

Performance Monitoring Tool for  
the National Expanded Program  
on Immunization

**PHASE 2**

**Annex II:**

**Guidelines to prepare  
for the national-level  
self-assessment  
workshops**

**PAHO**



Pan American  
Health  
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World Health  
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regional office for the Americas



In partnership with

**Canada**

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

## Annex 11. Guidelines to prepare for the national-level self- assessment workshops

### Aim:

To conduct engaging and interactive self-assessment workshops to review EPI performance across different components.

### Objective:

To support the National Coordination Team (NCT) in preparing for, leading and moderating the workshops to ensure smooth execution.

This document will provide guidelines for the following:

1. [Scheduling component-wise workshops](#)
2. [Inviting participants to the workshops](#)
3. [Forming a “Workshop Facilitation Team”](#)
4. [Conducting a simulation exercise to prepare for the workshop](#)
5. [Moderator’s Guide to conducting the workshop](#)
  - a. Introduction
  - b. Conducting the self assessment
  - c. Concluding the self assessment
  - d. Reaching a consensus
  - e. Conducting a wrap-up discussion at the end of the workshop with the Workshop Facilitation Group
6. [Conducting a debrief session at the end of the day with all Workshop Facilitation Teams who had sessions](#)

## 1. Scheduling component-wise workshops

The performance monitoring tool comprises different EPI components.

- The national level questions will be evaluated by conducting workshops.
- Sub-national level questions will be assessed by identifying selected sub-national levels based on a set criteria, visiting them, and conducting this assessment.
- The local level questions will be assessed through field visits to health facilities.

The national level questions will be assessed through self-assessment workshops spread out over four days.

An example order of sessions have been outlined in the table below.

**Table 1.** Example order of sessions for National level workshops

|     | First half                           |                         | Second half             |                       |
|-----|--------------------------------------|-------------------------|-------------------------|-----------------------|
| Day | Session 1                            | Session 2               | Session 3               | Session 4             |
| 1   | Opening ceremony                     | Component 1 (1.5 hours) | Component 4 (3 hours)   | Component 9 (1 hour)  |
| 2   | Component 2 (4 hours)                |                         | Component 7 (2.5 hours) |                       |
| 3   | Component 12 (3.5 hours)             |                         | Component 11 (2 hours)  | Component 10 (1 hour) |
|     | Component 3 (2.5 hours)              |                         |                         |                       |
| 4   | Component 5 (2.5 hours)<br>Component |                         | Component 6 (2 hours)   |                       |
|     |                                      |                         | Component 8 (2.5 hours) |                       |
| 5   | Closing ceremony                     |                         |                         |                       |

## 2. Inviting participants to the workshops

The NCT will identify relevant participants for each component depending on their roles within the healthcare programs (drawing support from Annex 9a).

Based on the schedule above, send invites to participants for:

- The opening and closing ceremony
- The specific workshop they have been chosen for

The invite should contain the following documents so participants can familiarise themselves with the task.

- Presentation on “Opening ceremony\_Presentation to introduce the tool” (Annex 12)
- Situation Analysis Report

Participants should ideally attend the workshop in person, but virtual attendance is also an option.

## 3. Forming a “Workshop Facilitation Team”

To ensure smooth execution of the self-assessment, it is advisable to establish multiple “Workshop Facilitation Teams” with designated roles to oversee each workshop.

**Table 2.** Breakdown of the Workshop Facilitation Team

| Role       | Unit | Description  |
|------------|------|--|
| Moderator  | 1    | To host the workshop and guide the discussion for each question<br>To guide the debrief discussion with the workshop facilitating team |
| Note-taker | 2    | To update the excel online version of the tool with the score for, and discussion around each question                                 |

|                              |   |   |
|------------------------------|---|---|
| Data support officer         | 1 | To support with displaying reports/documents relevant for each question   |
| Time manager                 | 1 | To manage the presentation (flipping through the slides) and track the time spent on each question for efficient time management of the session (recommended: maximum of 15 minutes per question) |
| Virtual participants support | 1 | To engage virtual participants in the discussion  |

The moderator for each session must be a part of the NCT. He/she will be supported by the Regional Coordination Team (RCT) for guidance and technical support during the session. Other roles can be taken up by members outside of the NCT.

Each Workshop Facilitation Team will be assigned to one or more self-assessment workshops depending on the schedule. Please note that one team can not be assigned to two workshops that are happening simultaneously.

#### **4. Conducting a simulation exercise to prepare for the workshop**

A simulation exercise for the workshop can provide a valuable learning experience for the Workshop Facilitation Group to practise their roles. Below are the recommended details and activities for this workshop.

**Table 3.** Details of the simulation exercise

| Category             | Details   |
|----------------------|---|
| Organised by         | NCT and/or Independent Consultant   |
| When                 | Prior to the self-assessment  |
| Attendees            | NCT and members of all the Workshop Facilitation Groups   |
| Materials needed     | <p>Questions from the tool displayed on powerpoint</p> <p>Online tools (to practise managing virtual participants)</p> <p>Stop-watch or timer</p> <p>Adapted excel version of the tool wit note-taking format</p> <p>Moderators guide as given below (Annex 11)</p>   |
| Recommended exercise | <p>Each Workshop Facilitation Group will have the opportunity to practise their assigned roles, while the remaining groups will assume the role of participants in the workshop, contributing to the facilitation exercise.</p> <p>Moderator:</p> <ul style="list-style-type: none"> <li>● Hosts the session and ensures participants engage in a rich discussion for each question</li> <li>● Utilises prompting questions provided in the Moderator’s Guide below (refer to Annex 11)</li> <li>● Ensures discussion includes recommendations on progressing the maturity scale whenever a rating is decided</li> <li>● Coordinates with the virtual participant officer to take comments from virtual attendees</li> </ul> <p>Virtual Participant Officer:</p> <ul style="list-style-type: none"> <li>● Ensures accurate screen sharing with online participants.</li> <li>● Informs online participants about the current question under review, enabling active participation in the in-person discussion.</li> </ul> |

