NCDC

NIGERIA CENTRE FOR DISEASE CONTROL AND PREVENTION

Strategy & Implementation Plan

2023 - 2027

Vision to Action

Strategy and Implementation Plan 2023 - 2027

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Abbreviations

A4EPR	Alliance for Epidemic Preparedness and Response
AAR	After Action Review
ACDC	Africa Centres for Disease Control and Prevention
AI	Avian Influenza
AMR	Antimicrobial Resistance
APHIDS	Assuring Public Health International and Domestic Security
AVADAR	Auto Visual Alert Detection and Reporting
BHCPF	Basic Healthcare Provision Fund
BME	Biomedical Engineering
BRM	Bio Risk Management
CBS	Community-Based Surveillance
CPHL	Central Public Health Laboratory
CSOs	Civil Society Organisations
DHIS-2	District Health Information System 2
DPRS	Department of Planning, Research, & Statistics
EBS	Event-Based Surveillance
EIDs	Emerging and Re-Emerging Infectious Diseases
ELISA	Enzyme Linked Immunosorbent Assay
EMS	Emergency Medical Services
EOC	Emergency Operations Centre
EQA	External Quality Assessment
ESA	Enhanced Situational Awareness
FCT	Federal Capital Territory
FmEnv	Federal Ministry of Environment
FMAFS	Federal Ministry of Agriculture and Food Security
FMoH	Federal Ministry of Health and Social Welfare
GHSS	Global Health Sector Strategy
GS	Genomic Surveillance
HEPR	Health Emergency Preparedness & Response
HF	Health Facility
HR	Human Resources
ICC	Incident Coordination Centre
ICT	Information and Communications Technology
IDSR	Integrated Disease Surveillance and Response
IHR	International Health Regulations
INEHSS	Integrated National Environmental Health Surveillance System
IPC	Infection Prevention & Control
IOS	International Organization for Standardization
JEE	Joint External Evaluation
LGAs	Local Government Areas
LIMS	Logistics Integrated Management Systems
M&E	Monitoring & Evaluation
MCM	Medical Counter Measure
MDAs	Ministries, Departments, & Agencies
MEL	Monitoring, Evaluation, and Learning
MoU	Memorandum of Understanding
NADIS	National Disease Surveillance System
NAPHS	National Action Plan for Health Security
NCDC	Nigeria Centre for Disease Control and Prevention
NFELTP	Nigeria Field Epidemiology and Laboratory Training Program
NRL	National Reference Laboratory
OH	One Health
Ops	Operational Procedures

PCR	Polymerase Chain Reaction
PH	Public Health
PHDMT	Public Health Disaster Management Teams
PHEOC	Public Health Emergency Operations Centre
PHL	Public Health Laboratories
PIP	Pandemic Influenza Preparedness
PIU	Project Implementation Unit
POCT	Point of Care Testing
POE	Point of Entry
PPM	Planned Preventive Maintenance
PVS	Performance of Veterinary Service
QMS	Quality Management Systems
RRT	Rapid Response Team
SAPHS	State Action Plan on Health Security
SBC	Social and Behaviour Change
SDGs	Sustainable Development Goals
SimEx	Simulation Exercise
SitAware	Situational Awareness
SOP	Standard Operating Procedures
SORMAS	Surveillance Outbreak Response Management and Analysis System
TBI	Tony Blair Institute for Global Change
ToR	Terms of Reference
TOT	Training of Trainers
TWG	Technical Working Group
VLAN	Virtual Local Area Network
VPDs	Vaccine Preventable Diseases
WAHO	West Africa Health Organization
ZRL	Zonal Reference Laboratories

Foreword

The Nigeria Centre for Disease Control and Prevention is Nigeria's national public health institute with the mandate to lead the prevention of, preparedness for, detection and response to infectious disease outbreaks and public health emergencies.

It is my vision to lead the NCDC team to drive our national health security aspirations closer to the desired resilience to public health threats, whilst armed with robust surveillance and early warning systems, deploying innovative solutions for subnational strengthening, leading, and participating in cutting-edge research, and contributing to a skilled workforce that together produces a proactive public health system that safeguards the health of all citizens.

It has been a privilege to superintend the development of the 2023-2027 NCDC Strategy. In 2021, the Tony Blair Institute for Global Change (TBI) handed over the NCDC strategic plan portfolio to the Special Duties Unit under the Office of the Director General. With in-house leadership, the strategy was developed through a collaborative process that included an end-term evaluation of the 2017-2022 NCDC Strategy. This participatory process included NCDC staff, partners, and representatives from MDAs.

As we contend with national, regional, and global health security threats, this plan captures our collective vision and commitment to safeguarding the health of our nation and meeting our national obligations. Aligned with global and regional health security goals, the agency reaffirms its dedication to proactive, multisectoral, and evidence-based strategies. Using NCDC's first strategic plan as a baseline, we are now able to build on our strengths, further close identified gaps, and embrace innovation to achieve our overarching goals and objectives.

As we are only as strong as our weakest link, it is essential to intervene to strengthen subnational health security in partnership with state and local government-level actors. It is in alignment to this strategic direction that we created a Subnational Support Department to bring our activities closer to and ensure better coordination at the subnational level.

This plan reflects our commitment to the application of digital technologies and tools to improve and transform the delivery of our essential public health functions. This is in concordance with the presidential and ministerial agenda for health and this is why the 2023-2027 strategy includes a digital transformation agenda complemented by aspirations for high-quality crosscutting public health informatics. This strategic plan is a manifesto of our firm stand against emerging public health threats and evolving challenges. After months of review and deliberation, the new 5-year strategic plan identified 7 goals, 41 objectives, and 225 activities.

As we embark on NCDC Strategy 2.0, we extend our deepest gratitude to the NCDC team, our partners, and all stakeholders who have contributed to this strategy. It is a testament to our shared commitment to building a healthier, more resilient nation. We are grateful to TBI who supervised the 2017-2022 strategy implementation and guided the development of the 2023-2027 strategy.

Together, we can transform our **VISION INTO ACTION** and assure a healthier Nigeria.

DR IFEDAYO ADETIFA
Director-General
Nigeria Centre for Disease Control and Prevention

Acknowledgement

The Nigeria Centre for Disease Control and Prevention (NCDC) would like to thank the President of the Federal Republic of Nigeria; the Honourable Coordinating Minister of Health and Social Welfare; the Honourable Minister of State for Health and Social Welfare; The Permanent Secretary; Directors and colleagues at the Federal Ministry of Health and Social Welfare for their support.

We are also grateful to past Ministers of Health, the pioneer Chief Executive Officer of the NCDC, Professor Abdulsalami Nasidi, and the first Director-General of NCDC, Dr Chikwe Ihekweazu, for their visionary leadership that established a platform for us to build on.

We also recognise the multisectoral support of the Ministries, Departments, and Agencies whose mandate and resources we have leveraged to achieve our goals. We acknowledge the efforts of the subnational authorities and communities and appreciate their cooperation. We thank the management and staff of the NCDC, and our international and local partners for their contribution to the development of this strategy.

We would like to express a special appreciation to the NCDC Special Duties Unit led through most of the process by the now-retired Dr Priscilla Ibekwe, who, along with her team took ownership and led us all through a successful process.

About NCDC

The Nigeria Centre for Disease Control and Prevention (NCDC) is the national public health institute with the mandate to lead the preparedness, detection and response to infectious disease outbreaks and public health emergencies. The first formal step to establish the NCDC took place in 2011 when some departments in the Ministry of Health, including the Epidemiology Division, the Avian Influenza Project and its laboratories; and the Nigeria Field Epidemiology and Laboratory Training Programme (NFELTP) were moved to form the nucleus of the agency. The Bill for an Act to establish NCDC was signed into law in November 2018, by President Muhammadu Buhari.

Vision

A healthier and safe Nigeria through the prevention and control of diseases of public health importance.

Mission

To protect the health of Nigerians through evidence-based prevention, integrated disease surveillance and response activities, using a one health approach, guided by research and led by a skilled workforce.

Core Functions

- Prevent, detect, and control diseases of public health importance.
- Coordinate surveillance systems to collect, analyse and interpret data on diseases of public health importance.
- Support states in responding to small outbreaks and lead the response to large disease outbreaks.
- Develop and maintain a network of reference and specialised laboratories.
- Conduct, collate, synthesise, and disseminate public health research to inform policy.
- Lead Nigeria's engagement with the international community on diseases of public health relevance
- Organisation of the Nigeria Centre for Disease Control and Prevention

The NCDC under the leadership of the Director General has a staff size of about 500. At the national level, this comprises staff working across three sites - the Headquarters and National Reference Laboratory (NRL), located in Abuja as well as the Central Public Health Laboratory (CPHL) in Lagos State, a campus of the NRL. At the subnational level, there are State Surveillance Officers across the 36 States of the federation and the Federal Capital Territory (FCT).

The NCDC currently operates through seven departments. These include:

- Public Health Laboratory Services
- Health Emergency Preparedness and Response
- Planning, Research and Statistics
- Surveillance and Epidemiology
- Administration and Human Resources
- Finance and Accounts
- Subnational Support Department

NCDC
NIGERIA CENTRE FOR DISEASE CONTROL (NCDC)
Administrative Headquarters
PLOT 801, EBITU UKIWE STREET, JABI - ABUJA, NIGERIA

Overview of the Strategy Development Process

Background and Context

- Nigeria is **Africa's most populous country, with a population of ~200 million, including about 31 million children**. Nigeria has **challenging health indices,** with **communicable diseases** and **vaccine preventable diseases** remaining major contributors to mortality and morbidity

- **The Nigeria Centre for Disease Control and Prevention was established in 2011 as an agency of the Federal Ministry of Health with the mandate to coordinate the public health response to communicable diseases, specifically, and to include environmental hazards, health emergencies and other diseases of public health significance**. Five-year strategic plans for NCDC were developed in 2013 and 2014 but were not supported by implementation and delivery plans and no evaluation of performance

- **NCDC** was **proposed as a full parastatal** of the Federal government in 2016, and in 2017, **NCDC formally launched its 2017-2021 strategy plan,** the implementation of this plan brought about s**ignificant changes in the internal and external environment** of the organisation

- In 2018, **NCDC received its establishment act** giving the agency an expanded mandate **to contribute to national, regional and global health security**

- Half-way through implementation of the 2017-2021 strategy, **NCDC reviewed its strategy plan** to **align with internal and external changes,** as well as other strategies in the health sector whichled to an extension of its **timeline to 2022**

