

## 2022 Council Meeting Detailed Agenda

GAHP-EXT-013

**DATE**: 12 – 14 December 2022

VENUE: SPACES CORNAVIN, Rue de Lausanne 15, 1202 Geneva, Switzerland

**MODALITY**: Hybrid (In-person / online).

LINK:

https://us06web.zoom.us/j/83430446826?pwd=Qi96NW1MZFJnL0drUmNjVUsyazJwZz

**LANGUAGE**: English (Spanish and French interpretation). Access to translation using Interaction platform link, personal device, and headset.

## **MONDAY, 12TH OF DECEMBER**

#### A Decade of Achievement

Hybrid 13:00 – 17:00 CET / 7:00 – 11:00 EST

12:00 – 13:00	REGISTRATION AND BOXED LUNCH
13:00 - 13:30	Opening of the meeting Rules of Procedure For Council Vote (Poll): - Appointment of Council Meeting Chair - Adoption of the agenda
13:30 - 14:00 15:00 - 15:30 15:30 - 15:45 15:45 - 17:00	Announcements Report of the Board Vice Chair Report of the Executive Director on the 10 years of GAHP COFFEE BREAK Council Member opening statements
19:00 - 21:00	RECEPTION DINNER (location to be confirmed)

## TUESDAY, 13<sup>TH</sup> OF DECEMBER

**Looking to the Future** 

Hybrid 10:00 – 17:00 CET / 7:00 – 11:00 EST

10:00 – 10:30 Secretariat Presentation of GAHP's Strategy Planning process Brief Q&A on process



## Partnering for solutions to pollution problems

10:30 – 12:00	Long-Term Vision (discussion): What does overall vs GAHP success look like in 2030? 2050? What can GAHP do in next 3, 5, 10 years to help achieve our vision?
12:00 - 13:00	LUNCH
	Brief recap of key ideas from the morning's discussions
	Break Out Groups: The Next Three Years (2024-2026)
	(English, French and Spanish)
	- International Advocacy
	- Country Support
	1. What are key opportunities and challenges?
	2. What are important priorities for the next 3 years?
	Reporters will be expected to summarize break out group discussions during
	the coffee break.
14:15 – 15:00	COFFEE BREAK
15:00 - 16:00	Defining Priorities: Reporting back and further group discussion
	Poll
16:00 - 16:45	Options for Resource Mobilization (technical and financial)
	Leveraging Council Member Actions
16.45 17.20	Replenishment model for Project Implementation
16:45 – 17:30	Reviewing strategy recommendations to the Board  * These recommendations will be written and available to Council Members
	the morning of 14 <sup>th</sup> of December. Council Members will be asked to vote to
	approve the recommendations and send to the Board.
10.20 21.00	A CTIVITY / DINNER
18:30 - 21:00	ACTIVITY / DINNER Semi-final FIFA World Cup game
	Seini-iniai FiFA world Cup game
WEDNIEGO AN	14TH or Drogward
	, 14 <sup>TH</sup> OF DECEMBER  Works for You – A Council that Works for GAHP
	17:00 CET / 7:00 – 11:00 EST
J 10.00	

10:00 – 10:30 Presentation of GAHP governance structure and procedures that govern the Council

10:30 – 12:00 Representation on the Board – overview of seats, timeframe and vacancies, review procedures for nomination and determine renewal procedures. For Council vote (Poll):

- Approve nomination procedures



## Partnering for solutions to pollution problems

-	Approve renewal	l procedures
---	-----------------	--------------

12:00 - 13:30 LUNCH

13:30 – 15:00 Discussion on Voluntary Council Member Contributions

Financial and Technical / Non-Financial or In-Kind contributions

For Council vote (Poll):

- Recommendations to the Board regarding voluntary Council member contributions

15:00 – 15:30 COFFEE BREAK

15:30 – 16:00 Council Member and Observer closing statements, announcements or commitments

16:00-16:30 Any other business

16:30 - 17:00 Closure of the meeting

#### Documents:

- Strategy outline for discussion
- Council Board Nomination and Renewal Procedures for discussion
- Voluntary Council contributions proposal for discussion
- Recommendations to the Board on Strategy (to be developed during the meeting)
- Recommendations to the Board on voluntary Council contributions (to be developed during the meeting)

## **GAHP Council Procedures for Nominations to the Board**

The GAHP Board has 16 seats for representatives from the Council.

Each constituency of the Council is responsible for nominating representatives to the Board, according to its own procedures. Current procedures were adopted by the Council in October 2020.

