




# Symptoms of a broken system: the gender gaps in COVID-19 decision-making

Kim Robin van Daalen <sup>1,2</sup>, Csongor Bajnoczki,<sup>3</sup> Maisoon Chowdhury,<sup>2</sup> Sara Dada,<sup>2,4</sup> Parnian Khorsand,<sup>2</sup> Anna Socha,<sup>3</sup> Arush Lal,<sup>2</sup> Laura Jung,<sup>2,5</sup> Lujain Alqodmani,<sup>6</sup> Irene Torres <sup>7</sup>, Samiratou Ouedraogo,<sup>8,9</sup> Amina Jama Mahmud,<sup>10,11</sup> Roopa Dhatt,<sup>2</sup> Alexandra Phelan,<sup>12</sup> Dheepa Rajan <sup>3</sup>

**To cite:** van Daalen KR, Bajnoczki C, Chowdhury M, *et al*. Symptoms of a broken system: the gender gaps in COVID-19 decision-making. *BMJ Global Health* 2020;**5**:e003549. doi:10.1136/bmjgh-2020-003549

**Handling editor** Seye Abimbola

Received 27 July 2020  
Revised 22 August 2020  
Accepted 24 August 2020

A growing chorus of voices are questioning the glaring lack of women in COVID-19 decision-making bodies. Men dominating leadership positions in global health has long been the default mode of governing. This is a symptom of a broken system where governance is not inclusive of any type of diversity, be it gender, geography, sexual orientation, race, socio-economic status or disciplines within and beyond health – excluding those who offer unique perspectives, expertise and lived realities. This not only reinforces inequitable power structures but undermines an effective COVID-19 response – ultimately costing lives.

By providing quantitative data, we critically assess the gender gap in task forces organised to prevent, monitor and mitigate COVID-19, and emphasise the paramount exclusion of gender-diverse voices.

## RETREATING TO THE NON-INCLUSIVE DEFAULT MODE OF GOVERNANCE

The global community was unprepared as COVID-19 struck. As a result, countries swiftly established expert and decision-making structures through traditional processes: reaching out to government ministry directors, prominent experts and heads of well-known institutions. Most of these positions are typically held by men, as evidenced by our analysis of 115 expert and decision-making COVID-19 task forces from 87 countries: 85.2% of identified national task forces (n=115) contain mostly men, only 11.4% contain predominantly women and a mere 3.5% exhibit gender parity.\* Similarly, 81.2% (n=65) of these task forces were headed by men (table 1).

Men were overrepresented in global task forces to a similar extent to that of national

## Summary box

- ▶ Despite numerous global and national commitments to gender-inclusive global health governance, COVID-19 followed the usual modus operandi –excluding women's voices. A mere 3.5% of 115 identified COVID-19 decision-making and expert task forces have gender parity in their membership while 85.2% are majority men.
- ▶ With 87 countries included in this analysis, information regarding task force composition and membership criteria was not easily publicly accessible for the majority of United Nations Member States, impeding the ability to hold countries accountable to previously made commitments.
- ▶ Lack of representation is one symptom of a broken system where governance is not inclusive of gender, geography, sexual orientation, race, socio-economic status or disciplines within and beyond health – ultimately excluding those who offer unique perspectives and expertise.
- ▶ Functional health systems require radical and systemic change that ensures gender-responsive and intersectional practices are the norm – rather than the exception.
- ▶ Open, inclusive and transparent communication and decision-making must be prioritised over closed-door or traditional forms of governance.
- ▶ Data collection and governance policies must include sex and gender data, and strive for an intersectionality approach that includes going beyond binary representation in order to produce results that are inclusive of the full gender spectrum.

task forces (table 2). For instance, the WHO's first, second and third International Health Regulations Emergency committees consisted of 23.8%, 23.8% and 37.5% women, respectively. Expert groups, compared with decision-making committees, more frequently had higher proportions of women or gender parity, reflecting potential societal biases and stereotypes in terms of gender



© Author(s) (or their employer(s)) 2020. Re-use permitted under CC BY. Published by BMJ.

For numbered affiliations see end of article.

### Correspondence to

Ms Kim Robin van Daalen;  
krv22@cam.ac.uk

**Table 1** Identified national COVID-19 task forces

#	Country (Reference)	Name of the task force convened	Type of task force	Gender	Women head of force	Public	Women head of gov	Note
1	Albania <sup>23</sup>	Technical Committee of Experts(for Covid-19) "Komiteti i Ekspertëve"	Expert	8W; 3M (11 total) 72.7%W	Unknown	Yes	No, Edi Rama	N/A
2	Algeria <sup>24</sup>	National Committee for Monitoring and Follow-up of the Corona Virus (Covid-19) لجنة متابعة وتتبع فيروس كورونا المستجد في الجزائر	Expert	0W; 11M (11 total) 0%W	No, Abderahmane Ben Bouzid	Yes	No, Abdelaziz Djerad	N/A
3	Argentina <sup>25,26</sup>	Committee of medical and scientific experts "Comité de expertos médicos y científicos"	Expert	4W; 6M (10 total) 40%W	Unknown	Yes	No, Alberto Fernández	N/A
4	Armenia <sup>27,28</sup>	Interdepartmental Commission for Coordinating the Prevention of the Spread of the new Coronavirus "Հիշգրտարարական համագործակցության միջազգային կոորդինացիոն կոմիտե" IT working group modelling spread of coronavirus in Armenia (No formal name)	Decision-making  Expert	4W; 10M (14 total) 28.6%W  0W; 12M (12 total) 0%W	No, Arsen Torosyan  Unknown	Yes  Yes	No, Nikol Pashinyan	N/A  Photo reference(s) were used to determine gender composition.
5	Australia <sup>29-32</sup>	Australian National COVID-19 Coordination Commission	Decision-making	2W; 6M (8 total) 25%W	No, Neville Power	Yes	No, Scott Morrison	N/A
		Australian Health Protection Principal Committee	Decision-making	3W; 6M (9 total) 33.3%W	No, Brendan Murphy	Yes		N/A
6	Austria <sup>33</sup>	Coronavirus Taskforce "Hausinternen Stabs der Coronavirus-Taskforce"	Decision-making	6W; 4M (10 total) 60%W	Unknown	Yes	No, Sebastian Kurz	N/A
		Advisory Team to the Coronavirus Taskforce "Beraterstabs der Coronavirus-Taskforce"	Expert	5W; 13M (18 total) 27.8%W	Unknown	Yes		N/A
7	Bahamas <sup>34,35</sup>	National Coordination Committee on COVID-19	Decision-making	6W; 11M (17 total) 35.3%	Yes (co-chair), Pearl McMillan and Matt Aubry	Yes	No, Hubert Minnis	N/A
8	Bahrain <sup>36</sup>	National Taskforce for Combating Coronavirus (COVID-19) لجنة مكافحة فيروس كورونا في البحرين	Decision-making and expert	2W; 3M (5 total) 40%	Unknown	Yes	No, Khalifa bin Salman Al Khalifa	N/A
9	Bangladesh <sup>37</sup>	National Committee for Prevention and Control of Covid-19 "জাতীয় কমিটি কে-১৯-এর প্রতিরোধ ও নিয়ন্ত্রণের জন্য"	Decision-making	4W; 28M (32 total) 12.5%W	No, Zahid Maleque	Yes	Yes, Sheikh Hasina	N/A
10	Belgium <sup>38,39</sup>	Scientific Committee for Coronavirus "Wetenschappelijk comité Coronavirus" "Comité scientifique Coronavirus"	Expert	3W; 2M (5 total) 60%W	No, Steven van Gucht	Yes	Yes, Sophie Wilmes	N/A

Continued

Table 1 Continued

#	Country (Reference)	Name of the task force convened	Type of task force	Gender	Women head of force	Public	Women head of gov	Note
11	Benin <sup>40</sup>	Interdepartmental Committee "Comité interministériel"	Decision-making	0W; 4M (4 total) 0%W	No, unknown	Yes	No, Patrice Talon	N/A
12	Bhutan <sup>41</sup>	Health Emergency Management Committee	Decision-making	2W; 11M (13 total) 15.4% W	Yes, Lyonpo Dechen Wangmo	Yes	No, Lotay Tshering	N/A
		Technical Advisory Group	Expert	2W; 11M (13 total) 15.4%W	No, Sithar Dorjee	Yes		N/A
13	Bolivia <sup>42</sup>	Scientific Advisory Council "Consejo Científico Asesor para la lucha contra COVID-19 en Bolivia"	Expert	2W; 6M (8 total) 25%W	No, Carlos Javier Cuellar	Yes	Yes, Jeanine Añez	N/A
14	Botswana <sup>43</sup>	COVID-19 Task Force Team	Expert	0W; 4M (4 total) 0%W	No, unknown	Yes	No, Mokgweetsi Masisi	N/A
15	Brazil <sup>44–49</sup>	Interministerial Executive Group on Public Health Emergency of National and International Importance "Grupo Executivo Interministerial de Emergência em Saúde Pública de Importância Nacional e Internacional" Crisis Committee for Supervision and Monitoring of Covid-19 Impacts "Comitê de Crise para Supervisão e Monitoramento dos Impactos da Covid-19"	Decision-making  Unclear	1W; 8M (9 total) 11.1%W  1W; 21M (22 total) 4.5%W	Unknown  Unknown	Yes  Yes	No, Jair Bolsonaro  No, Jair Bolsonaro	N/A  N/A
16	Bulgaria <sup>50</sup>	Medical Council "Медицинския мозъчен тръст"	Expert	5W; 11M (16 total) 31.3%W	Unknown	Yes	No, Boyko Borisov	Committee was dispersed (functioned until 4 April)
17	Burkina Faso <sup>51</sup>	Name unknown	Decision-making & Expert	5W; 14M (19 total) 26.3%W	Unknown	No	No, Christophe Joseph Marie Dabiré	N/A
18	Cape Verde <sup>52–54</sup>	Council of Ministers "Conselho de Ministros"	Decision-making	3W; 12M (15 total) 20%W	Unknown	Yes	No, Ulisses Correia e Silva	N/A
19	Canada <sup>55–59</sup>	Cabinet Committee on the federal response to the coronavirus disease (COVID-19)  Special Advisory Committee on COVID-19	Decision-making  Expert	4W; 4M (8 total) 50%W  12W; 11M (23 total) 52.2%W	Yes, Chrystia Freeland  Yes, Theresa Tam and Sadiq Shahab	Yes  Yes	No, Justin Trudeau  Yes, Theresa Tam and Sadiq Shahab	N/A  N/A

Continued

**Table 1** Continued

#	Country (Reference)	Name of the task force convened	Type of task force	Gender	Women head of force	Public	Women head of gov	Note
20	Chad <sup>60</sup>	<b>Scientific Committee for Covid-19</b> "Comité Scientifique Covid-19"	Expert	4W; 33M (37 total) 10.8%W	Unknown	No	No, Idriss Déby	N/A
21	Chile <sup>61</sup>	<b>Scientific Advisory Council for Covid-19</b> "Consejo científico asesor por Covid-19"	Expert	4W; 6M (10 total) 40%W	Unknown	Yes	No, Sebastián Piñera	N/A
22	China <sup>62-66</sup>	<b>Central Leading Group on Responding to the Novel Coronavirus Disease Outbreak</b> "Xinxing guānzhuàng bìngdú gǎnrǎn xíng feiyán zhōngyāng língdǎo xiǎozǔ"	Decision-making	1W; 8M (9 total) 11.1%W	No, Li Keqiang	Yes	No, Li Keqiang	N/A
		<b>Central Steering Group</b> (unofficial name) "Zhōngyāng zhǐdǎo xiǎozǔ"	Other	2W; 10M (12 total) 16.7%W	Yes, Sun Chunlan	Yes		N/A
23	Colombia <sup>67</sup>	<b>Contingency plan to respond to the emergency by COVID-19</b> "Plan de contingencia para responder ante la emergencia por COVID-19"	Decision-making	5W; 9M (14 total) 35.7%W	Unknown	Yes	No, Iván Duque	N/A
24	Comoros <sup>68</sup>	<b>Comité National de Coordination – Cadre de Gestion et de Coordination de la Crise du Covid-19</b> "National Coordination Committee - Management and Coordination Framework for the Covid-19 Crisis"	Decision-making & expert	2W; 33M (35 total) 5.7%W	Unknown	No	No, Azali Assoumani	N/A
25	Congo <sup>69</sup>	<b>National coordination for the management of the coronavirus pandemic</b> "Coordination nationale de gestion de la pandémie de coronavirus (COVID-19)"	Decision-making	3W; 12M (15 total) 20%W	Yes, Jacqueline Lydia Mikolo	Yes	No, Clément Mouamba	N/A
26	Costa Rica <sup>70</sup>	<b>The National Commission for Risk Prevention and Emergency Attention</b> "La Comisión Nacional de Prevención de Riesgos y Atención de Emergencias (CNE)"	Decision-making	3W; 17M (20 total) 15%W	No, Alexander Solís Delgado	Yes	No, Carlos Alvarado Quesada	N/A
27	Côte d'Ivoire <sup>71</sup>	<b>The scientific committee</b> "Le comité scientifique"	Expert	1W; 5M (6 total) 16.7%W	Unknown	No	No, Amadou Gon Coulibaly	N/A
28	Cuba <sup>72 73</sup>	<b>The working group for the prevention and control of COVID-19</b> "El grupo de trabajo para la prevención y el control de la COVID-19"	Decision-making	5W; 10M (15 total) 33.3%W	No, Miguel Díaz-Canel Bermúdez, Manuel Marrero Cruz and Salvador Valdés Mesa	Yes	No, Manuel Marrero Cruz	Photo reference(s) were used to determine gender composition. This may not be complete.

