

Board of Trustees  
21, 25, 26 November 2022

Refers to  
agenda item 3

**Agenda Item 3: Board's 2023 Priorities, Workplan and Governance Calendar**

**Summary:**

The Board of Trustees is committed to upholding its accountability. One concrete step towards this, is regularly prioritising, updating, and reviewing the governance through tools (e.g., Board Work Plan, Governance Calendar) to keep track of the progress. With this aim, the Board Report Card (November 2022) and the Governance Calendar (2023) are attached for the Board of Trustees' consideration.

**Action Required:**

The Board of Trustees is requested **to review and note** the progress of the Board Report Card (November 2022) and the Governance Calendar proposed for 2023.

## 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 (November 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 <b>governance infrastructure</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 Governance 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>	<p><b>ON TARGET</b></p> <ul style="list-style-type: none"> <li>An induction program was conducted for all appointed governing body members.</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>	<p><b>ON TARGET</b></p>
	<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>	<p><b>ON TARGET</b></p> <ul style="list-style-type: none"> <li>Governance documents are shared on time. In an exceptional case, missed finance papers due to other governance (C-FAR) commitments.</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>	<p><b>ON TARGET</b></p> <ul style="list-style-type: none"> <li>All committees meet the criteria of up to 7 members.</li> <li>Rotation and transition of committee members are underway.</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 CFAR 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>	<p><b>IN PROGRESS</b></p> <ul style="list-style-type: none"> <li>The proposed introduction of the VC position was endorsed by the BoT meeting (March), and amended regulations and procedural Byelaws were included as an agenda item for approval during the GA.</li> <li>In the 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 by NGC. NGC has included this activity as an agenda item in their November meeting before GA.</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</p>	<ul style="list-style-type: none"> <li># of occasions when trustees and/or DG/Senior staff identify</li> </ul>	<ul style="list-style-type: none"> <li>Zero occasions</li> </ul>	<p><b>ON TARGET</b></p> <ul style="list-style-type: none"> <li>Board and management are working in harmony.</li> </ul>

1. Global <b>governance infrastructure</b> (cont.)	assessed as required, with appropriate action taken where needed.	and/or display lack of clarity or are concerned • Rates of timely and accurate Cols submission	• 100% for 100% of trustees	
	vii. Board fulfills its responsibilities to <b>IPPF Safeguarding</b> policies, which are fully implemented with incidents resolved accordingly	• Degree of compliance	• Fully compliant	<b>ON TARGET</b> • The safeguarding report is a standing agenda at each meeting of the BOT. • Board Safeguarding Focal Point routinely and regularly briefed on progress.
	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	• 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	• 90% satisfaction for 90% of trustees and NGC members • Summary circulated in time for noting at the 2022 GA	<b>ON TARGET</b> • An Independent board evaluation was conducted by RRA in 2021. • KPIs for individual trustees were developed. • The NGC assessed four trustees in May 2022. One new trustee's appointment for a vacant seat and three trustees' terms renewals will be put forward to the GA for confirmation.
	ix. <b>Donors' &amp; partners</b> report satisfaction/ confidence with IPPF's new strategy and the ability of its governance system to ensure delivery.	• # of occasions of concern to the contrary • % of donors' & partners' satisfaction	• All occasions, if any, resolved • All major donors & partners satisfied	<b>ON TARGET</b> • Donors are satisfied with the process, which is still underway. • Some donors (e.g., Netherlands) have already agreed on multi-year funding, expressing confidence that we shall produce a strong satisfaction they can support.
	x. <b>Board communication</b> with <b>MAs</b> is organised, 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.	• Yes/no • % of MAs engaging with BoT issues on MA Platform	• Yes • >30% of MAs	<b>ON TARGET</b> • The process has been intensified, and the Board has conducted meetings with selected MAs before GA to discuss specific agenda items on request. Two Townhall were organised to enable MA delegates to get a good grasp of the items to be discussed during the General Assembly meeting. Visit to some selected MAs such as Cape Verde took place under the leadership of the Board Chair.
	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	• Yes/no	• Yes	<b>ON TARGET</b> • The performance assessment framework was developed following the guidance provided at the March Board Meeting. Further consultations were conducted with staff and donors, and it was circulated to the Board for noting purposes.

