

# *GLLP Readiness Self- assessment Guide*

Version 2, 2026

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## INTRODUCTION

The Global Laboratory Leadership Programme ([GLLP](#)) is a unique workforce development initiative led by six organizations (the GLLP Partners) working globally in the human, animal and environmental health sectors. The goal of the GLLP is to foster and mentor current and emerging laboratory leaders to build, strengthen and sustain national laboratory systems. The GLLP combines a didactic component with mentorship, practical experience and a community of practice to support individual learning and laboratory systems strengthening.

The implementation of the GLLP requires the development of a variety of activities that can be performed in a stepwise manner as outlined in the GLLP Implementation Roadmap. Among those, the assessment of a country's or region's readiness is a critical step that must be performed during the pre-planning phase of the **GLLP Implementation Roadmap**.

This document presents the criteria for determining readiness and an outline of the assessment process.

The following entities may be involved in GLLP implementation:

This document will help countries that are interested in implementing GLLP to assess their readiness and ability to conduct the programme.

- **Implementing country or region:** a country or group of countries in which the GLLP is delivered
- **National entity:** organization responsible for hosting GLLP and coordinating GLLP implementation
- **Collaborators:** national health authorities specifically addressing laboratory strengthening and having an interest in laboratory workforce development and therefore involved in the implementation of the GLLP
- **Supporting agency(ies):** agency supporting the delivery of the GLLP in a country or region
- **Sponsor(s):** agency providing financial support for GLLP implementation
- **GLLP Partners:** the six leading organizations that founded the GLLP and developed the [Laboratory Leadership Competency Framework](#) and the GLLP Learning Package. The GLLP Founding Partners are:
  - [Food and Agriculture Organization of the United Nations \(FAO\)](#)
  - [World Health Organization \(WHO\)](#)
  - [World Organisation for Animal Health \(WOAH\)](#)
  - [European Centre for Disease Prevention and Control \(ECDC\)](#)
  - [Centers for Disease Control and Prevention \(CDC\)](#)
  - [Association of Public Health Laboratories \(APHL\)](#)

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## SELF-ASSESSMENT PROCESS

Several steps should be taken to assess readiness. These steps are considered key to the assessment process and each country/region is encouraged to follow them, as described below.

### 1. Convene an assessment team

Recruit an experienced and knowledgeable team that may include experienced assessors and members from the implementing country/region, collaborators, supporting agencies and sponsors. Representation by all One Health sectors is highly recommended. The team can complete the country readiness assessment checklist in Annex 1. Readiness assessment checklist

### 2. Perform the readiness self-assessment

Implementing the GLLP in a country or region is a considerable undertaking and requires commitment from many in-country entities. After a country or a region expresses interest in implementing the GLLP, the next step in pre-planning GLLP implementation is to assess readiness. Readiness can be assessed using four criteria:

- collaborator commitment for programme sustainability

- availability of funding/financial resources\*
- availability of personnel and supporting infrastructure
- risks and assumptions.

### ***Collaborator commitment***

The GLLP is designed as a multisectoral programme, bringing together human, animal and environmental laboratory professionals as a collective effort to advance laboratory systems. Buy-in and support from government entities overseeing all sectors are essential to develop, plan, implement and sustain the GLLP in a country or region. Relevant government ministries (such as the ministries in charge of health, agriculture, wildlife, environment, natural resources, finance, etc.) should be identified and asked to commit to programme implementation (e.g. through the development of a One Health GLLP steering committee or technical working group). The engagement of additional organizations is highly encouraged. Collaborators may include:

- universities and other academic institutions
- research institutions/laboratories
- private laboratories
- non-governmental organizations
- laboratory science organizations
- regional and international networks
- medical or veterinary societies and other scientific organizations
- development agencies
- United Nations system entities
- international organizations.

