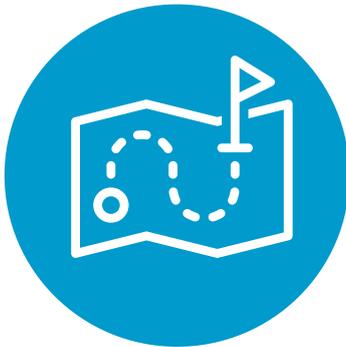


Multisectoral Coordination Mechanisms Operational Tool

An operational tool of the Tripartite Zoonoses Guide



Food and Agriculture
Organization of the
United Nations



World Health
Organization



World Organisation
for Animal Health
Founded as OIE

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36 **Individual contributors**

37 **Contributing countries**

The MCM OT Excel-based workbook is available at: <https://apps.who.int/iris/bitstream/handle/10665/361369/WHO-WPE-HSP-CCI-HAI-2022.2-eng.xlsx>

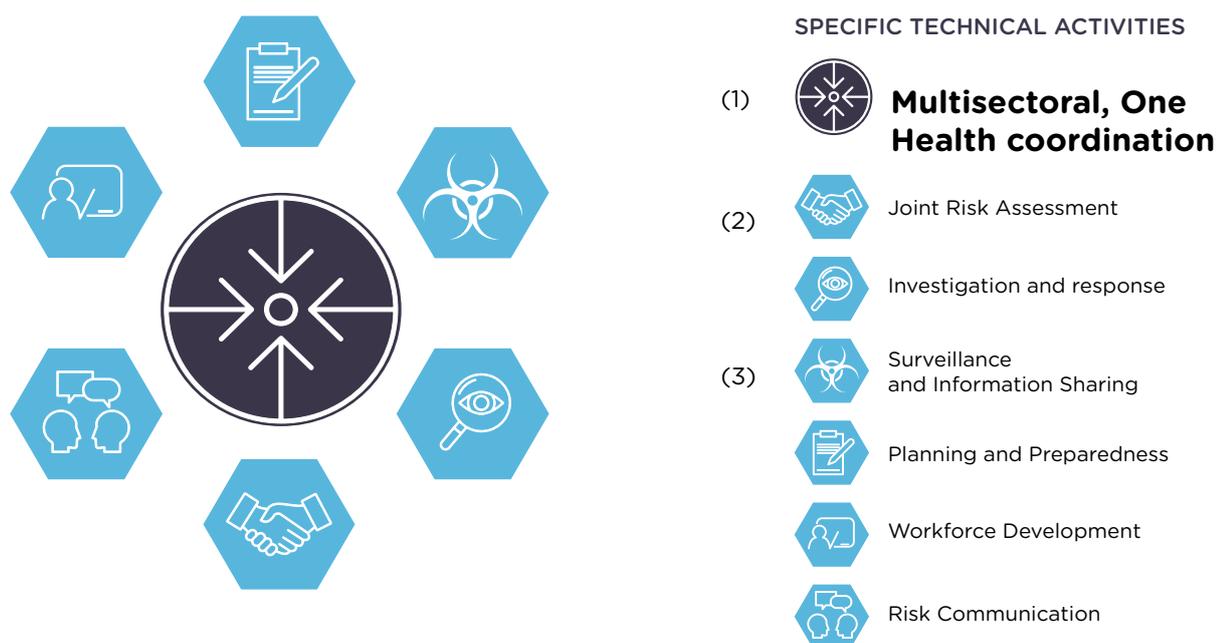
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MCM in the context of the Tripartite Zoonoses Guide

In 2019, the Tripartite organizations – the Food and Agriculture Organization of the United Nations (FAO), the World Health Organization (WHO), and the World Organisation for Animal Health (WOAH) – developed the Tripartite Zoonoses Guide (TZG)¹, which was the summation of a global effort of more than 100 experts worldwide to provide guidance and explain best practices for addressing zoonotic diseases in countries. This includes supporting countries in understanding national contexts and developing capacities for strategic technical areas. Three Operational Tools (OTs) have been developed to support national staff in these efforts: (1) the Multisectoral Coordination Mechanism OT (MCM OT), (2) the Joint Risk Assessment OT (MCM OT), and (3) the Surveillance and Information Sharing OT (SIS OT). These tools can be used independently or in coordinated efforts to support national capacity for preparedness and response, ultimately linking to existing international policies and frameworks, and supporting efforts for global health security. Specifically, the MCM OT provides additional support in the area of establishing or strengthening a government mechanism for multisectoral coordination for zoonotic disease and other One Health challenges, as described in the TZG.

Figure 1. MCM OT in the context of the Tripartite Zoonoses Guide



¹ Tripartite, FAO-WHO-WOAH. (2019). Taking a Multisectoral, One Health Approach: A Tripartite Guide to Addressing Zoonotic Diseases in Countries.

Module 0

Introduction to the MCM OT

- 02 Overview of the MCM OT
- 03 Background
- 04 Introduction to the MCM OT
- 05 Navigating the MCM OT
- 10 Getting started



Overview of the MCM OT

The Multisectoral Coordination Mechanism Operational Tool (MCM OT) is divided into 10 steps and is applicable to all countries in all situations whether they are looking to establish an entirely new government One Health mechanism (OH mechanism), or modify, expand, or strengthen an existing OH mechanism.

