Acknowledgements
We would like to thank all HSG members and stakeholders who contributed their comments, insights and suggestions to the consultation that informed this strategy document. Thanks to the HSG Board members for their steer and continuous support throughout the process, and a particular thanks to the HSG Board Leadership: Sara Bennett, Kabir Sheikh and Fadi El-Jardali.
FOREWORD

Health Systems Global strategic plan

2015 marked the start of a new era in development with the Sustainable Development Goals, (SDGs) replacing the Millennium Development Goals. The SDGs recognize the diverse health ambitions that nations and their people have – from improving maternal and child health, to reducing the burden of both infectious and non-communicable disease, reducing road traffic accidents, and achieving universal health coverage. These goals are meant to inspire and be relevant to countries at all levels of development. They also point to new ways of thinking about health systems, and a growing need for rigorous and relevant health policy and systems research. As Health Systems Global (HSG) approaches its fourth anniversary, this shifting context is important for us to be aware of.

I am very proud of HSG’s achievements since it was established in 2012, and its first strategic plan was developed (in 2013). The Society hosted an extremely successful symposium in Cape Town, and is well advanced on doing the same in Vancouver. Ten active thematic working groups have been established, and HSG’s social media presence has helped build a vibrant health policy and systems research community. Increasingly the Society is supporting training and skills building opportunities that offer major benefits to its members. Moreover, starting from a somewhat shaky position in 2012, the Society has been building a relatively solid financial position and clear governance and operating procedures, so as to ensure its sustainability going forward.

This new strategic plan should both reflect the changes on the global stage, but also, and more importantly for HSG, the myriad of needs and initiatives across the many contexts represented among our membership. This plan was built upon extensive consultation - with HSG thematic working groups, and multiple members who participated in both face-to-face and online consultations. We hope (and believe) that it reflects the diverse interests of our members and the membership-driven nature of HSG.

The considerable achievements that HSG has made to-date, as well as our ambitions for the future, depend upon the enthusiasm, commitment and vision of many individuals and organizations.

The considerable achievements that HSG has made to-date, as well as our ambitions for the future, depend upon the enthusiasm, commitment and vision of many individuals and organizations. I would particularly like to thank George Gotsadze and his team within the Secretariat for their hard work and critical analysis. I would also like to thank Board members, both old and new; those active in Thematic Working Groups; and our many partners who have helped to lay solid ground for the society and mount successful Symposia. Finally, our thanks go to our funding partners, especially those who have been regular and reliable partners, dispensing not just funding but sage advice. Together, we have helped build solid foundations for the Society and the field of health policy and systems research. I am excited to see what can be achieved next.

Professor Sara Bennett
Chair, Health Systems Global
Health Systems Global: the story so far

In 2010, health systems researchers, policy makers and practitioners recognised the need for greater health policy and systems research to accelerate universal health coverage. Health Systems Global (HSG) was founded to take forward this agenda by bringing together diverse stakeholders, and promoting health systems research and knowledge translation. This timeline maps the emergence of HSG, placing it within major global moments for health systems research, and takes a look at its future priorities.

2008

The path to universal health coverage

November 2010

The 2010 World Health Report, ‘Health systems financing: the path to universal coverage’, outlined how countries can strengthen their financing systems to move towards universal health coverage and sustain those achievements.

2010

Montreux Symposium 2010

November 2010

The First Global Symposium on Health Systems Research in Montreux emphasised the need for health systems research to accelerate universal health coverage, and recognised the need to create an international body to promote health systems research.

2012

First Global Strategy on Health Policy and Systems Research

November 2012

The World Health Organization launched the first Global Strategy on Health Policy and Systems Research, which advocated for greater generation and use of scientific evidence in health policy and systems.

2013

HSG 2013-15: delivering the strategy


The HSG Strategic Plan 2013-2015 detailed the organisational structure and strategic objectives, including to build and support diverse health systems research communities and advance the field of health systems research.

2014

Establishing thematic working groups

September 2014

Thematic working groups are a key part of HSG. Their objectives range from developing capacity for health systems research to promoting and sharing research findings. TWGs consist of current and potential HSG members from different geographic areas and constituencies.
In 2008, health systems researchers, policy makers and practitioners recognised the need for greater generation and sharing of knowledge to advance health policy and systems. In 2010, this need was formalised with the publication of the World Health Report, 'Health Systems Financing: the Path to Universal Coverage', which advocated for greater generation and sharing of knowledge to advance the field of health systems research.

Health Systems Global (HSG) was founded to take forward this agenda by bringing together diverse stakeholders, and promoting health systems research and knowledge translation.

### Timeline

- **2008**: Health systems research.
- **2010**: Health systems researchers, policy makers and practitioners recognised the need for greater generation and sharing of knowledge to advance health policy and systems.
- **2010**: World Health Report, 'Health Systems Financing: the Path to Universal Coverage'.
- **2012**: HSG was founded to bring together diverse stakeholders, promote health systems research and knowledge translation.

### 2015

- **September 2015**: A new home for the HSG secretariat. In 2015 the HSG secretariat moved to the Curatio International Foundation in Georgia. The secretariat works to showcase the activities of the thematic working groups and to expand HSG’s membership base and reach.

### 2016

- **August 2016**: Board election 2016. In August 2016, HSG elected six new and two existing board members to form a 13-person board. Members will be formally introduced in Vancouver during the Fourth Global Symposium on Health Systems Research.

### 2018

- **November 2018**: Growth in HSG's profile. HSG’s profile has grown since its establishment in 2012. Its websites and social media presence through the likes of Facebook and Twitter has experienced significant growth between 2015 and 2016.

### 2021

- **October 2021**: Liverpool Symposium 2018. Stakeholders from across the field of health systems research, policy and practice will convene for the Fifth Global Symposium on Health Systems Research in Liverpool during October 2018.
OVERVIEW OF THE STRATEGY

About this plan

The purpose of this strategic plan is to guide Health Systems Global (HSG) through a phase of consolidation and intensification of activities, following the incipient period (2012–2015) when HSG was established and forged its identity. The plan is intended to guide the organization’s decision-making in the following areas:

- Identify priorities and guide decision-making of the board and secretariat
- Provide the basis for detailed implementation planning and scaling up HSG’s activities
- Provide the basis for determining resource requirements.

