

Agenda Item 4.1: Board Work Plan

Summary:

The Board of Trustees (BoT) is committed to upholding its accountability. A concrete step towards this is regularly monitoring, updating, and reviewing the Board Work Plan to track progress. The paper includes the Board Work Plan for 2024 up to the next GA (2025) with October 2023 updates.

Action Required:

The Board of Trustees is requested to **note** the progress.

Abbreviations & Acronyms

| | |
|-------|---|
| ACRO | Americas and The Caribbean Regional Office |
| AoC | Architect of Cooperation |
| APR | Annual Performance Report |
| BoT | Board of Trustees |
| Col | Conflicts of Interest |
| CONT. | Continued |
| CSIP | Strategy, Investment and Policy Committee |
| DG | Director-General |
| DLT | Directors' Leadership Team |
| GA | General Assembly |
| IPPF | International Planned Parenthood Federation |
| KPI | Key Performance Indicators |
| MA | Member Association |
| MC | Membership Committee |
| NA | Not Applicable |
| NGC | Nominations and Governance Committee |
| RATC | Resource Allocation and Technical Committee |
| TBD | To be decided |
| ToR | Terms of Reference |
| UK | United Kingdom |
| VC | Vice Chair |
| WISH | Women's Integrated Sexual Health |

ON TARGET

IN PROGRESS

NEEDS ATTENTION

NOT SCHEDULED TO START YET

SECTION ONE: STRATEGY, COMMUNICATION AND DIRECTION

| Objectives | Key Information (Outcome & Working Areas) | Targets | Key Milestones | Progress to Date |
|--|---|---|--|--|
| 1. Strengthen IPPF Youth Centeredness | Outcome: The Federation as a whole, and youth activists in particular, report that they see and experience a strong uplift in focus on and delivery of youth inclusion and participation. | | | |
| | a. Monitor and report on overall implementation of Board’s November 2022 decision in response to the Youth Forum’s resolution to the 2022 GA. | <ul style="list-style-type: none"> • Positive feedback from regional youth forums • Positive feedback from youth delegates at next GA | <ul style="list-style-type: none"> • Reports on the resolutions and regional youth forums included in BoT sessions | IN PROGRESS • Included |
| | b. Ensure Strategy 2028 Results Framework delivers strategic monitoring of results for youth. | | | |
| | c. Consider the information available on implementation of 5% MA budget allocations for youth and communicate with the Federation accordingly. | | <ul style="list-style-type: none"> • Included in the Results Framework and performance reports presented to the Board. | IN PROGRESS • Included in Results Framework |
| | d. Develop options for and implement preferred approach to enhancing communication and informational flows between MAs, youth, the Secretariat, and the Board. | | | |
| | e. Support strengthening of Regional Youth Forums. | | | |
| | f. Encourage efforts to enhance induction to IPPF for youth activists. | | <ul style="list-style-type: none"> • Specific consideration in induction plan • Increase in <25s in staff demographic data. | IN PROGRESS • Induction session included in AoC Induction |
| g. Monitor progress on increasing of Secretariat’s “youth staffing”. | IN PROGRESS • Recruitment in progress | | | |
| 2. Advance implementation of anti-racism action across IPPF | Outcome: The Anti-Racism agenda is integrated, communicated, and realised across the Federation | | | |
| | a. Overview the development of a “theory of change” and approve an IPPF anti-racism work plan that is also focused on communications and monitoring to help drive implementation across the Federation. | <ul style="list-style-type: none"> • Secretariat & MAs working in sync to develop an anti-racist Federation; reporting progress & challenges in an integrated way. | <ul style="list-style-type: none"> • Anti-Racism Work Plan approved by the Board for implementation. | IN PROGRESS <ul style="list-style-type: none"> • Good progress is being made on the workplan presented to DLT including Ant Racism Sessions embedded in all regional meetings across the federation. Engagement sessions have been delivered at 3 Regional meetings with Member Associations as well as one staff secretariat training at South Asia Regional Office with all new finance hub staff. • The feedback has been widespread, and many MAs and staff want more face-to-face sessions as they felt that more was needed to create safe spaces for people to engage and share openly. |

