

Performance Monitoring Tool for  
the National Expanded Program  
on Immunization

**PHASE 1**

**Annex 2:**

**Roles and  
responsibilities for the  
implementation of  
Performance Monitoring  
Tool for EPI teams**

**PAHO**



Pan American  
Health  
Organization



World Health  
Organization  
regional office for the Americas



In partnership with

**Canada**

# Performance Management Tool for National EPI teams in the Latin American and Caribbean Region

## Annex 2. Roles and responsibilities for the implementation of Performance Monitoring Tool for EPI teams

### INSTRUCTIONS

This document presents recommendations for the roles and responsibilities of the two teams in charge of this self assessment:

1. National Coordination Team (NCT)
2. Regional Coordination Team (RCT)

Responsibilities have been divided across the three phases:

1. Preparation
2. Implementation
3. Follow-ups

These may be adapted to the context of each country to achieve greater efficiency.

**Table 1: Overview of roles and responsibilities**

Role	Responsibility
<b>National Coordination Team (NCT):</b> Made up of representatives of the Ministries of Health and the national EPI, CIM Focal Point of the Country Office, PAHO consultant.	<ul style="list-style-type: none"><li>• Identify, document, collect, order and analyze the information for the desk review and prepare the situation analysis report</li><li>• Organize interviews with key informants to gather data for the desk review</li><li>• Adapt the tool to the country context</li><li>• Coordinate the logistical aspects of the national level self assessment workshops</li><li>• Coordinate the logistical aspects of the subnational level visits for the self assessment</li></ul>

	<ul style="list-style-type: none"> <li>• Coordinate the logistical aspects for the health facility visits</li> <li>• Ensure all scores and notes from the self-assessment at different levels are consolidated in one main master file to enable data visualization</li> <li>• Lead the development of the Final Report and the Action Plan.</li> </ul> <p><b>Daily leadership:</b> Representative assigned by the Ministry of Health.</p>
<p><b>Regional Coordination Team (RCT):</b> CIM regional advisors, international consultants.</p>	<ul style="list-style-type: none"> <li>• Provide technical, financial, and logistical support to the NCT in the different phases of application of the protocol.</li> <li>• Provide guidance on the implementation of the desk review, adaptation of the tool, implementation of the self assessment at national and subnational level and development of the final report and action plan.</li> <li>• Coordinate the support of the CIM regional advisors responsible for each component of the EPI, in the preparation of the national level workshops</li> <li>• Coordinate with the NCT and international consultant to organize and support the self-assessment for each component</li> <li>• Support the NCT to prepare the final report, incorporating the recommendations for decision makers and immunization officers at different levels of the EPI and PAHO/WHO at the regional level</li> </ul>

	<ul style="list-style-type: none"> <li>• Provide technical guidance in the developing the action plan regarding medium and short-term actions</li> <li>• Coordinate with the regional evaluators of PAHO/WHO to review the results of the self assessment, the final report and action plan</li> <li>• Represent PAHO/WHO as referents for the project with the national authorities, reporting on the protocol, schedule, status of progress, and ensuring the presentation of results and recommendations.</li> <li>• In common agreement with the national authorities, publish and disseminate the final report of the self assessment</li> </ul>
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**Table 2: Checklist for activities to be done by NCT in phase 1,2,3:**

**PHASE 1 – PREPARATION**

<i>Activity</i>	<i>Done (Yes / No)</i>	<i>Observation</i>
<b>1. Preparation of the situation analysis report of the national EPI</b>		
1.1 Manage access to and collection of information		
1.2 Systematize, order, and document the electronic and physical information to prepare the situation analysis report (See <b>Annex 3</b> )		
1.3 Develop the situation analysis report. ( See <b>Annex 4a</b> )		
1.4 Update the situation analysis presentation (See <b>Annex 4b</b> )		