- In 2022, **NCDC conducted an end-term review of** the implementation of the 2017-2022 strategy, **to identify successes, challenges and learnings** which were built on to develop the new 5-year strategy (2023 – 2027)

OUT

The strategy framework is anchored on 3 key principles…

Re-aligned priorities that … ✓

- A strong focus on communicable diseases
- Key objectives centred around strengthening the existing systems for critical CDC functions

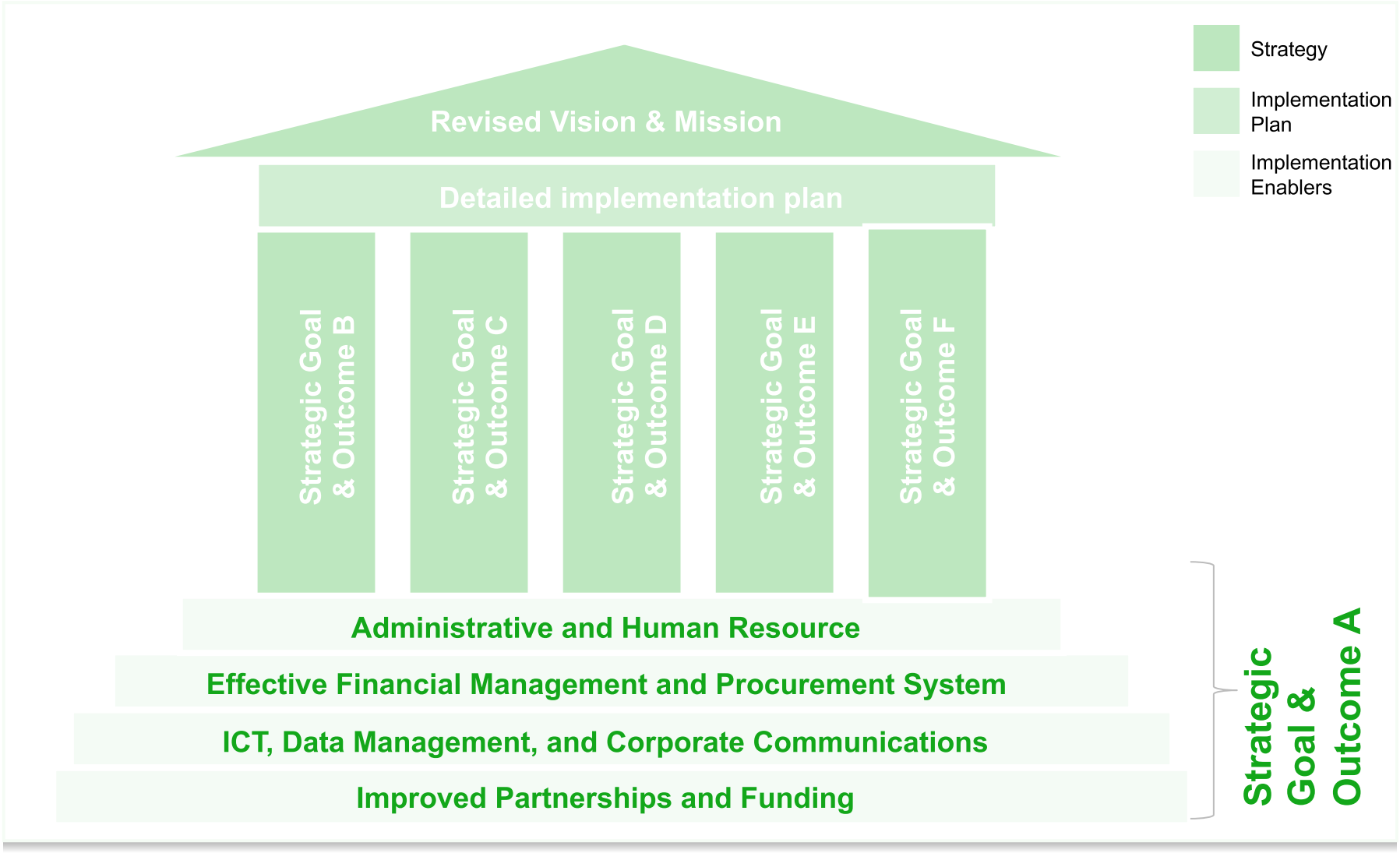
… build on global best practices while … ✓

- The road-map anchored on the World Health Organization's Essential Public Health Operations

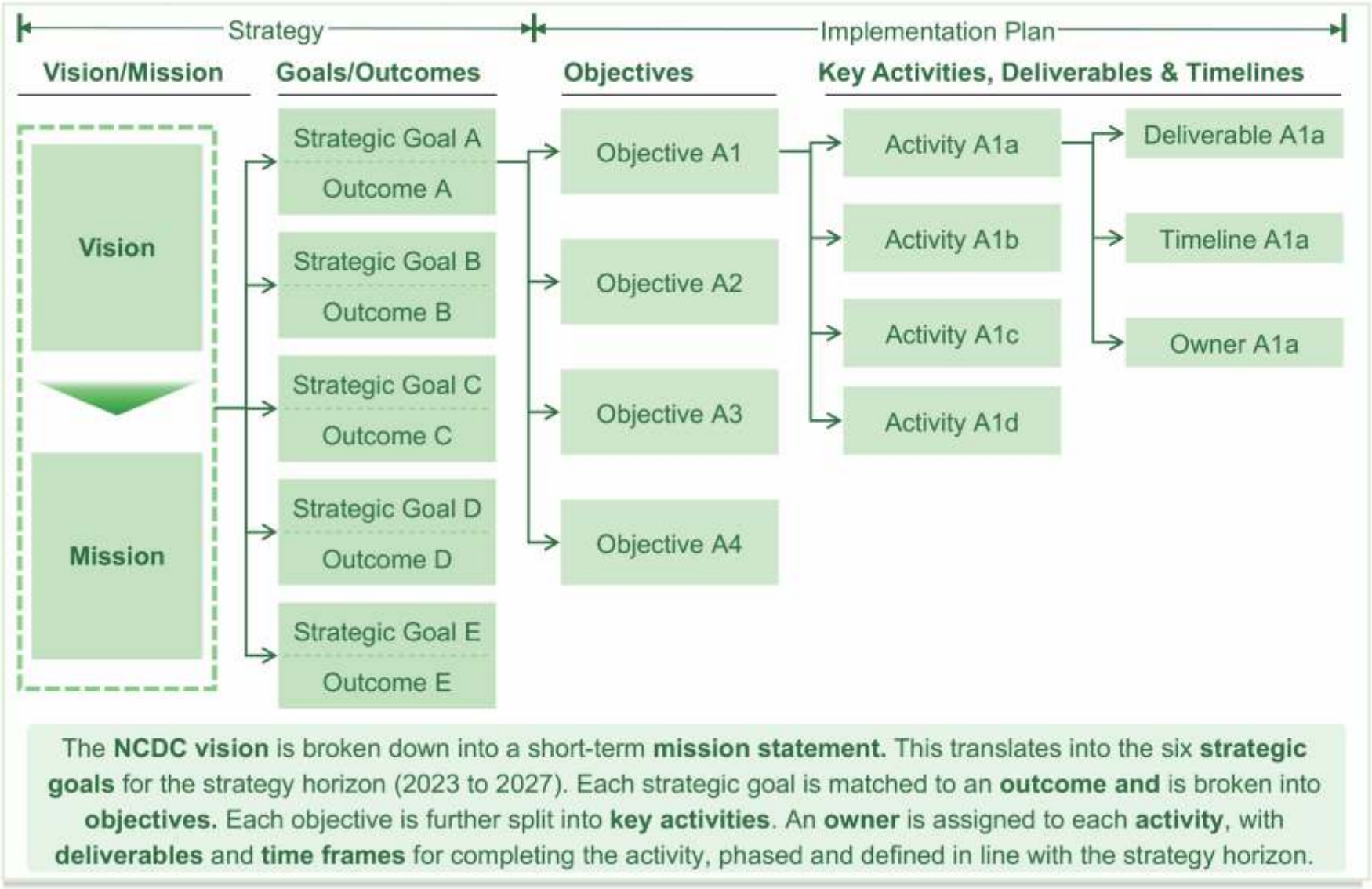
… Taking into consideration the challenging environment ✓

- Extensive evaluation of the external operating environment to identify constraints and opportunities
- Focus of the road-map is to leverage the NCDC strengths to take advantage of the opportunities

…using a ‘sum of parts’ approach, focused on integrating implementation plans with execution enablers



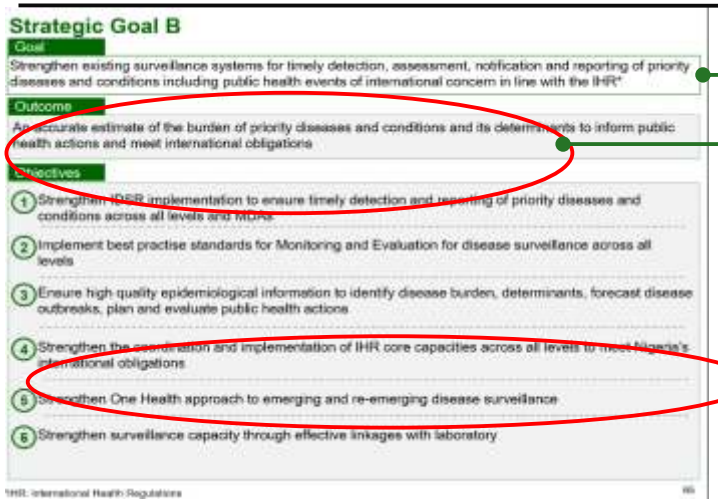
The vision & mission cascades down to the strategic framework and implementation plan activities



The **NCDC vision** is broken down into a short-term **mission statement.** This translates into the six **strategic goals** for the strategy horizon (2023 to 2027). Each strategic goal is matched to an **outcome and** is broken into **objectives.** Each objective is further split into **key activities**. An **owner** is assigned to each **activity**, with **deliverables** and **time frames** for completing the activity, phased and defined in line with the strategy horizon.

