The Global Policy Group held their meeting from 10-12 April 2018, chaired by the Director-General and attended by the Deputy Directors-General, the Regional Directors, and advisors. The GPG discussed the following agenda items.

The Global Policy Group discussed the following items related to the overarching theme of “Accelerating the Transformation of WHO to implement the GPW13”:

1. Alignment of the Programme Budget Process with Principles of the GPW 13
2. Strengthening WHO’s work in countries, including the recruitment processes for WHO Head of Offices
3. WHO financing and the Investment Case
4. Roadmap on SGD3
5. Alma Ata at 40

1. **Alignment of the Programme Budget Process with Principles of the GPW 13**

   The GPG reviewed the work conducted to date on development of a new Planning Framework and process for programme budget 2020-2021. This work reflected the issues identified by the GPG regarding the potential programmatic, administrative and management implications. The GPG discussed dimensions of a new Programme Budget Planning Framework and process for 2020-2021, using the General Programme of Work’s Strategic Priorities and ‘triple billion’ impact targets as the primary dimension for planning. This framework will be tested and finalized through a rapid process which will begin immediately and include a joint meeting of DPMs, DDGs, ADGs, WRs, and Directors. Clear guidance must be developed for WRs and Member States to orient them to any new Planning Framework and its implementation. The planning network and country support unit network will need to work together to integrate the CCS process into the new prioritization and Planning Process to ensure a single WHO planning process for the future.

2. **Strengthening WHO’s work in countries**

   The GPG reviewed the current WR roster, discussed lessons learned in its implementation, examined proposed principles for a new process for the selection, rostering and recruitment of WHO Heads of Country Offices, and the need for an assessment to evaluate potential candidates for the substantial number of vacancies in the near term. The GPG discussed the need to inform the further development and eventual finalization of a new WR recruitment and rotation process, additional analyses should be conducted and include the future demand/turnover, language considerations, the GPG’s previous deliberations on the number of terms a WR should serve in one region, expansion of the Deputy WR positions, and a mentoring programme for new WRs. The new proposed process should be ‘end-to-end’ and benchmarked against that used by other UN agencies to identify opportunities for improvement. The new approach should be tested with some WRs to inform development of the final guideline for strengthening leadership capacity at country level. The guideline will be further reviewed by the GPG for final endorsement.

   The GPG reviewed and discussed the substantive work and progress made by AFRO in refining its country office presence, including the lessons learned through its Functional Review process in the context of the Transformation Agenda, and next steps to establish a predictable WHO presence at country level. All WHO country offices should have a minimum, predictable core presence, which is
based on the new WHO Country Office operating model and its core functions, adapted to the local context and role of WHO (including the differentiated approach of GPW13), and predictably financed for the period of GPW13. This minimum country presence should be defined on a country-by-country basis, ideally through a Functional Review process. Recognizing the need to move rapidly to strengthen country offices, the 2020-2021 planning process should be informative towards this objective.

3. **WHO financing and Investment Case**

The GPG reviewed and discussed the status of WHO’s financing for the 2018-2019 biennium. It provided feedback on the current draft WHO Investment Case as the key advocacy document for WHO’s Financing Campaign and provided recommendations for revisions and further refinement. The GPG also highlighted the importance of further strengthening WHO’s model for resource mobilization to ensure a more corporate, integrated approach, and in this context noted the ongoing work of the External Relations Transformation Working Group. The GPG agreed on the following next steps:

- To move forward in finalizing the Investment Case based on comments received within the agreed timeline, and ensure expert design/layout to maximize its effectiveness as an advocacy tool.
- To discuss in a future meeting recommendations for strengthening WHO’s organizational approach to External Relations (EXR), (and in particular resource mobilization), developed by the External Relations Working Group (consisting of RD-appointed regional EXR focal points and HQ Directors under the leadership of the ADG EXR).

4. **Road map for SDG 3**

The governments of Germany, Norway and Ghana are in the process of sending a letter to WHO to request the organization to take global leadership on SDG 3 and to develop a road map in this regard. The road map is to be presented – with first results – at the World Health Summit in Berlin on 16 October 2018. The GPG welcomed this as a great opportunity to ascertain WHO’s leadership role in line with the strategic shift presented in the GPW13 and its willingness to take the leadership role in the UN system. The GPG agreed to put together a team composed of staff from all levels to drive the development of the road map, which will build on work that has already started in countries and regions. Engagement with partners will be a key component in the development of the road map, and WHO will liaise closely with other agencies to ensure that they are fully involved in the development of this product.

5. **Alma Ata at 40**

The WHO Regional Office for Europe together with WHO Headquarters have embarked upon the preparation of the 40th anniversary of Alma Ata focusing on Primary Health Care. This is in response to the request by the Ministry of Health of Kazakhstan. The meeting will take place at the Palace of Independence, Astana, Kazakhstan. Dates will be fixed soonest by the Government. The GPG:

- Encouraged mobilization of senior government officials, including and especially Heads of State, to attend this meeting.
- Agreed that the active involvement of GPG members and their personal participation in the conference is vital.
• Agreed that the mobilization of partners to assist with communication and messaging of this event is crucial. Messages have to ensure that PHC is presented as being central to achieving UHC. There will be close coordination between HQ and Regions on the communication strategy. It was requested by RDs for this to be ready before RC meetings to be able to consolidate feedback from MS.

• Highlighted the partnership with other UN agencies on Primary Health Care and UHC are critical and therefore WHO must consult and engage these agencies.