

DATA.FI TECHNICAL

Rapid Capacity Assessment and Recommendations for the Information Management Unit of the Ministry of Health of Honduras

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Abbreviations

IDB	Inter-American Development Bank
Data.FI	Data for Implementation project
LAN	Local Area Network
M&E	Monitoring and evaluation
MECA	Monitoring and Evaluation Capacity Assessment Toolkit
POA	Annual Operating Plan
ROF	Rules and Regulations of Organizations and Functions
SESAL	Secretariat of Health of Honduras
SIIS	Integrated Health Information System
UGI	Information Management Unit
UPS	uninterruptible power supply (UPS) system
UPEG	Planning, evaluation and management unit
USAID	United States Agency for International Development

Executive Summary

The purpose of the capacity diagnosis arose from the need for the IGU and the Secretariat of Health (SESAL) to plan and initiate the implementation of the SESAL digital roadmap¹. The UGI is a body that reports to the Secretary of State whose main function is to manage valid, quality, timely, inclusive and appropriate information for planning, organization, management, control and evaluation of the health sector². The capacity assessment identified opportunities and limitations for this Unit to manage data from SESAL agencies, their direct users and other state agencies.

Among the main challenges faced by SESAL, the following were identified:

- Lack of strategic programming in accordance with institutional planning.
- Lack of human resource capacity building oriented to the Unit's needs.
- Partial implementation of operational and work plans.

Based on these challenges, it is proposed to promote the following actions:

- Define a management methodology for the development of operational plans related to the needs of the institution.
- To develop human resources capabilities that enable efficient personnel management for the fulfillment of their assignments.
- Monitor compliance with operational and work plans according to plan.

It is recommended that a training plan be established to strengthen human resources, define the profiles of personnel supporting the management and integration of the IGU, and update the hardware and software that support its operational management.

A series of identified key areas are defined, as well as concrete actions in the short, medium and long term.

¹ Secretariat of Health; IDB; Honduras, Roadmap for the Digital Health Agenda 2020-2026, Tegucigalpa, M.D.C.

² Secretariat of Health, Reglamento Organización y Funciones (ROF) de la Secretaría de Salud - Nivel Central, May 15, 2014, Tegucigalpa M.D.C.

Objectives

- Support the UGI by identifying opportunities for improvement in its internal operational structure.
- Define the operational level at which the IGU is operating, using the analysis plan described below.
- Generate recommendations to achieve a new level of organizational maturity in the IGU.
- Identify upcoming short, medium and long term actions to achieve optimal levels of operation in the IGU.

Methodology

An instrument was used to measure compliance with the functions of the IGU, based on the documents of the *Strategic Implementation Plan for the Integrated Health Information System (SIIS)*, the *Roadmap for the Digital Health Agenda 2020 - 2026*, the mapping of *immunization information systems in Honduras*, the *system for monitoring and evaluating management for results*, and the ROF, which specifies the strategic functions of the IGU. The instrument was enriched by having space in the margin to note observations on specific questions. The instrument was applied in conjunction with the highest authorities in the IGU, management and deputy management, the instrument has different sections that take into account:

- Strategic planning procedures
- Work plan
- Job profiles
- Staffing levels
- Knowledge management-staff development
- Infrastructure and software installed at SESAL
 - Security
 - Data center infrastructure
 - Software

In summary, the document has 6 dimensions, 3 sub-dimensions and a total of 55 grouped items, the complete instrument is in Annex 3. The purpose of the instrument is to document good practices³ to support areas of opportunity and actions or proposals to be implemented in the IGU in the short, medium and long term. All of this is based on the findings of the application of the instrument and in accordance with the priorities and needs established by the IGU or SESAL.

ANALYSIS PLAN

A qualitative and quantitative analysis was proposed due to the nature of the data collection instrument. For the quantitative analysis it is necessary to describe the characteristics of the instrument, which consists of 6 dimensions made up as follows:

1. Strategic planning procedures
It consists of 8 items, 7 of which are dichotomous and 1 open-ended.
 2. Work plan
Consisting of 7 dichotomous items
 3. Job profiles
-

³ ISO/IEC27002:2005; 27005:2008; 38500:2015

Consists of 5 dichotomous items

4. Staffing levels

It consists of 8 items, 7 of which are dichotomous and 1 open-ended.