### ***Availability of funding***

Prior to committing to implementing the programme, a budget should be drafted, and funds identified and secured. For sustainability, the inclusion of the GLLP in the budgets of relevant ministries or institutions is encouraged. Sources of funding from nongovernmental sponsors may also be pursued. Long-term programme sustainability will advance laboratory system building; therefore, a sustainability plan should be included early in the programme planning stage. A **Sample Budget by GLLP Implementation Phase** can be found in the pre-planning tools in the GLLP Learning Package.\*

### ***Availability of personnel and supporting infrastructure***

Sufficient personnel will be required to act as instructors and mentors, and a sufficient number of suitable participants must be available. The **GLLP Planning and Implementation Guide** outlines the experience and qualifications recommended for instructors and mentors to assist with determining the number of personnel available for each role. As the training programme is on- the job, the respective supervisors/employer Organizations must be willing to allow time for staff to participate in the programme as instructors, mentors or participants, and for this commitment, support and flexibility at ministerial levels can be quite helpful.

In addition, availability of essential technological resources (e.g., online platform for virtual delivery and virtual learning platform and resource library/ repository etc) for the programme should be considered and identified. Technology needs will differ based on the envisaged modes of programme implementation, including in-person virtual instruction or hybrid. The **GLLP Planning and Implementation Guide** provides examples of technical needs for both in-person and virtual offerings.

### ***Risks and assumptions***

To build country capacity, the GLLP should be considered a long-term commitment; as such, implementation requires a level of political stability that will enable the continuation of the programme over time, while ensuring the safety of all involved (participants, instructors, staff and mentors). Ensuring political commitment at higher levels advocacy through programme champions within the ministries/institutions and developing collaborations with other stakeholders and contributors, such as academic institutions, can provide programme stability even during times of political instability. Early identification of the risks and considerations for appropriate mitigation measures during the readiness self-

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\* Identified /Dedicated financial resources, funds for entire cycle may not be available at the beginning/early phases but are essential part of the self-assessment

assessment can be helpful in setting realistic programme targets during subsequent planning and implementation.

### 3. Debrief and conclude

Once the questionnaire has been completed, the assessment team should evaluate the results, and provide recommendations for final decision-making.

#### Annex 1. Readiness assessment checklist

Complete the following checklist to assess:

- collaborator commitment
- availability of funding
- availability of personnel and supporting infrastructure
- risks and assumptions.

Rate each critical element on a scale from 0 to 4 – 0 if the element is not in place or available, 4 if the element is completely in place (adapted from (1)).

Critical elements	0	1	2	3	4
	0 - not at all → 4 - completely				
Purpose and benefits are well understood by collaborators.					
Collaborators are committed and available.					
The programme has effective champions for advocacy.					
Funding sources are identified for the programme duration.					
National entity is designated and available.					
Staff and technical support are available.					
Instructors and mentors are available.					
Infrastructure to support programme implementation is available.					
There is general agreement among collaborators on the programme's purpose and outcomes.					
There is general agreement on how to proceed.					
Political structure and stability support the programme over an extended period of time.					
Support outweighs opposition.					
<b>Column totals</b>					
<b>Table total</b>					

*Example of scoring:*

SAMPLE					
Purpose and benefits are well understood.			2		
Collaborators are committed and available.					4
The programme has effective champions for advocacy.	0			3	
Funding sources are identified for the programme duration.		1			
Staff and technical support are available.				3	
<b>Column totals</b>	0	1	2	6	4
<b>Table total</b>	<b>( 0 + 1 + 2 + 6 + 4 ) = 13</b>				

*Readiness score:*

**0 – 18 = low readiness:** For success, elements with scores of 2 or below should be addressed and the programme delayed until a higher assessment score is obtained.

**19 – 35 = moderate readiness:** For success, it is suggested that elements with scores of 2 or below be addressed prior to planning and implementation.

**36 – 48 = high readiness:** Elements in place for implementation.

## Reference

1. Bryson JM, Alston FK. *Creating and implementing your strategic plan: a workbook for public and nonprofit organizations*. San Francisco: Jossey Bass; 2005.