



# Health Systems Global Thematic Working Groups Standard Operation Procedure (SOP) v 2.0

**Reviewed by TWG members and leads**

**Approved by the HSG Board Decision 2016, Revised June 2020**

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## 1. Aim of the Standard Operating Procedures for TWGs

This document provides guidelines for the establishment and management of thematic working groups (TWGs). It aims to provide clarity on the roles and responsibilities of the various parts of Health Systems Global (HSG) that must coordinate to enable TWG success. It will be updated every two years, with suggested revisions received by the Secretariat in writing before the face to face biennial cross-TWG and Board meeting, so that any remaining issues be tabled at these meetings.

## 2. TWG definition and membership

- 2.1. TWGs are self-organised groups of multi-disciplinary researchers, decision-makers, and implementers concerned with particular issues in health systems.
- 2.2. Membership in a TWG is free and not limited to HSG members only. However, all TWGs shall encourage their members to become HSG members. HSG member benefits cannot be extended to TWG members that are not HSG members.
- 2.3. TWG cannot operate under the name of HSG outside of HSG approval.

## 3. TWG purpose

- 3.1. TWGs, along with regional engagement, are key platforms to foster interaction among HSG members to generate value in a member-driven organisation.
- 3.2. In fostering communities of learning and exchange, TWGs advance HSG's mission to connect and engage researchers, policymakers, health care managers, educators, civil society, the media, and donors from around the world to advance the field of health policy and systems research and create opportunities for unleashing their collective capacity for generating, sharing and applying knowledge, necessary for health systems strengthening.
- 3.3. The main value of TWGs is providing the possibility to focus on specific areas of concern that may require additional attention. The TWGs enable HSG to both broaden and deepen their coverage on critical issues in health policy and systems. TWGs enable members to engage in advancing health policy and systems research and practice by sharing resources, undertaking collaborative analysis, and engaging in debate and dialogue.
- 3.4. TWGs also enable HSG members to build relationships that will sustain HSG as an equitable and diverse society. This includes opportunities to provide mentorship and support emerging leadership that will sustain the field over time.
- 3.5. TWGs catalyse the energy and collective knowledge of HSG members, supporting HSG's strategic objectives to:
  - a) Build health policy and systems research communities that encompass policymakers, researchers, NGOs, civil society, the media, and funders;
  - b) Advance the field of HPSR through further development of research methods, and the skills and competencies of HSG members;
  - c) Mobilise and support relevant communities to engage in and advocate for health policy and systems research;
  - d) Ensure HSG is strong and sustainable.

## 4. TWG activities and functions

In fulfilling their purpose, each TWG shall:

- 4.1. Align its activities with HSG strategic objectives and priorities;
- 4.2. Create, build and expand TWG membership;
- 4.3. Engage and update TWG members using defined social media channels, mailing lists and/or HSG website, or other means;
- 4.4. A TWG may decide to create sub-groups or ad hoc committees to address specific topics;
- 4.5. Produce at least one educational/engagement event per year (webinar, twitter chat, discussion club, brainstorm session, etc.) or other collaborative outputs (crowdsourcing of resources, hosting regional and global events, research priority setting, journal supplements, and journal articles, etc.) for TWG members and/or HSG members and the broader health systems research community;
- 4.6. Organise a TWG annual meeting at least once per year. TWGs may decide to convene virtually more frequently, if necessary. The annual meeting is open to all members of the working group with the aim to discuss, plan, and coordinate TWGs activities. During the Health Systems Research (HSR) Symposium year, this meeting would ideally take place at the Symposium so a critical mass of members can meet face-to-face (or virtually in the case of a virtual symposium), and in the off HSR Symposium year be held virtually.
- 4.7. Engage with regional HSG board members, supporting regional activities when of mutual benefit;
- 4.8. Support the convening of the Symposia with a range of support activities defined biennially in consultation with the Secretariat and Symposium Program Working Group (e.g., promoting attendance to the symposia, encouraging submissions, rapporteur sessions).
- 4.9. All TWGs should follow and maintain HSG branding and identity principles and guidelines. TWGs should use visible elements of the HSG brand (colour, design, logotype, name, and symbol) that together identify and distinguish the HSG brand. All documents that are developed as part of the HSG TWG activities should contain the HSG logo and name of the TWG. HSG affiliation and support must be mentioned on TWG outputs.