This strategic plan has a time horizon from the end of 2016 to the end of 2020.

How we got here…

The First Global Symposium on Health Systems Research was held in Montreux, Switzerland, in November 2010, and produced a clear message about how and why health policy and systems research (HPSR) should be strengthened to contribute to universal health coverage around the world. At the symposium, it was recognized that there was no organization or network linking health policy and systems researchers, decision-makers, and implementers to take forward the above agenda. As a result, consensus was reached on the need to create an international society for health policy and systems research, knowledge, innovation and action. HSG was founded in October 2012 and was launched the next month in Beijing at the Second Global Symposium on Health Systems Research, where some 1,800 people participated and an 11-person all-volunteer board was elected.
The initial two and a half years of HSG’s existence were shaped by the first 2013–2015 strategic plan, aimed at establishing the organization and its role in the global symposium, kick-starting organized non-symposium activity through the thematic working groups (TWGs), securing HSG’s initial financial base, and shaping the contours of the Society’s broader identity. With the highly successful Third Global Symposium in Cape Town in 2014, the launch of ten TWGs, election of a new board, creation of a reserve fund, and development of a state-of-the-art interactive website and channels for social media engagement, as well as plans underway for the Fourth Global Symposium to take place in Vancouver in November 2016, HSG has met most of its objectives for the first strategic planning period and now moves from that incipient phase to the next chapter.

Developing the strategic plan
The period 2016–2020 is expected to provide new opportunities for HSG, such as new partnerships, stronger and broader linkages with diverse communities and their greater engagement, diversification of funding sources, and expanding membership. Each of these opportunities are also matched by attendant risks. For example, as HSG seeks to expand its membership, it also needs to ensure that members find value in the services that HSG provides; as HSG seeks to expand its partnerships and linkages, it is essential that the organization is clear on why it is partnering and the added value brought by the partnership.

In 2015 HSG commissioned a number of pieces of work to inform this new strategic plan including an assessment of HSG’s governance arrangements, an assessment of the financial sustainability and banking operations of the Society, and an assessment of the functioning of the TWGs. In addition, an external communications and social media framework was developed. These products were discussed during a board and thematic working group retreat in November 2015, during which the group also assessed changes in the environment and considered future priorities and scenarios for HSG. This version of the plan was developed based on those discussions, as well as on face-to-face and online consultations which took place from June to July 2016 and close to 140 individuals were engaged and provided their suggestions throughout the strategic plan development process.

Delegates from the Third Global Symposium on Health Systems Research in Cape Town, South Africa exchange ideas about people-centered health systems.

Source: Lucy Gilson
From MDGs to SDGs: The Millennium Development Goals (MDGs) were instrumental in mobilizing collective efforts of countries and the development community to end extreme poverty, reduce hunger, promote gender equity, and improve education and health. While the MDGs helped the world attain many goals, the MDG framework has also been criticized for focusing attention and resources on the attainment of specific “vertical” targets at the expense of others. The focusing “problem” has been particularly apparent with regard to the health goals, where resources and effort have been directed at strengthening certain disease-specific or “vertical” programs, often at the expense of broader, cross-cutting investments in health systems that can deal with a variety of health issues in a more integrated manner. The Sustainable Development Goals (SDGs) offer a more holistic and integrated approach to tackle poverty, inequity, health and other challenges, as part of a broader agenda of social development. As such, they imply major re-thinking and re-design of health systems and the way they function. Developing more integrated people-centered health systems has the potential to generate significant benefits to the health and health care of all people, including improved access to care, improved health and clinical outcomes, better health literacy and self-care, increased satisfaction with care, improved job satisfaction for health workers, improved efficiency of services, and reduced overall costs.

The SDGs are a timely reminder of the complexity of human health and the systems that support it. Attainment of the SDGs will require us to learn collaboratively about how to strengthen health systems and break down artificial boundaries across systems. Accordingly, in the future, we envisage that interdisciplinary health policy and systems research with active engagement of policymakers, implementers, NGOs, civil society, and the media is likely to become even more important.

Changing the funding landscape and demand for HPSR: Global economic development is gradually rising incomes in many hitherto poor countries, and we are seeing major shifts in development assistance flows as countries attain middle-income country status. HSG believes this will be a critical factor in the next five to ten years, influencing trends in and demand for HPSR funding. There is clearly enhanced scope for domestic investment in funding health service provision as well as health policy and systems research. The changing funding landscape is expected to increase importance of and demand for locally produced health policy and systems research that is highly relevant to the country context. This in itself will potentially increase policymaker interest in using data and evidence to prioritize national investments in health and health systems.

---


The changing landscape of global health financing is expected to bring coordination challenges if we are to avoid the risk of overlap, duplication and interference in an already complex and to some degree fragmented, institutional global health landscape. Tackling health problems while also attending to other priorities such as climate change, demographic shifts arising from population aging, increasing migration, urbanization, and global trade, etc. further emphasizes the need for better coordination at global, regional and national levels. Such increasingly complex environments, combined with competing funding priorities requires health policy and systems research to focus particularly on governance, including issues around partnerships, coordination, intersectoral collaboration, leadership, and management.

**Greater emphasis on implementation science and embedded HPSR:** During recent years there has been greater acknowledgment of the importance of implementation science in guiding and strengthening implementation strategies, as well as the close links between implementation science and HPSR. For example, the journal *Implementation Science* was launched ten years ago, the Alliance for Health Policy and Systems Research (AHPSR) implementation science platform about eight years ago, and the Cape Town Statement on advancing implementation science and delivery science⁴ was launched at the last Global Symposium in 2014. These developments reflect a growing demand from policymakers and practitioners for real-time data and evidence to help guide priority setting in decision-making. They also imply stronger and more inclusive networks, particularly at country level, between researchers, research managers, policy and decision-makers, and civil society. Accompanying the growing interest in implementation science there has been increased recognition of embedded research; that is, research designed and led by team members residing within

---

the organizational structure of the health system, rather than at arm’s length. The increasing importance of implementation science has significant implications for HSG in terms of the nature of its membership, as well as the methods and approaches which it employs.

