

Global Laboratory Leadership Programme (GLLP)

Implementation roadmap

(Version 3, 2026)

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 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 requires significant organizational commitment and coordination for implementation. The GLLP roadmap guides countries in 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. The roadmap steps are presented sequentially but in some cases activities may be undertaken simultaneously or in a different order than indicated, depending on the individual programme context and requirements. This roadmap is meant to supplement the **GLLP Planning and Implementation Guide** that provides greater detail.

Four main phases of GLLP implementation are emphasized – 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 Tables 1 and 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	Supporting documents and tools	Who is responsible (refer to table 2)	Who needs to be mobilized (refer to table 2)	Duration
1	Pre-planning 	1.1	Express interest in GLLP	Review GLLP brochure and Welcome Kit. Country communicates interest in the GLLP to the GLLP Partners using the email address gllp@who.int .	▪ GLLP Brochure	National authorities	GLLP Partners	6 to 12 months
		1.2	Assess country readiness	Determine readiness to establish the programme using four criteria: evaluation of collaborator commitment (including identification and mapping of One Health 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 stakeholders representing One Health and other relevant sectors.	▪ GLLP Readiness Assessment Guide and Sample Budget	National authorities (with technical support of the GLLP Partners, if needed)	National collaborators: Relevant Ministries Academic/training institutions Organizations addressing laboratory strengthening, etc.	
		1.3	Create steering committee	Identify and recruit a multidisciplinary and multisectoral group responsible for programme oversight – the Steering Committee.	▪ GLLP Planning and Implementation Guide	National authorities	National collaborators	
		1.4	Designate national entity	Identify a national entity that will become responsible for coordinating programme implementation.	▪ GLLP Planning and Implementation Guide ▪ GLLP Terms of Reference Template and Instructions	National authorities National collaborators	National entity	
		1.5	Develop country Terms of Reference (ToR)	Define the operational and specific objectives of implementing the GLLP including implementation modalities (target audience, method of delivery, programme timeline, graduation criteria, etc.). Designate a technical working group (TWG) (if applies) and programme staff.	▪ GLLP Terms of Reference Template and Instructions ▪ GLLP Planning and Implementation Guide	National entity	National collaborators National authorities (with technical support of the GLLP Partners, if needed)	
2	Programme planning and development 	2.1	Convene collaborators and establish the programme management structure	Organize a formal meeting of the collaborators to endorse the programme and operationalize the Terms of References (ToR) including: ▪ Define processes including programme outreach and promotion and formal or legal agreements ▪ Define roles and responsibilities ▪ Develop a comprehensive and detailed budget	▪ GLLP Planning and Implementation Guide ▪ GLLP Readiness Assessment and Sample Budget ▪ GLLP Terms of Reference Template and Instructions	National entity	National collaborators Steering committee Administrative staff	3 to 6 months
		2.2	Develop module delivery methods and schedule	Finalize ToR including: ▪ Develop programme schedule and didactic learning delivery methods (Learning materials should be reviewed and adapted where needed. See step 3.3). ▪ Plan the Capstone Projects component and how it can be leveraged to advance national laboratory system priorities. ▪ Define criteria for programme completion and certification.	▪ GLLP Planning and Implementation Guide ▪ GLLP Module Content Summary ▪ GLLP Project Development Guide ▪ GLLP Terms of Reference Template and Instructions	National entity supported by implementer as appropriate	Technical working group	
		2.3	Select instructors and mentors	Recruit, interview, and select instructors and mentors using the established criteria and process to select qualified instructors and mentors across One Health sectors as specified in the ToR. *In some instances, selection of instructors can be done earlier in the roadmap (e.g., 1.5 Development of ToR).	▪ GLLP Planning and Implementation Guide ▪ Completed country GLLP Terms of Reference ▪ Selection Process tools	National entity supported by implementer as appropriate Selection committee (if applicable)	Instructors Mentors	
		2.4	Recruit and select participants	Recruit and select programme participants by following the application and recruitment processes to select the appropriate number of participants across One Health sectors defined in the ToR.	▪ GLLP Planning and Implementation Guide ▪ Completed country GLLP Terms of Reference ▪ Selection Process tools	National entity supported by implementer as appropriate Selection committee (if applicable)	Participants	
		2.5	Develop programme monitoring and evaluation	Establish monitoring and evaluation (M&E) framework before programme delivery starts. Develop process for ongoing data collection across all programme components to track progress, support continuous improvement, and assess outcomes and impact. Assign M&E focal point(s) to collect and analyze data and prepare reports. Note: Programmes may use existing framework or framework developed by GLLP Partners.	▪ GLLP Planning and Implementation Guide ▪ M&E tools	National entity supported by implementer as appropriate	M&E focal point(s)	