Activity	Done (Yes / No)	Observation
<b>2. Participate in the analysis and presentation of the report</b>		
<p>2.1 Review and discuss the report within the National Coordination Team for validation paying special attention to:</p> <ul style="list-style-type: none"> <li>● Completeness, synthesis, documentary support</li> <li>● Strengths and challenges of the EPI, routine vaccination, and COVID-19 vaccination</li> <li>● Identify the components of routine vaccination and COVID-19 vaccination that present the greatest challenges</li> <li>● Identify the Provinces/Departments/States to be included in the EPI Performance Monitoring. (See <b>Annex 7</b>)</li> </ul>		
<p>2.2 Share the Preliminary Report and the folder with the main supporting documents to the Regional Coordination Team (RCT), prior to Phase II, to assess the completeness, clarity and existence of documentation that supports the information that supports the report, and identify points in the report that warrant further review during the application of the self-assessment Tool.</p>		
<p>2.3 Share the Preliminary Report with the authorities of the national EPI and PWR of the country PAHO Office before Phase II.</p>		
<b>3. Adapt the tool to country context</b>		
<p>3.1 Adapt the tool to the country's context for use in the workshop and self assessment (e.g., N/A questions,</p>		

Activity	Done (Yes / No)	Observation
terminology, name of documents, EPI structure, etc.)		

## PHASE II - IMPLEMENTATION

Activity	Done (Yes / No)	Observation
<b>4. Plan the sub-national level self assessment</b>		
4.1 Select three sub-national areas where the self-assessment can be conducted (ideally: high risk, medium risk, low risk) <b>(See Annex 7)</b> <i>It is at the national levels discretion to determine how many sub-national levels to conduct the self-assessment in</i>		
4.2 Select three health facilities (ideally: high, medium and low performing) in each sub-national area for the field visit		
4.3 Coordinate with the EPI officers of the three sub-national areas to gauge willingness to receive the field visits <i>(It is at the sub-national level's discretion to determine how many health facilities can be visited in their area)</i>		
4.4 Finalize dates of the field visits		
4.5 Identify 1-2 persons from the national level to travel to the sub-national level to support the implementation of the assessment		
4.6 Share logistics details about the self-assessment and the persons to be invited to complete the self-assessment at the sub-national level.		

(List of logistics included later on this page “ <b>Logistics Tasks Checklist</b> ”)		
4.7 Travel to the sub-national level to support the self assessment		
<b>5. Plan the national level self assessment workshops</b>		
5.1 Prepare logistics for the national level self assessment which will be conducted as different workshops (List of logistics included later on this page “ <b>Logistics Tasks Checklist</b> ”)		
5.2 Identify and select participants according to: <ul style="list-style-type: none"> <li>● Management levels according to their functions in the EPI: strategic, managerial and operational,</li> <li>● The scopes of performance: National Level, Subnational Level (Provinces / Departments / States and local (Municipal, District and Health Establishments)</li> <li>● Health services and other sectors involved.</li> </ul> <p>A comprehensive list of participants by management levels and performance components is included to facilitate the identification and selection of participants. See <b>Annex 9a</b> and <b>Annex 9b</b></p>		
5.3 Organize the groups of participants, according to the components of the EPI		
5.4 Prepare the meeting agenda (see <b>Annex 10</b> )		
5.5 Support the budget preparation for the development of integrated review activities in the country (see <b>Annex 6</b> )		

5.6 Prepare and send the official invitations to the participants according to the meeting agenda		
5.7 Support the preparation of physical and/or electronic folders with the materials and documents to be used during the self-assessment, reproduce and distribute materials and supplies.		
<b>6. Prepare for the national level self assessment workshops</b>		
6.1 Divide roles between the NCT for the workshops and form workshop facilitation groups (See Annex 11)		
6.2 Add all questions from the excel version of the tool onto powerpoint (one question per slide) (See Annex 14)		
6.3 Conduct a simulation activity / role-playing activity before the workshop to ensure everyone is empowered to execute their roles (See Annex 11)		
<b>7. Conduct the sub-national level self assessments</b>		
7.1 Review components 2-13 with the sub-national level participants on the excel version of the tool. Score each question and write brief notes detailing the reasons behind the scoring		
7.2 Conduct field visit to health facilities to self-assess component 14		
7.3 After completing the sub-national and local level assessment(s), compile the scores for each question into a single excel version of the tool. These findings will be used to inform the national-level self-assessment		

