Global Health Security Agenda (GHSA) 2024 Framework

PREFACE

Overview
In accordance with the 2017 Kampala Declaration, the GHSA Steering Group is working to develop a framework for the next five years of GHSA, termed “GHSA 2024.” The timeline for this consultative process is described below. 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.

This second draft of the GHSA 2024 Framework draws on input received from the GHSA community through a questionnaire (November 2017), GHSA-wide review and Town Hall meetings for the first draft (March 2018), and Steering Group discussions (December 2017, January 2018, and May 2018). The Steering Group will work to incorporate input received during this July 2018 consultation to finalize the Framework then prepare to launch GHSA 2024 at the November 2018 Ministerial meeting and transition fully to GHSA 2024 by 2019.

GHSA 2024 Development Timeline
Nov 2017: GHSA-wide input solicitation (Questionnaire)
Dec 2017: Discuss key issues at the Steering Group meeting
Jan 2018: Begin drafting; discuss further at Steering Group meeting
Mar 2018: Share 1st draft GHSA-wide; hold virtual Town Hall Meetings
Apr 2018: Incorporate input; draft Terms of Reference documents (TORs)
May 2018: Discuss Framework & TORs at Steering Group meeting
Jul 2018: Share 2nd draft GHSA-wide; hold virtual Town Hall Meetings
Aug 2018: Finalize Framework; partners indicate interest in roles for 2019
Fall 2018: Select new leads for GHSA 2024
Nov 2018: Launch GHSA 2024 at the GHSA Ministerial Meeting
Dec 2018: Transition to GHSA 2024

Updates on progress are available on the GHSA website (https://ghsagenda.org/ghsa2024), and GHSA partners are welcome to contact the GHSA 2024 Subgroup by email (ghsapost2018@gmail.com) with any input, questions, and comments.

Priority Issues
It will be valuable to have input from the GHSA community on all aspects of the GHSA 2024 Framework. In addition to reviewing the updated language within the overarching Framework, we ask that GHSA stakeholders give particular attention to the following items.

1) **Terms of Reference:** The Steering Group requests that you review the terms of reference documents for Membership and Participation, Steering Group, Secretariat Function, and Task Forces that have been developed, since the first version of the Framework was released in March 2018. (The Action Packages Terms of Reference is being developed separately.)
2) **Membership and Participation:** The Steering Group requests that countries and organizations begin considering the role(s) that they may be interested in taking on for GHSA 2024 (e.g., leadership). In August 2018, the Steering Group will request formal expressions of interest in these roles.

3) **Overarching Target:** The Steering Group is considering the development and inclusion of an overarching target for GHSA 2024 that effectively describes what GHSA hopes to accomplish through its collective efforts by the end of its 5-year term. As part of this consultation, we request your feedback on the draft examples provided below for your consideration.

- By 2024, more than \([75 \text{ or } 100 \text{ or } 125]\) countries will have progressed through an evaluation of health security capacity, to planning, resource mobilization, and implementation of activities that build capacity. These countries will strengthen and demonstrate progressive improvements in at least \([three \text{ or } four \text{ or } five]\) priority technical areas to a level of ‘Demonstrated Capacity’, as measured by the Joint External Evaluation or the equivalent in other relevant assessments.

- Over its 5-year mandate, GHSA will actively contribute to national, regional, and global efforts to support countries in progressing through evaluations of health security capacity to planning, resource mobilization, and implementation of activities that build capacity. GHSA activities will support countries in strengthening and achieving progressive improvements in priority technical areas to a level of demonstrated capacity, as measured by relevant health security assessments.
**GHSA 2024 Framework (v2.0)**

The GHSA 2024 Framework is composed of the main document along with terms of reference documents and annexes that provide additional details on key aspects of GHSA 2024. In the coming weeks and months, the Steering Group will work with GHSA partners to develop complementary materials as needed, such as topic-specific proposals for individual Task Forces and Action Packages.

**Table of Contents**

Overarching Framework ................................................................. 4

Introduction ....................................................................................... 4

GHSA 2024 Vision, Mission, and Core Principles .................................... 6

GHSA 2024 Mandate ............................................................................ 6

GHSA 2024 Strategic Objectives ............................................................. 6

GHSA 2024 Membership .................................................................... 7

Governance Structure ........................................................................ 7

Tracking Progress and Impact .............................................................. 8

Annex 1: GHSA Membership and Participation Terms of Reference ............ 9

Annex 2: GHSA Steering Group Terms of Reference ............................. 12

Annex 3: GHSA Secretariat Function Terms of Reference ....................... 19

Annex 4: GHSA Task Forces Terms of Reference ................................. 22

Annex 6: GHSA Action Packages Terms of Reference ......................... 27

Annex 6: GHSA 2024 Core Principles ................................................... 30

Annex 7: GHSA Interface with Other Global Processes and Global Health Security Actors ...... 31
OVERARCHING FRAMEWORK

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\(^1\) are reminders of the significance of these threats and the range of gaps in capabilities to prevent, detect, assess, and respond in countries around the world. Often led by health ministries and necessarily engaging other related sectors (e.g., agriculture, animal health, defense, security, finance, environment, disaster management, border safety, law enforcement, research, etc.), government partners vary in their capacities, resources, political support, partnerships, and engagement in addressing deficiencies in national health security capacity. 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 economics. 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.