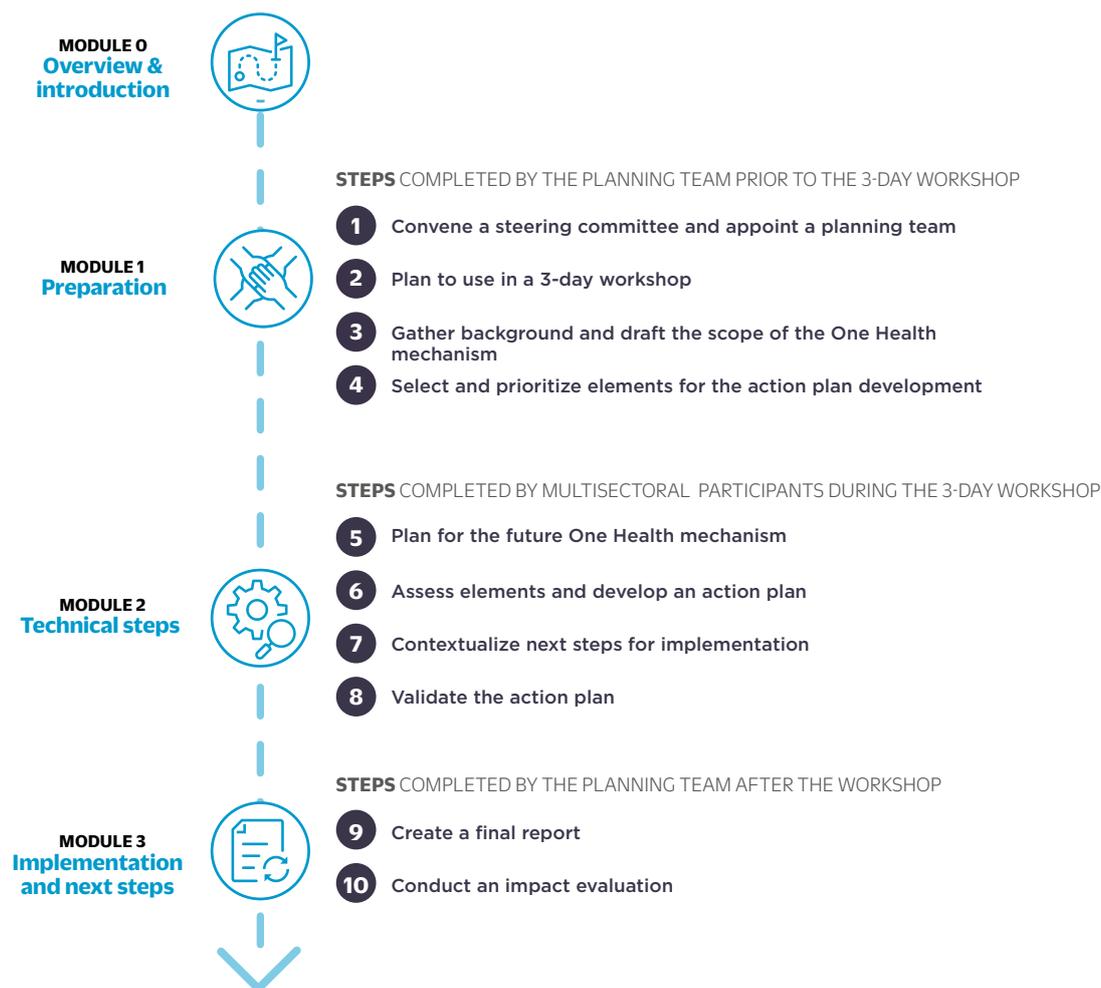
In **module 0**, an initial overview and introduction provides information on how to navigate the tool, uses/benefits, baseline technical background, and relevant resources for using the MCM OT (this document).

In **module 1, steps 1 to 4** facilitate the establishment of a steering committee and planning team that can garner the political will and stakeholder engagement to effectively complete the MCM OT steps, including preparatory work for the implementation of a 3-day workshop.

In **module 2, steps 5 to 8**, the planning team implements technical steps during the 3-day workshop to develop a government-validated action plan to establish or strengthen the OH mechanism.

In **module 3, steps 9 and 10** support the final workshop reporting, as well as an impact evaluation conducted approximately 6-12 months after the workshop.

Figure 2: MCM OT modules and steps



Background

As outlined in the TZG, the Tripartite – Food and Agriculture Organization of the United Nations (FAO), the World Health Organization (WHO) and World Organisation of Animal Health (WOAH) – defines One Health as ‘an approach to address a health threat at the human-animal-environment interface based on collaboration, communication, and coordination across all relevant sectors and disciplines, with the ultimate goal of achieving optimal health outcomes for both people and animals’. In this definition, a One Health approach is applicable at the subnational, national, regional and global levels and recognizes the interconnection between people, animals, plants, and our shared environment.

One Health issues commonly include zoonoses, antimicrobial resistance, food safety and food security, vector-borne diseases, environmental contamination, and other health related threats shared by people, animals, and the environment. In addition, the fields of chronic disease, mental health, injury, occupational health, and noncommunicable diseases can benefit from using a One Health approach. Successful interventions require the cooperation of professionals in human health (doctors, nurses, epidemiologists etc.), agricultural health (plant and animal health, veterinarians, microbiologists, agronomists etc.), environmental science (ecologists, wildlife experts etc.), and other areas of expertise (social scientists, evaluators, anthropologists, among many others).

The purpose of an OH mechanism is to identify the complex and multidisciplinary issues that occur at the interface of human, animal, and environmental health which requires a coordinated One Health approach. An OH mechanism allows countries to coordinate administrative and technical activities that support efficient and effective collaboration for improved health security, preparedness and response to One Health threats.

Introduction to the MCM OT

This MCM OT supports national authorities to improve coordination in managing zoonotic diseases and other threats at the human-animal-environment interface. The MCM OT explores 18 technical elements strategic to establish or strengthen a multisectoral OH mechanism (sometimes referred to as a One Health taskforce or platform). These collaborative platforms allow ministries (or agencies) to interact on a regular basis to support improved preparedness and response for One Health challenges, including zoonotic diseases. The MCM OT consists of 10 steps enabling the development of an action plan to develop or strengthen the multisectoral OH mechanism. It is based on the principles presented in the TZG, allowing countries to address leadership and technical functions to improve collaboration, communication, and coordination across sectors to achieve better health outcomes. The two resources, the MCM OT and the TZG, should be used together.

Goal of the MCM OT

The MCM OT provides a standard stepwise approach for countries to establish or strengthen an OH mechanism to manage zoonotic diseases and other challenges at the human-animal-environment health interface, with reference to 18 technical elements that reflect principles and best practices described in the TZG.

Objectives of the MCM OT

1. Promote a multisectoral One Health approach to develop an OH mechanism;
2. Gather information about past/current efforts and future plans for how such an OH mechanism can address and improve management of zoonotic diseases and other challenges at the human-animal-environment interface; and
3. Facilitate and ensure a consensus and validation of an action plan that addresses prioritized technical elements critical for establishing or strengthening an OH mechanism.

After completing the MCM OT, countries will have

1. An agreement on the rationale and strategic objectives of the OH mechanism;
2. A government-validated action plan for the development of the OH mechanism, based on 18 technical elements proposed in this tool;
3. A final workshop report; and
4. The material for an impact evaluation conducted 6-12 months after action plan validation.

Navigating the MCM OT

Who begins the MCM OT?

In step 1, the ministerial leadership, hereafter referred to as a ‘steering committee,’ is identified to commission the use of the MCM OT. This typically includes leaders, generally within one or more ministries or other national authorities who have the political and decision-making authority to ensure the OH mechanism is established or strengthened to meet country needs. If there is an existing OH mechanism, or any type of One Health coordination platform or taskforce, step 1 can be led by the members of the mechanism’s existing leadership or steering committee.

Once established, the steering committee will appoint a planning team representative of 1-2 focal points from all relevant ministries, ideally with representation from at least the animal health, public health, and environmental health sectors. This planning team will facilitate the use of the MCM OT and the completion of all steps.

How is the MCM OT organized?

This document divides the MCM OT process into 10 steps covered over 3 modules conducted before, during and after a 3-day workshop (Figure 3). The first module (steps 1 to 4) focuses on the preparation of the workshop and is ideally conducted a few weeks before the workshop. The second module (steps 5 to 8) supports the development of the action plan during the workshop and the third module (step 9 and 10) helps to finalize and monitor the implementation of the action plan.

