DIGITAL REACH INITIATIVE

Digital REACH Accompanying Workstream Compendium

EAST AFRICAN HEALTH RESEARCH COMMISSION

Research for Health and Prosperity

Digital REACH Initiative

Digital REACH Accompanying Workstream Compendium

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Abbreviations

EAC   East African Community

EAACH   East African Academy for
               Community Health

EAHC   East Africa Health
               Cloud

EAHRC   East African Health Research
               Commission

EASTECO   East African Science and
               Technology Commission

EWG   Expert Working Groups

GPO   Group Purchasing Organisation

HMIS   Health Management Information
               System

HR   Human Resources

ICT or **IT**   Information and Communication
               Technology

IUCEA   Inter-University Council for East Africa

M&E   Monitoring and Evaluation

MoH   Ministry of Health

MoITC   Ministry of Information Technology
               and Communication

NEAT   Memorandum of Understanding

PMO   Project Management Office

REACH   Regional East African Community Health

READSCoR   Regional East Africa Disease
               Surveillance, Control and
               Response

RHO   Regional Health Observatory

MANAGEMENT AND OVERSIGHT
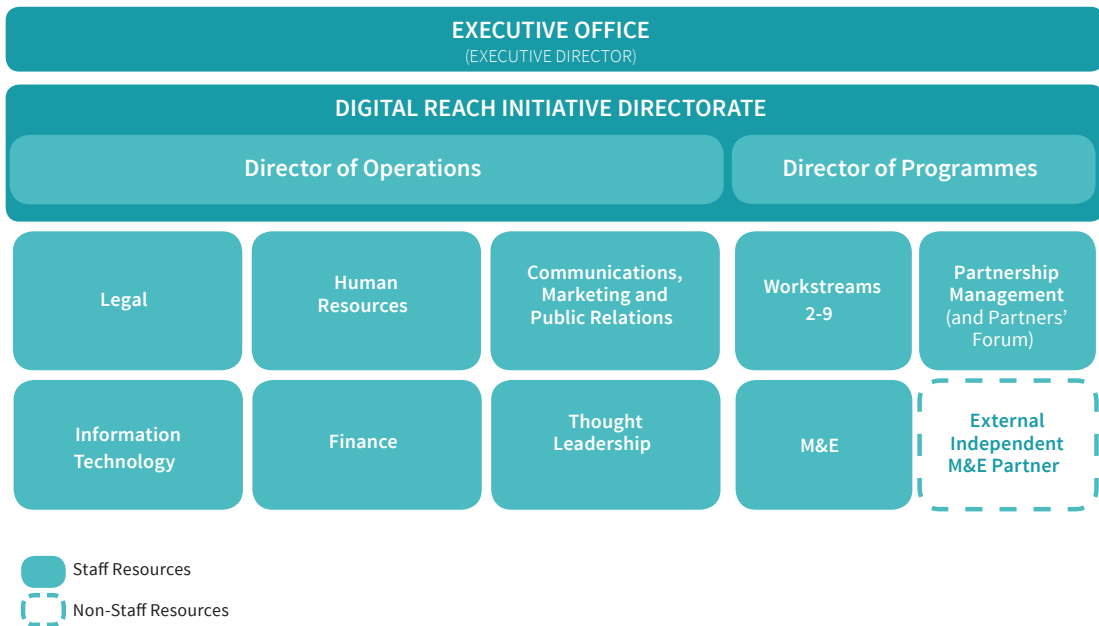
ORGANISATIONAL STRUCTURE

The Initiative will be led by the **Executive Director** who will be responsible for creating, planning, implementing, and integrating the strategic direction and vision of the Digital REACH Initiative. The **Digital REACH Directorate** will report to the Executive Director and consist of a **Director of Programmes** with expertise in public and clinical health and digital health and technology, and a **Director of Operations**.

The **Director of Programmes** will provide oversight and support to all technical experts and workstreams. Each workstream will have a Workstream Lead (and supporting staff) who will report to the Director of Programmes. M&E will also fall under this function.

The **Director of Operations** will oversee internal activities and includes legal, human resources, internal IT operations, finance, communications, public relations, and thought leadership. These functions will also provide support and oversight to each workstream.

The following figure illustrates the proposed organisational structure for Workstream 1.

Figure 1: Structure for the Digital REACH PMO

EXECUTIVE OFFICE
(EXECUTIVE DIRECTOR)

DIGITAL REACH INITIATIVE DIRECTORATE

Director of Operations | **Director of Programmes**

| Legal | Human Resources | Communications, Marketing and Public Relations | Workstreams 2-9 | Partnership Management (and Partners' Forum) |

| Information Technology | Finance | Thought Leadership | M&E | External Independent M&E Partner |

Staff Resources

Non-Staff Resources

RESPONSIBILITIES

The Project Management Office (PMO) set up to run the Initiative Management workstream is the centralised management unit of the Digital REACH Initiative, providing leadership and coordination across all other workstreams. The main functions of the PMO will include:

- **Organisation Building and Management**: Set up and lead the Initiative
- **Grant Management and Reporting**: Manage administrative aspects of grants and funds as well as communications with grant and funding partners on behalf of the Initiative
- **Partnership Management**: Manage key Initiative partnerships with government bodies, development partners, and the private sector
- **Leadership across Workstreams**: Provide leadership across all workstreams and encourage cross-workstream synergies where appropriate

- **Thought Leadership**: Conduct knowledge management for the Initiative and share lessons internally and externally
- **M&E**: Conduct M&E and performance management across all workstreams

Further detail on these functions and the implementation activities can be found in Appendix X.

STRATEGIES AND GUIDELINES

The overarching role of Workstream 1 is to create an optimised organisation to deliver services at the regional level while creating efficiencies and leveraging shared resources. This will require an agreed-upon set of operating guidelines. The following guidelines and strategies were created to yield the best results for Digital REACH Initiative activities.

Operating models: A physically centralised headquarters for the Initiative's leadership and overall operations will create consistent management practices, a cohesive leadership team across the Initiative, and a high level of innovation. Within each workstream, however, a virtual, region-wide, and international working environment would serve to attract and retain the best staff over the ten-year period. Achieving this blend of models will require management by objective, whereby Workstream Leads, managers, and other staff set and monitor goals together. Tools and practices that encourage video conferencing and other forms of virtual connection should also be encouraged.

Partnership guidelines: Meaningful and successful partnerships require a shared understanding of the key principles that guide the relationship. Each partnership the Initiative pursues will be different, and clear guidelines will be developed to help all parties think about how to best work together. While guidelines will be created and managed by the PMO, each workstream will manage its own project-specific partner relationships. Partnership guidelines should mirror the Initiative's integral values, focusing on how partners can bring sustainability to the workstreams over time and on the importance of building up local capacity and using local resources.

Cultural goals: Management is accountable and responsible for setting the Initiative's cultural norms. Management behaviour should reflect these cultural goals. The Initiative aims to create a results-oriented work environment that encourages staff to perform at their best through a focus on the following values:

Management by objective: The flexibility that is achieved through a virtual work environment also requires a high degree of focus on delivery and individual accountability. This requires clarity relating to team and individual objectives and their measures of success. It is important to note that failure in specific activities does not necessarily mean failure to meet one's objectives. In creating a learning environment and a culture of innovation, there must also be room for a degree of failure. Therefore, risk mitigation and contingency plans would also be a valuable part of any formal objectives.

- **Learning environment:** Encourage learning and the sharing of lessons learned within the organisation and externally. This environment is created through the development of regular events, acknowledgements, and tools for documenting and sharing what has been learned by individuals and teams. There will be rewards and acknowledgements made for learning and documenting new insights.

- **Innovation culture:** Create an environment where risk-taking is actively encouraged through project funding, allowing for failure to learn as well as acknowledgements and rewards for doing so. Integrate the measurement of innovation into performance management.

- **Work-life balance:** Achieving the goals laid out in the Strategic Plan will necessitate an environment of hard work and being accountable for resources and results. The effort required to make the Digital REACH Initiative a success will need to be balanced with each team member's ability to maintain personal relationships, health, and well-being. This can be achieved through a management style that engenders flexibility, ample vacation time, management support, fun, and time for gathering and reflection as a group.

- **Simplicity:** Create simple, minimum viable solutions in every respect of the Initiative's practices, policies, programmes, and tools.

- **Quality of work:** The ground-breaking work of this Initiative will make it a global model for regional digital health. This privileged position necessitates a culture of quality that includes professionalism, timeliness, clarity, and thoroughness in everything the Initiative does.

- **Respect:** The Initiative will strive to create a culture of respect and support for those being served through the Initiative and its staff.

Management processes, tools, and practices: To function efficiently and effectively, Workstream 1 will prioritise processes, tools, and practices that engender clarity, transparency, simplicity, accuracy, and actionability. The PMO will promote the use of simple internal solutions that are functional, secure, and not overly complex. These will be supported by clear documentation of the Digital REACH Initiative's standard operating procedures (SOPs) and associated tools.

Initiative M&E and performance management: The Digital REACH Initiative will be data driven. Data collected through M&E will be used for decision making and performance management across all workstreams.

- **Mixed-method** sessions learned will be used to benefit the digital health field and other regions.

Development Partner Operating Guidelines and Parameters

The Initiative will comply with EAC and development partner requirements, such as USAID's East Africa Regional Development Cooperation Strategy (RDCS) 2016-2021, which prioritises support to regional organisations and its partners to harmonise policies and regulations with the goal of addressing the needs of cross-border and mobile populations and preventing the emergence and spread of infectious diseases across borders. This strategy has been developed with these requirements in mind.

OPERATING MODEL

To ensure the Digital REACH Initiative is regionally led, local East African ownership and leadership should be sustained throughout and reflected in the leadership of the Initiative. Where needed, technical skills and expertise can be brought in through partnerships and additional staff. International technical-assistance partners must understand this and work towards transferring skills rather than maintaining continuous support.

The Initiative will work closely with the **Young East African Health Research Scientists' (YEARS) Forum** to support staffing for the Initiative, enabling the Digital REACH Initiative to recruit the region's highest-potential PhD students and future health leaders.

The leadership team should have existing networks in the region and in the fields of global and digital technology. The team should also have a strong ability to work with and across stakeholders at many levels. Various functions can be outsourced including HR, payroll, legal support, and M&E design and analysis depending on cost differentials, legal implications, and the availability of EAC staff to support these functions. For further detail on the specific skills and capabilities required, see Appendix D.

PERFORMANCE INDICATORS FOR TRACKING PROGRESS

The Digital REACH Initiative Director and Directorate will be responsible for identifying specific performance indicators during the workstream planning phase. Some of these potential indicators are presented in the table below.

Table 1: Potential indicators

PLAN PHASE	ROLL-OUT PHASE	INSTITUTIONALISE PHASE
• Governance structure established • Legal framework finalised • Public-and private-sector and inter- and non-governmental partners identified • Plans for thought leadership and M&E created • Policies and SOPs for the Initiative created • Partnership agreements developed • Grant acquisition and management mechanism created • Performance metrics identified	• Operational and project management structures to manage the execution of Initiative and activities in place • Policies and SOPs for the Initiative in place • Required resources identified and onboarded • Grant acquisition and management mechanism rolled out • M&E and performance management structures implemented	• Data collected routinely from each workstream • Learnings shared internally and externally • Policies and procedures implemented by other workstreams • New partnerships formed • Routine grant reporting established • Goals for each workstream's functional areas met • Goals for each workstream met

RISKS AND MITIGATION STRATEGIES

Table 2: Risks and Mitigation Strategies

RISK	MITIGATION
Lack of early, tangible results • It will be difficult to balance the need for building organisational foundations up front with the need to show programmatic results as soon as possible.	**Select quick wins** • Pick the programmatic low-hanging fruit that will show immediate progress (including actual impact, with public relations opportunities and learning opportunities to test Initiative systems, teams, and processes).
Numerous, onerous financial reporting mechanisms • The size of funding needed for the Initiative will require multiple development partners. This often results in large reporting burdens, detracting from effective management and performance in the execution of the work.	**Utilise existing support mechanisms** • Capitalise on the development partner community's recent acknowledgement that this factor is a real issue, and negotiate a single, consolidated set of reporting requirements that will satisfy all development partners involved in the Initiative.
Varying institutional capacity of Partner States to support the Initiative • The institutional capacity of Partner States in developing and implementing digital health strategies varies, with some well advanced in both technical and managerial capacity and experience and others at an earlier stage.	**Identify capacity gaps and institute capacity-building programmes** • Self-assessment and external assessment could help identify such gaps, leading to peer-to-peer support, regional learning, and mentorships. • Regional capacity-building workshops could be organised to address identified gaps.

RISK	MITIGATION
Inappropriate governance structures • Inability to create a governance structure that allows for the appropriate levels of input across stakeholders including a clear understanding of decision making and accountability and processes to handle conflicts of interest.	**Learn from others and stay flexible** • Identify other regional governance structures that have worked and try to replicate or learn from them. • Set aside appropriate time and resources to create sustainable government structures to ensure flexibility based on changing needs and lessons learned.
Lack of cohesion and accountability • Having staff in too many disparate places could lead to a lack of cohesion and accountability.	**Shared goals and clear performance metrics** • Create a strong coordinating body that can oversee activities and provide a vision for all workstreams to work towards the same outcome goals and measures. • Identify clear performance metrics for each workstream to meet in order to support outcome goals. • Encourage workstreams to actively identify synergies with one another. • Institute monthly meetings with all Workstream Leads and the PMO to coordinate on upcoming activities, share progress towards outcome goals, identify potential bottlenecks, and discuss how to address them or minimise their potential impact.
Lack of resources for relationship management • Managing complex relationships and stakeholders across the Initiative may require more time and resources than anticipated.	**Allocate sufficient resources** • Set aside appropriate management time and resources to maintain relationships over time and to ensure flexibility based on changing needs and lessons learned.
Significant overhead required to manage grants • Grant management can involve large amounts of overhead and bureaucracy, often to the exclusion of other, more important functions.	**Allocate sufficient resources** • Ensure dedicated resources with sufficient experience are budgeted for and hired to manage budgets, reporting, and grants.
Lack of funds to manage entire initiative • Grant management can involve large amounts of overhead and bureaucracy, often to the exclusion of other, more important functions.	**Build in fundraising into operating model** • Focus on identifying evidence and success stories through the implementation of quick-wins and priority activities to seek funding for additional areas of work. • Leverage existing initiatives and activities in the region, at the EAC level and with Partner States whenever possible. • Work to ensure budgets are allocated annually at the Partner State level.

DIGITAL REACH INITIATIVE HEALTH PROGRAMME IMPLEMENTATIONS

ORGANISATIONAL STRUCTURE

The Health Programmes Workstream will have an overarching **Workstream Lead** reporting to the Digital REACH Initiative Director in the PMO. The Workstream Lead forms the Executive Management of the workstream.

Each of the nine health programmes will have a **Lead** who will be responsible for creating an implementation strategy, developing and maintaining partnerships, reporting on M&E, tracking the budget, and overseeing the actual implementation of their respective of the health programmes. Each of the Leads will report directly to the Workstream Lead.

Each Health Programme Lead will be supported by an **Implementation Coordinator** and an **Administrator**. **Implementation Coordinators** will be responsible for managing the day-to-day activities for each health programme and overseeing partners that are engaged to provide support. **Administrators** will be responsible for operational aspects of the health programme, coordinating with the **Operations and Administration** personnel as needed.

Technology and global health **subject-matter experts** will also be brought on as staff and as non-staff resources and consultants to support and oversee implementations. The Workstream Lead will be responsible for ensuring the full utilisation of experts on staff. Health Programme Implementation Coordinators will be responsible for working with the Workstream Lead to identify where subject-matter experts can best support implementations.

Technical Advisers and Partner Organisations that bring specialised health or technology expertise into each programme will allow the workstream to access additional resources as needed. Each programme will be responsible for managing and pulling in advisers and partners as required. Partnerships will be managed at the programme level, but with some level of oversight from the workstream's Executive Management and from the PMO.

Operations and Administration will be responsible for overseeing workstream budgets and providing administrative and legal support as needed. Staff will formally report to the PMO. The **M&E** function will be responsible for ensuring M&E is conducted across all nine health programmes.

The figure below illustrates the proposed organisational structure for this workstream.

