



# Training Toolkit on Effective National to Local Public Governance for SDG Implementation





# National to Local Governance for Effective Health Emergency Management

## Module 3.6





## Global Frameworks and Initiatives to Address Emergency Preparedness

Principles for Health Emergency Preparedness

Strengthening Governance Capacity

Anti-corruption Approaches in the Context of Health Emergency

The Golden Hour – The Road to Recovery

Data-driven Decision Making

Digital Government Tools

Digital Managing Health Emergency at the Subnational level Tools

Key Takeaways





## Learning Outcomes



Strengthening governance capacities in the full process of preparedness, prevention, response and post-recovery to respond to health emergencies



Strengthening emergency preparedness in order to ensure a timely, efficient and effective response to events



Identifying the most probable health emergency related corruption risks, in order to mitigate those risks, prevent corruption, bribery and fraud and enhance integrity of public sector



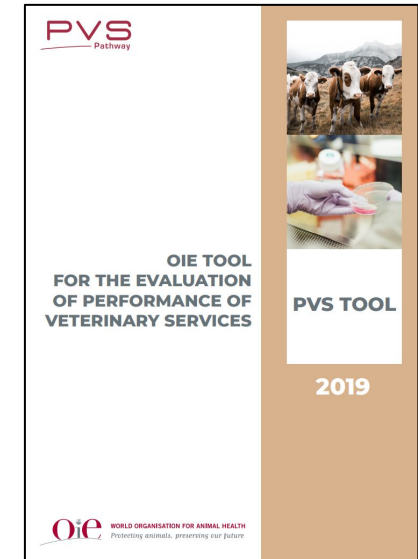
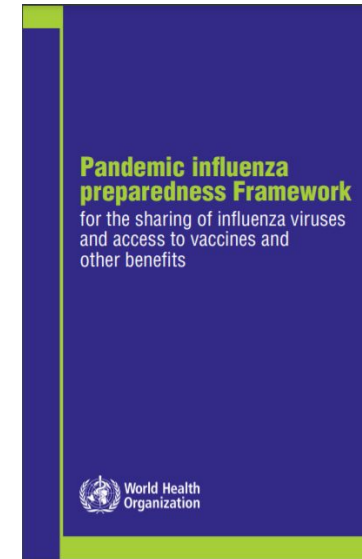
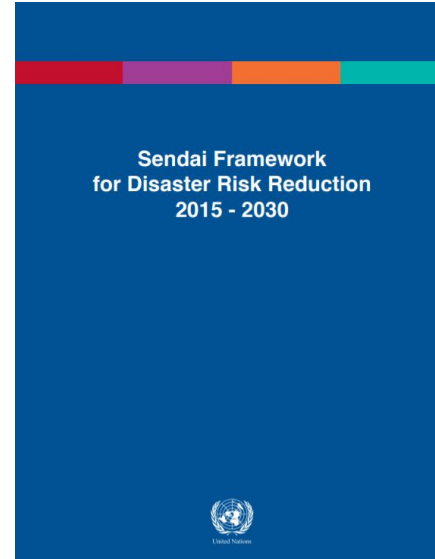
Understanding the Golden Hour- The Road to Recovery



Learn about data-driven decision-making and digital government tools to manage health emergencies



# I. Global Frameworks and Initiatives to Address Emergency Preparedness





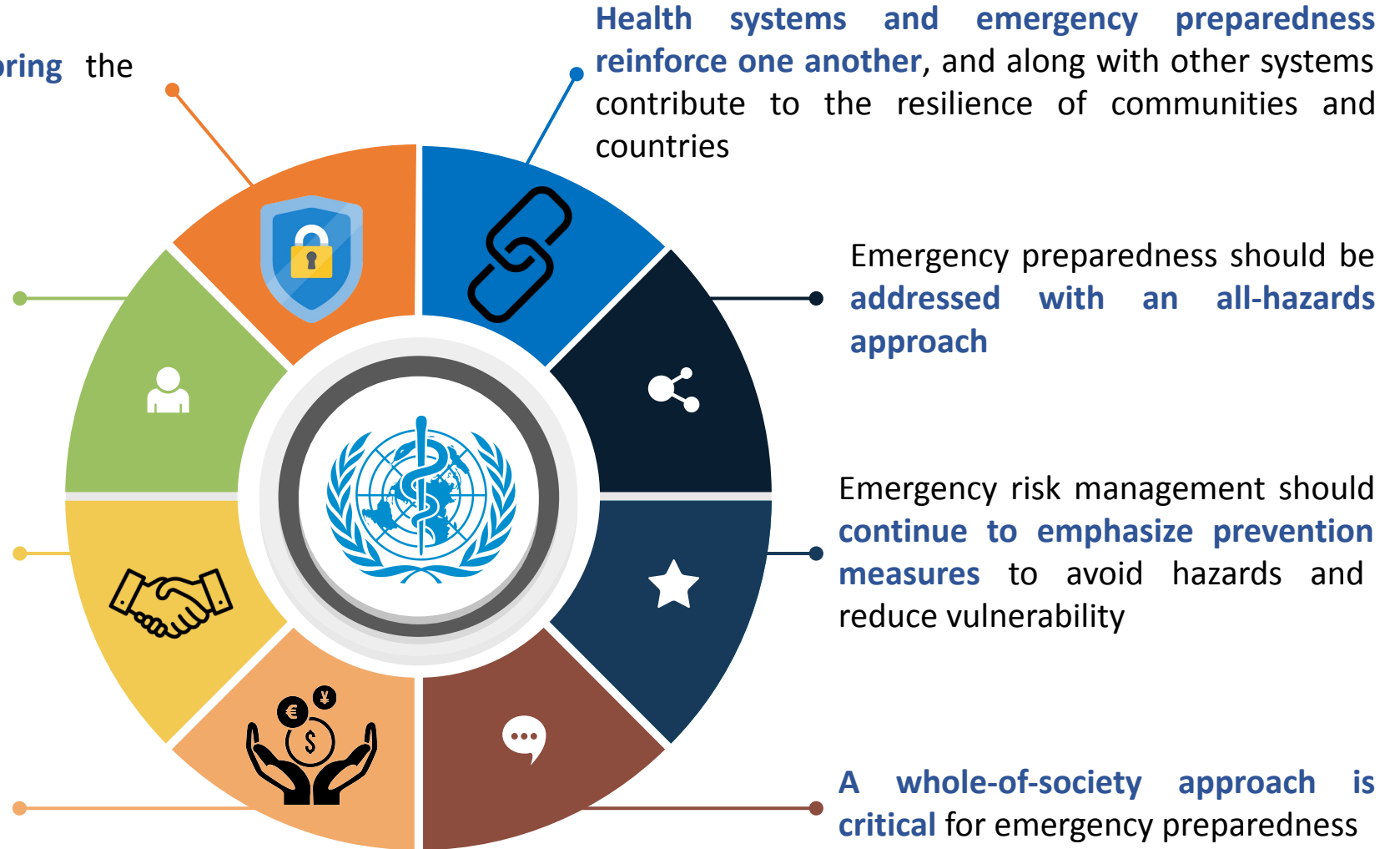
## II. Principles for Health Emergency Preparedness

