

Development of a national laboratory strategic plan

Best practices document and facilitators' guide



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List of abbreviations

MoH	Ministry of Health
NLWG	National laboratory working group
NSP	National (laboratory) strategic plan
PDCA	Plan – Do – Check – Act
PPT	PowerPoint presentation
SMART	Specific – Measurable – Achievable – Realistic – Time-bound
SOP	Standard operating procedure
SWOT	Strengths – Weaknesses – Opportunities – Threats
WHO	World Health Organization

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It was authored by Linda Oskam (KIT), and developed based on methodology devised by Stella van Beers and Linda Oskam (KIT).

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Scope of the document

This document describes a methodology for the development of a national laboratory strategic plan. The development of the national laboratory strategic plan follows after the development of the national laboratory policy and should be based on this policy. In some instances it may be possible or required to combine the national laboratory policy and the national strategic plan in one document. The methodology has been used in five countries of eastern Europe and central Asia.

Template PowerPoint presentations and exercises are available on request from the Better Labs for Better Health initiative (eulab@who.int).

Approach for the development of a national laboratory strategic plan

Results of the national laboratory policy development process

During the national laboratory policy development process the national laboratory working group, with the assistance of external experts (facilitators), develops the following elements:

- Vision.
- SWOT analysis of the whole laboratory sector.
- A list of policy topics.
- Verified SWOT analyses for each policy topic.
- A list of policy statements.

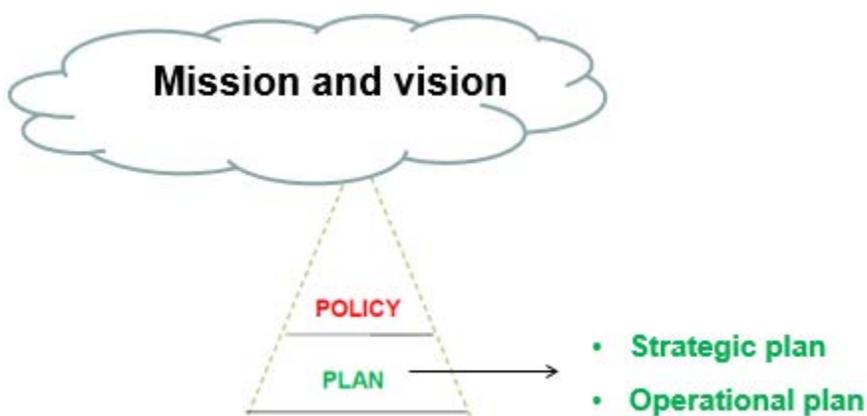
These items together constitute the national laboratory policy that is:

- presented to and widely accepted by stakeholders;
- (preferably) endorsed by the national government.

The national laboratory working group is a group of laboratory professionals and other stakeholders that works together on the development of the national laboratory policy. For more information see the Facilitators Guide for Policy Development, and Zwetyenga et al. (2015).

The planning cascade

Fig. 1. The planning cascade



Planning starts with the establishment of a vision and a mission.

A **vision** is a broad statement describing the ultimate state one wants to achieve. For example: “A world free of infectious diseases”.

In the context of the national laboratory policy and strategic plan, the vision describes the contribution that the organization wants to make to achieve the vision. For example: *“To provide quality laboratory services through leadership and expert guidance in support of national health services to reduce the burden of disease in country X.”*

This mission, together with a SWOT analysis and an assessment of the current situation inform the formulation of a policy.

A **policy** is a deliberate system of principles to guide decisions and achieve rational outcomes. A policy is a statement of intent. A policy describes the intended achievements in a certain sector after a long-term period (typically at least 10 years). A policy will often consist of multiple statements divided over a number of policy topics.

For a detailed description of the development of a national laboratory policy see Brown et al, 2015 and the Development of National Laboratory Policies: Best practices document and facilitators' guide (WHO, 2016).

The national laboratory strategic plan translates the prerequisites for an ideal laboratory system as formulated in the national laboratory policy into strategic objectives that need to be undertaken to turn the policy statements into reality. The national laboratory strategic plan is thus the logical and essential next step after the development of a national laboratory policy.

Strategic plans must be translated into action-oriented operational plans, which typically run for one year in parallel with the fiscal/budgetary year in a country.

