GUIDELINES FOR COUNTRY CHAPTERS

(Revised January 16, 2013)
# TABLE OF CONTENTS

General ........................................................................................................................................... 3  
What is APUA? ................................................................................................................................. 3  
Basic Principals Concerning APUA Chapters ......................................................................................... 4  
How to Establish an APUA Country Chapter ......................................................................................... 6  
Some Suggested Initial Activities of a New Chapter ............................................................................... 8  
What APUA Provides to Country Chapters .......................................................................................... 9  
Responsibilities of Country Chapters ................................................................................................. 10  
APUA Guidelines on Interaction with Commercial Enterprises ............................................................ 14  

1. **Purpose of These Guidelines** ........................................................................................................ 14  
2. **Principles of Collaboration on Projects** ..................................................................................... 14  
3. **Avoiding Conflicts of Interest** .................................................................................................... 14  
4. **Unspecified General Organizational Support** .............................................................................. 15  
5. **Funding for Salaries of Staff** ....................................................................................................... 15  
6. **Publications** ................................................................................................................................ 15  
7. **Acknowledgements** .................................................................................................................... 15  

**COUNTRY WORK PLAN** ............................................................................................................. 17  

1. **Background/Focus Areas** ............................................................................................................ 17  
2. **Overall Strategy, Goals and Objectives with Specific Activities for Focus Areas/ Available Resources and needs:** ........................................................................................................ 18  
3. **Expected Outputs and Outcomes** .............................................................................................. 18  
Output: List specific products the chapter would like to achieve through this work plan i.e. a consumer education campaign, with new written materials distributed throughout a city or a report resulting from a physician-targeted conference. ................................................. 18  
4. **Operational Budget:** The chapter is responsible for developing a budget and fundraising strategies. .................................................................................................................................................. 18
General

These guidelines are intended to describe the relationship between the Alliance for the Prudent Use of Antibiotics ("APUA") and its international chapters, to describe the steps that individuals and groups must take to become and to continue as an APUA international chapter, and to embody the understandings between APUA and its chapters concerning chapter status.

What is APUA?

Founded in 1981 as a nonprofit organization, APUA is the only organization in the world solely dedicated to strengthening society’s defenses against infectious diseases through research and education on antibiotic use and antibiotic resistance. Headquartered in Boston, APUA encompasses a network of affiliated chapters in over 66 countries throughout the world. This global network supports country-based activities to control and monitor antibiotic resistance tailored to local needs and customs. APUA facilitates the exchange of objective, up-to-date scientific and clinical information among scientists, health care providers, consumers and policy makers worldwide. The APUA chapters provide a multidisciplinary approach to containing antibiotic resistance by involving expertise in infectious disease medicine, microbiology, pathology, clinical pharmacology, and antibiotic resistance surveillance.

APUA’s mission is to improve infectious disease treatment and control worldwide through promoting appropriate antibiotic access and use and reducing antibiotic resistance.

There are currently active APUA country chapters in over 66 nations. These are:

[Map of APUA Global Chapter Network]
Since medical practices and customs differ from country to country, every effort to ensure prudent use of antibiotics must be based on an understanding of the local context and tailored to local practices. APUA’s strategy is, therefore, to encourage the establishment of country chapters that can plan, organize and carry out local research and educational initiatives to curb antibiotic resistance that are in line with local conditions and with the goals of APUA.

APUA country chapters serve these vital functions:

- Coordinating professional, medical, and scientific communities within a country to address appropriate use and antibiotic resistance;
- Strengthening local capacity in conducting research and educational activities in the area of antibiotic use and resistance;
- Establishing channels for collecting and disseminating data;
- Raising awareness at the country level about the problem of resistance, the dangers of incorrect antibiotic use, and the importance of the prudent use of antibiotics;
- Facilitating research at the local level on the antibiotic use and resistance problems specific to the country, in order to raise awareness among local policy makers, to plan appropriate clinical and public health interventions, and to inform national policies;
- Providing local leaders with regular international networking opportunities to enhance their knowledge and effectiveness at the country level on the issue of antibiotic use and resistance;
- Providing a multi-country framework to facilitate global planning, research and surveillance efforts.

