

# Global Laboratory Leadership Programme (GLLP)

## - Implementation roadmap -

### Background

Laboratories are an essential and fundamental part of health systems and play a critical role in the detection, diagnosis, treatment and control of diseases. A unique collaboration by FAO, WHO, WOA, ECDC, CDC and APHL, working globally in the human, animal and environmental health sectors, developed the Global Laboratory Leadership Programme (GLLP), in order to create a comprehensive, **competency-based learning programme** in leadership and management skills for sustainable laboratory workforce.

The GLLP Partners developed consensus on essential competencies needed by laboratory leaders: the [Laboratory Leadership Competency Framework](#), which provides a foundation for the GLLP. The Framework can be used as a standardized reference for laboratory workforce development by national authorities from all sectors and disciplines.

The GLLP Partners have defined the **Core Values** with which any programme, adapted to meet the specific needs of a country or region, must comply.

- One Health → Multisectoral representation and involvement in the governance of GLLP planning, development, implementation, evaluation, and participation from human, animal, and environmental health sectors.
- Ownership → Commitment to workforce capacity development by incorporating GLLP-based programmes at national level, through equivalence with national continuing education policy(ies), and/or integration in national curriculum.
- Sustainability → Development of the capacity, including availability of resources, to maintain or improve delivery of GLLP.

### Programme content

The GLLP requires significant organizational commitment and coordination for implementation. The GLLP has four components:

- Didactic sessions → interactive didactic sessions
- Mentorship → support learning and professional development
- Projects → support learning and national needs
- Community building → network building and creation of a community of practice

### Implementation Roadmap




The GLLP roadmap has been developed to guide countries towards the implementation of the programme at national levels. The roadmap was built based on GLLP guidance documents and best practices developed during the first years of implementation and it gives at-a-glance view of the implementation phases and steps.

Four main phases of GLLP implementation are highlighted [pre-planning, planning and development, implementation, and post-implementation, with Monitoring and Evaluation (M&E) input collected throughout the programme]. A description of what needs to be done, human resources that need to be mobilized and documents helpful in interpretation of the roadmap are listed in the tables below (Table 1 and Table 2). Implementation of the GLLP can also be considered at a regional level in which a group of countries may participate, with a regional entity responsible for coordinating the programme implementation. In such a situation, some steps in the roadmap may need to be adapted to meet the identified needs and regional processes.

It is essential to understand that the commitment to GLLP implementation is envisaged as a long-term, country-owned and supported initiative, and not a one-time training activity. In this regard, the pre-planning stage is key to achieving a sustainable programme implementation and should not be overlooked.