| Objectives | Key Information (Outcome & Working Areas) | Targets | Key Milestones | Progress to Date |
|---|---|--|--|---|
| | | | | <ul style="list-style-type: none"> The IPPF Working group has met twice in the last two months with updates on the workplan and budget. This included a face-to-face meeting in August where a discussion about the workplan and budget was detailed and intense. |
| | b. Receive, consider, and agree on proposals for allocation and dissemination of resources to drive and support implementation of the anti-racism work plan. | | <ul style="list-style-type: none"> Budget is allocated against workplan Progress reports presented to the Board | IN PROGRESS <ul style="list-style-type: none"> Due to a late start to activities for 2023 there is a slight lag in implementation, but progress is being made. |
| | c. 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. | | <ul style="list-style-type: none"> Board messages support the Agenda and advocate its importance. | IN PROGRESS <ul style="list-style-type: none"> After the face to face working group meeting – there is an opportunity for this to be taken up as well as key opportunities and platforms being created for message dissemination. Development of an anti-racism landing page on the new Secretariat SharePoint (Focal point) and on the MA Forum website to disseminate information on the work that is being completed. |
| | d. 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. | | <ul style="list-style-type: none"> Continuation of engaged BoT Working Group | IN PROGRESS <ul style="list-style-type: none"> Regular Sub-committee meetings will resume. These were inconsistent during the restructure and will be a consistent feature. With the departure of Bience Gawanas – Sami Netshah has stepped in as interim chair, and we look forward to the continued engagement. |
| | Outcome: <i>The Federation (Member Associations and Secretariat) is fully engaged in implementing the Strategy and taking concrete steps to align delivery and practice.</i> | | | |
| 3. Support and guide Federation-wide implementation of Strategy 2028 | a. Receive, endorse, and monitor implementation of a roadmap of key milestones and initiatives for which the Board can clearly be (and can be seen to be) a strong champion of Strategy implementation. | <ul style="list-style-type: none"> Results framework and APR reports interrogated by Board & drive prioritization of interventions and their active | <ul style="list-style-type: none"> Useful feedback to APR tracking of Federation performance against S2028 indicators and targets | ON TARGET <ul style="list-style-type: none"> 2022 data were presented at the June meeting, including an overview of achievements against targets over the period of the last strategic framework (2016-2022). |
| | b. Support and encourage the DG in guiding the Federation, including the Secretariat, as it transitions into the new | | <ul style="list-style-type: none"> Useful feedback to DG & Chair reports and other relevant items | IN PROGRESS <ul style="list-style-type: none"> Being presented at every meeting |

| Objectives | Key Information (Outcome & Working Areas) | Targets | Key Milestones | Progress to Date |
|--|--|---|--|--|
| | Strategy and receives reports on critical issues and areas of concern and progress, as appropriate. | engagement with MAs | | |
| | c. Initiate and maintain strong focus on, and support for, exploration of innovative approaches to driving IPPF's financial sustainability at MA level specifically. | | <ul style="list-style-type: none"> Secretariat approach to MA sustainability clear and endorsed by Board | IN PROGRESS <ul style="list-style-type: none"> Following the assessment of 6 MAs as part of IPPF's priority to strengthen financial self-sufficiency, impact, and sustainability, the recruitment of Chief Commercial Officer is underway, with 14th November as deadline for applications. Weblink: Chief Commercial Officer IPPF |
| | d. In close coordination with the DG, explore and test possible roles for Trustees in reaching out beyond the Federation to help advance Strategy implementation including specifically under Pillar 3. | | <ul style="list-style-type: none"> Strategic interventions being followed up by staff | IN PROGRESS <ul style="list-style-type: none"> Board members actively participating in six regional meeting devoted to strategy implementation. Three conducted, three taking place before December. |
| | Outcome: A clear understanding of values, charter, branding and the new identity of IPPF is demonstrated by the Federation. | | | |
| 4. Clarify & communicate the core principles and values that underpin who IPPF is, and all that it does | a. Guide, and actively contribute to the development and implementation of the "IPPF Charter" and "Branding" projects, working closely with the DG to ensure that together these projects enable IPPF to more clearly articulate and coherently convey its overall purpose including its identity as an inclusive, youth centered, gender inclusive, anti-racist, and human rights-based Federation. | <ul style="list-style-type: none"> GA approves bold Charter and Rebrand presented by the Board | <ul style="list-style-type: none"> Board actively participates in the projects and helps move them forward. | ON TARGET <ul style="list-style-type: none"> Board representatives working with Charter Guiding Group and Rebrand Committee. Board representatives in the first consultation (Mar 2023) in Bangkok. Regional consultations completed (SARO, ACRO, ESEAOR, EN, AWRO, Pacific MAs) with representation from part of the Board. Board representatives to work with Charter and Rebrand leadership to review and edit the draft Charter and advise on Rebrand direction (Nov 2023) in Accra |
| | b. Ensure key decision-making points requiring the Board's attention, and/or the wider Federation's, are clearly identified, also with a view to the next GA's consideration and endorsement of the IPPF Charter. | | | <ul style="list-style-type: none"> Board engages meaningfully and is reassured that progress and communication are appropriate |
| | c. 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. | | | |
| | d. Support the DG in identifying, communicating, and promoting key operational implications that flow from this value-clarification and re-branding work. | | | |

