

UHC2030 SECRETARIAT – TERMS OF REFERENCE

Note: These final draft TOR have been agreed in principle by OECD, WB, WHO

I Introduction

1. UHC2030 has unique value as the multi-stakeholder platform to bring together diverse voices and perspectives for the common goal of achieving UHC, demand and track accountability for UHC commitments, and promote collective action for stronger health systems. The platform is a crucial global public good to help accelerate progress towards UHC. UHC is relevant for all countries and UHC2030 includes diverse membership spanning diverse country contexts (low-, middle-, high-income), constituencies (civil society, private sector, UN agencies, global funds, foundations, etc.) and health systems perspectives.
2. This document sets out the terms of reference for collaboration among the World Health Organization (WHO), the World Bank and the Organisation for Economic Cooperation and Development (OECD) to provide joint Secretariat support for UHC2030. The Secretariat provides leadership and support to i) UHC2030's strategic vision through advice to UHC2030's Steering Committee (SC) Co-Chairs in support of overall strategic leadership provided by the SC, ii) UHC2030's governance and coordination of the SC, constituencies and working groups, and iii) operations, including mobilizing and manages resources to implement UHC2030's workplan, and reporting and communicating on progress/achievements.
3. The Secretariat is a partnership between WHO, the World Bank and OECD. As the three lead global agencies in health, financing and policy analysis, they are uniquely positioned to share institutional hosting/leadership for UHC2030. The three agencies bring together expertise and resources in service delivery, financing and governance that are critical to make UHC2030 action relevant for all countries, catalyse innovative thinking on health systems priorities for both UHC and health security, and build consensus and promote coherent action across UHC2030's diverse membership and other stakeholders. Collaboration among the three agencies will leverage their respective mandates, convening power, unique organizational perspectives and strategic leadership to accelerate progress towards UHC, in line with the UHC2030 Global Compact.
4. The following sections describe objectives and working arrangements for collaboration among the three agencies. Further guidance can be found in the overall working arrangements for UHC2030 which include terms of reference for the different bodies of UHC2030 (see annex).

II Role and responsibilities

5. The Secretariat co-hosts have a shared responsibility to support UHC2030's strategic vision and direction and promote collective action for UHC. This includes high level ownership and representation in UHC2030 structures, plus managerial oversight of UHC2030 operations.
6. To fulfil this responsibility, the Secretariat will ensure UHC2030 remains relevant and results-focused and keeps members engaged and up-to-date. This requires appropriate advice to inform UHC2030's vision and strategic direction, drawing on the unique health systems perspectives of each of the three co-hosts, and structures, processes and resources to support delivery. Secretariat functions, in agreement with the SC, are described in the following paragraphs.
7. **UHC2030 vision.** The Secretariat will consolidate UHC2030 strategic narrative and engage UHC stakeholders to promote translation of UHC commitments into action in countries, specifically:
 - i. Provide leadership/advice to support the SC in setting strategic orientation

- ii. Lead workplan development and reporting, including against results framework, and ensure workplan includes products that draw on relevant contributions and leadership across the three agencies
 - iii. Support UHC2030's function of thought leadership on stronger health systems and play a lead role in developing and promoting coherent health systems messages and approaches for UHC, including by leveraging the three organisations' distinct roles and perspectives on health systems strengthening
 - iv. Communicate clearly about UHC2030 value and action, based on strategic narrative agreed with SC, and mobilise partners around shared goals.
8. **UHC2030 governance.** The Secretariat will ensure effective structures, processes and resources:
- i. Manage SC meetings preparation, ensure effective decisions are reached, and circulate decisions to all UHC2030 partners
 - ii. Take forward decisions and activities as agreed by the SC
 - iii. 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
 - iv. Convene bi-monthly meeting with designated focal points from related partnerships, networks and alliances to share information and identify opportunities for collaboration, and participate in related initiatives' boards and committees as appropriate
 - v. Develop and update UHC2030's resource mobilization strategy (including financial contributions and in-kind support); conduct joint fundraising among host agencies.
9. **Secretariat operations.** The Secretariat will ensure efficient management and administration, including:
- i. Oversee effective implementation of UHC2030's workplan
 - ii. Organize UHC2030-hosted events and meetings
 - iii. Coordinate workstreams and working groups
 - iv. Oversee and update UHC2030 website, social media and communications strategy
 - v. Manage contracts, mobilize resources and disburse funds to implement UHC2030 workplan
 - vi. Prepare an annual Secretariat report of progress.