Figure 3: Timeline for completion of modules and steps



The 10 steps of the MCM OT allow multisectoral participants to assess their current or future OH mechanism based on 18 strategic technical elements. This includes core elements, organizational elements, mapping elements and planning elements (Table 1). For a facilitated review of these elements, they are presented in the form of operational questions (first column of the table) with precise references between brackets to the related sections and pages in the TZG, English version. Definitions are provided to support further analysis of elements and their selection and prioritization to support action plan development during the 3-day workshop.

Table 1: Element overview and definition table

#	Element	Definition of the Element:	Aspects included:
Core elements (*for situation A begin here)			
1	Membership Are the relevant sectors identified and do they agree on the need for an OH mechanism? (TZG section 3.2.1, p. 21)	The purpose of this element is to support the inclusion of all relevant sectors in the defined membership of the OH mechanism, ensuring consensus on the need for the OH mechanism and appropriate leadership, technical and administrative participation from all relevant sectors.	<ul style="list-style-type: none"> Defining membership (TZG section 3.2.4, p. 23) Identifying, analyzing and mapping stakeholders (TZG section 3.3.1 p. 26 and section 4.2, p. 38) Agreement on the need for an OH mechanism (TZG section 3.2.1, p. 21) High-level/leadership support for OH mechanism development/strengthening (TZG section 3.2.3, p.22)
2	Leadership & governance Are optimal leadership and governance structures defined for the OH mechanism? (TZG section 3.2.5, p. 24)	The purpose of this element is to define the leadership and organizational structure of the OH mechanism. This includes the creation of an organogram which addresses the roles and responsibilities of leadership, technical and administrative personnel, as well as regular accountability and reporting for the OH mechanism.	<ul style="list-style-type: none"> Leadership, chairmanship, governance elements (for example, organizational chart, administrative and technical procedures, financing) (TZG section 3.2.5, p. 24) Working arrangements (for example, member roles and responsibilities, meeting arrangements) (TZG section 3.2.5, p. 24) Accountability & reporting (TZG section 3.2.5, p. 24)
3	Policies & legal frameworks Are there supportive policies or legal frameworks to support operations and flow of funding? (TZG section 3.2.6, p. 24)	The purpose of this element is to ensure the OH mechanism is authorized and supported through appropriate national policies or legal frameworks. This ensures political will and financial resources are available and can support multisectoral technical and administrative operations for One Health.	<ul style="list-style-type: none"> Political will (TZG section 3.2.3, p. 22) Legal framework/basis for operation (TZG section 3.2.6, p. 24)
4	Resources & funding Are resources identified for functioning of the OH mechanism? (TZG section 3.3.2, p.26)	The purpose of the element is to define what level of financial, human and other resources are needed to support the sustainable function of the OH mechanism and how the resourcing can be coordinated or shared between members of the OH mechanism.	<ul style="list-style-type: none"> Financial resources (TZG section 3.3.2, p. 26) Human resources (TZG section 3.3.2, p. 26) Other resources (for example, supportive policies, frameworks or guidance documents, infrastructure like office/meeting space, time allowed to participate) (TZG section 1.3 p. 8) Resources for running the OH mechanism (TZG section 3.3.2, p.26) Resources for activities addressing zoonotic diseases (TZG section 3.3.2, p. 26)
5	One Health and zoonotic disease prioritization Are One Health threats and/or zoonotic diseases currently prioritized using a multisectoral One Health approach? (TZG section 4.3, p. 39)	The purpose of this element is to ensure that a list of priority One Health issues and/or zoonotic diseases have been jointly identified among members of the OH mechanism using a One Health approach.	<ul style="list-style-type: none"> Agreement on prioritized zoonotic diseases (TZG section 4.3 p. 39)

#	Element	Definition of the Element:	Aspects included:
6	<p>Activities Are technical and administrative activities identified for the OH mechanism? (TZG section 3.4, p. 29, and Table, p. 20)</p>	<p>The purpose of this element is to outline the core technical and administrative activities that will support a One Health approach among all members of the OH mechanism. This ensures that all members of the OH mechanism can engage in activities that sustain the OH mechanism and also support their sector's interest.</p>	<ul style="list-style-type: none"> Identifying technical coordination activities (TZG section 3.4, p. 29 and Table, p. 20) Identifying administrative activities (TZG section 3.4, p. 29 and Table, p. 20) Developing a strategy or plan for activities (TZG section 3.2.7, p. 25) Coordination of One Health activities identified in element 12
Organizational elements			
7	<p>Subgroups Are subgroups outlined to meet the OH mechanism technical and administrative needs? (TZG section 3.2.7, p. 25)</p>	<p>The purpose of this element is to create technical and/or administrative sub-working groups that can focus on essential work of the OH mechanism. These subgroups may focus on the technical elements outlined in the MCM OT, or they may focus on specific activities that require long-term engagement and coordination across sectors.</p>	<ul style="list-style-type: none"> Designation of subgroups to support technical (including emergency response/coordination) or administrative functions (TZG section 3.2.7, p. 25)
8	<p>Subnational structures Are necessary subnational structures or teams established? (TZG section 3.2.8, p. 25)</p>	<p>The purpose of this element is to ensure that the core elements of the OH mechanism are inclusive and supportive of subnational needs and organizational structures and mandates.</p>	<ul style="list-style-type: none"> Linking with subnational structures and mandates (TZG section 3.2.8, p. 25)
9	<p>Communication How is communication coordinated for the OH mechanism? (TZG section 1.4, p. 8, section 3.3.3, p. 28)</p>	<p>The purpose of this element is to ensure that a communication plan supports internal communication among members, external communication with media and general public, and advocacy and information sharing about the important activities, outputs and outcomes of the OH mechanism.</p>	<ul style="list-style-type: none"> Communication plan (TZG section 3.3.3, p. 28) Internal and external communication (TZG section 3.3.3, p. 28) Advocacy for the OH mechanism and its activities (TZG section 3.3.3, p. 28)
10	<p>Monitoring & evaluation Is a monitoring and evaluation plan developed for administrative and technical functions of the OH mechanism? (TZG section 3.3.4, p. 28 and section 6, p. 94)</p>	<p>The purpose of this mechanism is to ensure there is a plan for monitoring and evaluating the technical and administrative functions for the OH mechanism, ensuring appropriate reporting and ultimately, financing and political will for the sustainable function of the OH mechanism over time.</p>	<ul style="list-style-type: none"> Monitoring and evaluation of technical and administrative functions (TZG section 3.3.4, p. 28) Monitoring and evaluation planning (TZG section 3.3.4, p. 28, and section 6.5 p. 99)
Mapping Elements			
11	<p>Infrastructure mapping Is the full scope of existing infrastructure for addressing One Health threats and/or zoonotic diseases in the country mapped? (TZG section 3.3.1, p. 26 and section 4.1.1, p. 34)</p>	<p>The purpose of this element is to ensure that all existing sectoral and multisectoral systems, policies, approaches and technical activities are known by all members of the OH mechanism and can be engaged or coordinated when appropriate.</p>	<ul style="list-style-type: none"> Existing zoonotic disease infrastructure (for example, organizations/agencies/systems in place for zoonotic disease surveillance) (TZG section 3.3.1, p. 26) Current capacity for addressing zoonotic diseases (TZG section 4.1.1, p. 34) Available policies and strategies, resources, and other aspects related to zoonotic diseases and One Health (TZG section 4.1.1, p. 34).

