

Proof of Concept

30 September 2023



Why Linked?

By 2030, it is estimated that 70% of the world's under-immunised will be living in middle-income countries (MICs). [1] While most countries have sustained immunisation programme performance following the transition from Gavi support, some have gaps in programmatic capacities which can create a risk of backsliding in vaccine coverage. This risk has increasingly become a reality in the context of the COVID-19 pandemic, presenting a significant threat to intra-country equity, as backsliding disproportionately impacts the most vulnerable populations. Despite higher average immunisation investments, never-Gavi MICs with comparable income levels to former-Gavi countries lag behind on introductions of critical vaccines and/or face coverage and equity challenges. Unless these countries are supported to introduce such lifesaving vaccines, inter- and intra-country inequities will persist.

Since late 2019, the Linked Immunisation Action Network (Linked) has represented an integral component of Gavi's strategic approach to engaging with MICs and achieving the MICs outcomes and objectives. Linked's collaborative learning approach recognizes the experience and expertise that exists within MICs and brings together country practitioners, technical experts, and immunisation partners from MICs to identify common immunisation programme challenges and the promising practices that will lead to greater resilience, equity, and sustainability. It facilitates a highly participatory and action-oriented collaborative learning process whereby countries can deconstruct their own assumptions about challenges and the strategies to overcome them.

Linked works with and through regional and country-level partners to engage the broader immunisation ecosystem. This partnership approach facilitates the uptake of knowledge, approaches, and good practices gained through network engagements, ultimately contributing to each country's achievement of the MICs outcomes and objectives.

In 2023, Linked embarked upon the systematic measurement of whether and how the network's collaborative learning approach is contributing to Gavi's MICs outcomes and objectives. This proof of concept presents the evidence from two demonstrator country case studies, a network-wide survey, and evaluations from each of the network's engagements. While not directly accountable for achieving the MICs Approach outcomes, these findings demonstrate that Linked is an enabler, a catalyst, and an accelerator for countries' progress towards the MICs outcomes and objectives. We hypothesize that collaborative learning is indeed contributing to those outcomes.

The Linked Immunisation Action Network facilitates a **collaborative, peer-to-peer learning approach** which brings countries with common challenges together to discuss these challenges and their experiences implementing approaches and strategies to address them. Countries may have access to global guidance and evidence but often express that they do not have access to the necessary practical "how-to" implementation knowledge that comes from the experiences of other countries.

Collaborative learning goes beyond convening countries around a specific topic, facilitating a structured learning process in which country participants who face common challenges systematically share knowledge and produce new ideas that enable them to tackle complex issues and achieve their goals. It creates a **shared space to discuss and analyse the root causes** of implementation challenges.

Linked continues to support countries to **translate learnings to action**. After a country identifies an approach or strategy to address a barrier to sustainable immunisation coverage or new vaccine introduction, Linked supports the country to develop and implement an action-oriented roadmap for adapting and implementing the approach or strategy within their own context.

[1]Source: Gavi's Approach to Engagement with Former and Never-Eligible MICs, Report to the Board, June 2022

2023 RESULTS SNAPSHOT



24

Active Linked countries receiving support



9

Learning exchanges facilitated



90

Participants across learning exchanges



11

Country action plans developed



4

Practitioner Perspectives generated



4

Learning products created



7,159

users across 173 countries accessed the website

To help illustrate how Linked's collaborative learning activities and resources contribute to country progress towards the MICs outcomes and objectives, we present the stages of Linked's country causal pathway, from identifying key barriers to sustainable and equitable vaccine coverage and new vaccine introduction, to identifying workable strategies or lessons to address those barriers, to implementing those strategies to progress toward strengthened immunisation system outcomes.

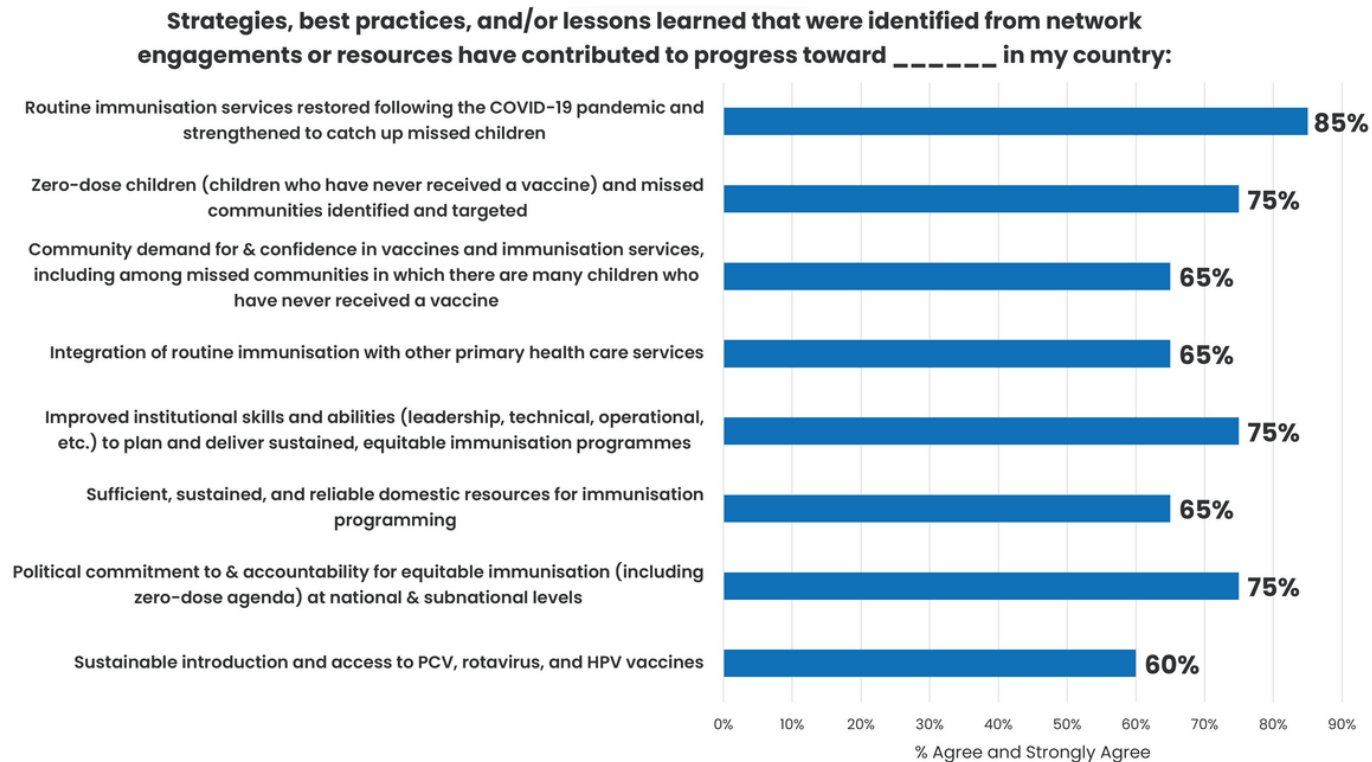
Figure 1: Stages of Linked country causal pathway



The Journey from Network Learnings to MICs Outcomes

Countries report that Linked has made real contributions to their progress towards the Gavi MICs intermediate outcomes and objectives. Based on responses to Linked's 2023 Network-Wide Survey, all (100%) of Linked's members are highly satisfied with the technical quality of Linked's collaborative learning activities and resources, including the network's technical content, facilitation, and experts. Seventy-three percent (73%) of network members report that Linked's collaborative learning activities and resources are highly effective in supporting countries to improve immunisation performance, and over two-thirds (71%) of network members agree that learnings from Linked's engagements have contributed to their progress towards sustainable and equitable immunisation coverage and the sustainable introduction of new vaccines. Ninety-six percent (96%) of Linked members report that learning about and discussing the experiences of other countries is the most valuable aspect of Linked engagements.

