

IPPF Board of Trustees Workplan & Report Card Framework

INTERNATIONAL PLANNED PARENTHOOD FEDERATION

BoT/06.26/DOC 3.4

Board of Trustees
18-19 June 2026

Refers to
agenda item 3.4

Agenda Item 3.4: The Board Work Plan to the 2028 GA

Summary:

The Board of Trustees (BoT) is committed to its own accountability. Regular renewal, monitoring, and review of its Work Plan continues to be key to this. At the March 2026 BoT meeting, trustees considered this draft record of its priorities up to the next General Assembly (2028) under both the Come Together Strategy and arising from the outcomes of the 2025 General Assembly, as discussed at its November 2025 meeting. Trustees emphasised that the Workplan should function as a living accountability framework, regularly reviewed and adapted in response to emerging circumstances, strategic learning and emerging risks, with any substantive departures from agreed priorities appropriately documented. Based on trustees' inputs, an amended version is hereby presented for the Board's approval.

The approved Workplan will then be shared with Board Committees and the NGC, and progress on the approved Work Plan, to which the Director General's (DG's) priorities will also align, will become a standing agenda item at future Board meetings, supported by the Annual Performance Review process, Strategy 2033 development work, and additional indicators proposed by the DG to strengthen monitoring and accountability.

Action Required:

The Board of Trustees is requested **to consider** the revised version of the workplan and **approve** it.

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Abbreviations & Acronyms

ACRO	Americas & The Caribbean Regional Office
AI	Artificial intelligence
APR	Annual Performance Review
BoT	Board of Trustees
COI	Conflicts of Interest
CONT.	Continued
CSIP	Strategy, Investment & Policy Committee
DG	Director-General
DHI	Digital health initiative
GA	General Assembly
IPPF	International Planned Parenthood Federation
KPI	Key Performance Indicators
MA	Member Association
MC	Membership Committee
NGC	Nominations & Governance Committee
RATC	Resource Allocation & Technical Committee
RRA	Russell Reynold's Associates
ToR	Terms of Reference
UK	United Kingdom
VC	Vice Chair
WISH	Women's Integrated Sexual Health

PROGRESS OVERVIEW:



ON TARGET



PROGRESSING



NEEDS ATTENTION



NOT YET SCHEDULED TO START

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SECTION ONE: **STRATEGY IMPLEMENTATION & RENEWAL**

Objective				
1.1 COME TOGETHER & GA 2025 DECLARATION Accelerated integrated implementation of “Come Together” in keeping with GA2025 Declaration	Outcome 1.1: <i>The Federation (Member Associations & Secretariat) is fully focused & engaged on integrated strategy implementation, in keeping with the 2025 GA Declaration intent, & concrete steps are helping align delivery & practice with those directions.</i>			
	Focus areas	Targets	Indicators/milestones	Progress Overview
	a. Implementing a roadmap of key initiatives & milestones for GA2025 Declaration-adjusted, integrated (all-pillars), <i>Come Together</i> implementation, & champion that to the Fed.	- Results frameworks & APR reports are interrogated by the Board & drive its & the DG’s messaging on renewal, adjustment &/or reprioritization of “Come Together” delivery. - Board gives close attention to emerging learnings from Come Together with an eye to conveying those to GA 2028	Board feedback on APR tracking of Federation performance against S2028 indicators & targets	
	b. Supporting the DG in guiding the Federation, including the Secretariat, as it pushes accelerated delivery under the final years of the Strategy & receive reports on critical areas of concern & progress.		Board & Committees’ feedback to DG on strategy progress & emerging learning	
	c. Maintaining strong focus on & support for IPPF’s financial & operational sustainability throughout this final implementation period, making such adjustments including to income & expenditure profiles as are needed.		Secretariat approach to Fed.’s implementation of strategy’s final years is clear & endorsed by Board	
	d. Ensuring sound preparations are made for full evaluation in 2029 of <i>Come Together</i> aggregate results & impacts, including for preliminary learnings to be shared with GA2028.		- DG steps taken to follow through with strategic adjustments, progress reporting & support for learning. - Preliminary evaluation framework for 2029 full evaluation approved by mid 2028	
1.2 CHARTER & BRAND Federation-wide roll-out of the Charter of Values & the new brand identity.	Outcome 1.2: <i>Federation-wide implementation of strategic & operational implications of IPPF’s Charter of Values & renewed brand identity.</i>			
	a. Guiding, overseeing & actively contributing to implementation of the Charter of Values, working with the DG to ensure that IPPF is coherently conveying its overall purpose as an inclusive, youth centred, gender-inclusive, anti-racist, & human rights-based Federation.	- Regional meetings & other MA forums share, review & learn from efforts to implement Charter & Brand incl. 2025 Gender Equality policy - Board & its committees clearly apply those in their own work. - Donors & partners report confidence in this	Board receives progress reports & takes steps needed to support coherent implementation approach & rapid learning from MA experience.	
	b. Ensuring key decision-making points requiring the Board’s attention &/or the wider Federation’s, are clearly identified, also with a view to the next GA’s consideration of progress & future direction in Charter & Brand implementation.		Board reports as well as IPPF reports to partners & donors address implementation of the Charter & Brand & associated learnings.	

