

“Stronger collaboration, better health” - Global Action Plan for Healthy Lives and Well-being for All (GAP)

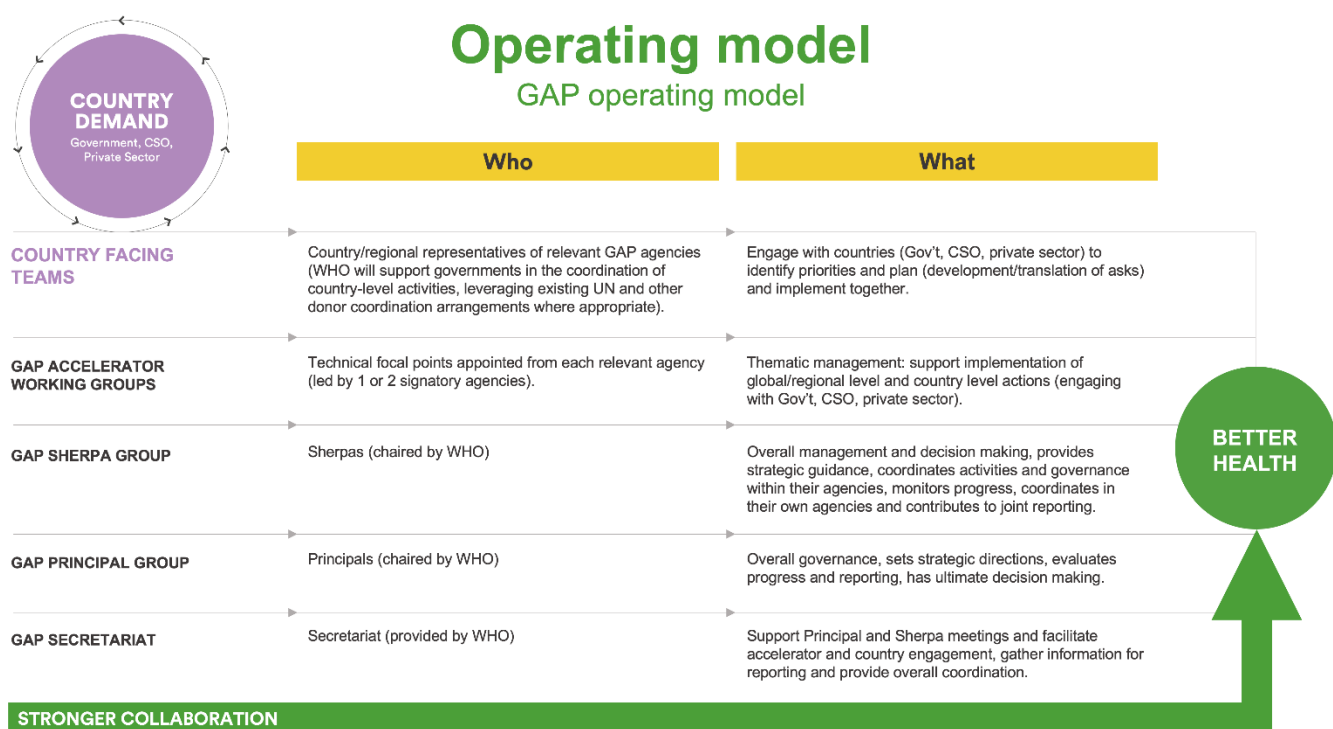
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Overview of GAP Operating Model



Introduction

- This narrative provides background information and details on the GAP operating model. It spells out who will be involved at what level of implementation, what will be done at the different levels and how it will be done.
- Implementation of the Global Action Plan will be driven primarily by the agencies' commitment to engage with countries and provide support in a more coordinated way.
- The GAP way of working seeks to use, strengthen and/or fill gaps in existing national mechanisms, processes and events wherever possible in order to help to accelerate progress on the health-related SDGs.
- This document is not meant as a rigid framework, but as guidance for agency teams at all levels, empowering them to collaborate more closely and systematically to help countries accelerate progress on the health-related SDGs.
- The operating model has emerged from the learning by doing phase of the GAP collaborative effort and will be periodically reviewed by Sherpa Group and be subject to the independent evaluation in due course.
- The operating model will be applied in keeping in mind that closer collaboration is meant to create additional impact in countries by improving the health and well-being of people.
- In addition to the specific functions and roles and responsibilities set out below, all groups at all levels will exercise leadership to establish the new way of working envisaged in the GAP to support countries in achieving better health.



