

Board of Trustees  
2-3 December 2021

Refers to  
agenda item 3.3

**Agenda Item: 3.3 Implications for BoT Meetings before the GA: High level Governance Agenda**

**Summary:**

To keep track of the BoT/Committees meetings dates and guide on the priority tasks while setting the agenda for meetings, the Governance Calendar is updated with priorities from time to time. The frequency of meetings is decided by the Board and Committees based on their needs and terms of reference. This calendar is updated with the priority tasks included in the 2021-22 Board Workplan and must be carried out before the General Assembly meeting in 2022. Additional priority tasks may be added by the Chairs of Board/Committees.

**Action Required:**

Members of the Board and Committees are requested **to review and note the priorities** to be addressed in their respective meetings in 2021-22. The respective Chairs of governing bodies may organise the identified priorities in different meetings to be scheduled in 2021-22 to achieve timely expected results but should notify the rest of changes so we can retain a coordinated approach.

## High level Governance Agenda

	<b>C-FAR 26 Feb Virtual</b> <ul style="list-style-type: none"> <li>• Draft Year End Financial Projections</li> <li>• Budget 2021 – 1st Revision</li> <li>• Investment Policy</li> <li>• Update on incidents</li> <li>• Internal Audit</li> <li>• WISH programme</li> <li>• Calendar for</li> </ul>	<b>BoT 3-4 Mar Virtual</b> <ul style="list-style-type: none"> <li>• Youth</li> <li>• Progress on BLM</li> <li>• Multiple memberships and Col</li> <li>• Investment Policy</li> <li>• Budget revision and designation of funds approval</li> </ul>	<b>RAT-C 5 Mar Virtual</b> <ul style="list-style-type: none"> <li>• Confirm TOR</li> <li>• Business case templates</li> <li>• MA follow up</li> <li>• Develop/agree on work plan/actions for 2021</li> </ul>	<b>C-FAR 26 Mar Virtual</b> <ul style="list-style-type: none"> <li>• External audit</li> <li>• Finance Journey</li> <li>• Treasury and Reserve Policy</li> <li>• Special Payment Disclosures</li> <li>• WISH Program update</li> </ul>	<b>C-SIP April Virtual</b> <ul style="list-style-type: none"> <li>• Sexual Rights Declaration, Advocacy Common Agenda</li> <li>• Policy Audit.</li> <li>• C-SIP policy priorities.</li> <li>• Strategic Design Strategic Choices</li> </ul>	<b>C-FAR 7 May Virtual</b> <ul style="list-style-type: none"> <li>• Q1 Fin. Statements.</li> <li>• Approve Audited Financial Statement.</li> <li>• Internal Audit.</li> <li>• Travel Policy.</li> <li>• Procurement policy</li> <li>• Additional oversight mechanism</li> <li>• Incident Report.</li> <li>• IPF 2022 (new formula)</li> </ul>	<b>MC 11 May Virtual</b> <ul style="list-style-type: none"> <li>• Review applications for IPPF membership from ACR</li> <li>• Review accreditations</li> <li>• Review MAs under suspension</li> </ul>	<b>BoT 1-2 June Virtual</b> <ul style="list-style-type: none"> <li>• BoT Evaluation</li> <li>• Treasury, reserves and additional oversight policies</li> <li>• Fin report &amp; Accounts</li> <li>• IPF 2022 (new formula) Strategic Framework Decisions (1–2-hour session)</li> </ul>	<b>C-SIP 17 June Virtual</b> <ul style="list-style-type: none"> <li>• Strategy Design</li> <li>• SOGIE</li> <li>• Sex Work</li> <li>• Stream 2 themes for 2022</li> </ul>	<b>RAT-C 16 Jul Virtual</b> <ul style="list-style-type: none"> <li>• Analysis of templates and MA experience</li> </ul>
2021	<b>C-FAR 30 Jul Virtual</b> <ul style="list-style-type: none"> <li>• Q2 Fin. Statements.</li> <li>• Incident Report.</li> <li>• Actions are taken on the Risk register.</li> <li>• Internal Audit</li> </ul>	<b>BoT September Virtual</b> <ul style="list-style-type: none"> <li>• BoT evaluation</li> <li>• Joint meeting with C-SIP</li> <li>• Strategy considerations</li> </ul>	<b>C-FAR 05 Nov Virtual</b> <ul style="list-style-type: none"> <li>• Finance Journey.</li> <li>• Internal Audit.</li> <li>• Special Payment Disclosures</li> <li>• Incident Report.</li> <li>• External Auditor and their fee</li> </ul>	<b>C-SIP 19 Oct Virtual</b> <ul style="list-style-type: none"> <li>• New Stream 2 theme: consortium channel</li> <li>• GA Strategy 2028 launch</li> <li>• Additional Policy Positions (FGC/FGM)</li> </ul>	<b>RATC 22 Oct Virtual</b> <ul style="list-style-type: none"> <li>• Observations on the 1-year implementation of the new Resource Allocation model focusing on Streams 2 and 3</li> </ul>	<b>MC 26 Oct Virtual</b> <ul style="list-style-type: none"> <li>• Review 3<sup>rd</sup> accreditation cycle → 4<sup>th</sup></li> <li>• Review applications for IPPF membership from ACR</li> <li>• Review accreditations</li> <li>• Review MAs under suspension</li> </ul>	<b>RAT-C 3 Nov Virtual</b> <p>Review of the portfolio of the Business Cases and prepare a report for the Board focusing on Stream 1</p>	<b>C-FAR 10<sup>th</sup> Nov Virtual</b> <ul style="list-style-type: none"> <li>• Q3 Fin. Statements.</li> <li>• Approve Risk Register for 2022.</li> <li>• 2022 Plan &amp; Budget</li> <li>• Plan of action and dates of next meetings</li> </ul>	<b>BoT 2-3 December Virtual</b> <ul style="list-style-type: none"> <li>• 2022 Plan &amp; Budget</li> <li>• Risk register</li> <li>• External Audit Plan &amp; Fee</li> <li>• Approval of new MAs in ACR</li> <li>• Update on progress towards accreditation cycle 4.</li> <li>• Reports – Chair's and DG's progress report, MC, C-FAR, C-SIP,</li> <li>• Anti-Racism Action Plan Update</li> <li>• Discussion for a successful GA</li> <li>• Board Workplan for journey to Bogota</li> <li>• Governance Calendar for 2021-22</li> <li>• Individual performance of trustees</li> <li>• Conflicts of Interest Process</li> <li>• STRATEGY 2028: Sustainability of frontline SRHR services &amp; CSE</li> <li>• Update on MA Governance Reform Initiative</li> <li>• MA Communications</li> <li>• Safeguarding and incident management</li> <li>• New model: Steams 1-2-3 in 2021</li> <li>• Individual giving investment plan</li> </ul>	