## This document outlines:

- The makeup of the GAHP Board
- Current filled Council Board seats and vacancies
- Procedure to nominate representatives to the Board
- Proposed procedure to renew seat terms

## Makeup of the Board

The GAHP **Board** is the supreme decision making body of GAHP. The Board is comprised of two categories: independent individuals, and representatives from the following constituencies<sup>1</sup>:

•	Lower- and middle-income country governments	4 seats
•	Donor countries/organizations	4 seats
•	Civil Society Organizations	2 seats
•	Intergovernmental organizations	2 seats
•	Development banks	2 seats
•	Private sector	2 seats

Total 16 Board seats

Considerations: The Board shall strive to be balanced in its regional and gender composition. Board meetings are held in English. There is currently no cost to being a Board Member. The Board meets about 4 times per year for 1 hour. Board member roles are specified in the Statutes and Regulations and include approving other Board Members, reviewing the budget, reviewing and approving the work plan, and setting strategy going forward. Board members can also contribute to fundraising strategy, networking, and funding opportunities. Board Minimum Standards, required by Swiss law, have been set by the Board and are available upon request.

*Term Limits:* Four year terms; with up to two successive terms (total of 8 consecutive years).

## **Current Constituency Seats and Vacancies**

Below is the list of current Board Members and vacancies.

<sup>&</sup>lt;sup>1</sup> There are two types of board seats – constituency representatives of the Council and independent individuals who do not represent the Council. There is an unlimited number of independent seats. The Council can only nominate Board members to fill constituency seats.

Consti tuency Group	Board Member	Organization	Region	Gender	Years Served / Expiry Date	Seat Next Open for Nominati on
Lower & middle-income country government (LMICs) (x4)	Mr. John Pwamang	Previously at Environmental Protection Agency, Ghana	West Africa (Anglopho ne)	Male	Served: Jan 2020- Dec 2021 (Oct 2021 Council meeting)*; Renewed for 4-year term Current term expires: Council meeting 2025	Council meeting 2025
	Mr. Orkhan Bayramov	Ministry of Ecology and Natural Resources Azerbaijan	Central Asia	Male	Served: Jan 2020- Dec 2021 (Oct 2021 Council meeting)*; Renewed for 4-year term in Jan 2022 Current term expires: Council meeting 2025	Council meeting 2025
	Mr. Georges Kouadio	Ministry of Environment, Cote d'Ivoire	West Africa (Francopho ne)	Male	Began 4-year term Jan 2022 Current term expires: Council meeting 2025	Can be renewed or open for nomination at Council meeting 2025
	Mr. Alberto Santos Capra	Ministry of Environment Argentina	Latin America	Male	Began 4-year term in Jan 2022 Current term expires: Council meeting 2025	Can be renewed or open for nomination at Council meeting 2025
Civil Society Organizations (x2)	Mr. Raymond Ruyoka, Vice Chair	YADNET Uganda	East Africa	Male	Served: Jan 2020- Dec 2021*; Renewed 4-year term Jan 2022 Current term expires: Council meeting 2025 Vice Chair term: Jan 2022-Dec 2023	Council meeting 2025
	Mr. Matthew (MJ) Nolan	Sustainable World/Air Quality Asia	High- income country (HIC)	Male	Began 4 year term in 2020.  Current Term  Expires: Council meeting 2023	Can be renewed or open for nomination Council meeting 2023
Intergovernm ental organizations (x2)	Mr. Douglas Webb	UN Development Program	UN Agency	Male	Served: Jan 2020- Dec 2021 (Oct 2021 Council meeting)*; Renewed 4-year term in Jan 2022 Current term expires: Council meeting 2025	Council meeting 2025
	Vacant					
Development	Vacant					
banks (x2	Vacant					
Donor States (x4)	Vacant					
·	Vacant					
	Vacant					
	Vacant	i	i			

Private sector (x2)	Vacant					
	Vacant					
Individuals	Mr. Jacques Mader	Independent Global Health Professional	HIC	Male	Current Term: Jan 2020 – Dec 2023	Can be renewed; Does not require Council nomination
	Mr. Hossam Abou Zeid	Abou Zeid Foundation	HIC	Male	Current Term: Jan 2020 – Dec 2023	Can be renewed; Does not require Council nomination
	Ms. Masnellyarti Hilman	Independent	Southeast Asia	Female	Current Term: Jan 2021 – Dec 2024	Can be renewed; Does not require Council nomination
	Dr. Danielle Vienneau	Independent	HIC	Female	Began 4-year term Jan 2022 Current Term: Jan 2022- Dec 2025	Can be renewed; Does not require Council nomination

