



**IBP Initiative**

*Scaling up what works in family planning/reproductive health*

# **IBP CONSORTIUM**

**COMBINED**

**MEMBERSHIP  
AND  
OPERATING  
GUIDELINES**

# **IMPLEMENTING BEST PRACTICES (IBP)**

## **CONSORTIUM**

### **OPERATING GUIDELINES**

**REVISED DECEMBER 2012**

**SECTION 1: MEMBERSHIP**

**SECTION 2: STRUCTURE, ROLES AND RESPONSIBILITIES**

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## **COMBINED**

## **MEMBERSHIP AND OPERATING GUIDELINES**

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## **EVOLUTION OF THE IBP MEMORANDUM OF UNDERSTANDING**

**The IBP Memorandum of Understanding (MOU)** supporting the formation of the IBP Consortium was originally approved and signed between WHO/RHR/USAID/UNFPA and thirteen international agencies, in September 2003. Since 2003 the partnership has grown at a steady rate and now has a membership of thirty seven international organizations.

The MOU covered an initial period of two years, with an option of extending the agreement at two yearly intervals. The MOU is supported by Operational Guidelines that describe the governance, policies and guiding operational principles of the IBP Consortium. The Operational Guidelines are reviewed and updated on a regular basis by members of the IBP Steering Committee in response to the changing needs, growth and development of the partnership. All partners review and agree on any amendments to the **IBP Consortium Operational Guidelines**.

In September 2005, all partners signed an "**Agreement to Extend the MOU**" supporting the IBP Consortium for a further two years. At the IBP Consortium Meeting, in June 2007, all partners unanimously agreed that the next extension of the MOU should be for an indefinite period, with the provision that any partner can leave the IBP Consortium by providing in writing a three months' notice. It was also agreed that the IBP Operating Guidelines would be amended to reflect this decision.

## **IMPLEMENTING BEST PRACTICES (IBP) CONSORTIUM MEMBERSHIP AND OPERATING GUIDELINES**

### **Section 1: Membership Guidelines**

#### **1 INTRODUCTION**

IBP Consortium membership may expand to include a variety of organizations and institutions in both developing and developed countries and regions. When joining the IBP Consortium, an organization or agency becomes an IBP Member.

The purpose of this section is to lay out the application process and criteria for new members, to establish the guidelines for partners, and to outline the terms for inactive members and membership termination.

#### **2 TYPE OF MEMBERSHIP**

##### **2.1 IBP MEMBER**

IBP members are those organizations and institutions that have signed either the original ***IBP Memorandum of Understanding (MOU) and/or IBP/MOU Extension Document*** thereby agreeing to support the principles and operating guidelines of the IBP Consortium<sup>1</sup>.

A member of the IBP Consortium will be any agency, organization and research institute at the global, regional or country level prepared to:

- Contribute to the implementation of the IBP Strategy and annual Work Plan.
- Ensure commitment, funding and support to the IBP Initiative within their own organization and country-specific programs by incorporating the vision, goals and activities of the IBP Initiative into their strategies and work plans.
- Designate technical staff, as needed, to participate in global, regional or country activities undertaken to promote, support or launch IBP Initiative activities.
- Provide support, mentorship and follow-up for activities in countries where members have an existing infrastructure.

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<sup>1</sup> The IBP Members agreed to an Indefinite Extension of the Memorandum of Understanding in 2007.

- Be accountable for participating in and/or leading Task Teams according to their expertise and comparative advantage.
- Support the use of the IBP Knowledge Gateway, by establishing and supporting Communities of Practice within their own organization and projects and contributing to an agreed program of work that focuses on the development and implementation of knowledge management strategies.
- Participate as a member of the IBP **Knowledge Gateway** Task Team and support the further development, management and use of a system designed to enhance the exchange, communication and sharing of knowledge.
- Agree to share both the credit and responsibility for the joint production of materials and publications.
- Agree to acknowledge each other for their contribution of work in any task, advertising, publicity, marketing and publication.
- Each IBP member should designate one primary and one alternate staff member to serve as their representative to the **IBP Consortium** and consistently attend IBP consortium meetings. All representatives should be a member of the **IBP Consortium Community of Practice on the Knowledge Gateway**. This person will serve as a point of contact for the IBP Initiative within their own organization, be expected to represent the views of the organization, support and provide feedback on IBP activities. They will also be responsible for informing other members of their organization of relevant IBP requests and activities.
- All IBP Member organizations have one vote for any issue that the Chair of the IBP Consortium suggests requires a ballot.

