

Family Planning High Impact Practices Partnership
Internal Procedures Manual
Approved by the Co-Sponsors OCTOBER 11, 2023

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1. The Family Planning High Impact Practices Partnership

1.1 The FP High Impact Practices Partnership

The HIPs Partnership - High Impact Practices in Family Planning - aims to make evidence for family planning programming more available and easier to use, building consensus around interventions that work. The HIPs are a set of practices developed by family planning researchers and program experts that reflect consensus around what activities most effectively increase voluntary use of contraception. The main audience is policy makers and implementers. The HIPs have become a 'global good' over which the co-sponsors have stewardship.

Established by USAID in 2010 as an aid to mission staff - UNFPA and WHO were early supporters and became the three original HIPs Co-sponsors. IPPF joined as a Co-sponsor in 2014 followed by FP2020, now FP2030, in 2016. BMGF joined as a co-sponsor in 2021. The Children's Investment Fund Foundation (CIFF) joined in February 2024. This group of seven organisations form the Co-sponsors group and oversee the partnership.

The HIP Partnership is not a legally established entity. Its mandate is derived from the Co-sponsor organisations.

1.2 Partnership Structure

The HIP Partnership structure is composed of the Co-sponsors, the Technical Advisory Group (TAG), ad hoc Technical Expert Groups, and a Stakeholder Engagement Group.

The Co-sponsors - USAID, UNFPA, WHO, IPPF, FP2030, BMGF, and CIFF – convene the HIP partnership and provide overall stewardship and direction. The co-sponsors collectively set strategic direction; provide funding and resources and ensure sustainability; and use their position, influence and convening power to catalyse the implementation of the HIP interventions at scale. Two members from each organisation form the co-sponsors group. Each co-sponsor selects one member that additionally serves as a non-voting member of the TAG. Up to 2023, co-sponsor TAG members were full voting members of the TAG. Following the 2023 review the permanent co-sponsor members serving as members of the TAG became non-voting members to ensure the technical neutrality and independence of the TAG.

The Technical Advisory Group (TAG) is a group of up to 20 individual experts in family planning evidence and research, plus one non-voting expert appointed by each of the co-sponsors. The TAG provides technical direction and leadership for evidence-based HIP products. It leads on the development of evidence-based briefs and other FP products¹. TAG voting members do not individually or collectively represent a group, an organisation, or a constituency.

Technical Expert Groups are formed on an 'as needed' basis to develop specific HIP products. Experts with specific skills and experience are recruited to volunteer to serve on small teams of 5-6 experts with 1-2 members of the TAG.

The Stakeholder Engagement Group facilitates collaboration among internal and external partner leads on stakeholder engagement and the dissemination and use of HIP products. It does this through various dissemination approaches and communication strategies in close co-ordination with the IBP network. The group is formed of the IBP Network, Knowledge SUCCESS project, FHI360 and USAID.

¹ Strategic Planning Guides and papers

The HIP Partners are the more than 60 organizations that have signed up to disseminating HIP information in their organizations, attending annual HIP Partner meetings, and participating in activities to identify priorities.

1.3 Purpose

The purpose of the HIP Partnership is to provide consensus on a set of evidence-based family planning practices that work and can be delivered at scale. The aim is for easy to use, evidence-informed resources that are widely available for use by the family planning community, across the globe. The goal is for HIPs to be part of the evidence that countries and programmes use for planning and prioritization - a go-to platform for credible, evidence-based resources.

1.4 Principles

High Impact Practices in Family Planning are a global good. We are committed to providing for their good stewardship by embodying the following Principles:

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| <p>HIP PARTNERSHIP PRINCIPLES</p> <ul style="list-style-type: none">● Evidence based – documenting evidence-based family planning practices that demonstrate impact, are applicable across settings and that are scalable, sustainable, and cost effective. This means drawing on research, evidence and scale up experience originating from low- and middle-income countries.● Local engagement and impact - responding to the needs of local actors with HIP products that assist in strengthening local policies, decisions, and programmes and that optimize the use of family planning resources. At the same time, we focus on promoting and encouraging the use of the HIPs, their implementation at scale and in measuring and evaluating results. We are committed to collectively working towards evidence based, country driven processes.● Diversity, equity, and inclusion - ensuring our priorities, engagements and contributions reflect the voice, experience and needs of the global family planning community. We do this by engaging a diverse range of expertise and experience.● Consensus-oriented - considering the broad range of evidence and opinions presented before making decisions to ensure the best interests of the wider family planning community are served.● Accountable, open, and responsive leadership – HIP decision making groups are accountable to those affected by our decisions. We prioritize transparency, integrity, and openness.● Independence – resisting any interference that may divert from the above principles. |
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1.5 Mandate and Accountabilities

The HIP Partnership is not a legally established entity. Its mandate is derived from the co-sponsor organizations. The chart below summarizes and differentiates the specific mandates and powers of the interconnected groups in the HIP Partnership organizational structure.

