

**Honduras COVID-19 Work Plan FY23**

October 2022 –September 2023

February 13, 2023

# Budget Authority and Revision Summary

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| --- | --- | --- | --- |
| **Version** | **Revisions and/or Budget Authority[[1]](#footnote-2)** | **Editor** | **Date** |
|  | Budget authority: $1,603,175   * FY21 core funding carryover: $523,050 (from original budget authority: $600K), Modification 14. Funding Stream 1 (FS#1) | Emily Harris | 4/4/2022 |
|  | * FY22 field funding carryover: $630,125 (from original budget authority: $700K) – AR-GH CN#31, Modification 36. Funding Stream 2 (FS#2) | Rita Habib | 4/12/2022 |
|  | * FY23 field funding budget authority: $450K—AR-GH CN#239, Modification 42. Funding Stream 3 (FS#3) | Rita Habib | 9/28/2022 |
| Draft 1 | Stand-alone FY23 workplan shared by Data.FI | Liziem Valladares | 11/21/2022 |
|  | Mission concurrence | David Castellanos | 12/13/2022 |
|  | AOR feedback | Maddy Schneider | 2/3/2023 |
| Draft 2 | Revised draft submitted by Data.FI   * Revised budget authority table and budget summary * Updated DEC or DDL table * Revised activity titles with main funding stream * Corrected numbering of benchmarks across workplan * Revised intermediate and final products as appropriate * Confirmed final products and detail calendar tables * Updated staffing and travel sections | David Merchant | 2/9/2023 |
|  | AOR approval | Maddy Schneider | 2/13/2023 |

# DEC and DDL Submission Summary

Information products must be uploaded to USAID’s Development Experience Clearinghouse (DEC) in line with [ADS Chapter 540](https://www.usaid.gov/sites/default/files/documents/1868/540.pdf). These include research and technical reports, evaluations, and assessments, and required progress and performance reports. Data.FI will not submit to the DEC any financially sensitive information or personally identifiable information such as social security numbers, home addresses, and dates of birth.

Raw datasets created or obtained with USAID funding must be submitted to the [Development Data Library (DDL)](https://www.usaid.gov/development-data-library) in compliance with ADS 579, USAID Development Data. The definition of a dataset is an organized collection of structured data, including data contained in spreadsheets, whether presented in tabular or non-tabular form. For example, a dataset may represent a single spreadsheet, an extensible mark-up language (XML) file, a geospatial data file, or an organized collection of these. This includes qualitative or “free text” data contained within structured datasets. There is no requirement to upload unstructured qualitative data (such as transcripts, interview responses, or focus group notes) to the DDL; however, in instances where unstructured qualitative data help to clarify or contextualize a specific dataset, the unstructured qualitative data can be submitted to the DDL. Data.FI will focus resources on meeting USAID policy of uploading structured datasets to the DDL.

Data.FI will not submit any materials to the USAID Enterprise Source Code Repository.

|  |  |  |  |
| --- | --- | --- | --- |
| **DEC or DDL** | **Description of Submission** | **Submitter** | **Planned Date of Submission** |
| DEC | Briefs about data use in situation rooms | Data.FI KM Team | Q4, FY23 |
| DEC | Vaccine allocation tool (PPT) | Data.FI KM Team | Q4, FY23 |
| DEC | COVID-19 dashboard (PPT) | Data.FI KM Team | Q2, Q3, FY23 |
| DEC | Final assessment report and implementation plan for priority recommendations HIS | Data.FI KM Team | Q2, FY23 |
| DEC | Final report with findings and recommendations for the adoption of digital collection tools from the facility level assessment and dialogue with stakeholders | Data.FI KM Team | Q3, FY23 |

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# Data-Sharing Agreements

Data.FI will aim to negotiate a data-sharing agreement as outlined in the table below. If the government is not open to signing a data-sharing agreement, we will document the substance of the agreement for the file and share with stakeholders.

|  |  |  |
| --- | --- | --- |
| **Data Releaser** | **Data Recipient** | **Workplan Activity** |
| SESAL Health Management Unit | Data.FI | Activities 1 to 7 |

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# Abbreviations

**AGI** Data Management Area (Área de Gestión de la Información)

**CDC**  U.S. Centers for Disease Control and Prevention

**COMISCA** Council of Ministers of Health of Central America (Consejo de Ministros de Salud de Centroamérica)

**CONCOSE** Minister of Health’s Coordination Council (Consejo Consultivo del Secretario de Estado)

**Data.FI** Data for Implementation project

**DHIS2** District Health Information Software Version 2

**DGRISS** Health Network General Directorate (Dirección General de Redes Integradas de Servicios de Salud)

**EPI** Expanded Program on Immunization (Programa Ampliado de Immunización)

**ETL** extract, transform, load

**GBV** gender-based violence

**HIS** health information system

**HP+** Health Policy Plus project

**IDB** Inter-American Development Bank

**IPC** infection and prevention control

**IP**  implementing partner

**M&E** monitoring and evaluation

**MEL** monitoring, evaluation, and learning

**MIS** management information system

**MOH** Ministry of Health

**PAHO** Pan American Health Organization

**PDSA** Plan-Do-Study-Act

**PEPFAR**  President’s Emergency Plan for AIDS Relief

**SALMI** Information System for Logistics Administration of Medicines and Supplies (Sistema Informático de Administración Logística de Medicamentos e Insumos)

**SC** steering committee

**SESAL**  Ministry of Health of Honduras (Secretaría de Salud)

**SIIS** Integrated Health Information System (Sistema Integrado de Información en Salud)

**SIMM-COVID** inventory management system

**SINAGER** National Risk Management System(Sistema Nacional de Gestión de Riesgos)

**SOP** standard operating procedure

**SPS** San Pedro Sula

**SVS** Sistema de Vigilancia en Salud

**TBH** To be hired

**ToR** terms of reference

**TWG** technical working group

**UAT** user acceptability testing

**UGI**  Data Management Unit (Unidad de Gestión de la Información)

**UPEG** Management Planning and Evaluation Unit (Unidad de Planeación y Evaluación de la Gestión)

**USAID** United States Agency for International Development

**UVS** Health Surveillance Unit (Unidad de Vigilancia de la Salud)

**VAT** Vaccine Allocation Tool

# Introduction

In 2021, the United States Agency for International Development (USAID)/Honduras requested the support of the Data for Implementation (Data.FI) Project to continue the foundational investment made through the Health Policy Plus (HP+) Project to strengthen COVID-19 surveillance. From June 2020 to June 2021, HP+ provided critical assistance to the Ministry of Health of Honduras (Secretaría de Salud, or SESAL), most notably in data management, data analysis, expanding the surveillance information system, and capacity building. Data.FI has leveraged this work and enhanced data use across the pillars of the COVID-19 response (case management, infection, and prevention control [IPC], laboratory, surveillance, and vaccination). Data.FI has continued the technical assistance HP+ provided to SESAL’s laboratories, specifically for the inventory management system (SIMM-COVID).

USAID/Honduras and Data.FI identified priority areas of support in FY22 including but not limited to enhancing data quality; training health care workers to improve data collection and reporting; and building the capacity of government staff, especially within SESAL. These activities were well aligned with the Response and Recovery Plan for COVID-19 in Honduras.

Implementation of activities in FY22 identified the need to focus interventions on vaccination activities during FY23, as the response for the pandemic has evolved due to the availability of vaccines effective in lowering cases and mortality associated to COVID-19. Furthermore, a shift to respond and better prepare to other reported infectious diseases and, potentially, future health threats has been widely discussed.

Data.FI work has focused at the national level, working directly with the Minister’s Office, the Health Surveillance Unit (Unidad de Vigilancia de la Salud, UVS), the Data Management Unit (Unidad de Gestión de la Información, UGI) and EPI staff, and at the regional health level. Technical assistance to develop the capacity of regional teams has been prioritized.

In FY23 Data.FI will continue to work closely with UVS and service networks. The technical work to enhance data use will require strong engagement with several units, directorates, and divisions within SESAL, as well as other donors such as the Pan American Health Organization (PAHO), the U.S. Centers for Disease Control and Prevention (CDC) and the Global Fund to Fight AIDS, Tuberculosis and Malaria.

This work plan builds on activities implemented in FY22. Activities 1, 2, 3, 4 and 5 on this workplan are a continuation of activities in our FY22 workplan. Activities 6 to 7 are new activities. Table 1 illustrates activity status of FY22 workplan activities and their estimated date of completion.

|  |  |  |  |
| --- | --- | --- | --- |
| **Activity** | **Description** | **Status** | **Estimated date of completion** |
| 1 | Promote Data Use to Accelerate COVID-19 Control (FS#2 and FS#3) | In progress  (New benchmarks to be approved) | Q4 2023 |
| 2 | Enhance Governance Structures and Alignment of Health Information Systems (FS#1) (formerly Activity 4 in FY22 Workplan) | In progress | Q4 2023 |
| 3 | Support the Transition to Digitalization of Vaccine Registration in San Pedro Sula and Central District (FS#1) (formerly Activity 5 in FY22 Workplan) | In progress | Q2 2023 |
| 4 | Support SESAL with the Implementation of COVID-19 Digital Vaccine Certificates (FS#1) (formerly Activity 6 in FY22 Workplan) | In progress | Q2 2023 |
| 5 | Facilitate Coordination and Alignment of HIS Investments through the Strategic Advisory Group for COVID-19 Vaccination (FS#1 and FS#3) (formerly Activity 7 in FY22 Workplan) | In progress | Q2 202,3 |
| 6 | Develop Vaccination Analysis for Schools Supported by USAID in Regions with Low Vaccination Coverage (FS#3) | To be approved | Q3 2023 |
| 7 | Develop Analytic Tools to Accelerate COVID-19 Vaccination (FS#3) | To be approved | Q4 2023 |

# Background: The Data.FI Project

Data.FI is a five-year global project funded by the U.S. President’s Emergency Plan for AIDS Relief (PEPFAR) and USAID, whose goal is to accelerate and sustain access to high-quality data to expedite COVID-19 and HIV epidemic control and maintenance. Data.FI is led by Palladium, in partnership with JSI Research & Training Institute; Johns Hopkins University, Department of Epidemiology; Right to Care; Cooper/Smith; DT Global; Jembi Health Systems; and Macro-Eyes.

