



NCDC 2017-2021 Strategic Plan

Revised Strategy

Discussion document
May, 2018

Strategic Goal A

Strategic Goal A

Develop an effective surveillance system for diseases and conditions, particularly epidemic and pandemic prone diseases

Owner

Director, Surveillance and Epidemiology

Outcome

An accurate estimate of the burden of defined diseases and conditions in Nigeria

Strategic Objectives

- A1** Set the foundation by addressing gaps within the existing surveillance structures

- A2** Strengthen the early warning / horizon scanning alert systems

- A3** Review and finalize the medium term surveillance strategy and improve outputs from the surveillance system to advice on public health policies and response

- A4** Provide epidemiology support to outbreak response (Intervention epidemiology during response, Impact assessment of outbreak response, long term follow up of outbreak impact)

Strategic Goal B

Strategic Goal B

Effectively implement the requirements under the International Health Regulations (IHR) 2005, to detect, assess, notify and report public health events of international concern

Owner

Director, Surveillance and Epidemiology

Outcome

Nigeria is able to meet its international obligations as a member of the World Health Assembly

Strategic Objectives

B1 Strengthen the International Health Regulations (IHR) focal point functions

B2 Establish a 'one-health' approach to emerging disease surveillance

Strategic Goal C

Strategic Goal C

To enhance laboratory capacity to support disease surveillance, prevention and control

Owner

Director, Public Health Laboratory

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

Strategic Objectives

- C1** Establish, enhance and sustain quality diagnostic services for priority diseases in NCDC laboratories and its networks

- C2** Establish effective linkages between NCDC labs and other labs (using a one health approach) to support local and regional PH surveillance & response

- C3** Ensure appropriate infrastructure and equipment to sustain essential public health laboratory services at the NCDC National Reference Laboratories

- C4** Establish systems to improve specimen management and bio-security for the NCDC networks and the National Reference Laboratories

Strategic Goal C

Strategic Goal C

To enhance laboratory capacity to support disease surveillance, prevention and control

Owner

Director, Public Health Laboratory

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

Strategic Objectives

C5 Establish systems to improve laboratory safety at the NCDC National Reference Laboratories

C6 Improve NCDC laboratory services human resource capacity to meet current and long term public health needs

Strategic Goal D

Strategic Goal D

Reduce the health related consequences of disasters

Owner

Director, Emergency Preparedness and Response

Outcome

Reduced adverse impact of predictable and unpredicted public health emergencies

Strategic Objectives

- D1** Develop a federal public health emergency preparedness and response plan for priority diseases

- D2** Operationalize the Nigeria Centre for Disease Control Emergency Operations Centre (EOC)

- D3** Facilitate the development of state preparedness and response plans

- D4** Identify, develop and maintain surge capacity to respond to major public health events

Strategic Goal E

Strategic Goal E

Create an efficiently managed and evidence based organisation with a clear focus on health promotion and disease prevention

Owner

Director, Prevention and Programme Coordination

Outcome

Evidence based, transparently performance managed programmes, with health promotion incorporated into all activities

Strategic Objectives

- E1 Develop risk communications, health promotion and disease prevention plans to address priority endemic infectious diseases

- E2 Support the conduct of research needed to inform evidence-based policies and practice

- E3 Develop a framework for program coordination and resource management for all NCDC programs; Develop and implement M&E strategy for all NCDC programs

- E4 Streamline existing relationships with partners to optimize the value NCDC derives from the partnerships in the areas of funding, capacity building and implementation

Strategic Goal E

Strategic Goal E

Create an efficiently managed and evidence based organisation with a clear focus on health promotion and disease prevention

Owner

Director, Prevention and Programme Coordination

Outcome

Evidence based, transparently performance managed programmes, with health promotion incorporated into all activities

Strategic Objectives

- E5 Develop new partnerships beyond existing partnerships to close the gaps in the areas of funding, capacity building and programme implementation

