IMPACT
REPORT 2025

Accelerating global action against antimicrobial resistance for a healthier, safer, and more equitable future.

Global Strategy Lab

AMR Policy Accelerator

Message from Our Leadership

Dear colleagues, collaborators, and friends,

As we reflect on 2025, we are reminded of how much can be achieved through collaborative policy research and evidence mobilization.

This past year was marked by both urgency and opportunity for the antimicrobial resistance (AMR) community. AMR remains one of the greatest and growing threats to health and development, with an estimated 1 in 6 infections worldwide having developed resistance. Countries face emerging challenges – from geopolitical crises to governance gaps, and drastic cuts in health financing. Following the 2024 United Nations General Assembly (UNGA) High-Level Meeting on AMR and the adoption of the Political Declaration, 2025 became a critical year – not just for reiterating commitments but for maintaining momentum to accelerate implementation of strategies to fulfill these commitments in this rapidly changing global health landscape.

For the AMR Policy Accelerator, this meant sharpening our focus on pragmatic, equity-driven, evidence-informed solutions that add value to existing efforts. In 2025, we contributed to informing the design of the Independent Panel on Evidence for Action against AMR, advancing a cornerstone of AMR global governance. Through the delivery of the Smart Choice Process, we provided a systematic framework for countries to prioritize AMR interventions and identify context-specific implementation considerations to advance the development and operationalization of their National Action Plans (NAPs) on AMR. Concurrently, capacity strengthening initiatives, including the AMR Policymaking Course, equipped AMR experts with enhanced skills to influence AMR policy pathways and champion the integration of evidence into policy and practice. We also brought new perspectives to inform the 2025 update to the Global Action Plan on AMR (GAP-AMR) – integrating social sciences, gender considerations, and principles of One Health governance to reframe how AMR is understood and addressed.

This year, an independent evaluation commissioned by the AMR Policy Accelerator affirmed the value of these efforts. It found that our distinctive approach to linking research, advisory services, and capacity strengthening has amplified the relevance and impact of our work. The evaluation also underscored the importance of our partnerships with governments, global organizations, and academic institutions, which continue to expand our credibility and reach.

The 2025 Impact Report highlights the AMR Policy Accelerator's most significant achievements, but we could not do it alone. Thank you for being a part of our collective effort to tackle AMR and create a healthier, safer, and more equitable future for all.

With gratitude,

Dr. Mathieu J.P. Poirier
Scientific Director, AMR Policy Accelerator
Director, Global Strategy Lab

Dr. Geneviève Boily-Larouche
Managing Director, AMR Policy Accelerator

Our vision:

A future with sustainable access to and use of antimicrobials for all

Our mission:

We bridge science and policy to advance evidence-informed AMR policymaking

The **AMR Policy Accelerator, or the Accelerator,** is a policy think tank hosted at the Global Strategy Lab (GSL). GSL undertakes innovative research to advise governments and public health organizations on how to design laws, policies, and institutions that make the world a healthier place for everyone. GSL also serves as the **World Health Organization Collaborating Centre (WHOCC) on the Global Governance of Antimicrobial Resistance.**