### 3 MEMBERSHIP CRITERIA

The following criteria must be fulfilled to become an **IBP Member** of the IBP Consortium.

- Have a direct affiliation with knowledge of, or program experience in, family planning and reproductive health issues including for adolescents, knowledge management, program scale up, maternal and neonatal health care, adolescent reproductive health, and the integration of STI/HIV prevention and care.
- Be engaged in activities that support the vision, goals and objectives of the IBP Initiative.
- Able to abide by the principles and guidelines laid out in the IBP Consortium MOU and Operating Guidelines.

- Ensure commitment and support (either financial and/or in kind) to the IBP Initiative within their own organizations and country-specific programs by incorporating the vision, goals and activities of the IBP Initiative into their strategies and work plans.
- Identify synergies and work collaboratively with IBP partner agencies and representatives from Ministries of Health at global, regional and country level.
- Allocate resources to lead and/or support the work of Task Teams focused on achieving activities detailed in their own and the IBP's Work Plan.

#### 4 PROCEDURE FOR JOINING THE IBP CONSORTIUM

Organizations agencies and institutes wishing to join the IBP Consortium, as an **IBP Member** should contact the IBP Secretariat<sup>2</sup> and:

- Discuss the membership criteria, the vision, goals, objectives, IBP Memorandum of Understanding, Operating Guidelines, IBP Strategy and IBP Work Plan before committing themselves to join the IBP Consortium.
- Review with their own staff the IBP vision, goals, objectives, strategic plan, Work Plan, membership and operating guidelines of the IBP Consortium and gain their support to join the IBP Consortium.

Once a new applicant has agreed to the terms set out by the IBP Memorandum of Understanding (MOU) and Operating Guidelines they can apply in writing through the IBP Secretariat to join the IBP Consortium. The letter should state:

- That they want to become an **IBP Member**.
- Why they want to become a member of the IBP Consortium.
- What specific contributions they can make and what they hope to gain from becoming a member of the Consortium.

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#### <sup>2</sup> Contact details of the IBP Secretariat

Suzanne Reier,  
IBP Secretariat  
World Health Organization  
Department of Reproductive Health and Research  
Avenue Appia, 20  
CH-1211 Geneva, Switzerland  
Tel: 41-22-791-4464  
Fax: 41-22-791-4171  
e-mail: [reiers@who.int](mailto:reiers@who.int)

Ados May,  
IBP Secretariat  
1201 Connecticut Avenue NW  
Suite 700  
Washington, DC, 20036  
United States  
Tel: +1-202-775-1977  
e-mail: [amay@ibpinitiative.org](mailto:amay@ibpinitiative.org)

**All new applicants will receive a copy of the:**

- Memorandum of Understanding (MOU) and MOU Extension Document.
- Operating Guidelines - Membership, Structure, Roles and Responsibilities
- Strategic Plan 2011 - 2016
- Annual Work Plan
- Annual Report
- The IBP Secretariat will forward the application on to the IBP Steering Committee with a brief summary of the discussions that have been held with the IBP Secretariat.
- The IBP Steering Committee will assess whether the applicant fulfills the IBP Consortium membership criteria. If accepted, the IBP Secretariat will inform members of the IBP Consortium Committee about the application.
- Any objections to the application must be received in writing by the IBP Secretariat within 14 days of the application being posted.
- The IBP Secretariat will send a letter of acceptance to the new member agency, copied to the Chair and other members of the IBP Steering Committee, accompanied by relevant background materials and a request to sign the MOU Extension Document.
- No new members will be suggested if their membership would constitute a real or perceived conflict of interest in accordance with the IBP vision and goals.
- All members will be introduced to the IBP partners through the IBP Knowledge Gateway and in person at the IBP Consortium Meetings.

## **5 NON FUNCTIONING MEMBERS**

IBP Members that fail to participate in IBP Consortium Committee meetings and/or country-specific activities on at least four occasions will be contacted by the IBP Secretariat to determine if the member has a specific constraint that limits their participation.

