

NCD Child Charter and By-Laws

Section I: Preamble

Non-communicable diseases (NCDs) threaten the health of children, adolescents and youth¹, the realization of their rights, and ultimately the wellbeing of their families and the communities and societies in which they live.

The needs of children, adolescents and youth are an emerging priority within global NCD discussions, given the realisation that illnesses occur frequently in this age group and are a major cause of disability, morbidity and premature mortality. Furthermore, behaviours and conditions that begin in childhood and adolescence lead to NCDs throughout the lifecourse.

NCD Child is a coalition of organisations and individuals that emerged from the Child-focused Working Group (CFWG) of civil society organisations that convened around the United Nations first global high-level meeting on NCDs in September, 2011. The terms of reference of the CFWG ended following the September 2011 meeting—NCD Child was launched to provide an on-going platform for advocacy and collaboration for the needs of children, adolescents and youth. The Founding Partners of NCD Child included: American Youth Understanding Diabetes Abroad (AYUDA); Caring and Living as Neighbours (CLAN); Harvard Global Equity Initiative (HGEI); International Pediatric Association (IPA); American Academy of Pediatrics (AAP); Johns Hopkins Bloomberg School of Public Health (JHSPH); International Association for Adolescent Health (IAAH); Medtronic Foundation; Public Health Institute (PHI); Save the Children; The Geddes Group; and UNICEF.

Section II. Mission and Goals

NCD Child is a global multi-stakeholder coalition, championing the rights and needs of children, adolescents and youth living with or at risk of developing NCDs across the life-course. NCD Child to ensure that issues related to NCDs, children, adolescents and youth are equitably addressed and prioritized in national, regional and global health policy and development agendas, and to ensure that young people and their families are included in all settings where policies, systems or programs are developed and implemented.

NCD Child mobilizes resources to support active collaboration with governments, foundations, civil society organizations, the private sector, and academic and research institutions to promote NCD awareness, education, prevention, and treatment for children, adolescents and youth.

NCD Child is committed to the prevention, treatment, care, palliation, and support of children, adolescents and youth affected by NCDs, and to the prevention of health related behaviours and conditions that arise during childhood and adolescence that have an impact on NCDs across the life course. Furthermore, NCD Child is committed to empowering young people as future leaders in the NCD movement. NCD Child supports policies and initiatives that minimize preventable death and disability, including rehabilitation.

¹ The UN Convention on the Rights of the Child defines children as under the age of 18 while the World Health Organization (WHO) defines adolescents as between the ages of 10- 19. Youth is defined by the United Nations (UN) as those between the ages of 15-24.

Section III. Governance

Article 1. Governing Council

- a) NCD Child will be governed by an elected Governing Council. The Council will serve as the organization's governing body, charged with establishing policies and strategies that support NCD Child's mission and goals and that advance the integrity, effectiveness, and sustainability of activities and initiatives of NCD Child.
- b) The Governing Council will, *inter alia*:
 - (i) identify issues and challenges for children, adolescents and youth related to NCDs;
 - (ii) recommend policies, programs, and strategies important to the activities of NCD Child;
 - (iii) review and disseminate NCD Child key documents and publications;
 - (iv) represent NCD Child at events and meetings; and
 - (v) help identify funding opportunities to support the work of NCD Child.
- c) The Governing Council will consist of no more than 15 elected members. Membership shall represent the diverse network of NCD Child, including representatives from academic and research institutions, civil society (CSO), foundations, multilateral and non-governmental organizations (NGO), professional associations and youth advocacy groups.
- d) At least four seats on the Governing Council are reserved for youth representatives, who must be 30 years of age, or under, at time of their nomination.
- e) Private sector corporations and Government entities will be eligible to participate in NCD Child activities according to specific guidelines, as determined by the Governing Council, and shall be subject to due diligence.
- f) The Governing Council will convene in person at least one time per year and may hold other additional -to-face, internet or teleconference meetings as determined by the Governing Council, Chair, or Executive Committee. A quorum for meetings or votes shall consist of 51% of Governing Council members.
- g) The Chair of the Governing Council serves as chair of the Governing Council and of the Executive Committee, and is the executive officer of NCD Child, with responsibility for day to day operations and decision-making for NCD Child and NCD Child's external relationships, and for establishing and providing oversight for a secretariat, projects, and staff. The Chair shall serve as ex-officio member of all committees, task forces, working groups, and other mechanisms created by the Governing Council from time to time to advance NCD Child's goals.
- h) The Governing Council shall have sole authority to establish a Secretariat or enter into other administrative, contractual or staffing arrangements to provide for the activities and the coordination of functions as needed by NCD Child.
- i) Unless otherwise specified, all actions of the Governing Council shall be decided by a simple majority vote. Motions to amend the NCD Child Charter and Bylaws, and motions to remove a Governing Council member from office require a two-thirds majority vote of the Council.