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	c. Ensuring that implementation & learnings based on MA experiences & promising practices as they integrate the Charter of Values, Brand and 2025 Gender Equality policy, are clearly communicated and discussed across the Federation.	reorientation & the governance system's overview of that.	• Partner & donor meetings convey confidence in IPPF direction & approach.	
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Objective	Outcome 1.3: A bold, inspirational, deliverable evidence-based, co-designed draft Strategy 2033 is presented to the 2028 GA for its endorsement, having full Board support & being rooted in comprehensive consultation with MAs, youth activists & leaders, partners & donors & with those whom IPPF serves.			
1.3 STRATEGY 2029-33 Strategy 2033 shaped by the Charter of Values & fully co-designed with MAs & other key stakeholders	Focus areas	Targets	Indicators/milestones	Progress Overview
	a. Implementation of a <u>next-strategy development methodology & roadmap</u> that is i) aligned to the Charter; ii) highly participative & transparent; iii) based in robust analysis of key data & pertinent evidence including emerging learnings from <i>Come Together</i> implementation; iv) informed by strategic analysis of for e.g. geopolitical pressures, anti-rights trends, digitalisation, technological change & demographic shifts;; v) attentive to the long-term financial resilience & based on a review of IPPF’s resource allocation approach.	• “Next-strategy development” an item at every Board meeting (i.e. up to the 2028 GA) • Board Committees prepare to & actively participate • MAs & key stakeholders actively co-design options • The DG reports progress to the Board, highlighting achievements & challenges as appropriate against the five areas identified at 1.3.a. • Data, evidence and trend analyses transparently inform the draft Strategy 2033 • The GA 2028 endorses a next strategy underpinned by a robust results framework & future financial viability.	• Board and Board committees’ agenda, papers & minutes	
	b. Supporting the DG as, at appropriate junctures, she guides the Federation towards the strategic choices needed to set bold focused future directions & evidence-based priorities and brings these to the Board for its endorsement.		• MA participation rate in consultation process (at least 70%) • Key stakeholders’ feedback on their participation	
	c. Time & space for the Board and its Committees to engage deeply & reflectively in the next-strategy development process & actively participate in shaping its direction & refining the substantive proposals to be presented to the 2028 GA.		• Robust evidence databases & intelligence are supporting of strategy development.	
			• GA2028 decision on Strategy 2033	

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SECTION TWO: **IMPLEMENTING THE GA2025 DECLARATION**

Objective				
2.1 Pillar One: Centre care on people ▪ Migration & humanitarian response ▪ Digital health & AI	Outcome 2.1: IPPF continues to step up response & capacity in humanitarian settings & migration corridors, including through strategic deployment of digital health & by tackling narratives of vilification.			
	Focus areas	Targets	Indicators/milestones	Progress Overview
	a. As appropriate IPPF policy base on realisation of SRHR in the context of migration (routes, arrival, settlement & integration) is reviewed & Board adjusts that as required.	• Policy & operating procedures are relevant to & effective for specificities of SRHR for people on the move • Clear direction set for enhancement of DHI/AI across IPPF	• Thematic discussions are scheduled on the Board’s & its Committees’ agenda	
	b. Preparedness, pre-positioning, resource allocation methods and operating standards in support of humanitarian response for people on the move & in rapid onset & protracted crisis settings.		• Time set aside for more in-depth consideration at the Board’s face-to-face meetings	
	c. Concrete steps proposed for development of a strategy for enhancement of digital health initiatives & AI across the Fed. including as part of Strategy 2029-2033.		• Concrete proposals for material change in approach are brought to the Board	
2.2 Pillar Two: Advance the sexuality agenda ▪ Narratives & terminology ▪ Engaging men & boys ▪ Countering opposition	Outcome 2.2: IPPF continues to boldly & resourcefully fight back against SRHR regressions, adjusting approach & practices as needed and consolidating efforts to date.			
	Focus areas	Targets	Indicators/milestones	Progress Overview
	a. Developing refreshed (authentic, simple, and relatable) SRHR narratives, with language that helps meaning be both felt and heard.	• Steps to renew IPPF SRHR communications are reported on & progressing • Approach to male engagement is detailed, including as part of Strategy 2033 development • Reg. reporting on FBF & outcomes of ED recommendations	• Thematic discussions are scheduled on the Board’s & its Committees’ agenda	
	b. Renewing strategic approach to men’s & boys’ engagement in rejection of SRHR hate, with focus on young men specifically, including counter-programming approaches & consistent with the 2025 Gender Equality policy.		• Time set aside for more in-depth consideration at the Board’s face-to-face meetings	
	c. Supporting & monitoring implementation of the IPPF Fight Back Fund i.e. post-aid financial sustainability; investigation and intelligence; counting consequences; movement building and campaigning and including the related recommendations emerging from the 2025 DG ED Advisory Group.		• Concrete proposals for material change in approach are brought to the Board	

