



IBP Initiative

Scaling up what works in family planning/reproductive health

IBP STRATEGIC PLAN

SHORT VERSION

2011-2016

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I. STRATEGIC PLATFORM

The succeeding section describes the 2011-2016 IBP Mission, Vision, Strategic Objectives and Key Customers, which collectively compose the IBP Strategic Platform. These elements, will serve to ground efforts over the next five-years.

A. Mission Statement

The IBP Consortium engages member organizations and the broader family planning and reproductive health (FP/RH) community to identify, implement, and scale up effective practices. We do this through:

- Sharing knowledge and resources
- Minimizing duplication
- Promoting collaboration

B. Vision Statement

The IBP partnership will be a proven leader for advancing the scale up of effective practices that contribute to universal access and quality of FP/RH services.

C. Strategic Objectives

1. To strengthen the ability and commitment of IBP member organizations to actively engage in work of the IBP Consortium.
2. To support sustained collaboration to scale up effective FP/RH practices at the country level.
3. To focus IBP's support for scale up and documentation of learning in five priority countries.
4. To enhance knowledge sharing that improves access to, and application of, information and resources.

D. Membership Strategy

Currently, IBP has 37 member organizations, growing exponentially from twelve agencies that first came together in 1999. Throughout the strategic planning exercise, IBP's size and diversity of organizations that compose membership was considered to be one of its fundamental strengths. At the same time, a majority of members believe IBP needs to strengthen its guidance and on-going communication to maximize contributions. Specifically, members believed that further clarity should exist around the following: (i) IBP's purpose; (ii) roles and responsibilities of members; and, (iii) how IBP functions and the products it offers. It is important to note that IBP has made significant effort to shed light on these issues through materials such as: "*IBP 10 Years at a Glance*", brochures, after-meeting reports, PowerPoint presentations and new partner visits / orientations. However, and according to the strategic planning exercise, different communication approaches and mediums must be explored.

Semi-Structured Interviews

"IBP has created a very trusting and open environment. It is a forum for people to come together and contribute in a meaningful way. Members are not only encouraged to work together, but want to"

Membership Strategy: It is recommended that over the next five years that the IBP Consortium focuses its growth strategy inward – emphasizing quantity (further attending to and empowering current members) versus quantity (growing membership). This recommendation, however, comes with one caveat: within each of the five priority countries, it is recommended that IBP does indeed seek to carefully grow its membership base.

In sum, the membership strategy over the next five years should be inward-looking with an additional, yet less emphasized, orientation toward tempered growth at the country level as necessitated by priority-country efforts. Primarily, the strategy should focus inward in a manner that establishes a higher level of understanding and participation among current members. Secondly, and in a strategic manner, IBP should grow its country-level membership – focusing specifically upon the five priority countries. Over time, and based on this country-specific growth strategy, IBP may find it necessary to strengthen its structure (discussed above) to allow for more consistent and quality contributions of country-level members.

E. Key Customer¹ Identification

Across the strategic planning exercises, there was a strong level of consensus that IBP's strategic focus needs to be squarely upon 'customers' at the field level. At the same time, IBP members had multiple perspectives as to who the prioritized in-country customers should be. This, however, is accurate, as IBP's targeted customers at the field level are driven by many externalities, which include: the country context, FP/RH environment, and the willingness/motivation of various actors to engage.

These complexities, along with limited resources and span of control, have challenged IBP's reach and impact at the country-level. While IBP has been successful in various countries

¹ The term 'customers' in this context, answers the question: who are the prioritized stakeholders (individuals / groups) that IBP should focus its services upon over the next five years?

throughout its 10 years (e.g., Egypt & Jordan – 2002; India 2003; Uganda – 2004; Ethiopia 2004-08; Kenya 2005-10), partners affirmed that more must be done to link up to field-level stakeholders and to promote and sustain advances in FP/RH.

Focus Group Response

“IBP hasn’t really tapped the vast potential of the member organizations. IBP could benefit from better understanding what the commitment is from each member organization and what potential can be tapped”.

In addition to the Ministries of Health, IBP's obvious customer at the field level, many respondents identified a customer that has traditionally been overlooked: IBP Partners themselves. As indicated above, within organizations other than the Founding Members, there appears to be lesser degree of understanding around the responsibilities and benefits of membership. As a result, active participation among more members has been limited and their assets and competencies (i.e., technical, functional or geographic) have not been fully maximized. Accordingly, more can and should be done to: (a) establish diverse channels, through which Partners can learn, contribute and/or share; (b) engage their country offices in IBP activities; and, (c) tap their country-level contacts and networks.