## 5. TWG member responsibilities

- 5.1. Each TWG member is encouraged to participate and contribute to TWG activities as outlined above as TWG success depends on an engaged membership.

## 6. TWG benefits

- 6.1. TWGs have a page on the HSG website, which is maintained by the Secretariat and updated at the request of TWG leadership.
- 6.2. TWGs have opportunities to disseminate TWG outputs (blogs, opinion pieces, various announcements, etc.) among a wider audience (within and outside of the HSG community) through various HSG social media channels (Facebook, Twitter), HSG website, HSG monthly newsletter, with support from the Secretariat.
- 6.3. Each TWG has up to five free HSG memberships each year, details in Annex 1.

#### 6.4. Symposium related benefits

- a) HSG will provide a joint table for all TWGs at the symposium marketplace at no cost. HSG will provide a joint table for all TWGs at the symposium marketplace at no cost. All TWGs should produce and bring display materials themselves, unless otherwise previously arranged with the Secretariat.
- b) Each TWG is provided slots for one business meeting and one organised session within the biennial Symposium program.
- c) Each TWG has the opportunity to nominate two candidates for symposium scholarships (subject to funding availability).

### 7. HSG Secretariat support to TWGs

- 7.1. TWG can request basic secretarial and communications support to assist TWG activities listed above, following established procedures to aid coordination. TWG should specify in their annual plans the expected scope and type of support required from the HSG Secretariat. These plans should be submitted to the HSG Secretariat before March 1<sup>st</sup> and also discussed during the semi-annual calls to be able to plan and support implementation. This process will allow the Secretariat to be more responsive towards TWG needs. To respond to the emerging needs of the TWGs that are not listed in the TWG annual plans, at least 2-3 weeks' advance notice to the HSG Secretariat is required.
- 7.2. Secretariat will assign a communications focal point for each TWG. Further detail on the nature of communications support provided is found in Annex 2.
- 7.3. Secretariat will support all the TWG governance functions listed below in Section 9 'TWG governance'.
- 7.4. Secretariat will support all the TWG funding mechanisms listed below in Section 8 'TWG funding'.
- 7.5. Secretariat will remind TWGs about selection of the 5 free memberships every 2 years, as HSG membership is valid for 2 years.

### 8. TWG funding

- 8.1. TWGs function and operate on a voluntary basis and are not envisioned to require substantial funding for routine operations.
- 8.2. When HSG's financial standing allows, and if authorised by the Board, the HSG Secretariat may provide two-year nominal funding to TWGs to be reflected in the TWG's biennial budgets and workplans.
- 8.3. Upon mutual agreement between the Secretariat and the TWG's leadership and when circumstances permit the HSG Secretariat, with Board Officer oversight, may raise additional "project-specific funds" from a donor/funder. In such cases,
  - a) the HSG Secretariat may provide additional funds to the ones noted in Clause 8.2 to the TWG.
  - b) These funds have to be earmarked for the specific activities/outputs mutually agreed between the TWG, the HSG Secretariat, and a donor/funder. They shall not be used for other TWG needs.

- c) The TWG will be required to account for and report on fund utilisation following the donor/funder-imposed accounting rules and reporting requirements and periodicity.
- 8.4. When receiving any funding from the HSG Secretariat, the following guidelines apply:
- a) It is strictly forbidden to accept funds for TWG/HSG activity into a non-organisational TWG member's account. All funds for TWG must flow through established bona fide organisations, vetted by the HSG Secretariat in advance. When funds are channelled through such organizations, overhead charges up to 15% can be allowed.
  - b) TWGs have the option of channelling funding through the HSG Secretariat and should liaise with the Secretariat if they wish to do so. When funds are channelled through the HSG secretariat, 15% overhead charges to cover the secretariat costs will apply that will not be deducted from TWGs, it will be absorbed by HSG.
  - c) In any instance where funds remain unutilised, this will be reviewed by the TWG leads and the Secretariat and means of returning to the Secretariat arranged.
- 8.5. TWGs should not reach out to donors independently of the HSG Secretariat or seek or raise external donor funds in the name of HSG, as HSG cannot assume liability on behalf of TWGs for contractual deliverables arising from such engagements.
- 8.6. Fundraising principles and activities undertaken by the HSG Secretariat on behalf of TWGs must be aligned with the ethical principles outlined in the Fundraising Principles for the Symposium.

