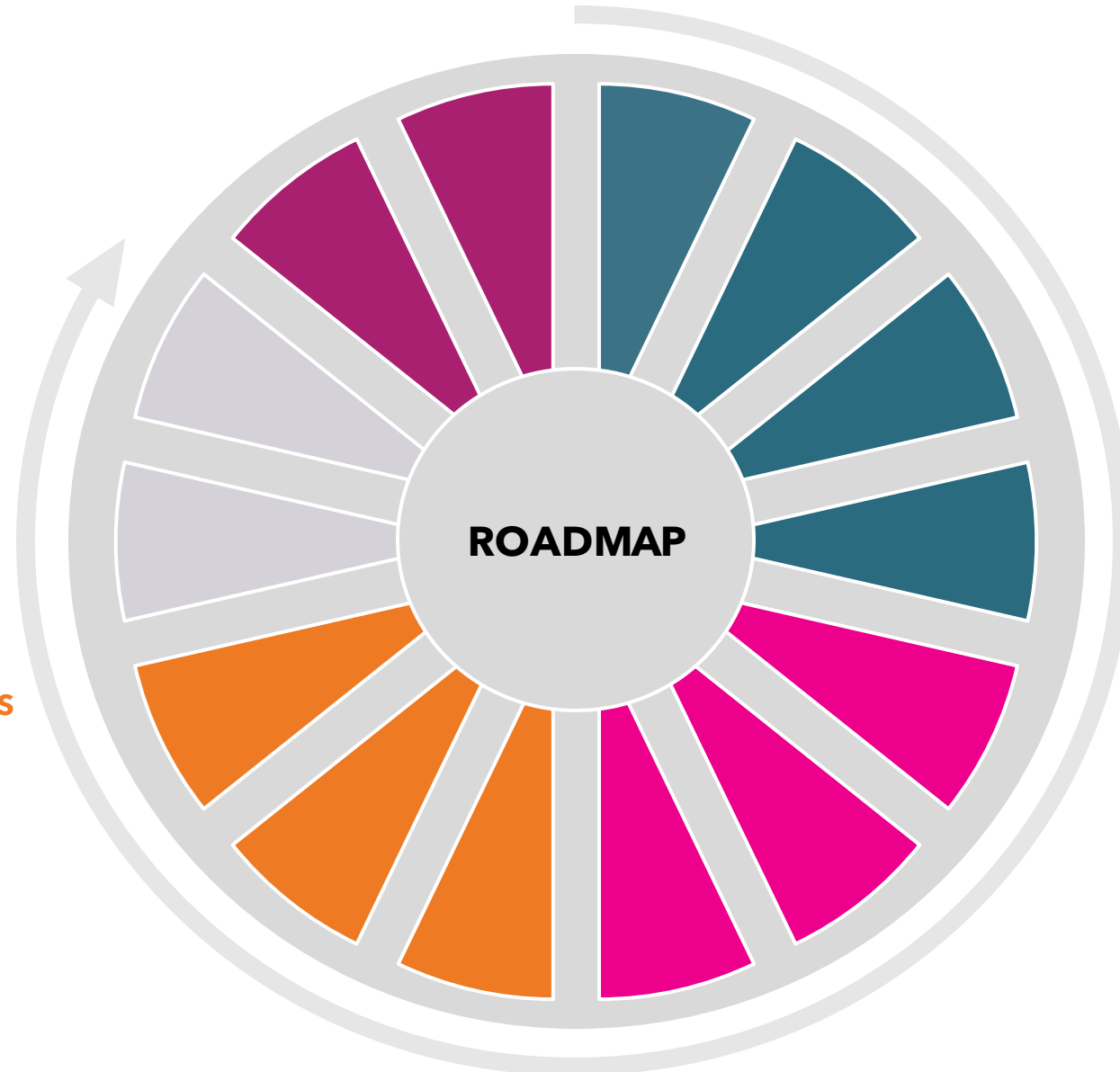
Where, who and how an organization outsources products and services.

### FUNDING

Diversity of funding sources within an organization's portfolio.

### FINANCE

How an organization approaches their costing structures and cost recovery with funders and partners.



## INSTITUTIONAL ARCHITECTURE

### STRUCTURE

Architectural model and organigram of the organization.

### LEADERSHIP

Executive team and leaders within the organization that can influence strategic direction and outcomes.

### GOVERNANCE

Oversight mechanisms that provide accountability and strategic direction.

### PARTNERSHIP

How an organization approaches equitable, strategic partnerships and alliances.

## PEOPLE & CULTURE

### CULTURE

How to build an environment of trust and shared values.

### TALENT

Recruitment, retention and professional development of staff.

### COMPENSATION

Approach to equitable compensation of all staff.

# GUIDING QUESTIONS & BENCHMARKS

WHAT SHOULD INGO LEADERS BE ASKING THEMSELVES AS THEY EVALUATE EACH OPERATIONAL AREA?

*UNDER DEVELOPMENT*

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# INDIVIDUAL CHANGE



# THE PROBLEM WITH LANGUAGE

INGOs won't be able to effectively transform how they operate if they don't have a common language to have the deep, meaningful internal debates necessary.

Currently words create problems because:



## OUTDATED AND PROBLEMATIC

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Words reflect the principles we believe in. Some words used in today's discourse are outdated and problematic for individuals and organizations striving to do better, undermining efforts to increase equity and shift or share power.