5. Knowledge management-staff development

It consists of 3 dichotomous items

6. Infrastructure and software installed at SESAL

a. Security

It consists of 10 multiple-choice items, which were converted into dichotomous items.

b. Data center infrastructure

It consists of 7 items of which 6 are dichotomous and 1 is open-ended.

c. Software

Consists of 7 dichotomous items

Having defined the distribution of the dimensions, sub-dimensions and items that comprise them, dichotomous questions will be used to perform the quantitative analysis; the comments on these items will be used in conjunction with the open-ended questions to complete the qualitative analysis.

The result per dimension will be calculated based on the valuation of the correct answer (the "yes" value of the dichotomous variable), added up and the result will be divided by the number of dichotomous items of the dimension, with the exception of the dimension "Infrastructure and software installed in SESAL", which has sub-dimensions. For the latter, the three sub-dimensions that comprise it will be averaged.

As mentioned above, a unit weight (1) was assigned to each item, i.e. all items have the same importance for the study. The result of the calculation will give us a value between 0 and 1, which will be multiplied by 100 to obtain a percentage valuation on the maturity level valuation scale. To facilitate visualization, a percentage scale of 5 values and colors was created, which is illustrated in Table 1. For more information, see the dictionary and weights of the instrument in Annex 2.

Table 1. Percentage scale of maturity assessment including traffic lights.

Rating scale				
Very low	Download	Media	High	Very high
20	40	60	80	100

For the qualitative analysis, the characteristics and capabilities of the IGU in carrying out its role in SESAL will be evaluated. Based on the comments of the dichotomous items and the open-ended responses that make up the questionnaire, the most relevant findings will be listed and an evaluation of the dimensions will be made according to the following Table 2, which is included in the annexes.

This same scale will allow assigning a range of maturity of the area of study in the observed organization, as reflected in Annex 2, which will establish the starting point, and making recommendations to scale this degree of maturity to the next level of maturity.

Results

QUANTITATIVE RESULTS

Table 3 shows the response percentages corresponding to the dimensions that make up the degree of organizational maturity of the IGU according to the ^{Likert⁴} scale. It is worth mentioning that this study was carried out while the Unit was making changes in its organizational structure at the time the survey was applied. The purpose of this summary table is to provide a baseline to guide the areas that need to prioritize efforts to achieve higher ratings.

Table 2. Percentage of organizational maturity of dimensions evaluated according to the assessment scale and traffic light.

Dimension and item	Reply
Strategic planning procedures	71%
Work plan	29%
Job profiles	20%
Staffing levels	33%
Knowledge management-staff development	0%
Infrastructure and software installed at SESAL	26%
Security	20%
Data center infrastructure	14%
Software	43%
UGI in general	30%

FINDINGS

Strategic planning procedures

- The Unit's annual operating plan (AOP) for fiscal year 2022 was submitted to the Planning, Evaluation and Management Unit (UPEG), and it was found that it is not fully in line with the Unit's budgetary needs for capacity building.
- The strategic plan available to the IGU was developed in 2018 and updated for a period ending in 2022. However, the exercise to verify its achievements has not been carried out.
- The AOP, as a planning instrument, does not detail variables or compliance indicators beyond the budget execution goals set forth therein.

⁴ Survey interview in Annex 3, conducted in October 2022.

- The leadership in the creation and follow-up of the AOP is the responsibility of the management and sub-direction of the IGU due to the inherent nature of the position.
- There is currently no information technology project management methodology in place to support these issues within the Unit.

Work plan

- The IGU does not have its own work plan to help define specific products or management indicators specific to the Unit.
- The results monitoring tool is a matrix that is derived from the Unit's AOP, but is flexible in terms of monitoring.
- The monitoring of the work plan is the responsibility of the management and sub-directorate, given the nature of the position and its functions.
- The SIIS strategic plan will be updated and aligned with the needs of the IGU with a view to developing the Unit's digital roadmap.

