



Universal Health Coverage Partnership
Global Meeting
11–13 December 2024
Lyon, France



UHC Partnership Global Meeting 11-13 December 2024

CENTRE DE CONGRÈS DE LYON, FRANCE

Report of the Universal Health Coverage Partnership Global Meeting

11-13 December 2024

Lyon, France



TABLE OF CONTENTS

ESSENTIAL TAKEAWAYS	3
FOLLOW-UP	4
INTRODUCTION	5
1. Day 1 - TAKE STOCK.....	6
Session 1 The UHC Partnership and the Global Health Strategy 2025-2028	6
Session 2 UHC Partnership achievements and expectations	8
Session 3 Health workforce, health financing, service delivery and alignment	9
Session 4.....	14
National Strategies to reorient Health Systems towards PHC.....	14
2. Day 2 - ADAPT.....	16
Session 5 Building resilient Health Systems.....	16
Session 6 Market place	18
Session 7 New opportunities and challenges	21
Session 8 Adapting National Strategies to new Opportunities and Challenges	24
3. Day 3 - PROPEL	26
Session 9 Driving and accelerating UHC – Connecting Actions to Impact.....	26
Session 10 The shifts needed to accelerate progress towards UHC.....	29
Session 11 UHC Partnership Next Steps	32
Session 12 Conclusions	34
ANNEXES	38



ESSENTIAL TAKEAWAYS

During discussions at the Global meeting of UHC Partnership in Lyon, participants suggested ways for the Health Policy Advisors to provide stronger than ever support to Member States in alignment with their respective regional offices to produce results and achieve progress towards UHC. Key actions include the following:

1- Promote the One Country, One Plan, One Budget, One M&E approach.

- Support Member States to develop, elaborate, update and implement national policies, strategies and plans.
- Support Member States to harmonise and align stakeholders, i.e. government, private sector, faith-based organisations, national NGOs, external partners, international NGOs and academic institutions etc.) with national health strategies and plans through national coordination platforms and help comply with Lusaka agenda.

2- Ensure integration in national strategies as well as specific support to Member States on health financing, health workforce, and service delivery in line with the GPW14. In particular, support to:

- Health financing: build and improve the evidence base on financial protection and address key drivers of financial hardship.
- Health workforce: strengthen health system governance and leadership capacity in workforce policy, planning, and management.
- Service delivery: develop PHC-oriented models of care and implement UHC benefit packages to ensure that essential health services are accessible to all.

3- Ensure integration of the essential public health functions in national strategies as well as relevant technical support to improve national public health institutions capacities, with the objective of improving resilience.

4- Integrate new opportunities and challenges in national health strategies and reform processes, in particular digitalization, climate change, migrants' health, AMR, ageing and long term care.

5- Ensure that updated National health policies, strategies and plans are realistic and measurable, with an improved theory of change and ability to demonstrate results and link them to WHO support.

6- Ensure that WHO maintains strong connections and relationships with UHC partnership partners' offices present in countries.

7- Elevate and sustain the visibility of donor contributions systematically to all the processes and outcomes of the UHC Partnership in all communication products and materials.



FOLLOW-UP

In order to ensure a proper follow-up of the Global Meeting and its takeaways, a reporting template on the meeting key action points is proposed below for the period 2025-2028 (GPW14)

