

Global Governance for Health: Guide to Organizations

Primer

2022

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Introduction

This primer is intended to introduce students to key facts about selected organizations that operate as entities that within the global health system. Most of the descriptive text on each organization was gathered directly from the organizations' websites and lightly edited for brevity. The list of organizations described is not meant to be exhaustive or representative, but rather, were chosen to illustrate the various types of actors relevant in the global health system.

United Nations System

General Assembly

UNITED NATIONS

The United Nations Educational, Scientific and Cultural Organization (UNESCO) has a multi-pronged approach to sustainable development, as the organization supports a wide range of initiatives. The organization is the only UN agency whose mandate covers all aspects of education and UNESCO provides leadership in education, strengthens educational systems worldwide, and responds to global education challenges through the lens of gender equality. UNESCO seeks to protect and promote culture and diversity through the establishment of world heritage sites. The organization assists international governments in investing in science and technology, developing science policies, and evaluating the ways scientific research can aid in a country's development and sustainability practices. UNESCO accomplishes these tasks through partnerships with governments and international organizations, and through its field offices.

The United Nations Educational, Scientific and Cultural Organization produces an annual flagship report, the [Global Education Monitoring Report](#), which assesses global progress toward the Sustainable Development Goal on education (SDG 4) and its 10 targets. The organization provides a [publications repository](#), which allows online access to UNESCO global reports and open access materials from the organization. Additionally, UNESCO hosts a [data portal](#), where the user can select from a list of indicators and view the data in table format. The themes that UNESCO follows can be viewed from the [theme portal](#) and [country profiles](#)—also provided with data related to education, literacy, science, technology, innovation, and culture. In addition to the wide variety of resources UNESCO provides, the organization also posts regular updates in its [news portal](#).

Founded: 24 October 1945

Headquarters: New York, USA

Current Head: António Guterres, Secretary-General

Link: <https://www.un.org>

History

The United Nations (UN) is an international organization founded in 1945 after the Second World War by 51 countries committed to maintaining international peace and security, developing friendly relations among nations and promoting social progress, better living standards and human rights. In accordance with the Charter of the United Nations, membership “is open to all peace-loving States that accept the obligations contained in the United Nations Charter and, in the judgment of the Organization, are able to carry out these obligations”. States are admitted to membership by decision of the General Assembly upon the recommendation of the Security Council. As of July 2019, the UN had grown to 193 Member States.

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Work and Governance

Due to its unique international character and the powers vested in its founding Charter, the UN can take action on a wide range of issues, and provides a forum for its Member States to express their views through the General Assembly (GA), the Security Council, the Economic and Social Council (ECOSOC) and other bodies and committees. The UN has four main purposes: (1) to keep peace throughout the world; (2) to develop friendly relations among nations; (3) to help nations work together to solve economic, social, and cultural problems and encourage respect for each other's rights and freedoms; and (4) to be a centre for harmonizing the actions of nations to achieve these goals.

The UN Charter established six principal organs of the United Nations: the General Assembly, the Security Council, the Economic and Social Council, the Trusteeship Council, the International Court of Justice, and the Secretariat. The United Nations family, however, is much larger, encompassing 15 agencies and several programmes and bodies.¹ UN programs and funds are financed through voluntary contributions by Member States and other organizations rather than assessed contributions. The United Nations' specialized agencies are autonomous organizations working with the United Nations and funded by both voluntary and assessed contributions.

Elements of the UN

Established in 1945 under the Charter of the United Nations, the **General Assembly** occupies a central position as the chief deliberative, policymaking and representative organ of the United Nations. Comprising all 193 Members of the United Nations, it provides a unique forum for multilateral discussion of the full spectrum of international issues covered by the Charter. It also plays a significant role in the process of standard-setting and the codification of international law. The Assembly meets in regular session intensively from September to December each year, and thereafter as required. Each country has one vote.

Votes taken on designated important issues, such as recommendations on peace and security and the election of Security Council members, require a two-thirds majority of Member States, but other questions are decided by simple majority. In recent years, a special effort has been made to achieve consensus on issues, rather than deciding by a formal vote, thus strengthening support for the Assembly's decisions.

The United Nations gives primary responsibility for maintaining international peace and security to the **Security Council**, which may meet whenever peace is threatened. All members of the United Nations agree to accept and carry out the decisions of the Security Council. While other organs of the United Nations make recommendations to Member States, only the Security Council has the power to make decisions that Member States are then obligated to implement under the Charter. A representative of each of its members must be present at all times at UN Headquarters so that the Security Council can meet at any time as the need arises.

When a complaint concerning a threat to peace is brought before it, the Council's first action is usually to recommend that the parties try to reach agreement by peaceful means. When a dispute leads to hostilities, the Council's primary concern is to bring them to an end as soon as possible. In that case, the Council may issue ceasefire directives that can help prevent an escalation of the conflict, dispatch military observers or a peacekeeping force to help reduce tensions, or separate opposing forces and establish a calm in which peaceful settlements may be sought. Beyond this, the Council may opt for enforcement measures, including economic sanctions, arms embargoes, financial penalties and restrictions, travel bans, severance of diplomatic relations, blockade, or even collective military action. A chief concern is to focus action on those

¹ For a list of UN funds, programs and agencies, see: <https://www.un.org/en/sections/about-un/funds-programmes-specialized-agencies-and-others>

responsible for the policies or practices condemned by the international community, while minimizing the impact of the measures taken on other parts of the population and economy.

The **Economic and Social Council (ECOSOC)**, established by the UN Charter, is the principal organ to coordinate the economic, social and related work of the United Nations and the specialized agencies and institutions. Voting in the Council is by simple majority; each member has one vote. ECOSOC has broad responsibility for some 70% of the human and financial resources of the entire UN system, including 15 specialized agencies, 8 “functional” commissions, and five regional commissions.

The Council holds regular meetings throughout the year with prominent academics, business sector representatives and 3,200+ registered non-governmental organizations. ECOSOC’s biggest gathering, however, is reserved for the summer, when it holds its annual, month-long substantive session in July, held in alternate years in New York and Geneva.

The **International Court of Justice**, located at the Hague in the Netherlands, is the principal judicial organ of the United Nations. It settles legal disputes between states and gives advisory opinions to the UN and its specialized agencies. Its Statute is an integral part of the United Nations Charter.

The **Secretariat** carries out the day-to-day work of the Organization. It services the other principal organs and carries out tasks as varied as the issues dealt with by the UN: administering peacekeeping operations, surveying economic and social trends, preparing studies on human rights, among others.

Funds and Programmes

UNITED NATIONS DEVELOPMENT PROGRAMME (UNDP)

The United Nations Development Programme (UNDP) works in 170 countries and territories aiding in the development of policies with the ultimate goal of eliminating poverty. UNDP mainly focuses on aiding countries to align their development within the structure of the 2030 Sustainable Development Agenda by accelerating structural transformations within countries and also building resilience to economic instability. The organization accomplishes this by placing volunteers and staff directly in countries to work with governments and other key organizations.

The flagship report produced by UNDP is the [Human Development Report](#), which explores the contemporary nature of inequalities in human development. Along with producing the report, the United Nations Development Programme also hosts a [data portal](#) and provides [country profiles](#) on human development. The organization’s website has a [news portal](#) and a [topic portal](#) outlining the Sustainable Development Goals.

UNITED NATIONS ENVIRONMENT PROGRAMME (UNEP)

The United Nations Environmental Programme is the leading environmental entity of the United Nations. The organization sets the global environmental agenda and is responsible for ensuring the Sustainable Development Agenda is on track with its environmental priorities. While advocating for the environment globally, the UNEP accomplishes its mandate by assessing a wide range of environmental conditions, developing response mechanisms with member states, and strengthening institutions at the forefront of environmental management.

The flagship report produced by the United Nations Environmental Programme is the [Emissions Gap Report](#), an annual publication that tracks global emissions. The organization provides a wide range of reports and publications on environmental topics which can be found in the agency’s [publications portal](#). UNEP also

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hosts a [data portal](#) where users can track open projects, country presence, and total budget. Within this data portal, the organization provides [country portals](#) which are populated with ongoing projects within specific countries, as well as an additional [news portal](#), updated regularly.

UNITED NATIONS POPULATION FUND (UNFPA)

The United Nations Population Fund (UNFPA) is the United Nations organization focused primarily on sexual and reproductive health. The overall mission of UNFPA is to deliver a world in which every pregnancy is wanted, every woman has a safe childbirth, and every young person has the ability to reach their potential. The organization focuses on supporting women in a variety of ways, from promoting reliable access to contraceptive methods to promoting the health of pregnant women to eliminating female genital mutilation. UNFPA works with policymakers, governments, and organizations to further develop laws and practices supporting sexual and reproductive health.

The flagship report produced by the Population Fund is entitled [State of the World Population](#), a report focused on the evolution of women's rights, including those related to marriage, reproduction, employment, and education. The organization also produces numerous other [reports and publications](#), as well as [news stories](#). The [topic portal](#) provides information on all of the areas in which UNFPA focuses. When a specific topic is selected, all of the related publications, news, and an interactive map appear. UNFPA also hosts a [data portal](#), allowing users to view sexual and reproductive health data in an interactive format. When a country on the interactive map is selected, it takes the user to an [interactive country profile](#) outlining demographic information, information on birth attendants, and expenditure information on sexual and reproductive health services, among other indicators.

Founded: 11 July 1967

Headquarters: New York, NY

Current Head: Dr. Natalia Kanem, Executive Director

Annual Expenditures in USD: \$1.11 billion (2022)

Link: <https://www.unfpa.org>

History

When the UN Fund for Population Activities was introduced as a trust fund on 11 July 1967, its administration was entrusted to UNDP. In 1987, the name of UNFPA was changed to the United Nations Population Fund, but its official abbreviation, UNFPA, remained the same. After the International Conference on Population and Development (ICPD) held in Cairo in 1994, the Secretary-General designated UNFPA as the lead United Nations organization for the follow-up and implementation of the conference's Programme of Action. In 1996, UNFPA became a founding co-sponsor of UNAIDS, the Joint UN Programme on HIV/AIDS.

Work

The mandate of UNFPA is (1) to build the knowledge and the capacity to respond to needs in population and family planning; (2) to promote awareness in both developed and developing countries of population problems and possible strategies to deal with these problems; (3) to assist their population problems in the forms and means best suited to the individual countries' needs; (4) to assume a leading role in the United Nations system in promoting population programs, and to coordinate projects supported by the Fund. In 2018, they set three specific goals: Ending unmet need for family planning, ending preventable maternal death, and ending gender-based violence and harmful practices.

As reflected in its mission statement, the Fund “supports countries in using population data for policies and programs to reduce poverty and to ensure that every pregnancy is wanted, every birth is safe, every young person is free of HIV/AIDS, and every girl and woman is treated with dignity and respect.” Starting in 2007,

UNFPA decentralized its operations to become a more field-centred, efficient and strategic partner to the countries it serves. It currently has six regional, three subregional offices, and six liaison offices that help coordinate work in more than 150 countries, areas and territories through 121 country offices.

