



**UHC2030 STEERING COMMITTEE**  
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# **UHC2030 Working arrangements – changes**

**For Information**  **For Review & Advice**  **For Approval**

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# UHC2030 Working arrangements - changes -

## Overview

The Transitional Steering Committee approved the working arrangements for UHC2030 at its meeting of 12 December 2016<sup>1</sup>. These arrangements included a set of proposals for: i) the Steering Committee and its composition, including new constituencies such as philanthropic foundations, civil society organisations and the private sector; ii) a reference group; iii) working groups; and the core team. As part of this set of proposal, the Transitional Steering Committee also agreed to establish the Civil Society Engagement Mechanism and to have a private sector constituency bringing in for-profit entities. At a subsequent meeting on 15-16 June 2017, the newly established UHC2030 Steering Committee approved terms of reference for its co-chairs and generic terms of reference for constituencies.

It is proposed that the Steering Committee reviews and approves the proposed changes in the terms of reference (TORs) for various structures of UHC2030 which include:

1. Steering Committee: no changes but introduction of a reference to conflict of interest and draft policy of conflict of interest proposed. Note: some changes in constituencies may be needed to reflect a broader range of relevant stakeholders playing a critical role in progressing towards UHC (e.g. not for profit providers, faith-based organisations, parliaments, etc). However, it is suggested at this stage to focus on making the existing constituency arrangement work better and find pragmatic ways to engage with those stakeholders.
2. Co-chairs: no changes.
3. Constituencies: each constituency is requested to adjust the generic TORs for its own needs and share them with the Steering Committee during or after the meeting.
4. Reference group: it is proposed to remove this feature. The Core Team convened the group twice in 2017 after an open call for expression of interest to join the group among all UHC2030 partners. Participation has been mixed and uneven and potentially creates a duplicative structure with the constituencies.
5. Working groups: new TORs are proposed to reflect the discussion on strategic focus and alignment (see doc UHC2030/SC4/2018/05/rev1). In this context, the implications for ways of working resulting from a refreshed UHC2030 offer and priorities call for greater focus on outputs and results and explicit alignment.
6. Core Team: minor changes.
7. Guidance for collaboration among related initiatives: no changes.

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<sup>1</sup>Background document on governance decisions:

[https://www.uhc2030.org/fileadmin/uploads/ihp/Documents/About\\_IHP/\\_mgt\\_arrangemnts\\_docs/UHC2030\\_transformation/Official\\_documents\\_2017/UHC2030\\_TSC\\_Governance\\_Arrangements\\_Jan\\_2016\\_WIP.pdf](https://www.uhc2030.org/fileadmin/uploads/ihp/Documents/About_IHP/_mgt_arrangemnts_docs/UHC2030_transformation/Official_documents_2017/UHC2030_TSC_Governance_Arrangements_Jan_2016_WIP.pdf)

## 1. UHC2030 Steering Committee ToRs

The UHC2030 Steering Committee is the decision making body, responsible for setting overall strategic directions and oversight of the Partnership.

### Roles and Responsibilities

On behalf of all UHC2030 signatories, whom the Committee represents:

- To build high level political support for the aim, objectives and activities of UHC2030 and promote active engagement of and collaboration with a wide range of partners.
- To shape UHC2030 directions and activities and to make significant strategy and policy decisions.
- To engage with related health systems initiatives in UHC2030, providing space for raising common priority issues that may need collective consideration from the Steering Committee, and possible attention and action beyond/across specific agenda.
- To approve the UHC2030 work plan and budget, oversee progress with implementation (including working groups and ad hoc groups), and advise on how to address problems that arise.
- To provide a platform for promoting stronger accountability for achieving UHC at global and country levels among UHC2030 partners.
- To lead by example by adhering to the commitments of the UHC2030 Global Compact at global and country levels and promoting behaviour change among UHC2030 partners.

In addition, Steering Committee representatives have the following responsibilities:

- To bring consolidated perspectives from partners of the constituencies they represent
- To support the implementation of the UHC2030 workplan by contributing to discussions and engaging actively in the different working groups
- To help mobilise funding for UHC2030, including through financial contributions or in-kind support.

