

IPPF BOARD OF TRUSTEES MEETING
Held in-person on 19 & 20 June 2025, Marlow, United Kingdom
DRAFT MINUTES

Present: Trustees	In attendance:
Ammar Al Salama (virtual)	Alvaro Bermejo, Director-General
Elizabeth Schaffer (virtual & partial)	Aileen McColgan, Honorary Legal Counsel (Day 1 only)
Daren Paul Katigbak (Vice Chair)	Eugenia Lopez Uribe, RD, Americas & Caribbean Region
Hayathe Ayeva	Fadoua Bakhadda, RD, Arab World Region
Karina Vartanova (Day 2 only)	Manuelle Hurwitz, Director, MA Development & Impact
Kate Gilmore (Chair)	Marie-Evelyne Petrus-Barry, RD, Africa Region
Jon Lomoy	Micah Grzywnowicz, RD, European Network
Mia Perdomo	Mina Barling, Director, External Relations Division
Patrick Mwebesa	Nitu Verma, Chief Commercial Officer
Rada Valchanova	Tomoko Fukuda, RD, ESEAOR & Interim RD SAR
Rathnamala Desai	Varun Anand, Director, Finance & Technology Division
Rose-Marie Belle Antoine	Stefanie Wallach, Director, Performance, Learning & Impact (Day 1 only)
Sami Natsheh (virtual)	Achille Togbeto, Director, Governance & Accreditation
Apologies for absence	Anurodh Saxena, Governance & Accreditation Advisor
	Benedicta Oyedayo, Staff Association Committee
	Eleanor Phelan, Minute Taker
Observers	Sessional attendees
Incoming trustees:	Marianne Niosi, Co-Lead Charter of Values Development, & Renee Sewe, Communications Advisor (2.1)
Kate Lee Carey (AM on 20 th only)	Claire Jeffrey, Consultant on GGT & Interim DPOC (3.1)
Juan Pigot	Casper Erichsen, Director, Strategy & Planning (3.2)
Kouchakbe Mariam Byangzoumbe (virtual)	Vanessa Stanislas, Director of Safeguarding & Incident Management (8)
	Incoming DLT staff:
	Sanjni Shah, Director, People Organisation & Culture (DPOC)

WELCOME, GETTING TO KNOW EACH OTHER AND BUILDING “TEAM BoT”

Kate Gilmore, Board Chair, welcomed everyone to the face-to-face meeting of IPPF’s Board of Trustees (BoT), held in Marlow, UK. She extended a special welcome to new Trustees: Juan Pigot, Kate Lee Carey and Kouchakbe Mariam Byangzoumbe. The Chair acknowledged the historic and challenging global context, noting that being part of a global community today demands courage and defiance. In a time when global solidarity is increasingly rare, the Federation’s commitment to it must remain steadfast.

*The Board **noted** tributes in memory of staff and volunteers whose lives had passed since the last meeting, pausing for a minute’s silence to honour their invaluable contributions to the Federation.*

Special tribute was paid to Dr Hernán Sanhueza, former IPPF Regional Director, WHR, for his extraordinary leadership in advancing SRHR in Latin America and the Caribbean,

and to Dr Étienne-Émile Baulieu, inventor of emergency contraception, for his profound contributions to medical science and society. The Chair also expressed the Board's deep solidarity with trustees and staff who have recently experienced personal losses.

An interactive session followed, led by the Vice Chair, to foster connection, strengthen relationships, and build "Team BoT".

1. PROCEDURAL ITEMS

1.1 Apologies for absence

Apologies for partial absence were received from Karina Vartanova, unable to attend day one due to the board meeting of her organisation, and from Elizabeth Schaffer for intermittent online absence. The Board expressed deep regret and frustration that Sami Natsheh, Ammar Al Salama, and Kouchakbe Mariam Byangzoumbe were denied UK visas and had to join the meeting virtually. *The Board **noted** the apologies for absence.*

1.2 Approval of the Minutes

*The Board **adopted** the Minutes of the Board of Trustees meeting held virtually on 13 & 14 March 2025, as a true and accurate record.*

1.3 Update on Matters arising from the March 2025 meeting (in writing only)

*The Board **noted** the progress of items agreed at the March 2025 BoT meeting.*

1.4 Adoption of Agenda and Timetable

*The Board **adopted** the agenda and timetable for this meeting.*

2. BOARD PRIORITIES PROGRESS

2.1 Charter and branding update

The Board had received papers BoT/06.25/DOC2.1/a-c, introduced by Mina Barling, Director, External Relations and presented by Marianne Niosi, Co-Lead Charter of Values Development, and Renee Sewe, Communications Advisor. The Board congratulated the Charter Working Group and wider teams on producing a widely supported Charter of Values. The indicative poll saw participation from 81 of 100 full MAs, with 97.5% indicating support for adoption at the GA 2025. The Chair noted the strength of endorsement for this bold text, including support from the China MA.

