



## Global Health Security Agenda (GHSA) 2024 Framework

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### *Overview*

In accordance with the 2017 Kampala Declaration, which extended GHSA’s mandate by 5 years, the GHSA Steering Group led a consultative process to develop a framework for the second phase of GHSA, termed “GHSA 2024.” The GHSA 2024 Framework provides a high-level view of the context for GHSA’s goals and objectives for 2019-2024 and an outline of how GHSA will operate and track progress to achieve these goals. As needed, the GHSA Steering Group will consider changes to the Framework. The Steering Group will conduct a consultation with the GHSA-wide community on any proposed changes.

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## 1. Introduction

Countries continue to face health security threats posed by infectious diseases, whether naturally occurring, deliberate, or accidental. Recent infectious disease outbreaks with pandemic potential, like Ebola, Lassa, Zika, MERS-CoV, plague, cholera, and influenza<sup>1</sup> are reminders of the significance of these threats and the range of gaps in capabilities to prevent, detect, assess, and respond in countries worldwide. Disease crises can destabilize governments by eroding public trust and confidence, posing a threat to public order and governance and producing an overall risk to security and economies. These are cross-sectoral challenges. For example, animal disease outbreaks can threaten food security, disrupt local economics, lead to human disease outbreaks, and erode social fabrics in vulnerable societies. Large outbreaks and pandemics have significant and long-lasting impacts on national, regional, and global economies.

While government partners vary in their capacities, resources, political support, partnerships, and engagement in addressing deficiencies in national health security capacity, health ministries often lead these efforts through necessary engagements with partners in agriculture, food, animal health, defense, security, finance, environment, disaster management, border control, law enforcement, research, technology, and education sectors.

Launched in 2014 by nearly 30 countries and international organizations, the Global Health Security Agenda (GHSA) serves as a catalyst for progress toward the vision of attaining a world safe and secure from global health threats posed by infectious diseases. It is a collaborative, multisectoral initiative, bringing together countries, regions, international organizations, and the non-governmental sector (including the private sector) to accelerate and optimize global health security. This includes sharing best practices, elevating global health security as a national leaders'-level priority, and facilitating national capacity to comply with and adhere to the World Health Organization (WHO) International Health Regulations (IHR), the World Organization for Animal Health (OIE) international standards and guidelines, the United Nations Security Council Resolution 1540 and Biological Weapons Convention, and other relevant frameworks that contribute to global health security.

GHSA emphasizes the need for strong multisectoral engagement, including human and animal health, agriculture, security, defense, law enforcement, development assistance, foreign affairs, research, and finance sectors, among others. As of September 2018, 65 participating countries representing nearly 6 billion people, along with 9 international and regional multilateral organizations and institutions, and non-governmental sector partners – including over 100 private companies, non-governmental organizations, and academic institutions – are part of GHSA.

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<sup>1</sup>For updated information, please see <http://www.who.int/emergencies/diseases/en/>.

The WHO, the Food and Agriculture Organization (FAO), OIE, and the World Bank play a key role in advising GHSa efforts. Other international organizations, such as INTERPOL, have been engaged in GHSa efforts as well. GHSa also leverages the efforts of non-governmental sector partners, through the GHSa Consortium (in tandem with local civil society organizations), the GHSa Private Sector Roundtable, and the GHSa Next Generation Network, to implement programming, contribute ideas, partnerships, technical support, operational support for government efforts, and advocacy at the national and local level. Further, GHSa seeks to identify synergies with related initiatives, such as the G7-led Global Partnership Against the Spread of Weapons and Materials of Mass Destruction (Global Partnership) and the JEE Alliance.<sup>2</sup>

GHSa has gained political support for these efforts, with numerous national leaders publicly stating the importance of achieving global health security goals. Since 2014, many countries, political blocs, and organizations have announced financial, technical, and other commitments to support other countries' efforts to build multisectoral capacities. GHSa strengthens partnership among a wide range of countries, international organizations, and non-governmental stakeholders, who have worked together to identify gaps, develop plans to address them, identify needed resources, and develop and share best practices and tools. This multifaceted, multisectoral approach is critical to developing the strong health systems and resources that are needed to achieve national and global health security.

At the October 2017 GHSa Ministerial Meeting in Uganda, GHSa member countries present supported the "Kampala Declaration" to extend GHSa for an additional five years (to 2024), building upon the Seoul Declaration of 2015. While GHSa partners have achieved progress in increasing health security capacity in countries around the world<sup>3</sup>, members acknowledged that significant work remains to fully achieve and sustain health security.

This next phase of GHSa, "GHSa 2024," aims to be strategic and streamlined, have clear governance and collaboration structures and processes, increase engagement of the broader GHSa community, measure progress, and enhance accountability for delivering on commitments. GHSa 2024 aims to advance a multisectoral approach, support adherence to international human and animal health standards, collaboratively identify and address gaps and priorities in global health security, and advance sustainable financing for global health security efforts for all relevant sectors. This GHSa 2024 overarching framework lays out a strategic approach for addressing these priorities over the next five years.

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<sup>2</sup> For additional details, see **Annex 7: GHSa Interface with Other Global Processes and Global Health Security Actors**.

<sup>3</sup> For examples of success stories from GHSa partners and contributing organizations, see <https://www.ghsagenda.org/successes>.

## 2. GHSA 2024 Vision, Mission, and Core Principles

### *Vision*

A world safe and secure from global health threats posed by infectious diseases, whether natural, deliberate, or accidental.

### *Mission*

To realize its vision, GHSA 2024 will facilitate effective integration of multisectoral and multi-stakeholder work to achieve sustainable and measurable results toward common targets for global health security.

### *Core Principles<sup>4</sup>*

- Country-ownership
- Inclusiveness
- Cost-effectiveness
- Mutual accountability
- Transparency
- Multisectorality
- Measurable progress and impact
- Sustainability
- Partnership
- Proactivity

## 3. GHSA 2024 Mandate

### *Mandate*

GHSA leverages and complements the strengths and resources of multisectoral and multilateral partners to address priorities and gaps in efforts to build and improve country capacity and leadership in the prevention and early detection of, and effective response to, infectious disease threats.

It is a political driver that seeks to enhance global health security, and accelerate compliance with the IHR and adherence to relevant international health security standards, frameworks, and strategies, including through:

- Galvanizing tangible commitments at the highest political levels to achieve provincial, national, regional and global health security;
- Promoting the development and implementation of tools set by the relevant international organizations and mechanisms to achieve commitments at the country-level, as well as in neighboring and border countries; and

<sup>4</sup> For additional details, see **Annex 6: Core Principles**.

- Promoting and supporting the mobilization of funds to achieve financial sustainability for health security capacities.

### ***Goal***

Over its 5-year mandate, GHSA, working with relevant partners, will actively contribute to national, regional, and global efforts to support countries in evaluation, planning, resource mobilization, and implementation of activities that build health security capacity.

### ***Target***

By 2024, more than 100 countries that have completed an evaluation of health security capacity will have undergone planning and resource mobilization to address gaps, and will be in the process of implementing activities to achieve impact. These countries will strengthen their capacities and demonstrate improvements in at least five technical areas to a level of ‘Demonstrated Capacity’ or comparable level, as measured by relevant health security assessments, such as those conducted within the WHO IHR Monitoring and Evaluation Framework.

