Avian and pandemic influenza coordination

A resource guide for UN Country Teams

United Nations

AVIAN AND PANDEMIC INFLUENZA COORDINATION

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UNITED NATIONS SYSTEM INFLUENZA COORDINATION

Highly pathogenic avian influenza (HPAI) H5N1 has been with us for over 10 years. The virus made its first jump into humans in Hong Kong in 1997, infecting 18 people and killing six. Since its re-emergence in Asia in 2003, avian flu outbreaks have been confirmed in about 60 countries in domestic poultry or wild birds. To date, the virus has infected 387 people and killed 245 of them (October 2008); many of the dead are children and young adults. The highest number of cases has occurred in two countries: Indonesia and Viet Nam.

Despite progress in preparedness, prevention and control, as well as overall reduction in outbreaks, HPAI continues to spread among poultry and other birds. The settings in which continued transmission of HPAI H5N1 occurs, where the virus is considered to be enzootic (or entrenched), are a cause of ongoing concern. They include Egypt, Indonesia, Nigeria, and possibly some locations in Bangladesh and China. Continued transmission within poultry or other birds in any one country represents a threat to all countries.

Avian influenza with a pandemic potential is a threat not only to people living in countries where the virus has become endemic, but to the world. While we are not sure whether H5N1 or another strain of the avian influenza virus might cause a pandemic, it is nonetheless important that we ensure countries around the world are equipped to fight the virus, if and when the virus attacks their poultry and people. Similarly, it is essential that the world is ready for a pandemic, no matter what shape and form the virus takes to ignite it.

To effectively respond to this ongoing threat, the international community has been stepping up its efforts since 2005 through an agreed upon coordinated approach and financing framework. For the United Nations system, *avian and human pandemic influenza: UN system contributions and requirements; a strategic approach* was published in January 2006. This document states that "the heart of UN system influenza coordination is at the country level, led by resident coordinators who usually identify one person in their support office (or in the wider country team) to serve as the focal point", which was reiterated by a letter from the UN Secretary-General in March 2006 requesting all the UN duty stations to designate an avian and human influenza coordinator.

To date, UN Country Teams around the globe have been actively engaged in supporting national responses and preparedness through various types of coordination structures, mechanisms and activities.

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PREFACE

There is growing international recognition of the potential for avian and pandemic influenza (API) threats to undermine development (and fulfillment of the Millennium Development Goals) through their impact on animal and human health, and on the livelihoods of poor people.

A pandemic will have wide-ranging consequences for human health, economic and social issues, for which the United Nations (UN) system, UN Country Teams (UNCT) , UN Resident Coordinators, UN funds and programmes have many responsibilities.

Responsibility for API programme development, and linking it to integrated national strategies and priorities, is shared both by national authorities and external agencies. For example, the UN system – through the office of the Resident Coordinator and officers within the UN Country Team – is often asked by both parties to work on their behalf and to help secure the best possible outcomes from the combination of national resources and external assistance.

This requires the international community to be brought together at country level to join forces in a coordinated way to support governments in developing national plans and strategies that are multisectoral, operational and extend from central level to the provinces. Coordination is particularly important and precedes review, appraisal and implementation of API plans, at which points different forms of support and coordination may be needed. Coordination is one of the essential building blocks of an effective response to a pandemic, and must be sustained as a critical input to ensure synergy of contributions by multiple actors.

The UN system has a significant role to play in helping national authorities to develop suitable strategies and national plans, and has come together around this issue to demonstrate what it is capable of when it works as one UN 'family'. Many of the achievements of the UN system have been due to the leadership taken by a number of Resident Coordinators, the innovative approaches to coordination and joint action at the country level, and the representatives and officers of different UN agencies working together effectively.

The current guide documents what has sometimes been described as the UN at its best. It highlights some of the concrete ways cooperation has taken place and provides clear and comprehensive information to enable UN Country Teams, UN Resident Coordinators and UNCT API Coordinators/Focal Points to work with their counterparts in providing effective coordination in response to the threat of API.

The UN system *Consolidated Action Plan for Avian and Human Influenza (UNCAPHI)* contributes to work on API through support for seven specific objectives: animal health and biosecurity; sustaining livelihoods; human health; coordination of national, regional and international stakeholders; public information and communication; continuity under pandemic conditions; and humanitarian common services support.

The current guide addresses and supports these objectives by describing, facilitating and promoting: the basic principles of API coordination; a recommended six-step approach to establishing an API coordination framework and structures at the country level; case studies of effective coordination at country level; sample tools and approaches to implement and support coordination, ensure alignment with national API priorities and enhance information sharing; and details of further resources and information.

By utilizing practical tools and adapting them to individual country settings and contexts, we hope the guide assists UN Country Teams and API Coordinators to work with their counterparts in developing practical coordination solutions that can reduce the threat of API. This guide can also help the UN at the country level to apply the lessons learned and coordination practices adopted in response to other emerging complex issues in demand of similar multisectoral, coordinated response.

Dr David Nabarro
Senior United Nations System Influenza Coordinator

GLOSSARY

ADB	Asian Development Bank
AED	Academy for Educational Development
API	avian and pandemic influenza
CMT	Crisis Management Team
DMT	Disaster Management Team
FAO	Food and Agriculture Organization of the United Nations
HPAI	highly pathogenic avian influenza
ICAO	International Civil Aviation Organization
IEC	information, education and communication
ILO	International Labour Organization
IMF	International Monetary Fund
INGO	international nongovernmental organization
IOM	International Organization for Migration
MAFF	Ministry of Agriculture, Forestry and Fisheries
MOF	Ministry of Finance
MOFA	Ministry of Foreign Affairs
MOH	Ministry of Health
NGO	nongovernmental organization
OECD	Organisation for Economic Co-operation and Development
OIE	International Office of Epizootics
TOR	terms of reference
UNCAPHI	UN system *Consolidated Action Plan for Avian and Human Influenza*
UNCMT	United Nations Crisis Management Team
UNCT	United Nations Country Team

UNDP	United Nations Development Programme
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNOCHA	United Nations Office for the Coordination of Humanitarian Affairs
UNSIC	United Nations System Influenza Coordinator
UNWTO	United Nations World Tourism Organization
WB	World Bank
WFP	World Food Programme
WHO	World Health Organization

INTRODUCTION

"Avian influenza threatens the entire world. It knows no borders. It is our collective responsibility to ensure that all countries – rich and poor – are protected and prepared. The United Nations family will do all it can to help ensure that this happens."

—Kofi Annan, former UN Secretary-General

The importance of API coordination

The collective goal of the UN system is to help national authorities implement programmes with strong national ownership and adequate resources. The UN system expects to do this with a high degree of interagency coherence and synergy, whether working at country, regional or global levels.

The five areas of action include:

- healthy livestock production systems and animal health services capable of responding to highly pathogenic avian influenza;

- functioning human public health systems (that can detect, respond to and contain serious infections, including avian and pandemic influenza);

- social mobilization activities that include communication for behaviour change;

- crisis preparedness efforts that include contingency planning for influenza pandemics;

- institutional arrangements for coordinated financial and technical support for effective national implementation of integrated influenza programmes.

The UN as a whole pursues actions that are reflected in the UN system *Consolidated Action Plan for Avian and Human Influenza (UNCAPHI)* and contributes to work in these areas through support for seven specific objectives (see Figure 1 and Box 1 for detailed description).

OBJECTIVE 1:
Animal health and biosecurity
Implementing agencies:
FAO, OIE, UNHCR

OBJECTIVE 2:
Sustaining livelihoods
Implementing agencies:
FAO, ILO, UNWTO, IOM, WFP, UNDP, UNCHR

OBJECTIVE 7:
Humanitarian common services support
Implementing agencies: WFP

UN Consolidated Action Plan for Avian and Human Influenza

OBJECTIVE 3:
Human health
Implementing agencies:
WHO, ILO, UNICEF, IOM, UNHCR

OBJECTIVE 6:
Continuity under pandemic conditions
Implementing agencies:
OCHA, FAO, UNICEF, IOM, ICAO, UNDP, UNWTO, ILO, UNHCR, WFP

OBJECTIVE 5:
Public information and communication to support behaviour change
Implementing agencies:
WHO, UNICEF, FAO, OIE, WFP, ILO, IOM, UNHCR, UNWTO

OBJECTIVE 4:
Coordination of national, regional and international stakeholders
Implementing agencies:
UNDP, UNSIC, OCHA, WFP

Figure 1: Objectives of the UN system response to API

Box 1: The seven objectives of the UN system
Consolidated Action Plan for Avian and Human Influenza

Objective 1. Animal health and biosecurity

Ensuring, through a global, cohesive framework in response to avian influenza in poultry, that animal health is safeguarded, biosecurity is brought up to standard, and capacity exists, when needed, for scaling up veterinary services to detect early and stamp out rapidly new avian infections through prompt movement restrictions and culling, and for sustaining vaccination of poultry and other interventions when they are indicated. Clarifying how the emergence of pandemic agents, food and agricultural practices, land use and ecosystem management are related.

Objective 2. Sustaining livelihoods

Ensuring that the economic and poverty impact of avian influenza as well as related control measures are monitored and rectified; limiting any adverse repercussions on the Millennium Development Goals; seeking fair and equitable compensation for those whose livelihoods are endangered by avian influenza and control measures.

Objective 3. Human health

Strengthening public health infrastructure, including surveillance systems, to (i) reduce human exposure to the H5N1 virus; (ii) strengthen early warning systems, including early detection and rapid response to human cases of avian influenza; (iii) intensify rapid containment operations and responses for a newly emerging human influenza virus; (iv) build capacity to cope with a pandemic, including surge capacity for a pandemic; and (v) coordinate global science and research, particularly as this pertains to the availability of a pandemic vaccine and antiviral drugs. Strengthening community-based treatment of acute respiratory infections, including pre-positioning of medical supplies in peripheral areas to enhance capacity to respond as well as to enhance nutrition security and access to micronutrients to minimize the impact of infection on susceptible populations.

Objective 4. Coordination of national, regional and international stakeholders

Ensuring that national government ministries work together in a focused way, bringing in civil society and private sector groups, in pursuit of sound strategies for avian influenza control and pandemic preparedness.

Objective 5. Public information and communication to support behaviour change

Strategic communication to provide clear and unambiguous risk and outbreak information to the general public and key groups of people with the highest potential for stemming the spread and impact of the disease. This will include communicating with the public, households and communities to involve and mobilize them to adopt appropriate behaviours to reduce risks and mitigate the impact of any outbreaks or pandemic.

Objective 6. Continuity under pandemic conditions

Ensuring the continuity of essential social, economic and governance services, and effective implementation of humanitarian relief, under pandemic conditions.

Objective 7. Humanitarian common services support

Ensuring that – in the event that national capacity is overwhelmed by pandemic conditions – agreed emergency operating procedures are invoked and benefit from information technology and logistics capacity set up and made operational beforehand.

Optimal approaches to organizing national API strategies and work plans are those that have taken place through joint action by national authorities and external partners. Through various international forums (see Box 2), national governments continue to reinforce the importance and need for national and international collaboration at the country level, ensuring that responses to the many national priorities are sustained.

