

# Public health intelligence for a safer world

WHO Hub for Pandemic and Epidemic  
Intelligence strategy 2026–2030



World Health  
Organization

**HUB**  
Pandemic and Epidemic  
Intelligence

# Public health intelligence for a safer world

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A laboratory technician transfers a prepared sample onto a sequencing cartridge for genome sequencing analysis at the Institut Pasteur du Cambodge.

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# Foreword

Five years ago, in the midst of the COVID-19 pandemic, former German Chancellor Angela Merkel and I established the WHO Hub for Pandemic and Epidemic Intelligence in Berlin. It was born of a hard-earned lesson: that no country can keep its people safe from health threats in isolation. It requires trusted collaboration across borders.

Since its inception, the Hub has grown into an integral part of the global health security system, working closely with more than 160 Member States and 190 partners. Its new strategy charts a clear path towards 2030, uniting governments and partners around a shared goal: a world in which every country can rapidly detect and effectively respond to health threats, wherever and whenever they arise.

By building trust, mobilizing expertise and harnessing innovation, the Hub supports countries to make better public health decisions when it matters most. Together, we will ensure that no country faces emerging health threats alone.



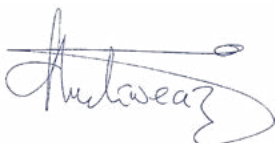
**Dr Tedros Adhanom Ghebreyesus**  
Director-General, World Health Organization

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As part of the WHO Health Emergencies Programme, the WHO Hub for Pandemic and Epidemic Intelligence is uniquely positioned at the intersection of operations and innovation. Drawing directly on operational insights from public health emergencies, the Hub helps ensure that the tools, approaches and solutions being developed are shaped and grounded in the needs of countries and regions.

Public health intelligence is where an effective emergency response begins. It is about detecting threats early and equipping decision-makers with the information they need to act quickly. The first hours and days of an emerging threat can determine its trajectory. Early detection can help contain threats before spreading more widely. Early identification and sequencing of pathogens can enable the rapid development of diagnostics, therapeutics and vaccines. Together, they enable faster and more effective public health action to ultimately save lives and reduce the impact of emerging threats.

This new strategy marks an important new chapter in the Hub's journey. Building on the achievements and learnings of its first five years, the strategy sets out its vision of how to build public health intelligence for the future. It envisions a world in which innovations are adopted quickly and equitably, and in which intelligence reaches those who need it faster, so that timely decisions can stop health threats from becoming full-blown crises.



**Dr Chikwe Ihekweazu**  
Executive Director, WHO Health Emergencies Programme

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# Abbreviations

|                |                                                    |
|----------------|----------------------------------------------------|
| <b>AI</b>      | Artificial intelligence                            |
| <b>The Hub</b> | The WHO Hub for Pandemic and Epidemic Intelligence |
| <b>EIOS</b>    | Epidemic Intelligence from Open Sources            |
| <b>IPSN</b>    | International Pathogen Surveillance Network        |
| <b>WHO</b>     | World Health Organization                          |

# 1 Why the world needs the WHO Hub for Pandemic and Epidemic Intelligence

*Public health intelligence is the first line of protection against health threats. It enables threats to be detected early and gives decision-makers the understanding they need to act.*

No single country or institution can build the future of public health intelligence alone. The WHO Hub for Pandemic and Epidemic Intelligence in Berlin (the Hub) exists to bring countries, partners and innovators together to strengthen the capabilities the world needs to detect, understand and respond to health threats.

As the political landscape shifts and technology creates new opportunities, the world needs an institution that can build trust across a diverse global ecosystem and unlock capabilities that cannot be created in isolation. The Hub is anchored in the need for collective capability to keep people safe from health threats.

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**The global community is facing diverse, interconnected and intensifying health threats**

Health threats affect people in every region of the world. Increasingly, they unfold within a polycrisis, where infectious disease outbreaks, conflicts, natural disasters and other emergencies interact and reinforce one another. At the same time, they occur within a changing epidemiological context shaped by the growing burden of chronic diseases and wider social, economic and environmental pressures.

