Annex F:

Process flow
### Performance Monitoring Tool for the National Expanded Program on Immunization

**Annex F. Process flow**

<table>
<thead>
<tr>
<th>Category</th>
<th>Sub-category</th>
<th>Action</th>
<th>Responsible</th>
<th>Supporting materials</th>
</tr>
</thead>
<tbody>
<tr>
<td>Phase 1: Preparation</td>
<td>Country buy-in and agreement</td>
<td>Assess willingness of the Member State to implement the EPI self-assessment, through the PAHO Country Office</td>
<td>PAHO Regional Office</td>
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<td>Request to the PAHO Country Office to launch the EPI self-assessment</td>
<td>Member state</td>
<td>Annex C: Member state_Presentation to introduce the tool</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Share and present monitoring methodology to the Member State</td>
<td>PAHO Regional Office</td>
<td>Annex B: Protocol - Performance Monitoring Tool for EPI .docx</td>
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<tr>
<td></td>
<td></td>
<td>Hire an international or national consultant to implement the day-to-day activities of EPI the self-assessment</td>
<td>PAHO Regional / Country Office</td>
<td>Annex D: TOR_Consultant_EPI self assessment.docx</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Nominate and onboard the members of the NCT, with the consultant and the CIM focal point from the PAHO Country Office acting as secretariat</td>
<td>PAHO Regional / Country Office</td>
<td>Annex E: Consultant_Introduction of responsibilities.pptx</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Finalize a tentative date for the self-assessment in the country</td>
<td>PAHO Regional / Country Office</td>
<td>Annex A: Overview of the Annexes</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Onboard the consultant on the country context</td>
<td>PAHO Regional Office</td>
<td>Annex F: Process flow</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Train the consultant on supporting all phases of the the EPI self assessment</td>
<td>PAHO regional office</td>
<td>Annex E: Consultant_Introduction of responsibilities.pptx</td>
</tr>
<tr>
<td></td>
<td>Onboarding</td>
<td>Onboard the NCT</td>
<td>PAHO regional office</td>
<td>Annex 2. Roles and responsibilities.docx</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Provide technical support and guidance to the NCT and consultant throughout the assessment</td>
<td>PAHO regional office</td>
<td>Annex I: NCT_Presentation to introduce the tool</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Onboard the NCT on the purpose of the tool, the role of NCT in the EPI self-assessment, expected outcomes</td>
<td>PAHO Country Office and consultant</td>
<td>Annex F: Process flow</td>
</tr>
<tr>
<td>Situation analysis</td>
<td>Collect and match documents</td>
<td>Identify responsible stakeholders for each EPI component</td>
<td>NCT</td>
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<tr>
<td></td>
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<td>Discuss with the stakeholders the relevant legislative, policy documents, background documents, guiding and training documents available</td>
<td>NCT</td>
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<td>Request stakeholders to share those relevant documents / data reports for the last 5 years. Consult the recommended document list provided by PAHO.</td>
<td>NCT</td>
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<td></td>
<td></td>
<td>Go through the documents received for each component and match them with the questions on the tool</td>
<td>NCT</td>
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<td>Identify questions that cannot be matched with the document / data reports received</td>
<td>NCT</td>
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<td>Reach out to responsible individuals once again to locate remaining documents</td>
<td>NCT</td>
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<td></td>
<td>Map received documents/data to the remaining questions on the adapted version of the tool on excel</td>
<td>NCT</td>
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<td>Set up a drive with all documents arranged component wise</td>
<td>NCT</td>
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<tr>
<td></td>
<td>Finalize situation analysis report</td>
<td>Update the situation analysis report with required data, leveraging data/documents gathered from the desk-review</td>
<td>Consultant</td>
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<td>Validate findings with the NCT and RCT</td>
<td>Consultant</td>
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<td>Share final EPI situation report with National EPI and PAHO</td>
<td>Consultant</td>
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<td>Update situation analysis deck with data from the situation analysis report to present during workshops</td>