In response to a question on monitoring, the DG clarified that the Charter serves as a values framework rather than an implementation plan. Monitoring will occur through post-GA ratification and integration by each MA at board level. Alignment will be assessed primarily through the IPPF Strategy, which defines what the Federation does, while the Charter defines who it is - both of which must remain fully aligned.

The Chair confirmed there will be no name change, with continued use of "IPPF" on the global stage, in light of the political context and the value of brand equity. Of the two brand directions presented, the Board expressed a preference for Option 2, described as bold, intersectional, and reflective of IPPF's transformation. The DG noted alignment with the DLT's earlier support for this direction. While one trustee expressed concern the tone might feel stark or confrontational, the Communications Advisor highlighted its versatility, capable of conveying both boldness and care. The Chair and DG shared that messaging aligned with Option 2 had been used successfully at a recent donor meeting, where it was well received for its clarity and conviction. The Chair added that in a time of darkness, IPPF's leadership represents light, not further darkness. Option 2 reflects

the courage and leadership now associated with IPPF and captured in the GA strapline: *Lead with Love, Care with Courage*.

In response to a query, the Director, External Relations, clarified that while MAs remain independent in their branding, they may choose to use IPPF brand assets as appropriate. The rebranding is part of a wider transformation, alongside governance reform, the new strategy, and Charter, all of which will be brought together at the GA. The Chair and DG thanked the Director, External Relations, the Co-Lead Charter of Values Development, the Communications Advisor, and the wider team for their dedicated leadership throughout this two-year process.

*The Board **approved** the amended Charter for submission to the GA and **requested** the Secretariat undertake communications to raise MA awareness of the final Charter and build momentum towards its formal adoption by the GA.*

*The Board **endorsed** Brand Option 2 as its preferred option and **requested** the Secretariat begin implementation with a view to a “soft launch” at the GA.*

2.2 IPPF Governance Reform Review - “Chapter Two”

The Board had received paper [BoT/06.25/DOC2.2/a](#), presented by Stefanie Wallach, Director, Performance, Learning & Impact, and Claire Jeffrey, GGT Consultant. This item was chaired by the Vice Chair. Trustees welcomed the findings of the independent review and praised the leadership of the DG, Chair and Board in delivering substantive change through the governance reform. The GGT Consultant reported strong engagement from participants, particularly donors, who expressed renewed confidence in the Federation and valued its commitment to local service delivery, global advocacy, and sector leadership in safeguarding.

A trustee sought clarification on the call for accelerated governance reform at MA level. The GGT Consultant explained that while global reforms have significantly improved the Federation’s accountability, agility, and reputation, progress at the national level remains insufficient. The DG underscored this as the weakest area of reform, yet critical to IPPF’s long-term sustainability and lifesaving impact. The DG urged trustees to reinforce to MAs and at the GA, the need for reforms such as skills-based boards and board rotation. Resistance often stems from vested interests and limited vision, and the report can be used to demonstrate the scale of change already achieved and the potential ahead.

The DG also highlighted the need for further reform to global dimensions of governance in response to shrinking civil society space and shifting funding landscapes. Specifically, while the resource allocation model was identified as a key reform success, it may need to evolve further given the potential of declining aid. A future allocation model may need to prioritise MA performance and impact, rather than primarily country need.

*The Board **noted** the potential need for further reform to the resource allocation system.*

A trustee asked for clarification on the report’s reference to strengthening board accountability. The DG explained that under the reformed structure, the General Assembly is the primary accountability mechanism. As a governing rather than representative board, the Board is accountable to the GA, not directly to MAs. While MAs as, and through, the GA hold the Board accountable, they need further support to exercise this role effectively. The Chair emphasised that accountability is a collective responsibility grounded in evidence and IPPF’s performance overall. It is demonstrated

through transparent financial reporting, independent performance evaluations, codified accreditation, systematic decision-making, and broad consultation on critical decisions, such as the largest ever consultation that led to the IPPF strategic plan. Regional Offices and the Secretariat were encouraged to support MAs in better understanding these as resources for holding the Board accountable at the GA. The Director, Governance & Accreditation will develop a 1-2 page summary on how MAs as, and through, the GA hold the Board accountable. The Chair reflected on the journey undertaken to reach this point and the importance of recognising the Federation's progress and celebrating success.

*The Board **noted** the Governance Reform Review report.*

2.3 **Revised Gender Equality Policy**

The Board had received paper [BoT/06.25/DOC2.3](#), presented by Sami Natsheh, C-SIP Chair, and Micah Grzywnowicz, RD, European Network. Trustees praised the policy for its grounding in intersectional gender justice, its bold stance on power structures, and the inclusive, consultative development process.

In response to a question about MA adoption and implications in restrictive legal contexts, the C-SIP Chair clarified that the policy sets a global standard, and MAs will be supported in adapting it to their legal and cultural realities. The RD, EN, added that while some MAs already have national policies in place, the global policy can serve as inspiration and a basis for dialogue. Adoption is not mandatory verbatim, but MA policies must not contradict IPPF's core values. This approach mirrors that taken with the Sex Work Policy, reinforcing that alignment, not uniformity, is required for IPPF membership.