Job profiles

- There is an organizational chart derived from the strategic plan; however, it was reported that not all positions are filled.
- The UGI has personnel action files; however, there is no detail of the functions of the contracts or appointments of the personnel currently working. This function is the responsibility of the areas responsible for SESAL's civil service and human resources.
- There are personnel recruitments with nominal descriptions according to the categories established by the civil service, but not functional in the Unit.

Staffing levels

- Staffing needs do not always respond to the Unit's requests for the recruitment of suitable profiles.
- There is an active hiring process for systems developers and personnel specialized in business processes within the Unit.
- No other type of contracting with SESAL funds to strengthen areas such as management or monitoring and evaluation (M&E) was reported.
- It was noted that there is a need for capacity building in systems development both for SESAL and for the follow-up of projects being implemented by SESAL's cooperating agencies.

Knowledge management-staff development

- There is no defined personnel training process.

- There is no documented staff training needs assessment to support training planning.

Infrastructure and software installed at SESAL

Security

- There is limited power backup capacity for critical server equipment installed at SESAL through the uninterruptible power supply (UPS).
- The Unit's data center is not equipped with firefighting or similar equipment, nor was this type of equipment observed in the IGU's office facilities.
- The network configuration for data and Internet access is a hybrid of star and cascade, and there are no detailed diagrams to allow effective event management.
- No network installation certificate was observed, although work is being carried out under UTP 5e standard and new installations with category 6 cabling.

Data center infrastructure

- There is no secure furniture for efficient storage of tools and work materials.
- The most recent SESAL network map is from 2006 and needs to be updated.
- There are no logical diagrams of the network to know the status of the equipment connected to the network.
- Access to the UGI's data center is restricted by a panel with a password, which is not effective since it has been shared and cannot be updated by the Unit, since the support is no longer provided by the company in charge.

Software

- The computers have not been acquired with volume licenses for both office software and antivirus, except for some that have been received as donations, which in certain cases have included this need for licenses in their technical specifications.
- There is equipment for managing access policies to and from the Internet; however, the technical support license and the update is outdated.
- There are no guidelines for creating policies for access to or from the Internet. These are created according to the request of the interested parties.
- There are access policies to and from the Internet created in the hardware, but not as a sufficiently socialized employee knowledge document.
- There is no defined policy for the Unit's development language, but work is underway to revise it in order to draw up specific guidelines to support SESAL's digital roadmap.
- There is no versioning control repository for software developments carried out by the UG I.

Table 3. Summary of findings by area and level of maturity of the area

Area	Main findings	Dimension
Strategic planning procedures	The AOP does not meet the Unit's development needs.	Strategic planning
Work plan	The Unit's work plan does not include a definition of its M&E indicators.	Work plan
Job profiles	The profile of the positions complies with the civil service categorization, but does not respond to the Unit's needs.	Standard processes
Staffing levels	The Unit's capacity in systems development is being strengthened; there was no evidence of any strengthening in management or M&E management.	
Knowledge management - personnel development	There are no systematized personnel training processes.	
Infrastructure and software installed at SESAL: Security	Work has been done to support electrical operations, but business continuity plans in the event of disasters were not verified.	SIIS infrastructure and architecture
Infrastructure and software installed at SESAL: data center infrastructure	The physical and logical network schematics have not been updated since 2006 due to changes in SESAL's physical facilities.	
Infrastructure and software installed at SESAL Software	There are no licensing plans for office software, antivirus or security access to and from the Internet.	SIIS project management

Recommendations

STRATEGIC PLANNING PROCEDURES

The UGI has a strategic plan for the SIIS,⁵ which is contemplated until the year 2022. It has also been defined that the SESAL's digital roadmap⁶ suggests the following recommendations:

- 1) Plan the UGI's POA in accordance with the actions to follow up on its plans and objectives, aligned with SESAL's strategic plan.
- 2) Define the work path for the implementation of the Kanban⁷ or Scrum⁸ project management methodology, given the flexibility of implementation in small work teams and its management based on short work cycles (Sprint).
- 3) Plan software development as part of structured projects with budgets, change management plans, communications plan, etc. For this, you can start from basic methodologies such as those mentioned in the previous item and then evolve to project management methodologies (PMI/PMP⁹) at management level.