## 9. TWG governance

- 9.1. Each TWG shall have clearly written and transparent governance policies. TWG can write their own policies or are welcome to use the policies developed by HSG for TWG Governance (Annex 3). These policies will be reviewed by the HSG Board TWG group and must be accessible by being posted on the dedicated TWG page on the HSG website.
- 9.2. All TWG leadership must be HSG members.
- 9.3. All TWG leadership positions must be approved by TWG members and shall be filled for four-year terms. The maximum term limit allowed for one person in any given leadership position is eight years in total. The terms do not have to be necessarily consecutive. TWG governance policies should briefly describe succession planning/continuity mechanisms for when leadership steps down.
- 9.4. The leadership of each TWG is expected to do the following:
  - a) Establish an annual plan (with planned and scheduled activities and outputs) along with expected support from the HSG secretariat. The plan can be re-visited, updated and should be shared with the TWG members and HSG Secretariat and discussed during the semi-annual calls with the Secretariat;
  - b) Plan, lead and manage TWG activities (see above);
  - c) Include the HSG Secretariat focal point on the TWG selected mode of communication and seek support from the Secretariat for managing membership communication when required;
  - d) Participate in the Secretariat-TWG virtual meetings every six months to:
    - a. Review/discuss plans of individual TWGs and agree on planned outputs;
    - b. Plan for and agree on secretariat support for TWG;
    - c. Discuss any outstanding/urgent issue related to TWGs;

- e) Participate in cross-TWG information and knowledge sharing meetings organised by the HSG Secretariat semi-annually or more frequently if required;
  - f) Participate in cross-TWG and HSG Board face-to-face meetings at the Symposia;
  - g) Respond to all correspondence and occasional requests from the Secretariat;
  - h) Submit an Annual Plan & Report (Annex 4) to the Secretariat by March 1;
  - i) TWG leaders to complete a conflict of interest statement every year, and if there is a change in status (Annex 5, *will be added*). Conflict of interest declaration is not required for being elected, but must be disclosed regularly and ahead of relevant decision-making to ensure transparency and where required recusal.
- 9.5. Information on TWGs achievements and challenges will be collated by the Secretariat and included in quarterly reporting to the HSG Board through the TWG activity dashboard (Annex 6). The dashboard will draw from annual reports and through the TWG semi-annual calls with HSG Secretariat. The dashboard will be placed in HSG's google group for TWG leadership and be accessible to all TWGs leads.
- 9.6. Membership and/or participation in a TWG is non-remunerative, including the work of the leadership. However, if TWG leadership decides, some activities could be remunerated out of resources made available through the TWG biennial budgets (subject to funding availability).
- 9.7. TWGs have no elected representation on the HSG Board, but they have an HSG Board member assigned to them with periodic meetings and correspondence encouraged as appropriate. Decisions affecting TWGs will be shared to TWG leads in draft form for their input. It is up to the discretion of TWG leads to consult the TWG membership on these decisions. Decisions are finalised by the HSG Board through their quarterly meetings.

## 10. TWG application criteria and process

- 10.1. Opportunities to renew or apply for a new TWG takes place every four years. Number of cycles to remain a TWG is not limited. HSG will announce opportunities for TWG renewal/initiation in advance of the application due date through HSG's multiple communication channels.
- 10.2. All TWG proposals should be submitted to the HSG Secretariat. The Secretariat will review the submissions and prepare materials for the Board TWG Group to review and recommend to the Board for final approval.
- 10.3. If the HSG's financial standing allows and if authorised by the Board, a maximum of 10 TWGs can be financially supported in any one cycle (through 2-year budgets as specified in Section 8 'TWG funding').
- 10.4. Previously existing TWGs that do not succeed in having their work plans competitively selected and who still want to continue will continue to do so primarily through their existing means of member communication (google group/LinkedIn, etc.) and the HSG website unless these modes of communication remain inactive for six months.
- 10.5. All TWG outputs will be archived on the HSG website, whether from currently active or previously active TWGs.
- 10.6. Proposals should consist of a 3-5-page expression of interest and must include the following:

- a) Name of the proposed group;
- b) Description of the concept/topic/area proposed for the TWG work; justification that it addresses a well-identified gap in the HPSR field not addressed by existing TWGs;
- c) Explanation of how it aligns and fulfils HSG's Strategic Plan and objectives;
- d) Planned activities as per HSG's strategic objectives and proposed budget if required for the first two years;
- e) Contact information of leaders and members of the group (name, affiliation, email, telephone). Description of experience of leaders that supports their candidacy to lead the TWG. Leadership and membership of the group should be inclusive, diverse and balanced.

10.7. Criteria for selection will include the following:

- a) The focus/theme of the proposal is strongly aligned with HSG's Strategic Plan and indicates how it will contribute to HSG's Strategic Plan and objectives;
- b) TWG focus/theme fills in a well-identified gap in the HPSR field not addressed by existing TWGs and gap analysis/justification is well presented in the application;
- c) Initial group size is adequate (at least ten members) and includes those who are prominent in the field. Leadership and membership is inclusive and diverse in terms of gender and geographic balance, as per HSG's global mandate;
- d) The proposal presents a realistic, sustainable operation of a TWG for the next four years through a sound workplan, capacity building plans and transition plans at the end of the 4 years as per principles outlined above.

## 11. TWG closure

11.1. A TWG can be closed prior to the completion of its work plan. The following circumstances are the basis for TWG closure:

- a) TWG leadership is no longer able to dedicate and commit to the work of the TWG, and the TWG or the Secretariat is not in a position to identify and elect new leadership;
- b) The visibility that TWG work is largely serving only TWG leaders and does not provide space for broader membership engagement (as reflected by types and content of activities, lack of TWG membership engagement and contribution);
- c) TWG runs out of volunteer energy and cannot be as active as initially planned (e.g., planned outputs cannot be produced, leadership and/or member engagement is very low);
- d) TWG report and TWG dashboard reveal no activity (e.g., activities listed in Section 4) of the TWG to HSG priorities over the past year;
- e) Merger with another TWG (in case such need is warranted);
- f) TWG successfully accomplished its purpose/objective and identifies no reason for continued operation (all mode of communication are silent for 6 months).

11.2. HSG Secretariat will be engaged with a TWG in circumstances listed above and work towards an acceptable scenario. Final decisions are made by the HSG Board.

## Annex 1: Guidelines for Free HSG Memberships

Each TWG can decide how to award these free memberships following HSG’s general principle of ensuring equity and balance. TWGs are expected to establish the procedures for such awards or are welcome to use the suggested procedures developed by the HSG (criteria, application process and selection criteria below). TWGs are responsible for informing its membership and HSG Secretariat about the policy/process followed and the names of those selected annually. Award process for free membership should be initiated/advertised during January every 2 years, and decisions/selected members should be announced by March 1, starting in the year 2021, unless otherwise agreed.

### 1. Criteria

- a) Must be a citizen and resident of a low or middle-income country, or a student of any country;
- b) Must be an active member of TWG over the past six months, which is reflected through member’s engagement in TWG social media channels, in postings on TWG/HSG blog, and in contributing to TWG organised events, etc.;
- c) Must have demonstrated interest and involvement in health policy and systems as noted by their 3-page summary CV.

### 2. Application Process

- a) The process must be transparent and open to all eligible TWG members;
- b) TWGs will announce the award of five free memberships in a communication sent to all TWG members. The announcement will consist of the criteria and application process;
- c) The application should consist of the following information:
  - Name;
  - 3-page summary CV, including gender, place of residence and citizenship;
  - 250-word statement that explains what TWG member will bring to HSG, how this TWG member will benefit from membership in HSG, and what benefits will TWG gain from this member.