8. Conduct the national level self assessment workshops		
8.1 Conduct the opening ceremony for the workshops (See Annex 10)		
8.2 Facilitate the workshops according to roles assigned. Please ensure that the following is managed for:  <b>In-person sessions:</b> management of spaces, furniture, screens, sound, computer, printed materials, etc.  <b>Online sessions</b> coordination with connection platform administrators, advance dissemination of schedules, session links and confirmation of participants		
8.3 Facilitate and conduct the planned workshops (See Annex 11)		
8.4 Conduct a 10-minute wrap up discussion with the workshop facilitation team at the end of each workshop to briefly review how the session went		
8.5 Conduct a debrief session at the end of each day with all workshop facilitation teams and: - Consolidate notes from each workshop onto an online drive - Consolidate all action point notes for the closing ceremony		
8.6: Host a closing ceremony for the self-assessment and review key action points and reiterate impact of this work (See Annex 10)		

9. Finalize scores		
<p>9.1 Ensure all scores from different assessments are compiled into one master file so the scores are not spread out across different excel files. This will also enable to view the data visualization more effectively.</p> <p>9.1 Finalize scores for each component using only the national level scores. (you must draw on the scores from the sub-national level)</p> <p><i>(for countries where national level assessment happens before the sub-national assessment, finalize scores for each question after reviewing sub-national scores first. If there is a major discrepancy between the two, discuss the final national level score with NCT and include this insight in the final report)</i></p>		

## PHASE II I- FOLLOW UP

Activity	Done (Yes / No)	Observation
<b>10. Develop final report</b>		
10.1 Develop a component-wise final report based on insights and notes from the workshops (See Annex 16)		
10.2 Identify priority areas from the different components for the country		
10.3 Since finalizing the action plan may take a while, prioritize the identification of actions that can be implemented immediately		
10.4 Present the final report and immediate		

<i>Activity</i>	<i>Done (Yes / No)</i>	<i>Observation</i>
actions to be taken to the national authorities of the Ministry of Health/EPI and the PAHO Office of the country		
<b>11. Develop action plan</b>		
11.1 Develop an action plan with representatives of the MS, for priority areas using actions discussed in the workshops and according to the recommendations generated by the Regional Coordination Team (RCT) of CIM regional advisors and international consultants. (See Annex 17)		
11.2 Support the technical and logistical preparation of the Meeting to present the Action Plan to decision makers, partners, donors and other identified key actors, in order to agree on the proposals and establish commitments for the reactivation and strengthening of the evaluated components.		
<b>12. Support the monitoring of agreements and commitments</b>		
12.1 Apply mechanisms for monitoring and documenting progress in the implementation of the EPI continuous improvement action plan and prepare progress reports.		

## Logistics Tasks Checklist

Task	Done (Yes / No)	Observations
1. Prepare the agenda for the work week, including specific agendas for the first two days and for the closing of the evaluation.		
<b>Logistics for national level assessment</b>		
2. Prepare letters of invitation and agenda for national participants, requesting their assistance and collaboration, communicating logistical support and travel and per diem expenses paid by PAHO.  3. Confirm the participation of each participant It is important to verify that the participants have received the invitation and that they have the authorization of their bosses to be able to issue per diem and ticket checks.		
4. Welcome sheet for international participants (regional advisors, international consultants) of the PAHO Country Office, which should include: <ul style="list-style-type: none"> <li>● Country PWR name</li> <li>● Address, telephone number and office hours of PAHO</li> <li>● Country location</li> <li>● Currency</li> <li>● Payment with foreign currency (inform if it is allowed)</li> <li>● Language</li> <li>● Climate</li> <li>● Electrical voltage and plug type</li> </ul>		

