



Government of Pakistan
Ministry of National Health Services,
Regulations & Coordination

پاکستان
انسداد
پولیو
پروگرام



PAKISTAN
POLIO
ERADICATION
PROGRAM

Pakistan Polio Eradication Programme Update

Independent Monitoring Board (IMB), Seventeenth Meeting, London

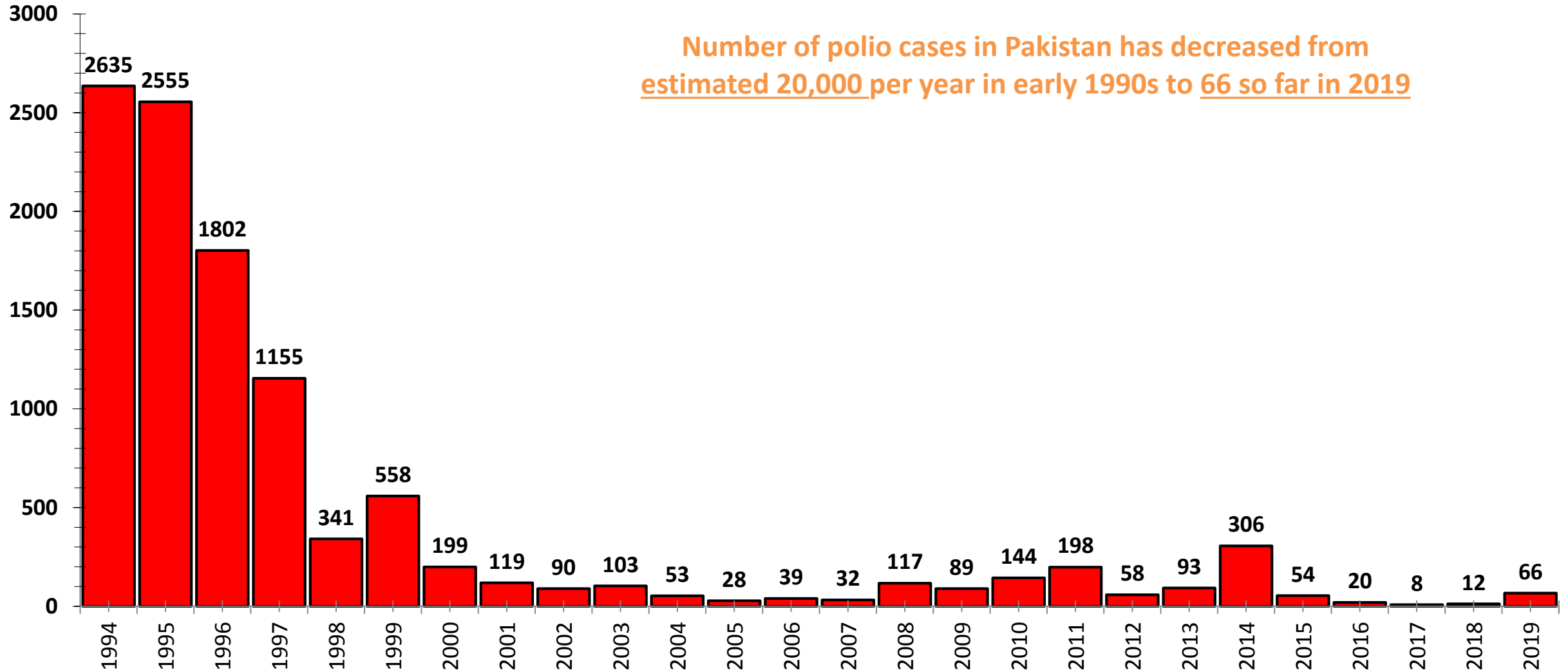
1– 3 October, 2019

Outline

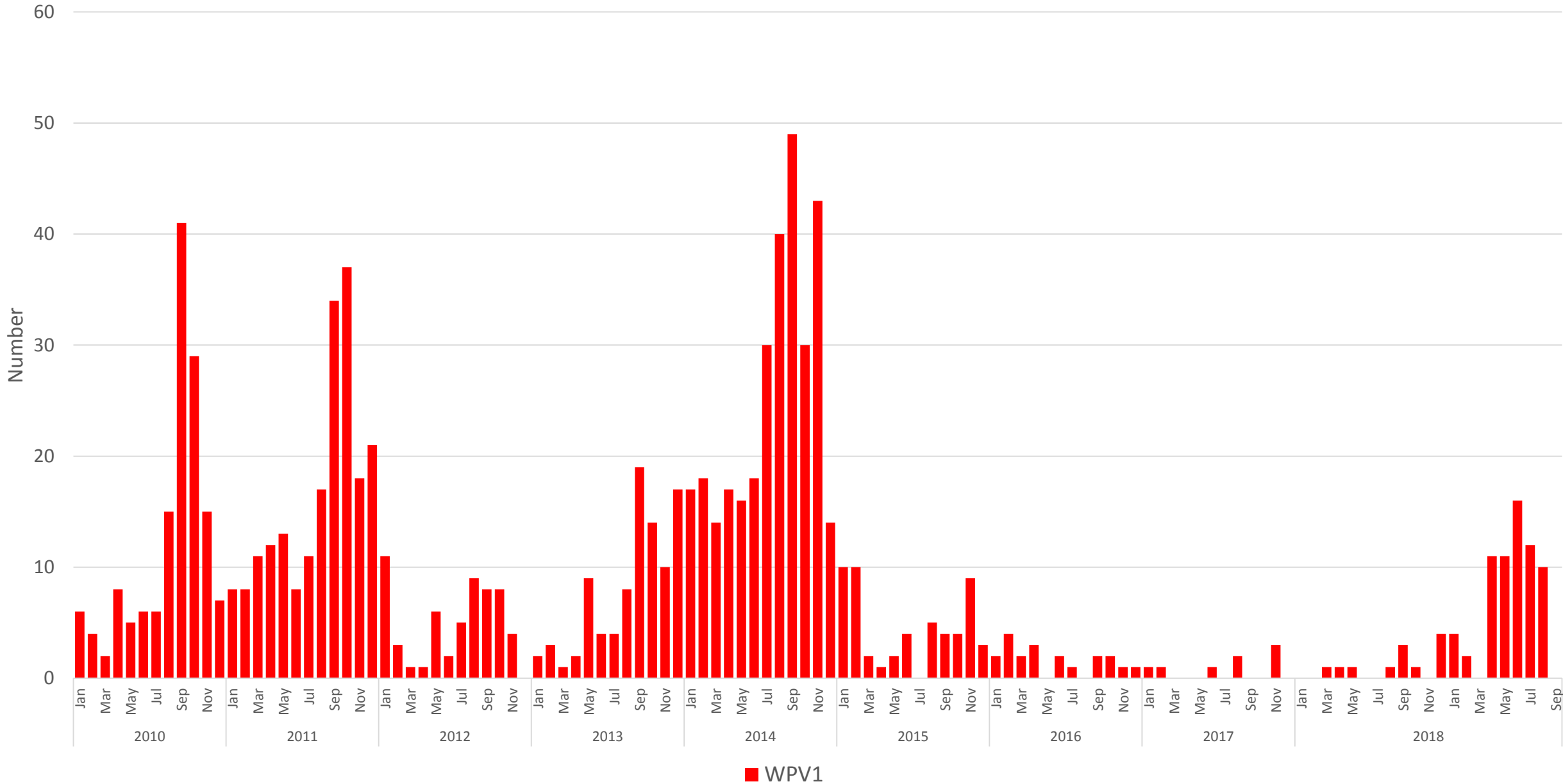
- **Current epidemiology**
- **SIAs performance**
- **Challenges and programmatic reviews**
- **Outline of NEAP 2020**
- **New Pakistan Polio Programme pillars**
- **2019/20 Low Season SIAs schedule**

CURRENT EPIDEMIOLOGY

Pakistan WPV1 cases, 1994–2019



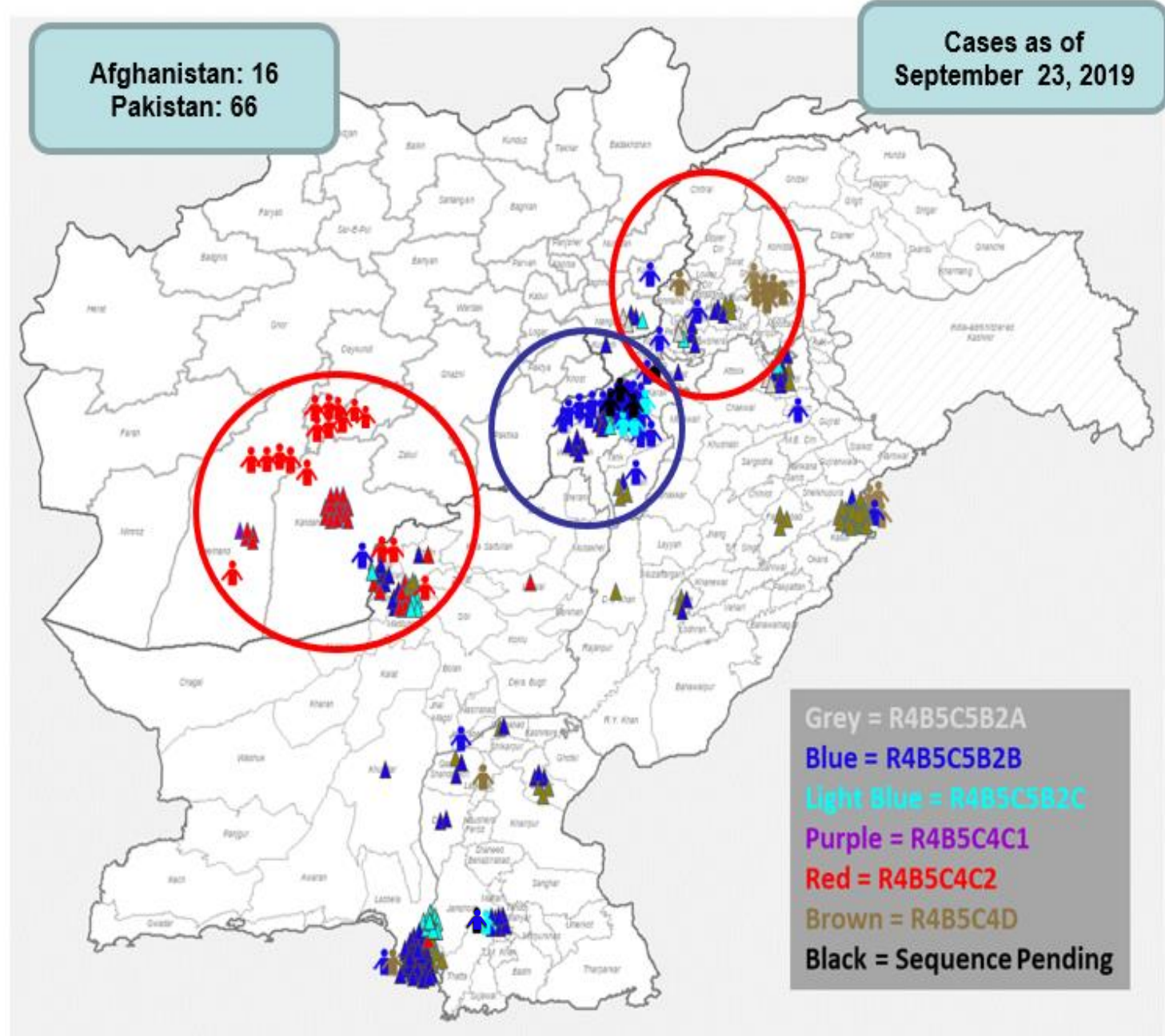
Pakistan WPV1 cases, 2010–2019*



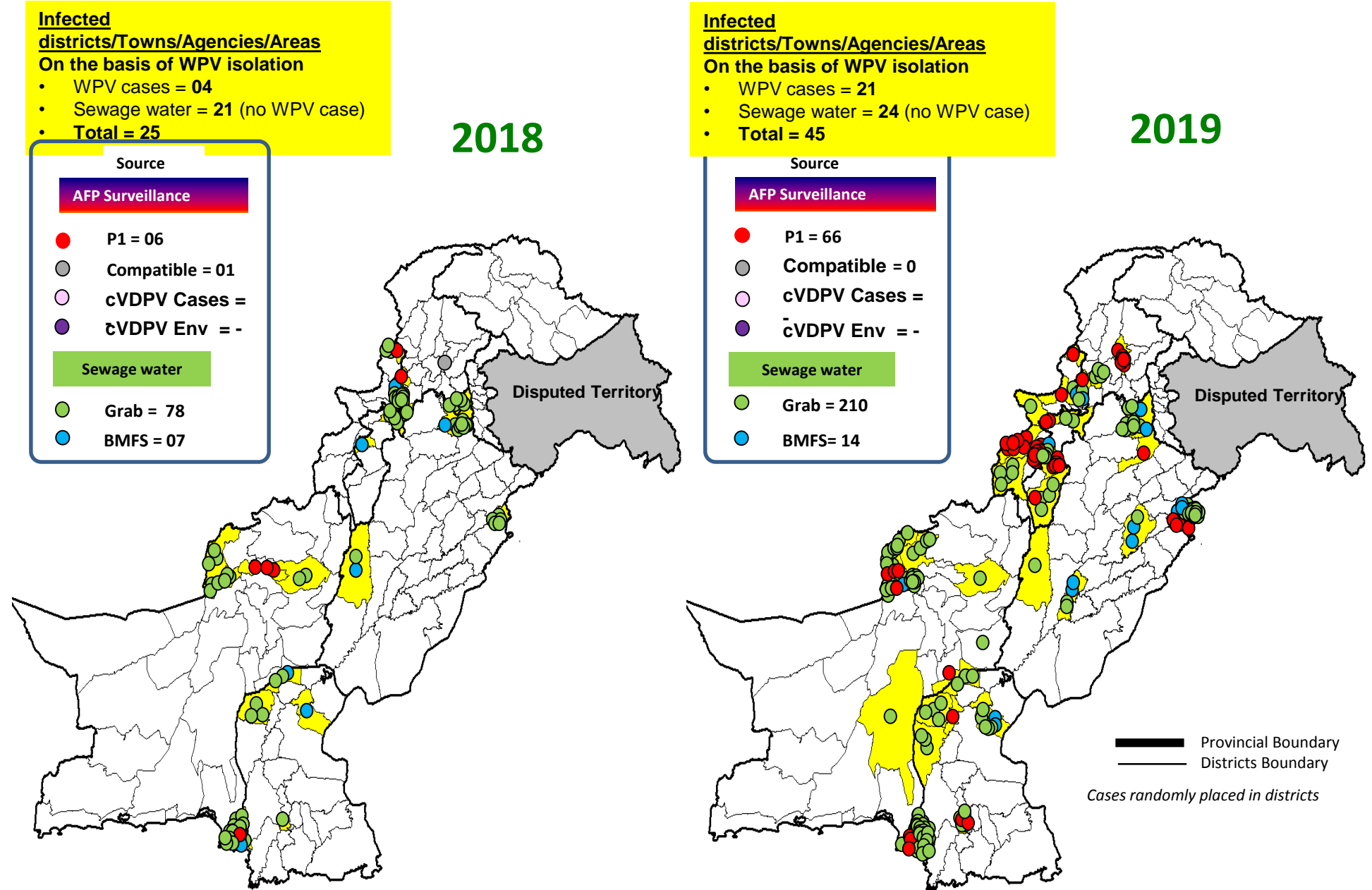
Data as of 24-09-2019

Pakistan-Afghanistan WPV1 cases and ES+, 2019

- **66 WPV1 cases** reported in 2019, of which **58 cases reported outside** core reservoirs.
- **Explosive** outbreak across KP, and especially **intense in southern KP**.
- **Transmission persists** in core reservoirs of **Peshawar, Karachi** and **Quetta block**, but is **particularly intense in Karachi** where all 11 ES sites are WPV1+.
- Extensive spread of **virus transmission outside core reservoirs** (detected through environmental surveillance), with **entrenched transmission in Lahore**.