For the 6 strategic goals, we defined objectives, and activities, including deliverables, timelines and owners

Six Strategic Goals (and thirty-nine objectives)



1. Owner: A level one owner (Director level) is defined for each strategic goal

2. Outcome: A desired outcome is defined for each strategic goal

3. Objectives: Multiple objectives required to achieve each strategic goal (and desired outcome) are defined for each strategic goal

Thirty-nine Objectives (and two hundred & twenty-three activities)

4. Owner: A level two owner (Deputy-Director level) is defined for each strategic objective

5. Activities: Multiple activities required to achieve each strategic objective are defined for each strategic objective

6. Deliverables: Tangible and measureable deliverables are defined for each strategic activity

7. Timelines: Timelines (month and year) for delivery of each activity are clearly defined

Situation Analysis: SWOT and PESTEL Analysis

SWOT Analysis

STRENGTH

- Strong, credible and visionary leadership
- State of the art equipment
- Effective information sharing mechanisms (TWG and NARSOM)
- Strong instituted mechanisms
- Experience - valuable antecedents- Lessons from response to Polio, Lassa fever and Ebola

WEAKNESS

- Weak unified organisation culture
- Shortage of skilled personnel
- Staff attrition
- Lack of a comprehensive training plan
- Weak employee onboarding system; some staff not yet in delivery mode of a technical agency
- Space constraints

OPPORTUNITY

- Critical nature of the agency's mission is recognised
- The Act's provisions
- Access to trained epidemiological expertise from the NFELTP programme
- Engaged and committed international partners
- NCDC advocacy reach expanded via telephone and internet

THREAT

- Inadequate political will in states
- Economic pressures such as poverty level
- Lack of strong coordination framework among relevant complementary agencies
- Inadequate regulation of private health facilities
- Low level of environmental literacy among a large proportion of the population
- Security concerns
- De-priortisation of health on government's agenda

PESTEL Analysis

PESTEL Analysis: Political Factors

- WHO health systems ranking place Nigeria as 163 of 191 member states in the world. TheNigerian health system has improved overtime from the last 5 years, however it is stillunderperforming

  The healthcare system is **underfunded, inefficient and poorly regulated.** While complex processes exist for health policy development in Nigeria, **implementation of policy is poorly monitored, and accountability remains a challenge.**

- The **private sector is still the primary provider of health services** in Nigeria. Responsible for as much as **62% of the health care facilities** in the country. The sector is **poorly regulated, and its true size is unknown as many facilities are unregistered.** In addition, medical tourism and migration of health professionals continues to present a significant challenge to the health system.

- Government's push to expand primary health care system has the potential to expand capacity but will still not suffice because the system remains **severely under-resourced.**

- Considerable **reliance on international donor funding and NGOs** for the delivery ofmajority of the public health programme in the country. This suggests that a shift in theirpriorities away from Nigeria's puts the country at risk

- The **states are not yet taking ownership** of public health issues in their domains

- Potential misalignment of priorities between executive and legislative arms or government

PESTEL Analysis: Impact of Political Factors

- Without sufficient political will, Nigeria's public health goals and milestones remain threatened. However, **partnerships with statutory and voluntary sector partners as well as international organisations remains essential for NCDC to address disease prevention** priorities in the country and beyond. The agency's advocacy skills also become imperative.

- **Engagement with the private sector must be a priority** to support accurate measurement of disease burdens and monitoring the impact of control interventions

PESTEL Analysis: Economic Factors

- The **health system grossly under-funded; budgetary allocation still under 5%** despite a 2001 pledge of 15% by the heads of governments of the African Union

- Softer than anticipated economic growth is under **-1.92%; Inflation at 22.2%** compared to 15.37% in 2017 and **a growing income inequality** within Nigeria's population which has **about 40% living in poverty,** leading into a **national security challenge boom**

- It is estimated that about **two-third of health expenditure in Nigeria is from private expenditure (largely out of pocket - over 70%).** This is counter intuitive, given the high rate of poverty

- 1% of consolidated revenue and donor funding appropriated in 2018 – the Basic Health Care Provision Fund (BHCPF)

PESTEL Analysis: Impact of Economic Factors

- These suggest high susceptibility to common illnesses and low level of resistance in the event of an outbreak, given the strain on already limited financial resources out-of-pocket healthcare expenditure. In addition, many Nigerians are reported to not use the orthodox healthcare facilities (private or public)

- The precarious financial position of the federal government and the reduction in funds from global health partners and donors, means that in order to ensure sustainability and to build the infrastructure and human resource needed to develop a world class centre for disease control, **NCDC should limit its dependence on any one sector for funding by developing a diverse funding base and exploring new sources of income such as the private sector**

- NCDC needs to **ensure that diagnostic capacities for diseases of public health importance are available** to ensure that disease detection (and therefore the opportunity for control) are not inhibited by delays in diagnosis due to cost barriers

PESTEL Analysis: Social Factors

- **Demography:** By 2050, Nigeria will be the 5th most populous country in the world, with a very young population due to thehigh fertility rates; turning into demographic liability without deliberate efforts to harness its dividends. Due to low life expectancy, the 64+ age group will not experience significant growth over the next 20 years.

- **Life expectancy:** Life expectancy in Nigeria remains low at 55 years compared to the world average of about 73 years and this is directly correlated to the poor health care system, nutrition, and water availability.

- **Causes of mortality and morbidity:** Nigeria has amongst the highest maternal and infant mortality rates worldwide and progress towards the SDGs for good health and well-being (SDG3) remain stagnant indicating limited progress. The major contributors to infant mortality are birth trauma and infectious diseases, many of which are avoidable by public health interventions. Nigeria has achieved considerable progress in reducing the rate of morbidity and mortality of historically leading causes of death like diarrheal diseases, malaria, and lower respiratory infections. However, the burden of communicable diseases remain high, including recurrent outbreaks of cholera, meningitis, Lassa fever, and monkey pox. In 2015, noncommunicable diseases, particularly cardiovascular diseases, surpassed communicable diseases, as well as maternal, neonatal, and nutritional diseases, becoming the leading cause of mortality in Nigeria.

- However, data related to non-communicable diseases in Nigeria is unreliable as diagnostic capacity is poor and causes of death under-reported. The true burden of non-communicable diseases is probably higher than current data suggests. In addition, deaths due to accidental poisoning and exposure to environmental hazards are hardly recorded or measured.

- **Access to health care:** In rural areas, distance from health facilities presents a challenge for accessing health care and thus, health facility-based surveillance will remain an underestimation of the true burden of disease. The high proportional cost of health care also reduces access to health care by the population; less than 5% of the population are under any form of health insurance coverage.

- **Urbanisation:** Nigeria is rapidly becoming a more urban nation, with an urban population of 51.2%.

- **Education and literacy:** Basic education system is overburdened by strong population growth; Illiteracy rates remain significantly high, particularly in the rural areas, amongst girls and in some geographical regions.

- **Security:** Ongoing security challenges across different regions of the country presents a challenge to health intervention and surveillance.

- Religious and cultural beliefs around public health remain limiting.

PESTEL Analysis: Impact of Social Factors

- NCDC needs to **develop surveillance and response systems that can address the current burden of infectious diseases but are adaptable to monitor and respond to the evolving epidemiological transition.**

- **Innovative systems** will be required to deliver public health messages to **non-literate citizens** and to access populations that are **remote from health facilities** or where **security challenges limit access.**

PESTEL Analysis: Technological Factors

- Nigeria is the **largest telecommunication market in Africa** - and has one of the fastest growing telecommunications industries in the world

- ICT sector is the third largest contributor to the country's GDP and second fastest growing sector

- Nigeria has an estimated **122 million internet users, about 193.9 million mobile subscribers and about 33% broadband penetration rate (NCC)**

- Infrastructure, including **electricity supply, roads, portable water,** remains a challenge in Nigeria, **restricting opportunities for economic development and directly impacting on health**

- Digital literacy on the rise, however, concentrated only in selected cities

PESTEL Analysis: Impact of Technological Factors

- The extensive and expanding access to mobile technology and the internet **presents an opportunity for NCDC to further advocate around disease surveillance and to detect and respond to outbreaks of communicable diseases and environmental disasters**

- NCDC's **communication strategy** needs to consider the use of **mobile technology for public health messages** and include **non-text based approaches** to reach the population they serve

- **Infrastructure limitations** present a challenge for disease prevention and emergency response and needs to be **factored into an evolving emergency preparedness and response plans** at all tiers of health response

PESTEL Analysis: Environmental Factors

Climate change: Environmental consequences of climate change, such as extreme heat waves, changes in precipitation resulting in flooding and droughts, and degraded air quality, directly and indirectly affect the health of humans. Climate change may affect currently stable ecosystems such as the Sahel Savanna. The Sahel Savanna may become vulnerable because warming will reinforce existing patterns of water scarcity and increasing the risk of drought in Nigeria.

Water Availability: Reduced water volume in streams and rivers, arising from different scales of water diversion for rudimentary irrigation activities, siltation of stream beds due to deposition of materials by water run-off, as well as evapotranspiration. Drying up of water sources due to increased evapotranspiration, and loss of vegetation in head waters. Deficiencies in freshwater availability will worsen the already poor sanitary and health conditions in these areas. In addition, uncontrolled disposal of wastewater and human wastes will result in a deterioration in water quality leading to high organic levels in surface and ground water thereby increasing epidemics of water-borne diseases such as cholera, hepatitis and typhoid.

Energy security and environmental contamination: Oil spills are common in Nigeria, causing environmental degradation and loss of ecosystems in the oil rich regions.

Vector Borne and Zoonotic diseases: As temperatures increase, vectors density may increase and spread into new areas leading to increases in diseases such as Malaria. Environmental degradation leading to disruption and movement of human populations can expand distribution of pathogens and increase exposure routes.

The Sendai Framework for Disaster Risk Reduction: The Sendai Framework for Disaster Risk Reduction 2015–2030 was adopted at the 3rd UN World Conference on Disaster Risk Reduction in 2015 and articulates the need for:

- Improved understanding of disaster risk;
- Strengthening disaster risk governance;
- Preparedness to “Build Back Better”;
- Recognition of stakeholders and their roles;
- Mobilisation of risk-sensitive investment to avoid the creation of new risk;
- Resilience of health infrastructure, cultural heritage and work-places;
- Strengthening of international cooperation and global partnership, and risk-informed donor policies and programs.

The framework aims to achieve a substantial reduction of disaster risk and losses in lives, livelihoods and health and in the
economic, physical, social, cultural and environmental assets of persons, businesses, communities and countries.

PESTEL Analysis: Impact of Environmental Factors

- Strategies for **mitigating and adapting to climate change** can **prevent illness and death in people** now, while also **protecting the environment and health** of future generations.