Work plan

- Create work plans based on work templates that include estimates of execution times, description of responsible persons and management indicators reported periodically.
- Define a profile to support management in the management of work plans for a timely follow-up of the same.

Job profiles

- Update the organizational chart with job profiles and functions that meet the strategic needs of the Unit.
- Design a profiles and functions manual together with the responsible SESAL and civil service units to meet the Unit's needs.

Staffing levels

- Develop a digital roadmap implementation plan that includes the human resources area and that allows visualizing specific governance needs of the Unit and the development of the Unit's management capabilities.

⁵ Ministry of Health; Strategic plan for the comprehensive strengthening of the integrated health information system of Honduras 2018-2022 update 2021-2024; May 2021; Tegucigalpa M.D.C.

⁶ Secretariat of Health, IDB; Honduras, Roadmap for Digital Health 2020-2026; Tegucigalpa, M.D.C., Honduras.

⁷ Erika Corona, Filippo Eros Pani; "A Review of Lean-Kanban Approaches in the Software Development; Department of Electrical and Electronic Engineering"; University of Cagliari; January 2013, Italy.

⁸ Sakshi Sachdeva; "Scrum Methodology"; International Journal of Engineering and Computer Science ISSN: 2319-7242; June 2016.

⁹ <https://www.pmi.org/>

Knowledge management-staff development

- Systematize the personnel training process to identify areas to strengthen and define the mechanism for its implementation.
- Implement a repository or virtual classroom in SESAL's own platform to strengthen knowledge management with the respective access controls and controls.

Infrastructure and software installed at SESAL

Security

- Advance in the creation and implementation of a disaster contingency plan beyond the limited power supply backups at least in the Unit's data center.
- To certify network installations at the physical level in the respective categories 5e and 6.
- Define and implement a TIA/EIA-568 standard for the institution's network facilities.

Data center infrastructure

- Provide secure furniture for the storage of tools and work instruments that allow controlled access to them.
- Elaborate a physical and logical diagram of the local area network (LAN) to achieve an efficient administration of the same both in technical support and security controls.
- Upgrade physical access devices to the IGU data center facilities with the biometric option.

Software

- Conduct an inventory of SESAL's computer licensing needs.
- Develop a licensing plan for antivirus and institutional office software according to the priorities of the newest computers that do not have this option.
- Upgrade control equipment to and from the Internet in both hardware and software.
- Create a policy guide for access to and from the Internet and create a policy manual for new requirements.
- Define a development language policy for projects carried out or managed by the IGU.
- Establish an institutional repository aligned to the specifications of the digital roadmap and to a project management methodology of the Unit.

Table 4. Training proposed by the Data.Fi project identified according to the needs of the IGU

Evaluated area	Proposed training topics
Strategic planning	PMP/PMI project management
Human Resources	Virtual learning management system (LMS) environments, basic and advanced office automation
Development of specialized capabilities	Development tools for open environments Business intelligence tools
Information security	Network design and security of information projects, structured cabling, network tools of the open web application security project (OWASP)

Note: Some training may be applicable to other areas of relevance.

Actions to Consider

Short term

- Prioritize the revision of the SIIS strategic plan by integrating the IGU vision and the digital roadmap in order to have a clear vision for the development of the Unit's capabilities.
- Have a project management (PMP or similar) and software development (SCRUM or similar) methodology and identify key personnel required.
- Update the organizational chart of the UGI and the manual of positions and functions including the functional description of the position and the organizational hierarchy.
- Cover the minimum roles to ensure the security of networks, data and minimize risks. Define data interoperability frameworks to have standards applied in the interaction of SESAL's technology with other external instances within the framework of the implementation of SESAL's digital roadmap.
- Prioritize the provision and configuration of equipment to strengthen security in the networks and services managed by the Unit.

Table 5. Actions for Priority Equipment Considerations

Equipment to be prioritized	Need to be covered
Firewall	Licensing and upgrading of a firewall for network policy, hardware and software administration
Access control	Server password management policy definition and monitoring Change for version with biometrics option for physical access equipment to servers
Network management tools	License, tooling and training in the use of software and hardware for LAN ¹⁰ mapping and administration
	Verify compliance with TIA/EIA standards and correct as physical layer connections are identified.
Backbone and cascade switch upgrades or expansions	Segment LAN traffic, define access policies for each network Change of equipment for Backbone ¹¹ managed switches and LAN cascade in priority offices.