## **4. GHSA 2024 Strategic Objectives**

GHSA intends to pursue the following strategic objectives and achieve measures of success by December 31, 2023:

1. Promote international initiatives, instruments, and frameworks relevant for health security<sup>5</sup>;
2. Increase domestic and international partner financial support for strengthening and maintaining capacities to prevent, detect and respond to infectious disease outbreaks, including health system strengthening;
3. Strengthen and support multi-sectoral engagement and commitment to health security;
4. Improve the sharing of best practices and lessons learned, and support the use and development as needed of relevant tools and mechanisms; and
5. Strengthen accountability of all members under GHSA.

## **5. GHSA 2024 Membership**

GHSA is a forum that enables a country or organization to actively engage with other committed partners around the globe to develop and implement mechanisms to build and sustain health security capacity in all countries. Members contribute and benefit from the tools, lessons learned,

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<sup>5</sup> Examples of relevant frameworks in addition to the IHR include, OIE Performance of Veterinary Services (PVS), World Bank Group financing frameworks, WHO’s R&D Blueprint for potentially Epidemic Diseases, the Biological Weapons Convention, and the Global Partnership.

networks, and other resources that this multi-stakeholder coalition brings together, as it works toward common goals that align with those of other global health security efforts.

GHSA membership<sup>6</sup> may include any country and non-governmental stakeholder (e.g., international organization, financial institution, regional organization) that is willing to take action to support GHSA's vision of a world safe and secure from global health threats posed by infectious diseases, whether natural, deliberate, or accidental.

Members bring a variety of strengths and contributions to jointly advance GHSA goals. This includes country contributions of perspectives, experiences, and commitments to advancing health security; international organization input and perspectives informed by global frameworks and discussions; and non-governmental stakeholder perspectives and innovations.

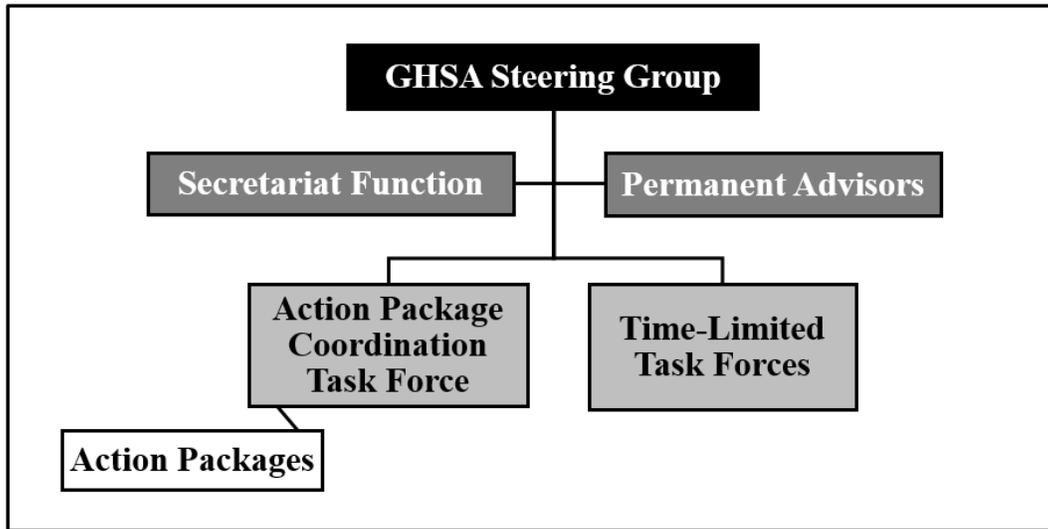
GHSA participating members are strongly encouraged to:

- Make or reaffirm tangible health security commitments to GHSA;
- Report on these health security commitments;
- Participate in the GHSA governance structure (e.g., Steering Group member, Task Force lead, Action Package lead, secretariat function) and related activities;
- Participate in GHSA Ministerial and working-level meetings;
- Provide input during GHSA-wide consultations on GHSA issues;
- Support efforts to share best practices and resources at the regional and global level; and
- Support and advance GHSA objectives in alignment with other relevant international engagements.

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<sup>6</sup> For additional details, see **Annex 1**: Terms of Reference for GHSA Membership and Participation.

**6. GHSA 2024 Governance Structure**



**Steering Group<sup>7</sup>**

The mandate of the GHSA Steering Group is to provide strategic guidance and direction, including identifying overall GHSA priorities, and providing leadership and coordination to support the implementation of priorities, tracking of progress and commitments, and facilitation of target-driven multisectoral coordination and communication among GHSA partners. Selection of Steering Group members (approximately 15 countries, international organizations, and/or non-governmental stakeholders) will prioritize the balance of relevant perspectives needed to provide leadership to GHSA. FAO, OIE, and WHO will serve as Permanent Advisors to the GHSA Steering Group, providing advice to facilitate alignment with multilateral health security efforts supported by these organizations.

The 2019 Steering Group will develop a high-level 5-Year Roadmap. Each year, the incoming Chair will lead Steering Group meetings and consultations to review and reaffirm the Roadmap and other decisions, to guide GHSA efforts going forward.

GHSA members are encouraged to communicate actively with the Steering Group to enable its role in ensuring the efficient flow of information among the GHSA community. GHSA members may at any time contact the Steering Group for information.

**Secretariat Function<sup>8</sup>**

A secretariat function sustained by GHSA members will provide support and continuity for communication and coordination will be sustained by GHSA members. GHSA members are encouraged to commit staff and/or other resources for a fixed time or the duration of GHSA 2024. Specifically, the secretariat function will provide support for administrative tasks (e.g.,

<sup>7</sup> For additional details, see **Annex 2: Terms of Reference for the Steering Group**.

<sup>8</sup> For additional details, see **Annex 3: Terms of Reference for the secretariat function**.

managing distribution lists, membership tracking, record-keeping, arranging meeting logistics, etc.) and operational procedures to ensure inclusive, efficient and effective integration of multi-sectoral, and multi-stakeholder efforts toward common targets and measurable and sustainable results.

### ***Task Forces<sup>9</sup>***

The Steering Group may establish flexible, time-limited Task Forces that can be renewed as necessary, on issues that will support achievement of the GHSA strategic objectives. Task Forces will draw together interested GHSA members to advance Steering Group-determined priorities in a strategic and targeted way to ensure this work leverages and complements the efforts of partners and other health security actors, and set clear objectives and measures of progress and impact to ensure consistent progress towards objectives.

The Steering Group identified the following priority areas for the initial Task Forces: multisectoral stakeholder engagement, accountability and results, advocacy and communications, and Action Package working group coordination.

### ***Action Package Working Groups<sup>10</sup>***

The Action Package working groups are multi-stakeholder working groups that facilitate regional and global collaboration toward specific GHSA objectives and targets. The purpose of the Action Package working groups is to focus international discussion toward specific, coordinated actions in support of GHSA; highlight measurable approaches countries can adopt to accelerate, monitor and report GHSA progress; and provide a mechanism by which members can make specific commitments and take leadership roles in GHSA.

## **7. Tracking Progress and Impact**

To achieve its goals, GHSA will establish clear indicators and milestones for members to ensure consistent progress towards those milestones and identify both opportunities and challenges<sup>11</sup>. This includes for:

- Roles and responsibilities for GHSA leadership, membership, Action Package working groups, and Task Forces in meeting their objectives and for specific structures and activities;
- Objectives, outputs, and outcomes for GHSA as a whole and reporting publicly on progress and impact; and

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<sup>9</sup> For additional details, see **Annex 4**: Terms of Reference for the Task Forces.