Linked's 2023 Network-Wide Survey was disseminated to a total of 82 network members who had participated in at least one virtual or in-person Linked learning engagement since 2022, representing a total of 14 Linked member countries. A total of 27 survey responses were received from network members (33% response rate), representing 9 countries, including Armenia, Azerbaijan, Georgia, Indonesia, Moldova, Mongolia, Tunisia, Uzbekistan, and Vietnam. A version of the survey was also shared with 26 network country partner representatives from WHO, UNICEF, and other organisations such as CHAI. A total of 6 responses were received from partners (23% response rate).



Linked activities make meaningful contributions to the identification of barriers and strategies to address these barriers. Critical to resilience and sustainability is countries' capacity to identify and address risks to sustainable coverage and to sustainably introduce new vaccines. Eighty-seven percent of respondents to the network-wide survey indicated that Linked engagements and resources contributed to the identification of specific risks or barriers to sustainable vaccine coverage and equity. The same number of respondents (87%) indicated that Linked activities contributed to the identification of a specific strategy, best practices, or lesson learned that will strengthen their country's immunisation programme performance. Following each Linked engagement, participants complete an evaluation survey. From those findings, 94% of participants indicated that the engagement contributed the identification of a risk or barrier, and 96% of participants indicated that they identified a workable approach to strengthen immunisation programming.

"I liked the peer-to-peer country group work. Discussion with our peer country helped us to look at things out of the box. We were more focused and felt more responsibility when working on our action plan and listening to our peer country's action plan presentation too." – Uzbekistan member

Linked offers dedicated time for country teams to discuss learnings and collaborate on action plan development. While almost all Linked members perceive the opportunity to discuss experiences with their peers as highly valuable, Linked engagements also offer dedicated time and space for country team members to collaborate with one another. Country teams are often cross sectoral – providing an opportunity for the immunisation programme to engage with other key stakeholders, such as those from the Ministries of Health, Finance, and Education, in addressing challenges. This dedicated time to reflect, build knowledge, and collaborate is considered one of Linked's top three most useful aspects by network members—and can lead to sustained collaboration at home, as described in Armenia's Journey with Linked below.

"At the workshop, it was great. It helped bring together the broader health sector and immunisation unit. We had a good chance to collaborate with each other and do some planning for the immunisation catch-up. A great opportunity for us, as well as for the MOH." – Sri Lanka member

Linked continues to support countries to translate learnings to actions which strengthen immunisation programming. According to Linked's network-wide survey, 91% of members report sharing learnings and resources from Linked activities with their colleagues and other relevant country stakeholders thereby broadening the reach of the network's learnings within countries. What's more, network members find the action planning process—in which participants draft a roadmap with clear objectives, activities, and timelines to implement learnings from Linked engagements—to be very valuable. Approximately 88% of network countries with an action plan report that they have made progress in implementation. Of these, 75% have indicated that resources (domestic, external, or both) have been prioritized for the activities in their action plan.

Sample Country Actions

Cost-effectiveness study for HPV vaccine introduction

Introduction of new electronic immunisation registry

New supportive supervision reporting form

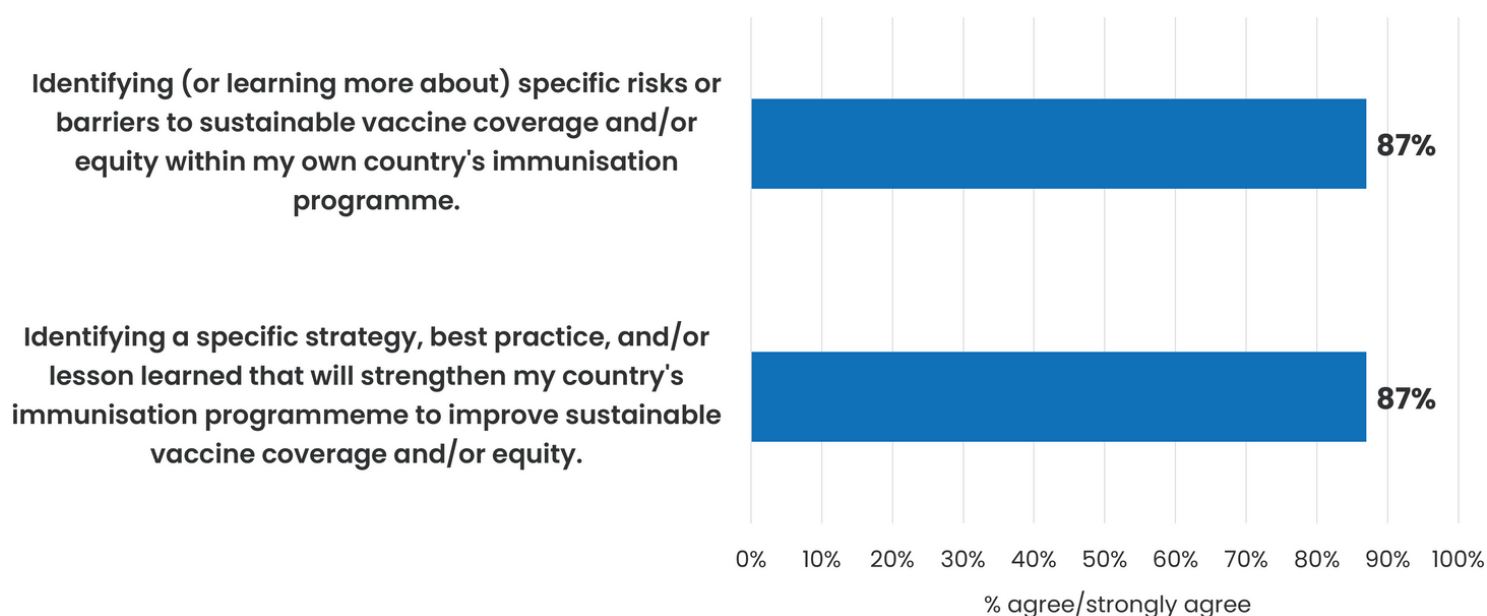
Country	Action plan developed	Resources prioritized	Implementation progress made
Armenia	✓	✓	✓
Georgia	✓	✓	✓
Indonesia	✓	✓	✓
Moldova	✓	✓	✓
Mongolia	✓	✓	
Tunisia	✓	✓	✓
Uzbekistan	✓	✓	✓
Vietnam	✓		✓

To support the implementation of Linked action plans, countries are encouraged to integrate Linked action plans into existing national immunisation operational plans and strategies, adding and revising activities based on their learnings from Linked. Several countries, including Armenia, Moldova, and Uzbekistan, have shared that they have formally integrated their Linked action plan with national planning documents, such as Moldova's EPI 2023–2027 plan. The implementation of learnings is also not limited to those included in action plans—some countries report adapting and implementing learnings acquired through Linked beyond those included in their action plans, such as training to strengthen immunisation providers' interpersonal communication skills in Uzbekistan.

Linked contributes to meaningful changes that are critical to strengthening immunisation systems. Linked's collaborative learning approach and activities also support more nuanced changes within country immunisation teams that are important for implementation and progress. Such changes include enhanced awareness and understanding of country barriers, especially to sustainable and equitable vaccine coverage; increased motivation and confidence to address those barriers; and improved technical, operational, and leadership skills and abilities.