**Safeguarding, maintaining and restoring** the health and wellbeing of communities

**Communities are critical** for effective emergency management

Preparedness **requires sustained political commitment**, partnerships, and funding

**Sustained funding should be aligned** with costed, prioritized preparedness measures based on risk and capacity assessments







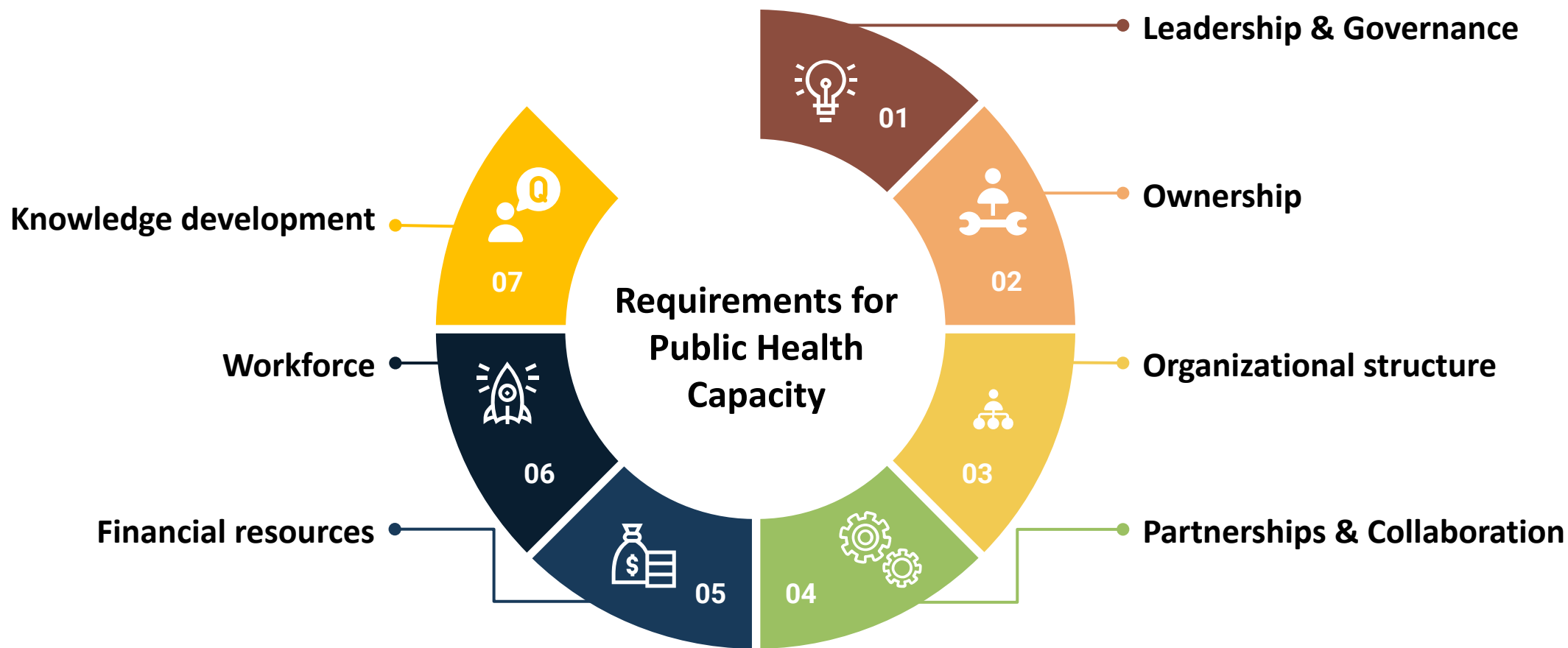
## II. Principles for Health Emergency Preparedness (Cont.)

### Governance element of preparedness at all levels

Governance	National/Sub-national/Local
<p><b>Policies and legislation that integrate emergency preparedness</b></p>	<ul style="list-style-type: none"> <li>• Integration of emergency preparedness in national health strategies and plans and financing</li> <li>• Multisectoral emergency risk management policies and legislation include health</li> <li>• Legislation for management of emergency situations (emergency powers)</li> </ul>
<p><b>Plans for emergency preparedness, response and recovery</b></p>	<ul style="list-style-type: none"> <li>• Intersectoral plans for emergency preparedness, response and recovery include health (e.g. national disaster management organizations, One Health)</li> <li>• National health emergency plans for preparedness, response and recovery</li> <li>• Multi-hazard, multisectoral exercise management programmes</li> </ul>
<p><b>Coordination mechanisms</b></p>	<ul style="list-style-type: none"> <li>• Health coordination mechanisms and plans include relevant sectors, public, private and civil organizations, and other stakeholders across and between all levels</li> <li>• Emergency preparedness of public, private and civil society organizations in public health, animal health, environment, tourism, transport, water, emergency services, migration and other sectors</li> <li>• Public health emergency operations centers (PHEOCs) and incident management systems are established and integrated with multisectoral emergency operations centers (EOCs) and coordination mechanisms across all levels .</li> </ul>



## II. Principles for Health Emergency Preparedness (Cont.)







# III. Strengthening Governance Capacity

## Sharing Knowledge

- Map the field of relevant actors
- Bridge knowledge gaps between science & policy
- Build diverse networks for knowledge sharing
- Create frameworks and platforms
- Provide incentives for sharing
- Balance national and local scales