### 3. Selection process

- a) The TWG Chair will appoint a committee to review the applications.
- b) The committee will establish a point system for scoring the 250-word statements of all those who meet the basic criteria. An illustrative point system might be:

Quality of written statement	25 points
Benefits to the individual	25 points
Benefits to the TWG the individual belongs to	25 points
Contribution to HSG	25 points

- c) The committee will average the scores and rank order the five highest;
- d) The TWG Chair will inform those selected and the HSG Secretariat.

## Annex 2: Communications support to TWGs

### Digital outputs and communications

- a. The communications team from the Secretariat can support by highlighting the activities of and outputs from TWGs via the HSG website, social media assets, and monthly email newsletter;
- b. TWGs will be provided with a full range of support services (technical and communications) to conduct successful webinars. TWG can get access and help with:
  - i. Access GoToWebinar platform will be provided to TWGs at no cost, including recording and hosting of the recording;
  - ii. Help plan, organise practice runs, and conduct webinars for HSG members and non-members;
  - iii. Broadly disseminate information about the planned webinar using HSG newsletter, social media outreach and various other communication channels to increase the reach and generate greater interest;
  - iv. Provide technical support throughout the webinar process to manage any technology or other issues and assure smooth implementation of the webinars;
  - v. Develop and deliver specialist training courses for the TWGs to facilitate their webinar planning and communication skills development;
  - vi. disseminating learnings from the webinar among the wider audience through various communications channels.

### Cross-TWG communication

- a. Using its HSG monthly newsletter and other means of communication (including the Google Group), the HSG Secretariat will facilitate cross-TWG information and knowledge sharing;
- b. Secretariat can assist in the promotion and conduct of joint TWG webinars, joint op-eds, and other joint activities. These could be discussed during the semi-annual cross-TWG meeting with the Secretariat;
- c. Semi-annual cross-TWG meeting will be organised by the HSG Secretariat every six months, and TWG chairs and vice-chairs/secretaries will be invited to participate. Cross-TWG calls will focus on the following:
  - i. Based on TWG work plan analysis [conducted by the HSG Secretariat], present identified overlaps/duplications in the areas of work of various TWGs;
  - ii. Identify opportunities/areas for joint work/coordination between two or more TWGs;
  - iii. Discuss common challenges faced by the TWGs and suggestions for possible solutions;
  - iv. Discuss any other matters that have relevance to all TWGs.



## Annex 3: Guidance on TWG Leadership

### 1. TWG leadership structure and role allocation

TWGs have the flexibility to determine their own leadership structure. HSG suggests as a starting point that TWGs consider a three-member leadership team, each with the following core responsibilities. The allocation of responsibilities below are illustrative, and each TWG has the flexibility to add to the list and to distribute them across the leadership positions. All TWG's will have an appointed liaison from the Board.

#### *Roles and responsibilities for leadership positions*

##### A. Chair

- Chair TWG meeting
- Assure diversity and engagement across TWG membership
- Lead the development of an annual work plan
- Lead the planning and implementation of TWG activities
- Monitor the implementation of TWG activities
- Serve as the primary point of contact with the HSG Secretariat
- Serve as the public face of the TWG to external audiences
- Identify funding needs and in close cooperation with the Secretariat develop strategies for fundraising
- Participate in quarterly check-in with the HSG Secretariat
- Submit annual reports to the Secretariat
- Assure the TWG page on the HSG website is updated
- Develop and implement an internal communications strategy for TWG members
- Look for opportunities for cross TWG collaboration
- Succession planning

##### B. Vice-Chair

- Serve as the Chair in the Chair's absence
- Assist the Chair in carrying out the Chair's responsibilities

##### C. Coordinator

- Organize calls/meetings (identifies convenient dates/times for the calls/meetings)
- Take minutes at TWG meetings (for TWG's virtual business meetings and quarterly calls with HSG Secretariat) and distribute to HSG and TWG members
- Maintain an updated mailing list of TWG
- Oversee implementation of internal communications strategy
- Implement a process for selecting TWG leadership

## 2. TWG leadership requirements

### *HSG core requirements for TWG leadership*

- All TWG leadership positions must be HSG members and preferably at least two should be representatives of different WHO regions to assure diversity;
- Terms are for four years; Leaders can serve a maximum of eight years (two consecutive or non-consecutive terms) in any given position.
- Rotation of TWG leadership after term expiration is necessary to afford equal opportunities to representatives from different geographies, genders and HIC/LMIC.
- The election process must be transparent and allow members to vote or an opportunity to voice their preference.

