



PAN AMERICAN HEALTH ORGANIZATION  
WORLD HEALTH ORGANIZATION



## **139th SESSION OF THE EXECUTIVE COMMITTEE**

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### **REVISION OF THE PRINCIPLES GOVERNING RELATIONS BETWEEN THE PAN AMERICAN HEALTH ORGANIZATION AND NONGOVERNMENTAL ORGANIZATIONS**

This document reviews the background on how relations with nongovernmental organizations (NGOs) have been handled on a formal level within the Pan American Health Organization (PAHO) and other selected organizations. Considering the mandate of Resolution CD138.R12, the document proposes revisions in the “Principles Governing Relations between the Pan American Health Organization and Nongovernmental Organizations” in order to take into consideration the function of the newly created Subcommittee on Program, Budget, and Administration regarding the annual admittance and assessment of NGOs. Next steps are also proposed to address the status of PAHO’s overall relations with civil society organizations.

The Executive Committee is requested to consider and approve the revised “Principles Governing Relations between the Pan American Health Organization and Nongovernmental Organizations.”

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## **Introduction**

This document has been prepared with the aim of adapting the principles and protocol for governing collaboration with nongovernmental organizations (NGOs) in official relations with the Pan American Health Organization (PAHO), taking into account the role of the new Subcommittee on Program, Budget, and Administration (and the de facto abolition of the Standing Committee on Nongovernmental Organizations) in accordance with Resolution CE138.R12 of the 138th Session of the Executive Committee adopted in June 2006. At the same time, the procedure for admitting NGOs and reviewing their activities in official relations needs to be streamlined while improving the evaluation of results achieved in collaborating with NGOs.

The main topic is the formal process that concerns the admittance, review, and evaluation of NGOs in official relations with PAHO as stated in the “Principles Governing Relations between the Pan American Health Organization and Nongovernmental Organizations” adopted by the 38th Directing Council in September 1995.

The status of PAHO’s overall relations with NGOs will be addressed during 2007.

### **1. Background on Relations with Nongovernmental Organizations (NGOs)**

#### **1.1 NGO Relations with the Pan American Health Organization**

In order to strengthen relations with NGOs and civil society, the Governing Bodies of PAHO have adopted a series of resolutions and a protocol that apply to NGOs in official relations with PAHO.

In June 2000, the 126th Session of the Executive Committee adopted the “Principles Governing Relations between the Pan American Health Organization and Nongovernmental Organizations” (Document CE126/7, Add. I, and Resolution CE126.R15). These Principles established the process for admitting NGOs into official relations with PAHO and for reviewing collaboration with NGOs in official relations.

In September 2003, during the 133rd Session of the Executive Committee, the “Protocol for Reviewing Collaboration with Nongovernmental Organizations in Official Relations with PAHO” (Document CE133/2 and Decision CE133(D4)) was adopted in order to provide an evaluation protocol for the members of the Standing Committee on NGOs to guide its review of NGOs in official relations with PAHO.

During the same meeting, a working group of the Executive Committee was established with the task of examining the situation of “PAHO in the 21st Century.” The working group recommended, among other subjects, examining the relations with NGOs and other professional groupings, and holding sessions and special forums for civil society organizations. One recommendation was “to examine the functions of the Standing Committee on Nongovernmental Organizations in order to strengthen the criteria that should govern the participation of those entities.”

In September 2005, the Executive Committee established the Working Group on “Streamlining of the Governance Mechanisms of PAHO,” which proposed that the examination of official relations with the NGOs should be carried out by the new Subcommittee of Program, Budget, and Administration.

In June 2006, the Executive Committee adopted Resolution CE138.R12, which created the Subcommittee on Program, Budget, and Administration which would have among its functions “the admission and annual evaluation of the nongovernmental organizations that maintain official relations with PAHO.”