On integrating indigenous knowledge in policy and service delivery, a trustee raised concerns about patriarchal norms. The RD, EN, responded that norms vary across communities and the policy provides an entry point to foster dialogue and mutual learning. On language, the RD, EN, acknowledged challenges with evolving and contested terms and emphasised the need for agility, capacity-building, and a robust, living glossary to support stakeholders in communication. The Board thanked the RD, EN, and C-SIP Chair for their extraordinary leadership on this bold and critical work.

*The Board **approved** the revised Gender Equality Policy, subject to minor amendments:*

- *Move the Glossary of Terms to the start of the policy.*
- *Soften directive language (e.g. "shall", "must") to allow for more flexibility.*
- *Include sexism in the forms of oppression.*
- *Reorder bullet points to reflect priorities, as lists are interpreted hierarchically.*
- *Ensure glossary definition of gender aligns with its usage throughout the policy.*
- *The Chair will make suggestions also on how human rights are addressed.*

2.4 **Update on anti-racism plan of action**

The Board had received paper [BoT/06.25/DOC2.4](#). Following the departure of Lucy Fernie, leadership of the anti-racism action plan will transition to another member of the DLT, to be confirmed. Trustees Rada Valchanova and Hayathe Ayeva have been appointed to the working group which guides and supports the plan and will join discussions shortly.

*The Board **noted** the progress.*

2.5 **Protect, transform and fight back**

The Board had received papers [BoT/06.25/DOC2.5/Annex1-3](#). Following its March decision to allocate \$6M from the reserves to protect essential MA services amid USAID cuts, the Board had requested a further proposal to support strategic resilience. In this

session, the DG presented a \$4M “Fight Back Fund” proposal to strengthen IPPF’s long-term transformation and ability to counter growing threats to SRHRJ.

The DG noted the newly created ED Advisory Committee, comprising ten MA leaders offering strategic guidance as IPPF navigates this pivotal moment. He noted that the group has been instrumental in building solidarity and strengthening the Federation, fostering a sense of collective power and cohesion.

The proposal, reviewed by C-FAR, outlines four investment areas:

- 1) Commercial and financial sustainability in a SRHR landscape with reduced aid.
- 2) Investigation and intelligence to expose drivers of destruction and who benefits.
- 3) Data and evidence to count consequences and highlight exclusion and inequality.
- 4) Movement building and campaigning to amplify collective voice and action.

In response to a trustee’s question on how to expose who benefits from the crisis, the DG highlighted the Alliance for Strategic Response (ASR) as a key mechanism for uniting movements and co-creating campaigns. These campaigns can be adapted by organisations within their own brands and will equip MAs with case studies, assets, and data to reveal the impact of shrinking SRHR space. Trustees discussed whether intelligence work could intimidate staff or partners. The DG stressed that the intent is to illuminate the links between destruction and those who benefit. The Chair affirmed this approach is about holding power to account and upholding SRHRJ as a justice project.

On implementation, the DG explained that some initiatives are already underway: Seven MAs are piloting commercial service models, with plans to scale to 14. A model for individual giving is being piloted in the US, with efforts to de-risk expansion to other MAs. The ASR is ready to start, building on groundwork laid through the Kalavai partnership. Trustees praised IPPF’s proactive approach, foresight, and early action.

Responding to whether the fund is sufficient, the DG acknowledged it is not, but that it reflects current fiscal space and shared ambition. At the recent donor meeting, for the first time in years, IPPF requested an additional \$15M in investment to match the Board’s commitment, with early responses proving encouraging. The Board recognised the scale and urgency of the challenge, commended the DG and Secretariat for their leadership, and affirmed the need to continue boldly, strategically, and in unity.

*The Board **noted** the update and **approved** the designation as recommended by C-FAR in its report.*

3. IMPLEMENTING COME TOGETHER - DRIVING THE FEDERATION FORWARD

3.1 Annual Performance Review 2024 / Mid-Term Reflection Update

The Board had received paper [BoT/06.25/DOC3.1](#), introduced by Manuelle Hurwitz, Director, MA Development & Impact, presented by Stefanie Wallach, Director, Performance, Learning & Impact. This item was chaired by the Vice Chair. Overall growth in the Federation’s performance was attributed to both improved MA performance and broader reporting against all strategic indicators, signalling stronger alignment and collective focus under the Come Together strategy.

Trustees welcomed substantial increases in digital health (+1283%) and self-care abortion (+315%). The Director, MA Development & Impact, explained that the growth reflects both the expansion of these service models - including hybrid digital and in-

person approaches - and improved reporting. These shifts build on innovations from the COVID-era and signal stronger implementation of people-centred, flexible care.

The Chair highlighted the importance of continued improvement in quality, person-centred care, underscoring its centrality to the Federation's integrity. The Director, MA Development & Impact reported that a new quality of care tool is in development, designed to complement accreditation and also serve as a standalone tool for MAs.