The development of a national laboratory strategic plan

Typically, a strategic plan has a scope of three to five years; it is advisable to design a planning cycle that runs synchronously with the overall health system planning cycle, so if there are national five-year plans for the whole health or government system, the national laboratory strategic plan should be synchronized with these.

Development phase

For each policy statement the current situation is described. The policy statement itself describes the desired outcome. Next, a gap analysis and root cause analysis is performed: what are the gap(s) between the current situation and what are the root cause(s) that cause this gap? Strategic objectives are formulated to cover the gap between the current situation and the desired situation as described in the policy statement. Strategic objectives should address the root causes of problems and gaps.

The Executive Secretary will consolidate all outcomes into a “Proposal of the National Laboratory Working Group (NLWG) for a National Laboratory Strategic Plan for *[country]*”, which will include at least the following elements:

- Aim of the document.
- Process followed.
- Vision.
- Policy statements followed by the strategic objectives.

This document will be submitted by the Chair of the NLWG to the government for discussion and endorsement through the appropriate channels. WHO encourages countries to publish their national laboratory policies and strategic plans to inform all stakeholders and to be an example for other countries.

Dialogue phase

After the development of the Proposal of the NLWG, the NLWG will consult representatives of all stakeholders of the national laboratory policy and strategic plan.

- The Executive Secretary of the NLWG will consolidate the draft national laboratory strategic plan into a draft “Proposal of the Laboratory Working Group for a National Laboratory Strategic Plan for [country]” (see above).
- The proposal will be submitted to the MoH for a first informal consultation to determine whether this is in agreement with the government’s expectations.
- Upon agreement, the proposal will be submitted to a wider range of stakeholders, also including stakeholders from other Ministries, for consultation and review to ensure that all elements are captured and that the policy statements are supported by as wide an audience as possible. The NLWG organizes a consensus meeting in which stakeholders physically meet to discuss the strategic plan. This will increase the feeling of ownership among stakeholders and thus the support base for implementation of the policy and plan.
- Based on the comments from the reviewers, a final document will be prepared. When the comments are relatively minor, the final document can be prepared by the Executive Secretary; if the comments are more substantial it may be necessary to organize another meeting of the NLWG.

After finalization, the NLWG will officially submit the strategic plan to the government.

Organization of the process – two workshops

The preparation of the national laboratory strategic plan will be part of the mandate of the national laboratory working group. One or more external facilitators will assist the NLWG by guiding the process over a series of two workshops in which the participants will become familiar with the concepts and will develop the strategic plan objectives. In between workshops, the NLWG will meet to develop draft strategic plan objectives for the policy topics that were not covered during the first workshop.

The workshops should be organized in a large, quiet room suitable for group and plenary work. The room should preferably not be attached to the working place of one or more of the NLWG members to avoid distraction.

A computer, beamer/projector and flipcharts with marker pens in four colours are required, as are small items such as stationery, pens, A4 paper, sticky tape and medium and large-sized Post-it notes in various colours.

Documents to be printed

For each workshop:

- The agenda.
- The national laboratory policy.
- Action verbs (File 13: Reference materials): 1 per participant.

For the first workshop only:

- Exercise 08-09-10 (File 08 Exercise): 15 per participant.

For the second workshop only:

- Exercise 36 (File 36 Exercise): 2 per participant.

Other preparations

Before workshop 1

- Invite participants and arrange venue.
- Review policy and determine order of topics for strategic objective formulation.

For workshop 1

- Activity 1: Ensure presence of WHO and government.
- Activity 4: Invite NLWG member (chair or secretary) to present national laboratory policy: highlights, current status and reactions of stakeholders.
- Activities 8/9 and 10/11: Review policy and select 2 policy statements for gap and root cause analyses.
- Activity 14: Make sure there is a ruler and a few boxes of matchsticks available.

Before workshop 2

- Invite participants and arrange venue.
- Review draft strategic objectives that were prepared by the participants on the remaining topics. Check whether all policy statements are covered and whether the strategic objectives are feasible and realistic.

For workshop 2

- Activity 24: Ensure presence of WHO and government.
- Activities 25 and 39: Ensure flip-chart pages with expectations formulated during workshop 1 are present.

The reports

The report of the workshop prepared by the facilitators should give extensive summaries of all exercises and discussions. This report should be made available for the workshop participants **within two weeks** after the end of the workshop in order not to lose momentum and to inform the activities in between workshops.

A good way to capture the outcome when using flipcharts or Post-its is to take photographs. Information on the photographs can then be used for writing the report.