"It was an excellent experience for us. We established new connections with countries of different backgrounds that open new learning opportunities for us."
– Mongolia member

Linked's engagements and resources have made meaningful contributions to:



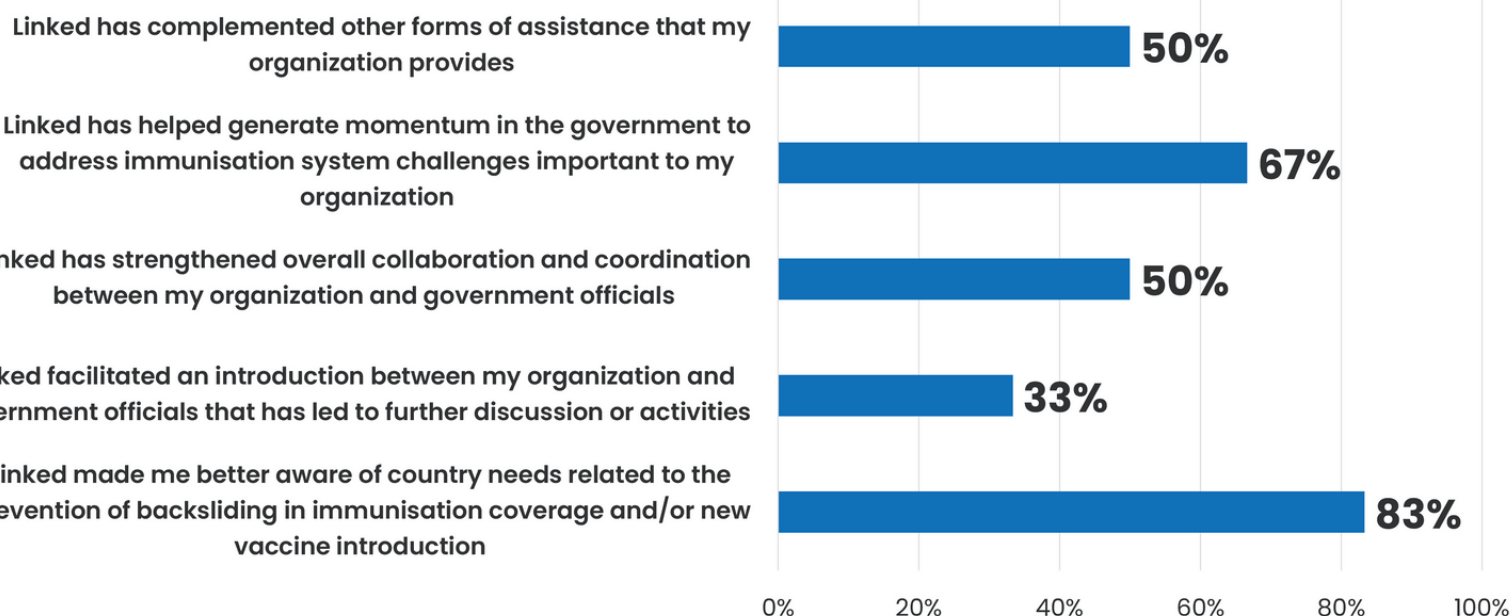
Member countries report that Linked is helping to improve skills and abilities within their country's immunisation programme. Examples of these capacity improvements include technical knowledge and skills; communication and advocacy; overall leadership and management; and collaboration and partnership.

As shared by one Linked member from Moldova, "By...continuously improving their skills and abilities in public health and health care delivery, the country has been able to significantly improve immunisation coverage. The combination of data-driven approaches, cultural sensitivity, and public engagement has helped to overcome barriers to vaccine access and promote sustainable and equitable coverage across the country."



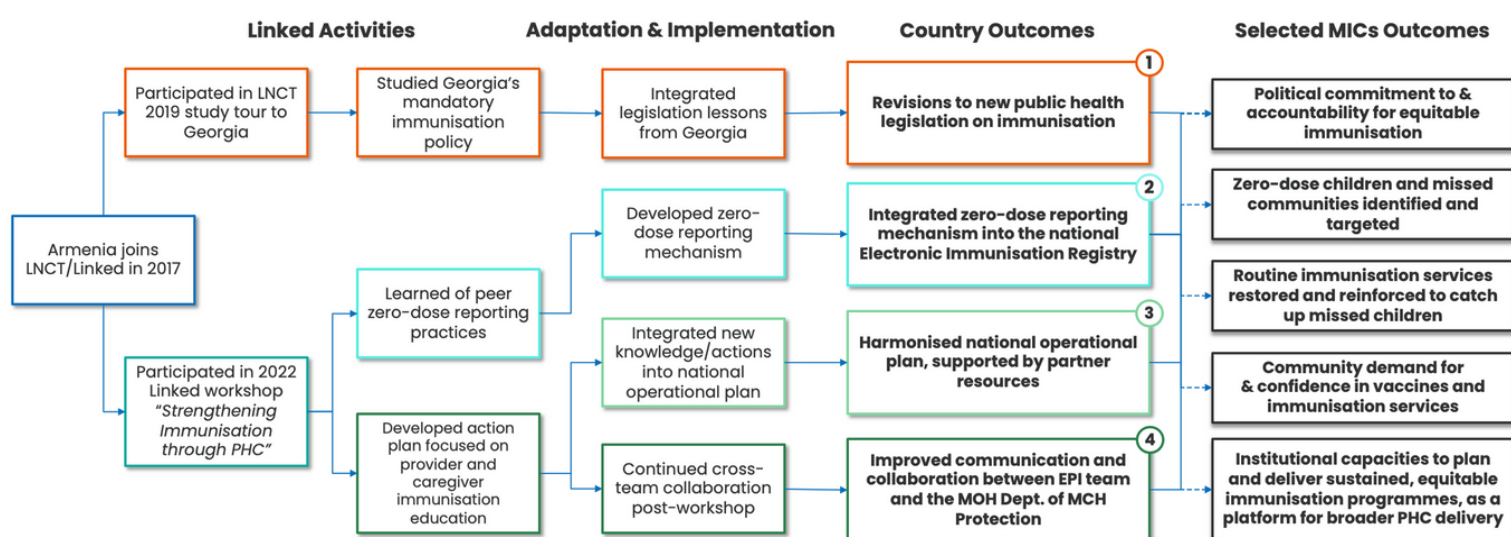
✦ Country Partner Spotlight ✦

Gavi Alliance partners, most notably WHO and UNICEF, are critical in supporting countries as they make progress toward the MICs outcomes. Linked plays an important role in complementing partners' technical assistance with collaborative learning. In Linked's 2023 network-wide survey, 100% of member country partners agreed that Linked learning engagements and resources are valuable for improving immunisation programme performance in the countries they work in. In terms of how Linked has further complemented their work, country partners report that:



Armenia's Journey with Linked

Armenia has been a member of Linked since the network was originally established as the Learning Network for Countries in Transition (LNCT) in 2017, with a high level of active engagement and a Linked Steering Committee member. During their Linked needs assessment and despite relatively high coverage rates for DTP3 (93% in 2021), Armenian representatives identified several barriers to achieving their national goal of 95% full vaccination coverage by 2025. These included, but were not limited to, limited knowledge and weak performance of primary health care (PHC) workers responsible for immunisation, caregivers' limited awareness of immunisation, reaching zero dose and under-immunised children, and an under-developed electronic immunisation information system. Through their engagement with Linked, Armenia has explored these barriers, engaged with peer countries and technical facilitators and experts to learn about potential solutions, and adapted and implemented what they've learned to progress toward MICs outcomes, both within their Linked action plan and beyond—as illustrated below in Armenia's country causal pathway. Even more, Armenia has expressed interest in leveraging Linked as a platform to share out on their lessons learned and efforts of their immunisation programme, including successes such as their improvement in HPV vaccination coverage.