In response to a trustee question, the Director, MA Development & Impact, explained that the decrease in global client numbers, from 71.4 million in 2023 to 67.5 million in 2024, was largely attributed to lower service delivery in Pakistan and DR Congo, both of which faced governance and leadership challenges. This reinforces the critical role strong MA governance plays in sustaining service delivery.

A trustee raised the complex challenges facing MAs in the Middle East and North Africa, including conflict, conservative norms, and humanitarian crises. Despite this, AWR MAs delivered 32% of global services, and those in AR delivered 43%. The RD, AWR, emphasised the resilience of MAs operating in severe humanitarian contexts, with Sudan ranking second globally, driven by its digital GBV service provision. South Asia's 10% share was affected by Pakistan's regional reclassification from SAR to AWR.

A trustee noted an increase in campaigns alongside a decrease in policy or legislative change, observing that many current efforts are defensive, aimed at protecting existing gains. The Director, Performance, Learning & Impact, suggested this trend may reflect a lag between advocacy and its impact, cautioning that outcomes do not always follow a linear trajectory. The Director, External Relations, emphasised that service delivery, particularly regarding abortion and gender diversity, is increasingly political and should be understood as advocacy in action. This reinforces the importance of interpreting data within its broader strategic and political context. Over half of the 90 campaigns involved partnerships, including 23 with organisations outside the SRHR sector, underlining the strategic importance of cross-sector alliances in countering opposition. Work is ongoing to identify key areas of opposition and equip MAs with tools to respond effectively.

The Chair emphasised the scale of IPPF's impact: 67.5 million people served in 2024, including 14 million in humanitarian settings (up from 3 million in 2017). She highlighted the potential to mobilise this base for SRHRJ by aligning service, advocacy, accountability, and public demand for justice. IPPF served 11 million young people aged 10-19, representing a strategic constituency for future SRHRJ allies. Strengthening accountability to those served was noted as a next step in IPPF's governance evolution.

The DG underscored that performance should be measured not just by total numbers, but by the Federation's impact on the most marginalised. In 2024, IPPF MAs were the sole national civil society SRH providers in 54 countries and the main providers in 19 others. 80% of clients were classified as poor and marginalised, reflecting IPPF's commitment to being present where others are not. He urged trustees to engage deeply with performance data, noting the significant MA effort in reporting and the importance of informed board engagement. A trustee suggested developing concise key messages to support in communicating the data and impact effectively.

The Vice Chair thanked both Directors and the wider team for the outstanding work.

*The Board **noted** the report.*

3.2 IPPF'S Geographical and Political Footprint

The Board had received paper BoT/06.25/DOC3.2, outlining proposed criteria for selecting countries and organisational types, as well as models for engagement, as part of the strategic effort to expand IPPF's footprint into the next decade. This item was introduced by Manuelle Hurwitz, Director, MA Development & Impact and presented by Casper Erichsen, Director, Strategy & Planning.

Trustees welcomed the strategic shift toward allyship, including the re-engagement of IPPF alumni, such as former staff and governing body members, with the potential to expand further to national-level MA alumni, amplifying the Federation's reach and influence. A concern was raised about the potential risks of re-engaging former individuals, particularly around value alignment and maintaining narrative control.

The Director, Strategy & Planning emphasised the centrality of the Charter of Values in guiding this work and ensuring shared commitments. While acknowledging the risks, he highlighted the imperative to build broad-based alliances and reach across divides to respond effectively to the current global context. The Chair supported this evolution from institution to movement, drawing parallels with IPPF's past transition from clinics to advocacy, and described this direction as a necessary response to a world increasingly demanding values-led, community-driven action in defence of universal human rights.

The Chair thanked both Directors for their leadership in setting a clear direction.

*The Board **noted** the update and **recommended** a gap analysis comparing IPPF's current MA profile against the proposed criteria, for review at a Board meeting in 2026.*

4. ACCOUNTABILITY

4.1 Chair's and DG's Progress Report

The Board had received paper BoT/06.25/DOC4.1, summarising progress along ten "lanes" of change, structured to support trustees in understanding and communicating the Federation's transformation and impact. This item was chaired by the Vice Chair.

The DG presented his 2024/25 performance review (BoT/06.25/DOC4.1a), noting that this was the first year that the full suite of reforms - governance, strategy, resource allocation, and a realigned Secretariat - came together to drive delivery and strengthen the Federation's ability to respond effectively to a volatile global context. He reported progress across key areas, including a strategic pivot toward reaching the most marginalised, improved staff engagement with an 84% positive response rate, and enhanced financial forecasting through the new Delhi-based finance hub, enabling more calculated risk-taking. Despite external challenges, income rose by 3.5%, reflecting sustained donor trust. The DG expressed deep appreciation for the strong relationship with the Chair and Board, crediting their support and the cohesion of the DLT for making meaningful change possible.