## MISCOMMUNICATION

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People can't grapple with the big ideas required for transformative change if the words we use are not clear. Some words used in today's discourse are used as shorthand for complex and nuanced concepts, leading to miscommunication and misunderstanding.



## INCONSISTENT USAGE

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When people fail to consider the origins of the terms used (why and how the words came to be), it is easy to use language interchangeably and inconsistently.



# CORE CONCEPTS IN PRACTICE

We acknowledge and accept that there will never be one definition of a word that everyone accepts.

This means that we must:

## RESIST JARGON



Resist using jargon to defend the status quo by being intentional and specific about what we mean.

## EMBRACE NUANCE

Get comfortable with nuance.

## CONTEXTUALIZE

Contextualize the language we are using every time there are different voices in the room. Every space is different.

## CHANGE BEHAVIOR



Move beyond just changing our word choice, digging deeper to consider how the language we use impacts behavior change.

# CORE CONCEPTS WORKING GROUP

SRHR INGOs leaders and practitioners need a **common language to be able to discuss and debate why and how they must change** for greater equity.

LOCALLY-LED DEVELOPMENT

LOCALIZATION

POWER-SHIFT

POWER-SHARE

DECOLONIZATION

EQUITABLE PARTNERSHIP

LOCAL ORGANIZATION

SHARED LEADERSHIP

# CORE CONCEPTS WORKING GROUP

Over the course of six months, SRHR INGO practitioners met to grapple with the importance of the language that is used in conversations about sector transformation.

The intent of the group was not to develop a glossary or lexicon for the sector.

The goal was to simplify everyday jargon and identify practical ways to use language to move the conversation about equitable development forward, together.

The group:

1. Identified a list of commonly used terms, prioritizing those that are either egregious and harmful, or have the most potential for catalyzing change.
2. Discussed, debated, and co-created answers to three questions.

## DEFINITION

*Guiding questions: What does this term mean, in plain language? How would you describe this term to someone new to the development sector?*

*Goal: To simplify the jargon.*

## WE GET STUCK ...

*Guiding questions: Where do we get stuck when using this term? What problems should we be aware of?*

*Goal: To identify how language can create miscommunication and misinterpretation, so that we can avoid it.*

## WHEN SHOULD WE USE THIS TERM?

*Guiding questions: When should this term be used, and in what context should it be intentionally avoided? How can this term be used to move the conversation forward?*

*Goal: To provide practical and illustrative examples.*



# CONCEPT DEFINITIONS

WHAT IS THE DEFINITION, WHERE DO WE GET STUCK, AND WHEN SHOULD IT BE USED?

*UNDER DEVELOPMENT*

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**LOOK  
AHEAD**



# LESSONS LEARNED

## **PROCESS VS. OUTCOME.**

The process is the project. Collective action, requires collective understanding.

## **INTROSPECTION VS. ACTION.**

Finding the balance between introspection and action is necessary.

## **INCLUSION VS. EXCLUSION.**

Who is at the table and who should be at the table is still a struggle.

## **VELOCITY VS. DELIBERATION.**

Everything takes more time and resources than you think.

## **ALTRUISM VS. REALISM.**

Change may only be idealistic and altruistic, if incentives are not in place.

## **INDIVIDUAL VS. ORGANIZATION VS. SECTOR.**

Change must happen at all levels, and it must be interconnected.

## **INCREMENTALISM VS. RADICAL CHANGE.**

There is room to change the system from within and to rebuild the system itself.

## **EMERGENCE VS. SCALABILITY.**

Embracing pockets of innovation will deter against analysis paralysis.



# WORKING OUT LOUD SERIES

Based on the working group findings to date, we will be launching a 'Working Out Loud' Series to highlight lessons learned, share reflections, provide thought leadership, and provide frameworks and tools to the sector (and beyond).

- Working Group Overview and Lessons (x3)
- Developing Frameworks and Tools
  - TIME Language Guide
  - Operational RoadMap
  - SRHR INGO Vision, Principles and Value-Add
- Cross-Initiative Open House

# DRAFT ACCELERATION AGENDA

## STRUCTURAL REFORMS

INGO reforms require funding support, likely from philanthropic sources. This must be matched with resourcing to NNGOs for capacity growth, thus creating a system of hydraulics that allows INGOs to transfer roles and responsibilities to NNGOs effectively.

## COLLECTIVE ADVOCACY

Collective advocacy is necessary to address the evolving environment:

- (1) Elevated approach to opposition;
- (2) Donor engagement on LLD and funding;
- (3) Global advocacy for SRHR within broader development agendas.

## NNGO ENGAGEMENT

We need a planned process for engagement and refinement across all working group outcomes through a global consultation process. Regional and country dialogues also need to be supported across INGO and NNGO actors.

## ORGANIZATION BUY-IN

Organizations need to be part of the process, both within and across agencies to support sector-wide change. This conversation needs to shift from beyond the C-suite to organizational leadership.



# PARTICIPATING ORGANIZATIONS



Ibis Reproductive Health



EngenderHealth



PRB



WILLIAM + FLORA  
Hewlett  
Foundation



Options



IPPF  
International  
Planned Parenthood  
Federation

IntraHealth  
INTERNATIONAL  
Because Health Workers Save Lives.



CORUS



ICRW  
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