Strategic plan objectives development process

National strategic plan development Workshop 1

This workshop is divided over 2.5 days, with the half-day as day three. An example agenda is given in Annex 1. The main aim of the workshop is to develop strategic objectives for four policy topics. Whether this will be achieved will depend on the NLWG have all relevant expertise and whether simultaneous/consecutive translation is required. The facilitator may need to extend the third day in order to complete the work.

Terms of Reference

By the end of the workshop the participants will have:

- revisited the national laboratory policy;
- a clear understanding of the national laboratory strategic plan development process;
- understood and practiced the concepts of root cause analysis, gap analysis and strategic objective formulation;
- started to formulate strategic objectives for a number of policy statements;
- agreed on the way forward until the second workshop.

Description of activities

For presentations: only selected slides that are not self-explanatory are described below.

Day 1

Activity 1 – Workshop opening

The workshop starts with short opening speeches by representatives of the government, WHO and the organizer of the meeting (if other than MoH or WHO), describing the role of the NLWG, the importance of the strategic plan that will be developed and the support the NLWG can expect.

A round of introductions of all participants and facilitators. After the policy development process most participants will know each other, but it is always good to do a round of introductions.

Activity 2 – Discussion of workshop objectives

During this activity one of the facilitators presents the purpose of the meeting, describes what a strategic plan is and what it is used for and gives an overview of the program of the workshop. An example of such a presentation is given in PPT 02 “Objectives and process”.

Slide Explanation

- 3 Explain planning cascade: development of vision and policy have been done before. Now strategic plan, later operational plan.
- 6 Process followed so far.
- 8 Action oriented objectives is not the same as actions: objectives are bigger and are not yet SMART.
- 9 Emphasize that plans need to be constantly amended based on internal (implementation) and external (context) factors and that therefore operational plans have typically a time frame of one year.
- 10 Emphasize importance of point 4: monitoring and evaluation. Part of PDCA cycle.
- 11 Between current and ideal situation there is a gap, identified by the gap analysis. When one knows the root causes for the gap, one can define strategic objectives to overcome the gap.
- 12 Not all gaps can be overcome in the time frame of one strategic plan, sometimes planning objectives span multiple strategic plans.
- 13 Example: some ideal situations as described in the policy statements can be reached over a period of two strategic plans, while some will require the full three strategic plans. Do as much as you can as soon as you can.
- 14 For some policy statements most of the work can be done in the first strategic plan, for others it is more evenly distributed. Do as much as you can as soon as you can.

Activity 3 – Introduction to the workshop

During this introductory session the participants can express their expectations of the workshop(s). Write these on a flip-chart page and tape them to the wall for reference at the end of each workshop (activities 23 and 38). This is also the time to stress some workshop rules such as use of mobile phones, time management, etc. This is at the discretion of the facilitator(s).

Activity 4 – Presentation of the national laboratory policy

During this activity, a representative of the NLWG presents the main features and the current status of approval of the national laboratory policy as well as the reactions of the major stakeholders during the policy dialogue phase.

Activity 5 – Discussion

There will also be some room for discussion, comments, additions, questions for clarification etc.

Activity 6 and 7 – Gap analysis and root cause analysis + exercises

Gap analysis and root-cause analysis are crucial for the formulation of relevant strategic objectives. PPT 06 “Gap analysis and root cause analysis” (re)introduces these concepts and provides some exercises.

Slide Explanation

- | Slide | Explanation |
|--------------|---|
| 3 | If the participants have followed the process that was developed by WHO/Europe for the development of a national laboratory policy, the participants may have done this exercise before, but repeat it because it is crucial for strategic objective formulation. |
| 5 | Problem suggests the SOP for placing orders has to be amended but the real problem is the absence of a managers training program. From the obvious to the root cause. If you would amend the SOP the problem would not be solved. |
| 6 | A single problem (here indicated as the “focal problem”) can have many causes and many effects. For example: weak lab management (the “focal problem”) can have many effects (problems in the fields of safety, budgeting, work division, ...). |
| 7 | This exercise now works on the causes of the focal problem “weak laboratory management”. Probable causes are: absence of management training program, inadequate job descriptions, lack of delegation of authority to lab manager, etc. Practice the 5 times why with the participants and write the root causes on a flipchart page. |
| 9 | Explain that the laboratory sector has many challenges and that the laboratory policy is the first step to ownership. With the strategic plan we are going to start working on solutions. |
| 12 | Use the root causes on the flip-chart page. Ask people to reformulate on Post-its and discuss. |

Activities 8 and 9 – Practice with gap analysis and root cause analysis

The participants will practice gap analysis and root cause analysis on a policy statement selected by the facilitator. Select a policy statement that the participants are familiar with. This often means selecting a more technical topic. However, try to avoid lengthy debates by selecting a statement on which people will in all probability agree, such as maintenance of equipment or the absence of a personnel management system.

