

**INTERNATIONAL PLANNED PARENTHOOD FEDERATION**

**BoT/12.21/DOC  
3.2**

**Board of Trustees  
02-03 December 2021**

**Refers to  
agenda item 3**

**Agenda Item: AN "IMPACT, RISK AND RESILIENCE" BOARD WORKPLAN  
FOR THE JOURNEY TO BOGOTA**

**Summary:**

This paper sets out the Board priorities up to the 2022 General Assembly. It includes proposed indicators and targets. Once the Board has agreed the workplan, the targets will be finalised and the document will also be shared with the NGC for their reference when assessing the Board's performance.

**Action Required:**

The Board of Trustees is asked to **approve** the Workplan.

## IPPF Board of Trustees Work plan 2021/2022 - Version for Approval

Objectives	Key outputs/ outcomes	Indicators	Targets	Initiators/ Lead
<p>1. The global <b><u>governance infrastructure</u></b> is operational &amp; supporting accountable, transparent governance of IPPF as a locally owned, globally connected, human rights based, civil society movement.</p>	<p>i. <b>Quality onboarding of any new trustees, new committee members &amp;/or new members of the Nominations Gov Committee (NGC)</b> is undertaken and completed as a strong routine with appropriate logistical support also provided.</p>	<ul style="list-style-type: none"> <li>• # of posts filled</li> <li>• New trustees', members' degree of satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>• 100% posts filled</li> <li>• 90% satisfaction for 90% of all relevant</li> </ul>	<ul style="list-style-type: none"> <li>• DG/SECRETARIAT</li> </ul>
	<p>ii. Board meetings held with <b>majority of trustee present</b></p>	<ul style="list-style-type: none"> <li>• % of trustees present at each BoT meeting</li> </ul>	<ul style="list-style-type: none"> <li>• &gt;80% of trustees present at each BoT meeting</li> </ul>	<ul style="list-style-type: none"> <li>• ALL TRUSTEES</li> </ul>
	<p>iii. Timely circulation of <b>agenda, papers and minutes in all working languages for BoT &amp; committee</b></p>	<ul style="list-style-type: none"> <li>• Timing of circulation of papers in required languages prior to meetings</li> </ul>	<ul style="list-style-type: none"> <li>• 100% compliance with "2 weeks prior" policy</li> </ul>	<ul style="list-style-type: none"> <li>• DG/SECRETARIAT</li> </ul>
	<p>iv. <b>Board committees</b> are fully populated, active and well-focused on their mandates and are assisting delivery of Board priorities.</p>	<ul style="list-style-type: none"> <li>• Yes/no for each</li> </ul>	<ul style="list-style-type: none"> <li>• Yes, for all</li> </ul>	<ul style="list-style-type: none"> <li>• COMMITTEE CHAIRS</li> </ul>
	<p>v. <b>Officer bearers</b> – Succession plans are in place for Board and Committee Chairs; a process is agreed for introducing a Board Vice-Chair position to replace the current Treasurer position, noting also the functions of the C/FAR chair.</p>	<ul style="list-style-type: none"> <li>• Yes/no for each</li> </ul>	<ul style="list-style-type: none"> <li>• Yes, for both</li> </ul>	<ul style="list-style-type: none"> <li>• CHAIR, DG</li> </ul>
	<p>vi. <b>Distinctions between governance &amp; management roles</b> are clear to all Trustees and to the key staff and are upheld by all; conflicts of interests are declared and assessed as required, with appropriate action taken where needed.</p>	<ul style="list-style-type: none"> <li>• # of occasions when trustees and/or DG/snr staff identify and/or display lack of clarity or are concerned</li> <li>• Rates of timely and accurate ColS submission</li> </ul>	<ul style="list-style-type: none"> <li>• Zero occasions</li> <li>• 100% for 100% of trustees</li> </ul>	<ul style="list-style-type: none"> <li>• CHAIR, DG</li> </ul>
	<p>vii. Board fulfills its responsibilities to <b>IPPF Safeguarding policies</b>, which are fully implemented with incidents resolved accordingly</p>	<ul style="list-style-type: none"> <li>• Degree of compliance</li> </ul>	<ul style="list-style-type: none"> <li>• Fully compliant</li> </ul>	<ul style="list-style-type: none"> <li>• BOARD FOCAL POINT, C/FAR CHAIR, DG</li> </ul>
	<p>viii. <b>Independent assessment of the Board's and individual trustees' performance</b> is completed by the NGC having been complemented by the Board's reports of progress in delivering on its 2021/2022 work plan</p>	<ul style="list-style-type: none"> <li>• NGC degree of satisfaction with the process</li> <li>• Trustees' and DG's degree of satisfaction with the process</li> <li>• Summary of credible outcomes report shared with MAs</li> </ul>	<ul style="list-style-type: none"> <li>• 90% satisfaction for 90% of trustees and NGC members</li> <li>• Summary circulated in time for noting at the 2022 GA</li> </ul>	<ul style="list-style-type: none"> <li>• NGC, CHAIR</li> </ul>

