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
Number of polio cases in Pakistan has decreased from estimated 20,000 per year in early 1990s to 66 so far in 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

**2018**

- **WPV cases = 21** (no WPV case)
- **Total = 25**

**Source**
- **AFP Surveillance**
  - **P1 = 06**
  - **Compatible = 01**
  - **cVDPV Cases = -**
  - **cVDPV Env = -**

**Sewage water**
- **Grab = 78**
- **BMFS = 07**

**2019**

- **WPV cases = 21** (no WPV case)
- **Total = 45**

**Source**
- **AFP Surveillance**
  - **P1 = 66**
  - **Compatible = 0**
  - **cVDPV Cases = -**
  - **cVDPV Env = -**

**Sewage water**
- **Grab = 210**
- **BMFS = 14**

*AFP 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
# Environmental surveillance results, Pakistan (last 52 weeks)

## Q1 2019 highlight pan-Karachi circulation

| Site                      | 2018 | 2019 | Last 52 Weeks | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep |
|---------------------------|------|------|---------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| CORE RESERVOIRS           |      |      |               |     |     |     |     |     |     |     |     |     |     |     |     |     |
| BALOCHISTAN                |      |      |               |     |     |     |     |     |     |     |     |     |     |     |     |     |
| QUIETTA                   |      |      |               |     |     |     |     |     |     |     |     |     |     |     |     |     |
| Tawocse Abad              |      |      |               |     |     |     |     |     |     |     |     |     |     |     |     |     |
| Killar Pak                 |      |      |               |     |     |     |     |     |     |     |     |     |     |     |     |     |
| Surpul                     |      |      |               |     |     |     |     |     |     |     |     |     |     |     |     |     |
| Railway Pk High (RP)      |      |      |               |     |     |     |     |     |     |     |     |     |     |     |     |     |
| KABULAH                   |      |      |               |     |     |     |     |     |     |     |     |     |     |     |     |     |
| Army GS Resort            |      |      |               |     |     |     |     |     |     |     |     |     |     |     |     |     |
| Hajj Pocket                |      |      |               |     |     |     |     |     |     |     |     |     |     |     |     |     |
| PISHIN                     |      |      |               |     |     |     |     |     |     |     |     |     |     |     |     |     |
| Tatvik Park                |      |      |               |     |     |     |     |     |     |     |     |     |     |     |     |     |
| KP                        |      |      |               |     |     |     |     |     |     |     |     |     |     |     |     |     |
| PESHAWAR                   |      |      |               |     |     |     |     |     |     |     |     |     |     |     |     |     |
| Lahore                      |      |      |               |     |     |     |     |     |     |     |     |     |     |     |     |     |
| Shamsa Khan                |      |      |               |     |     |     |     |     |     |     |     |     |     |     |     |     |
| 1st May Mandi               |      |      |               |     |     |     |     |     |     |     |     |     |     |     |     |     |
| KARACHI                     |      |      |               |     |     |     |     |     |     |     |     |     |     |     |     |     |
| KHI (BAND)                 |      |      |               |     |     |     |     |     |     |     |     |     |     |     |     |     |
| Muhammad Sattar Colony     |      |      |               |     |     |     |     |     |     |     |     |     |     |     |     |     |
| KHI (G. BAIL)              |      |      |               |     |     |     |     |     |     |     |     |     |     |     |     |     |
| Chakroo Village            |      |      |               |     |     |     |     |     |     |     |     |     |     |     |     |     |
| Rashid Village Park        |      |      |               |     |     |     |     |     |     |     |     |     |     |     |     |     |
| KHI (GADAP)                |      |      |               |     |     |     |     |     |     |     |     |     |     |     |     |     |
| Khilandi Colony            |      |      |               |     |     |     |     |     |     |     |     |     |     |     |     |     |
| Musher Colony              |      |      |               |     |     |     |     |     |     |     |     |     |     |     |     |     |
| Sohbat Goth                |      |      |               |     |     |     |     |     |     |     |     |     |     |     |     |     |
| KHI (LANDH)                |      |      |               |     |     |     |     |     |     |     |     |     |     |     |     |     |
| Ali Mot Village            |      |      |               |     |     |     |     |     |     |     |     |     |     |     |     |     |
| KHI (KORANGI)              |      |      |               |     |     |     |     |     |     |     |     |     |     |     |     |     |
| Komaliwun Village          |      |      |               |     |     |     |     |     |     |     |     |     |     |     |     |     |
| KHI (SITE)                 |      |      |               |     |     |     |     |     |     |     |     |     |     |     |     |     |
| Shah Kot VDC               |      |      |               |     |     |     |     |     |     |     |     |     |     |     |     |     |
| KHI (SAO)                  |      |      |               |     |     |     |     |     |     |     |     |     |     |     |     |     |
| Hyes Colony PDC Area       |      |      |               |     |     |     |     |     |     |     |     |     |     |     |     |     |
| KHI (ILLAQAT)              |      |      |               |     |     |     |     |     |     |     |     |     |     |     |     |     |
| Najir Muneer Park          |      |      |               |     |     |     |     |     |     |     |     |     |     |     |     |     |