Activity 10 and 11 – Practice with gap analysis and root cause analysis

Same as activities 8 and 9, but now for a second policy statement that has been selected by the facilitator. In order to also provide an example that participants are less familiar with, select a policy statement from (for example) the legal and regulatory framework topic, which is at a higher abstraction level.

End day 1's activities.

Day 2

Activity 12 and 19 – Recap of day 1

The workshop starts with a short round-table discussion in which the participants are invited to share their experiences about yesterday: What was new for them? What were eye openers? What do they need more information about? Anything that comes up... The facilitator moderates, summarizes and provides additional information as required. Make sure to give all participants the opportunity to contribute.

Activity 13 – Formulation of strategic objectives

This activity forms the basis for the remainder of the workshop and for most of workshop 2. It is therefore very important that all participants understand what strategic objectives are and what is expected of them.

Slide Explanation

- | | |
|-----|---|
| 2 | PDCA cycle is central to quality improvement processes. |
| 3 | During the formulation of the strategic objectives we are going to work on planning part. |
| 5-7 | Repetition of yesterday. |

- 8 How can we find solutions to the challenges? By considering all the options, choosing, implementing and monitoring whether it actually worked (Plan – Do – Check). If not: change plan (Act).
- 9-11 Very important to consider all the facts when formulating a certain course of action.
- 13 Emphasize the importance of using action oriented verbs. Hand out the reference material document with the action oriented verbs. As the strategic plan is a government document, people tend to be very cautious and use words like consider and suggest.
- 15 Examples of strategic objectives from two countries in central Asia. Identify the action. Is what needs to be done clear? Can someone describe the output? How will you know it has been done?
- 16 Refer to the flip-chart page of the day before.

Activity 14 – Problem solving through creative thinking

PPT 14 is in essence an energizer: a way to open up discussions and create a good atmosphere and group feeling.

Slide Explanation

- 3-6 Many more exercises like this can be found on <http://matchstickpuzzles.blogspot.nl/>
Use alternative ones if the audience has been exposed to these before (during a training or otherwise).
- 8 Nobody told you to stay inside the box.
- 9 Point: It is extremely difficult to name the colour when the word is not the same color as what it reads. For example: people tend to say yellow when they see **yellow**, whereas they should say red. This is a brain teaser as it makes use of both halves of your brain: the rational half that reads the words (the ones scientists are using a lot) and the creative half that recognizes the colour. For strategic objective formulation one should use both halves.
- 10 A ruler is used for measuring or drawing lines, but you can do many other things with it: stir porridge, play hockey, swat a fly... Let the participants stand in a circle and ask them to act out an alternative use.

Activity 15 – Exercise strategic objective formulation

Before starting with formulating the strategic objectives for their own policy, the participants get one more opportunity to practice on 3 examples from other countries' policies and strategic plans. It is important to point out that there are no wrong strategies as such, but that is important to use action-oriented verbs and not go into too much detail yet.

Use PPT 15 – Strategic objective formulation

Slide Explanation

- 1-5 Repetition of slides from presentation PPT 13.
- 6,8,10 Ask the participants to formulate some strategic objectives, let them present and discuss them. Where possible try to improve the formulation. Indicate that perfect strategic objectives require a lot of discussion on the formulation, like perfect policy statements.
- 7,9,11 These are the example statements that were formulated by the countries.
- 7 This is a combination of strategic objectives from two countries: 1 and 2 from one country and 3 from another country. The way in which countries define solutions can be the same, similar, different or complementary, depending on the country's situation. It depends on the gap analysis and the root cause analysis.
- 11 This is to show that it is not always necessary to formulate multiple strategic objectives for each policy statement. It may even be possible to catch multiple policy statements into one strategic objective.

