

Board of Trustees
21-22 November 2025

Refers to
agenda item 5.1

Agenda Item 5.1: Review of 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 September 2025 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.	• Positive feedback from regional youth forums • Positive feedback from youth delegates at next GA	• 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.		• Included in the Results Framework and performance reports presented to the Board.	IN PROGRESS • Included in Results Framework
	c. Consider the information available on implementation of 5% MA budget allocations for youth and communicate with the Federation accordingly.			
	d. Develop options for and implement preferred approach to enhancing communication and informational flows between MAs, youth, the Secretariat, and the Board.		• Specific consideration in induction plan	ON TARGET • Induction session included in AoC Induction in November 2023. Global Youth Induction took place from 10-12 June 2024 in London bringing together all youth networkers across the Federation.
	e. Support strengthening of Regional Youth Forums.			
	f. Encourage efforts to enhance induction to IPPF for youth activists.			
g. Monitor progress on increasing of Secretariat’s “youth staffing”.		• Increase in <25s in staff demographic data.	ON TARGET • Over 5 % of newly employed staff are youth.	
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.	• Secretariat & MAs working in sync to develop an anti-racist Federation; reporting progress & challenges in an integrated way.	• Anti-Racism Work Plan approved by the Board for implementation.	IN PROGRESS • Regional Consultations were conducted at five of the regional meetings in 2023 (Aug – Dec) where the Anti Racism Advisor supported workshops on anti-racism in some cases with external experts. • Following these workshops – a workplan for 2024 was presented to the DLT at a meeting in January.

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				- Following the regional meetings a theory of change has been developed as a way of developing key interventions aligned to the workplan tying back to Pillar 3 and 4 of the strategy. - A further consultation is on-going to revive the anti-racism work within the Secretariat.
	b. Receive, consider, and agree on proposals for allocation and dissemination of resources to drive and support implementation of the anti-racism work plan.		- Budget is allocated against workplan - Progress reports presented to the Board	IN PROGRESS - Online training is developed and launched for secretariat. - Strategy and anti-racism webinars 'Strat Talk'. These dialogues were led by Member Associations (MAs).
	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.		Board messages support the Agenda and advocate its importance.	IN PROGRESS - 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. - The new MA Forum website has been launched with a new anti-racism page on it. The same was launched on IPPF Focal Point page including a theory of change embedded into it. Further work is being done to overhaul policies with an anti-racism lens – which is being led by PoC department. - A learning cohort launched for August – October. - Dialogue guide research developed.
	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.		Continuation of engaged BoT Working Group	ON TARGET A paper submitted to the board, outlining plans to resume regular Sub-committee meetings and to extend the terms of reference for the subcommittee with some adjustments and new members to be proposed by the chairperson of the board. New membership of the sub-committee determined by the Board in July 2024.

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3. Support and guide Federation-wide implementation of Strategy 2028	Outcome: The Federation (Member Associations and Secretariat) is fully engaged in implementing the Strategy and taking concrete steps to align delivery and practice.			
	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.	• Results framework and APR reports interrogated by Board & drive prioritization of interventions and their active engagement with MAs	• Useful feedback to APR tracking of Federation performance against S2028 indicators and targets	ON TARGET 2024 data were presented at the June 2025 meeting, including an overview of achievements against targets as well as the outcomes of the Secretariat Accountability Mechanism.
	b. Support and encourage the DG in guiding the Federation, including the Secretariat, as it transitions into the new Strategy and receives reports on critical issues and areas of concern and progress, as appropriate.		• Useful feedback to DG & Chair reports and other relevant items	IN PROGRESS • Being presented at every meeting
	c. Initiate and maintain strong focus on, and support for, exploration of innovative approaches to driving IPPF’s financial sustainability at MA level specifically.		• Secretariat approach to MA sustainability clear and endorsed by Board	IN PROGRESS • Following the assessment of seven MAs as part of IPPF’s priority to strengthen financial self-sufficiency, impact, and sustainability, the Chief Commercial Officer has joined IPPF and has been assisting selected MAs in developing an implementable sustainability plan. • Further details were presented at the March 2025 Board meeting under the RAST-C report.
	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.		• Strategic interventions being followed up by staff	IN PROGRESS • In 2024, the trustees actively participated in three regional meetings devoted to strategy implementation and plan is in place for the remaining regional forum. • No regional Forum scheduled for 2025 as it is a GA year. • GA briefings sessions are scheduled for October and will be co-facilitated by trustees.
	Outcome: A clear understanding of values, charter, branding and the new identity of IPPF is demonstrated by the Federation.			