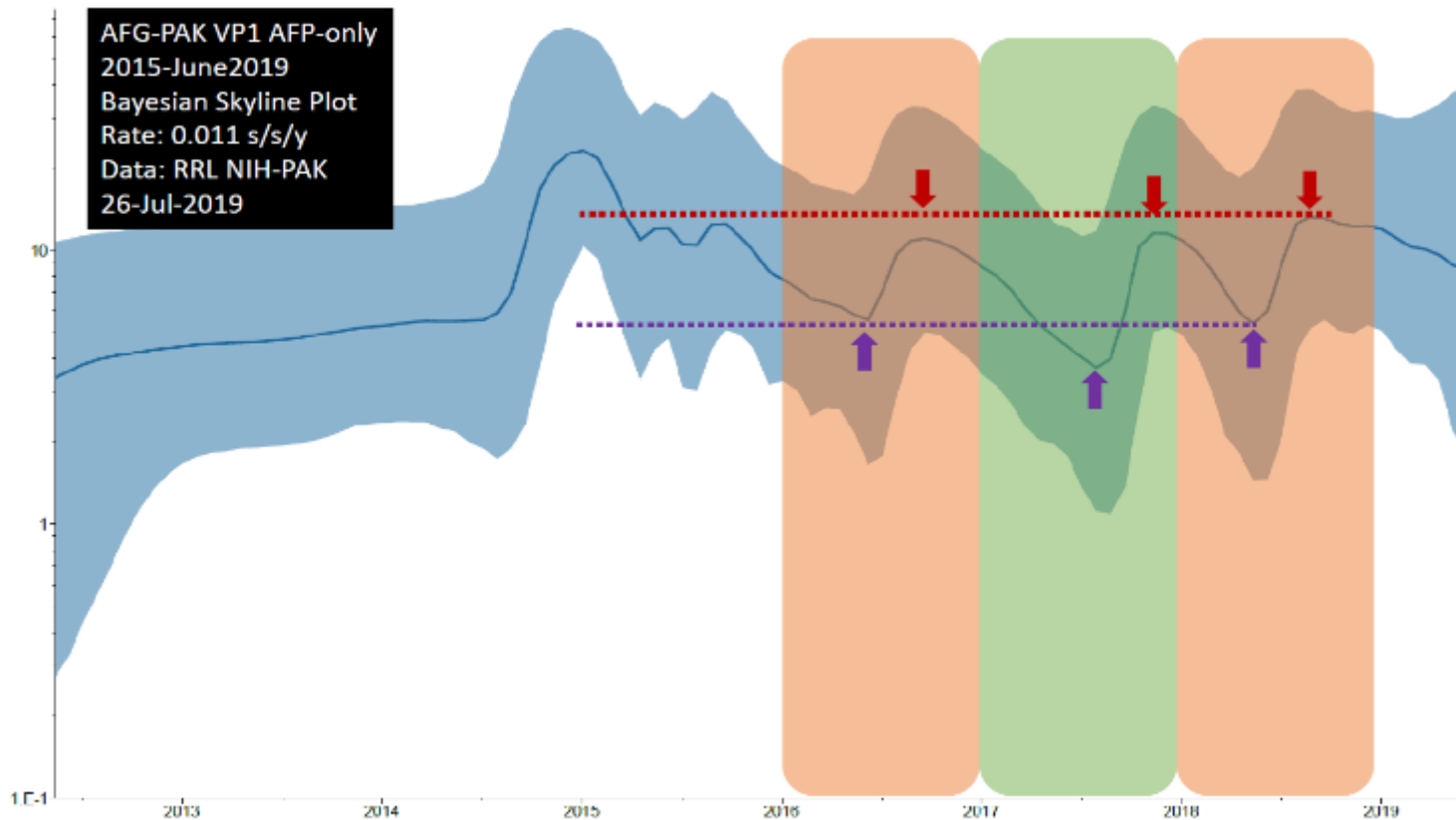
WPV1 geographical distribution of 2018 and 19



* Afp.rec Data as of 23-09-2019

Molecular epidemiology of WPV

Increase in genetic diversity in second half of 2018



Genetic diversity plots are based on statistical and evolutionary models and represent estimated mean values from AFP cases from Jan 2010 – July 2019

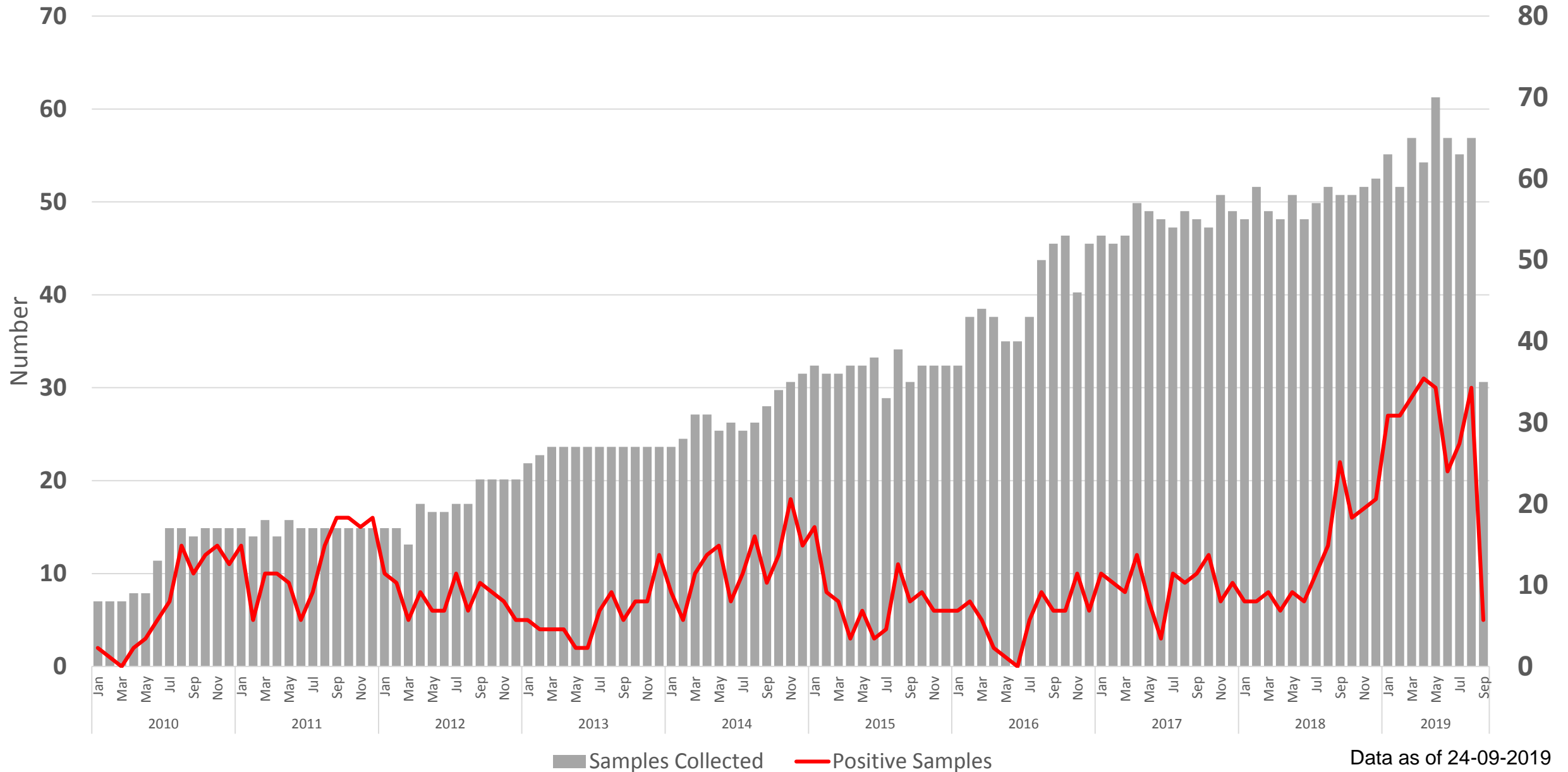
The skyline plot summarizes changes in genetic diversity over time; the shaded areas are the confidence intervals of the estimates

Upswings after the mid-years reflect high-season transmission

Genetic diversity appears to be higher in second half of 2018 than in 2016 or 2017 (low and high season peaks)

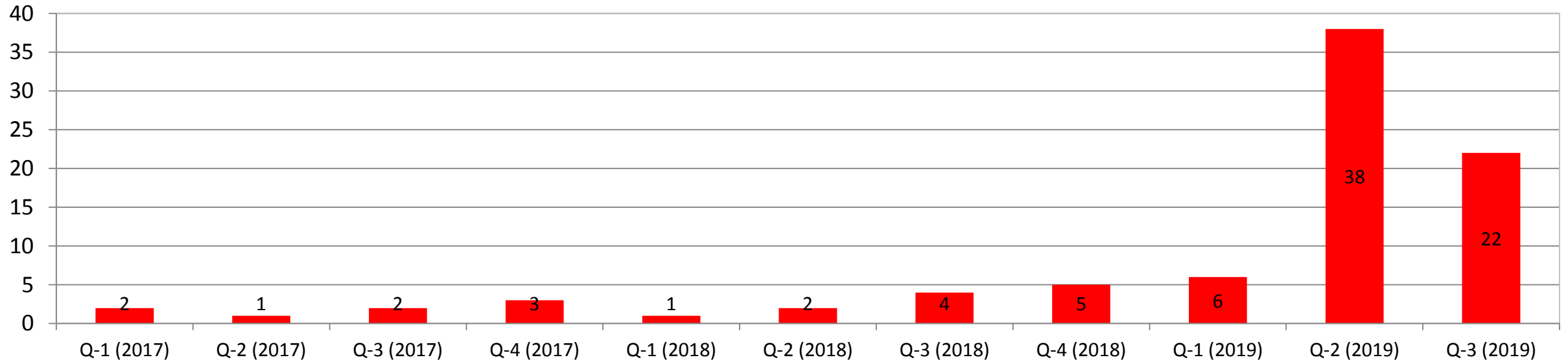
Fraction of positive environmental samples

Intensity peaks in the first quarter of 2019

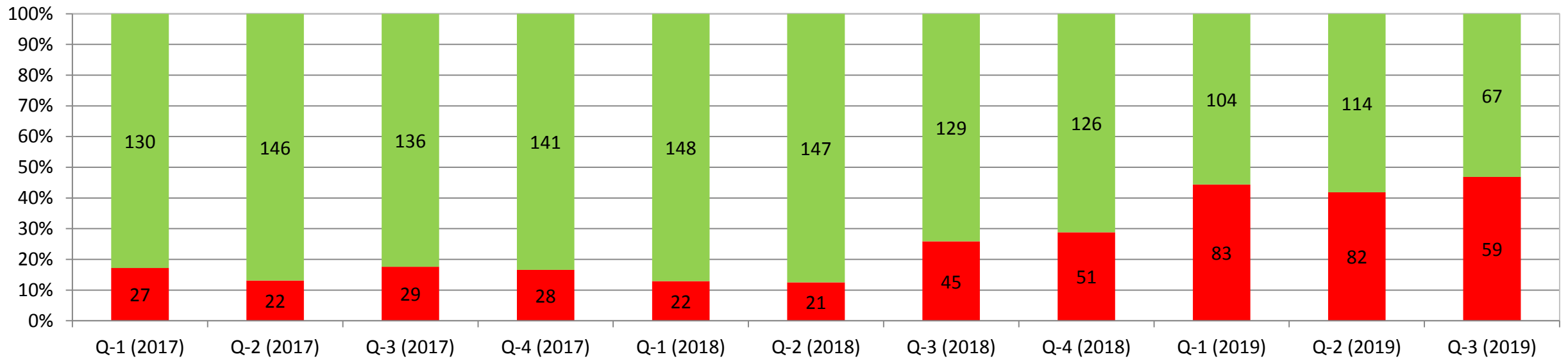


Data as of 24-09-2019

Distribution of WPV cases by quarter, 2017–2019



Proportion of positive ESS by quarter, 2017-2019

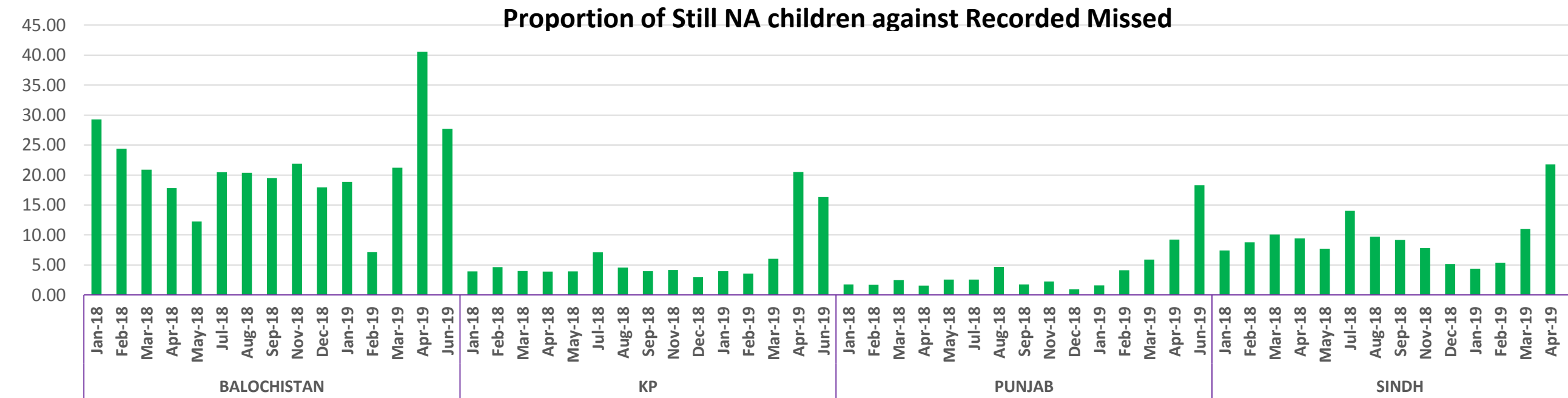
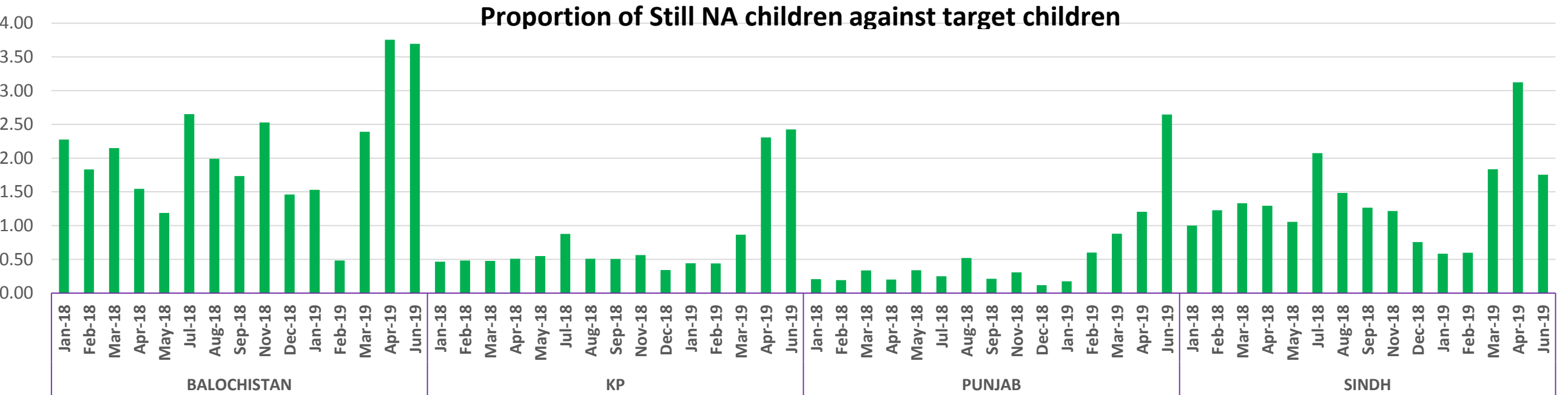