Governance Structure

UNFPA is a subsidiary organ of the United Nations General Assembly. UNFPA receives overall policy guidance from the General Assembly and Economic and Social Council (ECOSOC). It reports to its governing body, the UNDP/UNFPA Executive Board, on administrative, financial and program matters. The Fund works in close collaboration with many other development and humanitarian agencies (particularly WHO, UNICEF, UNDP and UNAIDS) in the field. The Executive Board is composed of 36 members: eight from Africa, seven from Asia and the Pacific, four from Eastern Europe, five from Latin America and the Caribbean, and 12 from Western Europe and other developed countries. UNFPA is entirely supported by voluntary contributions of donor governments, intergovernmental organizations, private sector groups and foundations and individuals, not by the UN regular budget.

UNITED NATIONS HUMAN SETTLEMENTS PROGRAMME (UN-HABITAT)

The United Nations Human Settlements Programme (UN-Habitat) addresses the issues of urban growth and is currently active in over 90 countries around the world. It is the leading United Nations agency promoting the development of socially and environmentally sustainable human settlements and the achievement of adequate shelter for all—its work spanning across the world—including in villages, towns, and cities of all sizes. In addition to ensuring cities become inclusive drivers of economic, social, and environmental change, UN-Habitat also aims to use sustainable urbanization as a means to achieve sustainable development and peace, thereby improving living conditions and health for all.

UN-Habitat produces [reports](#) detailing the state of global cities on their path towards more development and growth, including a flagship publication titled the World Cities Report.

UNITED NATIONS CHILDREN'S FUND (UNICEF)

The United Nations Children's Fund (UNICEF) promotes the rights and well-being of every child. Today, UNICEF is active in more than 190 countries and territories through country programs and National Committees. UNICEF programs focus on the most disadvantaged children, including those living in fragile contexts, those with disabilities, those who are affected by rapid urbanization and those affected by environmental degradation. UNICEF's goals include: promoting policies and expanding access to services that protect all children; reducing child mortality; supporting quality learning for every girl and boy; providing emergency aid; and ensuring female participation in political, social, and economic systems. In all of its work, UNICEF takes a life-cycle based approach, recognizing the particular importance of early childhood development and adolescence, highlighted in its flagship report, [State of the World's Children](#).

Resources published by this organization that individuals can access also include [datasets](#) and [data interactives](#), [reports](#), [country profiles](#), and [news stories](#).

Founded: December 11, 1946

Headquarters: New York, NY

Current Head: Henrietta H. Fore, Executive Director

Annual Expenditures in USD: \$5.681 billion (2020)

Link: <https://www.unicef.org>

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History

UNICEF was established on 11 December 1946 by the United Nations to meet the emergency needs of children in post-war Europe and China. Its full name was the United Nations International Children's Emergency Fund. In 1950, its mandate was broadened to address the long-term needs of children and women in developing countries everywhere. UNICEF became a permanent part of the United Nations system in 1953, when its name was shortened to the United Nations Children's Fund. However, UNICEF retained its original acronym.

Work

UNICEF works with others to overcome the obstacles that poverty, violence, disease and discrimination place in a child's path. UNICEF's programs emphasize developing community-level services to promote the health and well-being of children. UNICEF has five focus areas: child survival and development; basic education and gender equality; HIV/AIDS and children; child protection; and policy advocacy and partnerships.

UNICEF's work is carried out in 192 countries through country programmes and National Committees. Some 85 per cent of the organization's posts are located in the field. There are seven regional offices and country offices worldwide. Each country office carries out UNICEF's mission through a unique programme of cooperation developed with the host government. This five-year programme focuses on practical ways to realize the rights of children and women. Their needs are analyzed in a situation report produced at the beginning of the programme cycle. Regional offices guide this work and provide technical assistance to country offices as needed. UNICEF's work is integrated with other United Nations activities in a country.

Overall management and administration of the organization takes place at headquarters in New York, where UNICEF's global policy is shaped. Specialized offices include the Supply Division, based in Copenhagen, which provides such essential items as vaccine doses for children in developing countries. UNICEF also operates the Innocenti Research Centre in Florence and Offices for Japan and Brussels, which assist with fund-raising and liaising with policy makers. Many people in industrialized countries first hear about UNICEF's work through the activities of 34 National Committees for UNICEF. These non-governmental organizations promote children's rights, raise funds, sell UNICEF greeting cards and products, create key corporate and civil society partnerships, and provide other support. The committees raise a third of UNICEF's resources.

Governance Structure

UNICEF is supported entirely by voluntary funds. Governments contribute two thirds of the organization's resources; private groups and some 6 million individual donors contribute the rest through the National Committees. Guiding and monitoring all of UNICEF's work is a 36-member **Executive Board** made up of government representatives elected by the United Nations Economic and Social Council, usually for three-year terms. The Executive Board establishes policies, approves programmes and decides on administrative and financial plans and budgets. Its work is coordinated by the **Bureau**, comprising a President and four Vice-Presidents, each officer representing one of the five regional groups. These five officers are elected by the Executive Board each year from among its members, with the presidency rotating among the regional groups on an annual basis. As a matter of custom, permanent members of the Security Council do not serve as officers of the Executive Board.

WORLD FOOD PROGRAMME (WFP)

The World Food Programme (WFP) delivers food assistance during humanitarian crises, works with communities to improve nutrition, and aids communities in building resilience through development. The organization focuses most heavily on providing food assistance on the ground where it is needed most and at any given time the WFP has 5,600 trucks, 30 ships, and 100 planes delivering food and supplies around the world.

WFP produces reports, country strategic plans, fact sheets, and infographics, which can all be found in the organization's [publications portal](#). A key portal from the World Food Programme is the [Hunger Map](#), which depicts the number of undernourished people in each country. WFP hosts a [data portal](#) containing a seasonal data explorer and an economic data explorer. Each of these data sets provides country-specific data on a variety of indicators. The organization's [country portals](#) provide an overview of the organization's operations within each country and a downloadable brief. The World Food Programme also hosts a regularly updated [news portal](#).

Other Entities

UNITED NATIONS ENTITY FOR GENDER EQUALITY AND THE EMPOWERMENT OF WOMEN (UN-WOMEN)

The United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) is a global champion for women and girls worldwide, advocating to improve their livelihoods. UN-Women seeks to: support inter-governmental bodies, such as the Commission on the Status of Women, in their formulation of policies, global standards and norms; help Member States to implement these standards—standing ready to provide suitable technical and financial support to countries that request it; forge effective partnerships with civil society; and lead and coordinate the UN system's work on gender equality as well as promote accountability. UN-Women works closely with government entities, non-governmental organizations (NGOs), UN agencies, and other intergovernmental organizations to implement their programs across national boundaries and at regional levels.

The organization's flagship report, [Progress of the World's Women](#) features global, regional, and national data showcasing the state of gender equality and progress. Additionally, individuals can access [key reports](#) and [news stories](#) highlighting the transnational experiences of women and girls.

Related Organizations

WORLD TRADE ORGANIZATION (WTO)

The World Trade Organization (WTO) is a global international organization for member nations to address and solve trade disputes. The primary purpose of the WTO is to open trade for the benefit of all people—accomplished through the negotiation of trade rules and agreements, and dispute settlement. The organization assists member states as they navigate global trade negotiations, acts as an arbiter during trade disputes, provides oversight during agreement implementation, and maintains a regular dialogue with other non-governmental and international organizations. The World Trade Organization also focuses on the ways in which trade and globalization impact health.

The WTO produces a flagship report, entitled the [World Trade Report](#), as well as numerous other [publications and reports](#). The organization also provides an extensive [data portal](#) where the user can select from an array

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of indicators, reporting economies, products/sectors, and years. The World Trade Organization provides an online resource collection on [trade topics](#); a portal for [documents, data, and resources](#); as well as a section for [news and events](#).

Founded: 1 January 1995

Headquarters: Geneva, Switzerland

Current Head: Ngozi Okonjo-Iweala, Director-General

Annual Expenditures in USD: \$205.351 million (2021)²

Link: <https://www.wto.org>

History

From 1948 to 1994, the General Agreement on Tariffs and Trade (GATT) provided the rules for much of world trade and presided over periods that saw some of the highest growth rates in international commerce. The original intention was to create a third institution to handle the trade side of international economic cooperation, joining the two “Bretton Woods” institutions, the World Bank and the International Monetary Fund. Over 50 countries participated in negotiations to create an International Trade Organization (ITO) as a specialized agency of the United Nations. By the early 1980s the General Agreement was clearly no longer as relevant to the realities of world trade as it had been in the 1940s. For a start, world trade had become far more complex and important than 40 years before: the globalization of the world economy was underway, trade in services — not covered by GATT rules — was of major interest to more and more countries, and international investment had expanded. The WTO replaced GATT as an international organization in 1995 under the Marrakech Agreement, but the General Agreement still exists as the WTO’s umbrella treaty for trade in goods, updated as a result of the Uruguay Round negotiations.

Work

The WTO provides a forum for negotiating agreements aimed at reducing obstacles to international trade and ensuring a level playing field for all, thus contributing to economic growth and development. The WTO also provides a legal and institutional framework for the implementation and monitoring of these agreements, as well as for settling disputes arising from their interpretation and application. The current body of trade agreements comprising the WTO consists of 16 different multilateral agreements (to which all WTO members are parties) and two different plurilateral agreements (to which only some WTO members are parties).

The WTO's founding and guiding principles remain the pursuit of open borders, the guarantee of most-favoured-nation principle and non-discriminatory treatment by and among members, and a commitment to transparency in the conduct of its activities. More specifically, the WTO's main activities are: negotiating the reduction or elimination of obstacles to trade (import tariffs, other barriers to trade) and agreeing on rules governing the conduct of international trade (e.g. antidumping, subsidies, product standards, etc.); administering and monitoring the application of the WTO's agreed rules for trade in goods, trade in services, and trade-related intellectual property rights; monitoring and reviewing the trade policies of its members, as well as ensuring transparency of regional and bilateral trade agreements; settling disputes among members regarding the interpretation and application of the agreements; building capacity of developing country government officials in international trade matters; conducting economic research and collecting and disseminating trade data in support of the WTO's other main activities; and explaining to and educating the public about the WTO, its mission and its activities.

² https://www.wto.org/english/thewto_e/secre_e/budget_e/budget2021_e.pdf

Governance Structure

The WTO currently has 164 members, of which the majority are developing countries or separate customs territories. WTO activities are supported by a Secretariat of some 630 staff, led by the WTO Director-General. The Secretariat is located in Geneva, Switzerland, and has an annual budget of approximately CHF 200 million. The three official languages of the WTO are English, French and Spanish.

Increasingly, countries are getting together to form groups and alliances in the WTO. In many cases they even speak with one voice using a single spokesperson or negotiating team. The increasing number of coalitions involving developing countries reflects the broader spread of bargaining power in the WTO. One group is seen as politically symbolic of this change, the G-20, which includes Argentina, Brazil, China, Egypt, India, South Africa, Thailand and many others, but there are other, overlapping “Gs” too, and one “C” — the Cotton Four (C-4), an alliance of sub-Saharan countries lobbying for trade reform in the sector.