Our Model for Impact

The Accelerator champions evidence-informed AMR policymaking by working closely with international agencies, national governments, and civil society organizations to understand and respond to their AMR policy needs. Our comprehensive model features rigorous policy research, customized advisory services, capacity strengthening, and an integrated approach to knowledge mobilization. Leveraging this model, the Accelerator delivers context-specific support for the development or renewal of AMR NAPs and One Health policies, along with best practice guidance and technical support.
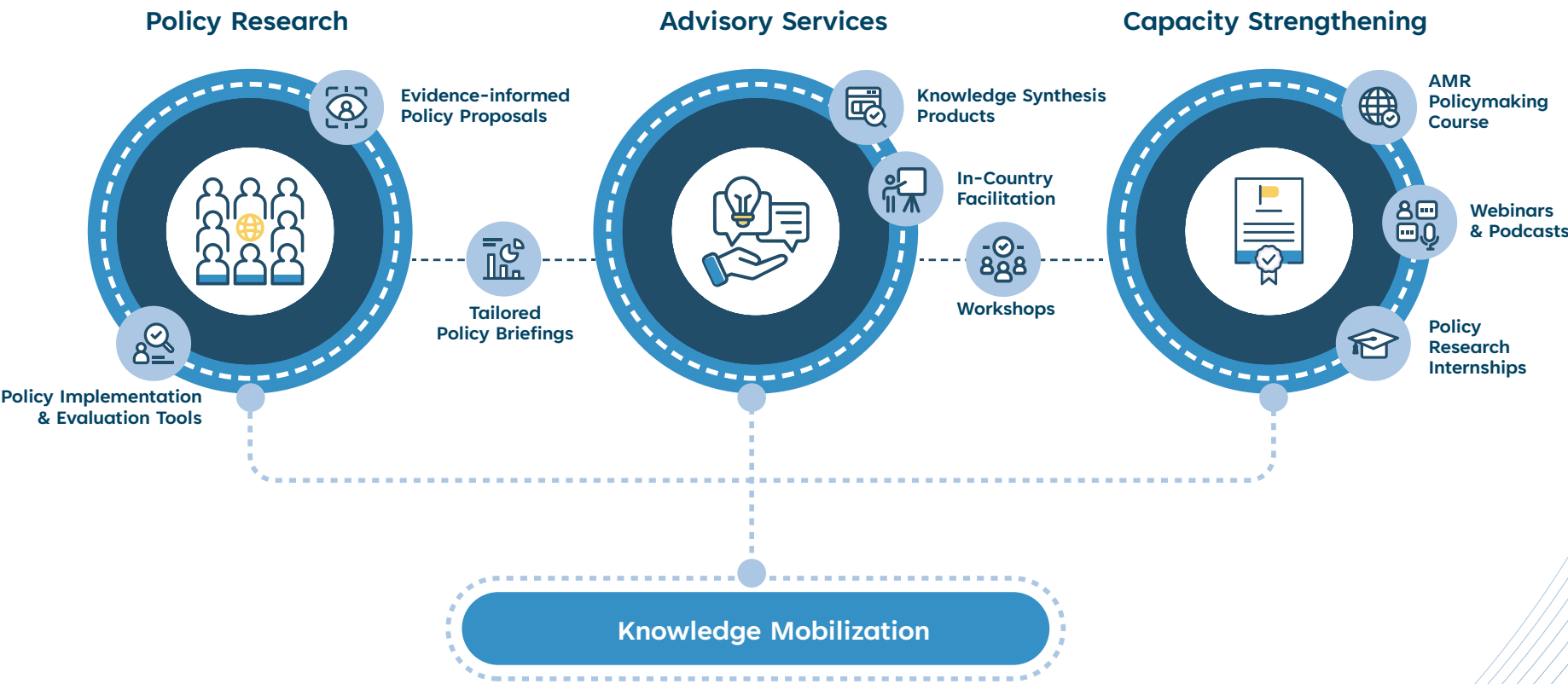

Policy Research

Evidence-informed Policy Proposals

Policy Implementation & Evaluation Tools

Tailored Policy Briefings

Advisory Services

Knowledge Synthesis Products

In-Country Facilitation

Workshops

Capacity Strengthening

AMR Policymaking Course

Webinars & Podcasts

Policy Research Internships

Knowledge Mobilization

2025 Impact in Numbers

Policy Research:

9
academic articles informing global AMR governance and equitable policy design.

20
presentations delivering novel research findings at international and national conferences.

4
policy briefs to inform the renewal of the GAP-AMR and advance the Political Declaration on AMR.

Advisory Services:

271
AMR experts supported in **7 sites** to identify high-impact AMR interventions and strengthen strategic NAP implementation through the Smart Choice Process.

97%
of AMR experts reported a stronger multisectoral consensus on AMR intervention prioritization post-Smart Choice Process.

4
customized policy products delivered to partners to support context-specific AMR policymaking and implementation.

Capacity Strengthening:

133
AMR experts from **55 countries** equipped with AMR policymaking skills through 5 courses.

298
webinars participants in **66 countries** engaged on AMR policy through 4 webinars.

5
interns provided with opportunities to strengthen AMR policy analysis and research skills.

Reaching a Global Audience

In 2025, the AMR Policy Accelerator continued to support and engage with AMR stakeholders through new policy research, the delivery of advisory services, including the Smart Choice Process, and the offering of capacity strengthening activities, such as the AMR Policymaking Course.