1 Revisions to new public health legislation on immunisation. In 2019, a legal representative from Armenia's National CDC participated in an LNCT study tour to Georgia for the purpose of learning about Georgia's mandatory vaccination policy. The study tour was important for the Armenian team: they were enabled to review relevant peer experience across multiple aspects of immunization-related legislation and learned about Georgia's experience initiating legislative changes on mandatory immunization. The knowledge gained from the study tour helped to provide evidence-based arguments to various stakeholders for developing Armenia's own version of public health legislation for immunisation, added as a subsection of a drafted public health law. As of 2023, this legislation includes obligatory language on immunisation based on epidemiological situations, helping to support political accountability toward sustainable and equitable coverage.

2 Integrated zero-dose reporting mechanism into the national electronic immunisation registry. At Linked's 2022 workshop focused on "Strengthening Immunisation Service Delivery through PHC Platforms", Armenian delegates learned of other countries' monitoring and accountability practices regarding zero-dose children, impressed by the significant progress their peers had made in reaching un- and under-vaccinated children. After returning home, the team worked to develop a new zero-dose reporting mechanism into their existing electronic immunisation information system. As of January 2023, this mechanism has been nationally integrated, with PHC workers trained on its use. Eventually, the mechanism will generate real-time vaccination data and can track specific facilities, doctors, and patients, helping to identify and target missed children.

3 Harmonised national operational plan, supported by partner resources. The Armenian team found Linked's 2022 workshop on "Strengthening Immunisation Service Delivery through PHC Platforms" and its discussions on the influence of PHC health workers on the behavior and acceptance of vaccination among their patients to be of great value. Active discussions within the country team and peer feedback helpful to integrate this new knowledge into Armenia's Linked action plan. The workshop inspired the Armenia team to harmonise the new and revised activities in the action plan (and their clear objectives and timelines) with the current tasks of their national operational plan—and at the same time, effectively use partner resources. The Linked action plan was harmonised with the national operational plan, including new and revised activities on caregiver immunisation education. Activities in the national operational plan are funded by an EU grant.

4 Improved communication and collaboration between EPI team and the MOH Department of Maternal and Child Health Protection. The same 2022 Linked workshop provided focused time and opportunity for Armenia's EPI and MCH Protection teams to collaborate. After working jointly on their Linked action plan during the workshop, the communication and collaboration between the two teams continued and intensified to work closely on action plan implementation. They have focused activities for immunisation education in Armenia's existing maternity schools, which will help to support improved caregiver awareness and demand for immunisation. Another identified opportunity for collaboration between the two teams is the MOH's initiative on PCR screening for HPV, which can be leveraged to strengthen advocacy efforts for HPV vaccination.

Looking to the Future: How Linked will Contribute to Impact in a High-Priority MIC

Indonesia is both a Linked member country and a high priority for Gavi's MICs Approach. As the fourth-most populous country in the world with 13% of children not having received a single vaccine dose and approximately 650,000 under-immunised children, its highly decentralized health system and a geography composed of over 17,000 islands, Indonesia is a uniquely challenging context. During their Linked needs assessment in 2023, Indonesian representatives identified multiple barriers to sustainable and equitable vaccine coverage that informed their Linked learning priorities. Since then, Indonesia has also embarked on an extensive new vaccine introduction agenda. In 2022, they completed the national introduction of the PCV vaccine; in 2023, they introduced the rotavirus vaccine nationwide, and launched the national scale-up of the HPV vaccine for school-aged girls. Over the next two years, Indonesia will receive significant technical assistance from Gavi and its partners WHO, UNICEF, UNDP, and CHAI to achieve an ambitious set of six objectives to help ensure sustainable and equitable vaccine coverage, including for these newly introduced vaccines.

As a priority country for both the Gavi MICs approach and Linked, we wanted to illustrate how the proposed workstreams for Linked's Phase III (2024-2025) link directly to the learning needs and overall objectives of Indonesia. The graphic below shows how Indonesia would potentially be invited to participate in and benefit from the learning engagements across all of the network's workstreams.

MICs Approach: Indonesia's Objectives by 2025

- 1 Improve subnational capacity in planning, implementing and monitoring to catch-up vaccination
- 2 Improve routine data quality and data use, including high risk and hard to reach areas, to identify and target zero dose
- 3 Evidence-based demand generation supported by cross sectoral involvement, including private sector, particularly for missed communities
- 4 Improve EPI capacity at national and subnational level in vaccine logistics, social mobilization and advocacy for sustainable and equitable immunization coverage
- 5 Facilitate sustainable subnational financing for operations of immunization programs
- 6 Strengthen coordination to promote shared accountability at national and subnational level

Phase III Workstreams & Indonesia's Learning Priorities

Establishing a national electronic immunisation registry

- Data collection, quality, and integration
- Reaching zero-dose/hard to reach populations

Addressing persistent backsliding

- Catch-up campaigns to restore coverage due to COVID-19
- Vaccine stockout
- Geographic challenges in service delivery
- Reaching zero-dose/hard to reach populations
- Capacity building for health care workers
- Sustainable financing

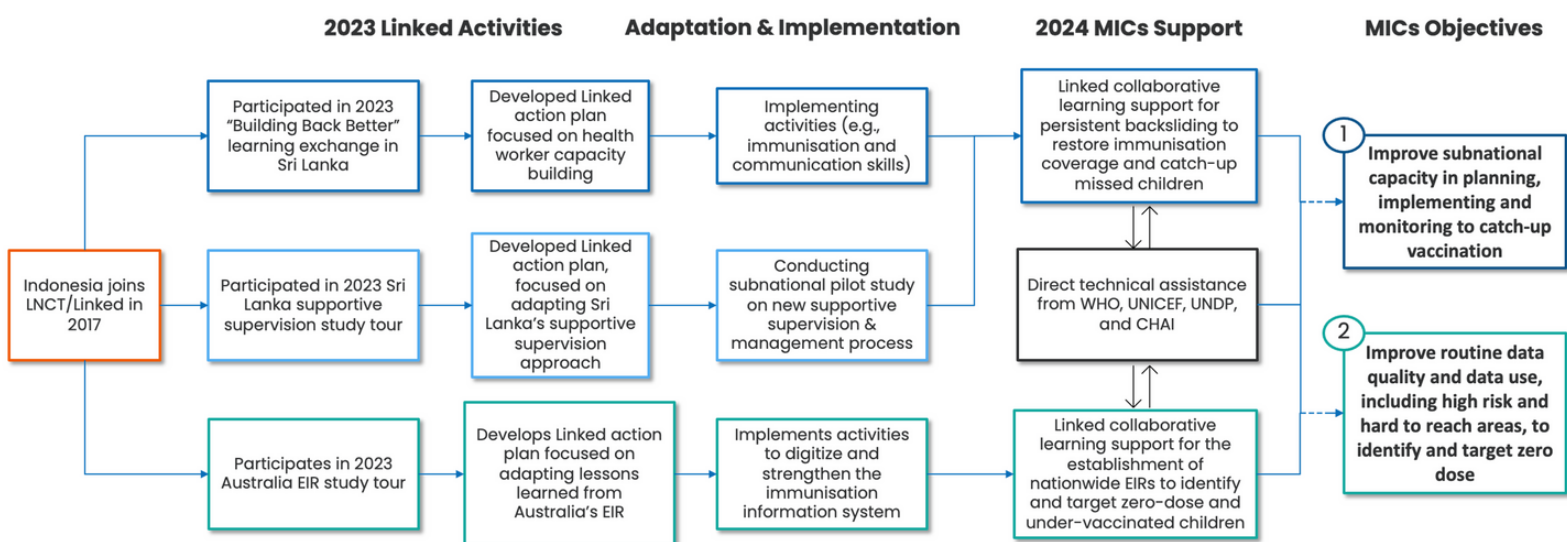
Generating vaccine demand and addressing hesitancy

- Vaccine hesitancy
- Reaching zero-dose/hard to reach population
- Capacity building for health care workers

Supporting new vaccine introduction

- National HPV and rotavirus vaccine introduction
- Sustainable financing
- Vaccine hesitancy

In 2023, Linked's collaborative learning support has demonstrated value through Indonesia's participation in multiple Linked learning engagements, including a learning exchange with and study tour visit to Sri Lanka—a country with a similarly decentralized context—focused on supportive supervision. The learnings that Indonesia acquired through these engagements are currently being adapted and implemented through their Linked action plans (see figure below), setting a strong foundation for the adaptation and implementation of learnings from Linked engagements that will support their achievement of the MICs objectives. Later in 2023, Indonesia will continue to benefit from collaborative learning during a study tour to Australia, focused on the establishment and scale-up of electronic immunisation registries (EIRs). As the MICs Approach is implemented in Indonesia beginning in 2024, Linked's collaborative learning workstreams will both build on Indonesia's adaptation of learning to date and complement the direct technical assistance provided by country partners toward achieving the MICs Objectives.



