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, WOAH, 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 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, 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 full 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 level. The roadmap was built based on GLLP guidance documents and best practices developed during the first years of implementation and it gives an 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 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 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.

Notice: This GLLP implementation roadmap contains references to GLLP guidance documents that are currently undergoing content review to be fully aligned with this document. An updated version of those supporting documents will be uploaded soon on the HSLP.
Table 1 – Implementation roadmap of the GLLP at national level.

<table>
<thead>
<tr>
<th>Phases</th>
<th>What needs to be done</th>
<th>How to do it</th>
<th>Related documents and tools</th>
<th>Who is going to do it</th>
<th>Who needs to be mobilized</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Expression of interest</td>
<td>Country communicates interest in the GLLP to the GLLP Partners using the email address <a href="mailto:glldubs@uni.ch">glldubs@uni.ch</a></td>
<td>GLLP Brochure</td>
<td>National authorities</td>
<td>GLLP Partners</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Country readiness assessment</td>
<td>Evaluation of collaborator commitment, availability of funding, availability of personnel and supporting infrastructure. Bringing together professionals from human, animal and environmental sectors is highly recommended at this stage. Country determines if it is prepared to establish a programme.</td>
<td>GLLP Readiness Assessment Guide, “Annex 1: Sample Line-Item Budget Categories”, “Annex 2: Readiness Assessment Checklist”</td>
<td>National authorities (with technical support of the GLLP Partners)</td>
<td>National collaborators: relevant Ministries, Academic/training institutions, Organizations addressing laboratory strengthening</td>
<td>3 to 6 months</td>
</tr>
<tr>
<td></td>
<td>Designation of the national focal point in charge of GLLP implementation</td>
<td>Definition of the national entity that will become responsible for programme implementation, hereafter, defined as “national focal point” (entry).</td>
<td>GLLP Implementation Toolbox: GLLP Terms of Reference Criteria list to select national entity to be developed</td>
<td>National authorities</td>
<td>National focal point (entry)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Development of draft Terms of Reference (ToR)</td>
<td>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 focal point as appropriate, target audience, etc.). Definition of programme indicators.</td>
<td>GLLP Implementation Toolbox: GLLP Terms of Reference</td>
<td>National focal point</td>
<td>GLLP Partners</td>
<td>National collaborators</td>
</tr>
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</table>
|        | Convening collaborators and establishment of the programme management structure | Organization of a formal meeting of the collaborators to:  
- endorse/ 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 steering committee, technical working group and selection committee;  
- develop a comprehensive and detailed budget;  
- develop formal and/or legal agreements where required;  
| 2      | Selection of programme content and method of delivery | Selection of the modules to be covered and method of delivery (learning materials should be reviewed and adapted where needed). Definition of criteria for programme completion and certification. Finalization of ToR. | GLLP Planning and Implementation Guide, “Select programme content”, “Programme completion and certification” | National focal point | Supported by implementer as appropriate | 3 to 6 months |
|        | Selection of instructors* | Establishment of criteria to select qualified instructors across One Health sectors. In some instances, selection of instructors can be done earlier in the roadmap (e.g., 1.4 Development of draft Terms of Reference). | GLLP Planning and Implementation Guide, “Instructor Selection” | National focal point | Supported by implementer as appropriate | Instructors |
|        | 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” | National focal point | Supported by implementer as appropriate | Selection committee |
|        | Selection of mentors | Establishment of criteria to select mentors according to One Health sectors participants represent. Run recruitment process. | GLLP Planning and Implementation Guide, “Mentor Selection” | National focal point | Supported by implementer as appropriate | Mentors |
|        | Initial implementer reporting | At the beginning of the delivery of the training programme, 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” | National focal point | Supported by implementer as appropriate | Implementer |
|        | 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, “Coordinating programme administration and logistics” | Point of contact responsible for the administrative and logistics of programme delivery | Instructors | 12 to 18 months |
|        | 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” | National focal point | Supported by implementer as appropriate | Instructors |

*In some instances, selection of instructors can be done earlier in the roadmap.
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</tr>
</thead>
</table>
| 3.3    | Adaptation of learning materials | All programme content should be reviewed and adapted according to the context and country/regional context. Content review may occur over several sessions, module by module, or collectively in a workshop format. | - GLLP Planning and Implementation Guide, “Select programme content”  
- GLLP Implementation Toolbox: “Schedule and prework”  
- Instructor Guide of each module | Instructors  
(Mentors can be solicited as well) | Implementer  
National collaborators |  |
| 3.4    | Delivery of didactic sessions and development of participants’ work plan | Delivery of didactic sessions. Concurrently, each participant should develop a work plan with their mentor. The participants’ work plan should include:  
- leadership self-assessment  
- laboratory sector questionnaire  
- monitoring plan and schedule  
- individual and/or small group projects plan  
- Capstone project component  
- 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 Implementation Toolbox: “Project tools”  
- Module 1.A.2: “Laboratory Sector Questionnaire”  
- GLLP Implementation Toolbox: “Template - mentorship guide” | Instructors  
Participants  
Mentors | Implementer  
National focal point |  |
| 3.5    | 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 | Participants  
Mentors  
Implementer  
National focal point |  |
| 3.6    | 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. | - GLLP Implementation Toolbox: “Learning evaluation”, “Project tools” | Implementer  
Instructors  
Mentors | Participants |  |
| 3.7    | Programme 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. | - GLLP Implementation Toolbox: “Session and Full programme evaluation” | Implementer  
Instructors  
Mentors  
Participants | National focal point |  |
| 3.8    | 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 focal point  
Participants (Mentors) (Instructors) |  |