- E6 Prevent and control the emergence of antimicrobial resistance via a multi-sectoral one-health approach in alignment with the national action plan

- E7 Build capacity of NCDC to ensure a critical mass of core technical team

Content

2018-2021 Implementation Plan



Strategic Objective A1 (1/2)

Strategic Objective A1

Set the foundation by addressing gaps within the existing surveillance structures

Owner

Surveillance and Epidemiology (L2 Role)

Annual Targets

Activities	Deliverables	2018	2019	2020	2021	Owner(s)
A1a Strengthen the relationships that support data flows	Legal instrument in place, outlining statutory responsibilities for surveillance at all tiers of health system	July	Surveillance Systems (L3 Role)
A1b Develop an action plan for improvements to the surveillance system (prioritizing epidemic prone diseases)	Action plan for Evidence based and best practice surveillance system	June	Surveillance Systems (L3 Role)
A1c Operationalize an evidence based, best practice surveillance system	Operational best practice Surveillance system	September	Surveillance Systems (L3 Role)
A1d Adopt an information management system to underpin the entire surveillance system	Health informatics system for routine and outbreak surveillance rolled out to 36 states	December	Data Collection & Reporting (L3 Role)

Strategic Objective A1 (1/2)

Strategic Objective A1

Set the foundation by addressing gaps within the existing surveillance structures

Owner

Surveillance and Epidemiology (L2 Role)

Annual Targets

Activities	Deliverables	2018	2019	2020	2021	Owner(s)
A1e Develop protocol for merging laboratory and clinical surveillance data into a seamless single surveillance system	Protocol developed and operational	September	Data Collection & Reporting (L3 Role)
A1f Operationalise protocol for merging laboratory and clinical surveillance data into a seamless single surveillance system	Protocol for merged surveillance system in place and operationalized	December	Data Collection & Reporting (L3 Role)

Strategic Objective A2

Strategic Objective A2

Strengthen the early warning / horizon scanning alert systems

Owner

Surveillance and Epidemiology (L2 Role)

Annual Targets

Activities	Deliverables	2018	2019	2020	2021	Owner(s)
A2a Develop and operationalize systematic horizon scanning protocols for event based surveillance	Protocols developed and operationalized	December	Event Based Surveillance (L3 Role)
A2b Roll out systematic horizon scanning systems (tatafo) to 36 states	Systematic horizon scanning system operational and informing response	December	Event Based Surveillance (L3 Role)

Strategic Objective A3

Strategic Objective A3

Review and finalize the medium term surveillance strategy and improve outputs from the surveillance system to advice on public health policies and response

Owner

Surveillance and Epidemiology (L2 Role)

Annual Targets

Activities	Deliverables	2018	2019	2020	2021	Owner(s)
A3a Review and obtain sign-off on the NCDC medium term surveillance strategy outlining objectives, vision, priority diseases, targets/indicators and strategies for 2018 to 2021	Signed-off mid-term (2018-2021) surveillance strategy	September	Surveillance Systems (L3 Role)
A3b Develop a surveillance output strategy with defined audiences and outputs	Structured dissemination of high quality of analysis to critical stakeholders	October	Data Collection & Reporting (L3 Role)
A3c Operationalize surveillance output strategy	Calendar for routine and adhoc epidemiological and surveillance reports	October	Data Collection & Reporting (L3 Role)

Strategic Objective A4 (1/2)

Strategic Objective A4

Provide epidemiology support to outbreak response (Intervention epidemiology during response, Impact assessment of outbreak response, long term follow up of outbreak impact)

Owner

Surveillance and Epidemiology (L2 Role)