	Area	#	INDICATOR	Baseline	2025	2026	2027	2028
Specific country objectives	National Health Strategies and Plans	1	Number of UHC-P countries that have assessed and updated their National Health Strategies through inclusive and informed policy dialogue to incorporate new opportunities and challenges, with clear theory of change and targets to measure results.					
	Alignment and harmonization	2	Number of UHC-P countries that have an operational mechanism at country level to coordinate health stakeholders in all UHC-P countries under one plan, one budget, one M&E.					
	Health Financing	3	Number of UHC-P countries that have assessed and updated their Health Financing Strategies through inclusive and informed policy dialogue to incorporate new opportunities and challenges, with clear theory of change and targets to measure results.					
	Health Workforce	4	Number of UHC-P countries that have assessed and updated their Health Workforce Strategies through inclusive and informed policy dialogue to incorporate new opportunities and challenges, with clear theory of change and targets to measure results.					
	Service Delivery	5	Number of UHC-P countries that have assessed and updated their UHC Service Packages at all health system levels.					
	Resilience	6	Number of UHC-P countries have embedded considerations for resilience within all relevant health system components, including capacities for comprehensive and integrated delivery of public health functions and services.					
	Public Health	7	Number of UHC-P countries have strengthened their capacities for the implementation of the Essential Public Health Functions					
	Digital Health	8	Number of UHC-P countries that have implemented foundational digital public infrastructure in alignment with the Global Strategy on Digital Health.					
	Health Security Preparedness	9	Number of UHC-P countries that have assessed and updated their National Health Security Preparedness strategies through inclusive and informed policy dialogue, with clear theory of change and targets to measure results.					
	Climate Resilience and Environmental Health	10	Number of UHC-P countries that have integrated environment, climate change and health issues into national health plans as key primary prevention measures..					
	Small Islands Developing States	11	Number of UHC-P Small Islands Developing States that have updated their national health strategies.					
	Non Communicable Diseases	12	Number of UHC-P countries that have integrated Non Communicable Diseases into UHC Service Packages at all levels.					
	Ageing including Long Term Care	13	Number of UHC-P countries that have integrated Ageing and long term care into UHC Service Packages at all levels.					
	Refugee and Migrant Health	14	Number of UHC-P countries that have integrated Migrant Health into UHC Service Packages at all levels.					
UHC-P objectives	MDCC	15	Number of UHC-P Multi Donor Coordination Committee					
	Live Monitoring	16	Number of Live-Monitoring sessions					
	Country deep dives	17	Number of UHC-P in depth analysis at country level					
	Stories from the field	18	Number of UHC-P Stories from the Field					
	Health Policy Advisors	19	Number of Health Policy Advisors deployed in countries					
	Sustainability of HPA positions	20	Number of Health Policy Advisors on Fixed-Term positions					

This template will serve as guidance to reorient the work of WHO and its UHC Partnership at all levels.



INTRODUCTION

To capitalize on its work to date and to agree on the way forward, the UHC Partnership organized its Global Meeting on 11-13 December 2024 in Lyon, France. The meeting served as a follow-up to last year's Workshop on the UHC-P in Astana.

Bringing together participants from the 125 countries supported by the UHC Partnership, key development partners and agencies, this pivotal event aimed to harness the global momentum generated by the GPW14 to reorient health systems towards a PHC approach to achieve UHC and health security.

The 3 days of meeting were divided in 3 sequential areas: Day 1- to take stock; Day 2- to adapt; and Day 3 -to propel. Having assessed that the world is off track to achieve UHC by 2030, the goal of the meeting was (1) to look at what has been achieved and what are the key remaining priorities to urgently address (to take stock); (2) to understand what is the new demand from Member States, and the new opportunities and challenges for the years to come to incorporate in national reforms (to adapt); and (3) what are the commitments and new investments of the Member States, the WHO and its partners to accelerate progress towards achieving UHC (to Propel).

The Global Meeting served as an important forum to chart a clear path forward based on lessons learned to date, best practices for effective interventions and innovations, and persistent challenges and bottlenecks. It also provided networking opportunities for all stakeholders and highlighted several shifts required from all participants.



1. Day 1 - TAKE STOCK

The first day aimed to take stock of progress and challenges faced by countries in achieving UHC, and to draw lessons for accelerating progress and undertake reforms through the revision of national policies, strategies and plans that address these challenges. Common challenges include mainly health financing, service delivery and workforce as well as the lack of alignment of stakeholders with the national health strategies.

Session 1 The UHC Partnership and the Global Health Strategy 2025-2028

The opening plenary focused on the adaptation of the UHC Partnership to the new Global Health Strategy 2025-2028. There is a shared commitment to the goal of UHC including on financial protection, as evidenced by the dedication of organisations such as the WHO, Global Health Initiatives, Member States and other partners to health systems strengthening. However, while significant progress has been made, half of the world's population has still no access to health services, and more people face financial hardship when seeking care.

