



Global guidance to strengthen immunization programme management : proposed activities and process

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Organization**

Proposed outputs to strengthen EPI programme management

-  1. Guidance document: key functions and competencies needed for an effective Immunization programme
-  2. Workforce mapping tools to assess quantity and quality of immunization staff

Guidance document on Immunization Functions and Competencies

Covering both technical and management areas

Seven domains

1) Policy, Planning & Financing

2) Advocacy and Communications

3) Human Resources and Performance Management

4) Vaccine Supplies and Logistics

5) Vaccine, Immunization and Injection Safety

6) Disease Surveillance, Investigation and Response

7) Monitoring, Evaluation and Data Use

Process to develop the guidance

1. Consultation with experts working in different domains: *what functions are critical? competencies required?*
2. Consultation with country immunization staff at different levels: *what functions are critical at which level? competencies required?*
3. Areas for integration and synergies across broader Health Systems
 - *How can immunization functions support broader health systems strengthening and vice versa?*
 - *How to gain efficiencies by sharing functions across programmes (e.g. disease surveillance)?*
4. Understanding needs of countries undergoing restructuring of health systems: *how can needed immunization functions best work in the new structures?*

Benefits to programme from Guidance

Increased clarity

- Standard roles & responsibilities of staff at all levels
- ToRs, job descriptions, performance appraisal system

Balanced distribution of workload

- Delegation, job sharing
- Training staff in identified competency gaps
- Strategic use of experts & consultants

Programme HR continuity

- Restructuring/devolution assisted by standard functions & competencies
- Articulation of positions as short and long term
- Targeted hiring

Workforce mapping tools: Putting guidance into practice

- Excel-based tools for assessing the quality and quantity of immunization staff in a country:
 - Comparing standard immunization functions with the functions being covered by current staff
 - What are the main gaps?
 - Assessing staff competencies in relation to their job functions
 - What are the critical gaps in their knowledge, skills and attitudes?
 - Are there efficiencies to be gained?
 - Are there overlaps/redundancies in functions?
 - Can some functions be integrated?

Workforce assessment: uses

- Workforce assessment can be done during:
 - Self review at country level
 - Multi year planning and annual planning
 - EPI review, Surveillance review, EVM, PIE
 - Joint country appraisals for GAVI countries
- Assessment results can be used to:
 - Advocate for EPI specific resources within the Ministry of Health
 - more staff
 - regular staff positions rather than consultants
 - specific training and performance support
 - Advocacy for resources with external donors

Process for consultation and review

● Discussion at

- Advice from Immunization Practices Advisory Committee (IPAC)
- Working group comprising of WHO, CDC, UNICEF and key partners and country staff
- Feedback during global, regional, country consultations
- Pilot testing in 2-3 countries

Questions for SAGE

- Feedback on the scope of the document and workforce mapping tools?
- Are there other strategic and normative activities that SAGE would like WHO and partners to engage with in the area of Immunization workforce development?

