

IPPF Board of Trustees Evaluation and Development Report

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Project Overview

Project overview, purpose and methodology

Russell Reynolds Associates framework for an effective Board

Project overview, purpose and methodology

PURPOSE

- The Nomination and Governance Committee (NGC) of IPPF asked Russell Reynolds Associates to perform a “light touch” Board of Trustees evaluation in Spring 2021, following IPPF’s major governance reform in 2019-2020.
- The objective was to provide an overview of the BoT’s performance and dynamics after its first year of operating.
- The evaluation took into account the fact that the BoT has not been able to meet in person due to the pandemic and that most of the Board Committees have only recently convened for the first time.
- The NGC plans to perform an in-depth BoT evaluation in advance of the 2022 AGM meeting.

PROJECT FOCUS

- The focus of the BoT evaluation was on alignment around the organisation’s mission, strategy and risks; board structure and processes; meeting agendas and materials; composition; board leadership; and culture.
- Work was carried out utilizing a confidential electronic board survey in April, tailored to IPPF and approved by NGC. In addition, individual confidential interviews were conducted between April and May 2021 with the Trustees, senior leadership team, selected MA leaders and donors.
- NGC reviewed and discussed the results of this external BoT evaluation and development report in June 2021 and will share and discuss the key actions resulting from the independent assessment with the BoT in September during an offsite.

PARTICIPANTS (Board Survey and/or Interviews)

Board of Trustees

- Kate Gilmore (Chair)
- Ulukbek Batyrgaliev (Trustee and Youth Member)
- Donya Nasser (Trustee and Chair, MC)
- Rosa Joyce Ayong-Tchonang (Trustee and Youth Member)
- Isaac Adewole (Trustee and Chair, RATC)
- Jacob Mutambo (Trustee and Youth Member)
- Bience Philomena Gawanas (Trustee and Treasurer)
- Elizabeth Schaffer (Trustee and Chair, CFAR)
- Sami Natsheh (Trustee)
- Aurélia Nguyen (Trustee)
- Abhina Aher (Trustee and Chair, CSIP)
- Surakshya Giri (Trustee and Youth Member)

Leadership Team

- Alvaro Bermejo (Director General)
- Achille Togbeto (Governance Director)
- Anamaria Bejar (Global Director of Advocacy)
- Varun Anand (Director, Finance & Technology)
- Fadoua Bakhadda (Arab World)
- Marie-Evelyne Petrus-Barry (Africa)
- Tomoko Fukuda (Regional Director, East & South East Asia and Oceania)
- Casper Erichsen (Head of Strategy and Planning)
- Manuelle Hurwitz (Director, Programmes)
- Sonal Mehta (Regional Director, South Asia)
- Mariama Daramy-Lewis (Director, People, Organization & Culture)
- Mina Barling (Director, External Relation)

Member Associations

- Syed Kamal Shah (Pakistan)
- Kalpana Apte (India)
- Jackie Edmond (New Zealand)
- Marta Royo (Colombia)
- Lina Sabra (Lebanon)
- Jackson Chekweko (Uganda)
- Bjarne Christensen (Denmark)

External stakeholders




- Tomas Lundstrom (Donor)

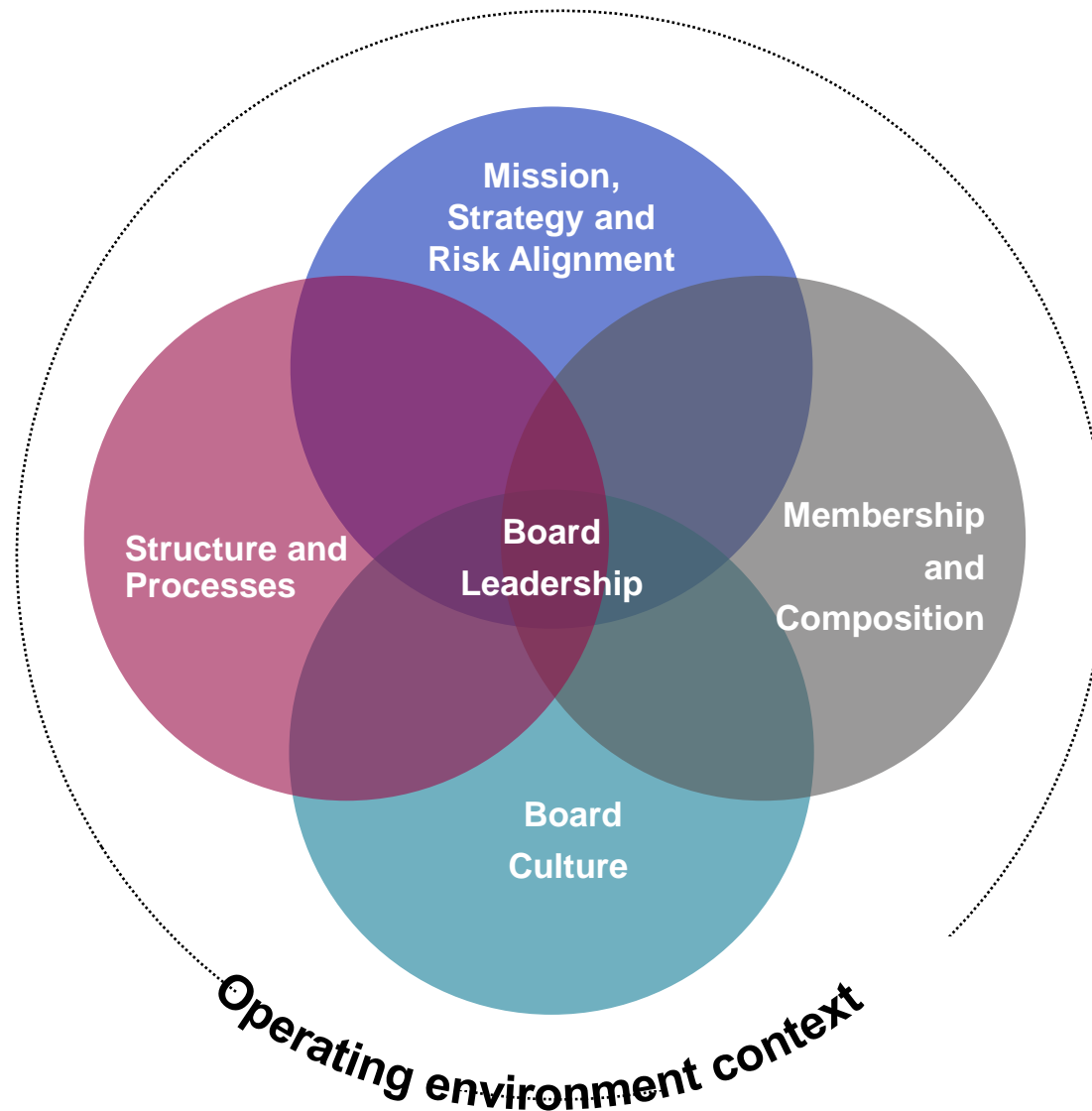
Invited but did not engage

- *Anders Nordström (Donor)*
- *Ann Starrs (Gates Foundation)*

Building a truly effective board requires a comprehensive perspective considering the current context

We focused on all three levels of governance

-  **Board**
-  **Committees**
-  **Individual Directors**



- We deployed the following methods:
- ✓ **Due diligence on IPPF BoT** agendas and other relevant materials
 - ✓ **Governance and culture survey** with responses from BoT, Senior Management and Membership Associations
 - ✓ 1-1 confidential **interviews** among all Board Trustees, and selected SLT, MA and external stakeholders
 - ✓ **Action planning with the board** for further development (at offsite)

2

Key Findings and Recommendations

Key findings

Board assessment by performance area

Prioritised focus areas and actions for the next 12 months

Key Findings

Background and Context

- IPPF is an international non-governmental organisation focusing on the most under-served women, men and young people to access life-saving services and programmes and to live with dignity.
- Established more than 60 years ago, IPPF today operates in 142 countries to provide help, advice, services and supplies relating to any aspect of sexual and reproductive health. IPPF’s 30,000 staff, along with millions of volunteers, campaign for sexual and reproductive health and rights, and deliver education and services through 45,000 service points.
- IPPF underwent a major governance reform in 2019-2020 and elected a new Board of Trustees that started its term in June 2020. By May 2021, the BoT had met five times.
- The purpose of the “light touch” board evaluation was to provide an overview of the board’s performance and dynamics after one year of operating as the federation’s international governance and oversight body.
- From the beginning, the new IPPF BoT has dealt with a number of major issues: continuing to implement the governance reform in practice; departure of the federation’s WHR region and as a consequence, changes to the BoT composition; tightening budgets and financial challenges; as well as the COVID-19 pandemic necessitating to conduct all Board and Committee meetings virtually.

Key Findings

According to our assessment, the IPPF Board of Trustees is performing well in most governance and board effectiveness aspects.