**Greater emphasis in HPSR on equity, gender and marginalized groups:** Global debates about the growing challenge of inequality, as well as calls within national politics to pay greater attention to equity have raised questions of how the health system serves the needs of vulnerable and disadvantaged populations. Such concerns are also central to the SDGs. Increasingly it is recognized that the poor are frequently disadvantaged across multiple dimensions, such as gender, ethnicity, and geographical location, and HPSR is seeking to understand the intersectionality of disadvantage. Frequently strategies to promote equity in health need to understand the nature of power structures that maintain disadvantage. HSG will continue to stimulate researchers in the field to investigate and address disadvantage and vulnerability in their many manifestations.

Although the points noted previously all reflect significant shifts in the context for HPSR, we also identify considerable continuity in terms of the context within which HSG works. For example, while there is growing recognition of the field of HPSR, it continues to be relatively marginalized and under-funded as compared to other fields of health research, and HPSR communities continue to be somewhat fragmented and lacking a clear identity. While progress has been made in terms of effectively formulating and communicating the value that HPSR can offer to health systems strengthening, much more could be done in this area. Accordingly, the strategic plan reflects on emerging trends and identifies some new opportunities, activities and directions, there is also considerable continuity in the mission, vision, and strategic objectives of HSG.

**THE STRATEGIC PLAN**

The strategic plan for the period 2016 to 2020 is summarized in Figure 1. It provides HSG’s vision and mission statement, four strategic objectives and eleven activities under each objective. The plan is anchored by four strategic enablers, representing critical enabling factors that HSG will capitalize on in pursuit of its vision and mission.
**Figure 1 Summary of strategic plan 2016–2020**

<table>
<thead>
<tr>
<th><strong>Vision</strong></th>
<th>Support health systems to attain better health, equity and wellbeing by strengthening health policy and systems research, policy and practice communities</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Mission</strong></td>
<td>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 systems research and create opportunities for unleashing their collective capacity for generating, sharing and applying knowledge, necessary for health systems strengthening</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Strategic objectives</strong></th>
<th>1. Build health policy and systems research communities that encompass policymakers, researchers, NGOs, civil society, the media, and funders</th>
<th>2. Advance the field of HPSR through further development of research methods, and of the skills and competencies of HSG members</th>
<th>3. Mobilize and support relevant communities to engage in and advocate for health policy and systems research</th>
<th>4. Ensure HSG is strong and sustainable</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strategic actions</strong></td>
<td>1.1 Support and sustain Thematic Working Groups in different health policy and systems research areas</td>
<td>2.1. Conduct a biennial global symposium on health systems research</td>
<td>3.1 Advocate for the field of health policy and systems research and health system development</td>
<td>4.1 Increase the membership base, diversity, and its regional reach</td>
</tr>
<tr>
<td></td>
<td>1.2 Connect researchers, policymakers, practitioners, civil society, NGOs and donors</td>
<td>2.2 Facilitate knowledge acquisition and dissemination</td>
<td>3.2 Forge strategic alliances with different organizations and groups</td>
<td>4.2 Evolve HSG’s governance and organizational structures</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2.3 Disseminate health systems research methods including methods for knowledge translation.</td>
<td>4.3 Establish a stable financial foundation for HSG</td>
<td></td>
</tr>
<tr>
<td><strong>Strategic enablers</strong></td>
<td>Capitalize on the diversity of the community; mount effective communications; harness power of information technology; leverage convening power</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
**Vision**
Support health systems to attain better health, equity and wellbeing by strengthening health policy and systems research, policy, and practice communities.

**Mission**
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.

**Values**
HSG is united by a set of distinct values that underpin the pursuit of our specific mission, and also reflect our broader approach to health systems development, and the advancement of health policy and systems research.

- HSG fosters equity, diversity and inclusiveness in its membership, organization, and management;
- HSG is driven by engagement and participation of its diverse membership;
- HSG seeks to be innovative and catalytic, constantly experimenting and learning from its actions;
- HSG leads through partnership, working with other international, regional, and national groupings to ensure the relevance of its work to key stakeholders;
- HSG values accountability and operates transparently with the highest professional standards.

These values are reiterated and emphasized throughout the strategic plan, and will be referred to continuously in the process of its implementation.

**Strategic objectives and activities**
This section includes the strategic objectives, rationales for why these objectives are important and a broad set of activities to implement the strategic objectives.

**Objective 1: Build health policy and systems research communities that encompass policymakers, researchers, NGOs, civil society, the media, and funders**

Rationale: The development of the field of health policy and systems research has been undermined by fragmentation within the community, both among researchers who often come from different disciplinary perspectives, and between researchers and users of research. As a Society that wants to effectively embrace all these groups, HSG seeks to (i) develop clear value propositions for different key groups of stakeholders (ii) establish structures and processes that help build stronger linkages across groups and (iii) facilitate greater inclusive engagement and increased participation.

1. **1.1 Support and sustain TWGs in different health policy and systems research areas**

The HSG thematic working groups (TWGs) are communities that encompass diverse members and potential HSG TWGs are platforms suitable for driving engagement, facilitating linkages between people with shared interests, and attracting new HSG members.
members who come from diverse geographical areas and with different language and cultural backgrounds, and different constituencies (researchers, policymakers, implementers). TWGs are platforms suitable for driving engagement, facilitating linkages between people with shared interests, and attracting new HSG members. TWGs aim to promote learning, knowledge translation, interaction and the exchange of experiences around particular issues in health policy and systems research. These groups are a means to capture the energy of Society members and non-members alike, and to unleash collective capacity.

Ten TWGs have been established during the incipient phase. From 2016 to 2020 HSG will:

- Better align the work of TWGs with the strategic objectives and priorities of the Society;
- Broaden the reach (geographical and into different communities) of existing thematic groups and facilitate production of their outputs delivering benefits to the Society members and non-members alike;
- Deliver greater support from the HSG secretariat to facilitate their work, including fundraising for TWG functions.

In addition, where necessary and when responding to global needs, HSG may support the establishment of new groups and discontinuation of existing groups on the basis of need and merit.