<sup>10</sup> For additional details, see **Annex 5**: Terms of Reference for the Action Package Working Groups. The renewal process for the Action Package working groups is ongoing. Interested GHSA members have been asked to develop Action Package Proposals by September 2018, which will provide the basis for each working group's work plan and accountability process going forward

<sup>11</sup> For additional details on how GHSA will operationalize accountability measures, see **Annex 3**: Terms of Reference for the secretariat function.

- Commitments (financial, in-kind, etc.) that support global health security, including tracking follow-through and associated outcomes.

This will require systems that track progress, identify gaps and areas for improvement, identify and build on lessons learned, and communicate any opportunities and challenges to partners in an effort to institute iterative improvements.

## **ANNEX 1: GHSA MEMBERSHIP AND PARTICIPATION TERMS OF REFERENCE**

### **Purpose**

Membership in GHSA highlights the support and commitment of countries and organizations for GHSA's vision of a world safe and secure from global health threats posed by infectious diseases, whether natural, deliberate, or accidental. Members' activities, including commitments, reporting, and participation in GHSA structures (such as Task Forces and Action Package working groups) and meetings are essential to the achievement of GHSA goals.

### **Rationale**

The GHSA membership has grown steadily since 2014, and GHSA has remained an important multisectoral health security forum for countries and partners. These Terms of Reference aim to clarify the roles and expectations of GHSA members to enhance and increase the effectiveness, efficiency, and transparency of GHSA activities and the GHSA governance structure (e.g., Steering Group, secretariat function, Task Forces, and Action Package working groups).

### **Structure and Activities**

#### ***Composition***

GHSA membership may include any country and non-governmental stakeholder (e.g., international organization, financial institution, regional organization) that is willing to take action to support GHSA's vision of a world safe and secure from global health threats posed by infectious diseases, regardless of their source.

Members bring a variety of strengths and contributions to jointly advance GHSA goals. This includes country contributions of perspectives, experiences, and commitments to advancing health security, international organization input and perspectives informed by global frameworks and discussions, and non-governmental stakeholder perspectives and innovations.

Upon joining GHSA, the member is expected to make a concrete commitment to promote health security through actions at national, regional, and/or global levels, including through collaboration with other actors. Examples of commitments could include:

- Committing to lead or participate in a Task Force and/or Action Package working groups;
- Committing to, conducting, and/or publishing a health security assessment and/or a National Action Plan for Health Security;
- Committing to support health security capacity building nationally or in a partner country; through financing, technical assistance, research, advocacy or other activities; and
- Committing to lead a regional or other collaborative effort that advances global health security goals.

Members are encouraged to renew or reaffirm their concrete commitments every two years. Members should define the timeline of their commitments if they are longer than two years.

Each GHSA member should identify key contacts for their country/organization. These contacts will coordinate the dissemination of GHSA information from the Steering Group to relevant representatives within their country/organization. These contacts should also be multisectoral in nature, or have convening ability for multiple sectors within that country's government or organization.

### ***Primary Activities***

GHSA members are strongly encouraged to:

- Make, reaffirm, and report on tangible health security commitments;
- Support GHSA goals in other health security engagements and fora;
- Share best practices and lessons learned from global health security activities and assessments;
- Participate in appropriate/relevant GHSA meetings;
- Propose and participate in GHSA groups (e.g., Task Forces, Action Package working groups);
- Contribute to sharing best practices and learning across health security partners;
- Maintain multisectoral national contact lists, to be updated and provided to the secretariat function;
- Provide input to the Steering Group during formal and informal consultations, including on GHSA reports as needed; and
- Enhance a multi-sectoral, multi-actor approach in their national coordination of work.

## **Planning and Implementation**

### ***Workplans***

Members may develop their own national/organizational prioritized workplans to support the advancement of member commitments to global health security and GHSA objectives. The Steering Group will consult members on relevant GHSA-wide workplans and strategic documents.

### ***Decision-Making Processes***

The Steering Group will consult GHSA members on strategic decisions that may affect the direction of GHSA. In such cases, members will receive an official request for review/input by email, and will have at least 3 weeks to provide input to the Steering Group. For complex decisions, the Steering Group will share an updated proposal for additional consultation.

GHSA members may always consult the Steering Group should they have any questions or concerns.

## Meetings

A GHSA-wide Ministerial-level meeting will convene all GHSA members in years 1 (2019), 3 (2021), and 5 (2023). These high-level meetings will complement increased GHSA-wide engagement through various structures and regular communication throughout the 5-year mandate.

This timing also allows for partners to make and report on progress, ensure strong multisectoral representation at the Ministerial meetings, and reduce time expended each year on meeting planning. Members are encouraged to secure multisectoral national representation at the meetings.

The Steering Group may invite key partners (e.g., Task Force leads) to participate actively in Steering Group meetings and will share meeting reports with all GHSA members.

Members that actively participate in Action Package and/or Task Force groups will meet in accordance with the particular groups' workplan. The Steering Group will encourage partners to leverage opportunities when many will be convened (e.g., at the Ministerial meeting). Virtual participation may also be made available.

The table below provides details on the timing, participants, and objectives of GHSA meetings throughout the year.

Timing	Meeting & Objectives	Participants
Beginning of year	<b>Steering Group Meeting #1</b> <ul style="list-style-type: none"> <li>New Chair presents updated GHSA Roadmap</li> </ul>	<ul style="list-style-type: none"> <li>Steering Group members Permanent Advisors</li> <li>Task Force leads</li> <li>Secretariat Function</li> </ul>
Early/ mid-year	<b>Steering Group Meeting #2</b> <ul style="list-style-type: none"> <li>Discuss progress on GHSA activities</li> <li>Discuss and plan meetings, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Steering Group members</li> <li>Permanent Advisors</li> <li>Task Force leads</li> <li>Secretariat Function</li> <li>Specific Action Package working group leads, as relevant to the meeting's agenda</li> </ul>
Mid/ late-year	<b>Steering Group Meeting #3 (teleconference)</b> <ul style="list-style-type: none"> <li>Review candidates and select new leads as needed (e.g., Steering Group, Task Force, Action Package working groups)</li> <li>Prepare for fall/end-of-year meeting</li> </ul>	<ul style="list-style-type: none"> <li>Steering Group members</li> <li>Permanent Advisors</li> <li>Task Force leads</li> <li>Secretariat Function</li> </ul>
End of year	<b>GHSA Leadership Meeting (all years) + GHSA-Wide Ministerial Meeting (years 1, 3, and 5 only)</b> <ul style="list-style-type: none"> <li>Review successes and challenges</li> <li>Announce new commitments/leads</li> <li>Current and new leads (if relevant) meet</li> <li>Chair Handover</li> </ul>	<ul style="list-style-type: none"> <li>Steering Group members</li> <li>Permanent Advisors</li> <li>Task Force leads</li> <li>Secretariat Function</li> <li>All Action Package working group leads</li> <li>Ministers (years 1, 3, and 5 only)</li> <li>All GHSA members (years 1, 3, and 5 only)</li> </ul>

***Resources***

Each GHSA member is expected to identify and allocate the resources needed for its active participation in GHSA.

If the scope of work require additional resources, GHSA may seek voluntary contributions from members.

<b>Communication and Accountability</b>
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GHSA members are expected to follow through on their commitments to the overall goals of the GHSA and on their specific national commitments. GHSA members are encouraged to provide brief annual updates on national progress, challenges, and commitments to the Steering Group ahead of the mid/late-year meeting. The secretariat function, as directed by the Steering Group, will share any requests to provide such input well in advance.