Decisions in the WTO are generally taken by consensus of the entire membership. The highest institutional body is the **Ministerial Conference**, which meets roughly every two years. A **General Council** conducts the organization's business in the intervals between Ministerial Conferences. Both of these bodies comprise all members. Specialized subsidiary bodies (Councils, Committees, Sub-committees), also comprising all members, administer and monitor the implementation by members of the various WTO agreements. A diagram of the organization is available at:

https://www.wto.org/english/thewto_e/whatis_e/tif_e/org2_e.htm.

Dispute Settlement Process

Settling disputes is the responsibility of the Dispute Settlement Body (the General Council in another guise), which consists of all WTO members. The Dispute Settlement Body has the sole authority to establish “panels” of experts to consider the case, and to accept or reject the panels’ findings or the results of an appeal. It monitors the implementation of the rulings and recommendations, and has the power to authorize retaliation when a country does not comply with a ruling.

First stage: Consultation (up to 60 days). Before taking any other actions, the countries in dispute have to talk to each other to see if they can settle their differences by themselves. If that fails, they can also ask the WTO Director-General to mediate.

Second stage: the Panel (up to 45 days for a panel to be appointed, plus 6 months for the panel to conclude). If consultations fail, the complaining country can ask for a panel to be appointed. The country “in the dock” can block the creation of a panel once, but when the Dispute Settlement Body meets for a second time, the appointment can no longer be blocked (unless there is a consensus against appointing the panel).

Panels are like tribunals. But unlike in a normal tribunal, the panelists are usually chosen in consultation with the countries in dispute. Only if the two sides cannot agree does the WTO director-general appoint them. Panels consist of three (possibly five) experts from different countries who examine the evidence and decide who is right and who is wrong. The panel’s report is passed to the Dispute Settlement Body, which can only reject the report by consensus. Panelists for each case may be chosen from an indicative list of well-qualified candidates nominated by WTO Members, although others may be considered as well, including those who have formerly served as panelists. Panelists serve in their individual capacities. They cannot receive instructions from any government. The indicative list is maintained by the Secretariat and periodically revised according to any modifications or additions submitted by Members. Officially, the panel is helping the Dispute Settlement Body make rulings or recommendations. But because the panel’s report can only be rejected by consensus in the Dispute Settlement Body, its conclusions are difficult to overturn. The panel’s

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findings have to be based on the agreements cited. The panel's final report should normally be given to the parties to the dispute within six months. In cases of urgency, including those concerning perishable goods, the deadline is shortened to three months.

Economic and Social Council

Specialized Agencies

FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS (FAO)

The Food and Agriculture Organization (FAO) is a specialized agency of the United Nations that seeks to eliminate hunger worldwide. The mission of the organization is to ensure that people have access to enough high-quality food to lead active, healthy lives. The FAO hosts conferences with 194 member states, works in 130 countries on a variety of agricultural and environmental projects, and has offices worldwide to support international governments.

FAO produces a flagship report, [State of Food and Agriculture](#), among many other reports related to food and environmental issues. The organization also produces [country profiles](#), which act as a repository for information and publications related to that specific country, and [infographics](#). In addition to these publications, FAO also hosts a data portal, [FAOSTAT](#), where users can download FAO's data en masse, examine specific data for the *State of Food and Agriculture* report, and look at focused data highlighting specific indicators. FAO also provides a [data repository](#) to examine data from other sources and a [news portal](#).

INTERNATIONAL MONETARY FUND (IMF)

Founded: December 1945

Headquarters: Washington, DC

Current Head: Kristalina Georgieva, Managing Director and Chairwoman

Link: <https://www.imf.org>

History

The IMF was conceived in July 1944, when representatives of 45 countries at the Bretton Woods Conference agreed on a framework for international economic cooperation, to be established after the Second World War. They believed that such a framework was necessary to avoid a repetition of the disastrous economic policies that had contributed to the Great Depression. The IMF came into formal existence in December 1945, when its first 29 member countries signed its Articles of Agreement. It began operations on March 1, 1947. Later that year, France became the first country to borrow from the IMF. The IMF's membership began to expand in the late 1950s and during the 1960s as many African countries became independent and applied for membership.

Work

The IMF's main goal is to ensure the stability of the international monetary and financial system. It helps resolve crises, and works with its member countries to promote growth and alleviate poverty. It has three main tools at its disposal to carry out its mandate: surveillance, technical assistance and training, and lending. These functions are underpinned by the IMF's research and statistics. The IMF tracks global economic trends and performance, alerts its member countries when it sees problems on the horizon, provides a forum for policy dialogue, and passes on know-how to governments on how to tackle economic difficulties. It provides policy advice and financing to members in economic difficulties and also works with

developing nations to help them achieve macroeconomic stability and reduce poverty. The IMF has a near-global membership of 189 countries.

Governance Structure

The **Board of Governors** is the highest decision-making body of the IMF. It consists of one governor and one alternate governor for each member country. The governor is appointed by the member country and is usually the minister of finance or the head of the central bank. The Board of Governors retains the right to approve quota increases, special drawing right (SDR) allocations, the admittance of new members, compulsory withdrawal of members, and amendments to the Articles of Agreement and By-Laws. The Board of Governors also elects executive directors and is the ultimate arbiter on issues related to the interpretation of the IMF's Articles of Agreement. Voting by the Board of Governors usually takes place by mail-in ballot, with decisions normally made by a majority. Voting shares are proportional to the relative size of the country's economy, which also determines its maximum financial contributions to the Fund. The Boards of Governors of the IMF and the World Bank Group normally meet once a year, during the IMF-World Bank Annual Meetings, to discuss the work of their respective institutions.

The IMF's 24-member **Executive Board** takes care of the daily business of the IMF, meeting several times a week. Together, these 24 board members under the Managing Director's leadership represent all 189 countries. Large economies, such as the United States and China, have their own seat at the table but most countries are grouped in constituencies representing multiple countries. Votes are allocated as they are for the Board of Governors, with some members casting the combined votes of all countries they represent. The Board discusses everything from the IMF's annual checks of the state of member countries' economies to economic policy issues relevant to the global economy. The board normally makes decisions based on consensus but sometimes formal votes are taken.

Governance Reform

To be effective, the IMF must be seen as representing the interests of all its 189 member countries. For this reason, it is crucial that its governance structure reflect today's world economy. In 2016, IMF members met the conditions for wide-ranging governance reforms to reflect the increasing importance of emerging market countries. The reforms also ensure that smaller developing countries will retain their influence in the IMF. For more information, see: <https://www.imf.org/en/News/Articles/2015/09/28/04/53/sonew110510b>.

UNITED NATIONS EDUCATIONAL, SCIENTIFIC AND CULTURAL ORGANIZATION (UNESCO)

The World Bank is a vital source of financial and technical assistance to developing countries around the world. Its key priorities include: helping developing countries deliver measurable [results](#); improving how projects are designed, how information is made available; and providing a growing range of free, easy-to-access tools, research and knowledge to help people address the world's development challenges. It has globally funded over 12,000 development projects, via traditional loans, interest-free credits, and grants. It is a leading source of data on topics ranging from economic growth to infrastructure and poverty.

Every year, the World Bank publishes its flagship [World Development Report](#), providing insight on policy recommendations regarding a specific aspect of development, spanning broad topics such as health and poverty. Individuals can access [major publications](#), [country profiles](#), and a [data portal](#) delving into specific topics and national indicators of development and growth. Of special note, the organization's [Open Learning Campus](#) (OLC) is a unique global portal designed to support self-motivated learners who want to get up to speed on the latest development trends, enhance their skills, and share knowledge through online learning communities.

WORLD HEALTH ORGANIZATION (WHO)

The primary role of the World Health Organization (WHO) is to direct and coordinate international health within the United Nations' system. The organization supports countries "as they coordinate the efforts of governments and partners – including bi- and multilateral organizations, funds and foundations, civil society organizations and the private sector." Its work includes preparing for emergencies, improving access to essential medicines and health products, and promoting intersectoral approaches for health globally.

The WHO publishes several annual [global and statistical reports](#), hosts a comprehensive [data repository](#) along with [interactive data visualizations](#), provides [country profiles](#), and supports a [newsroom page](#) with the latest health news and [fact sheets](#).

Founded: 7 April 1948

Headquarters: Geneva, Switzerland

Current Head: Dr. Tedros Adhanom Ghebreyesus, Director-General

Annual Expenditures in USD: \$6.127 billion (2022-2023)

Link: <https://www.who.int/en>

History

When diplomats met to form the United Nations in 1945, one of the things they discussed was setting up a global health organization. Delegates from 53 of WHO's 55 original member states came to the first World Health Assembly in June 1948 and WHO's Constitution came into force on 7 April 1948. At the WHO's founding, it was decided that the organization's top priorities would be malaria, women's and children's health, tuberculosis, venereal disease, nutrition and environmental sanitation – many of which WHO is still working on today. WHO's work has since grown to also cover health problems that were not known in 1948, including relatively new diseases such as HIV/AIDS.

Work

The World Health Organization (WHO) is the directing and coordinating authority on international health within the United Nations' system. WHO experts produce health guidelines and standards, and help countries to address public health issues. WHO also supports and promotes health research. Through WHO, governments can jointly tackle global health problems and improve people's well-being. WHO fulfils its objectives through its core functions: providing leadership on matters critical to health and engaging in partnerships where joint action is needed; shaping the research agenda and stimulating the generation, translation and dissemination of valuable knowledge; setting norms and standards and promoting and monitoring their implementation; articulating ethical and evidence-based policy options; providing technical support, catalyzing change, and building sustainable institutional capacity; and monitoring the health situation and assessing health trends. Among the legally-binding instruments overseen by WHO are the International Health Regulations (IHR), which provides a framework for managing public health emergencies of international concern, and the Framework Convention on Tobacco Control, the first treaty negotiated under the auspices of WHO.

Governance Structure

The Organization is headed by the Director-General, who is appointed by the World Health Assembly on the nomination of the Executive Board. The **World Health Assembly**, composed of delegations from all 194 Member States, is the supreme decision-making body for WHO. It generally meets in Geneva in May each year. The World Health Assembly determines the policies of the Organization and reviews and approves the proposed program budget. It considers reports of the Executive Board, which it instructs in regard to matters upon which further action, study, investigation or report may be required.

Primer: Global Governance for Health: Guide to Organizations

The **Executive Board** is composed of 34 individuals technically qualified in the field of health. Board members are designated by Member States, which are elected to serve on the Executive Board for three-year terms. The main Board meeting, at which the agenda for the forthcoming Health Assembly is agreed upon and resolutions for forwarding to the Health Assembly are adopted, is held in January, with a second shorter meeting in May immediately after the Health Assembly for more administrative matters. The main functions of the Board are to give effect to the decisions and policies of the Health Assembly, to advise it and generally to facilitate its work.