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1. Governance cont.	ix. <b>Donors' &amp; partners</b> report satisfaction/ confidence with IPPF's new strategy and the ability of its governance system to ensure delivery.	<ul style="list-style-type: none"> <li># of occasions of concern to the contrary</li> <li>% of donors' &amp; partners' satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>All occasions, if any, resolved</li> <li>All major donors &amp; partners satisfied</li> </ul>	<ul style="list-style-type: none"> <li>DG/SECRETARIAT</li> </ul>
	x. <b>Board communication</b> with <b>MAs</b> is organized, regular and intensified with a strong focus on the lead up to the GA and in particular to support the passage of IPPF Strategy 2028.	<ul style="list-style-type: none"> <li>Yes/no</li> <li>% of MAs engaging with BoT issues on MA Platform</li> </ul>	<ul style="list-style-type: none"> <li>Yes</li> <li>&gt;30% of MAs</li> </ul>	<ul style="list-style-type: none"> <li>CHAIR &amp; DG TO ENABLE ALL TRUSTEES</li> </ul>
	xi. <b>DG's new contract in place</b> , reappointment well communicated, and performance goals are met, and a performance assessment framework has been implemented	<ul style="list-style-type: none"> <li>Yes/no</li> </ul>	<ul style="list-style-type: none"> <li>Yes</li> </ul>	<ul style="list-style-type: none"> <li>CHAIR, TREASURER</li> </ul>
2. We are centering on, with & for <b>youth</b> with emphasis on <b>inter-sectionality</b>	i. <b>MAs</b> are reporting their transformative and intersectional strategies for and by youth, i.e. youth-friendly services, youth centered advocacy, youth-leadership, youth participation in IPPF	<ul style="list-style-type: none"> <li>Evidence of this i.e. at regional youth forums etc. - yes/no</li> </ul>	<ul style="list-style-type: none"> <li>Yes</li> </ul>	<ul style="list-style-type: none"> <li>DG/SECRETARIAT</li> </ul>
	ii. Board sets and meets youth and related anti-racist and intersectionality priorities and is assured this focus is advancing operationally	<ul style="list-style-type: none"> <li>Workplan priorities set and met against agreed indicators</li> <li>Reports to the Board of progress</li> </ul>	<ul style="list-style-type: none"> <li>Yes</li> <li>Main agenda item in February '21</li> </ul>	<ul style="list-style-type: none"> <li>BOARD ON ADVICE FROM DG</li> </ul>
	iii. Board has issued a bold public statement on its anti-racist responsibilities, with a strong focus on the rights of youth and calling on MAs to join it in this commitment	<ul style="list-style-type: none"> <li>Yes/no</li> </ul>	<ul style="list-style-type: none"> <li>Yes, in 2021</li> </ul>	<ul style="list-style-type: none"> <li>AR-POA CHAIR</li> </ul>
	iv. Board has strong GA message on youth and related anti-racist and intersectionality priorities for IPPF	<ul style="list-style-type: none"> <li>Yes/no</li> </ul>	<ul style="list-style-type: none"> <li>Yes, in 2022</li> </ul>	<ul style="list-style-type: none"> <li>BOARD</li> </ul>
3. <b>Accountability</b> for quality & equality in access to services & in advocacy, is strengthening	i. Briefed on <b>key developments</b> in service delivery & advocacy across the Fed. including specifically in humanitarian settings.	<ul style="list-style-type: none"> <li>Yes/no</li> </ul>	<ul style="list-style-type: none"> <li>Yes</li> </ul>	<ul style="list-style-type: none"> <li>DG/SECRETARIAT</li> </ul>
	ii. Briefed on <b>results of key performance measures</b> for assuring <b>quality and equality</b> of access in service delivery & advocacy.	<ul style="list-style-type: none"> <li>Yes/no</li> </ul>	<ul style="list-style-type: none"> <li>Yes</li> </ul>	<ul style="list-style-type: none"> <li>DG/SECRETARIAT</li> </ul>
	iii. Alerted to examples of <b>excellent performance</b> by MAs as well as to <b>integrity &amp; poor performance</b> issues, with this made a standing item.	<ul style="list-style-type: none"> <li>Regular reports to Board</li> </ul>	<ul style="list-style-type: none"> <li>Yes</li> </ul>	<ul style="list-style-type: none"> <li>CHAIR M/C, DG/SECRETARIAT</li> </ul>