Figure 2: Organisational Structure
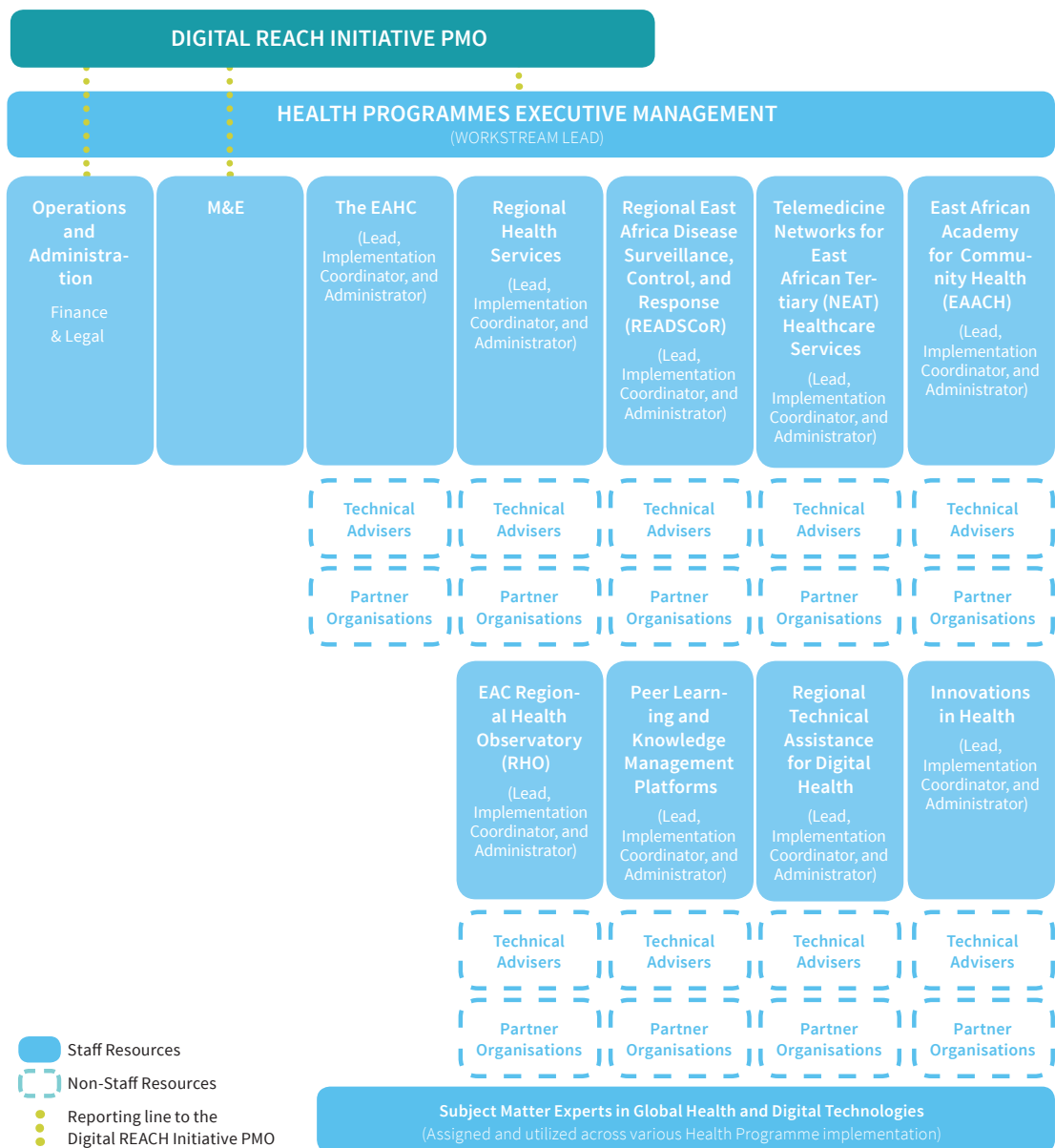
RESPONSIBILITIES

The entity set up to run the Health Programmes Workstream provides implementation oversight, M&E, and coordination across all health programmes implemented in this workstream. The main responsibilities of this workstream include:

- **Set-up and management:** Set up and manage the Health Programme Workstream (including staffing, guidelines, and budgets) with support from the PMO and all nine health programmes

- **Oversight across all Health programmes**: Provide oversight across all health programmes and encourage synergies where possible

- **Partnership management:** Provide oversight of health programme partnerships with government bodies, development partners, and the private sector
- **M&E:** Conduct M&E and performance management across all health programmes
- **Collaboration with other workstreams**: Work with other workstreams to share expertise

Further detail on these functions and the implementations activities can be found in Appendix A.

OPERATING MODEL

Health Programme Workstream staff will provide oversight, coordination, and M&E, and individual health programme projects will be administered by partner organisations.

Where possible, the workstream will focus on implementation through private-public arrangements to support the transitioning of activities to independent management. Preference will be given to partners who will work to develop local capacity, and who believe in the transfer of skills rather than continuous ongoing support. Foreign and local technical assistance will be needed, but emphasis will be placed on local assistance.

The details of the implementation model for this workstream will be decided following the creation of the implementation plan by the workstream team (guided by the Strategic Plan), the prioritisation of health programme implementations, and the availability of appropriate partners.

All health programme implementations will involve an early scan of what work is already being done in related areas by Partner State government institutions and development partners.

PERFORMANCE INDICATORS FOR TRACKING PROGRESS

The workstream and Health Programme Leads will be responsible for identifying specific performance indicators during the workstream launch. Each health programme will have its own indicators. Examples of overall workstream performance indicators include:

Table 3: Potential Indicators

PLAN PHASE	ROLL-OUT PHASE	INSTITUTIONALISE PHASE
• Workstream foundations set up, including development of an implementation plan that is appropriately weighted across the nine health programmes • Partners across all nine health programmes identified • Approach to building an evidence base defined	• Priority health programme implementations started • Insights collected from health programmes	• Progress made against the implementation plan for all nine health programmes • Specific accomplishments made towards rigorous M&E and contributing to the evidence base • Participation in scholarly peer review using evidence collected by health projects completed

RISKS AND MITIGATION STRATEGIES

Table 4: Risks and Mitigation Strategies

RISK	MITIGATION
Lack of Partner State buy-in • Partner States do not agree to the development of key assets (e.g., policies, standards) that are needed to support regional implementations.	**Be inclusive** • Hold inclusive discussions to ensure selected health programme implementations align with individual Partner State priorities and needs. • Provide assurance to Partner States that data will be safe through examples, processes, and structures. • Work closely with appropriate workstream to identify key risks and prioritise needs.

RISK	MITIGATION
Limited resources • Multiple options for health programme implementation jeopardises limited resources.	**Prioritise and plan** • Develop rigorous prioritisation processes and establish clear criteria for selection. • Identify dependencies and sequencing to inform what should happen earlier and what can wait until later.
Competing agendas • Programmatic agenda of health programmes can be influenced by competing interests and siloed requests which deviate from the Digital REACH Initiative's broader outcome goals.	**Articulate goals and build into M&E framework** • Ensure a clear articulation of goals for each health programme and its alignment with the Initiative's broader outcome goals. • Align M&E with outcome goals and measures to encourage the team to uphold goals.
Reinventing the wheel • Duplication of effort with other initiatives in the region conducting similar implementations.	**Leverage what already exists and build on it** • Start every implementation with an assessment of what already exists through consultations with Partner State and international experts (e.g., through Technical Advisory Group). Continue to involve key stakeholders to ensure alignment with existing activities throughout lifespan of Initiative. • Leverage Partner State lessons learned, existing implementations and assets (e.g., standards, policies) where possible and integrate into work done at the regional level.
Limited knowledge transfer impacts sustainability • Lack of knowledge transfer from region to countries could lead to problems with managing and implementing Partner State responsibilities for health programmes.	**Engagement with Partner States stakeholders** • Work closely with Partner States to build the capacity of a Health IT cadre at Partner State level as well as at the regional level. • Provide direct technical assistance to Partner States through Health Programme 8.
Multiple implementations lead to fatigue • "Pilotitis" as a result of funding too many implementations.	**Prioritise and be selective** • Keep implementation selective, prioritise according to key regional needs. • Select technologies that already have some financial backing, have proven ability to scale in other contexts, and already have a business model.
Insufficient resource to scale • Spreading resources too thin and lack of dedicated long-term funding for scale.	**Define vision and allocate budget for scaling** • Carefully craft objectives of each programme to be focused on the long-term vision of scaling valuable and proven technologies. • Allocate funding to scaling successful technologies in the workstream budget. • Utilise findings from M&E to drive continuous fundraising to support scale.
Lack of Partner State buy-in • Partner States do not agree to the development of key assets (e.g., policies, standards) that are needed to support regional implementations.	**Be inclusive** • Hold inclusive discussions to ensure selected health programme implementations align with individual Partner State priorities and needs. • Convene Partner State EWGs for each of the workstreams to ensure that consensus is achieved on strategy, priority and standards for interoperability. • Provide assurance to Partner States that data will be safe through examples, processes, and structures • Work closely with appropriate workstream to identify key risks and prioritise needs.

ESTABLISHING FOUNDATIONAL TECHNOLOGY COMPONENTS

ORGANISATIONAL STRUCTURE

The **Infrastructure Workstream Lead** will report to the PMO. The Lead will be responsible for creating and adapting the workstream strategy over time to meet the evolving infrastructure needs of the Initiative, developing and maintaining partnerships, overseeing implementations, and tracking workstream budget. The Workstream Lead forms the Executive Management of the workstream.

The workstream will have **Infrastructure Coordinators** who will manage day-to-day activities. More junior coordinators can be brought on to support Infrastructure Coordinators if needed. Coordinators will have strong management and technology skills. Each of the Coordinators will report directly to the Workstream Lead.

Subject Matter Experts with expertise in system architecture, software development, health informatics, health systems, IT operations, technical support, and data security will also be brought on as staff to support technical implementations.

The Infrastructure Workstream Lead will be responsible for ensuring the full utilisation of experts on staff. Infrastructure Coordinators will be responsible for working with the Workstream Lead to identify where subject-matter experts can best support implementations.

Partner Organisations and **Technical Advisers** with specialisation should be drawn from EAC and global organisations to support workstream activities as needed. Partnerships will be managed at the workstream level, with some level of oversight from Executive Management and the PMO.

The **Operations and Administration** unit in the PMO will be responsible for overseeing workstream budgets and providing administrative and legal support as needed. The **M&E** function will be responsible for ensuring M&E is conducted.

Figure 3: Organisational Structure of Infrastructure Workstream
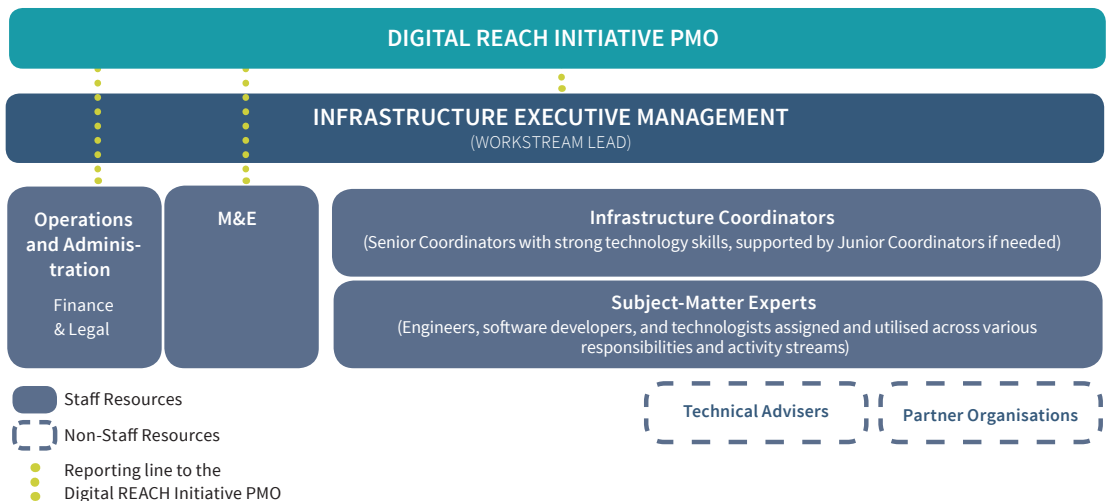
RESPONSIBILITIES

The Infrastructure Workstream will have the following responsibilities:

- **Set-up and management:** Set up and manage the workstream, with support from the PMO
- **Build foundational infrastructure:** Build core infrastructure platforms required for the functioning of other Initiative workstreams

- **Provide regional tech support:** Set up and implement regional technical support to improve and maintain platforms developed over time
- **Partnership management:** Manage workstream partner organisations and liaise with relevant EAC stakeholders, Partner State government representatives, and private- and development-sector organisations
- **M&E:** Collect M&E data and track towards workstream goals
- **Collaborate with other workstreams:** Look for synergies with other workstreams, lending expertise and requesting input as needed

Further detail on these functions and the implementations activities can be found in Appendix A.

OPERATING MODEL

The Infrastructure Workstream will partner with other organisations including Partner State governments, the private sector, and academia. Critical to the effectiveness of the workstream will be its ability to collaborate with other workstreams to provide support where needed and to identify areas where the private sector can provide long-term sustainability for workstream activities.

The majority of permanent staff on the Infrastructure Workstream team will have strong technology skills that will allow it to develop, maintain, and support the systems required. Additional resources and expertise will be drawn from other workstreams as needed. For further detail on the specific skills needed, see Appendix D.

The private sector will be a key contributor to and beneficiary of the work of the Infrastructure workstream.

PERFORMANCE INDICATORS FOR TRACKING PROGRESS

The Workstream Lead will be responsible for identifying specific performance indicators during the planning phase.

Table 5: Potential indicators

PLAN PHASE	ROLL-OUT PHASE	INSTITUTIONALISE PHASE
• Workstream foundations set up, including development of a technology component build and implementation plan • Staff hired and technical advisers and subject-matter experts identified • Existing assets that can be leveraged identified • Priority platforms to be built identified • Platform functionality requirements developed • Priority connectivity infrastructure needs identified • Technical support team identified and support architecture created	• Technology to build priority platforms procured • Connectivity infrastructure in select locations improved in ways that support Digital REACH Initiative implementations • Priority platforms built according to requirements and tested • Training for built platforms complete • Initial data on platform usage collected and analysed • Technical support rolled out	• Progress made against the implementation plan • Platform usage increasing amongst Partner States • Connectivity infrastructure in additional locations improved • Decisions made using data gathered from platforms • Specific accomplishments made towards conducting rigorous M&E and contributing to the evidence base • Partner States and workstreams satisfied with technical support received

RISKS AND MITIGATION STRATEGIES

Table 6: Risks and Mitigation Strategies

RISK	MITIGATION
Data protection policies become a bottleneck • National policies on where data must be stored may lead to difficulties or delays in securing data-sharing policies and agreements from Partner States on hosting of national data in a regional cloud.	**Start with aggregated data and build value proposition** • Work closely with the Legislation, Policy, and Compliance workstream and provide assurance to Partner States that data will be safeguarded using state-of-the-art privacy and security protocols and that Partner State ownership of data will be ensured. • Start with anonymised or aggregated data and gradually build the value proposition and case for sharing patient-level data to respond to or prevent infectious disease outbreaks.
Limited connectivity infrastructure creates problems for scale • Lack of connectivity infrastructure across the region may make it difficult to implement, use, and scale platforms built by the Initiative.	**Prioritise the build of offline-first platforms and partner to expand connectivity** • Support the build of offline-first platforms designed to function in low-connectivity settings. • Work closely with the Strategy and Investment Workstream to identify priority areas for partnerships with the private sector and governments to expand connectivity.
Security breach • A data security breach compromises data stored on the EAHC and erodes trust in regional services by Partner States.	**Invest in robust data privacy and security standards** • Ensure that state-of-the-art privacy and security protocols and highly skilled IT security staff are employed from the start. • Conduct thorough IT security audits of all potential hardware and software platforms and conduct routine audits on regional platforms once implemented. • Apply best practices in system architecture to partition data storage by owner and sensitivity of data and establish granular data access roles. • Work with Legislation, Policy, and Compliance team and Initiative Management team to develop legal frameworks for data protection.
Competing priorities • Misalignment of use cases for regional infrastructure prioritised by Partner States may spread workstream resources too thin.	**Identify and align Partner States on priority activities** • Identify a minimum prioritised set of use cases that will deliver quick wins for all Partner States while focusing the initial development on a small number of core components and services. • Establish a transparent process for Partner States to submit new use cases and change requests, obtain consensus on prioritisation, and publish a plan for the evolution of regional infrastructure to set expectations appropriately.
Requirements creation becomes a bottleneck • Development of requirements documentation that comprehensively defines functionality to meet all Partner State needs could take a substantial amount of time and delay actual implementation.	**Institute an Agile approach for software platform development** • Establish and socialise the Agile development methodology that allows the workstream to minimise requirements documentation, including only high-level, long-term use cases and limiting comprehensive technical detail to cover only what is necessary to complete short-term development work. • Allow workstream teams to develop and demonstrate high-value platform functionality quickly to obtain immediate buy-in and feedback to then develop more comprehensive detail for each successive development phase.

RISK	MITIGATION
Inadequate tech support erodes trust • As demand from Partner States grows, existing technical support resources may become inadequate to support needs which could result in decreasing trust in platforms.	**Establish robust, tiered, tech support structure and "super users"** • Monitor technical support processes closely and set thresholds to alert the Workstream Lead to prevent user needs from increasing unsustainably. • Build a scalable structure for technical support from the beginning that allows lower-skilled technical support staff (i.e. Tier 3) to be increased in number quickly as needed, supported by a detailed knowledge base that is continually updated. • Recruit users from Partner States to act as "super users" and provide both advocacy for platforms and supplemental technical support to other users within their communities.
Shortage of skilled staff • Lack of available human resources with requisite technology skills (e.g., IT security, system architecture) may delay implementation.	**Allocate adequate budget to obtain and retain staff with critical skills** • Conduct market research to quantify potential availability or shortages of eligible workforce with critical skills and market rates for compensation. • Fill shortages through partnerships with private-sector organisations which include capacity building for regional staff.