#	Element	Definition of the Element:	Aspects included:
12	One Health activity mapping Are other multisectoral One Health processes and activities in the region or country identified? (TZG section 4.1.2, p. 36)	The purpose of this element is to ensure that all existing One Health activities are known to all members of the OH mechanism and can be engaged or coordinated when appropriate.	<ul style="list-style-type: none"> • Mapping One Health activities (for example, antimicrobial resistance, food safety, surveillance activities) (TZG section 4.1.2, p. 36)
Planning Elements			
13	Coordinating planning & preparedness Is a multisectoral One Health approach to planning and preparedness for One Health challenges and zoonotic diseases implemented? (TZG section 5.1, p. 42)	The purpose of this element is to ensure that members of the OH mechanism have jointly reviewed their approach to planning and preparedness for One Health challenges and zoonotic diseases and have updated their protocols to best reflect a One Health approach.	<ul style="list-style-type: none"> • Coordination of planning and preparedness for zoonotic diseases (TZG section 3.4 p. 29, Box 3, p. 31)
14	Coordinating surveillance Is a multisectoral One Health approach to surveillance for One Health challenges and zoonotic diseases implemented? (TZG section 5.2, p. 52)	The purpose of this element is to ensure that members of the OH mechanism have jointly reviewed their approach or existing system for coordinated surveillance and information sharing for One Health challenges and zoonotic diseases and have updated their protocols to best reflect a One Health approach.	<ul style="list-style-type: none"> • Coordination of surveillance for zoonotic diseases and information sharing (TZG section 3.4, p. 29, Box 3, p. 31)
15	Coordinating investigation & response Is a multisectoral One Health approach to investigation and response for One Health challenges and zoonotic diseases implemented? (TZG section 5.3, p. 63)	The purpose of this element is to ensure that members of the OH mechanism have jointly reviewed their approach to investigation and response for One Health challenges and zoonotic diseases and have updated their protocols to best reflect a One Health approach.	<ul style="list-style-type: none"> • Coordination of investigation and response for zoonotic diseases (TZG section 3.4, p. 29, Box 3, p. 31) • Technical approach to coordinated investigation and response activities (TZG Chapter 5.3, p. 63) • Coordination of planning and preparedness (element 13)
16	Coordinating joint risk assessment Is a joint risk assessment for One Health challenges and zoonotic disease threats completed? (TZG section 5.4, p. 71)	The purpose of this element is to ensure that members of the OH mechanism have jointly conducted risk assessment for One Health challenges and zoonotic diseases and have used risk management and communication options using a One Health approach.	<ul style="list-style-type: none"> • Technical approach to joint risk assessment activities (TZG Chapter 5.4, p.71)
17	Coordinating workforce development Is a multisectoral One Health approach to workforce development for One Health challenges and zoonotic diseases established? (TZG section 5.6, p. 85)	The purpose of this element is to ensure that members of the OH mechanism have a workforce development plan that addresses both sector-specific technical needs as well as One Health competencies in the existing and future workforce.	<ul style="list-style-type: none"> • Coordination of workforce planning and assessment for zoonotic disease capacity in country (TZG 3.4 p. 29, Box 3, p. 31) • Technical approach to workforce development (TZG Chapter 5.6, p. 86)
18	Coordinating surveillance Is a multisectoral One Health approach to surveillance for One Health challenges and zoonotic diseases implemented? (TZG section 5.2, p. 52)	The purpose of this element is to ensure that members of the OH mechanism have jointly reviewed their approach or existing system for coordinated surveillance and information sharing for One Health challenges and zoonotic diseases and have updated their protocols to best reflect a One Health approach.	<ul style="list-style-type: none"> • Coordination of surveillance for zoonotic diseases and information sharing (TZG section 3.4, p. 29, Box 3, p. 31)

Planning steps are completed prior to the meetings/workshop:

- **Step 1 & 2** ensure the political will to use the MCM OT and appoint a planning team to complete the workbook and facilitate the technical steps of the MCM OT.
- **Step 3 & 4** allow the planning team (and steering committee if available) to gather background information, draft the scope of the future mechanism, and select which elements will be addressed to develop the action plan during the workshop.

Technical steps are typically completed during a 3-day MCM OT workshop:

- **Step 5 to 8** build consensus between sectors and ensure the development of an action plan based on prioritized technical elements and allow the steering committee to validate the final action plan.
- **Step 9 & 10** support final reporting and the 6 to 12 month impact evaluation.

Additional material accompanies this document:

- **The Excel-based workbook²** contains the report templates and worksheets directly related to the technical steps of the MCM OT. Tabs are included for the following key reporting outputs:

Tab 1: Steering committee and planning team members

Tab 2: Workshop participant list

Tab 3: Background and scope of the OH mechanism

Tab 4A: Element assessment and prioritization

Tab 4B: Final list of prioritized elements

Tab 5: Plan for the future OH mechanism

Tab 6: Action plan

- **Supporting materials** are found in a separate folder and support the planning and implementation of the 3-day workshop:
 - MCM OT draft concept note
 - Terms of Reference for the MCM OT steering committee and planning team
 - Workshop invitation template
 - Draft 3-day workshop agenda
 - MCM OT participant briefing
 - Logistics and planning checklist
 - Facilitation tips
 - Module 0 PowerPoint presentation
 - Basic template of master PowerPoint for workshop
 - Element worksheets
 - Report template
 - PowerPoint report template
 - Post-workshop evaluation
 - Impact evaluation

2 <https://apps.who.int/iris/bitstream/handle/10665/361369/WHO-WPE-HSP-CCI-HAI-2022.2-eng.xlsx>

Getting started

Read this first. Important instructions before using the MCM OT:

1. Read through the entire MCM OT, Excel-based workbook, and associated supporting materials prior to starting the steps.
2. Reference TZG Chapter 3 (Multisectoral One Health coordination) and Chapter 4 (Understanding national context and priorities) as needed to support the implementation of the MCM OT steps.
3. Designate notetakers at the beginning of each step. This person documents all discussions as indicated in the **Excel-based workbook** and for the final reporting (see supporting materials: **report template**).
4. Create space for balanced contributions between sectors. For example, sectors may rotate facilitation leadership for each step (see supporting materials: **facilitation tips**).
5. Adapt and modify the steps (and related instructions) of the MCM OT as needed to adjust to country context.