1.2 Connect researchers, policymakers, practitioners, NGOs, civil society, the media, and donors

HSG will use its multiple events, platforms, and approaches (TWGs, webinars, social media, website and blog series, journal special issues, biennial symposia, regional events, links with strategic partners globally and in the regions, etc.) to connect and engage diverse constituencies in debates about health systems improvement and in associated knowledge translation and dissemination. During the first part of the strategic plan period HSG will undertake analytical work so as to better understand the needs of its divergent communities. Based on this assessment, HSG will develop more context-specific plans to support those events most relevant and responsive to the HSG community’s needs in different regions and for different constituencies. The results of the analysis will inform the actions taken by the secretariat, the board and TWGs, as well as the content of events to attract and engage these communities by responding to their needs and mechanisms for interaction and communication identified as appropriate for particular contexts.

HSG is exploring the possibility of organizing events in-between the biennial symposia, on its own or in partnership with others, so as to more effectively engage key audiences such as policymakers, implementers, or civil society. HSG may also consider joining forces with disease-specific communities (such as those around TB, HIV/AIDS, or malaria) to secure sessions at their global or regional conferences and thus both better represent health systems strengthening within these events, and forge linkages with other global health communities. All these approaches would focus on connecting different communities within the

### Existing thematic working groups

- Social science approaches for research and engagement in health policy and systems (SHAPES)
- Teaching and learning health policy and systems research
- Translating evidence into action
- Emerging voices for global health (EV4GH)
- Health systems in fragile and conflict affected states
- Ethics of health systems research
- Medicines in health systems
- Supporting and strengthening the role of community health workers in health system development
- The private sector in health
- Quality in universal health and health care
Objective 2: Advance the field of HPSR through further development of research methods, and of the skills and competencies of HSG members

Rationale: Health policy and systems research is an evolving field and, drawing as it does upon multiple disciplines and methods, there is a need to develop the field through improved conceptual frameworks, taxonomies, methods, measures, and criteria for evaluating the strength and inclusivity of evidence, as well as through engaging with and learning from other disciplines. HSG will also build skills across those active in the field through a variety of strategies to support individual capacity development efforts.

Conduct a biennial symposium on health systems research

The global symposium is HSG’s flagship event, that facilitates the sharing of cutting-edge research on contemporary health systems topics, triggers vibrant debate about health systems issues, engages representatives of other disciplines, and helps advance the health policy and systems research field and associated methodologies. The global symposia on health systems research stand out from other similar events because of the diversity and inclusiveness of people participating, and the truly field-oriented nature of the symposium program. HSG ensures balanced participation by giving voice and space to representatives from lower middle-income countries (LMICs) and not only to researchers but to policymakers, practitioners, NGOs, and civil society. Reflecting HSG values, debates at the symposium encourage strong Southern leadership in shaping the agenda, and framing the issues to be discussed, as well as ensuring the relevance of the discussions taking place to the global South. These characteristics are critical to the HSG identity, and will be further nurtured. HSG has the lead responsibility for the planning and conduct of the symposium and will strive to ensure the continued relevance of the symposium theme to country needs.

HSG will fully subsidize selected LMIC participants in the symposium with diverse professional backgrounds and will offer free skills-building sessions to its members and non-members attending the event. These skills-building efforts will form part of the event and will be implemented over two days before the symposium starts.

The biennial symposium constitutes a major focal point for HSG members, and is also the primary source of financial stability for the Society. During the period of this strategic plan, HSG will seek to (i) establish an even clearer identity and intellectual thread to the symposia and (ii) will streamline the symposia management through standardizing processes required for its planning and organization.

2.2 Facilitate knowledge acquisition and dissemination

Seizing opportunities through information technology, HSG will curate diverse platforms for its members and non-members, for learning and engagement on prominent issues in health policy and systems research. The Society’s knowledge platforms, including online platforms, the global symposia and other regional or targeted events, will at all times work to maximize access, engagement and participation of diverse communities, especially from under-resourced and/or underrepresented regions and communities, to assure greater equity, diversity, and inclusiveness.
Using the energy and capabilities of the TWGs, HSG’s members and its strategic partners, we will also host active discussion forums (online and, when resources permit, face-to-face) for researchers, policymakers, implementers, NGOs, and civil society.

2.3 Disseminate health policy and systems research methods including methods for knowledge translation

HSG will partner with the AHPSR in this area. The Alliance has produced a well-respected and well-used series of methodology readers, and HSG will further pursue discussions with the Alliance about how the two organizations can best work together and complement each other in this area.

Another stream of activity, if resources permit, will focus on working with journal editors and organizing focused meetings with them to increase their interest in HPSR-related publications/papers and especially those focused on HPSR methods.

2.4 Promote and support capacity building for the conduct, translation and utilization of health policy and systems research

Some of the HSG TWGs have a strong focus on developing, teaching, and disseminating HPSR methods. For example, the SHAPES TWG focuses on the use of novel social science methods for HPSR; the Teaching and Learning TWG addresses how HPSR is taught in universities and in short courses across the world; the Evidence to Policy TWG addresses best practice in translating HPSR knowledge into action; EV4GH TWG, through face-to-face and online trainings, facilitates, supports, and transforms young researchers, decision-makers and professionals into global health advocates and local change-agents, thus contributing to positive change at global, regional, national, and local levels. HSG will draw upon these four TWGs, plus others as relevant, to host webinars and blogs that seek to engage HSG membership about HPSR methods. Such blogs and webinars will also be archived on the HSG website so as to provide a permanent resource for its members.

HSG will promote and support the delivery of courses developed by TWGs and others through its website, through special skills-building and other sessions in the biennial symposium, webinars, and other communication channels. TWGs will be encouraged to create mentorship activities to support members, particularly those from low and middle-income countries (LICs and MICs), to prepare publications and
conference abstracts. Particular TWGs may also undertake direct training and mentorship. While multiple HSG TWGs engage in training and mentorship, the EV4GH TWG is particularly important to the Society in rolling out leadership and communication training to upcoming health policy and systems researchers.