Box 2: Chronology of international response and UN system support

March 2005	High-level forum adopts *Paris declaration on aid effectiveness.*
March 2005	*WHO global influenza preparedness plan: The role of WHO and recommendations for national measures before and during pandemics* published by World Health Organization (WHO, updated November 2005).
September 2005	UN Secretary General (SG) appoints Coordinator to lead *UN System Influenza Coordination (UNSIC)* to provide support to national responses to avian influenza and pandemic threats.
September 2005	US announces the International Partnership on Avian and Pandemic Influenza (IPAPI) at the UN General Assembly as a loose partnership of different national and regional bodies.
October 2005	1st Senior Official's Meeting on Avian and Pandemic Influenza (Washington)
November 2005	FAO/OIE/WHO/World Bank and Partner's Strategy Meeting (Geneva) Landmark technical meeting on avian and pandemic influenza agreeing on a set of key actions and urgent need for financing. Formation of a global strategy. Governments asked for coordinated and sustained international support to implement national API programmes. Required unprecedented coordination and synergy among UN system at the country level.
January 2006	2nd International Pledging Conference on Avian and Human Pandemic Influenza (Beijing).
January 2006	*Avian and human pandemic influenza: UN system contributions and requirements: A strategic approach* published by UNSIC
March 2006	UN Secretary-General directs all UN duty stations to designate an avian and pandemic influenza coordinator.
June 2006	3rd Senior Official's Meeting (SOM) on Avian and Human Pandemic Influenza (Vienna).
December 2006	4th Intergovernmental 'Pledging' Conference on Avian and Human Pandemic Influenza (Bamako).
February 2007	Independent study *Coordination of avian and human influenza activities* report published, including recommendations.
June 2007	International Health Regulations (IHR) come into force, including requirement for countries to have the capacity to reliably detect, confirm and contain influenza-like illness that might herald the start of a human pandemic (proposed in 2005, 194 countries are currently party to IHR).
June 2007	Technical meeting on Highly Pathogenic Avian Influenza and Human H5N1 Infection (Rome) to review the progress on the global strategy.
November 2007	*Concept of operations for the UN system in an influenza pandemic* published by UNSIC
December 2007	5th International Ministerial Conference on Avian and Pandemic Influenza (New Delhi) under the vision "One World, One Health".
October 2008	6th International Ministerial Conference on Avian and Pandemic Influenza (Sharm el-Sheikh)

About the UN System Influenza Coordination (UNSIC) and the history of the API response

In late-2005, The UN Secretary-General appointed a UN System Influenza Coordinator (UNSIC) to ensure a working level alignment and harmonization across programmes of UN agencies, development banks, private sector initiatives, the work of voluntary agencies and engagement of the donor community. Specific functions of the office include:

- providing a strategic framework for a collective response within and beyond the UN system;

- supporting effective UN coordination at global, regional and country levels with a particular emphasis on the role(s) of Resident Coordinators;

- tracking progress of UN system and partner efforts to support national, regional and global influenza strategies;

- stimulating action to enhance UN system and partner efforts, to fill gaps, promote synergies and avoid duplication, as the situation evolves, and propose appropriate changes in the deployment of global and regional resources;

- encouraging consistent, accurate and regular communications through both pre-existing and (where needed) new networks;

- establishing a consistent contingency planning approach across all UN agencies that dovetails with (and supports, as necessary) the relevant country bodies that are involved in national responses to influenza threats;

- creating contingency plans for staff safety, in response to a pandemic;

The coordination effort has since established new ways that stakeholders can work together within a wider movement that links efforts to contain avian influenza – and preparedness for an influenza pandemic – with other development, humanitarian and disaster preparedness activities.

The API coordination context

The collective aim of the UN system with regard to API is to ensure technical support and the establishment of effective coordination systems. Coordination should assist national authorities to develop national API strategies with a specific focus on avian influenza control and pandemic preparedness planning, engaging all sectors, including and extending beyond, animal and human health. In helping to achieve these various goals, all levels of the UN system play a key role in ensuring the central importance of an integrated national strategy, a coordinated response that aligns with, supports and resources national priorities. This ensures greater interagency coherence and synergy, leading to harmonized UN support at the country, regional and international level.

Country level

At a country level, UN coordination is led by the UN Resident Coordinator in collaboration with the UN Country Team (UNCT) and in many countries includes the World Bank and also the participation of the International Monetary Fund and regional development banks such as the Asian Development Bank. API Coordinator or Focal Point positions have been established at a country level and are typically, but not in all cases, based in the office of the UN Resident Coordinator. API Coordinators and Focal Points may undertake API work as a full-time effort or as part of a broader UN coordination role.

API coordination and response efforts involve a number of existing elements of the UN system, and to a growing degree are undertaken through existing structures and programmes, maintaining a specific focus on API. For example, UNCT advisory teams include the UN Disaster Management Team, the UN Crisis Management Team, the UN Security Management Team, as well as dedicated API technical working groups and task forces. In some countries, the API efforts involve also the Inter-Agency Standing Committees (IASC).

Technical support to government programmes is typically coordinated through the relevant UN agencies: the Food and Agriculture Organization of the United Nations (FAO) working with government on animal health issues; the World Health Organization (WHO) on human health issues; the United Nations Children's Fund (UNICEF) on information, education and communication; and the United Nations Development Programme (UNDP), the World Food Programme (WFP) and the Office of the United Nations High Commissioner for Refugees (UNHCR) on issues of capacity development, and intersectoral coordination and responses.

Bringing together expertise, capacities and personnel in various sectors is not always straightforward, even in countries presently affected by avian influenza. It is more challenging in countries that have yet to encounter a pathogenic avian influenza virus. Integrated national API programme plans and effective coordination are needed in all countries.

With shifting in-country health and development priorities, as well as changes in both avian and human pandemic alert phases over time, new needs will continue to emerge. Unless plans are proactively and urgently developed and updated in all countries, national authorities and international agencies may struggle to maintain the continuity of their priority programmes and to meet coordination needs under new and emerging circumstances.

Regional level

Regional interagency teams support UN Resident Coordinators and UNCTs. For example in the Asia-Pacific regions, the regional interagency support to the country level has been coordinated by the UNSIC Regional Coordinator, whereas in other regions this coordination role has been carried out by the Office for the Coordination of Humanitarian Affairs (UNOCHA).

Regionally-based UN agency colleagues also provide bilateral support to their UN agencies at a country level. Increasingly this is in coordination with regional interagency API teams and UNCT in order to draw on direct support on specific issues of technical collaboration.

Global level

At a central or headquarters level the UN system's response to API is supported by UNSIC in New York, guided by the interagency Technical Working Group and a Steering Committee chaired by the UN Deputy Secretary-General. The UN system response during a pandemic scenario is set out in the *Concept of operations for the UN system in an influenza pandemic.*

Individual UN agencies draw support from their respective headquarters and are guided by their respective API strategic priorities.

The purpose of this guide

As more countries are affected by avian influenza, the establishment of effective structures and mechanisms to respond to API threats and prepare for a pandemic must remain a priority for UN Country Teams. With these priorities in mind and with concern for other potential health or multisectoral threats, much can be learned from experience and lessons learned at a country level. Here UNCTs have developed their own coordination structures and systems, and/or adapted them by drawing on examples from other countries or through guidance from the regional or global levels.

This guide provides an overview of the current and evolving coordination context, and outlines the basic components of coordination that have been established at a country level, showing the alignment with government coordination structures and the inter-linkages between them.

It highlights the basic principles that are being used to guide coordination; provides guiding questions to support the establishment of a coordination mechanism; and – based on lessons from a number of countries – presents a recommended approach to establishing API coordination systems at the country level. The guide provides a number of sample tools and examples of country level good practice to support this work. Country coordination structures from two different countries are outlined.

The guide demonstrates how API coordination is a good example of a 'quality improvement' approach, which facilitates an evolving coordination process that is participatory and results oriented, and develops ways of gaining new insights into coordination processes and their facilitation.

API coordination responds to a changing environment and can be continuously improved. The quality improvement approach has been found to work effectively in a variety of sectors, including health care and the manufacturing and service delivery industries and experience shows us that it works well when applied to the API coordination context.

Who should use this guide?

This guide is primarily designed to support UN Country Teams, UN Resident Coordinators and UN API Coordinators/Focal Points. It may also support those engaged in coordination at a technical level and act as a resource for those working at a regional and global level seeking to provide support to those implementing coordination structures, systems and tools at the country level. It is also intended as a resource to UN teams responsible for coordination around other complex and multisectoral issues such as food crises or natural disaster relief.

What is the aim of this guide?

This guide aims to help UNCTs around the globe provide effective coordination to support integrated national API strategies and responses. It also aims to raise awareness of the basic principles and building blocks required to establish effective, transparent and active coordination.

How should the guide be used?

This guide provides practical tools that can be adapted to individual country settings and contexts. The guide should be used to help build a common understanding of the basic requirements for effective coordination and develop innovative coordination solutions based on specific country-level needs. Those actively working on country level API coordination will be able to both draw on the components of the guide and potentially contribute to it with their own examples of good practice, systems established and coordination tools designed and used, as well as outlines of their own coordination systems that support alignment with national API priorities and plans.

Effective API coordination is based on four primary assumptions: (i) effectively addressing API involves a set of complex challenges, involving numerous stakeholders and sectors; (ii) from a UN system perspective, these challenges go beyond the scope of specific technical agencies, relying on the very best of interagency collaboration; (iii) strengthening the capacity of countries to prepare for a potential API outbreak is important preparation for tackling other complex challenges, such as natural disasters, and harmonizing development assistance in general; and (iv) reducing the social and development impacts of potential API threats requires a combination of integrated national strategies and strengthened coordination among all relevant actors.

1.1 Harmonization and alignment for results

In signing the 2005 *Paris declaration*, more than one hundred government ministers, heads of agencies and other senior officials committed to specific actions that would promote the effective use of aid assistance and funds.

The *Paris declaration on aid effectiveness, ownership, harmonization, alignment, results and mutual accountability* summarizes strengthened efforts towards harmonization, alignment and managing aid for measurable results. It aims to promote a global partnership for development and accelerate progress towards the Millennium Development Goals. Since 2005, the international community has been working in close collaboration with partner countries, to harmonize and coordinate approaches in many focus areas, including in response to API threats and placing increasing importance on all efforts to align with national priorities to support greater national ownership.

1.2 Principles of API coordination

In 2007, the study on *Coordination of avian and human influenza activities* identified three key elements of successful coordination:

- the central importance of an integrated national strategy;

- the importance of coordination of external assistance and pursuing joint programmes;

- the need for synergy and trust at a global level.

The study outlines nine principles of good coordination (see Box 3) that are aligned with the principles of the *Paris declaration*. The nine principles focus on national ownership and leadership, alignment and harmonization. These principles will help reduce the threats posed by API – as well as other emerging infectious diseases with a pandemic potential – building strong and sustainable coordination frameworks around which to guide and support integrated national API strategies and related efforts.

Section 1

The building blocks of effective coordination

Box 3: Nine principles of good coordination of avian and pandemic influenza

I. National ownership and leadership

1. High-level political leadership to drive the development of multi-sectoral coordination structures that draw in all stakeholders.