The climate crisis is amplifying many health threats, while people living in fragile, conflict-affected and vulnerable settings are often disproportionately affected. Together, these factors make health threats more difficult to detect, understand and respond to, increasing the need for stronger public health intelligence. Because these threats increasingly cross borders, sectors and disciplines, no country or institution can address them alone.

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## Public health intelligence is the first line of protection against emerging threats

Public health intelligence enables decision-makers at local, national, regional and global levels to detect health threats early, understand the risks they pose and make timely, informed decisions. It brings together diverse sources of information to build a clearer picture of emerging risks, helping to target public health interventions where they will have the greatest impact. In an increasingly complex world, trusted public health intelligence is our first line of protection, enabling faster decisions that protect people, reduce disruption and save lives. Public health intelligence is therefore not only a technical capability, but also a collaborative capability applied across sectors, built through trusted relationships, shared knowledge and coordinated action.

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## Leveraging WHO's operational experience to solve system-wide challenges

The Hub is uniquely positioned within the WHO Health Emergencies Programme, combining a global mandate with direct operational insight from public health emergencies. This connection ensures that the Hub's work is grounded in the evolving needs of countries and regions, enabling it to develop practical solutions that strengthen public health intelligence across entire systems. By linking operational experience, technical innovation and global collaboration, the Hub helps turn emerging capabilities into routine practice that benefits all Member States.

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## Preparedness has improved, but real gaps remain

Countries and partners have made significant progress in disease surveillance and public health intelligence, but these advances are not yet shared equally. Many countries still lack the systems needed to rapidly detect, assess and respond to emerging health threats, as highlighted by the Global Preparedness Monitoring Board [\(1\)](#). Where surveillance remains fragmented and under-resourced, health threats are detected too late, limiting opportunities for early action and more targeted, less disruptive responses. The priority now is to build on what works, extend these capabilities to every country and ensure that no country faces emerging health threats alone.

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## **A shifting political and multilateral setting requires us to adapt**

Global politics are shifting, national priorities are changing and resources are tightening, making effective global coordination more important than ever (2). Yet countries continue to recognize that public health intelligence is a global public good that depends on sustained international cooperation. This commitment is reflected in the Pandemic Agreement, adopted by Member States in May 2025 as the first legally binding framework for pandemic preparedness and response (3). It is reinforced by wider multilateral reforms, including the Humanitarian Reset (4) and the Accra Reset (5). Together, these developments reinforce the need for a trusted global institution that brings countries and partners together to strengthen public health intelligence and turn international commitments into action. In this more fragmented environment, WHO's ability to convene countries around shared priorities becomes more important, not less.

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## **Technology advances quickly and offers us new opportunities to understand health threats**

Artificial intelligence (AI) can turn vast streams of information into early warning signals, connect data across previously incompatible systems and help decision-makers interpret complex risks. New technologies are also transforming how health threats are detected and understood. Genomic sequencing can identify an unknown pathogen within hours, while portable sequencing and wastewater surveillance are moving detection closer to where threats emerge. Together, these advances create an unprecedented opportunity to strengthen public health intelligence. Their value depends on countries being able to adopt, trust and use them within connected systems supported by responsible governance and international cooperation.

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**Better public health intelligence requires new ways of collaborating across sectors and disciplines.**

The next generation of public health intelligence will depend less on what individual organizations can achieve alone and more on how effectively they work together. As the global health ecosystem becomes more diverse, with public health agencies, research institutions, technology partners and other actors playing increasingly important roles, trust and shared ways of working will become essential.

Since its establishment in 2021, the Hub has grown into a global network spanning more than 160 Member States and 190 partners. Looking towards 2030, the Hub is uniquely positioned to draw on its strategic location in Germany and WHO's global health mandate to build trust across an increasingly diverse global health ecosystem and unlock collective capability for public health intelligence.

No single country or institution can build the future of public health intelligence alone. The WHO Hub for Pandemic and Epidemic Intelligence (WHO Hub in Berlin) exists to bring countries, partners and innovators together to strengthen the capabilities the world needs to detect, understand and respond to health threats.

