

IPPF BOARD OF TRUSTEES MEETING
Held virtually on 19 & 20 March 2026
DRAFT MINUTES

Present: Trustees	In attendance:
Ammar Al Salama	Maria Antonieta Alcalde, Director-General
Daren Paul Katigbak (Vice Chair)	Eugenia Lopez Uribe, RD, Americas & Caribbean Region
Elizabeth Schaffer	Fadoua Bakhadda, RD, Arab World Region
Jack Ruddenklau,	Manuelle Hurwitz, Director, MA Development & Impact
Jon Lomøy	Claudia Shilumani, RD, Africa Region
Juan Pigot	Micah Grzywnowicz, RD, European Network
Karina Vartanova	Mina Barling, Director, External Relations Division
Kate Lee Carey	Nitu Verma, Chief Commercial Officer
Kate Gilmore (Chair)	Tomoko Fukuda, RD, ESEAOR & Interim RD SAR
Mariam Byangzoumbe	Varun Anand, Director, Finance & Technology Division
Mia Perdomo	Achille Togbeto, Director, Governance & Accreditation
Patrick Mwebesa	Geilee Skandakumar, Governance & Accreditation Advisor
Rada Valchanova (Day 1 only)	Joyce Renee Djanie, NGC Chair
Rathnamala Desai	Staff Association Committee: Prisca Muthoni
	Eleanor Phelan, Minute Taker
Apologies for absence	
Sami Natsheh	Observers
	Isatou Touray, Incoming BoT
Ex-Officio member	Vuyiseka Dubula, Incoming BoT
Sarah Hannett, Honorary Legal Counsel (HLC)	
	Sessional attendees
	Riva Eskinazi, Director, Donor Relations & Fundraising (7)
	Vanessa Stanislas, Director, Safeguarding & Incident Management (10)

WELCOME

Kate Gilmore, Chair, welcomed attendees to IPPF's Board of Trustees meeting and extended a special welcome to new and incoming Trustees, Jack Ruddenklau, Isatou Touray and Vuyiseka Dubula. It was noted that GA confirmation had been received, with Jack Ruddenklau taking office immediately, and Isatou Touray and Vuyiseka Dubula to take office on 16 May and attending as observers. The Chair thanked the Director, Governance & Accreditation, Regional Directors and their teams for leading the GA confirmation process and securing strong engagement from MAs. The Chair also welcomed Maria Antonieta to her first BoT meeting as DG, Sarah Hannett as HLC, and Claudia Shilumani, as RD, AR, and thanked those involved in their induction.

*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 IPPF.*

1. PROCEDURAL ITEMS

1.1 Apologies for absence

Apologies were received from Sami Natsheh, unable to attend due to the current situation in Hebron and observance of Ramadan. His proxy was assigned to the Chair. It was noted that he is working to secure permission to travel for the June in-person meeting. Apologies for partial absence were received from Rada Valchanova, unable to attend day two due to travel commitments. Her proxy was assigned to the Vice Chair. *The Board **noted** the apologies for absence.*

1.2 Approval of Minutes

*The Board **adopted** the Minutes of the Board of Trustees meeting held in-person on 21 & 22 November 2025, as a true and accurate record.*

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

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

1.4 Adoption of Agenda and Timetable

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

2. ACCOUNTABILITY

2.0 Presentation of the Candidate for the Board Chair

The Board had received paper BoT/03.26/DOC2. In a session chaired by the Vice Chair, IPPF Honorary Legal Counsel presented the sole nominee for Board Chair, after which Jon Lomøy spoke briefly about his candidacy and perspective on the role.

*The Board **noted** the NGC's recommendation of Jon Lomøy as the sole candidate.*

2.1 Chair's and DG's Progress Report

The Board had received paper BoT/03.26/DOC2.1. In a session chaired by the Vice Chair, the DG reflected on joining IPPF at an important moment for the Federation and thanked the Board, outgoing DG and Secretariat for their work to date. The Chair explained for the benefit of new Trustees, that the report is structured in "lanes" that summarise progress under a range of themes that together build an overall narrative of IPPF's journey and impact. Trustees welcomed the report, commending its clarity and the strong progress made.

