

## Annex: Civil Society & Communities as decision-makers in the global health architecture

The importance of formal representation of civil society and communities in governance structures is well recognised in key organisations including the Global Fund to Fight AIDS, Tuberculosis and Malaria (Global Fund), Unitaid, GAVI, GFF, with ongoing efforts to increase representation in organisations such as FIND.<sup>1</sup> Organisations engaged in the HIV and TB responses demonstrate strong engagement of civil society in governance including through formal board representation<sup>2</sup> and as outlined in '[Recommendations for the Financial Intermediary Fund \(FIF\) for Pandemic Prevention, Preparedness and Response \(PPR\)](#)'<sup>3</sup>, adherence to existing global norms in civil society and community representation in governance and decision-making is key in the FIF. This practice includes<sup>4</sup>:

Permanent representation of both NGO and Community constituencies: A permanent role for key civil society constituencies within governance structures is critical. It allows the civil society representatives and their constituencies to conduct long-term planning and advocacy to maximise their impact at the Board level. A permanent role far exceeds a consultative role in that it allows for communication between representatives and the communities they are expected to represent, and vests the civil society representatives with the ability to observe and influence decisions over time, as an institution or fund evolves, rather than only being able to inform discussions or decisions in an ad hoc manner. Permanent representation allows for civil society representatives to develop and strengthen their abilities to navigate and influence governance bodies and develop stronger relationships with colleagues facilitating greater understanding and coordination between what are often competing priorities.

Voting rights: It is important to ensure that these constituencies have voting power on par with governments and other non-state actors. Voting rights invests real power in communities to hold institutions accountable and importantly, yet often overlooked, equal voting rights promote collegiality among the representatives of various stakeholder groups. It allows civil society representatives to approach and dialogue with government representatives on an equal footing.

Funding to support engagement with civil society and community constituencies: Civil society & Community representatives are often responsible for representing expansive, dispersed constituencies, with minimal formal mechanisms to solicit input from them and communicate decisions back. Financial resources are essential to support the costs of meeting with, communicating with, and seeking the approval of their global constituencies, so they can be legitimate and effective representatives.

### Best practice examples across the global health architecture

The Global Fund currently has three civil society delegations each with a vote (Communities Delegation, Developing Country NGO Delegation and Developed Country NGO Delegation) and Unitaid currently has two delegations each with a vote (Communities Delegation and NGO Delegation). The structure at Global Fund and Unitaid also highlights the critical importance of recognising the right to self-representation and distinct voice of communities in governance and decision-making processes.

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<sup>1</sup> FIND. <https://www.finddx.org/board-of-directors/>

<sup>2</sup> Kaiser Family Foundation. *Civil Society Inclusion in a New Financial Intermediary Fund: Lessons from Current Multilateral Initiatives*. <https://www.kff.org/global-health-policy/issue-brief/civil-society-inclusion-in-a-new-financial-intermediary-fund-lessons-from-current-multilateral-initiatives/>

<sup>3</sup> STOPAIDS, Joep Lange Institute, Equal International, GNP+, WACI Health, Global Fund Advocates Network (GFAN), Frontline AIDS and the Platform for ACT-A Civil Society and Community Representatives (on behalf of 123 organisations and individuals). '*Recommendations for the Financial Intermediary Fund (FIF) for Pandemic Prevention, Preparedness and Response (PPR)*'. <https://stopaids.org.uk/2022/05/27/recommendations-for-the-financial-intermediary-fund-fif-for-pandemic-prevention-preparedness-and-response-ppr/>

<sup>4</sup> STOPAIDS, Aidsfonds, Civil Society Sustainability Network and Frontline AIDS. 2020. *HIV, Universal Health Coverage and the future of the Global Health Architecture: A civil society discussion paper on key trends and principles for evolution*. <https://stopaids.org.uk/resources/global-health-architecture/>