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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.	• GA approves bold Charter and Rebrand presented by the Board	• Board actively participates in the projects and helps move them forward.	ON TARGET - Regional consultations completed (SARO, ACRO, ESEAOR, EN, AWRO, Pacific MAs) with representation from part of the Board. - Board representatives worked with Charter and Rebrand leadership to review and edit the draft Charter and advise on Rebrand direction (Nov 2023) in Accra. - New membership of the Guiding Group and Rebrand Committee was finalized at the June 2024 Board meeting. - Proposed IPPF Value Charter was presented at the extraordinary BoT meeting on 17th February for review and perusal. - In March 2025, the Board approved the submission of a Charter of Value for the membership indicative vote which overwhelming support results were presented at the June Board meeting. - Final version of the Charter is ready for the General Assembly approval in November 2025.	
	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.			• Board engages meaningfully and is reassured that progress and communication are appropriate	ON TARGET At June 2025, the board agreed to a rebranding package that was tested at the donors meeting. The new package is being used for the November 2025 GA meeting.
	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.				
	5. Enhance clear information flow, and diverse communications between MAs, as		Outcome: Clear communication and information flows are taking place and realised 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.	• MAs demonstrate a clearer understanding of the different roles and	• When staff and /or trustees are visiting/ talking to MAs or at IPPF forums, appropriate	IN PROGRESS Trustees and RD’s are in active dialogue with Member Associations on the governance calendar and regional forums. AoC’s were recruited and fully operational	

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<i>well as from and with the Board.</i>		responsibilities of core governance bodies and other forums.	opportunities are taken to ensure understanding.	to strengthen ties between Regional Offices and Member Associations. - MA’s updated on BoT commitments via the intranet, and dialogue with Regional Offices. Regional Forum scheduled from June 2024 have seen the participation of at least two trustees in each of these gatherings. - 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. The last issue of this was disseminated in late April 2024. - Plan is in place for the new trustees in 2025. - Board received at the June Board meeting the outcomes of the global reform review with the aim of learning new ways of engaging with the affiliates. Final version is under production for dissemination.
	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	• MAs have a direct feel for the Board’s commitment to these priorities	• 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.	• 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.	• Successful GA that is valued by participants and drives the Federation forward.	• Board decides in timely way with appropriate information	IN PROGRESS Location of the next GA identified and contract signed for and presented to the March 2024 Board’s meeting. GA organizing committee established and functional. It’s working towards a successful Bali Meeting in November 2025, and a further update was provided at the June 2025 Board meeting. An extraordinary Board meeting is scheduled for 15 th October to focus on the GA.
	b. Enhance delegates’ preparation for the GA and their “ownership” of it as a forum for exchange, direction setting and mutual accountability.		• 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.		• NA	
	d. Design a GA agenda along with meeting format and methods, that are based on the key learnings from the 2022 GA.		• 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.	90% satisfaction for 90% of all Board bodies	Appointment of new trustees and/or committee members	IN PROGRESS - NGC is leading the recruitment campaign for 2025 so that new trustees take office from May 2025. - In March 2025, three new trustees were appointed by the Board to join at designated time when the vacancy arise pending the GA confirmation. - Equally, the board agreed to have Perret Laver (PL) recruited to support the recruitment efforts of the NGC to fill the required anticipated vacancies for the governing bodies. - PL recruitment is in progress with the recruitment of Trustees for May 2026 while trustees for August 2025 have been confirmed by the GA and have joined the Board. - Further board committee members will be considered at the November 2025 Board meeting.
	Outcome: Board fully operating as a unified body, supported by effective Committees			
	a. Board meetings held with majority of trustees present and active.	Min. of 80% of trustees present at each BoT meeting.	Every Board meeting	ON TARGET High rates of trustee attendance at Board meetings
	b. Timely circulation of agenda, papers, and minutes in all working languages	100% compliance with 'circulation of papers' policy	Every Board meeting	ON TARGET 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.	Members report satisfaction with Committee performance.	Each Board meeting	ON TARGET Board committees are fully and actively functional.
	d. Trustees comply with the NGC-led review of trustees' and board performance	100% of trustees actively participate in NGC-led	Every Board meeting	ON TARGET Performance review for 2024/25 by the NGC completed and presented at June 2025 Board meeting.