### *Ideal qualifications of a TWG Leadership*

- Professional interest and good standing in the subject matter focus of the TWG;
- Commitment to serving a full four-year term;
- Willingness to spend/donate the time required;
- Support from employers to play the leadership role;
- English language fluency;
- Spoken and written communication skills;
- Access to networks involved in the topic.

## 3. Succession planning

- TWG leaders are encouraged to think about succession planning soon after they are selected;
- TWGs should ask members to express interest in eventually serving in a leadership position;
- The TWG leadership should make a focused effort to create opportunities to demonstrate interest and capacity in leadership. These opportunities include serving as chairs of sub-groups (should the TWG have a sub-group structure), heading a task force on a specific issue, and taking the lead on an activity in the TWG work plan;
- These leadership experiences will result in increased exposure to other TWG colleagues and deepen familiarity and understanding of how the TWG operates.

When TWGs want to elect new TWG leadership, the following are HSG policies regarding the election:

### *Processes for identifying candidates*

- Three months before the end of the terms of the scheduled leadership or when the leadership steps down, the TWG leads will inform all TWG members that elections or selection of new leadership will take place;
- The TWG leads will circulate the job descriptions for the leadership positions to all TWG members along with the qualifications;

- Potential candidates, who have to be HSG members, will be encouraged to speak with current TWG leaders and members to learn more about what the position entails. This is intended to help candidates make an informed decision about running for one of the leadership positions; Any potential candidate that is not an HSG member will need to join HSG before declaring their candidacy. Potential candidates must have been TWG members for at least a year.
- TWG members can encourage others to run for leadership positions;
- One month before the election, members will be asked to declare their candidatures. This declaration consists of two parts:
  - Submitting brief bio, maximum 100 words, which will be used on the HSG website if the candidate is elected;
  - Submitting Current CV;
  - One-page statement on why the candidate would like this position and if elected what they would focus on.

#### *Voting procedures*

- TWG leads will send out a list of candidates for each position;
- Members will be asked to vote for one candidate for each position. All TWG members are eligible to vote;
- Each TWG will devise a voting process. Options include electronic ballots that do not indicate who cast the vote;
- The voting system will be set up by the HSG secretariat and circulated among the people entitled to vote;
- If no candidate receives a majority of votes cast, the top two will participate in a runoff election, thus ensuring that the winning candidate is supported by more than 50% of members;
- TWG leads will appoint a two-person committee to implement the process and count the votes with the support provided from the Secretariat;
- TWG leads will announce the results of the election.



## Annex 4: TWG Annual Planning & Reporting Templates

### TWG Annual Planning Template

**Note:** Annual cycle refers to calendar year (Jan-Dec)

**TWG Name:**

**Plan for year:**

**Author (Name, Last name, Position):**

**Plan submission date (day/month/year):**

**Annual Plan** (*Note: for each question, please as many rows/spaces as required*)

#	TWG objective (as defined in your TWG proposal)	Description of activities planned for the given quarter	Main deliverables/ outputs	To which strategic objective/strategic action under HSG's Strategy Framework for 2016-2020 does this activity contribute?	What support would you need/expect from HSG Secretariat to fulfil this activity?
Q1					

### TWG Annual Reporting Template

**Note:** Annual cycle refers to calendar year (Jan-Dec)

**TWG Name:**

**Report for year:**

**Author (Name, Last name, Position):**

**Report submission date (day/month/year):**

This reporting template is intended to be used on an annual basis. The template includes basic indicators on TWG functioning and open-ended questions to elicit qualitative responses on TWG success and challenges.