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 Recognition handbook (to be developed)  
- GLLP Implementation Toolbox: “Learning evaluation”, “Session and Full programme evaluation”  
- M&E handbook (to be developed); “Final implementer reporting form” | National M&E focal point  
Implementer | National focal point  
National collaborators | 6 months |

4.2 Develop a sustainability plan for long term implementation

| 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 – Human resources needed to implement the GLLP.

<table>
<thead>
<tr>
<th>Roadmap entities</th>
<th>Description</th>
<th>Role in implementation roadmap</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implementing country</td>
<td>Country in which GLLP is delivered.</td>
<td>Coordinates implementation during pre-planning, planning and development, implementation and M&amp;E.</td>
</tr>
<tr>
<td>GLLP Partners</td>
<td>FAO, WHO, WOAH, ECDC, CDC and APHL.</td>
<td>Give advice, support and coordinate (if needed) during the GLLP implementation.</td>
</tr>
<tr>
<td>National Authorities</td>
<td>Expert authorities with responsibility for public health issues at national level, including Ministry of Health, Ministry of Agriculture and Ministry of Environment.</td>
<td>Express interest, determine country readiness to establish the programme and designate the national focal point in charge of GLLP implementation (pre-planning phase).</td>
</tr>
<tr>
<td>National focal point</td>
<td>National entity responsible for GLLP implementation.</td>
<td>Implements the GLLP.</td>
</tr>
<tr>
<td></td>
<td>It is advisable to have a unique GLLP national focal point 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.</td>
<td>Has overall coordination function between national (human, animal &amp; environment depts., universities/academia etc) and external (external implementers, funding organisations. etc)</td>
</tr>
<tr>
<td>National collaborators</td>
<td>Ministries, academic/training institutions and/or organizations addressing laboratory strengthening.</td>
<td>Designate the national entity in charge of GLLP implementation and supports it throughout the different stages/ phases of implementation.</td>
</tr>
<tr>
<td>Regional and International collaborators</td>
<td>Regional and international institutions/ funding agencies.</td>
<td>Technical and/ or financial assistance for sustainable programme implementation.</td>
</tr>
<tr>
<td>National M&amp;E focal point</td>
<td>Responsible for monitoring indicators designated among the implementing institution staff.</td>
<td>Oversees data collection, analysis, and reporting to the global M&amp;E focal point at the GLLP partnership level.</td>
</tr>
<tr>
<td>Programme advisor</td>
<td>An expert or institution with previous experience in implementing the GLLP.</td>
<td>Give advice and counsel the national focal point and the steering committee on GLLP implementation issues.</td>
</tr>
<tr>
<td>Steering committee</td>
<td>Members of national collaborators. Government representatives.</td>
<td>Responsible for programme oversight.</td>
</tr>
<tr>
<td>Selection committee</td>
<td>Members of national collaborators.</td>
<td>Define criteria and runs recruitment process to select participants.</td>
</tr>
<tr>
<td>Technical WG</td>
<td>Members of national collaborators.</td>
<td>Selects/ programme content and method of delivery.</td>
</tr>
<tr>
<td>Implementer</td>
<td>Entities responsible for implementing the GLLP can be:</td>
<td>A variety of tasks are assigned to instructors 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.</td>
</tr>
<tr>
<td></td>
<td>- National institution nominated by the national focal point;</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- private company contracted by the national focal point or GLLP Partner;</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- GLLP Partner.</td>
<td></td>
</tr>
<tr>
<td>Instructor</td>
<td>Expert recruited by the implementer.</td>
<td>Adapts and delivers the modules.</td>
</tr>
<tr>
<td>Mentor</td>
<td>Expert selected by the implementer. Former participants can become mentors in subsequent iterations.</td>
<td>Provides guidance, advice, and expertise to participants to help them enhance their skills.</td>
</tr>
<tr>
<td>Participant</td>
<td>Mid- to upper-level career laboratory professionals with minimum of two years of managerial and decision-making experience in laboratory programmes.</td>
<td>Develops work plan and capstone projects assisted by the mentor.</td>
</tr>
</tbody>
</table>

**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.