



Appointment of FDPI Associates: Interim Guidelines

January 16, 2021

I. Introduction

The Founders' Charge to the board of directors of the Foundation for Development Planning, Inc. (FDPI) recognizes that "... *development activity takes place at the individual, organizational, community, national, and regional levels, ...*" and enjoins the board of directors to "... *develop operational modalities and management systems to function effectively at all levels of the development process.*"

The appointment of associates is one of the mechanisms established by the FDPI to facilitate development at the level of the individual. The mechanism allows for persons that share the same philosophy of development as the FDPI to be formally associated with the FDPI under terms that support the professional and career development of the individual, supports the work of the individual, enhances the institutional development and effectiveness of the FDPI, and facilitates amplification of collective action to create transformative impact.

FDPI Associates are not compensated financially for their voluntary contributions to the FDPI.

The potential benefits of being an FDPI Associate will be perceived differently by different persons. Younger professionals may perceive benefits derived from the opportunities for learning, networking, or participation in assignments. While those benefits will be available to all associates, older (and retired) professionals may perceive benefits linked to opportunities to explore new ideas or reframe and test new approaches to old issues. For some, the interest may be the potential to achieve outcomes and impact at scales and levels that are difficult to achieve at the individual level or through their normal institutional arrangements.

In effect, the FDPI continuously seeks to be a dynamic organization that offers personal development and exploration while simultaneously providing the potential for implementing and scaling up transformative action and impact.

The appointment of FDPI Associates is authorized by Section C, Article VIII of the [By-Laws](#) of the FDPI, which states that:

"Other persons wishing to be associated with the Foundation in carrying out its objects and purposes may be appointed by the Board as non-voting Associates of the Foundation, provided that such persons agree to abide by the Articles of Incorporation, By-laws, and other policies, rules and standards of professional conduct established by the Board."

These guidelines articulate the eligibility criteria for FDPI Associates, outline the process for appointment of associates, and clarify the role and responsibilities of associates.

II. Eligibility Criteria

The primary criterion for eligibility to become an FDPI Associate is the desire to support the FDPI in carrying out its objects and purposes. Persons interested in being appointed as associates:

- May be professionals active in the private, public, or civil society sectors.
- May be employed, self-employed, or retired.
- Are not necessarily resident in the Caribbean, though demonstrated interest in, and knowledge of, the Caribbean is important.
- Must reflect attributes of organizational fit with regard to the FDPI (Appendix 1).

Prospective associates must agree to:

- (1) Support the mission of the FDPI.
- (2) Maintain high levels of personal and professional standards.
- (3) Abide by the policies, rules, and standards of the FDPI (with regard to their engagement with the FDPI), which will include professional code of conduct, confidentiality, and conflict of interest.
- (4) Participate in the network of FDPI Associates as appropriate.

III. Categories of FDPI Associates

Associates are appointed for 5-year terms in one of the following categories:

- (1) **Associate:** Persons that support the Foundation's mission by providing advice, sharing information, or making other contributions as appropriate.
- (2) **Program Associate:** Professionals whose expertise adds value to the development or initiatives of the FDPI, who routinely participate in the Foundation's programs, projects, or institutional development initiatives, and who actively seek opportunities for advancing the goals of the Foundation.
- (3) **Senior Program Associate:** Professionals with many years of experience in development initiatives in the Caribbean, who have worked closely with the FDPI, and who can be authorized to coordinate initiatives on behalf of, and/or represent the Foundation as appropriate.
- (4) **Research Associate:** Experts in their fields who maintain an affiliation with the FDPI. They are trusted to undertake research independently, or through collaboration with other researchers, in support of the Foundation's objects and purposes. Typically, Research Associates will be persons with advanced academic degrees and with many years of

experience in designing and conducting research, especially in the role of Principal Investigator.

- (5) **Fellow:** Scholars and professionals with distinguished careers in their disciplines or fields of endeavor who can function as Thought Leaders¹ to the Foundation.

