The Global Policy Group held their meeting on 16 May 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.

**Preparations for PBAC, WHA and EB meetings**

The GPG conducted a thorough review of the agendas of the upcoming meetings of WHO’s governing bodies, examining the agenda items in each of the PBAC, WHA and EB meetings. RDs also shared information on specific issues of particular relevance to their respective regions. Based on ongoing engagement and feedback, the GPG focused their discussion on the technical and administrative issues that are garnering significant interest, including: WHO’s draft thirteenth general programme of work; polio transition and post-certification; implementation of the International Health Regulations; financing of the programme budget 2018–2019; and human resources issues related to WHO’s systems and mechanisms to address and prevent sexual exploitation and abuse.

The GPG noted that there will also be increased interest in several unofficial documents related to the implementation of GPW13, including: GPW13 financial estimates; impact framework; investment case; and the new planning and budgeting framework for PB2020-21. A Member State briefing is planned during the PBAC to elaborate on these pieces. The GPG also highlighted that the number of items planned per day is heavier than usual, which will require active agenda management for which the morning coordination meetings will be essential.

**WHO Transformation**

*Corporate Culture Change Actions*

The GPG reiterated the agreed priority culture themes (4) to be addressed across Major Offices, including involving staff in strategy translation, fostering more open and transparent dialogue, increasing accountability by better linking performance to consequences, and strengthening training and development opportunities complementing merit-based career advancement. The GPG strongly emphasized the need for continued, deepened, and expanded engagement of all staff for all transformation initiatives, especially those initiatives related to corporate culture change. The GPG agreed with:

- the proposed corporate actions that had been developed through staff dialogues, emphasizing the need for robust leadership and management skill development and training, and stressing that corporate values need to be generated through a process of staff engagement and ownership
- the complementary, resource-light actions related to internalizing WHO’s strategy, sharing impact stories, and systematically recognizing behaviours that reinforce WHO’s desired culture
- the TORs of the change network and launching the change network in June 2018
**Performance Management**

The GPG discussed the need for a substantial investment (both time and financial) into markedly strengthening WHO’s approach to performance management through building the skills and capacity of WHO managers, and internal learning from successes across regions need to be better internalized across the Organization. An end-to-end performance management roadmap/strategy (including defining objectives) for the longer term needs to be developed, including metrics to monitor the quality, as well as the completeness/timeliness, of WHO’s performance management. The development of the strategy and implementation will be supported by HRD, but must include involvement from programmatic, managerial and administrative leaders.

**Rollout of new Planning Process & Framework**

The GPG reiterated support for the new GPW13 planning and budgeting process and framework for PB2020-21, while noting that any issues that emerge during operationalization of the new framework may warrant its further refinement to ensure achievement of the strategic priorities articulated in GPW13.

The GPG agreed that it is essential to ensure that WRs are well-equipped to conduct the priority-setting process with countries, including ensuring that engagement extends beyond the health sector, as well as relevant details of the new planning framework provides and its envisioned process of operationalization. This could be done through a training video whereby one WR in each region could be supported to produce such a video that could then serve as a resource for intra-region peer-to-peer learning.

**Update on WR recruitment**

The GPG welcomed progress to address challenges regarding WR recruitment, under the leadership of DDG Corporate Operations (DDC). The GPG noted that analyses are being conducted to inform the further development and eventual finalization of a new WR recruitment and rotation process. As previously agreed by the GPG there would be an expanded role for DPMs and DAFs. The new proposed process will be ‘end-to-end’ and DDC confirmed it had been benchmarked against that used by other UN agencies and would continue to be to identify opportunities for improvement. The new approach will be tested with colleagues at all levels of the Organization including 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. A strategy is being developed for the regular review and refreshing of the WR roster given the substantial and growing number of candidates who have been rostered for a number of years and either had not been placed or had not applied for positions.

**Strengthening WHO’s approach to External Relations**

The GPG welcomed the strategic direction signalled by the proposed new approaches to external relations and resource mobilization, including the work done to date on analytics and establishing a baseline visibility on current resource mobilization capacity distribution across the three levels. The GPG agreed it would be beneficial to examine installing capacity in high impact/potential countries, in order to demonstrate ‘proof of concept’ of the model, thus informing both redistribution of existing assets as well as scaling up of capacities. This should be underpinned by a robust set of streamlined processes, tools and guidelines in order to ensure that any such capacity adjustments are maximized.

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