GHSA members are encouraged to communicate actively with the Steering Group and the secretariat function to enable its role in facilitating the efficient flow of information among the GHSA community. GHSA members may at any time contact the Steering Group and secretariat function to provide input or request information.

## **ANNEX 2: GHSA STEERING GROUP TERMS OF REFERENCE**

### **Purpose**

The mandate of the GHSA Steering Group is to provide strategic guidance and direction, including identifying overall GHSA priorities; and providing leadership and coordination to support the implementation of priorities; tracking of progress and commitments; and facilitation of target-driven multisectoral coordination and communication among GHSA partners.

### **Rationale**

The roles, responsibilities, structures, and processes of the Steering Group outlined in these Terms of Reference draw on the successes and lessons learned from the first five years of GHSA. These elements will allow the Steering Group to more effectively guide the GHSA governance structure (including the secretariat function, Task Forces, and Action Package working groups), provide strategic direction, monitor progress, enable timely member/partner consultation and engagement in GHSA activities, improve internal and external communications, and facilitate multi-sectoral inputs, collaboration and integration.

### **Scope of Work**

#### ***Objectives***

- Provide direction to and support the efforts of GHSA members to advance global health security objectives, and maintain clear expectations for GHSA members' work and reporting under the GHSA framework.
- Effectively coordinate and leverage GHSA priorities and activities with the efforts of other partners/organizations.
- Effectively communicate successes, challenges, and requirements for GHSA governance structure, GHSA as a whole, and for global health security more broadly.

#### ***Primary Activities***

- Develop and provide guidance on the implementation of a 5-Year GHSA Roadmap, and conduct annual reviews and updates to reflect accomplishments and adjusted/emerging priorities.
- Support and monitor GHSA activities to facilitate progress toward annual and 5-year goals.
- Meet both in-person and virtually to address new or standing issues.
- Work closely with the secretariat function and Task Force leads to communicate with internal and external GHSA partners.
- Review GHSA operating procedures annually and on an as-needed basis. Revise procedures as necessary.
- Contribute to the preparation of GHSA Ministerial Meetings, including providing input and guidance on the agenda and planning process, and selection of the host for the following meeting.

These activities will be informed by regular consultation with GHSA members and partners from key international organizations and non-governmental stakeholder groups.

## Structure and Roles

### *Composition*

The structure of the GHSA 2024 Steering Group builds upon the experiences and lessons learned from the current 10-country Steering Group, its Permanent Advisors (WHO, OIE, FAO, and World Bank Group), and associated non-governmental stakeholder groups (GHSA Consortium, Private Sector Roundtable, and Next Generation GHSA Leaders). This new Steering Group structure will be composed of approximately 15 members with permanent and rotating seats, with a possibility of international organizations and non-governmental stakeholder members.

Permanent members will serve for up to 5 years (i.e., until the end of GHSA 2024's mandate) and rotating members will serve for 2 years. Selection of new Steering Group members will prioritize balance of relevant perspectives needed to provide leadership to GHSA, including diverse perspectives such as in geography, economic levels, and sectors. A Steering Group member country will be selected to serve as the Steering Group Chair each year.

*Note: Member participation is considered at the country/organization (not individual) level.*

FAO, OIE, and WHO will serve as Permanent Advisors to the GHSA Steering Group, providing advice to facilitate GHSA alignment with multilateral health security efforts supported by these organizations.

### *Roles and Responsibilities*

The table below provides details on the specific roles and expectations for country, international organization, and non-governmental stakeholder members of the Steering Group.

<b>Group</b>	<b>Membership Criteria</b>	<b>Expected Activities</b>
<b>General/All Members</b> <i>Diverse perspectives that can help advise on GHSA directions and activities.</i>	<ul style="list-style-type: none"> <li>• Diversity in geography, economic development, and expertise</li> <li>• Multisectoral representation</li> <li>• Ability to sustain active engagement</li> </ul>	<ul style="list-style-type: none"> <li>• Actively engage in Steering Group discussions</li> <li>• Provide input that constructively supports achievement of GHSA objectives</li> <li>• Support secretariat function as needed</li> </ul>

<b>Group</b>	<b>Membership Criteria</b>	<b>Expected Activities</b>
<p><b>Countries</b> <i>Any GHSA member country.</i></p>	<ul style="list-style-type: none"> <li>• GHSA member country (see member requirements)</li> <li>• Actively engaged in Task Forces and/or Action Package working groups</li> <li>• Demonstration of accountability and contribution to global health security efforts</li> </ul>	<ul style="list-style-type: none"> <li>• Make a commitment each year for how it will contribute to advancing GHSA goals</li> <li>• Provide multisectoral representation for Steering Group discussions (e.g., input, delegations)</li> <li>• Maintain working relationships with relevant sectors in the country</li> </ul>
<p><b>Multilateral Organizations</b> <i>Any organization that engages with a global constituency on a relevant area (e.g., human health, animal health, security, finance)</i></p>	<ul style="list-style-type: none"> <li>• Global multilateral organization</li> <li>• Able to provide nuanced perspectives on a key health security sector</li> <li>• Demonstrated organizational commitment to advancing global health security</li> <li>• Have made tangible commitments (financial, technical support, infrastructure, etc.) to building and improving health security capacity in partner countries.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide input, informed by global discussions, on GHSA directions and gaps</li> <li>• Identify how GHSA can best support global efforts to address global health security.</li> <li>• Identify and develop synergies between GHSA and international organization activities</li> </ul>
<p><b>Non-Governmental Stakeholders</b> <i>Any non-governmental stakeholder group or coalition that represents non-governmental organizations, civil society, private sector, universities, philanthropies, and other non-governmental entities with unique perspectives, expertise, resources, roles, etc. in advancing global health security.</i></p>	<ul style="list-style-type: none"> <li>• Represents multiple organizations and/or key organizations in an area of work that is not otherwise covered in the Steering Group</li> <li>• Demonstration of contribution to broad global health security efforts</li> <li>• Goals of organization align with GHSA goals</li> <li>• Have made tangible commitments (financial, technical support, infrastructure, etc.) to building improving health security capacity in partner countries.</li> </ul>	<ul style="list-style-type: none"> <li>• Make a commitment each year for how it will contribute to advancing GHSA goals</li> <li>• Provide input reflecting unique position, activities, expertise, etc.</li> <li>• Encourage innovative collaborations and contributions among member organizations to contribute to global health security goals</li> </ul>

To maintain member status, Steering Group members are expected to:

- Attend all Steering Group and high-level meetings, with representatives from at least two sectors if possible.
- Provide written or verbal input for Steering Group-wide and GHSA-wide consultations that represent multiple sectors and/or partners or organizations.
- Take active roles in other GHSA structures (e.g., Task Forces, Action Package working groups).
- Identify and maintain points of contact in all relevant sectors/ministries, as feasible, in the member's country/organization.

- Lead in ensuring GHSA accountability to core principles and progress toward objectives, and identifying when changes (e.g., to strategy, scope) may be needed.