*The Board **noted** the report from the Chair and DG.*

2.2 Youth Update

The Board had received paper BoT/03.26/DOC2.2, presented by the RD, ACRO, and chaired by the Vice Chair. The update highlighted strong overlap in youth recommendations from the 2022 and 2025 GAs, and the development of a matrix to track commitments and progress.

Trustees welcomed the update and emphasised the importance of translating commitments into tangible action and strengthening monitoring of progress. It was noted that these recommendations apply across the Federation, with MAs playing a key role alongside the Secretariat, including in mentorship and governance strengthening.

A suggestion was made to further operationalise regional youth networks, including through virtual engagement, to strengthen communication, gather feedback, enable broader participation and support cross-regional learning. The RD confirmed the initial plan had been for the Youth Consortia to support this, and this will now be taken forward by the Secretariat.

Updates were sought on specific commitments, including an FAQ on investment vouchers and the sharing of MA best practices, with confirmation that these are captured within the

matrix and progressing. The Board acknowledged the progress made and commended the RD, ACRO for their leadership, noting both the challenges and importance of this work.

*The Board **noted** the overlaps in recommendations of GA 2022 and 2025 and renewed its commitment to youth participation, relevance and leadership in the Federation.*

3. BOARD 2026 PRIORITIES AND GOVERNANCE

3.1 GA Evaluation & Final Review

The Board had received paper [BoT/03.26/DOC3.1](#). In a session chaired by the Vice Chair Tomoko Fukuda, RD, ESEAOR & Interim RD SAR, presented the main issues. Final expenditure on the GA is expected to be approximately USD 1.7Mn, well below the original projection. GA preparation processes have also been better documented to support future GAs. Trustees congratulated the RD and wider team on an exceptional GA, noting the quality of the event and its substantive outcomes, including adoption of the Charter of Values and agreement on strategic priorities.

Questions were raised regarding the GA evaluation methodology, including response rates, potential use of Net Promoter Score, and timing of surveys. It was confirmed that 90 responses were received out of 276 attendees, that future evaluations will be circulated earlier, and that cost per participant could also be calculated for future comparison.

Trustees reflected on youth participation, noting mixed feedback and emphasising the need to strengthen meaningful, well-integrated engagement. Suggestions included earlier communication, stronger pre-briefing, improved intergenerational design, greater integration into the main programme (while retaining space for youth-led engagement), increased opportunities for youth to engage with substantive programme content and service delivery realities, and stronger mechanisms for youth input into GA agenda development.

Trustees highlighted the importance of ensuring diverse perspectives are represented, including addressing cultural dynamics and avoiding dominant viewpoints. Youth were recognised as contributing to leadership across the Federation, not only youth-specific issues, and Trustees agreed to reflect further on the role and structure of a separate Youth Forum, ensuring any such approach delivers clear strategic value for IPPF as a whole.

It was further noted that challenges raised by youth at the GA often reflect wider issues in youth participation and leadership at MA level. Strengthening youth leadership at national level was identified as critical to enabling meaningful participation at global level. The Chair emphasised that the priority is to strengthen youth participation and leadership across the Federation, with the GA forming but one small part of a broader strategic approach.

Trustees also reflected on the design of future GAs, emphasising the need to maintain focus on its governance functions, and ensure strategic value and robust cost-benefit assessment in a changing global context. It was suggested that agendas could include financial visibility across the Federation, as well as digitalisation and the role of technology in IPPF's future.

*The Board **noted** the results of the GA Evaluation and recommendations.*

3.2 Board Workplan

The Board had received paper [BoT/03.26/DOC3.2](#) The draft workplan 2026-2028 was presented by the Chair. Developed following GA2025 outcomes, the workplan sets out the Board's priorities through to GA2028, aligned with the Come Together Strategy and GA25

Statement. It aims to reset priorities for the current cycle, incorporate lessons from the previous workplan, and provide a clear framework for accountability. The workplan is intended as a guide, to be updated regularly in response to changing circumstances, with any departures from it appropriately documented.