## 2 What the Hub wants to achieve by 2030

*The Hub aspires to detect and understand a new health threat within 24 hours of its emergence. Its vision is a world where emerging health threats do not turn into crises. Its mission is to advance public health intelligence so that every country can rapidly detect and effectively manage health threats, wherever and whenever they emerge.*

By 2030, the Hub aims to help create a global public health intelligence ecosystem in which countries and partners routinely collaborate, share trusted intelligence and adopt innovations together. Four strategic objectives will guide its contribution towards this vision, mission and aspiration. Together, these objectives describe the capabilities that countries and the global public health intelligence ecosystem will need by 2030.

### Strategic Objective 1

#### Stronger public health surveillance systems

The Hub supports countries to build the governance, capabilities and competencies needed for effective, agile and resilient surveillance. The Hub works with national public health agencies as key partners to generate and use timely public health intelligence. Strengthening disease surveillance is the foundation of both national and global health security. These systems cannot be built during a crisis, nor can they stand alone, so the Hub helps countries strengthen them in advance, ensuring decision-makers have the intelligence they need when it matters most. The Hub promotes and combines multiple approaches and data sources, because no single sector or system can capture the full complexity of health threats.

### Strategic Objective 2

#### Faster detection of threats through innovations

The Hub will build scalable intelligence systems that integrate open-source, laboratory and genomic intelligence into routine public health workflows, enabling earlier detection and assessment of health threats. As the technologies that drive early detection continue to advance, the Hub will support countries to adopt and scale them. AI-enabled scanning, faster testing and low-cost genomic sequencing only deliver value when they are widely accessible and integrated into connected intelligence systems. By 2030, the goal is to ensure these technologies reach the countries that need them most and that the insights they generate support faster, better-informed decisions.

### Strategic Objective 3

#### Better decisions through applied analytics and knowledge translation

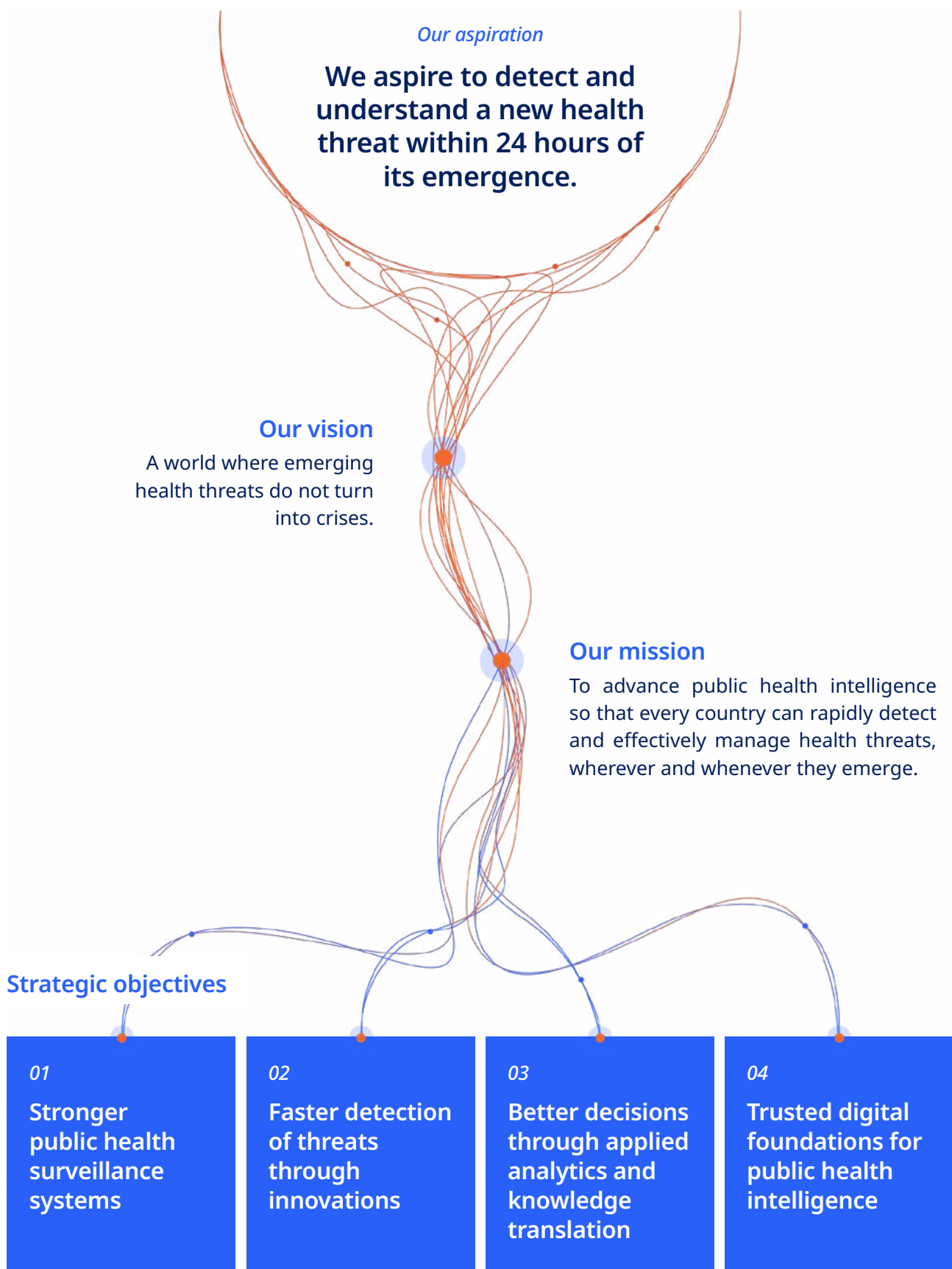
The Hub aims for decision-makers to routinely use trends, projections and scenarios to guide preparedness, response planning and real-time outbreak management. The greatest challenge in an emergency is turning complex analysis into clear options that leaders can weigh under pressure. Too often, this analytical capacity is built from scratch during each crisis instead of being maintained between emergencies. The Hub connects and builds trusted communities of analysts, makes accessible ready-to-use tools that turn data into actionable intelligence and decision-support systems that present results in plain language.