2. National coordination authorities ensure a balance between a developmental and an emergency response to API, and API activities are mainstreamed into existing structures and programmes.

3. The national coordination authority should lead an open and inclusive planning process.

II. Alignment

4. International community should systematically base its financial and technical support for API activities on nationally developed plans.

5. International community to build its support to build sustainable national capacity and adapt international good practice to the national context.

III. Harmonization

6. International community use common arrangements at the country level for planning, funding, monitoring and evaluation, with UN and World Bank prioritizing development of joint programmes over separate projects.

7. Donor community designate one person as coordinator of external assistance on API. UN and World Bank to name one person as coordinator of external assistance.

8. Greater consistency of approach among UN agencies and the World Bank at the corporate level and at the country level and between corporate headquarters, regional and country levels within individual agencies.

9. Incentives should be designed to reward coordination efforts among international organizations.

1.3 Elements of avian and pandemic influenza coordination

There are also a number of recognized elements of API coordination that can help to facilitate aligned and harmonized support for national priorities and effective information sharing:

- a sound evidence-base, integrated strategy and plan;

- political ownership, leadership and commitment;

- national interministerial mechanism;

- full engagement of civil society and the private sector;

- mobilization of funds, with responsibility, execution and account-ability at the provincial level;

- mass communication and social mobilization;

- organized and engaged external partners.

These elements are accompanied by a checklist in the form of a series of specific questions (see Section 4) that help UN Country Teams to determine their API coordination needs and assess if the necessary elements of API coordination are in place.

1.4 Country level UN API coordination

In achieving coordination goals, the role of UN API coordination is crucial in ensuring consistency of UN approaches to API threats (see also Section 4). The coordination role differs from one country context to another and may depend on the extent of the threat in a given country and other regional coordination mechanisms that may or may not exist. In upholding the basic principles of API coordination a range of roles may include:

- coordination of avian influenza activities

- national pandemic preparedness planning

- UN system pandemic planning and response

- donor coordination

- reporting.

This guide seeks to expand on each of these roles and present them in a way that helps UN Country Teams needing to build TORs for API coordination to meet their specific needs. This requires an overall balanced approach of coordination of technical agencies and diplomacy. Facilitating coordination should aim to establish alliances, linkages, agreements and informal arrangements, and where appropriate, to encourage effective collaboration between relevant UN agencies, government authorities, development banks and the donor community, as well as with like-minded groups from the public, voluntary, private and media sectors.

Section 2

The coordination cycle: recommended approach to establishing API coordination systems at the country level

The tools, methods and country-level coordination experiences highlighted and recommended in this section turn the principles of effective coordination outlined above into specific steps and actions. They have been selected based on the growing recognition that API coordination is about engagement with many different actors – national governments, bilateral donors, UN technical agencies, civil society and the private sector. Aligning external support with national structures and policies, strengthening in-country capacities and ensuring optimal support to national leadership on API are critical elements in improving coordination outcomes.

The formalization of this coordination cycle draws on the experiences of many countries in their varying approaches to coordination. Observations of what has worked well, and active sharing of experiences, both good and bad, have also been validated through feedback from numerous UN API Coordinators/Focal Points, and through a series of specific workshops and consultation meetings.

A six-step approach (see Figure 2) is outlined that can be used by UN Country Teams, Resident Coordinators and/or their API Coordinators/Focal Points to establish coordination systems and structures at the country level, namely:

1. **ANALYSE** the existing coordination environment. Who, what, where and why?

2. **IDENTIFY** coordination needs and where the UN can play a support role.

3. **STRATEGIZE** possible coordination structures and systems to respond to identified needs.

4. **CONSULT** with all partners to build consensus on an effective coordination system.

5. **ESTABLISH** the coordination mechanism and its components, adjusting to ensure maximum alignment and harmonization.

6. **REVIEW** the performance of coordination structures, and evolving coordination needs.

A set of guiding questions for UN Country Teams to use in establishing and managing the coordination cycle is presented in Section 4.
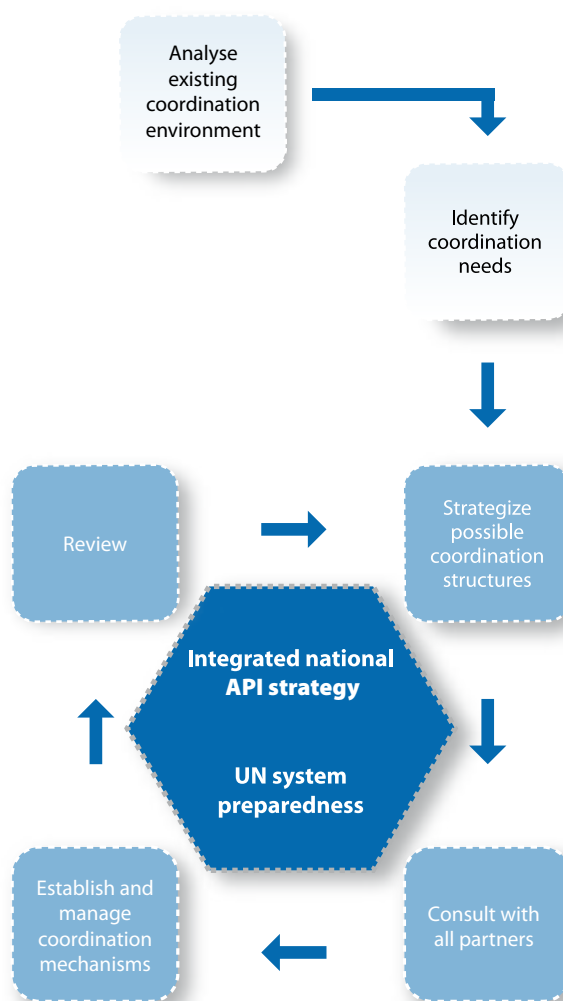
Analyse existing coordination environment

Identify coordination needs

Strategize possible coordination structures

Review

Integrated national API strategy

UN system preparedness

Establish and manage coordination mechanisms

Consult with all partners

Figure 2: **The coordination cycle: Recommended approach to establishing API coordination systems at the country level**

UN Country Teams have the opportunity to use the coordination cycle as a guide to respond to the ever-changing coordination environment by regularly reviewing, adapting and adjusting approaches and content to respond to changing national contexts and the many complex and multisectoral issues being addressed.

One challenge is to create a coordination process that includes appropriate agencies and individuals, and maintains a reasonable balance between them so that coordination is not dominated by any one group or set of technical interests. Agreement on the coordination goals at the outset, even if agencies and partners have somewhat different goals is key to successful coordination at the country level.

Detailed approaches and methods for facilitating each of the recommended steps are as follows:*

*   The 📁 icon can be seen where *proforma* templates and other tools or examples are available as part of the resources developed to compliment this guide.

Step 1   **ANALYSE the existing coordination environment**

- Explore and document the national coordination structures (i.e. those led by the government) and UN country-level coordination structures (API and others) that already exist in your country. Give due consideration to the sectors and stakeholders that such structures include. 📂

- Assess what aspects are API- or other disaster risk reduction-related.

- Examine whether there is/are existing UN coordination mechanisms that can be used or adapted for API (e.g. sectoral working groups, or other interagency task forces). If a potential structure or process is identified, discuss with relevant coordinators/participants whether API coordination might be successfully incorporated.

- In addition to coordination mechanisms, appraise other existing interagency communication and information forums or information-sharing systems that could be used.

- Compile existing information from UN agencies about essential resource requirements for API coordination and implementation, taking into account available information about national coordination demands and national API needs.

- Conduct a stakeholder mapping exercise to document the key API actors to be considered and consulted – this should be cognizant of UNCT participants, relevant government authorities and ministries, the donor community, development banks and NGOs.

- In particular, examine and document the roles that NGO's and the voluntary sector play. Include descriptions of NGO coordination systems that operate both with and separately from the UN system and other development partners.

- Request confidential feedback, perceptions and other comments from key stakeholders in relation to the existing dynamics among and between UN agencies, donors and government officers/authorities. Include reference to whether a UN coordination lead is desired.

- Find out who, if anyone, is currently leading even partial API coordination efforts and/or inter-linkages between key stakeholders.

IDENTIFY coordination needs and where the UN can play a support role

Step 2

- Gather available information about current API-related agency roles and responsibilities. This should include whether roles have been delineated adequately to ensure consistency, coherence, reduce duplication of efforts and cover the major priority areas identified in Step 1.

- Describe the specific need(s) for a mechanism to share information among API stakeholders, taking into account the national API context, as well as the range and number of stakeholders, and their level of engagement. 📁

- Assess whether information on API-relevant funds, their sources and uses are transparent and means by which this might be improved. 📁

STRATEGIZE possible coordination structures and systems to respond to identified needs

Step 3

- Identify the most appropriate coordination structure and/or mechanisms in support of the national response and preparedness planning within the country. Members of the UNCT can be encouraged to participate in the presentation of selected mechanisms to key stakeholders inside and outside the UN system.

- Assess potential levels of coordination in the country, in particular: intra-UN; UN and development partners; UN and government; UN, government and development partners. Clarify how these are factored into the coordination structure. 📁

- Ensure that options for joint programming have been fully considered as part of proposed coordination and joint support to national technical and coordination requirements. Verify that any current or planned joint programme implementation and monitoring is linked to the proposed coordination system/mechanism.

- Describe existing financing mechanisms that may be suitable as channels for API-related funds.

- Descriptions of existing mechanisms for API-related funding sources, channels and uses (bilateral, pooled funding etc.) should be presented by members of the UNCT to key stakeholders.

CONSULT with all partners to build consensus on an effective coordination system

Step 4

- Consult with all relevant partners individually. Consult with and secure the support and endorsement of key government officials and authorities.

- Identify appropriate options for collaboration structures and/or mechanisms among key actors, including national/community level stakeholders outside of the UN system.

- Bring partners together for broader consultation and discussion about potential coordination structures.

- Encourage nomination of API coordination focal points for all partners to support information sharing and notification.

- Facilitate dialogue (and hopefully agreement/consensus) on proposed mechanisms and/or structures for API coordination and the appropriate forum in which coordination performance will be reviewed and by when (annually, six monthly).

- Draft coordination performance indicators, and seek consensus or prioritization around them.

- Seek support from senior levels of UN and development partners, through regular dialogue and consensus with government authorities and representatives.

Step 5 **ESTABLISH the coordination mechanism and its components, adjusting to ensure maximum alignment and harmonization**

- Four main themes represent common goals in establishing the coordination structure and/or mechanism:

  o **Measurable goals:** Coordination goals must be measurable in terms of outcomes for the national API strategy. This also means there should be milestones to track progress within a fixed time period and some of these can be process- rather than outcome-defined. Measurable goals mean more accountability on the part of stakeholders.

  o **Sustainability:** Coordination should aim for achievements that are sustainable over time, including in the event that externally-funded activities end.

  o **Flexibility:** Coordination plans must be flexible and allow targets to be specified at the national or provincial level. Where possible, the goals should be 'rolled up' from the sub-national level and not imposed from the national level alone.

  o **Integrated approaches:** UN-facilitated coordination structures and/or mechanisms should clearly link their goals to those of an integrated national API strategy, and existing programmes and strategies of other key stakeholders or API-related coordination mechanisms. The coordination strategy should be used to continually align and harmonize new or expanded coordination initiatives of others to ensure strong coordination, continued effective information sharing and a focus on alignment with government priorities.