Smart Choice Process partners
Uganda, Zanzibar, Malawi, Kenya, Ethiopia, Zambia, Nigeria

AMR Policymaking Course hosts
Tonga, United States of America, Zambia, Canada, Spain

Completed and ongoing advisory services projects
Canada, Zimbabwe, Nigeria, Benin, Burkina Faso

AMR Policymaking Course attendees
Austria, Bahamas, Barbados, Belgium, Belize, Benin, Bermuda, Bulgaria, Burkina Faso, Cabo Verde, Canada, Croatia, Cyprus, Czechia, Denmark, Djibouti, Egypt, Estonia, Ethiopia, Finland, France, Germany, Greece, Hungary, Iceland, Ireland, Italy, Jamaica, Kenya, Latvia, Lesotho, Lithuania, Luxembourg, Malawi, Malta, Namibia, Netherlands, Nigeria, Norway, Poland, Portugal, Romania, Saint Lucia, Saint Vincent & the Grenadines, Senegal, Slovakia, Slovenia, Somalia, Spain, Sweden, Tanzania, Tonga, Trinidad & Tobago, Turks & Caicos, Uganda, Ukraine, Zambia, Zimbabwe
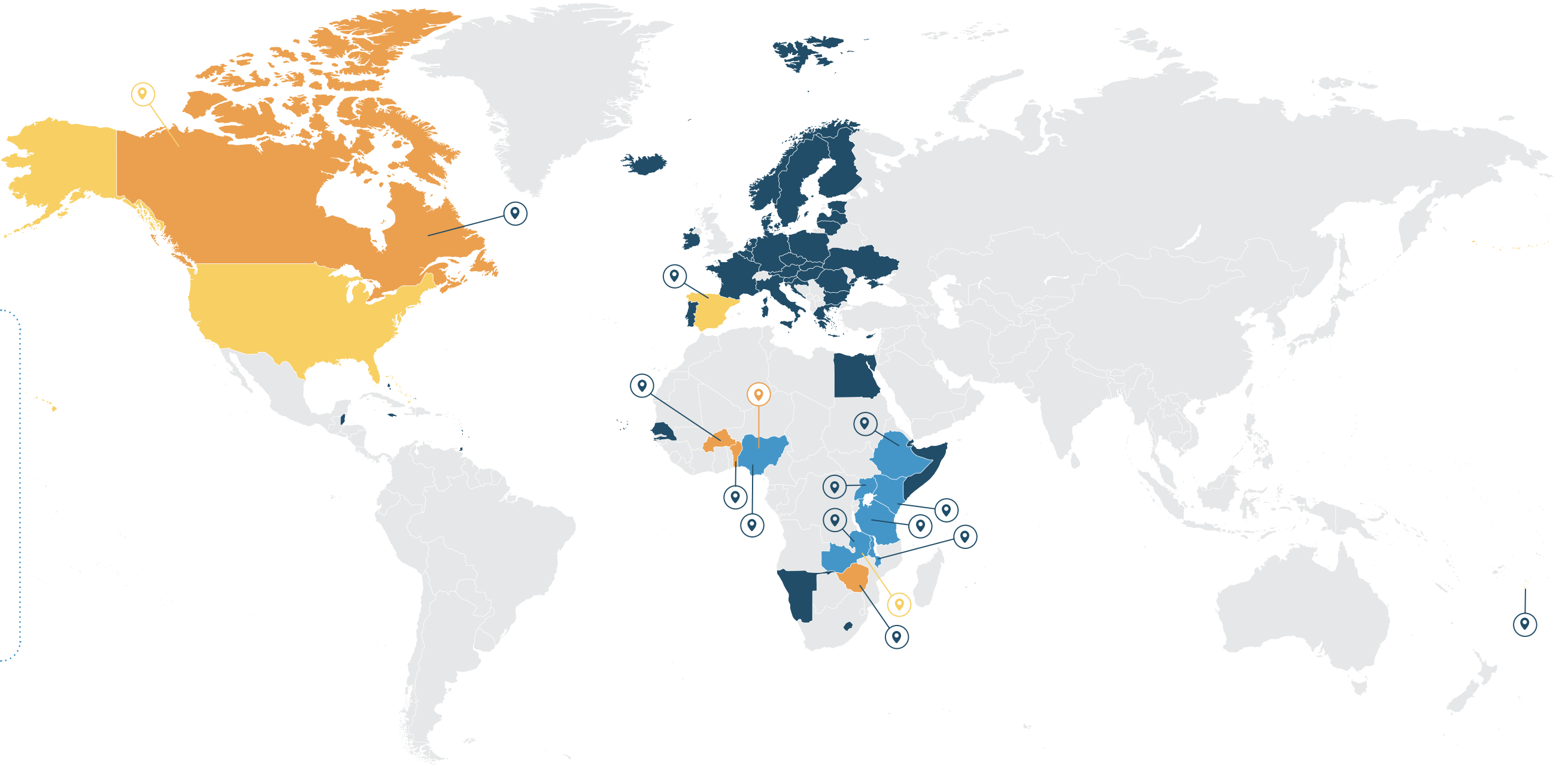
Advancing AMR Global Governance

Informing the Independent Panel on Evidence for Action against AMR (IPEA)

The IPEA is a key deliverable of the UNGA's 2024 Political Declaration on AMR. According to Draft Zero of IPEA's founding document, it aims to "assess and facilitate the generation and use of multisectoral, policy-relevant scientific evidence to support Member States at all levels in their efforts to tackle AMR applying a One Health approach."