### Internal Organization

- The Committee consists of a maximum of 20 members who represent the different constituencies in the Partnership, plus observers on invitation.
- The constituencies represented in the Committee and the allocation of seats are as follows:
  - Countries: 9 (3 low income countries (former IHP+ country signatories), 3 middle-income countries (“new” category), 3 high-income countries (former IHP+ bilateral development agency signatories))<sup>2</sup>
  - Multilateral organizations: 3 (1 from among UN agencies, 1 GHIs, 1 other multilaterals)
  - Philanthropic foundations: 1
  - Civil society: 3 (national, grassroots and global civil society)
  - Private sector: 1-2
  - Ex-officio hosting organizations: 2 (World Health Organization and World Bank)
- The following stakeholders may be invited to participate in Committee meetings with observer status: representatives from UHC2030 related initiatives; independent experts and other resource persons relevant for specific meeting agenda items. The

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<sup>2</sup> Countries will determine which government department should hold the seats as the country representative. HICs are encouraged to engage the lead department for health development cooperation, along with other relevant departments as appropriate. MICs are encouraged to include representation from both lower- and upper-middle income countries. Regional balance in country representation is encouraged.

invitation of observers must be approved by the co-chairs in consultation with the Secretariat.

- Each constituency is responsible for selecting its representatives through a transparent process to be specified in constituency ToRs.<sup>3</sup> Committee members represent their constituency as widespread engagement is essential for the success of the partnership. As such, they are expected to consult within their constituencies in advance of and following Committee meetings. Alternates should also be identified by the constituency, from other partners within the constituency to maximize partner engagement.
- Committee members are expected to serve for a minimum of one year, with the possibility of annual renewal to be agreed by the constituency for up to a maximum of 3 years in total. Members are expected to be of sufficient seniority (minimum level of department director or similar) to be able to represent their constituency, and influence subsequent dialogue and action related to UHC2030 recommendations.
- Each Steering Committee member can be accompanied in meetings by one alternate or one assistant.
- The Steering Committee meets twice per year, with at least one meeting being face-to-face. Additional sessions may be organized if issues arise that require discussion by the Committee, and the Committee can be kept up-to-date by email communications and ad hoc teleconferences.
- Co-Chairs are appointed by the Steering Committee, from the country constituency and another constituency on rotation.
- Decisions are taken by consensus. Where a perceived or potential conflict of interest may arise, each Steering Committee member should declare voluntarily this conflict in line with the UHC2030 Conflict of Interest Policy (see policy below)
- Meetings need to have clear objectives and points for decision. The agenda is prepared by the Core Team and approved by the Steering Committee Co-Chairs. All related materials need to be distributed by the Core Team 3 weeks in advance. Comments and suggestions may be submitted by email before the meeting, during or 48 hours after the meeting. Actions and next steps will be communicated by the Core Team within 2 weeks of each meeting to all UHC2030 signatories.
- The Core Team endeavours to support constituencies with intra-constituency consultation and communications as appropriate and feasible. An induction pack is available to new Committee representatives. The Core Team facilitates consultation with UHC2030 related initiatives in advance of Committee meetings to identify priority issues to be raised for discussion.
- Steering Committee members may consider participation in the board meetings of the related initiatives, and other committees as appropriate, as observers.

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<sup>3</sup> Constituencies are recommended to develop their ToRs in collaboration with the Core Team, identifying support needs.

## 2. Draft UHC2030 conflict of interest policy

### Introduction

This policy sets out how UHC2030 aims to manage any potential conflict of interest within the Steering Committee and prevent any undue influence in its decision making process.

Because of the diversity of interests and perspectives represented by the range of UHC2030 stakeholders, it is important to ensure that Steering Committee member's interests are appropriately disclosed and managed so that UHC2030 operates in a balanced, collaborative, transparent and open manner. This policy provides guidance in identifying and addressing conflicts of interest. It is based on clear definitions of potential areas of concern, includes a duty to disclose, and outlines procedures to address potential conflicts of interest.

The purpose of this policy is to ensure UHC2030's decision-making protects the reputation and integrity of the partnership and helps maintain trust and confidence in UHC2030's decision-making and activities.

### The policy includes the following sections:

1. Section 1 defines conflicts of interest as they may pertain to Steering Committee members or its representatives<sup>4</sup>;
2. Section 2 proposes how conflicts of interest should be managed;
3. Section 3 describes the Steering Committee's decision making process.

### Section 1 - Conflict of interest: definitions and examples

A conflict of interest arises when a Steering Committee member or its representative participates personally and substantially in an official or unofficial capacity, in any matter in which, to his or her knowledge, he or she (or a member of his/her constituency) has a financial or influence interest and if the particular matter has or is likely to have a direct, indirect and reasonably predictable effect on that interest.

