

IPPF BOARD OF TRUSTEES EXTRAORDINARY MEETING
Held virtually on 15 October 2025
DRAFT MINUTES

Present: Trustees	In attendance:
Ammar Al Salama	Alvaro Bermejo, Director-General
Daren Paul Katigbak (Vice Chair)	Aileen McColgan, Honorary Legal Counsel
Kouchakbe Mariam Byangzoumbe	Casper Erichsen, Director, Strategy & Planning
Karina Vartanova	Eugenia Lopez Uribe, RD, Americas & Caribbean Region
Kate Gilmore (Chair)	Fadoua Bakhadda, RD, Arab World Region
Jon Lomøy	Manuelle Hurwitz, Director, MA Development & Impact
Juan Pigot	Marie-Evelyn Petrus-Barry, RD, Africa Region
Mia Perdomo	Micah Grzywnowicz, RD, European Network
Patrick Mwebesa	Mina Barling, Director, External Relations Division
Rada Valchanova	Nitu Verma, Chief Commercial Officer
Rathnamala Desai	Sanjni Shah, Director, People Organisation & Culture
Kate Lee Carey	Tomoko Fukuda, RD, ESEAOR & Interim RD SAR
Sami Natsheh	Varun Anand, Director, Finance & Technology Division
Apologies for absence:	Achille Togbeto, Director, Governance & Accreditation
Elizabeth Schaffer	Romeo Arca, GA Event Lead Manager
Hayathe Ayevea	Gessen Rocas – KL office
	Eleanor Phelan – Minute Taker

WELCOME

Kate Gilmore, Board Chair, welcomed everyone to the extraordinary meeting of IPPF's Board of Trustees (BoT).

1. PROCEDURAL ITEMS

1.1 Apologies for absence

*The Board **noted** apologies for absence from Elizabeth Schaffer and Hayathe Ayevea.*

1.2 Adoption of agenda and timetable

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

2. GENERAL ASSEMBLY (GA)

The Board had received two documents clarifying voting procedures and decision-making at the GA: *Key Procedural Aspects of the GA* and *Voting at the GA*. The Chair outlined the formal GA 2025 decisions: appointment of three new, re-appointment of two NGC members, confirmation of three new Trustees, adoption of the Charter of Values, and a GA statement on progress in implementing the *Come Together* strategy. Lessons from GA 2022 have informed clearer, standardised voting procedures, outlined in the aforementioned documents, which will be shared with delegates in advance to ensure transparency and consistency.

Introducing paper [BoT/10.25/DOC2](#), the RD, ESEAOR & Interim RD SAR, Tomoko Fukuda, provided an update on GA preparations and a draft agenda, undergoing final refinements. The Chair requested that if the same version of the Agenda is used for other purposes, then references to brand should be removed, and wording adjusted to clarify that the final statement is not a “GA strategy”, but a GA reflection on the *Come Together* strategy. Trustees will play visible roles across the GA, including plenaries, breakout sessions, the opening ceremony, and award presentations. The Chair will communicate proposed roles this week once broader session participation has been confirmed to ensure balanced representation. Session scripts will be provided to support preparation.

During discussion, the RD reported that the projected budget variance is mainly due to higher flight costs (around 20% above estimates) and the engagement of experienced interpreters familiar with IPPF and SRHR terminology. The Chair confirmed that youth engagement will remain a central theme. Youth delegates will meet the day before the GA. A paper on progress implementing the 2022 Board resolution on youth will be circulated to the GA, with opportunities on the Agenda for both youth-to-youth and intergenerational exchange.

The Board had also received *Key Messages* and *BoT FAQs* from the GA Working Group. Trustee Rada Valchanova introduced the *Key Messages*, which emphasise staying attuned to global realities and serving vulnerable populations; celebrating the Federation’s achievements and courage; and embracing transitions in leadership and global dynamics with confidence and unity. The Chair noted these aim to serve as clear and consistent guiding themes for the Board’s engagement and communications throughout the GA, formal and informal, and can be refined as the event approaches.

The DG introduced the *BoT FAQs* as a living document to support Trustees in responding to MA questions. Topics discussed included Board and committee composition, balancing advocacy with service delivery, and MA funding changes from the latest application of the allocation formula for 2026–2028. The Chair confirmed that MA funding will feature in the DG’s GA speech, and highlighted the impartial, data-driven nature of the formula, which remains GA-approved and with application of the formula uninfluenced by the Board. Overall, MA core grant funding in 2026 will be USD 2.6 million higher than in 2025. The DG noted potential concerns expressed from Africa, particularly francophone Africa, regarding the change to the GA host rotation schedule. It was noted that while the 2025 GA will be held in Asia due to feasibility and cost, the subsequent GA will be held in Africa.