Launched in 2014 by nearly 30 countries and international organizations – and now consisting of over 60 countries – the Global Health Security Agenda (GHSA) serves as a catalyst for progress toward the vision of a world safe and secure from global health threats posed by infectious diseases. GHSA is a collaborative multisectoral initiative to accelerate and optimize global health security, particularly facilitating national capacity to comply with the World Health Organization (WHO)’s International Health Regulations (IHR), the World Organization for Animal Health (OIE)’s animal health standards, the United Nations Security Council Resolution 1540 and Biological Weapons Convention, and other relevant frameworks that contribute to global health security. The initiative brings together countries, regions, international organizations, and the non-governmental sector (including the private sector) to strengthen health security capacities such as those identified by the IHR, including through sharing best practices and elevating global health security as a national leaders’-level priority.

GHSA emphasizes the need for strong multisectoral engagement, including human and animal health, agriculture, security, defense, law enforcement, development assistance, foreign affairs, and finance sectors, among others. As of June 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 (NGOs), and academic institutions – are part of the GHSA community. The WHO, Food and Agriculture Organization of the United Nations (FAO), World Organisation for Animal Health (OIE), and the World Bank, as well as other international organizations, such as the International Criminal Police Organization (INTERPOL), play a key role in advising GHSA efforts. 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, contribute ideas, partnerships, technical

\(^{1}\)For updated information, please see: [http://www.who.int/emergencies/diseases/en/](http://www.who.int/emergencies/diseases/en/)
support, operational support for government efforts, and advocacy at the national and local level. GHSA leverages the efforts of these partners and identifies 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 Alliance for Country Assessments for Global Health Security and IHR Implementation (JEE Alliance).

GHSA has gained political support for these efforts, with numerous presidents and prime ministers 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 member countries and partners, 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 world², members acknowledged that significant work remains to fully achieve and sustain health security. The next phase of GHSA, “GHSA 2024,” needs 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 should advance a truly multisectoral approach, support compliance to international human and animal health standards, and advance sustainable financing for global health security efforts for all relevant sectors. This draft GHSA 2024 overarching framework lays out a strategic approach for addressing these priorities over the next five years.

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² Examples of success stories from GHSA partners and contributing organizations: [https://www.ghsagenda.org/successes](https://www.ghsagenda.org/successes)
**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.

*Core Principles*
- Inclusiveness
- Cost-effectiveness
- Mutual accountability
- Transparency
- Multisectorality
- Measurable impact
- Sustainability
- Country-ownership
- Partnership
- Proactivity
- Multisectorality
- Measurable impact

*See Annex 3 for additional details on each core principle.*

**GHSA 2024 Mandate**

GHSA leverages and complements the strengths and resources of multisectoral and multilateral partners 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 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 the commitments at the country-level, as well as in neighboring and border countries; and
- Promoting and supporting the mobilization of funds to achieve financial sustainability for health security capacities.

**GHSA 2024 Strategic Objectives**

To advance its mandate, GHSA will pursue the following strategic objectives and achieve measures of success by December 31, 2023.

1. Promote international frameworks relevant for health security, such as IHR, Performance of Veterinary Services (PVS), World Bank Group (WBG) Financing frameworks, etc.;
2. Strengthen and support multisectoral engagement and commitment to health security;
3. Facilitate the sharing of best practices and lessons learned, and support the use and development of tools and mechanisms;

4. Increase domestic and international partner financial support - including mobilizing funds at the local, provincial, and national levels - for building and maintaining global health security capacities, including health system strengthening; and

5. Strengthen accountability for members, partners, and commitments under GHSA.

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<thead>
<tr>
<th>GHSA 2024 Membership</th>
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GHSA membership may include any country and/or partner (e.g., non-governmental stakeholders, private sector partners, etc.) 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.

GHSA participating countries are strongly encouraged to:
- Make or renew tangible health security commitments to GHSA;
- Report on these health security commitments;
- Participate in the GHSA governance structure and related activities;
- Participate in GHSA Ministerial and working-level meetings;
- Provide input during formal and informal consultations; and
- Support GHSA goals in engagements.

Note: For additional details, see Annex 2: Terms of Reference for GHSA Membership and Participation.