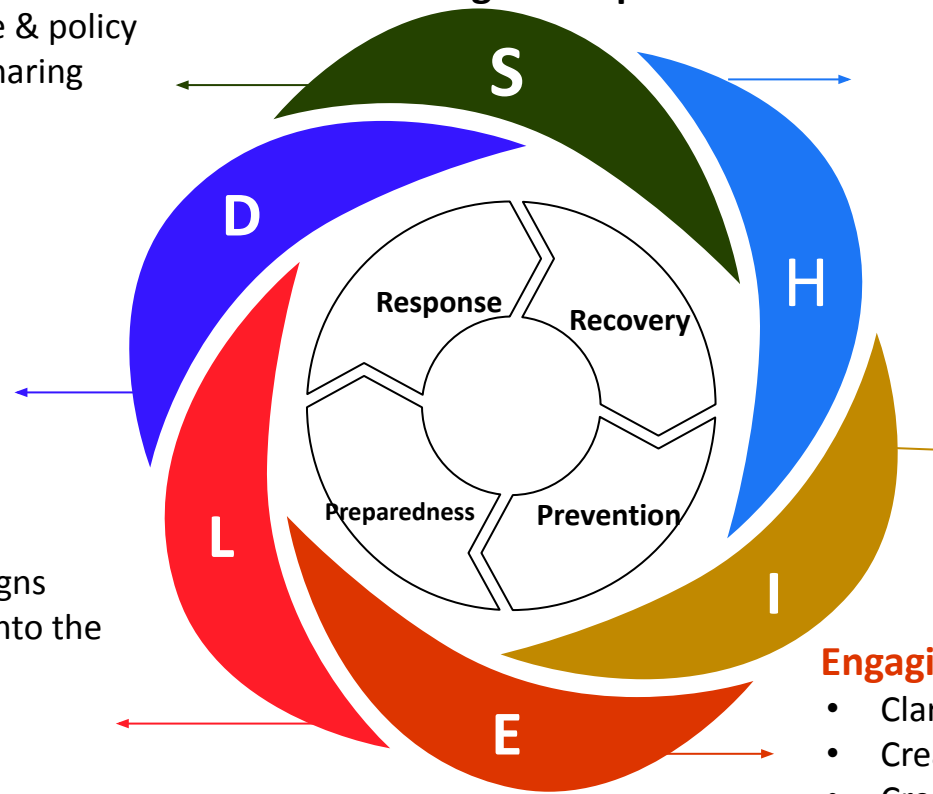
## Developing Communication

- Create multi-media platforms for risk awareness
- Cooperate with media partners
- Strengthen & streamline early warning platforms
- Innovate disaster risk awareness campaigns
- Bring health/disaster risk management into the classroom

## Leveraging Investments

- Make the value of investments visible
- Connect politicians and affected communities
- Innovate existing disaster risk financing structures
- Create partnerships for investments with the private sector
- Make long-term political agreements

The SHIELD model revolving around the four disaster management phases



## Harmonizing Capacities

- Map existing capacities
- Assess and balance capacities
- Match capacities to risks
- Evaluate and learn
- Create local partnerships
- Create continuity for capacities

## Institutionalizing Coordination

- Clarify mandates for coordination
- Acknowledge the need for balance & flexibility
- Practice and exercise roles
- Set up coordination forums
- Align and streamline priorities
- Build partnerships for transboundary crisis management

## Engaging Stakeholders

- Clarify the roles of stakeholders
- Create incentives for stakeholder participation
- Create web-based online platforms
- Locate mediator and experiment with roles
- Utilize LS knowledge for health crisis reduction actions
- Ensure sustained commitment

Source: ESPREsSO Enhancing Risk Management Capabilities Guidelines (2018)



### III. Strengthening Governance Capacity (Cont.)

Effective coordination mechanisms between national and local governments are critical.

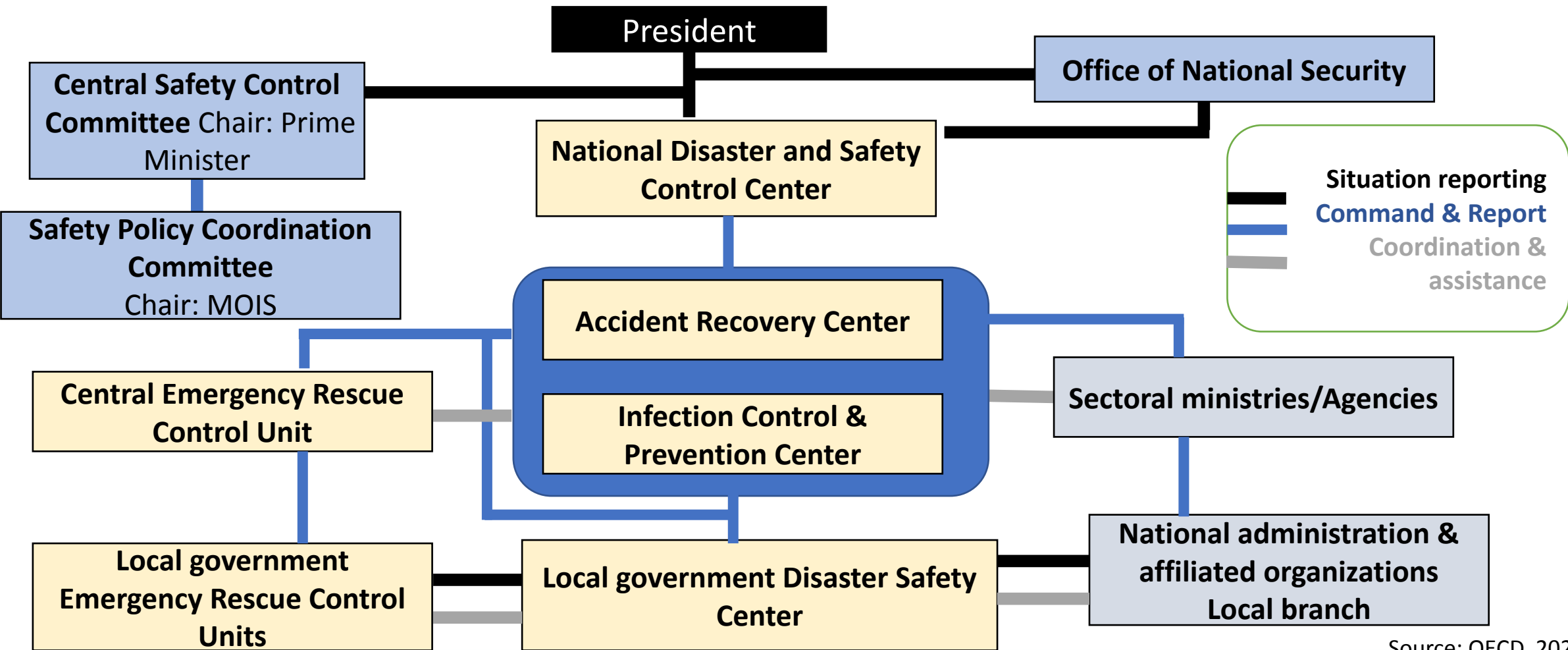
- National coordination mechanism may work on the ‘bigger picture’
- Local coordination mechanism may work more on the level of operational guidance and oversight of programme implementation