**Legend:**
- WPV1 (GRAB)  - WPV1 (SMFS)
- Negative (GRAB)  - Negative BMFS
- aVDPV2 + Positive  - aVDPV2 + Negative
- VDPV2 + Negative  - VDPV2 + Positive
- cVDPV2  - Under process
Environmental surveillance results, Pakistan (last 52 weeks)

Widespread ES+ Outside Core Reservoirs

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**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)

Proportion of Still NA children against target children

Proportion of Still NA children against Recorded Missed
SIAs quality: missed children—admin data

Still refusals (Jan-18 – 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

%Lots Pass

- <80%
- 80-84%
- 85-89%
- 90-94%
- 95% Plus
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;

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

- Community trust and acceptance
- Political leadership at all levels (National, provincial and district level)
- Management structures and leadership
- Restore Vaccinator motivation, trust and safety
- Operations
- ...

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.
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...
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 ‘EHSAAS’.
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.
The 4 New Polio Eradication Programme Pillar

FROM PUSH TO PULL
FROM DISOWNED TO OWNED
FROM DISEASE CONTROL TO ERADICATION
FROM UNTOUCHABLES TO 100% ACCOUNTABLE
From Push to Pull
PAKISTAN’S LARGEST EVER Perception Management Initiative

**Anti-Vaccines propaganda**
Hotline with top management of Facebook with 700+ pages blocked within minutes.

**Facebook/ Google SEO**
All media partners whether conventional or social media; initiatives like “Zara Sochiye”

**Media Ownership at Highest Govt. Level**
PM would personally urge each parent, via “Robo call” during upcoming SIAs.

**Media Ownership 24/7 Social Media Cell**
Dedicated / fully functional, in house SMC operating on 24/7 basis

**4/7 Call Center**
24/7 Call center - staff of 100 (27 polio FAQs and a helpline for feedback & complaints during SIAs)

**Polio Helpline (PH)**
Publicizing human & env. cases would be widely publicized to raise threat perception.

**Environment or Human Polio Cases**

**Fully operational Social Media Cell**
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

Communication for Eradication
From Disease Control to Eradication
Program Operations

- Enhanced Postings of Nationals
- Coercion to Dialogue
- Doubtful Polio Teams to Motivated Ones
- 5-day Aggressive Rounds Nov 2019 / Apr 2020
- Removal of Intrusive Questions
- Reducing doors Knocks
From Disowned to Owned
EHSAAS POLIO PARTNERSHIP

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

Synergized Implementation
Polio program would assist in program implementation, ensuring tracking of underserved communities and those below poverty line.
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
National governments ownership and commitment
Provincial governments ownership and commitment
Proposed SIAs for 2019–2020 Low Season

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.
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

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 Ehsaas social safety net initiative and the anti-polio programme for the synergised implementation of the two vital programmes.

Food stamps/cards
- Sehat Insaf 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.

“Ehsaas” program
- Polio Eradication Initiative (PEI)
- Benazir Income Support Program (BISP)

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.

Pak Fights Polio @PakFights 23 Apr Our polio teams are fighting and nailing to help Pakistan realize its

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 overruling of community resistance to vaccination and building stronger health infra systems across the country," he told a meeting on polio eradication here at the Arbaeen e Nazi.

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

He said the Pakistan Polio Eradication Programme had developed exceptional national expertise, knowledge and systems to harness the trust and to involve communities and parents to vaccinate their children.

He underscored that polio eradication was one of the government’s top priorities. President Dr. Alvi exhorted 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 resistance.

He underlined the need for effective use of social media and other television channels in conveying information about the consequences of polio. The president appreciated the Ehsaas-Polio partnership and hoped that it would support the polio eradication campaign.
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)

Data as of 24-09-2019

Proportion of +ve Environmental Samples by Quarter (2017-2019)
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
## An analysis of WPV Cases reported by month and SIAs & CRs conducted, KP Province- 2019

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### Notes
- **Bannu**: 1
- **Charsadda**: 1
- **DI Khan**: 1
- **Hangu**: 1
- **Lakki**: 1
- **Shangla**: 1
- **Torghar**: 1
- **Bajur TD**: 1
- **Khyber TD**: 1
- **NWTD**: 1
- **SWTD**: 1

**No. of Polio Cases**

- NID Jan 21-24 Jan
- CR Feb 18-21 Feb
- SNID Mar 25-28 Mar
- NID Apr 22-25 Apr
- SNID Jun 17-20 Jun
- CRs July 15-18 Jul
- SNID Aug 26-29 Aug