Article 2. Roles and responsibilities of Standing Committees and Secretariat

Standing committees of the Governing Council shall include an Executive Committee and a Nominating Committee. The Governing Council may establish a secretariat and may create additional committees, task forces, working groups or other mechanisms as needed from time to time to advance NCD Child's Mission and Goals.

a) Executive Committee

- (i) The Executive Committee provides NCD Child leadership on a daily basis. The Executive Committee, *inter alia*: (i) acts on behalf of the Governing Council in between meetings of the council; (ii) ensures implementation of Governing Council decisions; (iii) provides direction as to the daily operations of NCD Child; and (iv) ensures that Governing Council members are kept informed of key developments, information, and resources at regular meetings.
- (ii) The Executive Committee includes the following elected offices: Governing Council Past-Chair, Chair, Chair- Elect, and Youth Representative. Each will serve a term of two years.
- (iii) The Chair-elect serves as a member of the Executive Committee and then will assume the Chair position. The Chair will assume the Past-Chair position. If the Past-Chair is unable to serve, this position will be vacant. If the Chair-elect is unable to serve, the Governing Council shall nominate and elect a Chair- Elect to fill the remainder of the term. If the chair-elect position is vacant at the time of officer elections, then a chair shall also be elected. If the chair-elect assumes the chair position for her or his chair's unexpired term, because of an inability of the chair to serve, the chair-elect will remain eligible for a two-year term as chair.
- (iv) Except for the progression from Chair-elect to chair to past-chair, members of the Executive Committee are not eligible for re-election as Executive Committee members, except that the Youth representative retains eligibility for future service as an NCD Child elected leader.
- (v) Only governing council members are eligible to serve in Executive committee positions.
- (vi) Candidates for Chair-Elect and Youth Representative (and, if needed, for Chair) may be nominated by any Governing Council Member. Elections will be conducted by secret ballot and the successful candidate must be elected by a simple majority of voting Governing Council members. If no candidate obtains a majority (>51% of ballots) sequential ballots will be conducted with the candidate with the lowest number of votes dropped from subsequent ballots.
- (vii) The Executive Committee will meet, when possible, every two weeks via teleconference, and will communicate via email.
- (viii) Decisions of the Executive Committee are by a simple majority of the Executive Committee. If no majority can be reached then the issue shall be brought before the entire Governing Council for determination.

b) Secretariat

- (i) The Governing Council shall approve establishment of a Secretariat or other arrangement within an institution or civil society organization for a specific term.
- (ii) The Governing Council Chair shall recommend the appointment of a host organization and shall present information about key staff and budgets in support of NCD Child for any and all Secretariat or other staff support.
- (iii) The Secretariat shall provide administrative support to the Executive Committee, Governing Council, and other committees, implementing programmatic activities of the organization, maintaining NCD Child's membership list, maintenance and development of NCD Child's websites and social media accounts, circulation of communications (including the email newsletter *NCDChild Connect*), fundraising activities, and development of events sponsored by NCD Child.
- (iv) Staff of the Secretariat will report to the Chair of the Governing Council.

c) Nominating Committee

- (i) The Nominating Committee will be chaired by a member of the Governing Council.
- (ii) The Nominating Committee shall be composed of a chair and three other members of the Governing Council, at least one of whom must be a youth representative. Nominating committee members shall be appointed by the Governing Council.
- (iii) Governing Council members will be elected by majority vote of existing Council members to serve a three-year term. No Governing Council member shall serve more than two (2) successive terms.
- (iv) The nominating committee shall establish processes and procedures for leadership and governing council elections, in consultation with and with support and consultation from NCD Child's secretariat or staff.

Section IV. Membership

NCD Child Membership is open to organizations and individuals who share in the Mission and Goals of NCD Child. Membership categories include founding partners of NCD Child, organizational members, and individual members.

Members of NCD Child must agree to support the NCD Child Charter and to commit a combination of financial and/or volunteer resources towards the work of NCD Child.