The Secretariat of WHO is staffed by some 8000 staff working at headquarters, in the six regional offices, and in countries. WHO and its Member States work with many partners, including UN agencies, donors, nongovernmental organizations, WHO collaborating centers and the private sector.

The WHO is funded through a combination of assessed contributions from Member States, and voluntary contributions from Member States and other organizations (e.g., foundations, companies and NGOs).

Governance Reform

The evolution of WHO's work and the increasing number of entities associated with global health has necessitated changes in the way WHO is governed, and the way WHO engages with external stakeholders. WHO's governance reform aims to strengthen both the internal governance of WHO by Member States, as well as the role of WHO in global health governance. The fundamental objectives for the internal governance reforms are to foster a more strategic and disciplined approach to priority setting, to enhance the oversight of the programmatic and financial aspects of the Organization, and to improve the efficiency and inclusivity of intergovernmental consensus-building. In relation to WHO's engagement with external stakeholders, WHO is exploring ways to more effectively collaborate with relevant stakeholders including nongovernmental organizations, partnerships, the private sector, foundations, and others, with a view to promoting greater coherence in global health. The challenge is to determine how WHO can engage with a wider range of players without undermining its intergovernmental nature or opening itself to influence by those with vested interests. Moreover, governance reforms aim to strengthen the multilateral role of WHO and to capitalize more effectively on WHO's leadership position in global health.

THE WORLD BANK GROUP

The World Bank is a vital source of financial and technical assistance to developing countries around the world. Its key priorities include: helping developing countries deliver measurable [results](#); improving how projects are designed, how information is made available; and providing a growing range of free, easy-to-access tools, research and knowledge to help people address the world's development challenges. It has globally funded over 12,000 development projects, via traditional loans, interest-free credits, and grants. It is a leading source of data on topics ranging from economic growth to infrastructure and poverty.

Every year, the World Bank publishes its flagship [World Development Report](#), providing insight on policy recommendations regarding a specific aspect of development, spanning broad topics such as health and poverty. Individuals can access [major publications](#), [country profiles](#), and a [data portal](#) delving into specific topics and national indicators of development and growth. Of special note, the organization's [Open Learning Campus](#) (OLC) is a unique global portal designed to support self-motivated learners who want to get up to speed on the latest development trends, enhance their skills, and share knowledge through online learning communities.

Founded: 1944

Headquarters: Washington, DC

Current Head: David Malpass, President

Primer: Global Governance for Health: Guide to Organizations

Annual Health Budget in USD: \$4.266 billion (2018) (<https://www.worldbank.org/en/about/annual-report/fiscal-year-data>)

Link: <https://www.worldbank.org>

History

Since its inception in 1944 at the Bretton Woods Conference, the World Bank has expanded from a single institution to a closely associated group of five development institutions. Its mission evolved from the International Bank for Reconstruction and Development (IBRD) as facilitator of post-war reconstruction and development to the present-day mandate of worldwide poverty alleviation in close coordination with its affiliate, the International Development Association (IDA), and other organizations within the World Bank Group. Once a homogeneous staff of engineers and financial analysts, based solely in Washington, D.C., today the World Bank has a multidisciplinary and diverse staff that includes economists, public policy experts, sector experts and social scientists—more than a third of whom are based in country offices. Reconstruction remains an important part of the work of the Bank; however, poverty reduction through an inclusive and sustainable globalization remains the overarching goal of the work.

Work

The World Bank is not a bank in the ordinary sense but a partnership to reduce poverty and support development. The World Bank comprises two institutions managed by 189 member countries: the International Bank for Reconstruction and Development (IBRD) and the International Development Association (IDA). The IBRD aims to reduce poverty in middle-income and creditworthy poorer countries, while IDA focuses exclusively on the world's poorest countries. These institutions are part of a larger body known as the World Bank Group, which also includes the IFC, MIGA, and ICSID, three organizations that aim to strengthen the private sector in developing countries.

In FY19, the World Bank provided \$45.1 billion for 303 projects in developing countries worldwide, with financial and/or technical expertise aimed at helping those countries reduce poverty. The Bank is currently involved in more than 1,800 projects in virtually every sector and developing country. Six strategic themes drive the Bank's work: focusing on the poorest countries, fragile and conflict-affected states, the Arab world, middle-income countries, global public goods issues, and delivery of knowledge and learning services.

The World Bank provides low-interest loans, interest-free credits, and grants to developing countries. These support a wide array of investments in such areas as education, health, public administration, infrastructure, financial and private sector development, agriculture, and environmental and natural resource management. Some of the projects are co-financed with governments, other multilateral institutions, commercial banks, export credit agencies, and private sector investors.

The World Bank also provides or facilitates financing through trust fund partnerships with bilateral and multilateral donors. The World Bank offers support to developing countries through policy advice, research and analysis, and technical assistance. Analytical work often underpins World Bank financing and helps inform developing countries' own investments. In addition, the Bank supports capacity development in the countries it serves. The World Bank also sponsors, hosts, or participates in many conferences and forums on issues of development, often in collaboration with partners.

Governance Structure

The World Bank is made up of 189 member countries. These member countries, or shareholders, are represented by a **Board of Governors**, who are the ultimate policymakers at the World Bank. Voting shares are proportional to the relative size of the country's financial contributions to the Bank. Generally, the governors are member countries' ministers of finance or ministers of development. They meet once a year at the Annual Meetings of the Boards of Governors of the World Bank Group and the International Monetary

Fund. The governors delegate specific duties to 25 **Executive Directors**, who work on-site at the Bank and make up the Board of Directors. The five largest shareholders, China, Germany, Japan, the United Kingdom and the United States appoint an executive director each, while other member countries are represented by 20 elected executive directors. The World Bank Group President chairs meetings of the Board of Directors and is responsible for overall management of the Bank. The President is selected by the Board of Executive Directors for a five-year, renewable term. The Board of Directors normally meets at least twice a week to oversee the Bank's business, including approval of loans and guarantees, new policies, the administrative budget, country assistance strategies and borrowing and financial decisions. The World Bank operates day-to-day under the leadership and direction of the president, management and senior staff, and the vice presidents in charge of regions, sectors, networks and functions.

Secretariat

Departments and Offices

UNITED NATIONS OFFICE FOR THE COORDINATION OF HUMANITARIAN AFFAIRS (OCHA)

The Office for the Coordination of Humanitarian Affairs (OCHA) is the organization responsible for preparing and deploying humanitarian response when environmental or other crises occur around the world. The organization also houses the Emergency Relief Coordinator (ERC), a person who works closely with the UN to facilitate aid response. OCHA prepares for humanitarian emergencies and rapidly deploys aid workers to the location of the crisis, ensuring impacted populations receive the help and protection they need.

OCHA produces a flagship report, [Global Humanitarian Overview](#), as well as other [publications](#) such as weekly humanitarian updates and recent development reports. The organization also produces a wide array of [maps and infographics](#) displaying the impacted number of people and geographic regions. The Office for the Coordination of Humanitarian Affairs also provides [interactives](#), a [news and updates portal](#), as well as a [themes](#) section outlining the projects the organization works on.

OFFICE OF THE UNITED NATIONS HIGH COMMISSIONER FOR HUMANITARIAN RIGHTS (OHCHR)

The Office of the United Nations High Commissioner for Human Rights (OHCHR) leads global human rights work across the United Nations and is mandated by the UN to promote and protect the human rights of all people. This is accomplished by providing technical assistance as human rights standards are implemented on the ground, assisting governments as they fulfill their responsibility to protect human rights, and speaking out against human rights violations.

OHCHR produces a wide variety of [publications](#), [fact sheets](#), and [education and training materials](#). The special issue reports cover specific topics, such as sexuality or human rights in Africa, whereas the fact sheets address individual domains of human rights such as the right to water or the right to health. Included in the educational materials are lesson plans and activities related to human rights. The organization also hosts a wide variety of [databases](#) on various human rights topics including human rights education, anti-discrimination, the Universal Declaration of Human Rights, and many more. Additionally, the Office of the United Nations High Commissioner for Human Rights provides individual [country information portals](#) and a [news portal](#).

UNITED NATIONS OFFICE ON DRUGS AND CRIME (UNODC)

The United Nations Office on Drugs and Crime (UNODC) supports country-level efforts against illicit drugs, crime, and terrorism. The UNODC focuses on using evidence-based research to better understand drug and crime issues and their impact on health; implementing field-based projects to assist countries with their capacity to address drugs and crime; and developing related domestic legislation and international treaties. The UNODC's core topics include organized crime and human trafficking; corruption; criminal justice reform; and drug use and terrorism prevention.

UNODC publishes an annual flagship report, called the [World Drug Report](#), analyzing the global state of drug use and international action that can be taken to cooperate on its regulation for health and security purposes. The organization also supplements its [broad range of reports](#) with a [data portal](#) which provides statistics on crime, corruption, drug trafficking, and drug use.

UN Alliances

UN-WATER

United Nations Water (UN-Water) provides coordination among UN agencies to harmonize efforts towards water-related policies. With over 30 UN organizations implementing water, sanitation, and hygiene (WASH) programs, UN-Water serves as an oversight agency ensuring that the United Nations delivers a consistent response to water-related challenges. The organization accomplishes this by informing policies, providing quality data and information related to water, and coordinating World Water Day among UN organizations.

UN-Water publishes a flagship report every year on World Water Day, titled the [World Water Development Report](#) – a publication focusing on a variety of water-related issues with the goal of informing global decisionmakers on sustainable water use. The organization also publishes [reports and documents](#) on a wide array of topics from climate change to water security. United Nations Water hosts a [data portal](#) allowing users to select specific water related indicators and view the resulting data in charts, tables, or a map format. Also included on the site is a [water facts portal](#), an [information portal](#) on Sustainable Development Goal Six, and a [news portal](#).

UNITED NATIONS JOINT PROGRAMME ON HIV/AIDS (UNAIDS)

The Joint United Nations Programme on HIV and AIDS (UNAIDS) is the principal advocate for accelerated, comprehensive and coordinated global action on the HIV/AIDS epidemic. UNAIDS generates information and provides analysis to increase the understanding of the HIV/AIDS epidemic and to track the progress of the elimination of HIV at the local, national, and international level. Along with producing publications and data, the Joint United Nations Programme on HIV and AIDS (UNAIDS) focuses on placing those living with HIV at the decision table; coordinating communication between activists, governments, and the public and private sectors; and shaping public policy.

UNAIDS also focuses on the generation of public goods to ameliorate the understanding of the epidemic. Included in the material published are [reports](#) on a variety of topics, from the 90-90-90 treatment target to health systems strengthening. UNAIDS also publishes a flagship data publication each year entitled [UNAIDS Data](#), along with a data portal: [AIDSinfo](#). AIDSinfo allows the user to select an indicator and view the resulting data in a map format, a data sheet, and a graph. The data can also be compared by region to examine differences in the epidemic geographically. The organization also provides [fact sheets](#), country [briefs](#), [data profiles](#), [infographics](#), and a [news portal](#).

