Pan American Health Organization

World Health Organization
REGIONAL OFFICE FOR THE Americas

IS4H TOOLKIT

**DEPARTMENT OF EVIDENCE AND INTELLIGENCE FOR
ACTION IN HEALTH
PAHO/WHO**
www.paho.org/ish

TERMS OF REFERENCE: NATIONAL INFORMATION SYSTEMS FOR HEALTH (IS4H) STEERING COMMITTEE AND TECHNICAL ADVISORY GROUPS

<Ministry Name>   <Country Name>

Contents

1   Background

The Government of <Country Name> is committed to improving the health status and health outcomes for all people in <Country Name> though evidence-based policies and programs, and through the efficient delivery of quality care and services. The availability of high-quality information is essential for monitoring the health of the population, measuring the performance of the health system, and for making effective policy decisions.

1.1   PAHO/WHO Strategic Framework for Information Systems for Health

As defined by the Pan-American Health Organization/World Health Organization, the concept of "Information Systems for Health" (IS4H) includes an integrated system of policies, legislation, governance, human, financial and information technology resources, health indicators, data sources, data management processes, information products and the effective dissemination and use of information.

This integrated system is reflected the PAHO/WHO IS4H Strategic Framework which encompasses four strategic goals that drive and enable effective IS4H:
1) Data management and information technologies;
2) Management and governance; 3) Innovation and performance; and 4) Knowledge management and sharing. These four strategic goals encompass the core components of IS4H.

Governments that seek to optimize information systems for health must mobilize these components through integrated and coordinated strategies and investments within a governance model that engages national and international stakeholders. Effective governance mechanisms for IS4H is a key capability within the IS4H Maturity Model, PAHO/WHO's framework for measuring and guiding national capacity development.

Figure 1 - PAHO/WHO IS4H Strategic Framework

Given that <Country Name>'s National Information Systems for Health (NIS4H) must be understood as an integrated mechanism of interconnected and interoperable systems and processes that ensure the convergence of data, information, knowledge, standards, people, and institutions, effective governance is a critical success factor.

The Ministry of Health has a significant governance, leadership and stewardship role for IS4H at a national level in <Country Name>. As well, other national and international stakeholders in both the public and provide health sectors have important roles in the collection, analysis and use of information and information technology that advances health.   All national stakeholders must coordinate strategies

and investments to ensure interconnected and interoperable health information platforms across both public and private sector boundaries.

The innovative use of information and information technology for health in <Country Name> will also require the guidance of national and international experts to advise on strategic approaches, technical domains and global best practices.

1.2 Document Overview

This document provides the Terms of Reference for the National IS4H Steering Committee and its Technical Advisory Committees, key components of the National IS4H Governance Model.

2 Terms of Reference: NIS4H Steering Committee

2.1 Purpose

The purpose of the National IS4H Steering Committee (Steering Committee) is to provide governance, strategic leadership, oversight and national coordination for information systems for health in <Country Name>.

2.2 Authority and Reporting

The Steering Committee is established by the Minister of Health as a permanent committee with the authority to make decisions, subject to approval by the Minister of Health, regarding the strategies and investments for IS4H in <Country Name>. The Minister of Health authorizes the Steering Committee to develop strategies and recommend investments that advance IS4H, and to monitor and provide oversight on the performance of strategies and the value of investments.

The Steering Committee reports to the Minister of Health through <Name of Senior Role – e.g. Permanent Secretary or equivalent>

2.3 Roles and Responsibilities

The key roles and responsibilities of the Steering Committee are to:

- Develop and recommend strategies and investments for the national planning, implementation and use of IS44 as defined in the PAHO/WHO IS4H strategic framework, including: 1) Data management and information technologies; 2) Management and governance; 3) Innovation and performance; and 4) Knowledge management and sharing.
- Ensure that IS4H strategies and investments reflect national priorities for health.
- Ensure that IS4H strategies and investments are coordinated and aligned across national stakeholders to enable interconnected and interoperable health information platforms, and to maximize the value of investments.
- Monitor the performance of IS4H strategies and the value of IS4H investments, and to recommend corrective measures to improve performance and value, if required.
- Direct Technical Advisory Groups to advise on technical matters that may inform strategies and investments.
- Review and approve policies, architectures and standards recommended by the Technical Advisory Groups that enable interconnected and interoperable information systems for health.