- The IPPF BoT is a well functioning and fairly effective board. It adheres to best practices of governance and is led appropriately and effectively by the Chair.
- The results of the board survey and interviews confirm a nascent yet strong and inclusive board culture that is trust-based and open yet challenging with appropriate behaviours.
- There are no major concerns arising based on this initial and “light touch” evaluation, especially when taking into account the fact that BoT has only met virtually five times to date and is still forming as a team. It has successfully strengthened the new governance structure; navigated a major change in the federation’s composition; and undertaken an assessment of the DG.

Nevertheless, we would like to suggest the following as areas of opportunities to further strengthen the many positive practices and culture that the BoT currently exhibits.

- Development of long-term vision and strategy
- Further improving some of the board processes and operations
- Augmenting board skills and commitment

IPPF BoT assessment by performance area

■ Good performance
■ Potential development area

■ Mission, Strategy and Risk Alignment

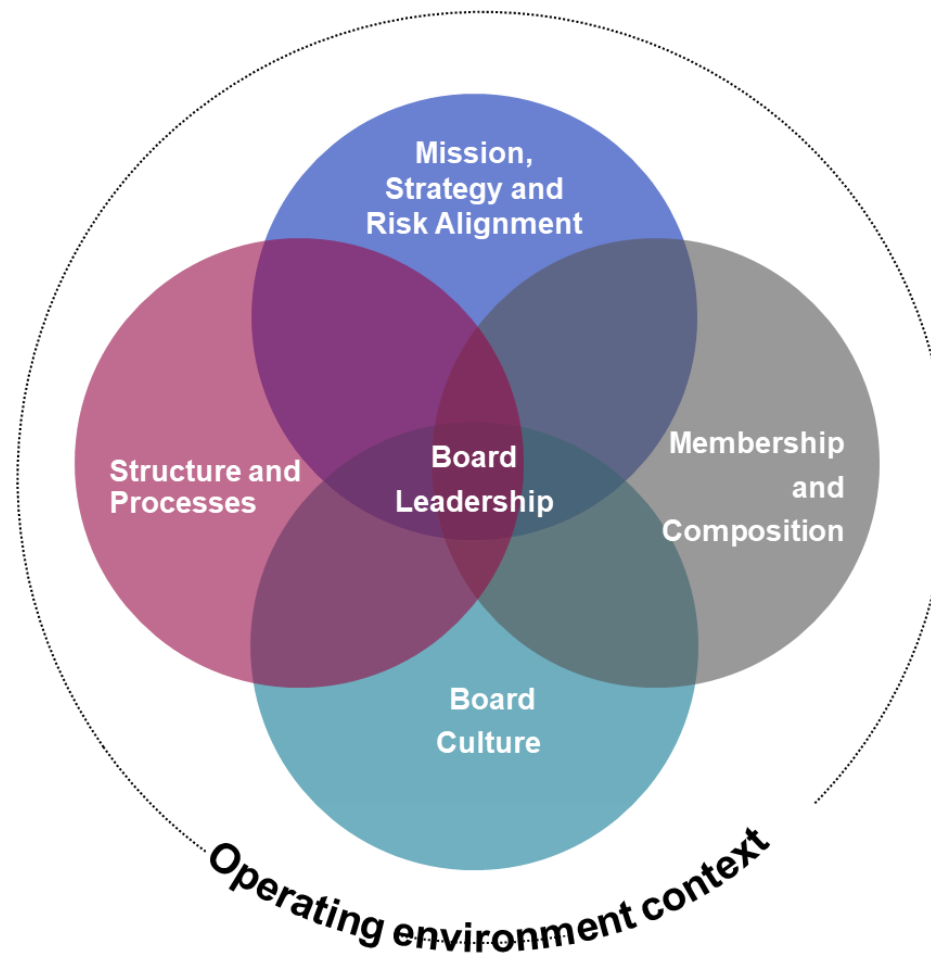
The mission is clearly defined and the BoT's oversight on finances and key risks has improved compared to the previous board. The BoT and Senior Management Team are well aligned and there are no negative tensions between them. However, more work is required on the long-term vision and strategy development.

■ Board Meetings, Structure & Processes

The Board's committee structure is new and adequate for now. Board agendas tend to be very busy with little time for discussion. The timeliness of materials (there are last minute additions) and length (could be more succinct) could be further improved.

■ Board Culture and Behaviours

The Board has an open, respectful, transparent and inclusive culture where people can speak their mind. However, there are several challenges stemming from pandemic-induced virtual meetings, use of technology and in some instances, meeting preparedness, engagement and commitment.



■ Board Composition

The composition of the new IPPF BoT is diverse in gender, age and geography and it has relevant subject matter expertise. There are currently three vacancies, and the BoT could benefit from further strengthening SHRH, finance, technology as well as HR and communications experience.

■ Board Leadership

The Chair is experienced and highly respected. She has an open, engaging and inclusive style and she leads and orchestrates the board well. The performance of most of the committee Chairs is good, and the materials presented to the board are at an adequate level.

■ Stakeholders

We spoke with several Membership Associates and a donor, and they confirmed a good level of transparency, responsiveness and a strong performance from the Chair and DG. Some MAs wish they would have even more interaction and visibility of the new BoT post-pandemic.

Prioritised focus areas and actions for the next 12 months

Priority Area	Recommendations	Owners
1 Long-term vision and strategy	<ul style="list-style-type: none"> ▪ Dedicate more time for in-depth, long-term strategic discussions during H2-2021. The BoT’s agenda and priorities to date have been relatively light on strategy discussions but an offsite to focus on this topic is planned for September. ▪ Continue to improve risk management preparedness, especially vis-a-vis MAs. In addition, there could be more discussion about the risk appetite, financial oversight and strategy linkages. To what extent does the BoT put the money at risk? 	<ul style="list-style-type: none"> ▲ Board Chair ▲ Chair of CSIP ▲ Director General
2 Board processes and operations	<ul style="list-style-type: none"> ▪ Augment Board agenda and discussions. To-date, the BoT agendas have been quite busy and heavy on statutory items. Once all the Committees are established and functioning, they could free up time on the BoT agenda to allow for more content-rich debates (e.g., external environment changes, Youth, MA). Ideally BoT could delegate more to Committees, provided by-laws and legal framework allow it. ▪ Invest in a longer-term onboarding programme. There is a desire and need for ongoing development of the Trustees. The initial induction program could be extended over a year to include educational sessions about IPPF and its operations (especially field visits post-pandemic). In addition, IPPF could consider a BoT “buddy” system, i.e., teaming up more experienced Trustees with new joiners. ▪ Improve the timeliness and quality of the Board papers. The Board materials could sometimes be more succinct and last minute additions should be avoided, where possible, to allow time for translation. ▪ Deliver full impact from the Committee’s work. Other Committees beyond CFAR have yet to report of their recommendations and work to the full BoT. 	<ul style="list-style-type: none"> ▲ Board Chair ▲ Committee Chairs ▲ Director General and SL team
3 Board skills and commitment	<ul style="list-style-type: none"> ▪ Perform a skills gap analysis and recruit for the three vacant positions with these in mind. A few skills areas were suggested that could further strengthen the BoT: SHRH / programmatic knowledge, finance, technology, HR and communications. ▪ Every Trustee should ensure they attend and are fully present, read the papers and come prepared to the meetings. ▪ Improve Trustee engagement in-between the meetings, especially when there is a need for a formal electronic vote in order not to delay important decisions. Increase awareness and improve the process where possible. ▪ Ensure proper succession planning for Board leadership positions, in case of emergency. 	<ul style="list-style-type: none"> ▲ Board Chair ▲ Nominations and Governance Committee

3

Additional Analysis of Key Strengths and Development Areas

Key strengths of the Board

Development areas for the Board

Analysis of collective Board director behaviours

Selected quotes from the interviews

Key strengths of the Board of Trustees

1 Board Leadership

- Strong, experienced and engaging Chair who manages the meetings and dynamics well.
- Chair is well respected, makes everyone feel heard and inspires action to the mission.
- The relationship between the Chair, DG and the Senior Leadership team is positive and aligned on key issues.
- Some would prefer the Chair to sometimes take a firmer stance and challenge management more openly during the meetings.
- CFAR Chair is also respected for her deep experience and leadership style.

2 Board Culture

- There is a collegial and good atmosphere in the board meetings, including social activities (e.g., online Christmas Party).
- Debates are frank and open, and members feel they always have the opportunity to contribute.
- Youth members feel included, supported and have the ability to contribute to a constructive debate.
- The BoT culture can only be further strengthened by building personal relationships when it is possible to meet in person.

3 Board Committees

- Overall, strong early performance and appreciation of the Finance, Audit and Risk Committee.
- Other Committees have yet to present to the full BoT but members of the Committees are positive about the early discussions and impact.
- The meetings of the Resource Allocation Technical Committee have been found to be productive and members prepared.
- The Membership Committee will be crucial in the discussion and engagement with MAs.

Further development areas for the Board of Trustees

1 Strategy and risk alignment

- There is a need to devote more time for in-depth discussions around IPPF's vision and long-term strategy.
- There could be further discussion about BoT's risk appetite and how that links to the strategy.
- The strategy should be more aligned to MA issues and members.

2 Meetings and processes

- All trustees feel the need for face-to-face meetings to build relationships. Connectivity issues have impacted meetings and ability to contribute.
- Sometimes board materials arrive a bit late and are too lengthy / detailed.
- Some BoT members have flagged the need for either more frequent or longer meetings due to packed agendas and lack of time for discussion.