Over the coming two years, there is a critical role for Linked to play as it continues to support Indonesia to achieve its objectives. Beyond facilitating collaborative learning engagements that are directly responsive to Indonesia's priorities and challenges, Linked's approach can also bring the following benefits to complement other ongoing technical assistance:

- **Linked provides flexible and adaptable peer learning support for emerging challenges and priorities that complement partner technical assistance.** We know that immunisation system strengthening is complex, and that priorities and challenges related to the Indonesia's objectives may shift, with new ones emerging over time. Linked can help to surface these emerging challenges and priorities in Indonesia and provide tailored and adaptive peer learning support—both regional and cross-regional—to help address them along the way.
- **Linked helps to facilitate greater country ownership and accountability for action plan implementation.** Linked's action planning process supports member countries to identify key strategies, lessons, and practices from their peers and consider how to adapt and implement them in their own contexts. Through this process, countries are develop the action plan and take ownership for its implementation, which is why we often see them incorporated into existing national operational plans. The network's approach of bringing peers back together for virtual discussion on action plan implementation also engenders a sense of additional support and accountability between peers to continue making progress.
- **Linked captures country progress in "softer", more nuanced ways.** As a collaborative learning platform, Linked has the ability to observe changes in its country members that are not often captured by traditional monitoring or accountability frameworks. These include changes such as improved knowledge, motivation, relationships, and improved communication and coordination within country immunisation teams, that are important along the long road to outcomes. By supporting Indonesia through collaborative learning as they work toward their MICs objectives, Linked can help Gavi and partners to better capture the whole picture of Indonesia's progress.

“I am a big advocate for peer-to-peer learning as it reinforces country ownership over national immunisation programmes and encourages counterparts to explore alternative solutions to address local problems. Peer-to-peer learning brings the spotlight back to the government, which is extremely crucial in the MICs design. Linked collects countries' voices through peer learning which provides additional visibility on the technical areas that countries would like to focus on. This can support Gavi in shaping MICs 6.0 strategy.” – Gavi SCM, Indonesia

Our Learning Network is Always Learning

As the facilitators of Linked, we are consistently seeking to adapt our approach to be more responsive to country needs and more effective in supporting the translation of learnings to implementation that will result in more sustainable and equitable immunisation programming in our member countries. Over time, we have collected and implemented our own learnings to ensure we are effective in supporting countries along the causal pathway. A few of these key learnings are included below.

Learning is a journey. Linked has found success in engaging the same group of countries and representatives on a similar topic, with engagements building upon each other, over time. It not only creates a sense of community but moving away from discrete, one-off engagements has been more effective in supporting the translation of learnings to action.

How we are adapting... Going forward, we will recommend that each technical workstream be implemented through an ongoing learning exchange which will consist of an in-person engagement and ongoing virtual engagements that focus on facilitating additional peer exchange and follow-up on the implementation of action plans.

The overwhelming importance of in-person, interactive engagements with plenty of time for experience-sharing and discussion. Country participants and network facilitators would say this is "where the magic happens." This format is most conducive to open and honest discussion and experience-sharing among peer countries, collaborative discussion and action-planning among cross-sectoral country teams, as well as community-building among peer countries at similar stages of development and with common immunisation challenges to address.

How we are adapting... Going forward, the learning exchange for each technical workstream will be built upon the foundation of an in-person multi-country engagement.

Engaging the "right participants" in Linked engagements is both critical and challenging as the nomination of participants to attend engagements are often left to higher-level in-country decision-makers.

How we are adapting... We are engaging country members before sending out official invitations to discuss the engagement's objectives and who is best positioned to support the country to take the learnings from the engagement to implement them for real change.

Broader and deeper collaborations. Supporting countries to achieve the MICs outcomes and objectives requires coordination and often collaboration with the broader ecosystem of stakeholders. The network engages Alliance partners to support country teams during in-person engagements as they consider which network learnings are applicable to their own context and develop contextually feasible action plans. Coordination with Alliance partners also ensures complementarity with the ongoing technical support they are providing. The network also engages Gavi SCMs to better understand country needs and priorities. There is an ecosystem within countries as well, but it has been challenging to broaden the reach of the network's learnings beyond those attending Linked engagements.

How we are adapting... Linked will continue to engage a wide range of partners as we design activities and implement our workplan. We will also support country teams when identifying the "right" participants to attend an engagement and during the action planning process to consider the broader ecosystem of stakeholders to engage, e.g., higher-level decision-makers, CSOs, sub-national managers, and providers, and how to effectively engage them to achieve their objectives.



Appendix 1: 2023 Linked Learning Engagements

Engagement	Date	Type	Objective	Participating Countries	Follow-up
Strengthening Health Worker (HW) Capacity & Performance Management	June 2023	In-person workshop	<ol style="list-style-type: none"> 1. Understand how other countries in EURO region build health worker capacity and how they integrate capacity building efforts into the health system. 2. Identify strategies and promising practices to translate immunisation knowledge into practice and create a continuous learning environment and culture. 3. Identify roles of different levels of management to ensure translation of knowledge to practice and create ongoing learning environment for health workers. 4. Define countries interest of further learning objectives. 	Armenia, Azerbaijan, Georgia, Moldova, Uzbekistan	Country action plans + two country twinnings + two-part follow-up webinars: Fostering a learning culture to strengthen immunisation programme performance
New vaccine introduction in Middle Income Countries: Overcoming barriers to introduce & scale the HPV vaccine	July 2023	In-person workshop	<ol style="list-style-type: none"> 1. Understand countries' strategies, challenges, good practices, and lessons for introduction or scale-up of HPV vaccine 2. Identify opportunities for additional and continuous peer-to-peer exchange 3. Identify key steps and drivers of successful HPV vaccine introduction, in particular developing strong stakeholder coordination and engagement 4. Share demand generation approaches and tools to build trust, acceptance, and uptake of the vaccine in communities, with special attention to religious and cultural contexts 5. Identify introduction and service delivery strategies, and understand their tradeoffs and implications for sustainable financing to support countries' decision making 	Mongolia, Philippines, Tunisia, Vietnam	Country action plans + two follow-up virtual twinning discussions on NVI action plans (one call between Philippines and Mongolia and second call between Tunisia and Vietnam) + follow-up webinar on single-dose HPV vaccination planned for November
Sri Lanka's Supportive Management in Practice	June 2023	Study tour	<ol style="list-style-type: none"> 1. To understand the system and policy context in which Sri Lanka's health services operate. 2. To explore principles and practices of supportive management, and better understand how they are implemented within the Sri Lankan health system. 3. To observe and learn from the implementation of supportive management in training, health and immunisation facilities around the island at multiple levels. 4. To gain insights into the challenges and opportunities for implementing supportive management in different settings. 5. To discuss the experience of HWs with supportive management, and how that contributes to increased HW job satisfaction, performance, and motivation. 6. To identify best practices and lessons learned that can be applied in the participants' home countries. 	Indonesia, Sri Lanka, Vietnam	Country action plans + follow-up webinar

