# **UNITED REPUBLIC OF TANZANIA**



MINISTRY OF HEALTH, COMMUNITY DEVELOPMENT,
GENDER, ELDERLY AND CHILDREN



# Tanzania Health Data Collaborative

Communiqué on commitments to support

One Monitoring and Evaluation Framework for the Health Sector

7 February 2018

MONITORING AND EVALUATION SECTION DIRECTORATE OF POLICY AND PLANNING

In collaboration with





### Tanzania Health Data Collaborative

### Communiqué on commitments to support

## One Monitoring and Evaluation Framework for the Health Sector

The Government of Tanzania is committed to improve the quality of health data for evidence-based decision making and to strengthen capacity to track progress towards the health-related Sustainable Development Goals. While Tanzania has taken major steps and made significant progress towards improving availability, access, analysis and use of health data, it recognizes the need for more coordinated and collaborative efforts of all stakeholders to unleash the full potential of its health information system. This will reduce fragmentation and duplication of efforts, improve the efficiency of investments and build confidence in the national health data system.

The value of reliable, timely disaggregated data and ambition to improve the efficiency in data investments is shared by all partners. In June 2015, the leaders of global health agencies and participants in the Summit on Measurement and Accountability for Results in Health endorsed the Health Measurement and Accountability Post-2015 Roadmap and Five Point Call to Action, identifying a set of priority actions and targets that aims at strengthening country data and accountability systems for the post-2015 sustainable development agenda.

To realize this ambition in Tanzania, the Government launched the Tanzania Health Data Collaborative in Dar es Salaam on the 11<sup>th</sup> September 2017. This is a collaboration of Government of Tanzania, represented by the Ministry of Health, Community Development, Gender, Elderly and Children (MOHCDGEC) and the President's Office Regional Administration and Local Government (PORALG); Health Sector Stakeholders and Global Partners. The overall objectives of the launch were;

- to rally all stakeholders towards supporting a common monitoring and evaluation (M&E) framework and the country's prioritized plan;
- to strengthen in-country M&E coordination mechanisms as basis for a strong country-led information and accountability platform;
- to leverage technical and political support from partners and stakeholders at all levels to support the national M&E priorities; and
- to actively engage key players from other sectors in collaborative cross-sector efforts to strengthen the national platform for measurement and accountability.



"The Tanzania Health Data Collaborative will accelerate a series of joint priority actions to address gaps in our data and health information systems," Dr. Mpoki M. Ulisubisya, the Permanent Secretary of MOHCDGEC, said at the launch event. "I want to believe that through our collaborative effort, we will have ONE platform that will allow us to collect all the information we need, be it information on what we do for HIV/AIDS interventions, for tuberculosis, for malaria, for reproductive and child health, for maternal health, you name it."

The launch was attended by 145 participants, representing the Government of Tanzania (including senior leadership, Assistant Directors, Programme Managers and staff of MOHCDGEC and PORALG; National Health Insurance Fund; National Bureau of Statistics; Tanzania eGovernment Agency; and the Registration Insolvency and Trusteeship Agency), Health Sector Development Partners, Implementing Partners, Academic and Research institutions, Civil Society Organisations, Faith Based Organisations and Private Health Sector.

The Government's leadership and strong commitment to the HDC was demonstrated by the participation of Dr. Mpoki M. Ulisubisya, the Permanent Secretary of MOHCDGEC; Dr Mohammed Ally Mohammed, the Acting Chief Medical Officer of MOHCDGEC; Dr. Anna Nswila, a representative of Deputy Permanent Secretary of PORALG; and other leaders from MOHCDGEC and PORALG.

Following extensive consultations, the health sector leaders, practitioners and stakeholders identified the following six key priority areas to advance commitments to the One Monitoring and Evaluation Framework for the Health Sector in Tanzania. These priorities were selected from the M&E Strategy 2015-2020 (M&ESI II)<sup>1</sup>, which is the M&E framework for HSSP IV; and the Tanzania Digital Health Roadmap 2017-2022<sup>2</sup>. They were also informed by specific needs of M&E plans of disease-specific strategic plans, the Government Hospital Management Information System (GOT-HOMIS), National Bureau of Statistics (NBS), and the Registration Insolvency and Trusteeship Agency (RITA). Collective action and joint support for these priorities from the Government and partners will result in increased efficiencies and better data to monitor national health priorities. The selected priorities include:

1. Addressing fragmentation of M&E and data systems: Strengthen governance and coordination mechanism to ensure all stakeholders adhere to the One M&E Framework.