Annual Targets

Activities	Deliverables	2018	2019	2020	2021	Owner(s)
A4a Obtain the services of a skilled epidemiologist through technical support to provide technical leadership to the epidemiologist service and supervise trainee epidemiologists	Skilled epidemiologist engaged	June	Surveillance and Epidemiology (L2 Role)
A4b Develop a professionally and scientifically led epidemiology service that provides detection, analysis and communication activities.	MOU signed with NFE LTP. Recruit competent staff to the epidemiology team. Training and mentoring program in place	March	Surveillance and Epidemiology (L2 Role)
A4c Adopt a competency framework from an accredited professional body for internal competency development	Epidemiology competency framework identified and adopted	September	Surveillance Systems (L3 Role)
A4d Implement the above framework addressing all epidemiology competencies	Competency framework operational	December	Surveillance Systems (L3 Role)

Strategic Objective A4 (2/2)

Strategic Objective A3

Provide epidemiology support to outbreak response (Intervention epidemiology during response, Impact assessment of outbreak response, long term follow up of outbreak impact)

Owner

Surveillance and Epidemiology (L2 Role)

Annual Targets

Activities	Deliverables	2018	2019	2020	2021	Owner(s)
A4e Develop a nationally led, geographically representative, epidemiology network with state epidemiologists	Formal agreement in place with all State Epidemiologists. Shared programme of training in place	December	Surveillance Systems (L3 Role)
A4f Strengthen a rapid response epidemiology service to identify outbreaks, investigate them and apply appropriate control measures into a seamless single surveillance system	Trained and competent Epidemiology team in place. Protocols for epidemiological response to incidents in place	December	Surveillance Systems (L3 Role)

Strategic Objective B1

Strategic Objective B1					Owner	
Strengthen the International Health Regulations (IHR) focal point function					IHR/GHSA (L2 Role)	
Activities	Deliverables	Annual Targets				Owner(s)
		2018	2019	2020	2021	
B1a Ensure legal framework is in place for compliance with IHR	Legal framework in place	June	IHR-Post JEE (L3 Role)
B1b Take action to close identified gaps from internal and JEE assessment	Implementation plan addressing gaps operationalized	December	IHR-Post JEE (L3 Role)
B1c Ensure full compliance with the Global Health Security Agenda (GHSA)	Full compliance with Global Health Security Agenda (GHSA)	December	Global Health Security Agenda (GHSA) (L3 Role)
B1d Ensure full compliance with the International Health Regulations (IHR)	Full compliance with International Health Regulations (IHR)	December	IHR-Post JEE (L3 Role)

Strategic Objective B2

Strategic Objective B2					Owner	
Establish a 'one-health' approach to emerging disease surveillance					IHR/GHSA (L2 Role)	
Activities	Deliverables	Annual Targets				Owner(s)
		2018	2019	2020	2021	
B2a Develop a multi-sectoral shared human, animal and human health surveillance for priority zoonotic diseases of national public health significance	Multi-sectoral shared animal & human surveillance system developed	...	July	IHR-Post JEE (L3 Role)
B2b Operationalize multi-sectoral shared animal and human health surveillance system for priority zoonotic diseases of national public health significance	Timely response to zoonotic events of Public Health significance	December	IHR-Post JEE (L3 Role)
B2c Develop a shared mechanism for horizon scanning and risk assessment for animal and environmental risks to human health	Cross governmental technical one-health risk assessment group in place	January	Global Health Security Agenda (GHSA) (L3 Role)

Strategic Objective C1 (1/3)

Strategic Objective C1

Establish, enhance and sustain quality diagnostic services for priority diseases in NCDC laboratories and its networks

Owner

Networks (L2 Role)

Activities	Deliverables	Annual Targets				Owner(s)
		2018	2019	2020	2021	
C1a Establish quality standards for laboratories within the NCDC networks	Laboratory Quality Standard documents	July	Standardisation & Research (L3)
C1b Establish protocols for laboratory response to outbreaks and epidemics	Standardized laboratory manuals for disease outbreaks	August	Specimen Management (L3 Role)
C1c Establish systems for identification and confirmation of unknown diseases and other health hazards	Laboratory document on approach to identify and confirm exotic diseases	December	Standardisation & Research (L3 Role)
C1d Establish QMS towards international accreditation (ISO 15189)	ISO 15189 accreditation for NCDC Labs	November	Standardisation & Research (L3 Role)

