

**Board of Trustees**  
**15-16 June 2023**

**Refers to**  
**agenda item**  
**11e**

**Information Required**

Updated risk register that was approved by the C-FAR in its last meeting held on 23<sup>rd</sup> March 2023, is presented for information to the Committee, with the recommended changes in language of Risk # 4 & 5 and inclusion of risk relating to secretariat transformation (*which was separately presented*) at Risk #7.

**Risk Evaluation March 2023**

**Impact:** Includes impact on delivery of our strategic and operational activities, as well as stakeholder concern, including risk of exclusion by donors or government

**Likelihood:** Includes IPPF’s perception of its vulnerability to the risk and the speed at which the risk is evolving

**Score:** Impact x Likelihood + Impact. Impact and Likelihood are scored between 1-5

	Risk Description	DLT Risk Owner	Mitigating Controls	Net Risk			Direction of Travel and Other Planned Actions	Residual Risk			Target
				Impact	Likelihood	Score		Impact	Likelihood	Score	
1	<b>Failure to deliver on restricted project</b> for objectives, meet our duty of care, poor donor compliance, poor financial management or fraud. Leading to failure to reach strategic targets, financial loss	Director Prog (for Global Projects) <b>and</b> Regional Directors (for	<ul style="list-style-type: none"> <li>Risk registers are in place for major programmes and projects.</li> <li>Robust operational plans supported by project management and monitoring and evaluation</li> <li>Quarterly reviews of major grants</li> <li>Training of relevant staff on project management</li> </ul>	5	4	25	The reasons for showing the risk as increasing include: <ul style="list-style-type: none"> <li>Delays in staff recruitment / vacancies resulting from the restructure</li> <li>Performance across some projects</li> <li>Delays in receipt of donor funding &amp; contract signing and funding cuts in agreed contracts (e.g., WISH)</li> <li>Security challenges in high-risk countries</li> <li>Data quality</li> </ul>	4	4	20	12

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	and reputational damage.	Regional Projects)	<ul style="list-style-type: none"> <li>Context and risk analysis processes are used to define practical mitigations to assist in project delivery.</li> </ul>				Further actions: <ul style="list-style-type: none"> <li>Accelerate implementation of the comprehensive data management strategy</li> <li>Mapping of project roles and responsibilities against staff in new structure</li> <li>See action on Risk 3,6,7,8,10</li> </ul>				
2	<b>Missed income opportunities</b> due to failure to position IPPF's value proposition with donors and inability to meet compliance requirements for large-scale restricted opportunities.	Director External Relations	<ul style="list-style-type: none"> <li>IPPF has a long record of successfully implementing SRHR programmes</li> <li>A new global income generation roadmap for the 2023-25 period will be ready by the end of Q1 and will ensure we can systematically diversify our income and be less affected by external shocks.</li> <li>Regular Donor engagement.</li> </ul>	5	4	25	The current global economic downturn means that several governments are reducing their ODA and funding towards SRHR may be negatively affected by this trend going into 2023 (See risk #4)  Further action: Keep donors informed of progress on systems strengthening	4	3	16	12
3	<b>Inability to recover full costs</b> on restricted projects. This could impact general reserves.	Director Prog & Director Finance & Tech	<ul style="list-style-type: none"> <li>Improved cost-recovery from projects, including guiding principles for minimum cost recovery requirements.</li> <li>DLT members have oversight of restricted project management structures.</li> </ul>	5	4	25	We need improve use of restricted funding to support core priorities and structure. Additional controls include: <ul style="list-style-type: none"> <li>a timesheet system that is donor compliant and reflects IPPF priorities.</li> <li>Aligning cost recovery compliance with donor requirements.</li> <li>Creating ready access to related project financial information (including dashboards, visualisations, etc.) for enhanced expenditure tracking</li> </ul>	4	4	20	12
4	<b>Reduced income and weakening of stakeholder relationships</b> due to political conservatism,	Director External Relations	<ul style="list-style-type: none"> <li>Trust is nurtured with key missions in New York, Geneva and with Africa Union and European Union decision makers via intergovernmental</li> </ul>	5	4	25	Strategies to further reduce risk: <ul style="list-style-type: none"> <li>Continue to convene key entities working to counter opposition to share intelligence and generate knowledge and thought leadership for high impact.</li> </ul>	4	3	16	12