- NCDC will have a role in **developing and implementing systems to reduce exposure to environmental hazards and limit susceptibility** in exposed populations. **NCDC surveillance systems will need to be adaptable** to respond to new, emerging or re-emerging diseases resulting from the impact of climate change.

- As the l**ead agency for the coordination of the response to health emergencies,** and a key partner in the response to humanitarian disasters, NCDC **has a duty to consider the requirements and recommendations of the Sendai framework** in developing and implementing health policy at national level

PESTEL Analysis: Legal Factors

- Privately financed and provided **medical care is much larger than the publicly funded sector,** accounting for **50 – 70% of the health infrastructure** and yet, the many different types of private providers are barely recognized in legislation and regulation.

PESTEL Analysis: Impact of Legal Factors

- The NCDC establishment Act empowers the agency to **develop and enforce the use of protocols, standards and guidelines** for the actualization of its mandate of disease prevention and control. NCDC may be able to leverage this to **develop stronger partnerships across the public and private sectors** to fortify the country's preparedness

Strategy Framework

The 2023 to 2027 strategy framework is focused on 'Technical improvements' to ensure a successful strengthening of the agency

NCDC Vision

"A healthier and safer Nigeria through the prevention and control of diseases of public health importance"

NCDC Mission

"To protect the health of Nigerians through evidence-based prevention, integrated disease surveillance and response activities, using a one health approach, guided by research and led by a skilled workforce"

A: Strengthen the infrastructure and supporting systems at the NCDC to ensure an enabling environment is in place to meet its mandate - *A robust working environment with effective and efficient systems driven by a coordinated and motivated workforce*

B: Strengthen existing surveillance systems for timely detection, assessment, notification and reporting of priority diseases and conditions including public health events of international concern in line with the IHR - *An accurate estimate of the burden of priority diseases and conditions and its determinants to inform public health actions and meet international obligations*

C: Enhance laboratory capacity to detect and support infectious disease surveillance systems and response through detection, prevention, and control - *A public health laboratory service and network, effectively supporting the detection, prevention and response to infectious diseases of public health importance in Nigeria and contributing to regional public health capacity*

D: Reduce the health-related consequences of public health emergencies and disasters - *Significantly reduced adverse impact of public health emergencies and disasters*

E: Create an efficiently managed and evidence-based organisation with clear focus on health promotion and disease prevention - *Evidence based policies, well managed programmes, with health promotion incorporated into all activities*

F: Ensure functional and sustainable health security systems at the subnational level to enhance preparedness, detection, and response to public health threats - *A strengthened subnational health structure and systems with improved effective, sustainable and scalable capacity to prevent detect and respond to public health emergencies/events through a one-health approach*

Goal ODG

Office of the Director-General

Strategic Goal ODG

Goal

Optimize coordination infrastructure and support systems to improve the efficiency and effectiveness of health security interventions by NCDC

Outcome

Improved coordination and support systems that enables NCDC to respond effectively to health security and public health threats

Objectives

1. Enhance Health Security coordination encompassing AMR, One Health, NAPHS, GHSS, and IHR, to improve efficiency and effectiveness.
2. Strengthen the coordination and implementation of IHR core capacities across all levels to meet Nigeria's international obligations
3. Oversee the digital transformation and development of cross cutting public health informatics capacity across the NCDC

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Strategic Objective ODG1

Objective

Optimize coordination infrastructure and support systems to improve the efficiency and effectiveness of health security interventions by NCDC

	Activities	Deliverables	2023	2024	2025	2026	2027
1a	Conduct a review of existing health security coordination within the NCDC	NCDC Health Security coordination report	.....	March	.....	.....	.....
1b	Develop a standardized NCDC health security coordination framework that clearly defines roles and responsibilities.	NCDC health security coordination framework document	.....	April	.....	.....	.....
1c	Institutionalize annual high level health security convening	Annual national health security summit report	.....	September	.....	.....	.....
1d	Conduct IHR-PVS bridging workshop and develop Roadmap for Health Security	Annual national health security summit report	.....	January	.....	.....	.....

Strategic Objective ODG2

Objective

Strengthen the coordination and implementation of IHR core capacities across all levels to meet Nigeria's international obligation

	Activities	Deliverables	2023	2024	2025	2026	2027
2a	Conduct JEE and develop National Action Plan for Health Security	JEE report National Action Plan for Health Security disseminated (NAPHS)	December	. . . . .	. . . . .	. . . . .	. . . . .
2b	Develop NAPHS governance and implementation structure	NAPHS governance Terms of Reference	. . . . .	March	. . . . .	. . . . .	. . . . .
2c	Develop a support plan on subnational health security assessment and development of State Action Plan for Health Security (SAPHS) in conjunction with SSD	State JEE report State Action Plan for Health Security developed in all states and FCT	. . . . .	December	. . . . .	. . . . .	. . . . .

Strategic Objective ODG3 (1/2)

Objective

Oversee the digital transformation and development of cross cutting public health informatics capacity across the NCDC

	Activities	Deliverables	2023	2024	2025	2026	2027
3a	Conduct ICT assessment and develop a costed digital transformation strategy	ICT Assessment report Digital transformation strategy	December	.....	.....	.....	.....
3b	Implement digital transformation (including digital filing and pproval system)	Digitised filing and approval system NCDC operational procedures (Ops)	.....	December	.....	.....	.....
3c	Develop a learning management system for NFETP, IPC, ICT, HR, etc	Learning management system courses upload and usage reports	.....	November	.....	.....	.....
3d	Conduct an inventory assessment of software and hardware assets and standardise across NCDC	Software and hardware asset inventory report	.....	February	.....	.....	.....
3e	Standardise data collection and interoperability at national and subnational levels	SOPs and data collection reports from national and subnational levels	.....	July	.....	.....	.....
3f	Conduct data management assessment and develop public health informatics capacity development plan	Data management assessment report Costed Public health informatics capacity development plan.	.....	January	.....	.....	.....

Strategic Objective ODG3 (2/2)

Objective

Oversee the digital transformation and development of cross cutting public health informatics capacity across the NCDC

	Activities	Deliverables	2023	2024	2025	2026	2027
3g	Implement PHI capacity development plan (human capital, training/ fellowships equipment, etc)	Creation of dedicated PHI unit 80% PHI plan implementation target achieved	.....	.....	December	.....	.....
3h	Strengthen workforce capacity for big data analytics, artificial intelligence, math and epidemiological modelling and forecasting	Workforce capacity training reports Disease modelling dashboards and response data	.....	.....	April	.....	.....
3i	Conduct an inventory assessment of software and hardware assets and standardise across NCDC	Software and hardware asset inventory report	.....	February	.....	.....	.....

Strategic Objective A8

Objective

Secure and harmonise ICT infrastructure

	Activities	Deliverables	2023	2024	2025	2026	2027
3j	Migrate critical systems and data to secure cloud services with robust back ups	Evidence of systems and data in secure cloud service	.....	November	.....	.....	.....
3k	Establish and enforce cybersecurity policies, conduct regular security audits	Cybersecurity policies and audit reports	.....	July	.....	.....	.....
3l	Provide cybersecurity workforce training to ensure data protection and compliance with privacy regulations	Cybersecurity workforce training reports	.....	March	.....	.....	.....
3m	Ensure harmonisation/ interoperability between software across NCDC	Software harmonisation report	.....	.....	March	.....	.....

Goal A

Administration & Human Resources

Strategic Goal A

Goal

Strengthen the infrastructure and supporting systems at the NCDC to ensure an enabling environment is in place to meet its mandate

Outcome

A robust working environment with effective and efficient systems driven by a coordinated and motivated workforce

Objectives

1. Strengthen existing administrative systems, policies and structures
2. Ensure an improved workforce capacity to enable the NCDC meets its mandate

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Strategic Objective A1 (1/2)

Objective

Strengthen existing administrative systems, policies and structures

	Activities	Deliverables	2023	2024	2025	2026	2027
A1a	Develop and implement digitisation of administrative procedures in alignment with Head of Service requirements	Digitised system requirements implementation document and key performance metric reports or dashboard	.....	March	.....	.....	.....
A1b	Develop and operationalise administrative policies on staff management for effective and efficient running of the agency	Online NCDC administrative manual Annual policy implementation and compliance report	.....	.....	.....	June	.....
A1c	Improve facility management system across all the campuses	NCDC facility assessment report	.....	.....	.....	December	.....
A1d	Develop and implement a Human Resources transformation plan	Human Resource assessment report and operational plan	.....	March	.....	.....	.....
A1e	Fleet Assessment and Optimisation	Efficiently working fleet management system & SOPs	.....	March	.....	.....	.....
A1f	Driver Health and Safety Curriculum Development	Developed and operationalised health and safety curriculum	.....	December	.....	.....	.....

Strategic Objective A1 (2/2)

Objective

Strengthen existing administrative systems, policies and structures

	Activities	Deliverables	2023	2024	2025	2026	2027
A1g	Renovate office spaces and convenience rooms	Upgraded workspaces and convenience rooms Renovation reports	. . . . .	December	. . . . .	. . . . .	. . . . .
A1h	Furniture upgrade and replacement (desks, chairs, filing systems, storage cabinets, shelves, cubicles)	Upgraded furniture inventory and maintenance logs	. . . . .	December	. . . . .	. . . . .	. . . . .

Strategic Objective A2

Objective

Ensure an improved workforce capacity to enable the NCDC meets its mandate

	Activities	Deliverables	2023	2024	2025	2026	2027
A2a	Design and implement a professional and public service development programmes for the NCDC workforce in collaboration with the Department of Planning, Research and Statistics (DPRS)	Public service development programme training module and implementation plan	.....	June	.....	.....	.....
A2b	Develop and implement the NCDC behavioural competency management framework	NCDC behavioural implementation plan	.....	April	.....	.....	.....
A2c	Develop and implement an NCDC Performance Management Framework that is aligned with civil service standards.	NCDC performance management framework	.....	April	.....	.....	.....
A2d	Deploy performance management system software and integrate into NCDC's existing systems	Periodic NCDC performance management system report	.....	April	.....	.....	.....