### Strategic Objective 4

#### Trusted digital foundations for public health intelligence

The Hub aims for countries to exchange and use public health intelligence seamlessly across sectors and borders through connected, responsibly governed digital and AI systems. AI, bioinformatics and other digital technologies have enormous potential, but fragmented data and weak interoperability often limit their impact. Public health intelligence is often produced in different formats, held in disconnected systems and governed by unclear rules, making it harder to share, combine and use when it matters most. The Hub will advance common standards for public health intelligence that enable secure information exchange while strengthening trust, governance and shared incentives across institutions. Together, these efforts will improve the flow of public health intelligence across sectors and borders when it is needed most.

Figure 1: The Hub's strategy



# 3 How the Hub delivers

*The Hub was established in 2021. Today, it works with more than 160 Member States and over 190 partner organizations and networks. In just five years, the Hub has become a key part of the global public health intelligence ecosystem.*

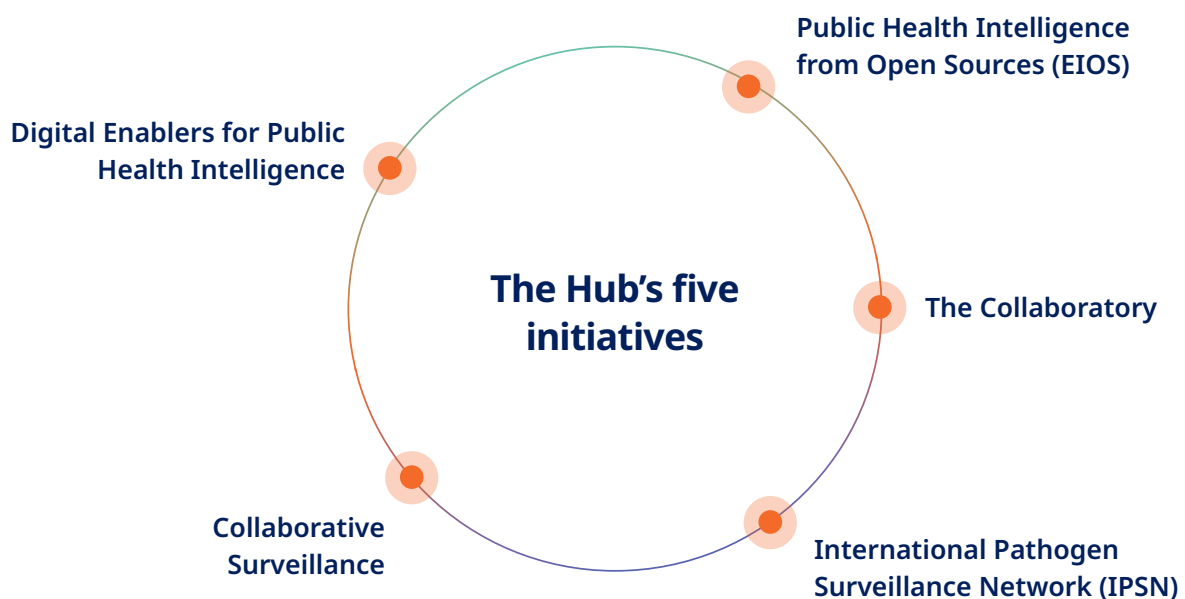
The Hub contributes both through what it delivers and how it works. Its five initiatives strengthen essential capabilities for surveillance, detection, analysis and digital cooperation. Across this work, the Hub acts as a convener of partners, a catalyst for innovation and a mobilizer of expertise and resources.