<sup>&</sup>lt;sup>2</sup>https://www.healthdatacollaborative.org/fileadmin/uploads/hdc/Documents/Country\_documents/Tanzania\_ Data\_Use\_Partnership\_Report.pdf



<sup>&</sup>lt;sup>1</sup>https://www.healthdatacollaborative.org/fileadmin/uploads/hdc/Documents/Country\_documents/Tanzania MESI 2015-2020 Strategy.pdf

- 2. Alignment of indicators and data collection processes: Support alignment of indicators of programme- specific strategic plans with the Health Sector Strategic Plan 2015-2020 (HSSP IV)<sup>3</sup> and harmonise data collection efforts.
- **3.** Alignment of health facility assessments and surveys e.g. SARA, SPA, SDI, and Star Rating Assessments (BRN & SafeCare): Harmonise the indicators, processes, periodicity and coverage to meet needs of the country and its partners.
- **4. Joint and aligned investment in digital health information systems** (including digitization to move away with paper systems): Support integration of information systems at service provider level and collect standardized data elements.
- **5. Strengthening capacity for analysis and use of data:** Increase access to data and capacity for analysis and use at all levels and all key players.
- **6. Dissemination and access:** Strengthen access to data (routine data, surveys, research publications, reports) and national health information.

### **Declaration of the Commitment**

We, the stakeholders here gathered, under the firm leadership of the Government of the United Republic of Tanzania through the Ministry of Health, Community Development, Gender, Elderly and Children (MOHCDGEC) and the President's Office Regional Administration and Local Government (PORALG), hereby declare:

- **We confirm** our strong support to Government efforts to strengthen health data systems, policies and governance, based on the priorities outlined by the Tanzania Development Vision 2025, Five Year Development Plan, the National Health Policy, the Health Sector Strategic Plan IV, and other national and sector guidance documents.
- We recognize the efforts of the Government to identify priorities, gaps, and potential overlaps to the implementation of interventions that improve data quality and use for monitoring of national health priorities and commitments in order to ensure increased efficiencies and smart investments in data systems.
- We recognize that new technologies contribute to improving the performance of health systems and the collection, analysis, use and dissemination of data. These opportunities should be harnessed and integrated into current efforts to strengthen the health information system.

<sup>&</sup>lt;sup>3</sup>https://www.healthdatacollaborative.org/fileadmin/uploads/hdc/Documents/Country\_documents/Tanzania\_HSSP\_IV.pdf



- We recognize the role of the Government through the MOHCDGEC and PORALG to work with partners and other stakeholders to define an adequate data governance structure for the health sector, to ensure adequate implementation of current policies and strategies such as the MESI 2015-2020 and the Digital Health Investment Roadmap 2017-2023, among others. The National Bureau of Statistics will host a coordinating function to integrate these efforts.
- We are guided by the principles captured in the Five Point Call to Action and the principles outlined by the Summit on Measurement and Accountability for Results in Health, being cognizant that regular measurement of results with a focus on equity is essential for the progressive realization of Universal Health Coverage and the Sustainable Development Goals.
- We are committed to promoting dialogue and co-operation with Government Ministries, Departments and other Agencies to ensure the goals and vision of this declaration are achieved.
- We pledge to provide, where appropriate, technical and/or financial resources to realize this vision.

Further to the commitments above, the conference adopted a resolution to review progress on implementing the priority actions and to monitor stakeholders' commitments annually. An opportunity presented itself to discuss the priorities and commitments in the last Joint Annual Health Sector Review, in November 2017.

The Government of Tanzania and partners endorsed these declarations made under the Tanzania Health Data Collaborative launch on this 7<sup>th</sup> day of February 2018 as follows:



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Dr. Mpoki M.Ulisubisya

For PORALG

Dr. Zainabu Chaula

For Development Partners in Health

Ms. Norzin Grigoleit-Dagyab

For Health Data Collaborative Secretariat

Dr. Matthieu Kamwa

For Civil Society

Mr. Irenei Kiria

# M&E priorities for Collective Action, Strategic Actions and Actors

# Summary of M&E priorities for collective action

The Tanzania M&E priorities for collective action are drawn from the overall Monitoring and Evaluation Strengthening Initiative 2015-2020 (MESI II) and the Tanzania Digital Health Investment Roadmap 2017-2023 (DHIR), and consists of quick wins which require a joint and coordinated action from Government, health partners and other key stakeholders. During the launch of the Tanzania HDC, Government and partners discussed the main challenges that contribute to duplication of data collection efforts and weak analysis and use of data, resulting on inefficient investments in health information systems. Priority areas to address the challenges and specific strategic actions which require collective support were also discussed and captured in the joint communiqué drafted during the launch meeting and later finalised and signed by the Government and its HDC partners.

