Objectives	Key outputs/outcomes	Indicators	Targets	Progress at Nov. 2020
1. The global governance infrastructure is operational & supporting accountable, transparent	i. Trustees' & Nominations Gov Committee (NGC) members' on- boarding completed & logistical support well established	<ul> <li># of posts filled</li> <li>Trustees' degree of satisfaction; disaggregated also for youth trustees' degree of satisfaction</li> <li>NGC members degree of satisfaction</li> </ul>	<ul> <li>100% posts filled</li> <li>90% satisfaction for 90% of all trustees and all NGC members</li> </ul>	<ul> <li>All posts filled with replacement process for exceptional vacancies under way</li> <li>Satisfaction levels to be assessed by survey at end of first 12 months</li> </ul>
	ii.Quorate Board meetings held x 3: i.e. May, July and one before year's end	<ul> <li># of quorate meetings completed</li> </ul>	<ul> <li>At least 3 quorate meetings held</li> </ul>	On target
	iii.Timely circulation of agenda, papers and minutes in all working languages	<ul> <li>Timing of circulation of languages prior to meetings</li> </ul>	• 100% compliance with "2 weeks prior" policy	Working to meet this consistently
	iv. <b>Sub-committees</b> up and running, with chairs & trustees appointed and active	• Yes/no for each	• Yes, for all	<ul> <li>Yes - all committee chairs appointed (and reappointed when vacancy occurred)</li> <li>FAR/c fully operational &amp; remainder of C'tees on target for operation as of beginning Nov.</li> </ul>
governance of IPPF as a	v. <b>Officer bearers</b> – Chair and Treasurer - confirmed & active	• Yes/no for each	• Yes, for both	Yes - both are confirmed and active
locally owned, globally	vi. <b>Staggered terms for trustees</b> agreed, on advice from NGC	• Yes/no	• Yes, for all	Yes - all terms decided at July BoT meeting
connected civil society movement.	vii.Board-DG team building steps undertaken, with 2020/21 priorities brainstormed & agreed including check for compliance with core values and relevant policies i.e. conflicts of interests and roles	<ul> <li>The efforts invested to this end</li> <li>DG's degree of satisfaction</li> <li>Trustees' degree of satisfaction</li> </ul>	<ul> <li>Fully met</li> <li>90% satisfaction for 90% of trustees</li> <li>90% satisfaction for the DG</li> </ul>	<ul> <li>Currently on track, with all Trustees briefed on relevant policies and policies applied as need arises</li> <li>Satisfaction levels to be assessed by survey at end of first 12 months</li> </ul>
	viii. Distinctions between governance & management roles are clear & adhered to, without exception	<ul> <li># of occasions when trustees and/or DG see lack of clarity or are concerned</li> </ul>	Zero occasions	<ul> <li>No difficulties raised by any party thus far</li> </ul>
	ix. <b>Donors' &amp; partners'</b> degree of reported satisfaction with IPPF performance	<ul> <li># of occasions of concern</li> <li>% of donors' &amp; partners' satisfaction</li> </ul>	<ul> <li>All occasions of concerns, if any, resolved</li> <li>All donors &amp; partners satisfied</li> </ul>	<ul> <li>On target - Successful donor briefings about WHR issues held</li> <li>Satisfaction levels to be assessed by survey at end of first 12 months</li> </ul>

Objectives	Key outputs/outcomes	Indicators	Targets	Progress at Nov. 2020
(1. <b>Global Gov</b> . cont.)	x. <b>Communication</b> strategy with <b>MAs</b> agreed and operational	<ul><li>Yes/no</li><li>MAs' degree of satisfaction</li></ul>	<ul><li>Yes</li><li>75% satisfaction</li></ul>	<ul> <li>[Need to confirm this work is in hand]</li> <li>Satisfaction levels to be assessed by survey at end of first 12 months</li> </ul>
	xi. <b>DG</b> performance framework affirmed and priorities for Secretariat reforms endorsed	• Yes/no	• Yes	<ul> <li>Performance plan in place and progress being reported</li> <li>New plan for DG performance next cycle to be drafted and agreed</li> </ul>
	xii.Board fulfills its responsibilities to IPPF Safeguarding policies which are fully implemented	Degree of compliance	Fully compliant	On target: Safeguarding briefing; focal point agreed, & is a major item in Nov. meeting
	xiii.IPPF <b>Business Plan</b> performance reviewed	Yes/no	<ul> <li>Yes, with critical issues identified</li> </ul>	On target: Was an agenda item at July BoT meeting
2. We are centering on, with & for <u>youth</u>	<ul> <li>Briefed on the Youth Manifesto – its origin, content and clear about priorities</li> </ul>	• Yes/no	• Yes, in 2020	Yes
	<ul> <li>ii. Briefed on Secretariat and broad movement efforts for youth under the business plan &amp; with attention to intersectionality</li> </ul>	• Yes/no	• Yes, in 2020	Yes
	<ul> <li>iii. Board brainstorm on own youth priorities, aspirations &amp; integration of youth in all our work</li> </ul>	• Yes/no	• Yes, in 2020	To be scheduled in strategic timing with results of Regional Youth Forums
	<ul> <li>iv. Agree initial transformative actions for youth-centeredness and communicate those</li> </ul>	• Yes/no	• Yes, in 2020	To follow the brainstorming session
	<ul> <li>MAs are reporting their transformative strategies for and by youth, i.e. youth-friendly services, youth centered advocacy, youth- leadership</li> </ul>	<ul> <li>Evidence of this i.e. at regional youth forums etc.</li> </ul>	• [TBC]	[To be confirmed by Secretariat]