To achieve the ambition of detecting and understanding new health threats within 24 hours of their emergence, the Hub will focus on the five initiatives where it can make its greatest contribution. These initiatives will be delivered in partnership with countries and the wider public health intelligence community.

## The Hub's five initiatives

Together, the five initiatives strengthen the institutions, technologies, analytical capabilities, digital foundations and partnerships needed for the next generation of public health intelligence. Each initiative makes a distinct contribution, but their greatest value comes from how they connect and reinforce one another.

Figure 2: The Hub's five initiatives



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## Collaborative Surveillance

Collaborative Surveillance strengthens the institutions, systems and partnerships that underpin public health surveillance. It promotes a shared approach that connects capabilities across health threats, sectors, time frames and geographies. Through the National Public Health Agencies initiative, the Hub has worked with more than 120 countries and partners to develop a common framework for stronger surveillance. In Africa, the Health Security Partnership to Strengthen Disease Surveillance is implementing Collaborative Surveillance in countries across Africa to strengthen biosecurity and preparedness. By 2030, the Hub will work with countries and partners to make Collaborative Surveillance the global standard for public health surveillance, backed by sustainable investment and national ownership.

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## Public Health Intelligence from Open Sources

The Epidemic Intelligence from Open Sources (EIOS) initiative enables earlier detection and assessment of emerging health threats by identifying and analysing signals from publicly available information. It combines a best-in-class intelligence platform with a global community of experts to detect, validate and share public health intelligence. Building on the launch of EIOS 2.0 in 2025, the Hub will continue to develop advanced AI capabilities to strengthen automated signal detection, analysis and risk assessment. Today, EIOS supports a global community that includes more than 125 Member States and 30 regional and international organizations. By 2030, EIOS will be the world's trusted public health intelligence initiative by combining the broadest range of information sources, the most advanced analytics and AI capabilities and the largest global community of public health intelligence experts.

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## The Collaboratory

The Collaboratory enables countries and partners to better understand and characterize emerging health threats. This initiative brings together experts from across modelling, epidemiology, data science and related disciplines to build collaborative networks, co-develop innovative approaches and reusable analytical tools and resources. Today, the Collaboratory connects a growing global network of communities of practice that apply cutting-edge analytics to public health challenges in real time. By 2030, the Collaboratory will help make the world better prepared to rapidly understand and characterize new health threats wherever they emerge and collectively bring together emerging evidence for public health action.

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## International Pathogen Surveillance Network

