

# csemm

Civil Society Engagement Mechanism for UHC2030

# Governance Charter

Rev October 2019



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# Introduction

Universal health coverage (UHC) is based on the principle that all individuals and communities should have access to quality essential health services without suffering financial hardship. UHC cuts across all health targets and contributes to health systems strengthening (HSS), health security and equity.

Civil society is a key partner and a formal constituency of the International Health Partnership for UHC2030 (UHC2030). Civil Society Organizations (CSOs) are playing a critical role in creating a strong equity-focused and people-led movement for UHC. The constituency participates in the design, implementation and evaluation of UHC2030 multi-stakeholder platform strategies, policies, programmes and operations. Civil society play roles in advocacy, governance, service delivery, technical support, holding governments and partners accountable to commitments and in representing UHC2030's ultimate customers – vulnerable and marginalized populations – so that no one is left behind.

In 2017, the UHC2030 Steering Committee agreed to establish a Civil Society Engagement Mechanism (CSEM) to become the civil society arm of the UHC movement. Resulting from a broad consultative process, CSOs set up the CSEM to build and represent their constituency, aiming at:

- \* Influencing policy design and implementation
- \* Lobbying for participatory and inclusive policy development and implementation processes
- \* Strengthening citizen-led social accountability mechanisms
- \* Promoting coordination between CSO platforms and networks working on health-related issues at the national, regional and global levels
- \* Enabling civil society to have a voice in the UHC2030 movement

## Definition of Civil Society

CSEM follows the WHO Framework of Engagement with Non-State Actors (FENSA) guidelines, which state, “Non-governmental organizations are non-profit entities that operate independently of governments. They are usually membership-based, with non-profit entities or individuals as members exercising voting rights in relation to the policies of the nongovernmental organization, or are otherwise constituted with non-profit, public-interest goals. They are free from concerns, which are primarily of a private, commercial or profit-making nature.”

They could include, for example, community-based organizations, civil society groups and networks, faith-based organizations, professional groups, disease-specific groups, and patient groups. The CSEM is not open to private sector entities (including independent business associations), philanthropic foundations or academic institutions. Individuals working in the secretariats of Global Health Initiatives' headquarters (such as Gavi, the Vaccine Alliance, or the Global Fund for AIDS, TB & Malaria, etc.), and UN agencies may not join the CSEM.

# Mission, Guiding Principles & Core Functions

The mission of the CSEM forms the basis of all its work, and the guiding principles provide a framework for behaviour and decision-making. The core functions clarify the CSEM's mandate and inform implementation towards achievement of the mission.

## Mission

- \* To build an inclusive, broad and ambitious movement for achieving UHC at the global, regional, and national levels with civil society at the heart of it
- \* To influence policy design (including program and financing) and implementation of UHC at the national and global levels to ensure that the poorest, most marginalised communities are not left behind
- \* To ensure that the primary responsibility of governments to deliver UHC is strengthened by citizen-led social accountability mechanisms at sub-national, national, regional, and global levels
- \* To ensure greater coordination and harmonisation between CSO platforms of various Global Health Initiatives<sup>1</sup> (GHIs) and other networks working on health-related issues

## Guiding Principles

- \* Ensure mutual accountability among members
- \* Openness, transparency and democratic processes
- \* Promote equity
- \* Encourage non-discrimination and inclusiveness, particularly of marginalized communities
- \* Prevent conflicts of interest (attributes of being objective, impartial, neutral or independent)

## Core Functions

- \* To be an open and transparent partnership to represent the views of civil society and communities in UHC processes at global and national levels
- \* To advocate for and promote accountability for achieving universal health coverage and strengthening health systems, including resource mobilization, with a special focus on the participation of poor, marginalized and hard-to-reach populations
- \* To strengthen the technical and advocacy capacities of CSOs and CBOs in countries as well as at the regional and global levels
- \* To coordinate and collaborate with the CSO constituencies of other GHIs such as Gavi, the Global Fund, the Global Financing Facility, SUN
- \* To promote sharing of knowledge, news and best practice to empower civil society

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<sup>1</sup> GHIs includes initiatives related to TB, Malaria, HIV, nutrition, immunization, WASH, MNCH etc.

