**Mosaic Framework Workshop Implementation Guide**

This guide provides a brief overview for workshop organizers and facilitators of the process to plan and execute a Mosaic Framework workshop, including key decisions to make and when, best practices observed by facilitators throughout pilot workshops, and the complete list of materials developed to support implementation of workshops and their uses. For more detailed information on individual materials, click on the resource hyperlinks throughout this document and in **TABLE 1.**

The Mosaic Framework workshop implementation process is divided into four phases: **Phase 1: Introduction to Mosaic Framework & Partner Engagement, Phase 2: Pre-workshop Preparation, Phase 3: Workshop Implementation, and Phase 4: Post-Workshop Steps.** Each phase includes a description of that phase, and considerations and tips for success in executing that phase. It is therefore recommended that workshop organizers and facilitators review this guide first before beginning any workshop planning.

The timeline included below recommends when to initiate and complete key steps throughout the lifecycle of a Mosaic Framework workshop to ensure an organized planning process and that enough time is reserved for each action. Although timelines for workshop planning will vary by country and are ultimately up to workshop organizers, those involved in planning Mosaic Framework workshops should familiarize themselves with the overall flow and time commitment required before beginning planning for a workshop. It is recommended to start planning approximately two months in advance of a workshop to complete preparatory tasks. Workshops can be structured to meet country needs with a flexible agenda guide and adaptable scenarios.

National country technical teams (e.g., from Ministries of Health, National Institutes of Public Health, etc.), are encouraged to organize national workshops, with the support of partners where relevant. Due to WHO’s experience piloting the Mosaic Framework workshops in 2024 and its role in global governance, including coordinating multiple actors towards common goals, Mosaic Framework workshop organizers are also encouraged to engage WHO regions and country offices in the planning and facilitating of workshops.

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 **Phase 1: Introduction to Mosaic Framework & Partner Engagement**

*Description*: Workshop organizers need to be well informed on the design, purpose, and objectives of the Mosaic Framework and its workshops before deciding to conduct their own workshop. An **Introduction to and Overview of Mosaic Respiratory Framework** PowerPoint presentation (file designation 1.3) is included to aid in introducing the Mosaic Framework initiative and supporting workshops to various audiences at different planning stages. For example, this presentation can be used to share general information to interested parties, advocate specifically for the implementation of a workshop, and with countries already planning to conduct a workshop (e.g., during pre-workshop webinars to introduce the concept of the Mosaic Framework to workshop participants). Additional materials in the subsequent sections, such as the Mosaic Framework **Workshop Concept Note Template (2.1)** and **Agenda Guide (2.5)** may also be useful in these preliminary stages of consensus building for a Mosaic Framework workshop.

*Considerations & Tips*:

* **BUY-IN.** Support from country leadership is critical to ensure that the right staff are involved in the workshop and that post-workshop recommendations are utilized accordingly. This means that workshop organizers should clearly communicate early in the planning process that the Mosaic Framework and its workshops are a means for a facilitated discussion on respiratory virus surveillance, and NOT an external evaluation or a new surveillance system or dashboard (see **Introduction to and Overview of Mosaic Respiratory Framework (1.3)** presentation in these materials and the Mosaic Framework video and brochure available online: <https://www.who.int/initiatives/mosaic-respiratory-surveillance-framework>).
* **WORKSHOP CHECKLIST.** In addition to reading this guide, workshop facilitators/organizers can orientate themselves with the **Mosaic Framework Workshop Checklist (1.2)** to understand the actions required to prepare for, implement and follow-up on national workshops.
* **WORKSHOP FORMAT**. While Mosaic Framework workshop materials are structured for a single country workshop, some preparatory work may be conducted at a regional meeting with multiple countries in a region prior to national workshops. This format can minimize the burden of work for individual countries during their national workshops.

**Phase 2: Pre-workshop Preparation**

*Description*: Once a country has committed to conducting a Mosaic Framework workshop, there are steps that workshop organizers and facilitators must take to prepare a successful workshop. Pre-workshop materials are designed to inform participants on the purpose and design of the workshop, gather background information on the current respiratory virus surveillance approaches in a country, promote country reflection on these approaches, and determine key priorities for discussion during the workshop. Pre-workshop planning should account for any internal approval processes that countries may require before workshop implementation.