Trustees congratulated the DG and team on their outstanding achievements. The Chair commended the DG for building strong data systems that enable IPPF to ground its relationships and progress in evidence. She emphasised that the effectiveness of the Board, DG, and DLT stems not from personality, but relies on evidence of performance, rigorous measurement, and adherence to clear distinction of roles. Governance focuses on long-term vision, values, strategy, and accountability, while the DG leads execution and engagement with MAs. This shared discipline, grounded in evidence and

underpinned by an ability to rally together in times of crisis, was described as the foundation of the Federation's strength.

*The Board **noted** the Chair's and DG progress report.*

4.2 **Implementation of BoT Youth resolution following 2022 General Assembly**

The Board had received paper BoT/06.25/DOC4.2, presented by Eugenia Lopez Uribe, RD, ACRO. This item was chaired by the Vice Chair. The RD, ACRO, reported plans to convene MAs to support implementation of the resolution requiring 5% of core budgets to be youth-decided, and shared progress on investment vouchers guidelines aimed at strengthening youth collective action. A report on the youth meaningful engagement assessment will be provided at the next BoT meeting.

In response to a trustee's question on mentorship, the RD, ACRO, confirmed initial findings have been received from the *Unleashing Potential* consultancy, focussed on developing a professional growth model for IPPF youth staff. A full proposal, including a structured mentorship programme, will be presented at the next BoT meeting.

Trustees welcomed the progress made since the 2022 GA, where these priorities were first set, and emphasised the importance of accountability ahead of GA 2025. The RD, ACRO, was commended for her leadership and commitment to youth.

*The Board **noted** the progress and **reaffirmed** support for IPPF's commitment to youth centeredness.*

5. **BOARD OPERATIONS**

5.1 **Review of the Board Work Plan**

*The Board **noted** the progress on the Board Work Plan, paper BoT/06.25/DOC 5.1.*

5.2 **Review of Governance Calendar**

*The Board **noted** the updated Governance Calendar, paper BoT/06.25/DOC 5.2.*

5.3 **Board and Committee recruitments**

The Board had received paper BoT/06.25/DOC 5.3, presented by the Director, Governance & Accreditation, in the absence of NGC Chair Neish McLean due to illness. The NGC is working closely with Perret Laver, supported by Claire Jeffrey, Interim Director, People, Organisation & Culture. One trustee vacancy remains in 2025, to fill a November departure, and planning is underway for early 2026 vacancies. Preparations are underway to ensure timely confirmation of newly appointed trustees by the GA so that induction can begin. The Chair expressed appreciation for the NGC's work, with particular thanks to the NGC Chair for his leadership.

- *The Board **noted** the NGC's progress on recruitment.*
- *The Board **noted** the NGC's withdrawal of Siyanda Siko's nomination for trusteeship following further due diligence.*
- *The Board **approved** the bringing forward of Kouchakbe Mariam Byangzoumbe's trustee appointment to align with that of Katherine Lee Carey, filling May 2025 vacancies, pending the GA's confirmation.*
- *The Board **noted** Juan Pigot's term will begin in August 2025, pending the GA's confirmation.*

5.4 **Board evaluation**

The Board had received paper [BoT/06.25/DOC5.4](#) on the performance review of the Board and its committees (April 2024 - March 2025). In the absence of NGC Chair Neish McLean, the Chair noted that evaluation results would be shared at a later date and invited trustee reflections on the process. The Director, Governance & Accreditation confirmed that three trustees - Mia Perdomo, Dr Rathnamala Desai and Ammar Al Salama – were exempt, having joined in September 2024.

The Chair expressed concern about the initial low level of trustee engagement with the self-assessment survey. She highlighted gaps in data tracking, such as meeting attendance, apologies, and conflict of interest declarations, and recommended this information be routinely shared with Board and Committee Chairs to support the assessment process. One trustee urged consideration of individual contextual challenges, such as conflict or unstable internet. The Chair assured trustees that such factors are taken into account.

Trustees suggested improvements to the evaluation process, including post-survey feedback discussions, mid-year reviews, score descriptors, and peer or 360° assessments. While acknowledging limitations of the current method, the Chair emphasised the importance of fulfilling basic responsibilities, such as responding to emails and completing required tasks, before introducing more complex systems. Trustees were asked to communicate proactively if they need extra support or time. The Chair reaffirmed that conduct issues are addressed as they arise, outside the survey tool, and that the Board continues to function effectively and collaboratively overall.

*The Board **noted** the update and that trustees' comments will be shared with the NGC.*

5.5 Update on profile of the (next) Board chairperson

*Referring to paper [BoT/06.25/DOC5.5](#), the Board **approved** the amendments to the profile of the Chair of the Board of Trustees and **instructed** the Secretariat to reflect these amendments in IPPF policy 1.4 on Terms of Reference of the Chair and the Vice Chair of the IPPF Board of Trustees.*

5.6 Rotation of Board members serving on committees

*Referring to paper [BoT/06.25/DOC5.6](#), the Board **approved** the following delegations:*

- Jon Lomoy - Membership Committee Chair*
- Mia Perdomo - Resource Allocation & Sustainability Technical Committee Chair*
- Dr Rathnamala Desai - Observer to the International Medical Advisory Panel*

The Chair noted this is the first time the Board is recommending an observer to IMAP. Dr Desai will contribute in an observational capacity, while IMAP remains independent, and will report back to the Board on key developments in science, medical research, technical guidance, and quality of care - areas that are increasingly under threat and vital to the Federation's mission.