## **Current Nomination Procedures**

Current nomination procedures are as follows:

- 1. Secretariat identifies vacancies and notifies the Council at each Council meeting.
- 2. Call for interest to fill vacancies issued.
- 3. Candidates submit letters of interest and CVs to the Secretariat.
- Secretariat reviews candidate applications according to the Board Minimum Standards policy and applicant contribution to regional, gender balance and diversity, and answers any questions candidates may have.
- 5. If more letters of interest are submitted to the Secretariat than there are vacancies, Secretariat will contact the constituency and call a meeting to review applications and vote on the applicant to nominate.
- 6. Secretariat schedules interviews with the nominees and the Board.
- 7. Board appoints the new representative Board member by consensus or majority vote.
- 8. If a constituency fails to designate sufficient candidates for its seats, any unfilled seats shall remain vacant until nominations are made and approved.
- 9. Constituency board representatives once approved to the Board serve in their individual capacity.

## **Procedural Issues for Discussion and Decision**

**Issue 1. Serving a Second Term.** All Board members may serve a second term (up to two successive terms, total of 8 consecutive years; with the exception of founding Board members, who may serve a second term of four years after a first term of 2 years). To

date the Secretariat has not had more requests to serve on the Board than there are vacancies or seats up for renewal.

As there are no procedures established around term renewals for constituency representatives, the Secretariat recommends that current constituency representatives be requested and allowed to renew their terms if they are:

- in good standing with the Board (have participated constructively in Board meetings)
- have an interest in continuing to serve on the Board
- no Member of the constituency group requests oral deliberation or presents grounds for deliberation as to the group's nominee.

To help ensure a simple, administratively straightforward process, the Secretariat recommends the following renewal procedure:

- 1. Secretariat informs current Board member when a term is up for renewal.
- 2. Secretariat explores with current Board member their interest to continue to serve.
- 3. Secretariat informs current Board member and constituency group of any terms that are up for renewal at each Council meeting and whether the existing Board member wishes to renew or resign.
- 4. In case of resignation, above procedures to fill a vacancy are applied.
- 5. In case of renewal, the Secretariat will request the constituency group to issue an approval/no objection to proceed with the renewal approval to the Board, or request for oral deliberation and any grounds for deliberation.
- 6. If approval/no objection, the current Board members renewal term will be approved by the Board.
- 7. If request for oral deliberation is made, the Secretariat will arrange meetings of the constituency group for their deliberation and vote. At that point, the constituency group may call for expressions of interest, triggering treating the seat as a vacancy.

## Issue 2. Procedures for Change of Employer of Current Board Members.

Constituency board representatives once approved to the Board serve in their *individual* capacity. There are no procedures established around how to handle changes in employer/employment status, especially if that affects the constituency group representation.

The Secretariat recommends that current constituency representatives that change employers, retire or otherwise change their employment status during their term be allowed to serve out the rest of their term provided that they are:

- in good standing with the Board (have participated in Board meetings)
- have an interest in continuing to serve on the Board
- can still represent the interests of their constituency group; and
- no Member of the constituency group requests oral deliberation or presents grounds for deliberation.

To help ensure a simple, administratively straightforward process, the Secretariat recommends the following procedure in case of change of employer status mid-term:

- 1. The Board member should notify the Secretariat immediately of the new employer and position, and indicate whether a) they wish to continue to serve and b) if they can still represent the interests of their constituency group.
- 2. The Secretariat will advise the constituency group as to the updated status accordingly:
  - a. If the Board Member can represent the interests of their constituency group, and there is no objection or request for deliberation, there is no change to the Board composition.
  - b. If a request for deliberation is made, the Secretariat will organize a meeting accordingly for deliberation and vote.
  - c. If the Board Member cannot represent the interests of their constituency group or the constituency groups determines it is so, the Board Member must resign, and the Secretariat will treat the seat as a vacancy.
- 3. If the Board member continues to serve, and if relevant, the Board Member's new employer may apply for Council membership, but Board Member's service is not dependent upon admission of new employer to the Council.

# GLOBAL ALLIANCE ON HEALTH AND POLLUTION (GAHP)

# 2024-2026 Strategic Planning Process

Preliminary Draft for Council Discussion

Background & Proposed Process	ĺ
Key Considerations	1
Goals and Ouestions for Discussion	3

# **Proposed Process**

GAHP's current activities are based on a 3-year workplan, adopted in 2020, which ends in December 2023.

