

5. Across all regulated sectors the Board is largely required to: i. establish the risk and internal control framework and determine the nature and extent of the principal risks it is willing to take in order to achieve the strategic objectives; ii. satisfy itself that the organization internal controls are robust, and allow for prudent and effective risk assessment and management; iii. monitor the organisation risk management and internal control systems; and iv. at least annually, carry out a review of their effectiveness and report on that review in the annual report. The monitoring and review should cover all material controls, including financial, operational and compliance controls.

Given these requirements, what changes would you make to the current risk management framework and approach to help the Board in the better fulfilment of its risk management responsibilities, be this oversight, decision making or from an assurance perspective?

Monitoring of emerging global risk and implications for IPPF

- Have a monitoring unit on the various changes that the world is experiencing and that have a significant impact on SRH. This monitoring unit within the Board of Directors must report frequently to the Chair of the Board.
- It should be good analytics and professional who can predict the risk

Refine the risk management methodology (including risk governance)

- Review of the risk management methodology
- dynamic and facilitative risk management framework is in place
- Make it more dynamic and live. Create a framework that sees risk as a necessary reaction to an increasingly bold and visible IPPF
- I would simplify it and make it more user-friendly
- being enabling rather than being inhibiting
- Support for governance reform at the MA levels
- Be clear as to what the BoT is responsible vs Senior Management
- Ensure effectiveness of governance functions to perform their functions with **risk management training for management**, board and committees

Build risk management capacity (and capability)

- Build capacity of those responsible to manage these systems and controls
- It's important that the Board makes a clearer distinction between smart risk and risks that arise from our inattention or lack of capacity/lack of competency or malfeasance. In the coming decade, IPPF may well have to take more risk - be even braver - take more smart risk, of the kind that we demonstrated when suing the UK Gov. But for that to be sustainable, we have to do far better at rooting out "dumb" risk ... risks that we must root out by greater attention to them through rational action, good systems, transparent reporting and clear focus on priorities.

- Would like to see a group of professionals review these actions taken. I understand there are many Committees and Boards but best to have a bias external group only which the Heads of the Organisation will know and nominate as volunteer based.
- Regard the increased professionalization of the charity sector as its own risk; use the framework to measure IPPFs own impulses to increase bureaucracy and the resulting inertia; articulate losses and gains of this approach and what that means for the people the Federation is set up to serve.
- I will always make myself available so that the work with the Board of Directors takes place in good conditions, in compliance with IPPF texts.
- As board members we should create all mechanisms to prevent possible risks.
- I would make a broader effort to bring the experience of south based organizations on risk management to ensure that the community/collective understanding of wellbeing and co responsibility can impact in our definition of risk management and our policies.

Root cause analysis (learning from experience and events)

- Reporting on past risk assessments, how effective were they are identifying the correct risks, rating them and implementing mitigation actions

Focus of risk and assurance reporting

- more regularly discuss the top-of-mind risks in board meetings, and how they are controlled
- Focus on the big risks, the current framework is huge and the key things get lost in a surfeit of detail.
- Slim down the number of risks to within 10 key priority risks they should monitor closely
- Limit the number of risks and strategize/map by severity as well as probability
- more proactive global assurance mechanism
- Be tougher with internal controls
- Stronger prioritisation and knowing there is a system that allows for more systematic monitoring and action
- We faced many risk and IPPF risk management strategy of course work in high manner.
- some of the risks didn't depends on us
- Not only controlling and monitoring in paper but also have a chance to challenge the Federation.

Influencing decision making

- be more explicit about risk appetite, in order to (re)shape the internal risk management framework
- include risk opinions of internal risk management to important board decisions

- That is why we should just think and go in another direction as a water in river if the stone will be on the road the water will avoid

1. Given the IPPF priorities, what would be the worst thing that IPPF could experience tomorrow or in the next 12 months? i.e. activities or events that you would want to potentially avoid e.g. a significant safeguarding breach etc.

Fraud, bribery, financial misconduct / mismanagement (Systemic / significant)

- Systematic harassment or misconduct in MA or the Secretariat, fraud and funds misuse, significant funding shortfall compromising continuity of operations.
- Fraud, corruption in employment and trade, abuse of staff, services, commodities including re conflicts of interest
- Mismanagement of funds
- Inability to set up a strong planning, budgeting, forecasting and reporting system within the next three months for the Secretariat - which in turn will lead to delays in reporting to both the management and the secretariat - creating serious internal control issues.
- Loss of credibility due to financial mismanagement, not able to financially effective
- Mismanagement and corruption at MA levels
- A big fraud case badly managed destroys donor confidence.
- reputational risk due to internal affairs (sexual harassment, fraud, breaches of internal controls)
- Something that is mishandled by Board that would cause a major breach of trust with the membership and significant loss of confidence in the new governance model, potentially this could be around the new financial allocations as this is sensitive. In general the risk is around Board and Secretariat being perceived as centralist/ivory tower/driving own agendas without listening to members etc
- Non-compliance with texts
- A severe compliance issue threatening international funding. For example, fraud, misuse of funds, embezzling, problematic financial reporting, etc.
- Fraud and corruption