SUPPORTING THE ACCESS, EXCHANGE, AND MANAGEMENT OF DATA AND CONTENT

SERVICES AND APPLICATIONS

ORGANISATIONAL STRUCTURE

The **Services and Applications Workstream Lead** will report to the PMO. The Lead will be responsible for creating the workstream strategy, developing and maintaining partnerships, overseeing implementations, and tracking workstream budget.

Services and Applications Coordinators will oversee implementing workstream responsibilities and activities. More junior coordinators can be brought for particular activities to support Coordinators if needed. Coordinators will report to the Workstream Lead.

A team of multidisciplinary **Subject Matter Experts** will be brought on with expertise in health and ICT. Specific skills include requirements gathering, product design, application and software development, and health informatics.

The Services and Applications Workstream Lead will be responsible for ensuring the full utilisation of experts on staff. Services and Applications Coordinators will be responsible for working with the Workstream Lead to identify where subject-matter experts can best support implementations.

Partner Organisations and **Technical Advisers** with specialisation in relevant subject-matter expertise should be drawn from the EAC region (e.g., technology providers, universities) and global organisations to support workstream activities. Partnerships will be managed at the workstream level, with some level of oversight from Executive Management and the PMO.

The **Operations and Administration** unit in the PMO will be responsible for overseeing workstream budgets and providing administrative and legal support as needed. The **M&E** function will be responsible for ensuring M&E is conducted.

Figure 4: Organisational Structure of Services and Applications Workstream
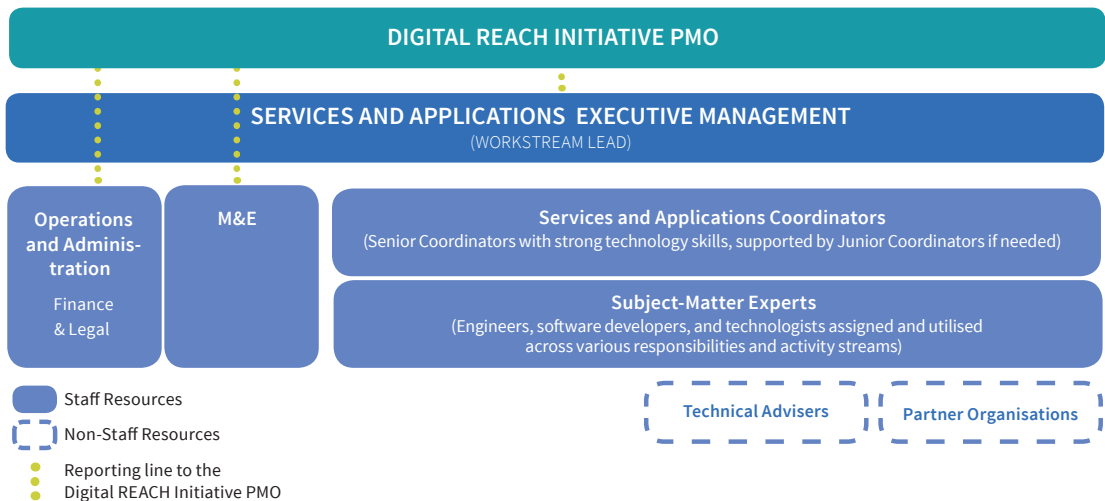
RESPONSIBILITIES

The Services and Applications workstream will have the following responsibilities:

- **Set-up and management**: Set up and manage the workstream, with support from the PMO
- **Design services and applications:** Manage the design and roll-out of solutions that support Digital REACH Initiative outcome goals and associated activities
- **Partnership management:** Manage workstream partner organisations and liaise with relevant EAC stakeholders, Partner State government representatives, and private- and development-sector organisations

- **M&E:** Collect M&E data and track towards workstream goals
- **Collaborate with other workstreams:** Look for synergies with other workstreams, lending expertise and requesting input as needed

Further detail on these functions and the implementations activities can be found in Appendix A.

OPERATING MODEL

The workstream's effectiveness will depend on its ability to partner with academia, technology service providers, and other relevant private-sector organisations to identify and leverage what has already been done, as well as to support in-house or outsourced application development, implementation, and roll-out. Example partners include MNOs, digital health technology providers, international organisations, and universities investing in innovation and technology (e.g., WFP, Makerere University, University of Kigali).

The majority of permanent staff on the Services and Applications Workstream team will have strong technology skills that will allow them to design and develop the services and applications required. Staff should have experience working in the health sector and a thorough understanding of the needs of health professionals, epidemiologists, insurers, and other health providers. Additional expertise will be drawn from other workstreams as needed. The workstream should work closely with universities and involve students in software and application development to build technical capacity in the region.

The private sector will be a key contributor to and beneficiary of the work of the Services and Applications workstream.

PERFORMANCE INDICATORS FOR TRACKING PROGRESS

The Workstream Lead will be responsible for identifying specific performance indicators during the planning phase.

Table 7: Potential indicators

PLAN PHASE	ROLL-OUT PHASE	INSTITUTIONALISE PHASE
• Workstream foundations set up, including development of a solution design and implementation plan • Staff hired, and technical advisers and subject-matter experts identified • Existing assets that can be leveraged identified • Gaps identified and country expectations clarified • Priority applications to be built identified • Functional requirements developed	• Refinements to readily available solutions identified • Hardware and software needed to design solutions procured • Priority solutions built according to requirements and tested • Initial roll-out of solutions in select locations completed • Solution usage tracked, and test stage targets reached	• Progress made against the implementation plan • Solution usage tracked, and institutionalisation targets reached • Feedback on solutions collected • Specific accomplishments - made towards rigorous M&E and contributing to the evidence base

RISKS AND MITIGATION STRATEGIES

Table 15: Risks and Mitigation Strategies

RISK	MITIGATION
Lack of priorities stretches resources too thin • Demand for services and applications may be greater than number of staff available. Multiple solutions being developed at the same time may cause little progress to be made on any of them.	**Balance quick wins against foundational elements** • Prioritise strategic solutions that encourage momentum within the workstream and amongst other workstreams. Manage staff time based on priorities. • Work with the private sector and technology providers to outsource the development of solutions, working with existing solutions where possible.
Lack of affordable and local expertise • Sourcing developer expertise may be a challenge due to lack of local capacity and cost of international expertise.	**Use outsourcing and integrate with local capacity building** • Develop a good outsourcing strategy to involve regional and international expertise. • Build capacity amongst young local potential developers (e.g., through partnering with universities).
Duplication of effort • Partner States will already have existing solutions that they are using. Adding new solutions will increase the burden on health workers and solution fragmentation in the region.	**Identify what already exists** • Conduct inventory to understand what already exists in the region and utilise existing assets where possible. • Make use of existing tools (e.g., digital health atlas) to assess existing assets and investments being made in the region. • Leverage existing tools where possible, making enhancements rather than building from scratch.
Increased burden on health workers • Training on new solutions will increase burden on health workers who already work with multiple solutions.	**Minimise need for training and disruption** • Enhance tools health workers are already familiar with, where possible, to avoid need for training on new tools. • Encourage the use of common design principles across all newly developed solutions to make any new tools more accessible, intuitive, and easy to use for health workers.
Creating burdensome dependencies between workstreams • Lack of agreement and consensus on standards may stall work on other workstreams.	**Prioritise activities and create workstream autonomy** • Identify quick wins and make progress towards them to build momentum and avoid stalling work on other workstreams. Work to create longer-term foundational elements from the beginning. • Hold regular expert working group (EWG) meetings with other Workstream Leads to identify potential risks and bottlenecks and discuss how to address them or minimise their potential impact. • Structure implementation plans in ways that minimise dependencies on other workstreams by building sufficient autonomy into relevant workstream.

ADVOCATING FOR DIGITAL REACH

ORGANISATIONAL STRUCTURE

The Leadership and Advocacy Workstream will be a very small unit consisting of two or three people, with external consulting resources brought in as needed.

The **Leadership and Advocacy Workstream Lead** forms the Executive Management of the workstream and reports to the PMO's Digital REACH Initiative Director. The Lead will be responsible for creating workstream strategy, overseeing advocacy activities, and tracking workstream budget. The Lead will also be involved in advocacy activities; the management workload will be lighter as the unit will be small. The Workstream Lead can also be the lead advocate.

The workstream will employ one or two **Subject Matter Experts** who will strategise what advocacy work needs to be done, and do the work. **Consultants** with particular subject-matter expertise, contacts, and networks in Partner States will be brought on when needed as **Digital REACH Initiative Ambassadors**. They will have deep expertise and connections in the region and will be briefed by subject-matter experts in each workstream as needed. Ambassadors will work with subject-matter experts to ensure that relevant high-level actors are consulted in EAC Partner States and that Digital REACH Initiative projects and approaches can be implemented with regional backing. It is likely that Ambassadors will be needed for each Partner State.

The **Operations and Administration** unit in the PMO will be responsible for overseeing workstream budgets and providing administrative and legal support as needed. The **M&E** function will be responsible for ensuring M&E in conducted.

Figure 5: Organisational Structure of Leadership and Advocacy Workstream

RESPONSIBILITIES

The Leadership and Advocacy workstream will have the following responsibilities:

- **Set-up and management:** Set up and manage the workstream, with support from the PMO
- **Play an advocacy role:** Get buy-in from high-level government actors (Partner States, EAC Organs and Institutions) for Digital REACH Initiative activities
- **M&E:** Collect M&E data and track towards workstream goals
- **Collaborate with other workstreams:** Work closely with other workstreams to identify areas that would benefit from advocacy and socialisation

Further detail on these functions and the implementations activities can be found in Appendix A.

OPERATING MODEL

The Leadership and Advocacy Workstream will employ appropriate staff and bring in well-connected and influential consultants as Digital REACH Initiative Ambassadors to realise its goals. The workstream may hold consultation meetings to gather high-level actors to advise, negotiate, and rally support for Digital REACH Initiative work. Such events may facilitate reaching consensus faster than rounds of one-on-one consultation and may better create regional approaches to digital health and its implementation by benchmarking progress and promoting healthy competition.

The private sector will also be a contributor to and beneficiary of the work of the Leadership and Advocacy workstream.

PERFORMANCE INDICATORS FOR TRACKING PROGRESS

The Workstream Lead will be responsible for identifying specific performance indicators during the planning phase.

Table 9: Potential indicators

PLAN PHASE	ROLL-OUT PHASE	INSTITUTIONALISE PHASE
• Staff hired and consultants identified • Workstream foundations set up, including development of a plan for initial high-level consultations • Exploration conducted with other workstreams to identify areas for initial high-level consultations	• Initial high-level consultations conducted • Advocacy work to support other workstreams' implementations performed • Insights from advocacy work collected and shared within Digital REACH Initiative • M&E to document and learn from initial consultations complete	• Further advocacy work to support other workstream implementations performed • Discussion of Digital REACH Initiative issues and implementations incorporated into at least one regular, recurring meeting of the EAC • Effectiveness of advocacy assessed through tracking and reporting on Partner State political buy-in for Digital REACH Initiative activities • Specific accomplishments made towards conducting rigorous M&E and contributing to the evidence base

RISKS AND MITIGATION STRATEGIES

Table 10: Risks and Mitigation Strategies

RISK	MITIGATION
High-level politicians are unfamiliar with digital health • High-level politicians, whose buy-in is necessary for the Digital REACH Initiative to succeed, may be unfamiliar with digital health and its importance.	**Socialise digital health concepts and emphasise benefits to nation and region** • Initial consultations may need to involve some familiarisation with digital health concepts and issues. Benefits of and challenges inherent in digital health that support improved health outcomes may need to be explored.
Advocacy becomes a bottleneck • Lack of progress on advocacy may stall work in other workstreams.	**Actively pre-empt bottlenecks and prioritise activities accordingly** • Hold regular EWG meetings with other Workstream Leads to identify potential risks and bottlenecks and discuss how to address them or minimise their potential impact (e.g., by prioritising other workstream activities that can be done independently of political acceptance, especially on politically sensitive topics).

RISK	MITIGATION
Lack of interest and buy in • Lack of interest and buy-in for Digital REACH activities at appropriate political levels may impede progress.	**Plan and invest in gaining political buy-in** • Emphasise link between Digital REACH Initiative activities and the improvement of healthcare services in the EAC through case studies and examples. • Create positive incentives for Partner States that support Initiative activities (e.g., highlight work and publicly acknowledge support and success stories).

NEGOTIATING ECONOMIES OF SCALE

ORGANISATIONAL STRUCTURE

The **Workstream Lead** will report to the PMO and forms the Executive Management of the workstream. The Lead will be responsible for creating workstream strategy, developing and maintaining partnerships, overseeing negotiations, and tracking workstream budget. The Workstream Lead will need to have experience in the development of private sector investment strategies.

The workstream will employ one or two **Business Analysts** who will evaluate areas where Partner States can collaborate for group purchasing and service provision and develop private sector investment strategies. They will develop business cases for **Negotiators** who will hold discussions on behalf of Partner States. Business Analysts and Negotiators will report directly to the Workstream Lead.

Where necessary, **Advisers** with particular subject-matter or industry expertise (e.g., expertise with mobilising and using government finance resources) will be brought in to advise on negotiations.

The **Operations and Administration** unit in the PMO will be responsible for overseeing workstream budgets and providing administrative and legal support as needed. The **M&E** function will be responsible for ensuring M&E in conducted.

Figure 6: Organisational Structure of Strategy and Investment Workstream
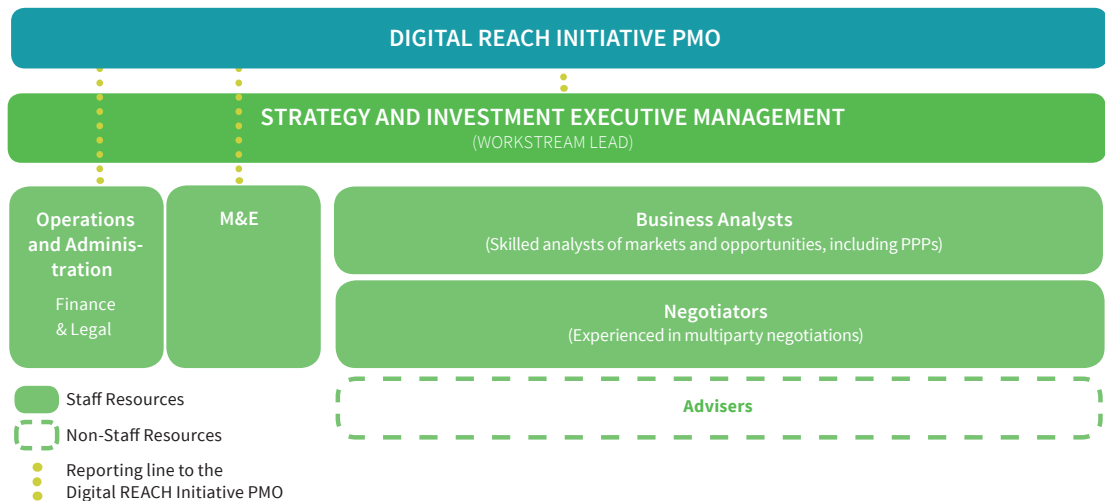
RESPONSIBILITIES

The Strategy and Investment Workstream will have the following responsibilities:

- **Set-up and management:** Set up and manage the workstream, with support from the PMO
- **Negotiate on behalf of partner states:** Develop regional business cases to support, investment, and facilitate common positions across Partner States, negotiate with development partners and the private sector
- **Develop investment mechanism for regional connectivity:** Develop an investment mechanism to expand communication infrastructure in areas with low connectivity
- **Partnership management:** Look for and manage potential PPPs opportunities and negotiate partnership agreements
- **M&E:** Collect M&E data and track towards workstream goals
- **Collaborate with other workstreams:** Work closely with other workstreams to identify areas that would benefit from business case development and to identify potential PPPs

Further detail on these functions and the implementations activities can be found in Appendix A.

OPERATING MODEL

The Strategy and Investment Workstream will employ appropriate staff and consultants and will partner with organisations to realise its goals. The workstream will work closely with officials in Partner States governments, particularly officials working in procurement and in the topical areas in which the workstream is negotiating.

The workstream will strategise potential areas for deal negotiation, as well as be passed needs from other Digital REACH Initiative workstreams and Partner States.

PERFORMANCE INDICATORS FOR TRACKING PROGRESS

The Workstream Lead will be responsible for identifying specific performance indicators during the planning phase.