The key priority areas, challenges and proposed strategic actions are highlighted below:

1. Addressing fragmentation of M&E and data systems: Strengthen governance and coordination mechanism to ensure all stakeholders adhere to the One M&E Framework.

### Challenges

- Weak governance mechanisms to guide partners' efforts towards convergence and coordination
- Fragmentation and uncoordinated efforts to solve the data collection problems in the health sector
- O Stronger country stewardship, leadership and coordination with participation from all stakeholders public and private is needed

- Increase collaboration and coordination within all M&E related Ministerial Departments and Agencies (MDAs), Development Partners, disease-specific programmes and research institutions
- O Strengthen the joint ICT and M&E Technical working Group (with a functional secretariat and regular quarterly meetings with broad stakeholder participation)
- Finalise Health Information System (HIS) Policy guidelines, MESI II and Data Dissemination and Use (DDU) Strategies
- Update MESI II in line with findings of mid-term review of HSSP IV to be conducted in 2018



2. Alignment of indicators and data collection processes: Support alignment of indicators of programme-specific strategic plans with the Health Sector Strategic Plan 2015-2020 (HSSP IV) and harmonise data collection efforts.

### Challenges

- o A common framework and set of indicators is needed to guide data collection efforts
- At facility level, registers' design focus on data recording, but are not designed as tools to support adherence to clinical guidelines
- o Emerging issues in the health sector (such as climate change, preparedness) fuel systems proliferation

### *Proposed strategic action(s):*

- Harmonize the indicators of the M&E framework of HSSP IV to include program specific indicators
- Support annual an annual review process for HMIS tools and data elements to ensure they capture information needs from programmes and HSSP IV
- **3.** Alignment of health facility assessments and surveys e.g. SARA, SPA, SDI, and Star Rating Assessments (BRN + SafeCare): Harmonise the indicators, processes, periodicity and coverage to meet needs of the country and its partners.

### Challenges

- Surveys are conducted but the collected data is not being analysed, leading to incomplete informed decision making processes
- Survey data is summarized in voluminous documents /reports but not adequately used and disseminated
- O Data from surveys are available but are subjected to restrictions

- Review and update the 10-years survey plan, including surveys' periodicity, scope and rationalizing indicators to cover information needs of the HSSP IV and health programmes
- Rationalize and harmonize scope and periodicity of the health facility assessments (SARA, TSPA, SDI and Star-rating Assessments)



**4. Joint and aligned investment in digital health information systems** (including digitization to move away with paper systems): Support integration of information systems at service provider level and collect standardized data elements.

### Challenges

- O Several digital health information systems co-exist for different vertical programs, regions and partners
- O Lack of a clear picture of current status of digital health systems: how many are there, where they are, and what they do/scope of data collection systems that are on the field
- o Limited availability of facility level data, including patient and community level data
- Data collection systems standards to allow for interoperability between various systems are not enforced
- Lack of consolidation and coordination of the available resources that are directed at the health data collection efforts

### *Proposed strategic action(s):*

- Support integration of all information systems at service provider level (health facilities)
- Reporting framework for referral hospitals (regional, zonal referral, specialized and national)
- Support roll-out of e-IDSR module of DHIS-2 to improve surveillance (including case-based surveillance), provide real-time data and link morbidity data with effects of Climate Change.
- Expand the scope of SMoL/ICD-10 module of DHI-2 beyond mortality and beyond health facilities
- Map current and planned investments in information systems and mobilise investments to support ICT infrastructure required to implement the HIS roll-out
- All digital health systems in Tanzania are linked and compatible according to the national enterprise architecture and standards.
- 5. Strengthening capacity for analysis and use of data: Increase access to data and capacity for analysis and use at all levels and all key players.