Data as of 24-09-2019

SIA PERFORMANCE

SIAs quality: missed children– admin data

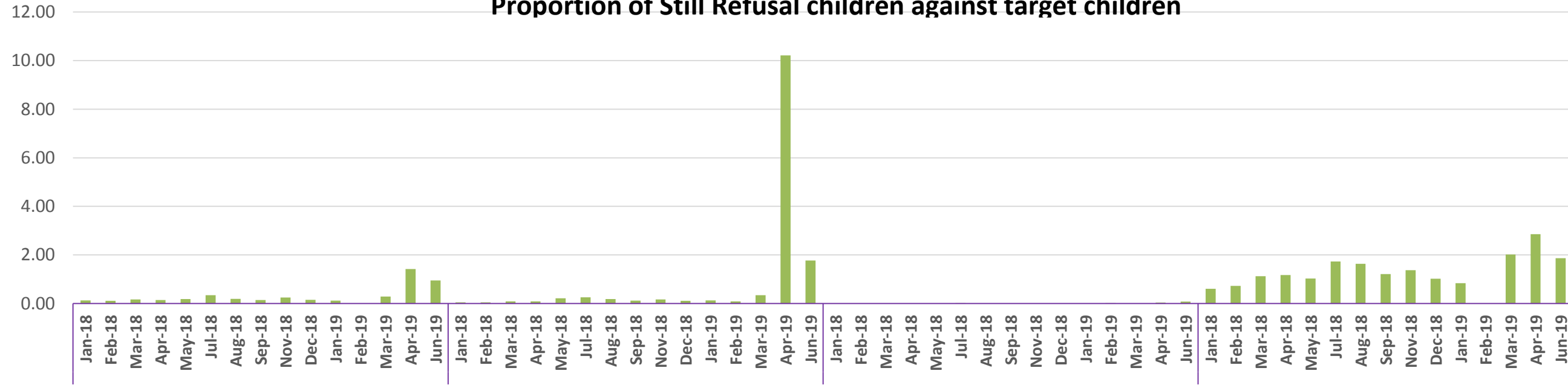
Still-Not available/NA (Jan-18– June-19)



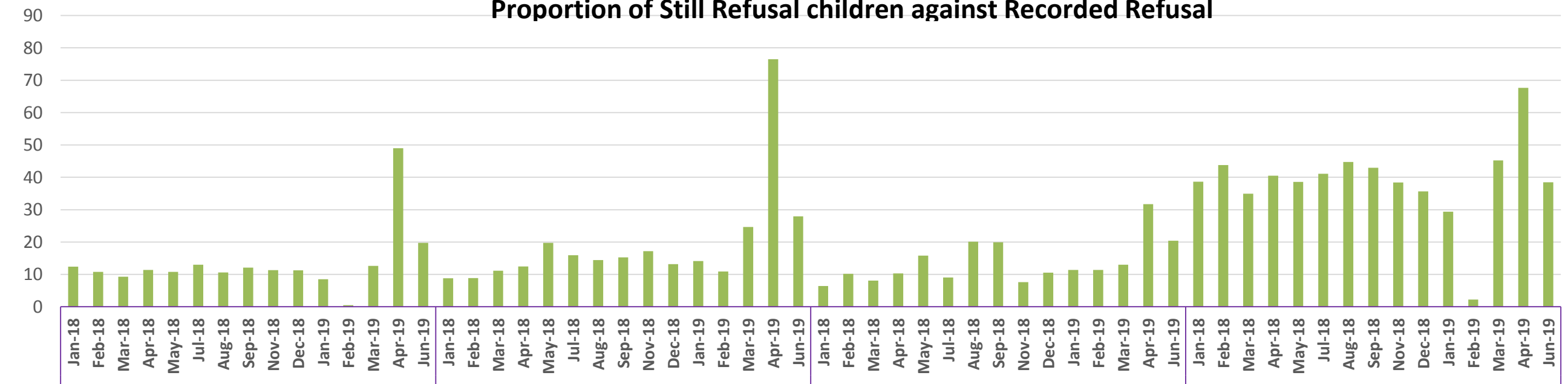
SIAs quality: missed children– admin data

Still refusals (Jan-18 J– June-19)

Proportion of Still Refusal children against target children

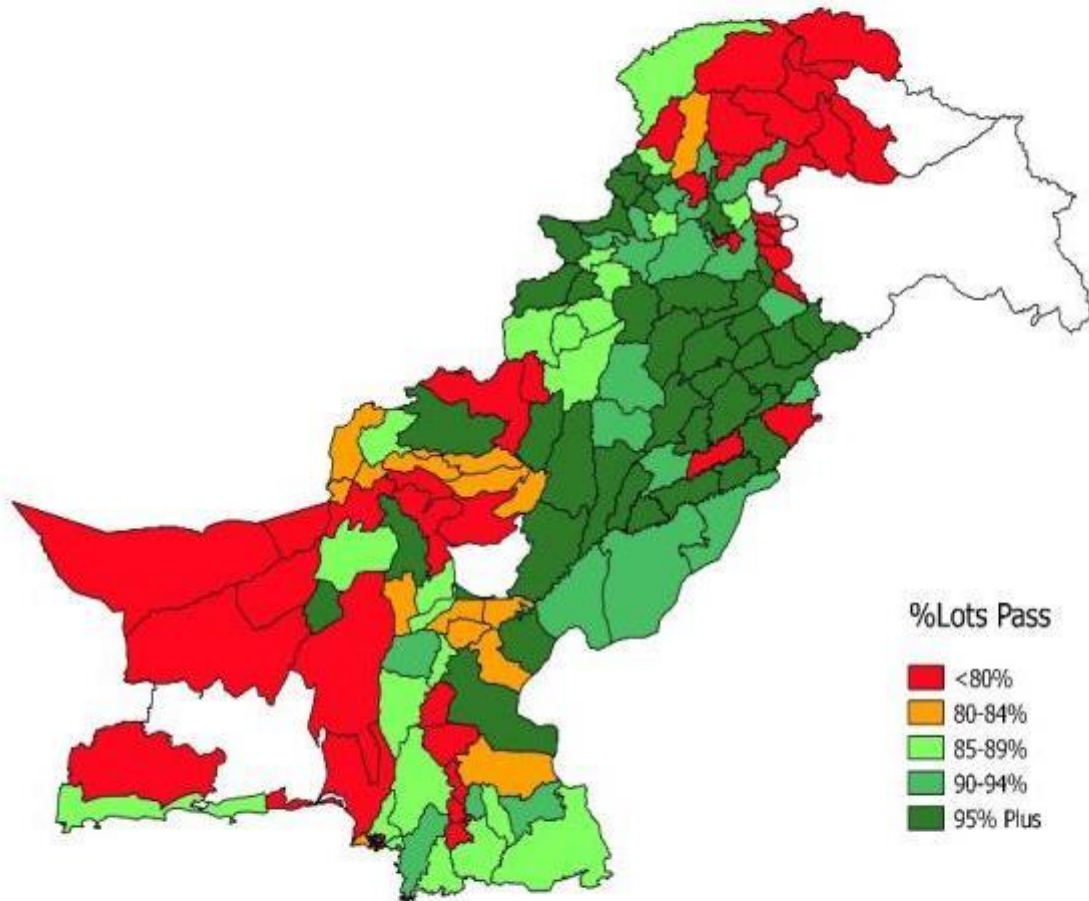


Proportion of Still Refusal children against Recorded Refusal

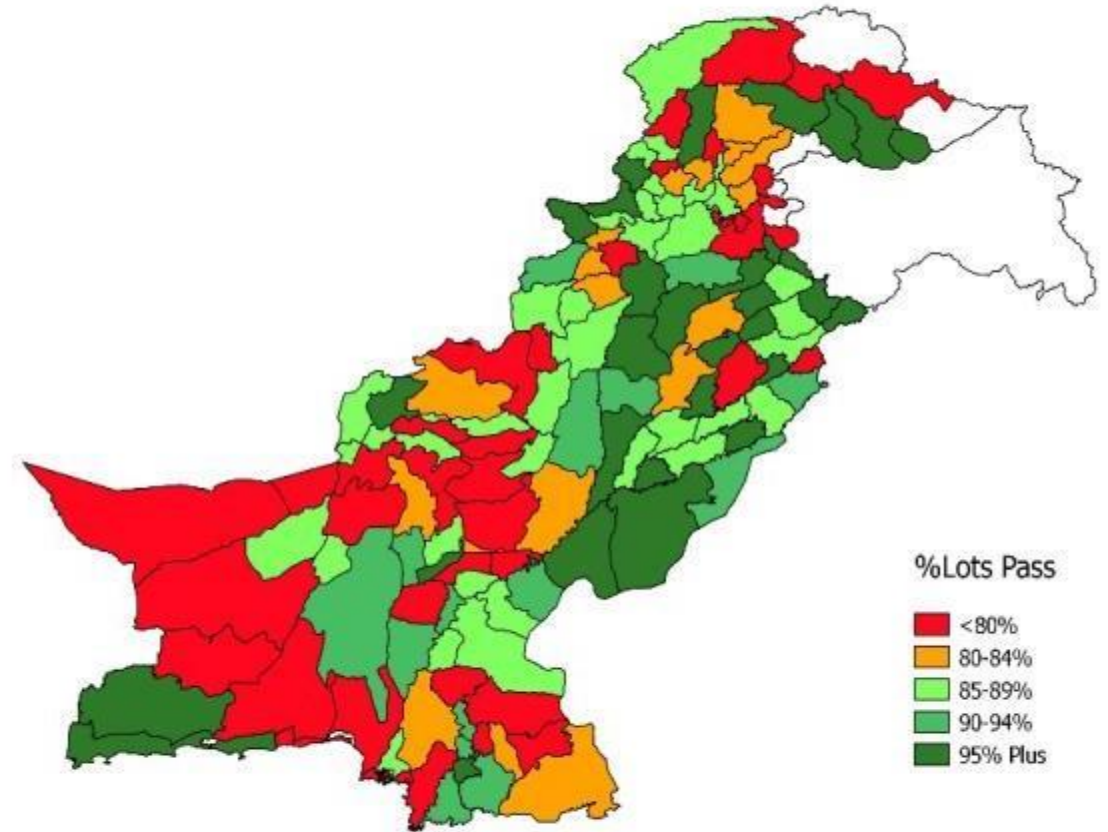


SIAs quality: LQAS Results 2017–18 and 20181–9

Proportion of union councils passing LQAS, July17-June18

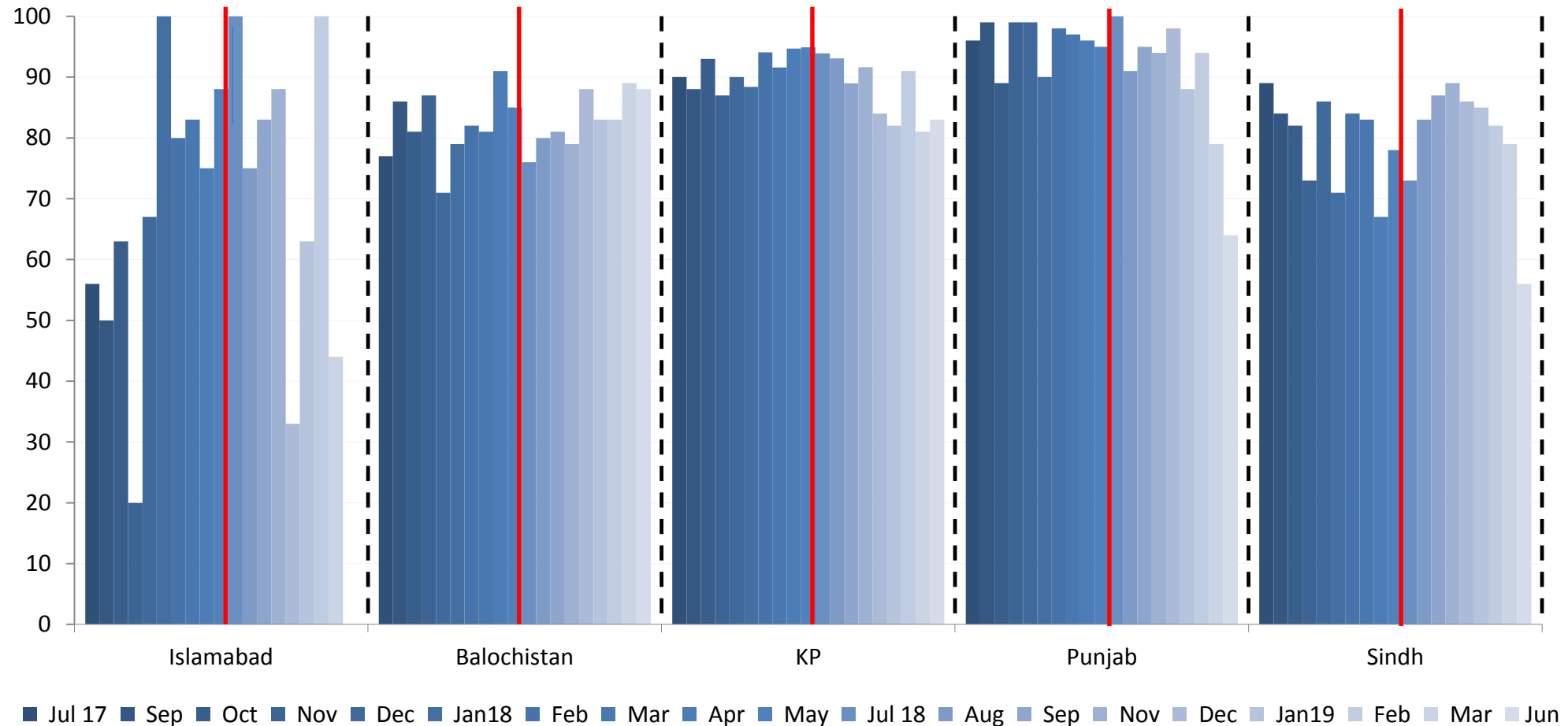


Proportion of union councils passing LQAS, July18-June19



SIAs quality: LQAS Pass, July 2017J–June 2019

- 90% or above is pass rate target
- **Balochistan and Sindh** have not met this target in 2018/2019
- Trend in declining pass rates in **KP and Punjab** since mid-2018