2.4 Scope

- The Steering Committee will have a national scope, recommending strategies and investments for the public sector, and providing guidance to the private health sector, aligned with international strategies, initiatives and best practices.
- The Steering Committee will develop and recommend strategies and investments that address the four strategic goals within the PAHO/WHO IS4H Strategic Framework, including:

Strategic Goal 1: Data management and information technologies

- Strategies, policies and standards for interoperable and interconnected systems
- IT infrastructure
- Data governance
- Standards for electronic health records
- Information products
- Data sources

Strategic Goal 2: Management and governance

- Legislation and regulations
- Alignment with international agreement and commitments
- Human and financial resources
- Leadership and coordination
- Organizational structures
- Policies and procedures
- Stakeholder relationship management with main actors
- Strategic vision and objectives
- Capacity building
- Public-private sector relationships and alignment

Strategic Goal 3: Knowledge management and sharing

- National IS4H system structures and relationships
- Strategic communications
- Social participation
- Knowledge management
- Information architecture
- IS4H role in response to emergencies and disasters
- Leveraging academic and scientific community

Strategic Goal 4: Innovation and performance

- Advancing strategic and knowledge networks
- Human resource competencies
- Data collection and analysis tools
- Open government
- eGovernment

- Health analysis
- Advancing key concepts, such as dig data, open data, predictive analysis, forecasting, etc.

2.5 Membership

2.5.1 Voting Members

Voting members will include *senior leadership representatives* from the following organizations and will be appointed by the Minister of Health. The Minister of Health may also designate additional voting members, as required to fulfill the mandate of the NIS4H Steering Committee.

Note to Draft: MOH should identify participating organizations and members. MOH should consider representation other health system stakeholders, (e.g., health authorities, hospitals, etc.) private physician representation, Ministry of Finance, Ministry of Technology, eGovernment, academic institutions, etc.

2.5.2 Non-Voting Members

Non-voting members are invited to participate in regular meetings to provide strategic and technical advice and guidance, and to ensure alignment with related strategies, initiatives and international best practices and standards. Pan-American Health Organization/World Health Organization (PAHO/WHO)

Note to Draft: Non-Voting membership is an option. Could be used to include organizations like PAHO or other national stakeholders that could participate on a advisory basis

2.6 Chair and Deputy Chair

The <Name of Senior Role – e.g. Permanent Secretary or equivalent> of the Ministry of Health is designated as the Chair of Steering Committee.

The Deputy Chair will be appointed by vote of the Steering Committee members. The Deputy Chair will have a term of three years.

2.6.1 Role of the Chair

The role of the Chair of the Steering Committee is to:

- Ensure that the Steering Committee satisfies its roles and responsibilities as set forth in the Terms of Reference.
- Provide leadership, foster effectiveness and develop teamwork within the Committee.

- Guide the Committee in establishing a consensus when possible on important issues and decisions, while allowing full and open debate.
- When consensus on an issue or decision cannot be achieved, the Chair will call for a vote as set forth in the Terms of Reference
- The Chair will convene Steering Committee meetings in accordance with the Terms of Reference and develop the agenda for meetings with secretariat support from the Ministry of Health.

2.6.2 Role of the Deputy Chair

The Deputy Chair will perform the duties and responsibilities of the Chair in the event the Chair is not available.

2.7 Technical Advisory Groups

The Steering Committee will establish Technical Advisory Groups to provide technical advice to the Steering Committee, and to develop and recommend policies, procedures, standards and other technical approaches and documentation.

