

*DIGITAL HEALTH CONFERENCE & AEHIN 5<sup>TH</sup> GENERAL MANAGEMENT MEETING*

*NAY PYI TAW, MYANMAR*

# PRE-CONFERENCE WORKSHOP ON ROUTINE HEALTH INFORMATION SYSTEM

*7 MARCH 2017*

## BACKGROUND

Thirty one delegates from twenty countries gathered for two days (October 29-30, 2015) in Bali, Indonesia to discuss Routine Health Information System strengthening in Asia. These delegates were attendees of the Conference on Measurement and Accountability for Universal Health Coverage in the Asia Pacific and the AeHIN 4<sup>th</sup> General Meeting.

Over the course of the two days, delegates discussed the rationale for strengthening RHIS in their individual countries and participated in facilitated group work sessions. The participants of that meeting unanimously agreed that a subgroup on Routine Health Information System (RHIS) strengthening, advocacy, and knowledge management will be created under the Asia eHealth Information Network (AeHIN); this subgroup will be called “The AeHIN RHIS Focus Group”. The purpose of this Focus Group is to support the strengthening the RHIS in the public and private sectors to produce good quality information for effective and efficient use to improve health service delivery and contribute towards robust health systems. Three main thematic areas of action were identified for the RHIS Focus Group: Advocacy, Knowledge Management, and Capacity Building.

Subsequently, the AeHIN Working Council approved the creation of the RHIS Focal Group; and a secretariat at Public Health Foundation of India (PHFI) was established with the support from WHO/SEARO. MEASURE Evaluation continued to provide technical assistance in establishing the RHIS Focus Group and organizing the secretariat.

## RHIS FOCUS GROUP SESSION IN MARCH 2017

To further consolidate the formation of the RHIS Focus Group and make it functional, a pre-conference session on RHIS Focus Group was organized in March 2017 during the Digital Health Conference and 5<sup>th</sup> General management Meeting of AeHIN in Nay Pyi Taw. The objectives of this session were to formalize the Core Team within this RHIS Focus Group, and to validate and finalize the action plan proposed during the Bali meeting.

## SESSION PARTICIPANTS

The RHIS session at Nay Pyi Taw was attended by 76 delegates representing Ministries of Health, development partners, universities, and other international organizations from Laos, Cambodia, Sri Lanka, Pakistan, Bangladesh, Philippines, Bhutan, Indonesia, Malaysia, Myanmar, South Africa and Mali. Various experts from USA, Switzerland and Norway also participated the session. A list of the session participants is attached in Annex 1.

## SESSION PROCEEDINGS:

- 1) Alvin Marcelo, the Executive Director of AeHIN in his opening remarks expressed his support to the RHIS Focus Group and emphasized on the importance of the group in promoting peer-to-peer learning and exchange of expertise among the AeHIN member countries.
- 2) Theo Lippeveld, Senior HIS Advisor, MEASURE Evaluation, reiterated the rationale of strengthening Routine Health Information Systems (RHIS) and the necessity of establishing the regional networks to promote:
  - a) Regional exchanges on lessons learned & best practices
  - b) Efficient RHIS advocacy and knowledge management
  - c) Regional pool of experts for south-south technical assistance in RHIS capacity building, assessments, standardization, and RHIS strengthening
  - d) Adapt RHIS strengthening interventions to the regional or local health system environment.
  - e) Region and countries take more ownership to contextualize the RHIS state of the art tools and practices

Lippeveld also presented an outline of the RHIS Focus group Core Team and its responsibilities. The Core Team members will be from the member countries, at least one of them preferably would be from the Ministry of Health and the other could be from technical organizations like academic or public health institutions. This core team will be responsible to:

- Develop Action Plan based on the country needs for RHIS strengthening
- Guide implementation of the Action Plan based on available resources
- Facilitate and encourage active collaboration among all partner agencies on RHIS Focus Group activities at global, regional and local levels

3) Tariq Azim, Senior Technical Advisor, MEASURE Evaluation, next presented some of the RHIS strengthening tools and resources that the countries can use for RHIS assessment and capacity building. He emphasized on promoting the culture of information use<sup>1</sup> where:

- the value and utility of information in achieving operational and strategic success is recognized
- information forms the basis of organizational decision making
- Information Technology is readily exploited as an enabler for effective Information Systems

Azim, therefore, stressed on working together to enhance information culture in health sector through bring a change in organizations' and individuals' values, norms and practices with regard to management and use of health information. Some of the available tools and resources for bringing these changes include the RHIS Curriculum, the Rapid Assessment Tool, the PRIMS tools and the DQR/RDQA tools. He suggested that some of the strategies for promoting the use of these tools could be knowledge sharing, peer-to-peer learning, collaboration with universities/teaching institutions, and learning by doing.