During the 2022 Council meeting, we propose to launch a strategic planning process for the next three-year period: January 2024-December 2026.

## The proposed process is:

- December 2022 At the 2022 Council meeting, the Secretariat will present the process and an outline of the strategy for discussion. Council members will be asked to discuss and provide their advice both on the process and the strategy. During the meeting, Council members will be asked to share their initial perspectives on broad ideas, such as defining "What would success look like?"
  - At the 2022 Council meeting, Council members will draft and vote on recommendations on the process and broad priorities for the strategy. These recommendations will be presented to the Board for adoption.
- January end March 2023. Once the recommendations are adopted by the Board, the Secretariat will draft the strategy and convene a working group of interested Council members to provide input.
- Early April 2022 the Secretariat will present the results of the Council consultation to the Board for discussion. The Secretariat will integrate any additional Board feedback, finalize the strategy and outline a fundraising plan to implement the strategy.
- End April 2022/early May 2022 the Secretariat will present strategy to the Council for final review and formal recommendation to the Board for adoption. We propose to do this during a virtual special session of the Council at which a vote to recommend the strategy for Board adoption will be taken.
- *Next Board meeting* Board will review and adopt the strategy.

# **Key Considerations**

As stated in GAHP's statutes, the purpose of GAHP is to reduce the impact of pollution of air, water, soil and the workplace on human health, especially in low- and middle-income countries by:

- working in coordination with national and international stakeholders to assist LMICs to prioritize and address human health and pollution related issues and
- building public, technical and financial support to address pollution globally by promoting scientific research, raising awareness and tracking progress.

GAHP roughly categorizes its activities into two buckets which inform each other: country support and advocacy.

GAHP is a collaborative organization and has a niche role as a catalyst for action/progress to reduce the burden of disease from pollution. GAHP has been effective at advocating for international attention to pollution and health issues and to working with its partner countries to advance the pollution agenda nationally. Due to resource constraints, GAHP has not been able to meet all the requests for assistance that it receives.

It is also important to note that GAHP does not wish to become a large implementation organization that competes with other actors in the pollution and health space. While GAHP can and does directly implement in-country on the ground projects, we act in coordination or implement with or through trusted local and international implementation partners with relevant technical expertise.

There are several themes around which GAHP can and does implement activities in support of its mission vision. These include supporting and promoting:

- Robust local data on pollution and health (both baselines and monitoring of emissions and health impacts)
- National awareness about that local data and extend of impacts on local health as well as understanding of costs of inaction, costs of investment and returns on investment.
- National and international policy coherence around pollution and health and interlinkages or synergies with other areas, especially climate change and biodiversity, but also pandemic preparedness, the other MEAs etc.
- Space for dialogue and accountability, especially local actors / civil society to advocate
- Engagement with private sector and exploration of sustainable resource and financing mechanisms
- GAHP organizational growth and strengthening, including expansion of GAHP network, Council participation and partnership opportunities

GAHP's current **mission** statement is to reduce death and illness caused by all forms of toxic pollution, including air, water, soil, and chemical wastes, especially in low and middle-income countries.

GAHP does not currently have a **vision** statement. A vision for 2030 or 2050 that GAHP can directly influence should be discussed by the Council and defined during the planning process.

## (How) Can we measure success against our mission and vision?

We have a baseline – 9 million premature deaths per year – which is an undercount and likely to change (increase) as the science progresses.

*Hard* indicators of achieving our mission mostly includes a reduction in the burden of disease from pollution over a given timeframe (i.e. by 2050), but could also include reduction in

pollution emissions. GAHP's capacity to influence these or measure these indicators on its own is extremely limited, but achieving improvements in baseline data and reductions in burden of disease and pollution emissions over time would be an indicator of success of the alliance and its members/observers.

Softer indicators that support long-term achievement of the above-mentioned hard indicators include two areas: international and national policy changes and shifts; and capacity building for countries to tackle their priority pollution and health problems. GAHP is well placed to influence and advocate for the former, and has been working to expand its ability to assist requesting countries to do the latter. Measuring success here is possible but may be difficult to attribute only to GAHP – as an alliance GAHP's members/observers do their own advocacy and capacity building work which greatly contributes to the overall shift.