2022	<b>C-FAR 17 Feb Virtual</b>	<b>BoT 9-10 Mar Virtual</b>	<b>C-FAR 24 Mar Virtual</b>	<b>MC 12 May Virtual</b>	<b>C-FAR 18 May Virtual</b>
	<ul style="list-style-type: none"> <li>• Draft Year Ending 31st December 2021 Financial position</li> <li>• Unified Secretariat Budget 2021 – 1st Revision</li> <li>• Submission of Internal audit action plan for 2022.</li> <li>• Update of External audit (including formal audit plan sign off/ which we will get signed off in advance by circulation)</li> <li>• Status of WISH programme (update) Calendar for 2022</li> </ul>	<ul style="list-style-type: none"> <li>• Office bearers - succession plans</li> <li>• Introduction of Board Vice-Chair position</li> <li>• Review of CFAR Chair's functions</li> <li>• Clarity on governance and management roles</li> <li>• Implementation of Conflicts of interest process</li> <li>• Implementation of safeguarding policies</li> <li>• Assessment of Board's and individual trustees' performance</li> <li>• Board communication with MAs</li> <li>• DG's reappointment and performance assessment framework</li> <li>• Meeting with youth and related anti-racist and intersectionality priorities</li> <li>• Board's strong GA message on youth and related anti-racist and intersectionality priorities</li> <li>• IPPF regains and remains "global" &amp; "universal"</li> <li>• Clarity of trustees on board's contribution in formation and delivery of GA.</li> <li>• BoT priorities for 2022</li> </ul>	<ul style="list-style-type: none"> <li>• Incident Report ending 31st December 2021</li> <li>• Special Payment Disclosures 1st October to 31st December 2021</li> <li>• The Finance Journey Update including budget utilisation to date.</li> <li>• Updated delegation of authority.</li> <li>• Draft Procurement policy and procedure.</li> </ul>	<ul style="list-style-type: none"> <li>• Review revised Standards and Responsibilities of Membership for 4<sup>th</sup> cycle</li> <li>• Recommendation to BoT for the approval of the 4<sup>th</sup> accreditation cycle</li> <li>• Review MAs under suspension</li> <li>• Committee meetings with full strength, active and well-focused</li> <li>• Informing/alerting board MA's performance</li> <li>• BoT actions on MAs not meeting due diligence &amp; compliance</li> <li>• BoT's understanding of opportunities/challenges facing MAs and their integration in the next Accreditation phase</li> </ul>	<ul style="list-style-type: none"> <li>• Q1 Financial Statements and updated year-end projections 2022.</li> <li>• Internal Audit action taken report till 30th April 22.</li> <li>• Review and recommend approval of Audited Financial Statement.</li> <li>• Incident Report ending April 2022.</li> <li>• Indicative Planning Figures for 2023-25 unrestricted core allocations + allocation to MAs using the new resource allocation tool.</li> </ul>
	<b>BoT 15-16 Jun (face-to-face)</b>	<b>C-FAR 28 Jul Virtual</b>	<b>MC 27 Oct Virtual</b>	<b>C-FAR 10 Nov Virtual</b>	<b>BoT + GA + BOT Nov (GA+BoT face-to-face)</b>
	<ul style="list-style-type: none"> <li>• IPF 2023</li> <li>• Agree on the draft strategic framework to put forward to the membership, with an indicative vote due to end June.</li> <li>• Approval of new MAs in ACR</li> <li>• Approval of the accreditation system 4<sup>th</sup> Cycle</li> </ul>	<ul style="list-style-type: none"> <li>• Q2 Financial Statement and updated year-end projections 2022.</li> <li>• Incident Report ending Jun 2022.</li> <li>• Update on actions taken on Risk register (previous year)</li> <li>• Update on Internal Auditors (including on the forensic audit and AWRO PwC review findings)</li> </ul>	<ul style="list-style-type: none"> <li>• Review accreditations</li> <li>• Review MAs under suspension</li> <li>• Addressing the sensibility around membership management</li> </ul>	<ul style="list-style-type: none"> <li>• Update on action taken on Finance Journey.</li> <li>• Q3 Financial Reports and updated year-end projection 2022.</li> <li>• Review and recommend approval of Risk Register for 2022-23.</li> <li>• Annual Plan and Budget for the Secretariat 2023-25</li> <li>• Annual plan and budget of the MAs for 2023-25 (first time using the new business plan)</li> <li>• Take note of the External Audit Plan and Fee (current year) Plan of action and dates of next meetings</li> </ul>	<ul style="list-style-type: none"> <li>• New strategy</li> <li>• NGC appointments</li> <li>• 2023-25 Plan &amp; Budget</li> <li>• Risk register</li> </ul>