Activities 16-18 and 21 – Formulation of strategic objectives for four policy topics

The facilitator invites the participants to formulate strategic objectives for three policy topics. Start with small and/or relatively simple and/or uncomplicated ones (the first two) and move on to more complicated ones (the last two). Ideally, strategic objectives for four policy topics should be formulated during the workshop, but whether this is feasible will depend on the level of the participants, the amount of debate that takes place and the complexity of the policy topics and statements.

Make sure to use the gap analysis – root cause analysis – options sequence and make generous use of the flip-chart or computer to summarize the discussions into strategic objectives: better to let the group discuss something that is formulated and improve it than to let

the discussion constantly flow freely in all directions. Also make sure that the participants do not get lost in debates about details: strategic objectives are broad and the details will be included in the operational planning phase.

Activity 20 – Revisit strategic objectives topics 1-3

Before moving on to another policy topic on the third day, ask the participants to re-read the strategic objectives they formulated the day before. A good night's sleep and a fresh mind helps to further improve them. Put the strategic objectives on the screen topic by topic and read them out loud or let one person from the group read them out loud. Discuss and make amendments as required.

Activity 22 – The way forward

Use PPT 22 – The way forward.

At the end of the workshop it is important to make the participants understand that they now will need to continue with the process of strategic objective formulation and that during the second workshop the drafts will be discussed again with the facilitators. It is up to the group to decide how they will organize this: have multiple meeting with the whole group or work with a smaller core group and consult with the larger group. Ask the group to send their draft strategic objectives at least two weeks before the second workshop for the facilitators to have sufficient preparation time.

Slide Explanation

- | | |
|---|---|
| 5 | Participants now know how to perform a gap analysis and a root cause analysis and have started the formulation of strategic objectives. |
| 6 | Explain that they can do this in their own way: plenary meetings or meetings with a smaller group and then consultation, as long as they send the draft objectives to the facilitators at least two weeks before the next workshop. |

Activity 23 – Evaluation and formal closure

At the end of the workshop invite the participants to give their opinion on the process; also refer to the expectations that were formulated during activity 3 and save the flip-chart page for the second and third workshops (activity 39).

National strategic plan development Workshop 2

This workshop is divided over 2.5 days. An example agenda is given in [Annex 1](#). The last day may be extended, but this leaves additional time in case debates are long, or to make the first two days shorter if the facilitators find that the group is too tired to work effectively by mid-afternoon.

Terms of Reference

After the second workshop participants will have:

- discussed and where necessary modified all strategic objectives for all policy topics of the national laboratory policy;
- understood the concept of SMART action planning for the preparation of operational plans;
- agreed on the way forward.

Description of activities

For presentations: only selected slides that are not self-explanatory are described below.

Activity 24 – Workshop opening

The workshop starts with short opening speeches by representatives of the government, WHO and the organizer of the meeting (if other than MoH or WHO), describing the role of the NLWG, the importance of the strategic plan that will be developed and the support the NLWG can expect.

A round of introductions is made of all participants and facilitators. After the policy development process and the first workshop most participants will know each other but it is always good to do a round of introductions in case there are new participants around the table.

Activity 25 – Discussion of workshop objectives

During this activity one of the facilitators presents the purpose of the meeting using presentation PPT 25 “Objectives and process”. For slide explanations see PPT 02.

Activities 26, 30 and 35 – Revisit strategic objectives for previous policy topics

Before moving on to the strategic objectives formulated for the remainder of the policy topics, ask the participants to re-read the strategic objectives they formulated during the first workshop (activity 26) or the first or second day of this workshop (activities 30 and 35, respectively). A fresh eye may help to further improve them. Put the strategic objectives on the screen topic by topic and read them out loud or led one person from the group read them out loud. Discuss and make amendments as required.

Activities 27–29 and 31-33 – Discussion of strategic objectives

Discuss with the participants, policy topic by policy topic, the strategic objectives that were formulated by the group in between workshops. Make sure to have reviewed the draft strategic objectives prior to the workshop and check whether everything is covered and whether they are feasible and realistic. Let the participants come up with suggestions for further improvement based on the answers to the facilitator's questions and remarks.

Activity 34 – Introduction to operational planning

Strategic planning should always be followed by operational planning. Even though operational planning is not the aim of this workshop, it is good to give the participants an introduction to operational planning, to facilitate the process afterwards and to make them able sparring partners for (government) officials that will be involved in the operational planning phase.

