



# NAPHS TRACKER



Accelerating the implementation of national preparedness plans through program management tracking

Countries develop and implement National Action Plans for Health Security (NAPHS) to improve their capacity to prevent, detect and respond to future disease outbreaks. But in many settings, progress is hindered by a lack of multisectoral coordination and accountability. With real-time monitoring, the **NAPHS Tracker** enables data-informed decision-making to streamline NAPHS management and financing.



## At a Glance

- ✓ **An online tracker** allows stakeholders to monitor NAPHS implementation and funding disbursement.
- ✓ **Dashboard and reporting tools** are used to visualize data for informed program management decisions.
- ✓ **People and processes** are aligned to enable effective monitoring and decision-making.



## Challenge

To close gaps in epidemic preparedness capacities, countries develop a multi-year NAPHS; however, without processes and tools to guide prioritization, countries often wind up with plans that include more than 200 activities that are difficult to complete.<sup>1</sup>

Moreover, moving from planning to implementation requires coordination across multiple sectors (human health, animal health and environment) and 19 technical areas—from legislation to laboratory systems to points of entry. The absence of governance and accountability mechanisms makes it difficult to track implementation and to identify technical or procedural bottlenecks that need to be addressed.

Furthermore, many countries must steer complex funding processes that require elaborate proposal development and approval processes to ensure these activities receive funding.

<sup>1</sup> Shahpar, C., Lee, C. T., Wilkason, C., Buissonnière, M., McClelland, A., & Frieden, T. R. (2019). Protecting the world from infectious disease threats: Now or never. *BMJ Global Health*, 4(4), e001885. <https://doi.org/10.1136/bmjgh-2019-001885>



## Solution

To promptly identify and address obstacles between planning and action, countries need visibility on the progress they are making in NAPHS implementation and funding disbursement. To this end, **Resolve to Save Lives (RTSL)** and five country governments—the **Democratic Republic of the Congo (DRC), Ethiopia, Liberia, Nigeria** and **Uganda**—have piloted the NAPHS Tracker, an online tool that:

- ✓ Centralizes data on implementation progress from multiple ministries, departments or agencies;
- ✓ Offers dashboards and reporting features for data analysis and dissemination; and
- ✓ Prompts and informs decision-making on a regular schedule to accelerate action using clear data on progress and bottlenecks.

In pilot countries, multisectoral coordination is led by a [dedicated preparedness team](#) (also known as an “A-team,”), a multidisciplinary team working across government offices to help plan and implement a range of activities required to accelerate epidemic preparedness. A-teams have a monitoring and evaluation “focal point” entrusted with the maintenance and management of the NAPHS Tracker.

Ownership across all sectors involved is essential to the success of the NAPHS Tracker. Stakeholders must agree on the who, what and when of data management and usage, including committing to routine reporting and establishing regular convenings to discuss results.



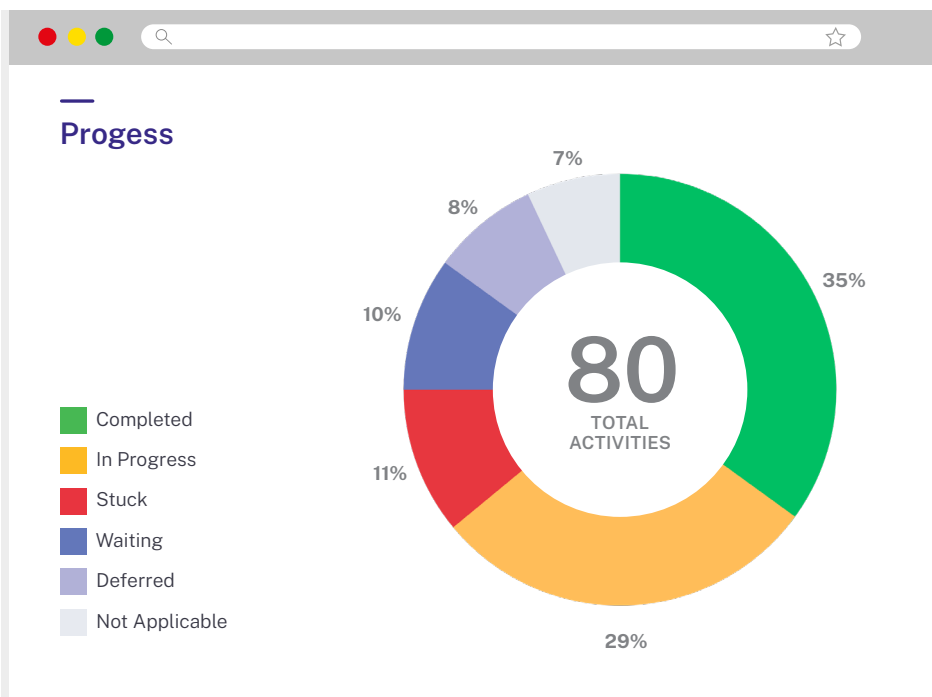
## NAPHS tracker in practice

To track **NAPHS activity implementation**, the NAPHS team or dedicated preparedness team assigns activities in the online tracker to the responsible units and conducts regular check-ins to assess implementation status, prioritize activities and follow up on any outstanding issues. Focal points can customize their Tracker with simple, accessible, no-cost tools (e.g., Google Sheets and Data Studio).