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		performance review processes.		It has been agreed that the performance review framework will be reviewed for next year's exercise.
	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.	Zero occasions of non-compliance	Review of trustees' Cols returns	ON TARGET - All trustees, all NGC and Board committees submitted the declaration for 2025. - Updated declaration received from selected trustees after initial submission.
	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.	100% compliance with applicable IPPF policies	Board meaningfully engaged providing regular contributions	ON TARGET Safeguarding and incident management are 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.	DG and Board are satisfied with the processes	Performance reviews are conducted in a fair and timely way.	ON TARGET 2024 Performance review is Completed and presented at the June 2025 Board meeting.

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.	• Board has clear visibility of risk and mitigation measures	• Risk and measures discussed at CFAR and reported	ON TARGET • 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.	• Board and CFAR actively engaged	• Information is reported to the Board in every meeting.	ON TARGET • Yes, the strategies are monitored and reviewed.
	c. Audited accounts agreed and approved.	• Charity commission requirements met in timely way	• Board approves audit plans and reports in a timely way	ON TARGET • 2024 Financial Report and Audited Accounts were presented and approved at the June 2025 Board meeting .
	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.	• Fully compliant	• Board focal point kept up to date in real time. • CFAR and Board appraised regularly	ON TARGET • Fully compliant.
	e. MAs reporting on their fiscal health & risks appropriately.	• Board aware where largest risks lie and remedial action	• (Grant receiving) MAs submit their reports on time	IN PROGRESS • 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.	• 100% of cases responded to promptly.	• MC informed promptly with recommended course of action • MC discussed promptly and recommends decision to Board	IN PROGRESS • Recommendation for two expulsion cases: Egypt (completed) and DR Congo (on-going) and one suspension case on-going : Guinea and the Board will receive an update on the progress from the Membership Committee including any new recommendation following their October meeting. • New recommendations to complete the Pakistan MA expulsion process and to consider Mali and Fiji MAs suspension cases at the extraordinary Board October meeting.

SECTION 3: ACCOUNTABILITY FOR QUALITY AND EQUALITY

Objectives	Key Information (Outcome & Working Areas)	Targets	Key Milestones	Progress to Date
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.			IN PROGRESS 2024 Annual performance review completed and discussed at the June 2025 meeting with a request to review the performance review framework.
	c. Alerted to examples of excellent performance by MAs as well as to integrity & poor performance issues, with this made a standing item.			IN PROGRESS 2024 APR presented at the June 2025 BoT meeting alongside the Secretariat Accountability Mechanism review outcomes.
	d. Briefed on needed IPPF policy developments with a policymaking/policy reform register established with schedule and priorities for policy development agreed.	Board maintains a relevant and timely policy portfolio	Board kept informed of the need for new or updated policies	IN PROGRESS C/SIP in the lead for the Board

SECTION 4: WE ARE LEADING FOR FUTURE

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 is taking 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 already under implementation, and a number of reviews have been conducted across the Federation. - A total of 55 accreditation reviews were conducted across the Federation by the end of September; another 13 MAs due to be accredited in November, bringing the number of accredited MAs to 28.
	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 - In March 2024 BoT meeting, a \$500K has been earmarked for a new cohort of MAs governance reform. - Out of the initial 12 MAs, one dropped off (Afghanistan) and 10 are implementing Phase 2 -recommendation action plan implementation while Cape Verde MA is dragging behind - Key findings to date include - capacity of Boards and how to build capacity; transparency (or lack of) as a barrier to successful reform; how to embed feminist leadership into governance; Board recruitment and finding the right skills for a Board through a Nominations and Governance Committee rather than unchecked via election only; lack of grassroots engagement; and inexperience of Board members feeding in to all the other areas.

10. (cont.)	d. Analysis of impact of the new resource allocation system has been undertaken with future implications for governance also considered.	• Decisions on adjustments to system, if any, and on role of RASTC is agreed with the Board.	TBD	IN PROGRESS • As IPPF is now moving into a 3-year funding allocation cycle for MAs, at the 3rd of November 2022 meeting, the RAST-C discussed the role they can play going forward, given the resource allocation process won't be changing by in large. • In November 2024, the board approved changes to the RAST-C ToRs. • With the change in the funding architecture, the Federation is currently working towards a year business cycle again.
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