Engagement	Date	Type	Objective	Participating Countries	Follow-up
Examining Australia's Electronic Immunisation Registry	October 2023	Study tour	<ol style="list-style-type: none"> 1. To learn about the Australian Immunisation Register (AIR), including (i) how the AIR was developed; (ii) its system design and architecture, including governance; (iii) how it is managed and operated; and (iv) how its data are used by health authorities, immunisation programme managers, and other stakeholders to improve immunisation coverage and equity and to achieve other policy goals. 2. To provide Middle-Income Country (MIC) participants first-hand exposure to the system, with opportunities to engage with Australian counterparts about the challenges, problems, and details of operation. 3. To provide opportunities for MIC participants to learn about each other's experience in developing EIRs and problems and successes. 4. To learn lessons from the experience of Australia and other participating MICs in developing a national EIR that participants can use to inform the development of an EIR in their own countries or for improvement of existing EIRs. 	Bhutan, Indonesia, Sri Lanka, Vietnam	Event is taking place in October 2023 + pre-study tour virtual engagement to prime countries on Australia's EIR system is taking place in advance
Exploring the Role of Effective Management & Supportive Supervision in Strengthening Immunisation Programmes	September 2023	Webinar	<ol style="list-style-type: none"> 1. To further discussion by Linked country counterparts on approaches to the effective management of immunisation services 2. To foster dynamic conversations among immunisation stakeholders to deepen the understanding of how effective management principles can play a crucial role in navigating the multifaceted challenges of immunisation programmes. 	Indonesia, Vietnam	
Fostering a learning culture to strengthen immunisation programme performance: Part 1	September 2023	Webinar	<ol style="list-style-type: none"> 1. Understand components and findings from learning culture diagnostic exercise conducted during the in-person Batumi workshop, its programmatic implications, and possible ways to address the performance issues raised. 2. Learn how to apply a learning culture diagnostic tool in the context of immunisation among countries and different stakeholders. 3. Discuss country experience/plans of exploring learning culture for better immunisation performance. 	Armenia, Azerbaijan, Georgia, Moldova, Uzbekistan	Second part of webinar taking place in November
Fostering a learning culture to strengthen immunisation programme performance: Part 2	November 2023	Webinar	<ol style="list-style-type: none"> 1. Understand components and findings from learning culture diagnostic exercise conducted during the in-person Batumi workshop, its programmatic implications, and possible ways to address the performance issues raised. 2. Learn how to apply a learning culture diagnostic tool in the context of immunisation among countries and different stakeholders. 3. Discuss country experience/plans of exploring learning culture for better immunisation performance. 	Armenia, Azerbaijan, Georgia, Moldova, Uzbekistan	Event is taking place in November

Engagement	Date	Type	Objective	Participating Countries	Follow-up
Single-dose HPV vaccination	November 2023	Webinar		Guyana, Honduras, Mongolia, Nicaragua, Nigeria, Philippines, Tunisia, Vietnam	Event is taking place in November
Study tour pre-webinar on EIRs	October 2023	Webinar	1. To prime study tour participants on Australian AIR system	Bhutan, Indonesia, Sri Lanka, Vietnam	
Country twinning discussion: follow up on NVI action plans	September / October 2023	Virtual twinning	1. Country updates on action plan progress 2. Opportunity to provide and receive peer country feedback on action plans 3. Reflections on action plan and twinning engagements	Mongolia, Philippines, Tunisia, Vietnam	
Country twinning discussion: follow up on EURO PHC Integration workshop action plans	April 2023	Virtual twinning	1. Country updates on action plan progress 2. Opportunity to provide and receive peer country feedback on action plans 3. Reflections on action plan and twinning engagements	Armenia, Azerbaijan, Georgia, Moldova, Uzbekistan	
Country twinning discussion: Follow up on Strengthening Health Worker Capacity to Improve Immunisation Services workshop action plans	September 2023	Virtual twinning	1. Country updates on action plan progress 2. Opportunity to provide and receive peer country feedback on action plans 3. Reflections on action plan and twinning engagements	Azerbaijan-Uzbekistan and Armenia-Georgia-Moldova	
Country twinning discussion: Follow up on country action plans from Building Back Better workshop and Supportive Management study tour	September 2023	Virtual twinning	1. Country updates on action plan progress 2. Opportunity to provide and receive peer country feedback on action plans 3. Reflections on action plan and twinning engagements	Indonesia, Vietnam	

Appendix 2: Participants Across 2023 Linked Learning Engagements

Participant Name	Country	Title	Organization	Learning Engagements Attended
Gayane Sahakyan	Armenia	EPI Manager, Deputy Head	National Center for Disease Control and Public Health (NCDC)	Country twinning discussion: follow up on EURO PHC Integration workshop action plans; Country twinning discussion: Follow up on Strengthening Health Worker Capacity to Improve Immunisation Services workshop action plans
Karine Gabrielyan	Armenia	Head of Public Health	Ministry of Health	Strengthening HW capacity and performance workshop
Surpik Kabardjian	Armenia	Public Health Expert	Ministry of Health	Strengthening HW capacity and performance workshop
Svetlana Grigoryan	Armenia	Head of EPI Unit	National Center for Disease Control and Public Health (NCDC)	Euro Twinning Engagement: Armenia, Georgia, Moldova
Afag Alieva	Azerbaijan	EPI Manager, Deputy Director	Center of Hygiene and Epidemiology	Country twinning discussion: follow up on EURO PHC Integration workshop action plans; Country twinning discussion: Follow up on Strengthening Health Worker Capacity to Improve Immunisation Services workshop action plans
Alijafar Jafarov	Azerbaijan	Specialist	Center of Hygiene and Epidemiology	Country twinning discussion: Follow up on Strengthening Health Worker Capacity to Improve Immunisation Services workshop action plans
Aygun Ismaylova	Azerbaijan	Head of the Epidemiological Division, Republic Center of Hygiene and Epidemiology	Ministry of Health	Country twinning discussion: follow up on EURO PHC Integration workshop action plans; Fostering a learning culture to strengthen immunisation programme performance: Part 1
Halima Safarli	Azerbaijan	National Specialist	WHO	Strengthening HW capacity and performance workshop; Country twinning discussion: Follow up on Strengthening Health Worker Capacity to Improve Immunisation Services workshop action plans
Nasifa Mursalova	Azerbaijan	Head of Public Health and Sanitary and Epidemiological Department	Ministry of Health	Country twinning discussion: follow up on EURO PHC Integration workshop action plans; Country twinning discussion: Follow up on Strengthening Health Worker Capacity to Improve Immunisation Services workshop action plans
Oleg Salimov	Azerbaijan	Advisor	Ministry of Health	Strengthening HW capacity and performance workshop; Country twinning discussion: follow up on EURO PHC Integration workshop action plans
Orkhan Baghizada	Azerbaijan	Head of Department	Management Union of Medical Territorial Units (TABIB)	Strengthening HW capacity and performance workshop