Additional standing or ad hoc committees may be established at the discretion of the Steering Committee.

The specific purposes, reporting and authority, membership, roles and responsibilities, meeting requirements and decision-making mechanisms will be set out in a Terms of Reference for each Technical Advisory Group.

2.8 PAHO/WHO Technical Support

In addition to being a non-voting member of the Steering Committee, PAHO/WHO has an additional role of providing technical support and guidance to the Steering Committee to ensure alignment with National IS4H strategies, and to facilitate the sharing of knowledge related to IS4H developed in <Country Name> with the Caribbean Sub-Region.

2.9 Secretariat Support

The Ministry of Health will provide secretariat support to the Steering Committee, including:

- Coordinating meeting times and locations, as per the request of the Chair.
- Supporting the Chair in the development and distribution of meeting agendas and meeting papers.
- Recording, preparing and distributing meeting minutes.
- Facilitating communication and coordination between the Steering Committee and Technical Advisory Groups.

2.10 Meetings

2.10.1 Minutes, Agendas & Meeting Papers

The minutes of each Committee meeting will be prepared by the Ministry of Health secretariat (Secretariat) to the Steering Committee. Full copies of the Minutes, including attachments, shall be provided to all Steering Committee members no later than 15 working days following each meeting.

The Minutes of each Steering Committee meeting will be monitored and maintained by the Ministry of Health Secretariat as a complete record.

Agendas and any meeting papers will be provided to Steering Committee Members no later than 10 working days in advance of meetings.

2.10.2 Frequency of Meetings

The Steering Committee shall meet a minimum of three time per fiscal year, or more frequently by the call of the Chair, as required to fulfill the roles and responsibilities set out in this Terms of Reference.

2.10.3 Proxies to Meetings

Members of the Steering Committee may nominate a proxy to attend a meeting if the member is unable to attend. The Chair will be informed of the substitution at least three working days prior to the scheduled meeting.

The nominated proxy shall have voting rights at the attended meeting. The nominated proxy shall provide relevant comments/feedback of the Steering Committee member they are representing to the attended meeting.

2.10.4 Quorum Requirements

A minimum of 50% plus one Steering Committee voting members is required for the meeting to be recognised as an authorised meeting for the recommendations or resolutions to be valid.

2.10.5 Decision-making

Ideally, decisions of the Steering Committee will be made by consensus. If the Chair believes that consensus cannot be achieved in a reasonable timeframe through further discussion, the Chair may call for a vote if quorum is established. A decision will carry with a vote of 50% plus one.

A consensus decision or vote decision must be recorded in the meeting minutes, duly noting the position of each voting member.

2.11 Revisions to the Terms of Reference

The Steering Committee may recommend changes to the approved Terms of Reference for approval by the Minister of Health.

3 Technical Advisory Groups

3.1 Purpose of Technical Advisory Groups

Three standing Technical Advisory Groups will initially be established to provide technical advice to the Steering Committee, and to develop and recommend policies, procedures, standards and other technical approaches and documentation. *Additional standing or ad hoc committees may be established at the discretion of the Steering Committee.*

The initial standing Technical Advisory Groups include:

- *Health Information Technology Technical Advisory Group (HIT-TAG)* to provide technical leadership and recommendations on matters related to information technology architecture, infrastructure and solutions components of IS4H Strategic Goal 1.
- *Information and Knowledge Management (IKM-TAG)* to provide technical leadership and recommendations on matters related to data management components of IS4H Strategic Goal 1 and all the components of Strategic Goal 3.
- *Management, Governance, Innovation and Performance Technical Advisory Group (MGIP-TAG)* to provide technical leadership and recommendations on matters related the components of IS4H Strategic Goal 2 and Strategic Goal 4. This TAG also has responsibility for providing technical recommendations related to digital health (or the application of information technology to the management and delivery of health care and services).