Failure to change / meet needs and ensure relevance

- Not following through on the reforms.
- The worst thing that can happen is that IPPF loses its relevance and stops delivering to the most needed.
- What would not be seen necessarily as disastrous (few NGOs collapse directly because they are ineffective against mission) but would be, is to fail to deliver on our charitable objects, to fail to deliver our promised priorities and thus to fail those who look to us for leadership and delivery in SRHR.
- Loss of key senior leaders, most notably our DG, would also be highly problematic.
- Failure to modernise MA governance; it won't be felt in 12 months but it will be felt in a few years and will not just risk the credibility of IPPF, but its ability to more meaningfully and impactfully deliver on its SRHR promises.
- Something that is mishandled by Board that would cause a major breach of trust with the membership and significant loss of confidence in the new governance model,

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Immediate loss of funding

- Given the Pandemic, many countries/donors/investors will be cutting funds towards the priorities of IPPF rather wish to move to a more techno and virtually aiding organisations.
- Loss of a significant donor
- Another severe reduction in funding from a major donor due to a change in domestic politics or international economic issues post Covid-19 (i.e. in the same manner as FCDO's reduction in funding)
- inability to upgrade Netsuite system (along with budgetary control system) over the next three months, leading to uncontrolled expenditure across the secretariat - which in turn leads to significant deficit by the end of the year - negatively impacting IPPF's reserves (which could go below the designate levels)
- Loss of funding
- Bankruptcy
- financial crisis
- Cuts of funding
- Risk of breakdown of relationship with key donors - with respect to one financial mismanagement case that IPPF is dealing which some of the donors are not happy with, leading to suspension of major unrestricted core funds - having a debilitating impact on the entire organisation.
- Our bankers see IPPF as too risky and run.
- A collapse in core funding
- The loss of its givers
- Withdrawal of large donors due to changed preferences and/or changes in political circumstances

Significant failure in health, safety and well-being of service users / staff (as a result of IPPF negligence / failings)

- The objectively worst is loss of life as a result of our negligence or misconduct. But many other, more likely events would be disastrous and would be seen publicly to be disastrous.
- Organized Attacks on staff/volunteers including cyber attacks
- Major health and safety incident
- Some mismanagement of client that can lead to safety of clients and that jeopardizes IPPF's reputation
- Big clinic-related outbreak makes our clients and providers feel unsafe and they stop coming.

Safeguarding failure

- sexual abuse/assault including of minors;
- Major safeguarding incident involving a number of senior manager and/or trustees

- Safeguarding event
- A big safeguarding case badly managed destroys donor confidence.
- Failure to have the necessary focus and mechanisms in place re safeguarding.
- reputational risk due to internal affairs (sexual harrasment, fraud, breaches of internal controls)
- PSEAH/safeguarding incidences in either secretariat or MA.
- Sexual violence, harassment and abuse
- serious safeguarding incident

Operating restrictions imposed

- conflicts between countries that will result in restrictions and boycotts that MAs will pay dearly for
- Taking Afghan as an example, if we have Coups like that will be much more detrimental towards the next gen of women and kids.
- covid situation not easing up and not allowing to do our work across the continent.
- Antiracism conflicts and clashes.
- Racism
- inability to execute projects due to changes in political / social circumstances

Inequality

- Complaints against secretariat for being racist or colonialist (from within or from MAs) or for taking too much control of the Federation (from MAs)
- racism

2. Given the IPPF priorities, what are the greatest challenges that IPPF faces in the next 12 to 24 months? i.e. activities or events that may occur with which you would want to engage or tackle in some way e.g. achieving global digital transformation of services for stakeholders etc.

Modernisation of delivery / digitisation

- The greatest challenge is to adapt to the new reality where telehealth and digital media are fundamental but also specific outreach strategies are needed for those in the digital gap.
- greater data utilization to inform decision-making
- Continued relevance to socio-economic environment - ensuring our services are fit for purpose and our advocacy targeted
- Weak governance and management in some priority MAs - resulting in loss of confidence from donors
- Inability to set up a strong planning, budgeting, forecasting and reporting system within the next nine months for the MAs. This will in turn negatively impact the ability of MAs and the Secretariat to seamlessly develop and finalise the three year plan and budgets for 2023-25 (late next year). This could lead to excess pressure, delays and negative impression about the entire planning process. this could then have a knock on negative impact on the General Assembly meeting (i.e meeting of all Member Associations) that is meeting in November 22 to approve IPPF's strategic plan 2023-28.