## III. Strengthening Governance Capacity (Cont.)

### Inter-agency coordination for emergency response in Korea



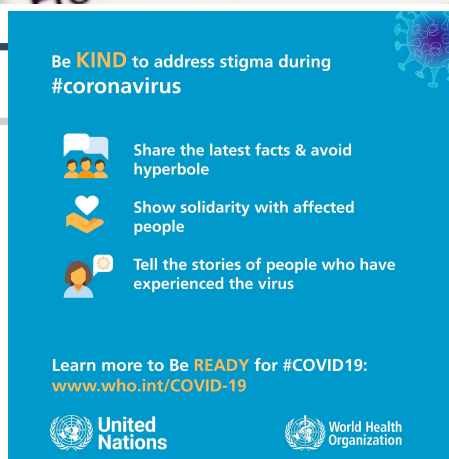
Source: OECD, 2020



# III. Strengthening Governance Capacity (Cont.)

## Communication to discharge accurate information

- Producing and disseminating facts and accurate information
- Partnering with businesses
- Working with media and journalists
- Mobilizing civil society
- Digital platforms or apps to keep citizens informed



## Implementing a social media-based crisis communications strategy

- Identify a consistent hashtag
- Be the voice of authority
- Establish a rumor control website
- Use several people to manage the flow of requests
- Avoid social media scams
- Implement a social media archiving solution
- Choose a precise communications strategy in advance



## III. Strengthening Governance Capacity (Cont.)

### Five Priorities Action for Health Emergency

01	Emergency risk management for health as a national and local priority	
02	Health risk assessment and early warning	
03	Education and information to build a culture of health, safety and resilience at all levels	
04	Reduction of underlying risk factors to health and health systems	
05	Emergency preparedness for effective health response and recovery at all levels	





## IV. Anti-corruption Approaches in the Context of Health Emergency

**“Corruption is criminal, immoral and the ultimate betrayal of public trust. It is even more damaging in times of crisis – as the world is experiencing now with the COVID-19 pandemic.”**

[The secretary-general - statement on corruption in the context of COVID-19](#)

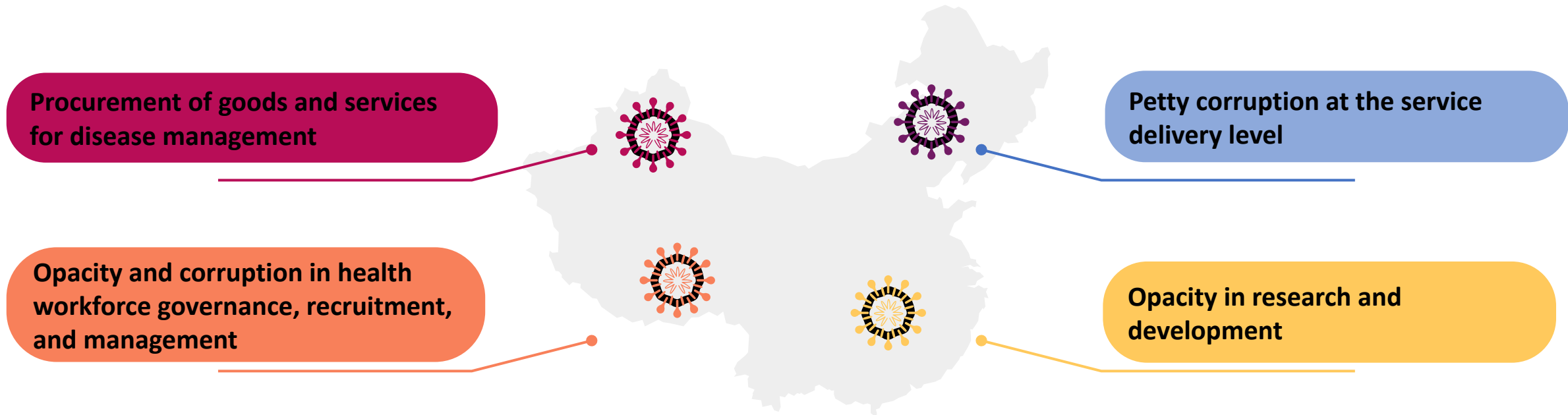






## IV. Anti-corruption Approaches in the Context of Health Emergency

### Health System Corruption Risks During Health Emergency



Source: Steingrüber *et. Al*, 2020



# IV. Anti-corruption Approaches in the Context of Health Emergency (Cont.)

## Prevention of Corruption during the Health Emergency





## IV. Anti-corruption Approaches in the Context of Health Emergency (Cont.)

Accountability and the prevention of corruption in the allocation and distribution of emergency economic rescue packages in the context and aftermath of the COVID-19 pandemic



Source: [UNODC \(2020\)](#)

- 1** Clear, Objective and Transparent Criteria for the Qualification of Intended Beneficiaries and Recipients
- 2** Account for the Risks and Vulnerabilities of Disbursement and Targeting Methods
- 3** Open Clear Communication and Outreach Channels to Raise Awareness and Understanding of Beneficiaries
- 4** Use of Technology for Efficient, Transparent and Accountable Disbursement of Resources
- 5** Comprehensive Auditing, Oversight, Accountability and Reporting Mechanisms to Monitor the Disbursement Process and Verify Appropriate Receipt



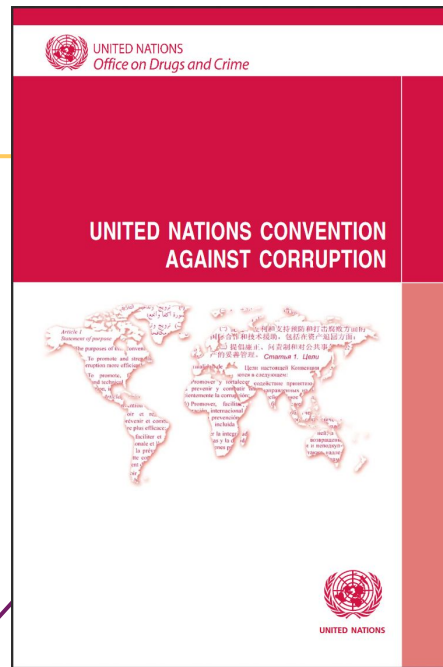
## IV. Anti-corruption Approaches in the Context of Health Emergency (Cont.)