- Stakeholder roles and responsibilities within the coordination structure should be clearly defined and where necessary confirmed in writing.

- Terms of reference should be drafted for individual components of the coordination structure. 📂

- Contact databases, e/mailing lists and meeting schedules should be established and maintained to operationalize all aspects of the coordination mechanism. 📂

- Templates for information-sharing tools should be drafted to ensure information is presented consistently and preparation time is reduced. 📂

REVIEW the performance of coordination structures, and evolving coordination needs

Step 6

- The API coordination structure and/or mechanism will need to be periodically reviewed by a specified forum/group.

- Involvement of all stakeholders in the review, including government authorities, should be assured.

- Indicators should be developed to ensure the review monitors the performance of the coordination structure. 📂

- Effective mobilization of relevant stakeholder groups by (and into) the API coordination structure requires specific steps to be taken and opportunities to be created for more open sharing and input, alignment of technical and financial support against the national plan, including streamlined and effective information sharing. Specific indicators should be developed and applied to ensure that these vital elements are tracked. 📂

- Alignment of technical and financial support provided through and by the coordination mechanism should be continuously assessed against the integrated national API strategy.

- The emergence of alternate or parallel API coordination structures or mechanisms should be tracked on a continuous basis.

- Emerging evidence that indicates changes of in-country health and development priorities, as well as changes in both avian and human pandemic alert phases, should be actively monitored.

- In light of the periodic review of coordination mechanism performance – and any new or emerging relevant evidence – coordination priorities, plans and structures should be proactively modified and adapted in order to meet coordination needs under new and emerging circumstances.

- A stage may arise where phasing-out of API-specific coordination is appropriate, when mainstreaming API coordination into regular programmes and existing UN coordination structures (e.g. disaster management) is feasible. This should not, however, compromise the readiness to reactivate an API-specific focus if and when the pandemic situation changes.

Section 3:

Country case studies of API coordination

The purpose of this section is to highlight how two individual countries – the Kingdom of Cambodia and the Lao People's Democratic Republic (Lao PDR) – have implemented the key principles of API coordination: national leadership and multisectoral coordination structures involving all stakeholders, as well as other elements of strong API coordination including political ownership, interministerial mechanisms for coordination, and the engagement of civil society and the private sector. This section explains the components of the respective country API coordination systems and briefly outlines how the various structures came about. Diagrams are also used to illustrate the alignment of UN/partner coordination with government mechanisms, and the linkages between the two systems.

The country overviews have a similar format to allow comparison of country examples, highlighting how the basic principles and elements of API coordination have been established in the respective country context.

3.1 API coordination in Cambodia

Background

The Cambodia API coordination structure, established following the first outbreak of avian influenza in 2005, aimed at ensuring alignment with government structures and systems, linking technical and non-technical partners and planning, and creating a coordinated development partner response to national demands for support and resourcing.

Establishing the API coordination structure and system

Early coordination efforts started with an **approach based on existing human and animal health systems** in the Ministry of Agriculture, Forestry and Fisheries (MAFF) and the Ministry of Health (MOH), supported by FAO and WHO, which focussed on efforts to develop health systems, such as surveillance, laboratory capacity and response. These government and UN partners (together with the Pasteur Institute) met weekly as a **technical working group** to share technical information regarding the virus and to prepare the weekly *API Bulletin*.

Donors and NGOs increasingly sought access to information. These increasing needs for accurate technical information and networking were met through maintenance of the weekly **Avian Influenza Technical Working Group** (technical UN/government participation) and establishing a larger **Avian and Pandemic Influenza Partnership Meeting forum** co-chaired by Secretaries of State from MAFF and MOH, together with the UN Resident Coordinator and with an agenda structured around the four priorities of animal health, human health, information education and communication (IEC), and pandemic preparedness. This monthly partnership forum supports donors, NGOs, UN agencies

and government ministries to provide updates and share information on implementing activities, funding status, events, technical and institutional developments. The Office of the UN Resident Coordinator is the facilitator of the partnership meeting. An **NGO forum on API** has been established to support the information needs of both national and international NGO coordination. Chaired by Medicam (an umbrella organisation) and convened monthly, UN agencies are invited to attend.

Critical information sharing is supported by a **weekly *API Bulletin*,** which is produced and widely distributed by the UN with input from government and other partners. The bulletin is viewed as a key source of information on API by government, the UN system and other stakeholders. In October 2008, the bulletin reached its 172nd issue.

Following establishment of the Partnership Meeting a **National Committee for IEC for API** has also been established, facilitated by UNICEF and co chaired also by MAFF and MOH. The committee's role is to coordinate communications campaigns and implement the national IEC strategy for AI. In early 2007, a **National Working Group on Pandemic Planning** was established with membership from all key ministries UN agencies and the Red Cross. This group is facilitated by the National Committee for Disaster Management (NCDM). Membership is primarily technical. Both of these groups report to the monthly Partnership Meeting.

National coordination on animal and pandemic influenza was improved through the consolidation of animal and human health strategies within a single **National Comprehensive API Plan**, inclusive of the national communications strategy and a section on interministerial cooperation for pandemic preparedness.

The coordination of pandemic preparedness and response is the responsibility of the National Committee for Disaster Management (NCDM). NCDM is a central government body responsible for disaster management (mainly floods and droughts). A conscious decision was made to **strengthen this existing multisectoral coordination structure**, to be able to respond to a pandemic emergency. The NCDM is chaired by the Prime Minister.

For national pandemic planning the **planning process is considered to be of equal importance to the crafting of the plan itself.** The process has been designed to involve line ministries at the central and provincial levels to ensure overall and long-term sustainability and a strong interministerial approach.

NATIONAL

UN in CAMBODIA

National Committee for
Disaster Management
(NCDM)
(ministerial level,
chaired by PM)

United Nations Crisis
Management Team (CMT)
for UN Pandemic Planning
and Response

National Working Group
on
Pandemic Preparedness
(chaired by NCDM)

High-level
Interministerial
Committee on
Control of Avian Influenza

UN Country Team
(heads of UN agencies)

Avian and Pandemic Influenza
Partnership Meeting
(government, UN,
donors and NGOs)

Avian Influenza
Technical Working Group
(MOH, MAFF, WHO, FAO, Pasteur)

National Committee
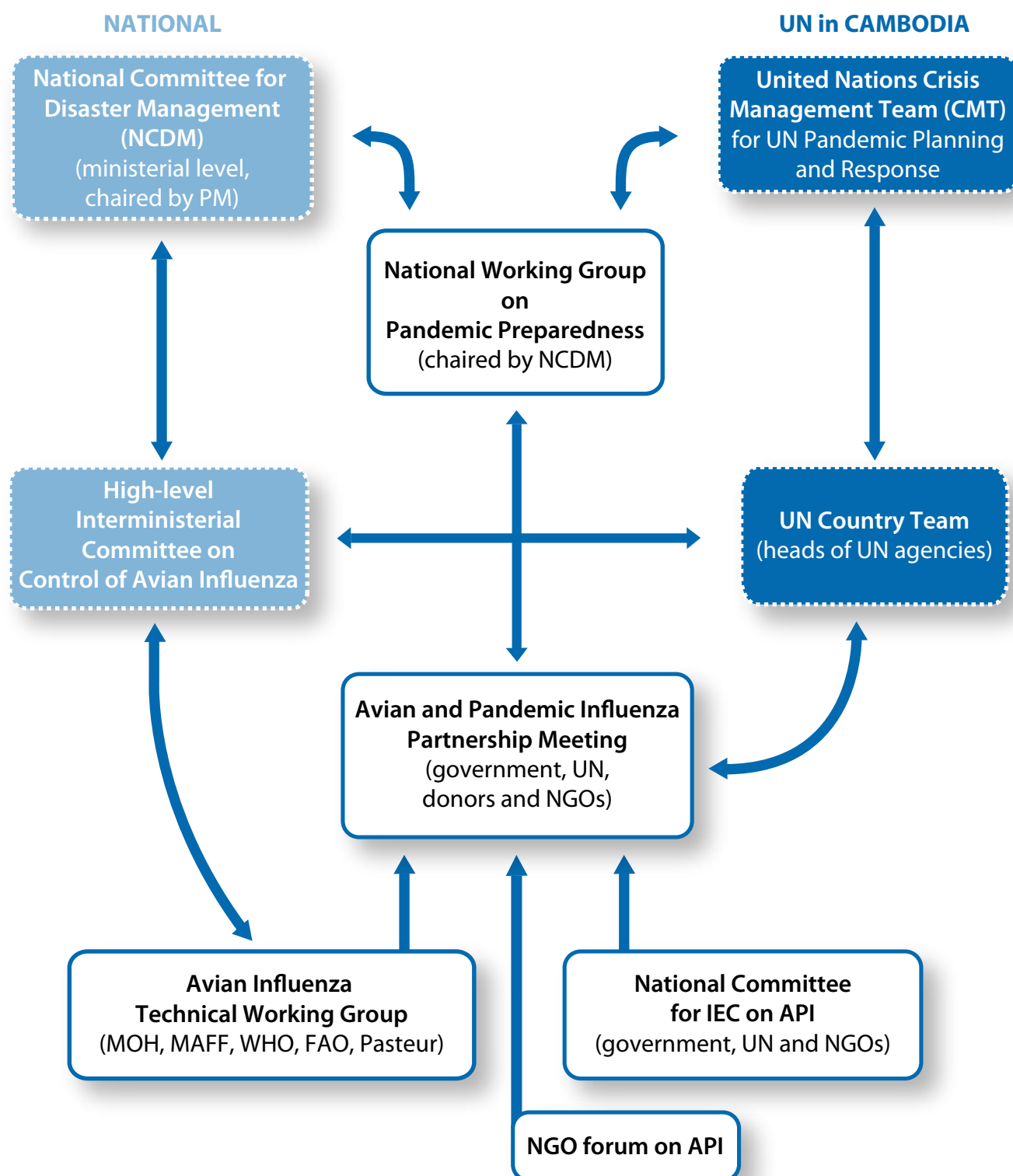for IEC on API
(government, UN and NGOs)

NGO forum on API

Figure 3: API coordination and institutional arrangements in Cambodia

3.2 API coordination in the Lao People's Democratic Republic

Background

The UNCT in Lao PDR was alerted to the increasing threat posed by avian and human influenza in early 2005 and began to prepare for the developing situation both from the perspective of ensuring UN internal preparedness, but also in order to support national avian influenza control and pandemic preparedness efforts. It was quickly recognized that national prevention, preparedness and response required the involvement of multiple stakeholders and sectors and therefore posed a specific need for a coordinated and synergized approach.