In 2025, the Accelerator's policy research made significant contributions to informing the design and function of the IPEA.

By conducting a review of the effectiveness of science–policy interfaces, our research team identified key design principles to engender IPEA's credibility, inclusiveness, and policy relevance, and outlined how the scientific community can be engaged to help prioritize IPEA's work program. This work emphasized representation from low- and middle-income countries and the integration of social science perspectives into evidence generation. Findings shared through publications, policy briefs, and international consultations informed the Quadripartite's Draft Zero and Draft 1 of IPEA's founding documents, demonstrating the Accelerator's leadership in translating research into policy design and governance insights.

Informing IPEA Discourse

January

Published "**Intergovernmental or fully independent? Designing a scientific panel on evidence for action against antimicrobial resistance**" in *PLOS Global Health*, outlining how an inclusive, credible, and independent panel, building on lessons from the Intergovernmental Panel on Climate Change, can strengthen coordinated and equitable global action on AMR.

April

Completed a scoping review on **Science Policy Interfaces in Global Environmental Governance: Policy Lessons and Trade-Offs for Building the Independent Panel on Evidence for Action against AMR**, to inform the Lessons Learned Conference in Lagos, Nigeria.

Mathieu J.P. Poirier and Geneviève Boily-Larouche contributed to high-level dialogues at the **Lessons Learned Conference**, strengthening global understanding of IPEA's design requirements and policy implications.

May

Presented IPEA research findings to the AMR Multistakeholder Partnership Platform (MSPP), outlining the policy options and trade-offs that must be considered in IPEA design.

Findings from our IPEA research featured at the World Health Assembly side event, **From Evidence to Action: Designing an Effective Independent Panel on Antimicrobial Resistance**, and in **a blog post** from the Center for Global Development.

August

Co-hosted a webinar with the European Society of Clinical Microbiology and Infectious Diseases (ESCMID), **Shaping Global AMR Policy: What Scientists Should do About IPEA**, engaging over 150 participants on how the scientific community can contribute to the Quadripartite consultation and the Draft Zero.

Published the policy brief, **Design Options for Building an Effective Independent Panel on Evidence for Action against AMR (IPEA)**, providing a roadmap for designing IPEA as a globally trusted, inclusive, credible, and effective platform to accelerate AMR action.

September

Submitted written and verbal feedback feedback and participated in Quadripartite consultations on the Draft Zero, emphasizing the need for systematic equity considerations and clearer governance structures.

October

Released an *Unpacking AMR* podcast episode featuring Dr. Iruka Okeke and Anthony McDonnell, unpacking the origins, purpose, and promise of IPEA as outlined in the 2024 UN Political Declaration on AMR.

November

Published a policy brief with ESCMID, **Design to Delivery: Structuring IPEA's Scientific Work to Meet Policy Needs**, offering guidance on organizing IPEA's scientific work and early assessment priorities to ensure timely, credible, and policy-responsive evidence.

Contributed to a **joint statement** highlighting key areas that must be strengthened for IPEA to function as a trusted global hub for AMR evidence with BSAC, GARDP, ReAct Africa, ReAct Europe, and Wellcome Trust

Actioning Evidence-Informed National Policymaking

The Smart Choice Process (SCP): Catalyzing Country-Owned Priorities to Accelerate National Action Plan Implementation

The 2022 WHO implementation handbook for NAPs on AMR identifies prioritization of AMR interventions as a critical step in strengthening implementation. However, practical country guidance for undertaking prioritization remains limited. Responding to this gap, the AMR Policy Accelerator created the SCP for countries to transparently and systematically prioritize AMR interventions.

The SCP applies a collaborative, phased approach spanning 2 to 3 months. Each phase is supported by the Accelerator but led by an in-country core team comprised of representatives from animal, human, and environmental health sectors to foster a shared commitment and unified response to AMR. Central to the SCP is a three-day workshop during which AMR stakeholders and experts participate in an AMR intervention prioritization scoring exercise, followed by multisectoral discussions. The workshop builds consensus on priority interventions identified through the scoring results to ensure that priorities align with the country's social values, policy goals, and financial realities. The process concludes with a final report and brief to catalyze policy advocacy and NAP implementation.