Founded: 26 July 1994

Headquarters: Geneva, Switzerland

Current Head: Winnie Byanyima, Executive Director

Annual Expenditures in USD: \$242 million (2021)

Link: <https://www.unaids.org>

History

UNAIDS was established in 1994 by a resolution of the UN Economic and Social Council and launched in January 1996 to “undertake a joint and co-sponsored United Nations programme on HIV/AIDS, on the basis of co-ownership, collaborative planning and execution, and an equitable sharing of responsibility” with six UN-system cosponsoring organizations: UNDP, UNICEF, UNFPA, WHO, UNESCO and the World Bank. This group was joined by UNODC in 1999, ILO in 2001, WFP in 2003 and UNHCR in 2003.

Work

UNAIDS, the Joint United Nations Programme on HIV/AIDS, is an innovative partnership intended to lead and inspire the world in achieving universal access to HIV prevention, treatment, care and support. Globally, UNAIDS sets policy and is the source of HIV-related data. UNAIDS brings together the resources of the UNAIDS Secretariat and 11 UN system Cosponsors for coordinated and accountable efforts to unite the world against AIDS. It has Regional Support Teams working in seven regions.

Governance Structure

Established in 1994 by a resolution of the UN Economic and Social Council and launched in January 1996, UNAIDS is guided by a **Programme Coordinating Board (PCB)** with representatives of 22 governments from all geographic regions, the UNAIDS Cosponsors, and five representatives of non-governmental organizations (NGOs), including associations of people living with HIV. PCB meetings are held twice yearly. The organization is also led by the Executive Director, the Deputy Executive Directors of the Programme branch and the Management and Governance branch, and the Director of the Executive Office. The decisions of the PCB are to be made by a majority of the members present and voting.

The Cosponsors and the UNAIDS Secretariat comprise the Committee of Cosponsoring Organizations (CCO), which is tasked with ensuring that relevant PCB decisions are discussed by the Cosponsors’ respective boards and that relevant objectives in UNAIDS’ global-level results frameworks are incorporated into Cosponsors’ results frameworks. It is a forum to consider matters of major importance to UNAIDS, and also where cosponsors provide input to the policies and strategies of UNAIDS. Each of the UNAIDS organizations leads in at least one technical area.

Public Private Partnerships

INTERNATIONAL FOOD POLICY RESEARCH INSTITUTE

The International Food Policy Research Institute (IFPRI) provides “research-based policy solutions to sustainably reduce poverty and end hunger and malnutrition in developing countries.” It seeks to eradicate hunger and malnutrition in order to promote better health and well-being. The organization focuses its research on sustainable food supply, an inclusive market and food industry, and strengthening agricultural and rural economies.

Individuals can access [country-specific](#) information (fact sheets, books, data, program and projects), the organization’s flagship report titled the [Global Food Policy Report](#), other [major reports](#), [data sets](#), and [topic briefs](#).

GLOBAL FUND TO FIGHT AIDS, TUBERCULOSIS AND MALARIA (GFATM)

Founded: 2002

Headquarters: Geneva, Switzerland

Current Head: Peter Sands, Executive Director

Annual Expenditures in USD: \$4.078 billion (2020)

Link: <https://www.theglobalfund.org/en>

History

The genesis of the Global Fund emerged during discussions between donor and multilateral agencies toward the end of 1999, leading up to the July 2000 G8 Summit in Okinawa, Japan. During that time, under the leadership of World Health Organization (WHO) Director-General Gro Harlem Brundtland and WHO Deputy Director General David Nabarro, discussions were initiated with donors and other UN agencies concerning the creation of a new global health fund to help achieve reductions in AIDS, TB and malaria.

Work

The Global Fund is a unique, public-private partnership and international financing institution dedicated to attracting and disbursing additional resources to prevent and treat HIV and AIDS, TB and malaria. This partnership between governments, civil society, the private sector and affected communities represents an innovative approach to international health financing. The Global Fund's model is based on the concepts of country ownership and performance-based funding, which means that people in countries implement their own programs based on their priorities and the Global Fund provides financing on the condition that verifiable results are achieved.

Since its creation in 2002, the Global Fund has become the main financier of programs to fight AIDS, TB and malaria, saving 27 million lives and reducing the number of deaths caused by AIDS, TB, and malaria by one-third in countries where it is active. It channels 65 percent of the international financing for TB, 60 percent for malaria, and 10 percent of the international financing against AIDS. It also funds health systems strengthening, as inadequate health systems are one of the main obstacles to scaling up interventions to secure better health outcomes for HIV, TB and malaria. In 2017, the Global Fund got 17.5 million people antiretroviral therapy, secured 5 million people TB treatment, and distributed 197 million mosquito nets. The Global Fund works in close collaboration with other bilateral and multilateral organizations to supplement existing efforts in dealing with the three diseases.

The Global Fund was founded on a set of principles that guides its work: Operate as a financial instrument, not an implementing entity; Make available and leverage additional financial resources; Support programs that evolve from national plans and priorities; Operate in a balanced manner in terms of different regions, diseases and interventions; Pursue an integrated and balanced approach to prevention and treatment; Evaluate proposals through independent review processes; and operate with transparency and accountability.

Governance Structure

The **Global Fund Board** is composed of representatives from donor and recipient governments, civil society, the private sector, private foundations, and communities living with and affected by the diseases. The Board is responsible for the organization's governance, including establishing strategies and policies, making funding decisions and setting budgets. The Board also works to advocate and mobilize resources for the organization.

The **Technical Review Panel (TRP)** is an independent group of international experts in the three diseases and cross-cutting issues such as health systems. It meets regularly to review proposals based on technical criteria and provide funding recommendations to the Board as well as lessons from past reviews of the Fund

The **Global Fund staff** manages the grant portfolio, including screening proposals submitted, issuing instructions to disburse money to grant recipients and implementing performance-based funding of grants. It is based in Geneva and has no staff located outside its headquarters.

At country level, the **Country Coordinating Mechanism (CCM)** is a partnership composed of all key stakeholders in a country's response to the three diseases. The CCM does not handle Global Fund financing itself, but is responsible for submitting proposals to the Global Fund, nominating the entities accountable for administering the funding, and overseeing grant implementation. The CCM should preferably be an already-existing body, but a country can instead decide to create a new entity to serve as CCM. The Global Fund signs a legal grant agreement with a Principal Recipient (PR), which is designated by the CCM. The PR receives Global Fund financing directly, and then uses it to implement prevention, care and treatment programs or passes it on to other organizations (sub-recipients) who provide those services. Many PRs both implement and make sub-grants. There can be multiple PRs in one country.

The **Global Fund's Trustee** manages the organization's money, which includes making payments to recipients at the instruction of the Secretariat. The Trustee is currently the World Bank. Since the Global Fund does not have staff at country level, it contracts firms to act as "Local Fund Agents" (LFAs) to monitor implementation. LFAs are responsible for providing recommendations to the Secretariat on the capacity of the entities chosen to manage Global Fund financing and on the soundness of regular requests for the disbursement of funds and result reports submitted by PRs.

GLOBAL ALLIANCE FOR VACCINES AND IMMUNIZATIONS (GAVI)

Founded: January 2000

Headquarters: Geneva, Switzerland and Washington DC

Current Head: Seth Berkley, CEO

Annual Expenditures in USD: \$1.691 billion (2018)

Link: <https://www.gavialliance.org>

History

In January 2000, with global immunization rates stagnating, the Global Alliance for Vaccines and Immunization (GAVI) was launched to fund vaccines for children in the world's 70 poorest countries. Its mission: to save children's lives and protect people's health by increasing access to immunization in the world's poorest countries.

Work

Rather than duplicating the services of the many players in the field of health and vaccines, the GAVI Alliance channels its partners' specific skill sets into a single, cohesive agenda. Members contribute to the Alliance through participation in strategy and policy-setting, advocacy, fundraising, vaccine development and procurement, country support and immunization delivery. By pulling the specialist skills of all the main players in immunization - WHO, UNICEF, the World Bank, the Bill & Melinda Gates Foundation, donor governments, developing countries, international development and finance organizations and the pharmaceutical industry - into one decision-making body, GAVI has brought a single-minded focus to the urgent task of closing three critical gaps in the provision of vaccines.

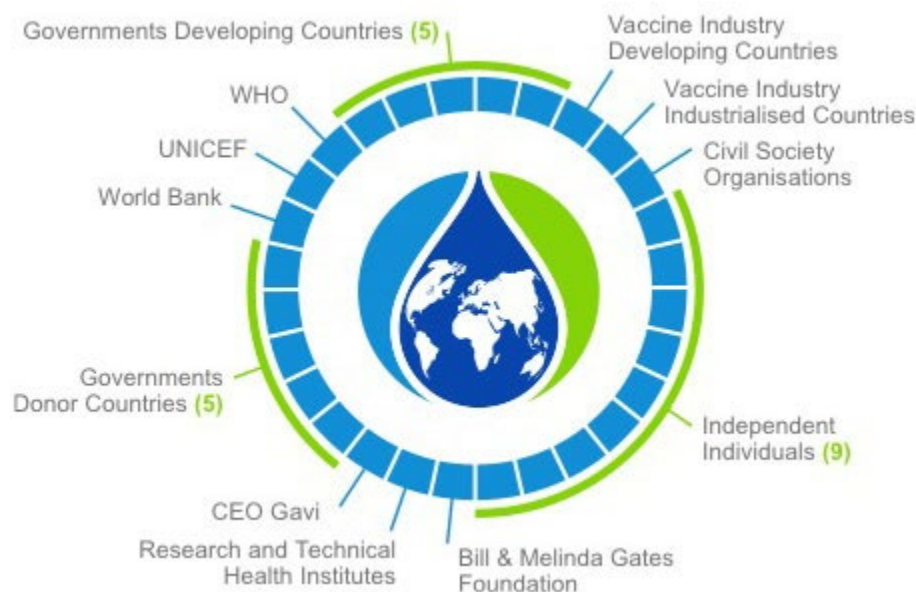
Primer: Global Governance for Health: Guide to Organizations

GAVI's strategy has four parts: The vaccine goal (Supporting developing countries to increase access to vaccines and introduce new vaccines into routine schedules as well as stockpiling vaccines globally), the systems goal (effective and efficient immunization delivery systems, broad health system strengthening, and improvement in supply chains, information systems, and engagement), the market shaping goal (ensuring a lasting impact on the vaccine market to the benefit of the low- and lower middle-income countries by aggregating demand and procurement, encouraging competition, increasing transparency on vaccine demand, supply dynamics and pricing, encouraging a low pricing tier that allows GAVI-eligible countries to access the same product at a fraction of the price charged in high-income countries, and ensuring countries that graduate from GAVI support continue to have access to low vaccine prices), and the sustainability goal (supporting countries transitioning from GAVI financial support).

