GMP Policy Making & Dissemination Process Review

MPAC – Public session

17 October 2018

Global Malaria Programme

World Health Organization
Agenda

- Project objectives and methodology
- Review synthesis
- Country survey results
- Next steps
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  - Review synthesis
  - Country survey results
  - Next steps
The project has 4 main objectives

Build robust fact base on policy development and dissemination processes

Identify opportunities to improve the policy development and dissemination processes leading to strengthened malaria programmes

Design and evaluate options for optimising the WHO malaria policy development and dissemination processes

Develop an implementation roadmap

Findings and recommendations to be shared at the MPAC meeting in October
Key principles of our approach

Co-constructed
Iterated with coordinators & integrating other WHO departments perspective to ensure accurate depiction

Incremental
Built leveraging previous work on VCAG, TPoP, I2I as well as WHO driven normative function review

Fact-based
Incorporating a robust description of reality
- Current policy pathways mapping
- 11 case studies developed
- Analogous organization benchmarks
- 80+ interviews along the value chain
Cross-cutting view on the process with 80+ interviews conducted, ~30 of which external to WHO

### Upstream

<table>
<thead>
<tr>
<th>Academics, Donors Innovators</th>
<th>Mfrs</th>
<th>Regulatory Authorities</th>
<th>WHO Bodies</th>
<th>Donors/ Mfrs/innovators</th>
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<tr>
<td>✓ I2I</td>
<td>✓ VC innovators¹</td>
<td>✓ Access Bio (Dx)</td>
<td>✓ GSK (Vx)</td>
<td>✓ Sanofi (Rx,Vx) (x3 interviews)</td>
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<tr>
<td>✓ Novartis (Rx) (x2 interviews)</td>
<td>✓ Alere (Dx)</td>
<td>✓ BMGF (x7 interviews)</td>
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<td>PDPs</td>
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<td>✓</td>
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<td>✓ MMV (x2 interviews)</td>
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### Downstream

<table>
<thead>
<tr>
<th>Procurers</th>
<th>Technical Partners</th>
<th>Implementers</th>
<th>Countries</th>
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<tr>
<td>✓ UNITAID (x2 interviews)</td>
<td>✓ USAID</td>
<td>✓ PMI</td>
<td>✓ RDC</td>
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<tr>
<td>✓ GF (x2 interviews)</td>
<td>✓ UNICEF</td>
<td>✓ CHAI</td>
<td>✓ Serbia</td>
</tr>
<tr>
<td>✓ Malaria Consortium</td>
<td>✓ ALMA</td>
<td>✓ CDC</td>
<td>✓ Rwanda</td>
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</table>

### Committees

- MPAC (x5 interviews)
- GRC
- Other dpts
  - HIV
  - TB (x2 interviews)
  - PQ (x3 interviews)
  - IVB (x2 interviews)
  - Reproduct. Health
  - EML (x2 interviews)
  - Press
  - EMP
  - Regulation of meds

### Interviews conducted

1. Leveraging interviews from previous VCAG work

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Next steps
Interview consensus: GMP policy making and dissemination process has dramatically improved since introduction of MPAC...

Organisation

"MPAC fulfils its purpose in that it has the highest calibre of technical experts"

Procurer

"The role of VCAG has become clearer over the past 1.5 years"

Procurer

Evidence & Expertise

"Overall, evidence-based guidelines have been a huge step in the right direction for WHO"

PDP

"ERGs have quicker approach for understanding a very specific topic, gathering best experts, and go in depth on issues. They really expedite and quality check the process"

GMP

Dissemination

"WHO website has made good progress & GMP’s newsletter is useful in disseminating new material"

Country Programme Manager

"It is a good thing GMP produces Guidelines since this gives a framework for use by countries and prevents them from being flooded with products they won’t know what to do with"

Manufacturer

Source: Interviews
...and brings unique value to countries

“

All countries we work with look at WHO for the last word as per intervention selection

Implementer

WHO is an indispensable partner for low-income countries

Technical Partner

WHO plays an absolute key role in malaria endemic countries

Manufacturer
However, 3 pain points constitute a case for change.