1.6 High Impact Practices Partnership Groups - Mandate and Accountabilities

The Co-sponsors	The Technical Advisory Group	The Stakeholder Engagement Group	The Secretariat
<p>Mandate derived from the co-sponsor organizations.</p> <p>Responsible and accountable for:</p> <ul style="list-style-type: none"> - Develops strategy and provides overall vision and direction to the partnership - Oversees, enables and facilitates the work of the Partnership, including decision authority over the partnership structure - Establishes a HIP Secretariat - Promotes the HIPs as a global public good - Supports implementation of the HIPs through their commitment to scaling HIPs across their organizations - Reviews measurement and tracking data including scalability and replicability and works towards standardized measures and indicators - Provides a collective, coordinated voice at the country level on HIPs - Develops partnerships to increase the reach and impact of HIPs - Approves new <u>types</u> of products - Upholds the HIP principles 	<p>Mandate derived from the co-sponsors.</p> <p>Responsible and accountable for:</p> <ul style="list-style-type: none"> - Evaluates evidence, leads development, and approves HIP briefs and other products (update or development) that the co-sponsors have agreed to and are able to fund. - Identifies gaps, sets priorities for product development based on the Partnership strategy - Regularly reviews HIPs products to ensure they continue to meet HIPs criteria and evidence standards while being practical for those delivering FP programmes - Makes recommendations on when evidence is robust enough to update and /or move a HIP from promising to proven - Supports and facilitates ad-hoc Technical Expert Groups - Develops an annual Activity Plan that contributes to the Partnership strategy and annual plans 	<p>Mandate derived from the Co-sponsors and WHO/IBP</p> <p>Reports to the Co-sponsors</p> <p>Responsible and accountable for:</p> <ul style="list-style-type: none"> - Leads on dissemination and adaptation of HIPs Products - Manages external comms - webinars, newsletters, conference representation, HIPs partner engagement, etc. - Identifies opportunities for engagement with regional, national and local organizations - Coordinates HIPs promotion events with co-sponsors and partners 	<p>Established by the Co-sponsors to carry out the following functions:</p> <ul style="list-style-type: none"> • Overall support and coordination • Meeting preparation and support • Internal communications and record keeping • Managing the process for recruitment of TAG members, TEG members and brief writers • Overseeing the process for development of HIP Products, including translations • Tracking country commitments on HIP inclusion and reports results to co-sponsors. • Other related functions as agreed by the Co-sponsors

2. HIP PARTNERSHIP ROLES AND RESPONSIBILITIES

2.1 The Co-sponsors - Terms of Reference

Introduction

The Co-sponsors are a group of organizations that have come together to support the development and dissemination of High Impact Practices (HIPs) in Family Planning. The current co-sponsors are USAID, UNFPA, WHO, IPPF, FP2030, BMGF. Each with global reach and influence, the co-sponsors are organisations that provide family planning resources and engage governments and civil society organisations in family planning policy, programs, and supplies. Two members from each organisation form the co-sponsors group. Each co-sponsor selects one member who additionally serves on the TAG.

Mandate and Purpose

1. The co-sponsor's mandate is derived from the co-sponsor organisations.
2. The purpose of the Co-sponsor group is threefold:
 - to set strategic direction for the HIP Partnership
 - to provide funding and resources and to ensure sustainability
 - to catalyse the implementation of HIP Products at scale

The Co-sponsors may amend the HIP structure, its powers and procedures based on lessons learned and in the best interest of the HIP Partnership.