¹⁰ Local Area Network (LAN)

¹¹ LAN backbone links

Medium term

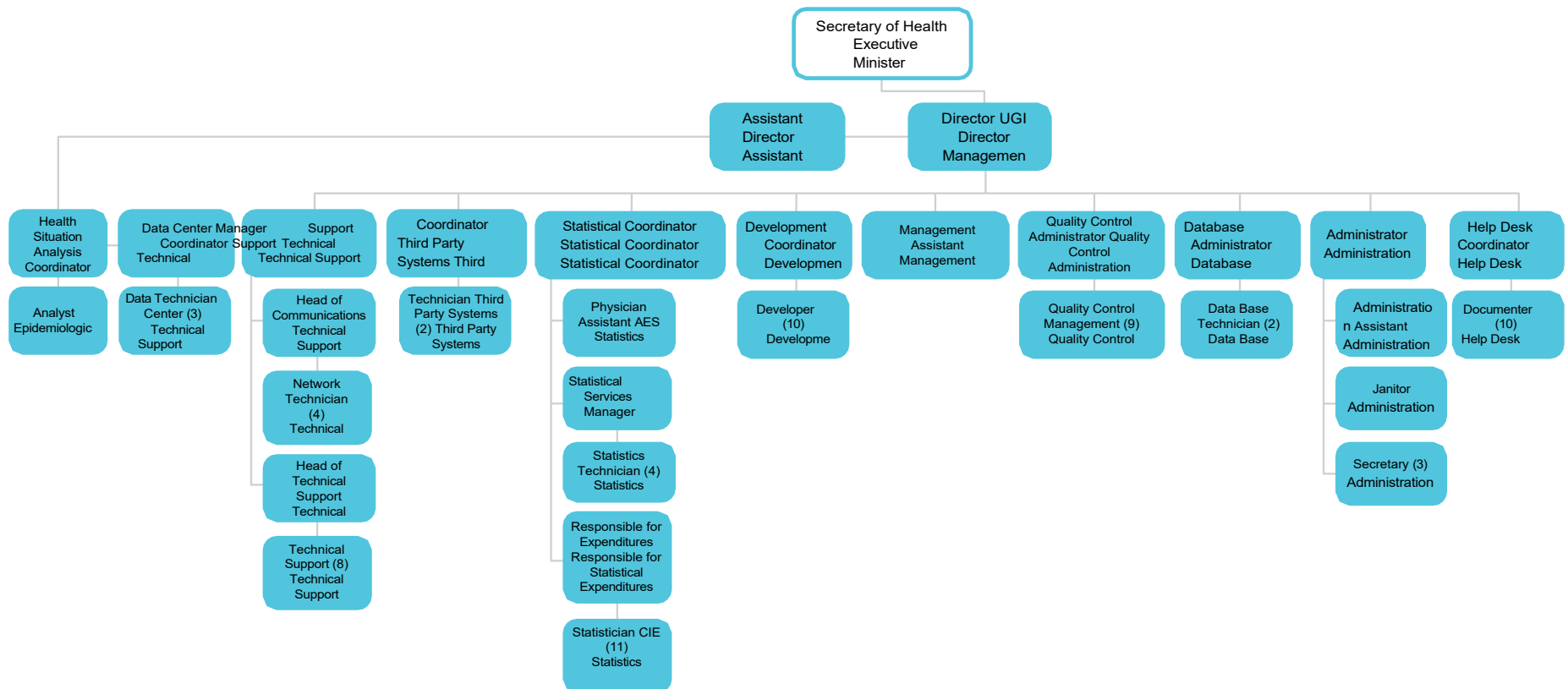
- a. In conjunction with SESAL, define the implementation plan for the digital health strategy proposed by the Inter-American Development Bank (IDB).
- b. To have a project management model, identify priority projects and standards that guarantee the integration of information (regardless of development technologies) and policies to control access to and from the Internet.
- c. Upgrade access controls to physical server facility spaces. This can be at the level of updating passwords or replacement by technology with optimized biometric controls.
- d. To have a quality assurance, business continuity and information security plan for the applications managed by the UGI, taking care of the integrity and confidentiality of the data with regulations and good practices.
- e. Identify human resources that are assigned in other instances and that can strengthen the management of the IGU in the management of information technology projects.
- f. Identify source codes to train on legacy developments that are in production to ensure their management while in their lifecycle.
- g. Establish a repository for version control of the UGI under the guidelines defined according to the software development management methodology.