The SCP achieved remarkable growth and impact this past year. Since the first two workshops held in Rwanda and Zimbabwe in late 2024, the SCP supported AMR intervention prioritization across the African continent in 2025. Through the completion of the Antimicrobial Resistance and One Health East and Southern Africa (AMROH) grant, delivered in collaboration with the International Livestock Research Institute and supported by the **Fleming Fund**, country-led workshops were conducted in Uganda, Malawi, Zambia and Kenya – a major milestone for the SCP. Additional workshops in Zanzibar, Nigeria and Ethiopia were co-planned with the local teams and delivered with the support of the Accelerator.

Across all SCP sites, AMR stakeholders emphasized how the SCP enhanced multisectoral consensus building on AMR priority interventions and provided an opportunity to discuss the realities shaping implementation. The independent evaluation of the Accelerator underscores several early wins achieved through the SCP (Box 1).

Box 1. SCP Impacts Identified by the Independent Evaluation

- The SCP supports comprehensive AMR operational planning and revision, as well as the ongoing implementation and adaptation of NAPs.
- Integrating gender and equity into the SCP prompted deeper stakeholder reflection, leading some countries to update finalized NAPs to be more equity-focused.
- Policymakers reported that the SCP policy briefs were essential for clearly communicating evidence to decision-makers and supporting funding cases for priority AMR interventions.

"

The SCP is a perfect tool for helping countries prioritize actions where resources are limited and challenges are many. I am incredibly pleased with this collaboration and the valuable support provided to our regional efforts.

Dr. Arshnee Moodley

AMR Team Leader at International Livestock Research Institute and jointly appointed as Associate Professor at University of Copenhagen

In February 2025, the AMR Policy Accelerator team facilitated an SCP workshop in Mukono, Uganda in collaboration with the Government of Uganda.

Integrating Gender into Country Responses to AMR

AMR Policy Accelerator researchers have deepened global understanding of how gender shapes AMR through a **recent scoping review**. Published in August 2025, the review provides a detailed synthesis of how women, men, girls, boys, and gender-diverse populations experience drug-resistant infections across the full care pathway – from prevention to treatment – revealing critical gaps and opportunities.

To translate nuanced evidence into context-sensitive recommendations, the Accelerator followed up in September with a **video series** and **policy brief**. This work builds directly on WHO guidance on Addressing Gender Inequalities in National Action Plans and advances the Political Declaration on AMR,

helping countries fulfill commitments to equitable and inclusive AMR policymaking.

These insights were shared at a workshop hosted by the Food and Agriculture Organization (FAO) and the International Centre for Antimicrobial Resistance Solutions (ICARS) in October in Bangkok, Thailand, engaging over 100 participants and sparking cross-sector learning across human and agri-food systems.

