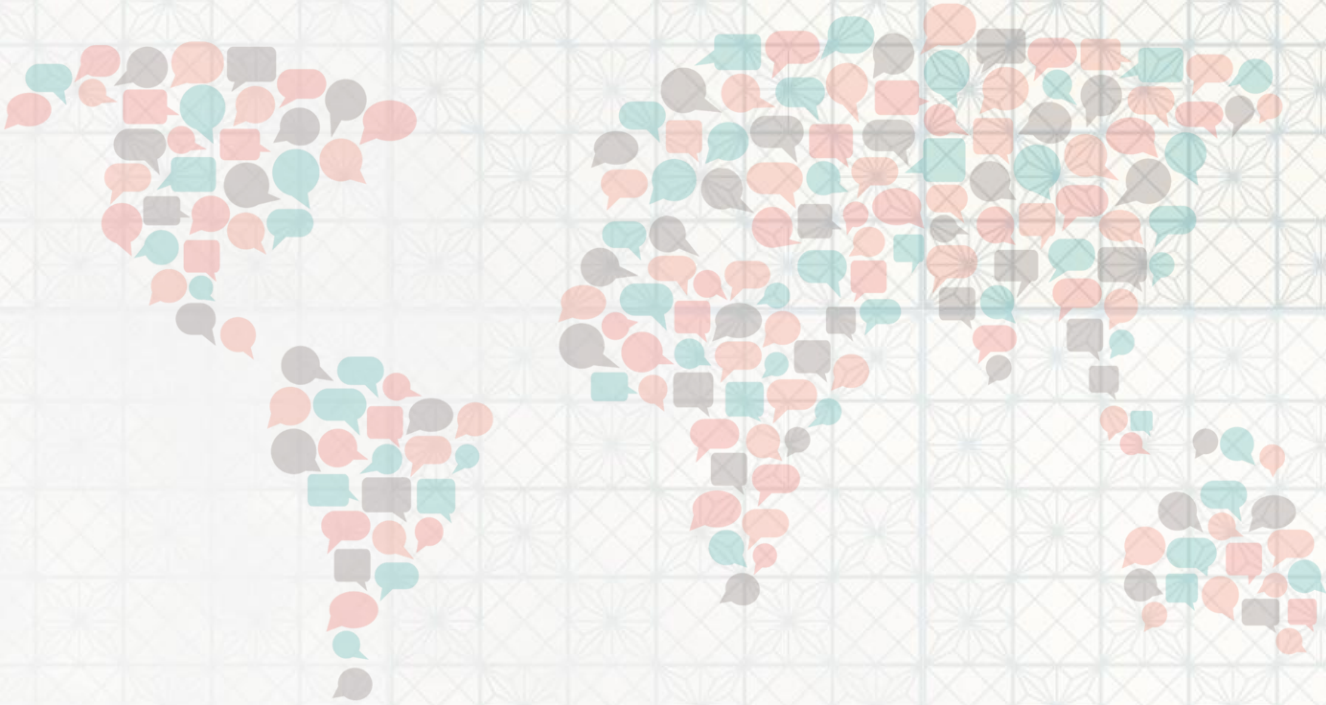

GFAN Guide to Global Fund Board Meetings

Updated Oct 2026

gfan global fund advocates network

Contents

Context 3
The Board Meeting Preparatory Process 3
The Documents 4
Understanding the Issues 4
Recognizing Civil Society with Critical Roles at the Global Fund Board 5

Context

The Global Fund to Fight AIDS, Tuberculosis, and Malaria (Global Fund) is managed by a Board of leading global health stakeholders with. Donors and implementers are equally represented in voting seats on the board, which also includes representation from NGOs, communities affected by HIV, TB, and malaria, the private sector, and private foundations.

Board meetings are held twice a year and the core function of the board includes making decisions on strategy development, governance oversight, and commitment of financial resources.

If you wish to find out more information about the different voting members of the board and their delegations, please visit the member's page of the Global Fund's Board page. You can find more information, including contact details, on the three civil society delegations websites: Communities, Developing Country NGO and Developed Country NGO.

The GFAN Secretariat is invited as a Guest of the Board Leadership to attend Global Fund Board meetings. In addition, and in a personal capacity, Katy Kydd Wright, GFAN's Director, is the Alternate Board member for the Developed Country NGO delegation. GFAN holds additional meetings with key stakeholders and allies also in attendance at the Board meeting.

This document provides an overview of the Board meeting process and additional information on the work of the three civil society delegations: Communities, Developed Country NGOs, and Developing Country NGOs.