### Challenges

- o Inadequatecapacity to generate, demand and access heath related data at all levels
- Policy guidelines on data analysis and health information sharing need to be developed
- There is need to strengthen capacity to utilize data that is being collected at facility and district level
- O Pre-service training focuses on data collection and not use/ reporting

- O Strengthen the analytical capacity and data use at all levels, from national institutions to regional administrations, local government authorities and health facilities.
- Support harmonized national Data Quality Assurance



- o Introduce and promote innovative e-learning approaches to increase M&E capacities of a wide audience (health staff at all levels, NGOs, private sector)
- Train RHMTs and CHMTs on the use of dashboards/web-portal and scorecards for monitoring and improving service delivery
- Support system for analytical review of data to monitor progress of HSSP IV, subsector and sub national strategic plans
- **6. Dissemination and access:** Strengthen access to data (routine data, surveys, research publications, reports) and national health information.

### Challenges

- o Lack of accountability on data collection, analysis, demand, and use is not enforced
- Limited access to birth and death registration data
- There are existing platforms that could be leveraged to disseminate data and health information
- Inadequate mechanism for gathering and using feedback from community and users to improve systems

- Expand the existing HMIS web portal into the National Health Data Warehouse (platform for sharing and disseminating all health data including routine, surveys, publications and reports)
- O Dissemination of health information products (from and to all key players in the sector)
- o Coordination of feedback from community and data users



# Monitoring framework of the M&E priorities for collective action

Strategic actions		PRIORITY adhere to t	1.1 Strengthen the joint ICT-M&E Technical Working Group			1.2 Enhance the capacity and capability of M&E office at MOHCDGEC to manage and coordinate national HMIS activities	1.3 Finalize the HIS policy guidelines , the MESI and the Data Dissemination and Use Strategy
cactions		Y 1: Addres he One M&	n the joint echnical oup			he capacity v of M&E V Of M&E CDGEC d tional es	he HIS nes , the ne Data nand Use
Outputs		PRIORITY 1: Addressing fragmentation of M&E and data systems: Strengthen governance a adhere to the One M&E Framework.	A functional secretariat of the ICT and M&E TWG strengthened	Quarterly meetings of the joint ICT-M&E TWG with broad stakeholder participation	collaboration and coordination within all M&E related MDAs, Development Partners, disease-specific programmes and research institutions increased	Gaps identified and capacity building plan and performance management system in place Quarterly updates	HIS policy guidelines, MESI and DDU finalized
9	Q1	and d	×			×	×
	Q2	lata sy	×			X	×
	Q3	stems	×			×	
Year	Q4	Stre	×			×	
	18/19	ngthen g	×			×	
	19/20	governai	×			×	
Responsible	W.	ice and coord	MOHCDGEC. M&E Section and ICT Unit	All partners involved in HIS and ICT		MOHCDGEC M&E Section All partners involved in HIS	M&E TWG
Alignment		ination mechan	MESI 2015- 2020 DHIR			MESI 2015- 2020	MESI 2015- 2020 HSSP IV 2015- 2020 Digital Health Roadmap
<b>Key Inputs</b>	& Estimated Budget (USD)	and coordination mechanism to ensure all stakeholders	Monthly meetings FTE 30% senior national	Others: lump sum	121	Medical statistician /epidemiologist FTE 100% Others: lump sum	FTEs validation meetings Catalytic funds DHR: 120,000
Available	FundingLevel & Source	lstakeholders	Partially funded	13			
						l	¥.