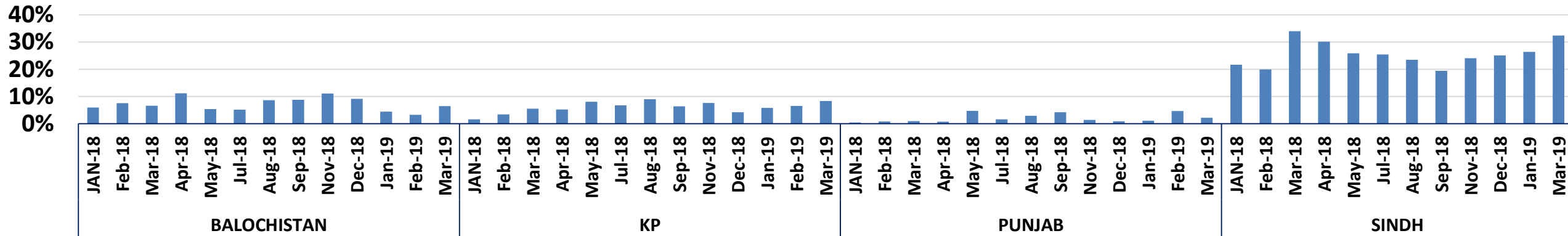
Red line indicates beginning of NEAP Year 2018/2019

Islamabad was not part of June 2019 campaign

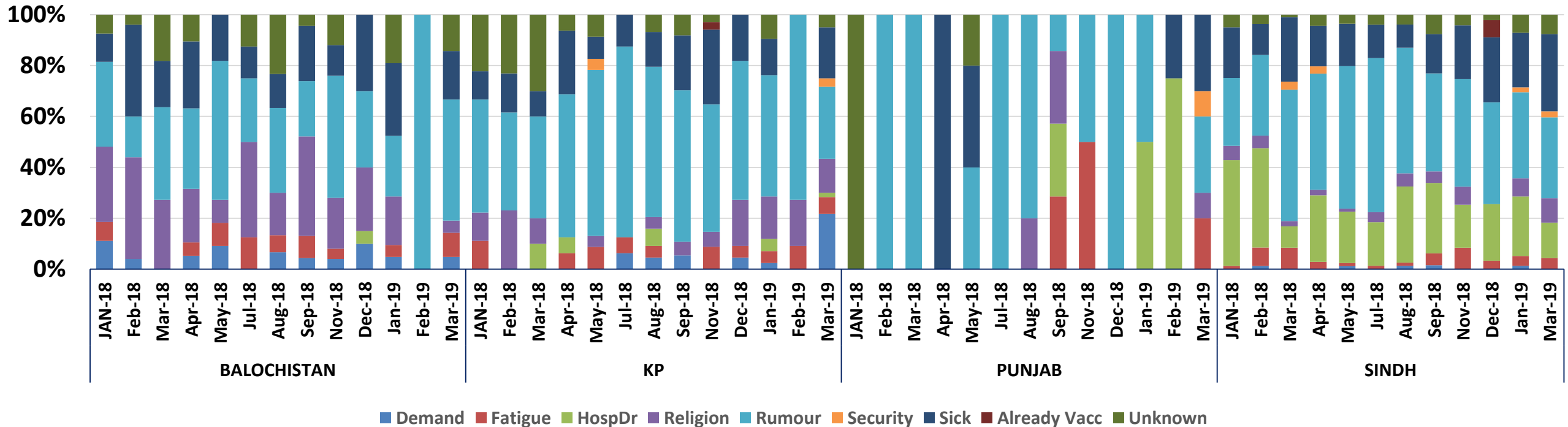
SIAs quality--LQAS;

Refusal Proportion in missed children (2018–2019)

Reason for missed; Refused %



% of Refusal Sub categories

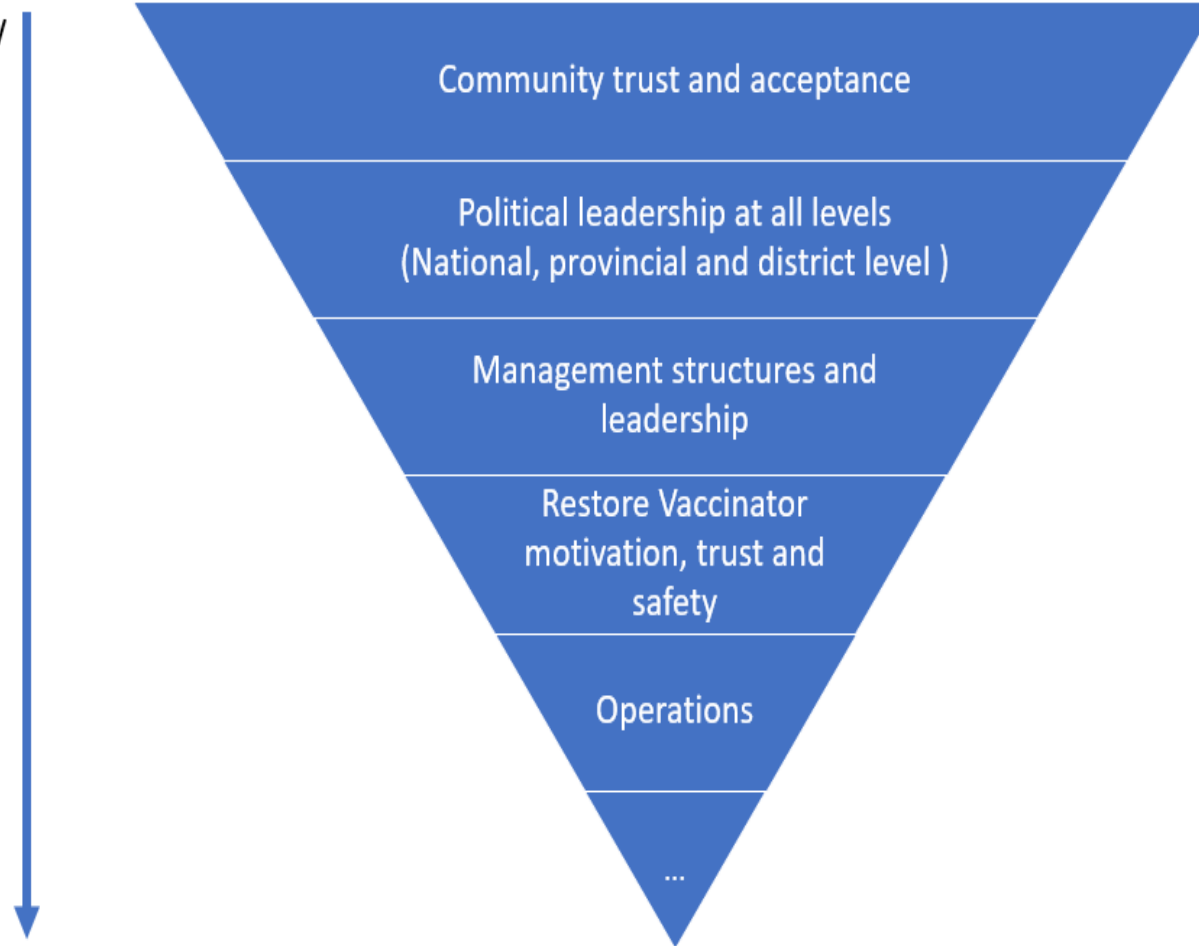


■ Demand ■ Fatigue ■ HospDr ■ Religion ■ Rumour ■ Security ■ Sick ■ Already Vacc ■ Unknown

CHALLENGES & PROGRAMMATIC REVIEWS

Main challenges facing Pakistan PEI in 2019

Most influence/
Most impact



Programmatic reviews and assessments

- External communication review, April 2019
- Internal communication consultation commissioned by the NEOC, May 2019
- McKinsey management review in tier-1 districts, May 2019
- High Level Program Review/consultation by Minister, June 2019
- TAG meeting, August 2019
- Super-high risk UCs programme review, September-October 2019

External communication review, April 2019

Constant campaigns and an epidemic of 'knocks on the door'

- No time between rounds has led to limited space for well planned and consistent communication engagement with communities and other potential allies of the program.
- The CBV structure has been particularly affected by this as they are drawn almost entirely into a constant round of preparing for and implementing the next campaign.
- This total focus on preparing for or implementing the next round also increases the numbers of knocks on the door focused on one thing only - getting individual households to vaccinate their children. This has reached a level that it is now becoming counter-productive and is creating animosity towards the program.

The 'knock-on' effect:

The impact of so many rounds and so little time to do anything has also affected many other areas of the program:

- Implementing action based on data gathering and analysis,
- Coordination and planning at District and UC level,
- Alliance and partnership building,
- Training, supportive supervision, and building an organisational culture that understands and implements the sophisticated C4E approach envisaged in the NEAP and essential to the success of the program.

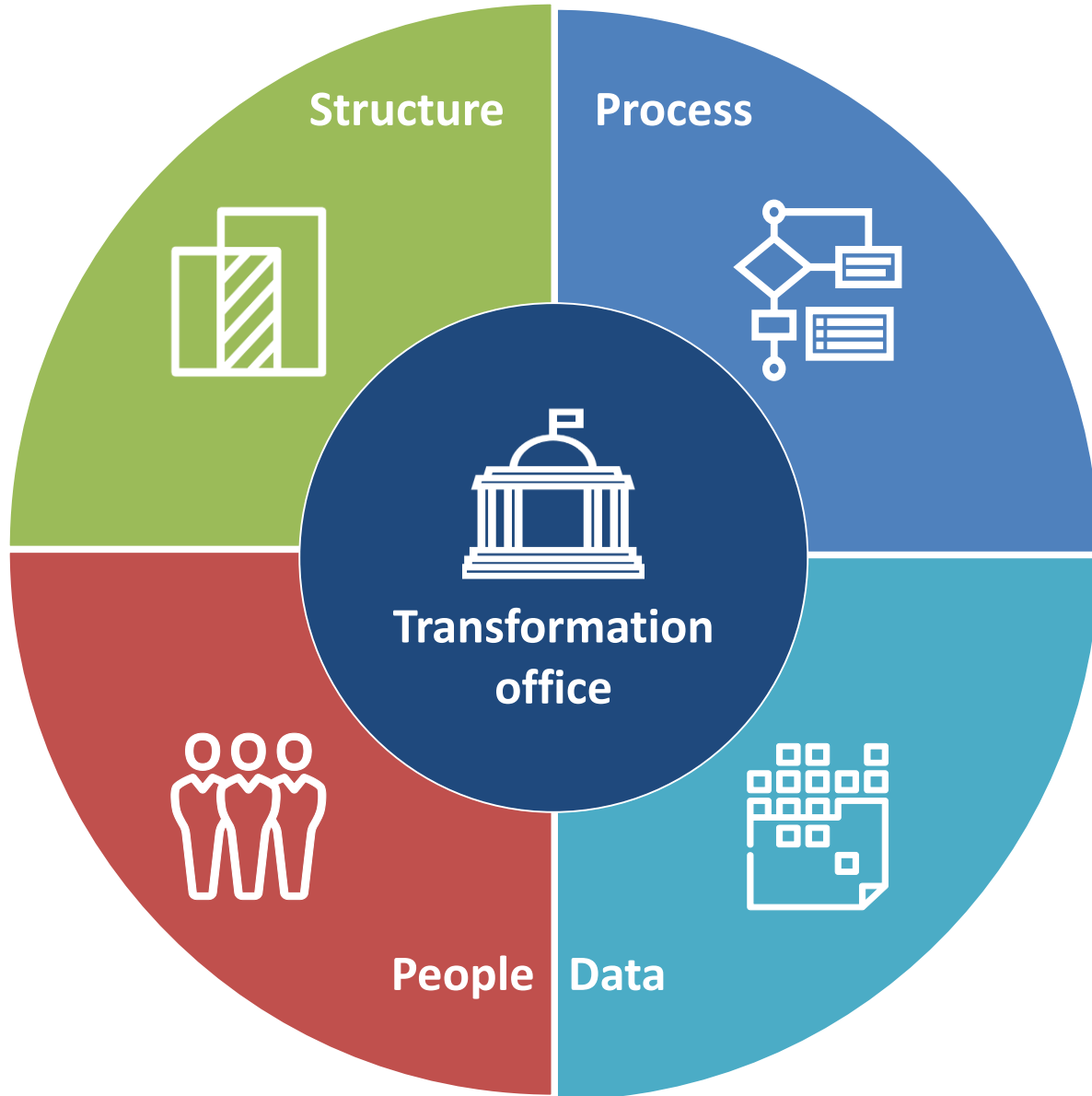
Internal communication consultation, May 2019

Repeated knocks leads to refusals, FLWs Overburdened with tasks

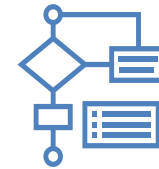
- Repeated knocks are affecting refusals – need some gap b/w interactions
- We were not informed of incident on time while we are in the field . Need greater trust between ourselves and our supervisors
- Overburdened with tasks
- Why are they taking on RI activities and overlooking the work of LHWs who are not properly trained in administering IPV
- Not receiving the security arrangements that were promised to them
- Refusals do not have any awareness on the risks of polio
- **Would be helpful if we could provide them with additional needs, i.e. we had a good response, were able to cover refusals when we provided communities with soap. The only problem is that this might lead to further demands.**
- A lot of community members think the current vaccine is faulty as opposed to vaccines used earlier on in the programme
- Many believe the videos we share are fake, while the propaganda ones posted on social media are true
- They feel they do not have the power or influence in changing hardcore refusals
- **Sub-optimal working conditions, i.e. working outside in the heat all day, no place to rest, low wages, no increase in wages over the past few years, do not take overtime but no flexibility offered in working hours despite this...**

McKinsey management review in tier-1 districts, May 19

Holistic approach to improving the Pakistan Polio Eradication Programme



Empower different elements of the Pakistan Polio Program to work as “One Team”



Simplify the processes across campaigns to refocus efforts on areas that add the most value



Inculcate data-driven decision making across the delivery chain by building enablers and simplifying access to data



Build a performance culture across the delivery chain to motivate and retain the best talent





Establish a central Transformation Office to drive interventions across the delivery chain and co-ordinate between partner organizations to lead change

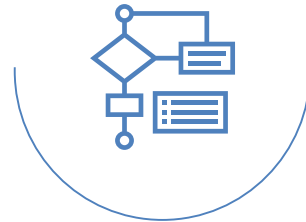
McKinsey management review in tier-1 districts


10 tailored interventions for the Polio Eradication Programme




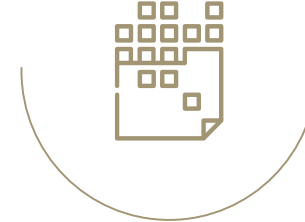
1  **Revamp the DPCR** to be the planning and implementation body for polio activities at the district level by giving it the **right role, structure, processes and capabilities**