<td>Consultant</td>
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<tr>
<td>Tool adaptation</td>
<td>Adapt the tool</td>
<td>Adapt the tool to the country’s context (e.g., N/A questions, terminology, name of documents, EPI structure, etc.)</td>
<td>NCT</td>
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<td>Annex 5: Guidelines to adapt the tool</td>
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<tr>
<td>Phase 2: Implementation</td>
<td>Preparations: Sub-national and local level</td>
<td>Preparations: National-level assessment</td>
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<tr>
<td><strong>Budget</strong></td>
<td>Finalize budget for the EPI self-assessment sessions</td>
<td>NCT</td>
<td>Annex 6. Template Budget.xlsx</td>
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<tr>
<td></td>
<td>Select three sub-national areas where the self-assessment can be conducted (ideally: high risk, medium risk, low risk)</td>
<td>NCT</td>
<td>Annex 7. Selection Criteria for Subnational Areas for the EPI Performance Monitoring Tool.docx</td>
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<tr>
<td></td>
<td>It is at the national level's discretion to determine how many sub-national levels to conduct the self-assessment in</td>
<td>NCT</td>
<td>Annex 7. Selection Criteria for Subnational Areas for the EPI Performance Monitoring Tool.docx</td>
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<tr>
<td></td>
<td>Select three health facilities (ideally: high, medium and low performing) in each sub-national area for the field visit</td>
<td>NCT</td>
<td>Annex 7. Selection Criteria for Subnational Areas for the EPI Performance Monitoring Tool.docx</td>
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<tr>
<td></td>
<td>Coordinate with the EPI officers of the three sub-national areas to gauge willingness to receive the field visits (It is at the sub-national level's discretion to determine how many health facilities can be visited in their area)</td>
<td>NCT</td>
<td>Annex 8: Sub-national level_Presentation to introduce the tool</td>
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<td></td>
<td>Finalize dates of the field visits</td>
<td>NCT</td>
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<td></td>
<td>Identify 1-2 persons from the national level to travel to the sub-national level to support the implementation of the assessment</td>
<td>NCT</td>
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<td></td>
<td>Share logistics details about the self-assessment and the persons to be invited to complete the self-assessment at the sub-national level.</td>
<td>NCT</td>
<td>Annex 8: Sub-national level_Presentation to introduce the tool</td>
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<td></td>
<td>Travel to the sub-national level to support the self assessment</td>
<td>NCT</td>
<td>Appointed national-level participants</td>
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<tr>
<td><strong>Set the agenda</strong></td>
<td>Plan the agenda for the self-assessment workshops (one component will be reviewed in each session, with two sessions running simultaneously. The whole exercise should take 5 days.</td>
<td>NCT</td>
<td>Annex 10. Agenda for national level workshops .docx</td>
<td></td>
</tr>
<tr>
<td><strong>Invites</strong></td>
<td>Identify participants for each EPI component</td>
<td>NCT</td>
<td>Annex 9a: Selection of participants for the workshops</td>
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<tr>
<td></td>
<td>Send out invites to participants along with a document introducing the methodology and tool</td>
<td>NCT</td>
<td>Annex 9b. List of participants and attendance sheet for the national-level workshops.xlsx</td>
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</tr>
<tr>
<td><strong>Venue</strong></td>
<td>Select a venue</td>
<td>NCT</td>
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<td></td>
<td>Set up an online meeting link for workshops for participants who are attending virtually (ex., PAHO Advisors in Regional Office)</td>
<td>NCT</td>
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<tr>
<td><strong>Logistics</strong></td>
<td>Procure materials for the workshops (stationary, papers, printing etc)</td>
<td>NCT and consultant</td>
<td>Annex 6. Template Budget.xlsx</td>
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</tr>
<tr>
<td><strong>Preparing for the sessions</strong></td>
<td>Divide roles between the NCT for the workshops</td>
<td>NCT</td>
<td>Annex 11: Guidelines to conduct the national level workshop</td>
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<tr>
<td></td>
<td>Add all questions from the excel version of the tool onto powerpoint (one question per slide)</td>