4) Hemali Kulatilaka, Senior Technical Specialist – Capacity Building, MEASURE Evaluation, facilitated a group work where the session participants reviewed the Action Plan from Bali meeting, added relevant activities for the RHIS Focus Group and prioritized the activities. These activities are organized around three themes – Advocacy, Knowledge Management, and Capacity Building.

The draft action plan is attached in Annex 2. In essence, the participants had a general consensus on what AeHIN RHIS Focus Group can offer to the countries in the region. This includes:

- i. Prepare advocacy statements on the rational for strong RHIS addressing senior management in various member countries
- ii. Webinar on RHIS Advocacy
- iii. Organize web discussions on
  - a. Regulation/Legislation private sector
  - b. Establishing information culture

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<sup>1</sup> Curry and Moore (2003), p.94

- c. Include RHIS in pre-service curricula
    - d. Transitioning to eHealth
    - e. Other topics
  - iv. Create RHIS webpage within AeHIN website; establish an on-line resource repository to upload and access RHIS materials, documents
  - v. Disseminate RHIS Core curriculum and other RHIS strengthening tools through RHIS webpage
  - vi. Master ToT on RHIS course
  - vii. Create a list of regional and other RHIS and related experts
- 5) Mark Landry, concluded the session reaffirming the support of WHO/SEARO to the RHIS Focus Group and its secretariat at PHFI.

## ANNEX 1: PRE-CONFERENCE WORKSHOP (ROUTINE HEALTH INFORMATION SYSTEM) 7 MARCH 2017 ATTENDANCE

No.	Name	Country	Designation	Organization
1	Chu Hong Anh	Lao		WHO LAO
2	Yin Malyna	Cambodia		General Department of Identification, Ministry of Interior, Cambodia
3	Dr. Rakesh Mani Rastogi			WHO/SEARO
4	Peldon	Bhutan		JDWNR Hospital
5	Aye Yupar	Myanmar		UNOPS
6	Charity Tan			Philippine Department of Health
7	Maung Maung Sein	Myanmar		UNOPS
8	Steeve Ebener	Switzerland/ Philippines		AeHIN GIS Lab
9	Chhiay Song	Cambodia		GIZ Social Health Protection Project
10	Ma. Neriza (Izay) Pantanilla	Philippines		AeHIN GIS Lab
11	Chansaly	LHOPD12		Ministry of Health Lao PDR
12	Dr. Sean Broomhead	South Africa		Acfee/HISP
13	Dr. Seshu Baby Vinjamuri	Cambodia		Department of Planning and Health Information, Ministry of Health, Cambodia
14	Dr. Mursalin	Pakistan		Pak One Health
15	Dr. S. C. Wickramasinghe	Sri Lanka		Ministry of Health, Nutrition and Indigenous Medicine, Sri Lanka
16	Ugyen Tshering	Bhutan		Ministry of Health, Bhutan
17	Heng Sophannarith	Cambodia		National Social Security Fund (NSSF)
18	Tigest Tamrat	Switzerland	Consultant	World Health Organization
19	Theo Lippeveld	Belgium		MEASURE Evaluation/JSI
20	Joseph Laurence V. Penas	Philippines		elogfraMES Consulting Internetwork Services
21	Dr. G S K Dharmaratne	Sri Lanka		Director Chest Hospital Wisara, Ministry of Health Sri Lanka
22	Founkham	Lao		Ministry of Health
23	Debra Jackson	USA		UNICEF
24	Ly Ousmane	Mali		ANTIM/ACFEE