The specific purposes, membership, roles and responsibilities, meeting requirements and decision-making mechanisms will be set out in a Terms of Reference for each Technical Advisory Group later in this document.

3.2 Technical Advisory Groups: Authority and Reporting

The Technical Advisory Groups (TAGs) are established by, and report to, the NIS4H Steering Committee. The NIS4H Steering Committee will request technical advice, guidance and recommendations from each TAG within their relevant domains as described in the Scope and Roles and Responsibilities in the Terms of Reference of each TAG.

3.3 Terms of Reference: Health Information Technology TAG

3.3.1 Purpose and Scope

The purpose of the Health Information Technology Technical Advisory Group (HIT-TAG) is to provide national technical leadership and recommendations on matters related to information technology, infrastructure and solutions components of IS4H Strategic Goal 1, including:

- Information technology strategies, policies and standards for interoperable and interconnected systems
- Information technology solutions and platforms
- IT infrastructure (i.e., the hardware, software, security, facilities and service components that support the delivery of health services systems and IT-enabled processes).

3.3.2 Roles and Responsibilities

The roles and responsibilities of the National Health Information Technology Technical Advisory Committee (HIT-TAG) include:

- To provide advice and recommendations to the NIS4H Steering Committee (Steering Committee) related to priorities, strategies and investments for the selection, implementation and use of information technology infrastructure (i.e., the hardware, software, security, facilities and service components that support the delivery of health services systems and IT-enabled processes) and information technology solutions for health in <Country Name>.

- To provide advice and recommendations to the Steering Committee related to the design of information technology infrastructure (architecture) for health in <Country Name>.

- To provide advice and recommendations on the selection and adoption of information technology infrastructure and information technology solutions technical platforms and standards that will ensure an interconnected and interoperable information systems in <Country Name>.

- To liaise with the Ministry <Technology or equivalent> and other national and international standards bodies to ensure that proposed IS4H technology infrastructure and standards are aligned with established or emerging national and international standards.

- To develop and recommend the adoption of policies and procedures related to information technology infrastructure, security, platforms and solutions.

3.3.3   Membership Health Information Technology TAG

Members of the HIT-TAG will be appointed for the national IS4H Steering Committee and will include technical leadership and experts from a range of national and international stakeholder organizations. The following organizations shall be represented on the HIT-TAG, but representatives from additional organizations may be added at the discretion of the Steering Committee.

Note to Draft: MOH should identify stakeholder groups that will need to be involved in the coordination of IT standards, platforms and interoperability

3.3.4   Chair of Health Information Technology TAG

The HIT-TAG will be chaired by the Ministry of Health appointed representative to the Technical Advisory Group (TAG). As the chair is ex-officio, there is no term limit to the chair role.

3.3.4.1   Role of the Chair

The role of the Chair HIT-TAG is to:

- Ensure that the Technical Advisory Group fulfills its roles and responsibilities as set forth in the Terms of Reference.

- Provide leadership, foster effectiveness and develop teamwork with the Technical Advisory Group

- Guides the Technical Advisory Group in establishing a consensus when possible on important issues and decisions, while allowing full and open debate.

- When consensus on an issue or decision cannot be achieved, the Chair will call for a vote as set forth in the Terms of Reference

- The Chair will convene Technical Advisory meetings in accordance with the Terms of Reference and develop the agenda for meetings with secretariat support from the Ministry of Health.

3.3.5   Secretariat Support

The Ministry of Health will provide secretariat support to the Technical Advisory Committee including:

- Coordinating meeting times and locations, as per the request of the Chair.

- Supporting the Chair in the development and distribution of meeting agendas and meeting papers.

- Recording, preparing and distributing meeting minutes.

- Facilitating communication and coordination between the Steering Committee and Technical Advisory Group.

3.3.6   Meetings

3.3.6.1   Minutes, Agendas & Meeting Papers

- The minutes of each TAG meeting will be prepared by the Ministry of Health Secretariat.

