



Nigeria Centre for Disease Control

Protecting the health of Nigerians

COVID-19 Response

MID-ACTION REVIEW – STRATEGIC DIRECTIONS

June, 2020

Introduction

COVID-19 Outbreak Response



- ❑ On 27 February 2020 Nigeria detected the first case of COVID-19 and the Nigeria Center for Disease Control (NCDC) immediately activated a full scale (L3) multi-sectoral emergency Operations center (EOC) to coordinate the outbreak response in collaboration with the States
- ❑ The response was based on an Incident Management System with thematic areas focusing on Surveillance and Epidemiology, Laboratory services, Point of Entry (POE), Infection Prevention and Control, Case management, Risk communication, Logistics, Coordination, Liaison and Research. An incident action plan (IAP) was developed to guide the response with an overarching goal to prevent the spread of COVID-19 in the country within 90 days
- ❑ Two months through the implementation of the IAP, the NCDC organised a Mid-Action Review (MAR) workshop to review the COVID-19 outbreak response in line with WHO recommendations to:
 - Identify best practices, milestones, lessons learnt and key gaps across response areas
 - Track performance of outbreak response to COVID-19 in line with the IAP
 - Make recommendations through lessons learnt to sustain and improve further response actions
- ❑ The outcome of the Mid-Action Review (MAR) were further refined into strategic directions which are outlined in this document

Strategic Directions

GOALS

- 1 Suppress** transmission of COVID-19 by finding and isolating all cases, tracing and quarantining all contacts; ensuring physical distancing measures, hand and respiratory hygiene and appropriate restrictions on mass gatherings and non-essential travel
- 2 Reduce** mortality associated with COVID-19 by providing cases with appropriate care, training of health workers in case management, preventing contact with elderly as much as possible
- 3 Mobilise** all sectors and communities to ensure that every sector of government and society takes ownership and responsibility for the response
- 4 Prevent** the morbidity from other causes, directly or indirectly related to COVID-19 by ensuring the continuity of essential health and social services
- 5 Strengthen** the health system to be better prepared in areas not yet severely affected by COVID-19
- 6 Achieve a target testing** of 2 million Nigerians in 90 days to support surveillance, confirmation and response to the COVID-19 outbreak

Surveillance Pillar

Objective 1

Enhance community-based surveillance for COVID-19 to improve active case finding and sample collection

Objective 2

Strengthen data management and reporting at national and subnational levels

Objective 3

Improve contact tracing and active case search at all subnational levels

Key Performance Indicators

- Number of LGAs reporting suspected cases weekly
- Proportion of samples collected from identified suspected cases
- Proportion of LGAs with 95% data completeness
- Proportion of states analysing and using findings from SORMAS data for decision making
- Number of states with 90% contacts followed-up
- Number of states with Contact-to-Case ratio above 5

Strategic Objective 1 (1/2)



Objective 1

Enhance community-based surveillance for COVID-19 to improve active case finding and sample collection

Activities

- 1 Expand EBS and alert management systems to LGAs, wards and communities
- 2 Develop and disseminate community level reporting tools
- 3 Train HCWs in 1,100 private and public health facilities in 36 states + FCT on case-finding, investigation, contact-tracing and reporting
- 4 Identify and train HCWs in selected health facilities on sample collection
- 5 Support health facilities to conduct outreaches in high burden areas
- 6 Engage LGA teams to conduct active case finding in high burden LGAs

Strategic Objective 1 (2/2)



Objective 1

Enhance community-based surveillance for COVID-19 to improve active case finding and sample collection

Activities

- 7 Review current ILI data and syndromic surveillance situation reports for ILI/SARI from sentinel sites

- 8 Identify and train health workers on reporting syndromic surveillance of ILI/SARI across all participating sentinel sites

- 9 Operationalize the ILI /SARI case definitions in all participating health facilities to ensure that all suspected cases are tested for COVID-19

- 10 Follow up with states on syndromic reporting of ILI/SARI

Strategic Objective 2 (1/2)



