



AMR MULTI-STAKEHOLDER PARTNERSHIP PLATFORM (AMR MSPP)

STANDARD OPERATING PROCEDURE (SOP) FOR ACTION GROUPS

This Standard Operating Procedure (SOP) for Action Groups of the AMR Multi-Stakeholder Partnership Platform (AMR MSPP) has been developed to guide the functioning of Action Groups (AGs), the MSPP's principal operational arms, in a transparent and accountable manner, with a view to ensuring high-level impact of the Platform and advancing multi-stakeholder collective action on AMR applying a One Health approach.

Antimicrobial resistance (AMR) constitutes a complex global threat to human, animal, food, plant, and environmental health, undermining economic stability, food security, and the achievement of the 2030 Agenda for Sustainable Development and its Sustainable Development Goals (SDGs).

The AMR MSPP was established as a global multi-stakeholder governance mechanism on AMR, following the recommendations of the 2019 Interagency Coordination Group (IACG) report, which called for the creation of a platform *“with diverse representation (e.g. governments, private sector and civil society representing human, animal, plant and environmental health, as well as agriculture and food and feed production) to develop and implement a shared global vision, narrative and targets”*.

The AMR MSPP is an inclusive, international, multi-stakeholder forum that brings together relevant stakeholders across the human, animal, plant, and environmental interface to support the preservation of antimicrobials as life-saving medicines and to promote their responsible use under a One Health approach. It fosters a shared global vision, builds consensus, and catalyzes coordinated action to support the implementation of the Global Action Plan on Antimicrobial Resistance (GAP-AMR)¹.

1. Purpose and scope of AGs

1.1 This SOP defines the principles, establishment, governance, operational modalities, deliverables and lifecycle of AGs under the AMR MSPP.

1.2 AGs are the core operational and driving mechanism of the AMR MSPP as per the [Terms of Reference](#) and [Operating Rules](#). They are designed to be action-oriented and to propose concrete deliverables and activities on AMR.

1.3. AGs are formed by members of the AMR MSPP to address specific topics and sub-topics related to AMR, based on priorities identified by them through a bottom-up approach. AGs provide a space for multi-sectoral and interdisciplinary co-creation, where members collaboratively discuss, align, explore, and test new ideas and activities that no single organization, sector, country, or region can achieve alone.

1.4. The added value of the AGs lies in their ability to scale up initiatives, amplify impact, and catalyze global attention to priority AMR issues aiming therefore to:

¹ [Terms of Reference for the Antimicrobial Resistance \(AMR\) Multi-Stakeholder Partnership Platform](#)



- a) contribute to the implementation of National Action Plans (NAPs) on AMR;
- b) advance GAP-AMR objectives;
- c) respond to agreed global priorities, including those reflected in relevant UNGA Political Declaration on AMR.

2. Guiding principles

2.1 One Health and inclusivity: AGs operationalize the One Health approach by facilitating equitable participation of stakeholders across human, agrifood, animal, plant and environmental sectors, including stakeholders from five constituency groups - (1) research and academia, (2) governments intergovernmental organizations and UN agencies, (3) civil society, (4) private sector, (5) financial institutions, resource partners and philanthropies from different countries (with focus on low- and middle-income countries (LMICs)), but also regions and disciplines.

2.2 Multistakeholder engagement: AGs promote participatory co-creation, consensus-oriented dialogue, transparency, and mutual accountability to advance shared AMR objectives.

2.3 Complementarity and alignment: AG mandates and activities are designed to complement existing global and national efforts, avoid duplication, align with strategic frameworks and reinforce collective impact.

2.4 Action and results-orientation: AGs are expected to deliver concrete, measurable outputs within defined timelines, contributing to measurable progress on AMR challenges.

3. Minimum functionality requirements

3.1. To remain active and effective, each AG must:

- Hold at least one meeting every 2–3 months;
- Develop and submit a workplan within 3 months of establishment and update it every year, as necessary;
- Deliver at least 2-3 tangible output per year;
- Maintain an active Core Team (minimum two co-leads) and ensure engagement of all AG members in the co-construction collaborative spirit to deliver outputs.

4. Establishment and governance of AGs

4.1. Any MSPP member may propose an AG. The AMR MSPP periodically launches calls for new AGs. These calls provide an opportunity for members to form coalitions of the willing and submit proposals based on identified gaps, priorities, or specific technical areas related to AMR.