The APUA chapters also provide a natural link between data and action within countries. As research findings are documented in each country and throughout the international APUA chapter network, they are conveyed to clinicians and policy makers. The APUA affiliation also enhances the ability of local chapter members to act as advocates for more prudent use of antibiotics in their country.

**Basic Principles Concerning APUA Chapters**

- APUA chapters must operate as independent entities, responsible for their own funding and activities and directed by local leadership. Country chapters are encouraged to abide by country’s best legal and financial practices and subjected to annual auditing when required. Within the limits of its own resources, APUA provides the chapters with information and assistance (see below);
• **Relationship with APUA:** In general, the relationship between APUA and the national chapters is a two-way exchange of information. APUA provides affiliates with support, materials (print and audiovisual) and data to facilitate their work, including the experiences and related efforts of other members and chapters from around the world. The chapters initiate research and education projects and provide country-based data on antibiotic use and resistance. Every year chapters will also provide APUA with reports on their activities and experiences as well as a financial report summary.

• Local APUA chapter initiatives must be in accord with the APUA mission - to curb antibiotic resistance through fostering prudent use of antibiotics. APUA country chapters should inform headquarters of its initiatives.

• **Use of APUA name:** APUA reserves all rights to its name, logo and materials. The country chapter can use the chapter designation, “APUA-[country of chapter],” subject to its continued qualification for such use under these guidelines.

• **Membership, Leadership and Charter:** The ability to use the APUA designation and to obtain and continue the status of an APUA chapter is conditioned upon meeting certain basic requirements, including those concerning membership, leadership, reporting, conflict of interest and chapter charter, described more completely below. APUA reserves the right to review chapter compliance with these requirements and with the spirit and letter of these guidelines and to revoke chapter status in the event that a chapter does not comply. (See more below)

• **Chapters in Industrialized Counties:** Countries defined as developed or industrialized (all regions of Europe plus Northern America, Australia/New Zealand and Japan) will be asked to draft a customized memorandum of agreement, where both parties agree to the terms or conditions for collaboration, joint ventures and financial support. These chapters will be assessed a small administration fee to support APUA headquarters administrative and newsletter costs.

• **Funding:** Contingent upon funding availability, APUA could provide limited funds for start-up activities and/or research or education activities through its Global Grassroots Research to Improve Antimicrobial Policy and Practice (GRIP) Program. Chapters in developing countries receive priority funding for these grants. Chapters are largely responsible for their own funding, although APUA will coordinate and seek centralized funding from major sources where appropriate. To maintain credibility and independence, chapters should obtain funding from a variety of sources, as opposed to one major source, such as a pharmaceutical company. APUA can assist chapters in identifying potential funding sources. It is suggested that chapters consider membership dues,
foundation funding, government support, and corporate memberships as additional sources of funding, where appropriate. Any corporate funding should be as an unrestricted educational grant. (See attached APUA guidelines for working with commercial enterprises).

How to Establish an APUA Country Chapter

The legal requirements for organizing chapter entities may differ from country to country and the steps outlined below are in addition to, and not in place of, those requirements. Below are the usual steps required to develop an APUA chapter:

1. Send a Letter of Intent

The first step in developing a country chapter of APUA is to send a brief letter of intent to APUA. The letter should include:

- the names, Curricula Vitae and contact information of the proposed founding members who will act as the core group of the chapter. There should be at least five such members, and they should be drawn from several key academic institutions, governmental agencies, and medical, pharmaceutical and infectious disease/microbiology professional societies;

- the names, Curricula Vitae and contact information of proposed chapter leaders (if they are not founding members);

- a brief statement of the antibiotic resistance problems in the country;

- a list of specific chapter objectives;

- a preliminary list of activities planned for the next two years; and

- a description of the proposed internal structure of the chapter.