In general, conflicts may be deemed to exist in the following situations:

- Where a Steering Committee member or its representative's (or a member of his/her constituency) financial<sup>5</sup> or influence interest<sup>6</sup> is related to a decision by the Steering Committee.
- Where the Steering Committee member's or its representative's actions create the perception that such Steering Committee member or its representative is using his or her role within UHC2030 for personal or direct financial benefit (or a member of the Steering Committee member's constituency).

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<sup>4</sup> A representative is any person who represents the government, organization or institution that holds the Steering Committee member seat.

<sup>5</sup> Financial Interest: An interest that directly or indirectly results in or leads to a personal financial gain or loss as a result of an ownership or an interest in an investment, business, joint venture, partnership or other entity; or as a result of salary, gratuity or other compensation or remuneration from any person / entity

<sup>6</sup> Influence Interest: The interests of others that are, or may be perceived to, unduly influence the views of a Steering Committee member representative. A typical example is where the work of a Steering Committee Member or its representative could affect or be affected by interests held by other parties – whether personal, professional or financial. In this regard, if a Steering Committee Representative or its representative is aware that the outcome of an activity would benefit or adversely affect other parties with whom such Board Member Representative has substantial common interests, disclosure of those affected interests is also necessary.

**Examples of interest to be declared include – but are not limited to:**

- ❖ Steering Committee members advocating for a decision or approval/rejection of a particular project or grant that may provide their government, entity, or organization with an unfair or competitive advantage;
- ❖ Steering Committee members advocating for approval of a particular project or grant in which their government, entity, or organization will serve as recipient or sub recipient, implementing agency or play some other direct project implementation;
- ❖ Steering Committee members advocating for approval of a particular project or grant from which their government, entity, or organization will realize a direct financial or other pecuniary benefit;
- ❖ Steering Committee members having a business, financial, licensing or intellectual property interest in an entity that has submitted a proposal for UHC2030 funding or that is being considered for a service contract by the Core Team;
- ❖ Steering Committee members using their position on the Steering Committee to advocate for or otherwise seek approval of any service contract between UHC2030 and an associated institution or person with whom the Steering Committee members has a financial or other interest.

**Section 2 – Managing conflicts of interest: declaration of interest and procedure to deal with declared conflict of interest**

Steering Committee members or their representatives should complete a Declaration of Interest form (the "Form") ahead of each Steering Committee meeting. In doing so, Steering Committee members should take into account any interest that may affect or be reasonably perceived to affect the Steering Committee member's objectivity and independence in participating in the Steering Committee's decision making process with respect to any agenda item for the meeting.

The Form shall be sent out by the Core Team along with the Steering Committee meeting agenda. Steering Committee Members are requested to complete the Form and send it back to the Core Team so that it is received at least one week prior to the opening of the Steering Committee meeting. The content of the Form shall thereafter be assessed by the Core Team and all relevant interests shall be summarized by the Core Team and disclosed orally at the beginning of the Steering Committee session. In addition, such disclosures shall be noted in writing in the minutes of each Steering Committee meeting.

At any time during or outside Steering Committee meetings that a known, perceived, or potential conflict of interest arises, the Core Team or any Steering Committee member who perceives it, should communicate such concern to the Steering Committee co-chairs.

To the extent that a direct and appreciable conflict of interest exists with respect to a specific Steering Committee member or its representative, the Core Team in consultation with the co-chairs may consider appropriate action to mitigate the conflict of interest. Possible action includes:

- a) No action required - recommend that the concerned Steering Committee member or representative fully participates in the meeting or activity;
- b) Disclosure - recommend that the concerned Steering Committee member or representative publicly disclose his or her interest to all meeting or activity participants;
- c) Partial exclusion - recommend that the concerned Steering Committee member or representative be excused from making any decisions in connection with the relevant meeting or activity;

- d) Total exclusion - recommend that the concerned Steering Committee member or its representative excuses him/herself from participating in the Steering Committee discussions related to the matter. The minutes of the relevant Steering Committee meeting shall note which, if any, conflicts of interest have been determined to exist and the appropriate action that was taken in relation thereto.