Main responsibilities and tasks of the Co-sponsors

3. The main responsibilities and tasks of the Co-sponsors are to:
 - Develop strategy and provide overall direction for the HIP Partnership
 - Oversee, enable and facilitate the work of the Partnership, including having decision authority over the HIPs structure and partnership
 - Establish a HIP Secretariat and review its operation a regular basis (each 3-5 years)
 - Promote the HIPs as a global public good
 - Catalyse and support implementation of the HIPs, including through individual organizational approaches
 - Maintains an overview of HIPs implementation, including available measurement and tracking data
 - Provide a collective, coordinated voice at the country level on HIPs
 - Develop partnerships to increase the reach and impact of HIPs
 - Approve new types of HIP products
 - Uphold the principles of the HIP Partnership
 - Periodically review the functionality and effectiveness of the HIP Partnership

Accountability and Decision Authority

4. The following accountabilities and decision authorities apply to the Co-sponsor group:
 - collective accountability for the HIP Partnership
 - decision authority pertaining to the responsibilities described above

- agreeing which organizations may serve as a co-sponsor
- acting in accordance with the principles in section 1.4 of this manual.
- declaring any conflict of interest

Qualifying criteria for Co-sponsors

5. Co-sponsors must be organizations that meet all the following criteria:
 - A track record of working in the Family Planning space, with global reach and influence
 - willing to provide substantial financial or other resources to the work of the Partnership
 - actively promoting HIPs across their organizational engagements
 - committed to collectively working towards evidence based, country driven processes

Meetings and Quorum

6. The Co-sponsors shall meet in an in-person meeting one time per year and virtually on a monthly schedule, or otherwise as agreed.
7. The Co-sponsors may, at their discretion, extend invitations to non-co-sponsors to attend meetings to discuss specific issues.
8. A simple majority of members, present in person or by electronic means shall constitute a quorum.
9. All meetings shall be chaired by a Co-Chair.
10. Questions arising at any meeting shall be decided by consensus. If a consensus cannot be achieved the Co-chairs may decide to postpone the decision or to call for a vote, by a show of hands/electronic response, with questions determined by a simple majority of votes of members in attendance.
11. Every organization shall have one vote. If the votes are equal, the co-chairs shall together agree the decision. If there is no agreement between the co-chairs the decision shall be postponed until a subsequent meeting.
12. The Co-sponsors shall use best efforts to reach all decision by unanimous consensus.
13. The Co-sponsors may by a simple majority of all members, take decisions between meetings by electronic means.

The Co-Chairs

14. The Co-sponsors shall appoint two Co-Chairs to serve for a period of up to two years.
15. The terms for each co-chair shall be staggered.
16. The Chair's role is to lead the Co-sponsor group, chair meetings, and ensures that the HIP Partnership fulfils its purpose. The Chairs ensure that:
 - business is dealt with, and that decisions are made and adequately recorded
 - decisions are clearly assigned, monitored, and implemented
 - guidance is provided to the Secretariat in carrying out its responsibilities

2.2 THE TECHNICAL ADVISORY GROUP (TAG)

2.2.1 Terms of Reference

These Terms of Reference pertain to the Technical Advisory Group's scope, role, responsibilities, and decision-making authorities.

Introduction

The TAG is a group of up to 20 individual experts in family planning evidence and research, plus one non-voting expert appointed by each of the co-sponsors. The TAG provides technical direction and leadership for evidence-based HIP products. It leads on the development of evidence-based briefs and other FP products². TAG voting members do not individually or collectively represent a group, an organization, or a constituency.

Mandate and Purpose

1. The TAG mandate is derived from the co-sponsors
2. The purpose of the TAG is to provide technical leadership for the development of evidence-based HIP products

Main responsibilities and tasks of the TAG

3. The main responsibilities and tasks of the TAG are to:
 - Evaluate evidence, lead development and approve HIP products
 - Identify gaps and set priorities for product development based on the Partnership strategy and plans.
 - Regularly review HIPs products to ensure they continue to meet HIPs criteria and evidence standards while being practical for those delivering family planning programmes
 - Support and facilitate the work of ad-hoc Technical Expert Groups
 - Develop an annual Activity Plan aligned with the Partnership Strategy and annual plans

Accountability and Decision Authority

4. The following accountabilities and decision authorities apply to the TAG:
 - collective accountability for technical leadership
 - decision authority pertaining to the responsibilities described above
 - acting in accordance with the principles described in section 1.4 of the internal procedures manual.
 - declaring any conflict of interest

TAG Membership

5. The TAG membership is comprised of up to 20 members serving in their individual capacity, that broadly reflects the diversity of the family planning community. It additionally includes one non-

² Strategic Planning Guides and papers

voting technical member from each Co-sponsor organization. A second Co-sponsor member acts as an observer.