The HSG website also hosts a database on HPSR training opportunities and this will be maintained and advanced by the Teaching and Learning TWG during the plan period. As noted above, HSG is also experimenting with special skills-building satellite sessions during the Vancouver symposium. These sessions will meet professionals’ needs for continuing education. HSG will take stock of the lessons learned from the Vancouver symposium about such skills-building sessions, with the intention of expanding and sustaining such skills-building in the future.

Objective 3: Mobilize and support relevant communities to engage in and advocate for health policy and systems research and for health system development

Rationale: The very nature of the issues that are the focus of health policy and systems research demand a broad participation in the inception, development, implementation and dissemination of research. This engagement is critical not only in enhancing the use of evidence but also in increasing the relevance and public recognition of the value of investing in health policy and systems research. As the only global membership society for health policy and systems research, HSG is in an unparalleled position to mobilize and lead—or at times support—such advocacy efforts particularly through leveraging the influence of its members and strategic partners.

3.1 Advocate for the field of health policy and systems research, and health system development

HSG will raise the profile of the field of health policy and systems research and will demonstrate how the field can contribute to strengthening health systems, and hence the attainment of global and national health goals. Advocacy for health policy and systems research and for health systems in general is at the core of the organization’s mandate. HSG will ensure that its advocacy efforts are focused on the HPSR field and reflective of its diverse community as opposed to advocating for specific issues or viewpoints. In these efforts we will also try to move beyond the core community concerned with HPSR and reach other stakeholders, including those working on broader determinants of health; actors outside of the public sector; and others identified as being important to achieving the SDGs in order to increase their awareness about HPSR and its importance for enhancing health systems in a changing world.

Our advocacy efforts will focus on global, regional, and national levels using multiple approaches, such as engagement with existing networks and partners, identifying health systems champions, developing personal relationships with influential advocates, and piggy-backing health systems advocacy around global and regional events. With global and national actors HSG will also focus on advocating for adequate funding for health systems and policy research, from bilateral, multilateral, and national budgets. This can be done using outputs produced by the TWGs and HSG members’ advocacy delivered through commentaries, blogs, editorials, multimedia, and social media feeds that promote and highlight the value of health policy and systems research, and the value of strengthened health systems for achieving the SDGs. HSG will also strive to engage with influential global and regional media outlets to harness the power of the
media and journalism, and enhance the impact of its advocacy efforts for the field.

HSG will not take positions on specific policies or best practices related to health systems strengthening, but rather focus on advancing the field of health policy and systems research, and systems thinking, and promote values of equity, social justice, diversity and inclusiveness in health systems. HSG’s communications will be guided by the Communication Strategy developed in 2015, which will be revised/updated in light of a new communications partner(s) identified for advocacy efforts.

While embarking on advocacy efforts, HSG will also identify what capabilities are needed to be an effective advocacy actor and consider whether it needs to enhance its own expertise, knowledge and capacity in particular areas.

3.2 Forge strategic alliances with different organizations and groups

HSG is operating in a landscape with multiple global, regional, and national organizations relevant to the field of health policy and systems research. It is critical therefore that HSG is clear about how it relates to existing organizations in the field, and where its comparative advantage lies. To date, HSG already has a partnership agreement with the AHPSR, as well as operational agreements with two important journals in the field – *Health Policy and Planning*, and *BMC Health Services Research*. Other important potential partners include the International Health Economics Association (iHEA), the Prince Mahidol Award Conference (PMAC), the People’s Health Movement, the International Alliance of Patients’ Organizations, and other societies and organizations concerned with specific diseases or conditions such as TB, HIV/AIDS, and malaria. There are also other regional or national associations with a similar or related focus to HSG, such as Academy Health. HSG needs to be a catalytic and facilitating platform that complements the work of these organizations, rather than competing with them. This implies a need to clearly articulate how HSG complements the efforts of other groups, by seeking synergies wherever possible and by building strategic partnerships.

HSG will explore strategic collaborative and operational associations with a range of different organizations and groups, and will develop an explicit partnership strategy based on the principle of maximizing diversity of engagement, and leveraging power and influence of partnerships while recognizing the relatively limited capacity of the secretariat. This strategy will aim at consolidating existing partnerships and building new ones, and clearly delineating the roles and responsibilities and defining mutually agreed outcomes. In developing this document HSG will consult existing and potential partners to determine where HSG is best placed to take a leadership role and where it may best support/complement the work of others.

**Objective 4: Ensure HSG is strong and sustainable**

Rationale: As HSG consolidates and grows, and associated opportunities and challenges emerge, it needs to enhance its own organizational and governance structures and capacities so that it can continue its work in a sustainable fashion.

4.1 Increase the membership base and diversity, and its regional reach

HSG is a global organization with relevance to all regions and countries, whether high, low or middle-income. One of the benefits of being a global organization, valuing equity, diversity, and striving for inclusiveness, is that there are a range of opportunities for cross-regional learning, engagement, and
influence. To capitalize on this potential, HSG must evolve mechanisms that will be effective for reaching audiences in diverse settings. Therefore, retaining and growing the membership base, particularly in previously under-served areas, is a priority for HSG. Achieving this objective will require clearly formulating the benefits of joining HSG. All of the previously described strategies, from enabling access to networks of people involved in HPSR, to facilitating exchanges among those dealing with similar challenges in the research or policymaking field across different countries, and ensuring safe, engaging, and inclusive space to openly debate important issues, are intended to provide demonstrable benefits to HSG members. This array of services and benefits will help HSG attract and retain diverse communities (researchers, policymakers, program managers, advocates, community organizations, media representatives) from different geographic regions and language/professional backgrounds.

Membership expansion efforts will:

• Be informed by thorough analysis of current gaps;
• Seek to purposefully and gradually engage underrepresented regions and communities in global events and through online platforms;
• Leverage the power of strategic institutional partnerships with universities, partner organizations, societies, etc., to engage multiple constituencies in different regions;
• Empower HSG champions and harness their professional networks to help grow and diversify the membership; for example, HSG could profile the work being done in specific regions by these champions through webinars and blogs, etc.
• Include targeted strategies such as time-limited free HSG membership campaigns in underrepresented lower middle-income countries or for underrepresented communities via establishing closer links with leading institutions/entities in this region(s) or for these communities;
• Gradually introducing new language capabilities in HSG communications when available resources permit and/or individual members take initiative.