IV. Role of FDPI Associates

Although the By-Laws of the FDPI identify an operational role for the associates of the Foundation, FDPI Associates are not paid for their voluntary contributions, as the relationship is intended to be mutually beneficial (Section I). Financial compensation for work undertaken by FDPI Associates will only be considered under specific contractual agreements (Appendix 2, Section II). FDPI Associates may collaborate with the FDPI through several mechanisms, including:

- Participating in FDPI initiatives.
- Providing advice to the FDPI on relevant issues and initiatives.
- Providing information and/or access to identified development processes or networks.
- Functioning as an advocate for the FDPI as appropriate.
- Serving on FDPI committees and working groups.
- Informing the FDPI of matters that shape the operating environment of the Associate and/or the FDPI.

V. Basic Obligations of FDPI Associates

The basic obligations applicable to all categories of Associates are:

- (1) Associates should demonstrate, through their spoken and written work and in the discharge of their professional and social responsibilities, that they support the tenets of sustainable development, particularly as applicable to small island developing states.
- (2) Associates should have strong commitment to the Mission of the Foundation.
- (3) Associates shall abide by the By-Laws and other governing statutes of the Foundation, the policies and procedures governing the relationship between the Foundation and Associates, and the policies and procedures relevant to the FDPI programs or initiatives in which Associates participate.

¹ A Thought Leader, as used here, means a person who is considered an authority on a subject, and is able to frame and/or answer important questions faced by the Foundation. This includes providing leadership in defining emerging issues in the Foundation's operating environment.

- (4) Associates should maintain a high level of awareness of new developments in their field(s) of practice, particularly those relevant to Caribbean development.
- (5) Associates shall at all times maintain a high level of personal and professional integrity, and must meet the standards expected by their professional associations or accrediting bodies where applicable. Where no such institution exists, the Foundation will select standards that are used by a professional association relevant to the academic discipline or area of work of the Associate.
- (6) Associates shall maintain the confidentiality of all proprietary and confidential information supplied by the Foundation, except that this obligation will not apply to information that:
 - (i) Comes into the possession of the Associate without any expectation of confidentiality; or
 - (ii) Is required by law to be disclosed to relevant regulatory institutions or interested parties.
- (7) Associates will submit annual reports to the FDPI regarding the discharge of their obligations as Associates, using the form provided by the FDPI for that purpose.

Additional obligations applicable to Senior Program Associates, Research Associates, and Fellows are shown as Appendix 2.

VI. Basic Obligations of the FDPI to Associates

- (1) The FDPI will maintain a register of the name, address, and topics of interest of Associates, and will maintain an online listing of Associates as appropriate.
- (2) The FDPI will support as appropriate the professional and career development of Associates, particularly in the areas of information sharing and development of knowledge products (see also Section I).
- (3) Associates are entitled to participate in the FDPI annual meetings. The cost of such participation will be borne by the Associates, except in circumstances where an Associate is specifically asked by the FDPI to be physically present at the annual meeting. The entitlement to participate in annual meetings does not extend to meetings of the FDPI board of directors. Participation of Associates in board meetings will be at the invitation of the board of directors.
- (4) The FDPI will establish policies and management systems to support the engagement of Associates with the FDPI, both as individuals and as a network.
- (5) The FDPI will keep Associates informed of its policies and initiatives using appropriate reporting and communication mechanisms.

- (6) The FDPI will consult with Associates regarding development of policies and procedures relevant to Associates.

Additional obligations of the FDPI to Senior Program Associates, Research Associates, and Fellows are shown as Appendix 2.

VII. Appointment of FDPI Associates

- (1) Directors and staff of the FDPI may invite potential associates to submit applications for consideration. Interested persons may also submit applications without invitation from members and staff of the FDPI.
- (2) Persons that wish to be appointed as associates must submit a completed application to the FDPI's Executive Director, in digital format, using the form provided by the FDPI for that purpose.
- (3) On receipt of the application, the FDPI will conduct a due diligence review, which includes: (i) review of publicly available information; and (ii) checks with former employers, clients, professional bodies, or other relevant institutions.
- (4) Appointments are made by the FDPI board of directors for a term of five (5) years, and become affective when the prospective associate confirms acceptance of the appointment by returning to the FDPI a completed and signed acceptance form.
- (5) Appointments may be renewed at the end of each term. Renewal of the appointment will be at the request of the Associate, and will be based on an assessment of the Associate's engagement with the FDPI during the period of appointment and a re-assessment of the Associate's organizational fit.
- (6) The assessment of the Associate's engagement will be based on the general obligations of Associates. Assessment of Associates in defined operational roles will be based on the scope of work for each assignment.
- (7) The appointment as an FDPI Associate can be terminated at any time by either party, using agreed procedures (Section VIII).