- Perceived lengthy process
- Perceived inconsistent recommendations
- Sub-optimal use of GMP output at country level
7 areas of focus have been identified

**Upstream**
- Academics, Donors, Innovators
- Manufacturers
- Regulatory Authorities
- WHO Bodies

**Downstream**
- Procurers
- Technical Partners
- Implementers
- Countries

1. **Policy Pathways**
   - 1a. Entry Point
   - 1b. Review Standards
   - 1c. Roles & Responsibilities btw. PQ & GMP
   - 1d. Process Sequence

2. **Review of Evidence**
3. **WHO Bodies Composition**

**Perceived lengthy process**

**Inconsistent recommendations**

**WHO Bodies Composition**

- **1** Policy Pathways
- **2** Review of Evidence
- **3** WHO Bodies Composition

**WHO Bodies**

- Technical Partners

**Mechanisms & Network**

**Prioritisation Framework**

**Operational Execution**

- **4** Policy Products
- **5** Dissemination
- **6** Mechanisms & Network
- **7** Prioritisation Framework

- **Sub-optimal use of WHO output at country level**

Global Malaria Programme
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Objectives of the survey

Confirm diagnosis of key strengths & challenges of GMP Policy Making & Dissemination Process

Inform options on how to improve uptake focusing on network activation, dissemination mechanisms & feedback loop
96 survey responses collected across WHO regions

**PAHO (Americas)**
- 15 respondents
- Ecuador: 3
- Belize: 2
- Brazil: 2
- Suriname: 2
- Argentina: 1
- Bolivia: 1
- Colombia: 1
- Haiti: 1
- Nicaragua: 1
- Venezuela: 1

**AFRO (African Region)**
- 26 respondents
- Ethiopia: 6
- Benin: 2
- Ghana: 2
- Guinea: 2
- Nigeria: 2
- Cabo Verde: 1
- Cameroon: 1
- CAR: 1
- Chad: 1
- Côte d’Ivoire: 1
- DRC: 1
- Liberia: 1
- Madagascar: 1
- Mozambique: 1
- Rwanda: 1
- Uganda: 1
- Zimbabwe: 1

**EURO (Europe)**
- 0 respondents

**SEARO (South-East Asia)**
- 26 respondents
- Myanmar: 11
- Thailand: 5
- Indonesia: 3
- Nepal: 1
- Bangladesh: 2

**WPRO (Western Pacific)**
- 8 respondents
- Cambodia: 3
- Philippines: 2
- Papua New Guinea: 1
- Solomon Islands: 1
- Viet Nam: 1

**EMRO (Eastern Mediterranean)**
- 17 respondents
- Iran: 6
- Saudi Arabia: 1
- Afghanistan: 4
- Sudan: 1
- Somalia: 3
- Yemen: 1
- Pakistan: 1

**Legend:**
- Number of respondents per region
- Number of respondents per country

Note: n=96; Out of these, 4 responses have been marked as ‘Other’
Source: GMP Country Survey Aug 2018

Global Malaria Programme Source: WHO website. BCG estimations.
Implementers / Technical Partners as primary audience to survey; balanced mix of seniority

**Role**

<table>
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<tr>
<th>Role</th>
<th>Total</th>
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<tbody>
<tr>
<td>Implementer/technical partner</td>
<td>44</td>
</tr>
<tr>
<td>National Malaria Control Programme Mgr.</td>
<td>19</td>
</tr>
<tr>
<td>WHO NPO</td>
<td>10</td>
</tr>
<tr>
<td>Other</td>
<td>4</td>
</tr>
<tr>
<td>Other WHO</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>96</td>
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**Seniority in current role**