Slide	Explanation
2	Explain that operational planning comes after strategic planning and translates strategic objectives into real action.
5	Still part of planning part of PDCA cycle.
6	We are now going to talk about activities, so we will need to translate strategic objectives into (often multiple) actions.
7	Shows example list of activities for 1 objective. For each activity one needs to decide who should do what by when and what is needed to achieve this?
8	Mapping process may help.
9-14	SMART action planning helps to achieve your goal. Explain each element individually.
15	If people are not familiar with Gantt charts, explain the concept.

- 16 Framework for action plan, also part of hand-out 36/37.
- 17 The planning cascade.
- 18 Group work or plenary, depends on group.
- 21 Explain concept of easily obtainable goals (generally known as “low hanging fruit”; see the picture of the mango tree on the slide).
- 22-23 Here are some example criteria. Discuss with the group what they would add (or remove, or change).
- 24 Examples of three strategic objectives. Let them think about the actions that are required and the outcome that would be achieved. Then fill in the score for each field and calculate the overall score per strategic objective. The higher the score, the more important/easy to implement.

Activities 36 and 37 – Practice with operational planning

After the introductory presentation on day 2, the participants now get the opportunity to practice operational planning on a number of strategic objectives that they have developed for their own country. The facilitator will select some (depending on time, but three is suggested) strategic objectives for the participants to work on and discuss. These objectives should be relatively straightforward and achievable in a short time frame but some of the elements of the priority matrix should vary.

Use file “Exercise 36”.

Activity 38 – The way forward

Use PPT 38 – The way forward.

At the end of the workshop it is important to make the participants understand that they now will need to continue with the process of strategic plan preparation themselves.

Slide Explanation

- 4 We now have all the draft strategic objectives. It will be your task to prepare a draft plan and discuss it with the stakeholders analogous to the process used for the policy.
- 5 Suggested outline for the NSP is a suggestion. Some countries may have a fixed format that the NLWG should use.

- 6 Emphasize that the next step is the operational planning. As this will require stakeholder investment, it will be the most challenging phase.

Activity 39 – Evaluation and formal closure

At the end of the workshop invite the participants to give their opinion on the process; also refer to the expectations that were formulated during activity 3 of the first workshop.

Annex 1: Workshop agendas

Agenda for the national laboratory strategic plan development - Workshop 1

Terms of Reference

After the first workshop participants will have:

- revisited the national laboratory policy;
- a clear understanding of the national laboratory strategic plan development process;
- understood and practiced the concepts of root cause analysis, gap analysis and strategic objective formulation;
- started to formulate strategic objectives for a number of policy statements;
- agreed on the way forward until the second workshop.

Agenda

Day 1 (9.00 – 17.00)		Objectives	Presenters and Materials
1	Workshop opening – welcome and introductions	<ul style="list-style-type: none"> ▪ Welcome the participants ▪ Introduction of participants 	MoH, WHO
2	Discussion of workshop objectives	Introduce the purpose/ process and focus of a national laboratory strategic plan	Presentation <i>File: PPT 02</i>
3	Introductory session	<ul style="list-style-type: none"> • Explore expectations • Workshop norms 	Plenary discussion
Break			
4	Presentation of national laboratory policy	Describe the current national laboratory policy	Presentation by representative of NLWG
5	Discuss national laboratory policy	Analyse the national laboratory policy and what people expect from it.	Plenary discussion
Lunch			

6	Gap analysis and root cause analysis	<ul style="list-style-type: none"> ▪ Provide a refresher root cause analysis ▪ Get people familiar with the concept of gap analysis 	Presentation. File: PPT 06
7		<ul style="list-style-type: none"> ▪ Practice with root cause analysis ▪ Practice with gap analysis 	Group work PPT 06
8	Gap analysis one statement	Practice gap analysis on one policy statement	Group work, <i>File: Exercise 08-09-16</i>
9	Root cause analysis one statement	Practice root cause analysis on one policy statement	Group work
Break			
10	Gap analysis second statement	Practice gap analysis on another policy statement	Group work
11	Root cause analysis second statement	Practice root cause analysis on another policy statement	Group work