# CSEM Advisory Group

Leadership and governance of CSEM activities within UHC2030 is led by the CSEM Advisory Group. The CSEM Advisory Group fosters civil society representation in UHC2030. The Advisory Group links the global and national levels, conveys constituency priorities based on national inputs and acts as a technical hub. The group is composed of 18 members, including 12 regular Advisory Group members, three CSO representatives and three alternates to the UHC2030 Steering Committee. Within the Advisory Group members, the CSEM seeks to represent a balance of gender, expertise, representatives from populations often left behind, world regions, technical focus areas, connections to other CSO networks/mobilizing bodies and types of organizations.

## Terms of Reference of the CSEM Advisory Group

### **CSEM Advisory Group responsibilities:**

- \* Consult with the broader CSEM membership
- \* Comment and provide feedback on UHC2030 policies and guidelines
- \* Contribute to UHC2030 working groups to raise CSO voices and share output of the working groups with CSEM constituency
- \* Strengthen the capacity of national-level CSOs to engage in national health policy processes
- \* Consult on, propose, and develop a mechanism to improve coordination with other GHIs
- \* Develop advocacy tools in response to CSEM needs
- \* Represent CSEM in local, national, regional and international events and key moments
- \* Develop advocacy messages and strategies on UHC
- \* Together with the Hosting organization and UHC2030 Core Team, conducting the CSEM Secretariat performance review

### ***Responsibilities related to UHC2030 steering committee meetings:***

- \* Advise the Steering Committee representatives and alternates regarding their work in the UHC2030 Steering Committee and promote constituency views and positions
- \* Seek input from civil society constituency on issues being considered by the steering committee prior to its meeting

### ***Responsibilities related to the CSEM constituency:***

- \* Propose strategies, work plans, and budgets for the CSEM
- \* Follow up monitoring and evaluation of UHC and HSS policies and contribute to the setting up of social accountability tools to be made available to CSOs
- \* Contribute to discussions and debates among CSOs, CBOs, and other groups related to HSS and/or UHC issues when requested

- \* Participate in coordination meetings with other CSO representatives in GHIs (such as Gavi, Global Fund, among others) to update information on health and health-related issues and propose, when appropriate, common activities
- \* Represent the interests of UHC2030 as necessary, both within the constituency and to external stakeholders

### *Time commitment:*

- \* Minimum of three days per month supporting CSEM-related activities, including a minimum of 10 monthly Advisory Group teleconferences per year.
- \* The time commitment increases around the June and December UHC2030 Steering Committee meetings when Advisory Group members are expected to attend two-day in-person meetings and where Steering Committee representatives and Alternates are expected to attend an additional two days of in-person Steering Committee meetings. Time commitment may also increase around key global moments such as the World Health Assembly, UNGA, etc.
- \* These positions are held on a voluntary basis without financial compensation.

### *Length of Term:*

The CSEM Advisory Group term of office is for a period of three years.

### *Language:*

The working language is English.

## **Appointment and Selection Process**

### **Organizational Representation on the CSEM**

The Advisory Group members are appointed as organizational representatives and not as individuals. Should an individual leave their organization, their organization (or network) will be invited to nominate a replacement who (subject to the agreement of the Advisory Group) serves for the remainder of the individual's term. If the organization does not wish to nominate a replacement and the individual is moving to a suitable NGO which is happy to support their participation, then (subject to the agreement of the Advisory Group) that individual can complete their term. Any organization that has a representative serving on the CSEM Advisory Group is required to sign the UHC2030 Global Compact.

### **Recruitment of Advisory Group members**

The process to select new Advisory Group representatives will be done through a Call for Applications shared broadly on the CSEM listserv and other member listserves, the UHC2030 and CSEM websites and widely disseminated by the CSEM AG. The Call for Applications will be organized by the CSEM Secretariat, with review and selection of new members done by the Advisory Group, excluding anyone whose organization has applied. An individual may not re-apply to be on the Advisory Group for two years after serving their first three-year term, although their organization may apply.

## Rotation of Advisory Group Members

Every year, one third of the Advisory Group (four members), who do not serve as a CSO Representative or Alternate Representatives to the UHC2030 Steering Committee, will step down and be replaced. The first CSEM Advisory Group was appointed in Autumn 2017. Therefore, in Autumn 2019 if there are not four vacancies through attrition, voluntary resignation or appointment as Alternatives, then a random ballot (choosing lots) should create the number of vacancies. In Autumn 2020, four of the original members need to serve an additional year.