Attracting and engaging new and diverse members requires HSG to afford greater value to individuals and institutions through its work. The value proposition for members is explicated later in the document as an example, and will be used to attract new members and expand the reach. Our value proposition will be further developed and enhanced throughout the strategic plan period, as new evidence emerges and new knowledge is accumulated through active feedback from existing members and through other means.

### 4.2 Evolve the governance and organizational structures of HSG

HSG aims to assure its members that the board and secretariat function in a way that ensures sound, transparent, and able governance, and guarantees the stability and optimal performance of the organization. To achieve this HSG aims to streamline systems and procedures to support efficient, democratic, and transparent board elections and increase the board size to afford gradual but stable transition of its board membership.
The plan period will also see the introduction of board structures and processes, including sub-committees and working groups to enable effective strategic and financial oversight of Society operations. The daily operations of the secretariat will be made transparent and accountable by further introducing clearly elaborated policies and procedures.

Finally, the medium and long-term sustainability, as well as the success of HSG requires the secretariat capacitated by talented, skilled, diverse, and committed staff; secure and effective operational systems, innovative IT solutions and well-integrated planning, monitoring and evaluation processes. This will require gradual and balanced build-up and investments in staff capacities and organizational systems, that will be closely overseen by the board.

4.3 Establish a stable financial foundation for HSG

By 2020 HSG will be a vibrant, well-functioning and well-resourced global community of researchers, policymakers, advocates, and practitioners. Therefore, financial stability is essential to ensure delivery of the vision and mission of the organization. In the plan period, HSG aims to secure medium to long-term financial stability by clearly formulating the business model for the organization, taking into consideration opportunities afforded by fast growing and expanding information technologies. This will include developing rolling two-year operating and symposium budgets, and establishing clear financial management and oversight procedures to effectively manage revenue streams, control costs and preserve assets.

HSG will build internal financial reserves and, where required, revolving funds to guard against shocks and assure continuous functionality. Through effective fundraising efforts and well-functioning systems (including the board and symposium fundraising committees), HSG and the global symposia on health systems research will strive to diversify its funding sources, and ensure a balance between different types of funders, in order to improve financial stability and avoid disproportionate dependence on a few funders.

STRATEGIC ENABLERS

This section outlines those enabling factors, contexts and assets that HSG will capitalize on in order to achieve its vision and create value for members and the global health systems community.

→ Capitalizing on the diversity of the community

As of September 2016, HSG has around 1,500 members from 100 countries with over 15,619 followers on social media channels from around 160 countries in every region of the globe, representing researchers, students, policy-planners, practitioners, donors, civil society, and the media. The diversity of this community sets HSG apart from other, more homogenous membership organizations. HSG has the potential to support meaningful learning and linkages across different geographies and communities through the various virtual and actual forums and platforms that it

---

3 Followers reflect summary numbers on different platforms, not unique individuals.
offers. The opportunities for dialogue and relationship building across constituencies reflect the health policy and systems research philosophy of embedding research in policy and practice—and can help make research more relevant, and facilitate the uptake of research knowledge.

→ Mounting effective communications

External communications, including social media, the website and newsletters and all other forms of mass communication emanating from HSG, are the visible “face” of the Society for members, potential members and other stakeholders. Therefore, communications have to assure that HSG is visible at global, regional, and national levels and have to feature as a globally recognized, diverse, and inclusive community of health system actors that are influential, through different channels and approaches, in building equitable and sustainable health systems around the world. This is of critical importance to HSG’s overall strategy and is discussed in detail in the Communications Strategy developed in 2015. The communications strategy will also be updated to make it more responsive to the HSG’s community’s needs. The content as well as the strategies for external communications are important, and reflect the broader values and principles of HSG.

Key principles of the communications strategy include:

• Promoting cutting-edge evidence and innovations in the health policy and systems research field;
• Promoting systems thinking and its use for translation of research results into policy;
• Facilitating learning on health policy and systems research topics of importance;
• Promoting capacity building in health policy and systems research and in evidence translation;
• Active listening and responsiveness to the ground realities and needs of members and communities;
• Adopting a neutral, sound and inclusive approach to knowledge gathering and dissemination.

→ Harnessing the power of information technology

The pace of information technology change, innovation, and business adoption observed over recent years has been remarkable. The world’s stock of data is now doubling every twenty months. The number of Internet-connected devices has reached 12 billion in 2015, and is projected to increase to 3 billion individuals in the coming years. People from LMICs are also expected to become fully digital. Social technologies are becoming a powerful social matrix, and a key piece of organizational infrastructure that helps link and engage employees, communities, and customers as never before. Cloud computing helps organizations reduce IT infrastructure cost, and make organizational systems more flexible and portable. All these trends create new opportunities for HSG to connect people across diverse geographies, and provide opportunities for greater engagement using different platforms. HSG will use technology to improve access to the latest evidence about health policy and systems research, and help mobilize brain power from across distant geographies and communities to resolve emerging challenges. HSG will use the powers afforded by contemporary information technologies with a view to maximize its reach and participation in all learning and sharing activities; expand opportunities for engagement and dialogues; mobilize resources and influence for a greater advocacy for the field, etc. This will include the broader use of HSG’s global website, webinars and e-conferencing facilities, virtual participation at symposia, and creative use of social media and web-based platforms.

We also recognize that access to the Internet, bandwidth and Internet speeds are not uniform in all parts of the world. To prevent information technology from becoming an impediment to equitable access and
Health Systems Global: how have we grown and engaged?