The project is USAID’s primary mechanism for strengthening data, technology, and health information systems (HIS) to support COVID-19 and HIV activities. Data.FI aims to improve global, regional, and national in-depth analysis of COVID-19 epidemiologic and programmatic data to accelerate equitable access to and delivery of safe and effective COVID-19 vaccinations, reduce morbidity and mortality from COVID-19, mitigate transmission to expedite the control of epidemics, and bolster health systems to respond to pandemic threats. Data.FI’s focus also includes direct support to host-country governments to enhance existing HIS, thereby informing management responses to well-defined gaps in programming and sustaining impact by supporting the transition of activities to local partners.

By the end of Data.FI, an advanced analytic approach for program implementation and scale-up will be institutionalized in USAID-supported countries and led by local organizations. Health information systems will be supported by domestic investments and local capacity and be flexible to meet emerging decision-making needs critical to epidemic control and maintenance.

The Data.FI results framework consists of five key outcome areas that together support achieving the project goal of Improved HIV and COVID-19 outcomes. This work plan will have the following indicator results:

* (Data.FI Indicator) SI\_USE. Number of data use cases that document use of data for performance improvement (for Sub-Activity 1.1)
* (Data.FI Indicator) DATA\_ANALYSIS. Number of analytical solutions (for Sub-activities 1.2, 7.1)
* (Data.FI Indicator) HIS\_PM: Number of information systems, applications, or modules supported by the project (for Sub-Activities 4.2, 7.1)
* (Data.FI Indicator) HIS\_ALIGN. Number of systems or modules developed or improved by Data.FI that includes an assessment of the health information system ecosystem in requirements documentation (for Sub-Activity 4.2)

A narrative describing the activities, sub-activities, and benchmarks related to each objective is presented below. Following this, we describe our stakeholder engagement and gender approaches for this work plan, as well as provide a detailed look at the indicators we intend to reach as a result of this activity and how this activity contributes to COVID-19 response and recovery.

### Work Plan Activities

1. Promote data use to accelerate COVID-19 control
2. Enhance governance structures and alignment of HIS
3. Support the transition to digitalization of vaccine registration in San Pedro Sula and Central District
4. Support SESAL with the implementation of COVID-19 digital vaccine certificates
5. Facilitate coordination and alignment of HIS investments through the Strategic Advisory Group for COVID-19 Vaccination
6. Develop vaccination analysis for schools supported by USAID in regions with low vaccination coverage
7. Develop analytic tools to accelerate COVID-19 vaccination

# Activity 1. Promote Data Use to Accelerate COVID-19 Control (FS#2 and FS#3)

The **objectives** of this activity are (1) to support the sustained utilization of the logic framework developed in FY22 to support the activation of “situation rooms” to leverage available data for an improved COVID-19 response and any other emergent health situations prioritized by the government and subject of the situation room analysis, and (2) support the dissemination and implementation of the data use strategy in the situation rooms beyond the initial scope and to develop data use cases for other emergent heath situations.

**Description:** Given the urgency of responding to the COVID-19 epidemic, government agencies and collaborating partners were fully engaged in improving detection, reinforcing IPC measures, strengthening health care worker competencies for triage and case management, and ensuring that facilities and laboratories were equipped and staffed appropriately. However, in the rush to implement the COVID-19 pandemic response plan for Honduras, the development of information systems to effectively monitor progress from a systems-level perspective did not keep pace. Resources were mobilized and deployed based on incomplete and outdated information, with decision makers occasionally relying on anecdotal sources for key decisions. Through Activity 1, Data.FI will continue supporting situation rooms, the entails the implementation of the data use strategy in new situation rooms, also supporting the national response plan by adapting to new priorities and the transition of a response focus from case management to vaccination, the aim of identifying existing indicators and identifying key information gaps for monitoring progress and gaining a better understanding of challenges as well a potential expansion to other reported diseases and emergent health threats.

**Key Stakeholders:** SESAL, USAID, CDC, HP+ and other relevant implementing partners (IPs), and PAHO.

## Sub-Activity 1.1 Strengthening COVID-19 response made available in two new health regions — situation rooms (salas situacionales)

### Benchmark 1a. Strengthening the COVID-19 response made available in two new health regions

Data.FI will support SESAL to expand structures for sustained data review and problem solving at the regional health levels.

Building from the experience of situation room implementation in the metropolitan regions of Central District and San Pedro Sula, Data.FI will scale up data analysis and use to support increased vaccination coverage to two more regions based on analysis provided through Activity 6 and the concurrence of SESAL.

Data.FI will support a one-day orientation on meeting methodology with the aim of creating a situation room charter describing roles and responsibilities of meeting conveners and participants. During this one-day meeting and virtual follow-up meetings, moderators will support stakeholders to prepare analyses, review available data, and monitor progress towards nationally established targets. In this setting, stakeholders will have the opportunity to engage in root cause analysis to identify bottlenecks in service delivery and collaboratively develop regional action plans.

INTERMEDIATE PRODUCTS:

* Situation room orientation materials
* Situation room charter (validated by SESAL leadership in the two health regions)

### Benchmark 1b. Situation room periodic data review meetings for monitoring the use and enhancement of quality improvement tools held

Weekly situation room meetings provide the forum for follow-up on agreed corrective actions and promote shared accountability by adopting quality improvement tools. Each of the two new participating health regions will be oriented on skills needed to lead participatory data review meetings, leveraging quality improvement tools. In addition, Data.FI will describe how this intervention has contributed in a tangible manner to an improved COVID-19 response and vaccination coverage via data use briefs. These briefs will be disseminated to the regional health offices and the UVS, bolstering the case for data-informed decision making (Q1, Q2, Q3, Q4 2023).

### Benchmark 1c. Build capacity of Ministry of Health leadership to lead situation room data review meetings in the future

Maintaining the COVID-19 situation room even as the country sees a decrease in cases and a shift towards vaccination expansion is necessary to ensure that epidemiologists, hospital managers, and outreach teams are prepared as the epidemic evolves. Discussions will result in agreed thresholds that serve as a call to action, for example: “When COVID-19 test positivity and/or hospital occupation exceeds XX%, then the following response measures will be enacted.” Also, essential to increasing vaccination coverage will be the review of competencies and responsibilities of different cadres to ensure that limited human resources are leveraged for maximum impact. In addition to improving the outbreak response, the data use component is essential to inform data quality initiatives, surveillance strengthening, and investments in information systems governance.

To promote the sustainability of the situation room model, data use advisors will work with focal points to gradually transfer quality improvement skills (root cause analysis, application of Plan-Do-Study-Act [PDSA] cycles, and advocacy for policy changes at the national level). A shared model of leadership will be implemented with the expectation that regional leaders are prepared to organize meetings independently starting in January 2023 (for San Pedro Sula and Tegucigalpa) and in July 2023 (for the two newly selected regions).

### Benchmark 1d. Strengthen data use and analysis at the National Situation Room

To ensure oversight and governance by central level authorities, Data.FI will continue to support the functionality of the national COVID-19 situation room. The national situation room will conduct monthly meetings and will provide a forum for regional leaders to present analyses around epidemiology, laboratory, case management, IPC, and vaccination, as well as bottlenecks encountered and proposed solutions. The opportunity for the two largest regions to provide these updates to national leaders will support the identification of challenges and resource mobilization for improvements.

The national situation room led by the UVS has begun, including staff from the 20 health regions across the country in monthly meetings. This has brought to light the need to develop capacity for data use beyond the regions in which Data.FI is providing technical assistance. With this in mind, Data.FI will facilitate data use workshops for these regions as a starting point, to launch situation rooms that will not only facilitate COVID-19 and HIV analysis, but other infectious diseases or emergent situations prioritized by the SESAL.

Data.FI will also work with other key actors, such as the Comité Permanente de Contingencias (COPECO), to develop capacity for data use, it is intended that regional situation room would invite the COPECO representatives.

INTERMEDIATE PRODUCT:

* Training materials (curricula) for data analysis and use in situation rooms

### Final Products for Sub-Activity 1.1:

* Biannual data use briefs/bulletins per situation room documenting a decision-making opportunity, explicit use of data, and impact on performance objectives at the regional and national levels (three in total)

## Sub-Activity 1.2 COVID-19 dashboard developed

After more than two years since the beginning of the pandemic, SESAL does not have a COVID-19 dashboard to inform decisions on epidemiology and vaccination coverage. Data.FI will provide technical assistance to develop a COVID-19 dashboard prototype to enable SESAL to make informed decisions.

### Benchmark 1e. Requirements for COVID-19 dashboard documented

* Through one-on-one or group meetings, Data.FI will interview key stakeholders that meet at situation rooms and other that lead units such as UVS, the Expanded Program on Immunization (Programa Ampliado de Immunización, EPI), and UGI, among others, to understand and document the purpose, key questions, users, data sources, and considerations for the business intelligence platform, data access, and hosting and maintenance. Lastly validation meetings will be held with stakeholders.

INTERMEDIATE PRODUCTS:

* Documentation of dashboard requirements, including identification of SESAL focal points for dashboard development.

### Benchmark 1f. Priority mock-ups developed

* Based on the indicators prioritized in the logical framework and the data use strategy developed under Activity 1.1a, Data.FI will work with SESAL and key stakeholders to develop dashboard outlines and mock-ups of visualizations to be included in the dashboard. Data.FI will convene a validation workshop with SESAL to review and validate the visualizations that will be developed in the dashboard and its functionalities.