Module 1

Prepare to use the MCM OT

Steps completed by the planning team prior to the 3-day workshop

- 12 Step 1**
Convene a steering committee and appoint a planning team
- 14 Step 2**
Plan to use the MCM OT in a 3-day workshop
- 16 Step 3**
Gather background and draft the scope of the One Health mechanism
- 18 Step 4**
Select and prioritize elements for the MCM OT action plan development



Step 1: Convene a steering committee and appoint a planning team

Step 1 aims to guarantee leadership and decision-making and the validation and implementation of the action plan resulting from the completion of the MCM OT.

Goals for step 1

- 1.1 Convene a steering committee with the political and decision making authority to direct the use of the MCM OT and ensure the implementation of the resulting action plan to establish/strengthen a government OH mechanism.
- 1.2 Appoint a planning team to facilitate the implementation of the MCM OT steps 2 to 10.

Convene a steering committee

In order to successfully establish or strengthen an OH mechanism, ministerial leadership with the political and decision-making authority needs to act as a 'steering committee', commission the use of the MCM OT, and guide development of the **MCM OT draft concept note** (see supporting materials folder). Ideally the steering committee will be composed of representation from all relevant ministries, including a minimum of public and animal health. As described in the proposed **Terms of Reference** (see supporting materials folder), it is the responsibility of the steering committee to set up the planning team, provide the scope and rationale for the establishment/strengthening of a OH mechanism, as well as validate and support implementation of the resulting work plan. If there is an existing OH mechanism, or any type of One Health coordination platform or task force, the steering committee can be composed of members of the mechanism's existing leadership or steering committee.

Appoint a planning team

It is the responsibility of the steering committee to appoint a planning team representative of 1-2 focal points from all relevant ministries, ideally with representation from at least the animal health, public health, and environmental health sectors. Recent stakeholder mapping results should inform selection of planning team representatives. It is important that the representatives of the planning team have the appropriate administrative and technical knowledge to guide the use of the MCM OT to establish/strengthen the OH mechanism. As described in the proposed **Terms of Reference** (see supporting materials folder), the planning team will facilitate the use of the MCM OT and the completion of all technical steps 2 to 10.

Members of the MCM OT steering committee and planning team can be recorded in the **Excel-based workbook, tab 1**.



Tips for completing step 1

- Once the steering committee and planning team have been identified, it is important to brief them on the One Health approach and the use of the TZG and MCM OT to establish or strengthen an OH mechanism in country. A **Module 0 Presentation** has been provided to support this (see supporting materials folder).
- A series of planning meetings can be used to complete the preplanning steps outlined for the planning team in module 1.
- Remember to document all discussions as indicated in the **Excel-based workbook**, and for the final reporting (see supporting materials: **report template**).



Step 1

Excel-based reporting

Tab 1: List of steering committee & planning team members

Supporting materials

- Terms of Reference for the MCM OT steering committee and planning team
- MCM OT draft concept note
- Final report template will also start to be used during step 1
- MCM OT Module 0 presentation

Step

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Step 2: Plan to use the MCM OT in a 3-day workshop

Step 2 allows the planning team to prepare for the use of the MCM OT during the 3-day workshop.

Goals for step 2

Gather relevant background information, determine the rationale for using the MCM OT and draft the scope and role for the future OH mechanism.

Plan to complete technical steps

The planning team is responsible for the completion of technical steps 3 to 10 of the MCM OT, this includes:

- Step 3: Finalize the scope and role of the OH mechanism in country
- Step 4: Select and prioritize MCM OT elements for action plan development
- Step 5: Gather background information
- Step 6: Assess elements and develop an action plan
- Step 7: Contextualize next steps for implementation
- Step 8: Validate the action plan
- Step 9: Final reporting
- Step 10: Impact evaluation

In general, three days of workshop are adequate to complete the technical steps outlined in the MCM OT. It is recommended that the planning team complete steps 3 and 4 prior to the workshop. The resulting information is then used by the wider group of participants in the workshop to proceed with the next steps and develop the action plan. Ultimately, the action plan can be validated on the final day of the workshop by the steering committee (refer to step 1). A **draft workshop agenda** is available (see supporting materials folder) to help in structuring the 3-day workshop.

Before deciding on the best method for completing the MCM OT steps, the planning team should consider who needs to be involved in each technical step. For countries interested in establishing a new OH mechanism (situation A or B), it may be best to conduct the technical steps (steps 5 to 8) with a small to medium sized group of technical experts (this may only be the planning team and/or steering committee, or a select few additional technical experts). For countries with an established OH mechanism (situation C), this may benefit from a larger contingent of stakeholders that represent all sectors and all levels of government.

An invitation template, draft workshop agenda and logistics check-list are available as supporting materials and can be used and modified to support planning for the technical steps.

A final list of workshop participants can be recorded in the **Excel-based workbook, tab 2.**



Tips for completing step 2

- Planning for the workshop should be centered on the strategic scope and role for the future OH mechanism. If this is not clear at this stage, the planning team should facilitate completion of step 3 before finalizing the workshop planning and participant selection.
- Remember to designate a notetaker at the beginning of each step. This person documents all discussions as indicated in the **Excel-based workbook**, and for the final reporting (see supporting materials: **report template**).



Step 2

Excel-based reporting

Tab 2: Participant contact list

Supporting materials

- Invitation template
- Draft workshop agenda
- Logistics and planning checklist

Step 3: Gather background and draft the scope of the One Health mechanism

In step 3, the planning team (with support from the steering committee, if possible) should very clearly agree on the rationale for establishing/strengthening an OH mechanism and its scope. This crucial discussion should be conducted in advance of the workshop and clearly communicated at the beginning of the workshop on day 1.

It is recommended that this step is completed 2 to 4 weeks in advance of the workshop to ensure that results can inform participant selection and planning.