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<tr>
<th>Governance Structure</th>
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**Steering Group**

The mandate for the Steering Group is to provide strategic guidance, including identifying overall GHSA priorities and directing, coordinating, and facilitating the implementation of GHSA plans, priorities, and activities. 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. The 2019 Steering Group will develop a high-level 5-Year Roadmap, which will be renewed each year by the incoming Chair, to guide GHSA efforts going forward.

GHSA members and partners 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 and partners may at any time contact the Steering Group for information.

Note: For additional details, see Annex 3: Terms of Reference for the Steering Group.

**Secretariat Function**

A secretariat function to provide support and continuity for communication and coordination will be sustained by all GHSA members, who are encouraged to commit staff and/or other resources for a fixed time or the duration of GHSA 2024. Secretariat function staff will work from a common physical location if contributing members can support it. If not, they will work together.
virtually. Specifically, this function will provide support for administrative tasks (e.g., managing distribution lists, membership tracking, record-keeping, etc.) and communications activities.

**Note:** For additional details, see Annex x 4: Terms of Reference for the Secretariat function.

**Task Forces**
The Steering Group may establish flexible, time-limited Task Forces that can be renewed as necessary. Task Forces will draw together interested GHSA members to advance Steering Group-determined priorities in a strategic, targeted way, while ensuring work leverages, and is complementary to, the efforts of partners and other health security actors.

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

**Note:** For additional details, see Annex 5: Terms of Reference for the Task Forces.

**Action Packages**
The Action Packages facilitate regional and global collaboration toward specific GHSA objectives and targets. The purpose of the Action Packages 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.

**Note:** The Action Package Renewal process is ongoing. Terms of Reference are in development, and interested GHSA members have been asked to develop Action Package Proposals by September 2018, which will provide the basis for each Action Package’s work plan and accountability process going forward.

**Tracking Progress and Impact**
To achieve its goals, GHSA will establish clear milestones for members and partners, ensure consistent progress towards those milestones, and identify both needs and successes. This includes for:

- Roles and responsibilities for GHSA leadership, membership, Action Package 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
- 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 needs and successes to partners.

**Note:** For additional details on how GHSA will operationalize accountability measures, see Annex 4: Terms of Reference for the Secretariat function and Annex 5a: Proposals for the individual Task Forces, particularly the Accountability and Results Task Force.
### 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 Packages) 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 and partners 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 Packages).

#### Structure and Activities

**Composition**

GHSA membership may include any country and/or partner (e.g., non-government stakeholders, private sector partners, etc.) 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.

Upon joining GHSA, the member will 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:

- Leading or participating in a Task Force and/or Action Package
- 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 in a partner country
- Committing to lead a regional or other collaborative effort that advances global health security goals

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

Each GHSA member must identify key contacts for their country/organization. These contacts will coordinate the dissemination of GHSA information from the GHSA Secretariat (as directed by the Steering Group) to relevant representatives within their country/organization. The country contacts should be multisectoral in nature, or have convening ability for multiple sectors within government.
**Primary Activities**

GHSA members are strongly encouraged to:

- Make, renew 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;
- Participate in GHSA groups (e.g., Task Forces, Action Packages);
- Maintain multisectoral national contacts, to be updated and provided to the Secretariat
- 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 workplans to support the advancement of 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 and partners 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.

<table>
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<tr>
<th>Timing</th>
<th>Meeting &amp; Objectives</th>
<th>Participants</th>
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<tbody>
<tr>
<td>Beginning-of-Year</td>
<td><strong>Steering Group Meeting #1</strong></td>
<td>• Steering Group Members</td>
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<td>• New Chair presents updated GHSA Roadmap</td>
<td>• Task Force Leads</td>
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<tr>
<td>Mid-Year</td>
<td><strong>Steering Group Meeting #2</strong></td>
<td>• Steering Group Members</td>
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<td>• Discuss progress on GHSA activities</td>
<td>• Task Force Leads</td>
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<td>• Discuss and plan meetings, etc.</td>
<td>• Specific Action Package leads, as/if relevant to the meeting’s agenda</td>
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<tr>
<td>Late summer/Early fall</td>
<td><strong>Steering Group Meeting #3 (teleconference)</strong></td>
<td>• Steering Group Members</td>
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<td>• Review candidates and select new leads as needed (e.g., Steering Group, Task Force, Action Packages)</td>
<td>• Task Force Leads</td>
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<td></td>
<td>• Prepare for fall/end-of-year meeting</td>
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<tr>
<td>End-of-Year</td>
<td><strong>GHSA Leadership Meeting (all years) + GHSA-Wide Ministerial Meeting (years 1, 3, and 5 only)</strong></td>
<td>• Steering Group Members</td>
</tr>
<tr>
<td></td>
<td>• Review successes and challenges</td>
<td>• Task Force Leads</td>
</tr>
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<td></td>
<td>• Announce new commitments/leads</td>
<td>• All Action Package Leads</td>
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<td></td>
<td>• Current and new leads (if relevant) meet</td>
<td>• Ministers (years 1, 3, and 5 only)</td>
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<td></td>
<td>• Chair Handover</td>
<td>• All GHSA members and partners (years 1, 3, and 5 only)</td>
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</table>

**Resources needed**

Each GHSA member is responsible for identifying and allocating the resources needed for its active participation in GHSA.