APUA will then comment in writing on the appropriateness of the development of an international chapter by the core group.

1. Recruit Members

The core group should then begin recruiting members for the country chapters as early as possible. There should be a minimum of 15 members before a chapter is formally established. To assist with the initial recruitment, APUA will send to the prospective chapter:

- a list of all APUA members within the country;
• background materials, including the APUA brochure, copies of the APUA Newsletter, the APUA patient brochure, and the educational video “Confronting Antibiotic Resistance”; and

• a letter of introduction from the APUA President, Dr. Stuart Levy, to prospective members, which addresses the merits of formal affiliation with APUA and which encourages them to join.

2. Elect Officers and Governing Board

Once APUA has responded to the letter of intent and approved the development of a country chapter in principle, the chapter should establish its Officers and Governing Board, Board of Directors, Board of Trustees or similar governing body. Each chapter should have as a minimum two Officers: a leader (sometimes called the “President”) and a Secretary-Treasurer. Chapters also often find it useful to elect a Coordinator, who conducts the day-to-day management of the organization. The leader is usually selected by the core group of individuals that start the chapter and should ideally be a nationally recognized leader in the field of infectious disease/microbiology, medicine, pharmacology, or a related field.

All chapters must have a governing Board to whom the Officers report and to whom they are responsible. The Board should consist of at least five individuals, including the leader and Secretary-Treasurer. The Board should also include a balance of interest groups, with representatives from several key academic institutions, government agencies, health organizations, professional associations (e.g., medical, pharmaceutical and infectious disease societies), and consumer groups who can influence health policy, provider practices, and patient behavior. The terms of Board members must be set in advance and must not exceed three years without reelection or reappointment.

3. Develop chapter by-laws

All chapters should develop by-laws, articles of organization or a similar written charter under which the chapter is organized and to which it is legally bound. The charter should set forth the structure, purpose and procedural rules of the chapter. The charter should include information concerning: the election and duties of chapter Officers, the address of the organization, purpose and objectives of the chapter, the requirements and procedures for membership, formal structure (e.g., the Board of Directors and any advisory or other committees), minimum frequency of Board and chapter meetings, and procedures for the removal or replacement of members, Officers and Board members. APUA can send sample by-laws to prospective chapters, but these should be reviewed in light of relevant country government requirements.

4. Submit documents to APUA for approval
The prospective chapter should send to APUA: 1) its list of officers and Board members, 2) Curricula Vitae of all Officers, 3) its charter document(s) in English, and 4) its initial list of members. The list of Board members and general members should include their affiliations.

5. **Formally establish chapter**

Once APUA reviews the above documents and finds them in conformity with APUA's goals and requirements, it will send a Statement of Agreement that formally states the terms under which the chapter becomes entitled to use the APUA chapter designation and to participate in APUA's international network. This agreement must be signed by the leader of new chapter and by the President and Executive Director of APUA before the chapter becomes an official chapter of APUA. The chapter will receive a signed certificate indicating the chapter is in good standing.

**Some Suggested Initial Activities of a New Chapter**

**Gather information on antibiotic use and the antibiotic resistance problem in the country**

A good starting point for a new country chapter is to compile available information on the scope of the antibiotic resistance problem in the country, including the major bacterial infectious diseases and their burden; the prevalence and types of antibiotic resistance; and the availability, control and use of antibiotics for both medical and agricultural uses. This information is useful in defining the problem for the media, for educational activities, for any founding meeting or conference, and for informing the chapter’s work plan of activities. Also useful is a brief description of the health financing and regulatory system and health service structure in the country and how this affects antibiotic use.

**Publicity and networking**

Chapters should try to publicize their new organization through a variety of appropriate channels within the country, including the press, the Ministry of Health and other relevant government agencies, professional societies, health organizations, and consumer groups. Effective and continuous promotion can lead to funding possibilities, be an effective tool for recruiting members, and establish the organization as an authority in the area of antibiotic use and resistance.