25	Asad Zaheer	Pakistan		University of Health Sciences, Lahore, Pakistan
26	Randy Joseph Fernandez	Philippines		Standards and Interoperability Laboratory for Asia (SIL-Asia)
27	Tariq Azim	Bangladesh		MEASURE Evaluation/JSI
28	Perlita Gasmen	Philippines		SIL-Asia
29	William Weiss	USA		USAID
30	Dr. Amgkyan Soc	Myanmar		MOH, Myanmar
31	Dr. Amg Thu Hlcf	Myanmar		DOPH, Kayah
32	Dr. Anton Frie	Myanmar		MOH, Myanmar
33	Dr. Moe Swe	Myanmar		MOH, Myanmar
34	Dr. Hfermyeralim Moury	Myanmar		Adm NTP, MOHS
35	Dr. Win Marlar Kyin	Myanmar		OYDMO, Dept of Public Health, Boyo
36	Dr. Aye Mya Mya Kyaw	Myanmar		AD, HSS, MOHS, Myanmar
37	Dr. Lwin Lwin Aung	Myanmar		AD, HMIS; DOPH
38	Li Zaw Win	Myanmar		AD (HMIS), Kayin State Public Health Dept
39	Dr. Marman Htay	Myanmar		DMO, Oatheim, Ayegarwady
40	Dr. Aye Thi der Win	Myanmar		AD, RPHD Yangon
41	Dr. Su Su Khmi	Myanmar		AMS, Tanintharyi, DGH
42	Dr. Thuram Huin	Myanmar	The M&E Manager	The UNION
43	Teneg Liaw	Australia	Director	Wito CC
44	Michael Frost	Norway	Senior Advisor Registries	NIPH
45	Dr. Mi Thurzan Htaig	Myanmar	AD Mon Medical Service	DOHS
46	Dr. Aguthm Htef	Myanmar	TL MOH, Kayah	DOPH
47	Dr. Amy Kyawel	Myanmar		MOH, Myanmar
48	Dr. Anton Fric	Myanmar	WHO Consultant	WHO
49	Dr. Saw Soe Mim	Myanmar	AIO	SMED, Kaym State
50	Dr. Moe Swe	Myanmar	Regional Medical Director	Ayarwoddy Medical Service
51	Dr. Htermyelalin Mauy	Myanmar	Assistant Director	NTP
52	Dr. Win Marleryn	Myanmar	DY DMO	District Public Health Dept, Boyo
53	Dr. Aye Mya Kyaw	Myanmar	Assistant	DOPH, MOHS

			Director	
54	Dr. Lucin Lucin Aung	Myanmar	Assistant Director	DOPH, MOHS
55	IS Zaw Win	Myanmar	Assistant Director (HMIS)	DOPH, Kayin State
56	Dr. Mas Mas Htay	Myanmar	DMO, Patherin	DOPH MOH Ayeyoumady
57	Dr. Aye Thder Win	Myanmar	AD	DOPH Yorgen Region
58	Dr. Maury They	Myanmar		
59	Rosebelle May Azaimé	Philippines	Consultant Specialist	AOB
60	Dr. Kyow Soe Lin	Myanmar	AD	Department of Medical Services
61	ENG Chandara	Cambodia	Ministry of Interior	
62	Dr. Kyom Htikeoo	Myanmar	AD	Department of Medicine
63	Nana Suryana	Indonesia	Ministry of Health	
64	Euillian Sm Son Aye	Myanmar	Policy Advocacy Officer	UNICEF
65	Dr. Htwe Mya Soe	Myanmar	Assistant Director	Tamntharyi Regional Public HD
66	Charisse S. Orjdló	Philippines	Secretariat	AeHIN
67	Haitham El-nouh	Norway	Senior Advisor	NORAD
68	Dr. Kyaw Naing	Myanmar	AD	Rakhine State Medical Care Department
69	Dr. Bounfeng	Laos	Director of National Health Insurance Bureau	NHIB
70	Dr. Kyaw Kyaw Lin	Myanmar	Deputy Regional Health Director	MOHS
71	Dr. Kours Thau	Myanmar	Team Lead	Naypyidaw Council Regional Health Department
72	Gulshod Allabernova	Myanmar	M&E Officer	3MDG Fund
73	Win	Myanmar	Data Officer	Alliance
74	Dr. Min Oo	Myanmar	M&E Officer	Alliance
75	Dr. Aze Myatfre	Myanmar	NPO	WHO
76	Dr. Alain Labrique	USA	JHU Professor	John Hopkins University

## ANNEX 2: WHAT AEHIN RHIS FOCUS GROUP CAN OFFER TO THE COUNTRIES?

In terms of what the RHIS Focus Group can offer to the member countries, the Year 1 priority actions are as the following:

1. Prepare advocacy statements on RHIS for different countries
2. Webinar on RHIS Advocacy
3. Organize web discussions on
  - a. Regulation/Legislation private sector
  - b. Establishing information culture
  - c. Include RHIS in pre-service curricula
  - d. Transitioning to eHealth
4. Create RHIS webpage within AeHIN website; establish an on-line resource repository (i.e. e-Library) to upload and access RHIS materials, tools, documents etc.
5. Disseminate RHIS Core curriculum and other RHIS strengthening tools through RHIS webpage
6. Master ToT on RHIS course
7. Create a list of regional RHIS and related experts



## ANNEX 3: SUMMARY OF GROUP DISCUSSIONS FOR DEVELOPING AN ACTION PLAN FOR THE AEHIN RHIS FOCUS GROUP

### (1) THEME: ADVOCACY

Activity Ideas/ Next Steps	Priority ranking			Challenges and Strategies to Address them	Resource Requirements and Strategies to Address them
	Y 1	Y2	Y3+		
<ul style="list-style-type: none"> <li>• Undertake stakeholders analysis in each country               <ul style="list-style-type: none"> <li>○ Who is involved in RHIS strengthening</li> </ul> </li> </ul>	X			<ul style="list-style-type: none"> <li>•</li> </ul>	Core team members
<ul style="list-style-type: none"> <li>• Prepare advocacy statements on RHIS for different countries and disseminate them               <ul style="list-style-type: none"> <li>○ To Minister of Health and other related Ministries</li> </ul> </li> </ul>	X			<ul style="list-style-type: none"> <li>• Need to develop generic template</li> <li>• Need for setting up advocacy task force</li> </ul>	RHIS Focus Group Secretariat
<ul style="list-style-type: none"> <li>• Organize/ conduct advocacy meetings for various audiences               <ul style="list-style-type: none"> <li>○ High Level policy makers</li> <li>○ Health managers</li> <li>○ Community leaders</li> <li>○ Youth groups</li> <li>○ Care providers</li> <li>○ Private sector</li> <li>○ Media (journalists)</li> <li>○ Donors</li> </ul> </li> </ul>	X	X	X	<ul style="list-style-type: none"> <li>• Gather resources</li> <li>• Adapt messages to audiences</li> <li>• Template for draft agenda</li> </ul>	MOH Technical working group  RHIS Focus Group Secretariat
<ul style="list-style-type: none"> <li>• Study tours (best practices/lessons learned)</li> </ul>		X	X	<ul style="list-style-type: none"> <li>• Selection criteria</li> </ul>	In-country: MOH

Activity Ideas/ Next Steps	Priority ranking			Challenges and Strategies to Address them	Resource Requirements and Strategies to Address them
	Y 1	Y2	Y3+		
<ul style="list-style-type: none"> <li>○ In- country</li> <li>○ Out-of-country</li> </ul>				<ul style="list-style-type: none"> <li>• Funding</li> <li>• Demonstration districts and model countries</li> </ul>	Out-of-country: donors
<ul style="list-style-type: none"> <li>• Organize discussion groups on various RHIS topics through webinars, meetings, forums <ul style="list-style-type: none"> <li>○ Regulation/Legislation private sector</li> <li>○ Establishing information culture</li> <li>○ Include RHIS in pre-service curricula</li> <li>○ Transitioning to eHealth</li> </ul> </li> </ul>		X	X	<ul style="list-style-type: none"> <li>• Leadership</li> <li>• Development of communication materials</li> </ul>	MOH Advocacy task force
<ul style="list-style-type: none"> <li>• Influence policy discussions <ul style="list-style-type: none"> <li>○ Parliament</li> <li>○ Business communities</li> </ul> </li> </ul>		X	X	<ul style="list-style-type: none"> <li>• How to get them to buy in?</li> </ul>	
<ul style="list-style-type: none"> <li>• Establish Advocacy Task Force <ul style="list-style-type: none"> <li>○ M&amp;E of progress made</li> <li>○ Develop business case</li> </ul> </li> </ul>				<ul style="list-style-type: none"> <li>•</li> </ul>	RHIS Focus Group secretariat Core team members
<ul style="list-style-type: none"> <li>• Training/mentoring RHIS leaders and advocates</li> </ul>		X	X	<ul style="list-style-type: none"> <li>•</li> </ul>	MOH RHIS Focus Group secretariat