The NCD Child Governing Council has established membership guidelines for participating organizations and individuals. The Membership Guidelines for organizations and individuals can be found in Appendix 1 to this Charter. All members of NCD Child will be subject to due diligence.

Section V. Funding

NCD Child shall be supported by contributions from governments, civil society, the private sector (preferably the foundation arm of the private sector), philanthropic institutions, and individuals.

NCD Child shall be prohibited from accepting funds from any organisation or individual connected with the cultivation, production, sale or marketing of tobacco, alcohol, or firearms/weapons products.

NCD Child finances will be administered by the Secretariat in accordance with governing, accounting and legal rules of the host agency and in compliance with generally accepted accounting principles and the Financial Accounting Standards Board or equivalent rules for not-for-profit entities. The Secretariat will

prepare quarterly and as needed budgets and reports on funding for the Executive Committee. All finances shall be subject to oversight and approval by the Governing Council on an annual basis.

The Funding Policy of NCD Child is attached as Annex 2 to this Charter.

Section VI. Version

The current version (4.0) of this document was adopted in November, 2017, incorporating all prior revisions, including versions:

- 1.0 March 2012
- 2.0 October 2014
- 3.0 June 2016



Charter Appendix 1 NCD Child Membership Guidelines

NCD Child's membership comprises individuals and institutions (both from the public and private sector) from around the world. The different types of membership are listed below – Founding members, Governing Council Members, Regular members, Associate Members and Donors, Funders and Development Partners.

Interested individuals and institutions must apply to become a Member of NCD Child. Prospective Members must fill out the Application Form and declare any known conflicts of interest when applying for membership. A committee of the Governing Council will review the profiles of candidates and make recommendations to the Council, subject to approval by a majority vote.

Types of Membership

1. Founding Members

Founding Members, comprise institutions and the associated individuals who are listed in the Charter under "Founding Partners of NCD Child". Founding Members retain their membership for their life, and the life of the NCD Child, unless either party relinquishes or reverses its membership. Founding members enjoy all Membership Benefits, Privileges and Responsibilities (see below).

2. Governing Council Members

The Governing Council, drawn from the Regular Members, are elected to serve for a period of 3 years, renewable once. Each Governing Council Member has an individual voting right on issues that are brought before the Council.

The Governing Council Members select a Chair, who convenes and conducts meetings, in consultation with the Executive Director who manages the day-to-day operations of NCD Child.

The Executive Director and Chair sit on the Governing Council and are selected from the Regular Members of NCD Child. They may be a representative of an institutional or individual member.

Governing Council Members have all Membership Benefits, Privileges and Responsibilities (see below) for the duration of their term on the Governing Council.

3. Regular Members

Regular members, comprising individuals and institutions, that have an interest in, and commitment to, NCD Child's goals, values and activities. Regular Members will actively participate and contribute to NCD Child's activities. They will also provide material support to NCD Child – technical, financial, facilities, staff – governed by the mutually agreed conditions.

Applications for Regular Members will have been screened by a sub-committee of the Governing Council.

4. Associate Members

Associate Members are those who are committed to NCD Child's goals, values and activities for a specific program or period of time. Associate members include:

- a. Secretariat Staff of NCD Child: They assist the Executive Director carrying out the day-to-day operations of NCD Child. The Executive Director supervises the Secretariat Staff;
- b. Experts and institutions *inter alia* academic, research and philanthropic organizations.

All Associate Members enjoy the Membership Benefits, Privileges and Responsibilities (see below) for the duration of their involvement with NCD Child. They do not enjoy voting rights on issues that are brought before the Council.

5. *Donors, Funders (including the private sector) and Development Partners*

Typically represented by one or two persons, with the possibility of delegating other staff for specific activities, Donors, Funders (including the private sector) and Development Partners provide material support – technical, financial, facilities, staff – to NCD Child's goals, values and activities. NCD Child strives to work with the Foundation arm of the private sector. NCD Child will deal with each application on a case by case basis. All Donors, Funders (including the private sector) and Development Partners will be screened by a committee of the Governing Council who will make recommendations to the Council, subject to approval by a majority vote of the Council.

Donors, Funders (including the private sector) and Development Partners enjoy the Membership Benefits, Privileges and Responsibilities (see below) for the duration of their involvement with NCD Child. They do not enjoy voting rights on issues that are brought before the Council.