<p><b>1<sup>st</sup> &amp; 2<sup>nd</sup> NGC Meeting Dates (TBD)</b></p> <ul style="list-style-type: none"> <li>• Assessment of Board's and individual trustees' performance</li> <li>• Identification of new NGC members for GA approval</li> </ul> <p>Consider any amendment to IPPF Regulations learning from the implementation of the current governance system</p>	<p><b>1<sup>st</sup> &amp; 2<sup>nd</sup> &amp; 3<sup>rd</sup> C-SIP Meeting Dates (TBD)</b></p> <ul style="list-style-type: none"> <li>• Briefed on IPPF policy developments, where appropriate</li> <li>• Make strategic choices on the framework</li> <li>• Pivot toward the next phase of the strategy development overseeing the sensitization of key strategic choices, so that the BoT and MAs are engaged early on key strategic choices</li> <li>• Preparation for May Board Meeting</li> <li>• Facilitation to Board to have an in-depth session on the draft framework.</li> <li>• Preparation for the Strategy launch event at GA</li> <li>• Decide on the Stream 2 theme for 2023</li> <li>• Strategy 2028 delivered by November GA</li> <li>• Guide the BoT on the Strategy 2028</li> <li>• Bold, inspirational, deliverable Strategy 2028</li> </ul>	<p><b>1<sup>st</sup> &amp; 2<sup>nd</sup> &amp; 3<sup>rd</sup> RAT-C Meeting Dates (TBD)</b></p> <ul style="list-style-type: none"> <li>• Impact of the new resource allocation system</li> <li>• Oversight of the 3-year funding cycle</li> <li>• Provide portfolio analysis for each of the three streams</li> <li>• Review the proposal submission and review processes, ensuring agreed processes are followed.</li> <li>• MA feedback mechanisms are institutionalised throughout each Stream</li> <li>• Submit annual reflections/recommendations to BoT</li> </ul>	<p><b>AR-POA (TBD)</b></p> <ul style="list-style-type: none"> <li>• Board's public statement on anti-racist responsibilities</li> <li>• Development and implementation of Anti-Racist Plan of Action</li> </ul>	
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**Notes:**

- All the tasks of the Board Work Plan populated in calendars, respective focal points reviewed and updated/overridden the tasks of committees wherever it was required.
- Some tasks are still together in one event. Respective committees to fit into multiple meetings once the schedule for 2022 is prepared by them.
- Some tasks may be seen in multiple fields as they fall under their responsibilities.
- The tasks are adjusted in short sentences in the calendar; however, the master document is the Board's Work Plan for reference.
- Most of the tasks must be completed before the GA 2022, however, some tasks include post GA actions. For more details, please refer to the Board's Work Plan 2021-2022.

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