- Finding ways to cross the "digital divide" in the delivery of virtual services
- Use the most modern IT based diagnostic and treatment tools
- Governance reform at key MAs
- Service adaptation (digital and others) for clients
- digitalization of every possible events and programs now in upcoming years. so the program modules will need to be changed.
- Inability to modernise internal systems and governance. Getting the balance between process and outcomes right. Ensuring the strategy is ambitious as promised.
- instable ICT, leading to insufficient insight into financial position
- Getting the strategy right, can we change sufficiently to meet the challenges and context of 21st Century - especially the need to confront the limitations of the 'international development' paradigm within which IPPF is caught. The risk of taking outdated, normative and naïve approaches to how change happens, approaches that give lip service to the influence of power relations and financial incentives on human rights and development outcomes, but don't incorporate them in our analysis.
- Building stronger MAs - both in terms of organizational function (governance reform and management) as well as Programme/service delivery. Transforming the work of MAs to adapt and respond to the changing needs of society, making sure they are relevant and play a critical role in delivering SRHR services in their countries
- Various trainings on governance

Managing quality, consistency, continuity and outcomes

- Universal health coverage and quality assurance
- performance management and oversight of Mas.
- Communicating our impact to donors.
- conflicts, political turmoil, repressive laws against SRHR and the communities in need
- Creating a unique reputation and quality for serving clients across SRHR
- Commodity security in light of the logistic challenges presented by the pandemic and the financial challenges from FCDO and other cuts.
- Inability to move toward capturing service, program and advocacy data to measure and communicate tangible results, and thus hold ourselves accountable.
- Inability to modernise internal systems and governance. Getting the balance between process and outcomes right. Ensuring the strategy is ambitious as promised.
- Greatest challenge remains that not all MA's are committed to delivering on the full SRHR agenda, with little or no recourse.
- continued stress on member Associations due to covid or other health crisis
- The continuing pandemic; the financial and delivery implications as well as the emotional strain it brings
- Building stronger MAs - both in terms of organizational function (governance reform and management) as well as Programme/service delivery. Transforming the work of MAs to adapt and respond to the changing needs of society, making sure they are relevant and play a critical role in delivering SRHR services in their countries
- Showcasing impact and validity of IPPF interventions that LNOB when we are not about the numbers (ex. % of coverage) to donors - finding the right indicators, ensuring systems are in place for collection of good quality data

- Moving to distance based management, which means reduced field visits, training moving online, staff working virtually for extended periods.

Ensuring financial sustainability

- Advocacy for stabilization of government funding for SRH
- Adaptation of strategy and operations to COVID context fundraising
- The challenge of ensuring enough funding and financial sustainability is also strong.
- Strengthening and investing in financial diligence across the Fed. so we can avoid the current patterns of MA suspension/investigation.
- Making sure funds are protected.
- Lack of funding
- global pandemic including effects on finances
- Weak financial and data management systems both at the Secretariat (financial) and MAs (both and where those systems are still manual).
- Weak governance and management in some priority MAs - resulting in loss of confidence from donors
- instable ICT, leading to insufficient insight into financial position
- change in political environment in large donor countries
- Navigating the Federation and secretariat through an uncertain post-Covid-19 period, which may see an economic revival or not, may see changes in the international funding environment, and will still cause disruption for several years to come.

Inequality / Operating restrictions imposed (politically, culturally)

- Fighting racism and sexism and the global north and south divide based on colonial legacies
- Accusation of anti-racist
- Making substantial inroads to be a thoroughly anti racist and intersectional organization at all levels.
- conflicts, political turmoil, repressive laws against SRHR and the communities in need
- Taking to the consideration of the recent events happened at Afghanistan, the greatest challenge for IPPF which priorities towards women and SRHR is trying our bed to provide the needful medical aid which is only enough for a week
- Become a most popular go to organisation for SRHR of vulnerable populations such as sex workers, LGBTQI, young population
- increase power of conservative “right” groups
- Managing the tensions that arise within the context of anti-racism and decolonization debate – how to meaningfully engage and progress a more diverse, open and balanced Federation without widening divisions. Enabling the emotional and the rational to co-exist and interact in a healthy way.
- changes of values
- De-democratization of countries
- Navigating the Federation and secretariat through an uncertain post-Covid-19 period, which may see an economic revival or not, may see changes in the international funding environment, and will still cause disruption for several years to come.