6. The TAG members are drawn from a mix of backgrounds with experience in the NGO sector, government, multilateral organizations, research institutions and others. Members need to be able to draw on research, evidence and scale up experience from low- and middle-income countries and originating from the global south.
7. TAG members will have strong technical skills in family planning including enabling environment, service delivery, social and behaviour change etc, and be drawn from a range of backgrounds – researchers, evaluation specialists, program implementers, advocacy specialists, policy makers, academics, managers, and other relevant disciplines.
8. In selecting TAG members, consideration will be given to ensuring that members collectively cover the broad range of skills and experience. Consideration will be given to gender, age, and regional diversity (both in terms of where members work and where they are from).
9. Members serve in their individual capacity and do not represent the views of their organizations.
10. Not more than 3 members may serve from any one organization, including both headquarters and country-based staff. This includes the permanent Co-sponsor representative.
11. If a member changes organizational affiliation or changes position within their organization, the member is asked to report this change to the Secretariat. The co-sponsors will review the change to determine if there is any impact on the TAG's balance and overall membership that may affect their on-going membership of the TAG.
12. TAG positions are unpaid, voluntary roles. Expenses may be available to cover meeting attendance, where necessary, in accordance with guidelines included in section 2.2.4 of this Internal Procedures Manual.

Guidelines for selecting members of the Technical Advisory Group are included in section 2.2.2.

Financial Disclosure and conflict of interest

13. All TAG members are required to complete an annual financial disclosure form covering basic information on the organization for who they work, the projects they are involved in and the donors funding those projects.
14. TAG members cannot work as paid consultants on HIP products.

Terms of Office

15. All members selected in their individual capacity³ will rotate over time.
16. Members will serve for a maximum of 2 x 3-year terms. The second three-year term will be subject to satisfactory engagement and contributions. (See transitional arrangements, section 3)

³ TAG members appointed by co-sponsor organizations will continue to serve as TAG members at the discretion of the co-sponsor.

17. Members who have rotated off the TAG may, after a 12-month period, reapply for membership of the TAG according to the standard recruitment and selection procedures.

Meetings and Quorum

18. The TAG shall meet at least two times per year. Ideally, one meeting will be held in-person and the other electronically, or otherwise as agreed.
19. The TAG may, at the discretion of the Chairs, extend invitations to non-TAG members to attend meetings to discuss specific issues.
20. A simple majority of members present in person or by electronic means shall constitute a quorum.
21. All meetings shall be chaired by a Co-Chair.
22. The TAG shall use best efforts to reach all decisions by unanimous consensus, after having considered the broad range of opinions present.
23. If a consensus cannot be reached the Chair may decide to postpone the decision or to call for a vote. Votes are taken by a show of hands, with decisions then determined by a simple majority of votes by those voting members in attendance, either present in person or on-line.
24. Every independently appointed member shall have one vote. If the votes are equal, the Chair of the meeting shall cast a deciding vote. If the votes are equal, the co-chairs shall together agree the decision. If there is no agreement between the co-chairs the decision shall be postponed until a subsequent meeting.
25. The TAG may by a simple majority of all members, take decisions between meetings by electronic means.
26. Meetings are generally hosted by a Co-sponsors organization. Meeting hosts work with the secretariat and on practical arrangements for organizing the meetings. Host are expected to organize hotel accommodation, meeting rooms, IT support and notetaking etc. An organizing committee is created for each meeting to work with the secretariat on meeting content and agreeing the agenda. The organizing committee generally includes the secretariat, the TAG chair/s, the hosting co-sponsor and other volunteers.

Resignations

27. Members may resign at any time by giving notice in writing to the secretariat.
28. TAG members are deemed to have resigned if they miss two consecutive meetings without proper reasons and/or communication. When such resignations arise, it is the responsibility of the Chairs in consultation with the Secretariat.
29. A member may be asked to resign if they miss two consecutive meetings without justification, are unable to maintain active participation in the TAG or are unable to fulfil the obligations and requirements described in these ToRs.

The TAG Co-Chairs

30. The TAG shall appoint two Co-Chairs from amongst its members to serve for a period of up to 2 years.
31. The terms for the Co-chairs shall be staggered.
32. The Chairs lead the TAG, chairing meetings, ensuring that business is dealt with, decisions are made and adequately recorded.

2.2.2 GUIDELINES FOR SELECTING TAG MEMBERS

The guidelines below have been developed to guide the selection of TAG members. The aim is for the TAG to be an inclusive and representative group from across the globe that broadly reflects the family planning community. The HIP Partnership strives to have the highest calibre representatives on its Technical Advisory Group.