- Full copies of the Minutes, including attachments, shall be provided to all TAG members no later than 15 working days following each meeting. Following approval of the Minutes of the previous meeting, the Minutes will be made available to members of the Steering Committee.

- The Minutes of each TAG meeting will be monitored and maintained by the Ministry of Health Secretariat as a complete record.

- Agendas and any meeting papers will be provided to TAG Members no later than 5 working days in advance of meeting

3.3.6.2   Frequency of Meetings

- The TAG shall meet a minimum of six times per fiscal year, or more frequently by the call of the Chair, as required to fulfill the roles and responsibilities set out in this Terms of Reference.

3.3.6.3   Proxies to Meetings

- Members of the TAG may nominate a proxy to attend a meeting if the member is unable to attend.

- The Chair will be informed of the substitution at least three working days prior to the scheduled meeting.

- The nominated proxy shall have voting rights at the attended meeting. The nominated proxy shall provide relevant comments/feedback, of the TAG member they are representing, to the attended meeting.

3.3.6.4   Quorum Requirements and Decision-making

- A minimum of 50% plus one TAG voting members is required for the meeting to be recognised as an authorised meeting for the recommendations or resolutions to be valid.

- Ideally, decision-making will be by consensus. If consensus cannot be achieved, then a vote of 50% of members attending a meeting with established quorum will carry the decision.

- A consensus decision or vote decision must be recorded in the meeting minutes, duly noting the position of each voting member.

3.4   Terms of Reference: Information and Knowledge Management TAG

3.4.1   Purpose and Scope

The purpose of the *Information and Knowledge Management Technical Advisory Group (IKM-TAG)* is to provide national technical leadership and recommendations on matters related to a) the data management components of IS4H Strategic Goal 1, including:

- Information management strategies, policies and standards for interoperable and interconnected systems
- Data governance
- Data standards for electronic health records
- Information products
- Data sources

And related to b) the components of Strategic Goal 3, including:

- National IS4H system structures and relationships
- Strategic communications
- Social participation
- Knowledge management
- Information architecture
- IS4H role in response to emergencies and disasters
- Leveraging academic and scientific community

3.4.2   Roles and Responsibilities

The roles and responsibilities of the Information and Knowledge Management Technical Advisory Committee (HIT-TAG) include:

- To provide advice and recommendations to the NIS4H Steering Committee (Steering Committee) related to priorities, strategies and investments related to information and data management, knowledge management and knowledge sharing.

- To provide advice and recommendations to the Steering Committee related to the design of information architecture for health in <Country Name>.

- To provide advice and recommendations on the selection and adoption of information and data standards that will ensure an interconnected and interoperable information systems in <Country Name>.

- To serve as the national health data governance body with responsibilities for establishing, maintaining and monitoring national data standards and health indicator standards.

- To liaise with national and international standards bodies to ensure that proposed data standards, information management practices, and knowledge management and sharing approaches are aligned with established or emerging national and international standards and best practices.

- To develop and recommend the adoption of policies and procedures related to data management and knowledge management.

3.4.3 Membership Information and Knowledge Management TAG

Members of the IKM-TAG will be appointed for the NIS4H Steering Committee and will include technical leadership and experts from a range of national and international stakeholder organizations. The following organizations shall be represented on the IKM-TAG, but representatives from additional organizations may be added at the discretion of the Steering Committee.

Note to Draft: MOH should identify relevant stakeholder groups

3.4.4 Chair of Information and Knowledge Management TAG

The IKM-TAG will be chaired by the Ministry of Health's appointed representative to the Technical Advisory Group (TAG). As the chair is ex-officio, there is no term limit to the chair role.

3.4.4.1 Role of the Chair

The role of the Chair IKM-TAG is to:

- Ensure that the Technical Advisory Group fulfills its roles and responsibilities as set forth in the Terms of Reference.