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3. Accountability cont.	iv. Briefed on needed <b>IPPF policy developments</b> with a policymaking/policy reform register established with schedule and priorities for policy development agreed.	<ul style="list-style-type: none"> <li>• Yes/no</li> </ul>	<ul style="list-style-type: none"> <li>• Yes, by end 2022/once Strategy 2028 well advanced</li> </ul>	<ul style="list-style-type: none"> <li>• C/SIP CHAIR, DG/SECRETARIAT</li> </ul>
	v. Measurable uplift in service delivery & advocacy by & for <b>MAs</b> that meet quality standards, are relevant to <b>youth</b> , tackle intersectionalities, address racist legacies and promote sexual rights & provide access for the most marginalized people	<ul style="list-style-type: none"> <li>• Yes/no</li> <li>• Indicators established &amp; data gathered</li> </ul>	<ul style="list-style-type: none"> <li>• Yes &amp; integrated strongly also in Strategy 2028</li> </ul>	<ul style="list-style-type: none"> <li>• C/SIP CHAIR, DG/SECRETARIAT</li> </ul>
	vi. <b>MAs</b> are owning, striving and demonstrating compliance with core values of equality, inclusion and non-discrimination specifically with regards to race, youth, and gender identity	<ul style="list-style-type: none"> <li>• Yes/no</li> </ul>	<ul style="list-style-type: none"> <li>• Yes &amp; is part of Strategy 2028</li> </ul>	<ul style="list-style-type: none"> <li>• C/SIP CHAIR, DG/SECRETARIAT</li> </ul>

4. <b>Intelligent risk management, fiscal diligence processes &amp; financial sustainability</b> are strongly in focus	i. <b>Risk scanning, analysis and mitigation</b> are routinely Board agenda items, with the risk register updated accordingly; <b>critical incidents</b> are promptly identified, assessed and reported on as and where required.	<ul style="list-style-type: none"> <li>• Yes/no</li> <li>• Trustees' degree of engagement &amp; understanding</li> <li>• % of critical incidents dealt with promptly</li> </ul>	<ul style="list-style-type: none"> <li>• Yes</li> <li>• 90% of trustees engage actively in risk agenda items</li> <li>• 95%</li> </ul>	<ul style="list-style-type: none"> <li>• C/FAR CHAIR, DG/SECRETARIAT</li> </ul>
	ii. <b>Financial health &amp; income</b> generation strategies are monitored and reviewed with close eye also to longer term sustainability for the Federation as a whole, at the MA level and not only the global.	<ul style="list-style-type: none"> <li>• Yes/no</li> </ul>	<ul style="list-style-type: none"> <li>• Yes, &amp; to c/FAR satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>• C/FAR CHAIR, DG/SECRETARIAT</li> </ul>
	iii. <b>Audited accounts</b> agreed and approved.	<ul style="list-style-type: none"> <li>• Yes/no</li> </ul>	<ul style="list-style-type: none"> <li>• Yes</li> </ul>	<ul style="list-style-type: none"> <li>• C/FAR, CHAIR, DG/SECRETARIAT</li> </ul>
	iv. <b>Compliance</b> with relevant regulations of UK Charity Commission, including those covering discrimination, safeguarding, whistle blowing etc. with backlogs cleared and new incidents addressed in a timely way, with appropriate oversight of progress.	<ul style="list-style-type: none"> <li>• Degree of compliance</li> <li>• Extent of backlog</li> </ul>	<ul style="list-style-type: none"> <li>• Fully compliant</li> <li>• Zero backlog in cases not progressed</li> </ul>	<ul style="list-style-type: none"> <li>• C/FAR CHAIR, DG/SECRETARIAT</li> </ul>
	v. <b>MAs</b> reporting on their fiscal health & risks appropriately.	<ul style="list-style-type: none"> <li>• % yes/no of MAs</li> </ul>	<ul style="list-style-type: none"> <li>• 80% of MAs</li> </ul>	<ul style="list-style-type: none"> <li>• M/C CHAIR, DG/SECRETARIAT</li> </ul>
	vi. Where <b>MAs are not meeting due diligence &amp; compliance requirements</b> , the BoT takes decisive and timely action in accordance with its role	<ul style="list-style-type: none"> <li>• Timeliness of BoT action</li> </ul>	<ul style="list-style-type: none"> <li>• 100% of cases responded too promptly</li> </ul>	<ul style="list-style-type: none"> <li>• M/C CHAIR, DG/SECRETARIAT</li> </ul>