Objectives	Key outputs/outcomes	Indicators	Targets	Progress at Nov. 2020
3. <u>Accountability</u> for quality of services & advocacy is strengthening	<ul> <li>Briefed on service delivery &amp; advocacy models, systems &amp; value chains across the Fed. including in Covid-19 &amp; humanitarian contexts</li> </ul>	• Yes/no	• Yes, in 2020	Yes - done in context of on- boarding briefing
	<ul> <li>Briefed on key performance measures for quality in delivery &amp; advocacy &amp; agreeing its role in monitoring</li> </ul>	• Yes/no	• Yes, in 2020	[To be confirmed by Secretariat]
	<ul> <li>iii. Alerted to examples of excellent performance by MAs &amp; to integrity</li> <li>&amp; poor performance issues as needed, with this a standing item</li> </ul>	<ul> <li>Regular reports to Board</li> </ul>	<ul> <li>Reports presented at each meeting</li> </ul>	[To be confirmed by Secretariat]
	<ul> <li>Briefed on needed IPPF policy developments with a policy-making register established setting out priorities for policy development agreed</li> </ul>	• Yes/no	• Yes, in 2020	On track, scheduled for Nov. meeting
	v. IPPF's declaration on sexual rights is finalized and initial steps for implementation agreed	• Yes/no	• Yes, in 2020/early 2021	On track, scheduled for Nov. meeting
	<ul> <li>vi. Board is developing a strong vision for sustaining &amp; strengthening service delivery advocacy by &amp; for MAs that meet quality standards, are relevant to youth, tackle intersectionalities, promote sexual rights &amp; provide access for the most marginalized people</li> <li>vii. Board is actively supporting innovation in programmes as led by the DG &amp; by MAs to help better meet IPPF challenges &amp; opportunities</li> </ul>	<ul> <li>Yes/no as part of the new strategic planning process</li> </ul>	• Yes, in 2021	<ul> <li>On track: Took reports on 2019 performance on HIV and 2020 performance viz COVID at July BoT meeting</li> <li>Strategic planning process on track to start early 2021</li> </ul>
	viii. <b>MAs</b> own, strive and demonstrate compliance with core values of equality, inclusion and non- discrimination	<ul> <li>% of MAs reporting compliance</li> </ul>	• Xx% compliant	[TBC - by survey?]

Objectives	Key outputs/outcomes	Indicators	Targets	Progress at Nov. 2020
4. <u>Fiscal &amp;</u> <u>due diligence</u> processes & <u>financial</u> <u>sustainability</u> are strongly in focus	<ul> <li>Financial health &amp; income strategies are monitored and reviewed with an eye also to longer term sustainability given the pandemic's impacts</li> </ul>	<ul> <li>Yes/no</li> <li>Degree of youth trustees' confidence in investments in youth specifically</li> </ul>	<ul> <li>Yes, &amp; to c/FAR satisfaction</li> <li>90%+ youth trustees satisfied</li> </ul>	<ul> <li>Yes, to date</li> <li>Youth trustees' satisfaction levels to be assessed by survey at end of first 12 months</li> </ul>
	<ul> <li>ii. Audited accounts agreed and approved</li> <li>iii. Compliance with relevant regulations of UK Charity Commission, as a Board of Trustees &amp; as Employers including those covering discrimination, whistle blowing etc.</li> </ul>	<ul><li>Yes/no</li><li>Degree of compliance</li></ul>	<ul><li>Yes in 2020</li><li>Fully compliant</li></ul>	Yes On target with session on Safeguarding scheduled for November
	<ul> <li>iv. Risk register reviewed and adjusted as needed with critical incidents reported as and where required</li> </ul>	<ul><li>Yes/no register review</li><li>Regularity of updating</li></ul>	<ul> <li>Yes, in 2020</li> <li>Updated quarterly by c/FAR</li> </ul>	<ul><li>Yes</li><li>On target</li></ul>
	<ul> <li>Whistle blowing &amp; other complaints dealt with promptly, in full accordance with policy</li> </ul>	• % dealt with promptly	<ul> <li>100% dealt promptly</li> </ul>	[To be advised by Secretariat] [note c-FAR role in this i.e. risk register]
	vi. MAs reporting on their fiscal health & risks as appropriate	• % of MAs reporting	• 100% of MAs	[To be advised by Secretariat]
	vii. MAs are meeting due diligence & compliance requirements and actively encouraged in this, as part of accreditation processes as appropriate	<ul> <li>% of MAs meeting standards</li> </ul>	• <mark>xx</mark> % of MAs	[To be advised by Secretariat]
5. We are Iooking ahead	i. Our <b>priorities</b> as a BoT for <b>2021</b> are agreed	• Yes/no	<ul> <li>Yes, and reviewed at each Board meeting</li> </ul>	BoT priorities for 2020 & early 2021 were agreed at July meeting
	<li>ii. MA engagement strategy is set out for implementation in 2021</li>	• Yes/no	<ul> <li>Yes, agreed by early 2021</li> </ul>	[To be advised by Secretariat]
	<ul> <li>iii. Process for establishing IPPF's future business/strategic plan is agreed</li> </ul>	• Yes/no	• Yes, in 2021	[Starts early 2021]
	<ul> <li>iv. Trustees have a shared understanding of key issues &amp; challenges facing the Fed. &amp; are working through those, always keeping youth in focus</li> </ul>	• Yes/no	<ul> <li>90% of trustees are report "yes" for 90% of the time</li> </ul>	Satisfaction levels to be assessed by survey at end of first 12 months

/ends