3 Board skills and commitment

- There are three Trustee vacancies that should be fulfilled with appropriate competencies on the board.
- Whilst the current BoT composition is diverse with high-calibre professionals, there are a few skills areas that could further strengthen the board: SHRH / programmatic, finance, technology, HR and communications.
- There could be a discussion about succession for key board leadership positions in case of emergency.
- Whilst there seems to be high integrity among the Board members, engagement and commitment seems to be lacking for some individuals.

Analysis of collective IPPF Board Trustee behaviours

Items in yellow & yellow/green require further work by the Board of Trustees

Differentiating Behaviours

Our research has found that the following behaviours differentiate the most effective directors

Constructively Challenges

Willing to constructively challenge management, as appropriate. Speaks candidly, constructively, with positive intent and has impact

Character & Courage

Demonstrates the highest integrity and always has the courage do the right thing for the right reason

Sound Judgement

Applies the relevant content expertise and insights to the situation at hand

Ask the Right Questions

Seeks to understand other perspectives and asks the right questions in an appropriate manner

Independent & Avoid Groupthink

Possesses an independent perspective, avoids groupthink

Foundational Behaviours

Behaviours observed through RRA experience working with the most effective Boards

Prepared & Engaged

Comes prepared, is fully present at meetings, and seeks to add value

Current & Open

Stays abreast of sector and organisation's developments; is open to new ideas, processes and ways to solve problems

Builds Trust & Respect

Is able to build and earn the trust and respect of fellow board members

External Stakeholder Savvy

Understands external stakeholder perspectives as well as how to maximize impact of the mission with available resources

Selected quotes from interviews (1/2)

Mission, Strategy & Risk Alignment

- *“I would like to see more strategic discussions: we have a reform, MAs are not ready for the reform, how are we going to get there? We need a vision and strategy – how can the board help us to make the vision a reality, representing the whole strategy of the organisation?”*
- *“In the new strategy, we have a good overview of how we are doing, how to incorporate external factors and regular discussions that make us more relevant and inform our work.”*
- *“Change in the federation has been profound and the world is changing. We need to be proactive and understand what is happening in the field. I am quite excited about the decentralised strategy process with focus groups and what comes out of it. It is important to understand BoT expectations of us MAs and how much we can evolve and be engaged in the process.”*
- *“The Board is not as focused on the issues, and it feels very remote from the MAs. [...] When I read the minutes, BoT are distracted by peripheral issues: members have their own agendas and I do not see the connection with MAs – so I worry for the strategy. However, transparency is great! Never had this before.”*

Structure & Processes

- *“The Chair has encouraged consensus instead of a voting process which is brilliant.”*
- *“Board meetings go in circles and do not go deep enough into strategic matters; they should tackle how we are going to achieve those ambitions post-reform. Not everyone reads the documents, we are looking at processes rather than strategies and MAs.”*
- *“The Board is still on a learning curve. [...] IPPF is an international federation, and I am still trying to get my head around this dilemma. How do we interact with the MA boards? You cannot have an international board and making the type of changes we are making without meeting in person. I believe in human interaction and building rapport. We have not been able to build this so far.”*
- *“I think the agendas tend to be well structured, but I do think we could add an additional point that would be miscellaneous on the agendas (i.e. AOB). And because we are not together, I think we should make sure everyone speaks for a minute or so, maybe reports individually on his/her country [...].”*

Board Leadership

- *“Parts of Kate’s larger leadership style is that she consciously ‘tones down’ her style so that she is sure people are as open as they can be and not afraid of speaking up.”*
- *“Kate has displayed a good role model not to get involved in operational execution.”*
- *“The open and transparent leadership style of Kate is very much appreciated across both the Secretariat and the MA.”*
- *“The Board Chair has been a breath of fresh air in the Federation. She should spend more time with the IPPF members, however. After the new governance structure was introduced, there is not the same proximity of the board to the membership. The Board Chair can do much to counter a feeling of isolation expressed among some MA leaders.”*
- *“The Chair is excellent at bringing IPPF on a strategic journey, and so is Alvaro. The last DG and Chair didn’t have these qualities – they are good at focusing on the organisation strategically. The question is more about whether she has the resources and time to bring everyone on that journey.”*
- *“FAR Chair Liz is a trailblazer in every step (even in the way we vote) and has covered a lot of ground effectively in a very quick time.”*

Selected quotes from interviews (2/2)

Board Composition

- *"I am very happy to be part of the BoT, it includes diversity, and I am also happy with the Youth involvement. It is a positive environment; governance has been good, there is different expertise, and it reflects the skills. To improve – some of us do not have so much experience, we joined very recently."*
- *"It has been fascinating to watch the uncompromising mission to diversity in terms of the composition. There is a set quota that sends really good signals to the organization."*
- *"The composition is incredibly diverse, but hard to comment at the moment as we are doing everything virtually. Overall, the Nominating and Governance Committee did a great job populating the board with impressive people. The independent board members are very busy but are making an effort, they are overall performing very well and bring good outside perspective."*
- *"With the loss of Josephine the relative balance of programmatic expertise that is independent has suffered."*
- *"We have all the right people except maybe in the finance and technology areas."*
- *"We should encourage more leadership from MAs – this is an important change in power balance and at the moment, it is theoretical rather than tactical."*

Board Culture

- *"I have learned from others, there is respect and understanding among board members."*
- *"[Healing] is not swept under the rug but when you haven't yet built relationships and you are working virtually, it is implicit in the culture but there hasn't been a particular focus on it."*
- *"Everyone is able to raise their hands and speak. If out of context, then the comment is rephrased by the leadership, without them sounding dismissive. We suffered from bad connectivity so harder to hear from everyone, especially those on the ground."*
- *"The Board is a collaborative platform; people are encouraged to contribute and work towards one goal."*
- *"There is some passivity built into the dynamics that it is quite difficult to understand how to unlock."*
- *"I have served on many boards in my life and the good thing is that time and energy was spent on the induction of the board to understand why we were joining; we were not headhunted, we applied to be Trustees – I think we are getting there, we will build the trust. And the elders need to be mindful of the younger ones, give them opportunities – I am a proponent of co-leadership with young people and take their involvement very seriously."*

4

Appendix 1: BoT Survey Results

Overview of the survey methodology and key findings

Board effectiveness and performance in each surveyed area

Highest and lowest rated items

1

Overview of the
survey methodology
and key findings

Overview of the IPPF BoT Survey methodology

ABOUT THE SURVEY

- Russell Reynolds conducted Board Survey for IPPF focusing on:
 - Strategy, governance and risk management
 - Board meetings and processes
 - Finance, Audit and Risk Committee (CFAR)
 - Membership Committee (MC)
 - Resource Allocation Technical Committee (RATC)
 - Strategy, Investment and Policy Committee (CSIP)
 - Board composition
 - Board leadership
 - Board culture
 - Board behaviours
 - Self-evaluation
- IPPF Board survey took place in April 2021.
- Web-based Board effectiveness and performance survey was completed by all members of the Board and management team members as well as selected Membership Association leaders.
- The participants replied to 11 sections of questions scoring the accuracy of the statements from 1 to 5.

RESPONDENTS

Board of Trustees

- Kathryn Joy Gilmore (Chair)
- Ulukbek Batyrgaliev (Trustee and Youth Member)
- Donya Nasser (Trustee and Chair, MC)
- Rosa Joyce Ayong-Tchonang (Trustee and Youth Member)
- Isaac Adewole (Trustee and Chair, RATC)
- Jacob Mutambo (Trustee and Youth Member)
- Bience Philomena Gawanas (Trustee and Treasurer)
- Elizabeth Schaffer (Trustee and Chair, CFAR)
- Sami Natsheh (Trustee)
- Aurélia Nguyen (Trustee)
- Abhina Aher (Trustee and Chair, CSIP)

Leadership Team

- Alvaro Bermejo (Director General)
- Achille Togbeto (Governance Director)
- Anamaria Bejar (Global Director of Advocacy)
- Varun Anand (Director, Finance & Technology)
- Fadoua Bakhadda (Arab World)
- Marie-Evelyne Petrus-Barry (Africa)
- Tomoko Fukuda (Regional Director, East & South East Asia and Oceania)
- Casper Erichsen (Head of Strategy and Planning)
- Manuelle Hurwitz (Director, Programmes)
- Sonal Mehta (Regional Director, South Asia)
- Mariama Daramy-Lewis (Director, People, Organization & Culture)

Member Associations

- Syed Kamal Shah (Pakistan)
- Kalpana Apte (India)
- Jackie Edmond (New Zealand)
- Marta Royo (Colombia)
- Lina Sabra (Lebanon)
- Jackson Chekwoko (Uganda)

INVITED BUT DID NOT RESPOND

Board of Trustees

- Surakshya Giri (Trustee and Youth Member)

Leadership Team

- Mina Barling (Director, External Relation)
- Caroline Hickson (Regional Director, European Network)
- Dona Da Costa Martinez (Deputy Regional Director of the Americas and Caribbean)

Member Associations

- Bjarne Christensen (Denmark)

BoT survey results: strengths and development opportunities

Overall, the board is functioning well according to the survey results

WHAT WORKS WELL

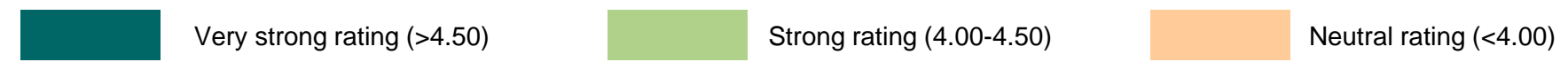
- **Board leadership:** according to the survey, all stakeholders are positive about the Board's leadership (with focus on the role of the Chair and the relationship with the executive), particularly so the MA leaders.
- **Board composition:** the Board is highly satisfied with its composition, however Senior LT and MA members rated it slightly lower and believe this could be further strengthened by adding skills (such as finance) to the Board.
- **Board culture:** all groups are very positive about the Board culture, There are just few reservations from Senior LT members on how to create a more cohesive group in a post-COVID world.
- **Board behaviours:** despite being in a post-reform context, Board members rated integrity and commitment to mission, as well as communication, very high.