- **Initial meeting or symposium**

A founding meeting or symposium is often a good way to announce the formation of the APUA chapter, to recruit new members, and to begin planning activities. APUA often assists chapters by sending experts on the area
of antibiotic resistance to speak at the meeting and/or by providing funding for the meeting.

- **Identification of funding sources**

Because chapters are largely responsible for their own funding, a list of local funding sources should be identified early on. Chapters should pursue funding from a variety of sources - both national and international - including private foundations, Ministries of Health, universities and private companies. APUA can provide chapters with fundraising materials. Whenever possible, APUA could provide small grant funding for meetings and educational and research projects (see below).

- **Work plan development**

Once a chapter is formally established, a work plan for the first year should be developed and approved by the chapter Board. The work plan can be drafted during the founding meeting. The chapter should send a copy of the initial work plan to APUA within 30-45 days of the chapter approval. Examples of project conducted by APUA chapters will be supplied upon request.

- **Development, translation, and distribution of educational materials**

A number of chapters have developed and disseminated their own newsletter editions, by translating selected articles from the *APUA Newsletter* and adding their own material. Some chapters have also translated the video, *Confronting Antibiotic Resistance* and APUA’s patient brochure and physician’s office poster into their national language. APUA could sometimes provide financial assistance for these translations.

### What APUA Provides to Country Chapters

- **APUA materials.** These include: the APUA quarterly newsletter which is sent to the national chapter coordinator for distribution to all chapter members; the video “*Confronting Antibiotic Resistance*”; a patient education brochure and poster; key articles on antibiotic resistance; and other relevant materials. As mentioned above, APUA grants the right of chapters to translate the newsletter, video, and patient brochure/poster for use in country.

- **Assistance** for trainings, conferences or symposia. Subject to acceptable scheduling and funding availability, APUA can provide an expert on antibiotic resistance to speak at chapter founding meetings and at national and international conferences and symposia dealing with the issue of antibiotic resistance that are organized by country chapters.

- **Seed money** for developing countries for start-up activities. Contingent upon funding availability, APUA often provides new chapters with small amounts of
funding (range of US$1,000 - $2,000) to support initial activities, such as chapter founding meetings, mailings, development of local language versions of newsletters, and membership development.

- **Global Grassroots Research to Improve Antimicrobial Policy and Practice (GRIP) Program and educational activities.** APUA has established a Global Grassroots Research to Improve Antimicrobial Policy and Practice (GRIP) Program to support research and educational activities implemented by country chapters in developing countries. Chapters can respond to periodic Requests for Proposals (RFPs) issued by APUA, using a proposal format provided with the RFP. All proposals are reviewed by APUA technical experts and assessed according to established evaluation criteria. Grantees are required to submit progress reports to APUA, according to a schedule established when the award is granted. The average grant amount is $1,500-$3,000.

- To the extent possible, periodic chapter visits; surveys and regional meetings will be held by APUA staff to receive input to APUA international’s program and to determine chapter needs.

- **Fundraising guidance.** APUA can provide information and materials to assist country chapters in their fundraising efforts. Within the limits of its resources, APUA can also review and provide advice on grant applications and proposals prepared by country chapters. APUA will also work with its chapters to coordinate and seek centralized funding for further charter activities from major international sources where APUA believes such efforts are appropriate and likely to be efficient and successful.

- **Networking opportunities.** Through the APUA network, country chapters can link up with other chapters to learn from each other, develop joint projects, and share information and data. APUA can also provide chapter members with links to the staff of the World Health Organization and other relevant agencies and potential funders.