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

**Communication and Accountability**

GHSA members are responsible for following 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 requirements to the Steering Group ahead of the fall meeting. The Secretariat, as directed by the Steering Group, will share any requests to provide such input well in advance.

GHSA members and partners 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 and partners may at any time contact the Steering Group for information.
ANNEX 2: GHSA STEERING GROUP TERMS OF REFERENCE

Purpose

The mandate of the GHSA Steering Group (SG) 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 SG 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 SG to more effectively guide the GHSA governance structure (including the secretariat function, Task Forces, and Action Packages), provide strategic direction, monitor progress, and improve multisectoral collaboration for GHSA.

Scope of Work

Objectives

- Provide direction to and support the efforts of GHSA members to advance global health security objectives, and ensure the GHSA membership maintains clear expectations for work and reporting under the GHSA framework.
- Ensure the effective coordination and leveraging of GHSA priorities and activities with the efforts of other partners/organizations.
- Effectively communicate successes, challenges, and requirements for GHSA governance structure (e.g., SG, secretariat function, Task Forces, Action Packages), 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 (e.g., through reviewing regular reports and consistent communication with GHSA leadership) to facilitate progress toward annual and 5-year goals.
- Meet both in-person and virtually to address new or standing issues (e.g., new members, Task Force development).
- 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 the 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 member countries and partners from key international organizations (IOs) and non-governmental stakeholder groups.

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<th>Structure and Roles</th>
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**Structure**

The structure of the GHSA 2024 SG builds upon the experiences and lessons learned from the current 10-country SG, 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 SG structure will be composed of approximately 15 members with permanent or 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 SG 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 SG member country will be selected to serve as the SG Chair each year.

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

**Roles and Responsibilities**

To maintain active member status, SG members are expected to:

- Attend all SG and high-level meetings, with representatives from at least two sectors if possible.
- Provide written or verbal input for SG-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 Packages).
- 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 must:

- Lead the review and renewal of the 5-Year Roadmap.
- Plan and lead SG meetings and the annual GHSA leadership (i.e., SG, Task Force leads, Action Package leads, other interested GHSA members) meeting.
- Represent GHSA at various venues and in communication with GHSA partners and other actors in the health security landscape.
- 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 and Task Forces.

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

<table>
<thead>
<tr>
<th>Group &amp; Role</th>
<th>Membership Criteria</th>
<th>Expected Activities</th>
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<tbody>
<tr>
<td>General/All</td>
<td>Diversity in geography, economic development, and expertise</td>
<td>Actively engage in SG discussions&lt;br&gt;Provide input that constructively supports achievement of GHSA objectives&lt;br&gt;Support secretariat function as needed</td>
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<tr>
<td>Diverse perspectives that can help advise on GHSA directions and activities.</td>
<td>Multisectoral representation&lt;br&gt;Ability to sustain active engagement</td>
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<tr>
<td>Countries</td>
<td>GHSA member country (see member requirements)&lt;br&gt; Actively engaged in Task Forces and/or Action Packages&lt;br&gt;Demonstration of interest and contribution to global health security efforts</td>
<td>Make a commitment each year for how it will contribute to advancing GHSA goals&lt;br&gt;Ensure multisectoral representation for SG discussions (e.g., input, delegations)&lt;br&gt;Maintain working relationships with relevant sectors in the country</td>
</tr>
<tr>
<td>Any GHSA member country.</td>
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<tr>
<td>International Organizations</td>
<td>Global multilateral organization&lt;br&gt; Able to provide perspectives on a key health security sector&lt;br&gt; Demonstrated organizational commitment to advancing global health security</td>
<td>Provide input, informed by global discussions, on GHSA directions and gaps&lt;br&gt; Identify how GHSA can best support global efforts to address global health security.&lt;br&gt; Identify and develop synergies between GHSA and IO activities</td>
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<tr>
<td>Any organization that engages with a global constituency on a relevant area (e.g., human health, animal health, security, finance)</td>
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<tr>
<td>Non-Governmental Stakeholders</td>
<td>Represents multiple organizations and/or key organizations in an area of work that is not otherwise covered in the SG&lt;br&gt;Demonstration of contribution to broad global health security efforts&lt;br&gt;Goals of organization align with GHSA goals</td>
<td>Make a commitment each year for how it will contribute to advancing GHSA goals&lt;br&gt;Provide input reflecting unique position, activities, expertise, etc.&lt;br&gt;Encourage innovative collaborations and contributions among member organizations to contribute to global health security goals</td>
</tr>
<tr>
<td>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.</td>
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International organizations and non-governmental stakeholders that are not SG current members are welcome to serve as advisors. The role of the SG Advisors is to provide input to inform GHSA upon request, including on how GHSA can best support global efforts to address health security.