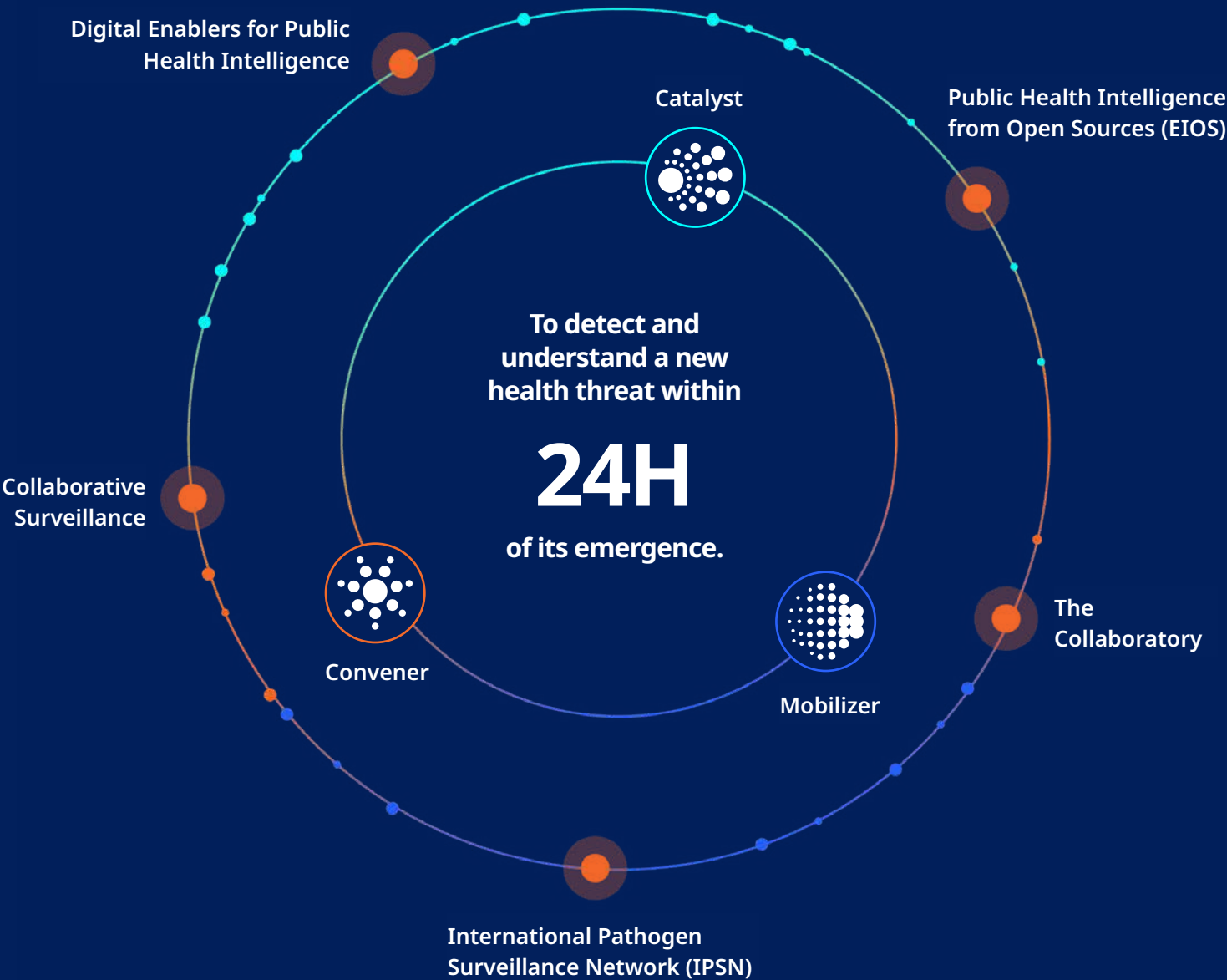
The International Pathogen Surveillance Network (IPSN) enables countries and partners to rapidly identify, confirm and understand emerging infectious diseases. IPSN strengthens public health intelligence by integrating diagnostic innovation, genomic sequencing and bioinformatics as core components of surveillance systems. Today, IPSN is building a trusted global network of partners to strengthen and scale up pathogen detection for public health surveillance. By 2030, IPSN will improve public health intelligence for infectious threats by strengthening surveillance systems' ability to rapidly detect, understand and monitor emerging pathogens.

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## Digital enablers for public health intelligence

Digital enablers strengthen the data, technology and AI foundations that underpin public health intelligence. They enable countries and partners to securely connect, share and analyse data while accelerating the development and adoption of trusted technologies and AI for public health intelligence. Today, the Hub is bringing together leading technology, public health and research partners to identify, develop and scale up the capabilities that will underpin the future of public health intelligence. By 2030, public health intelligence systems will leverage trusted digital, technological and AI foundations that enable every country to benefit from the latest innovations in public health intelligence.