## Responsibilities of Country Chapters

In order to qualify as an APUA chapter and to remain an APUA chapter in good standing, each chapter must agree to and comply with the following:

a. APUA reserves all trademark, copyright, moral right and all other intellectual property rights to APUA’s name, logo, and materials. A country chapter may use as a chapter designation, "APUA-[country of chapter]" only if and to the extent that the chapter remains an APUA chapter in good standing. Use of the APUA logo or name on printed, broadcast or transmitted materials of any kind must be approved ahead of time by APUA on a case-by-case basis. A copy of all such material must be provided promptly to APUA and all such material must include prominent information on how to contact APUA.
b. All APUA chapter activities must be completely consistent with the APUA mission. Chapters at all times must conduct their affairs solely as not-for-profit organizations in the public interest, not for personal profit or commercial purposes and without political affiliation of any kind. Chapters must adopt the open membership policy of APUA, admitting and involving whenever possible any interested prospective member to the extent that the member complies with reasonable chapter rules and procedures. Members should not be limited as to affiliation or professional organization, and the chapter should strive to include a broad range of interests and professions, such as consumers, pharmacists, nurses, physicians, governmental health officials and scientists working on important aspects of the antibiotic resistance problem. Chapters should make reasonable efforts under the circumstances to seek members from all regions of the country.

c. Chapters must conduct their affairs in a respectable, honest, open and law abiding manner and must refrain from actions and statements that would reflect badly upon APUA or that might damage APUA’s reputation or that of other chapters. Chapters must avoid conflicts of interest and should refrain from activities and relationships that the public could reasonably believe constitute a conflict of interest.

d. All actions taken by the chapter should be understood as actions of that chapter, and not of APUA or of other chapters. No chapter shall act or lead others to believe that it acts in APUA’s name or on APUA’s behalf.

e. Each chapter must keep on file with APUA an English translation of its current charter documents and must conduct its affairs according to those documents. Any changes in charter documents must be submitted to APUA in advance for review and approval by the APUA Board of Directors to ensure that the chapter structure and procedures remain consistent with the goals and standards of APUA.

f. If the chapter decides to dissolve itself, advance notice of three (3) months should be given to the Board of Directors of APUA. All leftover assets and earnings should be liquidated and donated to APUA or to a local allied organization approved by the APUA Board of Directors.

g. APUA welcomes information on local chapter achievements and will periodically highlights these on the APUA newsletter. APUA requires that chapters promptly provide to APUA with copies of all products (e.g., newsletters, brochures) developed with APUA funds, as well as reports on all APUA-supported meetings.

h. APUA may from time to time request detailed information from any chapter concerning its activities, membership and relationships that is reasonably necessary for APUA to determine whether that chapter is in
Compliance with these guidelines, and each chapter must provide such information promptly upon request.

i. Compliance with these guidelines is a requirement for continued country chapter status. Compliance by chapters and chapter members with these guidelines will be subject to review by the APUA Board of Directors. The APUA Board of Directors may revoke country chapter status for any country chapter if it determines by majority vote of Directors present at a duly held meeting that the chapter is not in compliance with the letter or the spirit of these guidelines. The chapter shall then immediately cease to be a country chapter, shall immediately cease its affiliation with APUA and its participation in any APUA programs and benefits, and shall immediately cease use of the APUA name, logo and materials. Before such revocation occurs, the chapter must receive prior written notice of the determination that summarizes the non-compliance and will be given an opportunity to be heard by the Board. The opportunity to be heard may be, in the Board’s discretion, by telecommunication, teleconference, written submission, personal appearance, or any combination of these.

j. **Newsletter distribution.** APUA sends to each chapter copies of the quarterly *APUA Newsletter* for distribution to all members in the country. Unless under a special arrangement, it is the responsibility of the chapter to distribute the newsletter to all members in a timely manner. Chapters should inform APUA of the number of copies required as needs change (i.e., an increase in membership, the holding of a conference, etc.). Chapters in industrialized countries will be assessed a yearly fee of US$1,500 to help to defray production and mailing costs of newsletter.

k. **Meetings.** Country chapter Officers and Board members should meet at least once a year to review accomplishments and lessons learned from the previous year and to plan activities for the coming year.

l. **Reporting.** All chapters must submit reports in English to APUA on an annual basis, using the report format provided by APUA for that purpose. This format requires, among other things, a summary of chapter activities and accomplishments in the past period, current membership numbers, and a proposed work plan for the upcoming period. It should also include an updated list of national members, including affiliation and contact information. The annual report is due by January 15 each year. In addition to the formal reports, chapters are encouraged to submit one article per year as a contribution to the *APUA Newsletter* and to the Website.