Establishing the API coordination structure and system

In early 2005, an **API Coordination Focal Point** was assigned within the Office of the UN Resident Coordinator to focus full-time on avian and pandemic influenza, both in relation to UN system preparedness and to coordinated support for national preparedness. The Focal Point was also tasked with establishing a suitable UN coordination support mechanism for API activities working closely with the government, donors and other partners. This process, with the Resident Coordinator taking a strong leading role, included **analysis of the existing coordination environment and the identification of coordination needs**, development of three alternative models for API coordination, conduct of a series of bi-lateral and broader consultations, and **joint endorsement of the proposed approach to API coordination**.

The established in-country API coordination support structure consisted of a regularly convening **Cross-sectoral Influenza Working Group** (with representatives from WHO, FAO, UNICEF, UNDP, WFP, ILO, ADB, and the World Bank). In mid-2008, through consultations with the members of the Cross-Sectoral Influenza Working Group it was decided to also include international nongovernmental organizations (INGOs) such as the Academy for Educational Development (AED) as well as CARE International. These two INGOs were selected as they have been active in API prevention and control activities – mainly in the area of communication and awareness raising. The **UN API Coordination Unit** (with UN API Coordinator acting as the secretariat of the group) functions under the chairmanship of the UN Resident Coordinator.

This mechanism was specifically intended to support the government in pandemic prevention and preparedness. A further aim was to avoid the risk of duplication and fragmentation in an area where the need to move rapidly and in a coordinated, coherent manner was evident. The UN coordination support mechanism was considered necessary to assist in ensuring that donor support is firmly aligned with agreed government plans and strategies. In the establishment of the mechanism, it was recognized that the UN system has the necessary technical and operational capacity to assist the government and the resident and non-resident donors in this area. It was also recognized that the UN

technical agencies FAO, WHO and UNICEF have lead roles to play in providing the government with strong and critical support in their respective fields of expertise. The focus of the established joint mechanisms was – and remains – coordination and facilitation of a coherent cross-sectoral response.

In addition to the regular meetings of the Cross-sectoral Influenza Working Group and related technical meetings, periodic **informal donor consultation meetings** were arranged and information shared broadly with all relevant stakeholders.

UN API coordination, through existing mechanisms, also carried responsibility for the process of developing UN system contingency and business continuity plans, as well as testing the plans through simulation exercises (workshops, table-top exercises), in close collaboration with the UN system agencies.

The established UN coordination support structure was particularly beneficial when the *National avian influenza control and pandemic preparedness plan 2006–2010* (AIC and PPP) was jointly developed by the Government of the Lao People's Democratic Republic and the United Nations. The integrated national plan and its five strategies (1. Development of disease free avian influenza management; 2. Disease surveillance and response in humans during outbreak; 3. Laboratory and curative care; 4. Health education and community action; 5. Strengthening of institutional and legal frameworks) form the heart of all efforts in Lao PDR.

In addition to the role played by UN technical agencies, the UN API Coordination role was instrumental when the financing and implementation arrangements of the national plan were in development, supporting the **alignment of external support** to the jointly developed national plan and its activities. This was achieved through multiple means, including focused donor coordination, and the development of various coordination tools (e.g. a Financial and Activities matrix based on the national plan).

During the joint development of the *National avian influenza control and pandemic preparedness plan* the pre-existing **National Committee on Communicable Diseases and Control (CDC)**, previously chaired by the Minister of Health, was upgraded to be chaired by the Prime Minister.

The government, in close collaboration with the UN system, UN API Coordination and other partners such as the World Bank, established a **National Avian and Human Influenza Coordination Office (NAHICO)** to act as a central API coordination and management mechanism.

In order to bring together the national response and coordination structures, a **Partners' Group on Avian and Human Influenza** was established, offering a platform for policy dialogue and information sharing. A Partner's Group on API is chaired by the Minister of Health and co-chaired by the UN Resident Coordinator.

Finally, an **IEC Task Force** was formed combining API IEC Focal Points from different ministries, UN and other partners to serve as a forum for a joint approach around the implementation of the cross-sectoral Strategy 4 (Health Education and Community Action) of the national plan.

Since their establishment in 2005, the UN API Coordination structures have evolved responding to changes in the coordination environment and recognizing the different coordination needs at different stages of preparedness, maintaining the organization's role as a facilitator of a coordinated and harmonized approach.

The UN API Coordination Unit along with the World Bank and NAHICO played a vital role in coordination of efforts during the **Joint Implementation Reviews (JIRs)** which were carried out in 2007 and 2008. During the JIRs all the donors, as well as the Lao government representatives involved in the implementation of the *National avian influenza control and pandemic preparedness plan*, get together to review progress *vis-à-vis* the work plan, discuss achievements and obstacles, update the **Financial and Activities Matrix**, and develop recommendations on better implementation of the activities outlined in the National Plan.

During API outbreaks in Lao PDR, the UN API Coordination Unit is a focal point for gathering crucial information related to the activities undertaken by the Lao government, working in collaboration with the UN specialized agencies as well as INGOs in the affected geographical areas. **AI Situation Updates** are regularly channelled to/from NAHICO and NCCDC through the UN API Coordination Unit to/from development partners operating in Lao PDR.

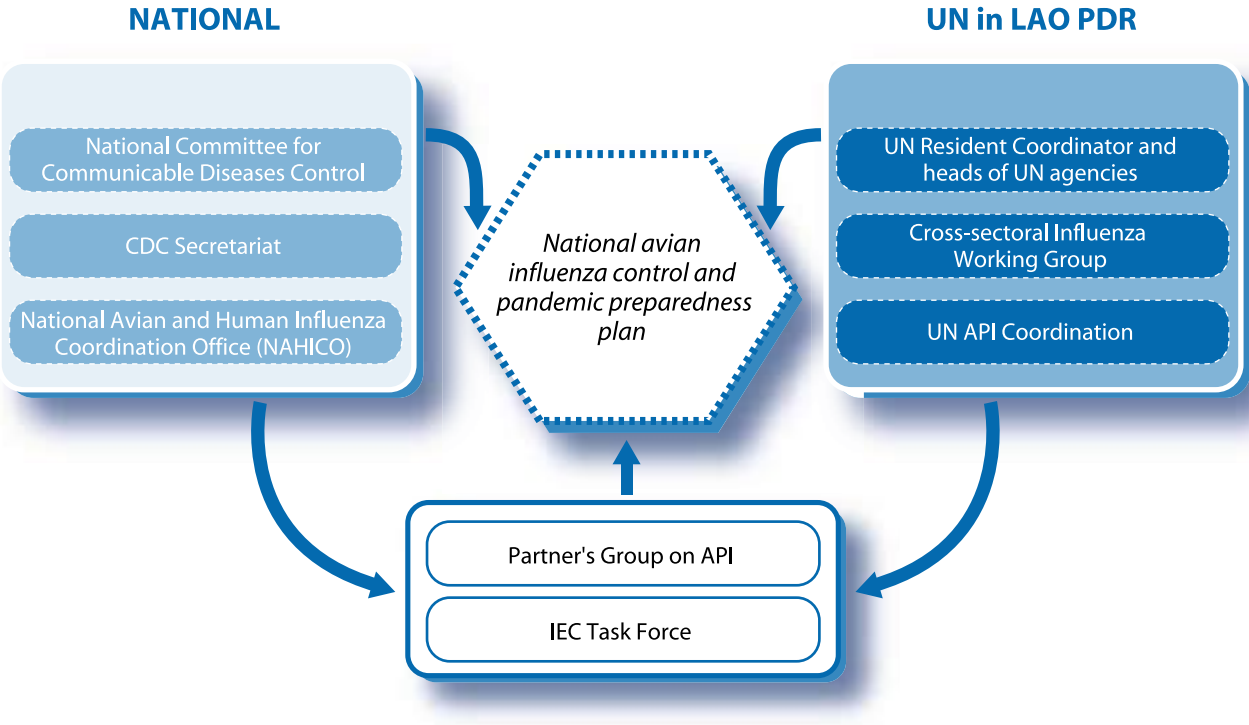Information on simulation exercises carried out in Lao PDR can be found at: http://un-influenza.org/regions/asia/simex

NATIONAL

UN in LAO PDR

National Committee for Communicable Diseases Control

CDC Secretariat

National Avian and Human Influenza Coordination Office (NAHICO)

National avian influenza control and pandemic preparedness plan

UN Resident Coordinator and heads of UN agencies

Cross-sectoral Influenza Working Group

UN API Coordination

Partner's Group on API

IEC Task Force

Figure 4: API coordination and institutional arrangements in Lao PDR

Section 4

Coordination toolkit – specific tools and approaches to support effective country-level API coordination

This section lists a number of tools that have been used by UN Country Teams to implement and maintain effective coordination at a country level, ensure alignment with national API priorities and increase transparency in information sharing, reducing duplication of efforts and increasing overall harmonization.

The tools presented are:

i.   Elements of API coordination checklist;

ii.   UN API coordination terms of reference;

iii.   Descriptions of API coordination forums and working groups;

iv.   API stakeholder mapping tool;

v.   API activities and funding matrix;

vi.   Contact databases;

vii.   API information bulletins;

viii. Events calendar;

ix.   API coordination self assessment tool;

x.   Guiding questions in establishing and managing the coordination cycle.

i) Elements of API coordination checklist to facilitate aligned support for national strategies

As outlined in Section 1.3, there are recognized elements that support effective API coordination. This checklist aims to help UN Country Teams determine API coordination needs and assess what essential elements of API coordination are in place.

A sound evidence-based, integrated national API strategy and plan

☐ Is there a sound evidence-based strategy and plan that focus on both the immediate (under one year) and medium term (up to five years) priorities, giving primary focus to animal health issues, while giving adequate emphasis to the development of public health systems, IEC and intersectoral aspects of pandemic preparedness?

☐ Does the strategy have a costed operation plan, which also outlines implementation and management arrangements?

☐ Is the relevance and utility of the plan reviewed regularly?

Political ownership, leadership and commitment

☐ Is the integrated API plan/strategy agreed and owned jointly by the principal stakeholders in the country, and is it being taken forward under high-level political leadership?

National interministerial mechanism

☐ Is there a central high-level focal point in government (e.g. an interministerial commission, with membership that includes key line ministries in government, private sector, scientific bodies and civil society), with a supporting secretariat that works where possible through existing structures, and combines avian influenza and pandemic preparedness responsibilities?

Full engagement of civil society and the private sector

☐ Is there civil society and private sector involvement in or support for API work, and are they engaged in prevention, preparation and/or response activities?

Mobilization of funds, with responsibility, execution, and accountability at the provincial level

☐ Are provincial authorities able to mobilize and access sufficient finance?

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❏ Do they take responsibility for the implementation of the animal health and pandemic preparedness strategy, agreeing commitments with the centre, to discharge these responsibilities (including central grants), and ensure that different sectors work together in the periphery?

❏ Are they accounting fully and openly for implementation through regular public reports?

Mass communication and social mobilization

❏ Is there a coherent strategy to communicate risks and support behaviour change that is most likely to reduce threats faced by various vulnerable groups?

❏ Is communication being managed and implemented effectively enough so that people can take action to reduce the dangers they face?

❏ Are civil society groups, mass media and the private sector mobilized to help in this effort?

