

*This Chapter was approved by PHM Steering Council on 27 April, 2022 during its annual meeting held in Madrid, Spain.*

### **Chapter 3: Governance Structures – Steering Council (SC), Coordination Commission (CoCo) and Finance Committee (FC)**

#### ***Steering Council (SC) Roles and responsibilities***

1. The broad role of the SC is to provide strategic direction between the People's Health Assemblies within the framework of the People's Charter for Health.
2. The SC is the principal decision-making body of PHM; provides strategic guidance to the movement, promotes the People's Charter for Health, develop positions and ensures fluent two-way communications between PHM and the regions/networks/programs. Communication to and from country circles is an extremely important function of regional representatives.

#### **Governance responsibilities (including those of individual SC members)**

1. Set strategic directions for the movement based on consultation and the People's Health Assembly.
2. Review and endorse annual budget and budgeting priorities
3. Support fundraising efforts for PHM, proposal writing and donor meetings.
4. Facilitate a process to determine the location, responsibility and staff of the Secretariat(s)
5. Select members to serve as the Coordinating Commission
6. Ensure that regions/networks/programs are represented in Steering Council meetings
7. Facilitate a consulted regional/network/program response to inform global decision making.
8. Respond, or ensure response on queries from Secretariat or other colleagues on Steering Council
9. The members of SC must participate in all SC meetings and submit regional, thematic and program reports annually.

#### **Consult and convey perspectives of regions/networks/programs/thematic circles**

1. Consult within region/network/programs and thematic circles and channel comments regarding draft statements, requests regarding coalitions and strategic alliances.
2. Ensure that initiatives within country circles/region/ networks/programs and thematic circles are communicated to rest of the movement.
3. Convey concerns and priorities from country circles/ regions/networks and global programs to the rest of the Steering Council and the Secretariat.
4. Ensure there is a regular flow of information from the networks/ regions/ country circles/programs and thematic circles to the secretariat.

## **Movement Building responsibilities**

1. Develop position papers and statements (regional or thematic) - bring in thematic expertise in developing PHM positions.
2. Circulate and endorse statements through consultation.
3. Advise on building alliances and joining campaigns with like minded organizations, networks and movements.
4. Ensure regular regional communication and updating is maintained.
5. Share reports, news and any new information of PHM within their region/ network/ thematic circles and encourage active engagement on those.
6. Share information about global initiatives with country circles/networks so that they can find ways to engage.

*In the case a SC member is unable to perform governance, consultations, coordination and movement building functions, attend SC meetings or provide annual reports, the Global Secretariat will initiate/facilitate processes for activating the member or replacing them, in consultation with Coco.*

## **Composition of Steering Council**

The Global Steering Council consists of the following representatives:

- The regional structures of the PHM (each region is constituted by one or more country circle, total 12 regions)
- PHM global programs (4 programs)
- PHM affiliated networks (Representatives of 3 affiliated networks)
- Advisory Committee representative (1)
- Ex-officio (3)
- Financial Coordinator (1)
- Recent Past Global Coordinator (1)
- Global Coordinator (1)

## **Representation of Regions:**

- Each of the 12 regions will be represented by one member.
- This member would be selected by the regional structures.
- The regional structure also nominates an alternate representative for the SC who supports coordination and can represent the region in meetings when the main representative is unable to. The alternate may also be called on as a special invitee to contribute to discussions, however the principle of one representation per region will remain. The alternate will not be a formal member of the SC.

The 12 Regions of the People's Health Movement are:

1. South-East Asia and Pacific
2. South Asia
3. India
4. Middle East and North Africa

5. Southern and East Africa
6. Western and Central Africa
7. Europe
8. Central America & Mexico & Caribbean
9. Andean Region
10. Brazil
11. Southern America
12. North America

### **Representation of Global Programmes:**

The Steering Council will have representation from the four global programs:

1. Global Health Watch
2. Global Health Governance
3. International Peoples Health University
4. Health for All Campaign

The SC selects the representative of each of these programs who would represent the program on the SC. The Health for all Campaign includes all thematic circles of PHM and will be represented in the steering council by one person finalized by the SC in consultation with the thematic circle coordinators.

### **From Global Secretariat (ex-officio):**

In addition, the Steering Council will include the financial coordinator, the immediate past global coordinator and the present global coordinator.

Global Secretariat members could be special invitees to SC meetings as required and requested by Coordination Commission and/or global coordinator.

### **Representation of PHM Affiliated Networks:**

- Coco would set up a process in conformity with Chapter 9 on affiliated networks to take a call on presently affiliated networks and those who have expressed interest in affiliation.
- After every term, the affiliated networks will choose among them three networks to represent them in the Steering Council for a term. The network will name the member who would be representing it in the SC. The network may also nominate an alternate member to attend as and when necessary.
- As with other representatives, individuals representing an affiliated network cannot be on the SC for more than 2 consecutive terms.
- If more than 3 networks express interest to be on the SC, ideally, the opportunity should be given to the networks that have not yet been on the SC for two consecutive terms.