<ul style="list-style-type: none"> <li>● Safety aspects</li> <li>● Transportation from the airport to the hotel</li> <li>● Recommended taxi companies</li> <li>● Currency and method of payment for taxis</li> <li>● Rate of change, where to do it and, if it is very unstable, where to check it</li> <li>● Tips</li> <li>● Water consumption</li> <li>● required vaccinations</li> <li>● Information about health services in an emergency</li> <li>● Telephone list: IM focal point in PAHO, assistant to the IM adviser, administrator, security focal point of PAHO and the United Nations, and others that are considered useful.</li> <li>● Restaurants nearby.</li> </ul>		
<p>5. Letters of invitation to key people to the opening session of the EPI Performance Monitoring activities, signed by the Minister of Health.</p>		
<b>Hotels/Halls</b>		
<p>6. Reservation of rooms for evaluators and participants who require it</p> <ul style="list-style-type: none"> <li>● In the capital of the country for international evaluators and national participants who travel from other provinces.</li> <li>● In the geographical areas to which they will travel, for the entire evaluation team.</li> </ul>		
<p>7. Reservation of hotel rooms, with the necessary capacity and equipment</p>		

<ul style="list-style-type: none"> <li>• Plenary room (at the hotel in the capital), with meeting table, equipped with microphones, multimedia projector and computer, screen, blackboard or flipchart, markers, Internet access, availability of connection in sufficient number for the electrical charge of the computers and permanent water supply. Rooms for the location of the participating teams by components of the EPI.</li> <li>• Secretarial room (in the hotel in the capital) equipped with a computer, printer, photocopier, Internet access, with a permanent supply of paper, stapler, staples, paper clips, and water.</li> <li>• Room with internet, meeting table, projector and screen for the team responsible for evaluating the quality of the data, available for the last three days of evaluation.</li> </ul>		
<p>8. Snacks (one in the middle of the morning and one in the afternoon) for the members of the evaluation team, on working days in the plenary room.</p>		
<b>Deployment of national participants from outside the headquarters</b>		
<p>9. Purchase of tickets for national evaluators traveling to the national level.</p>		
<p>10. Per diem checks issued to deliver on the first day of evaluation.</p>		
<b>Materials / Information to give to participants</b>		
<p>11. Prepare the kits for the evaluators with :</p> <ul style="list-style-type: none"> <li>• Work agenda for the day of application of the Evaluation Tool,</li> </ul>		

<ul style="list-style-type: none"> <li>● folders with the following information, ordered with: <ul style="list-style-type: none"> <li>- country situation analysis report,</li> <li>● Electronic document of the Protocol "Continuous Improvement of Immunization Programs in the Latin American and Caribbean Region: Immunization Program Performance Monitoring"</li> <li>- Physical and electronic copies of the Continuous Improvement of Immunization Programs in the Latin American and Caribbean Region: Immunization Program Performance Monitoring</li> <li>- List of Departments, municipalities and services with respective complexity, of the municipalities to be visited.</li> </ul> </li> <li>● list of useful telephone numbers, including those of the evaluation team members and emergency telephone numbers</li> <li>● USB sticks, pencils, erasers, notebooks, notebook board, manila envelopes for questionnaires, clips, highlighter, identification badges.</li> </ul>		
<p>12. Availability of cell phones with balance for each international member of the evaluation team.</p>		
<b>Human resources not including evaluators</b>		
<p>13. Management support for:</p> <ul style="list-style-type: none"> <li>● Administrative support, in the PAHO representation of the country, for the logistics of the evaluation.</li> </ul>		