Goal A

Special Duties

Strategic Goal A - Special Duties

Goal

Strengthen the infrastructure and supporting systems at the NCDC to ensure an enabling environment is in place to meet its mandate

Outcome

A robust working environment with effective and efficient systems driven by a coordinated and motivated workforce

Objectives

3. Strengthen coordination structures & mechanisms for effective partnership engagement for NCDC
4. Establish a funding model to support the NCDC mandate
5. Strengthen project management system and capacity for all NCDC programs to demonstrate impactand value

Strategic Objective A3 (1/2)

Objective

Strengthen coordination structures & mechanisms for effective partnership engagement for NCDC

	Activities	Deliverables	2023	2024	2025	2026	2027
A3a	Assessment of the current partnership engagement practices to identify areas of improvement	Partnerships engagement assessment report	December	.....	.....	.....	.....
A3b	Develop a partnership strategy and SOP that outlines the agency's priorities for engagement and sets goals for partnership development	Partnership strategic plan and SOPs	.....	February	.....	.....	.....
A3c	Establish coordination structures and develop tools to standardise the process for partnership management	Partnerships tools and policies	.....	June	.....	.....	.....
A3d	Implement partnership engagement strategy	Quarterly engagement reports	.....	March	.....	.....	.....
A3e	Develop capacity-building initiatives to enhance staff skills in partnership development and management.	Training report and participant feedback survey	.....	February	.....	.....	.....

Strategic Objective A3 (2/2)

Objective

Strengthen coordination structures & mechanisms for effective partnership engagement for NCDC

	Activities	Deliverables	2023	2024	2025	2026	2027
A3f	Develop a monitoring and evaluation framework to track progress against partnership engagement goals	Monitoring and Evaluation framework	. . . . .	December	. . . . .	. . . . .	. . . . .
A3g	Develop a communication strategy to share the successes and impact of partnership engagement initiatives with stakeholders and the public	Communication strategic plan	. . . . .	. . . . .	March	. . . . .	. . . . .

Strategic Objective A4 (1/2)

Objective

Establish a funding model to support the NCDC mandate

	Activities	Deliverables	2023	2024	2025	2026	2027
A4a	Develop NCDC funding model	Funding model structure	.....	March	.....	.....	.....
A4b	Develop a comprehensive NCDC resource mobilisation strategy	Resource mobilisation strategic plan	December	.....	.....	.....	.....
A4c	Operationalise resource mobilisation strategy	Resource mobilisation implementation report	.....	August	.....	.....	.....
A4d	Lead the development of a sustainability plan for NCDC activities to ensure continuous funding support	NCDC funding sustainability plan	.....	.....	.....	January	.....
A4e	Develop private sector engagement plan and structure	Private sector engagement implementation plan	.....	.....	January	.....	.....
A4f	Institute a funding model for NCDC	Funding framework developed	.....	March	.....	.....	.....
A4g	Develop a National Health Security Fund Endowment Plan and structure	National Health Security Fund Endowment Plan developed and implemented	.....	.....	January	.....	.....

Strategic Objective A4 (2/2)

Objective

Establish a funding model to support the NCDC mandate

	Activities	Deliverables	2023	2024	2025	2026	2027
A4h	Host a high-level fundraising event with private sector stakeholders to raise at least 20 billion naira for national health security	Fundraising event held, with funds raised, and fundraising report developed	.....	.....	June	.....	.....
A4i	Develop policies for joint programs with private sector partners and CSOs on epidemic preparedness and response	Policies developed, and program impact report	.....	.....	March	.....	.....
A4j	Operationalisation of the NCDC BHCPF gateway guidelines by PIU	Quarterly Monitoring and Evaluation Report	.....	June	.....	.....	
A4k	Monitor and evaluate the implementation of the NCDC BHCPF gateway	Quarterly Monitoring and Evaluation Report	.....	June	.....	.....	.....

Strategic Objective A5

Objective

Strengthen project management capacity for all NCDC programs to demonstrate impact and value

	Activities	Deliverables	2023	2024	2025	2026	2027
A5a	Review of existing projects within the NCDC	NCDC projects review report developed and disseminated	.....	March	.....	.....	.....
A5b	Develop a project management framework	Project management framework developed and disseminated	.....	December	.....	.....	.....
A5c	Design a project management training programme for NCDC staff on effective project management practices	Project management training manual	.....	.....	February	.....	
A5d	Develop a M&E framework to track progress against project management goals and demonstrate the impact of improved project management practices	PMO M&E report	.....	June	.....	.....	.....

Goal A

Audit

Strategic Goal A – Audit

Goal

Strengthen the infrastructure and supporting systems at the NCDC to ensure an enabling environment is in place to meet its mandate

Outcome

A robust working environment with effective and efficient systems driven by a coordinated and motivated workforce

Objectives

6 Strengthen the NCDC Audit processes in line with global best practices

Strategic Objective A6 (1/2)

Objective

Strengthen the NCDC Audit processes in line with global best practices

	Activities	Deliverables	2023	2024	2025	2026	2027
A6a	Establish audit policies and SOPs that offer clear guidance, promote compliance, and align with global standards	NCDC Audit policies developed	October	.....	.....	.....	.....
A6b	Disseminate Audit policies and SOPs to all relevant staff and department of the NCDC	Policies and SOPs implemented across the NCDC	November	.....	.....	.....	.....
A6c	Assess the current audit process in line with the implemented policies and SOPs	Assessment report development	.....	February	.....	.....	.....
A6d	Develop a process improvement plan to close identified gaps from the Audit process assessment	Improvement plan developed Improvement plan implemented	May	March	.....	.....	.....
A6e	Enhance auditing capacity using audit software within NCDC	NCDC audit software integration tools and implementation plan	.....	February	.....	.....	.....

Strategic Objective A6 (2/2)

Objective

Strengthen the NCDC Audit processes in line with global best practices

	Activities	Deliverables	2023	2024	2025	2026	2027
A6f	Develop a monitoring and evaluation framework to evaluate audit processes within NCDC operations	NCDC Audit M&E report	.....	November	.....	.....	.....
A6g	Design and implement a framework for whistle blowing	NCDC Whistle blowing framework implementation plan	.....	.....	July	.....	.....
A6h	Develop a sustainability plan to ensure contract performance and delivery within efficiency threshold	Sustainability plan in place with issuance of internal audit certificate piloted	.....	.....	March	.....	.....

Goal A

Legal

Strategic Goal A – Legal

Goal

Strengthen the infrastructure and supporting systems at the NCDC to ensure an enabling environment is in place to meet its mandate

Outcome

A robust working environment with effective and efficient systems driven by a coordinated and motivated workforce

Objectives

7 NCDC has improved legal structure to support implementation of public health policies with national interest and global best practices

Strategic Objective A7 (1/2)

Objective

NCDC has improved legal structure to support implementation of public health policies with national interest and global best practices

	Activities	Deliverables	2023	2024	2025	2026	2027
A7a	Conduct legal surveillance study of relevant health laws and policies	Legal surveillance report	December	.....	.....	.....	.....
A7b	Identify legal documents that require being repealed, modified or explicit transfer of functions and resources within the public health space	Reports on documents requiring repeal or explicit transfer	.....	May	.....	.....	.....
A7c	Review the NCDC Act to identify gaps in implementation of its mandate and compliance to IHR	Amendment of the NCDC Act	December	.....	.....	.....	.....
A7d	Develop capability building programme for public health legal workforce at the national and subnational level	Capability building programme implementation plan	.....	.....	March	.....	.....
A7e	Develop SOPs to guide policy and legal processes at the national and subnational levels	Legal mapping report	.....	March	.....	.....	.....

Strategic Objective A7 (2/2)

Objective

NCDC has improved legal structure to support implementation of public health policies with national interest and global best practices

	Activities	Deliverables	2023	2024	2025	2026	2027
A7f	Lead the development of data protection policies to support the improvement of the NCDC data management architecture (in collaboration with Public Health Informatics)	NCDC data protection policy for PHI to implement	.....	April	.....	.....	.....
A7g	Conduct a compliance review to validate NCDC's adherence to regulations on data protection, cyber security, and freedom of information.	NCDC legal compliance report (on all relevant laws on freedom of information, data protection, and cyber security)	.....	April	.....	.....	.....

Goal A

Procurement

Strategic Goal A – Procurement

Goal

Strengthen the infrastructure and supporting systems at the NCDC to ensure an enabling environment is in place to meet its mandate

Outcome

A robust working environment with effective and efficient systems driven by a coordinated and motivated workforce

Objectives

8. Improve NCDC procurement processes through the adaptation of technology and policies

9. Enhance capacity of procurement unit to effectively support the NCDC programmes department in meeting up with their mandates

Strategic Objective A8

Objective

Improve NCDC procurement processes through the adaptation of technology and policies

	Activities	Deliverables	2023	2024	2025	2026	2027
A8a	Develop the NCDC procurement policy and SOP aligned to Procurement Act to guide the NCDC procurement process	Policies and SOPs disseminated to all staff of the NCDC and suppliers in the procurement network	.....	May	.....	.....	.....
A8b	Develop and adopt a robust procurement information management system to measure procurement and supplier performance	Annual procurement management report	.....	November	.....	.....	.....
A8c	Develop weighted impact and probability procurement risk assessment methodology	Procurement risk register	.....	.....	March	.....	.....

Strategic Objective A9

Objective

Enhance capacity of procurement unit to effectively support the NCDC programmes department in meeting up with their mandates

	Activities	Deliverables	2023	2024	2025	2026	2027
A9a	Conduct high level analysis of procurement competencies and skills profiles required at different levels of procurement engagement	Procurement engagement and processes assessment report	.....	March	.....	.....	.....
A9b	Conduct skills gaps assessment for existing procurement officers	Gaps assessment report	.....	May	.....	.....	.....
A9c	Develop a capacity building plan to close identified skills gaps of procurement officers	Capacity building plan	.....	November	.....	.....	.....

Goal A

Finance & Accounts

Strategic Goal A – Finance & Accounts

Goal

Strengthen the infrastructure and supporting systems at the NCDC to ensure an enabling environment is in place to meet its mandate

Outcome

A robust working environment with effective and efficient systems driven by a coordinated and motivated workforce

Objectives

10 Enhance compliance and ensure consistency in finance processes to efficiently serve all stakeholders

11 Improve the finance and account systems and effectively utilise technology to optimise processes

Strategic Objective A10

Objective

Enhance compliance and ensure consistency in finance processes to efficiently serve all stakeholders.