Key Customers: In consideration of the current reality around customers, as well as the recommended IBP Membership Strategy (see section I. D above), it is in IBP’s best interest to target efforts toward two key customer groups:

1. **IBP Partners (inward-focused):** To bridge the knowledge and participation gaps that currently exist within IBP, a strong focus must be placed on building capacity of IBP Partners to maximize services (e.g., Knowledge Gateway) and products (e.g., *Guide to Fostering Change*) as well as develop new ones. Activities that can improve the internal performance of IBP Partners, include:
 - ✓ Develop a membership strategy and corresponding policies that emphasizes quality of membership (i.e., empowering new Members to best participate).
 - ✓ Orient new IBP Partner representatives through training and/or pamphlets that promote a better understanding of IBP Operating Guidelines.
 - ✓ Develop a simple set of marketing materials that aim to increase IBP visibility within IBP Partner organizations.
 - ✓ Improve communication with Partners using social media and/or mobile technology – and link each medium to IBP’s Knowledge Gateway.
 - ✓ Develop a reward system for current IBP members meeting quantitative and qualitative standards of participation.
 - ✓ Make deeper and consistent contact with senior staff, leaders and other key staff members of IBP Partner organizations.

2. **Field-Level Stakeholders (outward-focused):** As IBP has limited human and financial resources it must identify and deliver services to target customers in order to make a significant impact at the country level. The following is a prioritized list of key customers at the country level²:

<ul style="list-style-type: none"> ✓ IBP Partners at country level; ✓ Ministries (Health; Planning; Finance) ✓ Country/ Regional Networks ✓ Local NGOs; ✓ Local Government; 	<ul style="list-style-type: none"> ✓ Donors (multi-lateral and bi-lateral); ✓ USAID Missions; ✓ Private Sector / Professional Associations; ✓ Civil Society ✓ Marginalized groups (i.e., indigenous, people w/ disabilities, youth)
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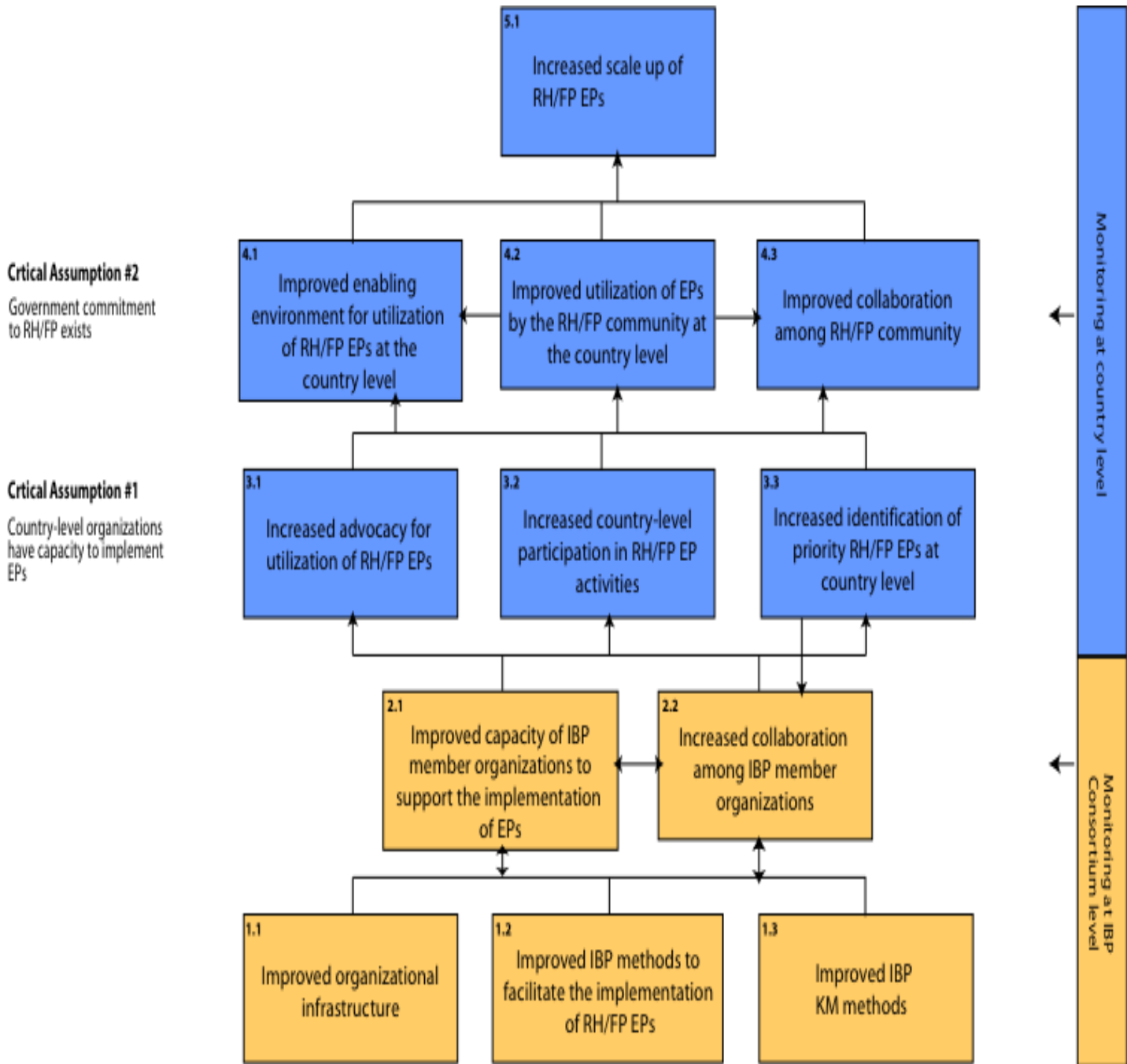
II. 5-YEAR PLAN