<ul style="list-style-type: none"> <li>● Full-time and exclusive dedication secretarial support at the capital's headquarters hotel.</li> <li>● Drivers for the vehicles, assigned exclusively for the implementation of the evaluation.</li> <li>● Photographer and videographer to document the experience of the key moments of the evaluation (optional).</li> <li>● Master of ceremonies for the start of the Monitoring actions (optional).</li> </ul>		
<b>Logistics for sub national level assessment</b>		
<p>14. Letters to the health authorities at the subnational level, communicating that the province in charge has been selected as well as the municipalities that will be part of the Monitoring, the dates of the evaluators' visits, with the key actors defined in the <b>Annex 9a</b></p>		
<p>15. List of evaluators that will travel to the subnational level with:</p> <ul style="list-style-type: none"> <li>- passport number or identification card (for hotel purposes and for the emergency contact list),</li> <li>- cell phone number,</li> <li>- department and/or municipalities to visit,</li> <li>- inbound and outbound flight itineraries on the different routes or land transportation to be used.</li> </ul>		
<p>16. List of medical contacts, with cell phone number for emergency management in the municipalities to visit.</p>		

17. Schedule of visits, routes and list of participants for subnational level assessment.		
18. Basic information sheet for international evaluators with the following data on the municipalities to be visited: weather, use of credit cards, acceptance of dollars for bill payment, air or land transportation, hotel reservation, restaurants near the hotel, etc.		
<b>Hotels/Halls</b>		
19. Reservation of rooms for evaluators and participants who <b>need it</b> <ul style="list-style-type: none"> <li>● In the capital of the country for international evaluators and national participants who travel from other provinces.</li> <li>● In the geographical areas to which they will travel, for the entire evaluation team.</li> </ul>		
20. Reservation of hotel rooms, with the necessary capacity and equipment <ul style="list-style-type: none"> <li>● Plenary room (at the hotel in the capital), with meeting table, equipped with microphones, multimedia projector and computer, screen, blackboard or flipchart, markers, Internet access, availability of connection in sufficient number for the electrical charge of the computers and permanent water supply. Rooms for the location of the participating teams by components of the EPI.</li> <li>● Secretarial room (in the hotel in the capital) equipped with a computer,</li> </ul>		

printer, photocopier, Internet access, with a permanent supply of paper, stapler, staples, paper clips, and water.		
21. Snacks (one in the middle of the morning and one in the afternoon) for the members of the evaluation team, on working days in the plenary room.		
<b>Deployment of national participants from outside the headquarters</b>		
22. Per diem checks issued to deliver on the first day of evaluation.		
23. Purchase of tickets for evaluators traveling to the subnational level.		
24. Available vehicles, with fuel and driver, permanently assigned to the evaluation team and with established routes, at the national and subnational level.		
<b>Materials / Information to give to participants</b>		
25. Prepare the kits for the evaluators with : <ul style="list-style-type: none"> <li>● Work agenda for the day of application of the Evaluation Tool,</li> <li>● folders with the following information, ordered with: <ul style="list-style-type: none"> <li>- country situation analysis report,</li> </ul> </li> <li>● Electronic document of the Protocol "Continuous Improvement of Immunization Programs in the Latin American and Caribbean Region: Immunization Program Performance Monitoring"</li> <li>- Physical and electronic copies of the Continuous Improvement of Immunization Programs in the Latin American and Caribbean Region: Immunization Program Performance Monitoring</li> </ul>		

<ul style="list-style-type: none"> <li>- List of Departments, municipalities and services with respective complexity, of the municipalities to be visited.</li> <li>• list of useful telephone numbers, including those of the evaluation team members and emergency telephone numbers</li> <li>• USB sticks, pencils, erasers, notebooks, notebook board, manila envelopes for questionnaires, clips, highlighter, identification badges.</li> </ul>		
<b>Human resources not including evaluators</b>		
<p>26. Management support for:</p> <ul style="list-style-type: none"> <li>• Full-time and exclusive dedication secretarial support at the capital's headquarters hotel.</li> <li>• Drivers for the vehicles, assigned exclusively for the implementation of the evaluation.</li> <li>• Photographer and videographer to document the experience of the key moments of the evaluation (optional).</li> <li>• Master of ceremonies for the start of the Monitoring actions (optional).</li> </ul>		
<b>Others</b>		
<p>27. Prepare a press release or executive summary for the authorities at the political level and PAHO Representation, officially announcing the start of the EPI Performance Monitoring actions in the country.</p>		