Phases		What needs to be done	How to do it	Related documents and tools	Who is going to do it (refer to table 2)	Who needs to be mobilized (refer to table 2)	Duration
1	Pre-planning	1.1	Expression of interest	Country communicates interest in the GLLP to the GLLP Partners using the email address <a href="mailto:glip@who.int">glip@who.int</a> .	- GLLP Brochure	National authorities	GLLP Partners
		1.2	Country readiness assessment	Country determines if it is ready to establish the programme using four criteria: evaluation of collaborator commitment (including identification and mapping of OH national collaborators); availability of funding; availability of personnel and supporting infrastructure; risks and assumptions. The first step to start the country readiness self-assessment is to convene a national assessment team representing One Health and other relevant sectors.	- GLLP Readiness Assessment Guide, "Annex 1: Sample Line-Item Budget Categories", "Annex 2: Readiness Assessment Checklist"	National authorities (with technical support of the GLLP Partners, if needed)	National collaborators: Relevant Ministries Academic/training institutions Organizations addressing laboratory strengthening
		1.3	Creation of steering committee	Steering committee is responsible for programme oversight and it is composed of national collaborators and government representatives.	- GLLP Planning and Implementation Guide	National collaborators	
		1.4	Designation of the national entity in charge of GLLP implementation	Definition of the national entity that will become responsible for programme implementation.	- Planning and Implementation Guide Criteria list to select national entity (to be developed)	National authorities National collaborators	National entity
		1.5	Development of draft Terms of Reference (ToR)	Definition of operational and specific objectives of implementing the GLLP in the country. Agreement on implementation modalities (confirm implementer and transfer of knowledge/expertise to the national entity as appropriate, target audience, method of delivery, topics and stipends to support capstone projects, etc.). Discussion of programme indicators.	- GLLP Terms of Reference - M&E handbook for instructors (to be developed)	National entity authorities (with technical support of the GLLP Partners, if needed)	National collaborators National M&E focal point
2	Programme planning and development	2.1	Convening collaborators and establishment of the programme management structure	Organization of a formal meeting of the collaborators to endorse: the programme in a kick off event and operationalize ToR: - design programme implementation considering the specific needs of the country (e.g., the materials may be adapted); - define roles and responsibilities, including creating a s, technical working group and selection committee; - develop a comprehensive and detailed budget; - develop formal and/or legal agreements where required; - define indicators to monitor programme implementation and progress review.	- GLLP Planning and Implementation Guide, "Establish programme management structure", "Programme administration" - GLLP Readiness Assessment Guide, "Annex 1: Sample Line-Item Budget Categories" - GLLP Terms of Reference	National entity National M&E focal point	National collaborators Steering committee Responsible for internal and external communication Responsible for the financial components of the programme Administrative staff Programme advisor (optional)
		2.2	Development of module delivery schedule and pre- identification of Capstone Projects topics	Selection of order of delivery of modules and method of delivery (learning materials should be reviewed and adapted where needed). See steps 3.2 and 3.3. Definition of criteria for programme completion and certification. Alignment of Capstone Project topics with national plans and priorities is highly recommended. Capstone Projects topics should be approved by the Technical WG and by the appropriate Ministry or national authority. Finalization of ToR.	- GLLP Planning and Implementation Guide, "Select programme content", "Programme completion and certification" - GLLP Modules Overview - GLLP Project Guide - GLLP Mentorship Guide - GLLP Terms of Reference	National entity supported by implementer as appropriate	Technical working group Programme advisor (optional)
		2.3	Selection of instructors*	Establishment of criteria to select qualified instructors across One Health sectors. Run recruitment process. *In some instances, selection of instructors can be done earlier in the roadmap (e.g., 1.5 Development of draft Terms of Reference).	- GLLP Planning and Implementation Guide, "Instructor Selection" - "Template - instructor selection"	National entity supported by implementer as appropriate	Instructors

Phases		What needs to be done	How to do it	Related documents and tools	Who is going to do it (refer to table 2)	Who needs to be mobilized (refer to table 2)	Duration
3	Programme implementation	2.4	Selection of participants	Convene selection committee to define application and recruitment process to select the appropriate number of participants across One Health sectors. Run selection process.	- GLLP Planning and Implementation Guide, "Participant selection", "Recruit and select participants" - Template – participant selection	Selection committee	Participants
		2.5	Selection of mentors*	Establishment of criteria to select mentors according to One Health sectors participants represent. Run recruitment process. *In some instances, selection of mentors can be done earlier in the roadmap (e.g., 1.5 Development of draft Terms of Reference) and/ or mentors can accumulate roles as instructors.	- GLLP Planning and Implementation Guide, "Mentor Selection" - GLLP Mentorship Guide - Template – mentor selection	National entity supported by implementer as appropriate	Mentors
		2.6	Initial implementer reporting 	At the end of the planning and development phase, an initial implementer reporting form is to be reported, it includes a description of the training programme modalities and characteristics of applicants, trainees, instructors, mentors, and technical group members.	- M&E handbook (to be developed), "Initial implementer reporting form"	Implementer	National M&E focal point
		3.1	Ensure programme administration and logistics 	Monitoring budget utilization, ensuring logistics for programme sessions, coordination of instructors and mentors, updates to relevant collaborators. Ensure it is applicable throughout the course.	- GLLP Planning and Implementation Guide, "Ensure programme administration and logistics"	Point of contact responsible for the administrative and logistics of programme delivery	Instructors Mentors Implementer Steering committee National M&E focal point
		3.2	Induction sessions for mentors and instructors	The instructor and mentor induction provides an introduction to GLLP and the programme content. Mentors are introduced to GLLP mentoring, provided with an overview of mentorship skills, and allowed to review and revise the mentorship plan. In addition to the induction session, providing on-going support to the mentors (e.g., organizing mentor meetings during programme implementation) is recommended. Instructors are provided with an overview of the programme documents, an introduction to adult learning principles, and the content of all modules is reviewed to ensure understanding.	- GLLP Planning and Implementation Guide, "Coordination of instructors", "Coordination of mentors" - GLLP Mentorship Guide, "Mentoring practice" - Mentor ToRs	National entity supported by implementer as appropriate	Mentors Instructors
		3.3	Adaptation of learning materials	All programme content should be reviewed and adapted where needed to the learning objectives and country/regional context. Country- or region-specific information are recommended to be added to the materials. The content review may occur over several sessions, module by module, or collectively in a workshop format.	- GLLP Planning and Implementation Guide, "Select programme content" - Didactic sessions prework - Instructor Guide of each module	Instructors (Mentors can be solicited as well)	Implementer Steering committee
		3.4	Delivery of didactic sessions and development of participants' work plans 	Delivery of didactic sessions. Concurrently, each participant should develop a work plan with their mentor. The participants' work plan should include: - Laboratory Leadership Competency Framework eTool - laboratory sector questionnaire - mentoring plan and schedule - individual and/or small group projects plan - endorsement of Capstone project - GLLP Capstone Project manual must be introduced to participants. Participants can start project identification and planning during this step. See step 3.7 for Capstone projects development. - summary of activities, accomplishments, challenges, and mentor recommendations.  The workplan should be a living document and can be used to organize, update (as needed) and track participant progress.	- GLLP Planning and Implementation Guide, "Define participants' work plans and projects" - GLLP Project Guide - GLLP Mentorship Guide - Module 1.A.2, "Laboratory Sector Questionnaire" - Module 1.A.1, "Laboratory Leadership Competency Framework eTool"	Instructors Participants Mentors	Implementer National entity