				<ul style="list-style-type: none"> <li>The framework will be used to conduct further DG appraisal.</li> </ul>
<p><b>2. We are centering on, with &amp; for <u>youth</u> with emphasis on <u>inter-sectionality</u> (cont.)</b></p>	<p>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</p>	<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>	<p><b>ON TARGET</b></p> <ul style="list-style-type: none"> <li>The regional youth forums took place in 2021.</li> <li>The Youth Summit is planned to take place before the General Assembly. A Youth Committee is established with 8 team members for agenda setting.</li> <li>Two Townhalls held for young people – the first (July 2022) focused on consultations for the implementation of strategy from a youth perspective – the second (October 2022) focused on the lessons learnt from the previous GA assembly youth summit and discussion on the agenda of the youth forum.</li> </ul>
	<p>ii. Board sets and meets youth and related anti-racist and intersectionality priorities and is assured this focus is advancing operationally</p>	<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>	<p><b>ON TARGET</b></p> <ul style="list-style-type: none"> <li>Has been well considered by CSIP for incorporation in the new Strategic Framework.</li> <li>The focus of subsequent board meeting since February 2021.</li> <li>An integrated agenda item for the November 2022 General Assembly meeting.</li> </ul>
	<p>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</p>	<ul style="list-style-type: none"> <li>Yes/no</li> </ul>	<ul style="list-style-type: none"> <li>Yes, in 2021</li> </ul>	<p><b>ON TARGET</b></p> <ul style="list-style-type: none"> <li>The Board's Statement was issued in November 2021.</li> </ul>
	<p>iv. Board has strong GA message on youth and related anti-racist and intersectionality priorities for IPPF</p>	<ul style="list-style-type: none"> <li>Yes/no</li> </ul>	<ul style="list-style-type: none"> <li>Yes, in 2022</li> </ul>	<p><b>ON TARGET</b></p> <ul style="list-style-type: none"> <li>After a meeting with the MA Group, the Secretariat expanded the Working group and Board Sub Committee for anti-racism a draft statement was completed. This was supported by an external writer as well. A final draft was developed and shared with all Member Associations. A final draft was endorsed at the Special BoT meeting in September 2022 to be shared at the General Assembly.</li> </ul>
<p><b>3. <u>Accountability</u> for quality &amp; equality in access to services &amp; in advocacy, is strengthening</b></p>	<p>i. Briefed on <b>key developments</b> in service delivery &amp; advocacy across the Federation including specifically in humanitarian settings.</p>	<ul style="list-style-type: none"> <li>Yes/no</li> </ul>	<ul style="list-style-type: none"> <li>Yes</li> </ul>	<p><b>ON TARGET</b></p> <ul style="list-style-type: none"> <li>Working through regular briefings with the Chair, regular Board updates and a more active MA forum.</li> </ul>
	<p>ii. Briefed on <b>results of key performance measures</b> for assuring <b>quality and equality</b> of access in service delivery &amp; advocacy.</p>	<ul style="list-style-type: none"> <li>Yes/no</li> </ul>	<ul style="list-style-type: none"> <li>Yes</li> </ul>	<p><b>ON TARGET</b></p> <ul style="list-style-type: none"> <li>Annual performance review is completed and shows record levels of people served in spite of fewer MAs.</li> <li>WISH data is very encouraging.</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>	<b>ON TARGET</b> <ul style="list-style-type: none"> <li>To be reported at end of the year (2022).</li> </ul>
	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>	<b>ON TARGET</b> In 2022 the BoT approved: <ul style="list-style-type: none"> <li>A Federation wide IPPF Charter of Rights, with a view to a launch at the GA on approval of the IPPF Strategy</li> <li>A Sex Worker Policy</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 marginalised 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>	<b>NOT SCHEDULED TO START YET</b> <ul style="list-style-type: none"> <li>This is for a new strategy.</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>	<b>NOT SCHEDULED TO START YET</b> <ul style="list-style-type: none"> <li>This will be initiated at the GA.</li> </ul>
<b>4. 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>	<b>ON TARGET</b> <ul style="list-style-type: none"> <li>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.</li> <li>A CFAR meeting is planned on 15th November 2022 to finalise the schedule and deliverables up to the year-end of 2023.</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 CFAR satisfaction</li> </ul>	<b>ON TARGET</b> <ul style="list-style-type: none"> <li>Yes, the strategies are monitored and reviewed.</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>	<b>ON TARGET</b> <ul style="list-style-type: none"> <li>Yes, the audited financial statement for 2021 was reviewed and approved by the Board of Trustees.</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>	<b>ON TARGET</b> <ul style="list-style-type: none"> <li>Fully compliant.</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>	<b>ON TARGET</b>