Table 11: Potential indicators

PLAN PHASE	ROLL-OUT PHASE	INSTITUTIONALISE PHASE
• Staff hired and consultants identified • Workstream foundations set up, including development of a plan for initial negotiations and PPPs • Exploration started with other workstreams and Partner States to identify areas for initial negotiations and PPPs	• Initial high-level negotiations completed • Opportunities for PPPs explored • Engagement continued with other workstreams and Partner States to identify areas for negotiation • Insights collected and shared within Digital REACH Initiative • M&E to document and learn from initial negotiations complete	• Further negotiations conducted to support other workstream implementations and Partner State needs • Partner State ministries (e.g., health) are making use of negotiated bulk purchase deals • Specific accomplishments made towards conducting rigorous M&E and contributing to the evidence base • PPPs established, if appropriate

RISKS AND MITIGATION STRATEGIES

Table 12: Risks and Mitigation Strategies

RISK	MITIGATION
Partner States cannot reach agreement on desired goods and services • In some cases, Partner States may prioritise different needs.	**Work with a subset of Partner States** • Continue negotiations on behalf of Partner States that can reach agreement. • Continue to pursue buy-in amongst Partner States by demonstrating value through implementations and case studies. Look to group purchasing organisations for best practices.
Partner States not willing to have Digital REACH Initiative negotiate on their behalf • Partner States may not be comfortable with an outside entity negotiating arrangements for certain goods and services on its behalf.	**Essential preparatory discussions** • Early on, discuss with Partner States what they are willing to have negotiated on their behalf and what levels of involvement they would prefer. Revisit discussions as needed.

ESTABLISHING COMMON GUIDELINES, POLICIES, AND PROTOCOLS

WORKSTREAM 7:
LEGISLATION, POLICY, AND COMPLIANCE

ORGANISATIONAL STRUCTURE

The **LPC Workstream Lead** will report to the PMO. The Lead will be responsible for creating the workstream strategy, developing and maintaining partnerships, overseeing implementations, ensuring that M&E occurs for all implementations, and tracking workstream budget. The Workstream Lead forms the Executive Management of the workstream.

The workstream will have **LPC Coordinators** who will oversee implementing workstream responsibilities and activities, with more junior coordinators brought on if needed. Coordinators will report directly to the Workstream Lead. Legislation, policy, and compliance **Subject Matter Experts** who have experience bringing policies to scale will also be brought on as staff and consultants to support various activities.

The LPC Workstream Lead will be responsible for ensuring the full utilisation of all experts and staff. LPC Coordinators will be responsible for working with the Workstream Lead to identify where subject-matter experts can best support implementations.

Partner Organisations and Technical Advisers with specialisation in legislation, policy, and compliance should be drawn from EAC and, where necessary, from global organisations to support workstream activities. Partnerships will be managed at the workstream level, with some level of oversight from Executive Management and the PMO. The **Regional Policy Working Group** will work closely with the Coordinators.

The **Operations and Administration** unit in the PMO will be responsible for overseeing workstream budgets and providing administrative and legal support as needed. The **M&E** function will be responsible for ensuring M&E in conducted.

Figure 7: Organisational Structure of LPC Workstream
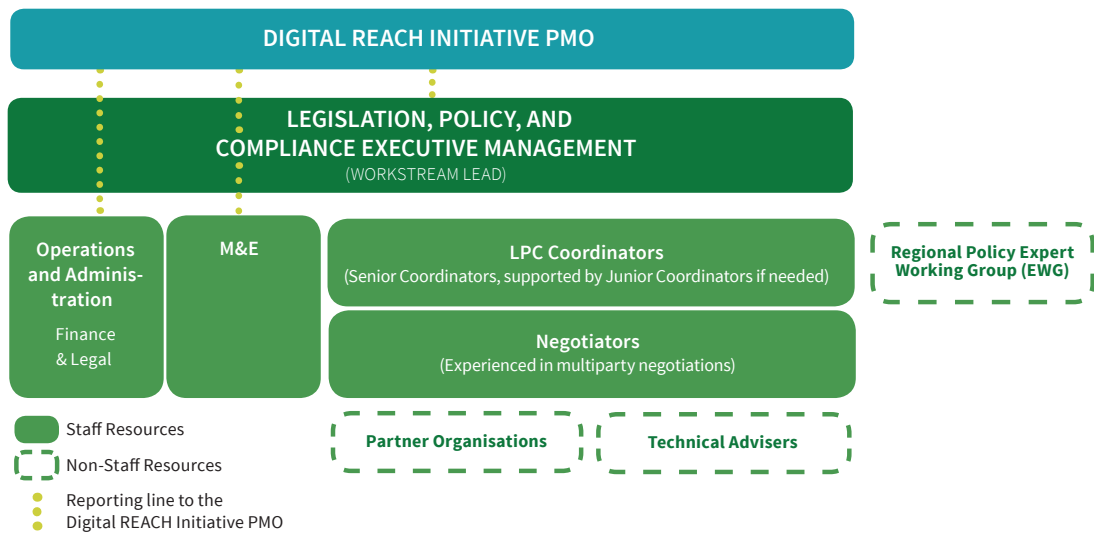
RESPONSIBILITIES

The LPC workstream will have the following responsibilities:

- **Set-up and management:** Set up and manage the workstream, with support from the PMO
- **Create a supportive policy environment:** Develop new legislation, policies, and guidelines to support the realisation of the Digital REACH Initiative's outcome goals, and work towards adoption at the appropriate regional and Partner State levels
- **Partnership management:** Work with Partner States through the Regional Policy Working Group and development partners.

- **M&E:** Collect M&E data and track towards workstream goals
- **Collaborate with other workstreams:** Work closely with other workstreams to identify areas that would benefit from policy support

Further detail on these functions and the implementations activities can be found in Appendix A.

OPERATING MODEL

The LPC Workstream will have to work closely with policy peers in Partner State governments. Critical to the effectiveness of the workstream will be its ability to drive policy cohesion in the region and win cooperation.

The workstream will identify current policies and legislation in the region, assess gaps and contradictions, propose adjustments, draft policy and legislation guidelines that can be adopted by Partner States, and draft new policies when appropriate. Partner State involvement will be a thread running through all these steps. The private sector will be a key contributor to and beneficiary of the work of the LPC Workstream.

PERFORMANCE INDICATORS FOR TRACKING PROGRESS

The Workstream Lead will be responsible for identifying specific performance indicators during the planning phase.

Table 13: Potential indicators

PLAN PHASE	ROLL-OUT PHASE	INSTITUTIONALISE PHASE
• Workstream foundations set up, including development of a plan for initial high-level consultations and priority policies • EAC policies and legislation that impede the realisation of the Initiative's outcome goals are identified • Appropriate partners identified, especially policy staff in Partner States • Regional Policy EWG participants identified • Staff hired and technical advisers and subject-matter experts identified	• Priority policy and legislation review and drafting processes started • Regular consultations held with Partner State stakeholders • Regional Policy EGW set up • Support to Partner States looking to implement new policies provided	• Progress made against the implementation plan • Regional Policy EWG meets regularly and provides an effective forum to facilitate harmonised regional digital health policy • EAC policies and legislation that impede the realisation of the Initiative's outcome goals have been adjusted • Support provided to Partner States looking to implement new policies • Private sector is aware of Partner State guidelines, policies, and legislation relevant to digital health • Compliance with policies • Specific accomplishments made towards M&E and contributing to the evidence base • Participation in scholarly peer review

RISKS AND MITIGATION STRATEGIES

Table 24: Risks and Mitigation Strategies

RISK	MITIGATION
Policy becomes a bottleneck • Lack of progress on policy may stall work on other workstreams.	**Actively pre-empt bottlenecks and prioritise activities accordingly** • Hold regular EWG meetings with other Workstream Leads to identify potential risks and bottlenecks, and discuss how to address them or minimise their potential impact (e.g., by prioritising other workstream activities that can be done independently of policy changes). • Work closely with the Leadership and Advocacy Workstream team to address potential bottlenecks.
Lack of buy-in for regional policy work • Partner State policy and legislative staff may not be receptive to policy changes identified by the workstream or might not comply once policies are agreed to and adopted.	**Substantial effort put into consultation and involvement** • The Digital REACH Initiative strategy will be one of partnership building and consultation from the start. The Regional Policy EWG will seek to involve Partner State policy staff actively in policy review and drafting processes. • More time may have to be allocated to policy processes if substantial advocacy is necessary. This will be done in coordination with the Leadership and Advocacy Workstream team. • Create positive incentives for Partner States that adopt and enforce agreed to policies (e.g., through highlighting of work and public acknowledgement of compliance).
Highly divergent policies between Partner States • Existing Partner State policy legislation that impacts digital health (e.g., legislation on data sharing, storage of patient information) may be highly divergent, thus slowing regional harmonisation.	**Early, quick wins balanced with longer-term foundations** • Early identification of critical policy and legislation areas will be necessary, along with their analysis. Higher-level legal and digital policy experts may need to be drawn in. • Identify areas against which progress can be made quickly as a way of building momentum. Balance this with also working on foundational aspects that may take longer and require greater political buy-in.
Significant time and resources required of Partner States • Reviews of documents may demand significant time from Partner State policy staff or require specific digital health expertise that may not be resident in certain government departments.	**LPC workstream support provided** • The Regional Policy EWG will seek to build Partner State capacity and to leverage existing capacity, while the LPC Workstream team will do most of the heavy lifting required. • The workstream can temporarily second policy staff to Partner States for short periods of time if Partner States do not have policy capacity in particular areas. Support can be drawn from the Regional Technical Assistance for Digital Health Programme. Secondments can also be facilitated from other organisations within Partner States, civil society, NGOs, and if needed, international bodies like the WHO. • There will also be an emphasis on succinct, readable documents.

BUILDING HEALTH WORKER CAPACITY

ORGANISATIONAL STRUCTURE

The **Workforce Workstream Lead** will report to the PMO. The Lead will be responsible for creating workstream strategy, developing and maintaining partnerships, overseeing implementations, ensuring that M&E occurs for all implementations, and tracking workstream budget. The Workstream Lead forms the Executive Management of the workstream.

The workstream will have a small number of **Workforce Coordinators** who will oversee select workstream responsibilities and activities. More junior coordinators may be brought in as needed to support specific activities. Coordinators will report directly to the Workstream Lead.

Subject-matter experts on digital health, public health, eLearning, capacity building, and training will also be brought on as staff to support and execute across workstream responsibilities and activities. The Workstream Lead will be responsible for ensuring the full utilisation of experts on staff. Workforce Coordinators will be responsible for working with the Workstream Lead to identify where subject-matter experts can best support implementations.

Partner Organisations and **Technical Advisers** with expertise in eLearning and capacity building should be drawn from EAC and global organisations to facilitate various activities. Partnerships will be managed at the workstream level, with some level of oversight from the Workstream Lead and the PMO. The **Workforce Partner's Forum** will work closely with the Coordinators.

The **Operations and Administration** unit in the PMO will be responsible for overseeing workstream budgets and providing administrative and legal support as needed. The **M&E** function will be responsible for ensuring M&E in conducted.

Figure 8: Organisational Structure of Workforce Workstream
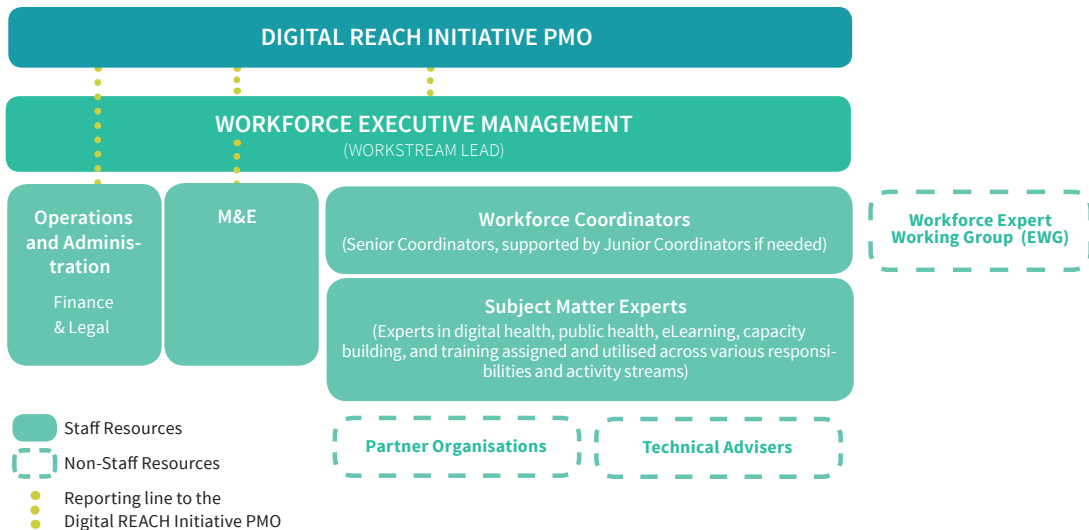
RESPONSIBILITIES

The Workforce workstream will have the following responsibilities:

- **Set-up and management:** Set up and manage the workstream, with support from the PMO
- **Set-up of eLearning platform:** Aim for mainstream use of the eLearning platform by pre- and in-service health professionals.
- **Content creation:** Work with universities and training institutions to make available and create a range of demand-driven training materials, including materials for existing health profession training institutions,

as well as continuing professional development (CPD) materials and short courses for in-service health professionals. Develop a harmonised scheme to accredit, recognise, and issue CPD points for courses and activities.

- **Capacity building:** Work with universities and relevant professional bodies (e.g., doctor and nurse associations) to embed digital health into existing course training for pre and in-service health professionals.
- **Partnership management:** Work with the EAC, Partner State Ministries of Education and Health, and research bodies through the Workforce Partners' Forum to closely involve medical, academic, and research stakeholders. Manage partnerships with development partners and the private sector.
- **M&E:** Collect M&E data and track towards workstream goals.
- **Collaborate with other workstreams:** Work closely with other workstreams to identify areas that would benefit from close cooperation.

Further detail on these functions and the implementations activities can be found in Appendix A.

OPERATING MODEL

The Workforce Workstream will create partnerships with existing organisations to realise its goals. Likely partners include:

- Universities and colleges that train health workers
- Existing offline training providers (e.g., in the private sector and EAC NGOs)
- International NGOs or private-sector companies active in eLearning (e.g., MOOCs)

The private sector will also realise benefits from the implementations of the Digital REACH Initiative and will be able to be directly involved in implementations.

PERFORMANCE INDICATORS FOR TRACKING PROGRESS

The Workstream Lead will be responsible for identifying specific performance indicators during the planning phase.

Table 15: Potential indicators

PLAN PHASE	ROLL-OUT PHASE	INSTITUTIONALISE PHASE
• Workstream foundations set up, including development of an implementation plan • Workforce Partners' Forum members identified and invited to join • Appropriate partners identified • Staff hired and technical advisers and subject-matter experts identified	• Partners' Forum set up • eLearning platform set up • eLearning content for health workers created and tested • Training needs for other workstreams identified, and ToT approach developed and tested	• Progress made against the implementation plan • Workforce Partners' Forum meeting is planned and helping to shape eLearning implementations • eLearning platform in use • Digital health integrated into university and other health worker training • Specific accomplishments made towards conducting rigorous M&E and contributing to the evidence base

RISKS AND MITIGATION STRATEGIES

Table 16: Risks and Mitigation Strategies

RISK	MITIGATION
Lack of Partner State consensus • Partner State health and education ministries may be unable to come to consensus on training accreditation and content.	**Prioritise buy-in and political support** • Head-of-state buy-in may be necessary. The Leadership and Advocacy workstream should assist with extensive consultations to reach consensus. • Capitalise on the existing agreement for East African Qualifications Framework for Higher Education.
Lack of appropriate infrastructure • Health workers may not have sufficient connectivity to make use of eLearning. ICT infrastructure may vary from country to country.	**Build appropriate tools and support availability of infrastructure** • Platforms will have to be designed with this in mind. The Strategy and Investment and Infrastructure workstreams will work towards more widespread and cheaper connectivity across the region.
No progress made on freedom of movement • EAC Partner States may not put measures in place to allow health workers to move freely from one country to another.	**Prioritise activities that support the region regardless** • While the Workforce Workstream aims to support free movement of workers through region-wide accreditation of eLearning courses, the courses will have value for workforce capacity development even if workers stay in-country and lay the foundation for greater freedom of movement, eventually.
Health workers resist additional training • Health workers may see digital health training as an additional burden.	**Understand concerns and emphasise benefits** • Capitalise on the national CPD frameworks which makes acquiring CPD points mandatory for relicense of professional practising. • Don't dismiss concerns, develop plans to address them. Emphasise benefits of digital health (e.g., improvements in diagnosis, patient care, supply chain management). Training should minimise disruptions, such as health workers having to leave work.
Lack of required knowledge to train others • Trainers may not know enough about the assets and tools being created by other workstreams to effectively train regional and Partner State staff.	**Build in time for knowledge sharing** • Coordinate inter-workstream discussions and regular sharing of implementation needs so Workforce Workstream staff can develop and test training materials. Adopt a ToT approach between skilled trainers on the Workforce Workstream staff and other workstreams' staff.
Reinventing the wheel • Content is created without regard for what already exists resulting in duplicative work.	**Leverage what already exists** • Work with academic institutions, universities, and training colleges to incorporate their course content to avoid reinventing the wheel and to leverage what already exists. This will also allow for this workstream to realise efficiencies in the way it implements.
Costs associated with platform maintenance • Platforms used require costly maintenance and are not sustainable.	**Choose sustainable, cost effective tools that can be locally managed** • Work with the Infrastructure and Services and Applications Workstreams to identify the right tools and platforms to use (e.g., open source versus commercial platforms) in ways that support long term sustainability (e.g., Moodle).
Lack of ICT skills • Health professionals may lack ICT skills needed to access and use training materials.	**Design with the user in mind** • Tools and platforms must be user-friendly and easy to use so that health professionals with little to no ICT skills can participate.
Linguist and cultural differences across countries • Cultural and linguistic different across countries may make it hard to harmonise content	**Be culturally aware and sensitive** • Content needs to be developed with cultural sensitivities and linguistic differences in mind to ensure it is accessible to professionals from all countries. Consultation with Partner State representatives should ensure that content is vetted and that it is available in relevant languages (e.g., English and French).