### **Representation of the PHM Advisory Council:**

The members of the PHM Advisory council would choose one person to represent the council in the SC, with an alternative representation.

### ***Principle of Rotation for the Global Steering Council***

The principle of rotation needs to address the issues of, both, continuity and change. Based on this, this would be ensured in the following manner:

- 1) A steering Council will be appointed for 3 years  
No person would be in the steering council for more than two terms at a stretch.

**Co-Chairs:** The steering council shall also choose two chairs for a three-year term. Chairpersons of the steering council shall not serve for more than two terms at a stretch. Preferably, the terms of the co-chairs should be such that they both don't change at the same time. The co-chairs are selected from among the members of the SC.

### ***Communications from and to SC members***

1. There will be a monthly communication from Coordinating Commission and/or the global coordinator to the SC members in the form of the summary of CoCo meeting minutes.
2. Any SC member can bring a statement or a resolution before the SC for its adoption or share any relevant information with the SC.
3. Advisory council members and thematic circle coordinators who want to bring a statement before SC can do so through any SC member who is willing to do so.

### ***Meetings and Decisions of the SC***

1. The SC shall have at least an annual meeting, preferably face-to-face. In the Annual SC meeting, the Annual Work Report, including the progress of the programs will be considered and approved. The budget and work plan for the coming year would also be approved. Replacements to the membership of the SC and CoCo, would also be considered, as required. Other agenda for the SC meeting would be as proposed by CoCo and approved by SC.
2. In addition to the annual meeting the SC could have one or more meetings over a video-conferencing platform during the year on specific themes.
3. An organizational review and planning meeting in mid-term would also be desirable.
4. In between SC meetings, when the SC approval is required, this is done by email circulation. Reasonable time is given for a response, and if there is no response, it is taken as agreement. Those with differences should write in within the given time.
5. If there are differing views, the global coordinator and the co-chairs, will attempt to create a consensus, failing which the CoCo would take the final decision.

6. In certain situations, like endorsing a statement, or deciding on representation, time for SC consultation would be limited, and the CoCo could make the decision and keep the SC informed.

### ***Replacing Steering Council Members during the term***

All SC members have a three-year term, and can be extended for another consecutive three-year term. A member cannot have more than two consecutive terms even in different roles.

In certain circumstances it may be necessary to replace a SC member during their term.

1. Replacements of Steering Council members during the term shall be done when a SC member resigns, or because he/she expresses inability to contribute, or is unable to contribute due to reasons of health, or in the case of the death of an SC member.

2. Replacements could also be considered if it is essential due to the non-functioning of any SC member, without sufficient explanation. The effort would be to persuade the member to contribute and find ways to facilitate contribution, or express inability to but if these fail, a replacement can be considered.

3. Replacements could also be considered if disciplinary action is taken as part of CASH or if they violate PHM's Charter.

4. The decision on who the replacement will be taken by the same mechanism that selected that member.

### **Co-ordination Commission**

#### **Constitution:**

Members of the steering council choose an eleven-member Co-ordination Commission (Coco). The Coco shall include the two co-chairs, the Global Coordinator and Immediate Past Global Coordinator and the financial coordinator. In addition, there shall be six members who shall be selected by the Steering Council. All Coordinating Commission members are necessarily selected from among the SC members. Therefore, as in the case of the steering council, no person shall be member of the coordinating-commission for more than two terms (or six years).

#### **Functions:**

The Coco is an executive body for carrying out the mandate of the SC. Most of its members are voluntary and much of its work is carried out by the Global Secretariat. However, Coco members also contribute a fair amount of time and effort (monthly meetings and follow up action in between) to implementation functions and whether they have the time to do this is an important consideration in their selection.

In between SC meetings the CoCo is empowered to take decisions on behalf of the SC as related to implementation of program, and developing new initiatives and

strategies. Changes to SC decisions need to be referred back to SC. In between Coco meetings decisions can be taken over email. For urgent decisions, the two co-chairs and the global coordinator can take an urgent decision, but it must be reported in the next Coco meeting and endorsement sought for the decision.

### **Finance Committee:**

The Coordinating Commission will set up a finance group to:

1. Review and propose modifications to the financial management as required
2. Oversight over expenditure and accounts
3. Consider ways of raising financial resources and organize efforts for this
4. Overseeing and maintaining a live register of services that PHM is paying for, what functions they host and when their renewal is due.
5. Report their actions and recommendations to the Coco monthly and to the SC at its meetings

The coordinator of the finance committee is the ex-officio financial coordinator. The finance committee shall consist of five members. These would be the financial coordinator, one member nominated by the FC, two members from the Global Secretariat, one of whom would be the global coordinator and one other member from the co-co, other than those named earlier, preferably one of the co-chairs.

The Coordinating Commission/Finance may also set up for a one-year period an ad hoc committee for the purpose of financial mobilization, to raise financial resources as required.