

Board of Trustees
9-10 March 2022

Refers to
agenda item 3.1

Agenda Item 3.1: Board Workplan update

Summary:

The Board of Trustees is committed to upholding its own accountability. One concrete step taken towards this end, is the Board Workplan 2021-22.

Progress on its implementation is relayed to the Board in the form of a "report-card" presented to each Board meeting. This is first report card for 2022.

Action Required:

The Board of Trustees is requested to review the report, discuss the progress made to date and adopt such adjustments to the Workplan as are deemed appropriate.

IPPF Board of Trustees Workplan 2022 - Report Card at February 2022

ON TARGET

IN PROGRESS

NEEDS ATTENTION

NOT SCHEDULED TO START YET

Objectives	Key outputs/ outcomes	Indicators	Targets	Progress to Date
<p>1. The global governance infrastructure is operational & supporting accountable, transparent governance of IPPF as a locally owned, globally connected, human rights based, civil society movement.</p>	<p>i. Quality onboarding of any new trustees, new committee members &/or new members of the Nominations Gov Committee (NGC) is undertaken and completed as a strong routine with appropriate logistical support also provided.</p>	<ul style="list-style-type: none"> # of posts filled New trustees', members' degree of satisfaction 	<ul style="list-style-type: none"> 100% posts filled 90% satisfaction for 90% of all relevant 	<p>ON TARGET</p> <ul style="list-style-type: none"> All governing bodies have full membership with an induction programme conducted. C-FAR has 6 members but this was strategically decided to ensure that a required expertise could be brought on board at any given time. RATC has 6 members.
	<p>ii. Board meetings held with majority of trustee present</p>	<ul style="list-style-type: none"> % of trustees present at each BoT meeting 	<ul style="list-style-type: none"> >80% of trustees present at each BoT meeting 	<p>ON TARGET</p>
	<p>iii. Timely circulation of agenda, papers and minutes in all working languages for BoT & committee</p>	<ul style="list-style-type: none"> Timing of circulation of papers in required languages prior to meetings 	<ul style="list-style-type: none"> 100% compliance with "2 weeks prior" policy 	<p>ON TARGET</p> <ul style="list-style-type: none"> All efforts being made to meet the 2 weeks submission of meeting papers before actual meeting dates.
	<p>iv. Board committees are fully populated, active and well-focused on their mandates and are assisting delivery of Board priorities.</p>	<ul style="list-style-type: none"> Yes/no for each 	<ul style="list-style-type: none"> Yes, for all 	<p>ON TARGET</p>
	<p>v. Officer bearers – 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"> Yes/no for each 	<ul style="list-style-type: none"> Yes, for both 	<p>IN PROGRESS</p> <ul style="list-style-type: none"> The proposed introduction of VC position is to be discussed at the March 2022 BOT meeting.
	<p>vi. Distinctions between governance & management roles 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"> # of occasions when trustees and/or DG/snr staff identify and/or display lack of clarity or are concerned Rates of timely and accurate Cols submission 	<ul style="list-style-type: none"> Zero occasions 100% for 100% of trustees 	<p>ON TARGET</p> <ul style="list-style-type: none"> Board and management are working in harmony.
	<p>vii. Board fulfills its responsibilities to IPPF Safeguarding policies, which are fully implemented with incidents resolved accordingly</p>	<ul style="list-style-type: none"> Degree of compliance 	<ul style="list-style-type: none"> Fully compliant 	<p>ON TARGET</p> <ul style="list-style-type: none"> Safeguarding report is a standing agenda at each meeting of the BOT.

1. Global governance infrastructure (cont.)				<ul style="list-style-type: none"> Board Safeguarding Focal Point routinely and regularly briefed on progress.
	viii. Board fulfills its responsibilities to IPPF Safeguarding policies, which are fully implemented with incidents resolved accordingly	<ul style="list-style-type: none"> Degree of compliance 	<ul style="list-style-type: none"> Fully compliant 	ON TARGET Safeguarding report is a standing agenda at each meeting of the BOT.
	ix. Independent assessment of the Board's and individual trustees' performance is completed by the NGC having been complemented by the Board's reports of progress in delivering on its 2021/2022 work plan	<ul style="list-style-type: none"> NGC degree of satisfaction with the process Trustees' and DG's degree of satisfaction with the process Summary of credible outcomes report shared with MAs 	<ul style="list-style-type: none"> 90% satisfaction for 90% of trustees and NGC members Summary circulated in time for noting at the 2022 GA 	ON TARGET <ul style="list-style-type: none"> Independent board evaluation was conducted by RRA in 2021. KPIs for individual trustees were developed and are awaiting NGC approval for implementation in 2022.
	x. Donors' & partners report satisfaction/ confidence with IPPF's new strategy and the ability of its governance system to ensure delivery.	<ul style="list-style-type: none"> # of occasions of concern to the contrary % of donors' & partners' satisfaction 	<ul style="list-style-type: none"> All occasions, if any, resolved All major donors & partners satisfied 	ON TARGET <ul style="list-style-type: none"> Donors satisfied with the process, which is still underway. Some of the donors (e.g. Netherlands) have already agreed multi-year funding, expressing confidence that we shall produce a strong satisfaction they can support.
	xi. Board communication with MAs 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"> Yes/no % of MAs engaging with BoT issues on MA Platform 	<ul style="list-style-type: none"> Yes >30% of MAs 	IN PROGRESS In progress but needs to intensify.
	xii. DG's new contract in place , reappointment well communicated, and performance goals are met, and a performance assessment framework has been implemented	<ul style="list-style-type: none"> Yes/no 	<ul style="list-style-type: none"> Yes 	ON TARGET Only the DG's performance goals remain to be finalized. However, they have been formulated and approved by the Chair and Treasurer and will be presented at the March BoT meeting.