Participant Name	Country	Title	Organization	Learning Engagements Attended
Roya Guliyeva	Azerbaijan	Specialist	Center of Hygiene and Epidemiology	Fostering a learning culture to strengthen immunisation programme performance: Part 1
Tohfa Jamalova	Azerbaijan	Health and Nutrition Specialist	UNICEF-CO	Country twinning discussion: Follow up on Strengthening Health Worker Capacity to Improve Immunisation Services workshop action plans
Vafa Aghaeva	Azerbaijan	Health and Nutrition Consultant	UNICEF-CO	Country twinning discussion: Follow up on Strengthening Health Worker Capacity to Improve Immunisation Services workshop action plans
Vusala Safarova	Azerbaijan	Specialist	Management Union of Medical Territorial Units (TABIB)	Country twinning discussion: Follow up on Strengthening Health Worker Capacity to Improve Immunisation Services workshop action plans
Anithasree Athiyaman	Cambodia		CHAI	Exploring the Role of Effective Management & Supportive Supervision in Strengthening Immunisation Programmes
David Raminashvili	Georgia	Health Officer	WHO-CO	Country twinning discussion: Follow up on Strengthening Health Worker Capacity to Improve Immunisation Services workshop action plans
Eka Adamia	Georgia	Deputy Director General of the National Center for Disease Control and Public Health	National Center for Disease Control and Public Health (NCDC)	Strengthening HW capacity and performance workshop
Eka Peradze	Georgia	Epidemiologist, Immunisation Officer	Tbilisi Municipality Public Health Center	Fostering a learning culture to strengthen immunisation programme performance: Part 1
Gocha Giorgidze	Georgia	Head of Imereti Branch of the National CDC	National Center for Disease Control and Public Health (NCDC)	Fostering a learning culture to strengthen immunisation programme performance: Part 1
Khatuna Tkebuchava	Georgia	Family doctor	MedCapital Clinics	Fostering a learning culture to strengthen immunisation programme performance: Part 1
Lia Javidze	Georgia	EPI Manager	National Center for Disease Control (NCDC)	Strengthening HW capacity and performance workshop; Country twinning discussion: Follow up on Strengthening Health Worker Capacity to Improve Immunisation Services workshop action plans
Maia Abuladze	Georgia	Deputy General Director	MedCapital Clinics	Fostering a learning culture to strengthen immunisation programme performance: Part 1
Mari Tvaliashvili	Georgia	Health Data Analyst	WHO-CO	Country twinning discussion: Follow up on Strengthening Health Worker Capacity to Improve Immunisation Services workshop action plans
Medea Zarnadze	Georgia	General Director	MedCapital Clinics	Fostering a learning culture to strengthen immunisation programme performance: Part 1

Participant Name	Country	Title	Organization	Learning Engagements Attended
Nana Khatiskatsi	Georgia	Lead of Immunisation	Tbilisi Municipality Public Health Center	Fostering a learning culture to strengthen immunisation programme performance: Part 1
Nana Pruidze	Georgia	Health Officer	WHO-CO	Country twinning discussion: follow up on EURO PHC Integration workshop action plans
Nino Gugushvili	Georgia	NCDC Adjara Branch Director	National Center for Disease Control and Public Health (NCDC)	Strengthening HW capacity and performance workshop
Nino Nijharadze	Georgia	Adjara Autonomous Republic Minister of Health and Social Affairs	Ministry of Health	Strengthening HW capacity and performance workshop
Nona Kapanadze	Georgia	Family doctor	MedCapital Clinics	Fostering a learning culture to strengthen immunisation programme performance: Part 1
Tsisnami Dilebashvili	Georgia	Head of the Public Health Center	Tbilisi Municipality Public Health Center	Fostering a learning culture to strengthen immunisation programme performance: Part 1
Ushangi Kiladze	Georgia	Chairman of Board	National Family Medicine Clinical and Training Centre	Strengthening HW capacity and performance workshop
Vladimer Getia	Georgia	Head of the Department of State Public Health Programs and Regional Management	National Center for Disease Control and Public Health (NCDC)	Strengthening HW capacity and performance workshop; Country twinning discussion: follow up on EURO PHC Integration workshop action plans
Alice Abou-Nader	Hong Kong	Senior Country Manager, MICs	Gavi, the Vaccine Alliance	Exploring the Role of Effective Management & Supportive Supervision in Strengthening Immunisation Programmes
Hashta Meyta	Indonesia	EPI Coordinator	Ministry of Health	Exploring the Role of Effective Management & Supportive Supervision in Strengthening Immunisation Programmes; Country twinning discussion: Follow up on country action plans from Building Back Better workshop and Supportive Management study tour
Junghans Sitorus	Indonesia	EPI Officer	Ministry of Health	Sri Lanka's Supportive Management in Practice; Country twinning discussion: Follow up on country action plans from Building Back Better workshop and Supportive Management study tour
Muhammad Edy Hariyanto	Indonesia	EPI Officer	Ministry of Health	Sri Lanka's Supportive Management in Practice
Mrs. Noviyani	Indonesia	EPI Officer	District Health Office of Purworejo, Central Java Province	Sri Lanka's Supportive Management in Practice; Country twinning discussion: Follow up on country action plans from Building Back Better workshop and Supportive Management study tour

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Alexei Ceban	Moldova	Health Officer	WHO	Strengthening HW capacity and performance workshop
Daniela Demiscan	Moldova	Office on PHC and Immunisation	WHO	Strengthening HW capacity and performance workshop
Igor Codreanu	Moldova	Health Officer	UNICEF	Strengthening HW capacity and performance workshop
Laura Turcan	Moldova	Epidemiologist, Epidemiological Surveillance of Vaccine-Preventable Diseases	National Agency for Public Health	Strengthening HW capacity and performance workshop; Country twinning discussion: follow up on EURO PHC Integration workshop action plans
Oxana Constantinova	Moldova	Epidemiologist	Chiqiniu Public Health Center	Strengthening HW capacity and performance workshop; Country twinning discussion: follow up on EURO PHC Integration workshop action plans; Country twinning discussion: Follow up on Strengthening Health Worker Capacity to Improve Immunisation Services workshop action plans
Svetlana Rusu	Moldova	Director	Center of Family Doctors Floresti	Strengthening HW capacity and performance workshop
Veaceslav Gutu	Moldova	EPI Manager	National Public Health Agency	Country twinning discussion: follow up on EURO PHC Integration workshop action plans; Country twinning discussion: Follow up on Strengthening Health Worker Capacity to Improve Immunisation Services workshop action plans
Bataa Chuluunbaatar	Mongolia	Health Officer	UNICEF Mongolia	New vaccine introduction in Middle Income Countries: Overcoming barriers to introduce & scale the HPV vaccine
Dashpagam Otgonbayar	Mongolia	Head of the Immunisation Department and Secretary of the NITAG		New vaccine introduction in Middle Income Countries: Overcoming barriers to introduce & scale the HPV vaccine; Country twinning discussion: follow up on NVI action plans
Tselkhaasuren Batjargal	Mongolia	Head of the Office for Vaccine Management, Immunisation Department	National Center of Control of Communicable Diseases (NCCD)	New vaccine introduction in Middle Income Countries: Overcoming barriers to introduce & scale the HPV vaccine; Country twinning discussion: follow up on NVI action plans
Uyanga Damdindorj	Mongolia	Medical doctor in charge of vaccine and biological Product order, planning and utilization, Immunisation Department	National Center of Control of Communicable Diseases (NCCD)	New vaccine introduction in Middle Income Countries: Overcoming barriers to introduce & scale the HPV vaccine
Muhammad Kazi	Pakistan	DG Federal Directorate of Immunisation	Ministry of National Health Services	Exploring The Role of Supportive Supervision In Strengthening Immunisation Programmes