Guidelines for selecting members of the HIP Technical Advisory Group (TAG)

1. The TAG be comprised of up to 20 members serving in their individual capacity, plus one technical expert from each Co-sponsor organization, serving as a non-voting member. A second Co-sponsor member acts as an observer.
2. The TAG shall be an inclusive and representative group from across the globe that broadly reflects the family planning community, including having linguistic diversity.
3. Members will have strong technical skills in family planning including enabling environment, service delivery, social and behaviour change etc, and will be drawn from a range of backgrounds – researchers, evaluation specialists, program implementers, advocacy specialists, policy makers, academics, managers, and other relevant disciplines⁴.
4. The membership will have a mix of backgrounds - experience in the NGO sector, governments, multilateral organizations, research institutions and others - plus members able to draw on research, evidence and scale up experience originating from low- and middle-income countries.
5. The membership will have at least two early career professionals under 32 years of age at the time of appointment who meet the above criteria.
6. All members selected in their individual capacity will rotate over time. Terms will be 2x 3-year terms, continuation being subject to satisfactory performance.
Note: transitional arrangements will be devised for moving to the new model to ensure the balance between longstanding and new members is maintained.

⁴ The aim is to ensure that members are drawn from a wide range of backgrounds rather than having all backgrounds represented on the TAG at any given time.

7. In selecting new TAG members, consideration will be given to the overall make-up of the group in terms of skills, gender, age, and geographical representation (both in terms of where people work and where they are from), with approximately 2/3 of the membership from low- and middle-income countries.
8. Not more than 3 members may serve from any one organization, including both headquarters and country-based staff. This includes the permanent Co-sponsor representative.

2.2.3 TAG MEMBER ROLE PROFILE

Role

The role of TAG members is to:

- Provide technical and strategic advice in their areas of expertise
- Share their specific knowledge and experience
- Work towards stakeholder alignment in their respective spheres of influence
- Promote the principles and activities of the HIPs
- Liaise with their communities of practice, build relationships, and encouraging engagement with the HIPs

TAG members are required to:

- Attend and play an active part in TAG meetings and deliberations
- Use their skills, knowledge, and experience to help the TAG reach sound decisions
- Participate in Technical Expert Groups when required and engage in workstream activities
- Stay informed about HIP Partnership activities and wider issues which may affect its work

Profile

Knowledge, skills, and experience:

- Broad knowledge and understanding of family planning and global health and development
- Strong technical skills in family planning - enabling environment, service delivery or social and behaviour change
- Experience in one or more of the following disciplines – researcher, evaluation specialist, program implementer, advocacy specialist, policy maker, academic, manager, and other relevant disciplines
- Experience in one or more of the following sectors - the NGO sector, government, multilateral organizations, research institutions and others
- Able to draw on research, evidence and scale up experience originating from low- and middle-income countries
- Ability to question intelligently, think strategically, debate and dialogue constructively, challenge rigorously, and bring independence of thought to discussions
- Good communication skills
- Successful track record of achievement

Personal attributes

- Strong and visible commitment to FP HIPs
- Strong networking capabilities that can be utilised for the benefit of the TAG
- Commitment to diversity, equity, and inclusion
- Commitment to the HIP Partnerships guiding principles

- Commitment to working cooperatively to build consensus
- A willingness to devote time and enthusiasm to the role, including travel to face-to-face meetings, and participating in virtual meetings outside of normal business hours
- Ability to work in written and spoken English

Terms and Time Commitment

TAG terms are for three years with an option for a second term, subject to satisfactory performance. Members are required to attend one in-person and one virtual meeting per year plus participate periodically in work stream activities relevant to their specific interests, expertise, and availability. In-person meetings take place over two/three days with travel days either side. The estimated time commitment is approximately 10 days per year.

2.2.4 TAG Travel Fund

This policy describes eligibility and benefits provided under the TAG Travel Fund.

The purpose of the fund is to cover certain transportation and hotel expenses for eligible participants. Specific eligibility criteria must be met. Expenses incurred on behalf of the TAG must be necessary, reasonable, and appropriate.

Should you have any questions regarding this policy, please first contact the HIP Secretariat.

Who is Eligible

Members of the HIP Technical Advisory Group from who are not able to access funding or organizational support to cover the cost of attendance at in-person TAG meetings. This means TAG members who are unable to draw on organization budget lines and would otherwise have to cover their own cost to be able to attend in-person. Additional eligibility requirements may apply as required by back donors.