6. PREPARATIONS FOR THE 2025 GENERAL ASSEMBLY

The Board had received paper [BoT/06.25/DOC6](#), presented by Tomoko Fukada, RD, ESEAOR & Interim RD SAR, who thanked the Board Working Group for their support and confirmed that preparations are progressing well.

IPPF has invited Nobel Peace Prize-winning journalist Maria Ressa to deliver the opening address (awaiting confirmation). The host MA is engaging Indonesian government representatives, ensuring alignment with IPPF's values. An events company has been contracted, and a registration portal will launch shortly. Visa support

is being coordinated via the events company and Indonesian government. Youth participation is a priority. Regional Youth Networkers are preparing youth, and a one-day pre-GA Youth Forum will shape youth-led strategy recommendations and review MA youth funding commitments. Youth will also play active roles during the GA.

Trustees and DLT discussed key questions in small groups and fed back in plenary:

What items do we need to cover on the GA agenda?

- Financial sustainability post-ODA, including MA successes in commercial service delivery and social enterprise
- Youth perspectives on global issues
- Charter of Values, men's SRHR, and people living with HIV
- Follow-up on outstanding matters from previous GA
- Visa-related barriers to participation

What style of GA do you want – touch, look, feel?

- Clear and effective voting procedures
- Interactive, participatory, and less formal while upholding governance rules
- Inclusive engagement: digital tools for Q&A, multilingual translation
- Integrated youth-adult dialogue, avoiding generational divide
- Pre-GA orientation, MA-led sessions, cross-learning, and MA input on agenda
- Celebrate host culture and prioritise environmental sustainability
- Truly global focus, avoid regional bias
- Strong visuals and branding; a tone that balances gravity with joy
- Informal activities and spaces to foster MA connection and cultural exchange

What are the key messages the Board must give to the GA?

- Reassurance on leadership transitions (DG and Board Chair)
- Progress on results, branding, and the Charter
- Commitment to financial resilience, anti-racism, solidarity and bold transformation
- Energise and empower through practical MA success stories and collective vision
- Reinforce shared accountability, especially in crisis contexts

The Chair emphasised the need for delegates to read GA preparatory materials and engage respectfully, recognising the scale of investment in the GA. Trustees and the Secretariat were urged to remind delegates of this responsibility in the lead-up. The Chair thanked the RD and her team for their exceptional leadership and stewardship of the GA preparations.

*The Board **noted** the updates and that a longer, more substantive session of the GA Working Group may be held after the summer to continue shaping of the GA preparations. This may be followed by an extraordinary BoT meeting to help confirm key messages, ensuring everyone feels equipped to present a cohesive front.*

7. REPORT FROM THE MEMBERSHIP COMMITTEE

The Board had received paper [BoT/06.25/DOC7](#). This item was chaired by the Vice Chair and presented by Jon Lomoy, MC Chair. In response to a trustee's question on implementation gaps following global changes, such as adoption of Accreditation Phase IV standards, the Director, Governance & Accreditation clarified that MAs are given a timeframe to address non-compliances after accreditation reviews and remain full members under the previous phase during this period. Constitutional amendments are typically expected within 12 months, with flexibility for extensions when warranted. If

changes are not made, MAs must ultimately decide whether to align with Federation standards or withdraw.

On the difference between Accreditation Phases III and IV, the Director explained that standards are revised following each cycle through an independent review and stakeholder input. Phase III had 48 standards, and Phase IV has 33, reflecting an evolving process. The MC Chair noted that future committee discussions will examine recurring accreditation challenges, experiences with newer and more diverse partners, and the implications of shifts in the civil society landscape for MAs and the Federation.

Accreditation Review Outcomes

The Board **noted** the MC had reviewed the outcomes of the accreditation reviews of the following MAs, under Accreditation Phase IV:

- **Barbados** - Barbados Family Planning Association
- **Trinidad & Tobago** - Family Planning Association of Trinidad and Tobago
- **Tunisia** - Association Tunisienne de la Santé de la Reproduction
- **Yemen*** - Yemeni Association for Reproductive Health
- **Fiji** - Reproductive & Family Health Association of Fiji
- **Kazakhstan** - Kazakhstan Association on Sexual and Reproductive Health
- **Netherlands** - Rutgers
- **Spain** - Federación de Planificación Familiar de España
- **Tajikistan** - Tajik Family Planning Alliance

Noting there are standards with which the above-listed MAs do not yet comply and are taking steps to remedy this, the MAs of **Barbados, Trinidad & Tobago, Tunisia, Fiji, Kazakhstan, Netherlands, Spain** and **Tajikistan** cannot currently be re-accredited and will remain accredited members of IPPF, under Accreditation Phase III, with no change to their membership status. ***Yemen** will remain an Associate Member of IPPF.