Trustees commended the draft as a strong roadmap and emphasised the importance of maintaining focus on priority areas and reviewing progress regularly. The Chair noted that existing tools, including the Annual Performance Report and development of the next strategic plan, will support monitoring and delivery. Trustees were encouraged to take a forward-looking approach, working back from GA2028 to ensure that commitments arising from the GA2025 Statement are addressed and can be clearly reported on.

The C-FAR Chair highlighted challenges arising from the overlap of key leadership transitions, including the Board Chair, DG, and C-FAR Chair. While current transitions are being managed effectively, it was noted that such overlaps should be avoided in future where possible, and that C-FAR Chair transitions should align with completion of the annual audit cycle. The Director, Governance & Accreditation confirmed that the current overlap is a consequence of the governance reform and is not expected to recur, noting that the differing term lengths of DG and Trustees will provide a more staggered approach in future.

*The Board **reviewed** the draft workplan. The DG will propose additional targets and indicators to support the Board's monitoring of progress, and a revised draft will be circulated to the Board for approval. Once approved, the workplan will be shared with Board Committees and the NGC and monitored as a standing agenda item at future BoT meetings.*

3.3 Review of 2026 Governance Calendar

The Board had received the updated 2026 Governance Calendar, paper [BoT/03.26/DOC 3.3](#), which was presented by the Director, Governance & Accreditation.

The C-FAR Chair raised concerns regarding the proposed dates of the Board meeting on 3-4 December, noting the need to allow sufficient time following the C-FAR meeting on 27 November for finalisation of key documents and for Trustees to review these in advance of their meeting, particularly given the substantive items to be considered, including the Secretariat's business plan and budget. The Board agreed to move the meeting to the second week of December to allow adequate time for preparation and review, with the option to revisit the date as its June meeting if required.

*The Board **noted** the updated 2026 Governance Calendar and **approved** the revised timing of the December meeting.*

3.4 Board and Committee Recruitment Update

The Board had received paper [BoT/03.26/DOC3.4](#), presented by the Director, Governance & Accreditation. It was noted that 2026 recruitment will be conducted through a single process, with candidates approved in advance to take up positions as vacancies arise. Recruitment will begin early to allow for lead time and potential challenges, with candidates batched for GA confirmation where possible, limiting confirmations to two per year.

*The BoT **noted** the NGC's progress, including the identified vacancies and recruitment plan.*

4. DG ONBOARDING

4.1 DG KPIs and Workplan

The Board received an update from the DG Onboarding Working Group, introduced by the Chair and presented by Jon Lomøy. Positive progress was reported, including discussions on priority areas and expectations for the first six months and year of the new DG, informed by the Federation's operating context, the GA2025 Statement and Charter of Values.

A draft DG workplan has been developed, aligned with the Board workplan, setting out key focus areas and a framework for assessing performance. The DG will engage with the DLT to finalise progress indicators, after which the document will be shared with the BoT. There will be a six-month probationary review in September, supported by light-touch 360-degree feedback from key internal and external stakeholders. The DG expressed appreciation for the support, clarity and transparency provided by the Working Group.

The Chair highlighted the parallel transition of Board leadership, noting that the Chair nominee has been participating in fortnightly Chair-DG meetings and broader transition discussions. Appreciation was expressed to the outgoing DG, the DLT and Secretariat for their support in ensuring a smooth transition. It was noted that leadership transition represents a key strategic risk, and the Board commended the significant preparation undertaken over the past 18 months.

*The Board **noted** the update from the DG Onboarding Working Group.*

5. OVERSEEING THE FIGHT BACK (funding)

The DG provided a verbal update on the Fight Back Fund, noting it is now operational across its core components, with approximately USD 22Mn to be deployed across 2025-2026 and robust financial and programmatic monitoring in place. While still in early implementation, the Fund is already stabilising services, strengthening crisis response capacity and advancing longer-term resilience, providing critical strategic flexibility in an increasingly volatile global SRHR environment.

Under the **protect** pillar, USD 9.75Mn has been mobilised for harm mitigation, with a second round supporting 21 MAs and partners to maintain essential SRHR services during funding shocks and crises. Under the **respond** pillar, progress includes strengthening rapid response capacity, expansion of humanitarian funding mechanisms, and support to people on the move and HIV/AIDS programmes.

Under the **transform** pillar, progress was reported across three areas: financial sustainability (diversifying MA income streams, including commercial service delivery, individual giving and an IPPF alumni network); evidence (strengthening data systems and research capacity, including recruitment of a health research lead and development of clinical data networks); narrative and movement coordination (establishment of a resilience and innovation hub to monitor anti-rights narratives and strengthen coordinated responses).

Trustees welcomed the update and commended the Secretariat for the rapid operationalisation of the Fund. Questions were raised regarding potential scaling and future resource allocation. The C-FAR Chair clarified that the Board's allocation from reserves had been intended to catalyse more ambitious action, and it was recommended that future

allocations be guided by DG-led assessment, with the Board remaining responsive to emerging needs.

Trustees also sought updates on IPPF's response to the crisis in the Middle East. The RD, AWRO reported rapid mobilisation of Secretariat teams, providing emergency support to affected MAs through the humanitarian funding stream and strengthening response capacity. Improvements in response time and coordination were noted, alongside ongoing challenges due to the scale and complexity of the crisis. The Chair commended the speed and effectiveness of the response as a clear demonstration of the Fund's value.

The Chair thanked the DG, the DLT, the RD, AWRO and the Secretariat for their leadership.

*The Board **noted** the update on the Fight Back Fund.*

6. MEMBERSHIP COMMITTEE ISSUES

The Board had received paper BoT/03.26/DOC6, presented by Daren Paul Katigbak, MC Chair and the Director, Governance & Accreditation.

Recommendation for expulsion

*The Board, as per the MC's recommendation, **approved** the completion of the expulsion process of the **Association Guinéenne pour le Bien-Être Familial (Guinea-Conakry)**.*

Update on suspension

*The Board, as per the MC's recommendation, **approved** the continuation of the suspension of the **Association Malienne pour la Protection et la Promotion de la Famille (Mali)**.*

7. RESOURCE ALLOCATION & SUSTAINABILITY TECHNICAL COMMITTEE (RAST-C)

The Board had received papers BoT/03.26/DOC7&7a, presented by Mia Perdomo, RAST-C Chair, with input from Riva Eskinazi, Director, Donor Relations & Fundraising, and Nitu Verma, Chief Commercial Officer. The RAST-C Chair outlined the proposed amendments to the Terms of Reference (ToRs) to reflect an expanded mandate in response to the evolving external funding landscape.

Trustees welcomed the direction of the proposed changes and raised questions on how a revised resource allocation model would balance sustainability with equity, particularly to avoid a two-tier Federation. It was noted that detailed mechanisms are yet to be developed, with the current step including the establishment of an advisory function to support this work, and that equity, needs-based support and transparency will remain core principles.

The discussion emphasised the need to clearly distinguish between the Board's governance role and the operational responsibilities of the Secretariat. RAST-C will provide strategic oversight, ensuring alignment with IPPF's Constitution, Charter of Values, and strategic direction, and exercise ethical scrutiny, particularly in safeguarding the Federation's not-for-profit and redistribution principles. Operational implementation, including access to technical expertise, sits with the DG and Secretariat.

The Board acknowledged both the opportunity and complexity of this shift, including the governance implications of loan-based and investment approaches, and the need to balance financial sustainability with protection of MAs while mitigating risk. The Chair underlined the importance of maintaining strategic foresight, noting that traditional funding sources may evolve rather than disappear, and emphasised the need for the Board to define and uphold clear ethical parameters as new approaches are explored. The Chair thanked the RAST-C Committee and the Secretariat for their thoughtful consideration of this important work.

*The Board **noted** the report and **approved** in principle the proposed amendments to the RAST-C ToRs, subject to incorporation of agreed changes, with a final version to be circulated to the Board.*

8. SECRETARIAT ACCOUNTABILITY MECHANISM (SAM) – ROUND 2

The Board had received paper [BoT/03.26/DOC8](#), presented by the Director, MA Development & Impact. Preliminary findings from the 2025-2026 SAM cycle were presented, drawing on survey results and Focus Group Discussions (FGDs) and building on the 2023–2024 baseline to assess progress and emerging expectations. The process was externally facilitated and anonymised. Findings indicate improvement across all seven accountability areas, with increased emphasis on follow-up, peer exchange, and two-way communication.

Trustees welcomed the encouraging progress. In response to questions, the Director confirmed that patterns can be identified by region and MA context, with further analysis underway to inform more tailored responses. It was noted that MAs with international programmes tend to seek greater engagement in strategic and external representation, while others prioritise national and local support. Key capacity needs include digital health (including AI) and sustainability, with variation across regions.

On representativeness, the Director noted that while the overall response rate was lower than the first cycle, participation was more evenly distributed across regions and considered sufficiently representative.

Trustees noted positive feedback from MAs recognising progress in the Secretariat and implementation of the strategy. MAs are increasingly seeking greater visibility, stronger voice and deeper engagement as partners, alongside recognition of their expertise and leadership, including youth leadership, and more meaningful influence in shaping technical, strategic, and governance processes.

The Chair noted that the findings provide strong, evidence-based assurance that the Federation's programmatic approach remains the right foundation, reinforcing the value of recent reforms and the power of the unified Secretariat in delivering a shared strategy. She thanked the Director, DG and Secretariat for their excellent work.

*The Board **noted** the preliminary findings from the 2025–2026 SAM cycle, that survey findings will be refined following completion of the FGDs, and that a final report and Management Response will be submitted in mid-2026.*

9. FINANCE

9.1 C-FAR Report

The Board had received paper [BoT/03.26/DOC9](#), presented by Elizabeth Schaffer, C-FAR Chair and Varun Anand, Director, Finance & Technology Division, including the draft year-end financial position and proposed designations.

The C-FAR Chair reported a strong financial position as of 31 December 2025. Trustees noted that unrestricted income and reserves were significantly above forecast, with a substantial year-end surplus, driven in part by increased core income (including the Fight Back Fund, VAT refund and additional grants). Expenditure against designated funds was broadly in line with forecast, while restricted balances were higher than anticipated. Overall reserves remain strong across general, restricted and Board-designated funds, and the ratio of Secretariat costs to unrestricted core income is well below the agreed ceiling.

It was noted that this position provides strategic flexibility, while requiring continued discipline in forecasting, prioritisation and deploying of resources. While forecasting processes have improved considerably, further strengthening is needed in estimating the time required to deploy funds and in reallocating underspend to emerging priorities.

Trustees reflected on the changing risk environment, including the impact of global instability on costs and operations. The importance of rigorous reforecasting and globally distributed operational and finance functions to mitigate risk was highlighted. Trustees also discussed future risk appetite, including potential loan-based approaches, noting that further work is required on benchmarks, governance, sustainability and equity considerations before any changes are made.

The Board expressed sincere appreciation to the C-FAR Chair, C-FAR members, the Director, Finance & Technology Division and the wider team for their exceptional financial stewardship, particularly in current global context. The Board noted this was the final meeting of the C-FAR Chair and paid tribute to her outstanding leadership, recognising her contribution as creative, strategic, daring, rigorous and transformative, and noting the exceptional and lasting legacy she leaves for the Federation.

*The Board **noted** the report and, on the C-FAR's recommendation, **approved** the following designations:*

- *Fight Back Fund (NORAD Additional grant): \$1,405k*
- *Stream 3 Her Fund 2025: \$93k (Allocated in 2025, end date of response in 2026)*
- *SRHR (incl. HIV) commodities (towards harm mitigation grants): \$2,500k*

Total: \$3,998k

10. SAFEGUARDING AND INCIDENT MANAGEMENT

10.1 Q4 and Annual 2025 Safeguarding and Incident Management Reports

The Board had received papers [BoT/03.26/DOC10.1&10.1a](#), presented by Vanessa Stanislas, Director, Safeguarding and Incident Management. Highlights from the annual reports included positive staff survey results, with a significant increase in staff reporting that IPPF is a respectful workplace and that they feel confident in how to report concerns. Ongoing challenges were noted in relation to client reporting of safeguarding incidents, recognised as a sector-wide issue, with continued efforts to strengthen reporting mechanisms and engagement with MAs, including testing new approaches.

In relation to incident management, the Director highlighted the introduction of an “out-of-scope” classification for cases more appropriately managed at MA level. Following a successful pilot, this approach was adopted permanently in Q4, reinforcing MA ownership while enabling the Secretariat to focus on the most serious cases. A total of 58 cases were closed on this basis in 2025, reducing operational burden and freeing Secretariat capacity for training and quality assurance.

The Chair expressed appreciation for the Director's leadership in establishing a robust and independent system of reporting, investigation and case management, noting that it provides strong, evidence-based assurance to the Board and underpins the Federation's accountability to those it serves.

*The Board **noted** the annual safeguarding and incident management reports.*

11. ELECTION OF THE BOARD CHAIR TO TAKE OFFICE IN MAY 2026

In executive session, the Board considered the NGC's recommendation of Jon Lomøy for the position of Board Chair.

*The Board unanimously **approved** the NGC's recommendation and **elected** Jon Lomøy as Chair of the Board of Trustees, to take office from 16 May 2026.*

*The Board **agreed** to consider the Chair's term length at its June meeting, noting that the appointment is intended as a bridging arrangement to ensure continuity between outgoing / incoming DGs, after which longer-term leadership arrangements will be reviewed.*

*The Board also **agreed** to review the Vice Chair position at its June meeting to ensure appropriate balance across IPPF's leadership roles, with options and timelines to be prepared in advance.*

Jon Lomøy rejoined the meeting and was congratulated on his appointment. He thanked the Board, noting his deep honour to take on the role, and acknowledged the remarkable legacy of the outgoing Chair and DG.

12. AOB

The DG informed the Board that Mina Barling, Director, External Relations Division, will be leaving IPPF at the end of April to pursue new opportunities. The DG thanked Mina for her support during the leadership transition and for her outstanding contributions over nearly eight years. On behalf of the Board, the Chair paid tribute to Mina's exceptional leadership, recognising her impact on the Federation's transformation and her role in shaping IPPF's identity, partnerships and global voice.

The Board noted that this was the final BoT meeting of the Chair. Trustees and the DG paid heartfelt tribute to her exceptional leadership, describing her as an inspiring and exemplary leader with a rare combination of moral clarity, strategic vision and deep humanity. Her ability to unite the Board as a cohesive, purpose-driven team, while combining passion with effective leadership, was widely recognised.

Trustees highlighted her role in strengthening the Board's partnership with the Secretariat, guiding the Federation through complex challenges, and maintaining a clear focus on mission and impact. Many expressed personal gratitude for her mentorship and generosity of spirit, noting her leadership as courageous, principled and transformative, leaving an enduring legacy for IPPF.

In response, the Chair expressed deep appreciation to Trustees, the DG and the Secretariat, emphasising that the Federation's achievements reflect collective effort, partnership and trust. She underscored the importance of maintaining a clear distinction between governance and executive roles, encouraging the Board to continue empowering the Secretariat to deliver. She also paid tribute to the C-FAR Chair for her outstanding contribution to strengthening IPPF's financial stewardship and resilience and encouraged Trustees to continue working as a unified team focused on delivering meaningful impact.

CLOSE OF MEETING

In closing, the Chair thanked Trustees for their dedication and active participation, the DG for her leadership, and the DLT for all their contributions. Appreciation was expressed to Sharon Tagoe for her service, Prisca Muthoni for representing the Staff Association

Committee, and Eleanor Phelan for her minute taking. The Chair also thanked the interpreting team and IT technicians for ensuring the smooth running of the meeting.