Some key UNCAC articles related to the COVID-19 response

Under the United Nations Convention against Corruption (UNCAC), each State party shall:

**Article 5 (3):** Endeavor to periodically evaluate relevant legal instruments and administrative measures with a view to determining their adequacy to prevent and fight corruption

**Article 9 (2):** Take appropriate measures to promote transparency and accountability in the management of public finances [which] shall encompass, inter alia: (c) A system of accounting and auditing standards, and related oversight; (d) Effective and efficient systems of risk management and internal control



**Article 10 (b):** Take such measures as may be necessary to enhance transparency in its public administration, including with regard to its organization, functioning and decision-making processes, where appropriate. Such measures may include, inter alia: (b) Simplifying administrative procedures, where appropriate, in order to facilitate public access to the competent decision-making authorities

**Article 13 (1):** Take appropriate measures /.../ to promote the active participation of individuals and groups outside the public sector /.../ by such measures as: (a) Enhancing the transparency of and promoting the contribution of the public to decision-making processes; (b) Ensuring that the public has effective access to information



# V. The Golden Hour – The Road to Recovery

## 1. Leadership

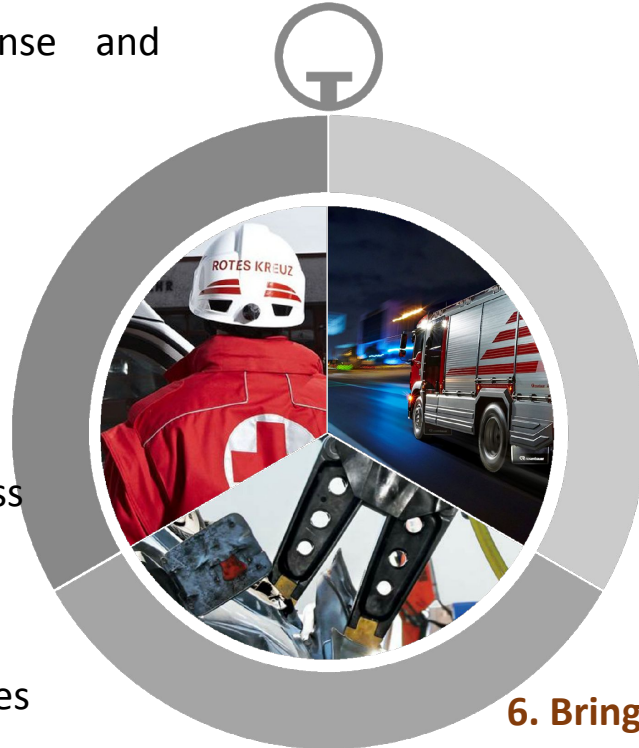
- Build confidence in emergency response and potential recovery strategies
- Establish confidence
- Begin guiding others in a concerted effort

## 3. Bring Together Your Team

- Do not make decisions in a vacuum!
- Team should be multi-disciplinary
- Subject Matter Experts
- Remember that you cannot see and address all issues from every angle

## 5. Begin Recovery

- Communicate Recovery Goals and Strategies
- Re-Establish Critical Operations
- Identify Temporary Locations for Doing Business
- Determine Alternate Ways of Delivering Services and Products



Source: [Rosenbauer Golden Hour](#)

## 2. Immediate Emergency Needs

- Fire
- Medical
- Search and Rescue
- Evacuation
- Protection of Life and Property

## 4. What Resources Can Be Used to Recover?

- Resources can be personnel, equipment, or possible data.
- Mutual aid might be available from unaffected areas.
- Private vendors offer a wide variety of disaster recovery services –including staff augmentation.

## 6. Bring Things Back to Normal

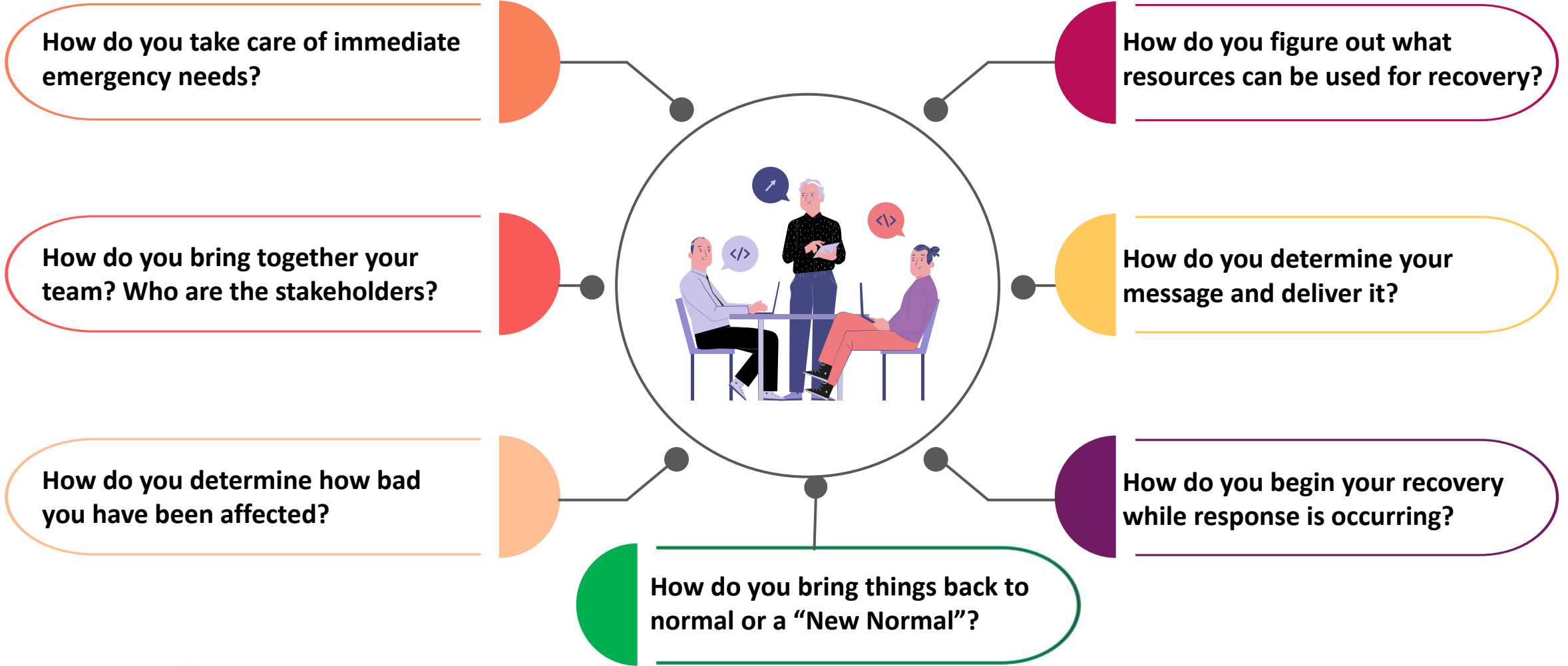
- Continue communications
- Document what can be improved upon
- Make and improvement plan
- Develop, strengthen, and improve upon disaster mitigation, preparedness, response and recovery plans
- If needed, establish a “new normal”