Accreditation Review Follow-Up

The Board **noted** the MC had reviewed the progress reports of the following MAs that had undergone an accreditation review under Accreditation Phase IV:

- **Philippines** - Family Planning Organization of the Philippines
- **Papua New Guinea*** - Papua New Guinea Family Health Association
- **Solomon Islands** - Solomon Islands Planned Parenthood Association
- **Tuvalu** - Tuvalu Family Health Association
- **Austria** - Österreichische Gesellschaft für Familienplanung
- **Bulgaria** - Bulgarian Family Planning and Sexual Health Association
- **Ireland** - Irish Family Planning Association

Noting there are standards with which the above-listed MAs do not yet comply and are taking steps to remedy this, the MAs of **Philippines, Solomon Islands, Tuvalu, Austria, Bulgaria** and **Ireland** cannot currently be re-accredited and will remain accredited members of IPPF, under Accreditation Phase III, with no change to their membership status. ***Papua New Guinea** will remain an Associate Member of IPPF.

Accreditation Mid-Term Review Tool

The Board **noted** the MC had reviewed the mid-term review tool developed to monitor ongoing compliance of MAs accredited under Accreditation Phase IV. Implementation of the tool will begin in November 2025.

Update on Suspensions

The Board **noted** the MC's recommendation to maintain IPPF membership suspension of **Association Guinéenne pour le Bien-Être Familial (Guinea-Conakry)**, to allow the

MA the opportunity to address systemic weaknesses and implement measures to prevent recurrence, with an update at the October MC meeting.

The Board **noted** the MC's recommendation to maintain IPPF membership suspension of **Federation of Reproductive Health Associations, Malaysia**, to allow the MA the opportunity to complete its long-term action plan and address issues identified in the August 2023 Accreditation Review, with an update at the October MC meeting.

Update on Expulsion Recommendations

The Board **noted** the MC's recommendation that the process to expel the **Association pour le Bien-Être Familial/Naissances Désirables (Democratic Republic of Congo)** from IPPF not be finalised yet, to allow the MA a further 6 - 8 weeks to demonstrate credible progress in implementing key recommendations from the investigation, with an update at the October MC meeting.

Recommendations for Expulsion

The Board, as per the recommendation of the MC, **approved** to complete the process to expel the **Egyptian Family Planning Association** from IPPF.

The Board, as per the recommendation of the MC, **approved** to initiate the process to expel **RAHNUMA (Pakistan)** from IPPF.

Recommendations for Accreditation

The Board, as per the recommendation of the MC, **approved** the re-accreditation of the following MAs as Full Members of IPPF under Accreditation Phase IV:

- **Mongolia** - Mongolian Family Welfare Association
- **Bosnia & Herzegovina** - Institute for Population & Development
- **Denmark** - Sex & Samfund
- **Georgia** - Association HERA XXI
- **Latvia** - Papardes Zieds
- **Maldives** - Society for Health Education
- **Uganda** - Reproductive Health Uganda

Applications for Associate Membership

The Board, as per the recommendation of the MC, **approved** the admission of the following organisations as Associate Members of IPPF:

- **South Africa** - Soul City Institute
- **St. Lucia** - St. Lucia Planned Parenthood Association
- **Bangladesh** - Population Services and Training Centre

8. **SAFEGUARDING AND INCIDENT MANAGEMENT**

The Board had received papers **BoT/06.25/DOC8a&b**, presented by Vanessa Stanislas, Director, Safeguarding & Incident Management, and chaired by the Vice Chair. The Board commended the clearance of all backlog incidents by the end of Q1 2025, including complex, longstanding cases, with only 13 SafeReport cases remaining open - the lowest since the platform's launch.

A trustee asked about potential underreporting, which the Director acknowledged as an ongoing global challenge, particularly among service users and some MA staff. The Board also discussed the new 'Out of Scope' classification, introduced in April 2025, for internal MA issues better handled through local structures. Reporters have 14 days to appeal or provide further information. Of the 11 cases closed so far under this classification, only one prompted follow-up. Trustees welcomed this approach as a fair

and efficient way to improve clarity and reinforce the Federation's non-interference in internal MA governance and management issues. System updates are underway to improve data reporting and provide consistent messaging to reporters. A formal review of the pilot will take place later this year.

On regional trends, the Director noted that case volume is relative to the size of the region and number of MAs and staff. The most common case types are financial wrongdoing, employment issues, and safeguarding concerns. The Vice Chair thanked the Director for the detailed reports and commended the excellent work.

*The Board **noted** the update.*

9. REPORT FROM THE COMMITTEE FOR FINANCE, AUDIT AND RISK

The Board had received papers [BoT/06.25/DOC9/9.1](#), presented by Elizabeth Schaffer, C-FAR Chair and Varun Anand, Director, Finance & Technology Division. The C-FAR Chair presented highlights from the annual report and accounts for the year ending 31 December 2024. The audit process had been smooth, with no significant findings, and IPPF was confirmed as a going concern until 31 December 2026. The financial position improved across all measures compared to 2023, with income up 3.6%, stronger fund balances, and resolution of the pension liability.