WHAT COULD BE IMPROVED

- **Strategy, governance and risk management:** respondents were slightly less satisfied with governance processes, particularly related to strategy and risk, and believe these should be a stronger focus for future discussions.
- **Board processes and meetings:** a lower ranking was given to processes and meetings, indicating there is room to improve timeliness of information sharing, documentation, and sometimes too busy agendas.
- **Relationship and engagement:** while most board behaviours are ranked very high, members believe there is room to improve relationships and engagement of all the trustees (caused by COVID-19 circumstances of remote working, among other things).
- **Board committees:** as a very new Board, the committees have not yet had the chance to organize multiple meetings, which might explain the lower rating given to some of these.

IPPF's Board of Trustees rated its early performance more positively than the Senior Management Team (1/2)

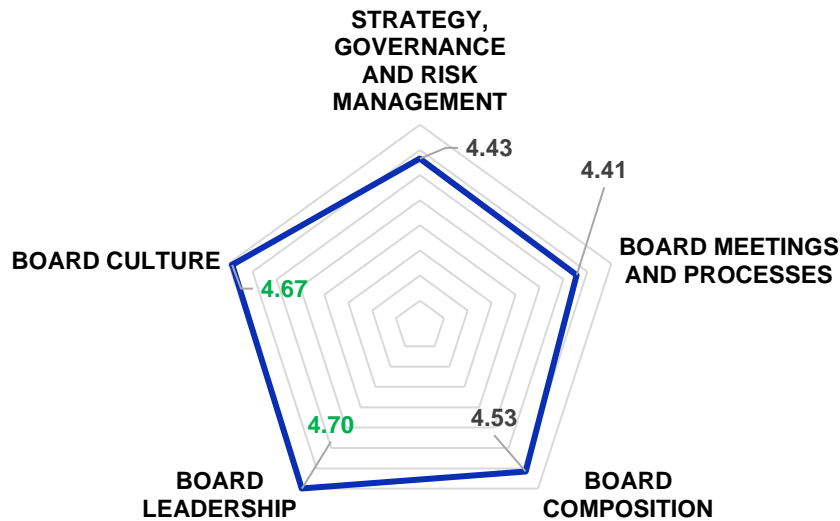
	IPPF OVERALL	IPPF Board of Trustees		IPPF Senior LT Members		IPPF MA Leaders	
		Average	Range of responses	Average	Range of responses	Average	Range of responses
STRATEGY, GOVERNANCE AND RISK MANAGEMENT	4.4	4.6	1 5	4.3	1 5	4.4	1 5
BOARD MEETINGS AND PROCESSES	4.4	4.5	1 5	4.2	1 5	4.7	2 5
FINANCE, AUDIT AND RISK COMMITTEE (FAR) MEETINGS AND PROCESSES*	4.7	4.6	1 5	4.8	1 5	5.0	5 5
MEMBERSHIP COMMITTEE (MC) MEETINGS AND PROCESSES	4.2	4.2	3 5	3.9	3 5	5.0	5 5
RESOURCE ALLOCATION TECHNICAL COMMITTEE (RTAC) MEETINGS AND PROCESSES	4.5	4.6	2 5	4.1	2 5	5.0	5 5
STRATEGY, INVESTMENT AND POLICY COMMITTEE (SIP) MEETINGS AND PROCESSES*	4.3	4.3	1 5	4.0	2 5	5.0	5 5
BOARD COMPOSITION	4.5	4.8	1 5	4.3	1 5	4.3	1 5
BOARD LEADERSHIP	4.7	4.7	1 5	4.7	2 5	4.8	2 5
BOARD CULTURE	4.7	4.7	1 5	4.5	1 5	5.0	5 5
TOTAL	4.5	4.5	1 5	4.3	1 5	4.8	1 5



*Verifying response from one respondent

IPPF's Board believes the effectiveness and performance are strong with room for improvement on strategy, governance and risk management as well as meetings and processes (2/2)

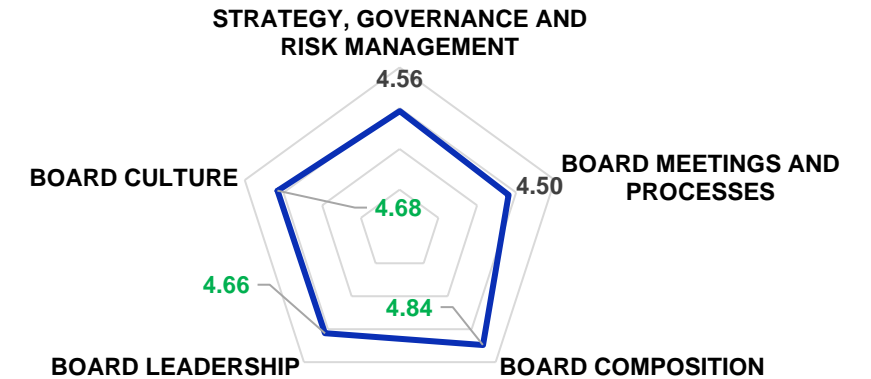
Overall Board Performance



Key Insights

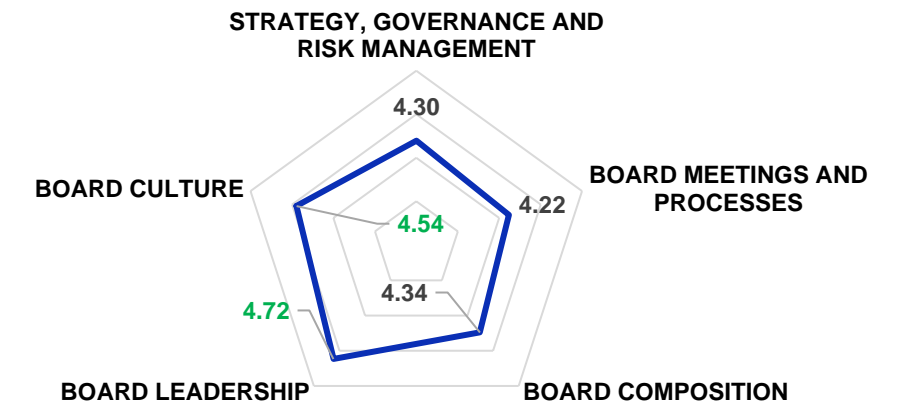
Board of Trustees observations

- Overall, the Board is satisfied with its performance.
- The Board is very positive about its composition.
- Culture and leadership are also highly rated by Board Trustees.
- The Board is slightly less satisfied with strategy, governance and risk management, and with meetings and processes.



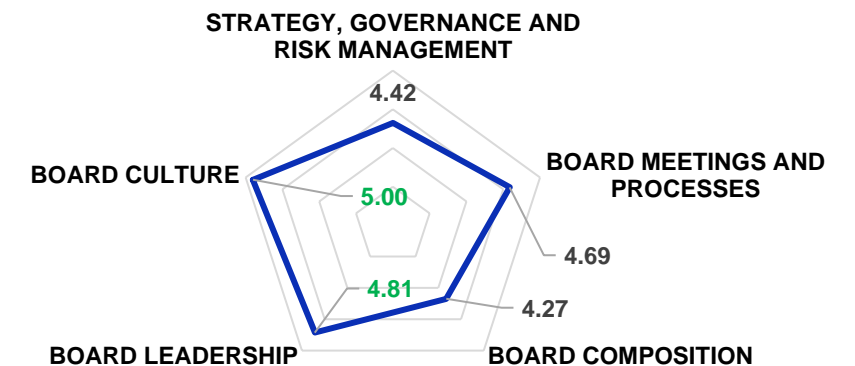
Senior LT Members observations

- Senior LT Members are very satisfied with the Board's leadership and culture.
- Senior LT Members are slightly less satisfied with the Board composition.
- The group believes that Board meetings and processes, as well as focus on strategy, governance and risk could be improved.



MA Leaders observations

- MA Leaders are overall satisfied with the Board's performance, particularly with its culture.
- Leadership and meetings and processes are strongly rated and performing well.
- MA Leaders believe board composition could be further strengthened.