### **Section 3 – Decision making**

Decision by consensus is inherent to the multi-stakeholder nature of a partnership such as UHC2030. Achieving consensus remains the best way to ensure decisions that best represent the broad interests of the range of UHC2030 constituencies and its diverse membership.

The Steering Committee shall use its best efforts to reach decision by consensus. In the case that all practical efforts by the Steering Committee, with the help of its co-chairs, have not led to consensus, any member of the Steering Committee may call for a vote. To be approved, such motions would require a two-third majority of those present and voting.

Each Steering Committee member, including WHO and the World Bank as ex officio members, shall have one vote. Where conflicts of interest arise, each member should declare voluntarily this conflict and recuse him or herself from the related decision-making process (in line with the declaration of interest under Section II).

Between Steering Committee meetings, the Steering Committee co-chairs, acting together and in consultation with the Core Team, may propose an urgent action to the Steering Committee. If the matter cannot be considered and decided upon during an in-person Steering Committee meeting, the Steering Committee may take the decision during a teleconference or through a written procedure by email.

All decisions of the Steering Committee will be recorded in notes for records of Steering Committee meetings and teleconferences, provided by the Core Team and provided to all Steering Committee members and retained in the records of UHC2030.

The Steering Committee may conduct business only when a quorum is present, i.e., a simple majority of Steering Committee members.



### 3. UHC2030 Steering Committee co-chairs ToRs

The SC Co-Chairs will provide leadership and strategic guidance to UHC2030 in supporting and sustaining the work of UHC2030, and working closely with the UHC2030 Secretariat. Specific responsibilities include:

#### Leadership:

- Presiding over, and facilitating semi-annual and ad hoc SC meetings
- Advising on the planning of SC meetings and overall strategic direction, and periodically supporting the UHC2030 Core Team coordinators to consult with SC members on their roles as constituency representatives and contribution to discussion
- Acting as an ambassador for the partnership

#### Terms:

- UHC2030's Co-Chair will serve a one-year term to be eligible for re-appointment for maximum two additional terms
- This is a function without remuneration apart from travel and accommodation costs associated with Steering Committee meetings

#### Ideal candidates will have the following profile:

- Extensive professional experience with significant executive leadership accomplishments in government, international organization, philanthropy, or the business networks and associations
- Demonstrated success as an influential board member or chair, head of institution or equivalent
- A commitment to promote UHC2030 mission and understand perspectives from stakeholders preferably based on experience
- Savvy diplomatic skills and a natural affinity for cultivating relationships and convening, facilitating, and building consensus among diverse constituencies and stakeholders
- Excellent oral communication skills coupled with natural affinity for public speaking and meeting facilitation

## 4. UHC2030 Steering Committee constituencies: generic ToRs

**Purpose of the TOR:** *To outline and guide constituency engagement in the UHC2030 Steering Committee and UHC2030 activities more broadly.*

### INTRODUCTION

This constituency brings together (name of constituency) and will be responsible for contributing to collective efforts in setting overall strategic objectives and directions of the International Health Partnership for UHC 2030 (UHC2030), bringing the perspectives from (name of constituency).

### ROLES AND RESPONSIBILITIES

The representatives from (name of constituency) are expected to mobilise partners from the constituency who are UHC2030 signatories and to contribute to collective efforts in taking forward the UHC2030 agenda by:

- Helping shape the HSS for UHC agenda and support work being identified for UHC2030;
- Supporting HSS coordination work identified for UHC2030 through existing and future technical working groups and activities being envisaged to support accountability, advocacy and knowledge management;
- Represent perspectives from the constituency in the Steering Committee, in line with overall TOR for the Steering Committee, and contribute to collective efforts to take the UHC2030 agenda forward.

### INTERNAL ORGANISATION

*This section describes how the constituency will function. This includes aspects related to the selection of representatives in the Steering Committee, participation in and contribution to various areas of work of the partnership, communication within the constituency as well as any support needs from the Core Team (e.g. consultation and communication).*

#### Selection process

- The constituency representing (name of the constituency) will have XX (to be completed) representatives in the Steering Committee.<sup>7</sup> Selection should be made through a transparent process (process to be described here:...)
- Representatives in the Steering Committee will be nominated for a minimum of one year, with the possibility of annual renewal to be agreed by the constituency for up to a maximum of three years in total.
- Representatives in the Steering Committee will be of sufficient seniority to be able to represent their constituency, and influence subsequent dialogue and action related to UHC2030 recommendations.
- Alternates should be identified from other partners within the constituency to maximize partner engagement and to allow for uninterrupted representation of the constituency at the SC meetings.