Long term

- a. Establish a repository of training in the technologies in which the IGU specializes.
- b. Establish basic certifications for key personnel in project management that will allow replicating this knowledge in the different SESAL instances that have a direct interaction with the IGU.
- c. Define a process manual for the management of IT solutions for the IGU and key areas of SESAL.

Annex 1

IGU Organizational Chart.



Source: Strategic plan for the comprehensive strengthening of the integrated health information system in Honduras, May 2021.

Annex 2

Table 6. Matrix of variables and categorization in the areas of strategic planning and human resources for qualitative evaluation

	1	2	3	4
Strategic planning	There is no results-based strategic planning for the fulfillment of SESAL's country vision and mission.	The unit has a strategic plan, but it does not reflect its vision, mission, or values. It is not based on an analysis of its strengths and weaknesses, the external environment or client needs. It does not include priority areas, measurable objectives, clear strategies, or is not used for management decisions or operational planning and is not reviewed periodically.	The Unit has a written strategic plan that reflects its mission, is based on a review of strengths and weaknesses, the external environment and client needs; it establishes priority areas, measurable objectives and clear strategies, but is not used for management decisions or operational planning and is not reviewed periodically.	The Unit has a written strategic plan that reflects its mission, is based on a review of strengths and weaknesses, the external environment and customer needs, establishes priority areas, measurable objectives, is used for management or operational planning decisions and is reviewed periodically.

	1	2	3	4
Work plan	The Unit has an annual work plan for its different programs, but it does not have established goals, measurable objectives, strategies, timelines, responsibilities and indicators, or those that are indicated are not adequate. The work plan is not linked to a program budget nor has it been developed with staff participation and does not have plans for quarterly reviews.	The Unit has an annual work plan for its different programs with established goals, measurable objectives and strategies, but it does not have established deadlines, responsibilities and indicators and it is not linked to a project budget nor has it been developed with staff participation, and it does not have dates for quarterly review plans and is not submitted on time.	The Unit has an annual work plan for its different programs with established goals, measurable objectives and strategies; it has established deadlines, responsibilities and indicators, and is linked to the project budget, but it has not been developed with staff participation and does not have dates for quarterly review plans and is not submitted on time.	The Unit has an annual work plan for its different programs with established goals, measurable objectives and strategies; it has established deadlines, responsibilities and indicators, and is linked to the project budget, but has not been developed with staff participation; it has dates for quarterly reviews and is submitted on time.
Standard processes	The Unit does not have documentation of its internal processes.	There is limited documentation of some internal processes; procedures are carried out at the discretion of the responsible technicians.	The Unit's internal processes are properly identified and documented. The information is reviewed and updated periodically.	The Unit's internal processes are duly identified and documented. There is also documentation of the processes and services implemented in the information systems. The information is periodically reviewed and updated in coordination with stakeholders.

	1	2	3	4
Infrastructure and	There are no defined functions that guarantee the continuity of operations and the security of the information managed by the Unit.	There are defined functions that guarantee the continuity of operations and the security of the information managed by the Unit, but it does not have adequately trained personnel to assume these functions (networks, security, development, databases, etc.).	There are defined functions that guarantee the continuity of operations and the security of the information managed by the Unit; there are trained personnel, but the functions are not updated to respond to IT risks and guarantee the efficiency of the IGU.	There are defined functions that guarantee the continuity of operations and the security of the information managed by the Unit, and there are trained personnel. There is also a management structure that organizes these functions, keeps them updated and ensures their optimal operation.
SIIS project management	There is no methodology for sizing projects and allocating resources to respond to the development requests received by the Unit. Each project is handled differently.	There is a methodology for sizing projects and allocating resources to respond to development requests received by the Unit. There are no control and follow-up mechanisms to ensure the application of this methodology.	There is a methodology for sizing projects and allocating resources to respond to development requests received by the Unit. But it is applied at the discretion of the development team; there is no supporting documentation.	There is a methodology and instruments/tools for sizing projects, allocating and managing resources to respond to the development requests received by the Unit. There is documentation to support the analysis and implementation of each project.