The Board Meeting Preparatory Process

Usually about 6-8 weeks before a Board Meeting, the 3 Committees of the Board (Ethics and Governance, Audit and Finance and Strategy) meet to discuss on-going issues as well as matters that are expected to be raised at the upcoming Board Meeting.

Then all delegations start their preparations when Board documents start slowly filling their inboxes, weeks before the actual Board Meeting. All have their own processes to do so, but obviously consultation with their wider delegations and broader constituencies (not only the people that travel to the actual Board meeting) is key in this phase.

The Communities and two civil society (CS) delegations (Developed Country NGO and Developing Country NGO) meet ahead of time to determine — separately and jointly — what key interventions are needed. Sometimes, they agree to take those forward jointly, and sometimes, they do not. The preparatory meetings usually take place virtually and in person in the days ahead of the Board Meetings.

Following that, the Communities and CS delegations have a series of meetings together and separately with various officials and other delegations of the Board (donors, implementing governments or constituencies such as Foundations and Private Sector) to raise and solicit support for the steps previously identified to address or move forward key issues.

The Global Fund Board is unique in that its delegations strive to achieve consensus, or something very close to it on all key decisions. Sometimes, issues can be "resolved" through these meetings by a more thorough understanding of various delegations positioning on different issues. At times, new Decision Points are drafted, or existing Decision Points for the Board are reviewed and proposed amendments agreed upon. Other times they are raised at various points during the Board Meetings and voting needs to determine whether a Decision Point will pass.

The Documents

The agenda, official report, Board decisions, and all other relevant documents for each Board meeting can be found on the Global Fund website. Documents are not made public until after each Board meeting. So, if you are looking for documents for an upcoming meeting, they will not be available until a few days to a few weeks following the end of the meeting.

Usually there are approximately 20-30 documents and presentations shared from the Global Fund Secretariat, the Office of the Inspector General and the Committees of the Board (Audit and Finance Committee, Strategy Committee, Ethics and Governance Committee).

In addition, delegations submit "constituency statements" — short statements of key positions on the agenda items circulated in the days leading up to the start of the Board meeting. This process allows delegations to understand potential agreement or differences of opinion and reach out to other delegations on a timely basis.

Understanding the Issues

GFAN will release a report following the board meeting that will highlight key points, important issues, and potential advocacy opportunities for civil society. GFAN will also organize a call with representatives of the Communities and two Civil Society

delegations to debrief with GFAN members on what has taken place during the Board meeting – this year, this debriefing call is scheduled for May 21st.

The Global Fund Secretariat will issue a report with all Decision Points following the meeting (and make it available on their website). They will also make available a Board meeting report in advance of the next meeting where it needs to be approved.

If you are looking for even more details regarding the Board meeting process, please have a look at this 2019 guide prepared by our friends from Eurasian Harm Reduction Association (EHRA), not completely up to date but useful to understand how delegations work, and this chart that explains the Board and its structures.

Recognizing Civil Society with Critical Roles at the Global Fund Board

Do you know who represents us as civil society and communities at the Global Fund Board?

Delegations:

- **Communities:** *Anil StClair Padavatan (Board Member), Priscilla Ama Addo (Alternate BM) and Maurine Murenga (Constituency Focal Point)*
- **Developing Country NGO:** *Anushiya Karunanithy (Board Member), Aaron Sunday (Alternate BM) and Ángela León Cáceres (Constituency Focal Point)*
- **Developed Country NGO:** *Catherine Connor (Board Member), Katy Kydd Wright (Alternate BM) and Bryn Gay (Constituency Focal Point)*

Other civil society representatives sit among the government constituency.

Finally, Javier Bellocq, former Board Member for the Communities delegation, has been nominated Board Vice Chair.

Committees and Working Groups:

In addition to participating in delegations, civil society (including many GFAN members!) actively participates in Board structures like Committees and Working Groups. We also think its important to acknowledge the important contributions and advocacy around civil society and community issues in the various Board committees and working groups which is a significant, additional amount of work for these individuals and those who support them from their delegations.

These outstanding contributions are being made by:

Strategy Committee:
Shreehari Acharya, Communities;
Tabitha Ha, Developed Country NGOs;

Audit & Finance Committee:
Andriy Klepikov, Developing Countries NGO

Ethics and Governance Committee:
Louis Da Gama, Communities

You can find a full list of Committee membership here.

Thank you to all for the extraordinary efforts on delegations and committees on behalf of your colleagues in civil society!