INTERMEDIATE PRODUCTS:

* Prototype priority visualizations (developed in Microsoft Excel, or PowerPoint) shared and signed off by SESAL and key stakeholders

### Benchmark 1g. Dashboard developed and tested

* Based on the dashboard prototypes validated in Benchmark 1.3b, Data.FI will build the COVID-19 dashboard in the agreed upon business intelligence tool. This will include, where needed, designing extract, transform, and load (ETL) scripts to automate data loading into the dashboard. If necessary (due to delays in data access and sharing), Data.FI will build this dashboard using dummy data.
* With SESAL, Data.FI will conduct user acceptance testing (UAT) of version 1 of the dashboard; UAT entails testing the system directly against the documented requirements
* Data.FI will facilitate end-user training, ensuring that SESAL is oriented on dashboard uses and features. Feedback will be collected on potential improvements. The team will modify and edit the dashboard to improve usability.

INTERMEDIATE PRODUCTS:

* Dashboard user guidance and training materials

### Benchmark 1h. Dashboard deployed, and maintenance processes established

* Data.FI will assist SESAL in hosting, installation, and configuration of the dashboard within the preferred Manage Hosting Service Provider (MSHP), hosting environment. If this is not feasible, Data.FI will assist SESAL to develop a sustainability and maintenance plan for the dashboard.
* Data.FI will develop and disseminate system administrator training and maintenance materials, and train SESAL system administrators to troubleshoot and maintain system uptime.

INTERMEDIATE PRODUCTS:

* Configuration guide and hosting documentation
* System administrator’s guide

### Final Products

* COVID-19 vaccine tracking dashboard

# Activity 2. Enhance Governance Structures and Alignment of Health Information Systems (FS#1)

The **objectives** of this activity are to support the delivery of COVID-19 activities and services through information systems, and to build consensus among stakeholders on standard operating procedures (SOPs), information management guidelines, and digital solutions**.**

**Description:** The information system landscape for Honduras is fragmented, and complicated by the fact that disjointed information system initiatives for the COVID-19 response are being implemented by different actors. For instance, several digital solutions deployed for inventory management that are used by both governmental and nongovernmental actors are limited to tracking individual commodities, such as HIV products, laboratory reagents, and vaccines. These siloed systems are a barrier to the credible, interconnected, and timely data that decision makers need to support the COVID-19 response.

Working with SESAL to strengthen governance for the COVID-19 information system implies addressing the information needs of both internal and external users. This effort should include data sharing and access based on national and international legislation, establishing, and implementing standards for digital solutions, and data exchange across key SESAL stakeholders, while we collaborate to develop the strategy, requirements, and design of the HIS for COVID-19 and future emergencies. Information systems that permit the tracking of COVID-19 epidemiology, vaccination uptake and coverage, and essential commodities need to be established urgently. The need to prioritize these areas is evidenced by the difficulties of transitioning the SVS from PAHO to SESAL, the lack of individual-level vaccination records that support the design of strategies to improve vaccination coverage, and the lack of data to support the procurement of essential commodities, such as vaccines and COVID-19 tests. Furthermore, the coverage targets for testing and vaccination have not been met due in part to the lack of information to support the distribution and allocation of COVID-19 tests and vaccines.

Information system governance and targeted collaboration across Ministry units is required to optimize resources, align stakeholders, and establish the standards and norms of data use within these information systems. Data.FI will provide support for the governance of information systems for the COVID-19 response within this scope of work; these same governance structures can be leveraged later to support other priority areas such as HIV and future epidemics.

**Key Stakeholders:** SESAL/the Data Management Unit (Unidad de Gestión de la Información, or UGI), the Management Planning and Evaluation Unit (Unidad de Planeación y Evaluación de la Gestión, or UPEG)/ Health Network General Directorate (Dirección General de Redes Integradas de Servicios de Salud, DGRISS)/Expanded Program on Immunization (Programa Ampliado de Immunización, or EPI)/UVS, USAID, PAHO, UNICEF, the World Bank, Chemonics

## Sub-Activity 2.1 Steering committee and working groups established

### Benchmark 2a. Steering committee for oversight of HIS reactivated

Data.FI will work with SESAL’s strategic units, particularly UGI, to engage and align key stakeholders developing and using HIS for COVID-19 and other health programming. Supporting activities will include the reactivation of the Strategic Committee of the Consejo Consultivo del Secretario de Estado (CONCOSE, SESAL’s Coordination Council) in the role of a HIS Steering Committee (SC), which will report to the Minister, and the drafting of ToR for the SC. The ToR will outline the roles and responsibilities of SESAL and stakeholders, leadership of the committee, the secretariat (to be led by Data.FI), the frequency of meetings, and the composition and purpose of discrete technical working groups (TWGs). TWGs will be accountable to the SC to produce business processes and data flows for their respective areas. Through these TWGs, SESAL will oversee the identification of context-appropriate solutions, standards, and technical approaches, starting with COVID-19 and HIV information system design; and the appropriate strategies for prioritizing information needs, some of which will be identified through Activity 1. The diagram below shows the relationship between the SC and these TWGs further described in subsequent parts of this activity.

Minister/MOH

Steering Committee

CONCOSE

UGI

**Technical Working Groups**

Epidemiology and Surveillance

Laboratory  
Vaccination Register  
Vaccine and Laboratory Logistics and Inventory Management

Intermediate Products:

* ToR for the Steering Committee

### Benchmark 2b. TWGs to assess and improve COVID-19 sub-systems established

Leveraging the SC for HIS, Data.FI will establish discrete COVID-19 TWGs for the alignment and oversight of technical approaches to resolving issues with COVID-19 data transference and use, including:

* **TWG for COVID-19 Vaccine Logistics and Inventory Management.** This TWG will be tasked with the establishment of a single COVID-19 logistics business process flow that is recognized and adhered to by all relevant stakeholders. The TWG will aim to also influence alignment of software development and configuration of logistics solutions such as the Information System for Logistics Administration of Medicines and Supplies (Sistema Informático de Administración Logística de Medicamentos e Insumos, or SALMI) and others developed by IPs, setting priorities and norms for collaboration and co-developing governance products, whenever appropriate.
* **TWG for COVID-19 Laboratory.** This TWG will be tasked with the establishment of business process workflows and SOPs for managing, delivering, and accessing COVID-19 test results (antigen and PCR-RT testing).
* **TWG for COVID-19 Surveillance/Epidemiology.** This TWG will be tasked with the design and implementation of singular workflows for patients receiving COVID-19 antigen tests and COVID-19 PCR tests. In addition, a singular workflow for the reporting of deaths from COVID-19 will be developed.
* **TWG for COVID-19 Vaccination Registry.** This TWG will be tasked with the establishment of SOPs for recording and reporting vaccination events to support coverage analysis and estimate demand.

In addition to specific areas of the COVID-19 Response, these TWGs will ensure alignment with guidelines from national digital agenda and any other government lead initiatives.

Intermediate Products:

* ToRs for TWGs (4)

## Sub-Activity 2.2 Assess existing HIS functionality and document recommendations for improvement

### Benchmark 2c. Information system assessment and requirements gathering completed by TWGs

Data.FI, working with the TWGs developed under Activity 4.1, will assess information systems to identify shortcomings, bottlenecks, and areas where the project can provide support to achieve quick wins. The assessment will seek input from different stakeholders, including IPs and donors. Data.FI will review relevant pre-existing assessments and documentation and will incorporate and adopt as much content as possible into this HIS for COVID-19 analysis to prevent inefficiencies or duplication of effort. The table below provides a proposed list of the systems to be assessed and which TWGs will support during assessment efforts:

|  |  |
| --- | --- |
| **Illustrative System to be Assessed** | **TWG to Support Assessment** |
| SALMI | TWG for COVID-19 Vaccine Logistics and Inventory Management |
| SIMM-COVID, Council of Ministers of Health of Central America (Consejo de Ministros de Salud de Centroamérica) | TWG for COVID-19 Laboratory |
| SVS, COVID 1 (District Health Information Software Version 2, DHIS2) | TWG for COVID-19 Surveillance/Epidemiology |
| SINOVA, SIVAC, COVID 1 | TWG for COVID-19 Vaccination Registry |

The TWGs will meet regularly and will work following Data.FI's information system strengthening methodology, which will be adapted to meet SESAL’s context to complete a review of:

* Required indicators, available sources, and data gaps
* Processes, user roles, and responsibilities
* Information security and access management
* Available information system functionality built by UGI and other IPs
* Applicable regulations, SOPs, and guidelines

These reviews will inform the design of recommendations, improvements, and new functionalities that will be presented to the SC. It is anticipated that implementing these recommendations will require the authorities to sign off on revised administrative regulations and guidelines at different levels of SESAL’s structure, which might exceed the project timeline.

Intermediate Products:

* Preliminary assessment report (PPT) and recommendations produced by TWGs, including business process flows and SOPs, for each information system assessed

### Benchmark 2d. Improvements designed, and implementation scheduled in coordination with UGI

Changes and recommendations presented by the TWGs will be reviewed by UGI, in collaboration with Data.FI, to:

* Improve existing information systems or/and develop new functionality from the user perspective
* Produce or update end-user documentation to reinforce the utility of the systems

Data.FI will support the adoption of best practices and international standards for the health domain; and develop a user access framework/ data-sharing agreement governing how key stakeholders access and use the COVID-19 information system and data in line with the requirements set out in the TWGs’ recommendations (Benchmark 4.1b)

To guide implementation, Data.FI will work with UGI to flesh out the recommendations produced by the TWGs, as well as project management formats such as the work breakdown structure and a Gantt chart. The resulting solution will incorporate *global goods* wherever possible and apply the approaches for data exchange in alignment with country investments and governance, as defined within the Data.FI monitoring, evaluation, and learning (MEL) indicator HIS\_ALIGN.

Lastly, the proposed software improvements will include Data.FI’s standard for project management, lifecycle management, documentation, and collaboration software, as defined within Data.FI MEL indicator HIS\_PM.