**Entry and Exit Processes**

**Entry Process**

Each summer, the Chair will send out a call to GHSA members to express interest in taking leadership roles for the next year. Partners will submit proposals for participation in these roles. The SG will 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 SG;
- 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 SG members will discuss and confirm roles by early fall, for announcement at the next GHSA in-person meeting. If no additional GHSA members volunteer to join the SG and rotating members, the SG will consist of the permanent members and any remaining rotating members.

**Exit Process**

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

If a SG member stops participating in two consecutive meetings or other SG activities and does not respond to repeated direct communication from the SG Chair for more than 2 months (except in extenuating circumstances), the SG can discuss and seek consensus on the conclusion of this SG member’s role and initiate the members’ replacement.

**Planning and Implementation**

**5-Year Roadmap and Annual Updates**

Once selected, the new GHSA SG 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 SG will conduct one GHSA-wide consultation in late 2018. The Chair will then share the proposed
5-Year Roadmap by email with other SG members in January, ahead of the SG meeting. The SG will confirm the 5-year Roadmap at the January 2019 meeting.

Each following year, the incoming SG Chair will lead the review of the 5-Year Roadmap and develop additional details (e.g., in an annex) for its chair year, such as adding to or focusing on priorities/elements identified in the 5-Year Roadmap. The Chair will also address logistics in an annex, which will include:

- Time and location of 2-3 SG in-person meetings through the year.
- Location and approximate timing of Ministerial meeting, as appropriate.
- Location and approximate timing of GHSA leadership (i.e., SG, Task Force leads, Action Package leads, other interested GHSA members) meetings.
- 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 SG meeting, and work with the SG to reaffirm the 5-Year Roadmap at the January SG Meeting.

**Decision-Making Process**

The SG will seek consensus when making decisions.

When making strategic decisions that affect the direction of GHSA (e.g., change to a 5-year priority), the SG 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 SG. (The SG must explain any extenuating circumstances that require a shorter timeline.)

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

**Meetings**

The SG will hold 2-3 in-person meetings a year. SG meetings should be in conjunction with other international meetings when possible. The SG will hold additional virtual/teleconference meetings as needed.

The SG will also convene the GHSA leadership (i.e., Task Force leads, Action Package leads, and other interested GHSA members) once per year. Task Force leads and/or Action Package leads may be included in other SG 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 SG will require support, including:
- Members’ commitment to provide the level and amount of staff needed to complete SG tasks and to make decisions presented to SG members.
- Members’ multisectoral participation in SG, GHSA leadership, and high-level meetings.
- Members’ support for the GHSA website and an SG-specific email account.
- Support for the secretariat function

**Communication and Accountability**

**Communication and Reporting**

The SG 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 SG/Chair will:
- Share updates (compiled by the Secretariat) through a GHSA-wide email on a quarterly basis and as needed.
- Share notable updates on the GHSA website, as compiled by the Secretariat (e.g., events).
- Contribute to an annual progress update consolidated by the Secretariat that will include multisectoral input from GHSA members, Task Forces, and Action Packages.
- Provide updates at in-person meetings as appropriate (e.g., SG Meetings).
- Provide feedback on GHSA-wide and other GHSA group reports.

**Task Forces**

The SG/Chair will:
- Meet with Task Force leads in-person or virtually to launch and conclude any Task Forces.
- Provide guidance on directions 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., biweekly, monthly, quarterly, SG meetings).
- Provide feedback on Task Force reports.

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3The Advocacy and Communication Task Force may identify additional details on communication and reporting.
Action Packages

The SG/Chair will:
- Meet virtually with Action Package Coordination Task Force leads, as needed.
- Meet with Action Package leads, accompanied by Action Package Coordination Task Force leads, as needed.
- Review and provide input on high-level directions for Action Packages through the Action Package Coordination Task Force.

Secretariat

The SG/Chair will:
- Communicate regularly with the Secretariat, including for GHSA-wide communication.
- Provide input to reports, public affairs, points of contact, etc. that the Secretariat function manages.

Accountability

Overall, the SG is responsible for the progress and impact that GHSA achieves. This includes establishing clear expectations and milestones for members and partners, ensuring 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
- Global health security goals.

The SG will accomplish this through sharing the Strategic Framework with the full GHSA community, communicating regularly with GHSA structures (e.g., Secretariat, Task Forces), and meeting in-person and virtually to review and assess progress toward annual milestones and 5-year objectives.