<table>
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<tr>
<th>Seniority</th>
<th>Total</th>
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<tr>
<td>&lt;2 year</td>
<td>28</td>
</tr>
<tr>
<td>2-5 years</td>
<td>25</td>
</tr>
<tr>
<td>5-10 years</td>
<td>27</td>
</tr>
<tr>
<td>10+ years</td>
<td>16</td>
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Note: n=96
Source: GMP Country Survey Aug 2018
Survey results confirm our assumptions on GMP Policy Making & Dissemination Process' strengths & challenges

Assumptions tested

Major strengths

- WHO publications are used as references & authoritative sources of info. for decision-making in clinical, PH & policy-making contexts in my country
- WHO policy guidance supports my local needs
- I feel that WHO policy guidance is helping me drive impact in my country
- WHO policy guidance is specific enough & easy to operationalise in my country
- WHO policy guidance provides clear prioritisation criteria across interventions based on local context
- I understand the WHO policy guidance development process

Room for improvement

- I am satisfied with the current mechanisms used to disseminate information on WHO policy guidance
- The different levels of the WHO network are very well coordinated and communicate effectively to support the dissemination of policy guidance

Major challenges

Note: n=96 1. Public Health
Source: GMP Country Survey Aug 2018

Relevancy according to survey

- [Chart showing the percentage of respondents for each statement]
Focus Uptake optimisation

Options were tested through the survey to improve 3 dimensions

1. Dissemination
2. Feedback loop
3. Network activation plan
Dissemination

3 key levers to improve dissemination emerged from survey

**Improve structure of documents**

Plebiscite of all suggested improvements by respondents

**Improve GMP website**

Preferred source of information for ~80% of GMP audience
Improvement stated as #1 priority for ~60% of GMP audience

- Organise workshop with final users to brainstorm on website revamping, leveraging first ideas shared through survey

  "A website that is user friendly and easily navigable – NPO, Viet Nam (WPRO)"

  "Online e-learning courses on malaria – Implementer / technical partner, Myanmar (SEARO)"

**Develop new sharing opportunities**

Exchange of information & best practices within network expressed as major need for a large majority of GMP audience

- Further investigate feasibility of mechanisms fostering sharing (digital & face-to-face) among network & derive implementation plan
Feedback loop

One option emerges clearly from survey for each type of feedback

Types of feedback

1. On new policy needs
2. On policies in development
3. On existing policy

Recommended feedback loop options

1. Survey
2. Draft policy guidance to be sent to countries
3. Dedicated meetings with sub-groups

Relevant suggestion from survey

"Leverage main malaria conferences (ASTMH, MIM, PAMCA, EDTCP, ECOWAS,..) to discuss GMP policies" - USAID, Ghana (AFRO)
Network Survey highlights need for more discussion among network

Organize meetings with network

Assumption tested

We need **sub-regional meetings** (to enhance collaboration with partners, NMCP Mgrs and NPOs on policy changes, technical assistance required, etc.)

"Priority guidance needs physical bringing together of all stakeholders including donors at country level – Thailand (SEARO)"

"At country level, there is no active involvement of WHO in relevant policy discussion i.e. bring all stakeholders together and discuss the WHO malaria policy, how it relevant to the country context and apply those policies for the country and follow-up – Ethiopia (AFRO)"

Relevancy according to survey

- 57%
- 26%
- 13%
- 2%
- 2%

Note: n=96
Source: GMP Country Survey Aug 2018
Agenda

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Key topics to tackle to improve GMP's policy making and dissemination processes

**Areas of focus**

- **Policy Pathways**
  - **What needs to be done**
    - **Formalise policy pathways** to increase transparency on process
    - **Shorten time to policy** by streamlining the process
    - **Standardise internal processes** (review of evidence, assessment of safety)

- **Advisory Bodies**
  - **What needs to be done**
    - **Redefine roles & responsibilities, scope and expertise** needed for advisory bodies

- **Policy Products**
  - **What needs to be done**
    - **Simplify & standardise policy product taxonomy**

- **Uptake Optimisation**
  - **What needs to be done**
    - **Prioritise options to improve dissemination and develop implementation roadmap**

- **Change Management**
  - **What needs to be done**
    - **Develop a change management and communications plan** to enable change within GMP / WHO network