

IPPF
Governance Strengthening Pilot Programme
Background and Application Process
February 2020

Closing date extended to 22nd May - see updated timeline



Introduction

IPPF is launching a pilot programme to support up to ten Member Associations in strengthening organisational governance. Learnings from the experience of the selected member associations will be documented for the benefit of all MAs and for future governance review and strengthening processes.

The programme is entirely voluntary and is for those MAs that have expressed an interest in improving or reforming their governance.

Background

Between June and October 2019, the Independent Governance Reform Commission (IGRC) conducted a review of IPPF's governance system. The objective of the review was to develop a proposal for how to reform IPPF's global and regional governance structures. The review included an extensive consultation process in all of the six IPPF regions. In the course of these consultations numerous member associations raised concerns about the quality of national level boards and governance structures. Although these issues fell outside of the mandate of the Commission, they acknowledged the importance of strong governance at the MA level when those serving on global governance are drawn from the national level.

The commission therefore suggested that a governance strengthening programme at the MA level be developed based on IPPF governance standards and include MA-to-MA learning and documenting good practice within IPPF and other relevant national organisations. The recommendation was included in the [final report](#) to the General Assembly, which was adopted at their meeting in New Delhi, India in November 2019.

Concept

The Reform Team is introducing a pilot programme for governance strengthening at the MA level. In line with the IGRC proposal and the recommendations of the General Assembly, MAs are invited to apply to be part of the pilot programme. A maximum of ten MAs will be chosen to participate. The selected MAs will cover a range of different governance models.

In order to support the selected MAs, small grants will be provided by IPPF to implement the in-country activities as well as the possibility to cover additional staff costs for the coordination of the initiative.

The purpose of the governance pilot is to support MAs in strengthening organisational governance. The process will involve two phases.

1. **The analytical phase** will involve an evaluation or SWOT analysis¹ to review existing governance and its effectiveness against set criteria, including the effectiveness of governance oversight, the cost of governance and other factors².

¹ SWOT Analysis is an analysis of Strengths, Weaknesses, Opportunities and Threats

² Including the extent to which women and youth leaders are supported and developed

2. **The development phase** will involve support tailored to the specific needs of each MA as determined by the phase one analysis. The overall support package could include, for example:
- Governance review and strengthening to accord with best practice principles and approaches
 - Regulations/Constitutional review against best practice and national legal framework
 - Facilitated stakeholder discussions on governance strengthening and development options
 - Technical support and process accompaniment
 - Board / Governance meeting decision points
 - Communications support
 - Providing opportunities for strengthening women's and youth leadership

The programme will fund locally sourced technical assistance for a 5-6-month period of support.

Each participating MA will appoint a project lead to support the national process, liaise with local technical support providers and to participate in global coordination discussions.

The pilot programme will be co-ordinated by a lead person appointed from within the unified secretariat to facilitate learning across the selected MAs and to document the learning for the benefit of the wider IPPF membership.

The programme will be MA-centric, including cross-federation reflection on creative solutions that can be piloted with the selected MAs – learning from experiences and mapping the variety of realities and related challenges and collectively shaping of new ideas. It will also involve peer to peer coaching as part of the piloting process leading to joint reflection and recommendations for MA capacity building.

Eligibility criteria

All MAs are eligible to apply to be part of the pilot programme. MAs will be selected based on:

- Full IPPF Membership
- The content of the motivation and problem statement demonstrating commitment to change
- Geographical, programmatic and political diversity
- Governing Board and executive management support (letter co-signed by ED and President/Board Chair) – however where there is no alignment, support can be requested for dialogue about governance strengthening

Budget and timeframe

Selected MAs will be provided with an initial grant to conduct the phase one assessment. If the first phase is completed successfully, and there is an expressed need and desire to undertake reform, an MA specific scope of work for phase two will then be agreed and budgeted.

The in-country consultants will be jointly recruited by the MA and the IPPF Secretariat.

Funds can be provided for cross learning, webinars and documentation of global learning.

Applications extended to 22nd May. See attached application form.

IPPF Governance Strengthening Pilot Programme

01 April	Programme launched
22 May	Application deadline
05 June	Successful MAs announced
June-August	Phase one
November	Update presented at IPPF Board meeting
Sep – March 2021	Phase two
March 21– June 21	Global learning documentation

Selection Process

A technical review panel will be convened, comprised of a minimum of four panellists from the Secretariat. It will review applications, selecting up to ten MAs based on the information provided by individual MAs and ensuring that the pilot group includes a mix of MAs with different governance models and with geographical diversity.

Application Form:

1. Member Association Information

Name of Member Association:

Country:

Membership status - Full or Associate:

Date joining IPPF:

Accreditation status:

2. Reason for application?

Briefly describe the size, reach and scope of your MA. (max 400 words)

Briefly describe the current governance structure in your MA. (max 300 words)

Briefly describe the current governance challenges. (max 300 words)

Has any governance review or strengthening been instigated previously? If so, when did it take place, what was the outcome and how was it funded?

Why are you seeking support for strengthening governance now? What do you hope to achieve? (max 400 words)

Do both the Board Chair/President and the Executive Director support this application? If not why not, and how could the programme help? (max 300 words)

3. Resources

Does your MA have resources it can contribute to the strengthening process? Please elaborate.

5. Other relevant comments in support of your application

Signed:

Chair of the Board

Executive Director

Date: