

Agenda Item: 3.2 Review of IPPF Leadership terms and successions

Summary:

Learning from the recent leadership transitions at the Federation, the Board committed to discuss and explore the various possible scenarios that will help the Board to ensure continuity and avoid the situation of sudden vacancies and departures from the leadership positions. This paper aims to provide some options to explore.

Action Required:

The Board **to consider** the various scenarios developed with regards to leadership transition at the top of the Federation and **to agree** on the duration of the Bridging BoT Chair term as well as to when a new Board Vice Chair shall be elected.

1. Background

IPPF is experiencing leadership transitions at the helm of governance and management levels within the same period in 2026. The positions held by IPPF Board Chair, IPPF C-FAR Chair and IPPF Director-General are being or were vacated in the first half of 2026. While the transitions were managed operationally, the concentration of changes in key leadership positions within a short timeframe highlighted the need for a more deliberate review of leadership succession and transition arrangements across key governance and executive roles.

The transition cycle also highlighted the importance of considering leadership diversity and gender balance within Board leadership succession planning. Following the appointment of the incoming Chair in a bridging capacity effective from 16 May 2026, both the Chair and Vice Chair positions were held by male leaders. To support improved gender balance within Board leadership, it was agreed by the Board that the position of the current Vice Chair position will be reviewed once all other expected leadership transition is effective. Against this backdrop, this review has been undertaken to:

- assess the alignment and sequencing of leadership terms across key governance and executive positions;
- identify potential continuity and succession risks arising from concentrated leadership transitions;
- consider opportunities for more staggered leadership transitions; and
- support the development of a more structured succession planning approach going forward.