Q1 2025 highlights included a strong reserves position, increased disbursements to MAs, and the successful recovery of over \$1.8M in VAT from HMRC, which sets a precedent for future recovery. The updated year-end forecast, now a regular quarterly feature, projects Secretariat costs within the approved core income threshold and an improved unrestricted reserves position. However, restricted fund balances are expected to be lower than planned, due to the foreclosure of USAID projects - a shortfall that cannot be fully offset within a single year. The C-FAR Chair noted that resilience in such situations requires prudent financial management rather than immediate replacement of lost funding.

The Board discussed the updated reserves policy, which shifts from a fixed dollar target to a globally standard model based on 4-6 months of unrestricted core expenditure, approximately \$18M to \$26M based on 2024 figures. This approach offers flexibility and scales with organisational size. Trustees welcomed the shift, stressing the need to balance sustainability with strategic use. While there are no formal constraints on drawdown, the Board is responsible for preserving long-term financial health. Excessive reserves may raise donor concerns if funds appear unspent. Transparency is ensured through audited accounts and public filings. The Director, Finance & Technology, noted the reserves' dynamic nature due to IPPF's funding cycle. A review is pending on the treatment of the Cumulative Transaction Adjustment within the reserve calculation.

The C-FAR Chair reinforced that financial stability is a means to enable greater impact, not an end in itself - strong financial governance creates the flexibility and credibility needed to drive global change. The Chair cited the recent donor meeting, where the clarity and confidence enabled by this financial messaging helped secure a potential \$12-15M match.

The Director, Finance & Technology Division outlined the 2026 indicative planning process, aimed at giving MAs early clarity on baseline allocations to support timely planning, with flexibility to increase funding if resources allow. Despite projected declines in unrestricted core income, similar funding levels for MAs and the Secretariat will be maintained. MAs will be asked to submit one-year business plans.

A trustee queried whether the Secretariat cost ratio, now at 30.68% of core income, indicated an upward trend. The Chair clarified that the increase reflects falling income rather than rising Secretariat costs. The C-FAR Chair added that calculating this ratio based on income, rather than total expenses, is conservative and can distort interpretation in a declining revenue context, highlighting the need for a range. As a key financial health metric, it is monitored closely every two months, with spending decisions assessed in relation to the limit.

The Chair commended the C-FAR Chair's outstanding leadership, C-FAR members, and the Director, Finance & Technology Division and team for their diligence, noting their critical role in strengthening the Federation's ability to fight back effectively.

*The Board **noted** the report and **approved** the following recommendations from C-FAR:*

- *Designation of an additional \$4M as the Fight Back Fund, effective 31-12-2024.*
- *Updated reserves policy (change 'moths' to months on page 1, point 2).*
- *2024 annual report, fiscal year accounts, representation letter, and going concern note, and granting the Board Chair and C-FAR Chair the authority to make minor revisions based on final updates from the auditors.*
- *2026 indicative planning figure.*

10. AOB

The Chair raised the recurring issue of visa denials as a barrier to in-person participation. The Board expressed its deep regret and frustration that Sami Natsheh, Ammar Al Salama, and Kouchakbe Mariam Byangzoumbe were denied UK visas and had to join the meeting virtually. The Board reiterated its full solidarity, recognising the discriminatory nature and lack of transparency in the visa process. Trustees acknowledged this as a systemic issue requiring a principled, structural response. While the FCDO had provided strong support, the DG noted the limitations of its influence and the possibility, but uncertain effectiveness, of legal counsel in such cases.

*The Board **agreed**:*

- *to issue a formal statement to the UK government, thanking the FCDO for its efforts while denouncing the unacceptable pattern of systematic exclusions.*
- *to adopt a guiding principle to hold in-person meetings only in countries that allow for maximum representation, and to apply this in selecting future venues.*

CLOSE OF MEETING

The Board noted this was the final meeting of Rose-Marie Belle Antoine, whose term concludes in August 2025. On behalf of all trustees, the DG and DLT, the Chair paid tribute to Rose-Marie's outstanding contributions, describing her as a formidable force for justice, fairness, due process, inclusion, and kindness. She was especially commended for her principled leadership during the Western Hemisphere Region crisis and for her consistent engagement despite significant professional demands. The Board expressed deep gratitude and extended best wishes for her future endeavours.

In closing, the Chair thanked trustees for their dedication and active participation, the DG for his extraordinary leadership, and the DLT and all presenters for their excellent contributions. Special recognition was given to Sharon Tagoe for her dignified service, Benedicta Oyedayo for representing the Staff Association Committee, and Eleanor Phelan for her minute taking. The Chair also expressed gratitude to the interpreting team and IT technicians for ensuring the smooth running of the meeting.