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3	Programme implementation 	3.1	Ensure programme administration and logistics	Monitor budget utilization, ensure logistics for programme sessions, coordinate instructors and mentors, update all relevant collaborators throughout the duration of the programme.	<ul style="list-style-type: none"> GLLP Planning and Implementation Guide Completed country GLLP Terms of Reference and Budget 	National entity supported by implementer as appropriate	Instructors Mentors Implementer Steering committee M&E focal point(s)	12 to 18 months
		3.2	Organize, conduct, and deliver training of trainers and mentors	Implement a training of trainer and mentors and engage TOT&M participants in review and country-specific customization of learning materials.	<ul style="list-style-type: none"> GLLP Planning and Implementation Guide GLLP Mentorship Guide GLLP Training of trainers and mentors package Completed country GLLP Terms of Reference 	National entity supported by implementer as appropriate	Mentors Instructors	
		3.3	Adapt learning materials	Revise and adapt programme content where needed to support country-specific needs. The GLLP TOT&M package defines the review and adaptation process.	<ul style="list-style-type: none"> GLLP Planning and Implementation Guide Training of Trainers and Mentors package Course materials 	Instructors (Mentors can be solicited as well)	Implementer Steering committee	
		3.4	Develop mentoring schedule and participant learning plan	Develop a mentoring schedule for programming and monitoring of mentoring activities throughout the duration of the programme. Concurrently, each participant develops a learning plan with their mentor during the beginning session and in conjunction with didactic sessions. The learning plan should be a living document and can be used to organize, update (as needed) and track participant progress	<ul style="list-style-type: none"> GLLP Planning and Implementation Guide Mentorship Guide and tools Course materials GLLP Project Development Guide 	Participants Mentors	Instructors Implementer	
		3.5	Delivery of didactic sessions and projects	<p>Deliver didactic sessions according to module delivery schedule. Instruct participants to complete projects. Develop the scope, timeline, and milestones of Capstone projects by participants with mentor support and project approval by the local authority (as defined by the national authority/implementer) before participants begin their projects.</p> <p><i>Voluntary reporting to the GLLP Partners: i. initial reporting form (before or at the start of the first didactic session); ii. mid-programme reporting form (middle of programme iteration delivery); and iii. final reporting form (at the end of programme iteration).</i></p>	<ul style="list-style-type: none"> GLLP Planning and Implementation Guide Terms of Reference Course materials GLLP Project Development Guide M&E tools 	Instructors Participants Mentors	Implementer National entity M&E focal point(s)	
		3.6	Implement Capstone project	Implement Capstone projects with development of written reports and/or oral presentations.	<ul style="list-style-type: none"> GLLP Project Development Guide 	Participants Mentors (guide participants)	Instructors Implementer National entity	
		3.7	Evaluate participant performance	Monitor and evaluate participant performance throughout the programme based on criteria established in the ToR for completion of programme and provided to participants.	<ul style="list-style-type: none"> Training of trainers and mentors package GLLP Planning and Implementation Guide Course materials GLLP Project Development Guide 	Instructors Mentors Participants	Implementer National entity	
		3.8	Build a Community of Practice (CoP)	Develop a network of GLLP participants to facilitate continued professional development and assist in attracting additional support for the programme. Consider networks of mentors and instructors as well. Establish a platform that can be used within and between cohorts.	<ul style="list-style-type: none"> GLLP Planning and Implementation Guide 	Implementer	Participants	
4	Post implementation 	4.1	Review and evaluate programme implementation	<p>Evaluate the impact of implementing GLLP in the country using the data collected during the pre-planning, planning and implementation phases of the programme based on agreed indicators. Follow up with participants a minimum of 6 months after completion of the programme.</p> <p><i>Voluntary reporting to the GLLP Partners: follow-up reporting form (approximately 6 months after the end of the programme iteration).</i></p>	<ul style="list-style-type: none"> GLLP Planning and Implementation Guide M&E tools 	M&E focal point(s) National entity supported by implementer as appropriate	Steering committee	6 months
		4.2	Develop programme sustainability planning	Develop a sustainability plan considering financial, personnel and programme support. Integrate GLLP into national laboratory systems to promote career paths for participants and a national recognition process (if not already done).	<ul style="list-style-type: none"> GLLP Planning and Implementation Guide 	National entity	Steering committee (with support of collaborators, if needed)	

Table 2 – Roles and responsibilities during GLLP implementation

Role (as referred in the roadmap)	Description	Responsibilities
<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 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>	National collaborators are national health authorities specifically addressing laboratory strengthening and having an interest in laboratory workforce development. They include Ministry of Health, Ministry of Agriculture, Ministry of Environment, and academic/training institutions and organizations addressing laboratory strengthening.	Designate the national entity in charge of GLLP implementation and supports it throughout the different stages/ phases of implementation.
<i>M&E focal point(s)</i>	Responsible for programme monitoring and evaluation activities, appointed by the national entity, can be the programme manager or any other member of the programme management team.	Oversees data collection, analysis, and reporting.
<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. (optional)	Define criteria and runs recruitment process to select instructors, participants, and mentors
<i>Technical Working Group (TWG)</i>	Members of national collaborators. May be a subset of the steering committee or a function of the steering committee.	Provide strategic support in programme content, planning, implementation, monitoring and evaluation. May report to steering committee.
<i>Implementer</i>	Entity responsible for implementing the GLLP. Can be the national entity or a public or private entity.	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>	Experts coming from human, animal and environmental health or other fields related to the modules/sessions they will be teaching.	Adapts and delivers the didactic component of the programme.
<i>Mentor</i>	Senior subject matter experts coming from human, animal and environmental health. May also serve as instructors. Former participants can become mentors in subsequent iterations.	Support participants throughout the programme, by developing their personal goals within the programme and aligning them to their career development/enhancement goals. They support the mentoring and projects components of the programme.
<i>Participant</i>	Mid- to upper-level career laboratory professionals with minimum of two years of managerial and decision-making experience in laboratory programmes.	Attends didactic sessions and completes prework/homework as assigned. Develops work plan, projects and Capstone projects assisted by the mentor.

Additional Resources

- Supporting documents and tools (as described in Table 1) can be accessed on two platforms. The material on both platforms is identical.
 - [WHO Health Security Learning Platform](#)
 - [APHL Learning Center](#)

Contacts

- To request information on the GLLP in general or on the implementation process, please contact the GLLP Partners at gllp@who.int.