Continued

Table 1 Continued

#	Country (Reference)	Name of the task force convened	Type of task force	Gender	Women head of force	Public	Women head of gov	Note
29	Cyprus <sup>74-76</sup>	<b>Council of Ministers</b>	Decision-making	1W; 11M (12 total) 8.3%W	No, Nicos Anastasiades	Yes	No, Nicos Anastasiades	N/A
30	Democratic People's Republic of Korea <sup>77,78</sup>	<b>(enlarged) Political Bureau</b>	Decision-making	1W; 47M (48 total) 2.1%W	No, Kim Jong-un	Yes	No, Kim Jong-un	Photo reference(s) were used to determine gender composition.
31	Democratic Republic of the Congo <sup>79-81</sup>	<b>Multisectoral crisis committee</b> "Comité multisectoriel de crise"	Decision-making	3W; 16M (19 total) 15.8%W	No, Sylvestre Ilunga Ilunkamba	Yes	No, Sylvestre Ilunga Ilunkamba	Photo reference(s) were used to determine gender composition.
32	Djibouti <sup>82,83</sup>	<b>Management Committee of the National Solidarity Fund against Coronavirus</b> "Comité de gestion du Fonds national de solidarité contre le Coronavirus (FNSSC)"	Other	2W; 10M (12 total) 16.7%W	No, Révérend Dominique Mukanya	Yes	N/A	N/A
33	Dominican Republic <sup>84</sup>	<b>Steering committee</b> "Comité de pilotage"	Decision-making	1W; 9M (10 total) 10%W	No, Abdoukader Kamil Mohamed	Yes	No, Abdoukader Kamil Mohamed	N/A
34	Ecuador <sup>85,86</sup>	<b>Emergency and Health Management Committee to Combat COVID-19</b> "Comité de Emergencia y Gestión Sanitaria para el Combate del COVID-19"	Decision-making and expert	1W; 6M (7 total) 14.3%W	No, Amado Alejandro Baez	Yes	No, Danilo Medina	N/A
35	Estonia <sup>87</sup>	<b>COVID-19 Technical Team</b> "Mesa Técnica COVID-19"	Expert	8W; 23M (31 total) 25.8%W	Unknown	Yes	No, Lenín Moreno	N/A
		<b>National Epidemiological Coordination</b> "Coordinación Nacional de Vigilancia Epidemiológica"	Expert	3W; 2M (5 total) 60%W	Unknown	Yes	N/A	N/A
		<b>Government Commission</b> "Valitsuskomisjon"	Decision-making	1W; 9M (10 total) 10%W	No, Jüri Ratas	Yes	No, Jüri Ratas	N/A
		<b>Scientific Advisory Board</b> "Teadusnõukoda"	Expert	3W; 2M (5 total) 60%W	Yes, Irja Lutsar	Yes	Yes	N/A

Continued

Table 1 Continued

#	Country (Reference)	Name of the task force convened	Type of task force	Gender	Women head of force	Public	Women head of gov	Note
36	Eswatini <sup>88</sup>	National Emergency Management Committee	Decision-making	3W; 8M (11 total) 27.27%W	No, Themba N. Masuku	Yes	No, Ambrose Mandvulo Dlamini	N/A
		National Emergency Task Force	Other	7W; 21M (28 total) 25%W	Unknown	Yes		N/A
37	Ethiopia <sup>89, 90</sup>	COVID19 National Ministerial Committee	Decision-making	2W; 2M (four total) 50%W	Unknown	Yes	No, Abiy Ahmed	N/A
		National COVID-19 advisory committee	Expert	6W; 17M (23 total) 26.1%M	Unknown	Yes		N/A
38	Finland <sup>91, 92</sup>	Working group on essential work-related travel and other traffic	Other	11W; 7M (18 total) 61.1%W	Yes, Sonja Hämmäläinen	Yes	Yes, Sanna Marin	N/A
		Working group to examine realisation of children's rights in aftermath of coronavirus	Other	4W; 2M (6 total) 66.6%W	No, Esa Iivonen	Yes		N/A
39	France <sup>93-96</sup>	The Covid-19 Scientific Council "Le Conseil Scientifique Covid-19"	Expert	2W; 9M (11 total) 18.2%W	No, Jean-François Delfraissy	Yes	No, Édouard Philippe	N/A
		Research and expertise analysis committee "Comité analyse recherche et expertise"	Expert	5W; 7M (12 total) 41.7%W	Yes, Françoise Barré-Sinoussi	Yes		N/A
40	Gabon <sup>97</sup>	Scientific committee on the Coronavirus epidemic "Comité scientifique sur l'épidémie à Coronavirus (CS Covid-19)"	Expert	1W; 7M (8 total) 12.5%W	Yes, Pr Marielle Bouyou Akothé	Yes	No, Julien Nkoghe Bekale	N/A
41	Ghana <sup>98, 99</sup>	Inter-Ministerial Coordinating Committee (IMCC) on Decentralisation (IMCCoD)	Decision-making	3W; 7M (10 total) 30%W	Unknown	Yes	No, Nana Akufo-Addo	N/A
42	Greece <sup>100</sup>	Commission for the Management of Emergency Events due to Infectious Diseases	Decision-making and expert	8W; 18M (26 total) 30.8%W	Unknown	Yes	No, Kyriakos Mitsotakis	N/A
43	Grenada <sup>101-103</sup>	Name unknown	Decision-making and expert	0W; 5M (five total) 0%W	No, unknown	Yes	No, Keith Mitchell	N/A

Continued

Table 1 Continued

#	Country (Reference)	Name of the task force convened	Type of task force	Gender	Women head of force	Public	Women head of gov	Note
44	Guinea <sup>104-106</sup>	<b>Scientific Council for Response to the Coronavirus Disease Pandemic</b> "Conseil scientifique de riposte contre la pandémie de la maladie à coronavirus (COVID-19)" <b>Interministerial Committee for the Fight against the Coronavirus-19 epidemic</b> "Comité Interministeriel de Lutte contre L'épidémie de Coronavirus-19"	Expert  Decision-making	3W; 14M (17 total) 17.6%W  3W; 19M (22 total) 13.6% W	Yes, Pr Yolande Izazy  No, Ibrahima Kassory Fofana	Yes  No	No, Ibrahima Kassory Fofana	N/A  N/A
45	Haiti <sup>107</sup>	<b>Scientific unit to fight against the coronavirus</b> "Cellule scientifique pour lutter contre le coronavirus"	Expert	2W; 12M (14 total) 14.3%W	No, Patrick Dely	Yes	No, Joseph Jouthé	N/A
46	Hungary <sup>86-87</sup>	<b>Communication unit on the pandemic</b> "Cellule de communication sur la pandémie" <b>Operational Staff (Coronaviral Defence Operational Staff)</b> "Koronavírus-fertőzés Elleni Védekezésért Felelős Operatív Törzs"	Other  Decision-making	1W; 10M (11 total) 9.1%W  1W; 14M (15 total) 6.7%W	No, Eddy Jackson Alexis  No, Sándor Pintér and Miklós Kásler	Yes  Yes	No, Viktor Orbán	N/A  N/A
47	India <sup>108</sup>	<b>COVID-19 Task Force</b>	Decision-making and expert	2W; 14M (16 total) 12.5%W	No, Narendra Modi	Yes	No, Narendra Modi	N/A
48	Iraq <sup>109-110</sup>	<b>High Committee for the National Health and Safety to combat Coronavirus</b> "هيئتة عليا للصحة والسلامة الوطنية لمكافحة فيروس كورونا"	Decision-making	0W; 24M (24 total) 0%W	No, Adel Abdul Mahdi	Yes	No, Mustafa Al-Kadhimi	N/A
49	Ireland <sup>111-113</sup>	<b>National Public Health Emergency Team (NPHE)</b>	Decision-making	13W; 19M (32 total) 40.6%W	No, Tony Holohan	Yes	No, Micheál Martin	N/A
50	Italy <sup>114-117</sup>	<b>Expert advisory group on COVID-19</b>  <b>Operational Committee on Coronavirus for Civil Protection</b> "Comitato tecnico Scientifico per l'emergenza Coronavirus" <b>Scientific Technical Committee</b> "Comitato Tecnico Scientifico"  <b>Task force tech anti-Covid-19</b>	Expert  Decision-making  Expert  Other	8W; 10M (18 total) 44.4%W  2W; 5M (7 total) 28.6%W  0W; 7M (7 total) 0%W  18W; 56M (74 total) 24.3%W	Yes  Yes  Yes  Yes	No  No, Giuseppe Conte  No, Agostino Miozzo  Yes, Fidelia Cascini (co-chair)	N/A  N/A  N/A  N/A	
51	Jamaica <sup>118</sup>	<b>COVID-19 Economic Recovery Task Force</b>	Decision-making	4W; 18M (22 total) 18.18%W	No, Nigel Clarke	Yes	No, Andrew Holness	N/A

Continued

Table 1 Continued

#	Country (Reference)	Name of the task force convened	Type of task force	Gender	Women head of force	Public	Women head of gov	Note
52	Japan <sup>119 120</sup>	Novel Coronavirus Infectious Disease Control Expert Committee	Expert	2W; 10M (12 total) 16.7%W	Unknown	Yes	No, Shinzo Abe	N/A
		Special mission task force on remote medicine	Other	4W; 4M (8 total) 50%W	Unknown	Yes		N/A
53	Kenya <sup>121 122</sup>	National Emergency Response Committee	Decision-making	4W; 17M (21 total) 19%W	No, Mutahi Kagwe	Yes	No, Uhuru Kenyatta	N/A
54	Lao People's Democratic Republic <sup>123</sup>	National Taskforce Committee for Covid-19 Prevention and Control	Decision-making	0W; 11M (11 total) 0%W	No, Somdy Douangdy	Yes	No, Thongloun Sisoulith	N/A
55	Libya <sup>124</sup>	Supreme Committee for Combating COVID-19 لجنة مكافحة فيروس كورونا Medical Advisory Committee مجلس استشاري طبي	Decision-making Expert	1W; 3M (4 total) 25%W 2W; 9M (11 total) 18.18%W	No, Abdel Razeq al-Nadhuri Yes, Fathia Al-Uraibi and Ahmed Al-Hassi	Yes Yes	No, Fayez al-Sarraj N/A	N/A N/A
56	Lithuania <sup>125 126</sup>	Committee responsible for COVID-19 management (Official name unclear)	Decision-making	0W; 11M (11 total) 0% W	No, Saulius Skvernells	Yes	No, Saulius Skvernells	N/A
57	Luxembourg <sup>127</sup>	Advisory Council to accompany the measures decided as part of the fight against COVID-19	Expert	3W; 5M (8 total) 37.5%W	Unknown	Yes	No, Xavier Bettel	N/A
58	Malawi <sup>128</sup>	Special Cabinet Committee on Coronavirus	Decision-making	1W; 10M (11 total) 9.1%W	No, Jappie Mtuwa Mhango	Yes	No, Lazarus McCarthy Chakwera	N/A
59	Mali <sup>129 130</sup>	Crisis Committee "Le Comité de crise" Scientific and Technical Committee of the National Public Health Institute "Comité Scientifique et Technique de l'Institut National de Santé Publique -INSP"	Decision-making Expert	0W; 12M (12 total) 0%W 1W; 9M (10 total) 10%W	No, Akory Agikhane No, Ousmane Koita	No No	No, Boubou Cissé	N/A N/A
60	Myanmar <sup>131 132</sup>	Coronavirus Disease 2019 (COVID-19) Control and Emergency Response Committee	Decision-making	0W; 10M (10 total) 0%W	No, U Myint Swe	Yes	Yes, Aung San Suu Kyi	N/A