#### Participation in meetings, consultation and communication

- The representatives, in the Steering Committee, or their alternates, will represent their constituency and as such, they are expected to consult and provide feedback within their constituencies in advance of and following Steering Committee meetings,.
- All related materials will be distributed to the SC representatives by the Core Team three weeks in advance of meetings. SC representatives will be responsible for sharing documentation ahead of meetings among constituency partners, suggesting

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<sup>7</sup> 3 representatives for each country category; 3 representatives for multilateral organisations; 1 for philanthropic organisations.

inputs to discussion and proposing any specific action. Comments and suggestions may be submitted by email before the meeting, during or after the meeting.

- SC representatives will be responsible to communicate with constituency members relevant activities beyond the Steering Committee, in particular work undertaken by the various working groups. Preparation of Steering Committee discussions and feedback after meetings will be done mainly by email and via phone or videoconference –involving all other partners in the constituency. Ad hoc in person meetings may be organized depending on opportunities and needs.
- Similar arrangements could be considered depending on coordination and exchange of information envisaged, if any, for participation in /contribution to specific areas of work/activities of UHC2030, including technical working groups.
- Potential support from the Core Team to be identified and discussed with Core Team: details to be described here, if relevant.

## 5. UHC2030 Working Groups ToRs

A UHC2030 Working Group (WG) is a time-bound multi-stakeholder and activity oriented group of practitioners and experts that is brought together to collectively develop a strategic or collaborative approach on a priority area of work as identified in the UHC2030 workplan.

### Roles and Responsibilities

- Develop collective guidance, strategy, tools and/or recommendations on specific topics related to health systems strengthening for UHC, with an emphasis on the value added to countries.
- Present regular updates, end products and/or recommendations to the Steering Committee for discussion and approval. The Steering Committee is responsible for agreeing any follow-up action.

### Guiding principles for establishing working groups

- Directly contribute to the UHC2030 strategic priorities.**<sup>8</sup>
- Have a clear rationale for UHC2030 to convene, facilitate or lead.** This should complement core work by individual agencies who engage in UHC2030, or other initiatives. Where agencies or other initiatives are better or better-placed, working groups will need to reinforce, help link up and/or build on their work.
- Be **clearly time-bound** with defined products, outputs or outcomes they are working towards.
- Be** explicit about the UHC Core Team staff time required (and inputs from other partners), and trade-offs/opportunity costs.
- Focus on activities which are complementary and promote coherence for the overall UHC2030 approach, and for all partners' collective efforts towards UHC. This will require to identify, wherever possible, necessary and sufficient approaches to address bottlenecks and catalyse progress towards the changes we want to see, also taking into account the roles and contributions of different partners.
- Utilize fully different constituencies of UHC2030 to maximize ownership and impact.

### Internal Organization

- Working Groups are set up with agreement of the Steering Committee, as deemed necessary to deliver on specific areas of work identified in the workplan. Partners will be welcome to initiate and lead Working Groups in collaboration with the Core Team.
- ToRs for each Working Group should be developed by the relevant Working Group and approved by the Steering Committee, specifying the objectives, activities, deliverables, timeline, lead partners and budget. To the extent possible, Working Groups should draw on and complement the existing work of UHC2030 related initiatives.
- Working Group membership is open to signatories, and representatives from UHC2030 constituencies and related initiatives as well as other interested stakeholders, including technical experts and resource persons from key partners on the priority agenda. The overall size of a Working Group should ideally not exceed 15 members.

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<sup>8</sup> UHC2030 strategic priorities for 2019 include: 1 – National commitment and decision-making for UHC, 2 – Leave no one behind, especially in fragile states, 3 – Enhanced UHC commitments and action through the international architecture.

- Working Groups should consider how best to engage other stakeholders in specific activities or deliverables as appropriate, for an inclusive approach and effective dissemination of the work of the group.
- Working Group meetings should be kept to the minimum needed, and use email and teleconferencing where possible. The Core Team will facilitate Working Group meetings as needed.
- The contracting out of work may be done through the UHC2030 Core Team, or through any agency on the Working Group.
- Coordination across UHC2030 workstreams will be actively pursued with support from the Core Team.
- Working Groups are expected to liaise with the Core Team regarding progress and any issues arising during implementation of the agreed workplan of the group;.
- . Working group must have a clear time-bound plan for closure or handover to individual UHC2030 members or related initiatives as soon as the deliverable has been approved by the Steering Committee, within the time limit of two years.

