



Dear Chair Sinding,

On behalf of the International Planned Parenthood Federation/Western Hemisphere Region (IPPF/WHR), I would like to thank you for your dedication and hard work chairing IPPF's Independent Governance Reform Commission (IGRC). IPPF/WHR has been part of the Federation for more than 60 years, and we fully support the need for radical reform and are committed to doing our part to ensure the process is successful.

**The new governance design should be both efficient and cost-effective.**

Having a majority independent board of trustees/ directors is essential to attracting leaders who have expertise in a variety of fields such as fundraising, financial oversight, strategic planning, and programs—all of which will be of tremendous benefit to the Federation.

The proposal falls short in that the language does not ensure independence nor does it eliminate potential conflicts of interest when at least five members are from our Member Associations. This model does not ensure proper checks and balances, which can erode faith in our organization and its capacity to make a strong impact on the lives of women and girls.

A strong, independent Nominations Committee is integral to building a sustainable Federation. The Committee should have a clear mandate to identify, interview and vet the best candidates to meet the ever-evolving needs of the organization. We do not believe it should be merged with the Membership Committee, which deals with performance and governance issues.

We also support transforming regional councils into learning and exchange bodies to ensure that our members are able to share best practices and strengthen their work in ensuring sexual and reproductive health and rights for all.

Finally, we encourage the IGRC to perform a best-in-class cost analysis of any reform efforts that include both direct and indirect costs. Such an analysis will be invaluable to members of the Federation as we review and evaluate proposals moving forward. We also kindly request that the report acknowledges the independent status of WHR since 1954, as reflected in the IPPF financials.

Thank you again for your hard work, thoughtful proposals and dedication to the mission of IPPF. Please do not hesitate to reach out to me if you would like to discuss any of these issues in more detail.

Sincerely,

**Jovana Ríos Cisnero**

Chair of the IPPF/WHR Board of Directors