<table>
<thead>
<tr>
<th>3 MOST READ BLOG POSTS OF 2016</th>
<th>How does HSG engage?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Critiquing the Concept of Resilience in Health Systems 3,435 page views</td>
<td>Biennial Global Symposia</td>
</tr>
<tr>
<td>HIV Pre exposure prophylaxis PrEP gender and health systems 2,611 page views</td>
<td>Ten Thematic Working Groups</td>
</tr>
<tr>
<td>Evidence based policymaking in health systems is a myth 1,601 page views</td>
<td>Webinars</td>
</tr>
<tr>
<td>3,861 HSG WEBSITE UNIQUE VISITORS PER MONTH 2,292 more per month in 2016</td>
<td>Twitter Chats</td>
</tr>
<tr>
<td>2,496 LINKEDIN HSG GROUP MEMBERS 647 more in 2016</td>
<td>Online and face-to-face consultations</td>
</tr>
<tr>
<td>6,590 FACEBOOK FANS 4,859 more in 2016</td>
<td>Blog posts</td>
</tr>
<tr>
<td>2,462 NEWSLETTER SUBSCRIBERS 799 more in 2016</td>
<td>HSG and TWG LinkedIn Groups</td>
</tr>
<tr>
<td>6,533 TWITTER FOLLOWERS 1,711 more in 2016</td>
<td>Websites</td>
</tr>
<tr>
<td>3,323 HSR 2016 WEBSITE UNIQUE VISITORS PER MONTH 1,763 more per month in 2016</td>
<td></td>
</tr>
</tbody>
</table>
inclusive participation, alternative dissemination strategies, products, and forms of communication that are not reliant on the speed of Internet connection will also be considered.

→ Leveraging convening power

As health systems strengthening and HPSR are gradually receiving long-due attention, HSG and the global symposia have rapidly assumed prominence as major global platforms for thinking and debate in these domains. HSG and the symposia have provided an equally welcoming space to participants from different countries and regions, and to diverse and sometimes dissimilar actors from governments, civil society, universities, development partners, and other groupings.

This democratic and inclusive character has encouraged the co-existence and confluence of varied thought streams, and can enable important relationships to develop across constituencies and regions for the wider benefit of health systems development. This has been a major achievement of the founding board and it is incumbent on the current board and secretariat to preserve this spirit of equity, diversity, and inclusiveness and exploit the convening power for maximum benefit for the field and the broader health systems community.

**HOW WE WILL CREATE VALUE**

HSG has a diverse membership with different interests, contexts, and constituencies. HSG members will find varied opportunities and benefits as they engage more with HSG. In particular, HSG will work to create value for the broader health systems community and to further our vision of collective contribution to the attainment of better health, equity, and wellbeing. Two examples of how HSG will work to achieve these objectives are outlined in Figure 2.

**Figure 2 Examples of HSG value creation**

---

**VALUE CHAIN 1**

**ENABLERS**
- Diverse community
- Effective communications
- Leveraging convening power
- Harnessing power of IT

**ACTIVITIES**
- Facilitate dialogues and engagements
- Create learning opportunities

**VALUE**
- Collective action catalyzed
- Critical capacities built and released

**GOAL**
- Stronger health systems

---

**VALUE CHAIN 2**

---
MONITORING AND EVALUATION

The impact made by HSG under this strategic plan will be evaluated using the “Theory of Change” provided in Figure 3, which builds on the strategic framework described in Figure 1. In order to learn from the activities implemented, and assess our progress toward our objectives and vision, HSG will seek funding for a mid-term evaluation to be carried out by independent evaluators toward end of 2018. We envision this to be a formative evaluation helping the organization and its members understand how HSG is progressing on its strategic plan and how it is evolving and being refined. Considerations include: If core elements are in place to effectively implement agreed upon strategies and activities; if outcomes are becoming more predictable and if the context which HSG operates in is better understood. This evaluation is expected to help HSG understand what is working well, what could be enhanced and improved, and the areas where the organization is delivering on expectations. Before commissioning this evaluation, the board and the secretariat will engage TWGs to help formulate more specific evaluation questions.

Prior to evaluation, the strategic plan will be implemented through rolling biennial operational plans prepared by the secretariat and approved by the board, which will be built around the four objectives and eleven strategic actions presented, and will include detailed descriptions of planned activities that will in turn drive budgetary allocations and timelines for specific tasks, outputs, and outcomes. This approach should help assure that the strategic plan, and the work of HSG, remains relevant to the changing context.

To adequately track progress, the secretariat will produce annual reports for the board and Society members, reporting against set targets and indicators reflected in the monitoring framework provided in Annex 1, which will be further refined with more specific targets in the rolling operational plans that will be produced by the secretariat annually.

Figure 3 Theory of Change

<table>
<thead>
<tr>
<th>Enablers</th>
<th>Key actions</th>
<th>Spaces for inclusive and diverse engagement</th>
<th>Key outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diverse community</td>
<td>Increasing membership base and diversity</td>
<td>Well-functioning TWGs</td>
<td>• Ever-advancing field of HPSR</td>
</tr>
<tr>
<td>Effective communications</td>
<td>Building strategic partnerships</td>
<td>Successful global symposia</td>
<td>• Connected, engaged, empowered, and capacitated communities</td>
</tr>
<tr>
<td>Leveraging convening power</td>
<td>Advocating for the HPSR field</td>
<td>Impactful advocacy events</td>
<td>• Unleashing collective capacity for generating, sharing, and applying knowledge for health systems strengthening</td>
</tr>
<tr>
<td>Harnessing power of IT</td>
<td>Promoting and supporting capacity-building activities</td>
<td>Successful regional and other events</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Evolving HSG’s organizational capabilities</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Pathways to impact

Well-supported health systems to attain better health, equity, and wellbeing
## ANNEX: MONITORING AND EVALUATION FRAMEWORK