To fulfill duties as the Chair, the Chair is expected to:

- Lead the review and renewal of the 5-Year Roadmap.
- Plan and lead Steering Group meetings and the annual GHSA leadership meeting (i.e., Steering Group, Task Force leads, Action Package working group leads, other interested GHSA members) meeting.
- Represent GHSA at various venues and in communication with GHSA partners and other actors in health security.
- Facilitate timely and effective identification of new leadership for the next year, including for Ministerial level meetings in the applicable year.
- Actively support, as needed, other GHSA members in carrying out responsibilities (e.g., on the Task Forces, etc.).
- Provide oversight for the work of the secretariat function and Task Forces.

The Steering Group Permanent Advisors will actively engage in and contribute to Steering Group activities, including:

- Attending, and actively participating in, Steering Group meetings and discussions;
- Providing input, informed by global discussions, on GHSA priorities, plans, and activities;
- Identifying how GHSA can best support global efforts to address health security, complementary to their activities;
- Leveraging GHSA and its activities in efforts to fill health security gaps; and
- Identifying and developing synergies between GHSA and their activities.

### ***Entry and Exit Process***

Annually, mid-year, the Chair will send out a call to GHSA members to express interest in taking leadership roles for the next year. Partners will submit indications of interest for participation in these roles.

The Steering Group is expected to select candidates based on factors such as:

- Current global health security landscape and GHSA directions and needs;
- Representation of a range of perspectives (e.g., regional, economic, multisectoral) in the Steering Group;
- Past interest and engagement in GHSA and other health security activities and fora;
- Demonstration of multisectoral support for engagement; and
- Demonstration of commitment to health security activities and assessments.

The Chair and existing Steering Group members will discuss and confirm roles by mid/late year, for announcement at the next GHSA in-person meeting. If no additional GHSA members volunteer to join the Steering Group as rotating members, the Steering Group will consist of the permanent members and any remaining rotating members.

A Steering Group member country or organization can conclude participation in the Steering Group before the end of the scheduled term, as needed. If possible, the member should communicate this intention to the Steering Group as soon as possible to provide time for the Steering Group to identify a replacement member. If a Steering Group member departs before the mid-year call for interest, the Steering Group will send out a GHSA-wide call for countries interested in filling the vacant position and then follow the “Entry Process.”

If a Steering Group member does not participate in two consecutive Steering Group meetings or other Steering Group activities and does not respond to repeated direct communication from the Steering Group Chair for more than 2 months (except in extenuating circumstances), the Steering Group can discuss and seek consensus on the conclusion of this Steering Group member’s role and initiate the member replacement. GHSA members interested in joining the Steering Group should contact the Steering Group Chair with any questions.

## **Planning and Implementation**

### ***5-Year Roadmap and Annual Updates***

Once selected, the 2019 GHSA Steering Group will begin to develop a high-level 5-year Roadmap for GHSA that builds on priorities and objectives identified in the GHSA 2024 Framework. The 2019 Steering Group will conduct one GHSA-wide consultation in late 2018. The Chair will then share the proposed 5-Year Roadmap by email with other Steering Group members in January, ahead of the Steering Group meeting. The Steering Group will confirm the 5-year Roadmap at the January 2019 meeting.

Each following year, the incoming Steering Group Chair will lead the review of the 5-Year Roadmap and may choose to add to or focus on priorities/elements identified in the 5-Year Roadmap during its chair year.

The Chair will also address logistics in an annex, to include:

- Time and location of 2-3 Steering Group in-person meetings through the year.
- Location and approximate timing of Ministerial meeting, as appropriate.
- Location and approximate timing of GHSA leadership meetings (i.e., Steering Group, Task Force leads, Action Package working group leads, other interested GHSA members).
- Timing of GHSA-wide reports (routine and as-needed).
- Timing of solicitation for next year’s leadership.

The Chair will share the proposed additions/focus areas for the coming year, including the logistics, at the handover Steering Group meeting, and work with the Steering Group to reaffirm the 5-Year Roadmap at the beginning-of-year Steering Group Meeting.

### ***Decision-Making Process***

The Steering Group will seek consensus when making decisions.

When making strategic decisions that affect the direction of GHSA, the Steering Group will provide information about the issue, including background and possible options, to the full GHSA community by email. GHSA-wide partners will have at least 3 weeks to provide input to the Steering Group. The Steering Group should explain any extenuating circumstances that require a shorter timeline.

For more complex decisions (e.g., declaration text), the Steering Group will share an updated proposal for an additional consultation with the GHSA-wide community. The Steering Group will then share the final decision with the GHSA-wide community. Throughout and after this process, the Steering Group will respond to individual member/partner questions, including through email and discussions.

### ***Meetings***

The Steering Group will hold 2-3 in-person meetings a year, and additional virtual or teleconference meetings as needed. Steering Group meetings will be in conjunction with other international meetings when possible. The Steering Group Chair will set tentative dates for any meetings at the beginning of the year.

The Steering Group will also convene the GHSA leadership (i.e., Task Force leads, Action Package working group leads, and other interested GHSA members) once per year. Task Force leads and/or Action Package working group leads may be included in other Steering Group meetings as appropriate and/or in accordance with the meeting's agenda.

The Chair, working with the secretariat function, is responsible for:

- Planning for these meetings, including:
  1. Confirming the specific location at least 2 months ahead of time.
  2. Sharing the proposed agenda and expected roles and outcomes 4 weeks ahead of time. (Note: The agenda can include partner updates, especially at the first and last meetings of the year. However, the meetings should be action-oriented and prioritize discussing issues that require face-to-face conversation.)
- Preparing meeting notes for distribution to the full GHSA community within 3 weeks of the conclusion of each meeting.

### ***Resources Needed***

The Steering Group will require support, including:

- Members' commitment to provide the level and amount of staff needed to complete Steering Group tasks and to make decisions presented to Steering Group members.
- Members' multisectoral participation in Steering Group, GHSA leadership, and high-level meetings.
- Support for the secretariat function.

<b>Communication and Accountability</b>
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### ***Communication and Reporting<sup>12</sup>***

The Steering Group has specific roles and responsibilities to each of the following partners and may provide regular or ad-hoc updates or input on ongoing activities:

- **GHSA-wide Community**: the Steering Group/Chair, in partnership with the secretariat function, will:
  - Share updates through a GHSA-wide email on a quarterly basis and as needed.
  - Share notable updates on the GHSA website, as compiled by the secretariat function.
  - Contribute to an annual progress update consolidated by the secretariat function that will include multisectoral input from GHSA members, Task Forces, and Action Packages working groups.
  - Provide updates at in-person meetings as appropriate (e.g., Steering Group Meetings).
  - Provide feedback on GHSA-wide and other GHSA group reports.
- **Secretariat function**: the Steering Group/Chair will:
  - Communicate regularly with the secretariat function, including for GHSA-wide communication.
  - Provide input to reports, public affairs, points of contact, etc. managed by the secretariat function.
- **Task Forces**: the Steering Group/Chair will:
  - Meet with Task Force leads in-person/virtually to launch/conclude any Task Forces.
  - Provide guidance/direction, or seek needed support, as requested by any Task Forces.
  - Establish a regular reporting process with the Task Forces in a way that aligns with the Task Forces' objectives and activities (e.g., monthly, quarterly, Steering Group meetings).
  - Provide feedback on Task Force reports.
- **Action Package working groups**: the Steering Group/Chair will:
  - Meet virtually with Action Package Coordination Task Force leads, as needed.
  - Meet with Action Package working group leads, accompanied by Action Package Coordination Task Force leads, as needed.
  - Review and provide input on high-level directions for Action Package working groups through the Action Package Coordination Task Force.