<td>NCT and consultant</td>
<td>Annex 14: Format for questions</td>
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<tr>
<td></td>
<td>Review the moderator’s guide thoroughly</td>
<td>Moderators</td>
<td>Annex 11: Guidelines to conduct the national level workshop</td>
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<tr>
<td></td>
<td>Conduct a simulation activity / role-playing activity before the workshop to ensure everyone is empowered to execute their roles</td>
<td>NCT</td>
<td>Annex 11: Guidelines to conduct the national level workshop</td>
<td></td>
</tr>
<tr>
<td>Self assessment: Sub-national and local level</td>
<td>Conduct the assessment</td>
<td>Review components 2-13 with the sub-national level participants. Questions from the tool may be presented on a slide for ease of viewing. Score each question and write brief notes detailing the reasons behind the scoring</td>
<td>Sub-national level participants + appointed national-level participants</td>
<td>Annex 14: Format for questions</td>
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<td>Conduct field visit</td>
<td>Conduct field visit to self-assess component 14</td>
<td>Appointed participants for field visit</td>
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<tr>
<td>Compile results from sub-national level</td>
<td>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</td>
<td>NCT</td>
<td></td>
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</tbody>
</table>
| Self assessment: National level | Workshop | Host an opening ceremony on day one of the performance monitoring self assessment | NCT | Annex 10. Agenda for national level workshops .docx
Annex 12: Opening ceremony_Presentation to introduce the tool |
| | Conduct one session per component | NCT present in that workshop, RCT | |
| | Mark attendance of participants | NCT present in that workshop | Annex 9b. List of participants and attendance sheet for the national-level workshops.xlsx |
| | Introduce the purpose of the tool, methodology to conduct the assessment and a brief situation overview of the component | Moderator | Annex 13: Component workshop_Presentation to introduce the tool |
| | Review the gold standard for each component before starting the workshop | Moderator | Annex 15: Gold standards for components |
| | In each session, review the component, engage in discussion for each question, draw from scoring and insights from the sub-national review to enrich the discussion, decide a final score for each question and decide on action points to improve | Participants | |
| | Conduct a 10-minute wrap up discussion with the workshop facilitation team to briefly review how the session went | Moderator | Annex 11: Guidelines to conduct the national level workshop |
| | End of day | 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 | NCT present in that workshop | Annex 11: Guidelines to conduct the national level workshop |
| | End of workshop | Host a closing ceremony for the self-assessment and review key action points and reiterate impact of this work | NCT | Annex 10. Agenda for national level workshops .docx |
**Phase 3: Follow up**

<table>
<thead>
<tr>
<th>Scores</th>
<th>Final scores</th>
<th>Finalize scores for each component using only the national level scores (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)</th>
<th>NCT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Data visualization</td>
<td>Use the subnational level data visualizations to only supplement/validate the scores at the national level – in case of major difference in scores for each component, the NCT may decide to investigate the reason and reach a final decision for the score, which is closest to the situation of the country</td>
<td>NCT</td>
<td></td>
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</tbody>
</table>

| Reports | Final report and action plan | Develop a final report based on insights and notes from the workshops | NCT and RCT  
Annex 16: Final report for the self assessment – template |
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<tbody>
<tr>
<td></td>
<td>Identify priority areas from the different components for the country</td>
<td>NCT and MoH</td>
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<td></td>
<td>Since finalizing the action plan may take a while, prioritize the identification of actions that can be implemented immediately</td>
<td>NCT</td>
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</tbody>
</table>
|  | Present to the national authorities the final report and immediate actions to be taken | NCT  
Annex 17: Action plan – template |
|  | Develop an action plan for priority areas using actions discussed in the workshops | NCT |
|  | Present action plan to national authorities for approval | NCT |
|  | Implement the action plan | NCT and PAHO  
Country Office |