## **1.2 NGO Relations with the World Health Organization**

The legal basis for all aspects of relations between the World Health Organization (WHO) and NGOs is contained in four texts of the publication, World Health Organization Basic Documents, Fortieth Edition:

- Constitution of the World Health Organization
- Rules of Procedure of the World Health Assembly
- Rules of Procedure of the Executive Board of the World Health Organization
- Principles Governing Relations between the World Health Organization and Nongovernmental Organizations” (established at the 1987 World Health Assembly by Resolution WHA 40.25)

The Civil Society Initiative (CSI) was created in WHO Headquarters in June 2001 to facilitate more effective collaboration, information exchange, and dialogue with civil society organizations on global and national health issues. The CSI identified three main areas needing priority attention, i.e. development of a knowledge base, improved communication and information sharing, and strengthened WHO capacity.

A closer examination by WHO of the current relations with nongovernmental organizations gave rise to recommendations for a new policy which was widely discussed by the Member States of WHO. During the debate of the last version of the proposed policy at the Fifty-seventh session of the World Health Assembly, in May 2004, it was

decided to postpone consideration of the policy in order to permit the Director-General to further consult with all interested parties and thus be able to reach a consensus.

### **1.3 NGO Relations with the United Nations**

The United Nations (UN) relations with NGOs were addressed in the original UN Charter. In Article 71, the Charter states that the Economic and Social Council (ECOSOC) “may make suitable arrangements for consultation with non-governmental organizations which are concerned with matters within its competence.” NGOs can give their opinions on social and economic matters, but no role was granted to NGOs in the political organs, such as the General Assembly or the Security Council.

The ECOSOC Committee on Nongovernmental Organizations is the only intergovernmental committee in the UN system that focuses exclusively on relations with NGOs. Its main function is to review NGO applications for consultative or roster status, request changes in status, and submit its recommendations on applications to ECOSOC. Resolution E/1996/31 adopted in July 1996 rules on the current arrangements for consultation with nongovernmental organizations. There are three levels of consultation with the Economic and Social Council (ECOSOC) as follows: (a) full status with participation in the intergovernmental process; (b) association with the Department of Public Information (DPI); or (c) accreditation to conferences and other one-time events.

In February 2003, the Secretary-General appointed a High-Level Panel of Eminent Persons to recommend how the UN’s work with civil society could be improved. The final report of the Panel was presented in June 2004, and identified four ways of cooperating with the United Nations system as follows:

1. Accreditation for a conference, summit, or other event organized by the UN
2. Working relations with particular departments, programs, or specialized agencies of the UN system
3. Consultative status with the United Nations Economic and Social Council (ECOSOC)
4. Association with the United Nations Department of Public Information.

### **1.4 NGO Relations with the Organization of American States**

The Organization of American States (OAS) incorporated in its Charter of 1948, as a function of its Permanent Council, “the possibility of signing agreements or special arrangements with other American agencies of recognized international authority.” In

brief, there are three ways for civil society organizations to participate in the activities of the OAS. First, a civil society organization can register with the OAS. If for any reason a civil society organization would like to participate without registering, they can attend meetings of the General Assembly, the Inter-American Council for Integral Development (CIDI), and other specific conferences of the OAS by soliciting to become a Special Guest. The third and last way of participating in OAS activities is through cooperation agreements with the General Secretariat or other OAS organs.

The OAS, by means of Resolution CP/RES759 (1217/99) of the Permanent Council, established the “Directives for the Participation of the Civil Society Organizations (CSO) in the Activities of the OAS.” In this resolution different processes of participation have been established, such as the registry of civil society organizations, special invitations to participate in the activities of the OAS, and cooperation agreements for the development and execution of activities in all work areas of the organization.

Through Resolution CP/RES 840 (1361/03) Strategies to Increase and Strengthen the Participation of the CSO in the Activities of the OAS, work areas were established where the CSOs can contribute, thus permitting access to the activities of the hemispheric agenda, the development and execution of projects with the Secretariat, and the creation of strategic partnerships between the OAS and CSOs. Furthermore, a specific fund was created in order to finance this participation in the activities of the OAS and in the process of the Summits of the Americas.