Annex 3

Table 7. Table of results of interviews with dichotomous answers applied on October 16, 2022.

Dimension and item	Weight			Code
	Y es	No	Comment	
Strategic planning procedures				
1. Are there results-based strategic planning processes in place? If yes, review the strategic plan of the IGU, AOP of the IGU by UPEG	1	0		1.1 Planning process
What are they? UPEG and IGU strategic plan, POA	Open			1.2 What are they?
2. Are goal definitions included in accordance with the current health plan/country vision? Health vision plan ending in 2022, a new plan is being worked on, reviewing UPEG's leadership on the issue.	1	0		1.3 Definitions of goals
3. Are there logical frameworks for each intervention area of the IGU master plan? Was a MECA workshop held? Review who else from SESAL worked on this definition workshop?	1	0		1.4 Logical frameworks exist
4. Are indicators and variables defined? There is a MECA methodology matrix, and M&E is currently being implemented.	1	0		1.5 MEKA indicators and variables defined
5. Are M&E plans developed internally? no, but M&E work is being done with external support agents.	1	0		1.6 M&E plans developed
Who leads the M&E process? Who is involved? Director and deputy director	Open			1.7 Who leads the M&E processes (open-ended question)?
7. Does the IGU have an IT project management methodology? Is Scrum or any AGILE methodology considered?	1	0		1.8 Information technology management methods are in place.

Work plan	1	0		
1. Is a work plan prepared with an annual, quarterly and monthly detail? at the AOP level, but a revision is suggested for the digital route issue.	1	0		2.1 Annual, quarterly and monthly plans
Does the work plan have a clear definition of outputs/deliverables by person and dates? Some areas of work are managed with specific deliverables, but with some flexibility for revision, there is a matrix of work areas with specific deliverables.	1	0		2.2 The plan has clear definitions
3. Are indicators and variables defined?	1	0		2.3 Indicators and variables are defined
Is the work plan linked to the Unit's budget? Even if it is a Unit AOP	1	0		2.4 Link to budget
Is the work plan reviewed and evaluated on a regular basis (bi-weekly, monthly, quarterly or all of the above)? Due to AOP linkage and workload and staffing shortages	1	0		2.5 The plan is reviewed and evaluated.
Who leads the process and are all personnel involved? At present, the review is performed by the IGU's management and deputy management, when necessary.	Open			2.6 Who leads the review and evaluation of the plan (open-ended question)?
7. Do the leaders or managers have permanent contracts at SESAL and are they assigned to the IGU? At present, the deputy director is under a temporary-semester contract.	1	0		2.7 Managers are under permanent contracts
Job profiles	1	0		
1. Are there job descriptions for all positions in the IGU, including volunteers and/or interns? The strategic plan has an organizational chart, but needs to be reviewed for a complete and specific definition.	1	0		3.1 Job descriptions exist
2. Do the job descriptions include the job name, job duties/responsibilities, details regarding who or from whom you take orders, supervisory responsibilities (if any), qualifications, skills required (review sample job descriptions). The strategic plan includes job titles	1	0		3.2 Roles and responsibilities by position
3. Are job descriptions filed in personnel files?	1	0		3.3 Job descriptions are archived
4. Do staff, volunteers and interns have copies of their job descriptions?	1	0		3.4 Staff has copy of job description