Objective 2

Strengthen data management and reporting at national and subnational levels

Activities

- 1 Implement Data Quality Improvement Plan

- 2 Implement SORMAS roll out to the remaining 12 states

- 3 Complete the standardization of result release through SORMAS across all surveillance data collection sites

- 4 Conduct routine data validation at state and LGA levels, to improve on quality

- 5 Roll out SORMAS at selected treatment centres

Strategic Objective 2 (2/2)



Objective 2

Strengthen data management and reporting at national and subnational levels

Activities

- 6 Develop a unified dashboard on SORMAS for visualization and tracking of the indicators at the National, state and LGA levels

- 7 Define minimum indicators to be tracked at the state and the LGA levels

Strategic Objective 3



Objective 3

Improve contact tracing and active case search at all subnational levels

Activities

- 1 Develop and implement SOPs/protocols for mortality vigilance/surveillance and retrospective contact tracing
- 2 Review and disseminate contact tracing guidelines to states
- 3 Train and deploy 7,740 CVs and community informants across all LGAs on case-finding, investigation, contact-tracing and reporting
- 4 Follow up with states on contact tracing, active case search and reporting

Points of Entry Pillar

(Coordinated by the Federal Ministry of Health –
Port Health Services)

Strategic Direction (1/2)



Objective 1

Enhance Entry and Exit Screening (and related response activities) at POE

Objective 2

Promote the safe implementation of routine travel facilitation and recommended COVID-19 measures at POE

Objective 3

Provide and facilitate the provision of critical information on prevention and control of COVID-19 to the POE Community

Key Performance Indicators

- Proportion of suspect/ill travelers further assessed
- Proportion of suspect ill/travelers successfully transferred to designated treatment centre
- Proportion of POE with minimum stock levels
- Proportion of cleaners, ground handlers and other sanitation and hygiene staff at POE trained on IPC measures and use of PPE
- Proportion of travelers exposed to at least one risk communication material during the facilitation through the POE
- Proportion of frontline officers at each POE trained on the basics of COVID-19 and IPC in engaging with travelers

Objective 4

Facilitate effective coordination of national multi-sectorial planning and response to public health emergencies across all POE

Key Performance Indicators

- Proportion of Designated POE with functional PHEMTs
- Number of SSVs undertaken by NPEHRC-POE members to identified POEs
- Number of POE scoring of over 70% on the NPHERC-POE SSV checklists

Strategic Objective 1 (1/2)



Objective 1

Enhance Entry and Exit Screening (and related response activities) at POE

Activities

- 1 Facilitate primary and secondary screening for travelers using Nigeria POE. (Including domestic terminals/aerodromes)
- 2 Obtain travel history and document passenger contact details through Passenger Screening Reporting Forms (PSRFs) and other travel documents.
- 3 Facilitate the Implementation of event-based reporting (through the SORMAS platform) at POE
- 4 Conduct planned cross-border engagement meeting with neighboring countries (across the Nigerian-Benin, Nigerian-Niger and Nigerian-Cameroon Borders) to establish and Entry/Exit screening measures
- 5 Provide safe holding areas at POE (Prefab porta-cabins as holding areas, field tents, etc.) for travelers designated for isolation, quarantine and/or other health security control measures

Strategic Objective 1 (2/2)



Objective 1

Enhance Entry and Exit Screening (and related response activities) at POE

Activities

- 6 Facilitate sample collection at POE for arriving passengers. Set-up a sample collection booth protocol spaces for collection team

- 7 Facilitate the implementation of the Safe Corridor Initiative in global aviation

- 8 Ensure prompt and safe transfer of suspect/ill travelers from the airport to designated treatment/isolation centers. Engage and train 15 Ambulance Drivers for the 5 international airports - Lagos, Kano, Abuja, Rivers and Enugu (run 2 shifts in 24 hours, 7 days a week while the 3rd driver is off duty).

