**IPPF
Global Initiative on MA Governance Strengthening**

**Background and Programme Process**

(May 2021)



**Background and introduction**

Between June and October 2019, the Independent Governance Reform Commission (IGRC) conducted a review of IPPF governance system. The objective of the review was to develop a proposal for how to reform IPPFs global and regional governance structures. The review included an extensive consultation process in all of the six IPPF regions. In the course of these consultations numerous member associations raised concerns about the quality of national level boards and governance structures. Although these issues fell outside of the mandate of the Commission, they acknowledged the importance of strong governance at the MA level when those serving on global governance are drawn from the national level.

The commission therefore suggested that a governance strengthening programme at the MA level be developed based on IPPF good governance standards and include MA-to-MA learning and documenting good practice within IPPF and other relevant national organisations. The recommendation was included in the [final report](https://ippfcommission.org/final-reports/) to the General Assembly, which was adopted at their meeting in New Delhi, India in November 2019.

In the spring of 2020, the IPPF Global Initiative on MA Governance Strengthening was piloted with a first cohort of 9 Members Associations selected from across the federation – Cameroon, Denmark, India, Malaysia, Mozambique, Palestine, Pakistan, Sri Lanka and Uganda.

IPPF received a very good response from the MAs under the first round of the pilot initiative call. Taking cue from this enthusiasm, six more MAs were selected for a second round of this initiative. This second round was started in January 2021, with 6 selected MAs from: Afghanistan, Fiji, Indonesia, Mali, Morocco and Nigeria.

**Concept**

The purpose of the MA Governance Strengthening initiative is to support MAs in strengthening their organisational governance. In order to support the selected MAs, small grants will be provided by IPPF to implement the in-country activities.

The process will involve two phases:

1. **The analytical phase** will involve an evaluation or SWOT analysis[[1]](#footnote-2) to review existing governance and its effectiveness against set criteria, including the effectiveness of governance oversight, the cost of governance and other factors[[2]](#footnote-3).
2. **The development phase** will involve support tailored to the specific needs of each MA as determined by the phase one analysis.

The overall support package could include, for example:

* Governance review and strengthening to accord with best practice principles and approaches
* Regulations/Constitutional review against best practice and national legal framework
* Facilitated stakeholder discussions on governance strengthening and development options
* Technical support and process accompaniment
* Board / Governance meeting decision points
* Communications support

The programme will fund locally sourced technical assistance for the 2 phases separately. Participation into the programme implies that the MA is fully committed to be part of the phases 1 and 2 of the initiative. This commitment is implicit from both the management and the governance of the MA at the time of their application. The IPPF Secretariat support team reserves the rights to assess the meaningfulness of the proposed governance changes for phase 2 funding. Once embarked into the initiative, the MA cannot unilaterally withdraw from any of the phases.

Under phase 1 of the initiative, the participating MAs will recruit a local consultant, in coordination with the IPPF secretariat support team, to conduct an in-depth analysis of their governance structure and functioning. It is anticipated that a coordination committee, composed of the MA (the President, a young Board member, the Executive Director), and IPPF secretariat staff will anchor the reform process under the initiative.

The programme will be MA-centric, including cross-federation reflection on creative solutions that can be piloted with the selected MAs – learning from experiences, mapping the variety of realities and related challenges, and collectively shaping new ideas.

Globally this programme will be co-ordinated by an IPPF secretariat support team appointed from within the unified secretariat to follow the participating MAs, facilitate learning across the selected MAs and document the initiative learnings for the benefit of the wider IPPF membership.

**Budget and timeframe**

The participating MAs will be provided with an initial grant to conduct the phase 1 - governance assessment. If the first phase is completed successfully, having identified meaningful governance changes and there is an expressed need and desire to undertake reform, an MA specific scope of work for phase two will then be agreed and budgeted. A demonstrated commitment from both the MA Board and management is a requirement for the funding of phase 2.

The in-country consultants will be jointly recruited by the MA and the IPPF Secretariat team. If this resource is not available locally, the IPPF secretariat team will support the MA in identifying a relevant international consultant to support the MA in conducting the initiative.

The phase 1 assignment is expected to be carried out in **eight weeks** since the start of the contract; the phase 2 assignment should be conducted **within 6 months** after the start of the contract.

*Key steps under the initiative:*

* Regular updates including calls by the coordination committee
* Presentation to and discussion of consultant draft results with coordination committee
* Review of the draft consultant report by the coordination committee and consolidation/finalisation of consultant report
* Presentation to MA full Board and management for decision
* Sharing MA Board and management decisions to the IPPF Support team for review, feedback and way forward

It is expected that the following grants will eb available to each participating MA:

* For phase 1 – up to USD 10.000
* For phase 2 – up to USD 12.000

The eligible costs under this funding include consultancy and governance related costs.

*Recap on the anticipated milestones under the initiative:*

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| **Initiative key milestones - ROUND 3** | **Timeline** |
| Selection of MAs  | April-May 2021 |
| Launch of Round 3 and launch session | June 2021 |
| Recruitment of (local) consultants for phase 1 |  June - July 2021 |
| Funding agreement for and start of phase 1 |  July – August 2021 |
| Phase 1 implementation  | July - September 2021 |
| Review of phase 1 report and possible planning for phase 2 | November - December 2021 |
| Funding agreement and implementation of phase 2 | January – June 2022  |
| Review of phase 2 report and completion of round 3 | July – September 2022 |

**MEMBER ASSOCIATION OUTLINE**

***1. Member Association Information***

Name of Member Association:

Country:

Date joining IPPF:

Accreditation status:

***2. MA context and background***

Briefly describe the size, reach and scope of your MA. (max 400 words)

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Briefly describe the current governance structure in your MA. (max 300 words)

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Briefly describe the current governance challenges. (max 300 words)

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Has any governance review or strengthening been instigated previously? If so, when did it take place, what was the outcome and how was it funded?

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What do you hope to achieve from this governance strengthening initiative? (max 400 words)

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Do both the Board Chair/President and the Executive Director support this application? If not why not, and how could the programme help? (max 300 words)

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1. ***Risk analysis***

*Do you anticipate any risks and challenges on reforming your MA governance and how would these be mitigated?*

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1. ***Resources***

Does your MA have resources it can contribute to the strengthening process? Please elaborate.

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1. ***Other relevant comments in support of your application***

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Signed:

Chair of the Board

Executive Director

Date:

ANNEXES

Please provide in annexes the following documents:

* The latest MA Constitution and bylaws
* A flow diagram of the current governance structure in your MA
1. SWOT Analysis is an analysis of Strengths, Weaknesses, Opportunities and Threats [↑](#footnote-ref-2)
2. Including the extent to which women and youth leaders are supported and developed [↑](#footnote-ref-3)