Continued



**Table 1** Continued

#	Country (Reference)	Name of the task force convened	Type of task force	Gender	Women head of force	Public	Women head of gov	Note
61	Netherlands <sup>133</sup>	<b>Outbreak Management Team</b> (No Dutch name)	Expert	6W; 3M (9 total) 67%	No, Jaap van Dissel	Yes	No, Mark Rutte	The list here consists of the permanent members and excludes the invited members.
62	New Zealand <sup>134</sup>	<b>Epidemic Response Select Committee</b>	Expert	4W; 7M (11 total) 36.4%W	Unknown	Yes	Yes, Jacinda Ardern	The committee was disestablished on 26 May 2020.
63	Niger <sup>135</sup>	<b>The Advisory Committee</b> "Le Comité Consultatif"	Expert	1W; 12M (13 total) 7.7%W	No, Alkache Alhada	No	No, Brigi Rafini	N/A
64	Nigeria <sup>136</sup>	<b>Presidential Task Force for the Control of the Coronavirus</b>	Decision-making	1W; 11M (12 total) 8.3%W	No, Garbu Shehu	Yes	No, Muhammadu Buhari	N/A
65	Oman <sup>137</sup>	<b>High level Ministerial Committee on Corona Development</b> نوعيته اذ تاروطتلا عم لماعتل هولما تحب هفل اهل ايلعلا فنجللا ديفوك انوروك سوريف راشنا	Decision-making	1W; 9M (10 total) 10%W	No, Hammoud bin Faisal Al Busaidi	No	No, Haitham bin Tariq	N/A
66	Paraguay <sup>138</sup>	<b>Emergency Operations Centre of the Ministry of Public Health and Social Welfare to give a national response to the eventual Coronavirus pandemic</b> "Centro de Operaciones de Emergencia del Ministerio de Salud Pública y Bienestar Social para dar respuesta nacional de la eventual Pandemia por Coronavirus"	Decision-making and expert	2W; 6M (8 total) 25%W	Unknown	Yes	No, Mario Abdo Benítez	N/A
67	Philippines <sup>139</sup>	<b>Inter-Agency task force</b>  <b>National task force Covid-19</b> "National Disaster Risk Reduction and Management Council - NDRRMC"	Decision-making	0W; 4M (4 total) 0%W	No, Francisco T. Duque, Karlo Nograles, and Roy Cimatu	No	No, Rodrigo Duterte	N/A
			Decision-making	0W; 4M (4 total) 0%W	No, Delfin Negrillo Lorenzana	No		N/A

Continued



Table 1 Continued

#	Country (Reference)	Name of the task force convened	Type of task force	Gender	Women head of force	Public	Women head of gov	Note
68	Portugal <sup>140, 141</sup>	<b>Task Force for operationalisation and implementation of measures for prevention and control of infection with new Coronavirus – COVID-19</b> "Task Force para a operacionalização e a implementação de medidas para prevenção e controlo da infeção por novo Coronavirus - COVID-19"	Decision-making & expert	44W; 32M (76 total) 57.9% W	Yes, Graça Freitas	Yes	No, António Costa	N/A
69	Qatar <sup>142</sup>	<b>National Council for Public Health</b> "Conselho Nacional de Saúde"	Decision-making and expert	6W; 15M (21 total) 28.6%W	Unknown	Yes		N/A
70	Saudi Arabia <sup>143</sup>	<b>Supreme Committee on Disaster Management</b> "المجالس القومية للإدارة والوقاية من الكوارث"	Decision-making	1W; 15M (16 total) 6.25%W	No, Sheikh Khalid bin Khalifa bin Abdul Aziz Al Thani	Yes	No, Sheikh Khalid bin Khalifa bin Abdul Aziz Al Thani	N/A
71	Saudi Arabia <sup>143</sup>	<b>Designated Committee to Monitor Corona Pandemic</b> "لجنة مراقبة كورونا"	Decision-making	0W; 17M (17 total) 0.0%W	No, Unknown	Yes	No, Saliman bin Abdulaziz Al Saud	N/A
71	Serbia <sup>144</sup>	<b>Crisis Team for the Control of Infectious Diseases COVID-19</b> "Кризисни штаб за сузбијање заразне болести COVID-19"	Decision-making	6W; 21M (27 total) 16.7%W	Yes, Ana Brnabić, and Zlatibor Lončar (co-chairs with two others)	Yes	Yes, Ana Brnabić	This list excludes the additional engaged experts, only including the formal members.
72	Singapore <sup>145</sup>	<b>Multi-Ministry Taskforce on Wuhan Coronavirus</b>	Decision-making	1W; 10M (11 total) 9.1%W	No, Gan Kim Yong and Lawrence Wong	Yes	No, Lee Hsien Loong	N/A
73	South Africa <sup>146, 147</sup>	<b>Ministerial Advisory Committees on COVID-19</b>	Expert	30W; 24M (54 total) 55.6%W	No, Salim S. Abdool Karim	Yes	No, Cyril Ramaphosa	N/A
74	South Sudan <sup>148</sup>	<b>High Level Task Force Committee to take Extra Precautionary Measures in Combating the Spread of Coronavirus Disease (COVID-19)</b>	Decision-making	3W; 13M (16 total) 18.8%W	No, Salva Kiir Mayardit	No	No, Salva Kiir Mayardit	N/A
75	Spain <sup>149, 150</sup>	<b>Scientific Technical Committee COVID-19</b> "el Comité Científico Técnico COVID-19"	Expert	3W; 4M (7 total) 42.9%W	Unknown	Yes	No, Pedro Sánchez	N/A
76	Sri Lanka <sup>151, 152</sup>	<b>Presidential Task Force on economic revival and poverty eradication</b>	Other	1W; 30M (31 total) 3.2%W	No, Basil Rajapaksa	Yes	No, Gotabaya Rajapaksa	N/A

Continued

**Table 1** Continued

#	Country (Reference)	Name of the task force convened	Type of task force	Gender	Women head of force	Public	Women head of gov	Note
77	Sweden <sup>153</sup>	Management Team of the Public Health Agency "Folkhälsomyndighetens ledningsgrupp"	Unclear	5W; 2M (7 total) 71.4%W	No, Johan Carlson	Yes	No, Stefan Löfven	N/A
78	Switzerland <sup>154-156</sup>	Swiss National COVID-19 Science Task Force	Expert	2W; 5M (7 total) 28.6%W	No, Matthias Egger	Yes	Yes, Simonetta Sommaruga	N/A
79	Thailand <sup>157</sup>	Corona Crisis Team of the Federal Council "Krisenstab des Bundesrats Corona"	Decision-making	2W; 12M (14 total) 14.3%W	Yes, Simonetta Sommaruga	Yes		N/A
80	Togo <sup>158, 159</sup>	National committee for controlling the spread of COVID-19 "คณะกรรมการแห่งชาติเพื่อควบคุมการแพร่กระจายของ COVID-19"	Decision-making	0W; 28M (28 total) 0%W	No, Prayut Chan-o-cha	No	No, Prayut Chan-o-cha	N/A
81	Trinidad & Tobago <sup>160</sup>	COVID-19 Pandemic Crisis Management Unit "Cellule sectorielle de la gestion de la crise à la Pandémie de covid-19"	Decision-making and Expert	2W; 9M (11 total) 18.2%W	Unknown	Yes	No, Komi Sélom Klassou	N/A
82	Turkey <sup>161</sup>	Team for COVID-19 'Road to Recovery' (Official name unknown)	Decision-making	1W; 21M (22 total) 4.5%W	No, Keith Rowley	Yes	No, Keith Rowley	N/A
83	Uganda <sup>162</sup>	Coronavirus Scientific Committee "Koronavirüs Bilim Kurulu"	Expert	14W; 22M (36 total) 39.9%W	Unknown	Yes	No, Recep Tayyip Erdoğan	N/A
84	United Kingdom <sup>163-165</sup>	National Response Fund to COVID-19  New and Emerging Respiratory Virus Threats Advisory Group  Advisory Committee on Dangerous Pathogens  Joint Committee on Vaccination and Immunisation	Other  Expert  Expert  Expert	3W; 12M (15 total) 20%W  2W; 14M (16 total) 12.5%W 3W; 13M (16 total) 18.8%W 4W; 16M (20 total) 20%W	No, Emmanuel Katongole	Yes  Yes  Yes	No, Ruhakana Rugunda  No, Boris Johnson  No, Thomas Evans  No, Andrew Pollard	Information was obtained through Wikipedia and sources references on the Wikipedia page.  N/A  N/A  N/A

Continued

Table 1 Continued

#	Country (Reference)	Name of the task force convened	Type of task force	Gender	Women head of force	Public	Women head of gov	Note
85	United States <sup>166-168</sup>	White House Coronavirus Task Force	Decision-making	2W; 20M (22 total) 9.1%W	No, Donald Trump	Yes	No, Donald Trump	N/A
		Centres for Disease Control and Prevention (CDC) COVID-19 Response Team	Expert	14W; 3M (17 total) 82.4%W	Unknown	Yes		N/A
86	Uruguay <sup>169</sup>	Committee of Scientific Experts in Crisis Management "Comité de Expertos Científicos en Gestión de la Crisis"	Expert	1W; 6M (7 total) 14.3%W	No, Julio Rolon Vicioso	Yes	No, Luis Lacalle Pou	N/A
87	Vietnam <sup>170</sup>	National Steering Committee for COVID-19 Prevention and Control "Ban chỉ đạo quốc gia về phòng chống và kiểm soát COVID-19"	Decision-making	1W; 13M (14 total) 7.1%W	No, Đỗ Xuân Tuyên	No	No, Nguyễn Xuân Phúc	N/A

roles. In the USA, for example, the White House Coronavirus Task Force consists of 9.1% women, whereas the chief public health agency's COVID-19 Response Team contains 82.4% women. Evidently, COVID-19 governance followed the usual modus operandi, despite numerous global and national commitments to gender-responsive health governance.

This analysis was based on a large-scale effort collecting data on COVID-19 global and national decision-making and expert bodies for 193 UN Member States through a crowdsourcing effort, targeted grey literature searches, and outreach to national governments or World Health Organization (WHO) country offices. Data collection was completed June 2020. Gender was determined based on prefixes, pronouns and online bibliographies (table 3). Most information pertaining to task force construction, leadership and membership criteria (eg, expertise) was not easily accessible nor publicly available, impeding research and, ultimately, the ability to hold countries accountable to previously made commitments.