### ***Accountability***

Overall, the Steering Group is responsible for the progress and impact that GHSA achieves. This includes establishing clear expectations and milestones for members, facilitating consistent progress towards those goals, and being able to identify both needs and successes for:

- GHSA structures, membership, and activities;
- GHSA as a whole (objectives, outputs, outcomes, etc.); and

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<sup>12</sup>The Advocacy and Communication Task Force may identify additional details on communication and reporting.

- Global health security goals.

The Steering Group is expected to accomplish this through sharing the GHSA 2024 5-Year Roadmap with the full GHSA community, communicating regularly with GHSA leadership, and meeting in-person and virtually to review and assess progress toward annual milestones and 5-year objectives.

Steering Group members should complete the tasks identified in these Terms of Reference and are accountable to:

- The Chair (mutual), which leads and regularly communicates with the Steering Group;
- The GHSA-wide community, which should receive transparent reporting and processes through emails, website updates, etc.;
- Other GHSA structures (e.g., Task Forces) for which the Steering Group provides guidance; and

### **ANNEX 3: GHSA SECRETARIAT FUNCTION TERMS OF REFERENCE**

#### **Purpose**

The secretariat function will enhance the work of GHSA 2024 by providing administrative support and coordination. It will provide continuity, institutional memory, enhanced communication and outreach, and the effective exchange and coordination of information among GHSA members and other partners.

#### **Rationale**

During the first five years of GHSA's mandate, the annual GHSA Steering Group Chair managed administrative responsibilities during their tenure, with support from other Steering Group members on an ad hoc basis. These responsibilities presented strain on the Chairs, given limited human and other resource capacities. In addition, due to the annual transition of the Chair role, GHSA has experienced challenges in maintaining records, communication, and continuity. The GHSA community highlighted these challenges during the GHSA 2024 consultation process, and many GHSA members have voiced support for the establishment of a secretariat function to address them in an efficient, coordinated way.

#### **Scope of Work**

##### *Objectives*

Based on resources available, objectives may include the following:

- Liaise with the Steering Group, Task Forces, GHSA members, and partners to ensure effective communication among them.
- Support ongoing monitoring, reporting and documentation.
- Facilitate effective and efficient meetings, including by providing logistics support for GHSA meetings, and managing meeting materials.

##### *Primary Activities*

Based on resources available, primary activities may include the following:

- Maintain comprehensive multisectoral contact lists, to be regularly updated and used as needed to distribute information.
- Manage and maintain meeting materials, records, and other relevant documents.
- Distribute specific information to relevant GHSA members and stakeholders.
- Compile and distribute scheduled reports and updates.
- Maintain and regularly update the GHSA website and social media platforms.
- Respond to inquiries received, under the direction of the Steering Group, including membership requests.
- Implement the GHSA Communications and Advocacy Strategy, as developed by the Communications and Advocacy Task Force.
- Perform other activities, as directed by the Steering Group.

- Collect, compile and provide best practices and lessons learned.

The secretariat function will follow appropriate security and privacy practices in advancing these activities.

## **Structure and Roles**

### ***Composition***

The secretariat function should be small but efficient. It should be sustained by GHSA members who may voluntarily commit staff, physical space, and/or budget resources to provide support and continuity for communication and coordination for a fixed time or the duration of GHSA 2024. Secretariat function staff may work from a common physical location if resources are available to support it.

The GHSA members willing to commit staff should ensure that the designated person(s) meets certain criteria to conduct the secretariat function's scope of work. Some general criteria include, among others, a) having good communication and writing skills in English; b) having knowledge of (or ability to learn quickly about) global initiatives and international frameworks such as IHR and GHSA; c) competence in the use and application of information technology; and d) no conflicts of interest.

### ***Entry and Exit Process***

The entities supporting the secretariat function should commit to cover the full 5-year period if possible, or have at least one year of overlap for any changes in staff, to ensure continuity.

## **Planning and Implementation**

### ***Decision-Making Process***

The secretariat function has limited decision-making abilities. It may take action on matters directed to its attention by the Steering Group. The secretariat function lead, selected by the Steering Group, will make decisions for activities within the scope of the secretariat function and convey issues beyond this scope to the Steering Group for decision. Oversight (including staffing decisions and budget) of the secretariat function's work remains with the Steering Group.

### ***Resources***

The secretariat function requires access to a common GHSA email address, website, and other official digital platforms and requires adequate annual budget to fully support its functions.

## **Communication and Accountability**

- Steering Group: the secretariat function will regularly communicate and coordinate with, as well as report to, the Steering Group, to seek guidance on its activities.

- GHSA Members: the secretariat function acts as the entry point for communication for the full GHSA membership. It will share regular updates (e.g., quarterly) with the GHSA membership. In consultation with the Chair of the Steering Group, the secretariat function will respond to inquiries that GHSA members might have, and will track and compile information (developments, progress etc.).

## **ANNEX 4: GHSA TASK FORCES TERMS OF REFERENCE**

### **Purpose**

The purpose of GHSA Task Forces are to facilitate the implementation of well-concerted and structured work on GHSA priorities, as determined by the Steering Group, among members of the GHSA community.

### **Rationale**

Since GHSA’s inception, GHSA members and partners have conducted various activities in an ad hoc way, with limited communication and coordination across the GHSA community. Moving forward, the Steering Group will establish flexible, time-limited Task Forces to advance Steering Group-determined priorities in a strategic and targeted way, while ensuring this work leverages and complements the efforts of partners and other health security actors.

### **Scope of Work**

The Steering Group will determine priority areas for which Task Forces may be established. The Task Forces will implement these priorities, under the strategic direction of the Steering Group. See the “GHSA Reference Materials Library” for priority areas identified for each year.

GHSA members may submit a proposal for a possible Task Force to the Steering Group for consideration. See Addendum A for a Task Force Proposal template.

### **Structure and Roles**

#### ***Composition***

Participation in Task Forces will be open to all GHSA members, including international organizations and non-governmental stakeholders.

Each Task Force will be co-led by two GHSA members, as approved by the Steering Group. Task Force leads will consult with participants to determine Task Force structure and participants’ roles. The co-leads will:

- Represent the Task Force internally (e.g., at Steering Group meetings) and externally (e.g., in engaging with relevant external partners, as appropriate and in coordination with the Steering Group).
- Recommend the entry and exit of Task Force participants to the Steering Group.
- Convene and chair meetings (in-person and/or virtual) of the relevant Task Force as required.
- Monitor and evaluate the Task Force activities.
- Coordinate the Task Force activities with other Task Forces and the secretariat function.
- Submit updates on Task Force activities as needed/required to the Steering Group for review one month ahead of Steering Group meetings and/or when requested by the Steering Group.

***Entry and Exit Process***

Upon decision to establish a Task Force, the Steering Group will send out a notice for interest to all GHSA members. All interested members will be welcome to participate.

Any Task Force participant should notify the Task Force leads of intent to exit the relevant Task Force as soon as possible, preferably with at least one month's prior notification.

<b>Planning and Implementation</b>
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***Workplans***

Within the scope of work identified in the proposal approved by the Steering Group, each Task Force will prepare a short draft work plan, including a list of activities, associated deliverables, and respected timelines, subject to review and approval by the Steering Group. Upon Steering Group approval, the Task Force will implement the workplan.

***Decision-Making Process***

Each Task Force will make decisions regarding the implementation of its activities, as well as recommendations and reports to the Steering Group, by consensus of the members of the Task Force.