Financial mismanagement / mis-conduct

- Fraud.
- Strengthening and investing in financial diligence across the Fed. so we can avoid the current patterns of MA suspension/investigation.
- Weak financial and data management systems both at the Secretariat (financial) and MAs (both and where those systems are still manual).
- Significant frauds/ mismanagement at the MAs leads to serious reputational risk for IPPF, leading to donors becoming hesitant in investing funds with IPPF - leading to flight of core donors away.
- instable ICT, leading to insufficient insight into financial position

Managing safeguarding

- Deepening compliance with and confidence in safeguarding, again across the Fed.

Managing safety, welfare and well-being of staff

- IPPF mission takes place in a difficult country, without adequate safety and security protocols. During this mission, one of the staff gets seriously hurt along with the MA staff. IPPF is sued for negligence - for not ensuring adequate duty of care, leading to significant financial damages being required to be paid.

3. Given the IPPF priorities, what are the greatest opportunities that IPPF has in the next 12 to 36 months? i.e. activities or events that you would want to capitalize on or seek out e.g. commercial growth through partnering and collaboration, alternative funding sources etc.

IPPF strategy development and renewal

- The strategy refresh renewed commitment from existing donors strengthening MA network
- Strategic planning
- The General Assembly and the new strategic plans are crucial vehicles to be completed within the next 18 months.
- Our new Strategy which will allow us to make noise, be visible and make new partnerships
- IPPF is embarking on its next strategic plan for 2023-28 - it has a great opportunity over the next few years to break out of its family planning/ bureaucratic/ traditional mould to redefining sexual reproductive health and rights for all (for all ages, sexes, genders and diverse populations), becoming a truly youth centred organisation, where its clients become central to all its decision making processes.
- New Strategy 2028 development
- empower MAs
- Strong DLT that understand each other and meet regularly
- Opportunity to lead the sector with an unapologetic, visionary strategy
- Development of the new Strategic Framework to bring together all MAs in the Federation post-governance and resource allocation reforms

Alternative funding / restructuring of funding

- Removal of the gag rule and opportunity for increasing services through more funding
- IPPF is beginning to embark on a individual giving journey - if it focuses on key markets/ countries, specifically on high net worth individuals, corporates and specific foundations, taking the benefit of relevant tax laws, there is a huge opportunity to generate a large pool of unrestricted core funding which would go a long way on independence and long term sustainability
- New donors such as the Global Fund, Amplify Change, etc's interest in SRHR
- USG and GFATM are the biggest funding opportunities in the short term and they will require new partnerships.
- Funding's more partners programs

Reform, modernise and innovate

- The reconfiguration of international organizations and international development is a good opportunity to move forward in our reform and make sure that the Federation is agile and innovative.
- applying (or even developing) mobile services to reach a greater target audience (optional: in partnership with software company)"
- Explore new opportunities post-covid for shared value activities and public/private partnerships involving government and the private sectors
- Free family planning methods for adolescents/young people
- empower MAs

Growing partnerships and collaborations

- we have to be watchful and mindful of the donors because we could easily loose a fund with stern policies - its best to be more adjustable towards the funder and really look into methods of alternative partnerships beyond the frameworks
- Our new Strategy which will allow us to make noise, be visible and make new partnerships
- Further improving collaboration between Member Associations through the regional offices
- USG and GFATM are the biggest funding opportunities in the short term and they will require new partnerships.
- Funding's more partners programs
- Cooperation with allies
- partnering with companies to tackle SDG5 (gender equality / SDG3 (SRHR) (companies are becoming more aware of their role in society)
- applying (or even developing) mobile services to reach a greater target audience (optional: in partnership with software company)
- private public partnership and advocacy at global leaders level
- Explore new opportunities post-covid for shared value activities and public/private partnerships involving government and the private sectors

Global political, economic and cultural influence

- COVID crisis leading to governments and donors and realisation that SRHR services, SGBV remedies and women's rights should be prioritised.
- Digital Health Interventions including virtual mentoring for service providers
- IPPF is embarking on its next strategic plan for 2023-28 - it has a great opportunity over the next few years to break out of its family planning/ bureaucratic/ traditional mould to redefining sexual reproductive health and rights for all (for all ages, sexes, genders and diverse populations), becoming a truly youth centred organisation, where its clients become central to all its decision making processes.
- Building on the response to COVID to further engage with donors
- New donors such as the Global Fund, Amplify Change, etc's interest in SRHR
- COP26
- Socio-economic strengthening of people for better access to SRH
- Abortion - What is happening in Texas and other US states on abortion - the irony is that SRHR is so high on the agenda of those who support it precisely because of the enormous push back. It is a massive challenge, yet we need to see it also as an opportunity to drive the longer term change globally - even if in the short term Roe falls.
- Global focus on gender equality - ensuring we position SRHR as fundamental to its achievement. Potential focus on equality and social justice more generally by governments as they try and recover voters from Trumpism/far right