Governance Structure

While the GAVI Secretariat oversees the day-to-day operations of the GAVI Alliance, the GAVI Alliance Board is responsible for strategic direction and policy-making, oversees the operations of the Alliance and monitors program implementation. The Board is comprised of 18 “representative” seats, 9 seats for independent or “unaffiliated” individuals and one seat for GAVI's CEO. The Board's representative seats ensure that institutions and constituencies can provide formal input into the development of all GAVI's policies and the management of its operations. UNICEF, WHO, the World Bank and the Bill & Melinda Gates Foundation hold permanent seats on the Board. Constituency representatives serve on a time-limited basis. Independent Board members are private individuals with no professional connection to GAVI's work. They bring independent and balanced scrutiny to all of the Board's deliberations. These individuals also provide expertise in a number of critical areas such as investment, auditing and fundraising. Board members are appointed by the existing Board members subject to and in accordance with the statutes and by-laws.

GAVI Board Composition³



³ <https://www.gavi.org/governance/gavi-board/composition>

UNITAID

Unitaid is engaged in finding new ways to prevent, treat and diagnose HIV/AIDS, tuberculosis, and malaria. The organization provides short-term financial grants to put health solutions and innovations into practice that have the potential to alleviate the burden of these diseases. The funding for these grants is provided by governments and non-governmental organizations alike.

Unitaid has a [publication portal](#) which houses the organization's reports, factsheets, and disease narratives. The organization also produces [videos](#), [podcasts](#), and hosts a [news portal](#).

Founded: 19 September 2006

Headquarters: Geneva, Switzerland

Current Head: Marisol Touraine, Board Chair

Annual Expenditures in USD: \$229 million (2020)

Link: <http://www.unitaid.eu>

History

Representatives of 44 countries agreed in 2004 that new, more stable resources were needed to finance health development, and committed themselves to developing innovative financial mechanisms. In particular, Brazil and France drew attention to the need to improve access to medicines for the world's poorest people as part of the global fight against HIV/AIDS, malaria and tuberculosis. In 2006, Brazil, Chile, France, Norway and the United Kingdom decided to create an international drug purchase facility financed with resources that would be both sustainable and predictable. The initiative was given the name UNITAID, and a tax on airline tickets was chosen as the most appropriate means of providing sustainable funding.

Work

UNITAID invests in better ways to prevent, diagnose, and treat diseases. It aims to achieve equitable access to better health products by supporting innovation, removing barriers to access, and scaling up interventions. Its investments are driven by a desire to address overlooked disease burden, maximize value, partner effectively, and improve health systems. A key source of income is an innovative 'tax' on airline tickets in France and other countries, complemented by multi-year budgetary contributions from a number of member countries.

Governance Structure

The Executive Board is the decision-making body of UNITAID; it determines UNITAID's objectives, scope and work plan and approves all budgets and partnership arrangements with other organizations and institutions. It also monitors UNITAID's progress, approves UNITAID budgets and financial commitments and participates in the performance review of the Executive Secretary. The Board generally takes its decisions by consensus. The Executive Board consists of 12 Members: One representative nominated from each of the five founding countries (Brazil, Chile, France, Norway and the United Kingdom), the Republic of Korea, and Spain; One representative of African countries designated by the African Union; Two representatives of relevant civil society networks (NGOs and communities living with HIV/AIDS, malaria or tuberculosis); One representative of foundations; and one representative of the WHO, which houses UNITAID. The Secretariat of UNITAID is responsible for carrying out and managing day-to-day operations and for coordinating implementation of the work plan.

Analytic and Research and Metrics

INSTITUTE FOR HEALTH METRICS AND EVALUATION

The Institute for Health Metrics and Evaluation (IHME) is an independent population health research center at the University of Washington, providing measurement of the world's health problems and evaluating the strategies used to address them. IHME makes this information freely available so that policymakers have the evidence they need to make informed decisions about how to allocate resources to improve population health. Guiding everything that IHME does are five principles: scientific excellence, policy relevance, impartiality, collaboration, and knowledge sharing.

Publicly available resources include [data visualizations and interactives](#), [policy reports](#), [research articles](#), [infographics](#), presentations, and several databases, including the [GBD Results Tool](#), which allows users to search data from the Global Burden of Disease (GBD) study. IHME publishes [country profiles](#) that provide an overview of findings from the GBD study, including information about mortality, morbidity, and disability as well as health care access, quality, and spending. Profiles are based on more than 80,000 different data sources used by researchers to produce the most scientifically rigorous estimates possible, and may be freely downloaded and distributed. IHME also provides information on all of the [topics](#) covered by the organization as well as a [news portal](#).

POPULATION COUNCIL

The Population Council has worked for the last 65 years to conduct research to address critical health and development issues in more than 50 countries. The organization focuses on using data to strengthen preventive efforts and access to services for HIV. The organization disseminates its research to stakeholders including governments and civil society organizations to increase awareness and provide evidence-based solutions to the most pressing health problems. The Population Council's mission is "to improve the well-being and reproductive health of current and future generations and to help achieve a humane, equitable, and sustainable balance between people and resources."

Users can [explore topics](#) ranging from population policy and demographic analysis to urbanization, migration, and climate change. The organization provides research articles, reports, fact sheets, curricular toolkits, data sets, and more.

INTERNAL DISPLACEMENT MONITORING CENTRE

The Internal Displacement Monitoring Centre (IDMC) is the leading source of information and analysis on internal displacement, playing a unique role as a global monitor and evidence-based advocate to influence policy and action by governments, United Nations (UN) agencies, donors, international organizations and NGOs. The IDMC provides verified, multi-source data on the number of people who are internally displaced and then performs detailed, interdisciplinary research to examine the drivers of displacement for populations. Using the information gathered, IDMC provides customized policy recommendations for specific situations. The Internal Displacement Monitoring Centre gathers data and information through thousands of published articles and UN and government reports, as well as through satellite imagery analysis.

IDMC publishes an annual flagship report entitled [The Global Report on Internal Displacement](#). The report features displacement spotlights and up-to-date global and regional displacement figures. In addition to this main publication, the organization also produces [themed research papers](#) exploring different areas and dimensions of internal displacement. The Internal Displacement Monitoring Centre creates interactive

[country profiles](#), providing an overview of the internal displacement situation within the country, along with a wide variety of data and data analysis. IDMC hosts a [data portal](#) holding displacement data, a global displacement risk model, and a displacement data exploration tool based on [GapMinder](#). In addition to these sources, the organization also provides an [interactive](#) and a [news portal](#).

Analytic and Think Tank

COUNCIL ON FOREIGN RELATIONS (CFR)

The Council on Foreign Relations (CFR) provides independent, evidence-based analysis and recommendations to help policymakers, business leaders, journalists, and the general public meet the health challenges of a globalized world. Their goal is to promote awareness about the need to better understand foreign policy decisions and the world around them. Through rigorous research, practical policy proposals, and extensive discussions with policymakers, experts, and opinion leaders, the CFR Global Health program facilitates timely debate and better understanding of pressing global topics.

CFR's global experts work to inform the general public about these issues by regularly publishing op-eds and articles, [background analysis](#), [teaching notes](#), multimedia, books and reports.

This site is an excellent source of resources for developing instructional materials for students in college and graduate school. The organization provides a [free simulation program](#) which allows students to practice decision-making skills, honed through 17 case studies.

Major Non-Governmental Global Organizations

OXFAM INTERNATIONAL

Founded: 1942

Headquarters: Nairobi, Kenya

Current Head: Gabriela Bucher, Executive Director

Annual Expenditures in USD millions: \$910 million (2021)

Link: <https://www.oxfam.org>

History

Oxfam International was formed in 1995 by a group of independent non-governmental organizations. Their aim was to work together for greater impact on the international stage to reduce poverty and injustice. The name “Oxfam” comes from the Oxford Committee for Famine Relief, founded in Britain in 1942. The group campaigned for food supplies to be sent through an allied naval blockade to starving women and children in enemy-occupied Greece during the Second World War. Today, there are 19 member organizations of the Oxfam International confederation. They are based in: America, Australia, Belgium, Brazil, Canada, Denmark, France, Germany, Great Britain, Hong Kong, Ireland, India, Italy, Mexico, The Netherlands, New Zealand, Quebec, Spain and South Africa. The Oxfam International Secretariat is based in Nairobi, Kenya. The Secretariat runs advocacy offices in Addis Ababa, Brussels, Geneva, Moscow, New York, Washington DC and Oxford.

Work

Oxfam aims to fight the injustice of poverty by focusing its efforts in six areas: Gender justice and women's rights (inequality and discrimination), active citizenship (power for the poor), natural resources (sustainability and justice in ownership and use), inequality and essential services (wealth concentration, fair taxation, social programs), conflict and disaster response (humanitarian law, arms trade regulation,

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assistance to fragile states, water engineering, public health), and sustainable food (hunger alleviation, climate change, investing in small farms).

Governance Structure

Oxfam International is governed by the Executive Board. The Board members are the Executive Directors of the 19 affiliate organizations. There is also a Board of Supervisors that determines the Executive Director and supervise the rules and finances of the foundation.

CARE INTERNATIONAL

Founded: 27 November 1945

Headquarters: Geneva, Switzerland

Current Head: Sofia Sprechmann Sineiro, Secretary General

Annual Expenditures in USD: 810 million (2020)

Link: <https://www.care-international.org>

History

CARE was founded right after World War II, on November 27th, 1945. Originally known as the Cooperative for American Remittances to Europe, it aimed at sending food aid and basic supplies to war-torn Europe, in the form of “CARE packages”. At the time, such goods were hard to find or rationed, and millions of people were at risk of suffering from hunger. The first 20,000 packages reached the port of Le Havre, France, on May 11, 1946. Some 100 million more CARE packages reached people in need during the next two decades, first in Europe and later in Asia and other parts of the developing world. As the economies of the former wartime nations developed and improved, the focus of CARE's work shifted from Europe to the problems of the developing world. In the 1950s, CARE expanded into emerging nations. In the 1960s, CARE pioneered primary health care programs. In the 1970s, CARE responded to massive famines in Africa with both emergency relief and long-term agroforestry projects.

Work

CARE is a leading relief and development non-governmental organization fighting global poverty. In fiscal year 2018, CARE worked in 95 countries, supporting 965 poverty-fighting projects to reach more than 56 million people. Independent of political, commercial, military, ethnic or religious objectives CARE promotes the protection of humanitarian space and emphasizes the rights of vulnerable groups, particularly women and girls. Their principles include empowerment, partnership, accountability, redress for discrimination, conflict resolution, and sustainability. To those ends, CARE has five programs: food and climate change, humanitarian response, violence, sexual, reproductive and maternal health and rights, and women's economic empowerment. CARE International (CI) is a confederation composed of fourteen National Members, each being an autonomous non-governmental organization in its own right, and four national Affiliates. CI Members in the Americas, Europe, Asia and Australia carry out a range of project-related, advocacy, fundraising, and communications activities in support of CARE's relief and development programs worldwide. Each CI Member is registered as a non-profit charitable organization according to the laws of its own country, and is regulated by these laws and its statutes. Governance oversight is provided by a board of directors, who serve as trustees. The management of each CI Member is conducted under the leadership of the National Director, who is the chief executive, and his/her senior management team.