❏ Is there a coordination framework to ensure that communication activities are harmonized, maximize resources and avoid duplication?

Organized and engaged external partners

❏ Are the external partners (including bilateral donors, UN system agencies, development banks) organized and positioned to engage in a predictable, constructive, and joined-up way on animal health, public health and pandemic preparedness (including possible provision of relief)?

❏ Are they working in conjunction with national authorities (e.g. in a partners' forum, jointly convened by the government and UN), supporting the development and implementation of the integrated national plan?

❏ Is external support aligned with the national plan and is this alignment monitored by government or development partners?

❏ Are they working together on costing of the plan and arrangements for its implementation (with the involvement of UN system agencies – FAO, WHO, UNICEF, UNDP, WFP, OCHA, etc.) with consideration for joint programming opportunities?

❏ Are supporting partners undertaking monitoring and evaluation appraisals together within the context of the integrated national plan?

ii) UN API coordination terms of reference

The publication of *Avian and human pandemic influenza: UN system contributions and requirements: A strategic approach* in March 2006 prompted the UN Secretary-General to request UNCTs to appoint one (or more) person(s) to be responsible for coordination on API-related activities at a country level. The roles and responsibilities of this function vary between countries depending upon the support required by government, resources available and existing staffing levels within Resident Coordinator offices, as well as the specific in-country API situation. Affected and high-risk countries require a more intensive coordination focus to those countries where the risk is considered lower.

This section presents the components of UN API coordination as (TORs) that can be used by UNCTs and Resident Coordinators and developed to suit country-level coordination requirements or to adjust or expand the role of existing staff.

For effective and efficient API-related activities at country level, it is vital that UNCTs: (a) support the development and implementation of the national integrated API plan; (b) engage multilateral and bilateral donors fully; and (c) ensure that the UN system functions as one entity and remains operational even in times of a pandemic, including having sufficient UN system pandemic preparedness and operational continuity plans in place.

This is not intended as a blueprint, however, and the best approach to supporting API work depends on the realities on the ground, including the national political ownership and commitment, interministerial dynamics, engagement of external partners, social mobilization and public information strengths, and financial resources.

In most UNCTs, the responsibility of fulfilling these tasks is undertaken by an API Coordinator or focal point, or coordination staff with an API coordination responsibility, who are generally placed within the Office of the Resident Coordinator, while in some instances, staff in UN agencies, such as WHO, FAO, UNDP or UNOCHA, have taken on this role. Depending on the level of support needed and requested by the government, the API Coordinator may divide time between the national government offices and the UN premises, acting as a linkage between the two.

Common areas of priority within API coordination TORs include:

- coordination of API activities

- national pandemic preparation and planning

- UN system pandemic preparedness and response coordination

- donor coordination

- reporting.

The following TOR components are presented as a guide to support the drafting process according to country requirements. Individual TORs should be adjusted to respond to the specific needs and available resources at the country level and may include all or some of the following:

Coordination of avian influenza activities

- Support the Resident Coordinator and UNCT members in activities related to API, including:

  - o support to UN system coordination particularly in the areas of health, agriculture, communications and logistics;

  - o joint programme development and resource mobilization;

  - o policy development.

- Provide advice and support to the government in their national strategy development.

- Provide support for coordination of activities as specified in the national strategy.

- Provide advice and support in coordinating international development assistance, including establishing and maintaining appropriate database and information systems.

- Support the coordination of UN, donor and INGO assistance by providing regular updates on the API response and national status through an e-mail list and by convening technical coordination meetings as necessary.

- Review available national documentation on API activities for compliance with global best practices and make recommendations for enhancement in order to ensure a comprehensive and integrated approach.

- Prepare consolidated situation reports based on consultations with UN agencies, donors, government, NGOs, private sector, media and other parties involved in API issues.

- Ensure the dissemination of best practices and lessons learned.

- Support the coherence of global, regional and national API efforts and activities, keeping abreast of developments and new initiatives in support of controlling AI worldwide.

- Explore resource mobilization opportunities to cover funding gaps in the national plan.

National pandemic preparedness planning

- Actively support, participate in and contribute to pandemic preparedness efforts in the country.

- Support the government in the development of pandemic preparedness plans.

- Support a cross-sectoral approach to pandemic prevention and preparedness.

- Assist in ensuring that external aid is channelled effectively and in a harmonized manner to the key components of the government's pandemic prevention and preparedness plan in order to minimize duplication of efforts.

- Support the development of and participate in the government pandemic management and coordination mechanisms.

- Actively advocate (to government and among partners) the need to include non-health aspects of pandemic preparedness.

- Assist (or offer assistance to) government in non-health sectors' contingency planning.

UN system pandemic preparedness and response

- Build and maintain network with regional or global UN API Focal Points.

- Support the UNCT in its own pandemic preparedness and staff protection, ensuring the implementation of the UN system guidelines and requirements.

- Manage the process of developing, testing, and regularly updating UNCT contingency and business continuity planning.

- Initiate and take part in simulation exercises, including governments and other key stakeholders.

Donor coordination

- Keep track of planned donor missions on API and work with donors and government to encourage joint missions whenever possible to maximize effective use of donor funds and minimize the strain on government's time and capacity.

- Maintain close and regular contact with both resident and non-resident donors supporting national API activities.

- Create a functional network comprising external and national activities and actors.

- Develop and maintain a comprehensive programme and project matrix of donor support to API in areas of animal and human health.

- Explore resource mobilization opportunities to cover funding gaps in national strategy.

- Assist in the development of relevant communication materials to improve donor coordination and support.

- Ensure a strategic approach to partnership-building that promotes the involvement of all partners and stakeholders of API.

- Foster donor-government liaison and offer API related advice.

Reporting

- Report regularly to the UN Resident Coordinator and UN Country Team on coordination issues and outcomes of joint support activities.

- Prepare specific reports to donors for funds managed by the Office of the Resident Coordinator or coordinate inputs into joint reporting as required.

- Coordinate input into global reporting as requested by the UN system at the regional and global level.

iii) API coordination forums and working groups

Key principles of UN API coordination include the coordination of external assistance; facilitating national leadership in the development of multisectoral coordination structures involving all stakeholders; and ensuring that the national coordination authority is supported by the international community to promote a balance between a development and an emergency approach to API.

A key element of API coordination is organized and engaged external partners.

To respond to these API coordination needs various interagency, stakeholder or partner meetings and working groups have been established in different countries. The development and operation of these forums have been dependant upon a number of factors including government capacity to lead, levels of collaboration between donors and the United Nations and the capacity and/or position of the UN to facilitate.

Simone D. McCourtie / World Bank

The major purposes of such forums include:

- Providing a platform for increased coordination and cross-sectoral coherence within the UN system as well as across the expanded 'external' community.

- Sharing information related to avian and human influenza and providing regular updates to the government, to enable an informed assessment of the situation and a decision-making process that is based on up-to-date evidence and data.

- Supporting government in its national strategic planning through provision of information, expertise, and advice on best practices gathered in other countries dealing with API, as they relate to response to API outbreaks, communication, compensation and pandemic preparedness.

- Offering expertise and advice to the government in support of effective pandemic preparedness activities, while harmonizing and aligning donor efforts.

The various forums and groups may be established to create linkages between:

- UN to UN agencies, to discuss a coordinated approach to support of the national plan;

- UN to donors, to support coordinated donor support for the national plan;

- UN to government, to present and discuss harmonized and aligned support for the national plan;

- government to donors, UN and NGOs, to provide optimal information sharing across all key stakeholders.

Forums and working groups have different purposes and varied membership (see Table 1).

Table 1: Various participation and purposes of different API coordination forums

Type of forum	Membership/participation	Main purpose
Technical Working Group: Avian Influenza	Line ministries (e.g. agriculture, health) and UN agencies	To share technical information on the virus and technical response
Technical Working Group: Pandemic Preparedness and Response Planning	Line ministries and UN agencies	To plan and oversee implementation of interministerial pandemic planning process
Technical Working Group: IEC	Line ministries (e.g. information, health) and UN agencies	To share information, plan and implement IEC strategies
NGO Coordination Forum	NGOs and UN	To increase coordination of API activity across the NGO sector so as to align with government/donor/UN activities and promote common understanding and alignment with national plan
API Coordination Meetings – UN	UN agencies	To increase cohesion across UN agencies and UN alignment with national plan. Discuss opportunities for UN joint programming
API Coordination Meetings – UN and government	UN agencies and government. Covering animal health, human health, IEC and interministerial pandemic planning	To discuss coordinated UN support for national plans
API Coordination Meetings – UN, government and donors	UN agencies, donors and government. Covering animal health, human health, IEC and interministerial pandemic planning	To discuss coordinated partner support for national plans. Discuss latest developments in the sectors and any movement of the virus and sectoral responses to any outbreak(s).
API Coordination Meetings – UN, government, donors and NGOs	UN agencies, NGOs, donors and government. Covering animal health, human health, IEC and interministerial pandemic planning	To ensure maximum coordination and demonstrate strong government leadership. Partner alignment with the national plan. Partner harmonization. Any movement of the virus and integrated sectoral responses to any outbreak(s).

Any one country-level coordination structure may include one or a number of these forums to meet the coordination and information sharing needs of the country.

Sample TORs of different API Coordination Forums can be found on the Online API Coordination Resources, at www.un-influenza.org

iv) API stakeholder mapping tool

This API stakeholder mapping tool may be useful when assessing the coordination environment and considering the interest and influence levels of range of API actors to be consulted when establishing, managing and reviewing coordination structure and systems.

Plot all relevant stakeholders that are considered key to API identifying their interest (want to be involved) and their influence (key partners). Mapping stakeholders will help you to realize the number of actors that you may need to engage in coordination, their relationships and the potential for greater participation.

Figure 5: API stakeholder mapping tool

High interest level

Low influence level   High influence level
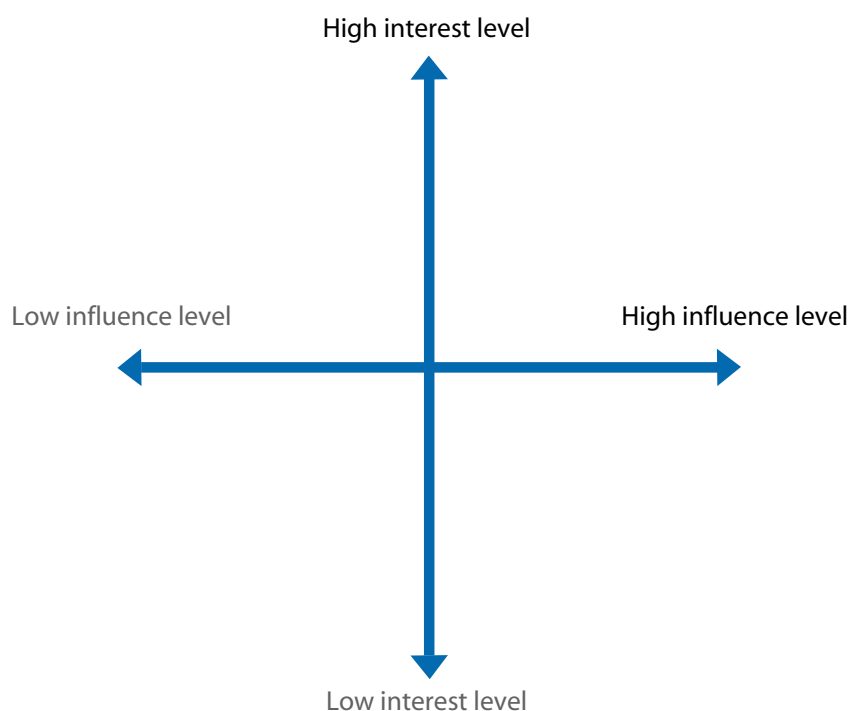
Low interest level

Key question to ask during this exercise:

• Which of these stakeholders can most likely be moved from their current level of influence and interest, to become more influential and more interested?

v) API activities and funding matrix

API coordination principles promote the harmonization of financial and technical support and their alignment with national API plans and priorities. Harmonization of donors ensures that all development partners work in support of nationally-determined priorities, increasing the overall opportunity to collectively strengthen national systems, and technical and institutional capacities.