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	including a rising opposition, impedes our ability to deliver on strategy 2028		<p>advocacy to ensure SRHR is supported and funded by major donors.</p> <ul style="list-style-type: none"> <li>We continuously urge donor governments to ensure that ODA budgets remain focussed on SRHR</li> <li>IPPF hold national governments to account in the commitment to allocate domestic funding to SRHR policies.</li> <li>Anti-rights, anti-gender and anti-SRHR developments are systematically monitored and counteracted by Member Associations</li> </ul>				<ul style="list-style-type: none"> <li>Through June 23, monitor opposition and counteract through three centres of excellence of the Movement Accelerator Platform (MAP) that support social movements and change the narrative providing knowledge, technical and political support to activists</li> <li>Transition MAP to regional and global positions as new staff are brought on board to counter opposition and link to social movements.</li> <li>Hire colleagues into new regional and global positions so that young and marginalised voices from across the world work from within IPPF and help change the narrative as a core part of IPPF communications and branding, with support from progressive donors and with more strategic use of core funds.</li> <li>Create a movement to support aid that goes beyond the traditional institutional donors and break out of the aid discourse that young people currently do not recognise, linking this to IPPF's service offering including brand and service design.</li> </ul>				
5	<p><b>Inability to continue programmes in some countries, due to restrictive national governance and sanctions regimes.</b> This could lead to reduced impact, reputational damage and loss of funding.</p>	Regional Directors	<ul style="list-style-type: none"> <li>Monitoring of potential changes for INGO and not for profit organizations registration, tax and employment regulations</li> <li>Open communication with all recruitment stakeholders and candidates regarding possible delays in getting visas and work permit.</li> <li>Only hiring internationally where there is a need which cannot be met through national recruitment.</li> </ul>	4	4	20	<p>Broadly restricted countries and jurisdictions currently include Cuba, Crimea, North Korea, Iran, Syria and Venezuela.</p> <ul style="list-style-type: none"> <li>Continue to develop a good relationship with financial services to ensure monetary transfers</li> <li>Monitoring changing legal and registration restrictions and respond accordingly to ensure activities can continue where possible</li> <li>Ensure compliance with sanction regimes in locations where IPPF operates programmes</li> </ul>	4	3	16	9

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			<ul style="list-style-type: none"> <li>Develop security and contingency plans where staff are present and make sure that they are applied</li> </ul>								
6	<b>MAs are poorly governed, unable to raise adequate resources, fail to deliver quality programmes and poorly positioned,</b> leading to MAs reaching crisis, reputational damage for IPPF and loss of Federation funding.	Regional Directors	<ul style="list-style-type: none"> <li>MA governance reform strategy</li> <li>MA monitoring and Accreditation cycle</li> <li>Funding of MA financial sustainability initiatives</li> <li>Lifeline policy and crisis fund</li> <li>IPPF Membership Committee to review and manage membership issues.</li> <li>Risk based internal audits</li> <li>Robust scoping, selection and due diligence of potential MAs.</li> </ul>	4	4	20	Reformed and updated accreditation process for the 4 <sup>th</sup> cycle of accreditation beginning from 2023  Further actions to reduce this risk: <ul style="list-style-type: none"> <li>Produce updated risk information for all MA's</li> <li>Continue to share Safe Report amongst MAs and beneficiaries.</li> <li>Create a Federation Charter that outlines the core values that MAs need to sign up to with approval through the General Assembly</li> </ul>	4	3	16	12
7	<b>Failure to successfully implement the Secretariat transformation</b> leads to inability to deliver on the ambitions outlined in Strategy 2028. In turn this leads to reputational damage, loss of funding and reduced relevance for IPPF	Director General	<ul style="list-style-type: none"> <li>Weekly reviews of Restructuring until end April 2023</li> <li>A full Transition Plan will be in place by end April 2023 supported by project management</li> <li>Monthly reviews by DLT to monitor/ evaluate progress, review risks and agree corrective actions</li> <li></li> </ul>	5	3	20	<ul style="list-style-type: none"> <li>Accelerated recruitment campaign to start by end of March 2023. Current fixed-term contracts to be extended to cover gaps where needed.</li> <li>Internal appointments confirmed and transition to new structure starts 17 April. Notice periods to include planned/approved handovers.</li> <li>Secretariat staffing cost model to be managed and monitored through global HRIS and taking account of funding changes</li> </ul> Teambuilding and new ways of working (Secretariat and across Federation) mapped by end of 2023.	5	2	15	12
8	<b>Risk of poor internal controls or controls</b>	Director Finance	<ul style="list-style-type: none"> <li>Integrated enterprise resource planning system</li> </ul>	4	4	20	The risk has diminished due since the last update was provided to this risk due to the following reasons:	3	3	12	12