				<ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> <li>• A CFAR meeting is planned on 15th November 2022 to finalise the schedule and deliverables up to the year-end of 2023.</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>	<p><b>IN PROGRESS</b></p> <ul style="list-style-type: none"> <li>• There are still a number of MAs that are taking longer to implement post accreditation action plans. Despite the third phase being already closed. However, the MC is dealing with MAs on a case-by-case basis. During the last meeting, MC recommended to the BoT, the expulsion of Senegal, Liberia, Kenya and Bangladesh. The MA of Lithuania is suspended following the recommendation from the MC.</li> <li>• Detailed analysis will be presented at the first BoT meeting in 2023.</li> </ul>
<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 Americas &amp; Caribbean 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>	<p><b>ON TARGET</b></p> <ul style="list-style-type: none"> <li>• Functional new Regional Office in ACRO with two new MAs admitted and a number of collaborative partners. More prospective affiliates are in the process of familiarising themselves with our values and work.</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>• MAs in each region</li> </ul>	<p><b>ON TARGET</b></p> <ul style="list-style-type: none"> <li>• Anti-Racism trainers were procured as per the Anti-Racism Plan of Action, and the rollout started in August 2022. Six training courses have been completed as of the date, and three more courses are yet to be done.</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>	<p><b>ON TARGET</b></p> <ul style="list-style-type: none"> <li>• After having consultations with various stakeholders across the Federation and outside, revised IPPF Standards and responsibilities of membership were approved by the BoT in June 2022 following the MC</li> </ul>

5. Leading for the future (cont.)				<p>recommendation. These will serve as a backbone for the fourth accreditation phase.</p> <ul style="list-style-type: none"> <li>In mid-September 2022, the piloting of the new accreditation system is conducted at the Planned Parenthood Association of Thailand (PPAT). MA's experience and feedback have been gathered on the new system.</li> <li>The online supporting system is under development for the fourth accreditation phase.</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>	<p><b>ON TARGET</b></p> <ul style="list-style-type: none"> <li>The 23 MAs (20%) that embarked on the governance reform at the MA level are near completion with many at the phase of approving these changes. We shall be reporting at the next board meeting on the effective transformation that took place in each of the participating MAs.</li> <li>The MA of Benin self-funded its own governance reform and it's progressing well.</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 RATC agreed</li> </ul>	<p><b>ON TARGET</b></p> <ul style="list-style-type: none"> <li>As IPPF is now moving into a 3-year funding allocation cycle for MAs, at the 3rd of November 2022 meeting, the RATC discussed the role they can play going forward, given the resource allocation process won't be changing by in large. The committee decided to have at least one more meeting in October 2023 to review the progress of resource allocation and its implications for governance.</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>	<p><b>ON TARGET</b></p>
	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>	<p><b>ON TARGET</b></p> <ul style="list-style-type: none"> <li>Indicative voting by MAs for strategy was completed in the 2<sup>nd</sup> week of August 2022. The results were positive.</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>	<p><b>ON TARGET</b></p> <ul style="list-style-type: none"> <li>• The work plan was approved with Board priorities. It was available to the NGC, and progress was reported at each BoT meeting.</li> </ul>
--	---	--	---	---