Intermediate Products:

* Recommendations for health information system improvements document

### Final Products:

# Final assessment report and implementation plan for priority recommendations

# Activity 3. Support the Transition to Digitalization of Vaccine Registration in San Pedro Sula and Central District (FS#2)

The **objective** of this activity is to shed light on SESAL challenges with the digitalization of the COVID-19 vaccine registration that caused the current backlog of paper forms data entry.

**Description:** By mid-March of 2022, SESAL had amassed 11 million paper-based COVID-19 vaccination records. From those, only 24 percent (2.7 million) are digital and included in the Integrated Health Information System (Sistema Integrado de Información en Salud, or SIIS) platform, corresponding to roughly 1.8 million people out of the 9.5 million in Honduras. Without a clear path forward for the digital capture of vaccination data, this backlog of paper-based records grows by the day.

To design and implement effective vaccination policies, the country needs to triangulate vaccine coverage data with demographic data and equity indicators. Yet, with limited digitized vaccination data available, the country is not able to perform the analyses needed to properly develop vaccine allocation strategies, plan targeted vaccination campaigns, and best utilize limited resources. In support of these efforts, initially Data.FI identified two solutions for the digital capture of vaccine registration information: use of a DHIS2 Tracker, or vaccination database, and Smart Paper, a technology piloted by UGI with support from the World Bank that enables the digital capture of paper records. Lately, SESAL has decided to phase out the DHIS2 Tracker as an alternative, but the use of electronic devices and app could still be an alternative for data collection. The Smart Paper technology continues to be an option, but it has not been deployed yet, therefore its feasibility is still uncertain. Data collected either through electronic devices or via Smart Paper should be aggregated by demographics, geographies, and vaccine-specific information, such as manufacturer, number of doses administered, and batch, allowing SESAL to develop analyses that support decisions and evaluate progress.

The two Metropolitan Health Regions in the country, San Pedro Sula and Tegucigalpa, are the most advanced with their records, relatively. However, San Pedro Sula has stopped uploading vaccination records in DHIS2 due to the end of the contracts of regional data entry clerks. Smart Paper has not been adopted and primary data-entry staff (auxiliary nurses) have not been trained in the DHIS2 Tracker tool.

Under this activity, Data.FI will provide technical assistance to SESAL to further understand barriers and enablers for the capture, recording, and management of vaccination data, strengthening the registration, data completeness and traceability of vaccinated individuals through real-time data entry through mobile devices and/or *a posteriori* via Smart Paper.

**Key Stakeholders:** SESAL/UGI, World Bank, EPI, Inter-American Development Bank (IDB), government counterparts at the national and regional levels

## Sub-Activity 3.1 Feasibility of digital data entry analyzed in San Pedro Sula and Central District sites

### Benchmark 3a. Documentation of material and capacity needs for the routine digitization of vaccination data using (1) electronic devices and (2) Smart Paper in San Pedro Sula and Central District completed

In close coordination with the leadership of the regional authorities of SESAL, Data.FI will develop a matrix that defines what is needed at COVID-19 service delivery sites to utilize (1) electronic devices and (2) Smart Paper for the electronic registration of vaccinations. Data.FI will use this framework to carry out a capacity and needs assessment to identify the material resources available (cellphones, tablets, computers) and human resources (auxiliary nurses) within the Metropolitan Regions of San Pedro Sula and Central District to carry out data entry. Through this process, Data.FI will identify which facilities would be better prepared to utilize electronic devices, Smart Paper, or both to start the digital data entry of vaccinations performed. These findings will be presented to the regional authorities to help inform a path forward.

Intermediate Products:

* Matrix outlying resources needed to implement electronic devices for data collection and Smart Paper
* Facility-level needs assessment report identifying gaps at select facilities, and those best-fit facilities in each region for rolling out either electronic devices or the Smart Paper solution for the digitization of vaccination data.

### Benchmark 3b. Documentation of ideal workflows needed to roll out electronic devices or Smart Paper

Data.FI will collaborate with SESAL (regional health management area, Data Management Area [Área de Gestión de la Información, or AGI], EPI focal point, and other regional health authorities) to review and confirm whether Tegucigalpa’s workflow developed by the IDB corresponds to San Pedro Sula’s workflow. Data.FI will also draft the electronic device Tracker workflow or the Smart Paper workflow for both a typical facility-based service delivery setting and during vaccination campaigns. These documents will suggest the processes needed to implement the selected solutions.

Intermediate Products:

* Package of reviewed workflows

### Benchmark 3c. Coordination and technical assistance to draft a proposed roadmap for real-time digitalization of vaccine registration in Honduras based in the experiences of San Pedro Sula and Central District

In concert with UGI and other stakeholders, Data.FI will organize a dialogue on a roadmap for the real-time digitalization of vaccination records in Honduras based on the results of the facility level assessments and interviews with the regional staff. As feasible and based on the facility-level assessment and the workshop results, Data.FI will also work with the government and other cooperation agencies to identify the financial needs to support the next phase of the digitization process.

Intermediate Products:

* Proposed digitalization roadmap elaborated and reviewed with the regional and national authorities

### Final products:

* Final report with findings and recommendations for the adoption of digital collection tools from the facility level assessment and dialogue with stakeholders (Q3, 2023)

# Activity 4. Support SESAL with the Implementation of COVID-19 Digital Vaccine Certificates (FS#2)

The **objectives** of this activity are to provide technical assistance to the government of Honduras to strengthen the traceability of vaccinated individuals across the country. The proposed solution will produce a digital credential that is available in electronic and paper forms to ensure inclusion and availability in low resource environments.

**Description:** Digital vaccine certificates for COVID-19 are an important part of the pandemic response, as they enable governments to utilize data on the number of individuals vaccinated within the country and provide vaccinated citizens with a verifiable proof of vaccination. Data.FI will provide technical assistance to the government of Honduras to assess available solutions and design an implementation strategy for a digital solution. The COVID-19 digital certificate seeks to strengthen registration and traceability of vaccinated users across the country. Because the activities developed in support of this objective will require deep collaboration with government stakeholders, we will leverage our governance activities to ensure engagement with appropriate decision makers throughout the Ministry.

**Key Stakeholders:** SESAL/EPI/UVS/DGRISS, USAID

## Sub-Activity 4.1 Development of a digital COVID-19 vaccine certificate roadmap and pilot implementation, as feasible

### Benchmark 4a. COVID-19 certificate implementation roadmap

Data.FI will work with the TWG to develop an implementation roadmap for development and deployment of digital COVID-19 vaccine certificates, based on the best-fit solution identified in Benchmark 6.1b. The roadmap will contain technical, managerial, and procurement inputs as identified by members of the TWG.

Intermediate Products:

* Proposed COVID-19 vaccine digital certificate implementation roadmap

### Benchmark 4b. Implementation of select COVID-19 vaccine certificate implementation roadmap activities

UGI may have to prepare the conditions to roll out and provide support for the vaccine certificate. As feasible under the project period of performance, Data.FI will help UGI prepare to carry out the implementation roadmap developed under Sub-Activity 6.2. This could include the procurement of necessary hardware, support with software development, or other programmatic and implementation activities needed.

### Final products:

* COVID-19 vaccine digital certificate implementation roadmap

# Activity 5. Facilitate Coordination and Alignment of HIS Investments through the Strategic Advisory Group for COVID-19 Vaccination (FS#1 and FS#3)

The **objective** of this activity is to facilitate recurring meetings of the Strategic Advisory Group for COVID-19 Vaccination, serving as the secretariat of the group and through the provision of a venue for regular hybrid (in-person and virtual) meetings.

**Description:** USAID leads the Strategic Advisory Group for COVID-19 Vaccination, which has the goal of aligning cooperation for and investment in Honduras’ National Vaccination Plan. The role of secretariat for this group will transition from the HP+ Project to Data.FI. Additionally, as the group does not have a suitable location to host the meetings, Data.FI will provide a venue.

**Key Stakeholders:** USAID, PAHO, World Bank, IDB, UNICEF, CDC, SOUTHCOM, Gavi, Global Communities, UNICEF, other cooperation agencies

### Benchmark 5a. Provision of a meeting venue for the Strategic Advisory Group for COVID-19 Vaccination

Data.FI will identify and secure a venue to serve as the location for the Strategic Advisory Group’s regular meetings. The venue will be of ample size for 15 participants, and will be equipped with a table, chairs, an LCD screen, communication system, and internet to facilitate in-person and remote participation.

### Benchmark 5b. Transition of Secretariat of the Strategic Advisory Group for COVID-19 Vaccination from HP+ to Data.FI

Data.FI will provide technical support for the monitoring and evaluation of the Plan for Integrated Cooperation in Vaccination, a plan developed by the Strategic Advisory Group with support from HP+ and endorsed by the group members. As part of the secretariat role, Data.FI will convene the donor group meetings to analyze the four main topics the group has agreed to collaborate on: (1) supply chain, (2) information systems, (3) communications and mobilization, and (4) vaccine and commodities procurement. Data.FI will update the PIC, produce quarterly reports and other relevant documents as defined in concurrence with SESAL and USAID.

Intermediate Products:

* Plan for Integrated Cooperation in Vaccination Monitoring and Evaluation quarterly reports (2)

### Benchmark 5c. Support provided for a seconded senior vaccine technical advisor

A senior vaccine technical advisor will be seconded to the Ministry of Health (MOH), Strategic Planning and Coordination Division, to support HIS strengthening from July through December 2022. This position will transition to support vaccine deployment at regional level, in support of activities 6 and 7 from October 2022 through August 2023.This individual will provide technical support to the office of the MOH to strengthen high-level coordination for the rollout of COVID-19 vaccines, and analysis and visualization of vaccines received and administered. Where feasible, the senior vaccine technical advisor will also serve as the liaison with other vaccine work in Guatemala and El Salvador, supporting cross-learning activities among the three Northern Central American countries, when possible

### Final products:

* Quarterly reports assessing improvement in HIS coordination between government and donors (Q1, 2023)
* Monthly reports assessing vaccination coverage in coordination with EPI and service networks.