Goals for step 3

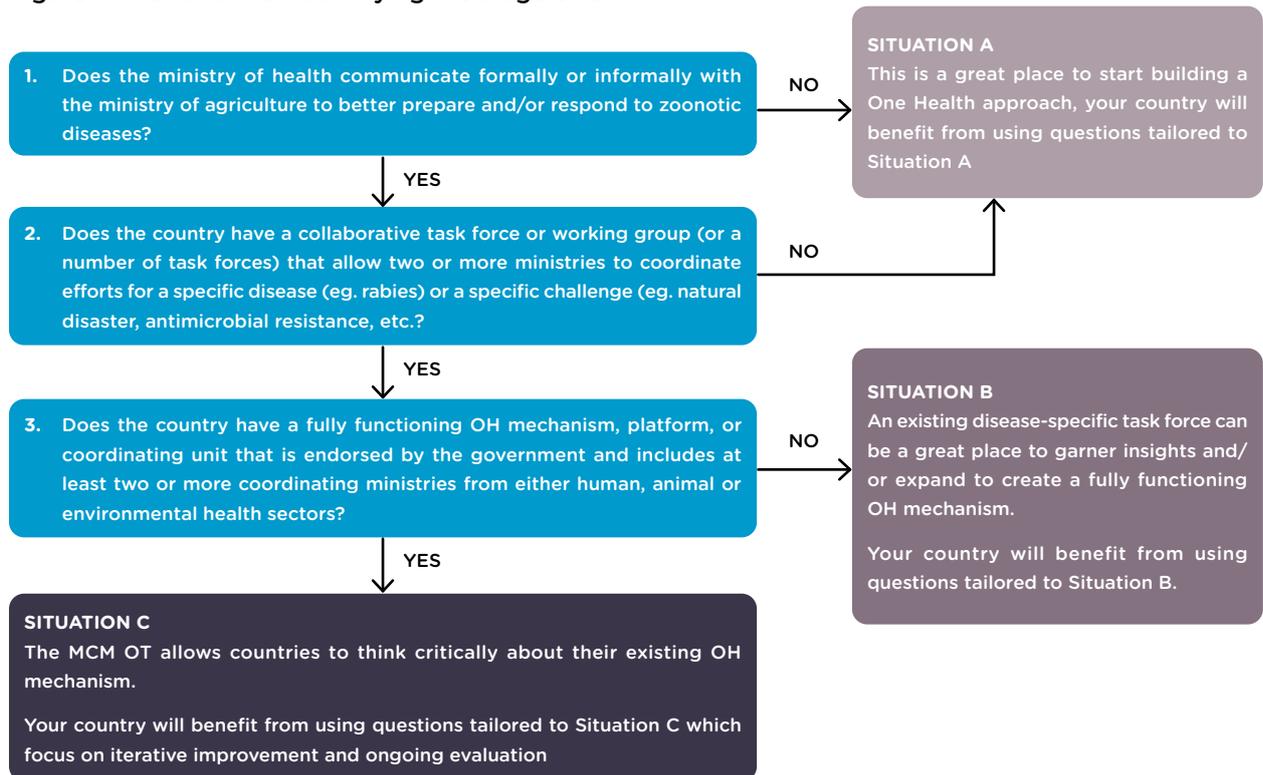
Gather relevant background information, determine the rationale for using the MCM OT and draft the scope and role for the future OH mechanism.

Determine the rationale and scope for using the MCM OT

The rationale and scope for the OH mechanism should be clearly defined as each country's situation may differ slightly. Using tab 3 in the Excel-based workbook, the following five questions will support an assessment of the current situation:

1. Identify the stage of OH mechanism development the country is currently in:
 - a. situation A (no existing mechanism);
 - b. situation B (a disease specific task force that might be expanded); or
 - c. situation C (a fully functioning OH mechanism).
2. Describe the target objectives or strategic goal for the future OH mechanism, including any known One Health priorities (for example, AMR national action planning, zoonotic disease prioritization, One Health strategic planning).
3. Identify policies or governance frameworks that facilitate/direct/guide/prioritize a One Health approach in country (for example, National Bridging Workshop (NBW) road maps, Joint External Evaluation (JEE) or Performance of Veterinary Services (PVS) results).
4. Draft the scope and role of the future OH mechanism. *Note: this will be presented to participants on day 1 of the workshop and should reflect all the One Health challenges that will be addressed by the new or expanded OH mechanism.
5. Create a list of stakeholders to be directly involved in the establishment/strengthening of the OH mechanism, in order to inform participant selection. *Note: If a recent stakeholder mapping has not been completed, this should be prioritized as part of step 3. See **TZG Chapter 4.2 p. 38**: Identifying and analyzing relevant stakeholders for support.

Figure 4: Flowchart for identifying the stage of OH



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A final list of workshop participants can be recorded in the **Excel-based workbook, tab 3.**



Tips for completing step 3

- This is the most important strategic planning step and will support the planning team to accurately convey the goals for the future OH mechanism and ensure that workshop participants can use the MCM OT to develop an action plan that meets country needs.
- Remember to designate a notetaker at the beginning of each step. This person documents all discussions as indicated in the **Excel-based workbook**, and for the final reporting (see supporting materials: **report template**).



Step 3

Excel-based reporting

Tab 3: Scope and role of the OH mechanism

Step 4: **Select and prioritize elements for the MCM OT action plan development**

In step 4, the planning team (with support from the steering committee if possible) jointly conducts an assessment, prioritization and selection of the MCM OT technical elements that will guide the development of the action plan during the workshop. It is recommended that this step is completed at least 2 weeks in advance of the workshop to ensure that results can inform participant selection and planning.

Goals for step 4

- 4.1** Assess the current status of OH mechanism development based on the 18 MCM OT technical elements.
- 4.2** Prioritize and select 6 to 10 MCM OT technical elements to be used in the development of the action plan.

Assess the current status of OH mechanism development based on the 18 MCM OT technical elements

The planning team uses **tab 4A (part 1) in the Excel-based workbook** to facilitate the assessment of the 18 MCM OT technical elements. It can be beneficial for the planning team member from each sector to first review and assess the 18 MCM OT technical elements independently before then convening to complete the assessment in tab 4. Where possible, the ratings should be supported by evidence and reflect the information gathered in step 3. It is also important to note that well established OH mechanisms may identify more elements that need strengthening because of a longer history of collaboration that informs the discussions.

Prioritize and select MCM OT technical elements to be used for the development of the action plan

Reflecting on the results from the initial assessment, **tab 4A (part 2)** supports the process of prioritizing and selecting which elements should be addressed in the MCM OT action plan. In this substep, discussion focuses on the feasibility and effort required to improve the elements and the impact improvement would have on functionality of the OH mechanism.

This includes several steps.

First, a discussion will support the planning team to agree on a level of impact and feasibility for each element, taking into consideration:

- For **impact**
 - To what extent might the element impact the functionality of the OH mechanism?
 - How important is this element to functionality?
 - How important for sustainability?
- For **feasibility**
 - Does improving this element require a national policy change?
 - Is a sector or individual willing to champion improvement of this element?
 - Are resources available to support this improvement?

Next, based on the impact, feasibility, and agreements reached, assign a level of priority in the 'agreement' column in tab 4A. Document the most appropriate timeline, and record the justification and criteria used in the decisions on impact, feasibility, priority and timeline.

Finally, review the results and prioritize 6 to 10 elements to address in the workshop. You will select one of the following:

1. Priority, to be addressed now;
2. To be addressed in the future; or
3. Currently achieved, to be maintained.

Remember:

- This is not a ranking of the importance of the elements, but a selection of elements that need to be addressed first.
- Some elements which are important priorities for a functional and sustainable OH mechanism might not be selected because they are not currently feasible or would have lower impact.
- Some elements may already be well-managed, so may not be the first priority. These elements can be revisited later, even if they are not selected now.

The final 6 to 10 prioritized elements can be listed in the **Excel-based template, tab 4B**.