*Workshop organizers and facilitators*:AMosaic Framework workshop covers a range of surveillance systems and concepts, and involves a number of different tools; therefore, it requires workshop organizers and facilitators who have read the Mosaic Framework and are familiar with its concepts and implementation. Who organizes and facilitates national workshops will vary according to country context but may include national technical leads, WHO region and/or country office personnel, and other partners. Keep in mind that if facilitators do not already have at least a basic understanding of the country’s respiratory virus surveillance approaches, data systems, managing organizations, and infrastructure, materials should be made available to them to review prior to the workshop.

*Considerations & Tips*:

* **OBJECTIVES.** During pre-workshop discussions, organizers and facilitators should highlight the Mosaic Framework and its objectives, emphasizing that the workshop is a facilitated discussion, NOT an external evaluation or a new surveillance system or dashboard. The Mosaic Framework **Workshop Concept Note Template (2.1)** provides an overview of the workshop, its objectives and methods of working for national partners and should be adapted and shared with relevant senior stakeholders.
* **FACILITATION TEAM.** Ensure that you have enough facilitators with respiratory surveillance expertise across the Mosaic Framework Domains to support discussions and note-taking/documenting needs and actions — 4-5 facilitators are ideal.
* **PARTICIPANTS.** One of the biggest factors for the success of a Mosaic Framework workshop is having the right people in the room for the right discussions. Allow enough planning time to ensure that the necessary participants will be available during the workshop. While Ministry of Health staff, including both national and subnational staff (e.g., regional/local program or surveillance officers, clinicians, etc.), will be the primary participants, consider whether non-governmental and other non-health stakeholders should attend, either as participants or observers.
	+ If possible, aim for a maximum total of 20-25 participants per domain discussion so that the necessary expertise is included but the group is manageable for facilitators in plenary format (see below) and there is enough space for everyone to comfortably fit in the venue. Note that the total number of participants attending the workshop throughout multiple days may exceed this recommended number per session (during opening and closing days, estimated audience 30-40 persons).
	+ Refer to the **Pre-workshop Tool (2.2)** for suggested participant lists by domain discussion.
* **PREPARATION TIME.** Provide the **Pre-workshop Tool (2.2), Maturity Model (2.4),** and **Agenda Guide (2.5)** to country technical leads early enough in the planning process to allow for them to review, complete, and share back with organizers and facilitators. The pre-workshop and maturity model tools both require input from a range of staff across domains.
	+ It is recommended to complete the pre-workshop tool before or in parallel to the workshop agenda, since decisions made during the pre-workshop activity may affect the length, order, and or structure of the final agenda.
	+ Once organizers and facilitators have received the completed pre-workshop tool, they should use the information to create a country’s domain specific mosaics using the **Mosaic Design Tool (2.3).**
* **MATERIAL ADAPTATION.** Workshop organizers and facilitators should review the **Domain I and II** **Scenarios Facilitator Guides (3.2.1 & 3.2.2)** and adapt them as needed or desired so that they are applicable to country context and understood by participants. These scenarios are flexibly designed with fill-in-the-blanks so they may be tailored to countries. For **Domain III Scenario Facilitator Guide (3.2.3)**, the only adaptation required is to remove any objectives that will not be discussed during the workshop. Once complete, the accompanying **PowerPoint slides (3.3)** also require adaptation in-line with the facilitator guides.
* **OPTIONAL PANDEMIC PREPAREDNESS MATERIALS:** Some countries may wish to add discussion on how their inter-pandemic national mosaic would be adapted to prepare for surveillance in a pandemic. To support this discussion, there is a **Mosaic Respiratory Framework in Pandemic Preparedness (5.1)** PowerPoint presentation and the WHO considerations for surveillance and investigations during an influenza pandemic (to be published in 2025).
* **WORKSHOP CHECKLIST.** Workshop facilitators/organizers are encouraged to use the **Mosaic Framework Workshop Checklist (1.2)** to organize and assign all tasks to prepare for a Mosaic Framework workshop.
* **WORKSHOP LOGISTICS.** Workshop facilitators/organizers should consider the following when planning their Mosaic Framework workshop:
	+ **Seating requirements:** This will depend on the total number of participants expected each day. However, all discussion will be in plenary format (i.e., no breakout groups), so aU-shape or smaller round tables distributed around the room are recommended.
	+ **Facilitator meeting room:** It may be helpful to have an extra small room or area where facilitators can briefly meet aside from participants, as needed.
	+ **Printing materials:** It is recommended to print agendas for participants. Facilitators will need printed scenario guides to facilitate each Domain. The Mosaic Framework can be accessed online.
	+ **Audio/Visual:**  A large screen with connecting cables for laptops should be available and easily visible to all participants in the room to display domain scenarios and mosaics. If microphones are not built into seating, a minimum of two handheld microphones are required for facilitators and participants.
	+ **Language interpretation:** If language interpretation is required during the workshop, build extra time into the agenda to compensate for interpretation, share materials with interpreters prior to the workshop so they may prepare, and leave enough time for translation of written materials.