NAPHS activity	Technical area	Implementation status	Responsible authority	Contact information
Activity 1	National Legislation Policy and Financing	Completed	Name, affiliation	email@v
Activity 2	IHR Coordination Communication and Advocacy	In progress	Name, affiliation	email@v
Activity 3	Antimicrobial Resistance	Stuck	Name, affiliation	email@v
Activity 4	Zoonotic Disease	Waiting	Name, affiliation	email@v
Activity 5	Food Safety	Deferred	Name, affiliation	email@v
Activity 6	Biosafety and Biosecurity	Not applicable	Name, affiliation	email@v

### Database View

Implementation status of all planned NAPHS activities are clearly represented—by technical area—in a simple, customizable spreadsheet, along with contact information for the authority responsible for action.



### Dashboard View

Data is visualized and reported in simple charts that reveal areas of progress and delay to guide prioritization and action.



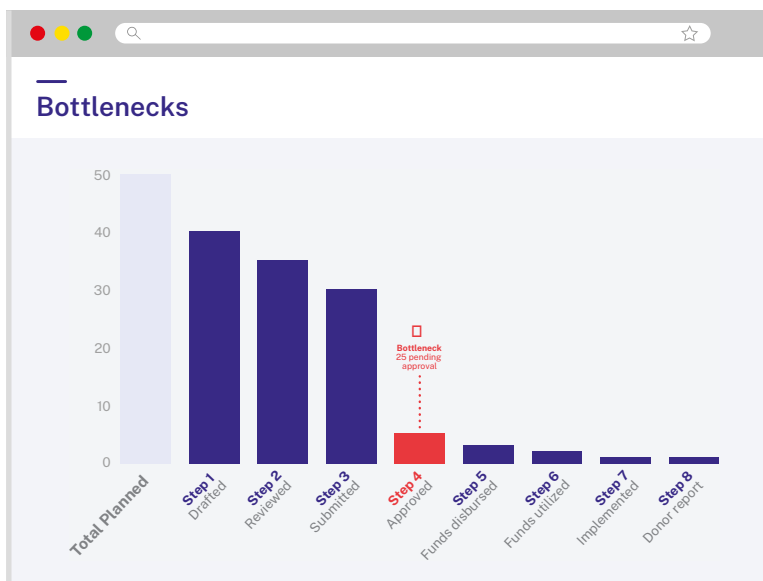
## Tracking funding disbursement

To **track funding disbursement** (such as the World Bank REDISSE funds), countries assign and track progress from proposal development (including concept notes and terms of reference) to approval and receipt of funds.

NAPHS activity	Responsible authority	Contact information	Step 1 Drafted	Step 2 Reviewed	Step 3 Submitted
Activity 1	Name, affiliation	email@who.int	✓	✓	✓
Activity 2	Name, affiliation	email@who.int	✓	✓	✓
Activity 3	Name, affiliation	email@who.int	✓	✓	✓
Activity 4	Name, affiliation	email@who.int	✓	!	⊖
Activity 5	Name, affiliation	email@who.int	✓	⊖	⊖

### Database View

Steps relevant to the funding process (e.g., from concept note drafting to donor reporting) are identified, then completion status is defined for each step.



### Dashboard View

Data is visualized and reported using simple charts that reveal bottlenecks in the funding process, helping guide prioritization and action.

Collecting and reviewing clear, real-time data on both activity implementation and funding disbursement facilitates routine decision-making and accelerates action. It is also strongly tied to future NAPHS planning and funding cycles and enables continuity from one annual operational plan to another by informing decision-makers of activities that were not completed and allowing them to easily reintegrate them into the plans for the following year. The NAPHS Tracker is adaptable to any country's context. For example, in some settings, tracking for both NAPHS implementation and funding disbursement can either be combined in one system or in separate systems; some countries have implemented additional measures of data control and protection pertaining to user access and editing permissions.



