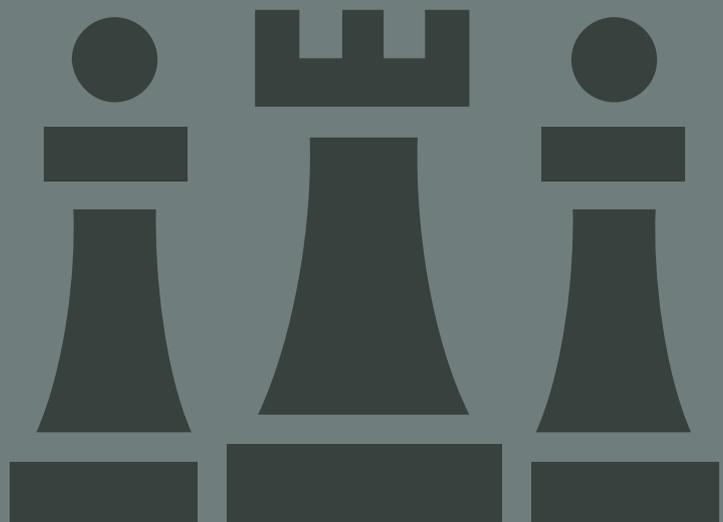




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Preparedness&Response
ONE HEALTH IN ACTION

One Health Strategic Plan Development Toolkit



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INTRODUCTION

A national One Health Strategic Plan (OHSP) is a policy document that lays out a coordinated, multi-sectoral One Health approach to prevent, detect, and respond to disease threats of public health concern, especially zoonotic diseases. Countries may also choose to include public health concerns such as antimicrobial resistance and biosecurity in their OHSPs. A strong OHSP includes vision and mission statements, values, strategic pillars, objectives, indicators, activities, and resource needs.

This toolkit guides through the process of developing a national OHSP. This document lays out the step-by-step process for developing an OHSP using a participatory, stakeholder-driven approach. It also offers helpful tips and important considerations in the text boxes throughout the document.

STEP-BY-STEP PROCESS

The success of an OHSP depends on broad-based national ownership. As such, the process outlined below engages stakeholders at each step, from the preparing to develop the plan to outlining its components and validating the final plan. This stakeholder-driven approach ensures the OHSP reflects local realities, represents diverse viewpoints, and drives behavior change among key stakeholders.

The process includes four phases: (1) Prepare → (2) Develop → (3) Draft and Validate → (4) Launch.

STAGE I: PREPARE

To begin, the focus is on laying the foundation for a successful, participatory OHSP development process. The first step is for the National One Health Platform (NOHP) to agree on how to develop, renew, or revise the OHSP. Then, planning for the strategic planning stakeholder workshop (stakeholder workshop)—at which stakeholders develop key components of the plan—should begin. Meanwhile, a local consultant collects and analyzes contextual data to inform the OHSP.

Eight Weeks before the Stakeholder Workshop

- **Discuss the process for developing, renewing, or revising the OHSP** with the core members of the One Health platform. Then, meet with stakeholders jointly or one-on-one to explain the proposed process and estimate the resources needed. Note: In discussions, seek opportunities to complement and coordinate with existing strategy development processes.

Six Weeks before the Stakeholder Workshop

- **Prepare an Activity Scope of Work (SOW)** and budget for developing the OHSP (NOHP).
- **Develop a workshop participant list** (NOHP). Note: Recommended attendees include platform members and representatives from core One Health sectors in the government, international and regional organizations like WHO and FAO, bilateral partners like USAID

OHSP TOOLS

This toolkit contains the following templates, which can be adapted for each country's specific context:

- **Consultant SOW** – Sample SOW for a consultant to prepare the background report, co-facilitate the stakeholder workshop, and draft the OHSP.
- **Background Report Template** – Recommended headings for report
- **Stakeholder Workshop Agenda** – Sample agenda aligned to the Stakeholder Workshop PPT.
- **Stakeholder Workshop PPT** – Tool for facilitating discussions during the stakeholder workshop.
- **Facilitator Guide** – In-depth guidance on how to facilitate the workshop using the Stakeholder Workshop PPT.
- **OHSP Template** - Recommended structure for a comprehensive OHSP.



and the CDC, NGOs, academic and research institutions and the private sector. As applicable, use the P&R Stakeholder Mapping Toolkit.

- **Hire a consultant** to prepare the background report, co-facilitate the stakeholder workshop, and draft the OHSP under the NOHP's supervision. Use the Consultant SOW. Note: A member of the NOHP may also serve as a facilitator, as may someone from a partner organization like the WHO, FAO, or other development partners.
- **Prepare background report** (consultant). Collect and summarize relevant background information (such as sectoral strategic plans, preparedness and response plans, and health disease prioritization plans) through document review and interviews, following the Background Report Template and using other P&R tools, such as the Private Sector Toolkit. Conduct the initial strengths, weaknesses, opportunities, and threats (SWOT) analysis.

Four Weeks before the Stakeholder Workshop

- **Finalize and share the Stakeholder Workshop Agenda and invitations** (NOHP).
- **Undertake necessary administrative tasks and secure resources for the workshop** (NOHP/Admin). If possible, secure resources from stakeholders, e.g., venue from a NOHP member.

