

Board of Trustees
29 September 2022

Refers to
agenda item 8

Agenda Item 8: Board Report Card

Summary:

The Board of Trustees is committed to upholding its accountability. One concrete step towards this end is the Board Workplan 2021-22. The Board Workplan is regularly updated to keep track of the progress of identified priorities. In this regard, a "Board Report Card" is prepared and shared in each Board meeting for progress review.

Action Required:

The Board of Trustees is requested **to review** the progress of the Board Report Card (August 2022).

Abbreviations & Acronyms

ACRO	Americas and The Caribbean Regional Office
BoT	Board of Trustees
COI	Conflicts of Interest
CONT.	Continued
CSIP	Strategy, Investment and Policy Committee
DG	Director-General
GA	General Assembly
IPPF	International Planned Parenthood Federation
KPI	Key Performance Indicators
MA	Member Association
MC	Membership Committee
NGC	Nominations and Governance Committee
RATC	Resource Allocation and Technical Committee
RRA	Russell Reynold's Associates
UK	United Kingdom
VC	Vice Chair
WISH	Women's Integrated Sexual Health

IPPF Board of Trustees Workplan 2022 - Report Card (August 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 Governance 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"> An induction program has been conducted for all appointed governing body 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"> Governance documents are shared on time. In an exceptional case, missed finance papers due to other governance (C-FAR) commitments.
	<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> <ul style="list-style-type: none"> All committees meet the criteria of up to 7 members. Rotation and transition of committee members are underway.
	<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 CFAR 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 was endorsed by the BoT meeting (March) and included as an action item for voting in GA. In BoT meeting (June), the succession plans for committee members were shared by MC and CFAR. The rotation plans for CSIP and RATC are expected after the performance review of individual committee members.
	<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/Senior staff identify and/or display lack of clarity or are concerned 	<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.

1. Global governance infrastructure (cont.)		<ul style="list-style-type: none"> • Rates of timely and accurate Cols submission 		
	vii. 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 <ul style="list-style-type: none"> • Safeguarding report is a standing agenda at each meeting of the BOT. • Board Safeguarding Focal Point routinely and regularly briefed on progress.
	viii. 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. The NGC assessed four trustees in May 2022. Three trustees' terms have been renewed pending GA confirmation and there is a process to replace one trustee that did not aim to renew their term of office.
	ix. 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.
	x. 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 <ul style="list-style-type: none"> • In progress but needs to intensify.
	xi. 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 <ul style="list-style-type: none"> • The performance assessment framework has been developed following the guidance provided at the March Board Meeting. Further consultation are conducted with staff and donors', and it is circulated as part of this meeting for the Board to note.

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. Should be a focus of discussion at all board meetings in the lead up to the GA.
	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"> MA Engagement started and MA Task Team formed with 10 MA's. Public Statement complete and to be shared with wider MA Forum for final inputs.
3. Accountability for quality & equality in access to services & in advocacy, is strengthening	i. Briefed on key developments in service delivery & advocacy across the Federation 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 is completed and shows record levels of people served in spite of fewer MAs. WISH data is 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-	<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.

	discrimination specifically with regards to race, youth, and gender identity			
4. Intelligent risk management, fiscal diligence processes & financial sustainability are strongly in focus	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 • % of critical incidents dealt with promptly 	<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 have undertaken risk management training. A new strategic risk register has been developed and presented to the C-FAR and approved by the Board. The risk register will continue to be updated and presented to the C-FAR on a quarterly basis.
	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.	<ul style="list-style-type: none"> • Yes/no 	<ul style="list-style-type: none"> • Yes, & to CFAR satisfaction 	ON TARGET <ul style="list-style-type: none"> • Yes, the strategies are monitored and reviewed.
	iii. Audited accounts agreed and approved.	<ul style="list-style-type: none"> • Yes/no 	<ul style="list-style-type: none"> • Yes 	ON TARGET <ul style="list-style-type: none"> • Yes, the audited financial statement for 2021 was reviewed and approved by the Board of Trustees.
	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.	<ul style="list-style-type: none"> • Degree of compliance • Extent of backlog 	<ul style="list-style-type: none"> • Fully compliant • Zero backlog in cases not progressed 	ON TARGET <ul style="list-style-type: none"> • Fully compliant.
	v. MA s reporting on their fiscal health & risks appropriately.	<ul style="list-style-type: none"> • % yes/no of MAs 	<ul style="list-style-type: none"> • 80% of MAs 	ON TARGET <ul style="list-style-type: none"> • 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 continues to be tested in order to capture programmatic and project risks, as well as risks associated with MAs.
	vi. Where MA s are not meeting due diligence & compliance requirements, the BoT takes decisive and timely action in accordance with its role	<ul style="list-style-type: none"> • Timeliness of BoT action 	<ul style="list-style-type: none"> • 100% of cases responded too promptly 	ON TARGET <ul style="list-style-type: none"> • The MC is dealing with MAs on case-by-case basis. In past, MC recommended to the BoT, the expulsion of Senegal and Liberia while the suspension of the Kenya MA remains on-going pending the court hearing. Close monitoring is under way and report will be submitted to the BOT through the MC.
5. We are leading for the future	i. IPPF regains and remains "global" & "universal" , with IPPF Americas and Caribbean fully functional	<ul style="list-style-type: none"> • Presence in # of regions 	<ul style="list-style-type: none"> • Present in all regions 	ON TARGET <ul style="list-style-type: none"> • Functional new Regional Office in ACRO with two new MAs admitted and a number of collaborative partners.

5. Leading for the future (cont.)		<ul style="list-style-type: none"> Degree of satisfaction with Americas & Caribbean progress 	<ul style="list-style-type: none"> Board, DG and 90% of region's MAs satisfied with progress 	More prospective affiliates are in the process of familiarizing themselves with our values and work.
	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	<ul style="list-style-type: none"> Yes/no# of # of MAs doing similar 	<ul style="list-style-type: none"> Yes - Implementation of AP is under way MAs in each region 	ON TARGET <ul style="list-style-type: none"> Anti-Racism trainers were procured as per the Anti-Racism Plan of Action and the rollout started in August 2022.
	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"> After having consultations with various stakeholders across the Federation and outside, a revised IPPF Standards and responsibilities of membership approved by the BoT in June 2022 following the MC recommendation. These will serve as a backbone for the fourth 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. Due to various institutional challenges, a few is experiencing delay, but these are being supported thoroughly by the Secretariat.
	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 RATC 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 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.

	<p>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</p>	<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 	<p>ON TARGET</p> <ul style="list-style-type: none"> • Secretariat has completed the consultation phase and delivered the third draft as per plan. • Indicative voting by MAs for strategy (draft 3) is completed in the 2nd week of August 2022.
	<p>viii. Our priorities as a BoT for 2021/2022 are agreed and adhered to</p>	<ul style="list-style-type: none"> • Yes/no 	<ul style="list-style-type: none"> • Yes, and reviewed at each Board meeting 	<p>ON TARGET</p> <ul style="list-style-type: none"> • The work plan has been approved with setting our priorities. It is available to the NGC and progress is reported at each BoT meeting.

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