	Activities	Deliverables	2023	2024	2025	2026	2027
A10a	Develop and disseminate financial policies and SOPs in line with government regulations to provide guidance, ensure compliance and alignment with public service rules	NCDC financial policies developed and disseminated	.....	May	.....	.....	.....
A10b	Conduct a finance and accounts capacity gap assessment	Gap assessment report	.....	February	.....	.....	.....
A10c	Develop and implement improvement plan to close identified gaps from the financial system	Improvement implementation plan	.....	July	.....	.....	.....

Strategic Objective A11

Objective

Improve the finance and account systems and effectively utilise technology to optimise processes

	Activities	Deliverables	2023	2024	2025	2026	2027
A11a	Automate standardised accounting processes within the NCDC and build capacity for utilisation	SOPs and staff training report	.....	April	.....	.....	.....
A11b	Support the development of an electronic archiving system for all finance and accounts documentation, in line with NCDC digital transformation plan	Financial electronic archiving system in place	.....	April	.....	.....	.....

Goal A

Corporate Communications

Strategic Goal A – Corporate Communications

Goal

Strengthen the infrastructure and supporting systems at the NCDC to ensure an enabling environment is in place to meet its mandate

Outcome

A robust working environment with effective and efficient systems driven by a coordinated and motivated workforce

Objectives

⑫ NCDC has improved process for communication.

⑬ Ensure a consistent brand identity for NCDC that promotes trust and enhances its visibility among stakeholders and target audience.

Strategic Objective A12

Objective

NCDC has improved process for communication.

	Activities	Deliverables	2023	2024	2025	2026	2027
A12a	Develop and implement NCDC communications policy (internal and external)	Communications policy published on website and disseminated to all staff and partners	September	.....	.....	.....	.....
A12b	Develop and maintain framework for stakeholders' communication	Stakeholders' communication framework	.....	January	.....	.....	.....
A12c	Leverage APHIDS to automate internal communication processes	Internal communications implementation report	.....	November	.....	.....	.....
A12d	Develop a monitoring and evaluation framework for the use of communications policy	Policy utilization M&E report	.....	.....	January	.....	.....
A12d	Conduct capacity gap assessment for NCDC communication process	Communications gap assessment report	.....	March	January	.....	.....
A12d	Develop action plan and implement recommendations to address identified gaps	Communications process optimisation action plan	.....	December	.....	.....	.....

Strategic Objective A13

Objective

Ensure a consistent brand identity for NCDC that promotes trust and enhances its visibility among stakeholders and target audience.

	Activities	Deliverables	2023	2024	2025	2026	2027
A13a	Develop and implement protocol for alignment of all communications and actions with NCDC core values and vision	Communications policy published on website and disseminated to all staff and partners	.....	January	.....	.....	.....
A13b	Establish a unique branding path for all NCDC operations to enhance NCDC image among the public	NCDC branding catalogue	.....	January	.....	.....	.....
A13c	Develop and implement brand guidelines for all products and materials from NCDC	NCDC brand guideline implementation report	.....	June	.....	.....	.....
A13d	Create an online repository for all NCDC resources including guidelines, SBC materials and NCDC communication templates	Tab on NCDC website leading to the NCDC communication materials	.....	.....	January	.....	.....
A13e	Develop and implement guideline for organisation's event planning and management	Guideline for event planning and management incorporated into the communications policy	.....	January	.....	.....	.....

Goal B

Surveillance & Epidemiology

Strategic Goal B

Goal

Strengthen existing surveillance systems for timely detection, assessment, notification and reporting of priority diseases and conditions including public health events of international concern in line with the IHR

Outcome

An accurate estimate of the burden of priority diseases and conditions and its determinants to inform public health actions and meet international obligations

Objectives

1. Strengthen IDSR implementation to ensure timely detection and reporting of priority diseases and conditions across all levels and MDAs
2. Implement best practice standards for Monitoring and Evaluation for disease surveillance across all levels
3. Ensure high quality epidemiological information to identify disease burden, determinants, forecast disease outbreaks, plan and evaluate public health actions
4. Strengthen One Health approach to emerging and re-emerging disease surveillance
5. Strengthen surveillance capacity through effective linkages with laboratory in collaboration with Public Health Laboratories

Strategic Objective B1 (1/2)

Objective

Strengthen IDSR implementation to ensure timely detection and reporting of priority diseases and conditions across national, states, and local government areas and Ministries, Departments, and Agencies (MDAs)

	Activities	Deliverables	2023	2024	2025	2026	2027
B1a	Deploy SORMAS to all qualifying Health Facilities across the country	Database & report on 80% of all qualifying public health facilities across the country reporting on SORMAS	.....	.....	.....	March	.....
B1b	Implement community based surveillance in all communities across the 36 states and FCT	Report on 80% of the 36 states and FCT reporting at community level using Auto Visual Alert Detection and Reporting (AVADAR)	.....	.....	.....	December	.....
B1c	Establish Event-Based Surveillance at the subnational level	Report on Event Based Surveillance operationalized across 36 states & FCT	.....	December	.....	.....	.....
B1d	Establish interoperability between SORMAS and other surveillance reporting systems	IDSR Optimization report (SORMAS linked to DHIS-2, NADIS, INEHSS and others)	.....	August	.....	.....	.....
B1e	Review and adapt IDSR policy in line with the IDSR Technical Guidelines 3rd edition	Reviewed IDSR policy disseminated to all relevant stakeholders across all government levels and MDAs	.....	March	.....	.....	.....

Strategic Objective B1 (2/2)

Objective

Strengthen IDSR implementation to ensure timely detection and reporting of priority diseases and conditions across national, states, and local government areas and Ministries, Departments, and Agencies (MDAs)

	Activities	Deliverables	2023	2024	2025	2026	2027
B1f	Deploy SORMAS to qualified private Health Facilities across the country	Database of qualified private health facilities across the country reporting via IDSR	. . . . .	. . . . .	December	. . . . .	. . . . .
B1g	IDSR integration into a One Health preservice training modules in collaboration with all relevant professional and regulatory institutions	IDSR and one health modules included in curriculum of identified regulatory/professional institutions	. . . . .	September	. . . . .	. . . . .	. . . . .
B1h	Conduct surveillance capacity gaps assessment all levels	Capacity assessment report	. . . . .	June	. . . . .	. . . . .	. . . . .
B1i	Develop a surveillance capacity building programme (online / physical) to close identified gaps, especially at the subnational level	Training module Surveillance Capacity Building report	. . . . .	. . . . .	June	. . . . .	. . . . .

Strategic Objective B2

Objective

Implement best practice standards for Monitoring and Evaluation for disease surveillance across all levels

	Activities	Deliverables	2023	2024	2025	2026	2027
B2a	Develop and pilot M&E framework for all surveillance training across all levels for data quality audit across all government levels	M&E framework for training programmes deployed across all levels Data quality audit report	. . . . .	March	. . . . .	. . . . .	. . . . .
B2b	Institute a monitoring and evaluation framework to monitor implementation of the reviewed IDSR policy in the public health sector	IDSR implementation plan disseminated to relevant stakeholders Implementation report	. . . . .	. . . . .	March	. . . . .	. . . . .

Strategic Objective B3

Objective

Develop and implement systems to provide high quality epidemiological information to identify disease burden, determinants, forecast disease outbreaks, plan and evaluate public health actions

	Activities	Deliverables	2023	2024	2025	2026	2027
B3a	Develop a Serosurveillance survey guidelines and plan to implement serosurveys of identified priority diseases, events and conditions	Sero-surveillance survey guidelines and implementation plan	. . . . .	March	. . . . .	. . . . .	. . . . .
B3b	Develop a framework for epidemiological research to build research capacity for staff in Surveillance & Epidemiology Dept	Epidemiological research framework	. . . . .	March	. . . . .	. . . . .	. . . . .

Strategic Objective B4

Objective

Strengthen One Health approach to emerging and re-emerging disease surveillance

	Activities	Deliverables	2023	2024	2025	2026	2027
B4a	Develop EMS for data sharing and risk assessment for zoonotic disease surveillance	Report on 50% of priority zoonotic diseases reported by FMAFS, FMEnv, and NCDC	.....	.....	.....	June	.....
B4b	Provide technical support tot he ODG for development of the One Health Strategic Plan (2024-2028)	One Health Strategic Plan developed and disseminated	.....	January	.....	.....	.....

Strategic Objective B5

Objective

Strengthen surveillance capacity through effective linkages with laboratory in collaboration with Public Health Laboratories

	Activities	Deliverables	2023	2024	2025	2026	2027
B5a	Establish interoperability between SORMAS and LIMS and network laboratory information platforms	LIMS and SORMAS interoperability integration report	December	.....	.....	.....	.....
B5b	Develop and implement plan applying knowledge of modelling & forecasting gained for decision making	Modelling and forecasting implementation report	.....	March	.....	.....	.....
B5c	Develop protocols for incorporating genomics surveillance data into epidemiological analysis/ outbreak investigation.	Framework and report on Integration of Genomics Surveillance Data into Epidemiological Analysis	.....	June	.....	.....	.....

Goal C

Public Health Laboratories

Strategic Goal C

Goal

Enhance laboratory capacity to detect and support infectious disease surveillance systems and response through detection, prevention, and control

Outcome

A public health laboratory service and network, effectively supporting the detection, prevention and response to infectious diseases of public health importance in Nigeria and contributing to regional public health capacity

Objectives

1. Expand the capacity of the Public Health Laboratories to ensure improved service delivery
2. Institute a tiered laboratory network structure to ensure expanded diagnostic capacity across the country
3. Improve quality management system in NCDC laboratories and its network respectively
4. Standardise and decentralise equipment maintenance and calibration in NCDC labs and network
5. Improve and institute biosafety, biosecurity and specimen management at NCDC labs and network respectively
6. Establish a National Genomic Centre of Excellence
7. Strengthen and expand research capacities at NCDC laboratories and its network

Strategic Objective C1 (1/2)

Objective

Expand the capacity of the Public Health Laboratories to ensure improved service delivery

	Activities	Deliverables	2023	2024	2025	2026	2027
C1a	Construct a modern and fit for purpose Abuja campus of the National Reference Laboratory	National Reference Laboratory building	.....	.....	.....	.....	October
C1b	Engage highly skilled manpower to support research and diagnostics e.g., bioinformaticians, biostatisticians, immunologists etc.	Database & ToR of skilled personnel engaged and trained across all national and zonal reference laboratories as applicable	.....	.....	.....	December	.....
C1c	Establish reference laboratory functions for the national HIV, TB, Malaria, and NTDs programs, including chemicals -IHR, toxicology testing	NRL, ZRL activity impact reports	.....	.....	.....	December	.....
C1d	Conduct diagnosis of emerging and re-emerging diseases (EIDs)	EIDs testing report from designated labs in states with PoEs	.....	June	.....	.....	.....
C1e	Identify and rollout a suitable LIMS at the NCDC labs and network	Systems testing report on LIMS across NCDC lab network	.....	June	.....	.....	.....