Benefits, privileges and responsibilities of NCD Child Members

All NCD Child Members must have an interest in, and commitment to, NCD Child's goals, values and activities as articulated in the NCD Child Charter.

Benefits and privileges

- Access to international, and increasingly to national, policy and programme experts;
- Participation in and contribution to international and national fora at which global and national policy are shaped;
- Opportunities for peer exchange, collaboration, training and support in advocacy, research and programme development;
- Extensive networks in core and related fields;
- Enhanced visibility, credibility and recognition for individual and institutional research and programmes;
- Access to current publications, materials and information, including the monthly NCD Child newsletter.
- Reduced fees for NCD Child activities;
- Contribution to and participation in the decision-making process, including through the working groups, development of policy/position papers and voting; and
- Opportunities to represent NCD Child at national and international fora.

Responsibilities

Members of NCD Child must agree to support the principles and activities of NCD Child and commit a combination of financial and/or volunteer resources towards the work of NCD Child. This includes:

- Uphold the ideals and values of NCD Child;
- Represent NCD Child positively;
- Contribute to the activities and development of NCD Child;
- Maintain international standards of courtesy;

Annex 2 NCD Child

*Policy on Relationships with the private sector and philanthropic foundations*¹ (“Policy”)

DECEMBER 2016

1. NCD Child’s integrity, ethical standards, credibility, and identify are of paramount importance in accomplishing its mission and will be protected with the utmost vigilance. These values are reflected in the NCD Child Charter available at www.ncdchild.org. NCD Child’s relationship with the private sector and philanthropic foundations draws guidance from the WHO Framework on engagement with non-State Actors.²
2. NCD Child accepts financial or in-kind support from the private sector³ and philanthropic foundations⁴ only if such acceptance would not conflict with the mission of the coalition would not pose a conflict of interest; and in no way would impair NCD Child’s objectivity, influence, priorities, and actions. A conflict of interest arises in circumstances where there is potential for a secondary interest (a vested interest in the outcome of NCD Child’s work in a given area) to unduly influence, or where it may be reasonably perceived to unduly influence, either the independence or objectivity of professional judgement or actions regarding a primary interest (NCD Child’s work).⁵
3. The policy outlined in this document serves as a guide for NCD Child to address relationships with the private sector and philanthropic foundations. To strengthen NCD Child’s relationship with the private sector and philanthropic organization a robust framework, such as this, “enables engagement and serves also as an instrument to identify the risks, balancing them against the expected benefits, while protecting and preserving [NCD Child’s] integrity, reputation and public health mandate”. Moreover, it provides clarity and transparency as to the type and nature of relationship the coalition has with the private sector and philanthropic foundations. Such effective engagement requires that NCD Child undertakes due diligence and transparency measures under this Policy in determining whether to engage in a relationship with a private sector entity or a philanthropic foundation.⁶
4. Through its due diligence, NCD Child must manage potential risks in associating with such organizations. NCD Child needs to ensure a proper balance, independence, objectivity and scientific rigor in governance and in education, research, health policy and all other activities sponsored by the NCD Child. Careful compliance will inspire confidence, which will avoid both actual bias and the appearance of bias, and will comply, with legal and regulatory standards.

¹ This Policy is based on excerpts from the following documents: WHO Framework of engagement with non-State Actors, WHA69.10, Annex, 28 May 2016, accessed at <http://www.who.int/about/collaborations/non-state-actors/en/> (“WHO Framework”); AAP Conflict of Interest Policy, accessed at <https://www.aap.org/en-us/about-the-aap/aap-leadership/Documents/20-IndustryRelations.pdf>; Save the Children, Upholding Our Values, *Accountability and transparency report 2014*, accessed at <http://www.savethechildren.org.uk/resources/online-library/upholding-our-values>; UNEP Partnership Policy and Procedures, Policy Outline No. 1/2011, 21 October 2011, accessed at www.unep.org/about/funding/portals/50199/.../Partnership-Policy.pdf; IFAD, Private Sector Development and Partnership Strategy, accessed at <https://www.ifad.org/documents/10180/17c7d7d2-6cc3-4d6f-bc0c-784940bf4fbe>; and The Partnership for Maternal, Newborn and Child Health, Private Sector Engagement, accessed at <https://business.un.org/en/documents/10722> and http://www.who.int/pmnch/about/steering_committee/b12-12-item9b_private_sector_discussion_document.pdf

² WHO Framework of engagement with non-State Actors, WHA69.10, Annex, 28 May 2016, accessed at <http://www.who.int/about/collaborations/non-state-actors/en/> (“WHO Framework”).