**(2) THEME: RHIS CAPACITY BUILDING: (HUMAN RESOURCES; INSTITUTIONAL INFRASTRUCTURE INCLUDING ICT, CONNECTIVITY, ETC.; STANDARDS)**

**Audience:** Ministries of Health (in-service training), Training Institutes in Public Health, Pre-service Training Institutes for care providers

Activity Ideas/ Next Steps	Priority ranking			Challenges and Strategies to Address them	Resource Requirements and Strategies to Address them
	Y1	Y2	Y3+		
<p>▪ Disseminate RHIS Core Curriculum</p> <p>Use existing mechanisms:</p> <ul style="list-style-type: none"> <li>- AeHIN RHIS focus group Listserv (to be set up)</li> <li>- WHO country and regional offices</li> <li>- <b>Ministries of Health</b></li> <li>- WHO collaborating Centre for HIS</li> <li>- Professional Organizations/ Councils</li> <li>- Public Health Institutes/ Universities</li> <li>- USAID Missions</li> <li>- UN agencies, DFID, HICA, World Bank, ADB, etc.</li> </ul>	X			<ul style="list-style-type: none"> <li>- Reaching the right people</li> <li>- Adapting the core curriculum</li> <li>- Need to identify capacity assessments to identify training needs</li> </ul>	Limited/ moderate resource requirements because we are using existing mechanisms to disseminate
<p>▪ Conduct regional/ sub-regional RHIS workshops/ ToTs</p> <p>Need more regional ToTs to train master trainers who will go on to adapt and conduct country level training</p>	X	X		<ul style="list-style-type: none"> <li>- Reaching right people (selection criteria need to be defined carefully)</li> <li>- Need skilled facilitators/ resource people (MEASURE Evaluation, PHFI)</li> </ul>	Funding needed to sponsor participants for regional trainings (ToTs) Potential sources: WHO, World Bank, ADB, NORAD, UN agencies
<p>▪ Contextualization/ Adaptation of Core curriculum for region/</p>	X	X	X	<ul style="list-style-type: none"> <li>- Buy-in at county level</li> </ul>	Funding needed

Activity Ideas/ Next Steps	Priority ranking			Challenges and Strategies to Address them	Resource Requirements and Strategies to Address them
	Y1	Y2	Y3+		
<p>sub-region/ country level</p> <p>Engage in discussions with universities about adapting core curriculum and incorporating it into existing programs</p> <p>Many countries (Pakistan, Myuanmar, Sri Lanka, Cambodia) are ready to start thinking about country level training</p>				<ul style="list-style-type: none"> <li>- Need advocacy that training is needed</li> <li>- translation</li> <li>- Need ToT first</li> <li>- Sustained commitment needed</li> <li>- Selection Criteria</li> </ul>	Potential sources; USAID missions, WHO country offices, Global Fund
<p>▪ Additional training needs beyond core curriculum</p> <p>Need specialized/ advanced training on many topics, such as GIS, EMR, Tools (training and practice of tools such as PRISM, DQA, etc, data analysis/ processing at all levels, information use for decision making at all levels</p> <p>Share information about existing courses</p>	X	X	X	<ul style="list-style-type: none"> <li>- Turnover of staff</li> <li>- Base level of skills lacking at district level and below</li> <li>- Language</li> <li>- Certification/ accreditation</li> </ul>	Funding needed – always an issue
<p>▪ Supportive supervision/Mentoring/ practice</p> <p>Need supportive network within country to get advice from experts/ colleagues</p> <p>Need pool of experts at country/ regional level (through the focus group)</p> <p>Peer learning (on the job)</p>	X	X	X	<ul style="list-style-type: none"> <li>- Mechanisms for supportive supervision and mentoring not in place</li> <li>- SOPs lacking</li> <li>- Cultural barriers</li> <li>- Need supervision tools</li> <li>- Train supervisors to be mentors</li> </ul>	Funding is not a constraint or a very limited constraint
▪ Study visits/ exchange	X	X	X		
▪ Encouraging research publications	X	X	X		

