

# GLOBAL AMR R&D HUB: Rules of Procedure

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## **1 General Principles**

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The Rules of Procedure (RoP) supplement the Terms of Reference (ToR). The ToR build the basis for the work of the Global AMR R&D Hub, defining i.a. decision making processes, voting rights and membership. The RoP specify the operating procedures for the GLOBAL AMR R&D HUB. They can be modified by Decision of the Board of Members.

## **2 Transparency and Confidentiality**

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### **2.1 Transparency**

The general policy of the GLOBAL AMR R&D HUB is to operate in an open and transparent manner. The following documents shall be made publicly available on the website of the GLOBAL AMR R&D HUB:

- General information about the GLOBAL AMR R&D HUB;
- Information (name, affiliation) about the Board of Members (BoM), the Observers, the Expert Advisory Group(s) (EAGs) and the Stakeholder Group(s) (SGs);
- Approved ToR, RoP and Work Plan;
- Reports of the EAGs and opinions of the SG after approval by the BoM;
- Evaluation reports.

Stakeholders from policy, academia, civil society, the economic sector and other relevant sectors shall be consulted when drafting or updating a Work Plan for the GLOBAL AMR R&D HUB. Consultations will be managed by the Secretariat and can be conducted publicly or involve a selected group of stakeholders only. They can be conducted, for example via online surveys or by consulting the SG.

### **2.2 Confidentiality**

The consultations and discussions of the BoM, EAGs and SG are confidential. Any document, excerpts, minutes, emails etc. are considered confidential as long as not stated otherwise. Therefore, Members or Observer of the Board, the EAGs or the SG shall not make public nor share with the general public any unpublished documents and any information on discussions of the BoM, EAGs and SG. If a Member or Observer of the Board, the EAGs or the SG fails to respect this obligation, the BoM shall seek to undertake appropriate measures, which may include requesting the Member/Observer to stand down. This confidentiality clause notwithstanding, Members and Observers of the BoM may be obliged to divulge information based on legal obligations (such as complying with 'freedom-of-information requests').

## **3 Governance and Participation**

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### **3.1 Board of Members (BoM)**

The Board of Members is the only decision-making body of the GLOBAL AMR R&D HUB.

Every Member and Observer shall send a delegation of up to two representatives to the BoM meetings. Each Member (country or organisation) has one vote.

#### **3.1.1 Members**

Decisions on membership and observer status are taken by the BoM. Interested countries and non-governmental donor organisations can express their interest to join the GLOBAL AMR R&D

HUB as a Member. The BoM can also take initiative and invite countries and non-governmental donor organisations to become Members.

Process: Interested countries and non-governmental donors shall express their interest via an informal letter of expression of interest to the Secretariat or to one of the BoM representatives, who will forward the document to the Secretariat. The Secretariat will provide relevant information on the candidates to the BoM.

After decision by the BoM, membership status is granted via a letter of invitation to the respective aspirant by the Secretariat on behalf of the BoM. Each participant country or organisation should then nominate up to two representatives (one main and a second contact person) for participation in the BoM meetings. The representatives should be mandated to act and to decide on behalf of their respective national authorities/organisations or be able to reach decision of their respective national authorities/organisations within one month. The Secretariat will notify the BoM in writing about the nominated representatives and about any subsequent changes to the nominations.

Prerequisites: As part of their expression of interest, interested countries and non-governmental donor organisations should address the criteria, expectations and commitments for Members that are outlined in the ToR. Non-governmental donors are expected to contribute substantially to the vision and objectives of the Hub. Non-governmental donors eligible for membership in the GLOBAL AMR R&D HUB are those that are financially independent of external sources, e.g. covering their expenses through trusts.

One representative of each Member is expected to attend at least one of the BoM meetings per year. If both representatives are unavailable, Members may nominate a substitute representative to participate in a meeting.

Termination of membership: Membership status can end upon written notice of termination by the Member to the BoM via the Secretariat or upon written notice of termination by the BoM.

A notice of termination by the BoM may be given if a Member no longer fulfils the commitments set out in the ToR and RoP or missing professionalism involving breach of confidentiality.

### 3.1.2 Observers

Decisions on observer status are taken by the BoM. Intergovernmental organisations can express their interest to join as observers. Intergovernmental organisations should indicate how they align with the vision and objectives stated in the ToR of the GLOBAL AMR R&D HUB. The BoM can also on its own initiative invite intergovernmental organisations to become observers.

