

**Board of Trustees**  
**09-10 March 2023**

**Refers to**  
**agenda item 3.1**

**Agenda Item: Issues paper on Board work plan to next GA**

**Board work plan to next GA**

At its November meeting following the Bogotá General Assembly, the Board of Trustees, in conversation also with the DG and DLT, reflected on the key issues and learnings from the GA and gave initial consideration as to their implications for its future workplan.

However, the Bogotá General Assembly is not the only source of priorities. Certain statutory duties that rest with the Board must remain priorities, while oversight of the Secretariat and support for the Director General are constants too. The Board's Committees' priorities – specifically those that require the Board's attention - should also be reflected in the forthcoming workplan.

The Board had a 2020-2022 workplan which guided its focus throughout that period. With “report cards” presented for discussion at each of its meetings, that workplan provided a practical tool for monitoring and assessing the Board's progress and for enhancing its accountability, including in the context of the NGC's appraisal of its performance.

The proposal, for the Board's agreement at its March 2023 meeting, is that the Board finalise and agree a work plan for 2023 up to the next GA (2026), set that out in a format similar to its first workplan and, as it has done previously, monitor and assess its progress through a report card that is updated for presentation at each of its meetings.

**Proposed Board Priorities up to the Next GA**

The Board is asked to consider the following list of priorities as identified at its November 2022 meeting and carried over from its former workplan. Additional items should be included as appropriate, with guidance particularly from the Committee chairs and the DG. The Board is asked not only to confirm their inclusion in the workplan but, to aid monitoring of progress and strengthen Board accountability, to also agree leads and, through discussion, set targets and/or outcomes for each priority area and agree key milestones/timelines.

What follows is the issues that merged at the Board's discussion of the 2022 GA. Before finalizing the new work plan, the Board should also look to its 2020 -2022 work plan for items to be carried over (for example, Objective 1 on global governance) and consult Committee Chairs and the DG for recommendations on other priorities to be included.

**List of priorities emerging from the Board's Post-GA Meeting**

**1. Board Priority – Youth**

Issues for consideration and possible action, as identified by the Board in December 2022 include:

- Enhancing “youth” indicators in the Strategy's results framework.
- Focusing on monitoring implementing the 5% in the budget for youth – releasing the power of that without compromising accountability, audit or risk management.

- Improving information flows, listening and dialogue between the Secretariat/Board, and MAs.
- Strengthening Regional Youth Networks
- Improving induction to IPPF for youth – perhaps a short video and perhaps using the Regional Youth Forum also.
- Focusing on youth staffing at the Secretariat.

*Text proposed for inclusion in the Board’s new workplan:*

| Goal                                  | Key Issues  | Lead | Outcome | Targets | Key Milestones |
|---------------------------------------|---|------|---------|---------|----------------|
| 1. Strengthen IPPF youth centeredness | 1.1 Monitor and report on overall implementation of Board’s November 2022 decision in response to the Youth Forum’s resolution.<br>1.2 Ensure Strategy 2028 results framework delivers strategic monitoring on results for youth.<br>1.3 Consider available information about implementation of 5% MA budget allocations for youth and communicate accordingly.<br>1.4 Develop options for and implement preferred approach to enhancing communication and informational flows between MAs, youth, the Secretariat, and the Board.<br>1.5 Support strengthening of Regional Youth Forums.<br>1.6 Encourage efforts to enhance induction to IPPF for youth activists.<br>1.7 Monitor progress on increase of Secretariat’s “youth staffing”. | DG   |         |         |                |

## 2. Board Priority – Anti-Racism

Issues for consideration and possible action, as identified by the Board in December 2022 include:

- Introduce more pluralism into the conversation (beyond the USA context)
- Consider the dedicated financial and human resources available, i.e. a focal point in the Secretariat.
- Focus on work plan, on communications and on monitoring to help drive implementation across the Federation.
- Do we need a Standing Committee?

*Text proposed for inclusion in the Board’s new workplan:*

| Goal   | Key Issues  | Lead                    | Outcome | Targets | Key Milestones |
|--|---|-------------------------|---------|---------|----------------|
| 2. Advance implementation of anti-racism action across IPPF. | 2.1 Overview development of and approve an anti-racism work plan focused on communications and monitoring that helps drive implementation across the Federation as a whole.<br>2.2 Develop and disseminate messages, content and actions that convey and inject greater local relevance into the rationale for and implementation of the anti-racism workplan.<br>2.3 Consider and agree on the best working structure for the Board to carry out its role in leading and championing this Federation wide change agenda. | Board working group, DG |         |         |                |

## 3. Board Priority – Strategy 2028 Implementation

Issues for consideration and possible action, as identified by the Board in December 2022 include:

- Recognition that the new Strategy is a big departure, and its phased implementation will be important. We need a roadmap/business case to guide that.
- The role of the Board in Strategy implementation should be clear: we could develop a strategy to engage Executive Directors and Presidents and focus on youth and dedicated indicators of progress. We could also focus on fundraising.
- Reaching beyond the Federation in its implementation is key. Strategic alliances with external organisations are needed. Perhaps Trustees could focus on other Boards to help bring things together? Youth could be encouraged to join other youth led organisations.
- Consider introduction of strategy tracker