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	limits due to weak budgetary control and forecasting ability. This could lead to financial loss and lack of donor trust.		<ul style="list-style-type: none"> <li>Implementation of phase 1 of a secretariat wide, budgeting, forecasting, and reporting system</li> </ul>				<ul style="list-style-type: none"> <li>training plan for new and existing staff in the realigned structure – to ensure newer ways of working are fully embedded.</li> </ul> <p>The risk is further stabilising, with the following initiatives that are in the pipeline or delivered:</p> <ul style="list-style-type: none"> <li>Draft cost recovery guidelines developed – being reviewed and updated,</li> <li>time sheet automation project commenced, soon to be delivered.</li> <li>Strong oversight on forex movement on grants (both restricted and unrestricted) put in place.</li> <li>Forex risk for unrestricted core numbers fully hedged for 2023 to minimise risk on budgetary numbers.</li> <li>Unified oversight on multi-location restricted and earmarked projects is still being worked on.</li> <li>Multi-year planning and budgeting system for the MAs put in place, now working on the reporting and updated budgeting tool, to get half yearly, annual and</li> </ul>				
10	Failure to attract and retain good calibre trustees could result in weak governance that leads to decisions that may not address the needs or expectations of member organisations	Director General	<ul style="list-style-type: none"> <li>Inductions for new board members and performance reviews of all members</li> <li>Board retreats to enable members to openly discuss strategic issues.</li> <li>Skill matrix in place and the use of external recruitment firm to attract required skills.</li> <li>Declarations of conflicts of interest forms in place.</li> </ul>	5	3	20	<p>The NGC has been agile identifying new trustees, though some specific profiles (e.g., financial background) remain difficult.</p> <p>The Board was very visible and performed well at the GA. That will no doubt encourage strong internal candidates to apply (we have not had issues with getting good quality external candidates). Last year we had the first f-2-f meetings of the new Board and the GA as well as initial rotations, which partly addressed performance.</p>	3	2	9	6



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			<ul style="list-style-type: none"> <li>Effective staggering of board members to ensure continuity and retention of strategic knowledge and skills.</li> <li>Various platforms that enable regular engagement between the various board and committee members with membership organisations.</li> <li>Regional forums attended by trustees as part of the ongoing engagement with MAs</li> </ul>								
11	<b>Death, injury, abduction, undermined wellbeing</b> of staff member, volunteer, trustee, partner, or associated person whilst working leads to reputational damage, trustee and corporate liability and reduced staff retention and morale.	Director General	<ul style="list-style-type: none"> <li>Security management systems, including minimum standards, regional office security oversight, travel management and personal safety training Including Hostile Environment Awareness Training (HEAT) for those traveling to the highest threat countries.</li> <li>Training of MA's working in High Risk / Disaster prone environments</li> <li>Staff care and assistance programme available to all IPPF people.</li> <li>Crisis Management Teams at CO and across three regions.</li> <li>Clear roles, responsibilities and tasking embedded within JDs across the secretariat.</li> </ul>	5	3	20	<p>Through a targeted programme of mitigation measures, improvements in capacity and governance, incident levels continue to remain low. This includes teams providing services across the highest risk contexts.</p> <p>Actions still to be completed to reduce risk:</p> <ul style="list-style-type: none"> <li>Safety and security minimum standards included in accreditation process.</li> <li>Continuation of review and mitigation process regarding safety and security capacity within regions and programmes working across high-risk contexts.</li> <li>Crisis management and risk tolerance training to delivered to all senior leadership team members.</li> <li>All safety and security responsibilities included in job descriptions post transition.</li> <li>Review of security cover post transition, identifying replacement Security Focal Points, and delivering training to ensure all understand their roles and responsibilities</li> </ul>	4	2	10	10