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|--|--|---|--|---|
| 5. Enhance clear information flow, and diverse communications between MAs, as well as from and with the Board. | Outcome: Clear communication and information flows are taken place and realised across by MAs and Board. | | | |
| | a. Clarify, communicate, and exchange with MAs as needed, on IPPF’s organisational structure including the roles and relationships between its levels/components such as Regional Forums, as well as MA links with Regional Offices. | <ul style="list-style-type: none"> MAs demonstrate a clearer understanding of the different roles and responsibilities of core governance bodies and other forums. | <ul style="list-style-type: none"> When staff and /or trustees are visiting/ talking to MAs or at IPPF forums, appropriate opportunities are taken to ensure understanding. | IN PROGRESS <ul style="list-style-type: none"> Trustees and RD’s are in active dialogue with Member Associations on the governance calendar and regional forums. AoC’s are being recruited to strengthen ties between Regional Offices and Member Associations. MA’s updated on BoT commitments via the intranet, and dialogue with Regional Offices. Regional meetings are being held across all regions. To improve the visibility of the Board of Trustees with the MAs, a newsletter featuring individual trustees has been developed. “Let’s come together Q&A series with IPPF trustees” has been developed providing opportunities for all trustees to make themselves known to the MAs. A newsletter “the sentinel” is under development and will help the governing bodies disseminate information about their activities and actions. |
| | b. 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 (as per above) | <ul style="list-style-type: none"> MAs have a direct feel for the Board’s commitment to these priorities | <ul style="list-style-type: none"> MA engagement opportunities identified, specially but not only, regional fora | |
| c. Develop and convey 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. | <ul style="list-style-type: none"> Required communication is sent by the Board for achieving global solidarity and sustainability. | | | |
| 6. Prepare the next GA in a transparent and participatory way, paying close attention to its agenda, and taking an approach that empowers MAs and youth to lead its focus, priorities, and meeting style. | Outcome: Next GA meeting approach and plan is prepared through participator engagement and with satisfaction of IPPF MAs, Board, and Secretariat. | | | |
| | a. Set GA location with clear rationale, considering visas, costs, symbolism of and security for delegates etc. | <ul style="list-style-type: none"> Successful GA that is valued by participants and drives the Federation forward. | <ul style="list-style-type: none"> Board decides in timely way with appropriate information | IN PROGRESS <ul style="list-style-type: none"> The Secretariat is exploring options and working on proposals. |
| | b. Enhance delegates’ preparation for the GA and their “ownership” of it as a forum for exchange, direction setting and mutual accountability. | | <ul style="list-style-type: none"> BoT engaged with MA delegates (and especially youth delegates) in preparation | |
| | c. Enhance youth participation in GA preparations and delivery overall and strengthen integration of youth perspectives and priorities in the meeting overall. | | <ul style="list-style-type: none"> NA | |
| | d. Design a GA agenda along with meeting format and methods, that are based on the key learnings from the 2022 GA. | | <ul style="list-style-type: none"> Board satisfied with measures taken | |
| e. Review options and take such steps as are appropriate to strengthen participation online including for online voting. | | | | |
| Outcome: New trustees and new Board committee members are satisfied with onboarding and participation | | | | |

