

This document identifies the headline theme arising from each of the 4 questions asked. The headline themes are aligned where there is a common thread. This leads to the possible strategic risk theme.

Q1 – worst thing	Q2 - challenge	Q3 - Opportunity	Q4 - Emerging	Possible strategic risk theme
Fraud, bribery, financial misconduct / mismanagement (systemic / significant)	Financial mismanagement / mis-conduct			Financial mismanagement / misconduct
Failure to change / meet needs and ensure relevance	Modernisation of delivery / digitisation	Reform, modernise and innovate	IPPF modernisation and change	IPPF Modernisation (and change)
Immediate loss of funding	Ensuring financial sustainability	Alternative funding / restructuring of funding		Financial resilience and sustainability
Significant failure in health, safety and well-being of service users / staff (as a result of IPPF negligence / failings)	Managing safety, welfare and well-being of staff			Protecting our staff and users from harm
Safeguarding failure	Managing safeguarding			Safeguarding
Operating restrictions imposed	Inequality / operating restrictions imposed (politically, culturally)	Global political, economic and cultural influence	Political and cultural shifts (creating turmoil / opposition)	Responding to political and cultural change
Inequality			Humanitarian crisis	Inequality
	Managing quality, consistency, continuity and outcomes		Managing supply chain / quality of services	Managing continuity and quality
		IPPF strategy development and renewal		Strategy refresh

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		Growing partnerships and collaborations		Growing effective partnerships and collaborations
		Profile raising (communication and media)		Maximising IPPF profile
			Continuation of Covid (another Pandemic)	<i>? – or is this just a risk influencer?</i>