SETTING COMMON AND SHARED STANDARDS FOR DIGITAL HEALTH

ORGANISATIONAL STRUCTURE

The **Standards and Interoperability Workstream Lead** will report to the PMO. The Lead will be responsible for creating workstream strategy, developing and maintaining partnerships, overseeing implementations, ensuring that M&E occurs for all implementations, and tracking workstream budget. The Workstream Lead forms the Executive Management of the workstream.

Standards and Interoperability Coordinators will manage the day-to-day activities and facilitate implementation of the workstream objectives. More junior coordinators may be brought in to support specific activities as needed. Coordinators will report directly to the Workstream Lead. **Subject Matter Experts** with knowledge of standards development will also be brought on as staff to support and execute across workstream responsibilities and activities. The Workstream Lead will be responsible for ensuring the full utilisation of experts on staff. Workstream Coordinators will be responsible for working with the Workstream Lead to identify where subject-matter experts can best support various activities.

Partner Organisations and **Technical Advisers** with specialisation in interoperability and standards development should be drawn from the EAC and global organisations to facilitate achievement of the workstream objectives. Partnerships will be managed at the workstream level, with some level of oversight from the Workstream Lead and the PMO. The **Standards and Interoperability EWG** will work closely with the Coordinators. The EWG will be made up of workstream subject-matter experts, Partner State officials, and internal auditors.

The **Operations and Administration** unit in the PMO will be responsible for overseeing workstream budgets and providing administrative and legal support as needed. The **M&E** function will be responsible for ensuring M&E in conducted.

Figure 9: Organisational Structure of Workforce Workstream
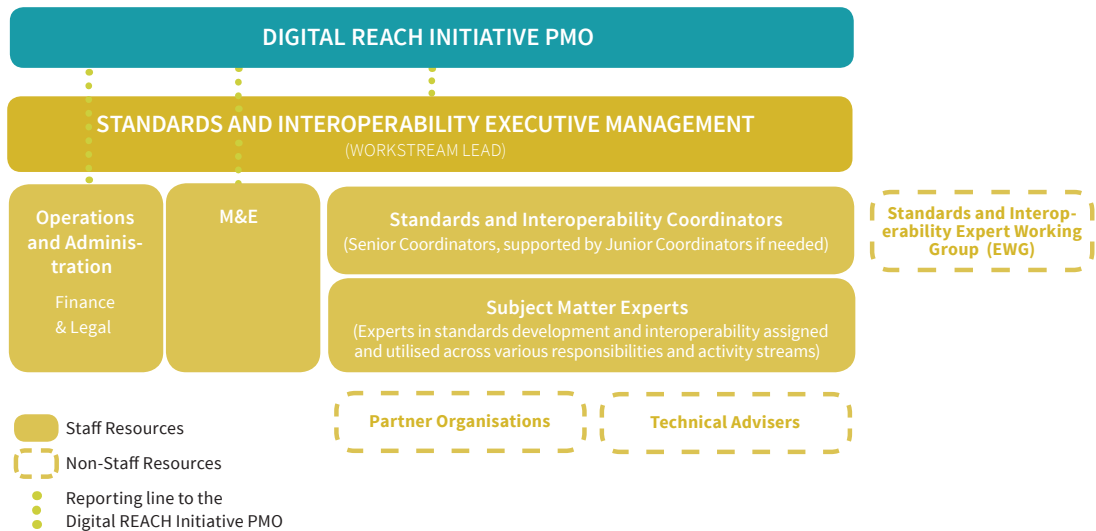
RESPONSIBILITIES

The Standards and Interoperability workstream will have the following responsibilities:

- **Set-up and management:** Set up and manage the workstream, with support from the PMO

- **Harmonise standards**: Develop guidelines and new policies to support the realisation of the Initiative's outcome goals, and work towards adoption and compliance at the appropriate regional and Partner State levels

- **Partnership management:** Work with the EAC, Partner State Ministries of Health and ICT, and through the Standards and Interoperability EGW. Manage partnerships with development partners and the private sector.
- **M&E:** Collect M&E data and track towards workstream goals
- **Collaborate with other workstreams:** Work closely with other workstreams to identify areas that would benefit from close cooperation and oversee adherence to interoperability standards and practices across workstreams, providing technical support as appropriate

Further detail on these functions and the implementations activities can be found in Appendix A.

OPERATING MODEL

The Standards and Interoperability Workstream will work closely with peers in Partner States governments. The workstream will identify current standards and levels of interoperability in the region, assess gaps and contradictions, propose adjustments, and draft standards and protocols for adoption at the regional and Partner States level.

Once standards have been developed, the workstream will promote compliance through socialisation, partnership building, showcasing compliance and successes, and providing feedback to Partner States. Internal auditing will be conducted and serve as an opportunity to receive feedback and ensure compliance with developed standards. Specific activities to be implemented by internal auditors include format checks, range checks, compatibility checks, validity checks, and exception checks. Internal auditors can either be staff or contracted resources, depending on the frequency of audits conducted. The private sector will be a key contributor to and beneficiary of the work of the Standards and Interoperability Workstream.

PERFORMANCE INDICATORS FOR TRACKING PROGRESS

The Workstream Lead will be responsible for identifying specific performance indicators during the planning phase.

Table 17: Potential indicators

PLAN PHASE	ROLL-OUT PHASE	INSTITUTIONALISE PHASE
• Workstream foundations set up, including development of a standards implementation plan • Workstream subject-matter experts and coordinators are hired and onboarded • Vision for interoperability and common standards defined internally and with key stakeholders • Appropriate initial partners and Standards and Interoperability EWG members are identified and invited • Approach to building political support defined and key figures targeted	• Priority work on standards definition and creation started • Insights collected from initial work • Percentage of standards (as determined in plan) are rolled out and tested	• Progress made against the implementation plan • Percentage of usage (as determined in plan) met across Partner States

RISKS AND MITIGATION STRATEGIES

Table 18: Risks and Mitigation Strategies

RISK	MITIGATION
Creating dependencies between workstreams • Lack of agreement and consensus on standards may stall work on other workstreams.	**Prioritise activities and create workstream autonomy** • Identify quick wins and make progress towards them to build momentum and avoid stalling work on other workstreams. Work to create longer-term foundational elements from the onset. • Hold regular EWG meetings with other Workstream Leads to identify potential risks and bottlenecks and discuss how to address them or minimise their potential impact. • Structure implementation plans in ways that minimise dependencies on other workstreams by building sufficient autonomy into relevant workstream.
Lack of political will • Lack of political interest and buy-in for harmonising standards across EAC Partner States may impede progress. • Lack of enforcement in Partner States of agreed-upon standards may ultimately jeopardise the Initiative's success.	**Plan and invest in gaining political buy-in** • Emphasise link between the development of standards and the improvement of healthcare services in the EAC through case studies and examples. • Work with Leadership and Advocacy Workstream to target high-level political figures early on to gain the right governmental support amongst Partner States. • Focus on stakeholder management and coordination, gather inputs, and iterate based on feedback from the onset (e.g., through the Standards and Interoperability EGW). • Create positive incentives for Partner States that adopt and enforce common standards (e.g., highlight work and publicly acknowledge compliance).
Lack of priorities stretches resources too thin • Demand for support from Standards and Interoperability Workstream staff may be greater than number of staff available. Multiple standards being developed at the same time may cause little progress to be made on any of them.	**Balance quick wins against foundational elements** • Prioritise strategic activities that encourage momentum within the workstream and amongst other workstreams. Manage staff time based on priorities. • Include focal persons in key priority workstreams to ensure oversight and continuity of work done.
Significant input required by Partner States • Lengthy reviews and documents that demand significant time from Partner State government staff, or require specific expertise that may not be resident in certain government departments may lead to long delays in seeking approval for standards guidelines and protocols being developed.	**Make it easy for Partner States to contribute** • Encourage Partner State participation from the start through the Standards and Interoperability EWG so that reviewers are aware and well informed about the context and content ahead of their reviews. • Design documents for review to be simple, short, and easy to understand.
Conflicting existing standards • Existence of conflicting standards in place amongst Partner States may make harmonisation challenging.	**Rationalise approach to standards across the region** • Work with subject-matter experts and Partner States to identify recommended approaches that best support the Digital REACH Initiative's outcome goals and interoperability and promote those approaches regionally and in Partner States that have conflicting standards. • Work closely with the Leadership and Advocacy team to build support for recommended approach in cases where conflict exists.
Duplication of effort • Some countries may have already-developed standards that can be adopted or tailored by others. Lack of knowledge of what exists may create duplication of effort.	**Identify what already exists** • Conduct inventory to understand what already exists in the region and utilise existing assets where possible. • Make use of existing tools (e.g., digital health atlas) to assess existing assets and investments being made in the region.

APPENDIX A:
Workstream
Implementation-level Activities

1 Organisation Building and Management

OBJECTIVES SUMMARY

- Set up the appropriate entity and structures to lead and manage the Initiative (including staffing, legal contracts)
- Conduct initial and ongoing governance development (set up, maintain, and potentially redesign governance structure) for the Initiative on an ongoing basis to ensure flexibility
- Provide ongoing operational support for the Initiative
- Create workstream strategy and operational plan

ACTIVITIES

PLAN

- Set up the management entity with appropriate governance and legal structures
- Identify other regional governance structures that have worked and try to replicate or learn from them
- Set up top Board of Directors and Workstream 1 Executive Management
- Set up units for human resources, communications and public relations, finance, IT, partnership management, and legal
- Hire key support staff
- Create SOPs, policies, and tools that align with the operating principles and values of the Initiative

ROLL-OUT

- Run the Board of Directors forum
- Roll out SOPs, policies, and procedures for the PMO
- Work with legal counsel to make sure contracts are implemented correctly
- Assist other workstreams with hiring and training staff (procedures, legal, HR)
- Identify, recruit, and train additional required Workstream 1 staff
- Oversee execution of performance management
- Ensure other eight workstreams are set up and staffed and that detailed operational plans are put in place

INSTITUTIONALISE

- Provide ongoing operational support
- Continue to run the Board of Directors and Executive Management forums effectively
- Continue to work with legal counsel to ensure that contracts are being implemented correctly
- Continue to assist other workstreams with hiring and training staff
- Continue to oversee execution of performance management

2 Grant Management and Reporting

OBJECTIVES SUMMARY

- Manage administrative aspects of grants as well as communications with grant partners on behalf of the Initiative
- Develop reports and briefs for updating key stakeholders and partners

ACTIVITIES

PLAN

- Set up reporting cycles for grants
- Develop and verify report template for grants
- Write policies and allocate responsibilities for communication with funders and grant partners

ROLL-OUT

- Submit reports to funders and grant partners
- Communicate high-quality materials with funders on an ongoing basis
- Extend communications with funders beyond stipulated reporting to improve funder relations

INSTITUTIONALISE

- Continue to submit reports in a timely manner
- Continue to extend communications with funders beyond stipulated reporting to improve funder relations
- Continue to adapt and send out regular high-quality communications with other stakeholders
- Continue to participate in identified forums and share lessons learned

3 Partnership Management

OBJECTIVES SUMMARY

- Manage development partner and private-sector engagement for the Initiative
- Liaise with grant partners, EAC stakeholders, Partner State government representatives such as Ministries of Health, Digital Health teams, and other relevant bodies
- Coordinate amongst existing partners and pursue new partnerships throughout the lifespan of the Initiative

ACTIVITIES

PLAN

- Transition of partnerships and relationship management to the executive team
- Write policies and allocate responsibilities for communication with partners
- Identify sustainable partners across public-private continuum for the long term and corresponding value proposition for involvement
- Develop partnerships structures, agreements, and guidelines
- Set up reporting cycle and format for regular communication with EAC and Partner State government representatives and other stakeholders
- Strategise forums in which the Initiative should participate with key stakeholders
- Develop principles for outsourcing from within and outside the region

ROLL-OUT

- Set up partnership and outsourcing structures, agreements, and guidelines
- Pursue additional appropriate partnerships
- Communicate appropriate messages and materials with key stakeholders, across the organisation
- Communicate regular, high-quality materials with the EAC and Partner State government representatives

INSTITUTIONALISE

- Continue to pursue appropriate partnerships using data gathered from M&E to inform support and investment needs
- Continue communications and partnership building activities

4 Leadership across Workstreams

OBJECTIVES SUMMARY

- Provide leadership across all workstreams and encourage cross-workstream synergies where appropriate. Examples include joint projects or activities across different workstreams and opportunities for one workstream to provide expertise to another
- Uphold the values of the Initiative and set the tone across the organisation by upholding the Digital REACH Initiative Organisational Principles (Figure 6). This can be done by setting up aligned structures and policies across the Initiative and tracking adherence across workstreams.
- Oversee support to Partner States from workstreams and ensure coordination between workstreams

ACTIVITIES

PLAN

- Set up top management structure(s) for each workstream
- Create organisational policies and procedures aligned with the Initiative's Organisational Principles
- Scope priorities and performance indicators for Workstream 1 and review with Board of Directors
- Review and approve priorities and performance indicators for all other workstreams
- Support alignment of the other eight workstreams' policies and procedures with Organisational Principles
- Create long-term financial plan
- Develop the Initiative's strategy across different functions (e.g., partnerships, sustainability, solutions)

ROLL-OUT

- Evaluate and refine top management structure(s) and processes for each workstream
- Roll out SOPs, policies, and procedures and oversee integration into other workstreams
- Work with teams from other eight workstreams on developing supportive policies, standards, guidelines, and system components (e.g., infrastructure, services, applications), driven by initial implementations in target demonstration sites
- Evaluate alignment of other eight workstreams' policies and procedures with Initiative's Organisational Principles
- Measure other workstreams against performance indicators
- Measure Workstream 1 against identified performance indicators
- Refine the financial plan
- Execute the Initiative's strategy across different functions

INSTITUTIONALISE

- Continue to evaluate and refine top management structure(s) and processes for each workstream
- Track workstream adherence to SOPs and policies and manage efforts for improvement
- Execute regular reviews and evaluations of other workstream performance indicators
- Continue to refine the long-term financial plan
- Continue to refine and execute the organisation's strategy across different functions (e.g., partnerships, sustainability, solutions)
- Revisit and refine the Digital REACH Initiative strategy, involving stakeholders

5 Thought Leadership

OBJECTIVES SUMMARY

- Oversee and manage the knowledge management platform for the Initiative and share lessons learned internally and with external actors as appropriate
- Participate in regional events and share findings and data with other regional bodies seeking to learn from the Initiative model
- Promote the Initiative at conferences, events, and public forums

ACTIVITIES

PLAN

- Assess a range of approaches to knowledge management and design an approach for the Initiative
- Scan for regional events and assess appropriateness of participation
- Identify thought leadership agenda and associated priorities

ROLL-OUT

- Test and refine the knowledge management approach, based on the work of the other eight workstreams
- Promote the Initiative at events
- Assess effectiveness of Initiative's promotion
- Institute thought leadership agenda
- Participate in identified forums, and share lessons learned in the Initiative

INSTITUTIONALISE

- Use defined approach and ensure that knowledge management is done automatically and effectively by the PMO Thought Leadership function
- Use data collected through M&E to inform lessons learned
- Routinely share information with other regional bodies
- Continue to promote the Initiative
- Continuously implement and assess the thought leadership agenda

6 M&E

OBJECTIVES SUMMARY

- Conduct M&E and performance management across all workstreams
- Coordinate with independent M&E partner
- Use M&E data to mobilise funding based on tangible results and outputs

ACTIVITIES

PLAN

- Identify M&E priorities
- Assess a range of M&E approaches and methodologies and design an approach for the organisation
- Ensure that M&E is built in to all Initiative workstreams, programmes, and implementations based on outcome goals
- Incorporate M&E training into staff onboarding
- Hire M&E staff, identify external M&E partner, and allocate responsibilities

ROLL-OUT

- Ensure that M&E is done for all Initiative workstreams, programmes, and implementations
- Assess the M&E approach and adjust as necessary
- Share all M&E lessons learned with other workstreams and with outside parties (successes and failures)

INSTITUTIONALISE

- Continue to ensure that M&E is done for all Initiative activities, and that lesson-sharing is taking place
- Assess M&E done in the organisation on an ongoing basis
- Collect data from each workstream routinely and use to support and inform investments

* Not all workstreams will be set up at the start of the Digital REACH Initiative implementation. Set-up timing will depend on funding, priority projects, and staffing. The Digital REACH Strategic Plan lays out priorities for each workstream and the Initiative as a whole.