Strategic Objective C1 (2/2)

Objective

Expand the capacity of the Public Health Laboratories to ensure improved service delivery

	Activities	Deliverables	2023	2024	2025	2026	2027
C1f	Develop and implement action plan to strengthen and scale up AMR surveillance as in national AMR strategy	AMR surveillance action plan report	June	.....	.....	.....	.....
C1g	Establish biosafety level 3 containment laboratory unit in one or both campuses of the national reference laboratory	AMR surveillance action plan report	.....	.....	.....	.....	January

Strategic Objective C2

Objective

Institute a tiered laboratory network structure to ensure expanded diagnostic capacity across the country

	Activities	Deliverables	2023	2024	2025	2026	2027
C2a	Develop a framework for the operationalisation of a tiered laboratory network	An operationalized framework for the institutionalization oftiered lab network	October	.....	.....	.....	.....
C2b	Establish, equip and operationalise a zonal lab in every geopolitical zone	6 Zonal Reference Laboratory established in 6 geopolitical zones Inventory and systems testing report	.....	.....	.....	.....	January

Strategic Objective C3

Objective

Improve quality management system in NCDC laboratories and its network respectively

	Activities	Deliverables	2023	2024	2025	2026	2027
C3a	Enrol NCDC NRL, ZRLs, and public health network labs for ISO 15189:2022 accreditation (national and international)	Successful ISO accreditation granted to NCDC laboratories	.....	October	.....	.....	.....
C3b	Develop and operationalise QMS plan for laboratory network	A QMS plan operationalised across the network SOP & Process Improvement Records	.....	June	.....	.....	.....
C3c	Enrol NRL for ISO 17043	NRL accredited base on ISO 17043 as EQA provider	.....	.....	November	.....	.....
C3d	Pilot and enrol Point of Care Testing (POCT) EQA scheme in primary health centres	Database of 20 labs enrolled in the POCT EQA scheme	.....	March	.....	.....	.....

Strategic Objective C4

Objective

Standardise and decentralise equipment maintenance and calibration in NCDC labs and its network

	Activities	Deliverables	2023	2024	2025	2026	2027
C4a	Establish BME hub at CPHL & 3 NCDC zonal labs	BME hub implementation and maintenance report for CPHL & NCDC ZRL	.....	.....	.....	.....	February
C4b	NRL BME trained on Planned Preventive Maintenance (PPM) and calibration of high level and ancillary equipment	PPM training module and report	.....	.....	June	.....	.....
C4c	Implement and institutionalise ISO 17025 at the NRL and CPHL equipment hubs	NRL accredited base on ISO 17043 as EQA provider	.....	.....	.....	June	.....
C3d	Build capacity of BME for the installation, maintenance and calibration of ultralow freezers	NCDC BME trained and certified for ultralow freezers calibration BME training report	.....	.....	June	.....	.....

Strategic Objective C5

Objective

Improve and institute biosafety, bio-security and specimen management in the NCDC labs and its networks respectively

	Activities	Deliverables	2023	2024	2025	2026	2027
C5a	Institutionalise a Bio Risk Management (BRM) system in NCDC labs	A BRM system report and continuity plan	.....	January	.....	.....	.....
C5b	Develop and operationalise capacity building plan on biosafety and biosecurity at the NCDC labs and network	Biosafety & biosecurity training report	.....	.....	January	.....	.....
C5c	Disseminate biosafety and biosecurity guidelines to lab network	Guidelines disseminated	.....	August	.....	.....	.....
C5d	Implement laboratory medical surveillance system in NCDC labs and network	Laboratory medical surveillance system report	.....	December	.....	.....	.....
C5e	Enrol NCDC labs and network staff for IAT training and certification	At least 10 laboratory staff trained, and IATA certified IATA training report	.....	.....	January	.....	.....
C5f	Establish an efficient national sample transport and referral mechanism	Sample transport system framework Sample transport efficiency report	.....	June	.....	.....	.....

Strategic Objective C6 (1/2)

Objective

Establish a National Genomics Centre of Excellence

	Activities	Deliverables	2023	2024	2025	2026	2027
C6a	Expand surveillance/ pathogen sequencing activities for all priority diseases at NCDC labs	Sequencing activities report for priority diseases at NRL & CPHL	.....	December	.....	.....	.....
C6b	Expand multi-pathogen detection using multiplex assays NCDC labs	Multi-pathogen detection systems for priority pathogens available	.....	.....	.....	.....	December
C6c	Establish high performance computing cluster for bioinformatics and data storage	Clusters in place for NCDC and CPHL Performance testing & validation reports	.....	.....	December	.....	.....
C6d	Build in-house capacity for training genomics and bioinformatics experts	Genomics & bioinformatics training module and report	.....	June	.....	.....	.....
C6e	Establish wastewater surveillance activities at NCDC labs – NRL & CPHL	Wastewater genomics surveillance of pathogens implementation plan and report	.....	October	.....	.....	.....
C6f	Develop and validate national genomics surveillance strategy	National genomic surveillance strategy and implementation plan	December	.....	.....	.....	.....

Strategic Objective C6 (2/2)

Objective

Establish a National Genomics Centre of Excellence

	Activities	Deliverables	2023	2024	2025	2026	2027
C6g	Construct state of the art genomic laboratory suites at NRL and CPHL	Genomics suites established at reference laboratory campuses Genomic lab SOPs	. . . . .	December	. . . . .	. . . . .	. . . . .
C6h	Integrate genomic data in the laboratory information management System.	Genomic data available and retrievable on the LIMS platform	. . . . .	March	. . . . .	. . . . .	. . . . .

Strategic Objective C7

Objective

Strengthen and expand research capacities at NCDC laboratories

	Activities	Deliverables	2023	2024	2025	2026	2027
C7a	Develop and implement a laboratory research plan to coordinate lab research activities	Laboratory research plan, including assay protocol development for priority pathogens in place	.....	March	.....	.....	.....
C7b	Establish a grant writing coordination team at the NRL that will harmonize with DPRS	Terms of Reference for Grant coordination team at NCDC labs	December	.....	.....	.....	.....
C7c	Increase publication capacity of NCDC labs & network on laboratory activities	At least 6 publications per year	December	.....	.....	.....	.....
C7d	Develop Laboratory Data Governance and provide data tools for coordination	Laboratory Data Governance established and data tools available	December	December	December	December	December

Goal D

Health Emergency Preparedness and Response

Strategic Goal D

Goal

Reduce the health-related consequences of public health emergencies and disasters

Outcome

Significantly reduced adverse impact of public health emergencies and disasters

Objectives

1. Scale up multi-hazard risk assessment to improve preparedness to public health emergencies & disasters.
2. Improve national capacity to respond to public health emergencies & disasters in collaboration with relevant MDAs
3. Optimize public health emergency coordination (Technical Working Group & Public Health Emergency Operating Centres) at the national and subnational level
4. Optimize Medical Counter Measure and personnel deployment processes at the national and subnational level
5. Improve public health readiness for rapid response to health emergencies

MEDLINE
EXAMINATION GLOVES
LIQUIDS GLASS

Strategic Objective D1

Objective

Scale up multi-hazard risk assessment to improve preparedness to public health emergencies & disasters.

	Activities	Deliverables	2023	2024	2025	2026	2027
D1a	Conduct annual state multihazard risk assessment	State multi-hazard risk assessment report	.....	June	.....	.....	.....
D1b	Develop and implement readiness actions based on annual multi-hazard risk assessments (Enhanced Situational Awareness. ESA)	Enhanced Situational Awareness (ESA) implementation plan	.....	November	.....	.....	.....
D1c	Develop hazard-specific contingency plan	Hazard-specific contingency plans at national and state level	.....	December	.....	.....	.....
D1d	Conduct resource mapping in all relevant sectors at all government levels for emergency preparedness and response	Resource mapping tool & report	.....	.....	.....	December	.....
D1e	Conduct tripartite joint risk assessment for priority zoonotic diseases	Tripartite joint risk assessment report	.....	.....	June	.....	.....
D1f	Conduct emergency preparedness training for multisectoral actors at national and state levels	EPR training report Training module for subsequent trainings	.....	.....	January	.....	.....

Strategic Objective D2

Objective

Improve national capacity to respond to public health emergencies & disasters in collaboration with relevant MDAs

	Activities	Deliverables	2023	2024	2025	2026	2027
D2a	Develop a capacity building training/fellowship programme for surge capacity at national	State multi-hazard risk assessment report	.....	March	.....	.....	.....
D2b	Develop and disseminate event-based risk assessment guidelines to all 36 states	Public health eventbased risk assessment guidelines dissemination report	.....	March	.....	.....	.....
D2c	Expand the implementation of 7-1-7 target & other performance improvement metrics	Implementation report of 7-1-7 approach in 33 states	.....	.....	.....	January	.....
D2d	Roll out capacity building program on the rules of event-based risk assessment guidelines	Capacity building implementation report and training module	.....	June	.....	December	.....
D2e	Develop multi-hazard risk assessment that accounts for climate change including adapted PHEM and EPR plans	Multi-hazard risk assessment report	.....	July	.....	.....	.....
D2f	Institutionalize digitalised operational roster system of Public Health Disaster Management Teams at the National & State level	EPR training report Training module for subsequent trainings	.....	.....	May	.....	.....

Strategic Objective D3

Objective

Optimize public health emergency coordination (TWG & PHEOC) at the National and State level

	Activities	Deliverables	2023	2024	2025	2026	2027
D3a	Develop strategy to improve TWG coordination within NCDC	TWG coordination strategic plan	.....	June	.....	.....	.....
D3b	Establish a standardize Public Health Intelligence (PHI) for management of epidemics at all state PHEOCs	PHI guidelines disseminated to 36 state PHEOCs and an implementation plan report	.....	.....	July	.....	.....
D3c	Improve TWG coordination, function, impact within the NCDC including rotations, tenure of leads.	TWG impact report	.....	January	.....	.....	.....
D3d	Design a performance assessment framework to assess the performance of TWGs and determine improvement areas	Performance assessment framework developed Performance review report	.....	June	.....		.....