The last significant step that the OAS undertook was the preparation of the “Manual for the Participation of Civil Society in the Organization of American States and in the Process on ‘Summits of the Americas,’” which was published this year. This Manual aims at “promoting the civil society participation on the Inter-American agenda and encouraging the awareness of the opportunity to contribute in policy-making within the activities of the OAS and the Process of Summits.”

## **2. Revision of the Principles Governing Relations between PAHO and NGOs**

Since the Standing Committee on NGOs no longer exists following the adoption of Resolution CE138.R12 in June 2006, the two documents, “Principles Governing Relations between the Pan American Health Organization and Nongovernmental Organizations” and “Protocol for Reviewing Collaboration with Nongovernmental Organizations in Official Relations with PAHO” need to be revised to reflect the role of the new Subcommittee on Program, Budget, and Administration.

In the annex attached, a proposed revision of the Principles has been prepared for consideration in order to assist this Subcommittee in carrying out its mandate in admitting and reviewing NGOs in official relations.

First, all references to the Standing Committee on NGOs are removed and replaced by the “Subcommittee on Program, Budget, and Administration.”

Second, the two documents have been combined into one. Most of the issues addressed by the Protocol fit under clause number five of the revised Principles, in regard to review of collaboration with NGOs.

In addition, two revisions are being proposed which take into account comments from Member States in previous discussions on managing NGOs in official relations. These pertain to the quality of information being provided to PAHO from the NGOs in official relations concerning financial reports and measurable indicators.

In considering the application of an NGO wishing official relations, the Executive Committee could adopt the procedure employed by the OAS in requiring “financial statements of the NGO for the previous fiscal year, including reference to public and private sources of financing.”<sup>1</sup> This information would enhance transparency and give an objective means of determining how the NGO can contribute to PAHO’s program of work.

In reviewing the previous period of activities carried out by the NGOs in official relations, the Subcommittee on Program, Budget, and Administration must evaluate whether or not the objectives of the collaborative work plan were achieved within the framework of the relevant Biennial Program and Budget (BPB). This can be achieved by introducing improved indicators in the work plan agreed upon between the NGO and the PAHO technical unit or country office involved. These indicators should ideally be specific, measurable, achievable and attributable, relevant and realistic, as well as time bound, timely, traceable, and targeted. This concept is summed up by the acronym “S.M.A.R.T.”

### **3. Proposed Next Steps**

In addition to the issue of individual NGOs in official relations, there is clearly a need to also consider PAHO’s overall relations with NGOs in general, including the challenges encountered and proposed mechanisms for strengthening PAHO’s collaboration with NGOs. The following steps might be considered:

#### **3.1. Conduct a Situation Analysis and Identify Best Practices**

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<sup>1</sup> CP/RES. 759 (1217/99) “Guidelines for the Participation of Civil Society Organizations in OAS Activities.”

- Conduct a study, assessing collaboration with NGOs active in public health with the participation of the Country Offices of PAHO and in coordination with the ministries of health.
- Articulate a strategy of joint cooperation with the NGOs.
- Identify and share best practices with NGOs in the health sector.

**3.2. Facilitate and Organize NGO Participation in Regional Consultations**

- Organize meetings to share information and to analyze how to strengthen relations among partners.
- Consider adopting an accreditation system that determines attendance at meetings similar to the UN and OAS. Such a step should be considered as part of a broader strategy for managing various types of relationships between PAHO and NGOs.

**3.3 Improve Connectivity with NGO Collaboration with PAHO**

- Create an interactive database to which the NGOs can have access, and update information on their governing bodies and membership.
- Use the database to provide regular updates on collaborative activities with PAHO and keep everyone informed on progress to date.