The tracking of financial support against the national planning framework is therefore a coordination priority and one that increases transparency, reduces duplication, increases appropriate timing in the roll-out of funds, maintains government ownership and leadership, as

well as increasing the opportunity for collaborative and government-led monitoring of results.

Financial tracking of API funds has a number of specific requirements:

- to monitor and record the harmonization of donor support and alignment with the national API planning framework;

- to record details of implementation;

- to identify funding sources (donor, NGO);

- to present the detail of funds, their monetary value, timeframe and focus.

Excel worksheets have been developed and used to provide a one-page summary of such information, accompanied by a number of more detailed worksheets containing details of support for each component of the integrated national API plan.

Variations of such funding matrices have been developed by different UN Country Teams to meet specific national needs and contexts. A sample structure of a matrix has been developed to compliment this resource guide and is available online. It is generally recommended that UN Country Teams design a single matrix that captures a range of funding and project/programme information in order to increase the ease of maintaining accurate records, allowing for periodic update and distribution to support the overall API coordination efforts.

Template matrices and completed examples are available at Online API Coordination Resources at www.un-influenza.org

vi) Contact databases

Just as the UN system needs an API Focal Point, so too do individual agencies and other partners and stakeholders. Nomination of focal points should be encouraged as part of establishment of the coordination network, with an indication of their roles and responsibilities as part of such a network.

It is important to establish and update a contact database to support regular sharing of information among API Focal Points in UN agencies, donors, NGOs, the government, academic institutions, and, in some cases, the private sector.

Maintaining a database has many objectives: as an established and updated channel for sharing information and communication, and for ensuring that information reaches appropriate people in a timely way. It is also a simple tool to promote networking, collaboration and open information sharing. The benefits of established contact databases as

a preparedness tool become invaluable in the event of a pandemic escalation.

Template contact database can be found on the Online API Coordination Resources, at www.un-influenza.org

vii) Information bulletins

Information bulletins and newsletters have been developed as primary information sharing tools to keep stakeholders informed of news, developments and progress made in avian influenza coordination. The use and distribution of API information bulletins and newsletters depends on the respective country setting.

Bulletins serve to increase information sharing within the UN, across development partners and with government. By also distributing to donors and NGOs, the information-sharing priorities of API coordination are simplified, and areas of collaboration, alignment and harmonization can be identified more easily on a continuous basis.

In some cases, UN agencies and the UN API Coordination assist the national authorities to issue regular information bulletins. In others, bulletins are compiled as a joint UN–government–partner information update. Information sharing responsibilities may vary according to the current national situation and in some countries bulletins are primarily an update on UN and partner activities. In all instances, information bulletins need to be sensitive to the lead of the national authorities, while also providing support and filling important gaps where the national context so requires and allows.

The frequency of information bulletins depends on the API coordination capacity in-country. Strengthened information sharing occurs when bulletins are distributed on either a weekly or fortnightly basis. This regularity also reduces the size of each issue (and therefore the preparation time), distributes information when it is most current, and increases the chances of bulletins being read regularly. Distribution frequency also depends on the country situation and may increase in outbreak situations, for example, or in settings where H5N1 is endemic.

The bulletin template provided with this guide (see Box 4) is based on a weekly API information bulletin that combines updates on animal health, human health, IEC and interagency pandemic planning; and incorporates an up-to-date events calendar of national, regional and international activities. Periodically, the bulletin also incorporated the conclusions and action points from the API Partners Meetings and/or various API forums.

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The basic objectives of any API information bulletin are to:

- maximize information sharing that presents an integrated approach, highlighting the implementation of the national API plan and ongoing collaboration between partners;

- present information on events and programme implementation milestones in order to promote a coordinated approach that is conscious of local, regional and central developments;

- present up-to-date information about the HPAI virus and the technical response to community concerns;

Template bulletin and sample country examples can be found on the Online API Coordination Resources, at www.un-influenza.org

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Box 4: Information Bulletin template

I. Latest Information on avian influenza in country X

1. Country situation: Animal health

Brief description of any newly reported outbreaks; # of poultry infected/killed/culled; regions of outbreak; etc.

2. Country situation: Human health

Brief description of new human cases, case fatality rate, regions of outbreak, possible causes for infection, etc.

II. Communications

Announcement of any social mobilization/awareness-raising activities/events by partners; community events that help reinforce behaviour change among consumers and poultry producers; possible training workshops for journalists; etc.

III. Interministerial pandemic planning

IV. Donor/partner updates

Information about donor engagement in addressing API challenges, in terms of financial and in-kind support as well as collaboration among partners in containing API, responding to outbreaks, helping prepare host country for a pandemic, etc.

V. Upcoming avian and pandemic influenza events

A listing of all upcoming events related to API, whether organized by the UN system, the government, NGOs or others:

Date	Title of event	Organizers	Participants

VI. International issues

International regulations, meetings, conferences and subsequent policies and how they relate to country X.

viii) Events calendar

The listing of national and international API-related events increases effective coordination among partners, reduces duplication and increases opportunities for harmonized approaches between national, regional and central API coordinating partners.

While the UN Portal Site (http://un-influenza.org) provides a listing of events at the international level, UNCTs are encouraged to develop event calendars for reference within each country to support local, regional and central level planning.

In most countries, events calendars are updated on a regular basis and published either in collaboration with an existing information sharing tool – such as a regular bulletin or newsletter – or on a UN-managed web site or intranet.

Template events calendar can be found on the Online API Coordination Resources, at www.un-influenza.org

ix) API country coordination self assessment tool

The coordination cycle calls for periodic review of the coordination mechanism and structures to inform their ongoing adjustment and development.

While other mechanisms to assess national progress and response exist in the form of, for example, the UNSIC–World Bank Global Progress Report data collection process and questionnaires, and while the UNOCHA Pandemic Influenza Contingency (PIC) tracker system tracks the progress of UN system preparedness, it may be useful to periodically review the role and efficiency of UN API coordination.

A sense of the current level of information sharing, transparency and mobilization around API coordination can be gathered from the answers to a set of informal API country coordination self assessment questions (see Table 2).* These can be considered both from the perspective of the coordination structure as a whole and/or used to explore the mobilization contribution of individual stakeholders and their respective agencies.

*   Adapted from: Minu Hemmati (Ed.) (2002). *Multi-stakeholder processes for governance and sustainability.* Earthscan Publications. London, United Kingdom.

Table 2: Informal country coordination self assessment questionnaire

	Reminders and related questions	No	Yes
1	Are the terms of reference and goals of the coordination mechanism clear and agreed by all participants?		
2a	Is a timetable for the various roles, milestones and outputs agreed at the start of each year?		
2b	Is the overall performance of the coordination mechanism being independently monitored against the agreed milestones and outputs?		
3	Are the terms of reference, annual plans and lists of stakeholders publicly available?		
4	Is there balanced representation of *all* relevant stakeholder groups in the coordination mechanism?		
5a	Have skills, capacities and knowledge required to effectively participate in the coordination mechanism been discussed and/or mapped?		
5b	Are some agencies/sectors/people given special support in order to participate?		
6	Has it been made clear whether stakeholders are representing themselves, their agencies or specific mandates?		
7	Is the coordination mechanism partially open in case the need arises for other stakeholders to be involved?		
8	Has the risk that a small group of people/agencies might dominate or impose its own ideas on the coordination mechanism been eliminated?		
9	Are parts of the coordination mechanism conducted through languages other than English?		
10a	Do all participants and interested people have equal access to information collated or generated by the coordination mechanism?		
10b	Are minutes and reports prepared in a neutral fashion?		
10c	Are outcome documents and other materials/information disseminated in a timely way?		
10d	Were reports produced and made available in 2008 [year X]?		
11	Is a clear coordination structure and decision-making process in place?		
12	Have the coordination processes been kept open for input from non-participating stakeholders?		
13a	Is there a feedback mechanism so that anybody can raise concerns and suggestions?		
13b	Has it been made clear how inputs from the 'outside' will be used, and how their integration will be reported?		
14a	Is it clear who is providing funding, as well as organizational, coordination and administrative back-up to the coordination mechanism?		
14b	Is there are agreed and adequate budget for the coordination mechanism and related processes?		

x) Guiding questions for use when establishing and managing the coordination cycle

The following questions are provided to assist UN Country Teams in establishing and managing the six-step coordination cycle described in detail in Section 2.

Step 1

ANALYSE – the existing coordination environment

- What coordination structures already exist for the UN? 🗁*

- What aspects are API or disaster risk reduction related?

- Is there an existing coordination set up that can be used for API (e.g. sectoral working groups, task forces)? Can API coordination be successfully incorporated into these existing structures? 🗁

- Are there existing interagency communication and information fora (coordination meetings) or information sharing systems that could be used?

- Do UN agencies have a clear view of resources required based on national coordination demands and national need?

- Who are the key API actors to be considered and consulted within UNCT, government, donor community, development banks, NGOs? 🗁

- What roles are the NGO's playing? Do they coordinate separately or with the UN system and other development partners?

- What are the existing dynamics among and between UN agencies, donors, government?

- Who is currently, if at all, leading API coordination and inter linkages between UN, donors and government?

- Is the UN coordination lead desired by stakeholders? Are there any other development partners currently leading API coordination? Which stakeholders, if any oppose the UN's lead in API coordination and why?

- Are there mechanisms in place to channel funds?

Step 2

IDENTIFY – coordination needs and where the UN can play a support role

- Have roles and responsibilities been delineated clearly enough to ensure consistencies, reduce duplication and cover gaps?

- Is there (a need for) a mechanism to share information among API stakeholders? 🗁

* The 🗁 icon can be seen where *proforma* templates and other tools or examples are available as part of the resources developed to compliment this guide.

- Is there a mechanism to bring together government and its international partners to harmonize API activities, increase coordination and cross-sectoral coherence? 📂

- How will collaboration with key actors, including national/community level groups be coordinated?

- Is their information on funds, their sources and uses transparent? Or could this be improved? 📂

STRATEGIZE – possible coordination structures and systems to respond to identified needs

Step 3

- What is the best coordination structure and system for national response and preparedness planning within the country? Are there any alternatives?