2  **Develop the UC level into the key implementation and problem solving body** that interacts directly with the field




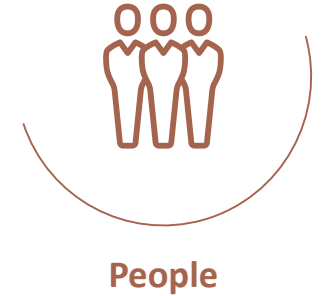
3  Improve the **micro-planning process to focus on a prioritized list of activities** including tailored strategies at the UC level


4  **Rationalize the daily intra-campaign meetings** and **adjust cadence** to improve decision making effectiveness





5  **Digitize data entry** at the field level to enable streamlined reporting processes

6  Improve the **usage of data across the delivery chain** and build data analytics capability, to support data-backed decision making



7  **Build capability** across the delivery chain including **improvement of training** content and delivery

8  **Revise performance management system** to improve accountability across the Pakistan polio program

9  Provide adequate **support to field staff** (e.g. well-equipped team resource center, etc.)



10 **Setup a transformation office** to lead the initiatives while collaborating between partner organizations to drive change across the Pakistan Polio Program

Transformation Office

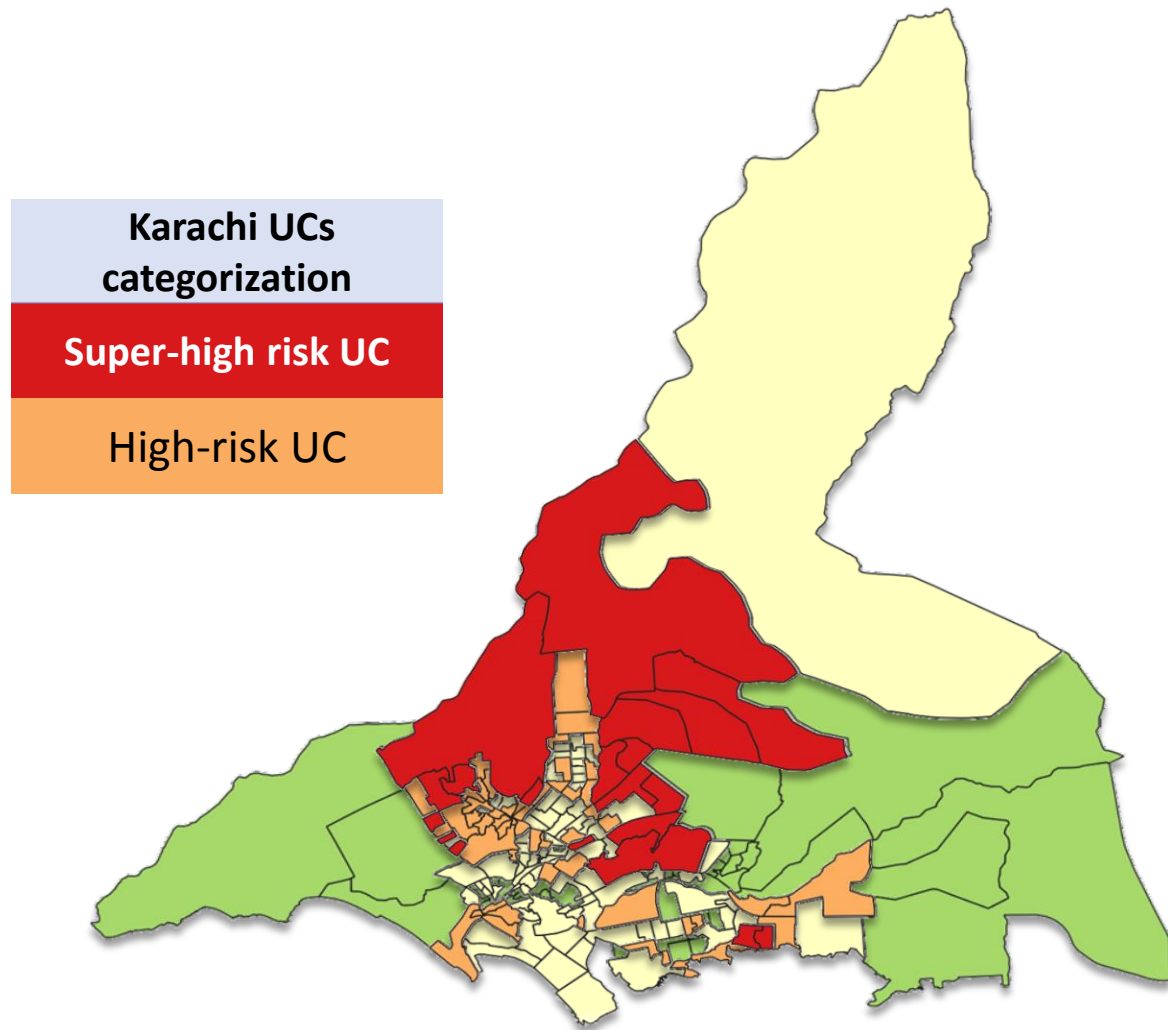
August 2019 TAG recommendations

Back to Basics

- Capitalize on current country leadership and regain One Team approach at all levels
- Ensure implementation of Transformation as a matter of urgency, with laser focus on SHRUCs
- Concentrate on building community trust as a program priority
- Ensure high-quality SIAs in order to achieve a program which can interrupt transmission

Super-high risk UCs (SHRUCs) programme review

Laser-focus on SHRUCs--Mckinsey review/TAG feedback



- In consultation with provincial EOC conduct an internal programme review to identify Super-high risk UC using a risk assessment model
- Develop SHRUCs action plan by Nov 2019:
 - Dedicated oversight and management structure under Divisional Commissioner
 - CBV strategy with 2-member team
 - Inclusion of these UCs in all campaigns (OPV and IPV)
 - Intensified communication activities with deployment of dedicated Comms workforce
 - Intensified Essential Immunization activities (Full PEI support to EPI including, New born, under 2 and Zero dose children)
 - Integrated health service/Polio Plus activities (WASH, Sanitation, Nutrition)

NEAP 2020

National Emergency Action Plan (NEAP) 2020

Goal of NEAP for Polio Eradication:

- Stop all wild poliovirus transmission in Pakistan

Strategic Objectives:

- Stop poliovirus transmission in all **remaining WPV reservoirs** through focused, intensified national efforts and coordinated strategies across international borders
- Rapidly **detect, contain, and eliminate** poliovirus from any newly infected areas
- Protect the **overall health** of populations by maintaining and increasing immunity to poliovirus infection by implementing quality SIAs and routine EPI



NEAP 2020 – What is different?

NEAP introduces a number of modifications, interventions, and innovations identified to respond to persistent challenges, unfolding epidemiological risks, and new strategic approaches.

More emphasis on the following areas of work:

Communications: dedicated task teams; partnership with key stakeholders with capacity for mass public engagement and shaping of public opinion; special perception management initiative.

Synergy and integrated service delivery activities will initiate new collaborations with the EPI and integrated services delivery (ISD), including the government's flagship programme '**EHSAAAS**'.

NEAP 2020 – What is different?

Strategic interventions

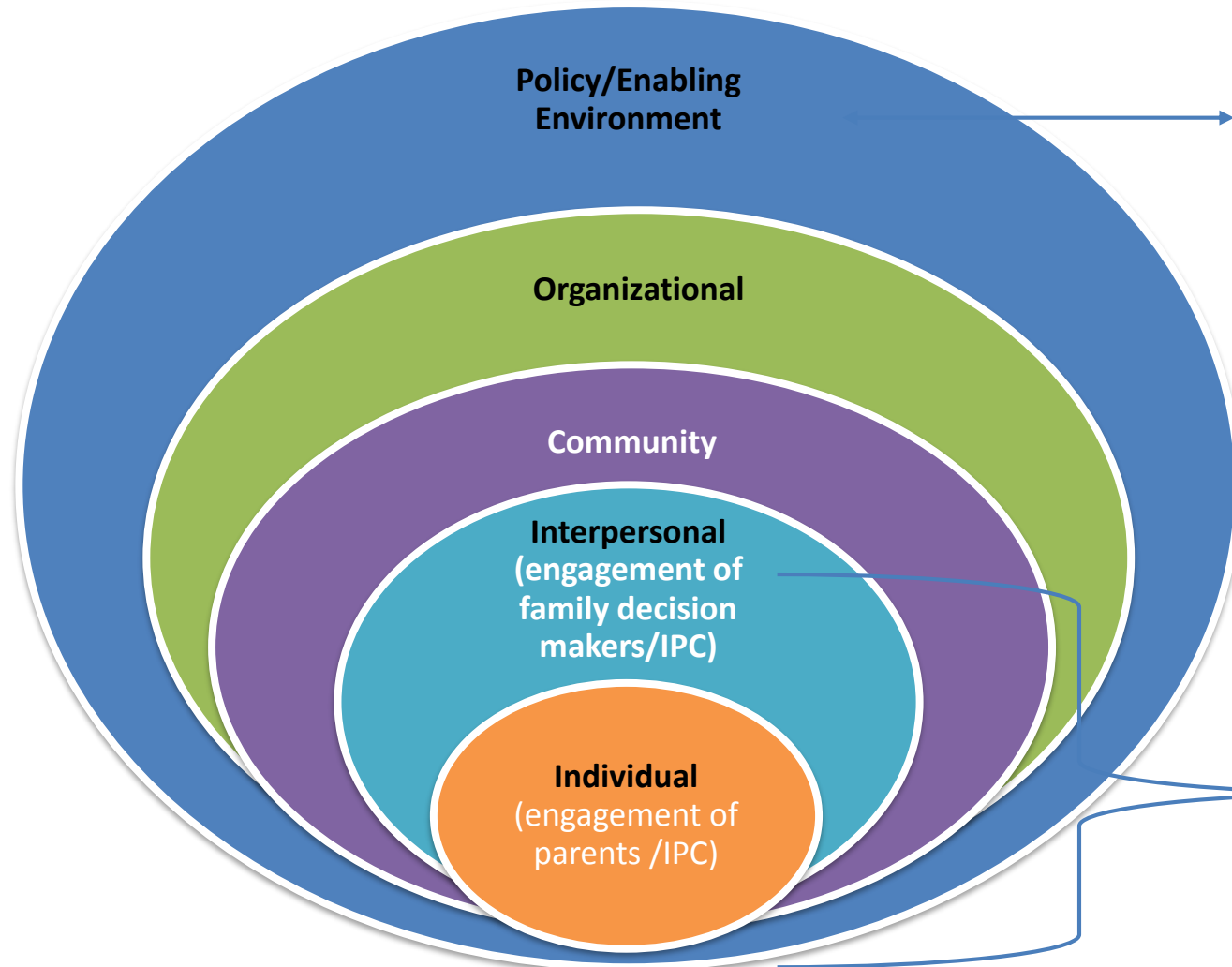
- Introduces a revised SIA campaign modality by **spacing out campaigns with at 8 week interval between campaigns.**
- **Re-vamps the risk tiers** to rationalize and focus efforts on super high risk districts.
- Defines **new case response and event response guidelines** so the programme organises a focused and timely response to new WPV cases or positive environmental samples.
- There will be **no additional SIA strategies such as IPV or expanded age OPV campaigns** to ensure that the resources are devoted to reaching missed children with vaccine. **No coercive measures** will be taken anywhere in the country to cover refusals.

NEAP 2020 - What is different? (3)

- During **September to November 2019**, enhanced focus will be on community engagement, perception change, demand creation & social mobilization.
- Before each NID, **Chief Ministers** of each province will Chair a readiness meeting on Friday before campaign at Provincial level
- Incorporates the latest guidelines for **surveillance among high-risk and mobile populations** and patients with primary immunodeficiency disorders.
- **Streamlines data collection** and prioritizes pre-campaign preparedness,
- Builds upon the **Accountability and Performance Management (APM) Framework** to provide clearly defined and systematic mechanisms for the recognition of good performance and investigation, support and sanctions for suboptimal performance.

NEAP 2020 - What is different? (4)

Communication for Eradication



- Perception management initiative PMI – promote vaccination as a Social norm, build trust & goodwill for the HWs
- Alliance building with institutions e.g. madrassas & schools
- Alliance building with community leaders
- IPC both with families and parents, polio plus

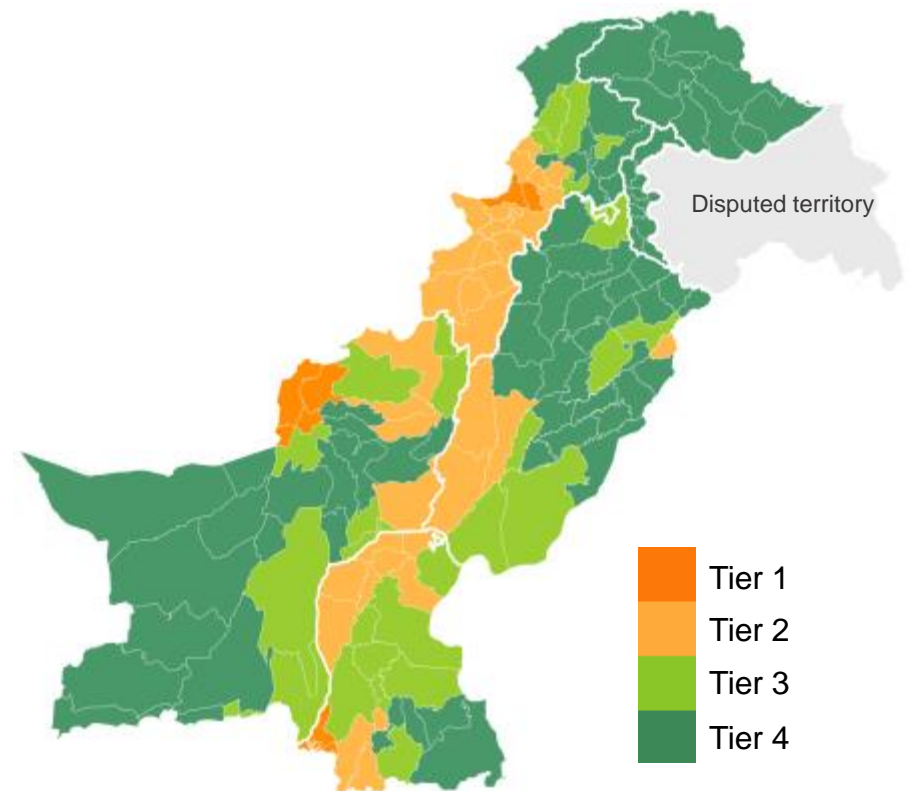
NEAP priorities in line with the review recommendations & planned around the SBC framework

Tier Classification

Laser Focus on the super high risk UCs

- The **challenge** the programme is facing is not due to failure in including areas in SIAs, but **in reaching children with vaccine** in targeted areas.
- The programme has been conducting risk tiering classification at district level; however, it is clear that in some geographies, particularly large urban areas, **it is necessary to further stratify at UC level.**
- Formal **re-classification** based on risk assessment and local intelligence will be conducted.