### THE DEFAULT GOVERNANCE MODE IS LOSING OUT ON KEY PERSPECTIVES AND EXPERTISE

While current evidence suggests direct COVID-19 severity and mortality is higher for men, women are disproportionately burdened by compounded social and economic impacts.<sup>1,2</sup> Decision-making bodies which are neither inclusive nor diverse can easily overlook the reality that COVID-19 acts as a multiplier of pre-existing gender-based inequities. Many governments established COVID-19 response measures which disregarded women's higher levels of income loss, expanded and unpaid family care responsibilities, and gendered poverty rates. Ignorance of these implications exacerbates (lifetime) poverty and hunger.<sup>3</sup> Response measures often do not account for women's increased exposure to domestic and sexual violence or their loss of access to essential health services. Furthermore, many lockdown policies do not consider maternal and reproductive health service as essential care.<sup>4-6</sup> Experiences from Ebola and Zika demonstrated rises in maternal morbidity and mortality, unwanted pregnancies and unsafe abortions.<sup>3</sup> Despite being publicly praised with hollow applause, the majority of COVID-19 frontline health and social workforce are women who are underpaid, unpaid or are not recognised as essential at all. Failure to adequately provide resources and personal protective equipment exacerbates disease transmission and disproportionately harms workers in the health and social care sectors, which are predominated by women.<sup>7</sup> The situation is even more dire for marginalised individuals, such as those identifying as non-binary, transgender or genderqueer, as they are forced to navigate the discriminatory impacts of gender-based quarantine guidelines, which authorise specific days when women or men are allowed in public. As seen in Panama, this often led to harassment, abuse, arrest and fines of transgender people who were wrongfully profiled.<sup>8-10</sup>

**Table 2** Identified global COVID-19 task forces

#	Name of the task force convened	Gender	Women head of force	Public	Women head of international body	Note
1	World Health Organization (WHO) – China Joint Mission Team <sup>171</sup>	3W; 22 M (25 total) 12% W	No, Bruce Aylward	Yes	No, Tedros Adhanom Ghebreyesus	List includes members and advisors
2	WHO International Health Regulations (IHR) Emergency Committee for Pneumonia due to the Novel Coronavirus 2019-nCoV <sup>172</sup>	5W; 16 M (21 total) 23.8% W	No, Didier Houssin	Yes	No, Tedros Adhanom Ghebreyesus	List includes members and advisors
3	WHO International Health Regulations Second Emergency Committee <sup>173</sup>	5W; 16M (21 total) 23.8%W	No, Didier Houssin	Yes	No, Tedros Adhanom Ghebreyesus	List includes members and advisors
4	WHO International Health Regulations Third Emergency Committee for COVID-19 <sup>174</sup>	12W; 20 M (32 total) 37.5% W	No, Didier Houssin	Yes	No, Tedros Adhanom Ghebreyesus	List includes members and advisors
5	European Union (EU) COVID-19 Coordinating Response Team <sup>175</sup>	4W; 2M (6 total) 66.7% W	Yes, Ursula von der Leyden	Yes	Yes, Ursula von der Leyden	N/A
6	EU Commission's advisory panel on COVID-19 <sup>176</sup>	2W; 6M (8 total) 25% W	Unknown	Yes	Yes, Ursula von der Leyden	N/A
7	Africa Taskforce on Coronavirus Preparedness and Response <sup>177</sup>	2W; 14M (16 total) 12.5% W	No, John Nkengasong	Yes	N/A	Joint effort of the African Union and Africa CDC

### EFFECTIVE CHANGE CALLS FOR BOLD SOLUTIONS

The exclusion of women and gender minorities stems from a host of factors including inherent conscious and unconscious biases, discrimination, workplace culture and gendered expectations. Unfortunately, this is not new. Although women comprise 70% of the global health workforce, they hold only 25% of senior decision-making roles. Women from the Global South are particularly underrepresented at global level holding less than 5% of senior leadership roles. This exclusion creates a vicious cycle where perspectives and knowledge of large segments of the population continue to be excluded.<sup>11 12</sup> One cannot expect a different result by replicating this same broken cycle over and over again. A 'new default' mode of diverse and intersectional governance is sorely needed to face future crises head-on and guide a healthy and equitable COVID-19 recovery. Reaching a critical mass of women in leadership – even as result of intentional selection or quotas – benefits governance processes through the disruption of groupthink, the introduction of novel viewpoints, a higher quality of monitoring and management, more effective risk management and robust deliberation.<sup>13</sup>

Interestingly, countries with women leaders have been associated with implementing particularly effective COVID-19 responses and have been better at reducing COVID-19 negative impacts (fewer deaths per capita, a lower peak in daily deaths and lower excess mortality). A

recent study indicated that countries with women in positions of leadership suffered six times fewer deaths from COVID-19 as countries with governments led by men.<sup>14</sup> Recognising the effectiveness of countries led by women may help in understanding the underlying prerequisites of effective leadership. Societies who elect female leaders may share a different set of values and perspectives, including gender equality, than more traditional societies.<sup>15</sup> Countries where women lead seem to have political institutions and cultures that have prepared for inclusive governance being practised prior to COVID-19, influencing their COVID-19 response.

Gender quotas can establish a standard to redress inequalities in the public realm and enable more effective decision-making through gender parity. Increasing women's representation is a key step towards addressing inequalities- but it cannot stop there.<sup>16 17</sup> More women in leadership positions does not necessarily lead to changes in social norms nor does it guarantee the gender-responsive, gender-mainstreamed policies needed to mitigate the gendered vulnerabilities of pandemics. Women are not automatically gender-inclusive advocates, nor are men inevitably gender-exclusive.<sup>17 18</sup> Furthermore, gender intersects with additional factors that act as significant barriers to healthcare access and participation. This requires recognising inequities across ability, race, income, ethnicity, class, religion and geography, and intentionally prioritising programmes and resources

**Table 3** Identification of national COVID-19 task forces

Category	#	UN member states
Able to identify complete task force information of at least one task force formed in response to COVID-19.	87	Albania; Algeria; Argentina; Armenia; Australia; Austria; Bahamas; Bahrain; Bangladesh; Belgium; Benin; Bhutan; Bolivia; Botswana; Brazil; Bulgaria; Burkina Faso; Cape Verde; Canada; Chad; Chile; China; Colombia; Comoros; Congo; Costa Rica; Côte d'Ivoire; Cuba; Cyprus; Democratic People's Republic of Korea; Democratic Republic of the Congo; Djibouti; Dominican Republic; Ecuador; Estonia; Eswatini; Ethiopia; Finland; France; Gabon; Ghana; Greece; Grenada; Guinea; Haiti; Hungary; India; Iraq; Ireland; Italy; Jamaica; Japan; Kenya; Lao People's Democratic Republic; Libya; Lithuania; Luxembourg; Malawi; Mali; Myanmar; Netherlands; New Zealand; Niger; Nigeria; Oman; Paraguay; Philippines; Portugal; Qatar; Saudi Arabia; Serbia; Singapore; South Africa; South Sudan; Spain; Sri Lanka; Sweden; Switzerland; Thailand; Togo; Trinidad & Tobago; Turkey; Uganda; United Kingdom; United States; Uruguay; Vietnam
Able to identify the name of at least one task force formed in response to COVID-19, but not the task force composition.	44	Afghanistan; Angola; Antigua and Barbuda; Azerbaijan; Belize; Burundi; Cambodia; Central African Republic; Equatorial Guinea; Fiji; Gambia; Guinea-Bissau; Iceland; Indonesia; Jordan; Latvia; Lebanon; Liberia; Liechtenstein; Madagascar; Maldives; Malaysia; Mauritius; Micronesia; Mongolia; Morocco; Mozambique; Namibia; Nauru; Nepal; Pakistan; Republic of Korea; Republic of Moldova; Rwanda; Saint Kitts and Nevis; Saint Lucia; Saint Vincent and the Grenadines; Samoa; Senegal; Sierra Leone; Suriname; Tonga; Tunisia; Zimbabwe
Able to identify the existence of at least one task force formed in response to COVID-19 but not the name or the task force composition.	7	Denmark; Kiribati; Kuwait; Mexico; Seychelles; Solomon Islands; Somalia
Not able to identify the existence of at least one task force formed in response to COVID-19.	55	Andorra; Barbados; Belarus; Bosnia and Herzegovina; Brunei Darussalam; Cameroon; Croatia; Czech Republic; Dominica; Egypt; El Salvador; Eritrea; Georgia; Germany; Guatemala; Guyana; Honduras; Iran; Israel; Kazakhstan; Kyrgyzstan; Lesotho; Malta; Marshall Islands; Mauritania; Monaco; Montenegro; Nicaragua; North Macedonia; Norway; Palau; Papua New Guinea; Panama; Peru; Poland; Romania; Russian Federation; San Marino; Sao Tome and Principe; Slovakia; Slovenia; Sudan; Syrian Arab Republic; Tajikistan; Timor-Leste; Turkmenistan; Tuvalu; Ukraine; United Arab Emirates; United Republic of Tanzania; Uzbekistan; Vanuatu; Venezuela; Yemen; Zambia

with an intersectional, inclusive lens. It is critical to highlight the gender-specific impacts of health threats, collect gender disaggregated data (as done for COVID-19 by Global Health 50/50)<sup>19</sup> and leverage female experts (like WGH Operation 50/50).<sup>20</sup> Claiming to not find any qualified women in global health is ultimately an unjustifiably poor excuse for excluding diverse perspectives. Systemic and cultural change must address traditional norms and attitudes, and embrace holistic gender-mainstreaming practices. This deep-rooted change is critical to ensure that health services and policies mitigate the adverse socio-economic impacts of COVID-19 and adequately meet the needs and safety of all populations.<sup>17 21</sup>

### GOING FURTHER THAN GENDER BINARIES

Despite employing colloquial binary terms such as 'men' and 'women' to denote gender, we reiterate that gender is non-binary, socially produced, self-identified and complex. In a non-pandemic scenario, we would have sought to conduct a survey to self-identify gender, with appropriate ethics review, privacy and data protections in place. By relying on binary definitions of "gender,"

research initiatives (such as this one) and governance, emphasise the inability of current data to produce results that include the full gender spectrum. This means an entire segment of the population is misrepresented and side-lined from policy decisions that affect them. Promoting and integrating mechanisms that ensure inclusive intersectional data collection is one of the systemic changes needed for fair governance.

### INCLUSIVITY AND TRANSPARENCY SHOULD BE AT THE CORE OF THE 'NEW NORMAL'

Our data exhibit what has become a disturbingly accepted pattern in global health governance. Collective efforts in policy-making continue to overlook opportunities to create inclusive and comprehensive decision-making, echoing gender inequalities in other areas such as academia and the sciences.<sup>22</sup> The COVID-19 pandemic response requires inclusion of diverse perspectives, experiences and expertise in global health leadership. First, international and national task forces need to ensure diversity, particularly across gender, but also in terms of ethnic, racial, cultural, geographic and disability groups

in decision-making and expert advisory bodies. Increasing representation and gender parity is a first step, but functional health systems require radical and systemic change that ensures gender-inclusive and intersectional practices are the norm – rather than the exception. Second, quick action in emergency scenarios is repeatedly used as a justification to sidestep transparency and restrict communication in the name of health security. Crises are precisely when transparent procedures and clear communication are required the most. Rather than relying on closed-door governance, open and transparent communication and decision-making should become the norm. Third, data collection and governance policies need to go beyond binary representation in order to produce results that are inclusive of the full gender spectrum.

A future with resilient health systems depends on radical action to establish decision-making groups that reflect the populations they represent, in the time of COVID-19 and beyond. Leaving these voices unheard today sets a precedent for continued silence in the years to come.

#### Author affiliations

- <sup>1</sup>Cardiovascular Epidemiology Unit, Cambridge University, Cambridge, UK
- <sup>2</sup>Women in Global Health, Washington, District of Columbia, USA
- <sup>3</sup>UHC2030 Alliance, Health Systems Governance Collaborative, World Health Organization, Geneva, Switzerland
- <sup>4</sup>Vayu Global Health Foundation, Boston, Massachusetts, USA
- <sup>5</sup>Leipzig University, Leipzig, Germany
- <sup>6</sup>Education and Agriculture Together (EAT) Foundation, Oslo, Norway
- <sup>7</sup>Fundacion Octaedro, Quito, Ecuador
- <sup>8</sup>McGill University, Montreal, Quebec, Canada
- <sup>9</sup>Institut National de Santé Publique du Québec (INSPQ), Montreal, Quebec, Canada
- <sup>10</sup>Women in Global Health, Garowe, Somalia
- <sup>11</sup>Department of Women's and Children's Health, Uppsala University Department of International Maternal and Child Health, Uppsala, Sweden
- <sup>12</sup>Center for Global Health Science & Security, Georgetown University, Washington, District of Columbia, USA

**Twitter** Irene Torres @lairene1

**Acknowledgements** The authors are grateful to all people that provided information in our crowdsourcing effort and the Gender and COVID-19 working group for their input and thoughts.

**Contributors** All authors contributed to the design and implementation of the research, to the analysis of the results and to the writing of the manuscript.

**Funding** The authors have not declared a specific grant for this research from any funding agency in the public, commercial or not-for-profit sectors. Kim van Daalen is funded by the Gates Cambridge Scholarship (OPP1144) and received funding for publication from the Gates Foundation.

**Disclaimer** The views expressed in this article are those of the authors alone and do not represent the policies or views of the affiliated institutions.

**Competing interests** None declared.

**Patient consent for publication** Not required.

**Provenance and peer review** Not commissioned; externally peer reviewed.

**Data availability statement** Data generated or analysed during this study are included in this published article.

**Open access** This is an open access article distributed in accordance with the Creative Commons Attribution 4.0 Unported (CC BY 4.0) license, which permits others to copy, redistribute, remix, transform and build upon this work for any purpose, provided the original work is properly cited, a link to the licence is given, and indication of whether changes were made. See: <https://creativecommons.org/licenses/by/4.0/>.