Some of the strategic work groups for the Roadmap for Institutional Transformation are currently finalizing strategies and plans of action for collaboration with civil society organizations (see Document CD47/33 Update on the Process of Institutional Strengthening of the Pan American Sanitary Bureau), which can also be taken into consideration.

**Action by the Executive Committee**

In light of the above, the Executive Committee is requested to consider a resolution along the following lines:



*Proposed Resolution*

*THE 139th EXECUTIVE COMMITTEE,*

Taking into account Resolution CE138.R12 that establishes the Subcommittee on Program, Budget, and Administration, which includes among its functions the responsibility for the process of admittance and assessment of nongovernmental organizations in official relations with PAHO, undertaken annually;

Mindful of the provisions of the “Principles Governing Relations between the Pan American Health Organization and Nongovernmental Organizations” (1995, and revised in 2000) and of the “Protocol for Reviewing Collaboration with Nongovernmental Organizations in Official Relations with PAHO” (2003);

Considering that the changes proposed to the Principles, incorporating the Protocol, are rational and would facilitate their application,

*RESOLVES:*

To approve the revised version of the “Principles Governing Relations between the Pan American Health Organization and Nongovernmental Organizations” contained in the Annex to Document CE138/7.

Annex

**PRINCIPLES GOVERNING RELATIONS BETWEEN  
THE PAN AMERICAN HEALTH ORGANIZATION AND  
NONGOVERNMENTAL ORGANIZATIONS\***

**1. Introduction**

Article 71 of the Constitution of the World Health Organization stipulates that WHO may "make suitable arrangements for consultation and co-operation with non-governmental international organizations and, with the consent of the Government concerned, with national organizations, governmental or non-governmental."

Articles 2 and 3 of the Agreement between the World Health Organization (WHO) and the Pan American Health Organization (PAHO) respectively provide that the Pan American Sanitary Conference (1) "through the Directing Council of the Pan American Health Organization . . . shall serve . . . as the Regional Committee . . . of the World Health Organization for the Western Hemisphere" and (2) "may adopt and promote health and sanitary conventions and programs in the Western Hemisphere, provided that such conventions and programs are compatible with the policy and programs of the World Health Organization."

The Pan American Health Organization, within the regional context of the Western Hemisphere, therefore acts in conformity with the relevant policies and programs of WHO in its cooperation with nongovernmental organizations (NGOs).

The objectives of this cooperation are to promote the policies, strategies, and programs derived from decisions of the Governing Bodies; to collaborate with regard to various PAHO programs in jointly agreed activities to implement these strategies; and to play an appropriate role in ensuring the harmonization of intersectoral interests among the various sectoral bodies concerned in a country or regional setting.

An NGO can be a technical association or a federation of professionals, educational faculties, or enterprises. Its focus can be: health and human development; assistance, relief, protection, and welfare; provision of service; research and investigation; community development, basic human needs, and appropriate technology; partnership with communities and institutional and organizational strengthening at the local level; or communication and information.

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\* Principles adopted by Resolution CE126.R15 (2000).

An *international* NGO is understood to be an organization that has relations with WHO and therefore, by definition, has official working relations with PAHO, as WHO regional office. Upon its own initiative or by invitation, and in close consultation with the particular Member State, an inter-American or national NGO affiliated with an international NGO in official relations with WHO may elaborate and execute a program of collaboration with PAHO (as described in sections 3.3 and 4) to ensure implementation of health strategies at the country level.

An *inter-American* NGO is headquartered in one country of the Western Hemisphere (Americas Region) and carries out operations in more than one country of the Region.

A *national* NGO operates in an individual country of the Region.

## **2. Subcommittee on Program, Budget, and Administration**

The **Subcommittee on Program, Budget, and Administration** will review applications received and submit a recommendation for action by the Executive Committee. It will also periodically review collaboration with NGOs and make recommendations to the Executive Committee concerning renewal of such collaboration.