- Provide leadership, foster effectiveness and develop teamwork with the Technical Advisory Group

- Guides the Technical Advisory Group in establishing a consensus when possible on important issues and decisions, while allowing full and open debate.

- When consensus on an issue or decision cannot be achieved, the Chair will call for a vote as set forth in the Terms of Reference

- The Chair will convene Technical Advisory meetings in accordance with the Terms of Reference and develop the agenda for meetings with secretariat support from the Ministry of Health.

3.4.5 Secretariat Support

The Ministry of Health will provide secretariat support to the Technical Advisory Committee including:

- Coordinating meeting times and locations, as per the request of the Chair.

- Supporting the Chair in the development and distribution of meeting agendas and meeting papers.

- Recording, preparing and distributing meeting minutes.

- Facilitating communication and coordination between the Steering Committee and Technical Advisory Group.

3.4.6   Meetings

3.4.6.1   Minutes, Agendas & Meeting Papers

- The minutes of each TAG meeting will be prepared by the Ministry of Health Secretariat.

- Full copies of the Minutes, including attachments, shall be provided to all TAG members no later than 15 working days following each meeting. Following approval of the Minutes of the previous meeting, the Minutes will be made available to members of the Steering Committee.

- The Minutes of each TAG meeting will be monitored and maintained by the Ministry of Health Secretariat as a complete record.

3.4.6.2   Frequency of Meetings

- The TAG shall meet a minimum of six times per fiscal year, or more frequently by the call of the Chair, as required to fulfill the roles and responsibilities set out in this Terms of Reference.

3.4.6.3   Proxies to Meetings

- Members of the TAG may nominate a proxy to attend a meeting if the member is unable to attend.

- The Chair will be informed of the substitution at least three working days prior to the scheduled meeting.

- The nominated proxy shall have voting rights at the attended meeting. The nominated proxy shall provide relevant comments/feedback, of the TAG member they are representing, to the attended meeting.

3.4.6.4   Quorum Requirements and Decision-making

- A minimum of 50% plus one TAG voting members is required for the meeting to be recognised as an authorised meeting for the recommendations or resolutions to be valid.

- Ideally, decision-making will be by consensus. If consensus cannot be achieved, then a vote of 50% of members attending a meeting with established quorum will carry the decision.

- A consensus decision or vote decision must be recorded in the meeting minutes, duly noting the position of each voting member.

3.5 Terms of Reference: Management, Governance, Innovation and Performance TAG

3.5.1 Purpose and Scope

The purpose of the *Management, Governance, Innovation and Performance Technical Advisory Group (MGIP-TAG)* is to provide technical leadership and recommendations on matters related the components of IS4H Strategic Goal 2 and Strategic Goal 4.

- Legislation and regulations
- Alignment with international agreement and commitments
- Human and financial resources
- Leadership and coordination
- Organizational structures
- Policies and procedures
- Stakeholder relationship management with main actors
- Strategic vision and objectives
- Capacity building
- Public-private sector relationships and alignment

And related to b) the components of Strategic Goal 4, including:

- Digital Health
- Advancing strategic and knowledge networks
- Human resource competencies
- Data collection and analysis tools
- Open government
- eGovernment
- Health analysis

3.5.2 Roles and Responsibilities

The roles and responsibilities of the Management, Governance, Innovation and Performance (MGIP-TAG) include:

- To identify and recommend changes to legislation, regulation and policy required to enable and advance IS4H in <Country Name>.

- To identify and recommend strategies and approaches for delivering health care services using digital health tools and technologies, aligned with MOH's strategic and policy priorities.

- To develop and recommend financial management and investment strategies that contribute to the sustainability of IS4H.

- To develop and recommend strategies and investment approaches related to human resources that contribute to the sustainability of IS4H, including defining the required human resource competencies and roles.

- To develop strategies and policies that advance the contributions and participation of health within national eGovernment, Open Government and Open Data Initiatives.