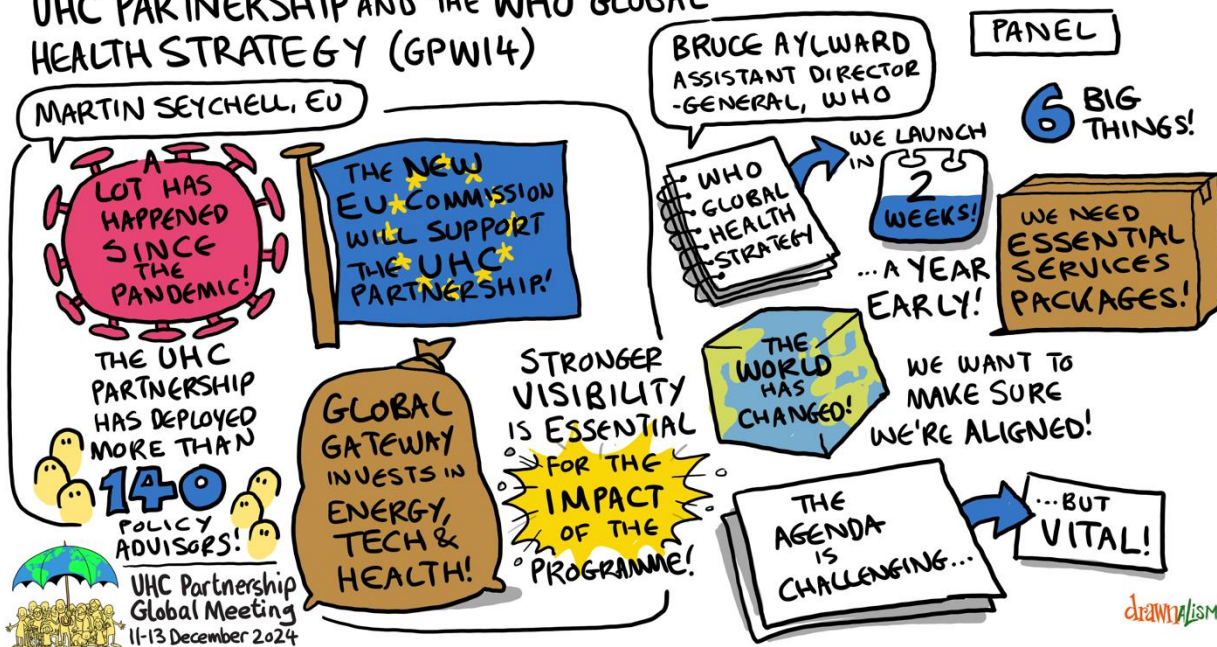
This session highlighted the urgent need for unified global efforts to advance Universal Health Coverage (UHC), focusing on equity, resilience, and measurable impact. Key takeaways included the importance of country leadership and collaborative frameworks like the Lusaka agenda, emphasizing “one plan, one budget, one report” to streamline efforts. Diverse challenges, such as financing, workforce gaps, and logistical barriers, require tailored solutions and shared learning from successful countries. The WHO’s role as a coordinator and partner was underscored, with expectations to align stakeholders, strengthen partnerships, and drive evidence-based actions. Ultimately, achieving UHC demands collective commitment, integrated strategies, and leveraging partnerships for sustainable progress.