			-	-					
								(includes estimated costs)	
1.4 Update MESI in line	MESI updated in parallel to the		+	×	×			MESI 2015-	FTEs
with the findings of the MTR of the HSSP IV	Mid-term review of the HSSP  IV, and disease-specific				<b>&gt;</b>			2020 HSSP IV 2015-	Catalytic funds Validation
	strategies							2020	meetings
	Activity linked with 2.1							C-LOCALIZATION AND ADMINISTRATION AND ADMINISTRATIO	Lump sum
PRIORITY 2: Alignm	PRIORITY 2: Alignment of indicators and data collection processes: Support alignment o	n proce	sses: S	oddn	rt align	ment o	-	indicators of programme- specific strategic plans with the	ecific strat
Health Sector Strategi	Health Sector Strategic Plan 2015-2020 (HSSP IV) and harmonise data collection efforts	armoni	se data	colle	ction e	fforts			
2.1 Review the indicators	Key indicators for disease			$\times$	×		MOHCDGEC	MESI 2015-	FTEs
of the M&E framework of HSSP IV to include	specific programs (Malaria, HIV, TB, IVD, NCD, NTD etc)						including disease-	2020	2 meetings
program specific indicators	included in the HSSP IV M&E framework						specific programmes		
	Standardised data elements								
	Disaggregated data available								
				_	1	1			
review process for HMIS	documented			>	>	>	including	2020	meetings,
to ensure they canture	maintenance of fielded systems						disease-		including people
information needs from	to sustain the collection of						programmes		Printing
programmes and HSSP IV	common indicators						(		(
PRIORITY 3: Alignm	PRIORITY 3: Alignment of health facility assessments and surveys: e.g.	nd surve	eys: e.g	SARA,	RA, SPA,	A, SDI,	Star Rating A	Rating Assessments (BR	(BRN+SafeCare)
3.1 Review and update	Health sector 10 year survey		X				NBS.	VI dSSH	Technical
the 10 year survey plan, including surveys?	plan updated						MOHCDGEC	MESI 2015-	meetings Printing
periodicity, scope and	Scope of surveys expanded to								d
rationalizing indicators	sub-national levels and include	·							
to cover information needs of the HSSP IV	children under 15 years								
and health programmes									
3.2 Rationalize and	Health facility assessments	X	X	_	X	X	MOHCDGEC	MESI 2015-	Currently SARA
harmonize scope and periodicity of the health	implemented according MESI						IFAKARA	2020	on-going 370,000
facility assessments	Facility quality, safety and risk								250,000 (SARA
(SARA, TSPA, SDI)	assessments harmonized (BRN								2013)2,000,000



	star-rating, SafeCare)									(TSPA)	
	Health Facility assessments expanded to Regional, Zonal and National referral hospitals									Validation meetings	
PRIORITY 4: Joint &	PRIORITY 4: Joint and aligned investment in digital	gital h	ealth	infor	mation	ı system	ns (includ	ling digitalizati	on to move awa	health information systems (including digitalization to move away with paper systems):	stems):
4.1 Supportintegration of	4.1 Supportintegration of All program specific routine X X X X X X X X MC	X X	X	X	X	X and a	X X	MOHCDGEC,	MESI 2015-	Digital health	
all information systems at service provider level	HIS reporting systems Integrated with DHIS-2	,	,	,	;	)	,	PORALG, eGov	2020 Digital Health	roadmap includes costs	*
(HVHICH MUCHING).	All facility level routine data								Noaumap)		
	collection system integrated								e-Health strategy		
	health information mediator (HIM) to ensure interoperability								M&E strategies		
	of all HIS developed and implemented								of disease- specific		
	Electronic reporting of monthly								programs		
	summary data forms from Health facility to DHIS-2										
	layer)										2
4.2 Support roll-out of e- IDSR module of DHIS-2 to improve surveillance	e-IDSR module of DHIS-2 reviewed and rolled-out nationally (currently in 15	×	×	×	×	×		MOHCDGEC, IHI, POR AI G	Tanzania action plan for health	Digital health roadmap	
(including case-based surveillance) and link	regions)								2021 MESI 2015	(enhance and	
morbidity data with	Morbidity data reports linked								2020	disease	
Change.	with effects of climate change								Digital Health Roadmap 2017- 2023 includes	surveillance)	
4.3Develop and	An interface to capture data	×	×	×	×			MOHCDGEC	MESI 2015-	Digital health	
implement reporting	from zonal referral, specialized	>	<b>A</b>	>	<b>\</b>				2020	roadmap	
framework for referral	and national level hospitals into						0		Digital Health	includes costs	
referral, specialized and	Extras acteroped and toned-out								Roadmap 2017- 2023 includes		
national)	Key staff at hospital level								cost estimates		