<table>
<thead>
<tr>
<th>Strategic objective and activities</th>
<th>Proposed indicator(s)</th>
<th>Milestones</th>
</tr>
</thead>
<tbody>
<tr>
<td>SO1. Build health policy and systems research communities that encompass policymakers, researchers, NGOs, and funders</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| 1.1 Support and sustain TWGs in different health policy and systems research areas | • Number of functioning TWGs  
• Number and diversity of TWG-produced/organized outputs  
• TWG outputs aligned with HSG focus/strategic areas  
• The level of TWG membership/engagement  
• Funding levels for TWGs | • At least 70% of TWGs contribute effectively to HSG strategic objective(s)  
• Uptake of TWG produced/organized outputs by members and followers (webinars, Twitter chats, capacity-building events, advocacy products/events) is growing by at least 10% annually  
• Overall TWG membership/engagement is growing on average by 10% annually |
| 1.2 Connect researchers, policymakers, practitioners, NGOs, civil society, and donors | • Diversity of HSG members (researchers, policymakers, health care managers, educators, civil society, the media, and donors) engaged in HSG-organized events | • Analytical work aimed at better understanding the needs of divergent communities is carried out in 2017  
• Increasing engagement of underrepresented groups/regions [target will be established in 2017]  
• Growing number and diversity of individuals engaged in HSG-organized events is observed [target for annual growth rate will be established in 2017] |
<table>
<thead>
<tr>
<th>Strategic objective and activities</th>
<th>Proposed indicator(s)</th>
<th>Milestones</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>SO2. Advance the field of HPSR through further development of research methods, and of the skills and competencies of HSG members</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| 2.1 Conduct a biennial global symposium on health systems research | • Number and diversity\(^6\) of participants attending the symposium  
• Number and balance of abstracts submitted from high-income countries (HICs) and lower middle-income countries (LMICs) and by researchers and non-researchers (where applicable) | • Improved inclusive engagement and diversity in the global symposia  
• Positive symposium evaluation (technical and financial) received from different communities |
| 2.2 Facilitate equitable\(^7\) knowledge acquisition and dissemination | • Number and balance of abstracts submitted to and accepted by the symposium from HICs and LMICs, and by policymakers, researchers, and advocates\(^6\)  
• Number and balance of abstracts submitted to and accepted by the symposium from different World Health Organization (WHO) regions  
• Number and balance of participants participating in HSG-organized events (webinars, Twitter chats, online visitors) from different WHO regions and from different backgrounds  
• Number and balance of participants engaging with HSG website from different WHO regions | • Strive to assure increasing participation from underrepresented regions and HSG target groups in the symposium and in HSG-organized events  
• Gradually increase overall participation and engagement in HSG-organized events |

---

\(^6\) Diversity will be measured using regional representation, community representation e.g. policymaker, researcher, media representative, advocate, civil society, etc., language and regional representation, where applicable.

\(^7\) Equitability will be measured by increasing numbers of underrepresented communities and from underrepresented regions.

\(^8\) This will be measured based on the first author’s nationality/residence.
<table>
<thead>
<tr>
<th>Strategic objective and activities</th>
<th>Proposed indicator(s)</th>
<th>Milestones</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.3 Disseminate health policy and systems research methods including methods for knowledge translation&lt;sup&gt;9&lt;/sup&gt;</td>
<td>• Number of sessions at symposium focused on health policy and systems research methods &lt;br&gt;• Number of TWG conducted webinars focused on health policy and systems research methods</td>
<td>• Gradually increasing number of annual outputs focused on health policy and systems research methods &lt;br&gt;• Positive evaluation of the sessions/events by participants</td>
</tr>
<tr>
<td>2.4 Promote and support capacity building for the conduct, translation, and utilization of health policy and systems research</td>
<td>• Number of capacity-building opportunities delivered by HSG &lt;br&gt;• Number of capacity-building opportunities promoted through HSG</td>
<td>• Increasing number of participants involved in capacity-building activities implemented by HSG/TWG &lt;br&gt;• Growing rate of at least 10% in annual uptake of capacity-building opportunities delivered by HSG &lt;br&gt;• Positive evaluation of the sessions/events by participants</td>
</tr>
<tr>
<td>SO3. Mobilize and support relevant communities to engage in and advocate for health policy and systems research and for health system development</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.1 Advocate for the field of health policy and systems research and health systems development</td>
<td>• Number of advocacy events/outputs (commentaries, editorials, relevant opinion pieces) produced by TWGs that promote and highlight the value of health policy and systems research &lt;br&gt;• Number of advocacy events/outputs organized by the secretariat with or without HSG’s partners</td>
<td>• At least 2–3 TWG outputs per annum focused on advocacy for the HPSR field and on health system development &lt;br&gt;• At least one event (outside of global symposia) per annum organized independently or in partnership</td>
</tr>
</tbody>
</table>

<sup>9</sup>HSG will work in close coordination with the Alliance for Health Policy and Systems Research to deliver on this.
<table>
<thead>
<tr>
<th>Strategic objective and activities</th>
<th>Proposed indicator(s)</th>
<th>Milestones</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.2 Forge strategic alliances with different organizations and groups</td>
<td>• Number of partner organizations per established definition for a “partner”</td>
<td>• Partnership strategy developed in 2017</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Starting from 2018, at least one additional partnership is established annually which will produce collective outputs</td>
</tr>
<tr>
<td>SO4. Ensure HSG is strong and sustainable</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.1 Increase the membership base, diversity, and its regional reach</td>
<td>• Number of HSG members and its regional diversity</td>
<td>Gradual growth in the number and diversity (regional and by background) of HSG membership</td>
</tr>
<tr>
<td></td>
<td>• Diversity of HSG members i.e. researchers, policymakers, health care managers,</td>
<td></td>
</tr>
<tr>
<td></td>
<td>educators, civil society, the media, and donors</td>
<td></td>
</tr>
<tr>
<td>4.2 Evolve HSG’s governance and organizational structures</td>
<td>• Necessary board structures and processes are in place and function according to</td>
<td>The board and the secretariat effectively deliver on strategic plan priorities</td>
</tr>
<tr>
<td></td>
<td>established policies and procedures</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Availability of adequate set of policies and procedures regulating board governance,</td>
<td></td>
</tr>
<tr>
<td></td>
<td>TWGs and secretariat functionality</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Compliance of the HSG structures (board, TWG, secretariat) with established policies</td>
<td></td>
</tr>
<tr>
<td></td>
<td>and procedures</td>
<td></td>
</tr>
<tr>
<td>4.3 Establish a stable financial foundation for HSG</td>
<td>• Business model for the organization is developed and agreed</td>
<td>Business model for the organization generates sufficient resources necessary to sustainably deliver on the mission and vision for the organization</td>
</tr>
<tr>
<td></td>
<td>• Timely availability of rolling two-year operating and symposium budgets</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Amount of surplus generated to assure funding for next symposia and HSG sustainability</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Size of HSG’s financial reserves</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Diversity of funding sources (share of each donor/funding source in HSG funding)</td>
<td></td>
</tr>
</tbody>
</table>