# Activity 6. Develop Vaccination Analysis for Schools Supported by USAID in Regions with Low Vaccination Coverage (FS#3)

## Sub activity 6.1 Analyze school data to identify vaccination strategies in close collaboration with regional health authorities

The **objective** of this activity is to support SESAL in improving the vaccination coverage of school-aged children by liaising with the health regions and USAID Education Program representatives at schools to target those schools with larger coverage gaps.

**Description:** Data.FI will analyze data from schools supported by the USAID education program census provided and identify actions to improve vaccine coverage among children aged 5 to 12 years old and enrolled in the school. The analysis will be used to develop vaccine deployment scenarios in the two regions supported directly by the project: the Metropolitan Region of Central District and San Pedro Sula and the new regions identified in Activity 1. We will coordinate with the World Bank to improve vaccine coverage in 18 health regions of the country through vaccination brigades.

**Key stakeholders:** SESAL/regional health authorities, USAID, World Bank

### Benchmark 6a. Vaccination coverage scenarios developed

Data.FI will analyze available data on school enrollment, vaccines administered (first, second and booster doses), etc., from sources such as the census and DHIS2, to develop optimal vaccination scenarios (short and midterm) for 20 regions (2 metropolitan regions and 18 health region). The scenarios will be based on criteria such as number of students, location in rural or urban areas, number of doses needed to reach 75 percent coverage, distance to health centers, etc.

Intermediate products:

* Preliminary vaccination coverage scenarios (PPT)

### Benchmark 6b. Situation room participants supported to develop regional school vaccination strategies

Situation rooms in the metropolitan health regions of Central District and San Pedro Sula will develop a regional vaccination strategy based on the scenarios proposed.

INTERMEDIATE PRODUCTS:

* Situation room meeting reports

### Final Products:

* School vaccination deployment scenarios with prioritized schools per health region (PPT)
* Regional school vaccination action plans.

# Activity 7. Develop Analytic Tools to Accelerate COVID-19 Vaccination FS#3

## Sub activity 7.1 Design an analytic tool based on national capacities

The **objective** of this activity is to support data-informed allocation of vaccines within regions in Honduras.

**Description:** Based on the country vaccination priorities and requirements, the team will build a comprehensive dataset on healthcare facilities (vaccination sites) by triangulating MOH and open-source data. The allocation tool will be an interactive app that can be used to track vaccine consumption over time as well as generate optimal vaccine allocation to districts under different supply and demand constraints. The backend optimization model will use metrics such as number of doses of different types of vaccines available, expiration dates of different vaccine batches, delivery time from national to regional distribution centers, and eligible population by vaccine types and doses (first, second, and booster).

Building on the requirements specifications, we will identify priority data sources and variables for inclusion in the model and draft a modeling plan. Data.FI will identify a product owner/point person at SESAL/UGI, and/or EPI to interface with throughout the project and will set up a feedback plan. Data.FI will also develop a deployment strategy and a rollout plan.

**Key stakeholders:** SESAL/UGI/EPI/regional health authorities

### Benchmark 7a. Tool interface designed, model specified and created

After creating a modeling plan for the vaccine allocation tool (VAT), Data.FI will create a mock-up for the tool interface to illustrate the user input functionalities and structure of the tool output. Data.FI will iterate on the mock-up based on feedback from MOH/SESAL/UGI, and/or EPI until a final version is mutually agreed upon. Applying these requirements and modeling plan, Data.FI will then develop the VAT through an iterative process incorporating feedback from MOH/UGI, and/or EPI.

Intermediate Products:

* Use case, modeling plan, and deployment strategy approved by MOH
* Preliminary mock-up of tool

### Benchmark 7b. Tool deployed, and feedback completed

Data.FI will deploy a test version of the tool with an interactive dashboard that allows users to specify different distribution scenarios based on, for example, the number of doses received or priority populations. We will deploy the dashboard tool on a server(s) accessible by users. The deployment strategy will consider options for integration of the new vaccine analytic solution within the existing vaccine digital tools ecosystem. Data.FI will engage SESAL/UGI, EPI, and district-level officials to test the tool and solicit feedback on potential improvements. Using this feedback, the tool will be updated to improve usability and design to ensure that it answers immediately relevant questions. Post tool deployment, Data.FI will share a user guide on how to interact with the tool and interpret outputs, and detailed documentation on tool methodology, inputs, and outputs.

Intermediate Products:

* Test version of VAT available online
* Workshop to provide training to SESAL/UGI, EPI, UVS and other staff who will be using this tool at their units and at situation room meetings
* User guide for the VAT

### Benchmark 7c. Training and tool use sessions held

Data.FI will conduct socialization and training sessions for technical users in the regional situation rooms as well as a wide user base at SESAL/UGI, and EPI. Maintenance scripts for updating tool input data and integrating with other data sources will be developed in conjunction with the users. Data.FI will also supervise and support the transfer process to EPI technical staff.

Intermediate Products:

* Maintenance scripts

### Final Products

* Final version of the VAT
* VAT codebase and documentation

# Final Products

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Title** | **Type** | **Audience** | **FY23 Quarter of Delivery** | **Dissemination Strategy** |
| Biannual data use briefs per situation room (three in total during Data.FI’s performance period) | Brief | Regional Health Offices and the Health Surveillance Unit | Q2, Q3, Q4 | E-mail |
| COVID-19 dashboard | Dashboard in the selected business intelligence platform | SESAL and stakeholders | Q2, Q3 | Presentation to focal points, SESAL and other stakeholders |
| Final assessment report and implementation plan for priority recommendations HIS | Report | SESAL | Q2 | Presentation to SESAL and e-mail |
| Final report with findings and recommendations for the adoption of digital collection tools from the facility level assessment and dialogue with stakeholders | Report | Regional Health Offices, MOH HIS taskforce, EPI | Q3 | Presentation to SESAL and e-mail |
| COVID-19 vaccine digital certificate implementation roadmap | Report | SESAL, USAID | Q2 | Presentation to focal points, SESAL and other stakeholders |
| Quarterly reports assessing improvements in HIS coordination between government and donors | Brief | SESAL, USAID, donors | Q1 | E-mail |
| Monthly reports assessing vaccination coverage in coordination with EPI and service networks | PPT | SESAL, USAID, donors | Q1-Q4 | E-mail |
| School vaccination deployment scenarios with prioritized schools per health region | PPT | SESAL, USAID, donors | Q2 | Virtual meeting, email |
| Regional school vaccination action plans | PPT | SESAL, USAID, donors | Q3 | Presentation to focal points, SESAL and other stakeholders |
| Vaccine allocation tool | Online App | EPI leadership at the national and regional level | Q3 | Online Server |

# Stakeholder Engagement

Developing the data use strategy in Activity 1 will continue to require the participation of a broad array of stakeholders in surveillance, laboratory, information systems, case management, and IPC. We anticipate the continuous involvement of DGRISS, UVS, the Laboratory, the Data Management Unit, and the EPI. Key stakeholders outside of SESAL include PAHO, CDC, USAID, the head of epidemiology at the National Risk Management System(Sistema Nacional de Gestión de Riesgos, SINAGER), and the health sector specialist at the IDB. Each of the stakeholders is meant to participate in the workshops and to act as a liaison to their organizational entity. The liaison role may involve garnering input and buy-in from others and facilitating the provision of any data from their organization required to implement the data use strategy.

Supporting the situation rooms in Sub-Activity 1.1 will require continued collaboration with the staff in the Metropolitan Health Regions of Central District, San Pedro Sula, and the new two health regions. Other key collaborators will be UVS, DGRISS, and external partners supporting these situation rooms, notably PAHO. The development of the dashboard will support a sustained data analysis based on the indicators developed for the situation room data use strategy, the participation of units in the process will continue to be key for this activity.

The key collaborators to Activity 2 are UGI, UPEG, and the MOH’s MinisterOffice. They have formed a group in charge of HIS. In addition to them, the TGWs will also demand strong coordination with the EPI, UVS, DGRISS, and other IPs such as PAHO, UNICEF, IDB, and Chemonics.

Activity 3 will require a high level of commitment from UGI and the EPI, both at the national and regional levels to ensure that Sub-Activities 3.1 and 3.2 account for SESAL views on the main challenges to shift to digital technologies for simplifying and improving vaccine data collection. Throughout the process, Data.FI will maintain open communication with the World Bank, the IDB, and other donors who had proposed digital solutions to address the backlog in the vaccination registry. They will participate in the presentation of the assessment results and documents will be shared to inform activities.

Activity 4 in support of the development of COVID-19 digital vaccine certificates will be carried out in close partnership with UGI. This activity has been underscored by the Minister of Health as his short-term priority and has evolved from the use of the DHIS2 as a repository to the development of a new in-house platform. Data.FI will engage all the relevant stakeholders, including the EPI and DGRISS, in the elaboration of the digital COVID-19 vaccine certificate roadmap and pilot implementation. The support to the Strategic Advisory Group will continue accordingly as the integrated plan its implemented.

The new Activities 6 and 7 will build on the existing collaboration and coordination with the regional health authorities, UGI and the EPI. We anticipate that their engagement will be large and consistent given the join work that precedes FY23 activities. The stakeholder engagement process will be geared to promoting shared ownership and accountability for results, inclusiveness and representation, and transparency.

# Gender

Data.FI’s overall gender equality goal is to accelerate and sustain access to high-quality gender data to expedite COVID-19 epidemic control among all gender and age groups―where gender data refers to information pertaining to gender and COVID-19 issues such as gender equality, gender equity, gender norms, gender-based violence (GBV), and sexual diversity and inclusion. It includes data related to issues that are sex-specific (e.g., pregnancy) as well as disaggregation of other types of data by sex and gender identities. In support of this goal, we will integrate gender within project activities in alignment with Data.FI’s key outcome areas and gender objectives, as follows:

### Data.FI outcomes: Accelerated data use and advanced analytics

**Data.FI gender objective**: Gender data are available and used to improve and tailor services for all populations, leading to improved health outcomes for all gender and age groups.