## V. The Golden Hour – The Road to Recovery (Cont.)

### Discussion - crisis management through Golden Hour







## VI. Data-driven Decision Making

Data is the lifeblood of decision-making and the raw material for accountability. Without high-quality data providing the right information on the right things at the right time; designing, monitoring and evaluating effective policies becomes almost impossible.<sup>1</sup> (IEAG, 2014)

Better data and statistics will help governments track progress and make sure their decisions are evidence-based; they can also strengthen accountability. A true data revolution would draw on existing and new sources of data to fully integrate statistics into decision making, promote open access to, and use of, data and ensure increased support for statistical systems.<sup>2</sup>

**If properly mined and analyzed, Big Data can improve the understanding of human behavior and offer decision making support for global development in three main ways**

**Early Warning**

**Real-time Awareness**

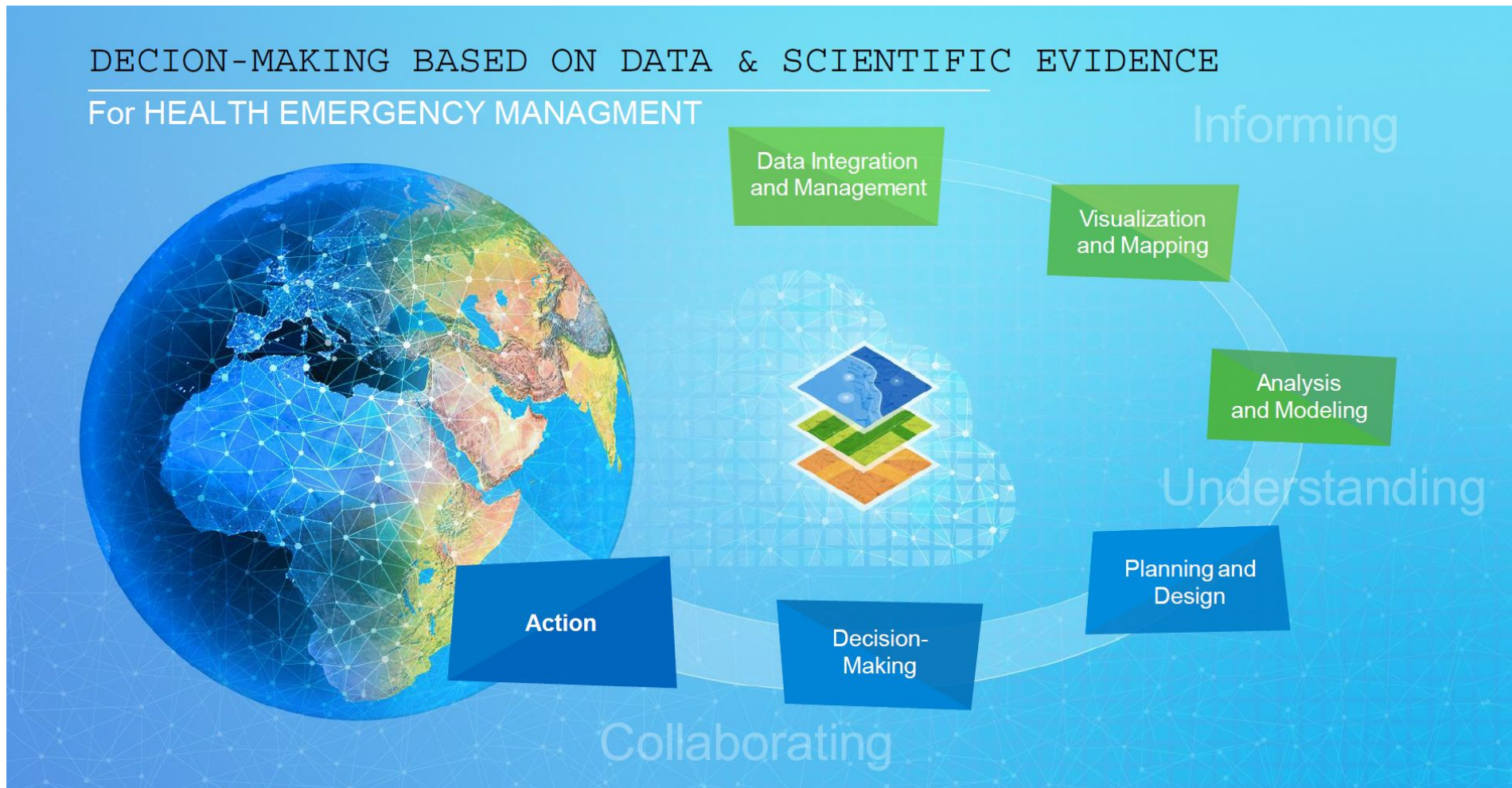
**Real-time Feedback**

<sup>1</sup> Source: United Nations Secretary-General's 'Independent Expert Advisory Group on a Data Revolution for Sustainable Development' (IEAG), A Word That Counts: Mobilizing The Data Revolution for Sustainable Development, November 6, 2014 ([www.undatarevolution.org/report/](http://www.undatarevolution.org/report/))

<sup>2</sup> The Report of the High-Level Panel of Eminent Persons on the Post-2015 Development Agenda (<https://www.post2020hlp.org/wp-content/uploads/docs/UN-Report.pdf> )



## VI. Data-driven Decision Making (Cont.)



Source: Katia Valenza Lyons, Esri Suisse. UN Data Innovation Lab Data Visualization Tools And Techniques To Support Decision Making