Process: Interested intergovernmental organisations shall express their interest via an informal letter of expression of interest to the Secretariat or to one of the BoM representatives who will forward the document to the Secretariat. The Secretariat will prepare the decision by the BoM and will provide relevant information to the BoM.

After decision by the BoM, Observer status is granted via a letter of invitation to the respective aspirant by the Secretariat on behalf of the BoM. The respective Observer shall then nominate up to two representatives (one main and a second contact person) for participation in the meetings of the BoM. The Secretariat will notify the BoM in writing about the nominated representatives and about any subsequent changes to the nominations.

Prerequisites: As part of their expression of interest, interested intergovernmental organisations should explain how their organisation contributes to the aims of the GLOBAL AMR R&D HUB.

One representative of each Observer is expected to attend at least one of the BoM meetings per year. If both representatives are unavailable, observers may nominate a substitute representative to participate in a meeting.

Termination of Observer status: Observer status can end upon written notice of termination by the Observer to the BoM via the Secretariat or upon written notice of termination by the BoM.

A notice of termination by the BoM may be given if an Observer no longer fulfils the criteria, expectations set out in the ToR and RoP or missing professionalism involving breach of confidentiality.

### 3.1.3 Chair and Vice-Chair of the BoM

Chair and Vice-Chair are elected by the BoM according to the provisions in the ToR. If the Chair or the Vice Chair repeatedly fail to meet their obligations, a Member may request that the Chair or Vice-Chair is dismissed, clearly stating the reasons for this request. The BoM will decide on this request according to the provisions set out in the ToR.

Duties: The Chair commits to steer the GLOBAL AMR R&D HUB in between BoM meetings and is the main contact person for the Secretariat, if organisational decisions have to be made which exceed the mandate of the Secretariat. Whenever possible and feasible, the Chair will consult the Board. Furthermore, he or she will guide discussions during the BoM meetings and will pre-approve documents, schedules and items before they are sent to the BoM for decision.

### 3.1.4 Meetings:

The BoM will convene at least one physical meeting per year and hold telephone/video conferences as required. In addition, it is foreseen to have one annual meeting with high-level representation of the respective Members and Observers in order to ensure visibility and to keep AMR on the political agenda. In these high-level meetings, the achievements of the GLOBAL AMR R&D HUB will be showcased and actions taken by the Members and Observers will be presented. The high-level meetings shall take place back-to-back with important meetings in the field, e.g. World Health Assembly, G20 meetings, World Economic Forum, UN General Assembly.

## 3.2 Secretariat

The Secretariat handles the day-to-day operations and is the main implementing body of the GLOBAL AMR R&D HUB. It is the contact point for external enquiries and channels these to the appropriate bodies, e.g. Chair, BoM, EAG etc.

### 3.2.1 Main Tasks:

The Secretariat will support the BoM on all issues related to the GLOBAL AMR R&D HUB, in particular:

- Supporting the development, implementation and evaluation of a comprehensive work plan for the GLOBAL AMR R&D HUB;
- Gathering, consolidation and management of information needed for the work of the GLOBAL AMR R&D HUB;
- Planning, preparation and follow-up of the meetings of the GLOBAL AMR R&D HUB (incl. meetings of the BoM, the EAGs and SG);
- Organization and implementation of expert engagement, as requested by the BoM;
- Drafting and publishing reports and other relevant documents to be issued by the GLOBAL AMR R&D HUB;
- Facilitation of effective communication between the BoM, EAGs, SG, other relevant stakeholders and the Secretariat;
- Promotion of understanding, awareness, and further use of the GLOBAL AMR R&D HUB outputs and work among members and other stakeholders;
- Communication of the activities of the GLOBAL AMR R&D HUB at different levels, including to higher political levels, to potential members and to the public.

## 3.3 Stakeholder Group (SG)

The BoM will consult with stakeholders on an ad-hoc basis and can install a Stakeholder Group. This group will facilitate the consultation with various stakeholders relevant for work of the Hub and may issue opinions at the request of the BoM or at its own initiative if within the scope of the Hub. It will provide information and advice to the BoM on specific questions upon request. In addition, it shall help facilitating the information flow into the respective communities. The BoM may decide at any time to restructure the SG as needed to fulfil its mission or to dissolve it, if the purpose of the SG is no longer met. The BoM undertakes to communicate the decision to dissolve the SG or to restructure it in a major way with four weeks' notice.