## 6. UHC2030 Core Team ToRs

The UHC2030 Core Team will function as a secretariat and be responsible for facilitating the work of UHC2030.

### Roles and Responsibilities

- Manage daily operations of UHC2030, in line with the agreed workplan and budget, under the oversight and guidance of the Steering Committee.
- Take forward other decisions and activities as agreed by the Steering Committee.
- Manage Steering Committee preparation processes to ensure effective decisions are reached, and decisions circulated to all UHC2030 partners.
- Support Steering Committee representatives with constituency consultation, as agreed in constituency ToRs, and consult with related partnerships, networks and alliances to identify priority issues for Steering Committee discussion.
- Support Working Groups and coordinate implementation of workstreams (including accountability, advocacy, communications and knowledge management) to ensure effective delivery of the workplan.
- Facilitate coordinated support to countries for implementing UHC2030 related activities, upon request.
- Convene a monthly meeting with designated focal points from the Secretariats of related partnerships, networks and alliances to share information and identify opportunities for collaboration.
- Participate in the board meetings of the related initiatives, and other committees as appropriate, as an observer.
- Maintain the UHC2030 website and newsletter, and oversee implementation of the communications strategy.
- Organize the UHC2030-hosted events and meetings.
- Manage contracts, mobilize resources and disburse funds for implementing specific elements of the UHC2030 work plan, and prepare an annual Core Team report of progress.

### Internal Organization

- Co-hosted by the World Bank and the World Health Organization with shared responsibility between the hosting agencies.
- World Bank and WHO each appoint one UHC2030 co-lead. They work as a unified team and serve as the joint secretariat for the Partnership.
- Each co-lead is supported by a small team as needed.

## 7. UHC2030 – Guidance for collaboration among related initiatives

UHC2030 is the global platform for health systems coordination, bringing together existing multi-stakeholder partnerships, alliances and networks (referred to as ‘related initiatives’) that focus on strengthening comprehensive or specific areas of health systems, with the aims of brokering greater alignment and coordination on common health systems issues. UHC2030 will also engage with related initiatives that focus on specific diseases or population groups as appropriate to facilitate a more integrated approach to strengthening accountability and advocating for equitable and sustainable progress towards UHC.

Engagement in UHC2030 is voluntary and open to any related initiative that seeks to collaborate towards achieving the aim and objectives of the partnership.<sup>9</sup>

Engagement of the related initiatives in UHC2030 will take place at different levels to promote exchange, coordination and collaboration:

- **At the strategic level**, the UHC 2030 Steering Committee provides an opportunity for related initiatives to raise common priority issues for collective consideration by senior representatives. These issues may pertain to partner behaviours that require attention and action beyond the sub-sectoral area. It is recommended that the UHC2030 Steering Committee has a rolling agenda item that provides space for related initiatives to raise such issues for discussion (and potentially action). In advance of Steering Committee meetings, the Core Team will collectively consult related initiatives in order to identify and agree on the issues to be raised, and which representatives will participate in the Steering Committee meeting to do so. If a related initiative would like to use the Steering Committee for governance purposes this could also be considered by the Steering Committee (e.g. Health Data Collaborative). It is also recommended that the Core Team and/or a Steering Committee representative participates in the board meetings of the related initiatives, and other committees as appropriate, as an observer.
- **At the operational level**, representatives from related initiatives would be welcome, and encouraged, to join the Working Groups as relevant to their area of focus. To improve information exchange and maximise opportunities for collaboration, it is recommended that the related initiatives are represented in the Reference Group.
- **At the secretarial level**, the Core Team will convene a monthly meeting with designated focal points from the secretariats of the related initiatives. The Core Team will also explore how to use the web platform that P4H is developing to improve information exchange and coordination across related initiatives.

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<sup>9</sup> List available at: <https://www.uhc2030.org/about-us/related-initiatives/> This is not an exhaustive list, and a strategic and flexible approach to engagement should be taken to deliver the maximum added value possible. The Core Team is also exploring how to engage relevant regional partnerships, alliances and networks as appropriate, for instance the ASEAN+3 UHC Network, Harmonisation for Health in Africa, and the European Observatory on Health Systems and Policies.