Strategic Objective C1 (2/3)

Strategic Objective C1

Owner

Establish, enhance and sustain quality diagnostic services for priority diseases in NCDC laboratories and its networks

Networks (L2 Role)

Annual Targets

Activities	Deliverables	2018	2019	2020	2021	Owner(s)
C1e Institute a process for deploying (3) microbiology mobile laboratories across the 6 geographical zones	3 procured Mobile labs established mechanism for mobile laboratory deployment	June	Standardisation & Research (L3 Role)
C1f Establish research agenda (including operational research) to support innovation for new lab methodologies based on country and regional needs	Established Laboratory Research and Development agenda	November	Standardisation & Research (L3 Role)
C1g Establish NCDC as the coordinating centre for all national priority disease EQA/PT program	NCDC NRL designation as coordinating centre for EQA/PT program	July	Standardisation & Research (L3 Role)
C1h Coordinate sentinel laboratory surveillance for detecting and reporting priority AMR pathogens	NCDC NRL Designation as National AMR Coordinating Centre	June	Standardisation & Research (L3 Role)

Strategic Objective C1 (3/3)

Strategic Objective C1

Establish, enhance and sustain quality diagnostic services for priority diseases in NCDC laboratories and its networks

Owner

Networks (L2 Role)

Annual Targets

Activities	Deliverables	2018	2019	2020	2021	Owner(s)
C1i Establish a one-health integrated AMR surveillance and reporting system	Integrated AMR surveillance system set-up	August	Standardisation & Research (L3 Role)

Strategic Objective C2 (1/2)

Strategic Objective C2

Owner

Establish effective linkages between NCDC labs and other labs (using a one health approach) to support local and regional PH surveillance & response

Networks (L2 Role)

Annual Targets

Activities	Deliverables	2018	2019	2020	2021	Owner(s)
C2a Map and formally define relationships between NCDC and networks of PH Labs	Established NCDC network maps and relationships	March	Information Management (L3 Role)
C2b Establish effective linkages between NCDC and relevant stakeholders and institutions towards One-Health surveillance and response	Signed MOU	December	Information Management (L3 Role)
C2c Establish a coordinated integrated Electronic Data transmission and Management System	Integrated Electronic Data transmission and Management structure.	August	Information Management (L3 Role)
C2d Make functional, as a regional sub-component, all activities geared towards supporting the strengthening of ECOWAS Regional Laboratory Network in disease diagnosis/confirmation	NCDC NRL designated and operating as RRL branch for specific diseases	May	Standardisation & Research (L3 Role)

Strategic Objective C2 (2/2)

Strategic Objective C2

Establish effective linkages between NCDC labs and other labs (using a one health approach) to support local and regional PH surveillance & response

Owner

Networks (L2 Role)

Activities	Deliverables	Annual Targets				Owner(s)
		2018	2019	2020	2021	
C2e Support the establishment of a one-health West Africa Public Health Laboratory and Surveillance Network Communication Protocol	Developed Surveillance network communication protocol	January	Information Management (L3 Role)
C2f Support coordination and monitoring for priority diseases, emerging infections/diseases and AMR in the West African Region	NCDC NRL designated and operating as AMR operating centre	August	Standardisation & Research (L3 Role)

Strategic Objective C3 (1/2)

Strategic Objective C3

Ensure appropriate infrastructure and equipment to sustain essential public health laboratory services at the NCDC National Reference Laboratories

Owner

NRL – Abuja (L2 Role) /
NRL – Lagos (L2 Role)