Day 2 (9.00 – 17.00)		Objectives	Presenters and Materials
12	Recap first day	Discuss with the participants what they learned on the first day	Plenary discussion
13	Formulation of strategic objectives	What are strategic objectives?	Presentation <i>File: PPT13</i> Hand-out: <i>List of action verbs</i>
14	Problem solving through creative thinking	Introduce the concepts of creative thinking and out of the box thinking	Exercises <i>File: PPT 14</i>
Break			
15	Exercise: strategic objective formulation	Practice the formulation of strategic objectives	Group work followed by plenary discussion <i>File: PPT 15</i>
16	Formulation of strategic objectives for the first policy topic	Formulate strategic objectives for the first policy topic	Plenary discussion <i>File: Exercise 08-09-16</i>
Lunch			
	Formulation of strategic objectives for the first policy topic (continued)		Plenary discussion <i>File: Exercise 08-09-16</i>
17	Formulation of strategic objectives for the second policy topic	Formulate strategic objectives for the second policy topic	Plenary discussion <i>File: Exercise 08-09-16</i>
Break			
	Formulation of strategic objectives for the second policy topic (continued)		Plenary discussion <i>File: Exercise 08-09-16</i>
18	Formulation of strategic objectives for the third policy topic	Formulate strategic objectives for the third policy topic	Plenary discussion <i>File: Exercise 08-09-16</i>

Day 3 (9.00 – 13.00)		Objectives	Presenters and Materials
19	Recap second day	Discuss with the participants what they learned during the second day	Plenary discussion
20	Revisit strategic objectives first 3 topics	Discuss whether they are complete, clear, feasible and well-formulated	
Break			
21	Formulation of strategic objectives for the fourth policy topic	Formulate strategic objectives for the fourth policy topic	Plenary discussion <i>File: Exercise 08-09-16</i>
22	The way forward	Discuss the way forward until the second workshop (formulate SMART actions)	Presentation and plenary discussion <i>File: PPT 22</i>
23	Evaluation and closure	Evaluate the process during the first workshop and formal closure	Plenary discussion
Lunch			

Agenda for the national laboratory strategic plan development - Workshop 2

Terms of Reference

After the second workshop participants will have:

- discussed and where necessary modified all strategic objectives for all policy topics of the national laboratory policy;
- understood the concept of SMART action planning for the preparation of operational plans;
- agreed on the way forward.

Agenda

Day 1 (9.00 – 17.00)		Objectives	Method and Materials
24	Workshop opening – welcome and introductions	<ul style="list-style-type: none"> ▪ Welcome the participants ▪ Introduction of participants 	Presentations by MoH, WHO and plenary
25	Discussion of workshop objectives	Introduce the purpose/ process and focus of a national laboratory strategic plan	Presentation <i>File: PPT 25</i>
26	Discussion of strategic objectives for policy topics 1-4	To revisit the planning objectives and make modifications where necessary	Plenary discussion
Break			
27	Discussion of strategic objectives for policy topics 5-6	To visit the planning objectives and make modifications where necessary	Plenary discussion
Lunch			
28	Discussion of strategic objectives for policy topics 7-8	To visit the planning objectives and make modifications where necessary	Plenary discussion
Break			

29	Discussion of strategic objectives for policy topics 9	To visit the planning objectives and make modifications where necessary	Plenary discussion
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Day 2 (9.00 – 17.00)		Objectives	Presenters and Materials
30	Recap first day	Revisit with the participants the strategic objectives formulated on day 1	Plenary discussion
31	Discussion of strategic objectives for policy topics 5-9	To revisit the planning objectives and make modifications where necessary	Plenary discussion
Break			
32	Discussion of strategic objectives for policy topics 10-11	To revisit the planning objectives and make modifications where necessary	Plenary discussion
Lunch			
33	Discussion of strategic objectives for the remaining policy topics	To revisit the planning objectives and make modifications where necessary	Plenary discussion
Break			
34	Introduction to operational planning	To provide an introduction to the activities required for operational planning	Presentation and exercises <i>File: PPT 33</i>

Day 3 (9.00 – 13.00)		Objectives	Presenters and Materials
35	Recap second day	Revisit with the participants the strategic objectives formulated on day 2	Plenary discussion
36	Define actions for three strategic objectives	Practice with defining actions	Plenary discussion <i>File: Exercise 36</i>
Break			
37	Setting priorities	Practice with prioritizing actions	Plenary discussion <i>File: Exercise 36</i>

38	The way forward	Discuss the way forward	Presentation and plenary discussion <i>File: PPT 37</i>
39	Evaluation and closure	Evaluate the process during the second workshop and formal closure	Plenary discussion
Lunch			

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