5.1 Strengthen the	PRIORITY5. Streng players	4.7 Mobilise investments to support ICT infrastructure required to implement the HIS roll-out	4.6 Map current and planned investments in information systems	4.5 Strengthen the capacities to integrate community based information systems to capture key information (births, deaths, community interventions)	4.4 Expand the scope of SMoL/ICD-10 module of DHI-2 beyond hospitals, beyond mortality, and beyond health facilities
Data use toolkit (SOPs and	Strengthening capacity for analysis and use of data:	Common investment framework developed  M&E and HIS priorities fully funded (MESI, Digital Health Roadmap, M&E diseasespecific strategies )	Joint mapping of ICT and M&E investments conducted	Mapping of m-health innovations at community and facility level  Community based health information guidelines finalized Roll-out of CRVS to all councils	trained  Data managers, coders and clinicians in all health facilities trained  SMOL functionalities expanded to capture morbidity data in health facilities  SMOL functionalities expanded community mortality data (in verbal autopsies)
×	s and u		×		
×	se of c	×	×		
×	2	×		×	×
×	Increa	×		×	×
×	se acce	×		×	$\times$
X	ss to and	×			
NBS	capacity for a	MOHCDGEC. PORALG	MOHCDGEC. ICT and M&E Departments	MOHCDGEC RITA NBS	MOHCDGEC
MESI 2015-	nalysis and use	MESI 2015- 2020 Digital Health Roadmap	MESI 2015- 2020 Digital Health Roadmap	MESI 2015- 2020 e-health strategy CBHP strategic plan	e-health strategy MESI 2015- 2020
Digital Health	Increase access to and capacity for analysis and use at all levels and all key	In-country discussions, including private sector Catalytic funds National workshop (2 days) for validation	DHIR (includes estimated costs)  Path (with GF grant) ONE Plan II includes costs of a tracking exercise	Digital health roadmap includes costs	GF proposal (?) + Digital health roadmap includes costs
	l all key				



	promote innovative elearning approaches to increase M&E capacities of a wide audience (health staff at all levels, NGOs, private sector,)	dashboards/web-portal and scorecards for monitoring and improving service delivery, including engagement of extension workers	5.3 Train RHMTs and			Assessments	5.2 Support harmonized			to local government councils and facilities.	analytical capacity and data use at all levels,
Massive Online Open Courses	training and certification functional  Active online community of practice/technical networks in M&E	Regular mentorship	RHMTs and CHMTs decision-	Capacities of health programmes and local council to conduct DQAs improved	All health programmes use the national framework for DQA	National supportive supervision visits conducted	Analytics roadmap created	DHIS2 functions and data use for HIS curriculum finalized and rolled-out	Annual health profile (national, region, district and facility)	Train health staff on use of ANACONDA app for improved quality of mortality data	use) developed and harmonized
	×	4	X				×				
	×	4	×				×				
	×		×				×				
	×		×				×				
	×	1	×				×				
	×		×				×			190	
	PORALG	PORALG	MOHCDGEC,				MOHCDGEC.				PORALG
	MESI 2015- 2020	2020	MESI 2015-			2020	MESI 2015-			(includes estimated costs)	Digital Health
		ONE plan use of scorecards	GF grant	-	meir own DQA	Malaria, TB and HIV conduct	GF (DQV part		*	command costs	Roadmap includes
				×							



6.3 Support coordination of feedback from community and all data users		6.2 Dissemination of health information products	expand the existing HMIS web portal into the National Health Observatory for all health data (routine, surveys and publications)	6 1 Strengthen and			to monitor progress of HSSP IV, subsector and sub national strategic plans	5.5 Support system for analytical review of data	
Feedback and response mechanism established	National and sub-national health data presented in national and international fora  National and sub-national health data published in peer-reviewed publications	AHSPPR, AHSTF and a Pocket book for quick reference available.	and information that is easy to access and does not compromise confidentiality available  Digital library for sharing health information	6: Dissemination and access: Improving access to national health information and data (routine, surveys, research publications, reports) and One-ston-shor for health data   Y   Y   Y   Y   WOHCDGEC   MEST 2015.   Digital Health	Performance review guidelines rolled-out	Quarterly health bulletins developed at national, regional and district level	Annual health profiles report produced (national, regional, council and facility)	Analytical MTR of HSSP IV available	(MOOC) approach introduced by universities of health sciences
×		×	>	ing ac				×	
×		×	>	cess to				×	,
×		×	2	natio				×	
×		×	>	nal he				×	
×		×	>	alth info				×	
×		×	>	rmation				×	
MOHCDGEC PORALG		MOHCDGEC MUHAS	IHI NBS	and data (rou			programmes	MOHCDGEC PORALG	
MESI 2015- 2020		MESI 2015- 2020	2020 Digital Health Roadmap	MESI 2015				MESI 2015- 2020	
	participation costs Publication costs in open access journals (print and online)	Printing (costs in GF grant) Meeting	Roadmap includes estimated costs	Search publicati			lump sum national and sub-national profiles	lump sum MTR HSSP ĮV	
				ions, reports)			**************************************		