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Objective				
2.3 Pillar Three: Solidarity for Change ▪ Solidarity with the marginalized ▪ Partnership with other ▪ Evidence-based studies	Outcome 2.3: IPPF accelerates efforts to embed its accountability in the communities its serves, specifically the most marginalised.			
	Focus areas	Targets	Indicators/milestones	Progress Overview
	a. Developing new and effective pathways for reaching the most marginalized communities, building bridges & strengthening our solidarity with, and accountability to them, including networks of people organising around lived experience of that (e.g., people on the move, people in humanitarian crisis, LGBTQI+ persons, people with HIV, people who use drugs, persons with disabilities).	• Rigorous evidence-based studies are commissioned in these areas, and their results are being examined for opportunities to bring this to scale • Work to date is consolidated and built upon (e.g. outcomes of Kalavi etc.)	• Thematic discussions are scheduled on the Board’s & its Committees’ agenda	
	b. Renewing and diversifying our methods of community, partner & social movements engagement, reaching out to “non-traditional” allies to deepen & broaden defence of SRHR as universal rights, indivisible from all human rights.		• Time set aside for more in-depth consideration at the Board’s face-to-face meetings	
c. Exploring how MAs have used GBV programming to serve as a practical entry point for addressing the needs of marginalized groups, including LGBTQI+ individuals.	• Concrete proposals for material change in related approaches are brought to the Board for consideration			

2.4 Pillar Four: Nurture our Federation ▪ Commercial sustainability ▪ Global footprint & new modalities ▪ MA Governance	Outcome 2.4: IPPF is renewing & innovating its business models & their underlying working assumptions & operating practices to enable far greater resilience, adaptability and financial autonomy.			
	Focus areas	Targets	Indicators/milestones	Progress Overview
	a. Advancing integration of commercial sustainability into IPPF business models with focus on guiding principles, applicable regulations, ethical guiderails, equity considerations and sustainable practices viz a viz e.g.; start-up capital, loans & investments, social enterprise; tracking and reporting impact - all to unlock new income-generating opportunities & ensure IPPF’s long-term continuation.	• Framework for integration of commercialisation issues & targets into Strategy 3033 development • Progress in “insourcing” rather than outsourcing relevant expertise from across the Fed. • A gap analysis is presented comparing IPPF’s current MA profile against new affiliate criteria rooted in IPPF values (as per Board’s June 2025 decision. • Next generation effort to transform MA governance practices presented for Board review	• Thematic discussions are scheduled on the Board’s & its Committees’ agenda	
	b. Continuing work to diversify & strengthen IPPF modalities of affiliation and allyship as part of the strategic effort to reach across divides & expand IPPF’s geographical & population-group footprints into the next decade.		• Time set aside for more in-depth consideration at the Board’s face-to-face meetings	
c. Next steps taken decisively to strengthen & sustain good governance at MA level.	• Concrete proposals for material change in related approaches are brought to the Board for consideration			

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Objective	Outcome 2.5: Throughout implementation of Come Together and in its preparation of Strategy 2033, youth leadership, anti-racism and protection of people			
	Focus areas	Targets	Indicators/milestones	Progress Overview
2.5 Overarching priorities across all Pillars ▪ Youth leadership ▪ Anti-racism ▪ Protection of people	a. Strengthening meaningful and ethical youth leadership engagement across IPPF but especially at MA level; demarginalizing youth contributions and strengthening intergenerational partnerships; assessing & communicating progress since the 2022 & 2025 GA youth statements & establishing innovative mechanisms to advance this.	• Greater shared clarity & accountability on youth funding & allocations; effective empowering integration of youth & intergenerational dialogue in GA2028 supported by clear definitions of youth, ED and President roles • Renewed anti-racism action plan approved by the Board • Concrete steps proposed for context sensitive effective protection of IPPF people.	• Thematic discussions are scheduled on the Board's & its Committees' agenda	
	b. Taking bold next steps in advancing anti-racism commitments & practices across the Fed.		• Time set aside for more in-depth consideration at the Board's face-to-face meetings	
	c. Enhancing protection and support for volunteers, staff and human rights defenders operating in hostile contexts, including in the areas of in-person, online safety and anti-harassment.		• Concrete proposals for material change in related approaches are brought to the Board	