Objectives	Key outputs/ outcomes	Indicators	Targets	Progress to Date
2. We are centering on, with & for youth with emphasis on inter-sectionality (cont.)	i. MAs 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"> Evidence of this i.e. at regional youth forums etc. - yes/no 	<ul style="list-style-type: none"> Yes 	IN PROGRESS <ul style="list-style-type: none"> All regional youth forums took place in 2021. More evidence of progress at MA level is needed Outputs from the December 2021 meeting of youth members of governance bodies should be reviewed
	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"> Workplan priorities set and met against agreed indicators Reports to the Board of progress 	<ul style="list-style-type: none"> Yes Main agenda item in February '21 	IN PROGRESS <ul style="list-style-type: none"> Has been well considered by CSIP for incorporation in the new Strategic Framework.

2. We are centering on, with & for youth with emphasis on inter-sectionality				<ul style="list-style-type: none"> Should be a focus of discussion at all board meetings in the lead up to the GS
	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"> Yes/no 	<ul style="list-style-type: none"> Yes, in 2021 	ON TARGET <ul style="list-style-type: none"> The Board's Statement was issued in November 2021.
	iv. Board has strong GA message on youth and related anti-racist and intersectionality priorities for IPPF	<ul style="list-style-type: none"> Yes/no 	<ul style="list-style-type: none"> Yes, in 2022 	IN PROGRESS <ul style="list-style-type: none"> Needs to be formulated in the lead up to the GA

Objectives	Key outputs/ outcomes	Indicators	Targets	Progress to Date
3. Accountability for quality & equality in access to services & in advocacy, is strengthening	i. Briefed on key developments in service delivery & advocacy across the Fed. including specifically in humanitarian settings.	<ul style="list-style-type: none"> Yes/no 	<ul style="list-style-type: none"> Yes 	ON TARGET <ul style="list-style-type: none"> Working through regular briefings with Chair, regular Board updates and a more active MA forum.
	ii. Briefed on results of key performance measures for assuring quality and equality of access in service delivery & advocacy.	<ul style="list-style-type: none"> Yes/no 	<ul style="list-style-type: none"> Yes 	ON TARGET <ul style="list-style-type: none"> Annual performance review progressing on schedule (and will be circulated). WISH data very encouraging.
	iii. Alerted to examples of excellent performance by MAs as well as to integrity & poor performance issues, with this made a standing item.	<ul style="list-style-type: none"> Regular reports to Board 	<ul style="list-style-type: none"> Yes 	ON TARGET <ul style="list-style-type: none"> To be reported at end of the year (2022).
	iv. Briefed on needed IPPF policy developments with a policymaking/policy reform register established with schedule and priorities for policy development agreed.	<ul style="list-style-type: none"> Yes/no 	<ul style="list-style-type: none"> Yes, by end 2022/once Strategy 2028 well advanced 	NOT SCHEDULED TO START YET <ul style="list-style-type: none"> As stated, in 2022 focus will be on new strategy. Policy development priorities to come later.
	v. Measurable uplift in service delivery & advocacy by & for MAs that meet quality standards, are relevant to youth , tackle intersectionalities, address racist legacies and promote sexual rights & provide access for the most marginalized people	<ul style="list-style-type: none"> Yes/no Indicators established & data gathered 	<ul style="list-style-type: none"> Yes & integrated strongly also in Strategy 2028 	NOT SCHEDULED TO START YET <ul style="list-style-type: none"> This is for new strategy.
	vi. MAs 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"> Yes/no 	<ul style="list-style-type: none"> Yes & is part of Strategy 2028 	NOT SCHEDULED TO START YET <ul style="list-style-type: none"> This will be initiated at the GA.
4. Intelligent risk management, fiscal diligence processes & financial	i. Risk scanning, analysis and mitigation are routinely Board agenda items, with the risk register updated; accordingly, critical incidents are promptly identified, assessed and reported on as and where required.	<ul style="list-style-type: none"> Yes/no Trustees' degree of engagement & understanding 	<ul style="list-style-type: none"> Yes 90% of trustees engage actively in risk agenda items 95% 	ON TARGET <ul style="list-style-type: none"> Yes, the full board and CFAR members undertook training in 2021