## **3. Types of Relations at the Inter-American and National Levels**

### **3.1 *Informal Working Relations***

In order that PAHO may promote and support collaboration with NGOs in various fields, the Headquarters technical program or country office concerned may establish informal working relations with an inter-American or national NGO, subject to consultation between the Director of PAHO and the Member State. Such working relations shall be based on a program of activities developed and implemented as described in sections 3.3 and 4.

### **3.2 *Official Working Relations***

PAHO recognizes only one category of formal relations, known as official working relations, with those NGOs which meet the criteria described in these Principles.

### **3.3 *Development of Informal and Official Working Relations***

The establishment of relations with an NGO shall be an evolving process proceeding through a number of separate stages, as follows:

First, informal contacts between PAHO and an NGO occur in the form of exchanges of information and/or reciprocal participation in technical meetings. These exchanges are

designed to heighten mutual understanding of each institution's mission, purpose, and comparative interests and strengths. This type of informal contact may continue on an ad hoc basis, without time limit and without written agreement. However, the definition of the broad objectives of collaboration and the possibility of enlarging its scope to include specific joint activities in line with the particular expertise of the NGO are also explored at this stage.

When a number of specific joint activities have been identified, collaboration may be taken a stage further by proceeding to the definition of informal working relations entered into by a legally binding agreement. Such an agreement sets out the basis for the collaboration, indicating details of the activities to be undertaken during the period, providing an estimate of the resources to be supplied by PAHO and the NGO, and designating focal points in the NGO and technical officers in PAHO.

Collaborative activities are jointly monitored every two years, thus allowing for necessary adjustments to the original work plan. At the end of the period of informal working relations, a joint assessment of the outcome of the collaboration is undertaken by the parties concerned, including consideration of the future relationship. This may result in:

- the continuation of the existing informal working relations for a further period;
- an application for admission into official working relations with PAHO for examination by the Executive Committee, should there be a number of activities which might form the basis of a long-term and closer relationship;
- a decision that there is no scope for further contacts in the foreseeable future.

#### **4. Admittance of Inter-American and National NGOs into Official Working Relations with PAHO**

In order to be eligible for admittance into official working relations with PAHO, the main area of competence of the NGO shall fall within the purview of PAHO. Its aims and activities shall be in conformity with the spirit, purposes, and principles of the Constitution of PAHO, shall center on health or health-related fields, and shall be free from concerns which are primarily of a commercial or profit-making nature. The major part of its activities shall be relevant to and have a bearing on the implementation of the major policy orientations of PAHO.

An NGO shall be eligible for admission based upon the following criteria:

- the NGO shall have successfully completed at least two years of informal working relations (as described in section 3.3) prior to an application for admission into official working relations;

- the NGO has a well-defined mission and there has been continuity in its basic commitments over the years;
- a major part of the NGO's activities and resources is directed towards health and health-related work;
- the NGO has a dependable source of funding for recurrent and fixed administrative costs;
- the NGO has adequate resources to support project and administrative staff, its facilities, and program development;
- the NGO has alternative sources of administrative support, such as income-generating activities and/or consulting;
- the NGO has the internal structures to guarantee adequate reporting, financial accounting, and budgeting;
- the NGO utilizes efficient information-gathering techniques to ensure that information is used by its staff and is fed back to the community, national and local government agencies, and other partners.

#### **4.1 *Eligibility of Inter-American NGOs***

An inter-American NGO, in its structure and/or scope, shall represent a substantial proportion of the persons regionally organized for the purpose of participating in the particular field of interest in which it operates. When there are several inter-American NGOs with similar areas of interest, they may form a joint committee or other body authorized to act for the group as a whole.

The NGO shall be incorporated according to the laws of the country of its established headquarters and shall be endowed with a directing or governing body, an integrated administrative structure at various levels of action, and authority to speak for its members through its authorized representatives. Its members shall exercise voting rights in relation to its policies or action.