1 Set-up and Management

OBJECTIVES SUMMARY
- Set up and manage the Health Programme Workstream (including staffing, guidelines, and budgets) with support from the PMO
- Set up and manage all nine health programmes
- Provide ongoing operational support for all health programmes

ACTIVITIES

PLAN
• Set up workstream management and reporting structure • Provide input on the creation of relevant policies, SOPs, and guidelines developed by the PMO that impact will workstream • Set up units for each health programme • Identify and hire health programme Leads and supporting staff • Develop a financial plan based on budget for the workstream and each heath programme • Set up reporting cycle and format for regular communications with the PMO • Create workstream strategy and operational plan

ROLL-OUT
• Roll out SOPs, policies, and procedures developed by the PMO • Onboard additional required staff (subject-matter experts) • Implement performance management tools and processes developed by the PMO • Refine financial plan and track budget • Refine workstream strategy and operational plan, as needed • Report to the PMO on ongoing progress

INSTITUTIONALISE
• Oversee implementation of SOPs and policies at the workstream level • Continue to oversee execution of performance management tools and processes • Continue to refine financial plan and track budget • Continue to refine and execute the workstream strategy • Continue to report to the PMO on ongoing progress

2 Oversight Across All Health Programmes

OBJECTIVES SUMMARY
- Provide oversight across all health programmes, assist with implementation of technical architecture and design, and encouraging synergies where possible
- Coordinate across all health programmes and staff
- Coordinate with other workstreams

ACTIVITIES

PLAN
- Develop strategy and operational plan for each health programme
- Develop strategy and operational plan for each implementation
- Set up plans, reporting, and ongoing processes and SOPs for implementation oversight
- Build internal processes for information sharing
- Create resourcing plans to allocate staff time across health programmes

ROLL-OUT
- Refine health programme strategies and operational plans, as needed
- Refine health programme implementation strategies, as needed
- Kick off health programme implementations
- Implement plans, reporting, and ongoing processes for implementation oversight, and assess effectiveness
- Oversee internal information sharing (e.g., through staff meetings and update sharing)
- Monitor staff utilisation across all health programmes, refining plans as needed

INSTITUTIONALISE
- Continue with measures for implementation oversight, including ongoing adaptation and improvement
- Continue to oversee internal information sharing (e.g., through staff meetings and update sharing)
- Continue to monitor staff utilisation across all health programmes, refining plans as needed
- Revisit and refine health programme strategies and operational plans, as needed

3 Partnership Management

OBJECTIVES SUMMARY

- Provide partner oversight for all health programmes
- Liaise with grant partners, EAC stakeholders, Partner State government representatives such as Ministry of Health Digital Health teams, private investment capital, and other relevant bodies

ACTIVITIES

PLAN

- Identify necessary partner organisations and technical advisers' skills needed across implementations
- Develop plan for partner selection for all health programmes and their respective implementations
- Devise plans and mechanisms for how implementing partners will be contracted and overseen, in line with the PMO's policies
- Devise plans for liaising with partners, including clear staff responsibility allocation
- Set up reporting cycle and format for regular communications with partners, EAC stakeholders, Partner State government representatives, and other relevant bodies involved in health programme implementations

ROLL-OUT

- Work with the PMO's legal counsel to make sure that partner contracts are implemented correctly
- Identify and select partner organisations and technical advisers for implementations (run an RFP or a call for applications and selection)
- Oversee execution of implementations by partner organisations and technical advisers
- Manage partner organisations and technical advisers
- Implement plans for liaising with partners, EAC stakeholders, Partner States government representatives, and other relevant bodies
- Send planned, high-quality communications to partners, EAC stakeholders, Partner States government representatives, and other relevant bodies involved in health programme implementations
- Report on partner organisations to the PMO

INSTITUTIONALISE

- Continue to manage partner organisations and technical advisers across health programmes and implementations
- Continue to oversee execution of implementations by partner organisations and technical advisers
- Institutionalise partnership strengthening (through partnership forums)
- Continue to implement and refine communications with partners, EAC stakeholders, Partner States government representatives, and other relevant bodies involved in health project implementations
- Continue to report on partner organisations to the PMO

4 M&E

OBJECTIVES SUMMARY
- Conduct M&E and performance management across all health programmes
- Report M&E data to the PMO

ACTIVITIES

PLAN
- Plan how the approach to M&E will be implemented in each health programme and their implementations
- Plan how and to whom M&E data should be reported

ROLL-OUT
- Implement M&E methodologies for all health programme implementations
- Monitor M&E data flows for effectiveness and efficiency
- Provide feedback on M&E methodologies to the PMO as needed

INSTITUTIONALISE
- Continue to implement and refine M&E methodologies and plans
- Continue to ensure effective M&E data flows from health programme implementations to the PMO

5 Collaboration with Other Digital REACH Initiative Workstreams

OBJECTIVES SUMMARY
- Contribute Health Programme Workstream insights for the Digital REACH Initiative thought leadership to the PMO
- Strategise and provide Health Programme Workstream public relations materials to the PMO
- Lend workstream expertise to other workstreams as needed

ACTIVITIES

PLAN
- Devise mechanisms for capturing and sharing thought leadership and public relations insights with thought leadership and public relations functions within the PMO, and allocate responsibility within staff
- Include discussion on the Initiative's approaches to thought leadership and public relations in staff onboarding
- Set up strategy and plan for coordination with other workstreams (e.g., internal newsletters, frequent update sharing)

ROLL-OUT
- Include thought leadership and public relations discussion in staff meetings, and share insights with thought leadership and public relations functions within the PMO
- Participate in Executive Management meetings, looking for synergies and areas for coordination
- Implement strategy and plan for coordination with other workstreams to encourage synergies where possible

INSTITUTIONALISE
- Continue to include thought leadership and public relations discussion in staff meetings and circulate insights to the PMO
- Maintain and deepen staff involvement in Initiative's public relations efforts
- Continue to implement and refine strategy and plan for coordination and sharing of learnings with other workstreams

1 Set-up and Management

OBJECTIVES SUMMARY
- Set up and manage the workstream structures (including staffing, guidelines, and budgets) with support from the PMO
- Hire staff and identify technical advisers and subject-matter experts
- Provide ongoing operational support for workstream technical implementations

ACTIVITIES

PLAN
• Set up workstream management and reporting structure
• Provide input on the creation of relevant policies, SOPs, and guidelines developed by the PMO that impact will workstream
• Identify and hire staff
• Develop workstream strategy and operational plan
• Develop a financial plan based on budget for the workstream
• Set up reporting cycle and format for regular communications with the PMO
• Define shared regional vision for workstream

ROLL-OUT
• Roll out SOPs, policies, and procedures developed by the PMO
• Onboard additional required staff (e.g., coordinators and subject-matter experts)
• Manage staff
• Implement performance management tools and processes developed by the PMO
• Refine workstream strategy and operational plan, as needed
• Refine financial plan and track budget
• Report to the PMO on ongoing progress

INSTITUTIONALISE
• Oversee implementation of SOPs and policies
• Continue to oversee execution of performance management tools and processes
• Continue to refine financial plan and track budget
• Continue to refine and execute the workstream strategy and operational plan
• Continue to manage staff
• Continue to report to the PMO on ongoing progress

2 Build Foundational Infrastructure

OBJECTIVES SUMMARY
- Identify, build, and host common technology components on a regional cloud
- Build core infrastructure platforms required for the functioning of other Initiative workstreams (e.g., EAHC, interoperability layer, terminology services)

ACTIVITIES

PLAN
- Landscape what solutions already exist using Digital Health Atlas and identify key infrastructural gaps that exist
- Identify priority use cases for platform development
- Determine functional and non-functional requirements for build of priority platforms
- Procure necessary hardware and software (updating every two years)

ROLL-OUT
- Set up the foundations for electronic information exchange (e.g., hosting, engineering and support) for the architecture
- Design and implement (internally or through technology partners) a regionally hosted, enterprise IT architecture with core infrastructure to support regional applications
- Roll-out beta platforms and test among key users

INSTITUTIONALISE
- Continue routine monitoring for performance and use
- Continue to refine core infrastructure and platforms
- Implement at scale and use data on use and feedback gathered from users to improve and refine over time
- Update procured hardware and software as needed

3 Provide Regional Tech Support

OBJECTIVES SUMMARY
- Provide regional technical support required to improve and maintain platforms developed over time

ACTIVITIES

PLAN
- Determine functional and non-functional requirements for technical support
- Procure necessary hardware and software (updating every two years)
- Identify partner organisations to lend support

ROLL-OUT
- Set-up technical support architecture
- Develop SOPs and escalation procedures and socialise internally
- Roll-out support for prioritised implementations

INSTITUTIONALISE
- Scale support across the Initiative
- Gather feedback from users and use data to refine escalation procedures, timeliness, and quality of service

4 Partnership Management

OBJECTIVES SUMMARY
- Provide oversight of workstream partner organisations
- Liaise with relevant EAC stakeholders, Partner State government representatives, and private- and development-sector organisations

ACTIVITIES

PLAN
• Identify necessary partner organisations and technical advisers' skills needed to support build
• Develop a plan for partner selection
• Devise plans and mechanisms for how implementing partners will be contracted and overseen, in line with the PMO's policies
• Devise plans for liaising with partners, including clear staff responsibility allocation
• Set up reporting cycle and format for regular communications with partners, EAC stakeholders, Partner State government representatives, and other relevant bodies involved in workstream

ROLL-OUT
• Work with the PMO's legal counsel to make sure that partnership agreements are implemented correctly
• Identify and select partner organisations and technical advisers for implementations (e.g., run an RFP or a call for applications and selection)
• Oversee execution of implementations by partner organisations and technical advisers
• Implement plans for liaising with partners, EAC stakeholders, Partner States government representatives, and other relevant bodies
• Send planned, high-quality communications to partners, EAC stakeholders, Partner States government representatives, and other relevant bodies involved in implementations

INSTITUTIONALISE
• Continue to manage implementing partner organisations
• Continue to implement and refine communications with partners, EAC stakeholders, Partner States government representatives, and other relevant bodies involved in implementations
• Continue to report on partner organisations to the PMO

5 M&E

OBJECTIVES SUMMARY
- Conduct M&E and track progress against workstream performance measures, reporting periodically to the PMO

ACTIVITIES

PLAN
• Plan how the PMO approach to M&E will be implemented in the workstream
• Plan how and to whom M&E data should be reported
• Set up mechanisms to monitor platform use and gather user feedback from the start

ROLL-OUT
• Implement M&E methodologies for all implementations
• Monitor platform use and feedback
• Provide feedback on M&E methodologies to the PMO as needed

INSTITUTIONALISE
• Continue to implement and refine M&E methodologies and plans
• Continue to ensure effective M&E data flows to the PMO
• Monitor use of platforms, collect feedback, and use to refine platforms over time

6 Collaborate with other Workstreams

OBJECTIVES SUMMARY

- Contribute workstream insights for Digital REACH Initiative thought leadership to the PMO
- Provide workstream public relations materials to the PMO
- Look for synergies with other workstreams, lending expertise and requesting input as needed and appropriate
- Participate in EWG meetings with other Workstream Leads to discuss progress and pre-empt and address potential bottlenecks

ACTIVITIES

PLAN

- Set up strategy and plan for coordination with other workstreams
- Decide on a mechanism for ensuring that other workstream solutions needs are met, and allocate responsibility in the workstream
- Devise mechanisms for capturing and sharing thought leadership and public relations insights with thought leadership and public relations functions within the PMO, and allocate responsibility within staff
- Include discussion on the Initiative's approaches to thought leadership and public relations in staff onboarding

ROLL-OUT

- Participate in Executive Management meetings
- Implement strategy and plan for coordination with other workstreams to encourage synergies where possible
- Work closely with the Standards workstream team to implement data exchange standards in software tools
- Works closely with Workforce workstream to support the training and adoption of solutions
- Work closely with the Strategy and Investment and Services and Applications teams to determine connectivity and infrastructure needs
- Work closely with public relations in the PMO to socialise and conduct media campaign on solutions across the region
- Include thought leadership and public relations discussion in staff meetings and share insights with PMO

INSTITUTIONALISE

- Continue to coordinate and gather inputs from other workstreams
- Continue to implement and refine strategy and plan for coordination and sharing of learnings with other workstreams
- Continue to include thought leadership and public relations discussion in staff meetings, and circulate insights to the PMO
- Maintain and deepen staff involvement in Initiative's public relations efforts

1 Set-up and Management

OBJECTIVES SUMMARY

- Set up and manage the workstream structures (including staffing, guidelines, and implementation budgets) with support from the PMO
- Hire staff and identify technical advisers and subject-matter experts
- Provide ongoing operational support for workstream implementations

ACTIVITIES

PLAN

- Set up workstream management and reporting structure
- Provide input on the creation of relevant policies, SOPs, and guidelines developed by the PMO that will impact workstream
- Identify and hire staff
- Develop workstream strategy and operational plan
- Develop a financial plan based on budget for the workstream
- Set up reporting cycle and format for regular communications with the PMO
- Define shared regional vision for workstream

ROLL-OUT

- Roll out SOPs, policies, and procedures developed by the PMO
- Onboard additional required staff (e.g., coordinators and subject-matter experts)
- Manage staff
- Implement performance management tools and processes developed by the PMO
- Refine workstream strategy and operational plan, as needed
- Refine financial plan and track budget
- Report to the PMO on ongoing progress

INSTITUTIONALISE

- Oversee implementation of SOPs and policies
- Continue to oversee execution of performance management tools and processes
- Continue to refine financial plan and track budget
- Continue to refine and execute the workstream strategy and operational plan
- Continue to manage staff
- Continue to report to the PMO on ongoing progress

2 Design Services and Applications

OBJECTIVES SUMMARY

- Identify existing assets that can be leveraged and enhanced to meet the needs of this workstream
- Manage the requirements-gathering process to ensure all solutions developed meet the needs of users
- Manage the design and roll-out of solutions that support Digital REACH Initiative outcome goals and associated activities
- Provide Partner States with support for roll-out of solutions

ACTIVITIES

PLAN

- Identify priority use cases for solution development
- Determine functional and non-functional requirements for build of priority solutions
- Procure necessary hardware and software (updating every two years)
- Develop common design principles and standards for use across all solutions
- Assess innovative approaches to application development, such as competitions and challenges

ROLL-OUT

- Design and implement (internally or through technology partners) prioritised solutions, including:
  - A regional digital insurance product available to EAC citizens
  - Telemedicine solutions
  - Human resource management applications
  - Standardised tools for data collection and use
  - Tools for case identification, contact tracking, and decision support for outbreaks and health emergencies (e.g., alerts, care instruction, protocol updates)
  - Decision planning, tracking, and decision support for supply chain, budget, and financial analysis
  - Communications system to reach subgroups of the patient population with targeted messaging
- Roll-out test solutions

INSTITUTIONALISE

- Continue to design and implement (internally or through technology partners) solutions
- Implement solutions at scale and use data and feedback gathered from users to improve and refine solutions over time
- Update procured hardware and software as needed
- Refine common design principles and standards as needed

3 Partnership Management

OBJECTIVES SUMMARY

- Provide oversight of workstream partner organisations
- Partner with health technology providers for the build and design of services and applications
- Liaise with other East African stakeholders including representatives of Partner State MoHs and private-sector bodies

ACTIVITIES

PLAN

- Identify necessary partner organisations and technical advisers' skills needed to support build of solutions
- Develop a plan for partner selection
- Devise plans and mechanisms for how implementing partners will be contracted and overseen, in line with PMO policies
- Devise plans for liaising with partners, including clear staff responsibility allocation*
- Set up reporting cycle and format for regular communications with partners, EAC stakeholders, Partner
- State government representatives, and other relevant bodies involved in workstream

ROLL-OUT

- Work with the PMO's legal counsel to make sure that partnership agreements are implemented correctly
- Identify and select partner organisations and technical advisers for implementations (run an RFP or a call for applications and selection)
- Oversee execution of implementations by partner organisations and technical advisers
- Implement plans for liaising with partners, EAC stakeholders, Partner States government representatives, and other relevant bodies
- Send planned, high-quality communications to partners, EAC stakeholders, Partner States government representatives, and other relevant bodies involved in implementations

INSTITUTIONALISE

- Continue to manage implementing partner organisations
- Continue to implement and refine communications with partners, EAC stakeholders, Partner States government representatives, and other relevant bodies involved in implementations
- Continue to report on partner organisations to the PMO

4 M&E

OBJECTIVES SUMMARY

- Collect feedback from Partner States and other users on solutions and use to improve design
- Conduct M&E and track progress against workstream performance measures, reporting periodically to the PMO

ACTIVITIES

PLAN

- Plan how the PMO approach to M&E will be implemented in the workstream
- Plan how and to whom M&E data should be reported
- Set up mechanisms to monitor solution use and gather user feedback from the start