IPPF rated the Board of Trustee’s culture, behaviours and effectiveness as relatively high (1/2)

	IPPF OVERALL	IPPF Board of Trustees		IPPF Senior LT Members		IPPF MA Leaders				
		Average	Range of responses		Average	Range of responses		Average	Range of responses	
COMMUNICATION	4.5	4.7	1	5	4.2	3	5	4.6	3	5
ENGAGEMENT	4.1	4.1	2	5	3.9	2	5	4.3	3	5
RELATIONSHIP	3.7	3.8	2	5	3.7	2	5	4.1	3	5
PERSPECTIVE	4.3	4.4	2	5	4.1	2	5	4.6	3	5
CHARACTER	4.4	4.4	2	5	4.4	3	5	4.7	4	5
TOTAL	4.2	4.3	1	5	4.0	2	5	4.5	3	5

Very strong rating (>4.50)
 Strong rating (4.00-4.50)
 Neutral rating (<4.00)

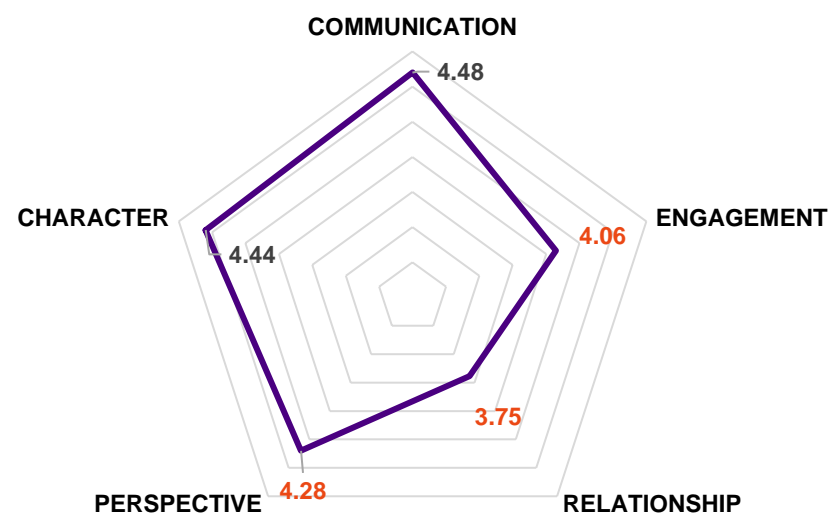
	Global Average*	EU Average*	IPPF OVERALL	IPPF Board of Trustees	IPPF Senior LT Members	IPPF MA Leaders
	BOARD EFFECTIVENESS: on a scale of 0-10, how would you rate the Board (with 10 being the most effective Board)?	8	7.8	7.8	8.3	7.4
BOARD CULTURE: on a scale of 0-10, how would you rate the Board (with 10 being the most engaging, professional, and productive Board culture)?	8	7.8	8.0	8.2	7.8	8.2
TOTAL	8	7.8	7.9	8.2	7.6	7.9

Above Global and EU average
 Within Global and EU average
 Below Global and EU average

* RRA Board Culture & Board Director Behaviours Survey

Board Trustee behaviours were assessed overall as strong with some further work required on deepening relationships post-pandemic (2/2)

Overall Board Behaviours

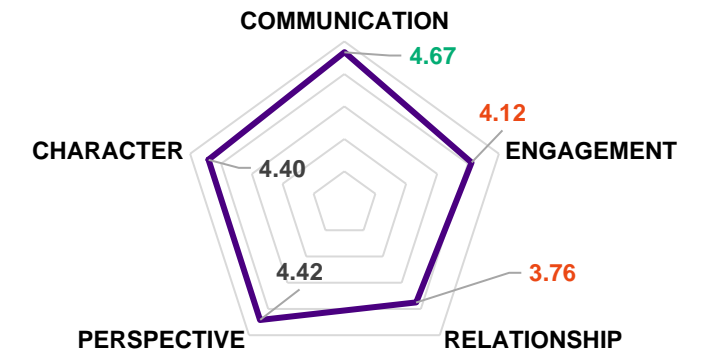


Key Insights

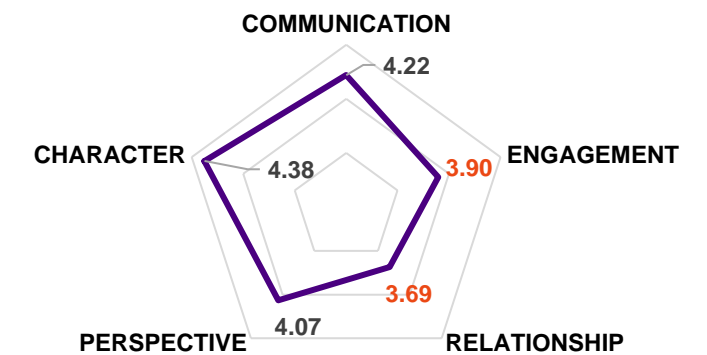
Observations

- Overall, all stakeholders are most satisfied with the Board's integrity (*character*).
- The two behaviours which were slightly lower rated were relationship (caused by a lack of in-person interactions given COVID circumstances.), and engagement (as some people are not fully presented, due also to technology issues).
- There is also an opportunity to deepen relationships between the BoT and wider executive team, beyond DG.
- All members are positive about the communication among the BoT members.
- The Senior LT members are less positive on BoT's engagement and perspective compared to Board Trustees and MA leaders.
- Youth members were positive about the Board culture, allowing everyone to speak up and contribute to the discussion.

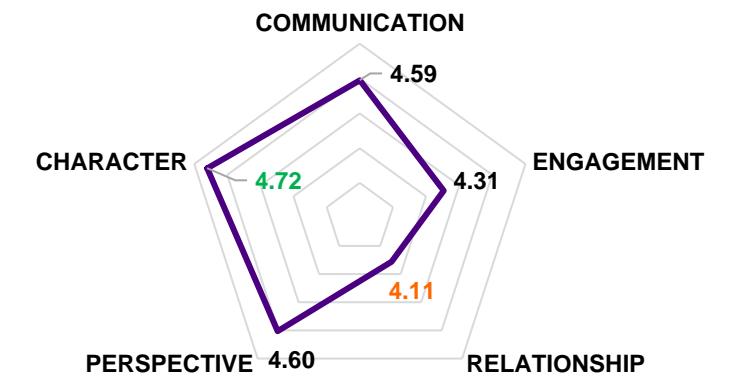
Board of Trustees



Senior LT Members



MA Leaders

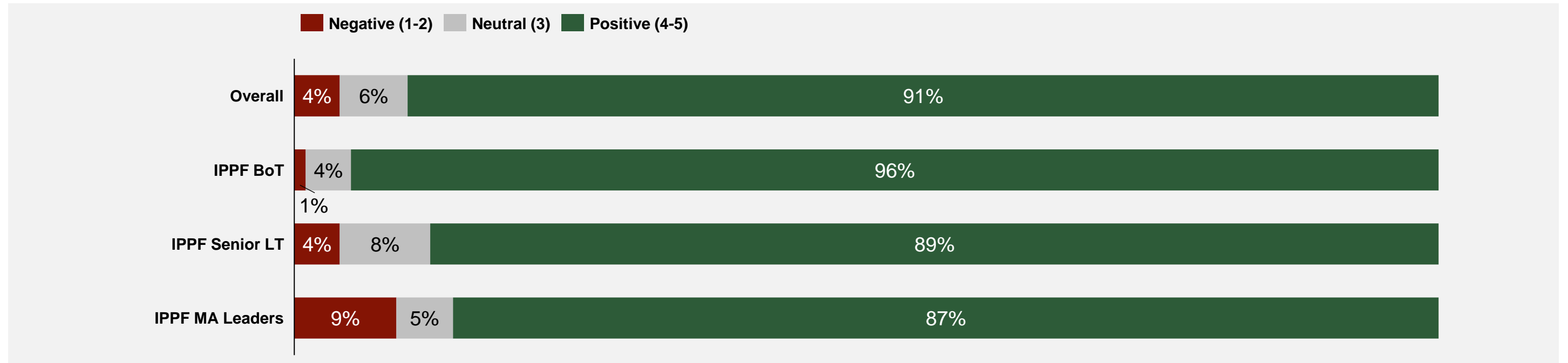


2

Deep-dive on
effectiveness and
performance in each
surveyed area

Despite being newly formed, IPPF’s board has a fairly good grasp of its strategic and governance needs, but could benefit from focusing more on risk functions and MA matters

Aggregate results of answers to 12 questions in the section: strategy, governance and risk management