***Meetings***

Each Task Force will determine the regularity and modality of meetings. At minimum, each Task Force will hold quarterly teleconferences to share updates and discuss work plans.

***Resources Needed***

Participants in the relevant Task Force are expected to cover their own expenses in participating in face-to-face meetings and teleconferences.

<b>External Communication and Accountability</b>
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Task Forces will communicate regularly with the Steering Group, as well as the secretariat function (through which regular updates are provided to GHSA leadership and the broader GHSA community).

Task Force co-leads will provide updates to the secretariat function one month ahead of each Steering Group meeting (and additionally, as agreed upon with the Steering Group), including updates on activities, progress, and remaining challenges and work.

## Annex 4

### **Addendum A: Task Force Proposal Template**

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#### **Sponsors**

- Name two or more GHSA members/partners (include name, title, and organization) that support this proposal and commit to participating in the Task Force

#### **Purpose**

- Overall goal/mandate [*1-2 sentences*]

#### **Rationale**

- Why this is needed, and how it fits with the other GHSA entities [*2-3 sentences*]
- Other relevant background [*1-2 paragraphs*]

#### **Scope of Work**

- Objectives [*Bullet points*]
- Primary activities [*Bullets with details as needed*]

#### **Structure and Roles**

- Leadership
  - a) Roles and responsibilities for co-leads
  - b) Administrative needs for the group, and who in the group will cover these
- Membership
  - c) Roles & responsibilities
  - d) Target size & composition

#### **Planning and Implementation**

- Workplan/timeline for work, including major milestones [*Bullet points*]
- Regular meetings
- Resources needed

#### **Communication and Accountability**

- Anticipated communication with/to:
  - Steering Group
  - Other partners/groups as appropriate (e.g., Action Packages)
  - Other measures that promote accountability measures, as appropriate, sustainability, broader participation, and higher impact

## **ANNEX 5: GHSA ACTION PACKAGE WORKING GROUPS TERMS OF REFERENCE**

### **Purpose**

The goal of the Action Packages is to facilitate regional and global collaboration toward specific GHSA objectives and targets. The purpose of the Action Package working groups is to focus international discussion toward specific, coordinated actions in support of the GHSA; highlight measurable approaches countries can adopt to accelerate, monitor and report GHSA progress; and provide a mechanism by which countries can make specific commitments and take leadership roles in the GHSA.

### **Rationale**

In Helsinki, Finland in early 2014, member countries identified eleven discrete GHSA Action Packages, which were discussed further in Jakarta, Indonesia later that year, and finalized in Washington, DC at the first GHSA High Level Event in September 2014. Technical experts from countries around the world established collaborative working groups to shape these Action Packages, with the goal of translating political support into action and guiding countries toward achieving the GHSA targets.

Since their inception, a number of Action Packages working groups have proven successful in convening policy and technical experts to advance work in specific areas, while others have become dormant. Action Package working groups are being revisited to ensure they effectively contribute to the overarching GHSA mandate going forward.

### **Scope of Work**

Each Action Package working group will determine its own scope of work and strategic objectives.

### **Structure and Roles**

Each Action Package working group will determine its own structures and the roles of its membership.

Action Package working groups will nominate a representative to regularly liaise with the Action Package Coordination Task Force.

### **Planning and Implementation**

#### ***Workplans***

Interested GHSA members should produce an Action Package Proposal in order for the establishment of an Action Package to be considered. (See Addendum A for the template.) The Proposal will outline the Action Package's priorities and objectives, and provide the basis for the

Action Package's work plan and accountability process going forward. Action Package Proposals will be affirmed by the Steering Group.

Each Action Package working group will determine their own work plans based on the framework laid out in their original Proposal.

### ***Meetings***

Individual Action Package working groups will determine the number and regularity of meetings. If feasible, Action Package working groups will meet annually for a face-to-face discussion, facilitated by the Action Package Coordination Task Force.

### **External Communication and Accountability**

Representatives nominated by each Action Package working group will regularly liaise with the Action Package Coordination Task Force.

If needed/feasible, representatives will participate in a teleconference with the Task Force three times per year.

Action Package working groups will provide the Task Force leads with an updated calendar of events/activities related to their area of work two times per year (e.g., September, May).

Action Package working groups will provide the Task Force leads with annual updates (outcomes, successes, remaining gaps, future plans) in advance of the late-year GHSA Steering Group meetings.

## Annex 5

### **Addendum A: GHSA Action Package Proposal Template**

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**Guidance:**

- Maximum 2-3 pages.
- Please follow the template outlined below.
- If you have any questions/concerns, please contact the GHSA 2024 Subgroup (ghsapost2018@gmail.com).

**Members**

[Provide a list of countries, advisors, and stakeholders that will be participating in this Action Package.]

**Issue**

[In 1 short paragraph, provide a brief overview of your Action Package's topic – e.g., what it is, how it affects health security, etc.]

**Mandate**

[In 1-3 sentences, outline the mandate/purpose of your Action Package.]

**Strategic Objectives**

[Outline 2-4 objectives that will guide your Action Package's work. If possible, identify expected results/outcomes for each objective.]

**Organization**

[Briefly describe the organizational structure of your Action Package – e.g., Secretariat, sub-groups, etc. – and identify which members lead in each role/area.]

**Value Added**

[In 1-2 short paragraphs, explain what value your Action Package will contribute to the global health security landscape – e.g., what gaps it will fill, how it will leverage/connect with other similar initiatives, etc.]

**Activities & Initiatives**

[Identify and provide a brief description of short-term and longer-term activities and initiatives that you intend to advance under your Action Package – e.g., developing a work plan/road map, developing tools, participating in conferences, hosting events, etc. If possible, note the timeline/dates (set or anticipated), as well as any key partners you intend to engage, for each item.]

*Short-term (2019-2020)*

*Longer-term (2021-2024)*

**ANNEX 6: GHSA 2024 CORE PRINCIPLES**

- Country-Ownership: Galvanize national leadership to build and sustain health security
- Inclusiveness: Welcome all relevant partners to participate in GHSA
- Cost-Effectiveness: Promote the best use and leveraging of resources to achieve results
- Mutual Accountability: Emphasize global health security as a shared responsibility, and hold one another accountable for following through on commitments
- Transparency: Promote open and public sharing of information, processes, and gaps
- Multisectorality: Encourage all relevant sectors to support global health security
- Measurable Progress and Impact: Use clear targets and indicators to measure progress
- Sustainability: Promote global health security capacity building as a long-term investment
- Partnership: Collaborate with key partners and stakeholders to strengthen global health security
- Proactivity: Identify needs and gaps and take actions to address them

## **ANNEX 7: GHSA INTERFACE WITH OTHER GLOBAL PROCESSES AND GLOBAL HEALTH SECURITY ACTORS**

Global health security and countries' capacity to prevent, detect and respond to health threats including under the **IHR (2005)** is linked to key global processes and is inherent to the goals of the **Agenda 2030**, including achieving **Universal Health Coverage**, strengthening **Disaster Risk Reduction**, ensuring sustainable financing, and strengthening **partnerships**, including with non-governmental stakeholders. Global developments, such as changes in the **environment** and **migration**, influence the threat of infectious diseases and other biological threats. In addition, regional and national environments, as well as strategies and actors differ and shape the context of each country.