The findings from this research will continue to inform the AMR Policy Accelerator's advisory and capacity strengthening portfolios, ensuring that gender considerations are systematically integrated into the design of future policymaking tools and courses.
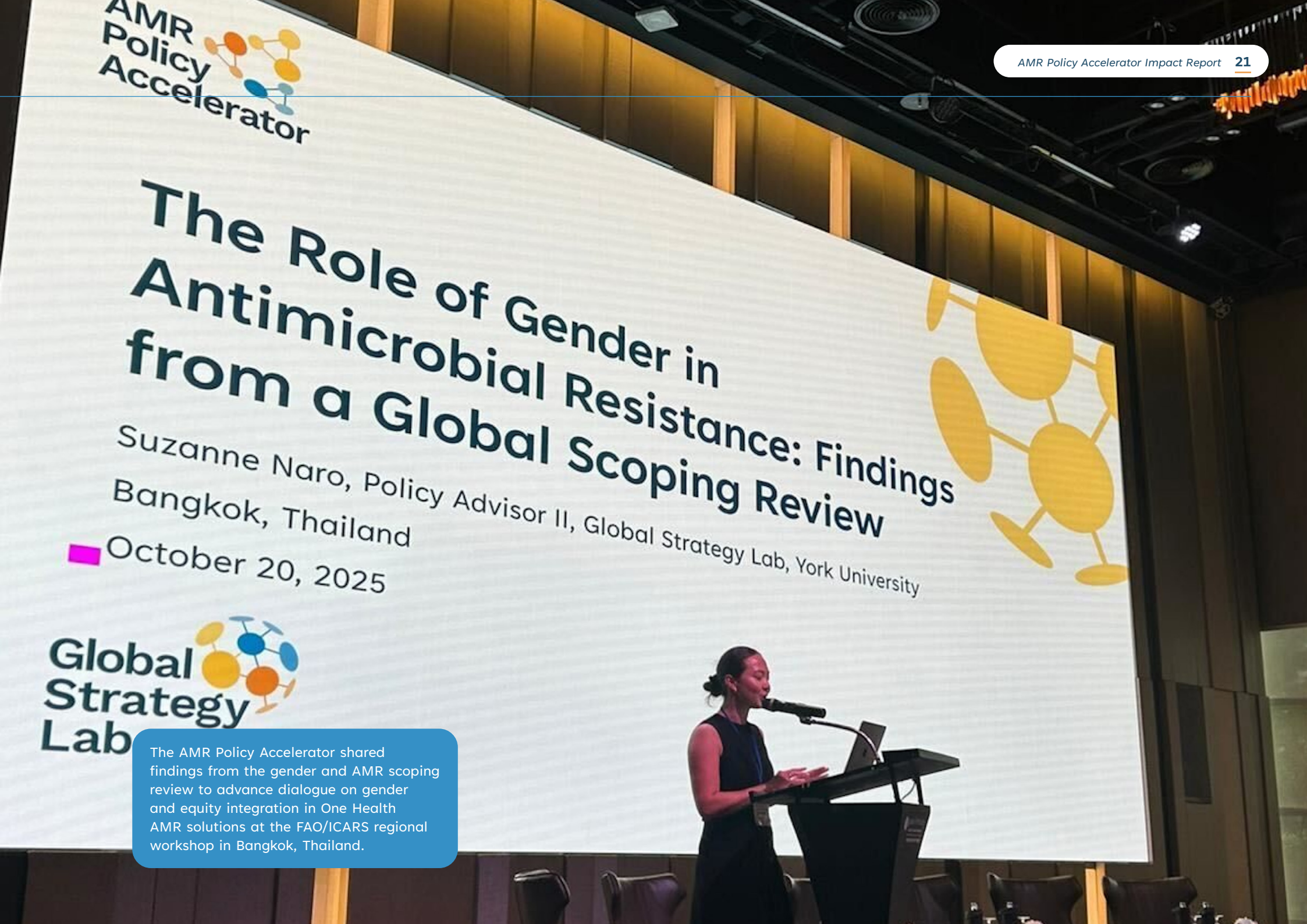
The AMR Policy Accelerator shared findings from the gender and AMR scoping review to advance dialogue on gender and equity integration in One Health AMR solutions at the FAO/ICARS regional workshop in Bangkok, Thailand.

Strengthening AMR Policymaking Capacity

AMR Policymaking Course: Navigating Policy Processes for Impact

Effective action on AMR requires policymakers and technical experts who understand the evidence and have the tools and skills to navigate complex policy systems. Now in its second year, the AMR Policymaking Course equips participants to translate evidence into policy, navigate political dynamics, and apply systems thinking to address the root causes of AMR. Each session balances theory with peer exchange, ensuring that learning is both practical and context-specific. The approach used is intentionally reciprocal: facilitators and participants co-create learning through case studies, group discussions, and local examples.

In 2025, the AMR Policy Accelerator delivered five courses — two virtual with the Pan American Health Organization (PAHO) and the Government of Tonga, and three in-person with ReAct Africa, the Canadian Antimicrobial Resistance Network (CAN-AMR), and the

EU-JAMRAI 2 Policy Group (Work Package 5) kick-off meeting. A module of the course was also delivered during a youth-focused training in Francophone Africa through the *Programme de Leadership des Jeunes,* organized by *Actions des Jeunes contre la Résistance aux Antimicrobiens* (AJRAM).

Together, our courses reached 133 participants, including policymakers, laboratory professionals, researchers, and youth advocates across One Health sectors, fostering collaboration among participants who rarely share the same training space.

An independent evaluation of the AMR Policy Accelerator and participant feedback report that participants leave the course with greater confidence in their policymaking skills, increased awareness of gender and equity issues, and a strong desire to apply new tools in their own institutions. To amplify the course's reach, it is delivered with accessibility measures, including funding, linguistic support, and hybrid options, to ensure participation across diverse contexts.