Tips for completing step 4

All situations:

- Use the information gathered from step 3 to support the assessment, prioritization and selection of elements.
- Modify the assessment scale if needed to support country context.

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- All decisions in step 4 can be recorded in the final report template. It is best if this information is added as each step is completed to avoid losing critical discussion points.
 - The initial discussion may focus on elements assessed in tab 4A as 'not completed' or 'partially done'. However, core elements listed as 'partially or mostly done,' may have significant impact on the function of the OH mechanism and should be strategically prioritized.

Countries in situation A:

- Situation A may prioritize core elements (elements 1 to 6) before other elements as a starting point to establish an OH mechanism.
- Countries without an OH mechanism are usually already implementing some level of multisectoral coordination to manage zoonotic diseases and may reflect on this when considering which elements to select first.
- Remember to designate a notetaker at the beginning of each step. This person documents all discussions as indicated in the Excel-based workbook, and for the final reporting (see supporting materials: report template).



Step 4

Excel-based reporting

Tab 4A: Element assessment and prioritization

Tab 4B: List of prioritized elements for the workshop

Supporting material

Element worksheets

Technical steps for the development of the MCM OT action plan

Steps completed during a 3-day workshop

- 22 **Step 5**
Plan for the future One Health mechanism
- 24 **Step 6**
Assess elements and develop an action plan
- 27 **Step 7**
Contextualize next steps for implementation
- 29 **Step 8**
Validate the action plan



Step 5: Plan for the future One Health mechanism

In step 5, the planning team will welcome participants to the workshop and will introduce them to the strategic objectives for the 3-day workshop and the relevant background gathered during the preplanning steps in module 1. Using guided questions outlined in the **Excel-based workbook tab 5**, participants will discuss challenges and opportunities for One Health coordination and use this information to plan for the future OH mechanism. This work can be done in multisectoral table groups or in a plenary session.

Goals for step 5

- 5.1** Introduce workshop participants to the One Health approach, the MCM OT, and the background information gathered for the workshop.
- 5.2** Discuss challenges and opportunities for One Health coordination and use this information to plan for the future OH mechanism.

Step 5.1. Introduce workshop participants to the One Health approach, the MCM OT, and the background information gathered for the workshop

This substep is typically completed in the first half of workshop day 1 as outlined in **the draft 3-day workshop agenda** (see supporting materials folder) and includes an overview of the MCM OT and the One Health approach using Module 0 presentation (see supporting materials folder), an introduction to the relevant background information, an assessment of whether the country is in situation A, B or C, and an overview of the scope for the future OH mechanism (see results in **tab 3 of the Excel-based workbook**). This substep ensures that all participants understand how the MCM OT will support the establishment or strengthening of the OH mechanism and that the action plan will be developed to meet the strategic objectives and scope of the OH mechanism outlined by the planning team in step 3.

Step 5.2. Plan for the future OH mechanism

In the second half of workshop day 1, participants use **tab 5 in the Excel-based workbook** to consider current challenges and opportunities for the One Health approach in the country. **Tab 5** provides a list of questions that can be used to discuss information about past/current efforts and also perspectives, expectations and future plans to improve the One Health approach through a government OH mechanism. In this step, it is important to complete a full review of any previous and current One Health efforts, formal or informal, as discussed by the planning team in step 3 and recorded in the **Excel-based workbook, tab 3**. Questions are typically discussed in multisectoral table groups and then results of the discussion are presented during a plenary session. Summary results can be recorded in **Excel-based workbook, tab 5**.

The final 6 to 10 prioritized elements can be listed in the **Excel-based template, tab 4B**.

Tips for completing step 5

- This step is critical to ensuring that workshop participants understand the important work of the planning team completed in module 1, namely step 3, to identify the current situation A, B, or C, for the use of the MCM OT, and to review the drafted scope for the future OH mechanism. This work will guide the development of the action plan in subsequent steps.
- Remember to designate notetakers at the beginning of each step. They document all discussions as indicated in the Excel-based workbook, and for the final reporting (see supporting materials: report template).

Step 5

Excel-based reporting

Tab 5: Plan for the future OH mechanism

Supporting material

- Module 0 presentation
- Basic template of master PowerPoint for workshop
- Draft 3-day workshop agenda

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Step 6: Use element worksheets to assess selected elements

In step 6, workshop participants use element worksheets to assess 6 to 10 elements (identified by the planning team in step 4) to create an action plan that will establish or strengthen the OH mechanism. This step is typically completed on day 2 of the 3-day workshop as outlined in the **draft 3-day workshop agenda** (see supporting materials folder). Depending on the number of participants, this step may be done in multisectoral table groups representing different sectors or in a plenary session. Participants should refer to the referenced sections of the TZG for guidance.

Goals for step 6

- 6.1 Use element worksheets (see supporting materials folder) to evaluate selected elements.
- 6.2 Develop the action plan based on results of multisectoral discussion and element evaluation.

Step 6.1. Use element worksheets to assess selected elements

Detailed questions in **Element worksheets 1 to 18** can support the development of an action plan based on the elements selected by the planning team in step 4. For each element, a series of four questions guides discussion on the following concepts:

- What is the **vision/goal** for this element?
- How does the **current element** function?
 - In some cases, there are specific sub-questions for country situations A, B, and C. Omit irrelevant questions or substitute others from another category.
- In the context, what **gaps and challenges** currently exist for this element?
- What **actions and activities** are necessary to improve or develop this element?

Step 6.2. Develop the action plan based on element evaluation

Activities identified in element worksheets are explored in detail, resulting in an action plan that can be created in **tab 6 of the Excel-based workbook**. The template provides space to include practicalities, such as:

- Responsibilities and key points of contact;
- Priority and timeline;
- Resources needed to undertake or complete the activity; and
- Key outputs or indicators to support monitoring and evaluation of progress in development of the element.

Once all columns for all activities are completed, the action plan can be considered as a whole and necessary adjustments can be made. Table 2 illustrates the result of the exercise with the example of tab 6 completed for element 1.

Workshop participants can record their action plan activities in the **Excel-based workbook, tab 6**.



Tips for completing step 6

- Feasibility of the activity
 - Policy: Can the proposed action be implemented without changes to existing national/organizational policies? If not, what level of policy or programmatic change will this require?
 - Resources: What resources will this action require? Does this need new technology, funding, people/human resources/space, or time?
 - Sustainability: How likely is the proposed action to continue long-term?
- Impact of the activity
 - Will the proposed action have a positive impact?
 - Is there a way to measure progress or impact?
- Remember to designate notetakers at the beginning of each step. They should be at each table and are also needed for plenary discussions. They should document all discussions as indicated in the Excel-based workbook, and also for the final reporting (see supporting materials: report template).