- 9 Designate a quarantine escort team to monitor the transport of travelers from POE to quarantine locations

- 10 Conduct drills (announced and unannounced exercises) at POE to continually test the suspect/ill traveler identification, notification and evacuation protocols

Strategic Objective 2



Objective 2

Promote the safe implementation of routine travel facilitation and recommended COVID-19 measures at POE

Activities

- 1 Procure and stockpile IPC commodities at all Points of Entry (for use by frontline officers across agencies)
- 2 Distribution of IPC materials and screening forms to 5 International Airports, 6 Seaports and <50 Ground crossings
- 3 Facilitate the use of appropriate SOPs and checklist in the disinfection of facilities and conveyances at POE. Designate an inter-agency IPC team at each POE to oversee this process.
- 4 Monitor and implement the use of PPE (facemasks prominently) by travelers, staff and other member of the POE community. Ensure rationale use PPE by POE staff

Strategic Objective 3



Objective 3

Provide and facilitate the provision of critical information on prevention and control of COVID-19 to the POE Community

Activities

- 1 Display and distribute across all POE and domestic airports, IEC messages developed by Federal Ministry of Health and NCDC on electronic billboards, roll up banners, flex banners, posters and hand bills. [FMOH/HPD, NCDC Risk Communication].
- 2 Engage and educate arriving passengers on quarantine/isolation protocols and contact details of public health authorities
- 3 Training of POE staff (PHS, surge staff and frontline agencies) across all POE/PHS Formations on COVID-19 and IPC measures
- 4 Hold weekly virtual PHS OIC update meetings to provide update on current COVID-19 measures. Hold physical quarterly meeting of IOCs.

Strategic Objective 4



Objective 4

Facilitate effective coordination of national multi-sectorial planning and response to public health emergencies across all POE

Activities

- 1 Support PHS OICs to facilitate PHEMT meeting at major POEs

- 2 Scale-up and operationalize the NPHERC-POE Secretariat

- 3 Hold weekly virtual PHS OIC update meetings to provide update on current COVID-19 measures. Hold physical quarterly meeting of IOCs

Case Management Pillar

(Coordinated by the Federal Ministry of Health –
Department of Hospital Services)

Strategic Direction (1/2)



Key Performance Indicators

Objective 1

Provide guidelines, SOPs and protocols for clinicians managing COVID-19 cases

- Proportion of treatment centres managing cases with guidelines, SOPs and protocols developed

Objective 2

Ensure effective management of all cases by providing clinical support & advisory services to treatment centres and clinicians, while ensuring provision of other health services

- Proportion of clinical cases resolved per week by the clinical advisory team
- Proportion of recovered cases with co-morbidities

Objective 3

Strengthen data management and reporting across at national and subnational levels

- Proportion of treatment centres reporting using MOBENZI
- Proportion of centres with 90% data completeness

Strategic Direction (2/2)



Objective 4

Strengthen referral system

Key Performance Indicators

- Proportion of confirmed cases in the case management pathway (isolation/treatment/ home care)
- Proportion of cases referred from one level of care to another
- Proportion of feedback received among levels of care

Strategic Objective 1



Objective 1

Provide guidelines, SOPs and protocols for clinicians managing COVID-19 cases

Activities

- 1 Conduct needs assessment in the management of cases within the health system
- 2 Develop guidelines, SOPs and protocols
- 3 Disseminate and print guidelines, SOPs, job aids and protocols
- 4 Conduct literature reviews and operational researches on case management
- 5 Support training of HCWs to provide effective, equitable and quality treatment and support services for COVID-19 cases
- 6 Develop advisories and sensitize professional bodies eg NMA, MDCAN, NPMCN, AGMPN

Strategic Objective 2



Objective 2

Ensure effective management of all cases by providing clinical support & advisory services to treatment centres and clinicians

Activities

- 1 Mobilize clinicians (infectious disease experts) to provide on call services across various treatment centres managing COVID-19
- 2 Continue capacity building of health care workers on COVID-19
- 3 Conduct weekly mortality reviews related to COVID-19
- 4 Develop clinical advisories based on mortality reviews
- 5 Collaborate with other pillars (Lab, logistics) to facilitate uninterrupted supply of medicines and ancillary laboratory tests

Strategic Objective 3



Objective 3

Strengthen data management and reporting across at national and subnational levels