With rising demand from partners across regions, the AMR Policymaking Course has become one of the Accelerator's most visible contributions to capacity strengthening, advancing the vision set out in the 2024 UN Political Declaration on AMR to expand education, collaboration, and cross-sectoral action against antimicrobial resistance.

Box 2. AMR Policymaking Course Impacts Identified by the Independent Evaluation

- The AMR Policymaking course deepens understanding of critical policymaking considerations, resulting in strengthened policymaking and analysis skills.

- The course strengthened participants' ability to:
  - o　Align policy proposals with political and economic realities and national planning cycles.
  - o　Increase awareness of gender and equity issues.
  - o　Bolster cross-sector and intragovernmental relationships to support coordinated AMR efforts.
  - o　Develop products to communicate evidence to a broader, less technical audience.

> *The AMR Policymaking Course created a rare and practical space for policymakers to learn, reflect, and wrestle with the real-world complexities of AMR. AMR was not discussed as an abstract global threat, but as a lived health challenge affecting homes, markets, farms, clinics, and communities across Africa. I was especially encouraged by how intentionally the course integrated community and youth engagement. Policymakers left with data, practical frameworks, and insights from various African country experiences as well as a deeper understanding of what truly drives an effective and sustained AMR response.*

Niniola WIlliams

Guest Lecturer, AMR Policymaking Course Zambia
Managing Director, DRASA Health Trust

In June, a special two-day edition of our flagship AMR Policymaking Course took place at the ReAct Africa Conference 2025, bringing together 30 participants from across the continent and making the course more accessible than before.

Art × AMR: Reimagining Resistance Through Storytelling

The Art × AMR Initiative unites artists, writers, and illustrators to show how creative storytelling can reshape public and policymaker understanding of AMR. The Initiative supports projects that translate complex science into artistic experiences and inspires awareness and action on AMR. In 2025, the Accelerator provided seed funding to three pioneering projects now in active development across multiple regions.

Genesis 1928 imagines a world where penicillin was never discovered. Through community-led storytelling from Brazil to India and Uganda to the U.K. it explores local perspectives on health, authority, water, and nature, creating an immersive experience that reframes our co-existence with microbes.

What if…. Fleming had just discarded that contaminated petri dish?

…. Parallel history
…. The counter-factual
…. Antibiotics have benefits, save lives, reduce suffering
… but antibiotic use drives AMR
… would we have developed alternatives? What?
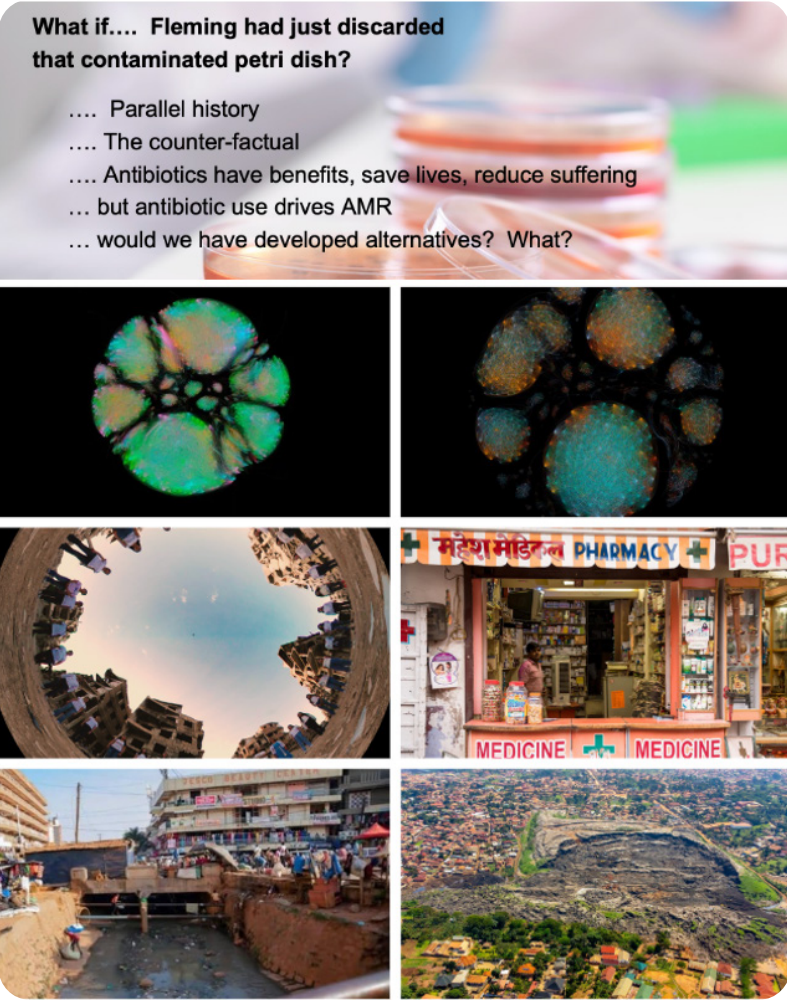
Surgeon X-tra is a project that takes the Surgeon X graphic novels, animations, documentaries and podcasts to develop a platform to release the content on-line for free. The team worked with experts with lived experience from the U.K. South Africa and India to create new comic pages, bringing the patient perspective into the story.