*Text proposed for inclusion in the Board's new workplan:*

| Goal   | Key Issues  | Lead | Outcome | Targets | Key Milestones |
|--|---|------|---------|---------|----------------|
| 3. Support and guide Federation-wide implementation of Strategy 2028 | 3.1 Develop, implement, and monitor a roadmap of key milestones and initiatives for which the Board can clearly be (and be seen to be) a strong champion of Strategy implementation.<br>3.2 Support the DG in guiding the Federation as it transitions into the new Strategy and receive reports on critical issues and areas of concern as appropriate.<br>3.3 In close coordination with the DG, explore and test possible roles for Trustees in reaching out beyond the Federation to help advance implementation including specifically under Pillar 3. | DG   |         |         |                |

#### 4. Board Priority – *Principles and Values/ The Charter and Branding projects*

Issues for consideration and possible action, as identified by the Board in December 2022 include:

- These projects offer the possibility of articulating IPPF's purpose as a more inclusive, expansive agenda that brings together women, girls and LGBTQI. It can be a balancing exercise, and a commitment to more clearly reaching all, as one part of de-colonising IPPF. We should aim to clarify our language/terminology too.
- This work is also about drawing stronger connections, and flows, from the levels of IPPF core principles to its implementation of the Strategy and on to adoption of tactics relevant to specific contexts. We should aim for drawing out practical links between core values/principles and operations, while also encouraging innovation/experimentation with new ways of acting.
- The process for Federation-wide engagement with, and implementation of, these projects and their interconnections should be made explicit.
- The Board should also be clear about its own "red lines" in this context – the minimum of what must be included, for example.

*Text proposed for inclusion in the Board's new workplan:*

| Goal | Key Issues | Lead | Outcome | Targets | Key Milestones |
|------|------------|------|---------|---------|----------------|
|------|------------|------|---------|---------|----------------|

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|--|---|---|--|--|--|
| <p>4. Help to clarify the core principles and values that underpin who IPPF is and all that it does.</p> | <p>4.1 Guide, and actively contribute to the development and implementation of the agreed “IPPF Charter” and “Branding” projects, working closely with the DG to ensure that together these projects more clearly articulate and convey IPPF’s overall purpose as being more inclusive, anti-racist, and human rights based.</p> <p>4.2 Ensure key decision-making points for the Board and the wider Federation are clearly identified also with a view to the next GA’s consideration and endorsement of the IPPF Charter.</p> <p>4.3 Ensure that the two projects, which must complement each other, are implemented transparently and with appropriate opportunities for Federation wide participation to also help build full buy-in.</p> <p>4.2 Support the DG in identifying, communicating, and promoting key operational implications that flow from this values-clarification and re-branding work.</p> | <p>Board,<br/>Board<br/>working<br/>group, DG</p> |  |  |  |
|--|---|---|--|--|--|

## 6. Board Priority – MA Engagement and Communication

Issues for consideration and possible action, as identified by the Board in December 2022 include:

- We could help clarify and communicate IPPF’s structure and the roles and relationships between levels/components including Regional Forums as well as MA links with Regional Offices.
- We should also clearly convey and demonstrate our concern with and commitment to the federation’s sustainability and global solidarity.
- We must clearly communicate to MAs our support and expectations for youth inclusion.
- We must champion, across IPPF, the anti-racism agenda, Federation-wide Strategy implementation as well as MA engagement with the Charter and Brand projects.
- In all communications with MAs, we need to be sensitive to language/diversity.

*Text proposed for inclusion in the Board’s new workplan:*

| Goal   | Key Issues   | Lead      | Outcome | Targets | Key Milestones |
|--|--|-----------|---------|---------|----------------|
| 5. Enhance clear information flow and diverse communications between MAs as well as from and with the Board. | 5.1 Clarify, communicate and exchange with MAs as needed, on IPPF’s organizational structure including the roles and relationships between its levels/components such as Regional Forums, as well as MA links with Regional Offices.<br>5.2 Promote and actively dialogue with MAs on the Board’s commitment to and expectations for youth inclusion, work on anti-racism and Strategy 2028 implementation.<br>5.3 Develop and convey at key messages, and other initiatives, that demonstrate and enact the Board’s commitment to global solidarity across the Federation and to the Federation’s longer-term sustainability. | Board, DG |         |         |                |

## 7. Priority: The next General Assembly

Issues for consideration and possible action, as identified by the Board in December 2022 include:

- Location – rationale, visa considerations, costs - signal clearly where the money is coming from.
- Enhance GA preparation – how do we help get delegates ready? Have a clear statement of expectation of participants. Consider short videos for sessions, rather than papers.
- More meaningful participation opportunities for youth.
- Less heavy agenda and more inclusive approach to participation:
  - More creative meeting-methodology, a more culturally sensitive programme, with attention also to disability access
  - Facilitation attentive to who speaks, for example, in terms of gender and age
  - Bring the local community into the GA programme
  - Options for voting online
  - Fewer plenary sessions
  - More MA-designed more diverse panels and presentations
  - More interactive break-out sessions, with more time for dialogue
  - More time for questions
  - More focus on finances
  - Build in more celebration for the Awards
  - Allow time for clinic visits and perhaps down time too

*Text proposed for inclusion in the Board's new workplan:*

| Topic  | Issues  | Lead  | Outcome | Targets | Key Milestones |
|--|---|---|---------|---------|----------------|
| 6. Prepare the next GA, paying close attention to its agenda, and approach | 6.1 Set location with clear rationale, considering visas, costs etc.<br>6.2 Enhance delegates' pre-GA preparation.<br>6.3 Enhance youth participation & integration.<br>6.4 Design an agenda, based on key learnings from 2022 GA<br>6.5 Review options for online voting | Board oversight group (to be appointed), DG |         |         |                |