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<b>5. We are leading for the future</b>	i. IPPF <b>regains and remains “global” &amp; “universal”</b> , with IPPF Americas and Caribbean fully functional	<ul style="list-style-type: none"> <li>• Presence in # of regions</li> <li>• Degree of satisfaction with AMR &amp; CRB progress</li> </ul>	<ul style="list-style-type: none"> <li>• Present in all regions</li> <li>• Board, DG and 90% of region’s MAs satisfied with progress</li> </ul>	<ul style="list-style-type: none"> <li>• BOARD, DG/SECRETARIAT</li> </ul>
	ii. The Board has developed in partnership with the DG a transformative, credible, and effective <b>Anti-Racist Plan of Action</b> , whose implementation is underway, and it is inspiring MAs to take similar steps	<ul style="list-style-type: none"> <li>• Yes/no# of</li> <li>• # of MAs doing similar</li> </ul>	<ul style="list-style-type: none"> <li>• Yes - Implementation of AP is under way</li> <li>• Xx MAs in each region</li> </ul>	<ul style="list-style-type: none"> <li>• AR-POA CHAIR, DG/SECRETARIAT</li> </ul>
	iii. The Board has developed informed understanding of <b>the trends in opportunities and challenges facing MAs</b> and is responding strategically including through the next round of <b>accreditation processes</b>	<ul style="list-style-type: none"> <li>• Yes/no</li> </ul>	<ul style="list-style-type: none"> <li>• Yes, and are briefed on key trends as issues arise and in lead up to the GA</li> </ul>	<ul style="list-style-type: none"> <li>• M/C CHAIR, DG/SECRETARIAT</li> </ul>
	iv. <b>Governance reform at MA level</b> is progressing, with new cohorts of MAs signaling willingness to join in	<ul style="list-style-type: none"> <li>• Yes/no</li> <li>• % of MAs engaged in reform work</li> </ul>	<ul style="list-style-type: none"> <li>• Yes</li> <li>• X% of MAs in each region with significant transformation</li> </ul>	<ul style="list-style-type: none"> <li>• DG/SECRETARIAT</li> </ul>
	v. Analysis of <b>impact of the new resource allocation system</b> has been undertaken with future implications for governance also considered	<ul style="list-style-type: none"> <li>• Yes/no</li> </ul>	<ul style="list-style-type: none"> <li>• Yes</li> <li>• Decisions on adjustments to system, if any, and on role of RAT/C agreed</li> </ul>	<ul style="list-style-type: none"> <li>• RAT/C CHAIR, DG/SECRETARIAT</li> </ul>
	vi. The strategic journey for and contribution of the Board to the formation and delivery of an inclusive, celebratory, appreciative and challenging General Assembly is clear to all trustees.	<ul style="list-style-type: none"> <li>• Yes/no</li> </ul>	<ul style="list-style-type: none"> <li>• Yes</li> <li>• A major item on the agenda of each meeting in 2022</li> </ul>	<ul style="list-style-type: none"> <li>• CHAIR, DG/SECRETARIAT</li> </ul>
	vii. A <b>bold, inspirational, deliverable Strategy 2028</b> has been set out, having full Board support and the Board is driving support for this in the lead up to the GA	<ul style="list-style-type: none"> <li>• Yes/no</li> </ul>	<ul style="list-style-type: none"> <li>• Yes, with this being a major agenda item at each of its meetings in lead up to the GA</li> </ul>	<ul style="list-style-type: none"> <li>• C/SIP CHAIR, DG/SECRETARIAT</li> </ul>
	viii. Our <b>priorities</b> as a BoT for <b>2021/2022</b> are agreed and adhered to	<ul style="list-style-type: none"> <li>• Yes/no</li> </ul>	<ul style="list-style-type: none"> <li>• Yes, and reviewed at each Board meeting</li> </ul>	<ul style="list-style-type: none"> <li>• BOARD, CHAIR</li> </ul>