The Microbial Realm: The Resistance Rising brings AMR science into play. This fantasy-meets-reality game turns players into "Microbiowizards" and "Antibiotic Alchemists" who must work together to stop the spread of superbugs. The prototype is being adapted for classrooms, exhibitions, and a future tabletop release.

In November 2025, the Initiative hosted *Resistance Reimagined: Storytelling Meets Science* during World AMR Awareness Week, showcasing early prototypes and creative collaborations.

Looking Forward

This year has shown what is possible when evidence, collaboration, and creativity come together to address AMR. As we look to the coming year, we do so with a renewed commitment to supporting our partners through a rapidly changing AMR landscape.

Our contributions this year, from informing IPEA's governance and scientific priorities to expanding the reach of our Smart Choice Process and the AMR Policymaking Course, highlight the essential role of evidence-informed decision-making in shaping effective AMR action.

In the coming year, we will launch a new strategic plan that will guide our work through this next phase. This plan will sharpen our contributions to the implementation of the updated GAP-AMR, the functioning of the IPEA, and the realization of the Political Declaration. It will also strengthen our support for policymakers as they translate global commitments into national action, laying the groundwork for measurable progress by the 2026 High-Level Ministerial meeting on AMR in Abuja.

The road ahead is challenging, but the momentum has never been stronger. With partners and collaborators across sectors and regions, we are hopeful, energized, and ready to support a more equitable and effective global response to AMR.

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Thank You

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- Ethiopia: Ministry of Health; Ministry of Agriculture; Environmental Protection Authority
- International Livestock Research Institute (ILRI)
- Kenya: National Public Health Institute; Ministry of Health, Ministry of Agriculture & Livestock Development; Ministry of Environment, Climate Change & Forestry; and Ministry of Mining, Blue Economy & Maritime Affairs
- Malawi: The Government of the Republic of Malawi
- Nigeria: Nigeria Centre for Disease Control; Federal Ministry of Health & Social Welfare; Federal Ministry of Livestock Development; and Federal Ministry of Environment
- Public Health Agency of Canada
- Uganda: Baylor College of Medicine Children's Foundation Uganda, National One Health Platform
- Zambia: Zambia National Public Health Institute
- Zanzibar: The Revolutionary Government of Zanzibar
- Zimbabwe: One Health Secretariat

Creative & Communications Partners

- Roberto Hernández – Design Consultant
- Immersive Storytelling Lab (Caitin Fisher)
- Makriana Productions – Ethiopian Communications Consultants (Mesgana Yihun, Matewos Habte, Tewodros Daba, and Dagim Admasu)
- Art x AMR artists & storytellers (Kanpong Boonthaworn, Vanessa Carter, Bhakti Chavan, Caitlin Fisher, Alison Humphrey, Sarah Hyder Iqbal, Lucinda Jarrett, Madhushree Kamak, Sara Kenney, Mercy Kukundakwe, Becky McCall, Michael Mensah-Bonsu, Rob Purdie, Danielle Olsen, Sheldon Paquin, Mairéad Ruane, and Emily Scott-Dearing)

Research & Technical Partners

- International Livestock Research Institute (ILRI)
- ReAct Africa, ReAct Europe, and ReAct Asia-Pacific
- European Society of Clinical Microbiology and Infectious Diseases (ESCMID)
- European Union Joint Action on Antimicrobial Resistance and Healthcare-Associated Infections (EU-JAMRAI)
- Center for Global Development (CGD)
- Canadian Antimicrobial Resistance Network (CAN-AMR-Net)
- Baylor College of Medicine Children's Foundation
- Academic & Policy Collaborators
- Wellcome Trust
- University of Lagos
- London School of Hygiene and Tropical Medicine (LSHTM)
- University of Toronto
- The Fleming Fund
- York University

A female shepherd directing her cows. © Photo by Nag on Unsplash

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