Key messages

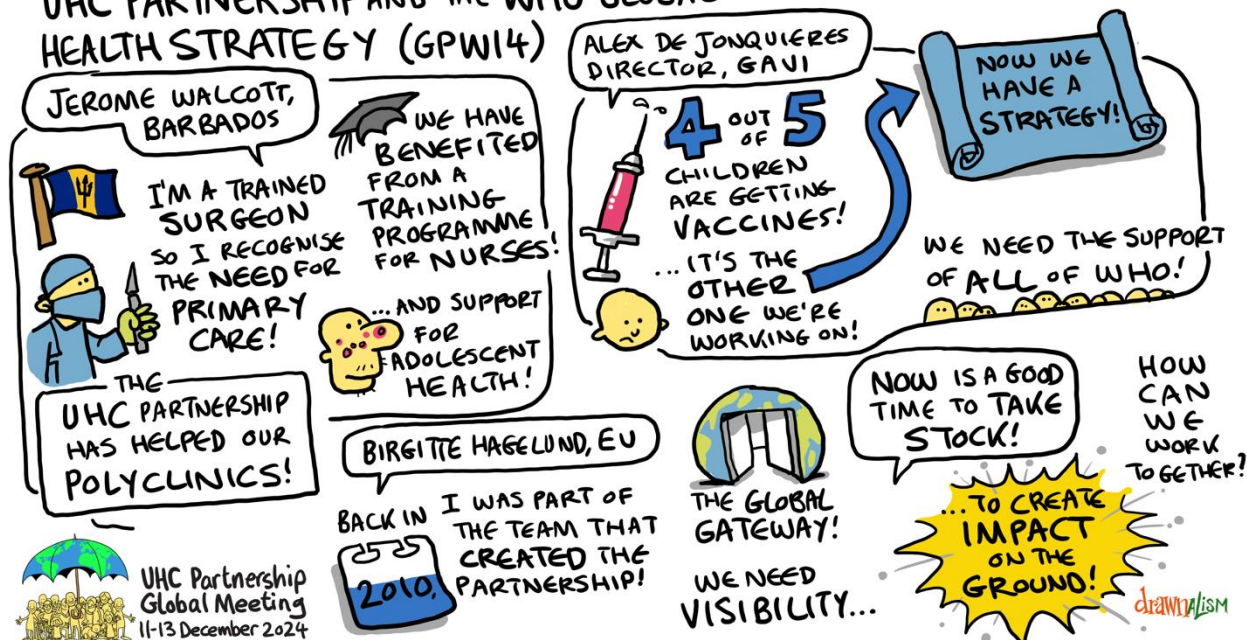
- The world is off track for UHC achievement by 2030
- Strengthening health systems and adopting a PHC approach are key to accelerate progress towards UHC
- Challenges include weaknesses in health system foundations and fragmented and siloed approaches. However, there are also solutions and innovations with many country examples on what works well.
- The “One Country, One Plan, One Budget, One M&E” approach is key for accelerating progress
- WHO and the UHC-P are key in supporting countries, coordinating partners, breaking silos, and improving visibility.



UHC PARTNERSHIP AND THE WHO GLOBAL HEALTH STRATEGY (GPW14)



UHC PARTNERSHIP AND THE WHO GLOBAL HEALTH STRATEGY (GPW14)



Session 2 UHC Partnership achievements and expectations

The second plenary session aimed to discuss UHC-P achievements and expectations. It is fair to say that UHC has not yet been fully realised, and we are off track for its achievement by 2030. The UHC Partnership is a key mechanism/platform that will be used through the GPW14 to drive improvement and progress in UHC in countries.

The strong country focus and flexibility (e.g., financing, technical support, bottom-up approach) of the UHC-P's approach has been instrumental to its achievements thus far and will be key for continued strengthening of health system approaches and achieving outcomes/impact at country level.

It is recommended that financing support be requested for longer periods, perhaps 3–5 years, rather than the current short 1-year projects, with the aim of scaling up and following up on projects, and of allowing time to better track and demonstrate outcomes and impact.



Key messages

- UHC-P is a key mechanism/ platform to drive improvement and progress in UHC in countries. It covers > 120 countries with > 150 UHC Policy Advisers
- UHC-P provides more than funding and technical advice. It plays a key role in:
 - Paving the way to scale up approaches that have addressed key challenges and facilitated progress towards UHC
 - Creating a platform for MoH (as lead), WHO, and partners/stakeholders to come together around a joint, shared and country-led vision for UHC.
 - Facilitating regional and cross-country exchange and learning on key reforms, successes, and challenges to making progress towards UHC.



- The strong country focus and flexibility (e.g., financing, technical support, bottom up approach) of the UHC-P's approach has been instrumental to its achievements thus far, and will be key for continued strengthening of health system approaches and achieving outcomes/impact at country level.

Session 3 Health workforce, health financing, service delivery and alignment

This session was a series of 8 parallel discussions on health workforce, health financing, service delivery and alignment and harmonization to reorient health systems towards PHC.

Health Workforce

Investing in the health and care workforce requires an understanding of the macro-fiscal environment and how it relates to workforce spending. Health labour market analysis provides the evidence needed to guide intersectoral dialogue, shape workforce decisions, and inform policy and investment strategies. Integrating health workforce and macro-fiscal analysis provides a more comprehensive understanding of the impact of investments, resource allocation, and workforce capacity. This ultimately facilitates effective dialogue between the health and finance sectors and supports informed policy decisions. The systematic strengthening of health workforce and financing analytics enables stakeholders to develop realistic scenarios for health workforce investments in the short to medium term.