Eligible Expenses

The fund will cover the following expenses:

- Economy class airfares direct to/from TAG meeting location
- Taxi/train to/from airports
- Taxi/train to/from hotel and meeting location
- Airport parking (maximum of 3 days)
- Hotel and hotel taxes (maximum of 3 nights)
- Meals and incidentals

Eligibility Period

- Expenses will be reimbursed for a maximum of one trip per year, subject to budgetary considerations.

Ineligible Expenses

The fund does not reimburse for:

- telephone calls
- taxis to and from meal locations
- any expenses incurred by spouses or partners accompanying the TAG member
- fees for changing flights for personal reasons
- business or first-class tickets or upgrades

2.3 STAKEHOLDER ENGAGEMENT GROUP

2.3.1 Terms of Reference

These Terms of Reference pertain to the Stakeholder Engagement Group role, responsibilities, and decision-making authorities.

Introduction

The Stakeholder Engagement Group leads on stakeholder engagement and the dissemination and use of HIP products. It does this through various dissemination approaches and communications strategies in close coordination with the IBP network. The group is formed of the IBP Network, Knowledge SUCCESS project, FHI360, FP2030 and USAID.

Mandate and Purpose

1. The mandate of the stakeholder engagement group is derived from the co-sponsors and from WHO/IBP.
2. The purpose is to facilitate collaboration among internal and external partner, lead stakeholder engagement and dissemination and use of HIP products.
3. Reporting to the co-sponsors, the specific functions of the Stakeholder Engagement Group are:
 - Stakeholder Engagement for the dissemination of HIP products
 - External Communications
 - Monitoring and measuring HIP implementation and usage

Main responsibilities and tasks

4. Stakeholder Engagement and dissemination of HIP Products:
 - Make the linkages between HIPs products and local implementation, through knowledge sharing, implementation stories, networking and documentation across countries and regions
 - In coordination with the IBP network develop plans for engaging HIP Partners, disseminating HIP Products and encouraging implementation of HIP products
 - Work with the IBP network to integrate HIP endorsing organizations under the IBP network
 - Provide membership management and engagement opportunities to current member organizations. Identify and recruit new member organizations committed to support the HIPs
 - Coordinate HIP promotion activities with co-sponsors and partners
 - Identify opportunities for engagement with regional, national and local organizations
 - Support each co-sponsor organization to facilitate and maximize internal dissemination and implementation.

5. External Communications
 - Develop and implement an external communications strategy
 - Organize webinars and events at conference representation/technical meetings and ensure HIP product inclusion and visibility
 - Encourage the visibility of HIP products throughout the network of member organizations
 - Represent the HIPs partnership at partner events
 - Produce HIP partner newsletter
6. Monitor and measure stakeholder engagement
 - Strengthen metrics on dissemination of HIP products with member organizations
 - Track member engagement through the documentation of implementation and scale-up efforts
 - Report results to Co-sponsors and partners.

Membership

7. The Stakeholder Engagement Group is formed of the IBP Network, Knowledge SUCCESS project, FHI 360, FP 2030 and USAID. These members might change according to future resource allocations and contracting arrangements.
8. The group works closely with the HIP Secretariat.

2.4 THE HIP SECRETARIAT - Terms of Reference

Function and Purpose

The secretariat is established by the co-sponsors. Its role and location are periodically reviewed.

1. The purpose of the Secretariat is to ensure effective coordination, communication, and support to the HIP Partnership.
2. Reporting to the co-sponsors, the specific functions of the Secretariat are:
 - Overall support and coordination of the Partnership
 - Meeting preparation and support
 - Internal HIP Partnership communications and record keeping
 - Managing the process for recruitment of TAG members, TEG members and brief writers
 - Overseeing the process for development of HIP Products
 - Other related functions as agreed from time to time