**Phase 3: Workshop Implementation**

*Description*: While countries are encouraged to adapt Mosaic Framework workshops to their needs and contexts, below are key suggestions for effective workshops developed based on the pilot workshops conducted in four WHO regions in 2024. The main tools in this section are the **Domain Facilitator Guides (3.2.1, 3.2.2 & 3.2.3)** (not to be shared with participants) and accompanying **PowerPoint slides (3.3)** to present the scenarios to workshop participants for each domain. In addition, there are templates for **Compiling Country Needs and Actions (3.4)** that are identified as the workshop progresses and the **Final Presentation to Leadership & Stakeholders (3.5)** on the last day of the workshop.

*Considerations & Tips*:

* **ASSIGN ROLES.** Workshop organizers and facilitators should decide before the workshop who will be facilitating which domain discussion and who will take notes. This will allow time for any pre-workshop preparation that facilitators may need.
* **NOTE-TAKING.** Facilitators who are not actively facilitating should (1) take notes during discussion sessions and (2) capture needs and actions as participants are speaking. More than one facilitator may therefore be needed to capture relevant information. This will not only serve as a helpful reference for facilitators throughout the workshop but will also provide the basis for the final presentation to leadership during the workshop and the final report developed after the workshop.
* **NEEDS & ACTIONS REVIEW.** Facilitators are likely to need time to review their notes and revise them into clear needs and actions to present to participants using the **Compiling Country Needs and Actions (3.4)** template. Depending on the number of facilitators and the agenda, completion of this template may be done after the workshop ends for the day, or while other facilitators are note-taking and presenting a discussion session. Then, build in time either at the end of each day or the start of the following day (depending on the agenda) to solicit participant feedback on needs and actions identified throughout the workshop. This will promote country ownership and ensure they have been stated accurately.
	+ Facilitators should encourage participants to identify the responsible party(ies) for each action, its priority, and its timeline during the needs and actions review. This will greatly facilitate writing of the final report.
	+ It may also be helpful to review the domain-specific mosaics for any necessary changes after each domain discussion
* **FINAL PRESENTATION TO LEADERSHIP.** Decide early in the workshop who will be presenting the final presentation to leadership on the last day of the workshop (ideally 1-2 country technical leads). Facilitators are responsible for completing the **Final Presentation to Leadership (3.5)** template. This may be done after workshop hours, or a facilitator not actively participating during a session may wish to draft this presentation during the workshop.
Ensure that whoever will present to leadership has enough time to review and prepare for the presentation.
* **DEBRIEFS.** Consider having short debriefs at the end of each workshop day with organizers and facilitators (and select country technical leads, if desired) to review key observations from workshop implementation each day, address any issues encountered, and plan for the following day.
* **Mosaic Framework Participant Evaluation.** An evaluation survey to be completed by participants on the last day of the workshop.

**Phase 4: Post-Workshop Steps**

*Description*: The primary output after a Mosaic Framework workshop is the final report. However, countries may consider additional steps to ensure outputs are incorporated into relevant plans and tracked accordingly.

*Considerations & Tips*:

* **WORKSHOP REPORT.** Writing the final Mosaic Framework workshop report will be much easier if the process, timeline, and key contributors have been established before the workshop concludes. Reports should be completed within 8 weeks of the Mosaic Framework workshop. Workshop organizers, facilitators, and country technical leads should be involved in completing the report.
* **ADDITIONAL WORKSHOP DOCUMENTS.** Although not included in the workshop report, workshop organizers and country technical leads should also receive a final version of the Maturity Model (this was completed pre-workshop and may be reviewed and revised post-workshop) for reference and future use, if desired.
* **ACTION PLANNING.** Countries are advised to incorporate actions included in the workshop report into national action plans, pandemic plans, and/or funding proposals as relevant to country context and track the implementation of these actions.
* **MONITORING AND EVALUATION.** WHO strongly recommends that country programs monitor their surveillance approaches. As countries are implementing actions to strengthen their respiratory virus surveillance, they may wish to consult the suggested list of existing **Performance Indicators (4.2)** and their sources for key metrics to support monitoring of their surveillance approaches.
* **COMMUNITY OF PRACTICE.**  Countries that have completed a Mosaic Framework workshop are encouraged to form a Community of Practice to share experiences and exchange best practices. This could be through the support of the WHO regional office or other partner networks.