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			<ul style="list-style-type: none"> <li>Management of external communications related to all crisis incidents.</li> </ul>								
12	<p><b>Behaviour or conduct towards children or vulnerable people</b> by employees, volunteers, trustees, MAs partners or associated persons that may cause harm, particularly arising from Sexual Exploitation, Sexual Abuse or Sexual Exploitation (SEAH)</p> <p>If not mitigated and/or managed well, this could lead to significant reputational damage, corporate liability, and impact on people's lives.</p>	Director - POC	<ul style="list-style-type: none"> <li>Safeguarding policies</li> <li>Safeguarding point person in each IPPF region.</li> <li>Incident management system</li> <li>Safer Recruitment practices apply for all new people at IPPF: employees, volunteers, consultants etc are subject to a range of pre-employment background checks</li> <li>Strict procurement guidelines for the selection of suppliers</li> <li>Mandatory global safeguarding induction and training for new staff within 4 weeks of start date</li> <li>Mandatory annual safeguarding refresher training for all IPPF people staff, Trustees, consultants etc</li> </ul>	5	4	25	<p>The number of safeguarding concerns reported remains low and static since the reporting service was launched three years ago.</p> <p>Controls still to be implemented:</p> <ul style="list-style-type: none"> <li>Support for MA/Assoc/CPs to manage safeguarding and other reported concerns more promptly</li> <li>Develop a tool to assess compliance of secretariat offices with the IPPF Safeguarding Framework.</li> <li>Contribute to the development of the sector initiatives with Interpol and the FCDO</li> <li>Ensure safeguarding is properly included in programme design risk assessments and safeguarding checks included in partner due diligence assessments.</li> </ul>	4	3	16	6



**Risk Heat Map**

<b>Likelihood</b>	<b>5 Certain</b> Over 80% chance of happening within 24 months	<b>Low</b> 6	<b>Moderate</b> 12	<b>High</b> 18	<b>Critical</b> 24	<b>Critical</b> 30
	<b>4 Likely</b> Over 60-80% chance of happening within 24 months	<b>Very Low</b> 5	<b>Low</b> 10	<b>Moderate</b> 15	<b>High</b> 20	<b>Critical</b> 25
	<b>3 Possible</b> Between 40% -60% chance of happening within 24 months	<b>Very Low</b> 4	<b>Low</b> 8	<b>Moderate</b> 12	<b>High</b> 16	<b>High</b> 20
	<b>2 Unlikely</b> Between 20%-40% chance of happening within 24 months	<b>Very Low</b> 3	<b>Low</b> 6	<b>Low</b> 9	<b>Moderate</b> 12	<b>Moderate</b> 15
	<b>1 Remote</b> Not likely to happen within 24 months	<b>Very Low</b> 2	<b>Very Low</b> 3	<b>Low</b> 6	<b>Low</b> 8	<b>Low</b> 10
		<b>1 Minor</b> Financial loss less than \$xk  Limited strategic / operational impact  Minimal stakeholder concern	<b>2 Moderate</b> Financial impact likely to be \$xk - \$xk.  Moderate impact on delivery of strategic/ operational activities. Moderate stakeholder concern.	<b>3 Significant</b> Financial impact likely to be \$xk- \$xk.  Significant impact on delivery of strategic/ operational activities. Significant stakeholder concern	<b>4 Major</b> Financial impact likely to exceed \$xk.  Major impact on delivery of strategic/ operational activities. Exclusion by donors or government	<b>5 Critical</b> Financial impact likely to exceed \$xk.  Critical impact on delivery of strategic/ operational activities. Exclusion by donors or government
<b>Impact</b>						