### WORK PLAN APPROACHES:

* Benchmarks 1b/1d/1e: Encourage the examination of gender data in root cause analyses; include discussion of gender data in situation room meetings.

### Data.FI outcomes: Strengthened data sources

**Data.FI gender objective**: Quality of gender data (e.g., disaggregation by sex, age, and disadvantaged populations) is improved and the sources of gender data are expanded.

* Activity 3. Explore the gender dimension in the transition to digitalization of vaccine registration in San Pedro Sula. Understanding if there are gender-related barriers or facilitators for technology adoption and identify if specific human resource requirements exist for a sustainable change.
* Activity 6. Promote data disaggregation for vaccination coverage data collected during the school vaccination activities. If possible, we will also report the gender of those who rejected the vaccine.

# Country MEL Plan Alignment

Activities align with the Data.FI results framework and support the project’s contribution towards improved HIV and COVID-19 outcomes. We will track and monitor the timely achievement of benchmarks and products internally through our project management information system (MIS), as well as use the project MIS to measure our contribution towards project results and its link to COVID-19 global response and recovery.

The MEL team will monitor activity progress against approved work plans as a tool to identify any challenges and to document achievements and progress toward results. Where challenges are identified, the MEL team will open a performance improvement plan for the activity. The activity lead will be responsible for determining a course correction strategy, in collaboration with the Mission if the issue requires a change to the technical strategy. The activity lead will engage biweekly with the MEL lead until the activity is back on track.

### Results Indicator Table

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Activity #** | **Data.FI or COVID-19 Global Health Indicator** | **Quarterly target** | **Annual target** | **Anticipated documentation of result** |
| 1 | (Data.FI Indicator) SI\_USE. Number of data use cases that document use of data for performance improvement | NA | 16 minus | Staff will document as part of in-country support |
| 2 | (Data.FI Indicator) HIS\_PM. Number of information systems, applications, or modules supported by the project | NA | 2 | Staff will document support to at least one system, application, or module |
| 2 | (Data.FI Indicator) HIS\_ALIGN. Number of systems or modules developed or improved by Data.FI that include an assessment of the health information system ecosystem in requirements documentation | NA | 1 | Staff will document support to the Health Information Integrated System |
| 5 | (Data.FI Indicator) HIS\_PM. Number of information systems, applications, or modules supported by the project | NA | 1 | Staff will document as part of project implementation |
| 6 | (Data.FI Indicator) HIS\_PM. Number of information systems, applications, or modules supported by the project | NA | 1 | Staff will document as part of project implementation |

We will also use the process indicators shown in the table below to monitor project implementation and track the causal chain from intervention to impact.

### Process Indicator Table

|  |  |  |  |
| --- | --- | --- | --- |
| **Internal process indicator** | **Quarterly target** | **Annual target** | **Anticipated documentation of result** |
| 0.3 Number of activities with a signed data-sharing agreement | NA | 1 | Data-sharing agreement signed |
| 0.4 Number of digital health coordination structures  supported by Data.FI | NA | 4 | ToRs for the SC and TGWs |
| 0.5 Number of data systems assessed by project | NA | 1 | Assessment and recommendations |
| 0.6 Number of data review meetings where performance data is reviewed supported by Data.FI activities | NA | 5 | Staff documentation; Project e-survey |
| 0.9 Number of individuals completing a training conducted by Data.FI [by sex of participant] |  | 15 | Project MIS, training documentation |

# Outcome Contribution and Project Stories

We believe Data.FI’s proposed activities will contribute to epidemic control in the following ways:

* Providing the country with a list of prioritized indicators and the pertinent tools and processes for evidence-based decision making. Data.FI’s work will also enable SESAL to prioritize improvements in the information systems and enhance the coordination of data collection and use among the organizational units of SESAL.
* Verifying the quality of COVID-19 vaccine data will enable the government to better understand the performance of the vaccine program, allocate resources, forecast demand, and target underserved populations.
* Building capacity in two health regions to eventually become examples or mentors to other regions in the country.
* Supporting communication amongst SESAL strategic units at regional and national levels.
* Supporting the alignment of cooperation resources and strategies thus avoiding duplication strengthening country response to health priorities as they arise.
* Improving governance of HIS in Honduras to improve the interoperability with other systems, apps, modules, etc.
* Supporting the MOH to transition to digital solutions to improve data collection, and consequently data quality and data use.

Our team will track these contributions at the end of the workplan and at intermittent points in project implementation to allow for course correction and work plan adaptation.

# Detailed Calendar

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  | **FY23**  **(Oct 2022–Sep 2023)** | | | | **Intermediate products[[2]](#footnote-3)** | **Final products[[3]](#footnote-4)** | **Comments** |
|  | **Q1** | **Q2** | **Q3** | **Q4** |
| **Activity 1. Promote Data Use to Accelerate COVID-19 Control (FS#2 and FS#3 as needed)** | | | | | | | |
| Benchmark 1a. Strengthening COVID-19 response made available in two new health regions – situation rooms |  | X |  |  | Situation room orientation materials  Situation room charter |  | This activity is being scaled up and building on accomplishments from FY22 activities |
| Benchmark 1b. Situation room periodic data review meetings for monitoring the use and enhancement of quality improvement tools held |  | X | X | X |  | 2 Biannual data use briefs per situation room | This is a continuation of the activity that began in FY22 |
| Benchmark 1c. Build capacity of MOH leadership to lead situation room data review meetings in the future | X | X | X | X |  |  | This is an ongoing capacity building process for data analysis that started in FY22 |
| Benchmark 1d. Strengthen data use and analysis at the National Situation Room | X | X | X | X | Training materials (curricula) for data analysis and use in situation rooms | Biannual data use briefs/bulletins per situation room documenting a decision-maing opportunity, explicit use of data, and impact on performance objectives at the regional and national levels (three in total) | Materials used in the situation rooms will be updated to incorporate usage of developed dashboards. |
| Benchmark 1e. Requirements for COVID-19 dashboard documented |  | X | X |  | Documentation of dashboard requirements, including identification of SESAL focal points for dashboard development |  | New sub-activity |
| Benchmark 1f. Priority mock-ups developed |  | X |  |  | Prototype priority visualizations (developed in Microsoft Excel, or PowerPoint) shared and signed off by SESAL and key stakeholders |  | New sub-activity |
| Benchmark 1g. Dashboard developed and tested |  | X | X |  | Dashboard user guidance and training materials |  | New sub-activity |
| Benchmark 1h. Dashboard deployed, and maintenance process established |  |  | X | X | Configuration guide and hosting documentation  System administrator’s guide | COVID-19 vaccine tracking dashboard | New sub-activity |
| **Activity 2. Enhance Governance Structures and Alignment of Health Information Systems (FS#1)** | | | | | | | |
| Benchmark 2a. Steering committee for oversight of HIS reactivated |  |  |  |  | TOR for the Steering Committee |  | Steering committee will continue to function as defined in the roles and responsibilities document developed in FY22 |
| Benchmark 2b. TWGs to assess and improve COVID-19 sub-systems established |  | X | X |  | TORs for TWGs |  | TWG will continue to function as defined in the roles and responsibilities document developed in FY22 |
| Benchmark 2c. Information system assessment and requirements gathering completed by TWGs | X |  |  |  | Preliminary assessment report (PPT) and recommendations produced by TWGs including business process flows and SOPs for each information system assessed |  | This in an ongoing activity |
| Benchmark 2d. Improvements designed and implementation scheduled in coordination with UGI |  | X |  |  | Recommendations for health information systems improvements | Final assessment report and implementation plan for priority recommendations | This in an ongoing activity |
| **Activity 3. Support the Transition to Digitalization of Vaccine Registration in San Pedro Sula and Central District (FS#2)** | | | | | | | |
| Benchmark 3a. Documentation of material and capacity needs for the routine digitization of vaccination data using (1) electronic devices (2) Smart Paper in San Pedro Sula and Central District | X | X | X |  | Matrix outlying resources needed to implement electronic devices and Smart Paper  Facility-level needs assessment identifying gaps at select facilities |  | This activity is being scaled up to develop a capacity assessment in the Metropolitan Region of the Central District |
| Benchmark 3b. Documentation of ideal workflows needed to roll out electronic devices or Smart Paper |  | X |  |  | Package of reviewed workflows |  | This in an ongoing activity, which will add data from the Metropolitan Region of the Central District |
| Benchmark 3c. Coordination and technical assistance to draft a proposed roadmap for real-time digitization of vaccine registration in Honduras based on the experiences of San Pedro Sula and Central District |  | X | X |  | Proposed digitization roadmap elaborated and reviewed with the regional and national authorities | Final report with findings and recommendations for the adoption of digital collection tools from the facility level assessment and dialogue with stakeholders | This in an ongoing activity, which will add data from the Metropolitan Region of the Central District |
| **Activity 4. Support SESAL with the Implementation of COVID-19 Digital Vaccine Certificates (FS#2)** | | | | | | | |
| Benchmark 4a. COVID-19 certificate implementation roadmap |  | X |  |  | Proposed COVID-19 vaccine digital certificate implementation roadmap |  | Roadmap will be based on the system assessment and SESAL’s prioritization for the *misvacunas.hn* platform |
| Benchmark 4b. Implementation of select COVID-19 vaccine certificate implementation roadmap activities |  | X |  |  |  | COVID-19 vaccine digital certificate implementation roadmap | Roadmap will be based on the system assessment and SESAL’s prioritization for the *misvacunas.hn* platform |
| **Activity 5. Facilitate Coordination and Alignment of HIS Investments through the Strategic Advisory Group for COVID-19 Vaccination (FS#1 and FS#3)** | | | | | | | |  |  |  |  |  |  |
| Benchmark 5a. Provision of a meeting venue for the Strategic Advisory Group for COVID-19 Vaccination | X | X |  |  |  |  |  |
| Transition of Secretariat of the Strategic Advisory Group for COVID-19 Vaccination from HP+ to Data.FI | X |  |  |  | Plan for Integrated Cooperation in Vaccination Monitoring and Evaluation Quarterly Reports |  | This in an ongoing activity |
| Benchmark 5c. Support for a seconded senior vaccine technical advisor | X | X | X |  |  | Quarterly reports assessing improvement in HIS coordination between government and donors  Monthly reports assessing vaccination coverage in coordination with EPI and service networks | This in an ongoing activity |
| **Activity 6. Develop Vaccination Analysis for Schools Supported by USAID In Regions with Low Vaccination Coverage (FS#3)** | | | | | | | |
| Benchmark 6a. Vaccination coverage scenarios developed | X | X | X |  | Preliminary vaccination coverage scenarios (PPT) |  | New sub-activity |
| Benchmark 6b. Situation room participants supported to develop regional school vaccination strategies |  | X | X | X | Situation room meeting reporting | School vaccination deployment scenarios with prioritized schools per health region (PPT)  Regional school vaccination action plans | New sub-activity |
| **Activity 7: Develop Analytic Tools to Accelerate COVID-19 Vaccination (FS#3)** | | | | | | | |
| Benchmark 7a. Tool interface designed, model specified and created | X | X |  |  | Use case, modeling plan, and deployment strategy approved by MOH  Preliminary mock-up tool |  | New sub-activity |
| Benchmark 7b. Tool deployed, and feedback completed | X | X | X |  | Test version of VAT available online  Workshop to provide training to SESAL/UGI, EPI, UVS and other staff who will be using this tool at their units and at situation room meetings  User guide for the VAT |  | New sub-activity |
| Benchmark 7c. Training and tool use sessions held |  | X | X |  | Maintenance scripts | Final version of the VAT  VAT Codebase and documentation | New sub activity |