Depending on the outcome of these discussions, the agency will be asked either to re-energize its commitment or reconsider whether continued membership is appropriate.

## **6 LEAVING THE IBP CONSORTIUM**

If a member of the IBP Consortium chooses not to continue their membership, they may leave the partnership and terminate their membership under the following procedures:

- If a member of the IBP Consortium chooses not to continue their membership, they are requested to provide the IBP Secretariat with a letter stating their reason(s) why they wish to leave the IBP Consortium.
- The IBP Secretariat will inform members of the IBP Consortium Committee about member's desire to leave the partnership.
- Members leaving the IBP Consortium are requested to provide at least three months' notice in writing to the IBP Secretariat and complete the commitments they have made to the IBP Consortium.

## **7 CONSENSUS BUILDING AND RESOLUTION OF DISPUTES**

Whenever possible, the general IBP Consortium, IBP Steering Committee, Task Teams and Country Teams will work on the principle of consensus building, compromise and conflict resolution. When necessary the IBP member providing IBP Secretariat Services will act as arbitrator in all disputes.

If this fails to resolve the dispute, the matter will be referred to the IBP Chair and the Steering Committee. The IBP Secretariat will present the facts and all parties will attempt to resolve the dispute.

If this fails to resolve the dispute the matter will be dealt with as detailed in the MOU.

## **IMPLEMENTING BEST PRACTICES (IBP) CONSORTIUM OPERATING GUIDELINES**

### **SECTION 2: STRUCTURE, ROLES AND RESPONSIBILITIES**

#### **1 INTRODUCTION**

This section describes how the IBP Consortium is structured and specifies the roles and responsibilities of the IBP Consortium Member Organizations, the IBP Secretariat, the Chair, the IBP Steering Committee and Task Teams.

Roles and responsibilities are defined in order to facilitate good governance, promote accountability and clarify the contribution of IBP partners to the Consortium and the IBP Initiative.

#### **2 IBP Consortium**

- The IBP Consortium Community of Practice consists of representatives from all IBP members.
- One representative and one alternate representative from each **IBP member** should be appointed to represent their organization as members of the **IBP Consortium**. This person will serve as the point of contact for the IBP Initiative within their own organization, be expected to represent the views of their organization and provide feedback on all IBP related activities.
- All IBP Members should be consistently represented at IBP Consortium Meetings in order to facilitate greater continuity, productivity and progress.
- All IBP representatives will be members of a virtual IBP Members Community of Practice on the IBP Knowledge Gateway and encouraged to use this virtual community to communicate with each other.
- IBP Members and IBP Affiliated Partners unable to attend IBP Consortium Committee meetings may submit comments and input to the IBP Secretariat prior to the meeting to ensure that their views are represented.
- If a representative of an IBP Member changes, then the name of the new representative must be communicated to the IBP Secretariat. The partner must take the responsibility for informing all partners through the IBP Consortium Community of Practice.

## **Representatives from IBP Members will:**

- Work electronically as a team and meet, if funding permits bi-annually to review progress, discuss issues, opportunities and prepare/approve/review the annual Work Plan.
- Lead or support the development, implementation, follow-up, and monitoring and evaluation of IBP activities at the regional and country level.
- Serve as champions for the IBP Initiative within their own organizations and at the international, regional and country levels.
- Facilitate the incorporation of IBP concepts and strategies into all relevant projects, activities and work plans of member organizations.
- Reduce duplication of effort by identifying global and in-country activities within their own work plan that could be undertaken in partnership with IBP Members.
- Support the development of systems for sharing information and tools to work collaboratively with other partners and the Ministry of Health in all country-based activities.
- Lead or support IBP Task Teams to undertake specific time-bound activities agreed to in the annual work plan.
- Promote the use of each other's published materials and tools.
- Proactively support the use of the IBP Knowledge Gateway within member organizations and in the countries in which they work.
- Assist with the development of funding proposals to support the IBP Work Plan and regional and country specific activities.
- Incorporate IBP activities within their own work plan and identify technical support, funds and cost-sharing opportunities within their own organizations to support IBP-related activities.

## 3 IBP Secretariat

The World Health Organization, through the Department of Reproductive Health and Research (WHO/RHR), will provide the IBP Consortium with Secretariat services.