**Author note** \*Gender parity in task force composition is defined as 45-55% women.

#### ORCID iDs

Kim Robin van Daalen <http://orcid.org/0000-0001-6955-9708>

Irene Torres <http://orcid.org/0000-0002-0516-3090>

Dheepa Rajan <http://orcid.org/0000-0001-8733-0560>

#### REFERENCES

- 1 Jin J-M, Bai P, He W, *et al*. Gender differences in patients with COVID-19: focus on severity and mortality. *Front Public Health* 2020;8:152.
- 2 Robertson T, Carter ED, Chou VB, *et al*. Early estimates of the indirect effects of the COVID-19 pandemic on maternal and child mortality in low-income and middle-income countries: a modelling study. *Lancet Glob Health* 2020;8:e901–8.
- 3 Wenham C, Smith J, Davies SE, *et al*. *Women are most affected by pandemics – lessons from past outbreaks*. Nature Publishing Group, 2020.
- 4 Taub A, Bradley J. As domestic abuse rises, UK failings leave victims in peril: the New York Times, 2020. Available: <https://www.nytimes.com/interactive/2020/07/02/world/europe/uk-coronavirus-domestic-abuse.html> [Accessed 13 Jul 2020].
- 5 Bayefsky MJ, Bartz D, Watson KL. Abortion during the Covid-19 pandemic – ensuring access to an essential health service. *N Engl J Med* 2020;382:e47.
- 6 Menendez C, Gonzalez R, Donnay F, *et al*. Avoiding indirect effects of COVID-19 on maternal and child health. *Lancet Glob Health* 2020;8:e863–4.
- 7 Topping A. Sexism on the Covid-19 frontline: 'PPE is made for a 6ft 3in rugby player': The Guardian, 2020. Available: <https://www.theguardian.com/world/2020/apr/24/sexism-on-the-covid-19-frontline-ppe-is-made-for-a-6ft-3in-rugby-player> [Accessed 25 Jul 2020].
- 8 Human Rights Watch (HRW). Panama: set transgender-sensitive quarantine guidelines, 2020. Available: <https://www.hrw.org/news/2020/04/23/panama-set-transgender-sensitive-quarantine-guidelines> [Accessed 25 Jul 2020].
- 9 Human Rights Watch (HRW). Panama: government takes step to end quarantine gender discrimination, 2020. Available: <https://www.hrw.org/news/2020/05/18/panama-government-takes-step-end-quarantine-gender-discrimination> [Accessed 13 Jul 2020].
- 10 Human Rights Campaign. How transgender and non-binary communities around the world are being impacted by COVID-19, 2020. Available: <https://www.hrc.org/blog/how-transgender-and-non-binary-communities-are-impacted-by-COVID19-globally> [Accessed 13 Jul 2020].
- 11 Shannon G, Jansen M, Williams K, *et al*. Gender equality in science, medicine, and global health: where are we at and why does it matter? *Lancet* 2019;393:560–9.
- 12 Keynejad RC, Mekonnen FD, Qabile A, *et al*. Gender equality in the global health workplace: learning from a Somaliland-UK paired institutional partnership. *BMJ Glob Health* 2018;3:e001073.
- 13 Dhir AA. *Challenging boardroom homogeneity: corporate law, governance, and diversity*. Cambridge University Press, 2015.
- 14 Coscieme L, Fioramonti L, Mortensen LF, *et al*. Women in power: female leadership and public health outcomes during the COVID-19 pandemic. *medRxiv* 2020.
- 15 Wilkinson R, Pickett K. *The spirit level: why more equal societies almost always do better*. London, UK: Penguin Books Ltd, 2009.
- 16 Tadros M. Introduction: quotas – add women and stir? *IDS Bull* 2010;41:1–10.
- 17 Davies SE, Harman S, Manjoo R, *et al*. Why it must be a feminist global health agenda. *Lancet* 2019;393:601–3.
- 18 True J, Mintrom M. Transnational networks and policy diffusion: the case of gender mainstreaming. *Int Studies Q* 2001;45:27–57.
- 19 Global Health 50/50. COVID-19 sex-disaggregated data tracker. Available: <https://globalhealth5050.org/covid19/sex-disaggregated-data-tracker/> [Accessed 25 Jul 2020].
- 20 Women in Global Health. OPERATION 50/50: Women's perspectives save lives, 2020. Available: <https://www.womeningh.org/operation-50-50> [Accessed 25 Jun 2020].
- 21 Bali S, Dharr R, Lal A, *et al*. Off the back burner: diverse and gender-inclusive decision-making for COVID-19 response and recovery. *BMJ Glob Health* 2020;5:e002595.
- 22 Gabster BP, van Daalen K, Dharr R, *et al*. Challenges for the female academic during the COVID-19 pandemic. *Lancet* 2020;395:1968–70.

23 Albania E. Mblidhet Komiteti I Ekspertëve, Kalo: Hapja të mos kalojë në shqyerje, qytetarët të respektojnë masat Euronews Albania. Available: <https://euronews.al/al/aktualitet/2020/05/07/mblidhet-komiteti-i-eksperteve-kalo-hapja-te-mos-kaloje-ne-shqyerje-qytetaret-te-respektojne-masat> [Accessed 8 May 2020].

24 Sabqpress. سروريف راشتنا دعياتعو صيرل قينطول انجللا لئيلفشرت انوروك. Available: <https://www.sabqpress.net/national/%D8%AA%D8%B4%D9%83%D9%8A%D9%84%D8%A9-%D8%A7%D9%84%D9%84%D8%AC%D9%86%D8%A9-%D8%A7%D9%84%D9%88%D8%B7%D9%86%D9%8A%D8%A9-%D9%84%D8%B1%D8%B5%D8%AF-%D9%88%D9%85%D8%AA%D8%A7%D8%A8%D8%B9%D8%A9-%D8%A7%D9%86/> [Accessed 22 Jun 2020].

25 Escudero CF. Quién es quién en el comité de expertos que asesora a Alberto Fernández. Available: <https://www.perfil.com/noticias/politica/coronavirus-medicos-quien-es-quien-en-el-comite-de-expertos-que-asesora-a-alberto-fernandez.phtml> [Accessed 4 Apr 2020].

26 Patagonias M. Coronavirus: El Presidente se reunió con el comité de expertos médicos y científicos. Available: <https://www.milpatagonias.com/coronavirus-el-presidente-se-reunio-el-comite-expertos-medicos-y-cientificos-n13694> [Accessed 4 Apr 2020].

27 Government of Armenia. ՏՏ հայ մասնագետների խումբը կմոդելավորի կորոնավիրուսի հնարավոր տարածումը Հայաստանում, 2020. Available: <https://www.gov.am/am/news/item/14148/> [Accessed 22 Jun 2020].

28 NCDC Armenia, National Center for Disease Control. Ստեղծվել է միջգերատեսչական հանձնաժողով. Available: <https://ncdc.am/%D5%BD%D5%BF%D5%A5%D5%B2%D5%AE%D5%BE%D5%A5%D5%AC-%D5%A7-%D5%B4%D5%AB%D5%BB%D5%A3%D5%A5%D6%80%D5%A1%D5%BF%D5%A5%D5%BD%D5%B9%D5%A1%D5%AF%D5%A1%D5%B6-%D5%B0%D5%A1%D5%B6%D5%B1%D5%B6%D5%A1%D5%AA%D5%B8/> [Accessed 30 Jan 2020].

29 Government of Australia. National COVID-19 coordination commissioners and key staff. Available: <https://pmc.gov.au/nccc/who-we-are> [Accessed 25 Mar 2020].

30 Department of the Prime Minister and Cabinet Australia. Announcement of the National COVID-19 coordination Commission (NCCC). Available: <https://www.pmc.gov.au/news-centre/domestic-policy/announcement-national-covid-19-coordination-commission-nccc> [Accessed 25 Mar 2020].

31 Ministry of Health Australia. Australian Health Protection Principal Committee (AHPPC), 2020. Available: <https://www.health.gov.au/committees-and-groups/australian-health-protection-principal-committee-ahppc> [Accessed 22 Jun 2020].

32 Priestley A. Two women on the National COVID-19 Coordination Commission. Is it enough? : Women's Agenda, 2020. Available: <https://womensagenda.com.au/latest/two-women-on-the-national-covid-19-coordination-commission-is-it-enough/> [Accessed 22 Jun 2020].

33 Bundesministerium für Soziales Gesundheit Pflege und Konsumentenschutz. Coronavirus – Taskforce: Federal Ministry for Social Affairs, Health, Care and Consumer Protection of Austria. Available: <https://www.sozialministerium.at/Informationen-zum-Coronavirus/Coronavirus-Taskforce.html> [Accessed 29 Mar 2020].

34 Hamilton DS. Bahamas appoints National Coordination Committee on COVID-19: magnetic media. Available: <https://magneticmediatv.com/2020/03/bahamas-appoints-national-coordination-committee-on-covid-19/> [Accessed 12 Mar 2020].

35 Morgan R. Nat'l committee for COVID-19 formed: The Nassau Guardian, 2020. Available: <https://thenassauguardian.com/2020/03/12/natl-committee-for-covid-19-formed/> [Accessed 22 Jun 2020].

36 Ministry of Health Bahrain. يحرصتلل ينطولا قيورفلل رمتؤم يف تتالاحل نم طؤف 1.7% او انطولم 3800 نم رشكأ ءالاج! انوروك سوريفل نرملبا لمءلا جهرصت يلماج نم تنفاوالا ءلامءلل تنلؤلجا. Available: <https://www.moh.gov.bh/COVID19/Details/4186> [Accessed 22 Jun 2020].

37 Government of the People's Republic of Bangladesh. National preparedness and response plan for COVID-19. Available: [https://reliefweb.int/sites/reliefweb.int/files/resources/nprp\\_covid-19\\_v6\\_18032020.pdf](https://reliefweb.int/sites/reliefweb.int/files/resources/nprp_covid-19_v6_18032020.pdf) [Accessed 1 May 2020].

38 Centre de Crise. COVID-19 : une gestion de crise collégiale et complexe, 2020. Available: <https://centredecrise.be/fr/news/gestion-de-crise/covid-19-une-gestion-de-crise-collegiale-et-complexe> [Accessed 6 Apr 2020].

39 Federal public service Belgium. Que font les autorités? : Le service public fédéral (SPF) Santé publique, Sécurité de la Chaîne alimentaire et Environnement. Available: <https://www.info-coronavirus.be/fr/que-font-les-autorites-sanitaires/> [Accessed 7 Apr 2020].

40 Gouvernement de la République du Bénin. Coronavirus- point des mesures prises PAR Le gouvernement. Available: <https://www.gouv.bj/actualite/529/coronavirus-point-des-mesures-prises-par-le-gouvernement/> [Accessed 1 Mar 2020].

41 Ministry of Health Bhutan. National preparedness and response plan for outbreak of novel coronavirus (COVID-19). Available: <https://www.cabinet.gov.bt/wp-content/uploads/2020/03/National-Preparedness-and-Response-Plan-3rd-ed-1-1.pdf> [Accessed 22 Jun 2020].

42 Añez J. Agradezco a los miembros del Consejo Científico Asesor que, de modo generoso, me acompañan con recomendaciones para luchar Contra el coronavirus te los presento para que vos también puedas conocerlos Instagram, 2020.

43 Chida D. Meet the all-men COVID-19 Task Force team: the Voice newspaper Botswana. Available: <https://news.thevoicebw.com/meet-the-all-men-covid-19-task-force-team/> [Accessed 22 Jun 2020].

44 Secretaria de Informação Legislativa Brasil. Decreto N° 10.211, de 30 de Janeiro de, 2020.

45 Secretaria de Informação Legislativa Brasil. Decreto N° 10.238, de 11 de Fevereiro de, 2020.

46 Secretaria-Geral da Presidência da República Brasil. Decreto N° 10.277, de 16 de Marco de, 2020.

47 Governo Federal Conselho Nacional de Saúde Brasil. Comissão de Vigilância em Saúde debate situação do novo coronavírus. Available: <http://conselho.saude.gov.br/ultimas-noticias-informes/1060-comissao-de-vigilancia-em-saude-debate-situacao-do-novo-coronavirus-2> [Accessed 22 Jun 2020].

48 Brasil A. Governo federal institui comitê de crise para tratar do coronavírus. Available: <https://agenciabrasil.ebc.com.br/politica/noticia/2020-03/governo-federal-institui-comite-de-crise-para-tratar-do-coronavirus> [Accessed 22 Jun 2020].