## Advisory Group Performance

Advisory Group members are expected to fulfill the responsibilities and time commitment expectations set out in the Terms of Reference and to adhere to the conflict of interest policy (page 10). The participation of all Advisory Group members is crucial for an efficient functioning of the CSEM's activities. In case an Advisory Group member fails to participate in three consecutive monthly Advisory Group calls, or in fewer than half of the calls held during a six-month period, they will be invited to have a call with the Steering Committee representatives and alternates to discuss the challenges that are keeping them from fully participating and will be asked if they want, and are able, to continue in an Advisory Group role. In case of continued underperformance, the Steering Committee representatives and alternates may opt to contact the respective line-manager in the member's home organization to address the situation. If the participation does not improve, the nomination to the Advisory Group will eventually be revoked by the Steering Committee representatives. If, following an official investigation, an Advisory Group organization is found to have engaged in organizational misconduct or mismanagement of funds, this organization will be asked to step down from the Advisory Group effective immediately.



# CSEM Representatives and Alternates to the UHC2030 Steering Committee

## Terms of Reference of the CSEM Steering Committee Representatives and Alternates to the UHC2030 Steering Committee

### CSO Representatives to the UHC 2030 Steering Committee

The CSEM appoints three representatives, plus three alternates, to the UHC2030 Steering Committee:

#### CSO representative from Global North and Alternate

- \* The Global North (GN) CSO representative will represent the perspective of developed country NGOs.

#### CSO representative from Global South and Alternate

- \* The Global South CSO (GS) representative will bring the reality and the vision of CSOs in low- and middle-income countries regarding UHC implementation in their context.

#### Community-Based Organization (CBO) representative and Alternate

- \* The CBO<sup>2</sup> seat will make space to include youth groups, women's groups or patient groups (such as urban poor or those who face discrimination based on gender, education, poverty, ethnicity, sexuality etc.) from southern countries and assist them in raising their voices and sharing their needs.

### Responsibilities of the CSO Representatives and Alternates

- \* Fulfill all the responsibilities of the regular CSEM Advisory Group members as detailed in the Terms of Reference for the Advisory Group (page 4).
- \* CSO Representatives are expected to attend in person the two annual UHC2030 Steering Committee meetings (usually in June and December) to represent the voices of the CSEM constituency. CSO Representatives and Alternates are also required to join virtual meetings of the Steering Committee when they are scheduled.
- \* Alternates are expected to attend the UHC2030 Steering Committee meetings to backstop the Steering Committee representatives, and will assume the Representative seat if the Representative is unable to attend a Steering Committee meeting in person.
- \* In case of resignation or other inability to serve by the CSO Representative, the Alternate will take over the CSO Representative's seat for the remainder of the uncompleted term.
- \* Following the completion of the CSO Representative's two-year term, the Alternate becomes the CSO Representative and serves their own two-year term. Therefore, the term for Alternates is a total of four years – two years as alternate and then an additional two years as Representative.

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<sup>2</sup> A CBO is defined as a non-profit group organized by and for a particular community of people based on shared interests to improve life for the community.



### *Responsibilities related to UHC2030 steering committee meetings:*

- \* Read all relevant documents prior to a steering committee meeting to ensure effective input into the decision-making process
- \* Maintain a focus on issues of interest and importance to the community and NGO movements
- \* Seek input from the constituency on issues being considered by the steering committee prior to its meeting
- \* Meet face-to-face with CSEM Advisory Group prior to UHC 2030 Steering Committee meetings
- \* Collect and share country-level information with UHC2030 members when appropriate
- \* Identify which UHC2030 working groups are relevant for CSOs and ensure members of the Advisory group or CSO reps are contributing;
- \* Share output of the working groups with CSEM constituency
- \* Develop strategic alliances on behalf of the CSO constituency with partners at the Steering Committee level

### *Time commitment:*

- \* CSO Representatives and Alternates, like all Advisory Group members, are expected to spend a minimum of three days per month supporting CSEM-related activities, including participating in a minimum of 10 monthly Advisory Group calls per year.
- \* Travel to attend two Steering Committee Meetings per year (usually two days, with two days of preparatory meetings with the full Advisory Group).
- \* Participation in teleconferences or other Steering Committee preparatory meetings as needed.
- \* In practice, the time commitment will likely be greater in preparation for UHC2030 Steering Committee meetings (usually twice annually in June and December) and other time periods around key moments (such as UN General Assemblies).
- \* These positions are held on a voluntary basis without financial compensation.

### *Length of Term:*

The CSO Representatives serve two-year terms. The Alternate Representatives serve two-year terms as Alternates. The Alternates then become the CSO Representatives and serve an additional two-year term in those roles. Therefore, the term for Alternates is a total of four years – two years as alternate and then an additional two years as Representative.

### *Language:*

The working language is English.

