

Policy 3.7: Private Sector Partnerships

Introduction

1. IPPF is committed to developing strong, mutually beneficial private sector partnerships in pursuit of advancing global sexual and reproductive health and rights. In developing strategic alliances with private sector partners, IPPF aims to increase its capacity for greater visibility, impact and to diversify income streams.
2. This policy recognises the need to guide and outline best practise when developing new partnerships to ensure that core values are aligned between all parties and that there is a shared commitment to SRHR.

Definition of Partnership

3. Partnership

- i. Partnership can be defined as a collaborative relationship between two or more parties based on transparency, equality, and mutual understanding for the achievement of a specified goal. Partnerships involve sharing risks, resources, and benefits, making shared accountability critical.¹

Types of Partnership:

4. Partnerships can take many forms including:
 - i. **Strategic Partnerships:** Working together across organizations or sectors and collaborating with a range of partners for improvements or better outcomes.
 - ii. **Funding Partnerships** including sponsorship, gifts in kind, donations.
 - iii. **Service Delivery or Project Partnerships:** Working together with external partners to deliver projects or programmes in order to achieve common aims and objectives.
 - iv. **Learning Partnerships or Collaboration** which could include training, skills sharing and the development of tools or guidance.

Guiding Principles

5. The Member Associations and Secretariat of IPPF are guided by the following principles when partnering with external organizations:
 - i. Partners should be aware of the vision, mission and values of IPPF and be supportive of these.
 - ii. IPPF is in support of and is signed up to the Guiding Principles of the UN Global Compact. Please refer to Annex A point one for

¹ 'Building a working definition of Partnership.' WHO 2009

further information. IPPF will endeavour to uphold the principles of the UN Global Compact in its Private Sector Partnerships.

- iii. IPPF is committed to working with potential partners who want to further the work of IPPF through whichever benefit they are able to provide including funds, skills sharing, sponsorship and learning.
- iv. IPPF is committed to ensuring that accountability in partnership work is maintained with clear and transparent roles and responsibilities outlined and agreed in writing before any partnerships are entered into. Please refer to IPPF Policy 3.11 on 'Transparency' for further guidance.

Policy:

6. This policy applies to private sector engagement for monetary and non-monetary partnerships.
7. When considering or developing new external partnerships or reviewing existing partnerships, the following steps should be taken:
 - i. Research potential partners including consideration of any conflict of interest.
 - ii. Assess Risk involved, potential value and the ability of IPPF to deliver including the resource impact and all costs and benefits involved in the partnership. Please refer to Annex B the Private Sector Process Flow Diagram for further guidance.
 - iii. Consult and involve stakeholders.
 - iv. Develop jointly a partnership structure, aims and objectives, accountability including roles and responsibilities, processes, reporting arrangements and an exit strategy.²
 - v. Determine who will be responsible for developing and embedding the partnership/relationship in each organization.
 - vi. Set up a steering group³ where appropriate with named operational contacts on both sides that hold the relationship.
 - vii. Agree in writing clear and robust partnership arrangements ensuring that transparency and accountability are maintained. Monitor, evaluate and review the partnership at pre-agreed points.
 - viii. Share experiences and good practice with a conscious effort to engage and involve at all levels in order to encourage learning.
 - ix. Promote successes within and outside of the Federation.
8. Depending on the scale and scope of the partnership in question, an appropriate level of approval should be sought. Where a partnership is being brokered by an MA, the Governing Body at country level should be

² Please refer to Annex A: Glossary point 2

³ Please refer to Annex A: Glossary point 3

involved and there should be clearly established lines of communication with Secretariat. If the partnership extends to multiple countries, or is of high value or is high risk, the Director General should be consulted. The person holding the partnership must be clearly identified and communicated to all key stakeholders.

9. When considering the reputational risk of working in partnership with organizations in the field of sexual and reproductive health including the pharmaceutical industry, the following practices should be followed:
 - i. The Secretariat and Member Associations should not endorse any product in a way that implies it is better than other products with identical formulations or use.
 - ii. Whilst recognizing that Member Associations must aim to offer clients high quality products, they should not endorse a manufacturer's claim of product superiority over other similar products.
 - iii. When working with specific products, the principles and requirements of IPPF Policy 3.4 'Purchase of Contraceptives, Condoms and Reproductive Health Medicines' should be referred to in the first instance.
 - iv. The Secretariat and Member Associations should not be compromised when considering an external partnership of this nature. They should follow a clear process that will safeguard the transparency, integrity and independence of their work. Please refer to IPPF Policy 3.11 on 'Transparency' for further guidance.
10. When considering entering into research or monitoring collaborations with organizations in the field of sexual and reproductive health including pharmaceutical companies, the following practices should be followed:
 - i. Any proposals of this nature should be reviewed by IMAP if appropriate and required.⁴
 - ii. Cash or in-kind grants for research purposes may only be accepted if it is clear that they will not affect the independent status of the Secretariat or Member Associations, or the outcome of the research or monitoring programme in question.
 - iii. The results of any part of the Secretariat or Member Association monitoring programme may only be used by collaborating external organizations with explicit prior agreement. In these cases, the results must be presented fairly and objectively.
11. This policy does not relate to the contracted procurement of goods, services or the purchase of contraceptives. Please refer to the IPPF

⁴ Please refer to Annex A: Glossary point 6

Supplier Code of Conduct and Procurement Principles. In addition IPPF Policy 3.4 'Purchase of Contraceptives, Condoms and Reproductive Health Medicines' provides further guidance.