WHO/RHR will support the IBP Consortium through the assignment of a full-time senior professional officer and administrative support staff. When possible, USAID may choose, through any appropriate mechanism, to provide a senior staff member to work with the WHO/RHR Secretariat.

### 3.1. Role of the IBP Secretariat

#### ***Representation***

- Act as representative for the IBP Consortium, at the international and governmental level, with bilateral and multilateral donors, aid agencies and the media, as appropriate.
- Act as a clearinghouse for enquiries about the IBP Initiative/Consortium and requests for assistance from IBP Consortium members, regions and countries, as appropriate.

#### ***Management***

- Identify, negotiate and support the introduction of new members to the IBP Consortium in collaboration with the IBP Chair.
- Coordinate the development of the IBP Work Plan in collaboration with the IBP Chair and members of the IBP Steering Committee and IBP Consortium.
- Follow up on decisions taken during IBP Consortium meetings, with assistance from the IBP Chair and members of the IBP Steering Committee and IBP Consortium.
- Identify prospective sources of funding, prepare fundraising proposals, and establish transparent systems of financial management for IBP Consortium activities in collaboration with the IBP Chair.
- Support the establishment of Task Teams and assist in formulating their scope of work and defining their specified outcome.
- Follow up requests for support from regions and countries and present these requests to the IBP Consortium Committee when relevant to IBP goals and activities.
- Investigate avenues where the IBP Initiative could expand to reach new audiences.
- Together with the IBP Chair address IBP Consortium membership issues.
- Function as ombudsman for concerns raised on the part of any individual or organization in the Consortium and assist in the resolution of any disagreements among Consortium members.

## **Leadership**

- Work proactively to identify important challenges and opportunities for the IBP Initiative and facilitate efforts to move the Initiative towards its vision and goals.
- Monitor the implementation of the IBP Strategy and, in cooperation with the IBP Consortium members, review progress on strategy and work plan on a regular basis.
- Identify opportunities for providing technical leadership through IBP Consortium members on issues of high priority and emerging issues in reproductive health, particularly family planning, maternal and neonatal health, adolescent reproductive health and the integration of STI/HIV prevention and care.
- Work in collaboration with partners to undertake specific time-bound activities identified in the work plan and monitor and follow-up the timely performance of IBP-related assignments undertaken by member organizations.
- Assist partners and member organizations with the identification of evidence-based and proven effective practices, materials and tools for dissemination and implementation.
- Support the development and implementation of a work plan that enhances the use and further development of the IBP Knowledge Gateway.
- Support the development and implementation of knowledge management and knowledge sharing activities within the partnership and their country projects and programs.
- At the country level encourage IBP Consortium members to support the Ministry of Health, promote the sharing of information and tools and facilitate collaboration with each other and other in-country organizations and agencies working on reproductive health issues.
- Facilitate communication among IBP Consortium members, partners and country teams and assist with the dissemination and exchange of information.
- Support the further development and expanded use of the IBP Knowledge Gateway, Communities of Practice and other knowledge management strategies.

## **Meetings**

- Work with the IBP Chair to organize and prepare the agenda and associated documentation for the IBP Consortium and IBP Steering Committee meetings. Assist with the preparation and distribution of meeting minutes.
- Serve as central coordinator for IBP regional and country meetings and activities.

## **Reports**

- Prepare in collaboration with the IBP Chair an annual report summarizing the activities of the IBP Consortium and publish for distribution to IBP Heads of Agencies and other relevant bodies.

## **4. IBP CHAIR**

The Chair of the IBP Consortium will be chosen from the "Founding Members" of the IBP Consortium and rotate in alphabetical order every two years, unless otherwise agreed to by the IBP Consortium partners.

The handover of the Chair will be undertaken in July/August and the new Chair will assume responsibilities from August 1<sup>st</sup>. If a founding member elects not to participate as Chair then they must give at least three months' notice to the IBP Secretariat that they wish to decline the Chair. The next member on the list will be approached to accept the Chair.