Activities

- 1 Ensure roll out of MOBENZI in all treatment centres across the country

- 2 Conduct daily data collection and analysis for information sharing and decision making

- 3 Conduct routine validation across all treatment centres to ensure effectiveness of the MOBENZI platform

Strategic Objective 4



Objective 4

Strengthen referral system

Activities

- 1 Develop protocols for referral of COVID-19 patients

- 2 Develop guidelines and SOPs for ambulance services/ operations for COVID-19

- 3 Provide effective transportation system for movement of COVID-19 cases from one level of care to the other

- 4 Build capacity of ambulance service operators

Laboratory Pillar

Key Performance Indicators

Objective 1

Ensure COVID-19 testing is accessible to the public/community in all the 36 States and FCT

- % of States with at least one COVID-19 testing labs ($\geq 80\%$)

Objective 2

Improve the quality of lab testing and turn-around-times

- % of testing labs with turn-around-time within 24 hours

Objective 3

Improve the testing platforms through research and innovative technology to include influenza and other viral respiratory pathogens

- % of COVID-19 positive using ILI and SARI case definition in both communities and health facilities

Strategic Objective 1



Objective 1

Ensure COVID-19 testing is accessible to the public/community in all the 36 States and FCT

Activities

- 1 Optimise and activate more laboratories in more states to ensure wider coverage of testing
- 2 Roll out training on sample collection, packaging and transportation
- 3 Train lab personnel in all testing labs on diagnosis using new testing platforms
- 4 Provide reagents and consumable supply support to all testing labs through collaboration with the logistics pillar
- 5 Implement the identified prongs from the NCDC Laboratory testing expansion strategy and integrate coordination of all prongs

Strategic Objective 2



Objective 2

Improve the quality of lab testing and turn-around-time

Activities

- 1 Develop and implement intra-Lab/inter Lab QA

- 2 Roll out biosafety and biosecurity training across all testing laboratories

- 3 Develop and implement data improvement plan for NRL and COVID-19 Lab Network

- 4 Conduct periodic (monthly) supervisory visits to both sample collection centres and testing labs in the network

- 5 Establish and implement a mechanism for addressing non-conformities to guidelines and protocols in all testing labs in the network

Strategic Objective 3



Objective 3

Improve the testing platforms through research and innovative technology to include influenza and other viral respiratory pathogens

Activities

- 1 Conduct research on sample types and sampling period to improve COVID-19 diagnosis

- 2 Conduct research on status of cases to the degree of positivity

- 3 Support the expansion of in country capacity on the production of reagents and other consumables through collaboration with the private sector, research institutions and UN

Infection Prevention & Control Pillar

Strategic Direction



Key Performance Indicators

Objective 1

Enhance IPC practices in communities and health facilities to prevent transmission

- % of health facilities with functional triage systems per state
- % treatment centres with no PPE stock out in past 48 hours (100%)

Objective 2

Reduce Health Associated Infections (HAI) in testing laboratories and treatment centres

- % health care worker infection in a COVID-19 treatment centre < 2%

Strategic Objective 1 (1/2)

Objective 1

Enhance IPC practices in communities and health facilities to prevent transmission

Activities

- 1 Assess healthcare facilities using the screening, isolation and notification assessment form
- 2 Train healthcare and community workers on screening, Isolation and notification of suspected COVID-19 cases
- 3 Set up triaging points and holding areas in Healthcare facilities across States
- 4 Develop and disseminate IPC guidance documents
- 5 Develop and disseminate workplace reminders and job aids to all health facilities across the country
- 6 Ensure availability of PPE supplies in treatment centres

Strategic Objective 1 (2/2)



Objective 1

Enhance IPC practices in communities and health facilities to prevent transmission

Activities

- 7 Support all health facilities in the country to set up and implement IPC programmes based on risk assessment and local care seeking patterns

- 8 Develop and deploy IPC scorecards to health facilities to monitor IPC implementation and compliance

Strategic Objective 2

Objective 2

Reduce Health Associated Infections (HAI) in testing laboratories and treatment centres