## VII. Digital Government Tools

Time horizon	Policy action	Digital Government Policy Response
Short-term	React	<ul style="list-style-type: none"> <li>□ Use digital platforms (i.e., online portals, social media) for accurate and timely information-sharing</li> <li>□ Lead two-way communication with people and foster e-participation (i.e., hackathons, brainstorming events)</li> <li>□ Protect people’s privacy and sensitive data and take into consideration unintended consequences of technologies</li> </ul>
Mid-term	Resolve	<ul style="list-style-type: none"> <li>□ Form effective multi-stakeholder partnerships (i.e., private sector, international organizations, academia) on regional, national and local levels</li> <li>□ Leverage lessons learned and policy ideas from the ongoing crisis</li> </ul>
Long-term	Reinvent	<ul style="list-style-type: none"> <li>□ Invest in innovative technologies (i.e., AI, blockchain, robots, drones) to increase resilience of healthcare, the national economy and public services delivery</li> <li>□ Revisit data protection and privacy legislation along with lessons learned Invest in innovative technologies (i.e., AI, blockchain, robots, drones) to increase resilience of healthcare, the national economy and public services delivery</li> </ul>

Source: UN DESA



## VII. Digital Government Tools (Cont.)

**Building partnerships with private technology companies, social entrepreneurs or other national and international organizations**

- can represent an effective way for governments to make use of existing technologies to meet the needs of people and soften the impact of the crisis on their lives
- can be crucial to maintain services for mission-critical communications and to ensure greater connectivity



Partnerships with the private sector in supporting governments have shown positive effects on the fight against the outbreak





## VII. Digital Government Tools (Cont.)

### Accelerating the implementation of innovative digital technologies

- need for government leadership in the development and adoption of new technologies
- AI-powered technology has proven to be beneficial
- 3D printing technologies have been adopted to produce replacement valves for reanimation devices, and protective medical face shields to address the shortage
- Robots and drones have been effective in providing security and sanitation
- Focus on improving data protection and digital inclusion policies

### Digital technologies critical in facing COVID-19 Pandemic

- Make full use of digital technologies
- adopt an open government approach
- develop digital tools that can support people
- build multi-stakeholder partnerships
- seize the COVID-19 crisis as an opportunity to establish tailor-made digital government tools, strategies and collaborations for the future

### Innovative digital technologies for health emergency management

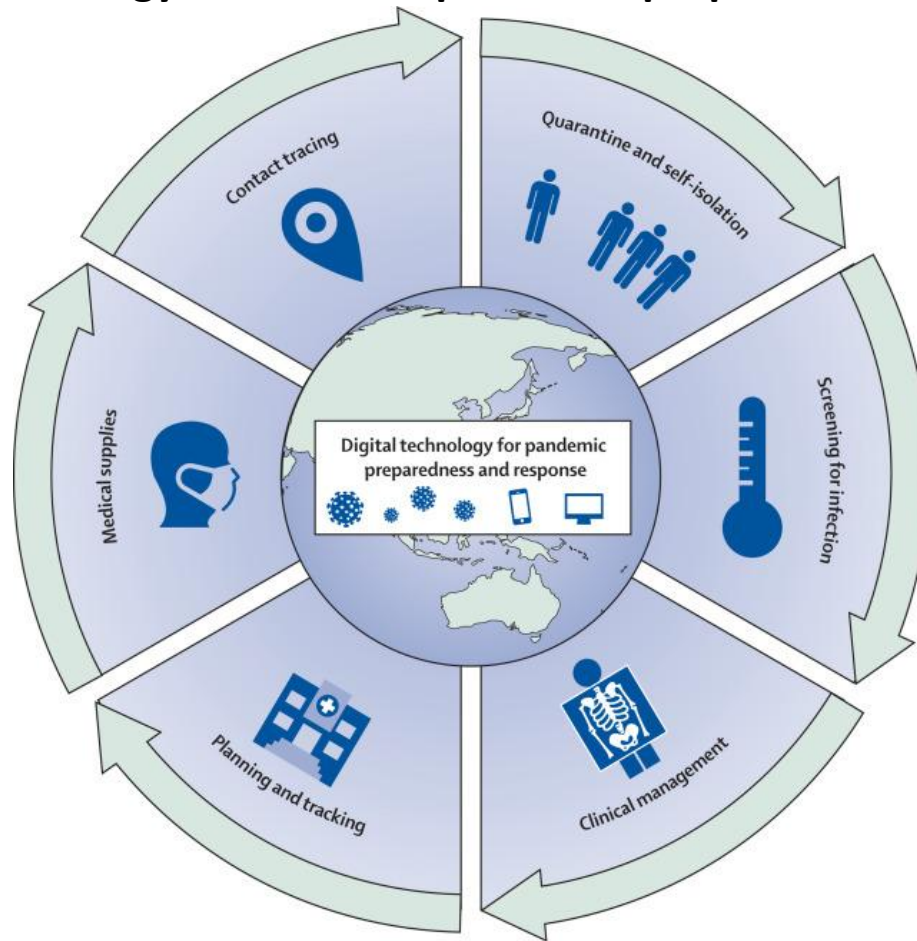
- Emergency broadcasting service (cellular broadcasting service)
- Smart Working
  - A special website providing information of solution companies for remote working
  - Smart working and social distancing (Holding virtual video conferences)
  - Cyber Security Guidelines for Staff Working Remotely
- Remote Education: Providing educational contents by the central government
- Remote Medicare
  - Remote medicine targeting confirmed coronavirus patients
  - Telemedicine using apps(private sector)
- Predictive Research
- Creating apps





## VII. Digital Government Tools (Cont.)

Digital technology as a tool for pandemic preparedness and response



Source: [Whitelaw, S., Mamas, M. A., Topol, E., & Van Spall, H. G. \(2020\). Applications of digital technology in COVID-19 pandemic planning and response. \*The Lancet Digital Health\*.](#)





## VII. Digital Government Tools (Cont.)

### Digital technology as a tool for pandemic preparedness and response

#### Tracking

- **Function:** Tracks disease activity in real time
- **Digital Technology:** Data dashboards; migration maps; machine learning; real-time data from smartphones and wearable technology
- **Advantages:** Allows visual depiction of spread; directs border restrictions; guides resource allocation; informs forecasts
- **Disadvantages:** Could breach privacy; involves high costs; requires management and regulation

#### Screening for infection

- **Function:** Screens individuals and populations for disease
- **Digital Technology:** Artificial intelligence; digital thermometers; mobile phone applications; thermal cameras; web-based toolkits
- **Advantages:** Provides information on disease prevalence and pathology; identifies individuals for testing, contact tracing, and isolation
- **Disadvantages:** Could breach privacy; fails to detect asymptomatic individuals if based on self-reported symptoms or monitoring of vital signs; involves high costs; requires management and regulation; requires validation of screening tools