####

# High Level Governance Agenda (2023)

9<sup>th</sup> November 2022

NGC (13 Jan)	CSIP (16 Feb)	CFAR (23 Feb)	BoT (09-10 Mar)	CFAR (23 Mar)
<ul style="list-style-type: none"> <li>Appointment of NGC Members</li> <li>NGC Work Plan Updates</li> <li>Review of BoT Minutes</li> <li>Performance Review</li> <li>Planning/Scheduling of recruitment</li> <li>Other Urgent Items</li> </ul>	<ul style="list-style-type: none"> <li>General update of focuses and C-SIP priorities for 2023</li> <li>IPPF Charter and rebrand</li> <li>IPPF Policy developments and C-SIP Policy priorities</li> </ul>	<ul style="list-style-type: none"> <li>Draft Year Ending 31st December 2022 Financial position</li> <li>Safeguarding and Incident management reports ending 31st Dec 22.</li> <li>External audit 2022 status update on pre-audit.</li> <li>Internal audit action plan for 2023 approval</li> <li>Special Payment register ending 31st December 22</li> <li>Any other matter including any new policies developed.</li> </ul>	<ul style="list-style-type: none"> <li>Review of Board Work Plan</li> <li>Review of Governance Calendar</li> <li>Induction of New Board Members</li> <li>Finance Updates</li> <li>Program Updates</li> <li>Strategy Implementation Updates</li> <li>Branding and Charter</li> <li>Policy Review</li> <li>Board Performance Review</li> </ul>	<ul style="list-style-type: none"> <li>Risk management update highlighting current strategic risks and mitigating actions along with a heat map according to likelihood and impact.</li> <li>Global Assurance actions update including reporting on fraud incidents being investigated.</li> <li>Finance Journey Update with budget utilisation till 28th Feb 2023.</li> <li>IT Journey update with budget utilisation till 28th Feb 2023.</li> <li>Going concern note review and approve.</li> <li>Any other matter including any new policies developed.</li> </ul>
NGC (30 Mar)	CSIP (20 Apr or 11 May)	MC (TBC, 18 May, Face-to-Face)	CFAR (TBC, 25 or 18 May)	BoT (15-16 Jun, Face-to-Face)
<ul style="list-style-type: none"> <li>NGC Work Plan Updates</li> <li>Review of BoT Minutes</li> <li>Performance Review</li> <li>Planning/Scheduling of recruitment</li> <li>Other Urgent Items</li> </ul>	<ul style="list-style-type: none"> <li>Preparations for June Board Meeting</li> <li>Facilitation to Board to have an in-depth session on the IPPF Charter and rebrand</li> </ul>	<ul style="list-style-type: none"> <li>Final Phase 3 Accreditation Outcome Reports</li> <li>Accreditation Review Follow-up Reports</li> <li>Recommendations for Accreditation</li> <li>Updates on Suspensions</li> <li>Recommendations for Expulsion Applications for Associate Membership</li> </ul>	<ul style="list-style-type: none"> <li>Financial updated for the Quarter 1 ending 31st March 23.</li> <li>Quarter 2 forecast/ revised budget 2023. (3+9)</li> <li>Review and recommend                             <ul style="list-style-type: none"> <li>financial statement for the year ending 31st Dec 2022.</li> <li>Auditor's recommendations for the year ending 31st Dec 22.</li> <li>Delegate authority to C-FAR chair to sign off, along with the DG.</li> </ul> </li> <li>Internal Audit action taken report till 31st March 23</li> <li>Safeguarding and Incident management reports ending 31st Apr 22.</li> <li>Any other matter including any new policies developed</li> </ul>	<ul style="list-style-type: none"> <li>Review of Board Work Plan</li> <li>Review of Governance Calendar</li> <li>Branding and Charter Updates</li> <li>Finance Updates, 2023 report and accounts</li> <li>Program Updates</li> <li>Strategy Implementation Updates</li> <li>MC/Accreditation Updates</li> <li>Board Succession Plan</li> </ul>