- What mechanisms are in place for funding (bilateral, pooled funding etc.)?

- Has joint programming been considered as a way to effectively coordinate joint support to government technical and coordination requirements. Is the joint programme implementation and monitoring linked to the coordination system/structure being considered?

- What levels of coordination will be possible in country: intra-UN, UN and development partners, UN and government, UN government and development partners? How is this factored into the coordination structure? 📂

CONSULT – with all partners to build consensus on an effective coordination system

Step 4

- Have all partners been consulted individually?

- Have all partners been brought together for broader consultation and discussion about the proposed coordination structure?

- Have focal points for all partners been established to support information sharing and notification?

- Has agreement been reached on a proposed structure and in which forum it will be reviewed and by when (annually, six monthly)?

- Has support been received from the senior levels of UN and development partners and forged through dialogue and consensus with government?

Step 5 **ESTABLISH – the coordination mechanism and its components, adjusting to ensure maximum alignment and harmonization**

- Have roles and responsibilities within the coordination structure been defined and where necessary confirmed in writing?

- Have terms of reference been drafted for individual components of the coordination structure where needed? 📂

- Will the strategy be used to continually align and harmonize new or expanded coordination initiatives of others to ensure strong coordination, continued effective information sharing and a focus on alignment with government priorities?

- Have contact databases, e/mailing lists and meeting schedules been established to operationalize all aspects of the coordination mechanism? 📂

- Have templates for information sharing tools been drafted to ensure information is presented consistently and preparation time is reduced? 📂

Step 6 **REVIEW the performance of coordination structures and evolving coordination needs**

- Has it been agreed in which forum and how regularly the API coordination structure and system will be reviewed?

- Has it been ensured that all stakeholders will be involved in the review?

- Will government take part in/lead in the review?

- Have indicators been established so the review monitors the coordination structure:

    o ensures streamlined and effective information sharing;

    o ensures alignment of technical and financial support against the national plan;

    o ensures active participation by a wide range of stakeholders;

    o ensures that minimal or no alternate coordination structures have eventuated in the time of its implementation?

- Has emerging evidence been gathered that indicates changes in in-country health and development priorities, including changes in avian and human pandemic alert phases?

- Have coordination priorities, plans and structures been modified and adapted in order to meet coordination needs under new and emerging circumstances?

Coordinated UN system response

Note on UN system coordination mechanism for the avian/human influenza   http://www.undg.org/archive_docs/7989-UN_System_Influenza_ Coordination_Mechanism.pdf

The work of the United Nations (UN) System Influenza Coordinator: An introduction, July 2006
http://www.undg.org/archive_docs/8438-Introduction_to_UN_System_Influenza_ Coordination_Office.doc

Consolidated action plan for contributions of the UN system and partners
• Review of the UN consolidated action plan 2007 (amended, 15 November 2007)
  http://www.undg.org/docs/7414/Microsoft%20Word%20-%20UNCAPAHI%20 REVIEW%202007%20FINAL2.pdf

• Consolidated action plan up to December 2007 (24 November 2006)
  http://www.undg.org/docs/7414/Final%20Revised%20AHI%20UN%20System%20 Consolidated%20Action%20Plan.pdf

• Consolidated action plan up to December 2006 (3 July 2006)
  http://www.undg.org/docs/7414/8123-Avian_and_Human_ Pandemic_Influenza___Consolidated_Acton_Plan_for_ Contributions_of_the_UN_System.pdf

• Consolidated action plan. An introduction by Dr David Nabarro (3 July 2006)
  http://www.undg.org/docs/7414/8133-AHI_Consolidated_Action_Plan_for_ Contributions_of_the_UN_System___An_Introduction_by_Dr_David_Nabarro.pdf

Evaluation of UN System Influenza Coordination (UNSIC), Final report, 22 July 2008
http://www.undg.org/docs/9411/UNSIC-evaluation-final-report-submitted-July-22-2008.pdf

Coordination of avian and human influenza activities, February 2007
http://www.undg.org/docs/8765/070220_Final-AHI-Coordination-Report.pdf

Avian and human pandemic influenza: UN system contributions and requirements: a strategic approach, January 2006
http://www.undg.org/archive_docs/7988-Avian____Human_Pandemic_Influenza___UN_ System_Contributions____Requirements___A_Strategic_Approach.pdf

A coordinated UN system response to avian and human influenza: strategy note, 5 October 2005
http://www.undg.org/archive_docs/7990-A_coordinated_UN_system_response_to_ avian____human_influenza___strategy_note.pdf

Further API coordination resources

International process

Beijing declaration at the International Pledging Conference on Avian and Human Pandemic Influenza, Beijing, 17-18 January 2006
http://un-influenza.org/files/Beijing%20-%20Declaration.pdf

Vision and road map. New Delhi International Ministerial Conference on Avian and Pandemic Influenza, 4–6 November 2007
http://www.undg.org/docs/8368/avianroadmap.pdf

Statement by the Government of Egypt, the Sixth International Ministerial Conference on Avian and Pandemic Influenza, 25-26 October 2008
http://www.undg.org/docs/9517/GoE-final-SeS-statement.pdf

Monitoring of progress

UN – World Bank fourth global progress report: Responses to avian influenza and state of pandemic readiness, October 2008
http://un-influenza.org/files/ProgressReport2008.pdf

Responses to avian influenza and state of pandemic readiness: Synopsis of the fourth global progress report, October 2008
http://un-influenza.org/files/081006-Synopsis2008.pdf

UN – World Bank third global progress report: Responses to avian influenza and state of pandemic readiness, December 2007
http://un-influenza.org/files/12-18-07UN-WBAHIProgressReportfinal.pdf

Synopsis of the third global progress report: Responses to avian influenza and state of pandemic readiness, December 2007
http://www.undg.org/docs/8097/english%20pn.pdf

Responses to avian and human influenza threats: Progress, analysis and recommendations, January–June 2006
http://www.undg.org/archive_docs/8288-Responses_to_Avian_and_Human_Influenza_Threats___Progress___Analysis_and_Recommendations___Jan_-Jun___06.pdf

Responses to avian and human influenza threats. July–December 2006. Part 1: Progress, analysis and recommendations
http://www.undg.org/archive_docs/9045-Part_1___Progress___Analysis_and_Recommendations.pdf

Responses to avian and human influenza threats. July–December 2006. Part 2: Country profiles
http://www.undg.org/archive_docs/9046-Part_2___Country_Profiles.pdf

UN system pandemic preparedness

United Nations Medical Directors influenza pandemic guidelines,
May 2008
http://www.undg.org/docs/9100/Pandemic-medical-guidelines--May-15.pdf

*Concept of operations for the UN system in an influenza pandemic
(CONOPs)*, 2008 (UNSIC)
http://www.un-influenza.org/CONOPS.doc

*General principles for UN system operation in the event of a human
influenza pandemic*, May 2007
http://ochaonline2.un.org/LinkClick.aspx?link=ocha&docid=1090638

UN system administrative guidelines for an influenza pandemic,
23 May 2006
http://www.undg.org/archive_docs/8295-UN_System_Administrative_Guidelines_for_
an_Influenza_Pandemic.pdf

UN Secretary-General's letter on pandemic preparedness,
17 March 2006
http://ochaonline.un.org/OchaLinkClick.aspx?link=ocha&docid=1005468

Pandemic planning and preparedness guidelines for the UN system,
15 March 2006
http://www.undg.org/docs/7411/Pandemic%20Planning%20and%20Preparedness%20
Guidelines%20for%20the%20UN%20System.pdf

Pandemic influenza contingency, OCHA
http://www.un-pic.org/web/documents/english/About%20PIC.pdf

UNDG Technical Working Group on avian/human influenza web site
(including toolkits and planning guidelines; password protected)
http://www.undg.org/?P=54

UNDP temporary Business Continuity Management (BCM) web site
(requires UNDP Intranet access)
http://practices.undp.org/management/security/business_continuity.cfm

Other UN strategies and guidelines

*Contributing to One World, One Health – A strategic framework for reduc-
ing risk of infectious diseases at the animal-human-ecosystems interface*,
October 2008 (FAO, OIE, WHO, UNICEF, the World Bank and UNSIC)
http://www.fao.org/docrep/011/aj137e/aj137e00.htm

*WHO/FAO/OIE Guide to establishing animal and human health sector's
collaboration at the country level*, 2008
http://www.wpro.who.int/publications/PUB_9789290613992.htm

WHO strategic action plan for pandemic influenza 2006–2007 (Ref: WHO/CDS/EPR/GIP/2006.2) http://www.who.int/csr/resources/publications/influenza/WHO_CDS_EPR_GIP_2006_2c.pdf

Compensation: Issues and good practices, 2006 (FAO)
http://www.undg.org/docs/7342/compensation%20paper.pdf

FAO global strategy for the progressive control of highly pathogenic avian influenza (HPAI), May 2005
http://www.fao.org/ag/againfo/resources/documents/empres/AI_globalstrategy.pdf

WHO global influenza preparedness plan: The role of WHO and recommendations for national measures before and during pandemics, 2005
http://www.who.int/entity/csr/resources/publications/influenza/GIP_2005_5Eweb.pdf

Broader global context

International Health Regulations (IHR) 2005 – 2nd edition, 2008 (WHO)
http://www.who.int/entity/csr/ihr/IHR_2005_en.pdf

Paris declaration on aid effectiveness, ownership, harmonization, alignment, results and mutual accountability, High Level Forum, Paris, February 28–March 2, 2005
http://www.oecd.org/dataoecd/11/41/34428351.pdf

Other

Inter-agency contingency planning guidelines for humanitarian assistance
http://www.humanitarianinfo.org/iasc/downloaddoc.aspx?docID=4454&type=pdf

Simulation exercises on influenza pandemic responses in the Asia Pacific region, 2008 (UNSIC)
http://un-influenza.org/regions/asia/simex

Contingency planning and humanitarian action. A review of practice, 2007 (The Humanitarian Practice Network at the Overseas Development Institute)
http://www.odihpn.org/documents/networkpaper059.pdf

Joint Note from James Adams, Vice President and Head of Network, OPCS, World Bank and David Nabarro, UN System Influenza Coordinator for Avian and Human Influenza. 25 February 2006
http://go.worldbank.org/X5366D93Y0

For other references and guidelines, please refer to UN Influenza Portal web site at: http://www.un-influenza.org; For materials on contingency planning and simulation exercises, please refer to Pandemic Influenza Contingency (PIC) web site at: http://www.un-pic.org

As more countries are affected by avian influenza, the establishment of effective coordination structures and mechanisms to prepare for, and respond to, avian and pandemic influenza (API) threats must remain a priority for UN Country Teams (UNCT).

This guide aims to help UNCTs around the globe provide effective coordination to support integrated national API strategies and responses. It documents some of the concrete ways in which cooperation has taken place and provides practical tools that can be adapted to individual country settings and contexts.

The guide can be used to help build a common understanding of the basic requirements for effective coordination and develop innovative coordination solutions based on specific country-level needs.

UN System Influenza Coordination (UNSIC)
www.un-influenza.org
December 2008