Step 6

Excel-based action plan

Tab 6: Action plan

Supporting material

- Basic template of master ppt for workshop
- Draft 3-day workshop agenda
- Element worksheets

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Table 2: Examples of action plan as completed for element 1

	Examples	
Element	OH mechanism membership Are the relevant sectors identified and do they agree on the need for an OH Mechanism for zoonotic disease? (TZG section 3.2.1, p. 21)	
Gaps per element	Only human health and livestock sectors are coordinating	Stakeholders unknown
Action/goal/output and level	Engage wildlife environment and other relevant sectors at central level Engage public health sector in Clark Province	Understand what stakeholders (ministries, agencies) are involved in addressing zoonotic diseases.
Activity	Host a meeting among all relevant sectors to discuss the need for a national level OH mechanism	Do a stakeholder analysis for zoonotic diseases
Impact of the activity (high, med, low)	High, this could provide additional input and resources for coordination of response efforts	High, this will help us understand who needs to be part of the OH mechanism
Feasibility of the activity (very, somewhat, difficult)	Somewhat, will require a lot of time to engage and advocate leadership from all sectors	Very, this does not require significant resources or time
Lead, and Role/ responsibility of each partner	Lead: animal health The human health representative will identify offices needed and coordinate meeting invitation, and AH rep will coordinate logistics and venue	Lead: HH The HH sector will provide admin/ logistics for the analysis. Environment sector will identify a stakeholder analysis expert
Point of contact (name, title, organization, sector) of each partner	John Mutonga, Dir of health services, MoH Susan Swan, Dir of AH services MoA	Mark Smith, epi unit lead, MoH Amy Holland, wildlife FP in MCM, MoE
Priority and Timeline	High priority By the end of next month	Moderate priority By the end of the year
Resources needed for each partner	Participants from other sectors, venue costs, catering costs, printing costs, secretariat time	Payment for facilitator (or negotiate gratis), meeting costs for analysis
Indicator for this activity	Meeting held and attended by all relevant sectors	Stakeholders identified and analyzed according to a standard process

Step 7: Contextualize next steps for implementation

In step 7, workshop participants consolidate the full action plan in plenary, reviewing all actions for each element. This work is typically completed in a plenary session during the first half of workshop day 3 as outlined in the **draft 3-day workshop agenda** (see supporting materials folder).

Goals for step 7

Finalize the action plan for the establishment or strengthening of the OH mechanism, with particular attention to next steps.

Contextualize next steps for implementation

In this step, workshop participants will ensure that all activities included in the action plan are appropriately ordered and operationalized for implementation.

It will be helpful if participants can consider the following points:

- In addition to the activities agreed for each element, consider including in the action plan:
 - A reference to reconvene the same group (in 3 to 4 months or 6 to 12 months) to review progress and address additional elements
 - An indication of timeframe for revisiting the most important elements
- Implementation options developed for each activity in the action plan should be SMART:
 - Specific
 - Measurable
 - Achievable
 - Relevant (directly related to the activity)
 - Timebound

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Workshop participants will add details for each action plan activity in the **Excel-based workbook, tab 6** provided.

Tips for completing step 7

- Remember to designate a notetaker at the beginning of each step. This person documents all discussions as indicated in the Excel-based workbook, and for the final reporting (see supporting materials: report template).in the Excel-based workbook, and also for the final reporting (see supporting materials: report template).

Step 7

Excel-based action plan

Tab 7: Action plan

Supporting material

- Basic template of master ppt for workshop
- Draft 3-day workshop agenda
- Element worksheets

Step 8: **Validate the action plan**

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In step 8, the planning team reports the resulting action plan to the steering committee for validation. This typically occurs during the second half of workshop day 3 as outlined in the **draft 3-day workshop agenda** (see supporting materials folder).

Goals for step 8

Steering committee validates the resulting action plan

Validation of the action plan

In this step, the planning team uses the **PPT report template** (see supporting materials) to prepare a presentation that can be used to report on the technical steps that led to the development of the action plan. This includes steps 3 to 7, background and scope of the OH mechanism (see step 3, tab 3), element selection (see step 4, tab 4), planning for the future OH mechanism (see step 5, tab 5), and action plan development (see step 6 and 7, tab 6).

The steering committee will have an opportunity to ask questions, provide input and ultimately validate the action plan and the next steps outlined. This step is critical for providing evidence that justifies decision making and provides necessary support for implementation which should consider:

- Linking gaps, actions, and activities in the action plan with other One Health efforts in the country.
 - What action planning has taken place or is currently happening?
 - What gaps, actions, and activities in the action plan are included in other plans (for example, National Action Plans for Health Security, NBW Roadmap, PVS Pathway, disease specific plans)?
 - Align activities in the action plan to those in other plans. Are there inconsistencies/conflicting approaches to be resolved?
- Create clear roles and responsibilities for implementing and monitoring implementation of the action plan.
 - Use monitoring and evaluation indicators from the action plan.
 - Consider using the RACI (Responsible, Accountable, Consulted, Informed)³ method to assign/decide who does what and how for each activity.

³ Brower HH, Nicklas BJ, Nader MA, Trost LM, Miller DP. Creating effective academic research teams: Two tools borrowed from business practice. J Clin Transl Sci. 2020 Nov 5;5(1):e74. doi: 10.1017/cts.2020.553. PMID: 33948292; PMCID: PMC8057410.

 **Tips for completing step 8**

- Ideally, this step will be completed as part of the workshop. If the steering committee is not available for this, the validation can be facilitated in the week following the workshop.
- Remember to designate a notetaker at the beginning of each step. This person documents all discussions as indicated in the Excel-based workbook, and for the final reporting (see supporting materials: report template).

 **Step 8****Supporting material**

- Draft 3-day workshop agenda
- PPT Report Template

Implementation and next steps

- 32 **Step 9**
Develop a final report
- 33 **Step 10**
Conduct an impact evaluation



Step 9: **Develop a final report**

This step facilitates production of the final report after completion of the MCM OT steps.

Goals for step 9

The planning team creates the final report.

Develop the final report

The final workshop report provides a detailed record of all discussions held and decisions made to inform the action plan and facilitate communication and advocacy on the OH mechanism development.

In this step, notes taken during the discussions and relevant information from the **Excel-based workbook** and the **MCM OT supporting materials folder** are summarized in a final report available immediately after the workshop.

Tips for completing step 9

- It can be helpful to designate one focal point from the planning team who is responsible for the development and dissemination of the final report to participants and steering committee members.
- Allow a reasonable time for review by all participants. Compile comments, finalize, obtain clearance (if needed) and disseminate as appropriate.

Step 9

Supporting material

Final report template

Step 10: **Conduct an impact evaluation**

This step facilitates an impact evaluation to assess progress on the action plan.



Goal for step 10

The planning team conducts an impact evaluation 6 to 12 months after the action plan is validated.

Conduct the impact evaluation

Approximately 6 to 12 months after the action plan is validated by the steering committee, the planning team will use the impact evaluation to review the progress of the OH mechanism. This evaluation could be based on the identified timelines and indicators for activities, as documented in the action plan.



Step 10

Supporting material

Impact evaluation

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