Governance Structure

Care International is governed by the council, a representative forum, and secondarily by the supervisory board, an independent body charged with strategic, operational, legal and financial oversight and advancing shared global priorities.

INTERNATIONAL ORGANIZATION FOR MIGRATION (IOM)

The International Organization for Migration (IOM) works within and with governments to address issues surrounding migration. The organization is committed to the principle that “humane and orderly migration is good for migrants and society.” In order to ensure the humane treatment of migrants and displaced peoples, IOM works with the international community to assist with the growing operational challenges associated with migration, advance the understanding of migration issues, highlight the social and economic benefits of migration, and ensure that migrants are treated with dignity.

IOM produces an annual flagship report, [World Migration Report](#), which provides a detailed account of migration trends and related issues worldwide. In addition, the organization produces numerous other migration related [publications](#). The International Organization for Migration also hosts a detailed [data portal](#) which allows the user to view migration related indicators by country, subregion, and region. The data portal provides users a list of themes tracked by IOM. When the themes are selected, the webpage provides a definition, recent trends, and related data sources. The organization is the host of a [news portal](#) relaying recent events in migration.

HUMAN RIGHTS WATCH

Human Rights Watch is a nonprofit human rights organization that seeks to investigate and document human rights abuses, aiming to pressure governments, armed groups, and businesses for policy changes. The organization leads advocacy efforts and partners with organizations across the globe to empower citizens, hold perpetrators of human rights abuses accountable, and bring justice to victims. The Human Rights Watch is covering some of the world’s gravest crises including Syria’s civil war, the Rohingya refugee crisis, and violence in South Sudan.

The organization publishes [reports](#)—available free of charge—including its flagship report reviewing the state of human rights across the globe, titled the [World Report](#).

Foundations

BILL AND MELINDA GATES FOUNDATION

Founded: 1994

Headquarters: Seattle, WA

Current Head: Bill and Melinda Gates, co-founders

Annual Health Expenditures in USD: \$3.1 billion (2020)

Link: <http://www.gatesfoundation.org>

History

Bill and Melinda Gates started out in 1994 making grants in global health, Pacific Northwest projects, and U.S. libraries with an initial stock gift of \$94 million. They eventually expanded the scope of their giving to include U.S. education and global development. In 2006, Warren Buffett made a pledge of most of his shares in Berkshire Hathaway, effectively doubling the foundation’s annual grantmaking and potential impact.

Work

The Gates Foundation works with partners worldwide to tackle critical problems in five program areas. The Global Health Division aims to reduce inequities in health by developing new tools and strategies to reduce the burden of infectious disease and the leading causes of child mortality in developing countries. The Global Development Division focuses on improving the delivery of high-impact health products and services to the

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world's poorest communities and helps countries expand access to health coverage. The Global Growth & Opportunity division focuses on creating and scaling market-based innovations to stimulate inclusive and sustainable economic growth. The United States Division works to improve U.S. high school and postsecondary education and support vulnerable children and families in Washington State. And the Global Policy & Advocacy Division seeks to build strategic relationships and promote policies that will help advance the foundation's work. The foundation's approach to grantmaking in all five areas emphasizes collaboration, innovation, risk-taking, and, most importantly, results. Each program has three key functions: grantmaking, grant management, and advocacy. The foundation sets clear grantmaking priorities based on each program's areas of focus. In the priority giving areas, the foundation partners with grantees working on long-term solutions for people with the most urgent needs. Grantees and partners then work with beneficiaries in the field.

Governance Structure

The Gates Foundation has three trustees: Bill Gates, Melinda Gates, and Warren Buffett. The Gates Foundation management committee oversees all the foundation's efforts. The committee meets regularly to ensure that all teams perform efficiently and to facilitate cross-functional connections. The management committee is composed of: Bill Gates, Melinda Gates, William H. Gates Sr., Warren Buffett, as well as the Foundation Chief Executive Officer and 10 of the foundation's senior executives. The Foundation is set up to spend all of its resources within 50 years after Bill and Melinda's deaths.

A summary of the Foundation's grantmaking is available from its [most recent Annual Report](#).

ROCKEFELLER FOUNDATION

Founded: 1913

Headquarters: New York, NY

Current Head: Dr. Rajiv J. Shah, President

Annual Health Expenditures in USD: \$224 million (2016)

Link: <https://www.rockefellerfoundation.org>

History

The Rockefeller Foundation began its work in 1913 with the founder's 39-year-old son, John D. Rockefeller Jr., as its president. The first grant, of \$100,000, went to the American Red Cross to purchase property for its headquarters in Washington, D.C. and for "a memorial to commemorate the services of the women of the United States in caring for the sick and wounded of the Civil War." Since its inception, John D. Rockefeller's foundation has given more than \$14 billion in current dollars to thousands of grantees worldwide.

Work

The Rockefeller Foundation advances new frontiers of science, data, policy, and innovation to solve global challenges related to health, food, power, and economic mobility. As a science-driven philanthropy focused on building collaborative relationships with partners and grantees, The Rockefeller Foundation seeks to inspire and foster large-scale human impact that promotes the well-being of humanity throughout the world by identifying and accelerating breakthrough solutions, ideas and conversations. It focuses on food (improved quality and sustainability at a system level), health (accessible, affordable and equitable health services and systems), climate and resilience (solutions and projects for the vulnerable), jobs (opportunity for families), innovation (catalytic, early-stage projects), and co-impact (global collaborative for stronger safety nets, reinvented citizenship, re-imagined policy frameworks).

Seeking and shaping innovative solutions at the intersections of these six challenges, the Rockefeller foundation maintains a portfolio of interconnected initiatives. Each initiative addresses two, three, or more

of these focus areas – often in overlapping geographic regions. Each commits to specific, measurable goals within projected time frames. Each incorporates rigorous monitoring while grantee work progresses.

Governance Structure

The Rockefeller Foundation is governed by an independent Board of Trustees which consists of no fewer than 12 members, with the Foundation's president serving as an ex-officio member. The Board of Trustees is generally responsible for overseeing the Foundation's program and grantmaking strategy; budgets, expenditures and appropriation policies and guidelines; and investment strategies, allocations and performance.

HENRY J KAISER FAMILY FOUNDATION

The Henry J Kaiser Family Foundation is a non-profit organization focusing on national health issues, as well as the U.S. role in global health policy. Kaiser develops and runs its own policy analysis, journalism and communications programs. They are a nonpartisan source of facts, analysis and journalism for policymakers, the media, the health policy community and the public. Their product is information, always provided free of charge — from the most sophisticated policy research, to basic facts and numbers, to in depth [health policy news coverage provided by their news service](#), to information young people can use to improve their health or the general public can use to understand the health reform law.

Topics cover: disparities policy; [global health policy](#); [health costs](#); [health reform](#); [HIV/AIDS](#); [Medicaid](#) and [Medicare](#); [private insurance](#); [uninsured](#); and [women's health policy](#).

Gain additional information through the "state health facts" tab, including: [state health data](#), [custom state reports](#), [Kaiser slides](#), and [graphics and interactives](#). This is an excellent source of resources for instructional materials.

National Agencies for Foreign Development

NORWEGIAN AGENCY FOR DEVELOPMENT (NORAD)

Headquarters: Oslo, Norway

Current Head: Glen VanHerck, Director General

Annual Health Expenditures in USD millions (year): \$322 million (2018)

Link: <https://www.norad.no/en>

Work

The Norwegian Agency for Development Cooperation (Norad) is tasked with ensuring effective foreign aid, with quality assurance and evaluation. Norad's five main tasks include: Technical advisory services (advice on development and development assistance issues and results and risk assessments in every area of Norwegian development cooperation); Quality assurance and monitoring of development assistance administration (monitoring of development assistance administration, advice on and assessment of efforts to deal with corruption, legal counseling in connection with agreements and contracts); Grant administration (the administration of grants to Norwegian and international organizations, Norwegian companies engaged in development cooperation and Norwegian higher education and research institutions that produce new knowledge in the field of development and development assistance); Communication (dissemination of results achieved through the entire range of development assistance channels and facilitation of arenas for public debate on Norwegian development policy and the results of development assistance); and Evaluation (independent evaluation produces knowledge of what works and what doesn't, and helps to keep

Norwegian development policy actors administratively accountable). Norad centers its work around five thematic areas: Climate change and the environment; energy; macroeconomics and public administration; global health; and education and research.

Governance Structure

Norad is a directorate under the Norwegian Ministry of Foreign Affairs (MFA). The majority of Norwegian development assistance is administered by the Ministry of Foreign Affairs and Norwegian foreign missions. In matters regarding Norway's International Climate and Forest Initiative (NICFI), Norad reports to the Norwegian Ministry of Climate and Environment. In the case of aid funds that are not administered by Norad, the agency provides advice on what is required to achieve results, communicates results and contributes to debate on the effects of development assistance.

Bilateral Development Agencies

US AGENCY FOR INTERNATIONAL DEVELOPMENT (USAID)

Founded: November 3, 1961

Headquarters: Washington, DC

Current Head: Samantha Power, Administrator

Annual Budget in USD: \$60.4 billion (2023)

Link: <https://www.usaid.gov>

History

In 1961, US President Kennedy signed the Foreign Assistance Act into law and created the United States Agency for International Development (USAID) by executive order. When USAID was created, it brought together several existing foreign assistance organizations and programs. Until then, there had never been a single agency charged with foreign economic development.

Work

U.S. foreign assistance has the twofold purpose of furthering America's interests while improving lives in the developing world. USAID carries out U.S. foreign policy by promoting broad-scale human progress at the same time it expands stable, free societies, creates markets and trade partners for the United States, and fosters good will abroad. Spending less than half of 1 percent of the total US federal budget, USAID works in over 100 countries.

USAID's mission is the promotion of democratic values for a free, peaceful, and prosperous world through international development and disaster assistance. Their investments aim to save lives, reduce poverty, strengthen democratic governance, and help people emerge from humanitarian crises and progress beyond assistance. They also aim to end the need for foreign assistance by facilitating the journey to self-reliance.

In Washington, USAID's major organization units are called bureaus. Each bureau houses staff responsible for major subdivisions of the Agency's activities. USAID has both geographic bureaus that are responsible for the overall activities in countries and functional bureaus that conduct Agency programs worldwide.

Governance Structure

Although technically an independent federal agency, USAID operates subject to the foreign policy guidance of the President, Secretary of State, and the National Security Council. USAID's Administrator works under the direct authority and foreign policy guidance of the Secretary of State.⁴

The organization chart of USAID is available at: <http://www.usaid.gov/who-we-are/organization>.

UK DEPARTMENT FOR INTERNATIONAL DEVELOPMENT (DFID)

Founded: 1997

Headquarters: London, England and East Kilbride, Scotland

Current Head: Richard Clarke, Secretary of State for International Development

Link: <https://www.gov.uk/government/organisations/department-for-international-development>

History

When the Department for International Development (DFID) was set up in 1997, it made fighting world poverty its top priority. This marked a turning point for Britain's aid programme, which until then had mainly involved economic development. In its manifesto the government elected in May 1997 pledged to create a new department for international development headed by a cabinet minister.