Establishment of the SG: If the BoM decides that a SG needs to be established according to the voting procedures stated in the ToR, the Secretariat will facilitate the set-up process. The BoM will decide on the mandate of the SG and will define the stakeholder categories to be included (e.g. NGO/civil society, industry, international research funding initiatives, academia).

The members of the SG represent stakeholder institutions and do not act in their personal capacity. The size of the group shall not exceed a manageable number of members to ensure lean and productive processes and discussions. The seats are assigned to pre-defined stakeholder categories which are equally distributed to ensure that different sub-groups of stakeholders are represented. The composition of the SG shall reflect thematic, geographical and economic diversity. The membership term is two years and members may not serve for more than two successive terms. Criteria for membership of an entity in the SG are: relevance for the work of the Global AMR R&D Hub; impact at the level of a world region and/or at global level and visibility at an international level.

Candidates for the SG will be collected in an open call for expression of interest. In addition, candidates can be proposed by the BoM and the Secretariat. Subsequently, the Secretariat will pre-select suitable candidates taking into account the above-mentioned criteria. The final list of members will be voted on by the BoM according to the ToR.

Consultation process: The Secretariat will decide on appropriate measures to facilitate the discussion of the stakeholders (e.g. physical meetings, telephone/video conferences, Delphi method etc.) in agreement with the established SG itself. The Secretariat will support the SG in its day-to-day business and will host (electronic) meetings.

Representation at BoM meetings: The BoM can invite one or more representatives of a SG to participate in (part of) a BoM meeting. SG meetings could also take place together with the yearly physical BoM meeting. In this case, these joint meetings will include joint sessions of members of BoM and SG, as well as separate sessions. The joint meeting shall include a session on the current state of the GLOBAL AMR R&D HUB and its activities, followed by a joint discussion.

### **3.4 Expert Advisory Groups (EAGs)**

The GLOBAL AMR R&D HUB will identify topic areas for which the establishment of an EAG is considered necessary. Propositions can be made by every Member, Observer, the Secretariat or by external enquiries e.g. by intergovernmental organisations (e.g. G7, G20). The decision to establish an EAG is taken by the BoM according to the provisions set out in the ToR and will include an assessment on whether the topic is within the scope of the GLOBAL AMR R&D HUB.

Establishment of EAGs: On the basis of the decision of the BoM, the Secretariat will facilitate the set-up process for an EAG. The BoM will define the scope (e.g. topic, mission, deliverables, length of time of operation, number of experts, essential expertise etc.) of the respective EAG. The Secretariat will identify suitable experts, ask the Members and Observers of the BoM for nominations and circulate a consolidated list for prioritisation and approval to the BoM. Selected experts or expert organisations will be approached by the Secretariat. The Secretariat will collect all experts named in a database including their specific expertise and relevant information for later purposes, e.g. for other EAGs. The BoM decides about requests from Members or Observers to participate in an EAG, considering potential bias given by this participation.

Consultation process: Depending on the scope of the EAG, the Secretariat will decide on appropriate measures to consult with the experts (e.g. physical meetings, telephone/video conferences, Delphi method etc.) in agreement with the established EAG itself.

The Secretariat will support the EAG in its day-to-day business and will host (electronic) meetings.

Representation at BoM meetings: The BoM can invite one or more representatives of an EAG to participate in (part of) a BoM meeting.

An EAG will dissolve when its mission is fulfilled or upon decision of the BoM.

## **4 Conflicts of Interest**

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The Board of Members is the superior and final decision-making body on all aspects regarding (potential) Conflicts of Interest.

Members of EAGs as well as individuals advising the Global AMR R&D Hub shall declare annually, or at the earliest applicable time point, e.g. official joining of one of the mentioned bodies, in writing, or if applicable instantly orally and subsequently in writing, any interest falling within the GLOBAL AMR R&D HUB's remit. The individuals shall also confirm whether they consider themselves to be in a potential Conflict of Interest with respect to any GLOBAL AMR R&D HUB activity in which they are, or may become, involved.

Individuals shall indicate whether the interests they declared are current (currently on-going activities) or past (no longer on-going, but completed during the three years preceding the submission of the declaration). Declared interests will be made public.