- To identify and recommend priorities, strategies and investments that drive innovation in health analysis, such as big data, open data and predictive analytics.

- To identify and facilitate the establishment of relationships, networks and partnerships that advance IS4H in <Country Name>, the Caribbean sub-region and globally.

3.5.3   Membership Management, Governance, Innovation and Performance TAG

Members of the MGIP-TAG will be appointed for the NIS4H Steering Committee and will include technical leadership and experts from a range of national and international stakeholder organizations. The following organizations shall be represented on the MGIP-TAG, but representatives from additional organizations may be added at the discretion of the Steering Committee.

Note to Draft: MOH should identify relevant stakeholder groups

3.5.4   Chair of Management, Governance, Innovation and Performance TAG

The MGIP-TAG will be chaired by the Ministry of Health's appointed representative to the Technical Advisory Group (TAG). As the chair is ex-officio, there is no term limit to the chair role.

3.5.4.1   *Role of the Chair*

The role of the Chair MGIP-TAG is to:

- Ensure that the Technical Advisory Group fulfills its roles and responsibilities as set forth in the Terms of Reference.

- Provide leadership, foster effectiveness and develop teamwork with the Technical Advisory Group

- Guides the Technical Advisory Group in establishing a consensus when possible on important issues and decisions, while allowing full and open debate.

- When consensus on an issue or decision cannot be achieved, the Chair will call for a vote as set forth in the Terms of Reference

- The Chair will convene Technical Advisory meetings in accordance with the Terms of Reference and develop the agenda for meetings with secretariat support from the Ministry of Health.

3.5.5   Secretariat Support

The Ministry of Health will provide secretariat support to the Technical Advisory Committee including:

- Coordinating meeting times and locations, as per the request of the Chair.

- Supporting the Chair in the development and distribution of meeting agendas and meeting papers.

- Recording, preparing and distributing meeting minutes.

- Facilitating communication and coordination between the Steering Committee and Technical Advisory Group.

3.5.6 Meetings

3.5.6.1 Minutes, Agendas & Meeting Papers

- The minutes of each TAG meeting will be prepared by the Ministry of Health Secretariat.

- Full copies of the Minutes, including attachments, shall be provided to all TAG members no later than 15 working days following each meeting. Following approval of the Minutes of the previous meeting, the Minutes will be made available to members of the Steering Committee.

- The Minutes of each TAG meeting will be monitored and maintained by the Ministry of Health Secretariat as a complete record.

3.5.6.2 Frequency of Meetings

- The TAG shall meet a minimum of six times per fiscal year, or more frequently by the call of the Chair, as required to fulfill the roles and responsibilities set out in this Terms of Reference.

3.5.6.3 Proxies to Meetings

- Members of the TAG may nominate a proxy to attend a meeting if the member is unable to attend.

- The Chair will be informed of the substitution at least three working days prior to the scheduled meeting.

- The nominated proxy shall have voting rights at the attended meeting. The nominated proxy shall provide relevant comments/feedback, of the TAG member they are representing, to the attended meeting.

3.5.6.4 Quorum Requirements and Decision-making

- A minimum of 50% plus one TAG voting members is required for the meeting to be recognised as an authorised meeting for the recommendations or resolutions to be valid.

- Ideally, decision-making will be by consensus. If consensus cannot be achieved, then a vote of 50% of members attending a meeting with established quorum will carry the decision.

- A consensus decision or vote decision must be recorded in the meeting minutes, duly noting the position of each voting member.

Toolkit metadata

Name	Terms of reference: National Information Systems for Health Steering Commitee and Technical Groups
Acronym	IS4H – PD
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Date	October 20, 2018
Description	This (*generic template*) post description is an instrument that suggests the responsibilities, functions, core competencies, and related information associated with the position of IS4H Manager.
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Focal point	Marcelo D'Agostino
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Partners	- Caribbean Technical Working group for IS4H - United States Agency for International Development (USAID) - Government of Canada
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