Activities	Deliverables	Annual Targets				Owner(s)
		2018	2019	2020	2021	
C3a Develop laboratory infrastructure improvement plan as appropriate to the environment	Laboratory Infrastructure Improvement Plan document	July	Lab Environment / Infrastructure & Equipment (L3 Role)
C3b Operationalise laboratory infrastructure improvement plan as appropriate to the environment	Phased implementation of the Laboratory Infrastructure Improvement Plan	December	Lab Environment / Infrastructure & Equipment (L3 Role)
C3c Develop a plan to upgrade NRL with needed equipment and resources for High-end technology	Developed High-end technology upgrade plan document	October	Lab Environment / Infrastructure & Equipment (L3 Role)
C3d Operationalise and upgrade NRL with High-end technology	Phased implementation of High-end technology upgrade plan	December	Lab Environment / Infrastructure & Equipment (L3 Role)

Strategic Objective C3 (2/2)

Strategic Objective C3

Ensure appropriate infrastructure and equipment to sustain essential public health laboratory services at the NCDC National Reference Laboratories

Owner

NRL – Abuja (L2 Role) /
NRL – Lagos (L2 Role)

Annual Targets

Activities	Deliverables	2018	2019	2020	2021	Owner(s)
C3e Institute system for standardization of equipment as new technologies are launched	Established structure for standardization of new technologies	October	QMS – Abuja & Lagos (L3 Roles)
C3f Establish a decommissioning and disposal system for equipment	Established Guidelines for decommissioning and disposal of obsolete equipment	October	Lab Environment / Infrastructure & Equipment (L3 Role)

Strategic Objective C4

Strategic Objective C4

Establish systems to improve specimen management and bio-security for the NCDC networks and the National Reference Laboratories

Owner

Networks (L2 Role)

Activities	Deliverables	Annual Targets				Owner(s)
		2018	2019	2020	2021	
C4a Institute Biosecurity policies, guidelines, SOPs and checklists specific for the priority diseases	Draft Biosecurity guidelines, SOPs & checklists	December	Standardisation & Research (L3 Role)
C4b Establish sample management systems for priority diseases	Draft specimen management guidelines	July	Specimen Management (L3 Role)
C4c Develop a system for national biorepository of priority diseases specimen	Developed National biorepository structure	April	Specimen Management (L3 Role)
C4d Develop strategies for implementation of biosecurity measures across NCDC reference labs and networks	Developed Biosecurity Strategic plan implementation document for NCDC Reference Laboratories and Networks.	July	Standardisation & Research (L3 Role)

Strategic Objective C5

Strategic Objective C5

Establish systems to improve laboratory safety at the NCDC National Reference Laboratories

Owner

NRL – Abuja (L2 Role) /
NRL – Lagos (L2 Role)

Annual Targets

Activities	Deliverables	2018	2019	2020	2021	Owner(s)
C5a Undertake needs assessment exercise to improve occupational health safety	Needs assessment report	July	QMS – Abuja & Lagos (L3 Roles)
C5b Establish Laboratory personnel occupational health programme	Laboratory Personnel Occupational Health Programme plan document	September	QMS – Abuja & Lagos (L3 Roles)
C5c Establish a system for implementation of safety measures	Draft implementation strategy on laboratory safety	September	QMS – Abuja & Lagos (L3 Roles)

Strategic Objective C6

Strategic Objective C6

Improve NCDC laboratory services human resource capacity to meet current and long term public health needs

Owner

NRL – Abuja (L2 Role) /
NRL – Lagos (L2 Role)

Annual Targets

Activities	Deliverables	Annual Targets				Owner(s)
		2018	2019	2020	2021	
C6a Undertake a needs assessment exercise for human resources improvement	Needs assessment report	May	Diagnostics Abuja & Lagos (L3 Role)
C6b Develop a coordinated training program / Laboratory Services human resources improvement plan	Human Resources Improvement Plan	July	Diagnostics Abuja & Lagos (L3 Role)
C6c Operationalize laboratory services human resource improvement plan	Phased implementation of Human Resources Improvement plan	August	QMS Abuja & Lagos (L3 Role)

Strategic Objective D1

Strategic Objective D1

Develop a federal public health emergency preparedness and response plan for priority diseases

Owner

Emergency Preparedness (L2 Role)