In addition to international organizations, financial institutions, and non-governmental stakeholders, the evolving global health security space increasingly encompasses non-traditional partners, such as coalitions with a specific technical focus area and multi-actor, multisectoral networks. The following maps some of the key partners based on their organizational mandates and the focus of GHSA, and describes their key roles in global health security and the complementary roles of GHSA that support the work of each.

### ***World Health Organization (WHO):***

The goal of WHO is to build a better, healthier future for people all over the world. WHO supports countries in improving their public health capacities consistent with the requirements of the IHR. WHO efforts include supporting the IHR Monitoring and Evaluation Framework – including IHR State Party self-assessment annual reporting, JEEs, simulation exercises, and after action reviews – and providing support to countries in developing post-evaluation costed and prioritized National Action Plan for Health Security (NAPHS). WHO also supports preparedness and capacity building, training, partnerships, IHR compliance, and outbreak response.

GHSA supports and complements WHO efforts for implementation of the IHR to sectors within and outside of human health. GHSA raises the awareness of IHR implementation to political leaders and mobilizes financial commitments to strengthen health security. GHSA serves as a catalyst, accelerator, and incubator for technical cooperation and tools, such as the external evaluations. Finally, GHSA promotes the positive link between IHR compliance and national and economic security.

### ***Food and Agriculture Organization of the United Nations (FAO):***

The goal of FAO is to achieve food security for all and make sure that people have regular access to enough high-quality food to lead active, healthy lives. FAO works across a variety of technical and political areas to achieve strengthened food security, a critical element to healthy lives and health systems. FAO supports countries, including through its country and regional offices, by providing platforms, tools, and capacity development approaches that address technical areas of GHSA, including multisectoral emergency responses to diseases in animal populations. FAO supports WHO and country efforts on the JEE and follow-on NAPHS development through provision of experts.

GHSA complements FAO efforts by highlighting the critical importance of domestic animals, wildlife, the environment, agriculture, and food security within the larger context of global health security. This includes promoting a One Health approach in the advancement of GHSA activities, and working to address gaps in health security assessments related to all sectors.

***The World Organisation for Animal Health (OIE):***

The OIE is the international standard-setting organization for animal health, striving to ensure the health and well-being of animals and the safety of animal-based food and products, and the reduction in the transmission of animal diseases – including zoonosis – by promoting transparency, scientific information, international solidarity, sanitary safety, the promotion of competent veterinary services, food safety and animal welfare. The direct importance of this to the maintenance of human health and livelihoods is reflected in OIE’s mission of “Protecting Animals, Preserving Our Future.” OIE contributes expertise on animal health and on issues at the animal health-human health interface and supports country efforts to strengthen national veterinary services. OIE works with WHO to support countries to strengthen their capacity to comply with both the IHR and the OIE intergovernmental animal health standards, including by hosting IHR and Performance of Veterinary Services (PVS) Pathway National Bridging Workshops to identify synergies and opportunities for multisectoral collaboration. OIE supports WHO and country efforts on the JEE and follow-on NAPHS development through provision of experts.

Through the promotion of multisectorality and a One Health approach in the advancement of its activities, GHSA complements OIE efforts, and works to highlight the central role of animal health and the necessity of ensuring well-functioning national veterinary services systems in order to achieve health security. This includes promoting synergies between JEE and PVS assessments, including advocating for inclusion of the national veterinary sectors in self-assessments and JEEs, national action plan development, and health security implementation work.

***The World Bank Group (WBG):***

The WBG provides financial products and services to developing countries to support investments in a diverse array of areas, including health security. The WBG has a number of mechanisms that address preparedness for pandemics and other health emergencies and mechanisms to accelerate global and national responses to future outbreaks with pandemic potential. Through the International Development Association, the WBG supports countries in developing pandemic preparedness plans and developing frameworks for governance and institutional arrangements for multisectoral health emergency preparedness, response and recovery. The WBG supports WHO and country efforts on the JEE and follow-on NAPHS development through provision of experts. The WBG also has developed a Health Security Financing Assessment Tool that countries can use to strengthen the financial and institutional sustainability of health security financing. In 2018, the WBG released an Operational Framework for Strengthening Human, Animal, and Environmental Public Health Systems at their Interface.

GHSA complements WBG efforts prioritizing health security by underscoring the economic impacts of outbreaks and health emergencies and the value of investing in preparedness. GHSA also provides a broad, multisectoral health security forum to convene officials from various government sectors, including finance, and the private sector. The forum is an opportunity to elevate the importance of sustainable financing and the efficient use of resources in the health sector. These outcomes are not confined to health security, but extend to the entirety of public health, since investments in health security are also investments in health systems.

***JEE Alliance:***

The multi-stakeholder JEE Alliance was formed to support country assessment processes and the resulting work of building country capacity on health security. The JEE Alliance is a platform that brings together like-minded actors from all sectors to support the entire capacity building process. This includes promoting transparency of information and the development of follow-on national planning and policy implementation to improve identified gaps, as well as advocating for and creating innovative solutions and opportunities for supporting country capacity building. The JEE Alliance thus works across the different areas of core capacities to practically improve IHR compliance by mobilizing policy support and resources national, regionally, and globally, and by supporting the integration of One Health process for health security such as the OIE PVS Pathway.

The JEE Alliance complements the efforts of the GHSA to promote high-level and multi-sectoral support and commitment to global health security, emphasizing the central role of the health preparedness cycle (JEE, NAPHS, resource mobilization, and implementation) in achieving global health security goals. In this way, GHSA brings high-level attention to and leverages the focused efforts of the JEE Alliance.

***INTERPOL:***

As the world's largest international police organization with 192 member countries, INTERPOL is a neutral body that facilitates communication, mutual assistance, and capacity building for law enforcement authorities as well as operational support on priority crime areas. One INTERPOL focus area is Chemical, Biological, Radiological, Nuclear and Explosives (CBRNE), and many of their activities in countering CBRNE directly contribute to the goals of GHSA. INTERPOL has been developing and delivering targeted training and resources for police and key response agencies across the areas of biosafety, biosecurity and response, and promoting national and regional approaches for managing and investigating biological incidents.

***The Global Partnership Against the Spread of Weapons and Materials of Mass Destruction (Global Partnership):***

The Global Partnership is an international initiative aimed at preventing the proliferation of chemical, biological, radiological, and nuclear weapons and related materials. The Global Partnership was launched at the G8 Summit in Kananaskis, Canada in 2002 with a mandate to prevent terrorists and those that harbor them from acquiring weapons and materials of mass

destruction and their means of delivery. It included an invitation for other countries to join the Global Partnership, and to support and adopt six common “Principles” to prevent terrorists, or those that harbor them, from gaining access to weapons or materials of mass destruction as well as a set of nine “Guidelines” for New or Expanded Cooperation Projects. The Global Partnership, which has grown to include 31 active member countries, is committed to implementing concrete projects around the world to combat biological-related terrorism and proliferation. The Global Partnership has identified strengthening biological security as a key priority for collective programming efforts, and pursues activities that aim to: secure and account for materials that represent biological proliferation risks; develop and maintain appropriate and effective measures to prevent, prepare for, and respond to the deliberate misuse of biological agents; strengthen national and global networks to rapidly identify, confirm and respond to biological attacks; reinforce and strengthen biological non-proliferation principles, practices and instruments; and reduce proliferation risks through the advancement and promotion of safe and responsible conduct in the biological sciences.

*Note: There are many other actors working in global health security. A task for the proposed Stakeholder Engagement Task Force would be to develop a more detailed outline of roles and strategy for engagement.*