**1. Quantitative reporting**

Indicator	Unit	Results	Comment
# of <u>TWG members</u> (including both, members and non-members of HSG, engaged in TWG LinkedIn Groups) as of December 31/ reporting year			
# TWG <u>virtual or in-person meetings</u> during a reporting year			
<b># of TWG produced outputs, including</b> <ul style="list-style-type: none"> <li>a. Webinars</li> <li>b. Blogs</li> <li>c. Opinion pieces (policy briefs, commentaries, editorials)</li> <li>d. Journal supplements</li> <li>e. Advocacy events/outputs (to highlight the value of HPSR)</li> </ul>			
# of TWG members contributed to pre-Symposium planning and program development through curating sub-theme(s) and/or contributing to abstract review			
TWG organised session conducted at the Symposium			
Other TWG Products not described earlier			

**2. Qualitative reporting**

- a. What do you consider your TWG’s most important accomplishments during the reporting year (list achievements according to the priority order)?
- b. To which strategic objectives/priorities of Health Systems Global did your TWG contribute and how? (Please explain)
- c. What are the main factors that facilitate the achievement of the objectives of your TWG?
- d. What were the main challenges during the reporting year experienced by your TWG?
- e. Which of the planned activities were not accomplished and why? What can the Secretariat do to help address these issues?
- f. How would you evaluate the effectiveness of the HSG Secretariat in terms of providing timely and needed support to your TWG? Please provide examples of effective support you received from HSG secretariat; and suggest areas where support could be improved (*please explain and provide any suggestions you may have to improve Secretariat’s performance*)
- g. Are there any other issues you would like to communicate that were not covered under previous questions?

## Annex 5: Conflict of Interest form (will be added)

## Annex 6: TWG Activity Dashboard

TWGs Activity Dashboard enables the Secretariat to document major achievements of the TWGs, identify the relevance of TWGs achievements with HSG strategic objectives and priorities and mark areas for optimising engagement.

TWG Activity Dashboard will be populated by the information provided in TWGs' annual reports that include quantitative and qualitative information that will be provided to TWG leads for their review and comments. Dashboard will also be informed by the information/updates provided by the TWG leads during semi-annual calls with the HSG secretariat.

### a) Quantitative information

#	Indicator	Target	Result	Comment
<b>I</b>	<b>Member engagement</b>			
1.1	# of <u>TWG members</u> (including both, members and non-members of HSG, engaged in TWG LinkedIn Groups and TWGs mailing lists) as of December 31/ reporting year	Number		
1.2	# TWG <u>virtual or in-person meetings</u> during a reporting year	Number		
<b>II</b>	<b>Knowledge acquisition and dissemination</b>			
2.1	# of <u>webinars</u> conducted during a reporting year	Number		
2.2	# of <u>blogs</u> published during a reporting year	Number		
2.3	# of <u>twitter chats</u> organized and hosted during a reporting year	Number		
2.4	# of <u>opinion pieces</u> (policy briefs, commentaries, editorials) shared through HSG website, HSG monthly update Newsletter, Journals and/or Newspapers during a reporting year	Number		
<b>III</b>	<b>Adherence to HSG policies and procedures</b>			
3.1	<u>TWG Annual Plan</u> developed and shared with HSG Secretariat per established deadline	Y/N		
3.2	<u>TWG Annual Report</u> developed and shared with HSG Secretariat per established deadline	Y/N		
3.3	TWG conducted <u>semi-annual calls</u> with HSG Secretariat	Y/N		
3.4	TWG leadership is compliant with the HSG policy (adhered to leadership terms established by TWG and HSG membership obligation)	Y/N		
<b>IV</b>	<b>Contribution to pre-symposium planning</b>			
4.1	# of TWG members contributed to pre-Symposium planning and program development through curating sub-theme(s) and/or contributing to abstract review	Number		

4.2	TWG organised session at the Symposium is conducted	Y/N		
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**b) Qualitative information**

#	Indicator	Results
1	<u>To which</u> strategic objectives and priorities of HSG has the TWG made contributions and <u>How</u> during the reporting year	
2	TWG's most significant accomplishments (relevant to HSG Strategy) during the reporting year	
3	<u>Which</u> of the planned activities of the TWG were not accomplished and <u>Why</u> during the reporting year	
4	TWG feedback on the effectiveness of the HSG Secretariat in terms of providing timely and needed support to TWGs?	