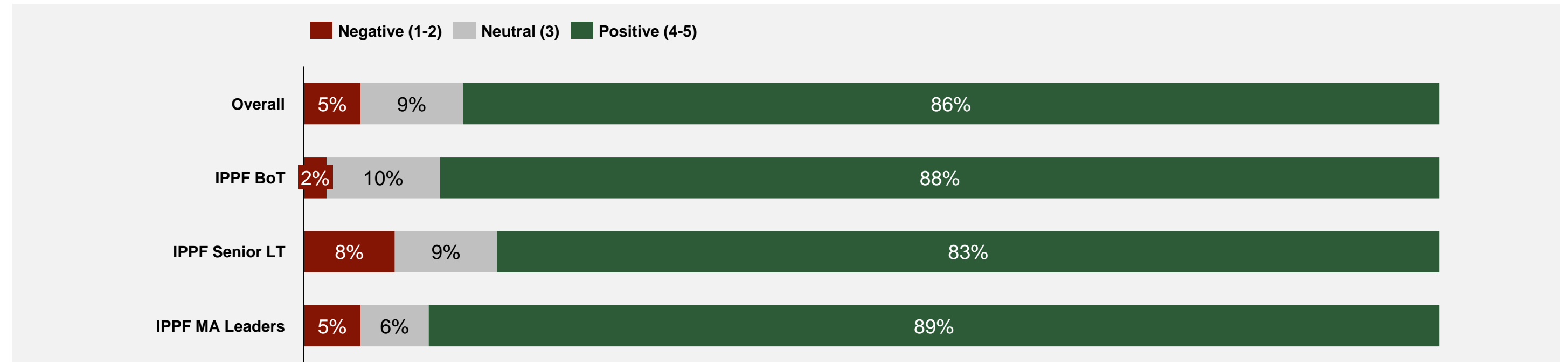


Comments

- “We really need take keen interest in MA affairs and assist them in understanding the new IPPF” – Board Trustee
- “The Board should develop a periodic reporting mechanisms on MA risk register and make provision for risk mitigation. Youth Governance structures need to be fully revitalized and supported for meaningful engagement of young people” – MA Leader
- “The risk management function seems an important area for strengthening.” – Board Trustee
- “Some of the trustees still require further on-boarding to get a better picture in terms of risks management. At the same time, some remain unclear with their role at global level, and this is critical to get through so the trustees' alignment could be the same as that of the board as a whole” – Senior LT Member
- “The Board is not a uniform block. There is a very wide range in terms of knowledge, interest and levels of contribution.” – Senior LT Member

Board meetings and processes were rated fairly effective, however, there is room for deeper content-rich discussions going forward

Aggregate results of answers to 13 questions in the section: board meetings and processes

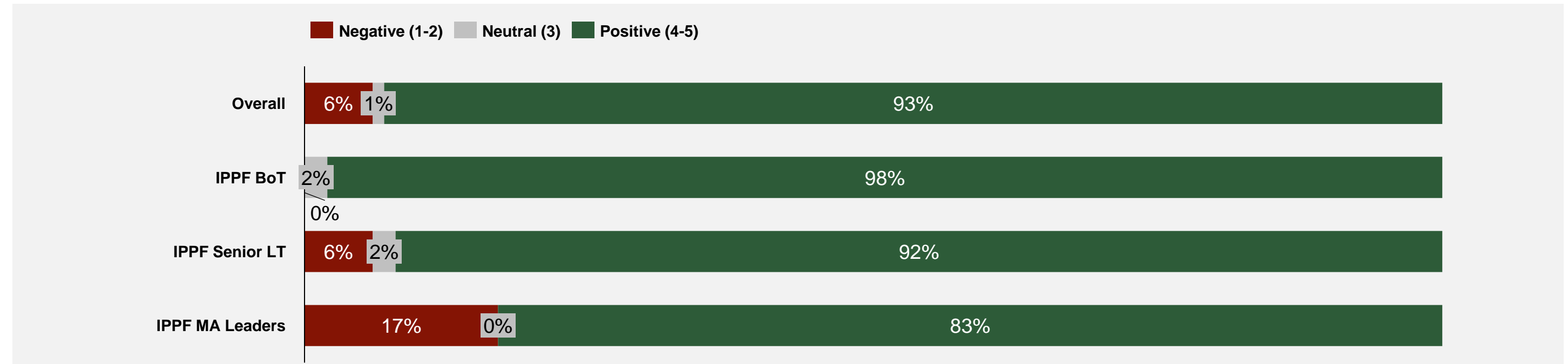


Comments

- *“I believe we need more time for more in-depth deliberations and many times important conversations have to be cut short.” – Board Trustee*
- *“Need to reduce information overload to be able to focus on important ones for adequate decision making. Too many meetings but could be because of so many urgent issues to be attended to drive forward the governance reform” – Board Trustee*
- *“It would be helpful to spend more time discussing programmatic design questions and strategic trade offs to be made” – Board Trustee*
- *“Because of COVID constraints, the meetings agenda are significantly crunched and do not allow for lengthy required discussions” – Senior LT Member*
- *“From a management perspective, the preparation of papers can be a time-consuming exercise for the Secretariat without necessarily always feedback or clear action points. That is fine as long as the frequency of meetings does not take over from other commitments, especially when working with limited staff capacity”. – Senior LT Member*

Overall, the Board composition is balanced in experience and diversity and skilled to support IPPF’s mission; but could increase its expertise in SHRH programmes and finance

Aggregate results of answers to 5 questions in the section: board composition

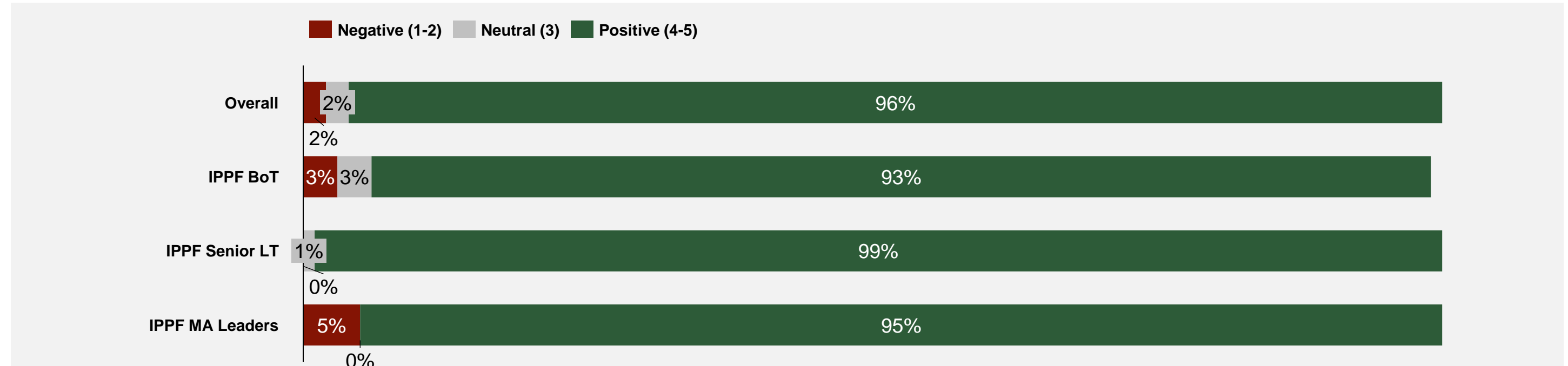


Comments

- “I really respect the Board's composition.” – Board Trustee
- The board is well balanced and has the requisite skills for IPPF.” – MA leader
- “Stronger knowledge in design of programmes would be an asset.” – Board Trustee
- “In my view, the board brings diversity but will benefit of having a couple of experts on specific subject matters related to SRHR such as abortion and regional balance to correct the absence of the Americas and the Caribbean representation.” – Senior LT Member
- “More trustees with financial background are required” – Senior LT Member
- “The Youth voices are not heard loudly or effectively enough.” – Senior LT Member

The Chair performance was rated as very high.

Aggregate results of answers to 8 questions in the section: board leadership

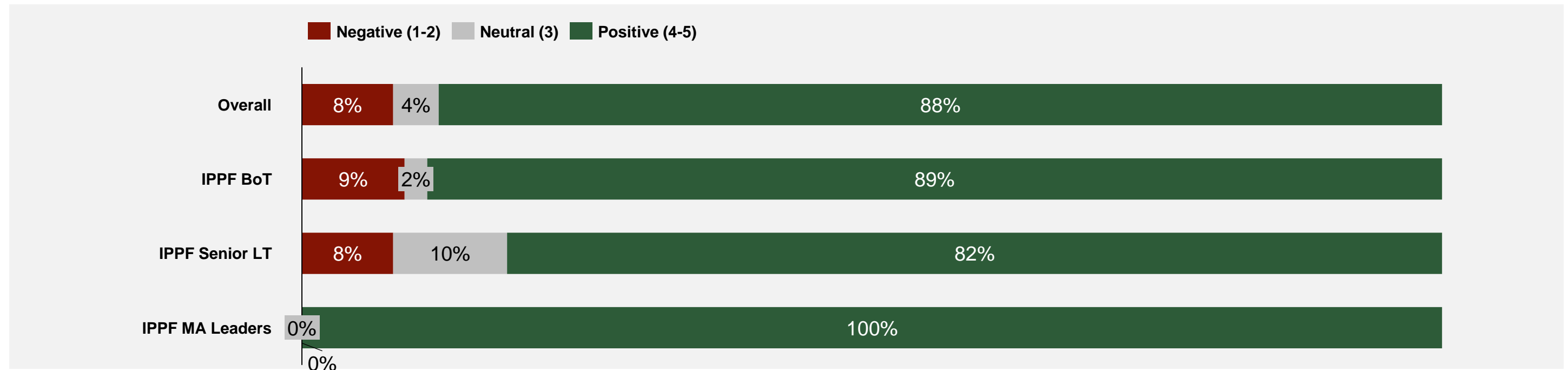


Comments

- *"I highly value the Chair's leadership" – Board Trustee*
- *"I have been most impressed by Kate's dedication and performance. She is the main driver of this Board's performance, has also contributed to generating donor/supporter trust and allowed the Director-General to concentrate on the issues that matter most." – Senior LT Member*
- *"I am inspired by Kate Gilmore; she is a great leader!" – MA Leader*
- *"I would encourage the Board Chair to be less self-deprecating and less apologetic in her style. Also, to ensure discussions are set in their strategic context" – Board Trustee*
- *"The Board chair is such an inspirational leader; however, she will be better if she ensures the inclusion of 'big picture' discussions in the Board and also if she challenges us a bit more." – Senior LT Member*