Profile raising (communication and media)

- IPPF's anniversary is another important occasion that can be leveraged to renew energy.
- Donor briefings and key international forums will give us needed chances to message our determination to observe best standards.
- Our new Strategy which will allow us to make noise, be visible and make new partnerships
- Opportunity to use the power of the platform to articulate progress on key areas, incl successful pushback against the opposition.

4. Given the IPPF priorities, what do you see as the emerging events or threats that could impact on IPPF either negatively or positively and that you believe should be watched? i.e. those items still morphing or on the horizon e.g. extremism, climate change / environmental, Cov-Sars 21 etc

Political and cultural shifts (creating turmoil / opposition)

- The growing opposition on our issues and the leverage that those groups have in our governments, backlashes on political wins.
- Conflicts
- grow of right parties
- organized opposition to SRHR. However, I would add that the heightened attacks on and constant shrinking of civic space as we see in Hong Kong and most gravely in

Afghanistan, is a global trend and will have grave implications for our global and local advocacy for which we should plan and strive to mitigate.

- **Funding** cuts
- Attacks on democracy and increased populism in many countries, threatening CSOs
- the continuous growth of fundamentalism and macho politics across the world, where women's rights and freedom are constantly being challenged and curtailed, examples being Texas ruling on abortion/ Afghanistan - though with strong contra signs of hope with Mexico voting to decriminalise abortion and federal court in the US suing Texas.
- Continued right wing political attempts globally to reduce choice in all its forms
- Macho politics and links with the opposition
- Closing space for civil society and human right defenders
- Online opposition from the antichoice AND the new generation who want more from their institutions. Being in the UK protected us from aidtoo; metoo etc - but we will likely see increased online activism from our own communities. Also horseshoe politics; SWERF's, TERFs etc in full force.
- political instabilities, shifting focus of world leaders to other topics
- extremists in politics, right wing conservatism even in western countries
- Far right political wins
- cuts of **funding**
- Changes in the **funding** environment (such as that of FCDO) that will have a severe impact on UN funding is a great threat, especially for funding to UNFPA, as they fund a major part of contraceptive commodities around the world.

Humanitarian crisis (increasing)

- Improved access to FP and SRH services in humanitarian crises
- Access to SRH commodities weakened relationships with MAs due to eg lack of travel/ in person meetings ripple effects from Afghanistan crisis.
- Taliban control of Afghanistan threatening women's rights to access SRHR services
- **Climate crisis** and other humanitarian crises further impacting already fragile countries and vulnerable populations"
- Humanitarian crisis
- Situations such as in Afghanistan in more countries
- **Climate crisis** leading to humanitarian emergencies, displacement etc
- **Climate change**

Managing supply chain / quality of services

- International movement, travel and logistics will remain disrupted for the next few years which will affect the movement of staff, equipment and pharmaceuticals. Staff/office management will need to be monitored closely.
- The pandemic's impact to locals and govt economies with the facts and evidence that pharmaceuticals are more business oriented with various names and branding with less or same effective rates of remedies. We have to be mindful of the products we

are selling and partnered with. Maybe have an external expert committee to study the meds been sold via our name.

- Changes in the **funding** environment (such as that of FCDO) that will have a severe impact on UN **funding** is a great threat, especially for funding to UNFPA, as they fund a major part of contraceptive commodities around the world.

IPPF modernisation and change

- the upcoming General Assembly in November where the membership must take on the leadership to usher in the change required.
- Mimicking other SRHR organisations such as MSI
- **Climate change**; we also need to walk the talk - not just policies
- greater awareness on importance of SHRH (opportunity), community building

Continuation of Covid (another Pandemic)

- Covid 19/DELTA 21
 - The Coronavirus pandemic could slow down IPPF's activities
 - Continued COVID crisis curtailing personal liberties
 - The pandemics impact to locals and govt economies with the facts and evidence that pharmaceuticals are more business oriented with various names and branding with less or same effective rates of remedies
 - The Pandemic (with possible new variants) and its impact on economies (--->reduced **funding** to SHRH)
 - The ""new normal"" of living with COVID and the impacts on individuals
 - Pandemic such as COVID
 - Cov-Sars21
 - mass migration due to covid/climate crisis
- END