Activities

- 1 Institute COVID-19 HAI surveillance in all testing laboratories and treatment centres
- 2 Develop healthcare worker infection investigation form and deploy them to the field
- 3 Identify IPC gaps in the testing laboratories and health facilities
- 4 Deploy online IPC training programmes for healthcare workers to improve IPC capacity and skills
- 5 Develop and implement a monitoring & evaluation framework on IPC

Logistics Pillar

Objective 1

Ensure availability of COVID-19 IPC materials and identified critical response materials in all testing laboratories and treatment centres

Objective 2

Strengthen warehouse operations at national and subnational levels to preserve the shelf life of supplies

Objective 3

Strengthen data management of the national supply chain

Objective 4

Strengthen strategic stockpiles at a national and sub-national level

Key Performance Indicators

- % of TCs and designated Labs without stockout of COVID 19 health commodities
- Proportion of states with pharma grade warehouse
- % of states with less than 50% utilization of warehouse
- % proportion of facilities that submit monthly utilization data to NCDC supply chain
- % Proportion of States that have strategic stockpile for a minimum of one month.

Strategic Objective 1

Objective 1

Ensure availability of COVID-19 IPC materials and identified critical response materials in all testing laboratories and treatment centres

Activities

- 1 Review and update the supply forecast template

- 2 Develop and implement a supply & procurement plan for IPC commodities and response supplies

- 3 Develop a monitoring framework for the supply of IPC commodities and response supplies

Strategic Objective 2



Objective 2

Strengthen warehouse operations at national and subnational levels to preserve the shelf life of supplies

Activities

- 1 Conduct warehouse capacity assessment at national and subnational levels

- 2 Hire/ build a national strategic stockpile warehouse to store COVID 19 supplies

- 3 Hire surge staff to support warehouse operations

- 4 Develop and disseminate data collection tools to warehouses across the country

Strategic Objective 3



Objective 3

Strengthen data management of the national supply chain

Activities

- 1 Procure tablets for states, treatment centres and testing laboratories

- 2 Deploy LMIS tool to states, treatment centres and testing laboratories

- 3 Train end users on the LMIS tool in the states, treatment centres and testing laboratories

- 4 Conduct routine data analysis of collated data

Strategic Objective 4

Objective 4

Strengthen strategic stockpile at national and sub-national levels

Activities

- 1 Map out states with strategic stockpiles and coordination focal points

- 2 Develop and implement resource trackers for strategic stockpiles

- 3 Support MCM implementation at the subnational level

- 4 Support the state supply chain workforce on technical processes for sustained MCM implementation

Risk Communications Pillar

Strategic Direction



Key Performance Indicators

Objective 1

Increase stakeholders engagement, with clearly defined roles and responsibilities

- Number of stakeholders engaged

Objective 2

Strengthen coordination capacity to promote ownership of the 'Take Responsibility' campaign at subnational levels

- Number of initiatives kicked off by states on risk communications and community engagement
- Number of persons reached with Take Responsibility messaging

Strategic Objective 1

Objective 1

Increase stakeholders engagement, with clearly defined roles and responsibilities

Activities

- 1 Map relevant stakeholders for resources and implementation

- 2 Organize engagement meetings with stakeholders for buy-in and commitment; assign clear roles for synergy and avoidance of duplication

- 3 Develop framework for message sharing and information flow at all levels, for stakeholders engagement

- 4 Track stakeholders activities to monitor progress of implementation and provide feedback to stakeholders

Strategic Objective 2



Objective 2

Strengthen coordination capacity to promote ownership of the 'Take Responsibility' campaign at subnational levels

Activities

- 1 Mobilize partners to support states' capacity on coordination and data-driven decision-making
- 2 Map COVID-19 hotspot communities for intervention
- 3 Train community volunteers on how to deliver the key messages using social distancing techniques
- 4 Mobilize resources (financial, logistics, IEC materials, megaphones etc.) for community mobilisation
- 5 Develop and deploy messages informed by data from surveillance, risk assessment, media monitoring and community feedback