Two Weeks before the Stakeholder Workshop

- **Prepare the Stakeholder Workshop PPT** (consultant, NOHP), adding relevant background information and the SWOT Analysis.
- **Review the Facilitator Guide** (consultant, representative from NOHP).
- **Share the draft background report with workshop participants** (NOHP). Note: If possible, send the background report with the invitations and agenda.

▣ GENDER CONSIDERATIONS

Stage 1: Prepare

- Have you reviewed the assessment & planning sections of the Gender Integration Toolkit for best practices in integrating gender in events?
- Will diverse stakeholders, including women, be represented at the workshop?

Stage 2: Develop

- Have you reviewed the implementation and M&E sections of the Gender Integration Toolkit for best practices in integrating gender in the workshop?
- Have you put in place measures to ensure that everyone, including women or other vulnerable/marginalized populations present, will have an opportunity to contribute/participate meaningfully?

Stage 3: Draft and Validate

- Do the strategic pillars, objectives, and activities take into account the needs of women and other marginalized groups?
- Have you validated the draft with women and members of other marginalized groups?

STAGE 2: DEVELOP

With resources in place, the platform and its workshop facilitators are ready to convene stakeholders to collaboratively develop key components of the OHSP. Following the Stakeholder Workshop PPT and Facilitator Guide, the facilitators should:

- **Introduce the strategic planning process** and explain how workshop discussions feed into the OHSP.
- **Share strategically-relevant background data.**
- **Facilitate a SWOT analysis activity** to identify internal and external factors that influence One Health issues in the country. Note: If the SWOT analysis has been done beforehand, participants can validate the analysis and fill in gaps.
- **Define the OHSP mission, vision, and values.** Provide examples, facilitate discussion, and come to a consensus.



- **Define the OHSP strategic pillars, objectives, activities, and indicators.** Provide examples, facilitate discussion, and come to a consensus.
- **Develop an action plan** for further developing the OHSP, including refining indicators, identifying resources, validating the plan, seeking endorsement, and launching the OHSP.

Within one week of the workshop, the consultant should complete a workshop report that includes a participant list, agenda, key points of discussion, and follow-up actions.

STAGE 3: DRAFT & VALIDATE

The consultant and NOHP should use stakeholder input to prepare and validate drafts of the OHSP. Note: Validation processes differ, depending on platform structure and strategic plan visibility.

Prepare the Draft OHSP

- **Produce a first draft of the OHSP**, using the OHSP Template, within two weeks of the workshop (consultant, NOHP).
- **Seek comments on the draft OHSP from workshop participants** (NOHP).
- **Incorporate feedback into a second OHSP draft** within 30 days of the workshop (consultant, NOHP). Add refined indicators and a budget so stakeholders understand the plan's cost.
- **Consider holding a meeting with key stakeholders to review the detailed draft** before the validation workshop (NOHP).

Hold a Validation Workshop

- **Hold a validation workshop** to solicit final stakeholder feedback on the draft (use the Activity SOW and Event Planner as applicable) (consultant, NOHP).
- **Incorporate the stakeholder feedback** into the draft OHSP (consultant, NOHP).

STAGE 4: LAUNCH

During the Stage 4, the NOHP seeks stakeholders' endorsement, before officially launching the plan:

Seek Buy-in from Key Institutional Stakeholders

- **Build consensus on the plan** and seek commitments of human and financial resources, using one-on-one meetings with key institutional stakeholders (senior NOHP members). Note: Sensitize as many stakeholders as possible about the OHSP and the importance of making strategic coordination a priority. It is suggested to also target legislators, politicians, ministry officials, and other decision-makers and influencers. See the One Health Policy Advocacy Toolkit for more guidance.

Finalize OHSP

- **Copyedit, format, and prepare printed and electronic copies of the OHSP** (NOHP). Submit to relevant government officers/decision-makers for formal endorsement (NOHP).

Hold Launch Event

- **Organize an OHSP launch event** once the relevant government stakeholders have endorsed the plan (NOHP). Look to the One Health Platform Launch Toolkit for ideas.
- **Undertake all necessary administrative tasks** and secure resources for the launch event (Admin). Use the Event Planner as applicable. Note: Select a launch event date early, preferably right after the stakeholder workshop ends, so you can publicize the event during



the validation workshop and one-on-one conversations. Aim to launch the strategy within two to three months of the stakeholder workshop to build on the momentum.

NEXT STEPS

After the OHSP's endorsement and launch, the NOHP should turn to operational planning, specifically:

- Develop a monitoring and evaluation plan,
- Develop a detailed operational plan for the first year.

ADDITIONAL RESOURCES

REFERENCES

1. [WHO Joint External Evaluation Report for the Country \(if available\).](#)
2. [Strategizing National Health in the 21st Century: A Handbook, WHO.](#)
3. [One Health Commission Strategic Plan, One Health Commission](#)
4. [Preparation and Planning, CDC](#)
5. [Strategic Planning--A 10-Step Guide, World Bank](#)