#### Contact tracing

- **Function:** Identifies and tracks individuals who might have come into contact with an infected person
- **Digital Technology:** Global positioning systems; mobile phone applications; real-time monitoring of mobile devices; wearable technology
- **Advantages:** Identifies exposed individuals for testing and quarantine; tracks viral spread
- **Disadvantages:** Could breach privacy; might detect individuals who have not been exposed but have had contact; could fail to detect individuals who are exposed if the application is deactivated, the mobile device is absent, or Wi-Fi or cell connectivity is inadequate



## VII. Digital Government Tools (Cont.)

### Digital technology as a tool for pandemic preparedness and response

#### Quarantine and self-isolation

- **Function:** Identifies and tracks infected individuals, and implements quarantine
- **Digital Technology:** Artificial intelligence; cameras and digital recorders; global positioning systems; mobile phone applications; quick response codes
- **Advantages:** Isolates infections; restricts travel
- **Disadvantages:** Violates civil liberties; could restrict access to food and essential services; fails to detect individuals who leave quarantine without devices

#### Clinical management

- **Function:** Diagnoses infected individuals; monitors clinical status; predicts clinical outcomes; provides capacity for telemedicine services and virtual care
- **Digital Technology:** Artificial intelligence for diagnostics; machine learning; virtual care or telemedicine platforms
- **Advantages:** Assists with clinical decision-making, diagnostics, and risk prediction; enables efficient service delivery; facilitates patient-centred, remote care; facilitates infection control
- **Disadvantage:** Could breach privacy; fails to accurately diagnose patients; involves high costs; equipment may malfunction



## VIII. Managing Health Emergency at the Subnational level

### Short-term measures: managing the emergency and the public health crisis

- Taking emergency measures to face the health crisis
- Activating vertical and horizontal multi-level coordination mechanisms for crisis management
- Adapting subnational public services to containment
- Adapting sub-national government public finance
- Adapting sub-national government organization

### Medium-term policy implications: managing the economic, social and public finance crisis

- Coping with the economic and social crisis at territorial level
- Coping with the subnational public finance crisis
- Reviewing sub-national government administrative and operational organization for the delivery of public services
- Reviewing multi-level coordination mechanisms for crisis management

### Longer term challenges: seizing opportunities for more resilient society

- Reviewing and enhancing multi-level governance practices
- Ensuring affordable and accessible quality basic services, including health, for all territories and people
- Establishing new regional/local development models, and rebalancing urban/rural areas
- Establishing new regional/local development models, and rebalancing urban/rural areas
- Supporting the transition to a low carbon economy



## VIII. Managing Health Emergency at the subnational level (Cont.)

### Considerations in planning for local preparedness for health emergency

- |                 |  |                  |  |
|-----------------|--|------------------|--|
| <p><b>1</b></p> | <p>Adopt a coordinated multisectoral, whole-of-government and whole-of-society approach</p>            | <p><b>7</b></p>  | <p>Consider the most appropriate means of communication of information</p>   |
| <p><b>2</b></p> | <p>Promote coordination and coherence in measures across different levels of governance</p>            | <p><b>8</b></p>  | <p>Ensure continued provision of essential services</p>  |
| <p><b>3</b></p> | <p>Identify existing hazards and vulnerabilities</p>   | <p><b>9</b></p>  | <p>Ensure that existing health facilities are prepared for health emergencies</p>                                    |
| <p><b>4</b></p> | <p>Identify and equitably protect vulnerable subpopulations</p>  | <p><b>10</b></p> | <p>Ensure adequate housing, reduce the risk of becoming homeless and anticipate outward-migration &amp; mobility</p> |
| <p><b>5</b></p> | <p>Consider the diverse social and cultural interactions with health issues, norms and perceptions</p> | <p><b>11</b></p> | <p>Ensuring that due consideration is given to maintaining good mental wellbeing</p>                                 |
| <p><b>6</b></p> | <p>Consider the extent of reliance on the informal sector or economy</p>                               | <p><b>12</b></p> | <p>Ensure preparedness measures are rooted in a robust evidence-base</p>   |



## VIII. Managing Health Emergency at the subnational level (Cont.)

### Key areas of focus for local preparedness for an effective response to health emergency such as COVID-19

1. Coordinated local plans in preparation for effective responses to health risks and impacts
2. Risk and crisis communication and community engagement that encourage compliance with measures
3. Contextually appropriate approaches to public health measures, especially physical distancing, hand hygiene and respiratory etiquette
4. Access to healthcare services for COVID-19 and the continuation of essential services

### Preparing for future emergencies

1. Urgent actions taken by local governments for COVID-19 must set the stage for sustainable capacity development for concurrent or future health emergencies
2. Local government should also document, learn, share and adapt during their COVID-19 experience, including taking proactive steps to collect evidence and advocate for the financing of sustainable capacities

### Key lessons for the COVID-19 response at the sub-national level

1. **Eliminate institutional overlaps**
2. **Encourage emergency preparedness**
3. **Enhance integration**
4. **Empower citizens**
5. **Everyday resilience**



## VIII. Managing Health Emergency at the subnational level (Cont.)

### Supporting Vulnerable Groups







## VIII. Managing Health Emergency at the subnational level (Cont.)

### Financial Resources

Adequate financial allocations are required

Health emergency management has a recurrent cost which should be fully considered

Financial mechanisms should also include contingency funding for response and recovery

National budgetary systems need to be sufficiently flexible

Financial arrangements for emergency care

Social/health safety nets

Compensation systems

Cash transfer mechanisms

Resource mobilization





## IX. Key Takeaways

<b>Develop a national strategy</b>	<b>Equip departments and agencies with the capacity to anticipate and manage human induce threats</b>	<b>Continuously share knowledge</b>
<b>Assign leadership at the national level</b>	<b>Monitor and strengthen core risk management capacities</b>	<b>Enhance government capacity</b>
<b>Engage all government actors at national and sub-national levels</b>	<b>Plan for contingent liabilities within clear public finance frameworks</b>	
<b>Establish multi-stakeholder partnerships</b>	<b>Establish strategic crisis management capacities</b>	
<b>Encourage a whole-of-society approach</b>	<b>Strengthen crisis leadership, early detection and sense making capacity</b>	
<b>Strengthen the mix of structural protection</b>	<b>Establish the competence and capacities to scale up emergency response</b>	
<b>Encourage businesses to take steps</b>	<b>Build institutional capacity to design and oversee recovery and reconstruction plans</b>	
<b>Develop risk anticipation capacity</b>	<b>Transparency, accountability and integrity of the public sector are of the utmost importance for preventing corruption</b>	



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