Annual Targets

Activities	Deliverables	2018	2019	2020	2021	Owner(s)
D1a Develop and operationalize an all-hazards multi-sectoral public health emergency preparedness plan	All-hazards multi-sectoral public health emergency preparedness plan	October	Resource Mapping (L3 Role)
D1b Work with partners to develop a shared emergency approach to emergency preparedness and response, including agreed MOUs for surge capacity	NCDC-led, evidence-based multi-agency EPRR plan	February	Resource Mapping (L3 Role)
D1c Review existing plans, identify gaps in the health component for preparedness & response and develop remedial plan	Remedial plan developed	November	Risk Management (L3 Role)

Strategic Objective D2

Strategic Objective D2

Operationalize the Nigeria Centre for Disease Control Emergency Operations Centre (EOC)

Owner

Emergency Response
(L2 Role)

Annual Targets

Activities	Deliverables	2018	2019	2020	2021	Owner(s)
D2a Conduct a needs assessment to identify personnel, skills (and training), and resources required	Recruitment, training and procurement plan developed for an effective EOC	May	Incident Coordination Centre (L3 Role)
D2b Develop and operationalize SOPs and protocols for ICC operations at national and state level	Operational SOPs and Protocol in place and operational	June	Incident Coordination Centre (L3 Role)
D2c Conduct needs assessment to identify personnel, skills (and training), and resources required at state level	Recruitment, training and procurement plan developed for an effective EOCs at state level	May	Rapid Response (L3 Role)
D2d Support States to establish emergency operations centre	Multi-agency incident coordination structure & systems developed in 36 states & FCT	December	Rapid Response (L3 Role)

Strategic objective D3

Strategic objective D3

Facilitate the development of state preparedness and response plans

Owner

Emergency Preparedness (L2 Role)

Activities	Deliverables	Annual Targets				Owner(s)
		2018	2019	2020	2021	
D3a Conduct vulnerability assessments of all states and FCT	Assessment report in place for all states and the FCT	December	Risk Management (L3 Role)
D3b Support states to develop Emergency preparedness resilience and response (EPRR) plans	EPRR plans in place for states to adopt	December	Resource Mapping (L3 Role)
D3c Develop a medical counter measure plan prepositioning of emergency medicines, Supplies and consumables	Medical counter measures plan developed	February	Resource Mapping (L3 Role)
D3d Operationalise medical counter measure plan	Medical counter measures plan operational	November	Resource Mapping (L3 Role)
D3e Establish and manage virtual stockpiles for PH Emergencies and build capacity for rapid deployment of supplies. Put in place system for forecasting of emergency medicines, supplies and consumables	Supply chain in place and personnel trained Periodic M&E support in place	June	Resource Mapping (L3 Role)

Strategic Objective D4 (1/2)

Strategic Objective D4

Identify, develop and maintain surge capacity to respond to major public health events

Owner

Emergency Response
(L2 Role)

Annual Targets

Activities	Deliverables	2018	2019	2020	2021	Owner(s)
D4a Carry out modelling to identify risks in relation to major threats and determine surge capacity requirements	Risk assessment report including surge capacity requirements and personnel	December	Rapid Response (L3 Role)
D4b Develop a surge capacity resource activation plan (EO)	Activation plan in place and signed off by all partners ²	June	Rapid Response (L3 Role)
D4c Develop and implement 5 years major incident training and exercise programme	Incident Training and Exercise programme implemented for RRT	July	Rapid Response (L3 Role)
D4d Establish and maintain operational roster of RRTs at State, National and Regional Levels	Roster of emergency workforce and responders in place Monthly RRTs database reviewed (via calls, SMS, emails)	November	Rapid Response (L3 Role)

²: Volunteer database in place, Material inventory developed (medical supplies, consumables, vehicles, etc)

Strategic Objective D4 (2/2)

Strategic Objective D4

Identify, develop and maintain surge capacity to respond to major public health events

Owner

Emergency Response (L2 Role)