The DG noted a slight delay in the selection process for three new Trustees, with Board approval of appointments likely to be sought via email prior to the GA.

Trustees were reminded that any questions arising during the GA can be directed to other Trustees, the DG, or Secretariat staff, and that they need not respond immediately but may follow up after seeking clarification. The Chair encouraged Trustees to contribute to the *BoT FAQs* to build confidence and confirmed that the Board will meet the day before the GA to review key points. The Chair reiterated that the *Key Messages* and *BoT FAQs* are confidential Board resources, and are not to be circulated more broadly.

The RD thanked Trustees who have volunteered to open upcoming MA briefings and will coordinate with the WA Working Group on introductory messages. She noted a change in timings for the South Asia session following the UK clock change and will

communicate this via the Vice Chair. The Chair expressed appreciation to the RD for her exceptional leadership throughout the GA preparation process.

3. AOB

3.1 Membership issues

The Board had received paper [BoT/10.25/DOC3.1](#), presented by MC Chair, Jon Lomøy.

Recommendation for Suspension

*The Board, as per the MC's recommendation, **approved** the suspension from IPPF membership of the **Reproductive and Family Health Association of Fiji**.*

Recommendation to Lift Suspension

*The Board, as per the MC's recommendation, **approved** to lift the IPPF membership suspension of the **Federation of Reproductive Health Associations, Malaysia**.*

Recommendation for Expulsion

*The Board, as per the MC's recommendation, **approved** to complete the process to expel **Rahnuma – Family Planning Association of Pakistan** from IPPF.*

In response to a question about continuity of services in countries where an MA is suspended or expelled, it was noted that in most cases the MA is already no longer active in service delivery. Decisions are made to ensure continued services for the populations IPPF serves, with efforts to identify alternative partner organisations as soon as possible. For Pakistan, identification of a new partner is being prioritised; an initial review of options has been completed, though due diligence on one candidate showed them to not be suitable at this time.

The MC Chair commended Regional Offices for their excellent work in accreditation and follow-up. The Board Chair thanked the MC Chair, the Director, Governance & Accreditation, and Regional Directors for their leadership. The DG thanked the Board for finalising these membership decisions ahead of the GA, noting their importance as only active members may participate.

3.2 Policy amendment

The Board had received paper [BoT/10.25/DOC3.2](#), introduced by the Director, MA Development & Impact, proposing amendments to IPPF Policy 3.4 to align procurement standards with updated 2025 WHO guidelines and ensure continued fair, transparent, and compliant sourcing of medical commodities. The policy remains essential for maintaining quality assurance and donor compliance.

Discussion addressed the limited number of regulatory authorities in the global south, with WHO and donors working to expand regional capacity and strengthen commodity security. The Director confirmed that the policy applies to all procurement by IPPF and MAs, whether central or local. While some flexibility is necessary, procurement decisions must balance availability, affordability, and quality without ever compromising client safety or IPPF's reputation. It does not apply to government-supplied commodities. Central procurement uses a third-party agent to ensure quality compliance, while MAs are encouraged to pursue local procurement where feasible.

The Chair thanked the Director, MA Development & Impact, and team for their excellent work.

*The Board **approved** the updates to IPPF Policy 3.4.*

3.3 Approval of Stream 2 thematic recommendation

C-SIP Chair, Sami Natsheh, and the Director, External Relations, Mina Barling, presented the Committee's recommended theme of **fertility care** for the next round of Stream 2 strategic funding.

Stream 2 funding supports innovation and experimentation among MAs within a small portion of IPPF's overall resources. The proposed theme aligns with IPPF's strategy to expand services to include fertility as a new area of work for the Federation. This includes those from marginalised and criminalised populations, ensuring equitable access to affordable fertility care. As with previous Stream 2 initiatives, the programme will be implemented through a consortium approach.

The Chair thanked the C-SIP Chair and committee, acknowledging this as an important diversification of IPPF's work to advance choice in SRHR.

*The Board, as per C-SIP's recommendation, **approved** fertility care as the Stream 2 theme.*

Trustee videos

The Vice Chair reminded Trustees to submit their welcome videos, recorded in their own language, for inclusion in the GA video teasers by Friday 17 October.

CLOSE OF MEETING

In closing, the Chair thanked trustees for their dedication, patience, and engagement. On behalf of the Board, appreciation was extended to the DG and DLT for their exceptional work, to Sharon Tagoe for her excellent service, Eleanor Phelan for minute taking, and to the interpreters and IT team for ensuring the smooth running of the meeting. The Chair gave special mention to Sami Natsheh, expressing the Board's solidarity and heartfelt wishes to him and his loved ones, and hoping circumstances allow him to travel safely and confidently. She concluded by wishing all well and looking forward to seeing everyone in Bali.