sustainability are strongly in focus		• % of critical incidents dealt with promptly		
	ii. Financial health & income 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.	• Yes/no	• Yes, & to c/FAR satisfaction	ON TARGET • Yes, the strategies are monitored and reviewed.
	iii. Audited accounts agreed and approved.	• Yes/no	• Yes	ON TARGET • Yes.
	iv. Compliance 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.	• Degree of compliance • Extent of backlog	• Fully compliant • Zero backlog in cases not progressed	ON TARGET • Fully compliant.
	v. MAs reporting on their fiscal health & risks appropriately.	• % yes/no of MAs	• 80% of MAs	ON TARGET • A detailed risk assessment of all MAs has been completed. High risk MAs have been included in the Assurance Framework for inclusion in the internal audit plan. • The new integrated risk management system has been developed and is being tested. This system will help ensure MA reported risk are captured centrally.
	vi. Where MAs are not meeting due diligence & compliance requirements , the BoT takes decisive and timely action in accordance with its role	• Timeliness of BoT action	• 100% of cases responded too promptly	ON TARGET • The MC is dealing with MAs on case-by-case basis. This has led to the suspension of the MAs of Senegal, Kenya and Liberia. Close monitoring is under way and report will be submitted to the BOT through the MC.

Objectives	Key outputs/outcomes	Indicators	Targets	Progress to Date
5. We are leading for the future	i. IPPF regains and remains “global” & “universal” , with IPPF Americas and Caribbean fully functional	• Presence in # of regions • Degree of satisfaction with AMR & CRB progress	• Present in all regions • Board, DG and 90% of region’s MAs satisfied with progress	ON TARGET • Functional new Regional Office in ACRO with two new MAs admitted and a number of collaborative partners. A road map is under way to ensure that more affiliates are recruited.
	ii. The Board has developed in partnership with the DG a transformative, credible, and effective Anti-Racist Plan of Action , whose implementation is underway, and it is inspiring MAs to take similar steps	• Yes/no# of • # of MAs doing similar	• Yes - Implementation of AP is under way	ON TARGET • The BoT Subcommittee developed a Statement focused on Member Associations where they issued a call to action as well as a

5. Leading for the future (cont.)			<ul style="list-style-type: none"> • Xx MAs in each region 	statement about IPPF's intentionality around Anti-Racism.
	iii. The Board has developed informed understanding of the trends in opportunities and challenges facing MAs and is responding strategically including through the next round of accreditation processes	<ul style="list-style-type: none"> • Yes/no 	<ul style="list-style-type: none"> • Yes, and are briefed on key trends as issues arise and in lead up to the GA 	ON TARGET <ul style="list-style-type: none"> • Yes. The consultation to conclude the evaluation of the current accreditation system is at its conclusion and findings are being analyzed to enable the development of the next accreditation phase.
	iv. Governance reform at MA level is progressing, with new cohorts of MAs signaling willingness to join in	<ul style="list-style-type: none"> • Yes/no • % of MAs engaged in reform work 	<ul style="list-style-type: none"> • Yes • X% of MAs in each region with significant transformation 	ON TARGET <ul style="list-style-type: none"> • 23 MAs (20%) are embarked in the governance reform at MA level. They are making progress and are at different stages in the implementation of the initiative spread across three different rounds.
	v. Analysis of impact of the new resource allocation system has been undertaken with future implications for governance also considered	<ul style="list-style-type: none"> • Yes/no 	<ul style="list-style-type: none"> • Yes • Decisions on adjustments to system, if any, and on role of RAT/C agreed 	ON TARGET <ul style="list-style-type: none"> • The RATC has agreed on the next meeting schedule. • Plan to review the Stream 1 funding formula in June and the streams 2 & 3 in October.
	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"> • Yes/no 	<ul style="list-style-type: none"> • Yes • A major item on the agenda of each meeting in 2022 	ON TARGET <ul style="list-style-type: none"> • Is to be a focus at each Board meeting and a major item at our first face-to-face meeting in June.
	vii. A bold, inspirational, deliverable Strategy 2028 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"> • Yes/no 	<ul style="list-style-type: none"> • Yes, with this being a major agenda item at each of its meetings in lead up to the GA 	ON TARGET <ul style="list-style-type: none"> • Secretariat has completed consultation phase and delivered first draft as per plan.
	viii. Our priorities as a BoT for 2021/2022 are agreed and adhered to	<ul style="list-style-type: none"> • Yes/no 	<ul style="list-style-type: none"> • Yes, and reviewed at each Board meeting 	ON TARGET <ul style="list-style-type: none"> • The workplan has been approved setting our priorities. It is available to the NGC and progress is reported at each BoT meeting

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