Work

The DFID leads the UK's work to end extreme poverty and the global challenges of our time, including poverty and disease, mass migration, insecurity and conflict. The department is responsible for working towards the UN Global Goals, improving aid effectiveness, creating economic growth, increasing gender equity, and combatting climate change in low-income countries. The key DFID priorities are strengthening global peace, security and governance, strengthening resilience and response to crisis, promoting global prosperity, tackling extreme poverty, and delivering value for money. The DFID provides aid directly to countries and contributes to global programs and multilaterals.

Governance Structure

DFID is represented in Parliament by the Secretary of State for International Development, the Ministers of State for International Development, and the Parliamentary Under-Secretary of State for International Development in the House of Lords. The Secretary of State, with support from the Ministers of State and Parliamentary Under-Secretary of State, sets DFID strategy and policy, with advice from the Departmental Board and the Executive Committee. The Departmental Board sets DFID's strategic direction, including oversight of the DFID Business Plan, advises on the implementation of DFID's strategy and policy priorities, and monitors results. The Executive Management Committee provides strategic direction to the management of DFID's operations, staff and financial resources.

DFID's organization chart is available at: <https://www.gov.uk/government/publications/dfid-organogram>.

⁴ <http://transition.usaid.gov/policy/ads/100/101.pdf>

Global Civil Society Organizations/NGOs

MÉDECINS SANS FRONTIÈRES/DOCTORS WITHOUT BORDERS (MSF)

Founded: 1971

Headquarters: Geneva, Switzerland

Current Head: Christos Christou, International President

Annual Expenditures in USD: \$375 million (2018)

Link: <https://www.msf.org>

History

Doctors Without Borders/Médecins Sans Frontières (MSF) is an international medical humanitarian organization created by doctors and journalists in France in 1971. In 1999, when MSF was awarded the Nobel Peace Prize, the organization announced the money would go towards raising awareness of and fighting against neglected diseases.

Work

MSF delivers emergency aid to people affected by armed conflict, epidemics, natural disasters and exclusion from healthcare. MSF offers assistance to people based on need, irrespective of race, religion, gender or political affiliation. MSF also reserves the right to speak out to bring attention to neglected crises, challenge inadequacies or abuse of the aid system, and to advocate for improved medical treatments and protocols. MSF runs medical projects in over 70 countries around the world, focusing on the Ebola outbreak in DRC, the global refugee and migration crisis, the Lake Chad crisis, Central American migration, search and rescue in the Mediterranean, and the Rohingya refugee crisis.

Governance Structure

MSF is an international association with 24 independent sections worldwide. Each of the 24 MSF offices is an association—an organization owned by members, who safeguard the work of their MSF offices as well as working together to shape the future of the MSF movement. Five of those 24 sections are the Operational Centers or "OCs," the offices that directly manage all of MSF's field programs or "operations." The OCs are in Paris, Geneva, Brussels, Amsterdam, and Barcelona. The remaining sections partner with the OCs and support their program operations, communications, recruitment, and fundraising. For example, the US, Japan, and Australia offices are in direct partnership with the OC in Paris.

MSF has an International General Assembly (IGA), which is comprised of two representatives from each MSF partner section as well as two representatives per MSF Association. The IGA elects 12 representatives to sit on the International Board (IB). The IB is also comprised of the International President, the Vice President, the International Treasurer, and the Operational Directors. The IB has authority over issues such as resolving conflicts within MSF, opening and closing new entities, and holding sections accountable for implementing a shared vision. MSF also has several international committees that see to coordination among sections and sharing of information with regard to policy, management, communications, recruitment, and funding.

Professional Associations

WORLD MEDICAL ASSOCIATION

Founded: 18 September 1947

Headquarters: Ferney-Voltaire, France

Current Head: Heidi Stensmyren, President

Link: <https://www.wma.net>

History

The World Medical Association (WMA) is an international organization representing physicians. It was founded on 17 September 1947, when physicians from 27 different countries met at the First General Assembly of the WMA in Paris. The organization was created to ensure the independence of physicians, and to work for the highest possible standards of ethical behavior and care by physicians, at all times. This was particularly important to physicians after the Second World War. Funding has been by the annual contributions of its members, which has now grown to 114 National Medical Associations.

Work

The WMA has two main categories of members: constituent members (national associations of physicians); and associative members (individual physicians). The WMA provides a forum for its member associations to communicate freely, to co-operate actively, to achieve consensus on high standards of medical ethics and professional competence, and to promote the professional freedom of physicians worldwide. The purpose of the WMA is to serve humanity by endeavoring to achieve the highest international standards in Medical Education, Medical Science, Medical Art and Medical Ethics, and Health Care for all people in the world. The WMA provides ethical guidance to physicians through its Declarations, Resolutions and Statements. These also help to guide National Medical Associations, governments and international organizations throughout the world. The Declarations, Resolutions and Statements cover a wide range of subjects, including an International Code of Medical Ethics, the rights of patients, research on human subjects, care of the sick and wounded in times of armed conflict, torture of prisoners, the use and abuse of drugs, family planning and pollution.

Governance Structure

The main decision-making body of the WMA is the **General Assembly**, which meets annually. The Assembly comprises delegations from the National Member Associations, the officers and members of the Council of the WMA, and representatives of the Associate Members (individual physicians). Constituent Members elect the WMA Council every two years with representatives drawn from each of the six WMA regions, namely Africa, Asia, Europe, Latin America, North America and the Pacific. The Chairperson of Council, elected by the WMA Council every two years, is the political head of the organization. The Ceremonial Head of the WMA is the President, elected annually by the Assembly. As Chief Executive of the operational units of the WMA, the Secretary-General is in full-time employment at the Secretariat, appointed by the WMA Council. The WMA Secretariat is situated in Ferney-Voltaire, France, adjacent to the City of Geneva.

Research Funders

US NATIONAL INSTITUTES OF HEALTH (NIH)

Founded: 1887

Headquarters: Bethesda, Maryland

Current Head: Lawrence A. Tabak, Director

Annual Expenditures in USD: \$46.183 billion (2022)

Link: <https://www.nih.gov>

History

The NIH traces its roots to 1887, when the Marine Hospital Service (MHS), predecessor agency to the U.S. Public Health Service (PHS), authorized Joseph J. Kinyoun, a young MHS physician trained in the new bacteriological methods, to set up a one-room laboratory in the Marine Hospital at Stapleton, Staten Island, New York. Kinyoun called this facility a "laboratory of hygiene" in imitation of German facilities and to indicate that the laboratory's purpose was to serve the public's health. In 1930, Congress authorized funding for construction of two buildings and a system of fellowships for a "National Institute of Health".

Work

The National Institutes of Health (NIH), a part of the U.S. Department of Health and Human Services, is the nation's medical research agency—making important discoveries that improve health and save lives. NIH is the largest public source of funding for medical research in the world. NIH is made up of 27 Institutes and Centers, each with a specific research agenda, often focusing on particular diseases or body systems. Among these is the Fogarty International Center, which supports and facilitates global health research conducted by U.S. and international investigators, builds partnerships between health research institutions in the U.S. and abroad, and trains the next generation of scientists to address global health needs.

More than 80% of the NIH's funding is awarded through almost 50,000 [competitive grants](#) to more than 300,000 researchers at more than 2,500 universities, medical schools, and other research institutions in every state and around the world. In addition, about 6,000 scientists work in NIH's own Intramural Research laboratories, most of which are on the NIH main campus in Bethesda, Maryland. The main campus is also home to the NIH Clinical Center, the largest hospital in the country totally dedicated to clinical research.

Successful biomedical research depends on the talent and dedication of the scientific workforce. NIH supports many innovative training programs and funding mechanisms that foster scientific creativity and exploration. The goal is to strengthen the US national research capacity, broaden the research base, and inspire a passion for science in current and future generations of researchers. NIH encourages and depends on public involvement in federally supported research and activities. NIH's wide-ranging public efforts include outreach and education, nationwide events, requests for public input on NIH projects, and special programs designed specifically to involve public representatives in clinical research.

Governance Structure

The NIH is part of the U.S. Department of Health and Human Services. The agency's budget and direction is guided by legislation of the U.S. Congress. Most of the NIH's component Institutes and Centers receive direct appropriations from the U.S. Congress, from which they award research grants and support scientific programs (i.e., the Congress determines the level of funding for the individual Institutes and Centers). NIH is subject to Congressional legislation that adjusts NIH's programs to meet changing research needs.

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The Office of the Director is the central office at NIH, and is responsible for setting policy for NIH and for planning, managing, and coordinating the programs and activities of all the NIH components. The NIH Director provides overall leadership to NIH activities in both scientific and administrative matters.

The NIH organizational chart is available at:

https://oma.od.nih.gov/IC_Organization_Chart/OD%20Organizational%20Chart.pdf.

WELLCOME TRUST

Founded: 1936

Headquarters: London, United Kingdom

Current Head: Jeremy Farrar, Director of The Wellcome Trust

Annual Expenditures in USD millions (year): \$1.538 billion (2022)

Link: <https://wellcome.org>

History

The Wellcome Trust was created in 1936 on the death of Sir Henry Wellcome. Through his will, Wellcome vested the entire share capital of The Wellcome Foundation Limited, the drug company he founded, in a charitable trust dedicated to furthering understanding in the biomedical sciences and the history of medicine. Henry Wellcome was a pharmaceutical pioneer, progressive industrialist, philanthropist, archaeologist and voracious collector. The Wellcome Trust has a long-term commitment to supporting research and capacity building in low- and middle-income countries, reflecting Henry Wellcome's own dedication to the field of tropical medicine.

Work

Wellcome's purpose is improving health by helping great ideas thrive in four ways. It directly funds over 14,000 scientists and researchers in about 100 countries at every step of the way from discovery to impact. Its funding schemes offer grants across biomedical science, population health, medical innovation, humanities and social science, and public engagement. The Trust aims to transform the global response to some of today's biggest health challenges. It works with policy makers to ensure that good research is well supported, and that health is improved by changes to policies and practices based on evidence. Finally, it engages the public so that people are more aware of science and health research and feel able to make the most of it in their own lives.

Governance Structure

The Wellcome Trust is an independent, privately endowed charity registered in England and Wales. The Trust's governing document is the constitution, an updated version of the will of Sir Henry Wellcome. The sole trustee of the Wellcome Trust is The Wellcome Trust Limited, a company limited by guarantee.

Ultimate responsibility for the activities of the trustee lies with a Board of Governors, distinguished figures from the worlds of science, medicine, law, business and public life. Decision-making authority on research funding is delegated to a number of funding committees, which make decisions on most of the applications for financial support received by the Wellcome Trust. Large or strategically important awards are approved by the Board of Governors.

Wellcome's [leadership team](#) is made up of senior managers from Wellcome's different divisions. It is chaired by the Director, Jeremy Farrar, who is equivalent to a CEO. It reports directly to the Board of Governors. Executive team members are responsible for Wellcome's day-to-day management and provide advice to both the governors and the Director on strategic, planning, operational and policy matters.