### **4.1 Role of the IBP Chair**

#### ***Leadership***

- Work proactively to provide strategic direction and active leadership to IBP programs and activities and facilitate efforts to move the Initiative towards its vision and goals.
- Support Member Organizations in their commitment to and integration of the IBP Strategy and vision into their organization's philosophy and work plans.
- Act as a model Consortium member in the level of participation and involvement in IBP Initiative activities.
- Take a leadership role in activities identified from the annual work plan.
- Serve as an IBP Initiative advocate and champion to USAID, UNFPA and other donors in order to ensure that the Initiative will continue to have priority and funding at the international, regional and country levels.

#### ***Management***

- Allocate funds for the purpose of fulfilling Chair duties including organizing and running IBP Consortium Committee and IBP Steering Committee meetings, writing meeting minutes and reports, working in close cooperation with the IBP Secretariat.
- Support and facilitate the preparation of the IBP Strategy and annual Work Plan.
- Work towards ongoing clarification of IBP Consortium Operating Guidelines to facilitate efficient and effective conduct of IBP business.
- Compile and post relevant events to the IBP Calendar of Events and identify opportunities to link with and/or expand the regional and country "knowledge to practice" activities of the IBP Initiative.
- Encourage active collaboration among all partner agencies on IBP-related activities at the global, regional and local levels.
- Facilitate communication among members in between meetings and events.

## **Meetings**

- Convene and chair meetings of the IBP Consortium and IBP Steering Committee meeting in collaboration with the IBP Secretariat.
- Collaborate with the IBP Secretariat to prepare the agenda and associated documentation for the IBP Consortium and IBP Steering Committee meetings and provide meeting minutes to all Consortium members following these meetings.
- Arrange a transition meeting with the incoming Chair at the end of the term, to pass on advice and lessons learned and to appraise the incoming Chair of impending responsibilities and upcoming activities.

## **Reports**

- Prepare in collaboration with the IBP Secretariat an annual report summarizing the activities of the IBP Consortium and distribute to IBP Heads of Agencies and other relevant bodies.

## **5 IBP Steering Committee**

The IBP Steering Committee currently consists of all “Founding Members” of the IBP Consortium. Each founding member will nominate one senior member of staff to this committee, with a designated alternate. This person may be the same person who is appointed as representative on the IBP Consortium.

Each year up to three additional members can either volunteer or be nominated by IBP members to become members of the IBP Steering Committee for a maximum of two years. At the end of that time, they will either rotate off the Steering Committee or be re-nominated to serve. The Chair will request IBP Partners to nominate themselves and/or other partners to become members of the IBP Steering Committee. The Chair will ask partners to select new members through a ballot, if more than three members are nominated.

### **5.1 Role of the IBP Steering Committee**

- Proactively provide strategic direction and counsel to the IBP Chair and Secretariat.
- Work virtually as a team and meet as necessary to discuss progress with implementing the IBP strategy and work plan.
- Act as advocates for the IBP Initiative in the international arena, both at the global regional and country level.



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- Review and approve the annual work plan to ensure that activities are in line with the IBP vision and goals.
- Review and approve issues of governance and operating guidelines.
- Take a leadership role in activities identified from the IBP annual work plan.
- Serve as the decision-making body for IBP membership applications.
- Review, discuss and provide input on funding proposals.

## **6 IBP Task Teams**

A Task Team is formed to undertake a specific often time-bound activity that will contribute to achieving the IBP work plan, to act as a "think tank," and/or to undertake country-based activities.

Any IBP Member who is interested and has experience and expertise in a specific area of work can choose to lead and/or participate in a Task Team.

Task Teams are expected to formulate their own scope of work, function on a cost-sharing basis and complete their assignment within a specified time frame.

### **6.1 Role of the IBP Task Teams**

- Nominate a team leader who will communicate with members of the Task Team on a regular basis either electronically or through telecommunication. If necessary and feasible, a Task Team will organize a face-to-face meeting and/or video conference.
- Undertake specific time-bound assignments that contribute to achieving the activities detailed in the IBP work plan and commit to completing the assignments within a specified timeframe.
- Formulate in collaboration with team members and IBP Secretariat a scope of work that specifies the activities the team will undertake, expected outcome and estimate the resources (human, time and financial) required to complete the task.
- Report on the progress of projects and activities to the IBP Secretariat and the IBP Chair on a regular basis, through their team leader.
- Commit time within their own work plan for Task Team activities.

**Figure 1: Structure of the IBP Consortium**

