



TURNING PLANS INTO ACTION FOR ANTIMICROBIAL RESISTANCE (AMR)

Working Paper 2.0: Implementation
and coordination



World Health
Organization



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Abbreviations

AMR	antimicrobial resistance
CCM	country coordination mechanism
EPI	Expanded Programme of Immunization
FAO	Food and Agriculture Organization of the United Nations
FBO	faith-based organization
GAP	global action plan
GFATM	Global Fund to fight AIDS, TB and malaria
HIV	human immunodeficiency virus
IHR	International Health Regulations (2005)
IMCI	integrated management of childhood illness
IPC	infection prevention and control
LMIC	low- and middle-income country
LRTI	lower respiratory tract infection
MCH	maternal and child health
MDR-TB	multidrug-resistant TB
NAP	national action plan
NGO	nongovernment organization
OIE	World Organisation for Animal Health
R&D	research and development
SDG	Sustainable Development Goal
TB	tuberculosis
UHC	universal health coverage
WASH	water, sanitation and hygiene
XDR-TB	extensively drug-resistant TB



Executive summary

Since the Global Action Plan on Antimicrobial Resistance (AMR) was adopted in 2015, more than half the world's countries have developed their own national action plan (NAP) to tackle AMR, establishing AMR coordination committees or equivalent to deliver them. But implementing NAPs at scale is proving a difficult task, especially in the resource-constrained settings of low- and middle-income countries (LMICs).

AMR coordination committees must play an enabling part, but they cannot be expected to carry out each and every activity listed in the NAP. Rather, they must develop and execute a strong implementation plan that embeds NAP activities in the national development agenda and sectoral strategies and budgets; and that coordinates a joined-up approach to delivering the NAP across sectors and stakeholders. Such a plan must be both realistic and comprehensive, identifying and building on the strengths and activities of existing initiatives while simultaneously securing interest and investment for new activities as and where they are needed.

To fulfil this task, the AMR coordination committee needs a clearly defined role and remit, coupled with strong political backing and a thorough understanding of:

- ▶ which AMR activities to focus on (both new and existing);
- ▶ which development and sector plans and budgets to target; and
- ▶ which stakeholders are or should be involved.

Armed with this authority and knowledge, the AMR coordination committee can develop a compelling narrative and build a strong case for investment that secures the political will and resources required at all levels, across all sectors, to deliver the implementation plan (see Figure 1 overleaf).

This paper was developed to support AMR coordination committees and others tasked with addressing AMR at country level to do just that. Drawing on the published literature and the operational experience and expertise of different LMICs, the paper points to six key strategies for success and offers a series of practical tips and suggestions on how to implement each one.

The six strategies for success

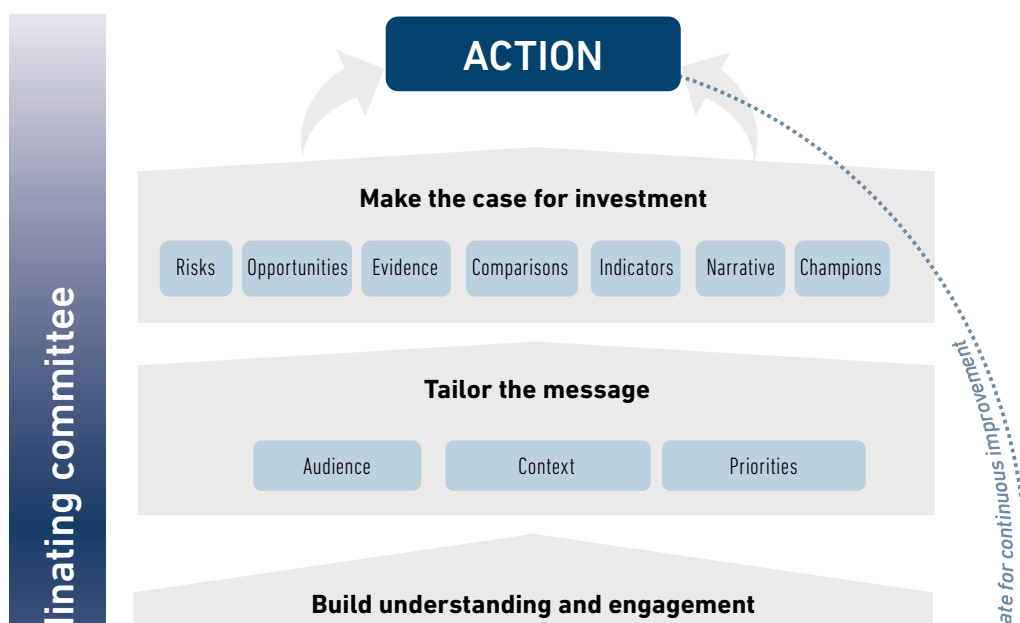
1. **Establish AMR coordination committee roles and responsibilities.** While the AMR coordinating committee's specific responsibilities will vary from country to country, they will typically include: leadership and coordination, momentum building, advocacy, communication, evidence building and monitoring. To be effective, AMR committees must also be given high-level political support, authority and resources to act, and clear lines of accountability.
2. **Prioritize AMR activities.** In resource-constrained settings, it may not be possible to carry out all the NAP activities at once; AMR committees will need to decide where to focus their efforts. To do that they will need to identify which activities really require new resources, and which could be achieved by adapting or scaling up existing AMR-relevant projects and programmes.
3. **Get AMR into plans.** If AMR action is to be sustained and properly resourced, it has to be part of the national development agenda. That means AMR concepts and activities must be embedded in government planning and budgeting processes at all levels: national, sectoral and departmental.
4. **Engage stakeholders.** Implementing NAPs requires action across multiple sectors, from health, food safety and agriculture to environment, education and trade. That means diverse stakeholders (including government,

politicians, academics, professionals, donors and civil society) have to take responsibility for AMR action within their own spheres of influence.

5. **Make the case for investment.** Convincing politicians and donors of the need for investment is important to drive the AMR agenda forward at a high level. But to implement the NAP on the ground, budget managers, departmental decision-makers and potential partners will also need to be persuaded to invest additional resources into tackling AMR, or to realign existing programming to better address it.
6. **Tailor the message.** If people are to invest in new activities or change existing ones to help implement the NAP, they must be able to see that AMR is relevant to their own goals and objectives. Effectively tailoring the message to enable that requires focusing on different risks, opportunities and potential impacts, depending on the audience at hand.

Each of these strategies is important in its own right. But to support NAP implementation effectively they must be done together, in a purposeful and coordinated way. They are not intended to be sequential. Nor are they fixed in time or space. Rather, they occur simultaneously in a continuous, iterative process that secures and sustains multisectoral AMR action at all levels.

Figure 1. Turning plans into action: an overview



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