# Staffing

|  |  |  |
| --- | --- | --- |
| **Name** | **Role on Data.FI** | **Responsibility on Activity** |
| Liziem Valladares | Country Director | Lead and monitor project implementation |
| David Merchant | Regional Manager | Backstop the country team and ensuring compliance |
| Jenny Mwanza | Data Use Leadership | STTA for Activity 1 |
| Michelle Li | Data Analytics and Visualization | STTA for Activity 1 (data visualization) |
| Anubhuti Mishra | Data Science Leadership | STTA for Activity 7 |
| Eric Ramirez | Digital Health & Governance Leadership | STTA for Activity 2 and 4 |
| Diana Gonzalez | Technical Advisor | STTA for Activity 3, 5, 6 |

# International Travel Summary

International travel, as outlined in the table below, is required to implement the workplan. Details are subject to change.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Purpose** | **From** | **To** | **Traveler** | **Anticipated month/ year of travel** |
| Technical Working Group Support (2 Trips) | Guatemala | Tegucigalpa, Honduras | Otto Letona, Alejandro de Leon, | March 2023 |
| Technical Working Group Support (3 Trips) | Washington, DC | Tegucigalpa, Honduras | Eric Ramirez | April 2023 |
| Data.FI Global Coordination | Tegucigalpa, Honduras | Washington, DC | Valladares, Liziem | October 2022 |
| Regional capacity assessment | Miami, Florida | Tegucigalpa, Honduras | Diana Gonzalez Garcia | March 2023 |
| Technical Working Group Support | Washington, DC | Tegucigalpa, Honduras | TBD | June 2023 |
| South to South activity | Tegucigalpa, Honduras | El Salvador | TBD (2 employees and 2 from Ministry of Health) | TBD |
| Data Science Workshop | Washington, DC | Tegucigalpa, Honduras | TBD | March 2023 |
| Data Use Technical Support | Washington, DC | Tegucigalpa, Honduras | Jenny Mwanza | April 2023 |

# Budget Summary

The budget, by cost category and funding stream, is presented in the table below. The budget breakdown is based on what is known currently and is subject to change.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Budget category** | **Core COVID-19 fundingFS#1** | **COVID-19 Field support (April 2022 obligation)FS#2** | **COVID-19 Field support (Sept 2022 obligation)FS#3** | **All funding streams** |
| HQ staff | 113,025 | 242,424 | 126,571 | 482,020 |
| Local staff | 208,893 | 238,050 | 174,894 | 621,837 |
| Consultants | 4,056 | - | - | 4,056 |
| Travel | 28,653 | 13,158 | 37,583 | 79,394 |
| Workshops | 14,061 | 5,273 | 12,141 | 31,475 |
| ODCs | 154,361 | 131,097 | 98,810 | 384,268 |
| **Total** | 523,050 | 630,125 | 450,000 | 1,603,175 |

FS#1: Activity 2, 5

FS#2: Activities 1, 3, and 4

FS#3: Activities 1, 5, 6, and 7

# Budget Narrative

### Personnel at Headquarters

**CORE FS#1**

|  |  |  |
| --- | --- | --- |
| **Name** | **Role in Work Plan** | **LOE Budgeted** |
| Eric Ramirez | Senior Technical Advisor, Digital Health | 11 |
| Jenny Mwanza | Senior Technical Advisor, Data Use | 9 |
| TBD | Senior Technical Advisor | 19 |
| Diana Gonzalez Garcia | Technical Advisor | 27 |
| Elizabeth Robinson | Communications/Knowledge Management | 3 |
| Caitlyn Showalter | Monitoring and Evaluation | 3 |
| Martin Rozenberg | Manager, Project Delivery | 11 |
| Brynn Miller | Associate, Project Delivery | 7 |

**COVID-19 ARPA FS#2 (April obligation)**

|  |  |  |
| --- | --- | --- |
| **Name** | **Role in Work Plan** | **LOE Budgeted** |
| David Merchant | Regional Manager | 10 |
| Eric Ramirez | Senior Technical Advisor, Digital Health | 12 |
| TBD | Senior Technical Advisor, Digital Health | 68 |
| Jenny Mwanza | Senior Technical Advisor, Data Use | 9 |
| Diana Gonzalez Garcia | Technical Advisor | 58 |
| Elizabeth Robinson | Communications/KM | 3 |
| Caitlyn Sholwater | Monitoring and Evaluation | 5 |
| Martin Rozenberg | Manager, Project Delivery | 29 |
| Brynn Miller | Associate, Project Delivery | 22 |

**COVID-19 Field Support FS#3 (September obligation)**

|  |  |  |
| --- | --- | --- |
| **Name** | **Role** | **LOE Budgeted** |
| Jenny Mwanza | Senior Technical Advisor, Data Use | 13 |
| Anubhuti Mishra | Senior Technical Advisor, Data Science | 20 |
| Isaac Kamber | Associate, Data Science | 25 |
| Ingrid Miranda Rondon de la Rosa | Technical Advisor, M&E | 33 |
| Michelle Li | Senior Technical Advisor, Data Analytics | 6 |
| Martin Rozenberg | Manager, Project Delivery | 5 |
| Brynn Miller | Associate, Project Delivery | 25 |

### Field-based Staff

**CORE FS#1**

|  |  |  |
| --- | --- | --- |
| **Name** | **Role in Work Plan** | **LOE Budgeted** |
| Liziem Valladares | Country Director, Palladium | 15 |
| Jaime Caballero | Senior Technical Advisor | 33 |
| Francy Mejía | Regional Data Use Advisor, COVID-19 | 75 |
| Juan Enamorado, | Data Quality and Capacity-Building Officer, San Pedro Sula (SPS), COVID-19 | 31 |
| TBH | Project Manager | 118 |
| TBH | Senior Developer | 118 |
| Axel Mejia | Business Process Advisor | 119 |
| Ingrid Lagos | Operations Support | 25 |
| Eduardo Retes | Vaccine Technical Advisor | 63 |
| Carlos Medina | HIS DHIS2 Advisor | 119 |

**COVID-19 ARPA FS#2 (April obligation)**

|  |  |  |
| --- | --- | --- |
| **Name** | **Role in Work Plan** | **LOE Budgeted** |
| Liziem Valladares | Country Director, Palladium | 168 |
| Jaime Caballero | Senior Technical Advisor | 147 |
| Francy Mejía | Regional Data Use Advisor, COVID-19 | 84 |
| Freddy Hidalgo | Data Quality and Capacity-Building Officer, SPS, COVID-19 | 84 |
| Juan Enamorado | Data Quality and Capacity-Building Officer, SPS, COVID-19 | 133 |
| Eduardo Retes | Vaccine Technical Advisor | 119 |
| Ingrid Lagos | Operations Support | 125 |
| Ligia Archila Tobar | Ops Support | 3 |
| Edgar Estuardo Salinas | Ops Support | 1 |

**COVID-19 Field Support FS#3 (September obligation)**

|  |  |  |
| --- | --- | --- |
| **Name** | **Role in Work Plan** | **LOE Budgeted (Days)** |
| TBH | Data Use Advisor, COVID-19 | 210 |
| TBH | Data Use Advisor, COVID-19 | 210 |
| Eduardo Retes | Vaccine Technical Advisor | 189 |

### Consultants

**CORE FS#1**

|  |  |  |  |
| --- | --- | --- | --- |
| **Name** | **Purpose** | **LOE** | **Fully loaded cost (USD)** |
| Communications Consultant | Copy-editing and translation | 5 days | $4,056 |
| **Total** |  |  | **$4,056** |

# Travel

**Anticipated International travel** is summarized in the table below. All costs are fully loaded. As for the majority of trips, travelers and destinations are unknown, travel notification will be shared as trips are planned.