| Objectives | Key Information (Outcome & Working Areas) | Targets | Key Milestones | Progress to Date |
|---|--|--|---|--|
| 7. IPPF global governance system is fully operational and supporting accountable, transparent, and legally compliant governance of IPPF as a locally owned, globally connected, human rights-based, civil society movement for sexual and reproductive health and rights | a. Quality onboarding of new trustees and new committee members. | <ul style="list-style-type: none"> 90% satisfaction for 90% of all Board bodies | <ul style="list-style-type: none"> Appointment of new trustees and/or committee members | IN PROGRESS <ul style="list-style-type: none"> NGC experienced delay in recruiting new trustees and committee members. Interviews are in progress. |
| | Outcome: Board fully operating as a unified body, supported by effective Committees | | | |
| | a. Board meetings held with majority of trustees present and active. | <ul style="list-style-type: none"> Min. of 80% of trustees present at each BOT meeting. | <ul style="list-style-type: none"> Every Board meeting | ON TARGET <ul style="list-style-type: none"> High rates of trustee attendance at Board meetings |
| | b. Timely circulation of agenda, papers, and minutes in all working languages | <ul style="list-style-type: none"> 100% compliance with 'circulation of papers' policy | <ul style="list-style-type: none"> Every Board meeting | ON TARGET <ul style="list-style-type: none"> Papers in English circulated on time with (occasionally) some delay for other languages |
| | c. Board committees are fully populated, active, well-focused on their mandates and are assisting delivery of Board priorities. | <ul style="list-style-type: none"> Members report satisfaction with Committee performance. | <ul style="list-style-type: none"> Each Board meeting | ON TARGET <ul style="list-style-type: none"> Board committees are fully and actively functional. |
| | d. Trustees comply with the NGC-led review of trustees' and board performance | <ul style="list-style-type: none"> 100% of trustees actively participate in NGC-led performance review processes. | <ul style="list-style-type: none"> Every Board meeting | ON TARGET <ul style="list-style-type: none"> Performance review completed and outcomes shared with trustees for 2023. |
| | Outcome: The Board operates as intended, including impartially and in compliance with its obligations and best practices. | | | |
| | a. Distinctions between governance & management roles are clear to all trustees and key staff and upheld by all; conflicts of interests are declared and assessed, with appropriate action taken where needed. | <ul style="list-style-type: none"> Zero occasions of non-compliance | <ul style="list-style-type: none"> Review of trustees' Col returns | ON TARGET <ul style="list-style-type: none"> All trustees have submitted the declaration for 2023. |
| | Outcome: The Board meets its duties to care to IPPF clients, staff, & volunteers. | | | |
| | a. Board fulfils its responsibilities to IPPF Safeguarding policies, which are fully implemented with incidents resolved accordingly. | <ul style="list-style-type: none"> 100% compliance with applicable IPPF policies | <ul style="list-style-type: none"> Board meaningfully engaged providing regular contributions | ON TARGET <ul style="list-style-type: none"> Safeguarding and incident management presented regularly |
| Outcome: The DG reports that he is supported and challenged by the Board to deliver to the very best of his ability. | | | | |
| a. The Board meets its duty of care to the IPPF Director General, encouraging and supporting his leadership and professional wellbeing. | <ul style="list-style-type: none"> DG and Board are satisfied with the processes | <ul style="list-style-type: none"> Performance reviews are conducted in a fair and timely way. | IN PROGRESS <ul style="list-style-type: none"> DG's annual performance assessment criteria are defined for the 2023 performance review. | |