For more information on forming a country chapter, contact:

APUA  
200 Harrison Avenue (Business) Posner 3  
Boston, MA 02111, USA
Tel: (617) 636-0966  
Fax: (617) 636-3999  
APUA@tufts.edu

Or visit our Website at www.apua.org
APUA Guidelines on Interaction with Commercial Enterprises

Adopted by Board, 4/3/2000

1. Purpose of These Guidelines
To carry out its mission, APUA seeks to create sound partnerships with relevant governmental and private organizations. In developing partnerships with the corporate sector, APUA will maintain its position as an impartial holder of health values and as an objective and scientifically valid source of information on antibiotic use and resistance. The general principles of partnership building are established on the basis of mutual respect, transparency, and shared benefit. All corporate partnerships should contribute to clear health gains and not conflict with the mission and principles in this document.

2. Principles of Collaboration on Projects
APUA collaborates with the private sector through exchanges of information and sponsorship of conferences, research, educational, and annual corporate membership programs. To avoid conflict of interest, real or perceived, APUA will ensure that any APUA recommendations or the establishment of guidelines and recommendations are based on science and evidence, and not on commercial interests. In general, APUA will seek a balance of corporate and non-commercial funding such as governmental and foundation.

In determining suitability of a potential collaboration with an industrial partner, APUA will weigh factors, including:

- Are the major products or services of the industry beneficial to public health?
- Does the industry engage on a large scale in practices that are negative to public health?
- Does the likely public health benefit outweigh any possible harmful practices, products or services?
- Is the enterprise compatible with APUA’s mission and objectives?

3. Avoiding Conflicts of Interest
Project funding from commercial enterprises will be accepted by APUA on an unrestricted basis only, i.e. APUA will maintain full control over the project design, conduct, analysis and reports.

Considerable caution will be exercised in accepting funding from enterprises that may get direct or indirect final gain interest in the outcome of the project.  

---

1 Based on World Health Organization's Guidelines on Interaction with Commercial Enterprises.

2 The APUA Board or Executive Committee will review any projects, which staff and the President determine may present a conflict of interest.
4. Unspecified General Organizational Support
Subject to the provisions of these Guidelines, commercial enterprises can make unrestricted general grants to APUA. The receipt of such general support is encouraged, provided that:

The donation is not to be used to fund activities which are directly related to the commercial interests of the donor and incompatible with APUA’s mission; and / or

The amount of the overall funds to be raised is not expected to be so large that the program would become substantially dependent on such support from a single company, or group of enterprises, for its continued operations. The dependency of the work of the office or department on the support will be evaluated at regular intervals.

5. Funding for Salaries of Staff
It is not acceptable to receive funds designated to support the salary of specific staff or posts from commercial enterprises or other commercial sources where contributions could give rise to a real or perceived conflict of interest in relation to APUA. On the other hand, it may be permissible to receive funds for a project that has a staffing element, as long as the project meets the other standards set forth in these guidelines.

6. Publications
Funds may be accepted from commercial enterprises for meeting the cost of APUA publications and web pages. Such contributions will be transparent and acknowledged as unrestricted grants. In no event should commercial advertisements be placed in APUA publications.

7. Acknowledgements
For reasons of transparency, contributions from commercial enterprises must be publicly acknowledged. The basic and most common approach to acknowledging contributions from commercial enterprises is to insert an acknowledgement in documentation relating to the activity concerned. Contributors are entitled to make reference to donations in their internal official documents, such as corporate annual reports. Anonymous donations from the corporate sector may not be accepted under any circumstances.

