Objectives	Key outputs/outcomes	Indicators	Targets	Progress at Mar. 2021
1. The global governance infrastructur e 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</li> <li>90% of all trustees and all NGC members</li> </ul>	Majority of Trustee posts filled, one vacancy concluded and replacement process for remaining exceptional vacancies undertaken by NGC     Satisfaction levels to be assessed by survey at end of first 12 months
	ii.Quorate <b>Board meetings held x 3</b> : i.e. May, July and one before year's end	# of quorate meetings completed	At least 3 quorate meetings held	More than three quorate meetings held in 2020
	iii.Timely circulation of agenda, papers and minutes in all working languages	Timing of circulation of languages prior to meetings	• 100% compliance with "2 weeks prior" policy	Is on track and much appreciated
	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</li> <li>Remainder of C'tees membership finalized</li> <li>All C'tees cycle now underway</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 confirmed and are active
locally owned, globally connected civil society movement.	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
	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</li> <li>90% of trustees</li> <li>90% satisfaction for</li> <li>the DG</li> </ul>	<ul> <li>On track, with all Trustees briefed on relevant policies and policies</li> <li>Cols declared at each meeting</li> <li>Also an item for discussion at the March 2021 meeting</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	# of occasions when trustees and/or DG see lack of clarity or are concerned	Zero occasions	<ul> <li>No difficulties raised by any party thus far</li> <li>Is a topic for discussion at meetings as needed</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, if any, resolved</li><li> All donors &amp; partners satisfied</li></ul>	<ul> <li>On target - successful donor briefings continue with positive feedback</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	Yes/no     MAs' degree of satisfaction	• Yes • 75% satisfaction	<ul> <li>Item on the agenda of theMarch meeting</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>2020 performance plan in place and progress being reported</li> <li>Preparations for review of 2020 and setting 2021 plan agreed &amp; underway</li> </ul>
	xii.Board fulfills its responsibilities to  IPPF Safeguarding policies which are fully implemented	Degree of compliance	Fully compliant	On target: Safeguarding is a regular item on BoT agenda, BoT focal point briefed routinely & as need arises.
	xiii.IPPF <b>Business Plan</b> performance reviewed	Yes/no	Yes, with critical issues identified	On target and will inform the setting too of the new strategic plan
2. We are centering on, with & for <b>youth</b>	<ul> <li>i. Briefed on the Youth Manifesto – its origin, content and clear about priorities</li> </ul>	• Yes/no	• Yes, in 2020	Yes
	ii. Briefed on Secretariat and broad movement efforts for youth under the business plan & with attention to intersectionality	• Yes/no	• Yes, in 2020	Is an item on the March BoT agenda
	iii. Board brainstorm on own youth priorities, aspirations & integration of youth in all our work	• Yes/no	• Yes, in 2020	As per above
	iv. Agree initial <b>transformative actions</b> for youth-centeredness and communicate those	• Yes/no	• Yes, in 2020	As per above
	v. MAs are reporting their transformative strategies for and by youth, i.e. youth-friendly services, youth centered advocacy, youth-leadership	Evidence of this i.e. at regional youth forums etc.	• [TBC]	As per above

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

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

/ends