To ensure the long-term sustainability of investments, reforms must be embedded in governance structures, with appropriate legislation and financing mechanisms. Successful implementation of reforms and an integrated health workforce strategy/plan requires unified commitment from all sectors, under the leadership of the Ministry of Health. This includes reaching consensus on major investment priorities to attract, recruit and retain health and care workers in communities where they are most needed, and to manage the impact of international recruitment and migration. Cross-sectoral collaboration between the health, education and labour sectors is essential to align workforce education and employment with population health needs, and to address persistent failures in the health labour market. Equally important is the monitoring of workforce investments and their impact to ensure accountability, promote better governance, and demonstrate measurable improvements in health, economic and social outcomes.

Delivering health services based on a PHC approach, requires multidisciplinary teams that are organized and tailored to the local context, with a deeper understanding of community health needs and population demographics. This optimizes the use of available human resources while maintaining a focus on the delivery of quality care. Investing in organizational development and team building is crucial to enhancing overall performance.



Key
messages

- **Strengthen health system governance & leadership capacity in workforce policy, planning and management**
- **Secure investments:** scale up country-led strategic plans & interventions, quality education, skills/training, and employment opportunities to meet domestic needs, respond to migration push and pull factors, and fill key gaps in rural/underserved areas.
- **Develop effective dialogue between the health and finance sectors** that should be based on both health workforce and macro-fiscal analysis.
- **Enhance the systematization of health workforce and financing analytics** to inform realistic scenarios for health workforce spending in the short to medium term.
- **Strengthen intersectoral collaboration/integration (education & health) to align education to population health needs.**
- **Tailor multidisciplinary approaches to local context**, investing in understanding the composition of the community being served to enable the workforce in primary health care settings and facilities to know more about their population and address their needs accordingly.
- **Improve health workforce protections, safeguards & working conditions** to address attrition and improve retention, advocating for security & safety, fair & equal pay, workplace improvement, professional development.
- **Invest in organizational development and team building** to improve collaboration, performance and service delivery.
- **Manage migration:** support and ensure the self-sustainability of countries' health workforce.

Health Financing

Strengthening the evidence base on financial protection is vital as it can catalyse informed policy dialogue. Examples from countries like Georgia and Egypt demonstrate the effectiveness of targeted interventions, such as abolishing copayments or expanding public coverage for high-cost medicines, in reducing financial hardship for households.

Efficiency must also regain prominence as a policy objective alongside equity. For instance, Sri Lanka's historically effective budget-funded, supply-oriented interventions are now challenged by growing fiscal constraints, necessitating a shift towards strategic purchasing. In addition, bulk or pooled procurement strategies, as seen in Belize and Malaysia, can enhance cost efficiency and reduce financial burdens. To advance financial protection, the narrative must expand beyond health economists to build a broader coalition that recognises this as a collective issue. Making financial protection mainstream and fostering cross-sectoral collaborations will be key to achieving sustainable, equitable, and efficient health financing systems.

Finally, in the face of limited fiscal space and a changing donor landscape, stakeholders' alignment is essential. Addressing accountability issues is critical, as challenges in budget execution may stem from



either domestic public financial management (PFM) systems or donor-imposed accountability structures. These discussions need to include the Ministry of Finance, which is often the direct recipient of funds, to ensure coherence and alignment in financial management.

Key messages

- **Further building and improving the evidence base on Financial Protection is critical** as it can trigger the policy dialogue (e.g. of Georgia and from EURO)
- **We know better how to address key drivers of financing hardship** (e.g. medicine costs borne by households by abolishing copayment or inclusion into publicly funded coverage for high-cost high volumes (Georgia, Belize, Egypt), bulk/pooled procurement (Belize, Malaysia), etc.
- **We need to bring back efficiency as a key policy objective:** equity is fundamental, but efficiency is as important
- **We need to build a much broader and stronger multi-disciplinary coalition around the financial protection narrative** to ensure financial protection, beyond the small circle of health economists

Service Delivery

Global progress towards UHC has stalled, but countries have shown that an explicit vision for integrated delivery of quality services, combined with improved service design and a supportive environment, can significantly improve both service coverage and quality. Participants emphasized the importance of how services are planned, prioritised, organised, and delivered to accelerate progress towards UHC.