All declarations of potential Conflicts of Interest will be handled and assessed by the Secretariat.

The EAGs will decide upon the consequences of declared Conflicts of Interest of their members, which can include, if applicable, e.g.:

- Formal acknowledgement of the respective Conflict of Interest;
- Exclusion from (part of) a meeting, topic, working group, decision;
- Withdrawal of the right for active participation, maintaining the right for attendance/information;
- Formal exclusion from the Expert Advisory Group.

The BoM will be informed about decisions taken by the EAGs. If the BoM finds that the consequences drawn by the EAG are not adequate, it has the right to overrule the decision.

## **5 Publications and public relations**

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### **5.1 Publications**

As a principle, official reports, recommendations or statements shall be approved by the BoM according to the ToR and are classified as confidential until then.

Approved reports, white papers or analyses of the BoM, the Secretariat, EAGs or SGs shall be made publicly available e.g. on the webpages of the GLOBAL AMR R&D HUB or otherwise.

Members are encouraged to actively use reports etc. to advocate for the GLOBAL AMR R&D HUB and its purposes.

The content of the Dynamic Dashboard will be publicly available and excerpts or analyses of its content can be presented or published by the Secretariat without an explicit authorization by the BoM.

### **5.2 Public relations**

#### **5.2.1 General public relations**

As laid down in the ToR, the role of the Secretariat includes advocating for the mission and principles of the GLOBAL AMR R&D HUB. For this purpose, the Secretariat shall give presentations and participate in relevant public events to represent the Hub or to showcase (preliminary) results, recommendations and information.

Members and Observers of the Hub shall also use appropriate occasions to promote the work of the GLOBAL AMR R&D HUB.

#### **5.2.2 Press releases, newsletters, social media etc.**

Press releases shall be published to communicate major results, events and important news about the GLOBAL AMR R&D HUB. These press releases shall be approved by the Chair of the BoM. The BoM shall be informed in due time before publication with the opportunity to request changes.

The Secretariat shall publish online newsletters on a regular basis, giving updates on the activities of the GLOBAL AMR R&D HUB. Members and Observers of the BoM shall be given the opportunity to promote their recent actions and initiatives in newsletters, when relevant to the work of the GLOBAL AMR R&D HUB.

Unless specified otherwise by the BoM, the Secretariat is authorized to publish newsletters and to use social media (e.g. Twitter, Facebook, LinkedIn etc.) to advocate and inform about the GLOBAL AMR R&D HUB without prior consent.

## **6 Evaluation**

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The work of the GLOBAL AMR R&D HUB shall be subject to an adequate external evaluation to monitor progress towards the objectives of the Hub, and to inform and guide any necessary changes to the Hub. The accompanying evaluation shall assess the efforts made to reach the objectives laid down in the ToR. The evaluation results will help to (continuously) improve the work of the GLOBAL AMR R&D HUB. The evaluation will initially cover the first three years of the Hub with a focus on the establishment of structures and implementation of the first Work Plan. This evaluation phase will be terminated by a final evaluation report. After this first phase of evaluation, the BoM will decide up on a prolongation or adaption of the evaluation.

Documents of the evaluation process (Inception report, theory of change etc.) and the results shall be published according to section 2.1. of the RoP.

### **6.1 Scope of the Evaluation**

The evaluation aims to monitor, analyse and support the development and learning of the Global AMR R&D Hub. Examples of aspects which may be addressed are listed below:

- Relevance
- Collaboration
- Efficiency
- Impact
- Sustainability
- Effectiveness
- Success factors
- Governance

### **6.2 Deliverables**

- Baseline report including a description of the initial situation (after 12-18 months)
- Final evaluation of the initial Hub term (after 36 months)

Any report shall be submitted in English and needs to be approved by the BoM.

## **7 Organizational matters**

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### **7.1 Reimbursements, fees and remuneration**

As a general rule, Members and Observers are expected to cover their own expenses for all activities connected to the GLOBAL AMR R&D HUB, such as travel expenses for BoM meetings.

Members from LMICs and experts of EAGs can apply for reimbursement of (travel) expenses by the Secretariat. In their application the representatives shall give an estimation of their expected expenses (only economy class flights are eligible for reimbursement). Per diem or remunerations are not eligible for reimbursements.

The same applies for representatives from NGOs/civil society and academia in the SGs.