Current District
Tier Classification



The 4 New Polio Eradication Programme Pillar

**FROM
PUSH
TO
PULL**

**FROM
DISEASE CONTROL
TO
ERADICATION**

**FROM
DISOWNED
TO
OWNED**

**FROM
UNTOUCHABLES
TO
100%
ACCOUNTABLE**

From Push to Pull

PAKISTAN'S LARGEST EVER Perception Management Initiative

Anti-**f**
Vaccines
propagan
da

Google

FACEBOOK/ GOOGLE SEO

Hotline with top management of Facebook with 700+ pages blocked within minutes.

All
Media



MEDIA OWNERSHIP

All media partners whether conventional or social media; initiatives like "Zara Sochiye"

PH
24/7
Call
Center



**Polio
Helpline
(PH)**

24/7 Call center - staff of 100 (27 polio FAQs and a helpline for feedback & complaints during SIAs)

Ownership
at
Highest
Govt.
Level



AUTOMATED CALL

PM would personally urge each parent, via "Robo call" during upcoming SIAs.

24/7 SMC



**Fully operational
Social Media Cell**

Dedicated / fully functional, in house SMC operating on 24/7 basis

Environment
or Human
Polio
Cases



**Publicizing
human & env.
cases**

Cases would be widely publicized to raise threat perception.

Perception Management Initiative

1. Completely new way of partnering with the largest opinion shapers – ownership & commitment

2. Matching contributions from media houses – content integration, credible voices, shaping of public opinion

3. Reach beyond mass media, social media to WhatsApp

4. Call center /Toll free line for direction engagement with the public

**Build –Social
Norm & Trust
in our brand**



From Disease Control to Eradication

Program Operations

**Enhanced Postings
of Nationals**

**5-day
Aggressive Rounds
Nov 2019 / Apr 2020**

**Coercion
to Dialogue**

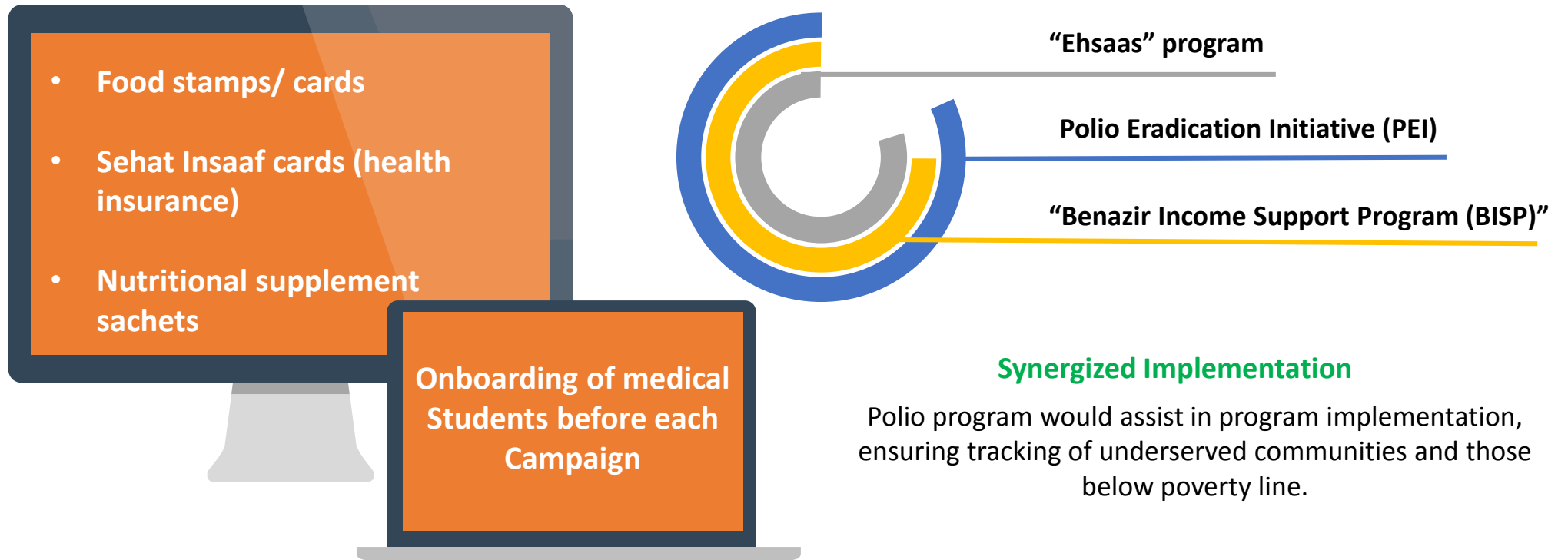
**Removal of Intrusive
Questions**

**Doubtful Polio
Teams
to Motivated Ones**

**Reducing
doors Knocks**

From Disowned to Owned

EHSAAS POLIO PARTNERSHIP



CONTD ...

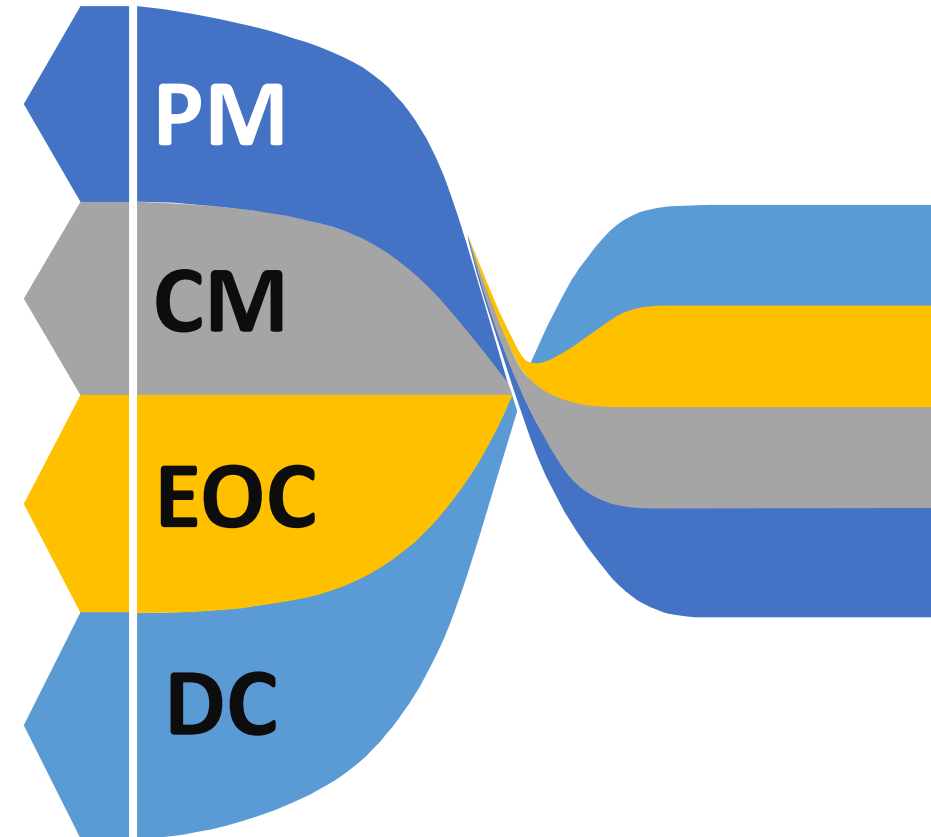
From Disowned to Owned
GOVERNMENT OWNERSHIP

**PRIME MINISTER'S STOCK TAKE BEFORE &
AFTER LOW TRANSMISSION SEASON**

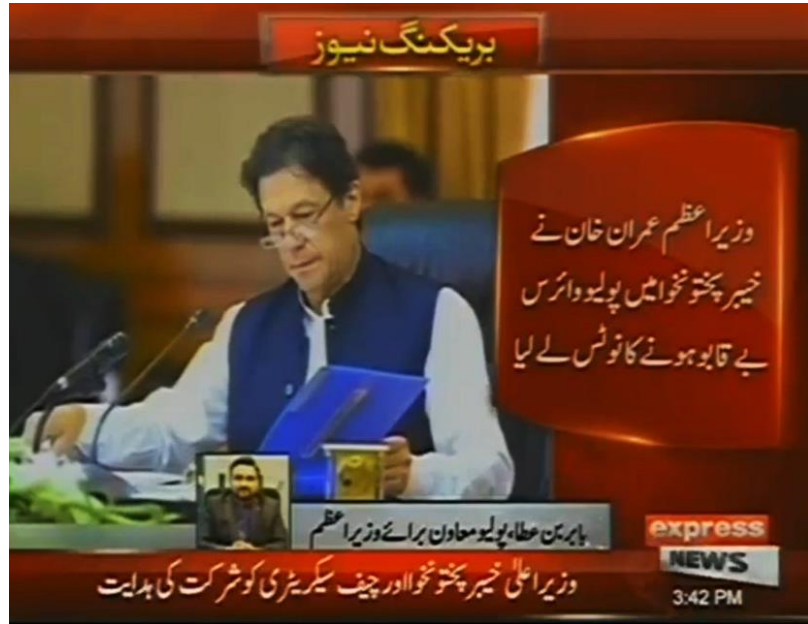
PTF FROM CS TO CM

**MANAGER CADRE TO "LEADERSHIP"
CADRE OFFICERS (e.g. PUNJAB)**

LIMITED POWERS OF DCs



National government ownership and commitment



Imran Khan @ImranKhanPTI · 3h

Irfan is one of 260,000 heroes who reach out to children with polio vaccines in extreme weather conditions. His viral video has left every individual with a sense of awe & pride. This dedication is what will enable us to achieve our goal of a polio free nation #SalamPolioWorker



972 3,565 15.5K



Dunya News @DunyaNews

Hollywood actor Ashton Kutcher calls Pakistani polio worker 'hero' dunyanews.tv/en/Entertainme...



National governments ownership and commitment



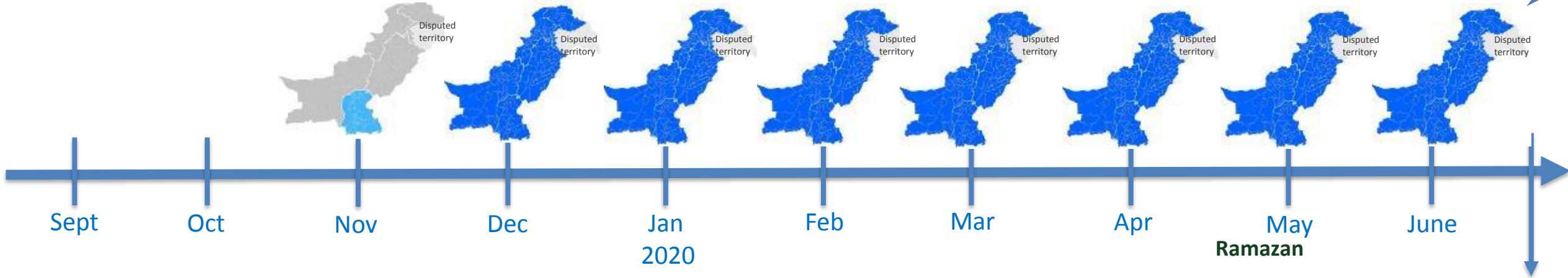
Provincial governments ownership and commitment



Proposed SIAs for 2019–2020 Low Season

TCV campaign in Urban Sindh
Nov. 11-25th, 2019

Enhanced outreach activities for Routine Immunization would be conducted in 2nd and 3rd week of each month for 12 days, which would be adjusted according to the Polio NIDs/SNIDs in respective months.



Nov 4 SNID,
44%

Dec 16, NID,

Jan 27, SNID

Feb 17, NID,
100%

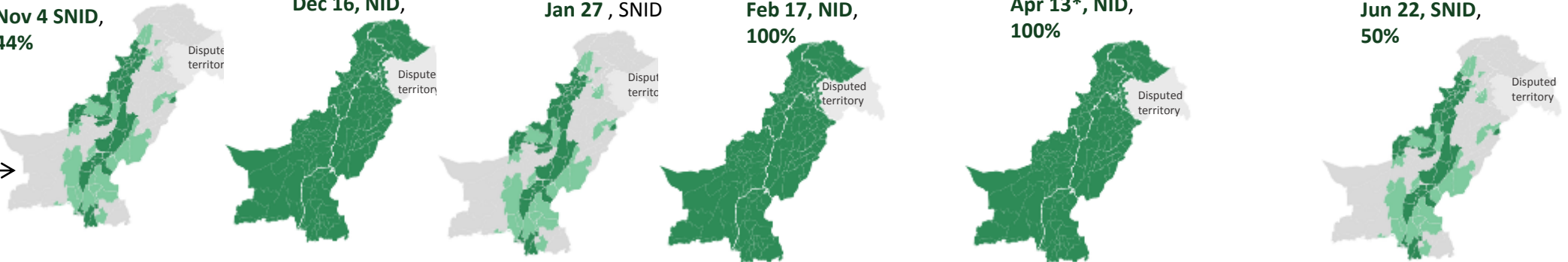
Apr 13*, NID,
100%

Jun 22, SNID,
50%

2 months preps.



- Full district
- Part of district
- Not included



Sept Oct Nov Dec Jan 2020 Feb Mar Apr May Ramadan June

پاکستان
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PAKISTAN
POLIO
ERADICATION
PROGRAM



Training and motivation of DCs and Commissioners



Public vaccination of religious and political leaders to dispel misconceptions



Collaboration with Ehsaas Programme



— PM Khan's Instagram account/FILE

Prime Minister Imran Khan on Wednesday expressed "serious concern" over the recent spike in polio cases in the country and directed federal and provincial government officials to undertake effective awareness and immunisation campaigns so that the disease can be kept in check.

In a high-level meeting called by him, the premier impressed upon the attendees the fact that polio eradication is the "top-most priority of the government as it affects the future generation", a statement released by the Prime Minister's Office said.

According to the handout, Prime Minister Imran also stressed upon the need for a robust partnership between the government's Ehsas social safety initiative and the anti-polio programme for the synergised implementation of the two vital programmes.

Home - Today's Paper - National

'No room for complacency in anti-polio fight'

Islamabad: President Dr Arif Alvi on Tuesday said Pakistan was facing myriad challenges in polio eradication and stressed that despite challenges, the issue had no room for complacency.

"Strict measures against polio should be adopted including overcoming of community resistance to vaccination and building stronger healthcare systems across the country," he told a meeting on polio eradication here at the Aiwan-e-Sadr.

The meeting was attended by health partners including UNICEF, World Health Organisation, Rotary Club and Melinda Gates Foundation, and provincial chief secretaries were present. The president called for collective efforts to eradicate polio from the country by raising awareness against the crippling disease.

He said the Pakistan Polio Eradication Programme had developed exceptional national expertise, knowledge and systems to beat the virus and to inspire communities and parents to safeguard their children.

He underscored that polio eradication was one of the government's top priorities. President Dr Alvi commended the efforts of polio eradication teams including health partners and emphasized that the role of Council of Islamic Ideology and mosques must be incorporated in their projects to overcome large-scale community mistrust.

He underlined the need for effective usage of social media and cable television to aware people about the consequences of polio. The president appreciated the Ehsas-Polio partnership and hoped that it would augur well for the polio eradication campaign.

Babar Atta @babarbin... · 24 May
Welcomed SAPM on Poverty Alleviation Dr. Sania Nishtar to **Pakistan Polio** Headquarters (NEOC) over a brainstorming session on how 2,60,000 **polio** workers be of help to address poverty / malnutrition in the country.