SECTION 2: FINANCIAL AND RISK MANAGEMENT

| Objectives | Key Information (Outcome & Working Areas) | Targets | Key Milestones | Progress to Date |
|---|--|--|---|---|
| 8. Intelligent risk management, fiscal diligence processes & financial sustainability are strongly in focus | Outcome: IPPF financial and risk management is achieved with 100% compliance with the UK Charity Commission. | | | |
| | a. 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"> Board has clear visibility of risk and mitigation measures | <ul style="list-style-type: none"> Risk and measures discussed at CFAR and reported | ON TARGET <ul style="list-style-type: none"> Board and CFAR members have undertaken risk management training. Risk register updated and discussed regularly with C-FAR. |
| | b. 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"> Board and CFAR actively engaged | <ul style="list-style-type: none"> Information is reported to the Board in every meeting. | ON TARGET <ul style="list-style-type: none"> Yes, the strategies are monitored and reviewed. |
| | c. Audited accounts agreed and approved. | <ul style="list-style-type: none"> Charity commission requirements met in timely way | <ul style="list-style-type: none"> Board approves audit plans and reports in a timely way | ON TARGET <ul style="list-style-type: none"> 2022 Financial Report and Audited Accounts presented for approval. |
| | d. 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"> Fully compliant | <ul style="list-style-type: none"> Board focal point kept up-to-date in real time. CFAR and Board appraised regularly | ON TARGET <ul style="list-style-type: none"> Fully compliant. |
| | e. MAs reporting on their fiscal health & risks appropriately. | <ul style="list-style-type: none"> Board aware where largest risks lie and remedial action | <ul style="list-style-type: none"> (Grant receiving) MAs submit their reports on time | IN PROGRESS <ul style="list-style-type: none"> This process is already in place - and is annually being undertaken. |
| f. Where MAs 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"> 100% of cases responded to promptly. | <ul style="list-style-type: none"> MC informed promptly with recommended course of action MC discussed promptly and recommends decision to Board | IN PROGRESS <ul style="list-style-type: none"> Only 3 MAs are remaining to be recommended for accreditation under phase III. However, the MC is dealing with MAs on a case-by-case basis. As a result of various reviews, four MAs are currently suspended: Lithuania, Sierra Leone, Namibia and El Salvador. The resignation of Lithuania will be noted at the November 2023 BoT meeting. | |

SECTION 3: ACCOUNTABILITY FOR QUALITY AND EQUALITY

| Objectives | Key Information (Outcome & Working Areas) | Targets | Key Milestones | Progress to Date |
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| 9. Accountability for quality and equality in access to services & in advocacy is strengthening. | Outcome: IPPF is achieved required level of accountability for quality and equality. | | | |
| | a. Briefed on key developments in service delivery & advocacy across the Federation including specifically in humanitarian settings. | • Board aware and guiding Secretariat efforts | • Board engaged in Chair /DG report and APR discussions | IN PROGRESS • Working through regular briefings |
| | b. Briefed on results of key performance measures for assuring quality and equality of access in service delivery & advocacy. | | | ON TARGET • Annual performance review is completed and shows record levels of people served in spite of fewer MAs. • WISH data is very encouraging. |
| | c. Alerted to examples of excellent performance by MAs as well as to integrity & poor performance issues, with this made a standing item. | • Board maintains a relevant and timely policy portfolio | • Board kept informed of the need for new or updated policies | ON TARGET • 2022 APR will be presented at the June 2022 BoT meeting. |
| d. Briefed on needed IPPF policy developments with a policymaking/policy reform register established with schedule and priorities for policy development agreed. | IN PROGRESS • C/SIP in the lead for the Board | | | |

SECTION 4: WE ARE LEADING FOR FUTURE

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| 10. We are leading for the future | Outcome: IPPF is enhanced global visibility and image as leading SRHR organisation. | | | |
| | a. IPPF regains and remains "global" & "universal", with IPPF Americas and Caribbean fully functional. | • Significance presence in all regions | • Proactive footprint management presented to BoT | ON TARGET • Functional new Regional Office in ACRO with rapidly expanding footprint. • AoCs to take a proactive approach |
| | b. 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. | • Board adds value with worldly mindset and analysis | • Board contributes perspective and requests analysis as appropriate | ON TARGET • The fourth accreditation system is ready to be implemented and a number of trainings already been conducted across the Federation. |
| c. Governance reform at MA level is progressing, with new cohorts of MAs signaling willingness to join in. | • BoT aware and engaged, contributing to governance change | • MA aware of progress and challenges | IN PROGRESS • A thematic discussion will take place during the November BoT meeting to explore where we are with regards to IPPF footprint and what it means to bring feminist agenda at the | |

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| | | | | core of the MA Governance reform and discuss the available options for 2024. |
| 10. (cont.) | d. 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"> Decisions on adjustments to system, if any, and on role of RATC is agreed with the Board. | TBD | <p>IN PROGRESS</p> <ul style="list-style-type: none"> 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. |