Donors Meeting (In 19-21 Jun, Berlin)	NGC (23 Jun)	CFAR (28 Jul)	CSIP (TBC, 14 Sep or 20 Oct, Face-to-Face)	MC (26 Oct, Virtual)
<ul style="list-style-type: none"> <li>Donor Meeting</li> </ul>	<ul style="list-style-type: none"> <li>NGC Work Plan Updates</li> <li>Review of BoT Minutes</li> <li>Performance Review</li> <li>Planning/Scheduling of Recruitment</li> <li>Other Urgent Items</li> </ul>	<ul style="list-style-type: none"> <li>Financial Statement for five months ending 31st May 2023</li> <li>Quarter 3 forecast/ revised budget 2023 (5+7)</li> <li>Global Assurance actions update including reporting on fraud incidents being investigated.</li> <li>Internal audit update ending 31st May 2023</li> <li>Incident Report ending 30th Jun 2023.</li> <li>Update on action taken on Finance Journey</li> <li>Update on actions taken on Risk register 2023</li> <li>Any other matter</li> </ul>	<ul style="list-style-type: none"> <li>Engagement on the IPPF Branding and Charter</li> <li>Guide BoT on the Charter/Rebrand Decide on the Stream 2 Theme for 2024</li> </ul>	<ul style="list-style-type: none"> <li>Phase 4 Accreditation Outcome Reports</li> <li>Phase 3 Follow-up Reports</li> <li>Recommendations for Accreditation</li> <li>Updates on Suspensions</li> <li>Recommendations for Expulsion</li> <li>Reconfirmation of Associate Membership</li> <li>Applications for Associate Membership</li> </ul>
CFAR (15 Nov)	NGC (30 Nov)	BoT (23-24 Nov)	RATC (TBD)	
<ul style="list-style-type: none"> <li>Financial Statement for eight months ending 31st Aug 23</li> <li>Quarter 3 forecast/ revised budget 2023 (8+4) and updated year-end projection 2022.</li> <li>Internal audit update</li> <li>Incident management <ul style="list-style-type: none"> <li>Global assurance update including fraud Incident status as on 30th Sept 2023.</li> <li>Safeguarding and Incident Reports for quarter 3 2022 and month ending Sept 22</li> </ul> </li> <li>Annual Plan and Budget for the Secretariat 2024</li> <li>Updated Annual plan and budget of the MAs for 2023-25 (second year in the cycle)</li> <li>Take note of the External Audit Plan and Fee 2023 (current year)</li> <li>Review and recommend approval of Risk Register for 2023-24.</li> <li>Plan of action and dates of next meetings</li> </ul>	<ul style="list-style-type: none"> <li>NGC Work Plan Updates</li> <li>Review of BoT Minutes</li> <li>Performance Review</li> <li>Planning/Scheduling of Recruitment</li> <li>Other Urgent Items</li> </ul>	<ul style="list-style-type: none"> <li>Review of Board Work Plan</li> <li>Review of Governance Calendar</li> <li>Branding and Charter Updates</li> <li>Finance Updates</li> <li>Program Updates</li> <li>Strategy Implementation Updates</li> <li>MC/Accreditation Updates</li> </ul>	<ul style="list-style-type: none"> <li>Review the progress of resource allocation and its implications for governance</li> </ul>	

Note:

- Highlighted text is inserted based on assumptions or old patterns.
- NGC is working on agenda items for the 2023 meetings and will share them soon.
- RATC may have one meeting in 2023.
- Committees may need to revise the meeting dates after GA, considering the BoT dates and agenda items, or committees next scheduled meetings outcomes. For the first draft, these dates are picked quickly to formulate the calendar.