A. IBP Results Framework

The below IBP Results Framework (RF) was constructed, vetted and finalized by the IBP Strategic Planning Committee, Partners, and Steering Committee. The results within it compose a strategy and are designed to reflect IBP's manageable interest over a 5-year time frame. If diligently utilized by Partners, this RF can not only guide IBP in reaching targeted results, but also serve as an instrument with which IBP plans, manages, monitors and reports upon its achievements.

Specifically, the IBP RF is oriented toward two major groups of results: one at the country level (outward-focused and represented in blue) and the other at the IBP Consortium level (inward-focused and represented in tan). These two groups of results purposefully coincide with IBP's recommended Key Customers (see section I.E above).

² Obviously, each country context will determine who and how IBP targets its key customers.



Key

Results at IBP Consortium partner level

Results at country level

RFs can be interpreted from top to bottom (by answering: ‘how will we arrive at this result(s)?’) or bottom to top (by reading: ‘if this result, then the next’). Likewise, the RFs possess levels of results, that include: outputs -- at the bottom of the framework; outcomes -- as one moves up the framework; and, impact -- at the highest level. While activities feed into the lowest level of results (bottom of diagram), there are scenarios when they are needed to support the achievement

of higher-level results. As seen above, the highest-level result that IBP will attempt to achieve (also known as our development hypothesis) is "Increased Scale up of FP/RH EPs". We then ask the question, 'How will we achieve this highest-level result?' And, as made clear during this strategic planning process, reaching this highest-level result (as well as those in blue, at the field level) is predicated on a solidly functioning IBP Consortium. This in mind, we move to the lowest level of IBP Consortium level results, colored in tan.

To begin, IBP activities will feed directly into the three lowest level results of:

- Improved organizational infrastructure;
- Improved IBP methods to facilitate the implementation of FP/RH EPs;
- Improved IBP KM Methods.

These three results are considered critical to increasing the performance the Consortium.

Next, and moving one level up, if the achievement of the three lowest level results, then we move upward to the next two key results:

- Improved capacity of IBP Member organizations to support implementation of EPs;
- Increased collaboration among IBP Member Organizations.

These two results are considered to be the nuclei of our RF and are mutually re-enforcing. They also have an orientation to strengthen lower level results -- as opposed to just moving up to higher-level results (hence the bi-directional arrows).

Once the 'nucleus' level results are achieved, then IBP can move effectively into the first row of country-level results, represented in blue:

- Increased advocacy for utilization of FP/RH EPs;
- Increased country-level participation in FP/RH BP activities;
- Increased identification of priority EPs at the country level.

This latter result also possesses a downward facing arrow, which indicates the result feeds back into the nucleus result of: Increased collaboration among IBP Member Organizations.

If these country-level results are achieved, then IBP moves to the penultimate level of results:

- Improved enabling environment for the utilization of FP/RH EPs at the country level;
- Improved utilization of EPs by the FP/RH community at the country level;
- Improved collaboration among the FP/RH community at the country level.

In addition to feeding up into the development hypothesis, the 'Improved utilization of EPs' result, also feeds into the results on its left ('Enabling environment') and right ('Improved collaboration')

If these collective results are achieved, then IBP can achieve its highest-level result or development hypothesis: Increased scale-up of country level EPs.

Finally, and important to all RFs, two critical assumptions³ have been identified: (i) Country-level organizations have capacity to implement EPs; and, (ii) Government commitment to FP/RH exists. Also, and to the right of the RF figure, monitoring as a crosscutting activity has been illustrated at both IBP consortium and country levels.

³ Critical assumptions are defined as external situations / conditions that are necessary for program success in achieving results but over which the IBP consortium has no control.