49 Brasil A. Diretor-presidente da anvisa é diagnosticado com covid-19. Available: <https://agenciabrasil.ebc.com.br/geral/noticia/2020-05/diretor-presidente-da-anvisa-e-diagnosticado-com-covid-19> [Accessed 22 Jun 2020].

50 Зехирова Златина. Кой кой е в медицинския "мозъчен тръст": Dnevnik. Available: [https://www.dnevnik.bg/bulgaria/2020/03/24/4045374\\_koi\\_koi\\_e\\_v\\_meditsinskia\\_mozuchen\\_trust/](https://www.dnevnik.bg/bulgaria/2020/03/24/4045374_koi_koi_e_v_meditsinskia_mozuchen_trust/) [Accessed 22 Jun 2020].

51 Ministry of Health Burkina Faso. Organigramme de Comité de Coordonateur national de la réponse la pandémie de COVID-19. Ouagadougou: Ministry of Health Burkina Faso, 2020.

52 Governo de Cabo Verde. Primeiro Ministro. Available: <https://www.governo.cv/governo/primeiro-ministro/> [Accessed 18 Jun 2020].

53 Governo de Cabo Verde. Ministerios. Available: <https://www.governo.cv/governo/ministerios/> [Accessed 18 Jun 2020].

54 Juntos na Prevenção Cabo Verde. Medidas. Available: <https://covid19.cv/medidas/> [Accessed 18 Jun 2020].

55 Office of the Prime Minister of Canada. Prime Minister creates committee on COVID-19. Available: <https://pm.gc.ca/en/news/news-releases/2020/03/04/prime-minister-creates-committee-covid-19> [Accessed 04 Mar 2020].

56 Pan-Canadian Public Health Network. Special advisory committee on COVID-19. Available: <http://www.phn-rsp.ca/sac-covid-ccs/index-eng.php> [Accessed 22 Jun 2020].

57 Government of Canada. Coronavirus disease (COVID-19): Canada's response. Available: <https://www.canada.ca/en/public-health/services/diseases/2019-novel-coronavirus-infection/canadas-response.html#> [Accessed 22 Jun 2020].

58 Pan-Canadian Public Health Network. Council member Biographies. Available: <http://www.phn-rsp.ca/bios-eng.php> [Accessed 22 Jun 2020].

59 Newswire. Council of chief medical officers of health (CCMOH) statement on cannabis extracts, edibles and topical products. Available: <https://www.newswire.ca/news-releases/council-of-chief-medical-officers-of-health-ccmoh-statement-on-cannabis-extracts-edibles-and-topical-products-880161434.html> [Accessed 22 Jun 2020].

60 Republic of Chad. Arrête No. 202/IPR/MSP/DG/2020, Portant création Du Comité Scientifique COVID-19, 2020.

61 Ministry of Health Chile. Presidente Piñera se reúne con Consejo Asesor del Minsal por COVID-19, 2020. Available: <https://www.minsal.cl/presidente-pinera-se-reune-con-consejo-asesor-del-minsal-por-covid-19/> [Accessed 6 Apr 2020].

62 Xinhuanet. 李克强主持召开中央应对新型冠状病毒感染肺炎疫情工作领导小组会议, 2020. Available: [http://www.xinhuanet.com/politics/2020-01/26/c\\_1125504004.htm](http://www.xinhuanet.com/politics/2020-01/26/c_1125504004.htm) [Accessed 5 Apr 2020].

63 Cai J. Beijing pins hopes on 'guy with the emperor's sword' to restore order in coronavirus-hit Hubei, 2020. Available: <https://www.scmp.com/news/china/politics/article/3050087/beijing-pins>

BMJ Glob Health: first published as 10.1136/bmjgh-2020-003549 on 1 October 2020. Downloaded from <http://gh.bmj.com/> on March 26, 2021 by guest. Protected by copyright.



- hopes-guy-emperors-sword-restore-order-coronavirus [Accessed 8 Apr 2020].
- 64 The State Council – The People's Republic of China. Vice-premier inspects epidemic prevention work in Hubei. Available: [http://english.www.gov.cn/statecouncil/sunchunlan/202001/29/content\\_WS5e319854c6d019625c6042de.html](http://english.www.gov.cn/statecouncil/sunchunlan/202001/29/content_WS5e319854c6d019625c6042de.html) [Accessed 18 May 2020].
  - 65 The paper. 廖瑾. 丁向阳详解中央指导组定位：协调重大事务，督察不作乱作为。 Available: [https://www.thepaper.cn/newsDetail\\_forward\\_6056586](https://www.thepaper.cn/newsDetail_forward_6056586) [Accessed 18 May 2020].
  - 66 Sina News. 新浪新闻综合. 中央指导组首次披露！11位部级干部在湖北一线协调指挥：新浪新闻综合。 Available: <https://news.sina.com.cn/c/2020-03-07/doc-iimxxstf6986740.shtml> [Accessed 18 May 2020].
  - 67 Ministro de Salud Colombia. Plan de contingencia para responder ante la emergencia por COVID-19. Available: <https://www.minsalud.gov.co/salud/publica/PET/Documents/PLAN%20DE%20CONTINGENCIA%20PARA%20RESPONDER%20ANTE%20LA%20EMERGENCIA%20POR%20COVID-19.pdf> [Accessed 22 Jun 2020].
  - 68 Comores Udes. *Decret N 20-055/PR: Portant nomination des membres du Comité National de Coordination, du "Cadre de Gestion et de Coordination de la Crise du Covid-19, 2020.*
  - 69 Secretariat General du Gouvernement Congo. *Décret N 2020-66 Du 27 Mars 2020 Portant création, attributions et organisation de la coordination nationale de gestion de la pandémie de coronavirus (COVID-19), 2020.*
  - 70 Comisión Nacional de Prevención de Riesgos y Atención de Emergencias Costa Rica. Jerarcas y Decisiones: Costa Rica. Available: <https://www.cne.go.cr/transparencia/decisiones.aspx> [Accessed 22 Jun 2020].
  - 71 Chantal M. *La composition du comité scientifique, 2020.*
  - 72 Hernández LM. Cuba, entre alertas y buenas noticias: Presidencia República de Cuba. Available: <https://www.presidencia.gob.cu/es/noticias/cuba-entre-alertas-y-buenas-noticias/> [Accessed 22 Jun 2020].
  - 73 Hernández LM. Una semana sin fallecidos la epidemia en Cuba está bajo control: Granma. Available: <http://www.granma.cu/cuba-covid-19/2020-06-06/una-semana-sin-fallecidos-la-epidemia-en-cuba-esta-bajo-control> [Accessed 22 Jun 2020].
  - 74 Press and Information Office Cyprus. The Council of Ministers affirms launching of second phase of easing of restrictions with minor modifications. Available: [https://www.pio.gov.cy/coronavirus/en/press/19052020\\_13.pdf](https://www.pio.gov.cy/coronavirus/en/press/19052020_13.pdf) [Accessed 11 Jun 2020].
  - 75 Presidency of the Republic of Cyprus. Members of the Council of Ministers. Available: <https://presidency.gov.cy/en/council-of-ministers.html> [Accessed 11 Jun 2020].
  - 76 Council of Ministers Republic of Cyprus. General: Council of Ministers Republic of Cyprus. Available: [http://www.cm.gov.cy/cm/cm.nsf/page31\\_en/page31\\_en?OpenDocument](http://www.cm.gov.cy/cm/cm.nsf/page31_en/page31_en?OpenDocument) [Accessed 11 Jun 2020].
  - 77 Zwirko C. Kim Jong Un sacks top officials for "corruption" in meeting on coronavirus. Available: <https://www.nknews.org/2020/02/kim-jong-un-sacks-top-officials-for-corruption-in-meeting-on-coronavirus/> [Accessed 11 Jun 2020].
  - 78 Jeongmin K. Three officials likely promoted to full members of North Korea's Politburo. Available: <https://www.nknews.org/2020/03/three-officials-likely-promoted-to-full-members-of-north-koreas-politburo/> [Accessed 11 Jun 2020].
  - 79 Primature de la République Démocratique du Congo. Prévention contre le COVID-19: le Conseil des Ministres extraordinaire se tient ce mardi. Available: <https://www.primature.cd/public/2020/03/16/prevention-contre-le-covid-19-le-conseil-des-ministres-extraordinaire-se-tient-ce-mardi/> [Accessed 19 May 2020].
  - 80 Primature de la République Démocratique du Congo. Les membres du Comité multisectoriel de crise autour du PM ILUNKAMBA pour contrer la pandémie de coronavirus (COVID-19) en RDC. Available: <https://www.primature.cd/public/galleries/les-membres-du-comite-multisectoriel-de-crise-autour-du-pm-ilunkamba-pour-contrer-la-pandemie-de-coronavirus-covid-19-en-rdc/> [Accessed 19 May 2020].
  - 81 Matininfos.Net. Coordination/FNSCC: le Révérend Dominique Mukanya prend la place de Fridolin Ambongo. Available: <https://www.matininfos.net/75444-2/75444/> [Accessed 19 May 2020].
  - 82 République de Djibouti. *Décret N° 2020-066/PRE portant mise en place d'un cadre institutionnel de gestion de crise liée la pandémie du COVID-19, 2020.*
  - 83 République Du Djibouti. La composition du Conseil des Ministres. Available: <https://www.presidence.dj/sousmenu.php?ID=174> [Accessed 19 May 2020].
  - 84 residencia de la República Dominicana. Comité Emergencia y Gestión Sanitaria conforma Consejo Internacional de Asesores para combatir COVID-19 en RD. Available: <https://presidencia.gob.do/noticias/comite-emergencia-y-gestion-sanitaria-conforma-consejo-internacional-de-asesores-para> [Accessed 2 Apr 2020].
  - 85 Ministerio de Salud Pública Ecuador. Lineamientos para el Diagnóstico y Manejo de COVID-19 en el Ecuador. Available: [https://drive.google.com/file/d/1vauE6Zc9518vuR4zSfpB3LtizYfZ1u2/\\_view](https://drive.google.com/file/d/1vauE6Zc9518vuR4zSfpB3LtizYfZ1u2/_view) [Accessed 23 Jun 2020].
  - 86 Tableau Public. Dirección del Seguro General de Salud individual y familiar. Available: [https://public.tableau.com/profile/fasculosiess#!/vizhome/RES\\_EPI/RESPONSABLESEPIDEMIOLOGIA?publish=yes](https://public.tableau.com/profile/fasculosiess#!/vizhome/RES_EPI/RESPONSABLESEPIDEMIOLOGIA?publish=yes) [Accessed 23 Jun 2020].
  - 87 Valitsuse Kommunikatsioonibüroo Eesti. Eriolukord 12.03 – 17.05 2020: Estonia, Government Communications Office. Available: [https://www.kriis.ee/et/eriolukord\\_KKK?fbclid=IwAR3eHAjWg2R2PzJBQ\\_Nq461PdTAQQ-7dTekfyDO5P5Z68o2Gw0-JisYzEMw](https://www.kriis.ee/et/eriolukord_KKK?fbclid=IwAR3eHAjWg2R2PzJBQ_Nq461PdTAQQ-7dTekfyDO5P5Z68o2Gw0-JisYzEMw) [Accessed 23 Jun 2020].
  - 88 Government of the Kingdom of Eswatini. National emergency management coordination structures. Available: <http://www.gov.sz/index.php/latest-news/204-latest-news/2408-national-emergency-management-coordination-structures-2> [Accessed 8 May 2020].
  - 89 Ethiopian Monitor. Ethiopia steps up preparedness for potential coronavirus outbreak. Available: <https://ethiopianmonitor.com/2020/03/01/govt-steps-up-preparedness-for-potential-coronavirus-outbreak/> [Accessed 13 May 2020].
  - 90 Ministry of Health Ethiopia. *National comprehensive COVID19 management handbook, 2020.*
  - 91 Ministry of Social Affairs and Health Finland. Working group on essential work-related travel and other traffic appointed to assess the need for workers' entry into country in the state of emergency. Available: [https://stm.fi/en/article/-/asset\\_publisher/1410877/valtamattoman-tyomatka-ja-muun-liikenteen-virkamiestoryhmasasetettu-arvioimaan-tyontekijoiden-maahantuloa-poikkeustilanteessa](https://stm.fi/en/article/-/asset_publisher/1410877/valtamattoman-tyomatka-ja-muun-liikenteen-virkamiestoryhmasasetettu-arvioimaan-tyontekijoiden-maahantuloa-poikkeustilanteessa) [Accessed 17 Jun 2020].
  - 92 Ministry of Social Affairs and Health Finland. Working group to examine realisation of children's rights in aftermath of coronavirus. Available: [https://valtioneuvosto.fi/en/article/-/asset\\_publisher/1271139/tyoryhma-selvittaa-lapsen-oikeuksien-toteutumistakoronan-jalkihoidossa](https://valtioneuvosto.fi/en/article/-/asset_publisher/1271139/tyoryhma-selvittaa-lapsen-oikeuksien-toteutumistakoronan-jalkihoidossa) [Accessed 17 Jun 2020].
  - 93 Demagny X. Coronavirus : qui sont les onze membres du Conseil scientifique qui conseille le gouvernement: France Inter, 2020. Available: <https://www.franceinter.fr/societe/coronavirus-qui-sont-les-onze-membres-du-conseil-scientifique-qui-conseille-le-gouvernement> [Accessed 4 Apr 2020].
  - 94 Monde L. Qui compose le Conseil scientifique Covid-19 créé pour aider le gouvernement face la crise? Available: [https://www.lemonde.fr/sciences/article/2020/03/26/qui-compose-le-conseil-scientifique-covid-19-cree-pour-aider-le-gouvernement-face-a-la-crise\\_6034505\\_1650684.html](https://www.lemonde.fr/sciences/article/2020/03/26/qui-compose-le-conseil-scientifique-covid-19-cree-pour-aider-le-gouvernement-face-a-la-crise_6034505_1650684.html) [Accessed 23 Jun 2020].
  - 95 Molga P. EXCLUSIF Coronavirus : Didier Raoult claque la porte du Conseil scientifique de Macron. Available: <https://www.lesechos.fr/idees-debats/sciences-prospective/exclusif-coronavirus-didier-raoult-claque-la-porte-du-conseil-scientifique-de-macron-1188372> [Accessed 23 Jun 2020].
  - 96 L'Express. Covid-19: qu'est-ce que le care ce nouveau comité de scientifiques qui conseille Macron? Available: [https://www.lexpress.fr/actualite/sciences/covid-19-qu-est-ce-que-le-care-ce-nouveau-comite-de-scientifiques-qui-conseille-macron\\_2121809.html](https://www.lexpress.fr/actualite/sciences/covid-19-qu-est-ce-que-le-care-ce-nouveau-comite-de-scientifiques-qui-conseille-macron_2121809.html) [Accessed 23 Jun 2020].
  - 97 Gabonactu.com. Coronavirus: les scientifiques gabonais se jettent dans la bataille contre le dangereux virus. Available: <https://gabonactu.com/coronavirus-les-scientifiques-gabonais-se-jettent-dans-la-bataille-contre-le-dangereux-virus/> [Accessed 12 May 2020].
  - 98 United Nations Children's Fund (UNICEF). *Ghana coronavirus (COVID-19) situation report, 2020.*
  - 99 Inter-Ministerial Coordinating Committee on Decentralisation (IMCCoD) Ghana. IMCC members: Ghana, Inter-Ministerial Coordinating Committee on Decentralisation. Available: <http://imccod.gov.gh/about-us/> [Accessed 05 May 2020].
  - 100 Iefimerida. Κορωνοϊός: Αυτοί είναι οι 26 επιστήμονες της ελληνικής ομάδας «κρούσης» - Σε εξέλιξη η συνεδρίαση. Available: [www.iefimerida.gr/%2Fellada/%2Fkoronoios-i-epistimoniki-omada-kroysis-elladas](http://www.iefimerida.gr/%2Fellada/%2Fkoronoios-i-epistimoniki-omada-kroysis-elladas) [Accessed 15 Jun 2020].
  - 101 Steele NTC. COVID-19 update by Minister for health, social security and international business. Available: <https://covid19.gov.gd/covid-19-update/> [Accessed 18 May 2020].
  - 102 GIS – Government Information Service of Grenada. *Ministry of health press conference on 25 Apr 2020, 2020.*
  - 103 GIS – Government Information Service of Grenada. *Ministry of health press conference on 18 Apr 2020, 2020.*