³ “Private sector entities are commercial enterprises, that is to say businesses that are intended to make a profit for their owners. The term also refers to entities that represent, or are governed or controlled by, private sector entities. This group includes (but is not limited to) business associations representing commercial enterprises, entities not “at arm’s length” from their commercial sponsors, and partially or fully State-owned commercial enterprises acting like private sector entities”, WHO Framework, para. 10. An entity is considered “at arm’s length” from another entity if it is independent from the other entity, does not take instructions and is clearly not influenced or clearly not perceived to be influenced in its decisions and work by the other entity. WHO Framework, footnote, 1.

⁴ “Philanthropic foundations are non-profit entities whose assets are provided by donors and whose income is spent on socially useful purposes. They shall be clearly independent from any private sector entity in their governance and decision-making”, WHO Framework, para. 11.

⁵ WHO Framework, para. 22.

⁶ WHO Framework, para. 4.

Importance of the private sector and philanthropic foundations

5. NCD Child recognizes the important role played by the private sector and the philanthropic foundations in addressing the global challenge of Non-communicable diseases (NCD's) and the associated risk factors. They are crucial to ensuring internationally agreed upon Sustainable Development Goals and the 20 by 25. Moreover, engagement with this sector ensures that they take greater responsibility for their role in NCDs and the associated risks factors.⁷
6. NCD Child's engagement with the private sector and philanthropic foundations recognizes the need for holistic solutions to the complex problem of non-communicable diseases. This Policy recognizes that all participants will gain and contribute something. Engaging with the private sector requires recognition and acceptance of the fact that they are commercial entities aimed at making a profit. The agreements with the private sector and philanthropic foundations therefore recognizes the need for a clear understanding of the objectives, role and responsibilities of each organization.⁸
7. NCD Child acknowledges that opportunities and resources exist and that these are needed to ensure NCD Child can fulfill its Charter. NCD Child will therefore seek partnerships and develop relationships with private sector and philanthropic foundations that can serve to further its mission, provided that these relationships are in agreement with its core values. NCD Child will ensure that its decision making process remains independent from any undue influence from the private sector or a philanthropic foundation.
8. NCD Child will develop relationships with organizations that, through their products, activities, and/or their philosophy, enhance the quality of life for children and their families and are aligned with NCD Child's values and mission. Partnerships that provide no clear advantage to child, adolescent and youth health or the mission of NCD Child will not be considered. This includes *inter alia* arms, tobacco and alcohol industry, firearm and weapons production, and gambling.

Principles guiding the involvement of the private sector and philanthropic foundations with NCD Child

9. Approaches to working with the private sector and philanthropic foundations require an understanding and analysis of the specific mandates and underlying policy orientation of each organization. Partnerships need to be forged on a case-by-case basis with attention to due diligence. The Governing Council, through procedures adopted by them, has overall responsibility for NCD Child's relationship with the private sector and philanthropic foundations.
10. Any private sector or philanthropic foundation that wishes to be engaged with NCD Child should be committed to supporting NCD Child in at least one of the following areas:
 - Child health related to non-communicable diseases and the associated risk factors;
 - Advocacy and awareness;
 - Public education;
 - Physician/health professional education;
 - Child health research;
 - Health care delivery, including preventive services; and
 - Collaboration and communication
11. Any relationship with the private sector and philanthropic foundations are guided by the following overarching principles, based on the WHO Framework⁹:
 - Demonstrate a clear benefit to public health;
 - Uphold NCD Child's Mission;
 - Uphold and advance international human rights, including recognizing and respecting the core principles underpinning children's rights;

⁷ WHO Framework, para. 6.

⁸ WHO Draft Framework of engagement with non-State Actors, A/FENSA/OEIGM/5, 7 April 2016, Annex, paras. 6, 8, accessed at <http://www.who.int/about/collaborations/non-state-actors/en/>.

⁹ WHO Framework, para. 5.

- Respect the decision-making processes of NCD Child and its Advisory Council;
- Support and enhance, without compromising, the scientific and evidence-based approach that underpins the work of NCD Child;
- Protect NCD Child from undue or improper influence, in particular on the process in setting and applying policies, norms and standards;
- Not compromise NCD Child's integrity, independence, credibility and reputation;
- Be effectively managed, including by, where possible avoiding conflict of interest and other forms of risks to NCD Child; and
- Be conducted on the basis of transparency, openness, inclusiveness, accountability, integrity and mutual respect.