SG members must complete the requirements identified in these Terms of Reference and are accountable to:
- The Chair (mutual), which leads and regularly communicates with the SG;
- 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 SG provides guidance; and
- External partners such as non-governmental stakeholders, IOs, etc.
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 and stakeholders.

**Rationale**

During the first five years of GHSA’s mandate, the annual GHSA Steering Group (SG) Chair managed administrative responsibilities during their tenure, with support from other SG 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** *[Finalization pending details on resources available.]*

- Liaise with the SG, Task Forces, GHSA member countries and partners to ensure effective communication among them.
- Support ongoing monitoring, reporting and documentation, grounded in GHSA’s strategic objectives and Accountability and Results Framework.
- Ensure effective and efficient meetings, including by providing logistics support for GHSA meetings, and managing meeting materials.

**Primary Activities**

- Maintain comprehensive multisectoral contact lists, to be regularly updated and used as needed to distribute information.
- Manage and maintain meeting materials, records (e.g., correspondence, membership tracking), and other relevant documents.
- Distribute specific information (e.g., meeting notes, reports, decisions made, etc.) to relevant GHSA members and stakeholders.
- Compile and distribute scheduled reports and updates, including the annually updated 5-Year Roadmap (grounded in GHSA’s strategic objectives and the GHSA Accountability and Results Framework and in coordination with the SG), reports from the Action Packages, and other updates.
- Maintain the GHSA website and social media platforms, to be regularly updated to reflect current activities.
- Respond to inquiries received under the direction of the SG, including requests from other interested parties in joining GHSA.
- Develop communication materials for the GHSA SG that highlight the impact and importance of the GHSA that can be widely distributed.
- Perform other activities, as directed by the SG.

The Secretariat will ensure the necessary standards of security and privacy are maintained in advancing these activities.

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<thead>
<tr>
<th>Structure and Roles</th>
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<tbody>
<tr>
<td>The Secretariat function should be small but efficient. It will be sustained by all GHSA members, who are encouraged to commit staff and/or other resources to provide support and continuity for communication and coordination for a fixed time or the duration of GHSA 2024. Secretariat function staff will work from a common physical location if contributing members can support it. If not, they will work together virtually.</td>
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<tr>
<td>The GHSA members willing to commit staff should ensure that the designated person(s) meets certain criteria to undertake the Secretariat’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) initiatives like GHSA; c) competence in the use and application of information technology; and d) no conflicts of interest.</td>
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<tr>
<th>Entry and Exit Process</th>
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<tr>
<td>The Secretariat function staff should cover the full 5-year period if possible, or have at least one year of overlap between previous and new staff, to ensure continuity.</td>
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<tr>
<th>Planning and Implementation</th>
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<tr>
<td>Decision-Making Process</td>
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<tr>
<td>The Secretariat function has limited decision-making abilities. It may take action on matters directed to its attention by the SG. The Secretariat function lead, selected by the SG, will make decisions for activities within the scope of the Secretariat function and convey issues beyond this scope to the Steering Group for decision.</td>
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<tr>
<th>Resources needed [Additional discussion needed on funding needs.]</th>
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<tbody>
<tr>
<td>The Secretariat requires access to a common GHSA email address, website, and other official social media platforms.</td>
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<th>Communication and Accountability</th>
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<td>Communication and Reporting</td>
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SG

The Secretariat will regularly communicate and coordinate with, as well as report to, the SG, in particular to seek guidance on its activities.

GHSA Members

The Secretariat 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 SG, the Secretariat will respond to inquiries that GHSA members might have, and will track and compile information (e.g., developments, progress made, etc.).

Other Partners/Groups

The Secretariat will facilitate communication with other partners, including but not limited to those interested in joining GHSA. It will also provide administrative supports needed by other groups, such as the Action Packages and Task Forces.
ANNEX 4: GHSA TASK FORCES TERMS OF REFERENCE

Purpose

The purpose of Task Forces (TFs) is to facilitate the implementation of well-concerted and structured work on GHSA priorities and deliverables among members, and stakeholders of the GHSA community.

Rationale

Since its inception, GHSA has conducted various activities in an ad hoc way by and among GHSA members and other stakeholders, with limited communication and coordination across the GHSA community. Moving forward, the creation of a small number of time-limited and focused TFs will provide strategic direction, increase communication and transparency, and advance specific elements and activities that are crucial to the realization of commitments made by GHSA community under the GHSA 2024 vision and mission in an effective, efficient way.

Scope of Work

Objectives and Outputs

Overall, the TFs will provide active engagement opportunities and channels for non-SG countries, IO partners, and NG stakeholders across all relevant sectors to coordinate and advance SG-determined GHSA priorities in a strategic, coordinated way, while complementing and leveraging the existing work of other relevant partners and stakeholders. Those suggesting a TF (e.g., GHSA member, SG member) will develop proposals (described in the Planning and Implementation section) for the scope of work and strategic objectives for SG review and approval.