**Table 1. List of Resources**

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| **File** | **Phase 1: Introduction to Mosaic Framework & Partner Engagement** |
| **Item** | **Format** | **Use** | **Audience** |
| 1.1 | Mosaic Framework Workshop Implementation Guide | Word | Guide to orient workshop organizers and facilitators to the key details and best practices for Mosaic Framework workshop implementation |  |
| 1.2 | Mosaic Framework workshop checklist | Excel | Simplified tracking of completion of preparatory steps required for facilitators of a workshop |  |
| 1.3 | Introduction to and Overview of Mosaic Respiratory Framework | PPT | Introduce countries to Mosaic basics. Includes speaker notes. | All audiences |
|  | Mosaic Framework video |  | Provides a short overview of the Mosaic Framework (3 mins) (available in all UN languages and Portuguese via <https://www.who.int/initiatives/mosaic-respiratory-surveillance-framework>) | All audiences |
|  | Mosaic Framework brochure  | PDF | Introduce countries to Mosaic basics (via <https://www.who.int/initiatives/mosaic-respiratory-surveillance-framework>) | All audiences |
|  | **Phase 2: Pre-Workshop Preparation** |
| **Item** | **Format** | **Use** | **Responsible** |
| 2.1  | Mosaic Framework workshop concept note template | Word | Advocate for Mosaic Framework workshop and/or communicate its objectives |  |
| 2.2 | Pre-workshop tool | Word | Countries provide background information on surveillance approaches and draft mosaics | WRO, WCO and countries preparing for a scheduled workshop; workshop facilitators |
| 2.3 | Mosaic design tool (English and Spanish to date) | PPT | Template for mosaic creation (by domain) with instructions to develop from pre-workshop tool |  |
| 2.4 | Maturity Model | Excel | Country staff complete self-assessment of maturity of surveillance approaches and enablers |  |
| 2.5  | Agenda Guide | Word | Introduce countries to flexible agenda formats |  |
|  | **Phase 3: Workshop Implementation** |
| **Item** | **Format** | **Use** | **Responsible** |
| 3.1 | Suggested Leadership Call to Action talking points for MOH | Word | Suggested language for senior stakeholder talking points for workshop opening. | Country senior stakeholders |
| 3.2.1 | Domain I Scenarios Facilitator Guide | Word | Support facilitation of Domain I | Domain I scenario participants |
| 3.2.2 | Domain II Scenarios Facilitator Guide | Word | Support facilitation of Domain II | Domain II scenario participants |
| 3.2.3 | Domain III Scenarios Facilitator Guide | Word | Support facilitation of Domain III | Domain III scenario participants |
| 3.3 | Domain I, II, III introductory slides and scenario questions | PPT | Support facilitation of all domain scenarios | All domain discussion participants |
| 3.4 | Compiling Needs and Actions for Participant Feedback template | PPT | Present country summary needs and actions to participants during workshop | All domain discussion participants |
| 3.5 | Final Presentation to Leadership & Stakeholders template | PPT | Present final country summary needs and actions to senior leadership at the end of the workshop | Facilitators, country technical leads |
| 3.6 | Workshop Participant Feedback Survey | Word (MS Forms template available on request) | Gather feedback on workshop content and facilitation style | Facilitators, country technical leads |
|  | **Phase 4: Post-Workshop Steps** |
|  | **Item** | **Format** | **Use** | **Responsible** |
| 4.1 | Workshop report template | Word | Support development of Mosaic Framework workshop final report | Workshop participants, facilitators, and other relevant stakeholders |
| 4.2 | Suggested existing performance indicators and sources | Word  | Support country monitoring of surveillance approaches post-Mosaic Framework workshop (optional) | Country technical leads  |
|  | **Additional** |
| 5.1 | The Mosaic Respiratory Framework in Pandemic Preparedness | PPT | How to use your interpandemic Mosaic to prepare for surveillance in a pandemic  | All audiences |