Nature and scope of the involvement of the private sector and philanthropic foundations

12. NCD Child will engage, and interact, with the private sector and philanthropic foundations *inter alia* in the following ways:
 - Participation in meetings and consultations;
 - Brokering knowledge and innovation for action;
 - Advocate for mobilization and alignment of resources and for greater engagement;
 - Generate evidence on technical issues and share their expertise, as appropriate;
 - Advocacy;
 - Technical collaboration;
 - Promote accountability for resources and results;
 - Involvement in advising and participating in the management and organization of programs and policies; and
 - Invitations to participate in consultations.
13. The acceptance of contributions from the private sector and philanthropic foundations:¹⁰
 - Does not constitute an endorsement by NCD Child of the private sector or philanthropic organization;
 - Does not confer any specific privilege or advantage.
14. Support of the work of NCD Child does not permit the private sector or philanthropic foundation influence over content, nor does it imply NCD Child's approval or endorsement of an organization's policies, products, opinions or activities, whether a program is funded by a single source or multiple sources.
15. For reasons of transparency, NCD Child will make publicly available all contributions received. Acknowledgements will be made for contributions to specific outcomes or activities.

Due diligence and risk assessment

16. When considering entering into a relationship with a private sector entity or philanthropic foundation, NCD Child will examine whether such engagement is in the interest of the organization and is in line with the principles guiding such a relationship detailed above.¹¹
17. Due diligence refers to the steps that NCD Child will take to find and verify relevant information about the private sector entity or philanthropic foundation to develop a clear understanding of its profile.¹² This process combines a review of the information provided by the organization, a search of all information about the entity concerned from other sources (*inter alia* media, government sources,

¹⁰ WHO Draft Framework of engagement with non-State Actors, A/FENSA/OEIGM/5, 7 April 2016, Annex, para. 7bis, accessed at <http://www.who.int/about/collaborations/non-state-actors/en/>.

¹¹ WHO Framework, para. 27.

¹² WHO Framework, para. 29.

websites), and an analysis of all information obtained.¹³

18. The core functions of due diligence are to:

- Clarify the nature and purpose of the entity proposed to engage with NCD Child;
- Clarify the interest and objectives of the entity in engaging with NCD Child and what it expects in return;
- Determine the entity's legal status, area of activities, membership, governance, sources of funding, constitution, statutes, and by-laws and affiliation; and
- Define the main elements of the history and activities of the entity in terms of the following: health, human and labour issues; environmental, ethical and business issues; reputation and image; and financial stability.¹⁴

19. A risk assessment will be undertaken by NCD Child to determine if the organization should engage with the private sector entity or philanthropic foundation.

¹³ WHO Framework, para. 30.

¹⁴ WHO Framework, para. 31.

The Review Process – due diligence and risk assessment

This document is for internal purposes only.

1. As stated in NCD Child’s “Policy on Relationship with the private sector and philanthropic foundations”, the Governing Council has overall responsibility for NCD Child’s relationships with the private sector and philanthropic foundations. The below provides an overview of the procedure undertaken in the course of a due diligence and the risk assessment undertaken by NCD Child.
2. The Secretariat has the primary responsibility for undertaking due diligence, in line with the “Due diligence and risk assessment” procedure, contained in the WHO Framework.¹⁵ The Secretariat will make a recommendation to the Governance and Membership Committee.
3. The Governance and Membership Committee (consisting of five individuals elected by Governing Council members) will review the due diligence and risk assessment undertaken by the Secretariat and its recommendation.
4. The Governance and Membership Committee will notify the Governing Council of the recommendation on the due diligence and risk assessment.
5. The Governing Council will be given **5 working days** to raise any objections to the recommendation made by the Governance and Membership Committee. Should no objections be raised the recommendation of the Governance and Membership Committee will be adopted.
6. In the event of an objection/s, the Governance and Membership Committee, in conjunction with the Secretariat, will give due consideration to any objection/s raised.
7. The Governance and Membership Committee will notify the Governing Council on the outcome of the objection/s raised and its final recommendation.

¹⁵ WHO Draft Framework of engagement with non-State Actors, A/FENSA/OEIGM/5, 7 April 2016, Annex, para. 27-41, accessed at <http://www.who.int/about/collaborations/non-state-actors/en/>.