Primary Activities

- Overall, the TFs will implement key GHSA priorities and deliverables, under the strategic direction of the Steering Group.
- Four priority areas, for which TFs can be established to advance work, are outlined in Annex A.
- Other priority areas (e.g., strategic planning for the Ministerial meeting) may be identified by the SG.

Structure and Roles

Establishment of a Task Force

- To initiate a Task Force, at least two GHSA member and/or partners should complete the proposal template (Addendum B) and submit it to the Steering Group for consideration at least one month before an in-person Steering Group meeting.
- The Steering Group will review the proposal and, if approved, will send out a solicitation for GHSA partners to express interest in participating or helping to co-lead the new Task Force. The Steering Group will select two co-leads from among the responses.
Membership

- Size and Composition
  - Membership of TFs will be open to all GHSA members and partners, including international organizations and non-governmental stakeholders.

- Roles and Responsibilities
  - TF member roles and responsibilities will be outlined in the TF proposal.
  - TF participants are expected to actively participate in meetings (e.g., teleconferences, face-to-face meetings) organized by the relevant TF’s co-leads.

- Selection/Entry/Exit Process
  - (Selection/Entry Process) Upon approval of a Task Force proposal, the Steering Group will send out a request for interest to all GHSA members and partners. All interested partners will be welcome to participate. If the TF leads have any concerns about any participants, they can raise the concerns with the SG.
  - (Exit Process) Any TF participant should notify the TF leads of interest in exiting the relevant TF as soon as possible, preferably with at least one month’s prior notification.

Leadership

- Each TF will be co-led by two GHSA countries. The co-leads will be selected on an annual basis by the consensus of the SG, in consultation with other TF leads.

- The co-leads will:
  - Represent the relevant TF internally (e.g., at SG meetings) and externally (e.g., in engaging with relevant external partners).
  - Recommend the entry and exit of TF participants to the SG through the Secretariat.
  - Convene and chair face-to-face meetings and teleconferences for the relevant TF.
  - Monitor and evaluate the TF-wide activities and coordination.
  - Coordinate their TF activities with other TFs and the Secretariat.
  - Submit reports on TF activities (through the secretariat) for SG review one month ahead of the SG meetings, and at other times as agreed to by the TF and the SG.

- Selection/entry/exit process
  - (Selection/Entry Process) For an existing TF, any GHSA country belonging to the relevant TF has the right to put forward its candidature to the SG two months in advance of the termination of the current one-year term. The SG will consult with the leads of any relevant TFs, then select the new co-leads.
  - (Exit Process) A country should notify the TF and the SG of interest in ending its role as co-lead with two months prior notice. TF members can also raise concern about TF leadership to the SG, which will decide if leadership change is needed. The SG will identify a replacement to serve for the
Planning and Implementation

Workplans
- Within the scope of work identified in the proposal approved by the SG, each TF is to prepare its draft work plan, including a list of activities and associated deliverables and respected timelines, subject to review and approval by the SG and prior to implementation of the work plan by the TF.

Decision-Making Process
- Each TF will make decisions regarding their recommendations and reports to the SG by consensus of the members of the TF.

Regular and Annual Meetings
- Individual TFs will determine the regularity and modality of meetings. At minimum, individual TFs will hold quarterly teleconferences to share updates and identify and discuss work plans.

Resources Needed
- Participants in the relevant TF will, in principle, be responsible for meeting their own expenses in participating in face-to-face meetings and teleconferences.

External Communication and Accountability
TFs communicate regularly with the SG, the Secretariat, IO partners, and NG stakeholders and share regular updates with the GHSA community.
- TF co-leads will share their recommended ways forward with the SG for approval.
- TF co-leads provide reports one month ahead of each SG meeting (and additionally, as agreed upon with the SG) with updates on activities and progress for both the SG and the broader GHSA community as appropriate, through the Secretariat for the SG’s approval.
- The TFs will also provide updates on their work in the annual GHSA report for the Ministerial Meeting.
Addendum A

Suggested GHSA Task Forces

1. Partner and Stakeholder Engagement
   - Develops and implements a strategy for GHSA outreach and continued engagement with governmental partners of non-human health sectors, IO partners, and NG stakeholders across all relevant sectors (e.g., non-human health sectors like security).
   - Works closely with the SG to align approaches with those of key IO partners and NG stakeholders (e.g., WHO, FAO, OIE, JEE Alliance, and non-human health sector governmental and multilateral bodies).
   - Compiles relevant updates and developments for the Secretariat for internal and external communications products.
   - Identifies gaps and opportunities in GHSA partner and stakeholder engagement and recommends ways forward to the SG through the Secretariat.

2. Accountability and Results
   - Develops and implements an Accountability and Results Framework to ensure tracking of commitments, progress, and impact of GHSA efforts.

