

OPERATIONAL PLANNING

BACKGROUND

Many countries struggle to implement the National Action Plans for Health Security (NAPHS). They may be too ambitious with too many activities, overwhelming financial and resource estimates, and managerial burden. Countries developed Operational Planning to overcome some of these challenges.

Operational Planning is an iterative process that allows countries to focus on a manageable number of activities, clarify resource availability, set realistic targets, and create accountability for implementation.

PURPOSE

Operational Planning identifies priority activities that can be implemented within one or two years. Prioritization is based on recent internal assessments. Activities are made specific with **sub-activities**, defined **timelines**, assigned a **program manager**, and list **funding sources**. The product is an **Operational NAPHS**.

PRINCIPLES OF AN OPERATIONAL PLAN



REVIEW ACTIVITY STATUS AND IMPLEMENTATION

Establish regular check-ins to identify and address bottlenecks to activity implementation. Every year, create a new Operational NAPHS.



DEFINE WHO IS ACCOUNTABLE FOR EACH ACTIVITY

Each activity and sub-activity has a program manager responsible for its implementation.



LIMITED NUMBER OF OBJECTIVES AND PRIORITY ACTIVITIES

A small number of activities (e.g., no more than two per technical area), promotes prioritization and reduces the managerial burden of the plan. Activities must be **SMART***.



GENERATE SUPPORT FROM ACROSS GOVERNMENT SECTORS

Operational NAPHS require input and implementation from across ministries. Successful plans are incorporated into the workplans of all stakeholders.



TRACK ACTIVITY PROGRESS

The status of each activity and sub-activity should be tracked and reviewed periodically. The program managers are responsible for updating this activity status.



USE A STEPWISE APPROACH

Create sub-activities, which are the logical progression of steps needed to achieve the activity, including timelines for implementation.



***Specific, Measurable, Achievable, Relevant, Time-bound**

OPERATIONAL PLANNING TOOLKIT

This Operational Planning Toolkit can help countries develop realistic and actionable plans. This includes:

- One- and two-page overviews on the components of the IHRMEF
- Guidance documents, presentations, and templates used in past Operational Planning missions
- Example activity tracking template

These documents can be used as standalone guidance, but CDC and WHO are available to provide additional help or to facilitate.

OPERATIONAL PLANNING METHODOLOGY

IHR Assessments

Assessments of Capacity

- Joint External Evaluation
- States Parties Annual Report
- Performance of Veterinary Services

Risk Assessments

- Strategic Tool for Assessing Risks

Functionality

- Intra- and After-Action Reviews
- Simulation Exercises



Tools and Systems to Implement an Operational NAPHS



- Live Tracking System
- Resource Mapping and Impact Analysis (REMAP)
- Global Health Security Agenda Action Packages

1

Internal Assessment

Planning priority activities should be guided by recent assessments of IHR capacities. The JEE is the most comprehensive assessment of capacity, SPAR is the most timely. These are complemented by assessments of risk or functionality. However, no one assessment is necessary for operational planning and a **country should not feel compelled to conduct every assessment listed.**

In countries with a five-year Strategic NAPHS, operational planning can be used to focus key priorities for the next year.

2

Operational Planning

Based on the assessment, a country will:

- Identify the main strengths and weaknesses** in IHR capacities, highlighting gaps and bottlenecks in implementation where relevant
- Develop priority activities** to be implemented over the next 12 months
- Develop sub-activities**, assign each a program manager, timeline, and funding source

3

Implementation and Monitoring

A country should conduct regular check-ins and aim to re-assess and update their plans each year.

Accountability and M&E are the responsibility of the programme managers. The country may use a live tracker to record progress. Such a tracker facilitates the regular reviews of the plan.