Annual Targets

Activities	Deliverables	2018	2019	2020	2021	Owner(s)
D4e Develop guidelines, Standard Operating Procedure manuals and other tools required during emergency response, and framework for multisectoral collaboration using the one health approach	Standardized guidelines/manuals are developed and adopted Framework for multi-sectoral collaboration established	October	Rapid Response (L3 Role)

D4f Development of Contingency emergency response plan	Contingency plan in place	December	Rapid Response (L3 Role)

Strategic Objective E1

Strategic objective E1

Develop risk communications, health promotion and disease prevention plans to address priority endemic infectious diseases

Owner

Risk Communications (L2 Role)

Activities	Deliverables	Annual Targets				Owner(s)
		2018	2019	2020	2021	
E1a Review existing health promotion programs & initiatives and identify gaps in relation to infectious disease priorities	Infectious disease health promotion gap analysis report	July	Risk Communications (L2 Role)
E1b Work with national and international partners to agree and develop a common approach to health promotion for infectious diseases and operationalizing the developed infectious disease work plan	Infectious disease health promotion and disease prevention plan	September	Risk Communications (L2 Role)
E1c Develop all hazards risk communications protocol, framework and templates to support communications during public health crisis	National all hazard risk communications plan 2	December	Risk Communications (L2 Role)
E1d Operationalise all hazards risk communications protocol, framework and templates in collaboration with Risk Communication TWG and RCDC to support communications during public health crisis	Operationalise National all hazard risk communications plan	December	Risk Communications (L2 Role)

Strategic Objective E2

Strategic objective E2

Support the conduct of research needed to inform evidence-based policies and practice

Owner

Knowledge Management
(L2 Role)

Activities	Deliverables	Annual Targets				Owner(s)
		2018	2019	2020	2021	
E2a Engage key partners and promote joint research priorities	List of recognized research partners supported by shared research priorities	August	Research (L3 Role)
E2b Develop protocols for sharing NCDC generated data with research partners and receiving feedback	Institutional Research Board	July	Research (L3 Role)
E2c Develop mechanisms for implementation of research findings and for evidence-based review of policies and practices within NCDC	Operational guidelines	February	Research (L3 Role)
E2d Establish an Institutional Research Board (IRB) with defined TORs	Research MOUs with key research partners	March	Research (L3 Role)
E2e Develop operational guidelines for research collaboration with NCDC, Including MOUs with research partners	Policy and guideline review protocols	November	Research (L3 Role)

Strategic Objective E3

Strategic objective E3

Develop a framework for program coordination and resource management for all NCDC programs; Develop and implement M&E strategy for all NCDC programs

Owner

Planning & Programme Coordination (L2 role)

Activities	Deliverables	Annual Targets				Owner(s)
		2018	2019	2020	2021	
E3a Collate and review all programs annual operation plans	Annual operation plans in place	August	Planning (L3 Role)
E3b Identify critical roles required for programs and allocated resources accordingly	Critical resources identified	June	Planning (L3 Role)
E3c Identify and engage Measurement & Evaluation experts	M&E consultants engaged	August	Monitoring & Evaluation (L3 Role)
E3d Develop Measurement & Evaluation plan	M&E plan developed for all programs	October	Monitoring & Evaluation (L3 Role)
E3e Support the conduct of operational research needed to inform evidence-based policies and practice	Areas of operations identified and operational research component incorporated	February	Planning (L3 Role)

Strategic Objective E4 (1/2)

Strategic objective E4

Streamline existing relationships with partners to optimize the value NCDC derives from the partnerships in the areas of funding, capacity building and implementation

Owner

Planning and Program Coordination (L2 role)