Partnerships Pillar

Strategic Direction



Key Performance Indicators

Objective 1

Increase COVID-19 funding, aligned to thematic/pillar needs and gaps

- Proportion of funding available for all pillars' response activities

Objective 2

Increase accountability and transparency on COVID-19 resources

- Number of bulletins developed and shared

Objective 3

Provide guidance to states PHEOC on resource mobilization, tracking and documentation

- Number of stakeholder sessions with the states
- Number of guidelines produced

Strategic Objective 1



Objective 1

Increase COVID-19 funding, aligned to thematic/pillar needs and gaps

Activities

- 1 Conduct gap analysis on COVID-19 funding aligned to thematic/pillar gaps

- 2 Mobilize resources from development partners, public and private sectors

Strategic Objective 2



Objective 2

Increase accountability and transparency on COVID-19 resources

Activities

- 1 Conduct regular health partners meetings on COVID-19 at least monthly

- 2 Develop and disseminate RM bulletins on resources mobilized and used

- 3 Develop and implement a comprehensive resource tracker

Strategic Objective 3



Objective 3

Provide guidance to states PHEOC on resource mobilization, tracking and documentation

Activities

- 1 Develop and disseminate guidance on resource mobilization, tracking and documentation to state PHEOCs

- 2 Provide technical support and SOPs to state PHEOCs

Research Pillar

Strategic Direction



Key Performance Indicators

Objective 1

Generate and disseminate scientific evidences to guide COVID-19 response in Nigeria

- Dissemination of research findings guiding the COVID-19 response

Objective 2

Support scientific writings and publications on COVID-19 outbreak in Nigeria

- Number of scientific writings submitted for publication

Strategic Objective 1 (1/2)



Objective 1

Generate and disseminate scientific evidences to guide COVID-19 response in Nigeria

Activities

- 1 Develop COVID-19 Operational Research Agenda
- 2 Conduct case studies on selected cases
- 3 Implement FFX study in Nigeria to describe virological, clinical and epidemiological characteristics of COVID-19
- 4 Implement clinical management study
- 5 Qualitatively study the perceptions of HCWs on IPC and other NPIs
- 6 Support the EOC with periodic insights on latest COVID-19 trends and research

Strategic Objective 1 (2/2)



Objective 1

Generate and disseminate scientific evidences to guide COVID-19 response in Nigeria

Activities

- 7 Qualitatively study the perceptions of contacts and relatives of confirmed cases on NPIs

- 8 Assess the economic burden of COVID-19 in Nigeria

Strategic Objective 2



Objective 2

Support scientific writings and publications on COVID-19 outbreak in Nigeria

Activities

- 1 Document and publish COVID-19 response activities in Nigeria

- 2 Draft and publish scientific writings on epidemiological studies on COVID-19 in Nigeria

- 3 Support various response pillars on scientific writing and publication

Coordination Pillar

Strategic Direction



Objective 1

Improve coordination and communication on COVID-19 response activities at National and sub-national levels

Objective 2

Facilitate timely implementation and tracking of National and state IAPs for COVID-19

Key Performance Indicators

- Number of states sharing daily Information with the national EOC e.g. SITREPS, or any other relevant information (100% of states)
- At least 80% of activities in the IAP are implemented at the national and states levels

Strategic Objective 1



Objective 1

Improve coordination of the COVID-19 response activities at National and sub-national levels

Activities

- 1 Implement the revised National COVID-19 EOC coordination and communication strategy at the National EOC
- 2 Reorient and train state teams on the principle of IMS and COVID-19 preparedness and response
- 3 Coordinate pre-deployment and deployment of staff through pillar leads to support EOC response at state level
- 4 Support routine sharing of data between EOCs at sub-national and national levels, including technical support for data visualisation
- 5 Coordinate bi-weekly meetings between NCDC and selected state focal persons to identify response gaps, problem solving and lessons learnt
- 6 Support states to develop plans to address identified gaps

Strategic Objective 2



Objective 2

Facilitate timely implementation and tracking of National and state IAPs for COVID-19

Activities

- 1 Support the prompt development and revision of IAPs at National and sub-national levels

- 2 Roll-out dashboards to track status of IAP implementation at the National level and work with states to implement similar dashboards



Thank you