The culture of the Board is strong, but steps could be taken to create a more cohesive board, and to be bolder in tackling sensitive topics

Aggregate results of answers to 6 questions in the section: board culture



Comments

- “Youth voices need to be heard more and contribute to the agenda of the board meetings on specific youth related issues.” – Board Trustee
- “We have not really come out when it comes to racism topics, that makes all of us stumble at times while we know it happens. i feel if not discussed we may have huge problems in the future” – Board Trustee
- “Every person can express themselves, but I do believe sometimes that those who don't speak English are at a disadvantage even with the translators given we are not in-person.” – Board Trustee
- “There still seems to be room for improvement in getting the Board Trustees to operate as a group and not as individuals.” – Board Trustee
- “I am very much looking forward to 2022, when the Board can finally meet face to face.” – Senior LT Member

3

Highest and lowest
rated items

10 items rated highest by all survey respondents

Survey Answer Range:
1 (Very Inaccurate) to 5 (Very Accurate)

CATEGORY	QUESTION	AVERAGE
FINANCE, AUDIT AND RISK (FAR) COMMITTEE MEETINGS AND PROCESSES (C-FAR members only)	The deadline for dispatch of the documents in preparation of the Committee meetings is adequate.	5
RESOURCE ALLOCATION TECHNICAL COMMITTEE (RTAC) MEETINGS AND PROCESSES* (RTAC members only)	The Committee Chair ensures that each Committee member can express her/his/their opinion during the debate and can take a stand.	5
RESOURCE ALLOCATION TECHNICAL COMMITTEE (RTAC) MEETINGS AND PROCESSES* (RTAC members only)	The Committee Chair reaches a consensus among the members and summarizes the position of the Committee.	5
BOARD LEADERSHIP	The Board Chair encourages a collegial and collaborative culture.	4.9
BOARD LEADERSHIP	There is an effective collaboration between the Board Chair and Director-General.	4.9
FINANCE, AUDIT AND RISK (FAR) COMMITTEE MEETINGS AND PROCESSES (C-FAR members only)	The report of the Committee's work, at Board meeting, reflects the reality of this work, the debates and the opinions expressed.	4.9
FINANCE, AUDIT AND RISK (FAR) COMMITTEE MEETINGS AND PROCESSES (C-FAR members only)	The Chair of the Finance, Audit and Risk Committee leads the meetings in a way that ensures open communication.	4.9
FINANCE, AUDIT AND RISK (FAR) COMMITTEE MEETINGS AND PROCESSES (C-FAR members only)	The preparation of the Committee meetings is adequate (quality and relevance of the preparation).	4.8
BOARD CULTURE	Every Board Trustee is allowed to freely express her/his/their opinion.	4.8
FINANCE, AUDIT AND RISK (FAR) COMMITTEE MEETINGS AND PROCESSES (C-FAR members only)	The Committee Chair ensures that each Committee member can express her/his/their opinion during the debate and can take a stand.	4.8

10 items rated lowest by all survey respondents

Survey Answer Range:
1 (Very Inaccurate) to 5 (Very Accurate)

CATEGORY	QUESTION	AVERAGE
BOARD BEHAVIORS: RELATIONSHIP	Actively cultivate appropriate level relationships with other executives besides the Director-General	3.5
BOARD BEHAVIORS: PERSPECTIVE	Use 3-5 year time horizon to evaluate opportunities and make decisions	3.5
BOARD BEHAVIORS: RELATIONSHIP	Actively cultivate relationships with fellow Board Trustees	3.7
MEMBERSHIP COMMITTEE (MC) MEETINGS AND PROCESSES (MC members only)	The Committee meetings are conducted in a way that ensures good communication and effective participation of its members, without prejudice to the quality of the debates.	3.8
BOARD MEETINGS AND PROCESSES	The process for IPPF's executive succession planning and talent management are properly in place.	3.8
BOARD BEHAVIORS: ENGAGEMENT	Involved beyond functional topics in line with her/his/their background	3.9
BOARD MEETINGS AND PROCESSES	The depth of strategic discussions in Board meetings is appropriate.	3.9
BOARD BEHAVIORS: ENGAGEMENT	Come prepared to meetings	3.9
STRATEGY, GOVERNANCE AND RISK MANAGEMENT	The Board is aware of the views of stakeholders and communities served.	4
RESOURCE ALLOCATION TECHNICAL COMMITTEE (RTAC) MEETINGS AND PROCESSES* (RTAC members only)	The Committee has sufficient information on the activities and solutions of the Group to carry out its assignments.	4

10 items rated highest by the Board of Trustees

Survey Answer Range:
1 (Very Inaccurate) to 5 (Very Accurate)

CATEGORY	QUESTION	AVERAGE
FINANCE, AUDIT AND RISK (FAR) COMMITTEE MEETINGS AND PROCESSES (C-FAR members only)	The preparation of the Committee meetings is adequate (quality and relevance of the preparation).	5.0
FINANCE, AUDIT AND RISK (FAR) COMMITTEE MEETINGS AND PROCESSES (C-FAR members only)	The frequency, duration and attendance at the Committee meetings are satisfactory.	5.0
FINANCE, AUDIT AND RISK (FAR) COMMITTEE MEETINGS AND PROCESSES (C-FAR members only)	The Committee meetings are efficient.	5.0
RESOURCE ALLOCATION TECHNICAL COMMITTEE (RTAC) MEETINGS AND PROCESSES* (RTAC members only)	The preparation of the Committee meetings is adequate (quality and relevance of the preparation).	5.0
RESOURCE ALLOCATION TECHNICAL COMMITTEE (RTAC) MEETINGS AND PROCESSES* (RTAC members only)	The Committee meetings are conducted in a way that ensures good communication and effective participation of its members, without prejudice to the quality of the debates.	4.9
RESOURCE ALLOCATION TECHNICAL COMMITTEE (RTAC) MEETINGS AND PROCESSES* (RTAC members only)	The Chair of the Resource Allocation Technical Committee leads the meetings in a way that ensures open communication.	4.9
BOARD MEETINGS AND PROCESSES	The management team communicates with the Board in an open, frank and timely manner and is sufficiently responsive to the questions and issues raised by the Board.	4.9
BOARD LEADERSHIP	The Board Chair has an open and transparent style.	4.8
BOARD LEADERSHIP	There is an effective collaboration between the Board Chair and Director-General.	4.9
STRATEGY, GOVERNANCE AND RISK MANAGEMENT	The Board has been adequately informed about the specific challenges created by the Covid-19 crisis and has been able to influence the organization's response to these challenges.	4.9

** Note: The Board of Trustees believes that the culture is inclusive, respectful and has greatly improved; the nomination process for the Board considers the relevant knowledge and experience necessary to the organisation. They also think that communication is optimal and is facilitated by the Chair of the RTAC who ensures that each Committee member can express her/his/their opinion during the debate and that consensus among the members is reached.*

10 items rated lowest by the Board of Trustees

Survey Answer Range:
1 (Very Inaccurate) to 5 (Very Accurate)

CATEGORY	QUESTION	AVERAGE
RESOURCE ALLOCATION TECHNICAL COMMITTEE (RTAC) MEETINGS AND PROCESSES* (RTAC members only)	The report of the Committee's work, at Board meeting, reflects the reality of this work, the debates and the opinions expressed.	2.0
STRATEGY, INVESTMENT AND POLICY COMMITTEE (C-SIP) MEETINGS AND PROCESSES (C-SIP members only)	The Chair of the Strategy, Investment and Policy Committee leads the meetings in a way that ensures open communication.	3.0
STRATEGY, INVESTMENT AND POLICY COMMITTEE (C-SIP) MEETINGS AND PROCESSES (C-SIP members only)	The Committee Chair reaches a consensus among the members and summarizes the position of the Committee.	3.0
BOARD BEHAVIORS: PERSPECTIVE	Use 3-5 year time horizon to evaluate opportunities and make decisions	3.0
BOARD BEHAVIORS: RELATIONSHIP	Actively cultivate appropriate level relationships with other executives besides the Director-General	3.2
BOARD MEETINGS AND PROCESSES	The depth of strategic discussions in Board meetings is appropriate.	3.3
BOARD MEETINGS AND PROCESSES	The process for IPPF's executive succession planning and talent management are properly in place.	3.3
STRATEGY, GOVERNANCE AND RISK MANAGEMENT	The Board is aware of the views of stakeholders and communities served.	3.5
MEMBERSHIP COMMITTEE (MC) MEETINGS AND PROCESSES (MC members only)	The deadline for dispatch of the documents in preparation of the Committee meetings is adequate.	3.5
MEMBERSHIP COMMITTEE (MC) MEETINGS AND PROCESSES (MC members only)	The report of the Committee's work, at Board meeting, reflects the reality of this work, the debates and the opinions expressed.	3.5