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		3.5	Build Community of Practice (CoP)	Developing a network of GLLP participants will facilitate continued professional development and may assist in attracting additional support for the programme. Consider networks of mentors and instructors as well.	- GLLP Planning and Implementation Guide, "Build a Community of Practice"	National entity	Participants (Mentors) (Instructors)
		3.6	Develop mentoring schedule and tasks	The mentorship component of the GLLP is designed to be implemented throughout the duration of the programme. Mentors and mentees are encouraged to develop a mentoring schedule for programming and monitoring mentoring activities.	- GLLP Mentorship Guide, - "Template for mentoring agreement" - "GLLP mentor and participant competency self-assessment questionnaire"	Participants Mentors	Instructor
		3.7	Development and approval of participants' Capstone project 	Define Capstone Project scope and schedule based on national context and priorities. Consider national laboratory policy and strategic plan if existing to define topics. Add to participants' workplan. Approval of capstone project topics by senior leadership.	- GLLP Project Guide	Participants Mentors Participants' senior leadership and reporting line ministry (for approval)	Instructors Implementer National entity
		3.8	Participant evaluation 	Monitoring and evaluation of participant's performance based on: - session attendance; - learning acquisition for each delivered module; - review and evaluation of small and Capstone Projects.	- Learning evaluation	Implementer Instructors Mentors	Participants
		3.9	Programme and mentoring evaluation 	Monitoring and evaluation of participant's experience and programme impact on the participants and laboratory system: - evaluation of the didactic sessions, including content, instructor, skill improvement self-assessment. - evaluation of the full programme, including length, didactic sessions, content, mentorship, projects, community building, programme outcome.	- Session and Full programme evaluation - "Mentoring final evaluation form"	Implementer Instructors Participants Mentors	National entity National M&E focal point
4	Post implementation review/ Development of a sustainability plan	4.1	Review programme implementation, best practices and lessons learnt 	Evaluation of the impact of implementing GLLP in the country should be performed using the data collected during the pre-planning, planning and implementation phases of the programme roadmap based on agreed indicators. Consider successes, challenges and lessons learnt for future iterations.	- GLLP affiliation handbook (to be developed) - "Learning evaluation", "Session and Full programme evaluation" - M&E handbook (to be developed), "Final implementer reporting form"	National M&E focal point Implementer	National entity Steering committee
		4.2	Develop a sustainability plan for long term implementation	To ensure sustainability, national entity responsible for implementation should: - review or develop a comprehensive and detailed budget; - evaluate availability of long-term funding source; - consider plan for integration of GLLP in national programmes; - promote the creation of a pool of available qualified instructors; - ensure availability of mentors at national or regional levels; - develop a mechanism for maintaining the CoP.	- GLLP Planning and Implementation Guide, "Develop programme sustainability plan"	National entity	Steering committee (with support of regional and international collaborators, if needed)
		4.3	Follow-up reporting 	Six months after the completion of the programme, a follow-up implementer reporting form is to be reported, it aggregates data from the graduates "six-month follow-up form".	- M&E handbook (to be developed), "Follow-up implementer reporting form", Graduates "six-month follow-up form"	Implementer Participants	National M&E focal point