To measure progress, we would need several things, including:

- significant LMIC capacity to reliably, accurately and regularly measure pollution emissions and exposures to pollution and to translate that to burden of disease
- strategies, policies and programs to reduce emissions and cut exposure pathways and technical resources to support their development and implementation
- voluntary and enforced action
- open multistakeholder dialogue, commitment, and demand for action

The below goals take into account these key considerations.

## **Goals and Questions for Discussion**

Below is an initial outline of GAHP's general goals/priorities for Council consideration and discussion. The purpose of the discussion is to gain Council Members' initial perspective and ideas as to GAHP's overall goals/objectives/strategic direction, general priorities, and indicators of success.

In 2023, the Council working group will discuss specific goals/objectives, targets, activities/steps to get there, resource needs and wording.

Key questions for discussion at this Council Meeting include:

- 1. What do we (as a global community and as GAHP) want to achieve by 2030 regarding health and pollution? What does success look like?
- 2. What are key opportunities and challenges to that success?
- 3. Of that, what pieces can GAHP advocate for, assist countries with, or otherwise push, forward or achieve with its own activities?

## **Potential Goals for 2024-2026**

Goal 1. Support implementation of actions to reduce pollution and health impacts in LMICs / HPAP countries / GAHP-assisted countries.

- 1.1 Expand the health and pollution action planning (HPAP) program and strengthen HPAP implementation.
- 1.2 Support national reporting on pollution and health to the SDGs.
- 1.3 Support LMICs to obtain accurately and reliable local pollution data (monitor pollution emissions and exposures), including through existing mechanisms (i.e. national health surveys, USAID demographic health surveys, UNICEF MICs).
- 1.4 Support local non-governmental organizations to stimulate and sustain local demand for pollution prevention control and mitigation and HPAP implementation.

# Goal 2. Support a robust coordinated global response to health and pollution problems in LMICs

- 2.1 Promote prioritization of technical assistance to address pollution and health a focus of development and other agendas
- 2.2 Promote inclusion of pollution and health within existing/new policy and political dialogues and process and strengthen synergies with complementary efforts (e.g. Science policy panel for Chemicals waste and pollution prevention, climate change, biodiversity, pandemic preparedness)
- 2.3 Collaborate with and enhance LMICs voices about pollution and health in relevant international forums and multilateral agencies, and strengthen national synergies and collaboration with global efforts
- 2.4 Support scientific research and/or promote scientific findings to contribute to the growing body of evidence and arguments for a robust global response to pollution (e.g. Chemical burden of disease estimates (SEJ), enhanced body of evidence for IHME pollution numbers

# Goal 3. Continue to enhance GAHP's visibility and credibility as a transparent, trustworthy, effective organization.

- 3.1 Continue to strengthen GAHP's organizational capacity and external image
- 3.2 Enhance GAHP's network, partnership potential and access to technical expertise.
- 3.3 Consider exploring path to INGO



## **Proposal for Voluntary Council Membership Contributions**

### **Background**

At the October 2020 Council meeting, participating Council members agreed that:

- 1) GAHP needs an independent sustainable source of financing to cover its core costs;
- 2) Annual voluntary membership contributions are a practical way to help provide long-term sustainability (especially when combined with additional fundraising efforts); and
- 3) GAHP should launch a formal consultation process regarding establishing a Voluntary Tiered Membership Contribution structure for Council decision at the 2021 Council meeting (to be held in Q4 of 2021).

In 2021, the Secretariat conducted the formal consultation to solicit feedback and comments from Council Members and Observers on the proposed membership contribution structure, and ensure that suggested minimum amounts presented in the final proposal are realistic and fairly reflect ability to pay. Due to the COVID pandemic, a proposal for Council consideration and vote was deferred until an in-person meeting could take place (December 2022). The below is a proposed revised membership contribution structure for Council member deliberation and vote. If approved, it will be recommended to the Board for adoption.

#### **Rationale**

GAHP was formed because its members and observers recognize that a collaborative, multi-stakeholder, multi-sectoral approach is necessary and critical to deal with the global pollution crisis and resulting health and economic impacts. GAHP is both leading the charge and pushing behind the scenes to advocate for increased resources and attention to pollution, and providing meaningful support to its Members to tackle pollution and health problems. We act as the policy and fundraising arm for many Members, advocating to raise the funding tide for all countries and all members and observers – not just for our own operations and projects. We do so for the benefit of our Members and Observers and those who are impacted by pollution, many of whom have little or no say in the global processes and policies that impact them daily in the form of contaminated air, water, soil, food and other products.