### (3) THEME: RHIS KNOWLEDGE MANAGEMENT (COMMUNICATION/ INFORMATION SHARING AND EXCHANGE)

Activity Ideas/ Next Steps	Audiences	Priority ranking			Challenges and Strategies to Address them	Resource Requirements and Strategies to Address them
		Y 1	Y 2	Y 3+		
<ul style="list-style-type: none"> <li>Build sustainable partnerships/ networks for RHIS strengthening within and between countries</li> </ul>	Ministries of Health, private sector health care organizations, individual policy makers, health managers, and health providers	X (2)			Commitment of the AeHIN members, country governments, other partners  Human resources  Financial resources  Webinar utilization/webinar as a mode of learning  Language  Computer literacy	AeHIN RHIS Focus Group Secretariat  <b>Financial resources:</b>  USAID  WHO/SEARO  Bilaterals  Private organizations  Universities
<ul style="list-style-type: none"> <li>Develop a regional pool of experts for south to south / regional TA in RHIS capacity building, assessments, etc. and other experts who are familiar with the region, including retired experts who can serve as advisors</li> </ul>		Policy makers include the public representatives	X (4)			
<ul style="list-style-type: none"> <li>Apps for communicating with the experts</li> </ul>	Finance ministry, defense ministry, ministry of planning, Ministry of information; all ministries that have a role in achieving SDG goals		X			
<ul style="list-style-type: none"> <li>Advocacy for the network/KM</li> </ul>			X (5)			
<ul style="list-style-type: none"> <li>Develop a Webpage within AeHIN; and maintain, update, manage the website (A one-stop webpage for RHIS KM)</li> </ul>			X			
<ul style="list-style-type: none"> <li>Conduct webinars on state of the art tools, resources, best practices</li> </ul>	Statistical	X (3)				
<ul style="list-style-type: none"> <li>Recycle the webinars already</li> </ul>				X		

Activity Ideas/ Next Steps	Audiences	Priority ranking			Challenges and Strategies to Address them	Resource Requirements and Strategies to Address them
		Y 1	Y 2	Y 3+		
conducted for continued learning	office/organization					
<ul style="list-style-type: none"> <li>Develop mailing list/ listserv/ database</li> </ul>	Health professional organizations, councils, associations.	X				
<ul style="list-style-type: none"> <li>Newsletter or regular column in AeHIN newsletter; also leaflets and brochures (establish an editorial board for the newsletter with the Secretariat taking responsibility for coordinating the efforts to get articles for newsletter)</li> </ul>	Interior ministry Population Social health insurance organizations	X				
<ul style="list-style-type: none"> <li>Identify focal point in each country</li> </ul>	Health professional regulatory body / professional licensing authorities	X (1)				
<ul style="list-style-type: none"> <li>E-library or links to existing resources (e.g., MOH website; website of development partners; university websites; online capacity building</li> </ul>	Local body/government, city corporations, district governments		X			
<ul style="list-style-type: none"> <li>Regular side-meetings at AeHIN general meetings</li> </ul>	Development partners		X	X		
<ul style="list-style-type: none"> <li>CB on KM</li> </ul>	Health teaching institutions / universities	X				
<ul style="list-style-type: none"> <li>Demonstration sites, role models</li> </ul>			X			
<ul style="list-style-type: none"> <li>Study tours</li> </ul>				X		
<ul style="list-style-type: none"> <li>Learning materials in local language</li> </ul>	Health research institutions		X			
<ul style="list-style-type: none"> <li>Establish KM forum</li> </ul>		X				
<ul style="list-style-type: none"> <li>Establish mechanisms to monitor</li> </ul>		X				

Activity Ideas/ Next Steps	Audiences	Priority ranking			Challenges and Strategies to Address them	Resource Requirements and Strategies to Address them
		Y 1	Y 2	Y 3+		
KM initiatives, KM outputs, feedback						

## ANNEX 4: HOW TO ACCESS RHIS COURSE MATERIALS

MEASURE Evaluation's RHIS curriculum—available at

<https://www.measureevaluation.org/our-work/routine-health-information-systems/rhis-curriculum>

The RHIS Curriculum consists of the following resources:

1. Routine Health Information Systems: A Curriculum on Basic Concepts and Practice—Syllabus, which is available in PDF and Word formats, here:

<https://www.measureevaluation.org/resources/publications/sr-16-135a/>

2. Routine Health Information Systems: A Curriculum on Basic Concepts and Practice—Facilitators' Guide, which is available in PDF and Word formats, here:

<https://www.measureevaluation.org/resources/publications/sr-16-135b/>

3. RHIS Curriculum Modules at:

<https://www.measureevaluation.org/our-work/routine-health-information-systems/rhis-curriculum-modules>