SECTION THREE: GOVERNANCE EXCELLENCE

	Outcome 3.1: GA2028 is shaped by learnings from GA2028 evaluation & prepared in close collaboration with MAs including youth leaders & is enabled to hold the Board fully accountable.			
	Focus areas	Targets	Indicators/milestones	Progress Overview
3.1 GA 2028 ▪ Learn from GA 2025 ▪ Transparent & participatory design ▪ Innovate youth engagement	a. Set GA location with clear rationale, considering visas, costs, symbolism of, accessibility & security for delegates etc.	• GA 2025 evaluation results of well communicated to MAs • Timely choice of viable GA location, well explained to the Fed. • Review of to-date-approaches to youth engagement with the purposes and role of GAs informing proposals for GA 2028 • Timely preparations for GA 2028	• GA location confirmed by December 2026 with rationale documented • Thematic discussions & progress reports are scheduled on the Board's agenda	
	b. Step up delegates' including young delegates' preparation & "ownership" of GA as a forum for exchange, direction setting & mutual accountability including through earlier preparation and briefing, and stronger intergenerational approaches.		• Time set aside for more in-depth consideration of GA agenda at the Board's face-to-face meeting	

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	c. Enhance youth participation in GA preparations & delivery overall, strengthening integration of youth perspectives in the meeting overall, while reviewing the role and strategic value of separate youth forum approaches.		- GA 2025 evaluation findings formally reviewed by Board and recommendations incorporated into GA 2028 design - Concrete proposals for material change in related approaches brought to the Board in a timely way	
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Objective				
3.2 Leadership transitions New DG New Board leadership	Outcome 3.2: IPPF leadership transitions are seamless, establishing sufficient continuity & confidence for staff, MAs & other key stakeholders.			
	Focus areas	Targets	Indicators/milestones	Progress Overview
	a. The Board fulfils its duty of care to the new Director General, encouraging & supporting her leadership & professional wellbeing & agreeing with her clear & measurable performance & delivery expectations,	- The incoming DG is warmly welcomed and agrees clear priorities, targets and KPIs, with progress & performance fairly assessed. - Well managed handovers of responsibilities, approaches & useful practices between outgoing & incoming Board leaders, winning the confidence of trustees, committee members & senior staff in that process.	- DG's reports to the Board & regular discussions with Board leadership - Outcomes of the contracted probationary period	
	b. The Board manages timely, systematic transitions of Board Chairs, Vice-Chairs and Chairs of its committees		Reports of and feedback from incoming Board leaders	

3.3 Core governance functions Compliance Rotation of trustees Strengthened performance reviews	Outcome 3.3: IPPF is fully compliant with its legal and regulatory obligations & the Board is fulfilling its duties to IPPF effectively.			
	Focus areas	Targets	Indicators/milestones	Progress Overview
	a. In keeping with IPPF Statute & Bylaws & in compliance with UK Charity regulations, the Board fulfils its duties & responsibilities for: - Overall financial due diligence & sound business planning & budgeting - Risk identification, management & mitigation - Safeguarding of people, assets and resources - Crisis management of major threats to IPPF operations, sustainability & reputation	- IPPF accounts are fully audited & found compliant. - IPPF continues to be deemed a "going concern" - Robust Secretariat Business Plans approved by the Board & monitored 100% compliance with UK Charity Commission expectations	- C-FAR reports to the Board - Audited accounts - Safeguarding reports to the Board	
			Secretariat Business Plans & associated progress reports to the Board	

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	b. Quality on- & off- boarding of trustees & committee members; distinctions between governance & management roles respected by all trustees, committee members & senior staff; trustees' conflicts of interests declared & mitigated.	• Safeguarding cases managed promptly, with Board's overview sustained by its Safeguarding focal point • Management report minimum 90% satisfaction for 90%+ of all Board bodies • Board committees are fully populated, active, & are supporting delivery of the Board Workplan & the Secretariat Business plans. • 100% of trustees actively participate in NGC-led performance review processes	• Timely appointment of new trustees &/or committee members • Results of survey of trustees, committee members & senior staff • Results of trustees' & committee members' performance assessment	
	c. In cooperation with the NGC, trustees' performance expectations, KPIs & performance assessment methods are revised & implemented			

Ends/