8. Joint Meetings
It is acceptable to convene or jointly organize a meeting with trade associations if a conflict of interest is not created. It is not acceptable to co-sponsor, or to jointly organize, a meeting with specific commercial enterprises. However, this does not preclude receipt of unrestricted educational grants.

9. Use of APUA Name/Logo
No commercial company shall be authorized to use the APUA name or logo without specific authorization and in no case for the marketing of its products. The APUA name and logo can be used for non-commercial purposes only with written permission from APUA.

10. Control
APUA must maintain full control over the activity to which a cash, human and/or material contribution relates, including any publicity over the contents of any report of the activity and over whether or not, and when, this report is published or disseminated in any form (e.g. electronically).
Country Work Plan
Please take the time to gather all the information and get input from your members. Thank you very much for your time assistance. Your input is invaluable to APUA.

It is recommended that the work plan should be developed taking into consideration the operational targets of the WHO Global Strategy for Containment of Antimicrobial Resistance (http://www.who.int/emc/amr_interventions.htm).

Background/Focus Areas

Describe antibiotic resistance issues in your country, providing basic, anecdotal information for the following areas. If the situation varies by different parts of the country or by institutions, please briefly describe the differences e.g. 1) Rural areas lack laboratory equipment and are not linked to the regional surveillance network, but most cities and major hospitals are well-equipped and linked to a network:

Please describe the surveillance of Antibiotic Resistance in your country. What is the availability of laboratory equipment, diagnostic expertise, external and internal quality control procedures and a surveillance network.

Is training of health care providers on antibiotic use and resistance provided?

Are there mechanisms to educate the community on antibiotics and resistance? Please describe.

Related research: Scientists’ level of training and access to proper information and equipment to conduct studies; what types of studies are and are not being conducted, and why?

Policy and regulation: What laws are currently in existence regulating the sale and dispensing of antibiotics? In particular, is a prescription mandatory? Is there enforcement and monitoring of these laws (if they exist). Are there any related national or local policies and budgetary commitments to implement these laws and policies?

What is known about the use of antibiotics in agriculture, animal husbandry and aquaculture in your country or region?

Stakeholders’ Activities: Who is interested in antibiotic resistance in your country/local area, and why? What kinds of activities/interventions are these stakeholders involved in?
Chapter resources: How strong is your chapter leadership? Funding base? Are your members active? Do you need to expand your membership to include other disciplines, geographical areas and/or institutions?

II. Overall Strategy, Goals and Objectives with Specific Activities for Focus Areas/ Available Resources and needs:
Describe how the chapter would like to address one or more areas as described above and set priorities according to country/local realities and resources. In other words, what are the chapter’s ultimate goals under the above areas and ways of reaching those goals? Note, chapters may choose to do some activities under each heading or focus on only one area, whatever seems feasible/desirable to you.

Describe available and needed resources to accomplish the work plan, including question 8. above. What are potential barriers to success and how might you address them? Chapters should aim to become self-sustaining, so capacity-building as an organization may be part of your work plan. When possible, APUA-International will provide assistance with your management and fundraising efforts i.e. help you expand chapter membership, review grant applications or put you in touch with funders and grant announcements. We can also provide limited small grants to developing countries for research projects.

III. Expected Outputs and Outcomes
Outputs: List specific products the chapter would like to achieve through this work plan e.g. a consumer education campaign, with new written materials distributed throughout a city or a report resulting from a physician-targeted conference.
Outcomes: List measurable outcomes that the chapter will attempt to achieve i.e., in these cases, improved consumer and physician knowledge and behavior. Are consumers demanding antibiotics less frequently in areas where the campaign was conducted and have unnecessary prescriptions decreased by physicians who attended the conference?

Monitoring and Evaluation: Describe who will be responsible for monitoring and evaluating the proposed plan.

V. Operational Budget: The chapter is responsible for developing a budget and fundraising strategies.