Thus, inter-American NGOs eligible for admission into official working relations with PAHO include various types of organizations with a federated structure (made up of national or regional groups or having individual members from different countries), foundations that raise resources for health development activities in the Region, and similar bodies promoting health.

#### **4.2 *Eligibility of National NGOs***

In exceptional cases, a national NGO, whether or not affiliated with an inter-American NGO, may be considered eligible for admission into official working relations after consultation between the Director of PAHO and the Member State.

#### **4.3 *Procedure for Admittance of Inter-American or National NGOs into Official Working Relations with PAHO***

Applications from NGOs, made voluntarily or by invitation, should reach PAHO headquarters not later than the end of January in order to be considered by the Executive Committee in June of the same year.

Each application will include the following supporting documentation:

- a certified copy of the NGO's charter and by-laws;
- wherever applicable, certified copies of the charters and by-laws of its affiliates in the Hemisphere;
- an authenticated copy of the proceedings in which the directors were elected and of the authorization of the assembly to establish relations with PAHO;
- a copy of the most recent periodic report on its activities;
- **financial statements for the previous fiscal year, including reference to public and private sources of financing;**
- a general four-year program for collaborative activities which have been agreed upon by the NGO and PAHO headquarters and/or the respective PAHO/WHO Representative (PWR) Office, accompanied by a more specific biennial work plan that follows these guidelines:
  - a brief review of the health situation in the region, subregion, and/or country where the NGO functions;
  - reference to the specific areas in which PAHO and the NGO may collaborate;
  - a description of how the projects will assist in PAHO's delivery of programs and activities;
  - reference to the expected results of each project;
  - an outline of the indicators for each of the expected results;

- a list of the activities to be carried out to achieve the expected results;
- reference to the various types of resources allocated by PAHO and the NGO for each activity;
- names of the focal points in the NGO and the designated technical officers at PAHO headquarters and/or in the PWR office.

During the June session of the Executive Committee, the **Subcommittee on Program Budget, and Administration** will consider applications submitted by NGOs and will make recommendations thereon to the Executive Committee. It may invite a representative of the NGO to speak before it in connection with the NGO's application. Should the applicant NGO be considered not to meet the established criteria, and bearing in mind the desirability of ensuring a valuable continuing partnership based on defined objectives and evidenced by a record of successful past collaboration and a framework for future collaborative activities, the **Subcommittee on Program, Budget, and Administration** may recommend postponement of consideration or rejection of an application.

The Executive Committee, after considering the recommendations of the **Subcommittee on Program Budget, and Administration**, shall decide whether an NGO is to be admitted into official working relations with PAHO. A reapplication from an NGO shall not be considered until two years have elapsed since the Executive Committee's decision on the original application. The Director of PAHO shall inform each NGO of the Executive Committee's decision on its application.

The four-year work plan based on mutually agreed objectives, and the outline of specific activities for each two-year period (as described in section 4) shall form the basis of official working relations between PAHO and the NGO. This plan shall also be transmitted to the PWR offices, as appropriate, to encourage closer formal collaboration at the country level.

**The more specific two-year collaborative plan of action should include indicators that are specific, measurable, achievable and attributable, relevant and realistic, as well as time bound, traceable, and targeted (S.M.A.R.T.).**

## **5. Review of Collaboration with Inter-American and National NGOs**

The **Subcommittee on Program, Budget, and Administration** will normally review collaboration with each NGO with which PAHO has official working relations every four years and, based on the results of the biennial work plans and activities undertaken

during the period under review and on the proposed work plan for the next four-year period, shall make a recommendation to the Executive Committee on the desirability of maintaining these relations.

The Executive Committee may discontinue official working relations if it considers that such relations are no longer appropriate or necessary in light of changing programs or other circumstances. Similarly, the Executive Committee may suspend or discontinue official working relations if an NGO no longer meets the criteria that applied at the time of the establishment of such relations, or fails to fulfill its obligations under the agreed-upon program of collaboration.