**CORE FS#1**

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Purpose** | **From** | **To** | **Traveler** | **Anticipated month/ year of travel** | **Airfare (USD)** | **Per diem total for trip (USD)** | **Other travel costs (USD)** | **Total (USD)** |
| Technical Working Group Support (2 Trips) | Guatemala | Tegucigalpa, Honduras | Otto Letona, Alejandro de Leon | March 2023 | 1,352 | 3,759 | 406 | **5,516** |
| Technical Working Group Support (3 Trips) | Washington, DC | Tegucigalpa, Honduras | Eric Ramirez | April 2023 | 2,839 | 6,007 | 811 | **9,657** |
| Data.FI Global Coordination | Tegucigalpa, Honduras | Washington, DC | Valladares, Liziem | October 2022 | 946 | 2,278 | 270 | **3,495** |

**COVID-19 Field Support FS#2 (April obligation)**

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Purpose** | **From** | **To** | **Traveler** | **Anticipated month/ year of travel** | **Airfare (USD)** | **Per diem total for trip (USD)** | **Other travel costs (USD)** | **Total (USD)** |
| Regional capacity assessment | Miami, Florida | Tegucigalpa, Honduras | Diana Gonzalez Garcia | March 2023 | $946 | $1,880 | $203 | $3,029 |
| Technical Working Group Support | Washington, DC | Tegucigalpa, Honduras | TBD | June 2023 | $946 | $1,880 | $203 | $3,029 |
| South to South activity | Tegucigalpa, Honduras | El Salvador | TBD (2 employees and 2 from Ministry of Health) | TBD | $2,974 | $3,585 | $541 | $7,100 |

**COVID-19 Field Support FS#3 (September obligation)**

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Purpose** | **From** | **To** | **Traveler** | **Anticipated month/ year of travel** | **Airfare (USD)** | **Per diem total for trip (USD)** | **Other travel costs (USD)** | **Total (USD)** |
| Data Science Workshop | Washington, DC | Tegucigalpa, Honduras | TBD | January 2023 | 811 | 2,378 | 270 | 3,360 |
| Data Use Technical Support | Washington, DC | Tegucigalpa, Honduras | TBD | February 2023 | 811 | 2,378 | 270 | 3,460 |

In addition, we have budgeted the following **domestic / in-country travel**:

**CORE FS#1**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Purpose** | **From** | **To** | **Traveler** | **Number of trips of this type** |
| San Pedro Sula support | Tegucigalpa | San Pedro Sula | Country Director | 5 |
| Central-level stakeholder visits to San Pedro Sula | Various | San Pedro Sula | Central-level Stakeholders | 3 |

**COVID-19 Field support FS#2 (April obligation)**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Purpose** | **From** | **To** | **Traveler** | **Number of trips of this type** |
| San Pedro Sula support | Tegucigalpa | San Pedro Sula | Country Director | 5 |
| Central-level stakeholder visits to San Pedro Sula | Various | San Pedro Sula | Central-level Stakeholders | 12 |

**COVID-19 Field support FS#3 (September obligation)**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Purpose** | **From** | **To** | **Traveler** | **Number of trips of this type** |
| Regional Travel | Tegucigalpa | San Pedro Sula/Interior | Data Use Advisor | 20 |

# Workshops

Fully loaded workshop costs are presented in the table below.

**CORE FS#1**

|  |  |  |
| --- | --- | --- |
| **Title/Purpose** | **Estimated number of participants** | **Loaded cost (USD)** |
| Technical Working Group Meetings | 150 | $10,546 |
| Lessons Learned Meeting | 50 | $3,515 |
| **Total** | **200** | **$14,061** |

**COVID-19 Field Support FS#2 (April obligation)**

|  |  |  |
| --- | --- | --- |
| **Title/Purpose** | **Estimated number of participants** | **Loaded cost (USD)** |
| Rollout Plan/Pilot Initial | 25 | $1,757 |
| Rollout Plan/Pilot Intermediary | 25 | $1,758 |
| Rollout Plan/Pilot Final | 25 | $1,758 |
| **Total** | **75** | **$5,273** |

**COVID-19 Field support FS#3 (September obligation)**

|  |  |  |
| --- | --- | --- |
| **Title/Purpose** | **Estimated number of participants** | **Loaded Cost (USD)** |
| Situation Room Events | 135 | 6,084 |
| Data Use Training | 120 | 4,543 |
| Vaccine Allocation Workshop | 40 | 1,514 |
| **Total** | **295** | **12,141** |

# Other direct costs

**CORE FS#1**

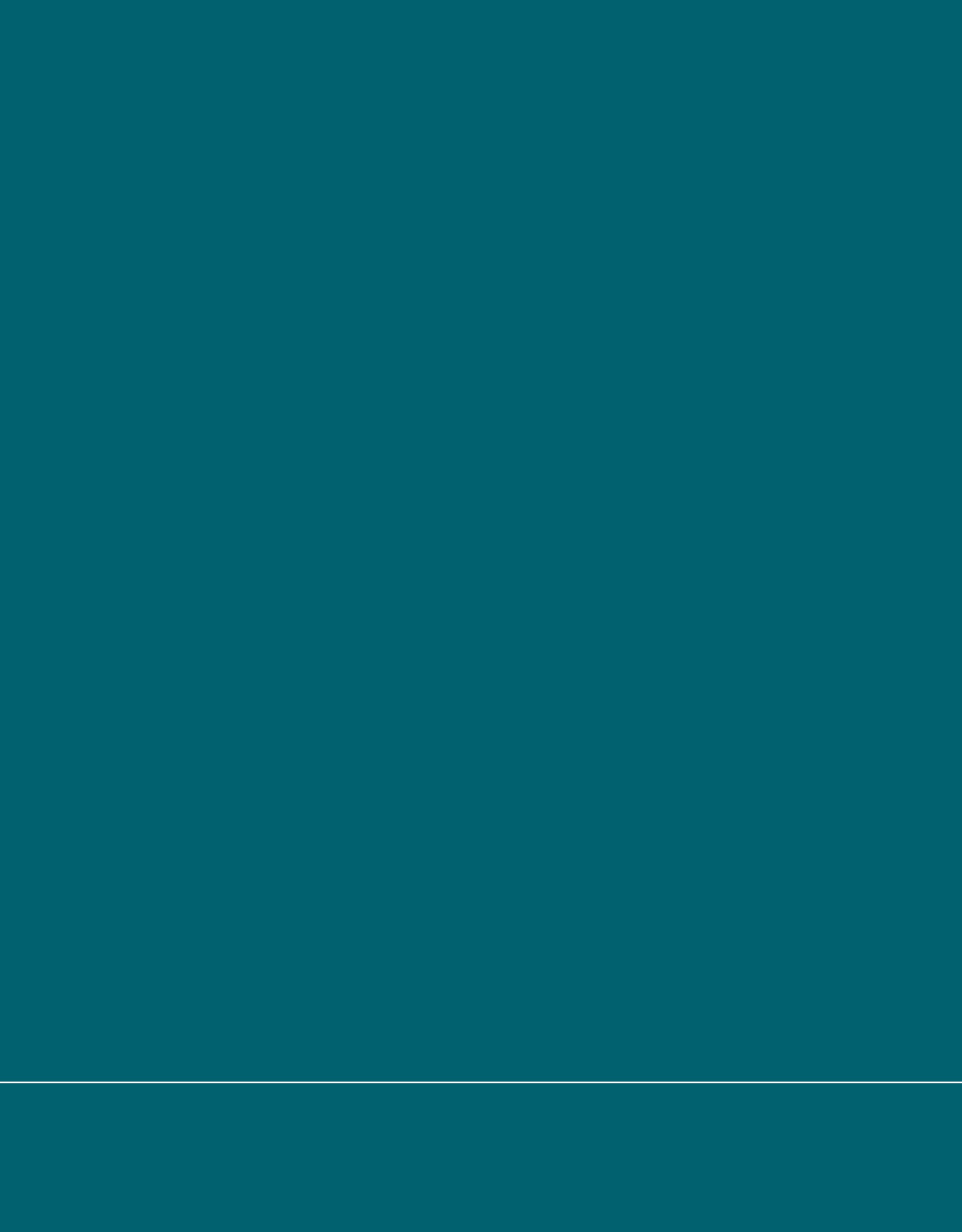
|  |  |
| --- | --- |
| **Type** | **Loaded Cost (USD)** |
| FRNG - Social Security | $59,430 |
| FRNG - Retirement Plan | $17,408 |
| Compliance Services | $16,224 |
| Internet and Network | $5,070 |
| Computer Supplies | $15,399 |
| Office / Site Rent | $36,504 |
| Materials | $1,622 |
| End-User Equipment | $4,056 |
| **Total** | **$154,361** |

**COVID-19 Field support FS#2** **(April obligation)**

|  |  |
| --- | --- |
| **Type** | **Loaded Cost (USD)** |
| FRNG - Social Sec | $67,725 |
| FRNG - Retirement Plan | $19,837 |
| Compliance Services | $16,224 |
| Computer Supplies | $4,596 |
| Office / Site Rent | $21,902 |
| Software | $811 |
| **Total** | **$154,361** |

**COVID-19 Field Support FS#3 (September obligation)**

|  |  |
| --- | --- |
| **Type** | **Loaded Cost (USD)** |
| **FRNG - Social Sec** | $82,900 |
| **Facility Equipment** | $15,910 |
| **Total** | $98,810 |



Data for Implementation (Data.FI) is a five-year cooperative agreement funded by the U.S. Agency for International Development under Agreement No. 7200AA19CA0004, beginning April 15, 2019. It is implemented by Palladium, in partnership with JSI Research & Training Institute (JSI), Johns Hopkins University (JHU) Department of Epidemiology, Right to Care (RTC), Cooper/Smith, DT Global, Jembi Health Systems and Macro-Eyes, and supported by expert local resource partners.

This work plan was produced by Data for Implementation. The information provided in this document is not official U.S. government information and does not necessarily reflect the views or positions of the U.S. Agency for International Development or the United States Government.

1. The activity titles in this workplan indicate the main funding stream (e.g., FS#1, FS#2, and FS#3). [↑](#footnote-ref-2)
2. These products are necessary precursors to the development of the final products. With the exception of those products with an asterisk (\*), they will not be edited, formatted, and branded by our Knowledge Management team. Note that draft documents are not included as intermediate products (e.g., draft work plans), but these will be submitted to USAID for review. [↑](#footnote-ref-3)
3. These products will go through our Knowledge Management team, meaning they will be edited, formatted, and branded, and may be available externally. [↑](#footnote-ref-4)