ROLL-OUT

- Implement M&E methodologies for all implementations
- Monitor solution use and feedback
- Provide feedback on M&E methodologies to the PMO as needed

INSTITUTIONALISE

- Continue to implement and refine M&E methodologies and plans
- Continue to ensure effective M&E data flows to the PMO
- Monitor use of solutions, collect feedback, and refine solutions over time

5 Collaborate with other Workstreams

OBJECTIVES SUMMARY

- Contribute workstream insights for the Digital REACH Initiative thought leadership to the PMO
- Provide workstream public relation materials to the PMO
- Look for synergies with other workstreams, gathering inputs and lending expertise as needed and appropriate

ACTIVITIES

PLAN

- Set up strategy and plan for coordination with other workstreams
- Decide on a mechanism for ensuring that other workstream solutions needs are met, and allocate responsibility in the workstream
- Devise mechanisms for capturing and sharing thought leadership and public relations insights with thought leadership and public relations functions within the PMO, and allocate responsibility within staff
- Include discussion on the Initiative's approaches to thought leadership and public relations in staff onboarding

ROLL-OUT

- Participate in Executive Management meetings, looking for synergies and areas for coordination
- Implement strategy and plan for coordination with other workstreams to encourage synergies where possible
- Work closely with the Standards Workstream team to implement data exchange standards in software tools
- Works closely with Workforce Workstream to support the training and adoption of solutions
- Work closely with the Strategy and Investment and Infrastructure teams to determine connectivity and infrastructure needs
- Work closely with Health Programme 8 to identify and use promising transformational technologies
- Work closely with the Legislation, Policy, and Compliance Workstream to ensure that appropriate policies that support services and applications exist and are complied with
- Work closely with public relations function in the PMO to socialise and conduct media campaign on developed solutions across the region
- Include thought leadership and public relations discussion in staff meetings, and share insights with thought leadership and public relations functions within the PMO

INSTITUTIONALISE

- Continue to coordinate and gather inputs from other workstreams
- Continue to implement and refine strategy and plan for coordination and sharing of learnings with other workstreams
- Continue to include thought leadership and public relations discussion in staff meetings, and circulate insights to the PMO
- Maintain and deepen staff involvement in Initiative's public relations efforts

1 Set-up and Management

OBJECTIVES SUMMARY

- Set up and manage the workstream structures (including staffing, guidelines, and budgets) with support from the PMO
- Hire staff and identify potential consultants
- Provide ongoing operational support

ACTIVITIES

PLAN

- Set up workstream management and reporting structure
- Provide input on the creation of relevant policies, SOPs, and guidelines developed by the PMO that will impact workstream
- Identify and hire staff
- Identify potential consultants
- Develop a financial plan based on budget for the workstream
- Set up reporting cycle and format for regular communications with the PMO
- Develop workstream strategy and operational plan
- Define shared regional vision for workstream

ROLL-OUT

- Roll out SOPs, policies, and procedures developed by the PMO
- Implement performance management tools and processes developed by the PMO
- Continue to identify potential consultants
- Refine financial plan and track budget
- Refine workstream strategy and operational plan, as needed
- Report to the PMO on ongoing progress

INSTITUTIONALISE

- Oversee implementation of SOPs and policies
- Continue to oversee execution of performance management tools and processes
- Continue to refine financial plan and track budget
- Continue to refine and execute the workstream strategy and operational plan
- Continue to report to the PMO on ongoing progress

2 Play an Advocacy Role in Partner States, EAC Organs and Institutions

OBJECTIVES SUMMARY
- Get buy-in from key stakeholders for Digital REACH Initiative activities
- Share insights gained with relevant Initiative parties
- Coordinate across Partner States to support Initiative workstream activities

ACTIVITIES

PLAN

- Scope vision and advocacy needs with appropriate workstreams, and develop advocacy plans for:
  - Inclusion and recognition of digital health in curricula (e.g., identify stakeholders, design processes)
  - Bulk purchasing and supply use amongst EAC states
  - Public health messaging for health workers, patients, and communities
  - A common reduced set of indicators
  - Data sharing, task shifting, recognition of prescriptions across borders, best practices for diagnosis and treatment, minimum data set for diagnostic algorithms, and clinical referral guidelines
  - Portability of insurance
- Work with other workstreams to identify and understand their needs for advocacy work on an ongoing basis
- Develop advocacy plans for identified needs
- Identify existing EAC meetings to target for Digital REACH Initiative advocacy consultations

ROLL-OUT

- Implement advocacy plans for:
  - Inclusion and recognition of digital health in curricula (e.g., identify stakeholders, design processes)
  - Bulk purchasing and supply use amongst EAC states
  - Public health messaging for health workers, patients, and communities
  - A common reduced set of indicators
  - Data sharing, task shifting, recognition of prescriptions across borders, best practices for diagnosis and treatment, minimum data set for diagnostic algorithms, and clinical referral guidelines
  - Portability of insurance
- Implement plans developed to meet needs for other advocacy work

INSTITUTIONALISE

- Continue to support relevant workstreams in the areas of:
  - Inclusion and recognition of digital health in curricula (e.g., identify stakeholders, design processes)
  - Bulk purchasing and supply use amongst EAC states
  - Public health messaging for health workers, patients, and communities
  - A common reduced set of indicators
  - Data sharing, task shifting, recognition of prescriptions across borders, best practices for diagnosis and treatment, minimum data set for diagnostic algorithms, and clinical referral guidelines
  - Portability of insurance
- Continue to work with other workstreams to meet their needs for advocacy work

3 M&E

OBJECTIVES SUMMARY
- Conduct M&E and track progress against workstream performance indicators, reporting periodically to the PMO

ACTIVITIES

PLAN
• Plan how the PMO approach to M&E will be implemented in the workstream • Plan how and to whom M&E data should be reported

ROLL-OUT
• Implement M&E methodologies • Provide feedback on M&E methodologies to the PMO

INSTITUTIONALISE
• Continue to implement and refine M&E methodologies and plans • Continue to ensure effective M&E data flows to PMO

4 Collaborate with other Workstreams

OBJECTIVES SUMMARY
- Work closely with other workstreams to identify areas that would benefit from advocacy and socialisation
- Contribute workstream insights for the Digital REACH Initiative thought leadership to the PMO
- Provide workstream public relations materials to the PMO

ACTIVITIES

PLAN
• Devise mechanisms for ongoing gathering of other workstreams' needs for advocacy and socialisation • Include discussion on the Initiative's approaches to thought leadership and public relations in staff onboarding • Prepare materials for Executive Management meetings

ROLL-OUT
• Include thought leadership and public relations discussion in staff meetings, and share insights with thought leadership and public relations functions within the PMO • Participate in Executive Management meetings, looking for synergies and areas for coordination • Implement strategy and plan for coordination with other workstreams to encourage synergies where possible

INSTITUTIONALISE
• Continue to include thought leadership and public relations discussion in staff meetings, and circulate insights to the PMO • Maintain and deepen staff involvement in Initiative's public relations efforts • Continue to implement and refine strategy and plan for coordination and sharing of learnings with other workstreams

1 Set-up and Management

OBJECTIVES SUMMARY

- Set up and manage the workstream structures (including staffing, guidelines, and budgets) with support from the PMO
- Hire staff and identify potential consultants
- Provide ongoing operational support

ACTIVITIES

PLAN

- Set up workstream management and reporting structure
- Provide input on the creation of relevant policies, SOPs, and guidelines developed by the PMO that will impact workstream
- Identify and hire staff
- Develop workstream strategy and operational plan
- Develop a financial plan based on budget for the workstream
- Set up reporting cycle and format for regular communications with the PMO
- Define shared regional vision for workstream

ROLL-OUT

- Roll out SOPs, policies, and procedures developed by the PMO
- Onboard additional required staff (e.g., negotiators and advisers)
- Manage technical advisers
- Implement performance management tools and processes developed by the PMO
- Refine workstream strategy and operational plan, as needed
- Refine financial plan and track budget
- Report to the PMO on ongoing progress

INSTITUTIONALISE

- Oversee implementation of SOPs and policies
- Continue to oversee execution of performance management tools and processes
- Continue to refine financial plan and track budget
- Continue to refine and execute the workstream strategy and operational plan
- Continue to manage advisers
- Continue to report to the PMO on ongoing progress

2   Negotiate on Behalf of Partner States

OBJECTIVES SUMMARY
- Facilitate coming to common positions across Partner States (e.g., bulk SMS and connectivity purchasing, insurance premiums and packages, medical equipment and drugs)
- Develop business cases to support investment, and liaise with Partner States on those business cases
- Negotiate with third parties (e.g., private sector, development partners)

ACTIVITIES

PLAN
- Identify common positions across Partner States
- Develop an assessment and strategy that defines the regional approach and identifies possible funders and financing mechanisms for demand aggregation and bulk purchasing for:
- Connectivity (e.g., mobile data and SMS)
- Medical equipment, devices, and drugs
- Insurance premiums and packages
- Develop business cases based on regional approach and highlight benefits or economies of scale and reduced costs of a regional approach for:
- Connectivity (e.g., mobile data and SMS)
- Medical equipment, devices, and drugs
- Insurance premiums and packages
- Develop position for negotiation of common indicators for development partner reporting
- Identify approach for negotiations, including linkages and how these negotiations support the success of other activities

ROLL-OUT
- Negotiate with MNOs, infrastructure vendors, and supply chain suppliers
- Negotiate with various development partners on rationalised specific common indicators to be collected across EAC Partner States
- Refine negotiating position as needed

INSTITUTIONALISE
- Continue to negotiate on behalf of the Digital REACH Initiative on outstanding and additional needs
- Refine negotiating position as needed

3   Develop Investment Mechanism for Regional Connectivity

OBJECTIVES SUMMARY
- Develop an investment mechanism to expand communication infrastructure in areas with low connectivity

ACTIVITIES

PLAN
- Identify priority needs for infrastructure development with Services and Applications and Infrastructure Workstreams
- Develop an assessment and strategy for expanding the communication infrastructure that defines the regional approach and identifies possible funders and financing mechanisms
- Approve strategy and develop a business case for expanded communication infrastructure

ROLL-OUT
- Set-up an investment mechanism for connectivity
- Negotiate with MNOs and other infrastructure providers on priority needs
- Refine negotiating position as needed

INSTITUTIONALISE
- Continue to negotiate on behalf of the Digital REACH Initiative on outstanding and additional needs
- Refine negotiating position as needed

4 Partnership Management

OBJECTIVES SUMMARY
- Look for and manage potential PPP opportunities
- Negotiate partnership agreements

ACTIVITIES

PLAN
- Identify potential partners and PPP opportunities
- Conduct a value chain analysis for partnerships to identify the value proposition for all stakeholders
- Consult with EAC partner states as necessary (e.g., for procurement regulations)
- Cooperate with private entities to identify and conduct feasibility studies for new digital health products
- Set up reporting cycle and format for regular communications with partners, EAC stakeholders, Partner State government representatives, and other relevant bodies involved in workstream implementations

ROLL-OUT
- Negotiate partnership agreements
- Manage PPPs
- Work with the PMO's legal counsel to make sure that partnership agreements are implemented correctly
- Send planned communications to partners, EAC stakeholders, Partner States government representatives, and other relevant bodies involved in implementations

INSTITUTIONALISE
- Continue to manage PPPs
- Continue to negotiate partnership agreements
- Continue to implement and refine communications with partners, EAC stakeholders, Partner States government representatives, and other relevant bodies involved in implementations

5 M&E

OBJECTIVES SUMMARY
- Conduct M&E and track progress against workstream performance indicators, reporting periodically to the PMO

ACTIVITIES

PLAN
- Plan how the PMO approach to M&E will be implemented in the workstream
- Plan how and to whom M&E data should be reported

ROLL-OUT
- Implement M&E methodologies for all implementations
- Provide feedback on M&E methodologies to the PMO as needed

INSTITUTIONALISE
- Continue to implement and refine M&E methodologies and plans
- Continue to ensure effective M&E data flows to the PMO

6 Collaborate with Other Workstreams

OBJECTIVES SUMMARY
- Seek to fulfil other workstreams' needs for bulk purchasing and deal negotiation
- Work with other workstreams to identify potential PPPs
- Look for synergies with other workstreams and lend expertise as needed and appropriate
- Contribute workstream insights for the Digital REACH Initiative thought leadership to the PMO
- Provide workstream public relations materials to the PMO

ACTIVITIES

PLAN

- Set up strategy and plan for coordination with other workstreams
- Decide on a mechanism for ensuring that other workstream bulk purchasing needs are met, allocate responsibility in the workstream, and develop negotiation positions based on inputs
- Devise mechanisms for capturing and sharing thought leadership and public relations insights with the PMO and allocate responsibility within staff
- Include discussion on the Initiative's approaches to thought leadership and public relations in staff onboarding
- Prepare materials for Executive Management meetings

ROLL-OUT

- Participate in Executive Management meetings, looking for synergies and areas for coordination
- Implement strategy and plan for coordination with other workstreams to encourage synergies where possible
- Work closely with the Services and Applications team to implement data exchange standards in software tools
- Include thought leadership and public relations discussion in staff meetings, and share insights with thought leadership and public relations functions within the PMO

INSTITUTIONALISE

- Continue to coordinate and gather inputs from other workstreams
- Continue to implement and refine strategy and plan for coordination and sharing of learnings with other workstreams
- Continue to include thought leadership and public relations discussion in staff meetings, and circulate insights to the PMO
- Maintain and deepen staff involvement in Initiative's public relations efforts

1 Set-up and Management

OBJECTIVES SUMMARY
- Set up and manage the workstream structures (including staffing, guidelines, and implementation budgets) with support from the PMO
- Hire staff and identify technical advisers and subject-matter experts
- Provide ongoing operational support for workstream activities

ACTIVITIES

PLAN
• Set up workstream management and reporting structure • Provide input on the creation of relevant policies, SOPs, and guidelines developed by the PMO that will impact workstream • Identify and hire staff • Develop workstream strategy and operational plan • Develop a financial plan based on budget for the workstream • Set up reporting cycle and format for regular communications with the PMO • Define shared regional vision for workstream

ROLL-OUT
• Roll out SOPs, policies, and procedures developed by the PMO • Onboard additional required staff (e.g., subject-matter experts and junior LPC coordinators) • Implement performance management tools and processes developed by the PMO • Refine workstream strategy and operational plan, as needed • Refine financial plan and track budget • Report to the PMO on ongoing progress

INSTITUTIONALISE
• Oversee implementation of SOPs and policies • Continue to oversee execution of performance management tools and processes • Continue to refine financial plan and track budget • Continue to refine and execute the workstream strategy and operational plan • Continue to report to the PMO on ongoing progress

2 Create a Supportive Policy Environment

OBJECTIVES SUMMARY

- Develop new legislation, policies, and guidelines to support the realisation of the Digital REACH Initiative's outcome goals, and work towards adoption at the appropriate regional and Partner State levels
- Identify EAC policies and legislation that impede the realisation of the Initiative's outcome goals, and work with Partner States to develop guidelines and amend existing policies where appropriate
- Encourage and assist Partner States to review regulations and fiscal policies to attract private investments in digital health and its enabling environment
- Provide support to Partner States looking to implement new policies
- Track and promote policy compliance across Partner States (e.g., through dashboards), providing feedback where necessary

ACTIVITIES

PLAN
• Document for each EAC country the existing policies, guidelines, and legislation that impact the digital health environment, including private sector investment • Identify existing policies and gaps to be addressed to support priority workstream activities • Confirm priority activities based on assessment and priority needs of other workstreams

ROLL-OUT
• Assist Partner States to amend policies that have been identified as impeding the implementation of digital health • Develop priority guidelines/policies, and support countries to adopt them • Consult with the private sector where needed

INSTITUTIONALISE
• Continue to assist Partner States to amend policies that have been identified as impeding the implementation of digital health • Monitor compliance to adopted guidelines/policies across countries and provide feedback • Monitor the need for new policies and the adjustment of existing ones on an ongoing basis

3 Partnership Management

OBJECTIVES SUMMARY

- Provide oversight of workstream partner organisations
- Liaise with relevant EAC stakeholders, Partner State government representatives, and private- and development-sector organisations
- Set up and run the Regional Policy EWG

ACTIVITIES

PLAN
• Identify necessary partner organisations and technical advisers' skills needed across implementations • Develop a plan for partner selection • Devise plans and mechanisms for how implementing partners will be contracted and overseen, in line with PMO policies • Devise plans for liaising with partners, including clear staff responsibility allocation • Set up reporting cycle and format for regular communications with partners, EAC stakeholders, Partner State government representatives, and other relevant bodies involved in workstream implementations • Consult EAC partner states on composition and mandate of the regional policy EWG, and write supporting documentation