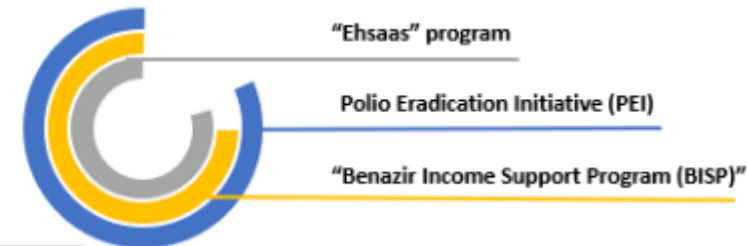


6 17 116

Pak Fights Polio @Pa... · 23 M
Our **polio** teams are fighting t and nail to help **Pakistan** realise its

- Food stamps/ cards
- Sehat Insaaf cards (health insurance)
- Nutritional supplement sachets

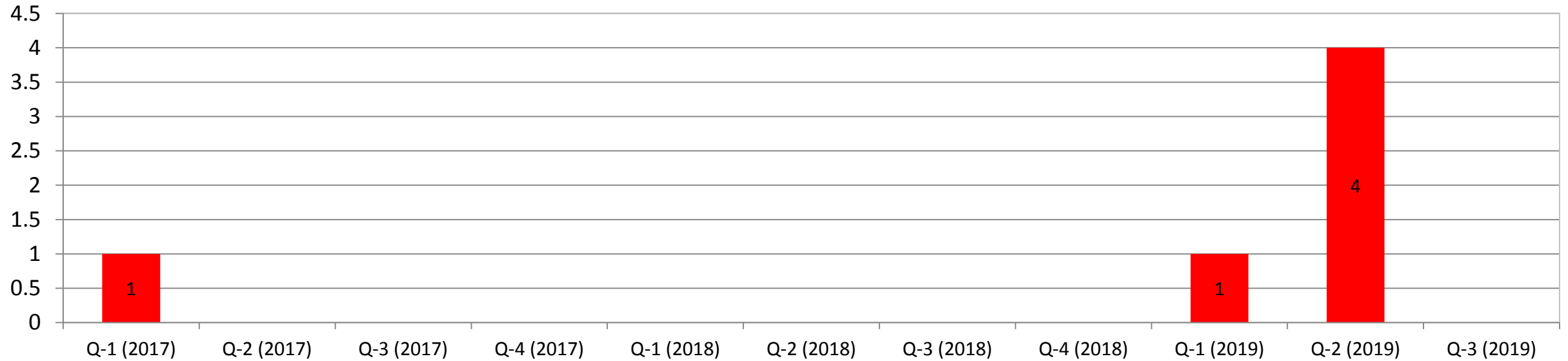
Onboarding of medical Students before each Campaign



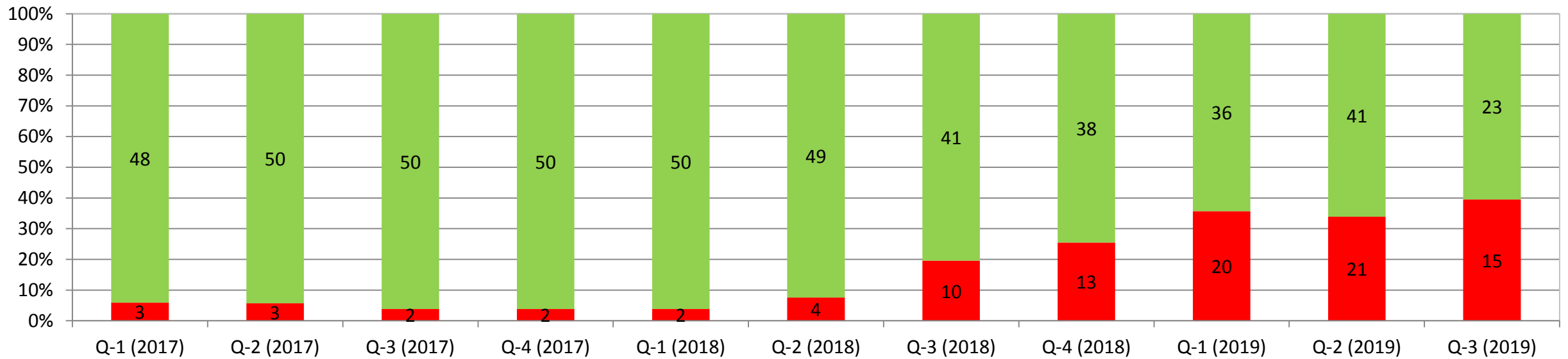
Synergized Implementation

Polio program would assist in program implementation, ensuring tracking of underserved communities and those below poverty line.

Punjab: Quarter wise WPV cases (2017-2019)

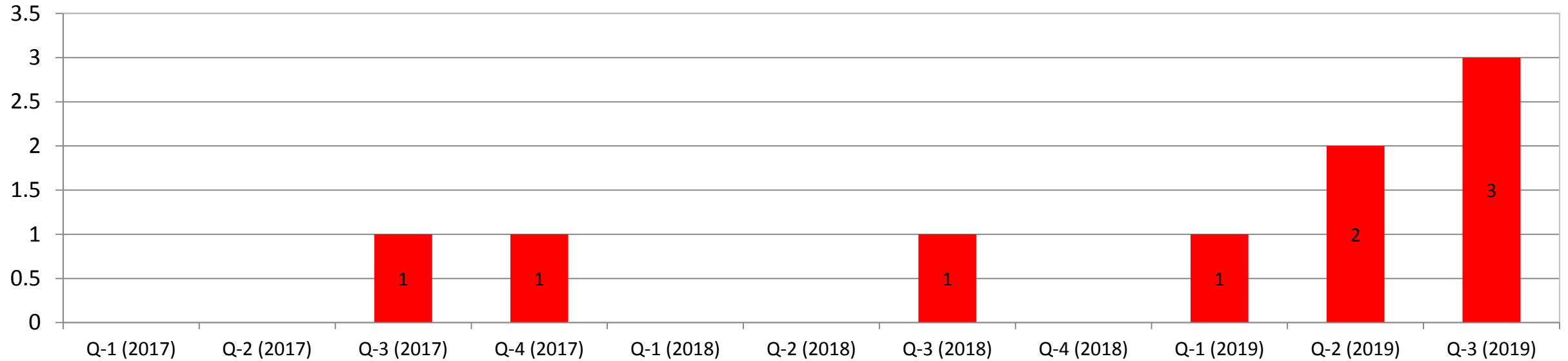


Proportion of +ve Environmental Samples by Quarter (2017-2019)

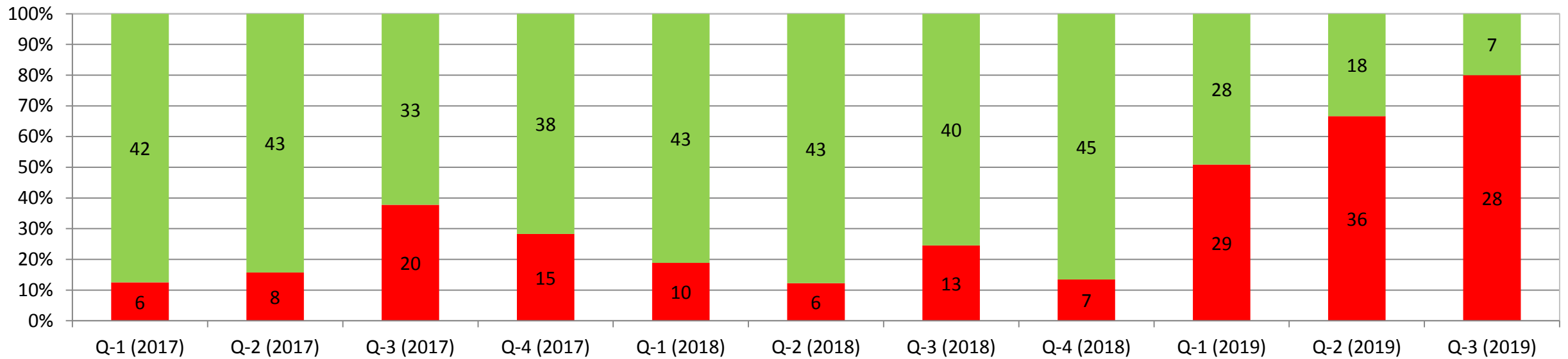


Data as of 24-09-2019

Sindh: Quarter wise WPV cases (2017-2019)

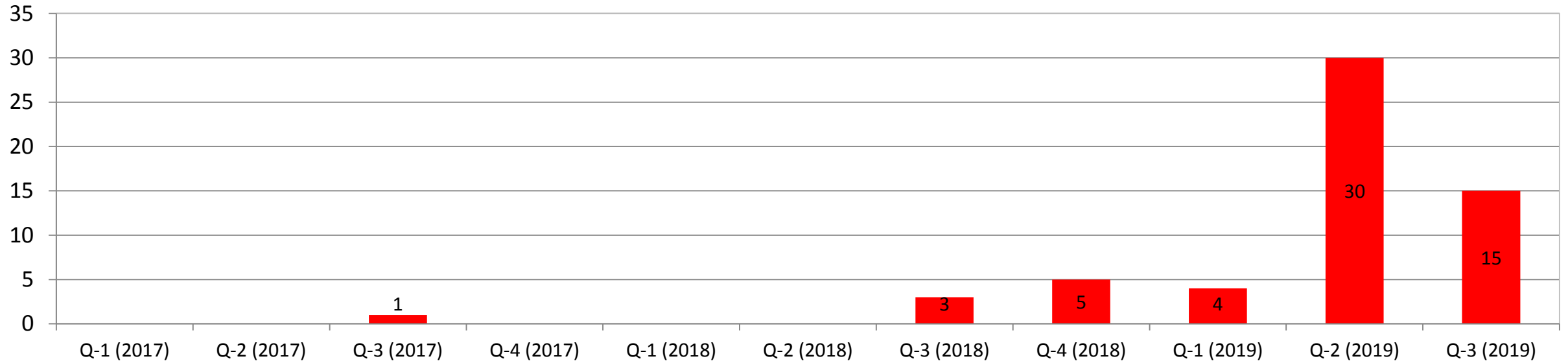


Proportion of +ve Environmental Samples by Quarter (2017-2019)

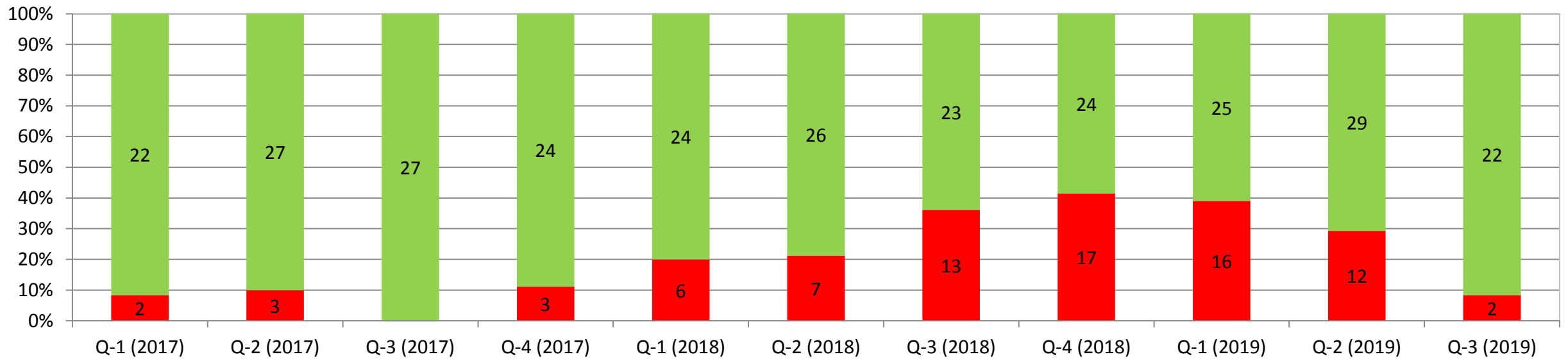


Data as of 24-09-2019

KP: Quarter wise WPV cases (2017-2019)

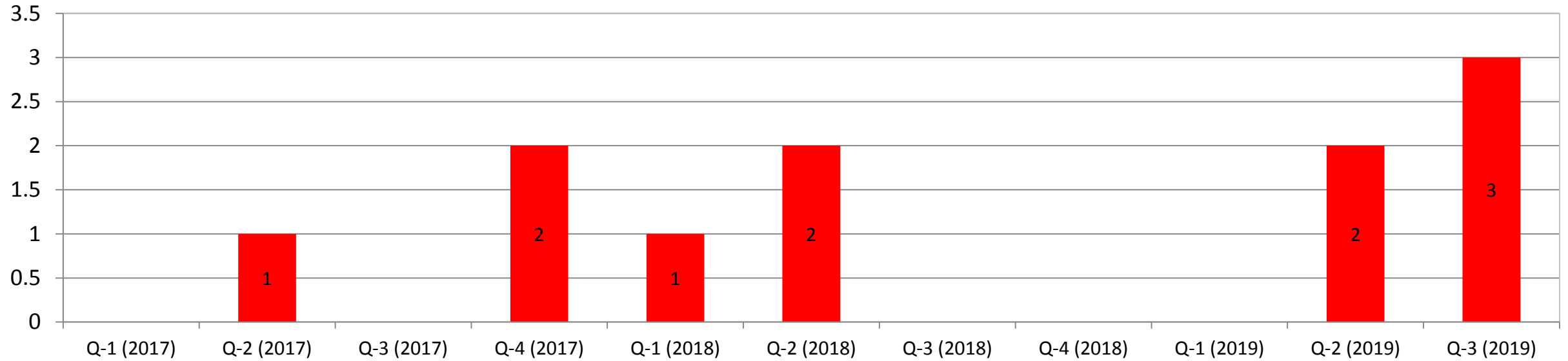


Proportion of +ve Environmental Samples by Quarter (2017-2019)

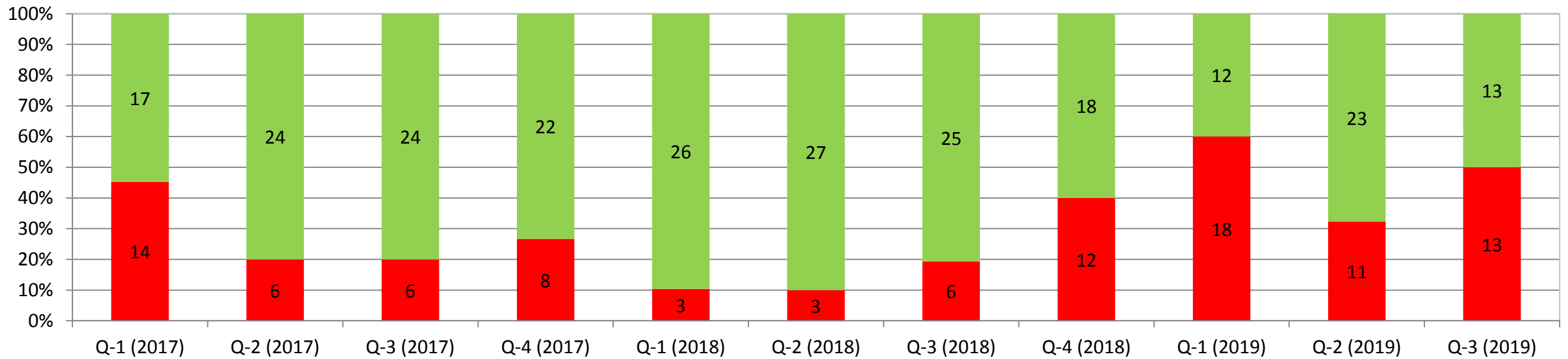


Data as of 24-09-2019

Balochistan: Quarter wise WPV cases (2017-2019)