5. Does the organization have a process for updating job descriptions? The civil service makes the process of assigning positions based on availability according to civil service regulations.	1	0		3.5 Process for updating job descriptions
Staffing levels	1	0		
1. Does the IGU have documentation of positions and staffing status? They are based on civil service regulations and contract description. There is no linkage to the needs of the IGU.	1	0		4.1 Possesses documentation of positions and donations
Is there an active recruitment process? Recruitment of developers, e.g., industrial engineers	1	0		4.2 Active recruitment process
Does the organization have personnel with financial management expertise in each area? The personnel are program monitoring technicians, they are integrated in technical roundtables.	1	0		4.3 Staff with financial management skills
4. Does the Unit have a strengthened knowledge management in different IT topics?	1	0		4.4 Staff with knowledge in different IT subjects (open)
5. What is the Unit's knowledge of the different topics in finance? Give examples of finance	Open			4.5 Financial literacy (open)
6. What knowledge does the Unit have of the different M&E topics? Give examples of monitoring and evaluation.	Open			4.6 What knowledge of M&E (open)
7. Does the Unit have staff with program management expertise? At present, this work is being carried out by the management and sub-directorate for specific needs.	1	0		4.7 Staff with program management skills
8. Does the Unit have personnel with knowledge of M&E management and the key technical areas addressed by the Unit?	1	0		4.8 Staff with M&E skills
Knowledge management-staff development	1	0		
1. Is there a documented process for training personnel?	1	0		5.1 Documented process for training personnel
2. Does the training process include the establishment of objectives, a list of trainings according to the needs of the position?	1	0		5.2 The training process includes a checklist of capabilities
3. Are training needs assessments conducted? Training is carried out as training needs arise within the unit.	1	0		5.3 Capacity needs assessments are carried out
Infrastructure and software installed at SESAL	1	0		
Security	1	0		6.1
1. Does the Unit have:	1	0		

smoke detectors	1	0		6.1.1.1 Smoke detectors
motion sensors	1	0		6.1.1.2 Motion sensors
fire alarm	1	0		6.1.1.3 Fire Alarm
fire extinguishers	1	0		6.1.1.4 Extinguishers
monitoring cameras	1	0		6.1.1.5 Monitoring Cameras
UPS	1	0		6.1.1.6 UPS
voltage regulators	1	0		6.1.1.7 Voltage Regulators
power strips?	1	0		6.1.1.8 Strips?
3. SESAL has a network configuration to provide workstations (PCs, laptops, printers, mobile devices) with data and internet access.	1	0		6.1.2
Could you please mention what is the network configuration used to provide data and internet access to the workstations within SESAL offices?	1	0		6.1.3
Data center infrastructure	1	0		6.2
1. Does the Unit have:	1	0		6.2.1
cabinets to store screwdrivers	1	0		6.2.1.1 Cabinets for storing screwdrivers
pressure tongs	1	0		6.2.1.2 Pressure tongs
voltage detectors	1	0		6.2.1.3 Voltage detectors
2. Do you have up-to-date network diagrams describing how the Unit's infrastructure is connected? It has been outdated since the day it was done in 2006.	1	0		6.2.2 Infrastructure network diagram
3. Do you have up-to-date software architecture diagrams that describe how the information/systems managed by the Unit are connected?	1	0		6.2.3 Software Infrastructure Diagram
4. Are the data centers in a secure facility since access to the facilities is restricted? Password access control is in place, although it needs to be updated to be effective.	1	0		6.2.4 Access to restricted facilities
Could you mention some physical security measures to restrict access to unauthorized persons?	Open			6.2.5 Physical security measures (open)
Software	1	0		6.3
1. Do you have antivirus and Microsoft Office licensed software installed on your computers? It is not a licensing policy at the institutional level.	1	0		6.3.1 Antivirus and Microsoft Office license

2. Do you have a security device to restrict access to and from the Internet? Fortinet Fortigate 500D	1	0		6.3.2 Internet access devices
3. Is there a process for the creation of policies for access to or from the Internet, according to the needs?	1	0		6.3.3 Internet access creation policies
4. Are there any policies/restrictions on the use of the Internet?	1	0		6.3.4 Internet Use Restriction Policies
Are all employees aware of the policies/restrictions on the use of the Internet? There is no official document, but it is handled at the level of denied access.	1	0		6.3.5 Employees aware of policies
Is there a specific definition of development languages for the applications created at SESAL?	1	0		6.3.6 Defined development language
7. Does the IGU have a Git repository for its developments?	1	0		6.3.7 Repository for your Git developments

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