# CASE STUDY

## Fast-tracking funding in Democratic Republic of Congo

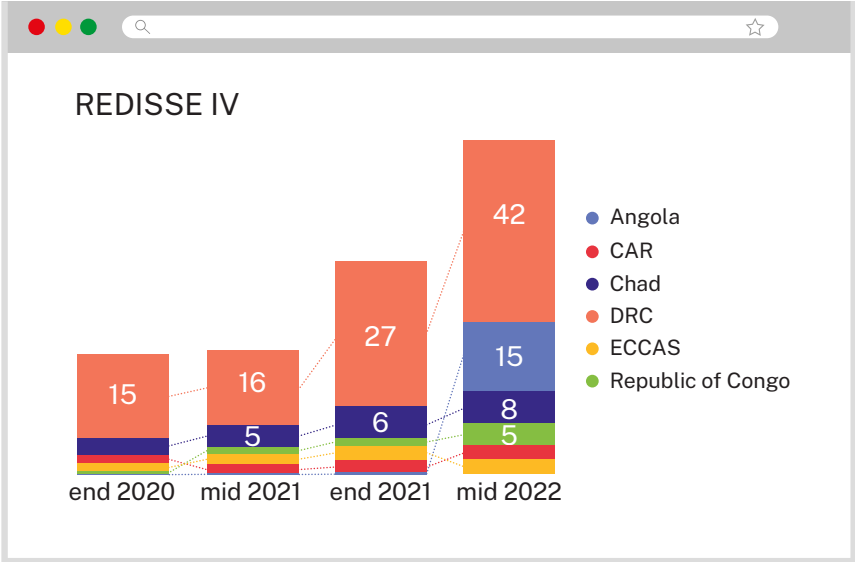
In DRC, the NAPHS Tracker played a pivotal role in as part of the [REDISSE](#) program.

In the past, weak coordination and a lack of transparency and accountability among stakeholders handicapped the disbursement process, which requires government institutions to submit requests for funds to the World Bank. Without a systematic way to track these requests and keep them on the radar of implementing entities, many were stalled before receiving final approval; ultimately, only a small portion of the available funds were released and used to implement NAPHS activities.

With technical leadership from DRC’s dedicated preparedness team, a multidisciplinary team, dedicated to accelerating epidemic preparedness, the NAPHS Tracker was advanced as a solution to these issues. Stakeholders agreed to track the submission and approval of funding requests throughout the disbursement process and use this information to identify bottlenecks and prioritize requests based on criteria such as the allocated budget, the level of urgency and the implementation timeline. These efforts have resulted in a drastic increase in the amount of funding unlocked in 2022, placing DRC ahead of all other countries in the project.

### REDISSE disbursements by country, 2016–2022 (\$ in millions)

Data show a substantial increase in DRC disbursement rate between 2020 and 2022.



Source: World Bank Implementation Status and Results Report (ISR)



# Take Action

# 1

## Align stakeholders and clarify processes

The success of the Tracker hinges on securing the commitment of relevant stakeholders, and overcoming potential reticence to share data that can surface weaknesses. Establishing transparent data management and governance processes contributes to improving trust among stakeholders and the bolsters the legitimacy, transparency and accountability of the NAPHS.<sup>1</sup>

### Get Started

Use the [planning matrix](#) to help stakeholders align on data management and governance and commit to mutual accountability.

# 2

## Keep it simple and flexible

To promote ownership and adoption, pilot countries have customized tools to their specific program management priorities and levels of digital proficiency. Successful tools are simple and secure and facilitate regular updates by implementing units. Pilot countries have reported that the tracker helped them improve NAPHS implementation, as well as build momentum for the use of analytics in other areas of preparedness work beyond the NAPHS (e.g., monitoring response actions).

### Get Started

Use the [NAPHS Tracker](#) template as a starting point for customizing a NAPHS tracking tool. Include data fields and charts that align with your planning matrix.

# 3

## Use data to take action

Capturing data is not enough — countries need to systematically integrate these data into their routine decision-making processes so that they can direct efforts to move the NAPHS forward. Promoting a culture of evidence-informed program management requires facilitating the regular dissemination, interpretation and decision-making around data in a way that accelerates action.<sup>2</sup>

### Get Started

Use the [meeting guide](#) to inform routine meetings (e.g., quarterly reviews and donor meetings) to coordinate resourcing, bottleneck alleviation and prioritization.



### Interested in adopting the NAPHS Tracker?

Connect with us at [preventepidemics@rtsl.org](mailto:preventepidemics@rtsl.org).

<sup>1</sup> World Bank. (2021). World development report 2021: Data for better lives. World Bank. <https://doi.org/10.1596/978-1-4648-1600-0>  
<sup>2</sup> Hill, L. A., Tedards, E., & Swan, T. (2021, November 1). Drive innovation with better decision-making. Harvard Business Review. <https://hbr.org/2021/11/drive-innovation-with-better-decision-making>