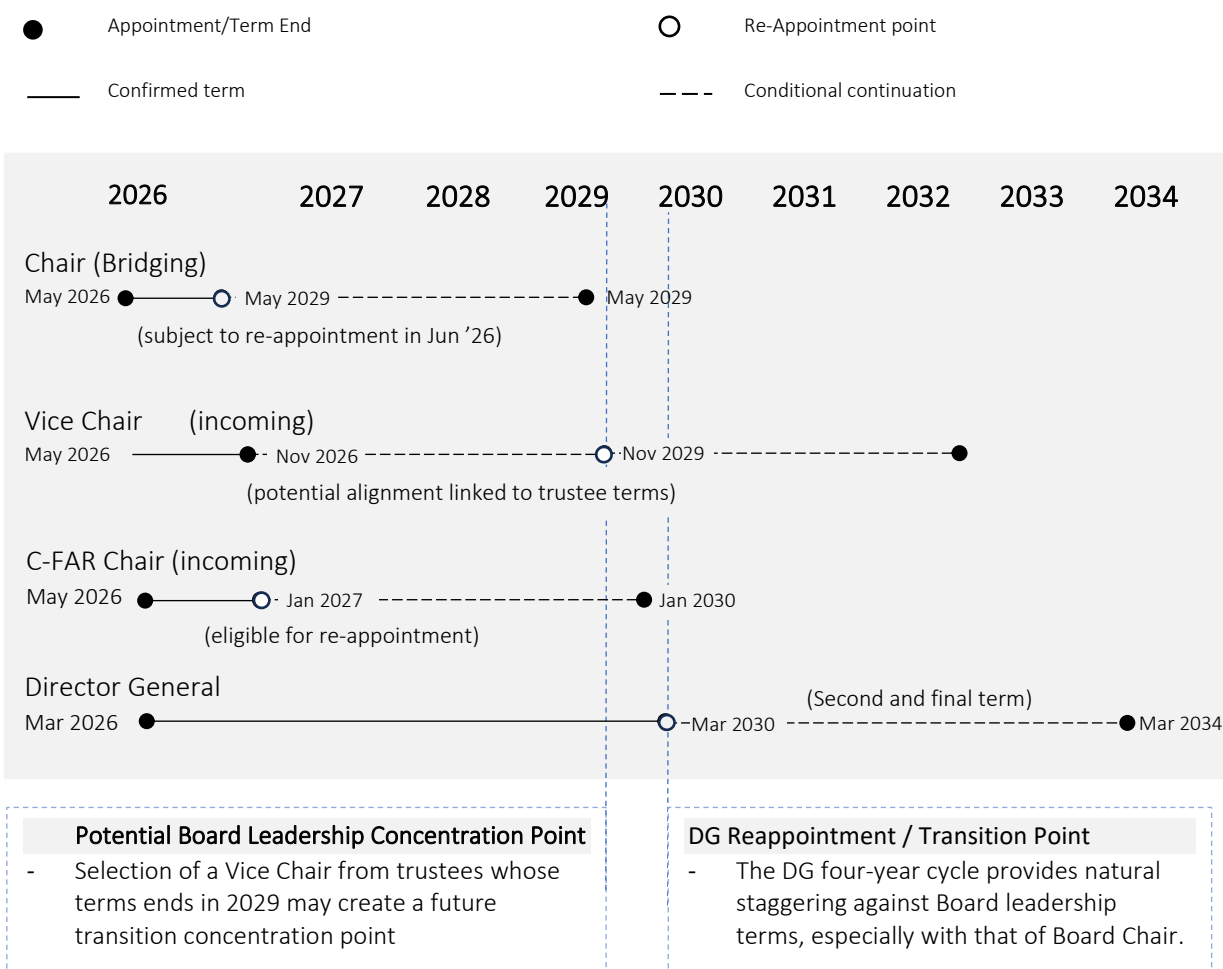
2. Review of Leadership terms

Leadership Transition Table

Position	Current/ Incoming Holder	Leadership Transition	Term Consideration	Succession
Board Chair	Jon Karleiv Andreas Lomoey	Assumes role on 16 May 2026 as bridging Chair	Term ends 31 May 2026;	Eligible for reappointment for additional 3-year term
Vice Chair	Daren Katigbak	Transition planned to be discussed in June 2026 for implementation in Nov 2026 to support gender balance in Board leadership	Incoming Vice Chair term length dependent on existing trustee tenure	All eligible candidates for re- appointment for 3-year
C-FAR Chair	Karina Vartanova	Assumes role from 16 th May 2026	Term ends in Jan 2027	Eligible for reappointment for additional 3-year term

Director General	Maria Antonieta Alcalde Castro	Assumed office in March 2026	4-year contract until March 2030	Eligible for one more term
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Leadership term timeline



Other Key observations:

- The 2026 transition window remains the most concentrated leadership transition period, with changes in both executive and Board leadership occurring within the same year. This is the result of the Governance Reform that took place in 2020 with new leaders at governance levels all starting at the same time and having their second and final term being completed around the same time.
- Continuity of several leadership positions remain dependent on trustee reappointment and the duration of their term at the time of election to leadership functions.
- In the current sequencing, if the bridging Board Chair completes a full term of three years, there is no simultaneous turnover risk between the Board Chair and the DG, as there is a one-year gap between the future commencement of Board Chair terms with that of the Director-General renewal.

- If the Board bridging Chair serves a three-year term, then it allows for continuity until May 2029.
- The incoming Vice Chair arrangement introduces uncertainty in future leadership sequencing in terms of gender balance perspective and because the tenure of the role will depend on the remaining term of the appointed individual trustee.
- Continuity of the C-FAR Chair role beyond January 2027 remains dependent on trustee reappointment. However, based on the current sequencing arrangement, C-FAR Chair position doesn't materially align or conflict with the Board Chair and Vice Chair transition cycles and remains reasonably staggered.
- It is important to factor in the non-predictable reality of leaders' departure from the Board at any given time for any unforeseen reason.

Recommendations:

1. Since the Board Chair and DG terms already benefit from natural separation through different term durations, the Vice Chair position presents opportunity for future sequencing of leadership transitions, including achieving the gender balance. In this regard,
 - appointing a Trustee whose term ending in Jan 2027 may support shorter bridging Vice Chair arrangement or
 - appointing trustees term ending in Aug 2028 allows moderate continuity avoiding a combined Chair and Vice Chair transition in 2029.
2. A rolling multi-year succession mapping of Board, C-FAR and executive leadership positions should be reviewed by NGC to advise the Board on transition risks before appointment or reappointment of leadership positions.
3. The Board to revisit this succession planning once the duration of the bridging Board Chair position is determined and a new Vice Chair is appointed.