Activities	Deliverables	Annual Targets				Owner(s)
		2018	2019	2020	2021	
E4a Identify NCDC existing partners and current areas of support	List of existing partners and their current areas support	February	Partnerships (L3 role)
E4b Conduct needs assessment for NCDC in the areas of funding, capacity building and programme implementation	NCDC needs in these three core areas identified	March	Partnerships (L3 role)
E4c Research partners areas of focus for the next five years and map against the NCDC focus areas	Key areas of potential collaboration with NCDC identified	May	Partnerships (L3 role)
E4d Develop partner engagement strategies for the NCDC to engage with each partner across the identified areas in a structured manner	Engagement strategies for each partner developed	July	Partnerships (L3 role)
E4e Develop and operationalize the governance structure within NCDC to engage with the partners	Governance structure developed and signed-off	February	Partnerships (L3 role)

Strategic Objective E4 (2/2)

Strategic objective E4

Streamline existing relationships with partners to optimize the value NCDC derives from the partnerships in the areas of funding, capacity building and implementation

Owner

Planning and Program Coordination (L2 role)

Annual Targets

Activities	Deliverables	2018	2019	2020	2021	Owner(s)
E4f Operationalize NCDC partner engagement strategies	Engagement strategies in place	February	Partnerships (L3 role)

Strategic Objective E5

Strategic objective E5

Develop new partnerships beyond existing partnerships to close the gaps in the areas of funding, capacity building and programme implementation

Owner

Planning and Program Coordination (L2 role)

Activities	Deliverables	Annual Targets				Owner(s)
		2018	2019	2020	2021	
E5a Identify gaps still existing for NCDC in the areas of funding, capacity building and programme implementation	Gaps identified	February	Partnerships (L3 role)
E5b Identify new partners and their focus areas and map against the identified gaps	New partners and their focus areas identified	November	Partnerships (L3 role)
E5c Develop partner engagement strategies for the NCDC to engage with the partners across identified areas in a structured manner	Engagement strategies for each new partner developed	March	Partnerships (L3 role)
E5d Develop and operationalize the governance structure within NCDC to engage with the partners	Governance structure developed and signed-off	April	Partnerships (L3 role)

Strategic Objective E6 (1/2)

Strategic objective E6

Prevent and control the emergence of antimicrobial resistance via a multi-sectoral one-health approach in alignment with the national action plan

Owner

Planning and Program Coordination (L2 role)

Activities	Deliverables	Annual Targets				Owner(s)
		2018	2019	2020	2021	
E6a Strengthen public awareness and increase AMR knowledge through multi-sectoral collaboration	National AMR campaign established	December	Planning (L3 role)
E6b Operationalise a national One-health surveillance system for early AMR detection	National coordination structure for One-health AMR surveillance set up	September	Planning (L3 role)
E6c Strengthen existing mechanisms to improve IPC practices in health facilities through policy review and training	National IPC policy updated and trained health workers	December	Planning (L3 role)
E6d Promote antimicrobial stewardship and rational antibiotic use	Updated treatment guidelines and AMR committees established in health facilities	July	Planning (L3 role)

Strategic Objective E6 (2/2)

Strategic objective E6

Prevent and control the emergence of antimicrobial resistance via a multi-sectoral one-health approach in alignment with the national action plan

Owner

Planning and Program Coordination (L2 role)

Annual Targets

Activities	Deliverables	2018	2019	2020	2021	Owner(s)
E6e Identify and promote the delivery and funding of AMR research and development through partnerships	AMR funding opportunities and partnerships for research and development identified	November	Planning (L3 role)

Strategic Objective E7

Strategic objective E7

Build capacity of NCDC personnel to ensure a critical mass of core technical team

Owner

Knowledge Management (L2 role)

Activities	Deliverables	Annual Targets				Owner(s)
		2018	2019	2020	2021	
E7a Develop & implement a mentoring plan for NCDC	Coaching and Mentoring Plan	June	Knowledge Management (L3 role)
E7b Conduct organizational needs and skill gaps assessment	List of Institutional training and skill needs	July	Knowledge Management (L3 role)
E7c Develop personal, organizational, career and leadership effectiveness plans for staff	Personnel comprehensive effectiveness plan	August	Knowledge Management (L3 role)
E7d Develop mentoring policy	Mentoring policy	September	Knowledge Management (L3 role)

END