12. When partners or potential partners offer gifts in kind, please refer to the IPPF 'Gift in Kind Principles' in the Private Sector Partnerships Toolkit for guidance on acceptable practice. In addition IPPF Policy 3.12 to 'Combat Bribery' provides further guidance.

Risk in Partnerships

13. When considering potential risks in new partnerships, IPPF should take the following approach:
 - i. A key consideration for all external partnerships should be guided by whether the shared partnership objectives are clearly connected to delivery of IPPF's mission.
 - ii. **Types of risk:** These include **operational** – the potential impact on our ability to operate effectively, **financial** – our ability to secure funding, protect current and future funding, **reputational** – potential impact of a reduction in reputation and stakeholder confidence, and **developmental** – impact on our ability to achieve expected results, for example in relation to the IPPF Strategic Framework.
 - iii. Consideration of partnership benefits versus partnership risks should be reviewed via the tools annexed to this policy namely the Private Sector Partnerships Process Diagram Annex B and Sample Risk Assessment found in the Private Sector Partnerships Toolkit. These tools should be used in order to assess why IPPF wants to work with a partner and how the partnership could be mutually beneficial.
 - iv. Factors that IPPF and Member Associations should specifically consider include the human rights record of the potential partner (in relation to employment, policies, practices) and the views of the organization about sexual and reproductive health issues.
 - v. Response to and advice around potential criticism or issues should be in consultation with IPPF communications team.
 - vi. Please refer to IPPF Policy 3.8 on Risk Management for further guidance.

Implementation:

14. Nothing in this policy shall contravene the IPPF Constitutional provisions principle 1.1.3, which states that "The Member Association Constitution should state that it is a not-for-profit organization which is not and shall not be controlled by commercial interests and that all its income, commodities and property shall be applied solely towards the promotion of its objects."
15. IPPF will monitor the implementation of this policy closely, and will continue to review best practice with regard to NGO relationships with the private sector.
16. Member Associations will meet the clauses outlined in this policy when developing local, national or international partnerships.
17. The IPPF Secretariat should use all available mechanisms in the Federation to regularly monitor the implementation of this policy and report to the appropriate governing body. The implementation of this policy should be adequately resourced and supported by IPPF Senior Management Team.
18. Further guidance can be found around Private Sector Partnerships in the IPPF Private Partnership Resource Toolkit.

*As adopted by Central Council, November 1990
Last amended by Governing Council, November 2015*

Policy Annexes

- **Annex A:** Glossary
- **Annex B:** Private Sector Process diagram

Private Partnership Resource Toolkit

1. Private Sector Partnerships Risk Assessment
2. Sample Collaboration Agreement;
3. Sample MOU
4. Gifts in Kind
5. Supplier Code of Conduct
6. Conflict of Interest Declaration
7. IPPF Procurement Principles

1. **Guiding Principles of the UN Global Compact** (Policy point 5.ii)

The UN Global Compact is a worldwide corporate sustainability initiative which calls to companies to align strategies and operations with universal principles on human rights, labour, environment and anti-corruption, and take actions that advance societal goals and are a force for good.

2. **Exit Strategy** (Policy point 7.iv)

A pre-determined plan for exiting the partnership that is agreed in writing. This strategy should enable each partner to safely leave the partnership either at the end of the contract term whereby all objectives have been successfully met or before if there have been insurmountable challenges or failures and this is deemed necessary. This strategy should include handover or completion of any residual actions, agreement on external communication of the partnership ending, taking learning points forward and next steps for sourcing new opportunities (especially if the partnership is of high monetary value).

3. **Steering Group** (Policy point 7.vi)

A representative group of individuals who come together to strengthen, drive and facilitate a successful partnership. They may be guided by Terms of Reference and will contribute in the planning and monitoring of the partnership work as well as ensuring it is operating efficiently. For example the steering group should advise when finalising partnership terms in the lead up to contract signing and should also monitor during the partnership that objectives and targets are on course to being achieved and all parties are satisfied.

4. **WHO Guidelines** (Policy point 9.iii)

A WHO guideline is any document developed by the World Health Organization containing evidence based recommendations for clinical practice or public health policy. A recommendation tells the intended end-user of the guideline in specific situations to achieve the best health outcomes possible. It offers a choice among different interventions or measures having an anticipated positive impact on health and implications for the use of resources.

5. **IMAP** (Policy point 9.iii and 10.i)

The International Medical Advisory Panel (IMAP) is a body of medical scientists and experts on other relevant fields with a mandate to formulate and disseminate recommendations to IPPF and other interested parties regarding best practices in

Glossary

Annex A

sexual and reproductive health and rights (SRHR), based on the best available evidence.