III Working arrangements

- 10 The Secretariat will be led by one high-level representative, and/or a nominated deputy, from each of the three agencies (indicatively at the level of Assistant Director-General / Global Director / Director General). Each of these 'principals' will have a seat on the UHC2030 Steering Committee, and accountability to the Steering Committee for overall Secretariat delivery.
- 11 Each agency will assign a focal point for UHC2030 operations (i.e. a day-to-day 'operational co-lead' for the Secretariat's work). The WHO focal point will act as overall Secretariat Coordinator. The focal points will be jointly responsible for reporting to the three Secretariat principals.
- 12 Each agency will nominate staff for specific aspects of coordination/facilitation and workplan implementation. All staff contributing to the Secretariat should have clearly defined and agreed responsibilities and expectations, and will be accountable to one of the focal points and/or a designated task lead (depending on arrangements for specific workplan activities). The focal points will ensure that individual staff members' Secretariat responsibilities and accountability for delivery are reflected also in performance management within their 'home' agency.

- 13 Funding arrangements for UHC2030-related activities will be agreed up front across the three agencies, based on the overall UHC2030 budget approved by the Steering Committee. The Secretariat Coordinator will be responsible for day-to-day financial management/oversight.
- 14 Principals (or their nominated deputies) will meet on a quarterly basis to review progress and key issues/decisions (twice per year immediately prior to UHC2030 Steering Committee meetings, twice per year between Steering Committee meetings). The focal points will provide written updates as needed.
- 15 The three co-hosting agencies take joint responsibility for mobilizing the necessary funds to support the functioning of UHC2030 and the delivery of its workplan.

Annex – Summary of Secretariat responsibilities (indicative)

	WHO	World Bank	OECD
<u>Vision</u>			
i. Strategic advice to SC Co-Chairs	Principals: participate in 2 SC meetings per year, plus preparatory call with Co-Chairs		
ii. Workplan development & workplan/results reporting	Quarterly Secretariat call with Principals		
	Coordinate annual workplan	Review/comment, contribute for products responsible for	
	Compile 2 progress updates per year to SC	Contribute reporting	
iii. Thought leadership & messaging	Develop thought leadership plan	Review/comment; agree lead/ownership of specific products	
	Lead & contribute to relevant blogs & thought leadership products; reflect perspectives & added value of all 3 agencies		
iv. Make case for UHC2030	Jointly develop + promote ‘case for support’ and other strategic products		
	Articulate UHC2030 role + added value across host agencies and with partners; ‘walk the talk’ for UHC2030 in relevant HSS forums/initiatives		
<u>Governance</u>			
i. SC meetings	Coordinate SC preparation SC logistics	Review agendas, lead relevant sessions	
ii. SC follow-up	Coordinate SC follow-up	SC follow-up actions as needed	
iii. Constituency engagement	Coordinate overall constituency engagement Manage CSEM contract	Host + coordinate Private Sector Constituency	Co-ordinate high income countries constituency (incl. strategic direction)
	Calls with constituencies pre/post SC meetings		
iv. Health systems partnerships & networks	Coordinate ‘UHC2030 related initiatives’		
v. Resource mobilization	Coordinate Resource Mobilization sub-group	Participate in RM sub-group	
	Joint fundraising/proposals		
<u>Secretariat operations</u>			
i. Oversee workplan implementation	Coordinate workplan implementation	Review/contribute	
	Weekly team call	Monthly focal points call	

	WHO	World Bank	OECD
ii. Organize UHC2030 events/meetings	Coordinate events	Contribute to events	
iii. Coordinate workstreams & working groups	Coordinate HSS workstreams	<i>TBC</i>	<i>TBC: Lead work on digital or future health systems</i>
iv. Website & comms	UHC2030 website, Twitter	UHC2030 content promoted on Secretariat agency blogs	
	UHC2030 comms strategy		
	Contribute to UHC2030 blogs/communications		
v. Financial & contract management	Overall UHC2030 financial & grant management		
	Manage procurements & contracts for CSEM & communications		
vi. Annual progress report	Compile annual report	Contribute to report	