Strategic Objective D4

Objective

Optimize Medical Counter Measure and personnel deployment processes at the national and subnational level

	Activities	Deliverables	2023	2024	2025	2026	2027
D4a	Review logistics and warehouse capacity based on the national multihazard preparedness and response plan	Logistics and warehouse capacity report	.....	January	.....	.....	.....
D4b	Build capacity of logistics and supply chain officers on emergency supply chain management	Trained logistics and supply chain officers database	.....	September	.....	.....	.....
D4c	Revamp and automate logistic Management Information System at national and state levels	Logistic management information system testing report	.....	May	.....	.....	.....
D4d	Conduct annual forecasting and quantification of health commodities	Annual forecasting and quantification of health commodities report	.....	April	.....		.....

Strategic Objective D5

Objective

Improve public health readiness for rapid response to health emergencies

	Activities	Deliverables	2023	2024	2025	2026	2027
D5a	Update readiness capacities at all levels and develop a Readiness Dashboard for prioritized hazards based on multi hazard risk assessment output	Readiness dashboard developed and functional	.....	March	.....	.....	.....
D5b	Conduct routine SimEx and drills to test capacity of Public Health workforce	Workforce readiness capacity report SimEx training report	.....	July	.....	.....	.....
D5c	Conduct AAR for potential public health event develop strategies for recovery and future readiness action	AAR conducted and readiness action plan developed	.....	August	.....	.....	.....
D5d	Conduct tabletop exercise to test multi-hazard emergency preparedness and response plans	National Training Manual for SimEx and AAR developed, and TOT conducted	.....	September	.....		.....

Goal E

Department of Planning, Research, and Statistics

Strategic Goal E

Goal

Establish a research-driven and evidence-based agency for disease prevention, health promotion, and health planning

Outcome

Evidence-based policies and programmes with integrated health promotion activities

Objectives

1. Ensure improved systems for research to inform evidenced-based policies and practices
2. Institute mechanisms to strengthen planning, policy development and monitoring and evaluation systems within the NCDC
3. Strengthen practices and policies to improve health promotion and disease prevention and control
4. Strengthen human development programmes to ensure a competent, healthier and safer health care delivery system

Strategic Objective E1

Objective

Ensure improved systems for research and knowledge management to inform evidenced-based policies and practices

	Activities	Deliverables	2023	2024	2025	2026	2027
E1a	Operationalise NCDC research guideline	Research guideline adopted across all departments	.....	.....	.....	.....	June
E1b	Build capacity of core staff of the NCDC on scientific writing and communication	Staff scientific writing capacity report	.....	June	.....	.....	.....
E1c	Operationalise the NCDC ECHO programme	NCDC ECHO Programme implementation report	.....	June	.....	.....	.....

Strategic Objective E2

Objective

Institute mechanisms to strengthen planning, policy development, and monitoring and evaluation systems within the NCDC

	Activities	Deliverables	2023	2024	2025	2026	2027
E2a	Establish a budget working committee for the agency to create a solid platform for generating a comprehensive budget	Budget committee operational with ToRs	.....	August	.....	.....	.....
E2b	Design a Monitoring, Evaluation, and Learning (MEL) framework for NCDC	MEL framework implementation report	.....	.....	.....	.....	June
E2c	Develop and disseminate SOPs on the use of the newly designed MEL framework	SOP disseminated across the agency	.....	March	.....	.....	.....
E2d	Develop guide for Data Quality assessment for data generating programmes and projects within the NCDC	Guide rolled out across projects and programmes	.....	June	.....	.....	.....

Strategic Objective E3 (1/2)

Objective

Strengthen practices and policies to improve health promotion and disease prevention and control

	Activities	Deliverables	2023	2024	2025	2026	2027
E3a	Develop NCDC HP Framework in line with the National HP policy	Health promotion framework developed and disseminated to relevant stakeholders	.....	June	.....	.....	.....
E3b	Build capacity of key actors of HP and Risk Comms activities in the 36+1 states	HP and Risk Comms training curriculum and implementation plan	.....	.....	January	.....	.....
E3c	Implement the multihazard risk communication toolkit with monitoring and evaluation framework	Multi-hazard risk communication implementation plan	.....	June	.....	.....	.....
E3d	Build risk communication coordination structures at the subnational levels	Functional subnational coordination implementation plan	.....	March	.....	.....	.....
E3e	Establish a regulatory legal framework for IPC in Nigeria	Legal framework policy	.....	March	.....	.....	.....
E3f	Expand the national IPC TWG to include the WASH stakeholders	WASH stakeholders incorporated in National IPC TWG	.....	.....	January	.....	.....

Strategic Objective E3 (2/2)

Objective

Strengthen practices and policies to improve health promotion and disease prevention and control

	Activities	Deliverables	2023	2024	2025	2026	2027
E3g	Expand Orange Network by incorporating 50% of secondary public hospitals and private hospitals (tertiary level)	Report on 50% of Secondary health facilities (HF) enrolled on the Orange Network	.....	.....	January	.....	.....
E3h	Develop a national strategic plan for HAI surveillance	National strategic plan for HAI surveillance implementation plan	.....	June	.....	.....	.....
E3i	Establish a National HAI Surveillance Network (Nigeria HAI NET)	Report on HFs in Orange network with HAI surveillance capacity	.....	March	.....	.....	.....
E3j	Review and implement Pandemic Influenza Preparedness (PIP) Plan	PIP implementation plan and report	.....	April	.....	.....	.....
E3k	Establish Pan-Respiratory Disease Surveillance (PRDS) in Nigeria	Pan-Respiratory Disease Surveillance (PRDS) implementation report	.....	June	.....	.....	.....
E3l	Develop and implement a Pan-Respiratory disease response plan	Pan-Respiratory disease response implementation report	.....	.....	.....	December	.....

Strategic Objective E4 (1/2)

Objective

Strengthen programmes to ensure a competent, healthier and safer public health delivery system

	Activities	Deliverables	2023	2024	2025	2026	2027
E4a	Operationalise the digital national AMR database	Digital platform report to manage AMR and AMU data	.....	.....	June	.....	.....
E4b	Expand antimicrobial stewardship programmes to all government levels of health care	AMS programme healthcare facility report	.....	.....	.....	.....	June
E4c	Design an in-service AMS and AMR professional qualification programmes	In-service AMS and AMR qualification programme implementation report	.....	.....	September	.....	.....
E4d	Expand the sentinel AMR surveillance and diagnostic stewardship in collaboration with PHL	AMR surveillance site national database	.....	.....	.....	.....	June
E4e	Establish state AMR Technical Working Group (TWG) to ensure wide stakeholder engagement	TWG Terms of Reference in every state	.....	.....	.....	.....	June
E4f	Implement the national health security workforce strategy	National health security workforce strategy implementation report	.....	.....	June	.....	.....

Strategic Objective E4 (2/2)

Objective

Strengthen programmes to ensure a competent, healthier and safer public health delivery system

	Activities	Deliverables	2023	2024	2025	2026	2027
E4g	Establish the Technical Workforce TWG to ensure wide stakeholder engagement	Technical Workforce TWG ToR	.....	.....	June	.....	.....
E4h	Develop and operationalise a national public health workforce wellbeing strategy	National public health workforce wellbeing strategy and implementation plan	.....	.....	.....	June	.....
E4i	Develop a sustainability plan for NFELTP focused on sustained funding and personnel	Sustainability plan implementation report	.....	July	.....	.....	.....
E4j	Review the Field Epidemiology Programme (NFELTP) to align with current trends in the public health	Revised NFELTP curriculum	.....	.....	September	.....	.....
E4k	Design a learning management system for NFELTP	Learning Management System implementation plan	.....	.....	January	.....	.....

Goal F

Subnational Support Department

Strategic Goal F

Goal

Ensure functional and sustainable health security systems at the subnational level to enhance preparedness, detection, and response to public health threats.

Outcome

A strengthened subnational health security system with improved effective and sustainable capacity to prevent, detect, and respond to public health emergencies/events through a one-health approach.

Objectives

1. Enhance technical and operational capacity at the subnational level for public health detection, preparedness, and response
2. Ensure effective implementation of State Action Plan on Health Security in line with the National Action Plan
3. Provide frameworks and ensure monitoring & evaluation of subnational units of key performance indicators of NCDC activities

Strategic Objective F1

Objective

Enhance technical and operational capacity at the subnational level for public health detection, preparedness, and response

	Activities	Deliverables	2023	2024	2025	2026	2027
E1a	Strengthen EPR capacity at LGA level through strategic investment in surveillance and laboratory capacity at LGA	Subnational EPR capacity enhancement report for LGAs	.....	.....	.....	.....	July
E1b	Capacity building (training, mentoring, simulation exercise) at the state and LGA levels to enhance EPR	EPR training curriculum and report	.....	.....	January	.....	.....
E1c	Establish and support the implementation of guidelines for resolving subnational challenges in national TWGs and EOCs operations, in collaboration with HEPR	Resolution guidelines and implementation report	.....	June	.....	.....	.....

Strategic Objective F2

Objective

Ensure effective implementation of State Action Plan on Health Security in line with the National Action Plan

	Activities	Deliverables	2023	2024	2025	2026	2027
E2a	Develop plan to support the development and implementation of State Action Plan on Health Security (SAPHS)	SAPHS implementation plan	.....	.....	.....	.....	June
E2b	Develop and implement plan to support state on the adaptation/development of multi-hazard preparedness and response plan	State multi-hazard preparedness and other relevant EPR plans developed for all 36 states	.....	June	.....	.....	.....
E2c	Co-develop and implement one health strategy guidelines from the states to LGA levels	State and LGA One Health Strategy implementation report	.....	April	.....	.....	.....

Strategic Objective F3

Objective

Provide frameworks and ensure monitoring & evaluation of subnational units of key performance indicators of NCDC activities

	Activities	Deliverables	2023	2024	2025	2026	2027
E3a	Develop and operationalise frameworks for monitoring and evaluation of subnational units of NCDC programmes' KPIs	M&E frameworks for subnational units programmes' KPIs developed and operationalised	.....	.....	June	.....	.....
E3b	Develop support process for addressing identified challenges in activities implementation at the subnational level	SOP and resolution report	.....	June	.....	.....	.....
E3c	Support NCDC departments in the effective cascade of activities to the subnational and ensure LGA/health facility level optimisation	Subnational implementation plan	.....	November	.....	.....	.....

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