Participant Name	Country	Title	Organization	Learning Engagements Attended
Alfonso Miguel Regala	Philippines	Supervising Health Program Officer	Health Promotion Bureau	New vaccine introduction in Middle Income Countries: Overcoming barriers to introduce & scale the HPV vaccine
Anthony Calibo	Philippines	Immunisation Technical Advisor, PROJECT HAPPI	JHPIEGO Philippines	New vaccine introduction in Middle Income Countries: Overcoming barriers to introduce & scale the HPV vaccine; Country twinning discussion: follow up on NVI action plans
Janis Asuncion Bunoan	Philippines	EPI lead	Ministry of Health	New vaccine introduction in Middle Income Countries: Overcoming barriers to introduce & scale the HPV vaccine
Rey Arturo Fernandez	Philippines	Technical Specialist for Cancer Control	WHO Philippines	New vaccine introduction in Middle Income Countries: Overcoming barriers to introduce & scale the HPV vaccine; Country twinning discussion: follow up on NVI action plans
Robert Kezaala	Philippines	Team Lead, Vaccine Development & Immunisation	WHO Philippines	New vaccine introduction in Middle Income Countries: Overcoming barriers to introduce & scale the HPV vaccine
Rochelle Pambid	Philippines	Dentist IV, Child, Adolescent, and Maternal Health Division	Disease Prevention and Control Bureau	New vaccine introduction in Middle Income Countries: Overcoming barriers to introduce & scale the HPV vaccine; Country twinning discussion: follow up on NVI action plans
Vincent Sumergido	Philippines	Supervising Health Program Officer	Cancer Control Division/Disease Prevention and Control Bureau	New vaccine introduction in Middle Income Countries: Overcoming barriers to introduce & scale the HPV vaccine
Dr. Indrani	Sri Lanka	Deputy Director, Training	National Institute of Health Sciences	Exploring The Role of Supportive Supervision In Strengthening Immunisation Programmes
Charlotte Mbuh	Switzerland	Officer	Geneva Learning Foundation	Fostering a learning culture to strengthen immunisation programme performance: Part 1
Inga Savin	Switzerland	Programme Manager, MICs Learning Agenda	Gavi, the Vaccine Alliance	New vaccine introduction in Middle Income Countries: Overcoming barriers to introduce & scale the HPV vaccine
Jan Castilhos Franca	Switzerland	Senior Country Manager	Gavi, the Vaccine Alliance	Strengthening HW capacity and performance workshop; Country twinning discussion: follow up on EURO PHC Integration workshop action plans
Miriam Faid	Switzerland	Senior Country Manager	Gavi, the Vaccine Alliance	New vaccine introduction in Middle Income Countries: Overcoming barriers to introduce & scale the HPV vaccine
Sophie Chadwick	Switzerland	Senior Country Manager	Gavi, the Vaccine Alliance	New vaccine introduction in Middle Income Countries: Overcoming barriers to introduce & scale the HPV vaccine; Country twinning discussion: follow up on NVI action plans
Lamia Marzouki	Tunisia	Head of School of Medicine, Directorate of Health	Governorate of Kef	New vaccine introduction in Middle Income Countries: Overcoming barriers to introduce & scale the HPV vaccine

Participant Name	Country	Title	Organization	Learning Engagements Attended
Monica Ardhaoui	Tunisia	Postdoctoral fellow	Pasteur Institute of Tunis	New vaccine introduction in Middle Income Countries: Overcoming barriers to introduce & scale the HPV vaccine
Soumaya Rammeh	Tunisia	Head of Department, Anatomie Pathologique	Hopital Charles Nicolle	New vaccine introduction in Middle Income Countries: Overcoming barriers to introduce & scale the HPV vaccine
Peter F. Martelli	USA	Consultant; Associate Professor, Healthcare Administration; Director, Master of Healthcare Administration Program	Suffolk University	Strengthening HW capacity and performance workshop
Rebecca Casey	USA	Medical Epidemiologist, Vaccine Introduction Team, Global Immunisation Division	CDC	New vaccine introduction in Middle Income Countries: Overcoming barriers to introduce & scale the HPV vaccine
Abduvokhid Karimov	Uzbekistan	Chief Specialist of the Department of Vaccines and Immunoprophylaxis	State Sanitary & Epidemiology Center (SSEWPH)	Strengthening HW capacity and performance workshop
Boboev Botir	Uzbekistan	Head of the Department of Immunoprophylaxis of the Committee of San-Epid Service of Kashkadarya Region	State Sanitary & Epidemiology Center (SSEWPH), Kashkadarya region	Strengthening HW capacity and performance workshop
Dilorom Tursunova	Uzbekistan	National EPI Coordinator, Service for Sanitary and Epidemiological Wellbeing and Public Health	State Sanitary & Epidemiology Center (SSEWPH)	Strengthening HW capacity and performance workshop; Country twinning discussion: follow up on EURO PHC Integration workshop action plans; Country twinning discussion: Follow up on Strengthening Health Worker Capacity to Improve Immunisation Services workshop action plans
Kadirkhodzhaeva Khilola	Uzbekistan	Infectionist of the Institute of Pediatrics Mzruz	Institute of Pediatrics	Strengthening HW capacity and performance workshop
Khalilova Shoiri	Uzbekistan	Head of the Department of Immunoprophylaxis of the San-Epid Service Committee of the Samarkan Region	State Sanitary & Epidemiology Center (SSEWPH), Samarkand region	Strengthening HW capacity and performance workshop
Khursanay Jamalova	Uzbekistan	Lead Specialist	State Sanitary & Epidemiology Center (SSEWPH)	Strengthening HW capacity and performance workshop; Country twinning discussion: follow up on EURO PHC Integration workshop action plans; Country twinning discussion: Follow up on Strengthening Health Worker Capacity to Improve Immunisation Services workshop action plans
Kokhim Mamadjanov	Uzbekistan	Immunologist, Fergana region	State Sanitary & Epidemiology Center (SSEWPH), Fergana region	Strengthening HW capacity and performance workshop

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Mirzakalomova Madina	Uzbekistan	Specialist of the Department of Maternity and Child Health Mzruz	Ministry of Health	Strengthening HW capacity and performance workshop
Renat Latipov	Uzbekistan	National Professional Officer	WHO	Strengthening HW capacity and performance workshop
Sayfulloev Doston	Uzbekistan	Head, Department of Immunoprophylaxis of the Committee of San-Epid Service of the Navoi Region	State Sanitary & Epidemiology Center (SSEWPH), Navoi region	Strengthening HW capacity and performance workshop
Umidjon Khudaykulov	Uzbekistan	Immunisation Officer	UNICEF	Strengthening HW capacity and performance workshop; Country twinning discussion: follow up on EURO PHC Integration workshop action plans; Country twinning discussion: Follow up on Strengthening Health Worker Capacity to Improve Immunisation Services workshop action plans
Loan Thi Nguyen	Vietnam	EPI Team	Ministry of Health	New vaccine introduction in Middle Income Countries: Overcoming barriers to introduce & scale the HPV vaccine
Nguyen Ba Doan	Vietnam	Researcher (EPI staff)	National EPI, National Institute of Hygiene and Epidemiology	Sri Lanka's Supportive Management in Practice; Country twinning discussion: Follow up on country action plans from Building Back Better workshop and Supportive Management study tour
Nguyen Thi Thu Huong	Vietnam	Research Officer, Northern Expanded Program on Immunisation	National Institute of Hygiene and Epidemiology	Exploring The Role of Supportive Supervision In Strengthening Immunisation Programmes; Sri Lanka's Supportive Management in Practice
Tran Trung Thanh	Vietnam	Researcher (EPI staff)	National EPI, National Institute of Hygiene and Epidemiology	Country twinning discussion: Follow up on country action plans from Building Back Better workshop and Supportive Management study tour
Van Thi Cam Ha	Vietnam	General Department of Preventive Medicine (GDPM)	Ministry of Health	New vaccine introduction in Middle Income Countries: Overcoming barriers to introduce & scale the HPV vaccine
Ms. Van Thi Thuy Ly	Vietnam	EPI Team	Ministry of Health	New vaccine introduction in Middle Income Countries: Overcoming barriers to introduce & scale the HPV vaccine