Official relations may be terminated by either party through a written communication to the other party and with the approval of the Executive Committee, through the **Subcommittee on Program, Budget, and Administration**.

**5.1 In order for the members of the Subcommittee to make their recommendation, the Director of the Pan American Sanitary Bureau (PASB) provides a background document to the Subcommittee that includes the following:**

- **Brief background on the NGO in question;**
- **Report by the NGO on activities undertaken during the period in question (normally four years, but in some cases this may be only one or two years) with reference to indicators (see last paragraph of section 4.3.);**
- **A proposed program of work for the forthcoming four-year period; and**
- **A critical commentary on the above-mentioned brief background and report by the NGO by the appropriate technical unit of the PASB.**



## **5.2 Application of Criteria**

**5.2.1 The Subcommittee on Program, Budget, and Administration should consider the following three criteria when reviewing the background document prepared by the PASB: (a) Has the NGO in question and the relevant technical unit or country office in PAHO agreed upon a general four-year program for collaborative activities, with a more specific two-year work plan for the period under review? (b) Has the NGO submitted a report on activities which specifically refers to indicators of the previous two-year work plan? (c) Has the technical unit found the performance of the NGO to be satisfactory, according to the S.M.A.R.T. indicators agreed upon in the twoyear work plan?**

**5.2.2 If all of the three questions are answered in the affirmative, then the members of the Subcommittee on Program, Budget, and Administration will be in the position to make a recommendation to the Executive Committee on its findings based on the review of the past work plan, the future work plan, as well as the recommendation of the technical unit of PAHO.**

**5.2.3 In reviewing the background document regarding an NGO, the Subcommittee should rate the activities of the NGO on a high-to-low basis according to the following criteria:**

- **Public health significance of the NGO's activities,**
- **Utility and sustainability,**
- **Practicality,**
- **Cost/time (in this case "low" would be the preferred score).**

**Should the response to any one of the three criteria questions in section 5.2.1. be negative, then the Subcommittee will not be in a position to make a recommendation to the Executive Committee.**

## **6. Privileges Conferred on NGOs by their Relationship with PAHO**

The privileges conferred by an official working relationship include:

- the right to appoint a representative to participate, without the right to vote, in PAHO meetings or those convened under its authority to which the NGO is invited. Whenever the Pan American Sanitary Conference, Directing Council, or a committee or conference convened under PAHO's aegis discusses an item in which a related

NGO is particularly interested, that NGO, at the invitation of the president of the body or at the request of the NGO, may make a statement of an expository nature and, with the consent of the president of the session, it may be invited to make an additional statement for purposes of clarification, in the course of the discussion of the item before the session;

- access to nonconfidential documentation and such other documentation as the Director of PAHO may see fit to make available through such channels as PAHO may establish;
- the right to submit a memorandum to the Director of PAHO, who shall determine the nature and scope of its circulation. In the event of a memorandum being submitted which the Director considers might be placed on the agenda of the Pan American Sanitary Conference or Directing Council, such memorandum shall be placed before the Executive Committee for possible inclusion in the agenda of the Pan American Sanitary Conference or Directing Council.

A national NGO which is affiliated with an inter-American NGO covering the same subject on a regional basis shall present its views through that NGO, unless other arrangements are made in view of its particular relationship with PAHO.

#### **7. Responsibilities of NGOs in Their Relationship with PAHO**

NGOs shall be responsible for implementing the mutually agreed-upon program of collaboration and shall inform PAHO as soon as possible if for any reason they are unable to fulfill their obligations under the agreement.

NGOs shall utilize the opportunities available to them through their normal work to disseminate information on PAHO policies and programs.

NGOs shall collaborate individually or collectively in PAHO programs to further their regional and national health goals and to promote the implementation of the major policy documents of PAHO adopted by the Governing Bodies of the Organization.

#### **8. Amendment of the Principles**

These Principles may be amended by a resolution of the Executive Committee.