|  |  |
|--|--|
|  | <ul style="list-style-type: none"> <li>• Collaborates with the moderator to integrate comments from online participants into the discussion.</li> </ul> <p>Data support officer:</p> <ul style="list-style-type: none"> <li>• Displays reports/documents specific to the question to enhance discussion</li> </ul> <p>Note-takers:</p> <ul style="list-style-type: none"> <li>• Record ratings for each question and note bottlenecks/recommendations on the Excel version of the tool</li> </ul> <p>Time-keeper:</p> <ul style="list-style-type: none"> <li>• Manages the powerpoint slides that display the questions</li> <li>• Assists the moderator in ensuring the discussion time for each question adheres to the defined time limit.</li> </ul> |
|--|--|

## 5. Moderator's Guide to conducting the workshop

### **Material needed for the moderator:**

- Adapted version of the tool with any notes to help lead the discussion
- Moderator's guide

### **Introduction:**

- Begin with a round of introduction of the Workshop Facilitation Group and the participants
- Circulate the attendance sheet for participants to mark their presence
- Provide a situation overview of the component in the country (e.g. if the VPD surveillance component is being reviewed in the workshop, provide an overview of the current status of VPD surveillance in the country (using Annex 13))
- Discuss the gold standard for the component in question (Annex 15)
- Introduce the Performance Monitoring Tool to the participants, along with its purpose and the methodology for the workshop (using Annex 13).

- Emphasise the following:
  - the maturity scale rating is not the primary focus; identifying the underlying causes of bottlenecks and achievements is what will aid the country's improvement
  - assessing with integrity since this tool is not to reprimand or evaluate the program, rather it is to provide an insight into the current status and an opportunity to improve
  - having a data-driven discussion on the chosen rating for each question
  - identifying the bottlenecks
  - determining responsibilities and actions required to progress on the maturity scale

***Conducting the self-assessment:***

- Read out the question and maturity scale displayed on the screen
- Clarify meaning of terms using the glossary
- Clarify confusions about the questions and/or maturity scale with support from the RCT
- Open the floor to the in-person and online participants for a discussion on the rating
- Leverage the following to guide the discussion for each question:
  - Promote discussions that are objective and grounded in concrete information rather than solely opinion-based
  - Refer to or display data reports/documents/policy guidelines to support the discussion
- Use the following example prompts to guide the discussion for each question:
  - Identify the roadblock:
    - What are the challenges that lead to the unavailability of X?
    - Why has X not been able to improve?
    - Why has X not been implemented yet?
    - Why is there a lack of X?
  - Identify the solution:
    - How can X be improved?
    - How can we ensure X is implemented?
  - Identify who is responsible:



- Who will develop X?
- Who needs to be involved to ensure X is executed?
- Who can help supply X?
- Identify the time it will take to implement the solution?
  - Within 12 months
  - Between a year to four years
  - More than four years

***Reaching a consensus:***

- Reach a consensus by a vote to determine the final rating for each question, supported by evidence
  - A consensus will be considered to have been reached when more than 50% of the participants agree with the indicated maturity level
- If a consensus cannot be reached, a supporting document—such as a policy, report, strategy, or other documentation—is to be leveraged to determine the maturity level for each question
  - If there is no documentary support, a debate will be initiated, followed by a vote to establish a final classification
  - If none of these alternatives are viable, the NCT team will make the final decision on the maturity level that best reflects the reality of the country

***Concluding the self-assessment:***

- Once all questions in the component have been reviewed, provide a brief summary of the main challenges and required actions that were discussed
- Share the tentative average score of the component with participants (with consultation from the note-takers)
- Thank the participants for their time and inform them of the next meeting at the closing ceremony

***Conducting a debrief session with Workshop Facilitation Group***

- Once the participants leave, the Workshop Facilitation Group should stay back to debrief on the session
- The moderator can ask the following example questions for input from the team:

*Broad questions:*

- How do you think the session went?
- What went well?
- What should we improve in future workshops?

*Specific questions:*

- How many participants did not show up?
  - Why?
  - Can we do something on our end to make sure participants attend the workshops?
- Did you think there was a rich discussion for each question?
  - If not, how can we improve on this?
  - Were we able to identify roadblocks/problems
  - Were we able to identify actions for each question
- Do you think everyone got a say in the maturity rating? (virtual and in-person)
  - If not, what shall we change to correct this in future workshops?
- How did we do on the time?
- How easy or difficult was it to make notes of the workshop?

## **6. Conducting a debrief session at the end of the day with all Workshop Facilitation Groups who had sessions**

A debrief session at the end of each day would help all Workshop Facilitation Groups learn from each other and improve the way they conduct their sessions. Details of this is outlined in the table below:

**Table 4.** Details of the debrief session at the end of the day

| <b>Category</b> | <b>Details</b>   |
|-----------------|--|
| Organised by    | NCT  |
| When            | At the end of the day, after all workshops have been completed |
| Attendees       | All Workshop Facilitation Groups                               |

|          |  |
|----------|--|
| Duration | 30 minutes   |
| Task     | <p>Discuss learnings and best practices from facilitating the sessions.</p> <p>Example questions to address:</p> <ul style="list-style-type: none"><li>• What worked well in your session?</li><li>• What challenges did you face?</li><li>• What would you change in future sessions?</li></ul> |