10 items rated highest by the Senior LT Members

Survey Answer Range:
1 (Very Inaccurate) to 5 (Very Accurate)

CATEGORY	QUESTION	AVERAGE
FINANCE, AUDIT AND RISK (FAR) COMMITTEE MEETINGS AND PROCESSES (C-FAR members only)	The preparation of the Committee meetings is adequate (quality and relevance of the preparation).	5.0
FINANCE, AUDIT AND RISK (FAR) COMMITTEE MEETINGS AND PROCESSES (C-FAR members only)	The frequency, duration and attendance at the Committee meetings are satisfactory.	5.0
FINANCE, AUDIT AND RISK (FAR) COMMITTEE MEETINGS AND PROCESSES (C-FAR members only)	The Committee meetings are efficient.	5.0
FINANCE, AUDIT AND RISK (FAR) COMMITTEE MEETINGS AND PROCESSES (C-FAR members only)	The report of the Committee's work, at Board meeting, reflects the reality of this work, the debates and the opinions expressed.	5.0
FINANCE, AUDIT AND RISK (FAR) COMMITTEE MEETINGS AND PROCESSES (C-FAR members only)	The Chair of the Finance, Audit and Risk Committee leads the meetings in a way that ensures open communication.	5.0
FINANCE, AUDIT AND RISK (FAR) COMMITTEE MEETINGS AND PROCESSES (C-FAR members only)	The Committee Chair ensures that each Committee member can express her/his/their opinion during the debate and can take a stand.	5.0
FINANCE, AUDIT AND RISK (FAR) COMMITTEE MEETINGS AND PROCESSES (C-FAR members only)	The Committee Chair reaches a consensus among the members and summarizes the position of the Committee.	5.0
RESOURCE ALLOCATION TECHNICAL COMMITTEE (RTAC) MEETINGS AND PROCESSES (RTAC members only)*	The preparation of the Committee meetings is adequate (quality and relevance of the preparation).	5.0
RESOURCE ALLOCATION TECHNICAL COMMITTEE (RTAC) MEETINGS AND PROCESSES (RTAC members only)*	The Committee meetings are conducted in a way that ensures good communication and effective participation of its members, without prejudice to the quality of the debates.	5.0
RESOURCE ALLOCATION TECHNICAL COMMITTEE (RTAC) MEETINGS AND PROCESSES (RTAC members only)*	The Chair of the Resource Allocation Technical Committee leads the meetings in a way that ensures open communication.	5.0

** Note: Senior LT Members think that communication is optimal and is facilitated by the Chair of the RTAC who ensures that each Committee member can express her/his/their opinion during the debate and that consensus among the members is reached. As for the C-SIP, they think the committee is knowledgeable enough on the activities and solutions of the Group to carry out its assignments. Meetings are also conducted in a way that ensures good communication and effective participation of its members, without prejudice to the quality of the debates.*

10 items rated lowest by the Senior LT Members

Survey Answer Range:
1 (Very Inaccurate) to 5 (Very Accurate)

CATEGORY	QUESTION	AVERAGE
RESOURCE ALLOCATION TECHNICAL COMMITTEE (RTAC) MEETINGS AND PROCESSES (RTAC members only)*	The report of the Committee's work, at Board meeting, reflects the reality of this work, the debates and the opinions expressed.	2.0
STRATEGY, INVESTMENT AND POLICY COMMITTEE (C-SIP) MEETINGS AND PROCESSES (C-SIP members only)	The Chair of the Strategy, Investment and Policy Committee leads the meetings in a way that ensures open communication.	3.0
STRATEGY, INVESTMENT AND POLICY COMMITTEE (C-SIP) MEETINGS AND PROCESSES (C-SIP members only)	The Committee Chair reaches a consensus among the members and summarizes the position of the Committee.	3.0
BOARD BEHAVIORS: PERSPECTIVE	Use 3-5 year time horizon to evaluate opportunities and make decisions	3.1
BOARD BEHAVIORS: RELATIONSHIP	Actively cultivate appropriate level relationships with other executives besides the Director-General	3.2
BOARD MEETINGS AND PROCESSES	The depth of strategic discussions in Board meetings is appropriate.	3.4
BOARD MEETINGS AND PROCESSES	The process for IPPF's executive succession planning and talent management are properly in place.	3.4
MEMBERSHIP COMMITTEE (MC) MEETINGS AND PROCESSES (MC members only)	The deadline for dispatch of the documents in preparation of the Committee meetings is adequate.	3.5
MEMBERSHIP COMMITTEE (MC) MEETINGS AND PROCESSES (MC members only)	The report of the Committee's work, at Board meeting, reflects the reality of this work, the debates and the opinions expressed.	3.5
RESOURCE ALLOCATION TECHNICAL COMMITTEE (RTAC) MEETINGS AND PROCESSES (RTAC members only)*	The composition of the Resource Allocation Technical Committee is adequate and the Committee members collectively have sufficient skills to fulfill the Committee's assignments.	3.5

* *Note:* as far as the work of the Strategy, Investment and Policy Committee is concerned, Senior LT Members also believe that the Chair of the committee could lead meetings in a way that ensures more open communication and are concerned that they might function in siloed ways, away from the Secretariat and, most importantly, the MAs.

10 items rated highest by the MA Leaders

Survey Answer Range:
1 (Very Inaccurate) to 5 (Very Accurate)

CATEGORY	QUESTION	AVERAGE
BOARD MEETINGS AND PROCESSES	Board Trustees receive adequate and relevant information ahead of meetings.	5.0
BOARD MEETINGS AND PROCESSES	The information received by the Board Trustees ahead of the meetings has been sent in a timely manner.	5.0
BOARD MEETINGS AND PROCESSES	Presentations made by the management team to the Board are satisfactory (they are short and informative).	5.0
BOARD MEETINGS AND PROCESSES	The process by which strategy is defined by the Board and the management team is efficient.	5.0
BOARD MEETINGS AND PROCESSES	The process for IPPF's executive succession planning and talent management are properly in place.	5.0
BOARD MEETINGS AND PROCESSES	There is an adequate on-boarding program for new Board Trustees.	5.0
FINANCE, AUDIT AND RISK (FAR) COMMITTEE MEETINGS AND PROCESSES (C-FAR members only)	The composition of the Finance, Audit and Risk Committee is adequate and the Committee members collectively have sufficient skills to fulfill the Committee's assignments.	5.0
FINANCE, AUDIT AND RISK (FAR) COMMITTEE MEETINGS AND PROCESSES (C-FAR members only)	The preparation of the Committee meetings is adequate (quality and relevance of the preparation).	5.0
FINANCE, AUDIT AND RISK (FAR) COMMITTEE MEETINGS AND PROCESSES (C-FAR members only)	The deadline for dispatch of the documents in preparation of the Committee meetings is adequate.	5.0
FINANCE, AUDIT AND RISK (FAR) COMMITTEE MEETINGS AND PROCESSES (C-FAR members only)	The Committee has sufficient information on the activities and solutions of the Group to carry out its assignments.	5.0

10 items rated lowest by the MA Leaders

Survey Answer Range:
1 (Very Inaccurate) to 5 (Very Accurate)

CATEGORY	QUESTION	AVERAGE
BOARD LEADERSHIP	The Board Chair ensures that the experience and expertise of the independent Board members is adequately used/solicited.	3.5
STRATEGY, GOVERNANCE AND RISK MANAGEMENT	The Board is aware of the views of stakeholders and communities served.	3.8
BOARD MEETINGS AND PROCESSES	The frequency of Board and Committees meetings is adequate for Board Trustees to appropriately fulfill their obligations.	4.0
BOARD COMPOSITION	There is adequate relevant subject matter experience on the Board.	4.0
BOARD BEHAVIORS: ENGAGEMENT	Willing to constructively challenge management, when appropriate	4.0
BOARD BEHAVIORS: ENGAGEMENT	Involved beyond routine Board processes	4.0
BOARD BEHAVIORS: ENGAGEMENT	Involved beyond functional topics in line with her/his/their background	4.0
BOARD BEHAVIORS: RELATIONSHIP	Actively cultivate relationships with fellow Board Trustees	4.0
BOARD BEHAVIORS: RELATIONSHIP	Actively cultivate appropriate level relationships with other executives besides the Director-General	4.0
STRATEGY, GOVERNANCE AND RISK MANAGEMENT	All IPPF's interests are appropriately taken into account in the Board's decision-making process.	4.2



To improve the way
the world is led