The Global Policy Group held their meeting from 2-3 November 2017, chaired by the Director-General and attended by the Deputy Directors-General, the Regional Directors, and advisors. Where relevant, Assistant Directors-General and Directors of Programme Management in the regional offices were also invited to participate. The GPG discussed the following agenda items.

**Financing Campaign**

Director Strategic Engagement presented on WHO’s new Financing Campaign and transforming WHO’s external engagement approach. The GPG welcomed the ambitious vision of the financing campaign, which aims to formulate a value proposition and outline potential return on investment in WHO, articulating a clear link between WHO’s work and global impact. Building on three core elements (investment case, tailored contributor strategies, and advocacy champions/strategic communications), it endeavours to align WHO and its donors around common set of strategic priorities and outcomes, and improve efficiencies through streamlined resource mobilization approach.

The GPG stressed the need to build on institutional experience, existing tools, and previous work done in this area, including the insights from the previously constituted Task Force on Resource Mobilization and Management Strategies and the WHO financing dialogue. The GPG outlined additional key issues and risks that need to be taken into account while advancing this agenda. Staff across all levels working on resource mobilization need to be involved in this initiative. As this is a new approach for WHO, current processes, rules and mechanisms (and mind-set) also need to be adjusted accordingly in order to be facilitative, as opposed to prohibitive. The implementation capacity of country offices will need to be considered, particularly if additional resources are secured.

**Implementation Of WHO Priorities In Operational Plans 2018-19**

Further to a presentation by Director Programme Planning, a number of key issues for continued consideration by the GPG were raised in the presentation in relation to budget and planning, category and program area networks, and operational planning, including:

- The need to ensure that scale-up of technical strategy implementation are met with corresponding delivery capacity at country level
- The need to more effectively plan and budget for cross-cutting issues (e.g. SDGs, social determinants, etc.)

The GPG also briefly discussed a proposal to streamline/consolidate the biannual unified programmatic and financial Secretariat report to the World Health Assembly, noting the importance of issuing a substantive report that provides a compelling and easily digestible description of the impact of WHO’s work over the past biennium. The GPG emphasized the need to ensure that such products are aligned with WHO’s new communications and resource mobilization directions.

**Selection And Recruitment Of Heads Of Who Offices In Countries, Territories And Areas (HWOs)**

The GPG recognized the critical nature of the issue of recruitment/selection of HWOs, particularly in view of strategic shifts towards ensuring greater Organizational impact at country level. Further to the introduction by Director/CCU of current practice, the GPG agreed that identification of prospective candidates needs to be more strongly guided by WHO senior leadership (as opposed to solely relying on external support to perform assessments).
The GPG discussed a number of issues and noted a number of improvements required related to improving the strength of candidates recruited and selected for WR positions, including:

- the process needs to be developed based on UN agency best practices, in part to ensure that talent can be sourced from across the UN system
- as the process is seen to be too internally focused, need to explore possibilities to expand the talent pool from where candidates are being drawn, including NPOs, as well as talent from outside of WHO, including different parts of government and institutional partners
- the process needs to be more dynamic and streamlined in terms of procedures, so that prospective candidates can be more easily engaged in the recruitment process as identified on a more ‘rolling’ basis
- high-profile external advertisement could assist in mobilizing a new cohort of prospective HWO candidates