Main responsibilities and tasks

3. Overall support and coordination
 - Support and coordinates the work of the different HIP groups
 - Ensure that HIP product development moves forward in a timely manner
 - Monitor and reports on the implementation of the HIP Strategy
4. Meeting preparation and support (see meeting procedures in section below)
 - Coordinate the development of meeting agendas
 - Compile and circulate post-meeting decisions and records
5. Communication and record keeping
 - Provide regular internal communications and updates between Co-sponsors and TAG
 - Maintain an effective on-line record keeping system
 - Coordinate translation of HIP products into agreed languages
 - Maintain the HIP Website
6. Manage membership processes for TAG members, TEG members and brief writers
 - Work with the Co-sponsors and TAG Chairs to identify gaps and recruitment needs
 - Lead the recruitment process and facilitates the selection of TAG and TEG members
 - Plan and coordinate new member orientations
 - Administer member evaluation processes
7. Oversee the process for development and production of HIP Products
 - Oversee the product development, including timeline management, communication etc
 - Oversee the process for fact checking, copy editing, layout and design, translation etc
8. Other responsibilities
 - Manage the secretariat budget and report to co-sponsors on annual income and expenditure for the secretariat function and other Partnership cost
 - Administer a travel fund established to support TAG member meeting attendance, in accordance with guidelines set out in the Internal Procedures Manual
 - Tracks county commitments related to HIPs including usage/coverage
 - Ensure that HIP guidelines and procedures are followed

3. TRANSITIONAL ARRANGEMENTS FOR TAG MEMBERSHIP

To enable a smooth transition from the current TAG membership to a membership that reflects the new guidelines, while ensuring institutional memory and minimum disruption, and maintaining a balance between longstanding and newer members, the following approach is recommended:

- ✓ The current TAG membership be divided into three groups:
 - Group 1 = those who have served on the TAG for more than 10 years
 - Group 2 = those who have served on the TAG for 7-9 years
 - Group 3 = those who have served on the TAG from 1-6 years

- ✓ **For Group 1** the aim is to select **three members** from this group of six to serve for an additional **one-year term**.
 - Those selected will continue to serve on the TAG for a further 12 months
 - The selection will take place at the first TAG meeting in 2024.

- ✓ **For Group 2** the aim is to select **four members** to serve for an additional **two-year term**.
 - Those selected will continue to serve on the TAG for a further two-year period.
 - The selection will take place at the first TAG meeting in 2024.

- ✓ **For Group 3** the aim is to introduce the new term system according to when each member joined the TAG. Those members who have served for between 4 and 6 years may serve a further three-year term commencing on the 1st January 2024.

TABLE 2 - Application of the transitional arrangements on the current membership

	TAG Member	Organization	Joining date	Transition terms	Rotation date
GROUP 1					
1	Roy Jacobstein*	Intrahealth	February 2011	Three from this group of six continue to serve until December 2025. Three members retire. This is achieved through: 1) Natural attrition with two members having elected to retire in 2023.* 2) Remaining members decide between themselves one additional member to retire.**	
2	Baker Maggwa*	USAID	February 2011		
3	Erin Mielke	USAID	February 2011		
4	Alice Merritt*	JHUCCP	February 2011		
5	Jay Gribble	Palladium	February 2011		
6	Karen Hardee	Hardee Associates	December 2012		
GROUP 2					
7	Gael O’Sullivan	Georgetown University	December 2014	Four from this group of six continue to serve until December 2026. Two members retire. This is achieved through: 1) Mario Festin (Philippines), Rodolfo Gomez (PAHO) and Michelle Weinberger (M&E) continue to serve. Decision based on applying criteria of diversity of geography and skill set. 2) The fourth member to continue is decided by agreement among the remaining members in this group.**	
8	Sara Stratton	Palladium	December 2014		
9	Michelle Weinberger	Avenir	December 2015		
10	Mario Festin	University of the Philippines	December 2015		
11	Rodolfo Gomez Ponce de Leon	PAHO/WHO	December 2016		
12	Sarah Fox	Options	June 2016		

GROUP 3					
13	Anand Sinha	Packard Foundation	Dec 2017	+ one term	Dec 2026
14	Christine Galavottii	BMGF	Dec 2017	+ one term	Dec 2026
15	Ginette Hounkanrin	Pathfinder	Dec 2018	+ one term	Dec 2026
16	Saswati Das	UNFPA	Dec 2018	+ one term	Dec 2026
17	Barbara Seligman	Population Reference Bureau	Dec 2019	+ one term	Dec 2026
18	Medha Sharma	Visible Impact	June 2021	2024 (T1)-> 2027 (T2)	June 2027
19	Norbert Coulibaly	OP	June 2021	2024 (T1)-> 2027 (T2)	June 2027
20	Sonja Caffè	PAHO/WHO	June 2021	2024 (T1)-> 2027 (T2)	June 2027
21	Salma Ibrahim Anas	MOH Nigeria	Dec 2021	2024 (T1)-> 2027 (T2)	Dec 2027
22	Caroline Kabiru	APHRC	January 2022	2025 (T1)-> 2028 (T2)	January 2028
23	Gamachis Shogo	UNFPA	January 2022	2025 (T1)-> 2028 (T2)	January 2028

*Members electing to retire in 2023

** If members are unable to reach a shared decision on who steps down then the decision is made randomly through the selection of straws.