VIII. Termination of the Appointment of FDPI Associates

- (1) The appointment of an Associate may be terminated by either party, in writing.
- (2) The FDPI may terminate the appointment of an Associate by decision of the FDPI's board of directors for any one of the following reasons:
 - (i) Lack of evidence of support for the initiatives of the FDPI for a period of one (1) year, particularly where such support has been requested. In the case of extenuating

circumstances, the board of the Foundation may consider each such case on its own merit.

- (ii) The Associate acts in a manner that brings the FDPI into disrepute or tarnishes the image of the FDPI.
 - (iii) The Associate acts in a manner considered to be unprofessional or unethical.
 - (iv) Loss of standing by the Associate in the Associate's professional community.
 - (v) The Associate is unable to discharge the agreements and obligations of the appointment.
- (3) The Executive Director of the FDPI may recommend revocation of the appointment only after notifying the Associate in writing and considering written representations that the Associate puts forward within thirty (30) days of the notice.

Appendix 1: Organizational Fit of FDPI Associates

The organizational fit of a prospective associate is the extent to which the prospect's personal values and beliefs align with the FDPI's organizational culture; that is, the organization's purpose, vision, values, standard practices, and aspirational norms.

Although it is not expected that every Associate will display all the attributes that contribute to organizational fit, a significantly high degree of alignment is desirable. The following attributes are to be considered in the determination of organizational fit:

All Associates

- (1) Understanding of the people-centered mission of public charities, and commitment to the FDPI's philosophy of stewardship towards the communities in which it functions.
- (2) Love of Caribbean peoples and commitment to service, despite any concern regarding the weaknesses of the cultures, traditions, practices, and institutional arrangements of the Caribbean.
- (3) Commitment to high standards of personal and professional integrity and conduct.
- (4) Understanding of and commitment to collaboration instead of competition.
- (5) Personal philosophy regarding the civic, private, and public sectors that demonstrates: (i) an understanding of the differences in purpose and roles; (ii) understanding of and commitment to shared governance; (iii) commitment to social inclusion; and (iv) commitment to development of effective institutions in the three social sectors.

Senior Program Associate, Research Associate, Fellow

- (6) Intellectual capacity to grasp big-picture concepts and ability to move comfortably between system-level frameworks and specific interventions.
- (7) Intellectual curiosity and willingness to extend oneself beyond one's discipline, knowledge base, and experiences.
- (8) Understanding of and commitment to maintaining the FDPI as an effective institution; effected through ongoing institutional development, management systems, professionalism, value-added interventions through its partnerships and networks, and other relevant arrangements.

Appendix 2: Additional Roles and Obligations of FDPI Associates

I. Additional Obligations of FDPI Associates

In addition to the basic obligations of all Associates, the following obligations are applicable to Senior Program Associates, Research Associates, and Fellows:

- (1) The Associate is considered part of the pool of technical experts available to the Foundation to assist with program and project design, implementation, and evaluation. By accepting the appointment, the Associate authorizes the Foundation to include his/her name and biographical profile in the Foundation's online, digital, and hard copy informational materials.
- (2) The Associate shall sign a conflict of interest statement and confidentiality agreement at the beginning of the term of appointment, and shall inform the FDPI of any potential conflict as it arises.

II. Additional Obligations of the FDPI to Associates

In addition to the basic obligations of the FDPI to all Associates, the FDPI also has the following obligations to Senior Program Associates, Research Associates, and Fellows:

- (1) The FDPI may function as the Host Institution for Research Associates and Fellows in instances where those Associates are able to independently obtain funds to undertake projects that directly support the Foundation's programs or further its objects and purposes. Such instances shall be handled on a case-by-case basis, and the terms of agreement for each project shall be finalized prior to the Associate identifying the Foundation as the host institution.
- (2) The FDPI shall obtain the agreement of Associates to participate in projects or other assignments prior to including Associates in project proposals or qualifying documents submitted to donors or other relevant institutions.
- (3) When Associates function as consultants, project staff, or other contractually defined roles, they should be eligible for the legal protections afforded FDPI staff and other consultants, unless specifically denied in the written agreement.