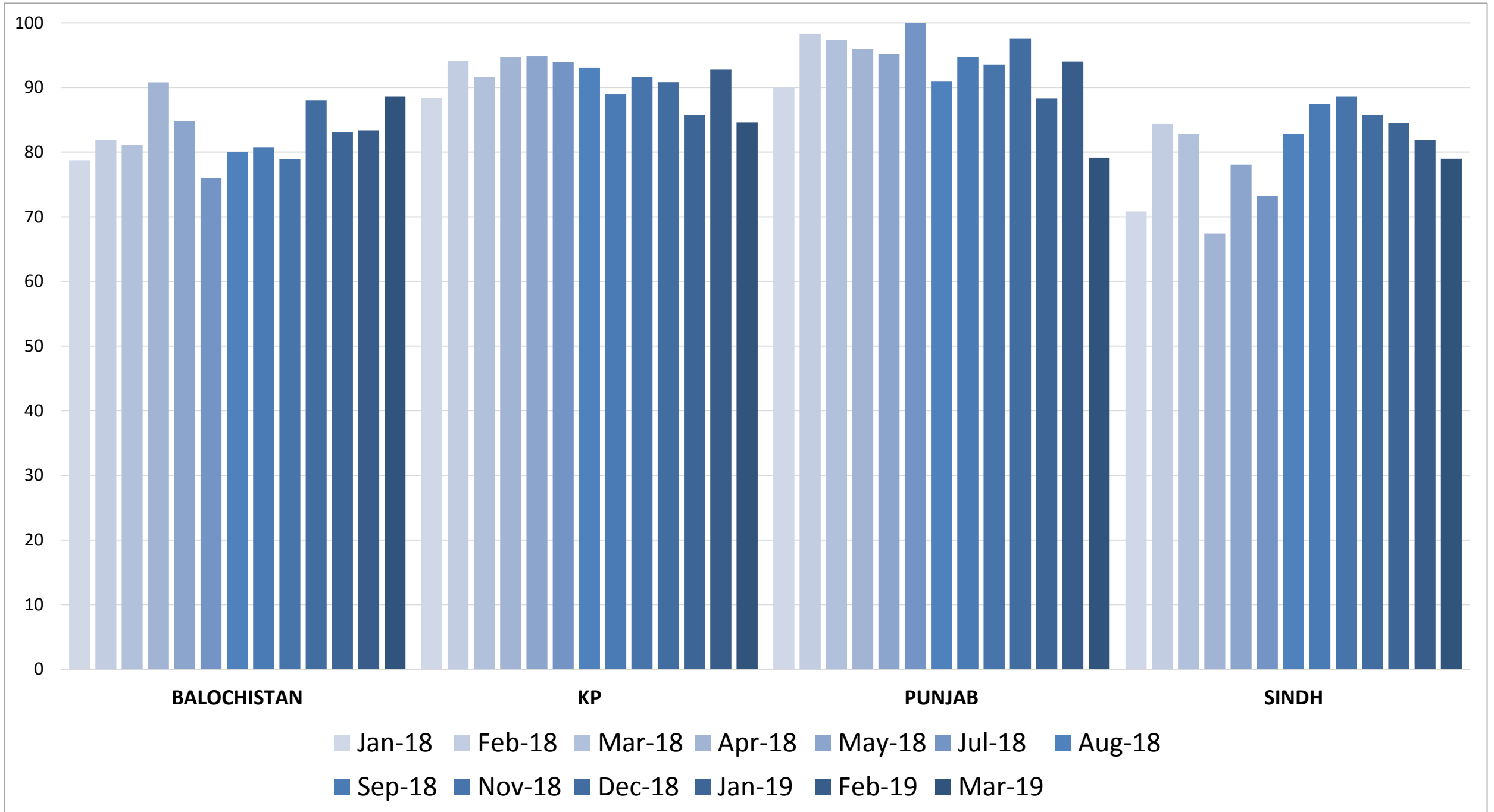


Proportion of +ve Environmental Samples by Quarter (2017-2019)

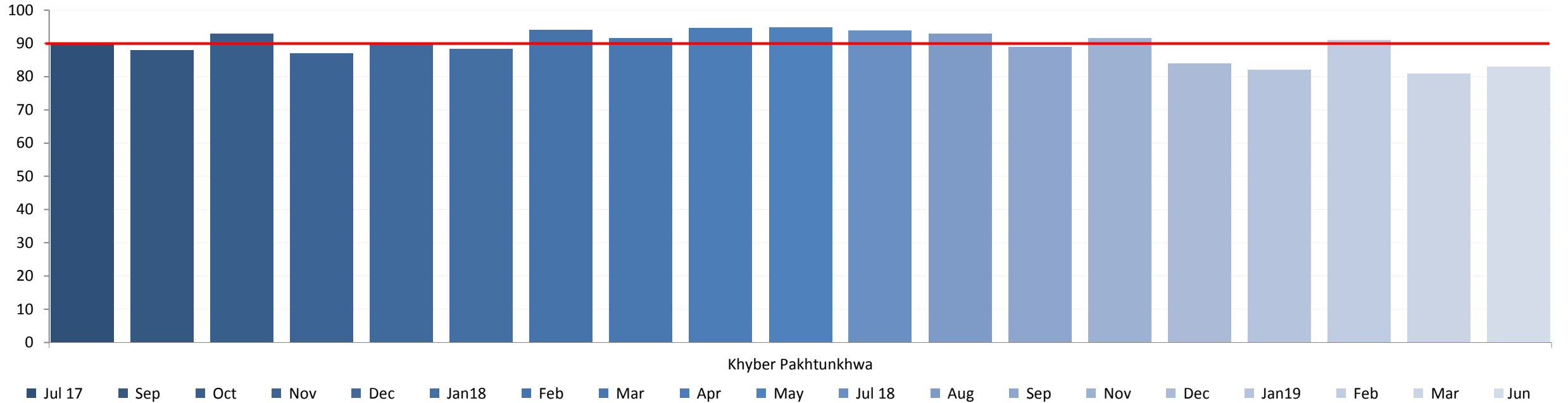


Data as of 24-09-2019

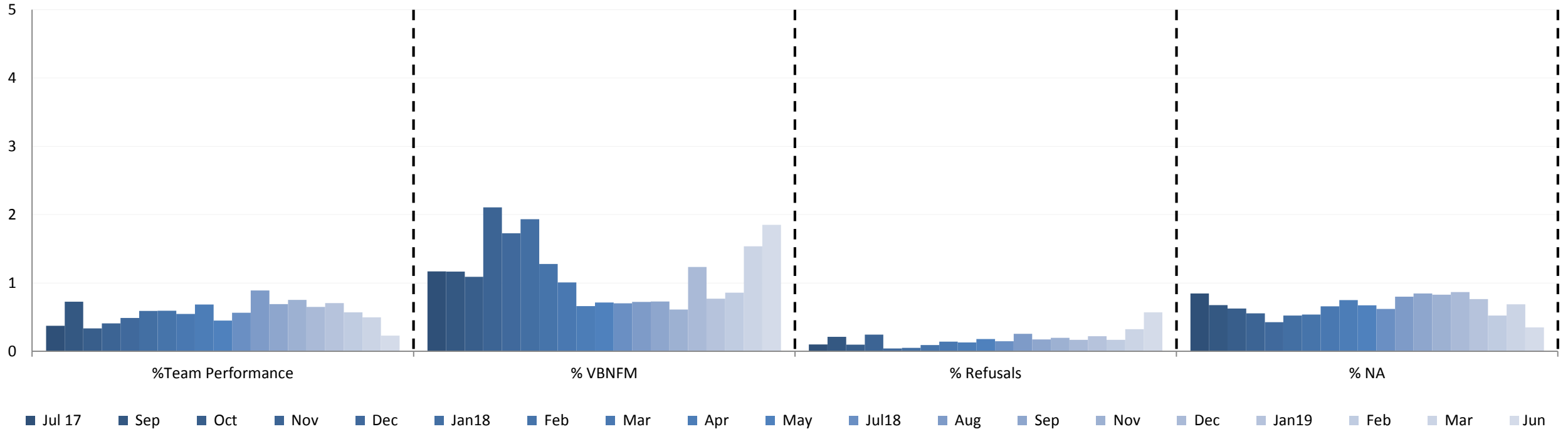
Province-wise % LQAS Lots Pass, 2018-2019



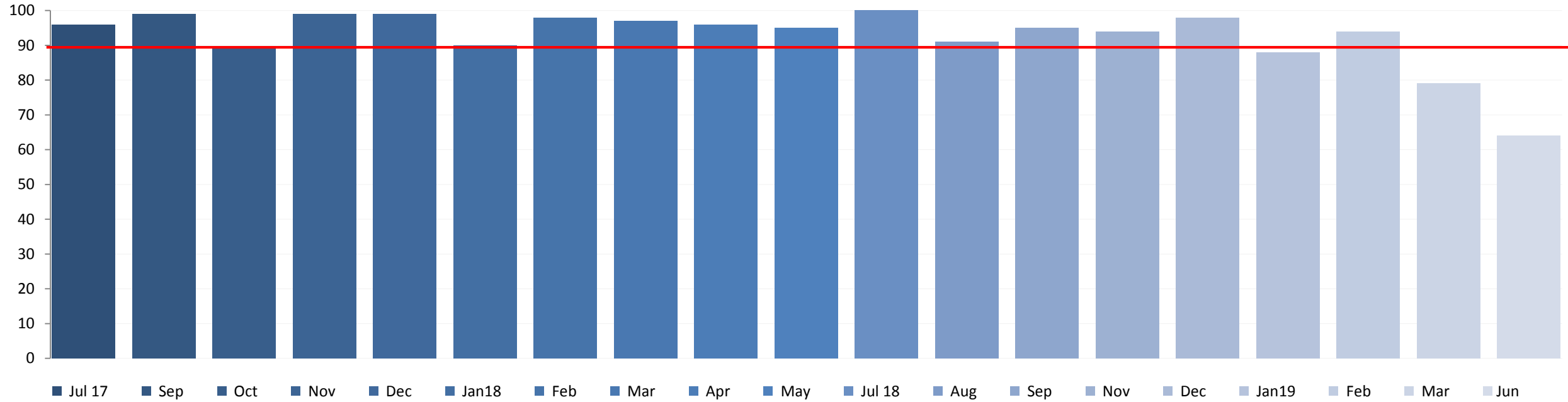
LQAS Pass % and Reasons Missed, July 2017 to June 2019, Khyber Pakhtunkhwa



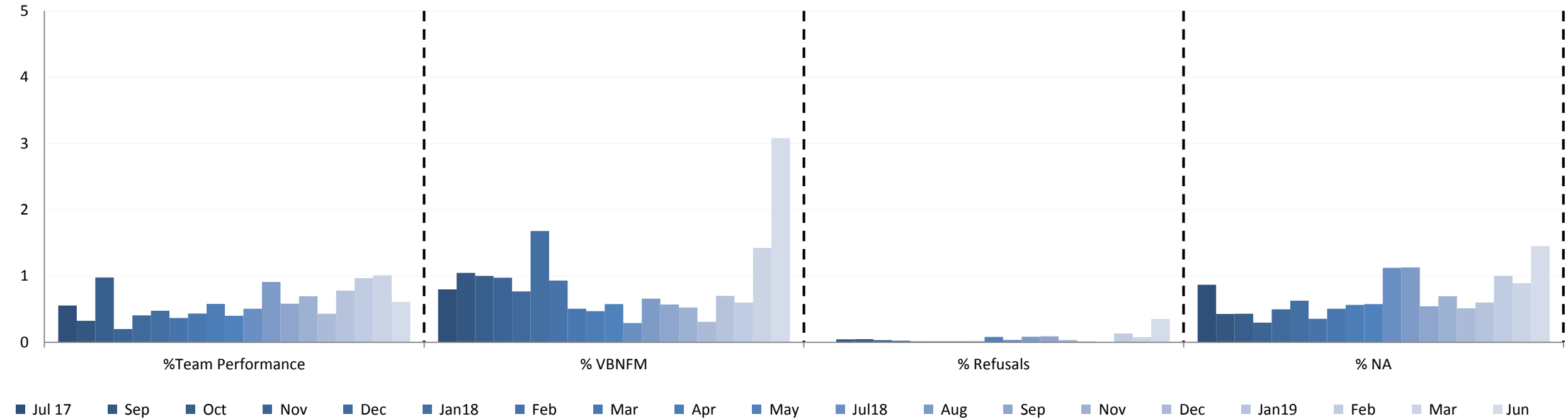
Reasons Missed, Khyber Pakhtunkhwa



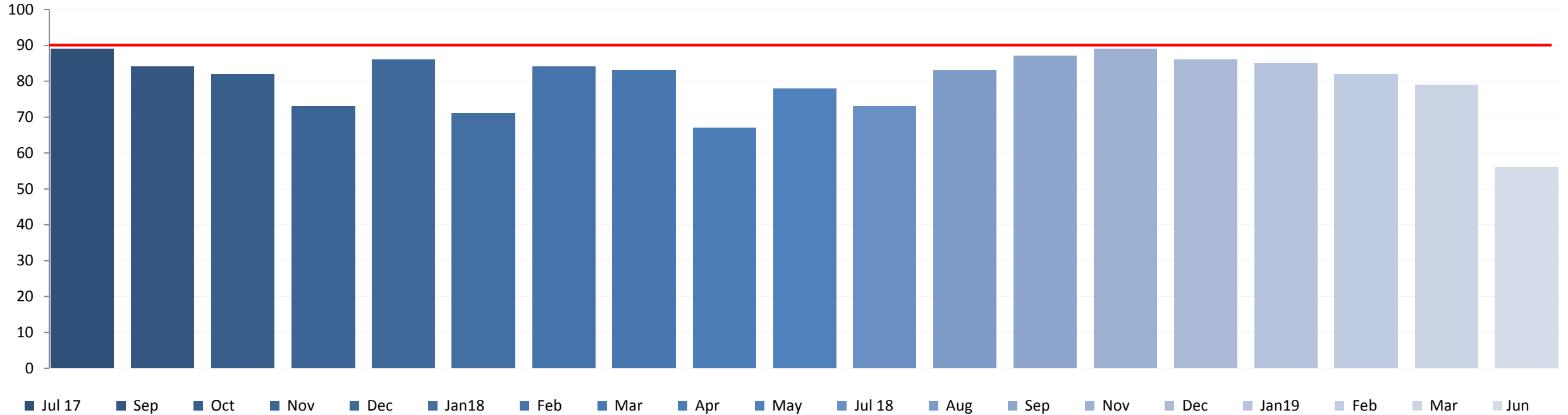
LQAS Pass % and Reasons Missed, July 2017 to June 2019, Punjab



Reasons Missed, Punjab



LQAS Pass % and Reasons Missed, July 2017 to June 2019, Sindh



Reasons Missed, Sindh