- 104 Bangoura M. Guinée: alpha condé meuble le Conseil scientifique de riposte au COVID-19, 2020. Available: <https://www.guineenews.org/guinee-alpha-conde-meuble-le-conseil-scientifique-de-riposte-au-covid-19/> [Accessed 15 Apr 2020].
- 105 Republic of Guinea. *Arrête A/2020/1038/PM/CAB/SGG portant attributions et composition du Comité Interministériel de lutte contre l'épidémie de Coronavirus-19*, 2020.
- 106 Republic of Guinea. *Decret D/2020/080/PRG/SGG Portant nomination des Membres du Conseil Scientifique de riposte contre la pandémie de la maladie a coronavirus (Covid-19) République de Guinée*, 2020.
- 107 Geffrard R. Le gouvernement crée une cellule scientifique pour lutter contre le coronavirus: Le Nouvelliste, 2020. Available: <https://lenouvelliste.com/article/214134/le-gouvernement-cree-une-cellule-scientifique-pour-lutter-contre-le-coronavirus> [Accessed 7 Apr 2020].
- 108 Mahurkar U. Inside PM Modi's COVID-19 task force. Available: <https://www.indiatoday.in/india-today-insight/story/inside-pm-modi-s-covid-19-task-force-1665239-2020-04-09> [Accessed 6 May 2020].
- 109 Xinhua news agency. *حصل لى ايل على تفويضاً من اجل علاج اجدتج لواء داق غنا*. Available: [http://arabic.news.cn/2020-03/30/c\\_138929139.htm](http://arabic.news.cn/2020-03/30/c_138929139.htm) [Accessed 23 Jun 2020].
- 110 Takeddine M, Ali LA. COVID-19 outbreak in Iraq and the official outbreak response. Available: <https://www.mondaq.com/litigation-contracts-and-force-majeure/918130/covid-19-outbreak-in-iraq-and-the-official-outbreak-response> [Accessed 23 Jun 2020].
- 111 Department of Health Ireland. Minutes and agendas from meetings of the National Public Health Emergency Team: COVID-19 (coronavirus). Available: <https://www.gov.ie/en/collection/691330-national-public-health-emergency-team-covid-19-coronavirus/> [Accessed 23 Jun 2020].
- 112 Thomas C. Who SITS on the National public health emergency team and what do they do? Available: <https://www.thejournal.ie/here-is-who-sits-on-the-national-public-health-emergency-team-and-what-they-do-5086703-Apr2020/June> [Accessed 23 June 2020].
- 113 Department of Health Ireland. Statement from the national public health emergency team – first meeting of the expert advisory group takes place. Available: <https://www.gov.ie/en/press-release/eca0a9-statement-from-the-national-public-health-emergency-team-first-meeti/> [Accessed 23 Jun 2020].
- 114 Presidency of the Council of Ministers Italian Government. Coronavirus vertice alla Protezione Civile con il Presidente Conte: Governo Italiano, Presidenza del Consiglio dei Ministri, 2020. Available: <http://www.governo.it/it/media/coronavirus-vertice-alla-protezione-civile-con-il-presidente-conte/14160> [Accessed 6 Apr 2020].
- 115 RaiNews. Protezione Civile, Borrelli nomina Comitato tecnico scientifico per l'emergenza coronavirus, 2020. Available: <http://www.rainews.it/dl/rainews/media/Coronavirus-il-punto-stampa-sulla-situazione-il-capo-dipartimento-della-Protezione-civile-Angelo-Borrelli-8ba5d59c-b5fb-481a-a9d4-99ba712f0190.html> [Accessed 7 Apr 2020].
- 116 Agenzia Italia. Cosa FA E dA chi è composto IL comitato tecnico-scientifico per l'emergenza. Available: <https://www.agi.it/cronaca/news/2020-03-05/coronavirus-iss-comitato-7339017/> [Accessed 23 Jun 2020].
- 117 Redazione Start Magazine. Task force tech anti Covid-19 ecco i 74 esperti del governo (un po' troppi?), 2020. Available: <https://www.startmag.it/innovazione/task-force-tech-anti-covid-19-ecco-i-74-esperti-del-governo-un-po-troppi/> [Accessed 7 Apr 2020].
- 118 McIntosh D. COVID-19 economic recovery Task Force established: Jamaica Information Service. Available: <https://jis.gov.jm/covid-19-economic-recovery-task-force-established/> [Accessed 8 May 2020].
- 119 Prime Minister of Japan and his Cabinet. 新型コロナウイルス感染症対策本部の設置について. Available: [https://www.kantei.go.jp/jp/singi/novel\\_coronavirus/th\\_siryoku/konkyo.pdf](https://www.kantei.go.jp/jp/singi/novel_coronavirus/th_siryoku/konkyo.pdf) [Accessed 30 Jan 2020].
- 120 Cabinet Office Japan. 「新型コロナウイルス感染症対策に関する特命タスクフォース」の設置について. Available: <https://www8.cao.go.jp/kisei-kaikaku/kisei/meeting/tf/20200402/200402taskforce01.pdf> [Accessed 23 Jun 2020].
- 121 Agutu N. Uhuru forms taskforce to fight coronavirus, 2020. Available: <https://www.the-star.co.ke/news/2020-02-28-uhuru-forms-taskforce-to-fight-coronavirus/> [Accessed 15 Apr 2020].
- 122 The Elephant. Executive Order No. 2 of 2020 – National Emergency Response Committee on Coronavirus. Available: <https://www.theelephant.info/documents/executive-order-no-2-of-2020-national-emergency-response-committee-on-coronavirus/> [Accessed 15 Apr 2020].
- 123 The Laotian Times. The national taskforce committee for Covid-19 prevention and control. Available: [https://laotiantimes.com/lt\\_taskforce-resized/](https://laotiantimes.com/lt_taskforce-resized/) [Accessed 23 Jun 2020].
- 124 Akhbar Lybia. *انوروك عابو ءحفاكفم ايل ع نجل لئفش ي دا ع ل ا دى ا ق ل ا*. Available: <https://akhbarlibya24.net/2020/03/16/انوروك-عابو-ءحفاكفم-ايل-ع-نجل-لئفش-ي-دا-ع-ل-ا-د-ى-ا-ق-ل-ا/> [Accessed 23 Jun 2020].
- 125 Jaccasukas I. Koronaviruso krizės valdymą perima Skvernelio vadovaujamas komitetas: Lithuanian radio and television (LRT). Available: <https://www.lrt.lt/naujienos/lietuvoje/2/1154974/officialu-karantinas-lietuvoje-pratestas-iki-balandzio-13-osios> [Accessed 29 Jun 2020].
- 126 Lietuvos Respublikos Ministras Pirminkas. *Potvarkis del Valstybes Lygio Ekstrmaliosios Situacijos Valstybes Operaciju Vadovo Paskyrimo*. 43, 2020.
- 127 Ministry of State Luxembourg. Prime Minister's first exchange with the ad hoc group to accompany the measures decided as part of the fight against COVID-19. Available: [https://coronavirus.gouvernement.lu/en/actualites/gouvernement%2Ben%2Bactualites%2Btoutes\\_actualites%2Bcommuniqués%2B2020%2B04-avril%2B20-bettel-lenert-groupe-ad-hoc.html](https://coronavirus.gouvernement.lu/en/actualites/gouvernement%2Ben%2Bactualites%2Btoutes_actualites%2Bcommuniqués%2B2020%2B04-avril%2B20-bettel-lenert-groupe-ad-hoc.html) [Accessed 23 Jun 2020].
- 128 Malawi Government. Statement on coronavirus outbreak (COVID-19). Available: <https://www.manoonline.gov.mw/index.php/sports/item/13723-statement-on-coronavirus-outbreakcovid-19> [Accessed 5 May 2020].
- 129 Mali Rof, No D. *2020-000282/MSAS-SG du 25 Fev 2020 portant création du comité de crise pour la gestion des épidémies de coronavirus et de Crimée Congo: République du Mali*, 2020.
- 130 Mali Rof, No D. *2019-002861/MSAS-SG du 24 Dec 2019 portant nomination des membres du comité scientifique et technique de l'institut national de santé publique (INSP): République du Mali*, 2020.
- 131 The Center for Excellence in Disaster Management and Humanitarian Assistance. *Disaster management reference Handbook: the center for excellence in disaster management and humanitarian assistance*, 2020.
- 132 Taw NP. COVID-19 emergency response committee holds first coord meeting: The Republic of the Union of Myanmar, Ministry of Information. Available: <https://www.moi.gov.mm/moi:eng/?q=news/4/04/2020/id-21323> [Accessed 07 May 2020].
- 133 National Institute for Public Health and the Environment. Outbreak management team (OMT): Netherlands, Ministry of Health, Welfare and Sport. Available: <https://www.rivm.nl/en/novel-coronavirus-covid-19/omt> [Accessed 25 Jun 2020].
- 134 New Zealand Parliament. Epidemic response. Available: <https://www.parliament.nz/en/pb/sc/sc/epidemic-response/tab/mp> [Accessed 25 Mar 2020].
- 135 Niger Rdu. *Fixant les missions, la composition et le fonctionnement des structures d'appui auprès du Comité Interministériel de lutte contre la pandémie Coronavirus (Covid-19)*, 2020.
- 136 Ameh J. COVID-19: Buhari names 12-member presidential task force to control spread: the punch. Available: <https://punchng.com/covid-19-buhari-names-12-member-presidential-task-force-to-control-spread/> [Accessed 9 Mar 2020].
- 137 Atheer. *؟هه امس رما و اب قلفش ل ا انوروك نجل ءاض ع ا م ه ن م*. Available: <https://www.athier.com/archives/519044-انوروك-نجل-ءاض-ع-ا-م-ه-ن-م-رما-و-اب-قلفش-ل-ا/> [Accessed 23 Jun 2020].
- 138 Ministerio de Salud Pública y Bienestar Social Paraguay. *Plan de Respuesta Nacional al eventual Ingreso del coronavirus (COVID-19) v1.0*, 2020.
- 139 Government of the Philippines. *Philippines' National Task Force (NTF) COVID19*, 2020.
- 140 Directorate-General for Health Portugal. Atualização da Task Force para a operacionalização e a implementação de medidas para prevenção e controlo da infeção por novo Coronavirus – COVID-19 previstas no plano de contingência Direção-Geral da Saúde, 2020. Available: <https://www.dgs.pt/a-direccao-geral-da-saude/comunicados-e-despachos-do-director-geral/despacho-n-0062020-de-17032020-pdf.aspx> [Accessed 5 Apr 2020].
- 141 Sabado. Quem São OS conselheiros da ministra da Saúde? 2020. Available: <https://www.sabado.pt/portugal/detalhe/coronavirus-quem-sao-os-conselheiros-da-ministra-da-saude> [Accessed 6 Apr 2020].
- 142 Mohamoon. «10» تاجز أ ل ا ق ر ا د ا ل ا ا ي ل ع ل ا ن ج ل ل م ا م ه م. Available: <http://www.mohamoon-qa.com/Default.aspx?action=DisplayNews&ID=18732> [Accessed 24 Jun 2020].