## A few examples:

1. GAHP advocacy efforts with US Agency for International Development helped to lead to USD 60 million in grant opportunities for pollution reduction in 2020 through 2021 including \$15m for air pollution in India, \$11m for general pollution reduction in Vietnam \$20m for global air pollution reduction and \$13m for air pollution in Nepal. US Agency for International Development also issued its first ever Broad Agency Announcement on Pollution, extensively quoting the Lancet Commission on Pollution and Health.

- 2. The UK Foreign Commonwealth and Overseas Office (FCDO)'s released its first £20 million Sustainable Manufacturing and Environmental Pollution (SMEP) research initiative, again, extensively quoting the Lancet Commission on Pollution and Health.
- 3. GAHP is working to raise pollution in the agenda of the G7 and G20. This year the G7 Ministries of Environment Communique included unprecedented mention of pollution, and the G7 nations held a workshop specific to the impacts of lead (Pb) pollution in LMICs.

The Need for Sustainable Financing. Like any non-profit organization, GAHP needs sustainable and steady long-term sources of funding to achieve its objectives. GAHP has done very well at securing funding and has grown its annual revenue from CHF 590,000 in 2020, to CHF 797,000. 2022 will likely close at approximately CHF 1 million, and 2023 is projected around CHF 1.5 -2 million.

However, **more than 80% of that funding is restricted** to specific programmatic spending. A diversified portfolio of revenue streams for both project funding and core operations is critical to achieve GAHP's purpose to reduce the impact of pollution on health in low and middle-income countries.

A voluntary Membership Contribution structure is a practical way to **provide long-term financial sustainability** (i.e. a reliable, steady stream of revenue) and will help GAHP cover its core operating costs, including the costs to engage Members in activities and convene the Council.

### **General Comments about the proposed structure:**

- A Membership Contribution structure is only <u>one</u> of several fundraising avenues and should be viewed as part of GAHP's larger fundraising efforts (which includes grant applications, and partnership and sponsorship opportunities<sup>1</sup>).
- Membership Contributions are <u>not</u> fees they are voluntary and the proposed amounts indicative<sup>2</sup>. The proposed tiers conform with GAHP's collaborative spirit. Contributions in alignment with the indicative guidelines are in principle recommended and encouraged, but <u>not</u> required.
- Contributions will not be tied to Membership status in the Council, or ability to partner or work with GAHP.
- We recommend and encourage Members to contribute donations as per the indicative guidelines.
- <u>In-kind contributions</u>, in lieu of cash, are acceptable and will be considered upon request from individual organizations, *if* such in-kind contributions *either* help cover GAHP's core costs, *or* significantly further GAHP's objectives/activities globally or in a particular country. Members or Observers wishing to explore in-kind contribution should contact the Secretariat at <a href="mailto:secretariat@gahp.net">secretariat@gahp.net</a> directly.

<sup>&</sup>lt;sup>1</sup> Partnership or sponsorship opportunities are separate and not for discussion at this meeting.

<sup>&</sup>lt;sup>2</sup> Legally GAHP is a foundation, not an association. This important distinction means GAHP cannot charge

<sup>&</sup>quot;membership fees" or require its Council members to contribute financially. Therefore, membership status in the Council cannot be associated with contribution status. Contributions will be treated as donations.

- As proposed, the structure can apply to Members or Observers of the Council, and enables flexibility for maximum participation.
- Requests for contributions will be made once a year (i.e., an annual giving campaign).

## **Proposal for a Tiered Membership Contribution Structure**

Category	Recommended Voluntary Contribution Level (cash, in-kind or combined) <sup>3</sup>
Donor /OECD, EU, High-Income Country (HIC) Governments	CHF 25,000-50,000
Upper Middle-Income Country Governments	CHF 5,000
Lower Middle-Income Country Governments	CHF1,000-2,500
Least Developed and Low-Income Country Governments	CHF 500
Civil Society (CSOs) HIC and academia	CHF 1,000
CSOs MIC & LIC and academia	CHF 500
Large Corporations (annual revenue >CHF 7 million)	CHF 50,000
Small Corporations (annual revenue <chf 7="" million)<="" th=""><th>CHF 10,000-25,000</th></chf>	CHF 10,000-25,000
UN agencies / Multilateral Development Banks	CHF 5,000

<sup>&</sup>lt;sup>3</sup> An organization may opt to provide a project grant or donation to the GAHP annual work plan in lieu of a membership contribution.