Figure 3: How the Hub delivers its work



## How the Hub acts as a catalyst, convener and mobilizer



### Convener of partners across sectors and regions

No single organization can deliver the next generation of public health intelligence alone. WHO's global network of regional and country offices, collaborating centres and partners provides an unparalleled platform for bringing together governments, national public health agencies, regional centres for disease control, academia, technology partners and international organizations. As part of the WHO Health Emergencies Programme, the Hub combines WHO's power to convene partners using new models of collaboration that build trust among communities of practice. This enables partners to combine their complementary strengths to detect, understand and respond to health threats more effectively.



### Mobilizer of resources and expertise

Strengthening public health intelligence requires sustained investment and coordinated action. The Hub helps align technical expertise, funding and partnerships behind shared priorities, ensuring that limited resources are directed where they can have the greatest impact. By connecting funders, innovators and implementing partners, the Hub helps translate ambition into practical solutions that countries can adopt and scale.



### Catalyst for innovation across the ecosystem

Innovation creates value only when it is adopted and applied. The Hub accelerates the identification of priority research themes and the translation of research into practice by connecting researchers, countries and operational partners around shared priorities for public health intelligence. By identifying promising innovations, promoting common approaches and supporting their evaluation and adoption, the Hub helps ensure that new knowledge leads more quickly to better public health decisions.

## 4 Public health intelligence in 2030

*By 2030, countries will be better able to detect and understand emerging health threats within hours rather than days. Public health intelligence will draw on stronger surveillance systems, connected digital foundations and trusted networks that bring together expertise across sectors, disciplines and borders.*

Countries and partners will routinely use open-source intelligence, laboratory and genomic data, advanced analytics and AI to build a clearer picture of emerging risks. These capabilities will be supported by common approaches, responsible governance and sustained international cooperation, allowing innovations to be adopted more quickly and intelligence to move more effectively to those who need it.

The Hub will have contributed by strengthening national and global capabilities, connecting a diverse public health intelligence ecosystem and helping countries and partners work towards shared goals. Its success will ultimately be measured by whether threats are detected earlier, understood faster and managed before they become crises.

The WHO Hub in Berlin will have contributed by strengthening national and global capabilities, connecting a diverse public health intelligence ecosystem and helping countries and partners work towards shared goals.

# 5 Closing remarks – moving forward together

The world around us is changing at extraordinary speed. New technologies and scientific advances are expanding the boundaries of what we once thought possible. We don't know what the world will look like in 2030, or what challenges we will face along the way. What we do know is that the WHO Hub for Pandemic and Epidemic Intelligence was created to push the boundaries of what is possible in public health. That spirit has shaped the Hub from the beginning and remains at the heart of who we are.

One of the most remarkable parts of this journey has been seeing the Hub grow from an idea into what it is today. What began as an ambitious vision is now a vibrant centre in Berlin, filled with talented and dedicated people who bring extraordinary expertise and energy to our shared mission. Every day, I have the privilege of working alongside colleagues and partners who are willing to ask difficult questions, challenge assumptions and explore new ways to protect people from health threats.

Our Strategy 2030 marks the next chapter in this journey. It sets out our vision of a world in which every country has the capabilities it needs to detect and understand health threats early and act before they escalate into crises. I am excited by how we can harness new technologies and build innovative partnerships to push public health intelligence even further. Achieving our vision will require trust, openness and a willingness to keep changing as the world changes around us.

On behalf of everyone at the Hub, I would like to thank Member States, partners, donors and supporters for the trust and commitment you have shown us. The Hub exists because of what we have built together, and its future success will be the result of that same spirit of collaboration. I look forward to continuing this journey with you.

**Oliver Morgan**

**Head of the WHO Hub for Pandemic and Epidemic Intelligence**

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Participants during an Public Health Intelligence from Open Sources (EIOS) workshop at the WHO Hub for Pandemic and Epidemic Intelligence in Berlin.

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2030 Aspiration

To detect and understand  
a new health threat within  
24 hours of its emergence.

World Health Organization  
20 Avenue Appia  
1211 Geneva 27  
Switzerland  
[who.int](http://who.int)