ROLL-OUT

- Work with the PMO's legal counsel to make sure that partner contracts are implemented correctly
- Identify and select partner organisations and technical advisers for implementations (run an RFP or a call for applications and selection)
- Oversee execution of implementations by partner organisations and technical advisers
- Manage partner organisations and technical advisers
- Implement plans for liaising with partners, EAC stakeholders, Partner States government representatives, and other relevant bodies
- Send planned, high-quality communications to partners, EAC stakeholders, Partner States government representatives, and other relevant bodies involved in implementations
- Set up regional policy EWG and hold meetings as necessary

INSTITUTIONALISE

- Continue to manage partner organisations and technical advisers across implementations
- Continue to oversee execution of implementations by partner organisations and technical advisers
- Institutionalise partnership strengthening (through partnership forums)
- Continue to implement and refine communications with partners, EAC stakeholders, Partner States government representatives, and other relevant bodies involved in implementations
- Continue to report on partner organisations to the PMO
- Continue to run the regional policy EWG

4 M&E

OBJECTIVES SUMMARY

- Conduct M&E and track progress against workstream performance indicators, reporting periodically to the PMO

ACTIVITIES

PLAN

- Plan approach to M&E
- Plan how data should be reported

ROLL-OUT

- Implement M&E methodologies for all implementations
- Monitor M&E data flows for effectiveness and efficiency
- Provide feedback on M&E methodologies to the PMO as needed

INSTITUTIONALISE

- Continue to implement and refine M&E methodologies and plans
- Continue to ensure effective M&E data flows to the PMO

5 Collaborate with other Workstreams

OBJECTIVES SUMMARY

- Contribute workstream insights for Digital REACH Initiative thought leadership to the PMO
- Provide workstream public relations materials to the PMO
- Look for synergies with other workstreams, lending expertise and requesting input as needed and appropriate
- Participate in EWG meetings with other Workstream Leads to discuss progress and pre-empt and address potential bottlenecks

ACTIVITIES

PLAN

- Devise mechanisms for capturing and sharing thought leadership and public relations insights with relevant functions within the PMO, and allocate responsibility within staff
- Include discussion on the Initiative's approaches to thought leadership and public relations in staff onboarding
- Set up strategy and plan for coordination with other workstreams
- Prepare materials for Executive Management meetings
- Decide on a mechanism for ensuring that other workstream policy needs are met, and allocate responsibility in the workstream

ROLL-OUT

- Include thought leadership and public relations discussion in staff meetings and share insights with thought leadership and public relations functions within the PMO
- Participate in Executive Management meetings, looking for synergies and areas for coordination
- Implement strategy and plan for coordination with other workstreams to encourage synergies where possible

INSTITUTIONALISE

- Continue to include thought leadership and public relations discussion in staff meetings, and circulate insights to the PMO
- Maintain and deepen staff involvement in Initiative's public relations efforts
- Continue to implement and refine strategy and plan for coordination and sharing of learnings with other workstreams
- Continue to assist other workstreams by drafting policies and guidelines needed for their implementations

1 Set-up and Management

OBJECTIVES SUMMARY
- Set up and manage the workstream structures (including staffing, guidelines, and implementation budgets) with support from the PMO
- Hire staff and identify technical advisers and subject-matter experts
- Provide ongoing operational support for workstream activities

ACTIVITIES

PLAN
- Set up workstream management and reporting structure
- Provide input on the creation of relevant policies, SOPs, and guidelines developed by PMO that will impact workstream
- Identify and hire staff
- Identify potential technical advisors
- Develop a financial plan based on budget for the workstream
- Set up reporting cycle and format for regular communications with PMO
- Develop workstream strategy and operational plan
- Define shared regional vision for workstream

ROLL-OUT
- Roll out SOPs, policies, and procedures developed by PMO
- Implement performance management tools and processes developed by PMO
- Continue to identify potential technical advisors
- Refine financial plan and track budget
- Refine workstream strategy and operational plan, as needed
- Report to the PMO on ongoing progress

INSTITUTIONALISE
- Oversee implementation of SOPs and policies
- Continue to oversee execution of performance management tools and processes
- Continue to refine financial plan and track budget
- Continue to refine and execute the workstream strategy and operational plan
- Continue to report to the PMO on ongoing progress

2 Set-up and Support Regional eLearning

OBJECTIVES SUMMARY
- Work for the mainstream use of the eLearning platform by pre- and in-service health professionals

ACTIVITIES

PLAN
- Scope an eLearning platform for implementation by the Digital REACH Initiative, including existing platforms that can be leveraged, appropriate technologies and costs
- Start to develop a socialisation plan with the aim of promoting the use of the eLearning platform
- Involve partners as necessary

ROLL-OUT
- Develop, set-up, and source content for the eLearning platform
- Continue to develop the socialisation plan
- Ensure that partner roles are formalised

INSTITUTIONALISE
- Continue to maintain the eLearning platform and add functionality and content as needed
- Implement the socialisation plan
- Achieve accreditation and recognition of eLearning courses provided by the Initiative (e.g., by doctor and nurse associations, EAC Partner States)
- Maintain relationships with eLearning platform partners

3 Harmonise Digital Health Curricula and Content

OBJECTIVES SUMMARY
- Create a range of demand-driven training materials, including materials for existing health profession training institutions, as well as CPD materials and short courses for in-service health professionals

ACTIVITIES

PLAN
- Identify what health worker training and capacity building materials and digital tools are already in place in Partner States and what gaps exist
- Identify existing EAC and global digital health training materials that may inform Digital REACH Initiative approaches
- Scope content needed for eLearning platform

ROLL-OUT
- Develop materials to meet identified gaps
- Develop content for the eLearning platform so that harmonised digital health content can be delivered across Partner States

INSTITUTIONALISE
- Continue to develop materials to meet identified gaps, and revise previously developed materials as needed
- Continue to develop content for the eLearning platform and ensure that it is assessed and improved as needed
- Ensure that digital health materials embedded in existing medical training are regularly assessed and modified if necessary
- Continue to develop materials needed by other workstreams, and help them to revise previously developed materials as needed

4 Build Digital Health Capacity

OBJECTIVES SUMMARY
- Work with universities and relevant professional bodies (e.g., doctor and nurse associations) to support them in embedding digital health into existing courses and training for pre and in-service health professionals
- Develop a harmonised scheme to accredit, recognise, and issue CPD points for courses and activities

ACTIVITIES

PLAN
- Scope immediate digital health training needs
- Work with other workstreams to identify their training needs
- Consider potential involvement of private sector in use and popularisation of the eLearning platform

ROLL-OUT
- Involve the private sector in the popularisation of the eLearning platform, if appropriate
- Work with universities and training bodies who provide medical training (e.g., at universities and nursing colleges) to use materials developed to train health workers on digital health

INSTITUTIONALISE
- Ensure that trainers who are providing training based on materials embedded in existing medical training are able to train effectively, and set up ongoing evaluation and support
- Ensure alignment of Digital REACH training with East African qualification framework

5 Partnership Management

OBJECTIVES SUMMARY
- Provide oversight of workstream partner organisations
- Set up a Workforce Partners' Forum to more closely involve medical and related stakeholders
- Liaise with other East African stakeholders including representatives of Partner State MoHs, Ministries of Education, research bodies, and private-sector organisations

ACTIVITIES

PLAN
- Develop the terms of reference for a partner's forum, in consultation with potential members (e.g., representatives of the MoH, Partner State universities)
- Identify necessary implementing partner organisations and technical advisers' skills needed across training implementations
- Develop a plan for implementing partner selection
- Devise plans and mechanisms for how implementing partners will be contracted and overseen, in line with PMO policies
- Devise plans for liaising with implementing partners, including clear staff responsibility allocation*

ROLL-OUT
- Set up and run the partners' forum and hold meetings as necessary
- Work with the PMO's legal counsel to make sure that implementing partner contracts are implemented correctly
- Identify and select partner organisations and technical advisers for implementations (e.g., run an RFP or a call for applications and selection)
- Oversee execution of implementations by partner organisations and technical advisers
- Manage implementing partner organisations and technical advisers
- Implement plans for liaising with partners, EAC stakeholders, Partner States government representatives, and other relevant bodies
- Send planned, high-quality communications to partners, EAC stakeholders, Partner States government representatives, and other relevant bodies involved in implementations

INSTITUTIONALISE
- Continue to run the partners' forum
- Continue to manage partner organisations and technical advisers across implementations
- Continue to oversee execution of implementations by partner organisations and technical advisers
- Continue to implement and refine communications with partners, EAC stakeholders, Partner States government representatives, and other relevant bodies involved in implementations
- Continue to report on implementing partner organisations to the PMO

6 M&E

OBJECTIVES SUMMARY
- Conduct M&E and track progress against workstream performance indicators, reporting periodically to the PMO

ACTIVITIES

PLAN
- Plan how PMO approach to M&E will be implemented in the workstream
- Plan how and to whom M&E data should be reported

ROLL-OUT
- Implement M&E methodologies for all advocacy work
- Provide feedback on M&E methodologies to PMO

INSTITUTIONALISE
- Continue to implement and refine M&E methodologies and plans
- Continue to ensure effective M&E data flows to PMO

7 Collaborate with other Workstreams

OBJECTIVES SUMMARY
- Contribute workstream insights for the Digital REACH Initiative thought leadership to the PMO
- Provide workstream public relations materials to the PMO
- Collaborate with other workstreams to identify and meet needs for training to be incorporated in implementations on an ongoing basis

ACTIVITIES

PLAN
- Decide with other workstreams on mechanisms for ongoing identification of their training needs (e.g., involvement of Workforce workstream staff in project scoping)
- Devise mechanisms for capturing and sharing thought leadership and public relations insights with the PMO, and allocate responsibility to staff
- Include discussion on the Initiative's approaches to thought leadership and public relations in staff onboarding
- Prepare materials for Executive Management meetings

ROLL-OUT
- Implement mechanisms for ongoing identification of other workstreams' training needs
- Include thought leadership and public relations discussion in staff meetings, and share insights with thought leadership and public relations functions within PMO
- Participate in Executive Management meetings, looking for synergies and areas for coordination
- Implement strategy and plan for coordination with other workstreams to encourage synergies where possible
- Ensure Executive Management forum written updates are prepared

INSTITUTIONALISE
- Continue to implement mechanisms for ongoing identification of other workstreams' training needs
- Continue to include thought leadership and public relations discussion in staff meetings, and circulate insights to PMO
- Maintain and deepen staff involvement in Initiative's public relations efforts
- Continue to implement and refine strategy and plan for coordination and sharing of learnings with other workstreams
- Continue to provide Executive Management forum written updates

1 Set-up and Management

OBJECTIVES SUMMARY

- Set up and manage the workstream structures (e.g., staffing, guidelines, implementation budgets) with support from the PMO
- Hire staff and identify technical advisers and subject-matter experts
- Provide ongoing operational support

ACTIVITIES

PLAN

- Set up workstream management and reporting structure
- Provide input on the creation of relevant policies, SOPs, and guidelines developed by the PMO that will impact workstream
- Identify and hire staff
- Develop workstream strategy and operational plan
- Develop a financial plan based on budget for the workstream
- Set up reporting cycle and format for regular communications with the PMO
- Define shared regional vision for workstream

ROLL-OUT

- Roll out SOPs, policies, and procedures developed by the PMO
- Onboard additional required staff (coordinators and subject-matter experts)
- Implement performance management tools and processes developed by the PMO
- Refine workstream strategy and operational plan, as needed
- Refine financial plan and track budget
- Report to the PMO on ongoing progress

INSTITUTIONALISE

- Oversee implementation of SOPs and policies
- Continue to oversee execution of performance management tools and processes
- Continue to refine financial plan and track budget
- Continue to refine and execute the workstream strategy and operational plan
- Continue to report to the PMO on ongoing progress

2 Harmonise Standards

OBJECTIVES SUMMARY

- Develop guidelines and new policies to support the realisation of the Initiative's outcome goals, and work towards adoption at the appropriate regional and Partner State levels
- Work closely with the Leadership and Advocacy workstream to gain the appropriate buy-in with Partner States for new standards and protocols
- Identify gaps that impede the realisation of the Initiative's outcome goals, and work with Partner States to develop guidelines and new protocols, where appropriate
- Socialise newly developed standards with Partner States
- Provide support to Partner States looking to implement new standards
- Monitor and promote compliance to developed standards across Partner States, providing feedback where necessary

ACTIVITIES

PLAN

- Document for each EAC country the existing standards that impact interoperability and data exchange
- Identify existing standards and gaps to be addressed to support priority workstream activities
- Confirm priority activities based on assessment and priority needs of other workstreams
- Identify specific use cases for prioritised standards
- Identify and assess available interoperability standards to support prioritised use cases and utilise what already exists

ROLL-OUT

- Starting with prioritised use cases, develop standards and guidelines in collaboration with Partner State and international experts
- Consult with the private sector where needed
- Assist Partner States to amend policies that have been identified as impeding the implementation of digital health
- Publish standards in machine consumable way with a validation services (e.g., machine reference examples to allow governments to certify facility as compliant or non-compliant)

INSTITUTIONALISE

- Monitor compliance and provide feedback and support for developed standards
- Conduct audit logging of data exchange
- Conduct data quality analysis of data shared as a result of new standards
- Develop, update, and refine routine business processes for data management and curation
- Monitor the need for new standards and the adjustment of existing ones on an ongoing basis
- Continue to assist Partner States to amend existing standards that have been identified as impeding the implementation of digital health and other workstream activities

3 Partnership Management

OBJECTIVES SUMMARY

- Provide oversight of workstream partner organisations
- Liaise with relevant EAC stakeholders, Partner State government representatives, and private- and development-sector organisations
- Set up and run the Standards and Interoperability EGW

ACTIVITIES

PLAN

- Identify necessary partner organisations and technical advisers' skills needed across implementations
- Develop a plan for partner selection
- Devise plans and mechanisms for how implementing partners will be contracted and overseen, in line with the PMO's policies
- Devise plans for liaising with partners, including clear staff responsibility allocation
- Set up reporting cycle and format for regular communications with partners, EAC stakeholders, Partner State government representatives, and other relevant bodies involved in workstream implementations
- Consult EAC partner states on composition and mandate of the standards and interoperability EWG, and write supporting documentation

ROLL-OUT

- Work with the PMO's legal counsel to make sure partner contracts are implemented correctly
- Identify and select partner organisations and technical advisers (e.g., run an RFP or a call for applications and selection)
- Oversee execution of implementations by partner organisations and technical advisers
- Manage partner organisations and technical advisers
- Implement plans for liaising with partners, EAC stakeholders, Partner States government representatives, and other relevant bodies
- Send planned communications to partners, EAC stakeholders, Partner States government representatives, and other relevant bodies involved in implementations
- Set up the standards and interoperability EWG and hold meetings

INSTITUTIONALISE

- Continue to manage partner organisations and technical advisers across implementations
- Continue to oversee execution of implementations by partner organisations and technical advisers
- Institutionalise partnership strengthening (through partnership forums)
- Continue to implement and refine communications with partners, EAC stakeholders, Partner States government representatives, and other relevant bodies involved in implementations
- Continue to report on partner organisations to the PMO
- Continue to run the standards and interoperability EWG

4 M&E

OBJECTIVES SUMMARY
- Conduct M&E and track progress against workstream performance indicators, reporting periodically to the PMO

ACTIVITIES

PLAN
- Plan approach to M&E
- Plan how and to whom M&E data should be reported

ROLL-OUT
- Implement M&E
- Provide feedback on M&E methodologies to the PMO

INSTITUTIONALISE
- Continue to implement and refine M&E methodologies and plans

5 Collaborate with other Workstreams

OBJECTIVES SUMMARY
- Contribute workstream insights for the Digital REACH Initiative thought leadership to the PMO
- Provide workstream public relations materials to the PMO
- Look for synergies with other workstreams, lending expertise and requesting input as needed and appropriate
- Oversee adherence to interoperability standards and practices across workstreams, proving technical support as appropriate
- Participate in EWG meetings with other Workstream Leads to discuss progress and pre-empt and address potential bottlenecks

ACTIVITIES

PLAN
- Devise mechanisms for capturing and sharing thought leadership and public relations insights with PMO, and allocate responsibility within staff
- Include discussion on the Initiative's approaches to thought leadership and public relations in staff onboarding
- Set up strategy and plan for coordination with other workstreams
- Decide on a mechanism for ensuring that other workstream standards needs are met, and allocate responsibility in the workstream
- Prepare materials for Executive Management meetings
- Collaborate with workstreams to ensure interoperability standards are built into the design of programmes and assets

ROLL-OUT
- Include thought leadership and public relations discussion in staff meetings, and share insights with relevant functions within the PMO
- Participate in Executive Management meetings, looking for synergies and areas for coordination
- Implement strategy and plan for coordination with other workstreams to encourage synergies, where possible
- Assist other workstreams by developing standards needed for their implementations
- Provide technical support to workstreams in areas of interoperability

INSTITUTIONALISE
- Continue to include thought leadership and public relations discussion in staff meetings, and circulate insights to the PMO
- Maintain and deepen staff involvement in Initiative's public relations efforts
- Continue to assist other workstreams with standards needed for their implementations
- Continue to implement and refine strategy and plan for coordination and sharing of learnings with other workstreams
- Monitor interoperability standards for workstreams over time