4.2. AGs proposals must:

- Be submitted by at least three (3) members from at least two (2) different clusters based on the [list of members of the MSPP](#), i.e. two government representatives and one representative from research and academia.
- Ensure geographic balance, with priority given to LMICs and underrepresented stakeholder groups.



- Reflect diversity across sectors, disciplines, stakeholder types, gender, and regions.

4.3. Proposals must be submitted in the proposal template shared during the call for AG proposals by the Coordinating Team.

4.4. AG proposals are not project funding proposals. The MSPP does not provide funding but may facilitate connections with partners.

4.5. AG proposals submitted by members are reviewed by the MSPP Coordinating Team (CT) in consultation with Quadripartite technical teams to ensure alignment with global priorities.

4.6. The CT may suggest revisions, mergers, or additional members. The final proposals are submitted to the Steering Committee for review and endorsement.

4.7. Once approved by the Steering Committee, the CT announces the new AGs on the Platform and calls for expression of interest from members of the MSPP. Once the CT gathers the expressions of interest for the AGs, it hands over the list of the proposed members to the AG co-leads and invites the AG co-leads to:

1. Convene a kick-off meeting with all the proposed members
2. Confirm scope, objectives, and deliverables with all members of the AG
3. Finalize and submit a workplan
4. Define roles and responsibilities
5. Select a decision-making model
6. Establish communication channels, frequency of the meetings, etc.

5. Membership and participation

5.1. AGs are open to all MSPP members who can join an AG of interest anytime. The CT coordinates membership for all AGs and keeps the list of members for each AG updated and always available to the core team of the AG.

5.2. Members must disclose conflicts of interest upon joining an AG and when circumstances change.

5.3. Members are expected to share outcomes with their respective clusters to ensure structured dialogue and coordination between sectors, constituencies and disciplines.

5.4. Membership size is flexible; however, groups of 15–20 members are generally more manageable.

6. Roles and responsibilities in the AGs

6.1. Core Team/Co-leads of an AG (2–3 members) is/are responsible for:

- Coordinating and driving AG activities, including developing and updating the workplan;
- Organizing and facilitating meetings of the entire AG and co-leads;
- Promoting inclusive participation and co-creation by engaging all the members of the AG in the co-creation spirit;
- Reporting progress to the CT, the Steering Committee and the Plenary based on the reporting templated suggested by the CT.

6.2. Members of the AG:



- Participate actively in discussions and activities
- Contribute expertise and inputs
- Engage in co-creation process and support the implementation of activities.

6.3. The CT is responsible for:

- Supporting AG establishment and functioning
- Managing membership
- Facilitating communication and visibility for all the AGs activities
- Supporting monitoring and evaluation
- Supporting resource mobilization and facilitating connection and networking of the members of the AGs within the MSPP

6.4. MSPP Steering Committee (SC) is responsible for:

- Approving and reviewing AGs, their workplans, activity reports, etc.
- Providing strategic oversight
- Reviewing and approving outputs and taking the decision on the continuation or sunset of an AG.

6.5. Quadripartite organizations (FAO, UNEP, WHO and WOAH)

- Quadripartite organizations can be invited to participate in the technical work and discussions of AGs, through their technical teams, as members.
- Each Quadripartite organization can nominate at least one technical person to join each AG. If not possible, the Quadripartite can nominate one person representing the 4 organizations to attend and be part of the discussions and activities of the AG to report back, provide guidance and support based on the Quadripartite technical work and expertise.

7. Working process within AGs

- 7.1. Activities of an AG should be result and impact oriented and respond to the GAP-AMR priorities and support country NAPs implementation, where possible. AGs work is time-bound, and members should define collectively the timeline for the AGs work.
- 7.2. AGs should work in a co-construction and participatory manner, involving all members of the AG and ensure that every voice is heard and considered.
- 7.3. AGs can have regular meetings in the format and frequency they deem appropriate.
- 7.4. AGs can also organize and hold public events, webinars, seminars, workshops, and consultations as needed on behalf of the AG. The CT will always be in support for the organization of these events, for instance, by preparing a save the date, providing registration link, ensuring communication and visibility, helping identifying speakers, etc.
- 7.5. AGs have their dedicated spaces in the Virtual Hub. They can also communicate via classic email, WhatsApp group, or any other communication channel they deem appropriate.
- 7.6. AGs can have inter-AG meetings to strengthen linkages, look for complementarities and synergies, and enhance cooperation within the AMR MSPP between all the members of the Platform.



7.7. Activities of the AGs may incur both cost and no-cost activities. For activities requiring a budget, AGs are responsible for identifying resources, with support and facilitation from the CT to mobilize resources.