Country demand

Who: Countries (Government, Civil Society Organizations, private sector)

What (Roles and responsibilities):

- Country governments play the driving role in setting priorities, developing implementation plans and ultimately delivering on the health-related SDG targets.
- Country requests for support under the Plan will normally be signaled by governments, however, demand from civil society, the private sector or other country stakeholders may also arise and be welcomed.
- Some countries may choose to define their priorities and needs for strengthened collaboration among the agencies through an inclusive process of national dialogue, using existing processes or platforms where possible, such as national health planning processes or reviews, country coordinating mechanisms and national SDG coordination groups.
- Consistent with the principle of national ownership, countries will coordinate the agencies' joint GAP work at country level and ensure that the work takes into account the country context and existing coordination mechanisms and that the work is focused on agreed actions.



Level: Country Facing Teams

Who: Country / regional representatives of relevant GAP agencies (WHO will support governments in the coordination of country-level activities, leveraging existing UN and other donor coordination arrangements where appropriate)

What (Roles and responsibilities):

- Engage with countries (Gov't, civil society organizations (CSOs), private sector and others as appropriate) to identify priorities and plan (development/translation of country requests into GAP 'asks') and implement together.

How:

- Key deliverables:
 - Liaises with country stakeholders to identify priorities and plan together (e.g. to develop or translate national priorities into key "asks" to agencies on areas for joint support on different accelerators and their actions (using established coordination fora to the extent possible).
 - Works with accelerator groups to refine the asks and develop a joint response (outlining actions to be taken and agreeing responsibilities and timelines, using established processes to the extent possible).
 - Implements joint response, reviews progress regularly and provides updates/reports.
 - Flags areas where regional or global level action is required to enable closer collaboration in and/or to support countries.
- Relation to other GAP levels:
 - Works closely with country stakeholders and accelerator working groups.
 - Presents asks and reports progress to Sherpas as requested.
 - Receives support from the GAP secretariat.
- Relation to other stakeholders:
 - Uses existing coordination fora to the extent possible (UNCT, health-sector groups, etc).
 - Liaises with relevant stakeholders at country level (Government, CSOs and communities and private sector as well as other multilateral and bilateral agencies).
 - Ensures that there is a mechanism for civil society to engage in GAP related discussions with countries and that related demands are taken into consideration in developing 'asks'.
 - Brings in other stakeholders (e.g. bilateral and multilateral agencies) as required by the context.
- Modalities:
 - WHO will support governments in the coordination of country-level activities, leveraging existing UN and other donor coordination arrangements where appropriate.
 - WHO will compile and share updates with GAP partners on GAP implementation in country (including accelerator related activities) on a continuing basis and support coordinated approaches across accelerators in situations where different sectors engage.
 - Builds on and uses existing structures and joint plans to the extent possible.
 - May establish additional sub-groups if necessary (e.g. on an accelerator).
 - Meets in person / virtually as needed (enabling all interested signatories to contribute), to develop the asks and joint response, at least every quarter to monitor progress.
 - Feeds into joint assessment and planning processes (such as CCA and UNSDCF where it makes sense) and grant/funding cycles (e.g. Gavi, GF, GFF, WB).
 - Engagement with countries to jointly identify priorities and plan (development/translation of asks) is not to develop new funding requests which should go through existing mechanisms.
 - Agencies actively confirm that they want to be part of GAP implementation in a specific country (opt-in) (and plans developed can only involve agencies who have actively participated and confirmed).



- Agencies actively confirm to be part of specific accelerator related work in a country (opt-in).
- Agencies actively confirm their contribution / responsibility in specific activities of the joint response.



Level: GAP Accelerator Working Groups

Who: Technical focal points appointed from each relevant agency (led by 1 or 2 signatory agencies)

What (Roles and responsibilities): Thematic management: support implementation of global/regional level and country level actions

(engaging with Gov't, CSOs, private sector or others as appropriate such as other multilateral agencies, bilateral donors, community representatives)

How:

- Key deliverables:
 - Provide support to country teams in the implementation of country-level actions.
 - Implement/support implementation of global/regional level actions (which include global goods and global activities).
 - Develop accelerator workplans building on the agreed actions in the GAP document, clarifying which signatory agencies will be involved (including roles and responsibilities) in the actions at global / regional level and linking to country-level workplans and the actions the roles and responsibilities for each of the agencies)
 - Co-chairs provide regular progress reports to Sherpas via Secretariat.
- Relation to other GAP levels:
 - Supports work of country facing teams in reaction to country demand.
 - Co-chairs / Coordinators create linkages between the accelerator working groups (e.g. by participating in meetings of other WGs, exchanging information).
 - Co-chairs present the accelerator workplans to Sherpa group.
 - Secretariat participates in and working groups receive support from the Secretariat.
 - Can be underpinned by joint work at the regional level.
- Relation to other stakeholders:
 - Works with / consults other groups / stakeholders (Gov't, CSOs, private sector or others as appropriate) as needed (while accountability remains with signatory agencies representatives in the accelerator) to avoid duplication, enhance collaboration and leverage opportunities
- Modalities:
 - Co-chairs should work with Secretariat to avoid duplication between WGs and with external groups (potential duplication should be flagged to Sherpas and avoided).
 - Meets internally to review country asks, support country teams, implement global/regional level actions and review progress against workplan on a monthly basis.
 - Agency membership in the different accelerators will be communicated publicly.
 - Membership is only open to signatory agencies—although observers can participate as needed and agreed by the group.
 - Agencies decide actively to be part of an accelerator (opt-in).
 - Agencies involved in the accelerators actively agree and sign off on the overall accelerator workplan.
 - Agencies actively confirm their contribution / responsibility in the implementation activities.



Level: GAP Sherpa Group

Who: Sherpas (chaired by WHO)

What (Roles and responsibilities): Overall management and decision making, provides strategic guidance, coordinates activities and governance within their agencies, monitors progress, coordinates reporting in their own agencies and contributes to joint reporting. Makes recommendations to GAP Principal group; Coordinates and implements decisions by the Principals Group

How:

- Key deliverables:
 - Develop, discuss and agree the overall GAP workplan.
 - Develop, discuss and agree the monitoring framework.
 - Monitor progress in the implementation of the GAP against the overall GAP workplan.
 - Develop, discuss and agree annual progress reports.
 - Provide guidance on emerging issues and help to resolve bottlenecks among the agencies and the other levels.
 - Discuss and agree which countries will the agencies engage on behalf of GAP.
 - Review country asks and guide the joint response.
 - Approves external communication materials.
 - Make other decisions as appropriate.
 - Individual Sherpas coordinate GAP related engagements within their agencies.
- Relation to other GAP levels:
 - Sherpas keep all levels of their organization informed about the latest developments and decisions with regard to the Global Action Plan.
 - Sherpas prepare Principals meeting (agenda, review of preparatory documents).
- Relation to other stakeholders:
 - Works with / consults other groups / stakeholders (Gov't, CSOs, private sector or others as appropriate) as agreed (while accountability remains with signatory agencies representatives) to avoid duplication, enhance collaboration and leverage opportunities
 - Sherpa group will engage external stakeholders (including CSOs) on GAP implementation at least once per year.
- Modalities:
 - Meets regularly in-person / virtually to guide implementation and review progress.
 - Meetings are chaired by WHO, with WHO indicating when it is speaking from an agency perspective (WHO may bring an additional Sherpa to present agency position as needed).
 - Sherpa group strives to take all decisions through consensus.
 - Agencies have the opportunity to disassociate themselves from specific decisions in order not to block consensus – and disassociations are noted in the meeting summary report.
 - Sherpa group can refer decisions to Principals if no consensus can be achieved.
 - Decisions are either taken in a meeting (summarized at the end and outlined in the written summary) or adopted on a no-objection basis (with at least one week to review and raise objections).
 - Sherpas and Secretariat will only communicate agreed positions of the GAP on the basis of what the group has decided (see above modalities for decisions) and avoid undertaking commitments on behalf of other signatory agencies which would go beyond those agreements.



Level: GAP Principals Group

Who: Principals (chaired by WHO)

What: Overall governance: Set strategic direction, evaluate progress, reporting, ultimate decision making

How:

- Key deliverables:
 - Provide overall governance to the Global Action Plan.
 - Set strategic direction.
 - Assess progress and approve the progress reports.
- Relation to other GAP levels:
 - Principals meeting are prepared by Sherpa meetings.
- Modalities:
 - Brings together the Principals of the signatory agencies.
 - Meets at least annually.
 - Chaired by WHO.
 - Supported by the WHO based secretariat.



GAP Secretariat

Who: Secretariat (provided by WHO)

What: Support Principal and Sherpa meetings and facilitate accelerator, other working groups, and country engagement, gather information for reporting and provide overall coordination

Key deliverables:

- Provides support to the Sherpa and Principal meetings (preparation of agendas, background documents, summaries of meetings) in a neutral manner.
- May facilitate the work of accelerators and country teams as to fill unmet needs on an ad hoc basis.
- Proactively identifies gaps and solutions as GAP evolves and encourages action at all levels to move it forward.
- Gathers information for overall reporting.
- Communicates jointly agreed positions.