3. Communications
   - Develops a strategy for GHSA communication with internal and external IO partners and NG stakeholders.
   - Works on focused messaging to sharpen and solidify GHSA’s brand.
   - Develops outreach materials and activities to promote the values and vision of GHSA.

4. Action Package Coordination
   - Acts as single window for leads of APs to communicate with the SG.
   - Collaborates with APs to develop actionable project proposals and programs for partner implementation.
   - Compiles updates and developments to be provided to the Secretariat for internal and external communications products.
   - Identifies gaps and opportunities for communication, activities, and impact measurement, and recommends solutions and ways forward to the SG.
Addendum B

Task Force Proposal Template

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]
- Outputs and End point [Bullet points]

Structure and Roles
- Leadership [Paragraphs, plus bullets as needed]
  1. Roles and responsibilities for co-leads
  2. Administrative needs for the group, and who in the group will cover these
- Membership [Paragraphs, plus bullets as needed]
  1. Roles & responsibilities
  2. Target size & composition

Planning and Implementation
- Workplan/timeline for work, including major milestones [Bullet points]
- Decision-making process [Paragraphs, plus bullets as needed]
- Regular meetings [Paragraph, plus bullets as needed]
- Resources needed [Paragraph and/or bullets as needed]

Communication and Accountability
- Anticipated communication with/to: [Paragraphs, plus bullets as needed]
  o Steering Group
  o Other partners/groups as appropriate (e.g., Action Packages)
- Any other accountability measures, as appropriate
ANNEX 6: GHSA ACTION PACKAGES 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 Packages 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 worked collaboratively 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 have proven successful in convening policy and technical experts to advance work in specific areas, while others have become dormant. Action Packages must be revisited to ensure they effectively contribute to the overarching GHSA mandate going forward.

Scope of Work

[TBC – this section will be informed by discussions during the face-to-face Action Package meeting alongside the GHSA Steering Group meeting on May 19.]

Individual Action Packages will determine their own scope of work and strategic objectives.

Structure and Roles

Individual Action Packages will determine their own structures and the roles of their membership.

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

Planning and Implementation

Workplans
 Interested GHSA members must produce an Action Package Proposal (please see Addendum A) in order for the establishment of an Action Package to be considered. 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.

Individual Action Packages will determine their own work plans based on the framework laid out in their original Proposal.

**Regular and annual meetings**

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

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<thead>
<tr>
<th><strong>External Communication and Accountability</strong></th>
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<tbody>
<tr>
<td>Representatives nominated by each Action Package will regularly liaise with the Action Package Task Force.</td>
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<tr>
<td>If needed/feasible, representatives will participate in a teleconference with the Task Force three times per year.</td>
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<tr>
<td>Action Packages will provide the Task Force with an updated calendar of events/activities related to their area of work two times per year (e.g., September, May).</td>
</tr>
<tr>
<td>Action Packages will provide the Task Force with annual updates (outcomes, successes, remaining gaps, future plans) in advance of annual GHSA Ministerial meetings.</td>
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Addendum A

GHSA Action Package Proposal: [Name of Action Package]

Guidance:
- Maximum 2-3 pages.
- Please follow the template outlined below.
- If you have any questions/concerns, please contact the GHSA 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

Brief explanations of each GHSA Core Principle:

- **Inclusiveness**: Welcome all countries, partners, and stakeholders 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 Impact**: Use clear targets and indicators to measure progress
- **Sustainability**: Promote global health security capacity building as a long-term investment
- **Country-Ownership**: Galvanize national leadership to build and sustain health security
- **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, JEE, simulation exercises, and after action reviews (AAR) and providing support to countries in developing post-evaluation costed and prioritized NAPHS. WHO efforts include preparedness and capacity building, training, partnerships, IHR compliance, including supporting the IHR Monitoring and Evaluation Framework, 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 zoonoses – 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/PVS Pathway National Bridging Workshops to identify synergies and opportunities for intersectoral 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.
• **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.

• **JEE Alliance**: The multi-stakeholder JEE Alliance supports country assessment processes and the resulting work on building country capacity for health security. The JEE Alliance is a platform that brings together like-minded actors from relevant sectors in different countries, organizations and other stakeholders involved in health security. It promotes transparency in exchanging information, supports the JEE process and follow-on national planning and implementation based on the results of the evaluations, and aims at advocating for and creating innovative solutions and opportunities for supporting country capacity building. GHSA promotes high-level and multisectoral 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.

• **The Global Partnership Against the Spread of Weapons and Materials of Mass Destruction (GP)**: The GP is an international initiative aimed at preventing the proliferation of chemical, biological, radiological, and nuclear weapons and related materials. The GP 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 GP, and to support and adopt six common “Principles” to prevent terrorists, or those that harbour 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 GP, 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 GP 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.*