8. Deliverables of the AGs

8.1. AG activities are action and impact focused. An AG can have 2-3 deliverables per year. Some examples are below:

Knowledge products developed jointly within an AG on any topics of the AG member's interest

- Reports, briefs, analyses, toolkits, guidelines

Convening outputs

- Webinars, consultations, workshops, roundtables, public events (virtual or in-person)

Implementation support

- Technical assistance, trainings, capacity building activities, mapping exercises, gap analyses

Advocacy and policy

- Calls for action, position papers, communiques, etc.

8.2. Each AG may have several of these activities but needs to ensure delivery of at least 2-3 activities per year. Activities implemented at country level to support NAPs implementation should always be coordinated with host countries and their governments. They should be led on behalf of the AGs of the AMR MSPP and not of the Quadripartite.

8.3. Given that AGs do not have a separate identity from the Platform, their results are always those of the Platform.

8.4. Once the AG agrees on the final product, it should submit it for review by the CT who shares it with the Quadripartite relevant technical teams for technical feedback.

8.5. To help the CT and the SC better understand the context and the process of development, AGs should provide a clear and concise briefing accompanying the product describing the objective, the working process of developing this product in the AG, the target audience and the intended way of disseminating this product. After the review by the CT, the product is submitted to the SC for review and approval. The SC reviews the product, may provide input, where and when necessary, and approves the product. After the SC approval, the product may be released on behalf of the MSPP by the AG with support from the CT and as an MSPP product developed by the AG.

9. Monitoring and reporting in AGs



- 9.1. AGs should ensure monitoring of their activities and provide regular reports to the SC via the CT, with updates every 6 months (AGs townhall), following a reporting template provided by the CT.
- 9.2. AGs should also prepare a final report of their work upon achieving the objectives set by the AG. They may be invited to share the results of their work within the annual Plenary sessions.
- 9.3. Once the AG has finalized its objective, it can be sunset or change its mission. If the AGs do not have any activities for two years or more, the AGs will be sunset by the SC of the AMR MSPP.

10. Visibility and communication

- 10.1. Given some members' internal policies precluding them from expressing firm support, and the fact that not all members may relate to specific product or may not support them, all products of the platform should include a specific disclaimer, i.e. the one below used in the 10 recommendations document. This disclaimer should specify that the products represent the diversity of opinions within the platform but not necessarily represent the views of all members, their respective organization or the Quadripartite organizations.

'This document/product is the outcome of a collaborative process between members of the AMR Multi-Stakeholder Partnership Platform (AMR MSPP). The recommendations reflect the outcome of their discussions, and their direction is supported by the AMR MSPP. The AMR MSPP's Steering Committee supports the collaborative nature of this process – recognizing that it does not reflect individual positions – and thanks those organizations that have signed on to express their explicit support.'

- 10.2. All the activities of the AGs should be branded as AMR MSPP activities, representing the visual identity of and mentioning that they are conducted on behalf of the AG of the AMR MSPP. The core team may request the branding and visual identity from the CT.
- 10.3. Dissenting views to any final product must be acknowledged and reported to the CT and SC.
- 10.4. Participation includes discussions, providing input and feedback. Endorsement includes formal recognition and support of the final outcome. Members can participate and provide inputs but not always endorse the final product. The key aspect of the AGs is collaboration and joint work process.

11. Conclusion of the AG activities

- 11.1. AGs conclude their activities upon achieving their objectives as per their workplan. A final report on activities, outcomes, and lessons learned should be submitted to the SC via the CT. This report could also include lessons learned, successes, main achievements and progress.

12. Continuous Improvement

- 12.1. This SOP should be reviewed periodically and updated as necessary to reflect best practices and platform needs and lessons learned from the activities of the Action Groups. This SOP is aligned with the provisions of the TOR and the Operating document of the Platform.

Glossary:

AG – Action group

AMR – Antimicrobial Resistance

AMR MSPP – AMR Multi-Stakeholder Partnership Platform

CT - Coordinating team of the AMR MSPP which includes Coordinator and the Quadripartite designated officers

CT – core team of the Action Group which represents 2-3 key people who drive and lead the work of the Action Group;

Quadripartite - includes the Food and Agriculture Organization of the United Nations (FAO), the United Nations Environment Programme (UNEP), the World Health Organization (WHO) and the World Organisation for Animal Health (WOAH). Quadripartite has established and is facilitating the AMR MSPP.

SC – Steering Committee

SOP – Standard Operating Procedure