Table 2 – Roles and responsibilities during GLLP implementation

<b>Role (as referred in the roadmap)</b>	<b>Description</b>	<b>Responsibilities</b>
<i>Implementing country</i>	Country in which GLLP is delivered.	Coordinates implementation during pre-planning, planning and development, implementation, and M&E.
<i>GLLP Partners</i>	Food and Agriculture Organization of the United Nations (FAO), the World Health Organization (WHO), the World Organisation for Animal Health (WOAH), the European Centre for Disease Prevention and Control (ECDC), the Centers for Disease Control and Prevention (CDC), and the Association of Public Health Laboratories (APHL).	Give advice, support, and coordinate (if needed) during the GLLP implementation.
<i>National Authorities</i>	Expert authorities with responsibility for public health issues at national level, including Ministry of Health, Ministry of Agriculture and Ministry of Environment.	Express interest, determine country readiness to establish the programme and designate the national entity in charge of GLLP implementation (pre-planning phase).
<i>National entity</i>	National entity responsible for GLLP implementation. It is advisable to have a unique GLLP national entity coordinating GLLP implementation at national level, and to start implementation as a single programme in-country/within the same geographical scope rather than multiple programmes concurrently.	Coordinates GLLP implementation. Nominates and/or recruits implementers to assist in implementing the programme. Has overall coordination function between national (human, animal & environment depts., universities/academia etc) and external (external implementers, funding organisations. etc)
<i>National collaborators</i>	Ministries, academic/training institutions and/ or organizations addressing laboratory strengthening. See <i>Steering committee</i> .	Designate the national entity in charge of GLLP implementation and supports it throughout the different stages/ phases of implementation.
<i>Regional and international collaborators</i>	Regional and international institutions/ funding agencies.	Technical and/ or financial assistance for sustainable programme implementation.
<i>National M&amp;E focal point</i>	Responsible for monitoring indicators designated among the implementing institution staff.	Oversees data collection, analysis, and reporting to the global M&E focal point at the GLLP partnership level.
<i>Programme advisor</i>	An expert or institution with previous experience in implementing the GLLP.	Give advice and counsel the national entity and the steering committee on GLLP implementation issues.
<i>Steering committee</i>	National collaborators. Government representatives.	Responsible for programme oversight.
<i>Selection committee</i>	Members can come from steering committee and technical working group.	Define criteria and runs recruitment process to select participants and mentors
<i>Technical WG</i>	Members of national collaborators.	Selects/ programme content and method of delivery. Reports to steering committee.
<i>Implementer</i>	Entities responsible for implementing the GLLP can be: - National institution nominated by the national entity; - Private company contracted by the national entity or GLLP Partner; - GLLP Partner.	A variety of tasks are assigned to implementers during planning, implementation, and post-implementation phases of the roadmap. It includes selection of instructors and mentors, preparation and delivery of instructor/ mentor induction session, coordination of instructor and mentors, among others.
<i>Instructor</i>	Expert recruited by the implementer.	Adapts and delivers the modules.
<i>Mentor</i>	Expert selected by the implementer. Former participants can become mentors in subsequent iterations.	Provides guidance, advice, and expertise to participants to help them enhance their skills.
<i>Participant</i>	Mid- to upper-level career laboratory professionals with minimum of two years of managerial and decision-making experience in laboratory programmes.	Develops work plan and capstone projects assisted by the mentor.

**Additional Resources**

- Frequently asked questions (FAQs)
  - [Global Laboratory Leadership Programme \(GLLP\) - Frequently Asked Questions](#)
- Supporting documents (provide information necessary to assess country readiness to implement the GLLP, and then to plan and implement)
  - [WHO Health Security Learning Platform](#)

**Contacts**

- To request information on the GLLP in general or on the implementation process, please contact the GLLP Partners at [gllp@who.int](mailto:gllp@who.int).