Document SC4. Terms of Reference for the Steering Committee, co-chairs, constituencies and other structures

UHC2030 Steering Committee meeting, Geneva, 15-16 June 2017

Updated document to reflect Steering Committee discussion on 15-16 June 2017

Background

This document presents the full set of terms of reference (TORs) for various structures of UHC2030. In comparison with the TORs included in the Background document on governance decisions prepared for the Transitional Steering Committee meeting of 12 December 2016¹, changes are as follows:

- UHC 2030 Steering Committee TORs: some minor adjustments (highlighted in tracked changes in the document)
- UHC2030 Steering Committee co-chairs TORs: new
- UHC2030 Steering Committee constituencies - generic TORs: new (including track changes to reflect initial feedback from some constituency discussions)
- UHC2030 Core Team TORs: no changes
- UHC2003 reference group: no changes
- UHC2030 technical working groups: no changes
- Collaboration among UHC2030 related initiatives – relevant section from the Background document on governance decisions, 12 December 2016, is provided for reference. More specific guidance needs to be developed in close consultation with all UHC2030 related initiatives to articulate how such collaboration works in practice.

It is proposed that the Steering Committee reviews and agrees on the set of TORs. It is also proposed that each constituency adjust the TORs for its own needs and share them with the Core Team after the Steering Committee. Draft TORs for the private sector constituency are being discussed separately as part of the agenda item on Engagement of private sector, 16 June (see document SC5).

UHC2030 Steering Committee ToRs

The UHC2030 Steering Committee will be the supreme 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 technical 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 Global Compact at global and country levels and promoting behaviour change among UHC2030 partners.

Internal Organization

- The Committee will consist 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 will be 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))
  - 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)

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2 Including related technical partnerships, networks and alliances.
3 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.
4 Private sector is encouraged to consider a mix of low- and/or middle-income country and global representatives.
The following stakeholders may be invited to participate in Committee meetings with observer status: representatives from related partnerships, networks and alliances; independent experts (up to 3 identified and invited on an ad hoc basis).

Each constituency is responsible for selecting its representatives through a transparent process and according to their own procedures, to be specified in constituency ToRs. Committee members will represent their constituency as widespread engagement will be 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 will 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 will be of sufficient seniority to be able to represent their constituency, and influence subsequent dialogue and action related to UHC2030 recommendations.

The Steering Committee will meet twice per year, with at least one meeting being face-to-face. Additional sessions will be organized if issues arise that require discussion by the Committee, and the Committee will be kept up-to-date by email communications and ad hoc teleconferences.

Co-Chairs will be appointed by the Steering Committee, from the country constituency and another constituency on rotation.

Decisions will be taken by consensus.

Meetings will have clear objectives and points for decision. The agenda will be prepared by the Core Team and approved by the Steering Committee Co-Chairs. All related materials will 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 will endeavour to support constituencies with intra-constituency consultation and communications as appropriate and feasible. An induction pack will be available to new Committee representatives, with the potential for tailored coaching upon request. The Core Team will facilitate consultation with related partnerships, networks and alliances 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 an observer.

The Steering Committee should consider how best to engage with the UN Special Envoy on UHC if and when he or she is appointed.

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5 Constituencies are recommended to develop their ToRs in collaboration with the Core Team, identifying support needs.
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
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 describe 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. 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.

6 3 representatives for each country category; 3 representatives for multilateral organisations; 1 for philanthropic organisations.
• Alternates should be identified from other partners in the constituency 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 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.
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.
- Convene quarterly meetings of the UHC2030 Reference Group.
- 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 IHP+ website and newsletter, and oversee implementation of the communications strategy.
- Organize the UHC2030 Forum.
- 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.
UHC2030 Reference Group ToRs

The UHC2030 Reference Group will be technical and operational in focus, as a sounding board to share updates on workplan implementation and to identify potential opportunities for further collaboration.

Roles and Responsibilities

- Based on the UHC2030 workplan, provide a regular forum for information exchange and discussion of progress.
- Serve as a forum for identifying potential priority issues for further collaboration, to be considered by the Steering Committee.
- Assist the Core Team on the technical preparation of the UHC2030 Forum.

Internal Organization

- The Reference Group will meet on a quarterly basis via teleconference.
- Membership will be open to senior technical representatives from any interested signatory and related partnerships, networks and alliances, to maximize collaboration on workplan implementation. Signatories and related initiatives are invited to nominate a representative if they would like to engage.
- Meetings will be convened and chaired by the Core Team.
- The Core Team will circulate meeting documents, including the agenda, one week in advance, and disseminate minutes within one week of the call.
UHC2030 Working Groups ToRs

A UHC2030 Working Group (WG) is a multi-stakeholder and activity oriented group of technical experts that is brought together to collectively deliver on a priority area of work as identified in the UHC2030 workplan.

Roles and Responsibilities

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

Internal Organization

- Working Groups are set up with agreement of the Steering Committee, as deemed necessary to deliver on workstreams 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 related initiatives. To maintain support for their efforts, Working Groups are encouraged to consider short-term “quick wins” as well as longer-term deliverables in their ToRs.
- Working Group membership will be open to signatories, related initiatives and other interested stakeholders, including technical experts from key partners on the priority agenda. The overall size of a Working Group should ideally not exceed 15 members.
- 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 tele-conferencing where possible. The Core Team will facilitate Working Group meetings as needed.
- The contracting out of work may be done through the IHP+ 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; and to update the Reference Group on progress when requested.

• A Working Group will exist only as long as it takes to complete the specific task it has been given. It will then be disbanded.
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. The list below reflects the related initiatives whose mandates may be most proximate to the aim and objectives of UHC2030, many of whom have been active in the partnership’s evolution to date:

- Health systems specific initiatives:
  - Alliance for Health Policy and Systems Research
  - Global Collaborative for Health Financing and Protection
  - Global Health Workforce Network
  - Global Service Delivery Network (forthcoming)
  - Health Data Collaborative (HDC)
  - Health Systems Global
  - Health Systems Governance Collaborative
  - Inter-agency Pharmaceutical Coordination Group
  - Inter-agency Supply Chain Coordination Group
  - Joint Learning Network for UHC (JLN)

- Other related initiatives:
  - Partnership for Maternal, Newborn and Child Health (PMNCH)
  - Non Communicable Diseases Global Coordination Mechanism (NCD-GCM)
  - Global Health Security Agenda (GHSA)

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

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7 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 will also explore 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.
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.