4. AMENDMENTS

This Internal Procedures Manual may be amended at any time by a decision on the co-sponsors group.

ANNEX 1. MEETING PROCEDURES

This section provides procedures for the conduct of meetings. It pertains to the Co-sponsors and to the Technical Advisory Group (TAG).

3.1 Communications

- a) Communications between the different groups that make up the HIP Partnership will normally be via email.
- b) The Secretariat will send all necessary documentation related to meetings directly to members 10 working days in advance of regular meetings.
- c) Individual Co-sponsors and TAG members should keep the secretariat informed of changes to their preferred contact information, including telephone and email address.

3.2 Meeting Agendas

- a) Proposed agenda items for TAG meetings should be submitted to the Secretariat at least 21 days in advance of a scheduled meeting.
- b) An agenda with related documentation should be circulated to members by the Secretariat at least 10 working days in advance of a scheduled meeting. Agendas will provide background and rationale for each item. It will also clearly indicate if the item is for information, for discussion or for decision. Items for decision will be clearly identified and prioritized.

3.3 The Co-Chairs

- a) The Co-sponsors group and the TAG shall each appoint two Co-Chairs from amongst its members, to serve for a period of up to two years.
- b) The terms shall be staggered.
- c) The Chairs lead the group, chair meetings, and ensure that the group fulfils its purpose. The Chairs ensure that:
 - a. business is dealt with, and that decisions are made and adequately recorded
 - b. decisions are clearly assigned, monitored, and implemented

3.4 Meetings and Quorum

- a) The TAG shall meet a minimum two times per year, either face-to-face or online.
- b) The co-sponsors shall meet on a regular Schedule as agreed by the co-sponsors
- c) Business shall only be conducted when a quorum is present.
- d) A simple majority of members present in person or by electronic means shall constitute a quorum.
- e) All meetings shall be chaired by the Co-chairs. Sessions may be led by various members as agreed.

3.5 Decision Making Process

- a) Questions arising at any meeting shall be decided by consensus, after having considered the broad range of opinions present.
- b) If a consensus cannot be reached the Co-chairs may decide to postpone the decision or to call for a vote. Votes are taken by a show of hands, with decisions then determined by a simple majority of votes by those members in attendance, either present in person or on-line.
- c) Every voting member shall have one vote. If the votes are equal, the co-chairs shall together agree the decision. If there is no agreement between the co-chairs the decision shall be postponed until a subsequent meeting.
- d) The Co-sponsors and the TAG may, by a simple majority of all members, take decisions between meetings by electronic means.
- e) The meeting shall use best efforts to reach all decisions by unanimous consensus.

3.6 Languages

- a) All meeting materials, including agendas and minutes of meetings, shall be in English.

3.7 Conflict of Interest and confidentiality

- a) Members have a duty to act in the best interest of the Partnership. This means not putting themselves in any position where their duties as part of the HIP Partnership may conflict with any personal or professional interest.
- b) A conflict of interest is any situation in which a member's personal interests or loyalties could, or could be seen to, influence the member's decision making. A conflict of interest usually arises where either there is a potential financial or measurable benefit to a member or where the member's duty to the Partnership may compete with a duty or loyalty they owe to another organisation or person.
- c) Each member has an individual personal responsibility to declare conflicts of interest.
- d) All TAG members are required to complete an annual financial disclosure form covering basic information on the organization for who they work, the projects they are involved in and the donors funding those projects.
- e) TAG members cannot work as paid consultants on HIP products.

3.8 Transparency

- a) Decisions and progress updates will be made public via newsletters, direct emails, and/or the HIP website, according to an agreed communications plan.

3.9 Cost of meeting attendance and remuneration

- a) TAG members are unpaid and will not be separately compensated for their participation in HIP activities, beyond the compensation provided by their respective employer organizations.
- b) The Co-sponsors may establish a Travel Fund, administered by Secretariat, to cover travel and other expenses for those TAG members unable to draw on organizational resources. See guidelines section 2.2.4.