# Appointment and Selection Process

## Organizational Representation on the CSEM

As is applicable for all Advisory Group members, the CSO Representatives and Alternates to the UHC2030 Steering Committee are appointed as organizational representatives and not as individuals. Should a CSO Representative leave their organization, they will no longer be eligible to serve in the Representative role and their Alternate will assume their Representative role. A new Alternate would be recruited. Both would continue their roles until the end of the original two-year term. Should an Alternate leave their organization, a new Alternate will be recruited to serve out the Alternate's term.

## Appointment of CSO Representatives and Recruitment of Alternates

The first UHC2030 Steering Committee representatives were appointed in June 2017. Their term will end, and the Alternates will take over at the December 2019 Steering Committee. Henceforth, the Alternates will replace the outgoing Steering Committee representatives to ensure continuity. The Advisory Group will appoint the new Alternates through an open application process. Any Advisory Group members seeking appointment to become Alternates must exclude themselves from the decision-making process of designation of CSO Alternates to the UHC2030 Steering Committee.

After completing a term as CSO Representative or Alternate, the organization is eligible to apply again for either the Advisory Group or to serve as an Alternate, but the individual cannot apply again for two years.

## Performance of CSO Representatives and Alternates

Like all Advisory Group members, CSO Representatives and Alternates are expected to fulfill the responsibilities and time commitment expectations set out in the Terms of Reference for the Advisory Group and to adhere to the conflict of interest policy (page 10). In addition, the CSO Representatives and Alternates are expected to fulfill the additional responsibilities and time commitment expectations set out in the Terms of Reference for CSO Representatives and Alternates. The participation of all CSO Representatives and Alternates in the UHC2030 Steering Committee is crucial for ensuring that CSEM voices are represented in the UHC2030 multistakeholder partnership and its governance.

An annual assessment by the Advisory Group members will be put in place to document the contribution, participation and input of each Steering Committee member. Should there be any concerns around a CSO Representative or Alternate members' participation levels, these can be shared with the other CSO Representative or Alternate and the Advisory Group. If, following an official investigation, a CSO Representative or Alternate organization is found to have engaged in organizational misconduct or mismanagement of funds, this organization will be asked to step down from the Steering Committee effective immediately.

## Ways of Working

### Face-to-face meetings

In order to properly advise the Steering Committee CSO Representatives and Alternates, the Advisory Group will meet in person twice a year. The timing of this “face-to-face” meeting should be tied to the UHC2030 Steering Committee in order to properly advise the CSO Representatives and Alternates in the UHC2030 Steering Committee.

### Monthly calls

Once a month the Advisory Group will hold a call to review the work done and decide on next steps and ensure the CSEM is on track regarding the strategy plans.



### Ad Hoc working groups

Ad hoc groups shall be a chosen method for the Advisory Group to distribute and complete key CSEM deliverables. According to the needs of the CSEM workplan, the Secretariat should propose to set up ad hoc working groups with the Advisory Group members. Ad hoc groups will be a method for the Advisory Group to distribute and complete key CSEM deliverables. Results of these working groups are submitted to the whole group before making it public.

## Conflict of Interest Policy

The provisions to prevent conflict of interest pertain to all members of the Advisory Group, including the Representatives and Alternates to the UHC2030 Steering Committee, as well as members of the CSEM Secretariat. Each member has the duty to place the interest of the Civil Society Engagement Mechanism of the UHC2030 foremost in any dealings on behalf of the CSEM. This accountability supersedes any conflicting loyalty to business interests, personal interests, or paid or volunteer service to other organizations. No member will derive any personal profit or gain, directly or indirectly, by reason of his or her service to the CSEM. They may not obtain for themselves a material interest of any kind from their association with the CSEM. If a conflict, or the potential appearance of a conflict exists, the CSEM member must recuse themselves by not influencing, attempting to influence, or participating in that discussion and/or vote.

# CSEM Members

CSEM membership is open to civil society organizations undertaking advocacy related to universal health coverage. Only CSOs as described above in the “Definition of Civil Society” can apply to be a member of the CSEM and be added to the CSEM listserv. The CSEM listserv is used for information sharing and encouraging collaboration and input from members, along with the CSEM website, social media platforms, and in-person consultations.

## Applying for CSEM membership

- \* CSOs interested in becoming CSEM members must complete a short application available on the CSEM website. Requests are reviewed and evaluated by the CSEM Secretariat. Once approved, the CSO will receive notification of membership and be added to the listserv as well as the global map of members available [here](#).