- 143 Sabq Press. "إجراءات عاجلة لمواجهة فيروس كورونا". Available: <https://sabq.org/4SXsMY> [Accessed 24 Jun 2020].
- 144 The Government of the Republic of Serbia. Правни основ за доношење Закључка о образовању Кризног штаба за сузбијање заразне болести COVID-19, 2020. Available: <https://www.srbija.gov.rs/dokument/479994/pravni-osnov-za-donosenje-zakljucka-o-obrazovanju-kriznog-staba-za-suzbijanje-zarazne-bolesti-covid-19.php> [Accessed 18 Aug 2020].
- 145 Ministry of Health Singapore. Multi-ministry taskforce on Wuhan coronavirus; terms of reference (TORS) and composition, 2020. Available: <https://www.moh.gov.sg/docs/librariesprovider5/default-document-library/multi-ministry-taskforce-on-wuhan-coronavirus-and-tor-final.pdf> [Accessed 7 Apr 2020].
- 146 Health Department South Africa. Ministerial advisory committees on COVID-19: Republic of South Africa. Available: <https://storage.googleapis.com/stateless-bhekisisa-website/wordpress-uploads/2020/05/38bf41e2-ministerial-advisory-committees-on-covid-19.pdf> [Accessed 24 Jun 2020].
- 147 Makou G. What South Africa's COVID-19 Ministerial Advisory Committee did and didn't advise on: Bhekisisa health journalism centre. Available: <https://bhekisisa.org/resources/2020-05-22-what-south-africas-covid-19-ministerial-advisory-committee-did-and-didnt-advise-on/> [Accessed 24 Jun 2020].
- 148 Walsh S. *Republican order for the formation of a high level Task Force Committee to take extra precautionary measures in combating the spread of coronavirus disease (COVID-19)*, 2020.
- 149 Ministry of Health Consumption and Social Welfare Spain. Se constituye oficialmente el Comité Científico Técnico COVID-19: España, Ministerio de Sanidad, Consumo y Bienestar Social, 2020. Available: <https://www.mscbs.gob.es/gabinete/notasPrensa.do?metodo=detalle&id=4822> [Accessed 6 Apr 2020].
- 150 ConSalud. El Gobierno constituye oficialmente el Comité Científico Técnico Covid-19. Available: [https://www.consalud.es/pacientes/especial-coronavirus/gobierno-constituye-oficialmente-comite-cientifico-tecnico-covid-19\\_76239\\_102.html](https://www.consalud.es/pacientes/especial-coronavirus/gobierno-constituye-oficialmente-comite-cientifico-tecnico-covid-19_76239_102.html) [Accessed 27 May 2020].
- 151 Colombo Page. President establishes task force to revive economy and eradicate poverty post COVID-19. Available: [http://www.colombopage.com/archive\\_20A/Apr22\\_1587566923CH.php](http://www.colombopage.com/archive_20A/Apr22_1587566923CH.php) [Accessed 22 Apr 2020].
- 152 Colombo Gazette. Presidential task force on economic revival and poverty eradication established. Available: <https://colombogazette.com/2020/04/22/presidential-task-force-on-economic-revival-and-poverty-eradication-established/comment-page-1/> [Accessed 24 Jun 2020].
- 153 Folkhälsomyndigheten. Generaldirektör och ledningsgrupp. Available: <https://www.folkhalsomyndigheten.se/om-folkhalsomyndigheten/organisation/gd-och-ledningsgrupp/> [Accessed 28 Mar 2020].
- 154 Swiss National Covid-19 Science Task Force. Organisation und wissenschaftliche Arbeitsfelder der task force. Available: <https://ncs-tf.ch/de/organisation#ap> [Accessed 20 May 2020].
- 155 Office fédéral de la santé publique (OFSP). Nouveau coronavirus: mesures et ordonnance: Switzerland. Available: <https://www.bag.admin.ch/bag/fr/home/krankheiten/ausbrueche-epidemien-pandemien/aktuelle-ausbrueche-epidemien/novel-cov/massnahmen-des-bundes.html> [Accessed 20 May 2020].
- 156 Le portail du Gouvernement suisse. Les membres du Conseil Fédéral: Switzerland. Available: <https://www.admin.ch/gov/fr/accueil/conseil-federal/membres-du-conseil-federal.html> [Accessed 20 May 2020].
- 157 Ministry of Public Health Thailand. *National committee for controlling the spread of COVID-19 Thailand*, 2020.
- 158 Reporter LN. Coronavirus : de nouvelles têtes désignées pour la gestion de la crise: Le Nouveau Reporter. Available: <https://www.lenouveaureporter.com/coronavirus-de-nouvelles-tetes-designees-pour-la-gestion-de-la-crise/> [Accessed 27 Mar 2020].
- 159 Temps L. Coronavirus: mise sur pied de la cellule de gestion. Available: <https://letempstg.com/2020/03/24/coronavirus-creation-dune-cellule-de-gestion/> [Accessed 27 Mar 2020].
- 160 Parsanlal N. PM appoints 22-member team for COVID-19 road to recovery. Available: <https://www.looptt.com/content/pm-appoints-22-member-team-covid-19-road-recovery> [Accessed 20 May 2020].
- 161 Wikipedia. Koronavirus Bilim Kurulu. Available: [https://tr.wikipedia.org/wiki/Koronavirüs\\_Bilim\\_Kurulu](https://tr.wikipedia.org/wiki/Koronavirüs_Bilim_Kurulu) [Accessed 6 Apr 2020].
- 162 Ampurire P. The 15-member team managing the donations made towards COVID-19 fight. Available: <https://www.softpower.ug/the-15-member-team-managing-the-donations-made-towards-covid-19-fight/> [Accessed 26 Jun 2020].
- 163 Government of the United Kingdom. New and emerging respiratory virus threats advisory group. Available: <https://www.gov.uk/government/groups/new-and-emerging-respiratory-virus-threats-advisory-group> [Accessed 27 Mar 2020].
- 164 Government of the United Kingdom. Advisory committee on dangerous pathogens. Available: <https://www.gov.uk/government/groups/advisory-committee-on-dangerous-pathogens#membership> [Accessed 8 Apr 2020].
- 165 Government of the United Kingdom. Joint committee on vaccination and immunisation. Available: <https://www.gov.uk/government/groups/joint-committee-on-vaccination-and-immunisation> [Accessed 7 Apr 2020].
- 166 White House. Vice president Pence and secretary Azar add key administration officials to the coronavirus task force, 2020. Available: <https://www.whitehouse.gov/briefings-statements/vice-president-pence-secretary-azar-add-key-administration-officials-coronavirus-task-force-2/> [Accessed 8 Apr 2020].
- 167 Santucci J. What we know about the White House coronavirus task force now that Mike Pence is in charge, 2020. Available: <https://eu.usatoday.com/story/news/politics/2020/02/27/coronavirus-what-we-know-mike-pence-and-task-force/4891905002/> [Accessed 8 Apr 2020].
- 168 Centers for Disease Control and Prevention (CDC). Severe outcomes among patients with coronavirus disease 2019 (COVID-19) – United States, 2020. Available: <https://www.cdc.gov/mmwr/volumes/69/wr/mm6912e2.htm> [Accessed 24 Jun 2020].
- 169 Ministerio de Salud Pública Uruguay. *Ordenanza N° 230/020 Créase el Comité de Expertos Científicos en Gestión de la crisis*, 2020.
- 170 Ministry of Health Vietnam contact. *Composition of national steering committee for COVID-19 prevention and control*, 2020.
- 171 World Health Organization (WHO). List of proposed members and advisers to international health regulations (IHR) emergency Committee for pneumonia due to the novel coronavirus 2019-nCoV. Available: <https://www.who.int/ihr/procedures/novel-coronavirus-2019/ec-22012020-members/en/> [Accessed 29 Jun 2020].
- 172 World Health Organization (WHO). Report of the WHO-China joint mission on coronavirus disease 2019 (COVID-19). Available: <https://www.who.int/docs/default-source/coronaviruse/who-china-joint-mission-on-covid-19-final-report.pdf> [Accessed 29 Jun 2020].
- 173 World Health Organization (WHO). Statement on the second meeting of the International Health Regulations (2005) Emergency Committee regarding the outbreak of novel coronavirus (2019-nCoV). Available: [https://www.who.int/news-room/detail/30-01-2020-statement-on-the-second-meeting-of-the-international-health-regulations-\(2005\)-emergency-committee-regarding-the-outbreak-of-novel-coronavirus-\(2019-ncov\)](https://www.who.int/news-room/detail/30-01-2020-statement-on-the-second-meeting-of-the-international-health-regulations-(2005)-emergency-committee-regarding-the-outbreak-of-novel-coronavirus-(2019-ncov)) [Accessed 6 Jun 2020].
- 174 World Health Organization (WHO). List of members and advisers to international health regulations (IHR) 3rd emergency committee for COVID-19 – teleconference session. Available: <https://www.who.int/ihr/procedures/novel-coronavirus-2019/ec-30042020-members/en/> [Accessed 29 Jun 2020].
- 175 European Commission (EC). European Commission's coronavirus response team. Available: [https://ec.europa.eu/info/live-work-travel-eu/health/coronavirus-response/european-commissions-action-coronavirus\\_en](https://ec.europa.eu/info/live-work-travel-eu/health/coronavirus-response/european-commissions-action-coronavirus_en) [Accessed 29 Jun 2020].
- 176 European Commission (EC). Commission's advisory panel on COVID-19 (E03719). Available: [https://ec.europa.eu/transparency/regexpert/index.cfm?do=groupDetail.groupDetail&groupID=3719&news=1&new\\_groups=1&month=03&year=2020](https://ec.europa.eu/transparency/regexpert/index.cfm?do=groupDetail.groupDetail&groupID=3719&news=1&new_groups=1&month=03&year=2020) [Accessed 29 Jun 2020].
- 177 African Union, Africa Centres for Disease Control and Prevention (CDC). *Africa joint continental strategy for COVID-19 outbreak*, 2020.