## CSO Signatories Of The UHC2030 Compact

All organizations seeking to become members of the CSEM should be encouraged to sign the UHC2030 Global Compact. Organizations that want to serve on the Advisory Group must become signatories of the UHC2030 Compact. Civil society organizations that sign the UHC2030 Global Compact are also encouraged to become CSEM members. Their contribution to the CSEM will be the same as any other CSEM member.

## Information Sharing with CSEM Members

- \* CSEM will send a newsletter to the listserv on CSEM activities, UHC2030 work and updates, and opportunities for engagement in events, sharing articles, etc related to UHC/HSS
- \* Any member of the listserv can share information on UHC link to his/her work and/or launch a discussion on a specific topic related to UHC/HSS
- \* The CSEM should request input from members of the listserv on the following type of document:
  - \* Draft strategies and policies
  - \* Position paper or declaration
  - \* CSEM charter
  - \* Sign off documents like CSO declarations/statements
- \* The CSEM should share documents and outcomes of UHC2030 Steering Committee and UHC2030 Technical Working Groups and seek feedback from members

# CSEM Secretariat

A Secretariat will be formed to handle the constituency's day-to-day workload, ensuring effective coordination and communication between the UHC2030 Steering Committee, CSO representatives in the Steering Committee, the Advisory Group, and CSEM members. The CSEM Secretariat will work closely with the Advisory Group. The Secretariat will require two full-time employees, a Coordinator and a Communications Officer, in order to support the work of the Advisory Group as outlined on page 4.

The CSEM Secretariat will be responsible for:

## **A. To provide the hosting arrangements and administrative support services for the UHC2030 Civil Society Engagement Mechanism (CSEM)**

- \* Elaborate and implement the hosting arrangements and administrative support services framework to ensure maximum backing for the UHC2030 Civil Society Engagement Mechanism (CSEM) and effective functioning of its Secretariat
- \* Facilitate the day-to-day management and operations for the CSEM Secretariat
- \* Recruit a full-time coordinator and a full-time communication staff for the CSEM Secretariat, including selection and contract of the best suitable candidates under the overall guidance and supervision of the Advisory Group
- \* Administer the financial management of the grant given to the CSEM Secretariat, including the administration of two full-time staff and all related contractual mechanisms
- \* Support the organization of Advisory Group meetings and all the CSEM official meetings and workshops with civil society organizations.

## **B. To support the CSEM efforts to strengthen an inclusive and broad UHC movement at global, regional, and national levels**

- \* Coordinate the CSEM's contribution to implement the UHC2030 workplan, particularly in areas of advocacy and accountability aiming at strengthening civil society – and community-led social accountability mechanisms at the sub-national and national levels – and promote civil society and community voices at the regional and global levels following the principle of Leaving No One Behind
- \* Support the CSEM to expand its membership to have broader reach beyond existing CSOs networks to engage more community-based and grassroots organizations
- \* Promote endorsement of the UHC2030 Global Compact by the members of the Advisory Group

## **C. To provide strategic advice, technical support, and overall coordination**

- \* Facilitate and support the CSEM Secretariat team in developing and implementing the CSEM workplan by providing enabling tools and technical insight
- \* Facilitate and support CSEM communications and knowledge sharing in several languages (e.g., English, French, and Spanish) from local to global levels by providing enabling tools and technical insight among the Advisory Group, the CSO Constituency, and with the Steering Committee

- \* Contribute to UHC2030 communications and reporting, focusing on CSO contributions to the UHC2030 goals and strategic objectives and UHC2030 multi-stakeholder initiatives

## CSEM Secretariat Accountability and Performance

- \* The CSEM and its Secretariat are ultimately accountable to the population suffering from a lack of access to health services and/or from having to pay to get health services.
- \* The CSEM Secretariat acts independently of the host organization and will be accountable to the Advisory Group and to CSEM members. The CSEM Secretariat reports administratively to the UHC2030 Core Team.
- \* The CSEM Secretariat is legally under the responsibility of the Host organization but reporting on CSEM activities and use of grant funds must be submitted to the UHC2030 Secretariat.
- \* Within the hosting organization, the CSEM Secretariat has a programme of work and deliverables set up and approved by the CSEM Advisory Group.
- \* The UHC2030 Core Team will engage the Advisory Group to undertake a review of the performance of the Secretariat annually.



For additional information about the work of the CSEM, the Advisory Group and the CSEM membership please visit <https://csemonline.net/>

[csemonline.net](http://csemonline.net)