Primary Health Care (PHC)-oriented models of care that foster integrated service delivery are essential to meet people's needs and improve efficiency and resilience. Examples include countries that have operationalised models of care by defining integrated UHC service packages, explicitly defining the roles of specific delivery platforms, describing which services are to be delivered where (Sierra Leone, Sri Lanka), linking service providers (Ethiopia) and creating clear care pathways (Yemen); countries that have strengthened the links of communities and individual to care, such as Argentina and Uzbekistan; and countries that have empowered the primary care's coordination role, such as Lao DPR.

A health system approach that integrates quality of care into all its the building blocks and is guided by strong and committed leadership is crucial for progress. Regions such as AFRO and EMRO emphasized the importance of improving patient safety and establishing national quality policies. WPRO showed how complementing national quality policies with grassroots interventions such as coaching can have an impact. Ethiopia advocated a culture of quality to transform health systems through institutionalised efforts rather than fragmented projects, while Moldova focused on strengthening emergency care amid refugee influxes.

Tailored approaches are needed to establish the foundations, accelerate progress, or transform service delivery to make it fit for purpose. Documenting lessons learned, particularly from low- and middle-income countries, is essential for scaling up successes. A shift in focus is needed, from programmatic and disease-specific investments to addressing structural barriers to comprehensive health systems



development. Partners are urged to align their support to national policies and plans with a common purpose (i.e. access to quality services, with PHC as the approach, and the integrated UHC service package of services as the instrument), with clear delineation of roles and a strong M&E mechanism to monitor implementation.

Key messages

- **Developing PHC oriented models of care is crucial for UHC.** It defines how services are organized and delivered, promoting equity, continuity of care, better health outcomes and addressing local health needs. It enhances the system's ability to adapt during crises. It also improves resource allocation.
- **Networking and coordination among healthcare providers** at various levels is essential to improve service delivery, resource sharing, and patient care coordination.
- **Developing and implementing UHC Packages is crucial** for improving service delivery and ensuring that essential health services are accessible to all.
- **Contextualization of approaches is key to improve quality**, as countries are at different levels of maturity in relation to quality of care.
- **Advancing quality of care requires a comprehensive health systems approach**, looking at each of the health system building blocks and their interrelations.
- **Strong and committed leadership is the main driver to push the quality agenda forward.**

Harmonization and alignment

The **Lusaka Agenda** was launched in December 2023 as the conclusion of the 18-month Future of Global Health Initiatives Process. It sets out five critical shifts in the global health architecture to better support and align the global health financing architecture with country-led health priorities, needs and systems to enable progress towards Universal Health Coverage (UHC).

- Make a stronger commitment to **primary health care (PHC)** effectively **strengthening systems for health**.
- Play a catalytic role towards **sustainable, domestically financed health services and public health functions**.
- Strengthen **joint approaches for achieving equity** in health outcomes.
- Achieve **strategic and operational coherence**; and
- Coordinate approaches to **products, research and development (R&D)**, and **regional manufacturing** to address market and policy failures in global health.

Each of these shifts is embedded in WHO's 14th General Programme of Work (GPW14) which sets out WHO's Global Health Strategy for 2025-2028. WHO proposes to leverage its political, advocacy, strategic coordination, and monitoring functions to support country-level action and impact, with a focus on operationalizing the "one country, one plan, one budget, one M&E" approach. UHC2030 will play a critical and complementary role to WHO through its coordination, outreach and advocacy functions. WHO has



already undertaken several actions through its work on common Health Systems metrics (a near-term priority referenced in the Lusaka Agenda), the development and adoption of the PHC Measurement Framework, and advocacy with GHIs and health donors for adopting the “one country, one plan, one budget, one M&E” approach.

**Key
messages**

- **The approach for alignment is “One Country, One Plan, One Budget, One M&E”**
- **Alignment is a must, not a choice** given the pressures on fiscal space and changes in the donor landscape.
- **Sorting out the accountability issue for donors is critical** as there is a concern it impacts budget execution. Therefore, the question is whether the issue lies with the domestic PFM system or with the accountability structures put in place by donors.
- **The Ministry of Finance’s participation to discussions to the health aid effectiveness agenda is critical.**
- **Need to look beyond traditional donors as new donors are coming to fund health.**
- **Partners / donors / GHIs are urged to support country plans and comply with the Lusaka recommended critical shifts.**



Session 4

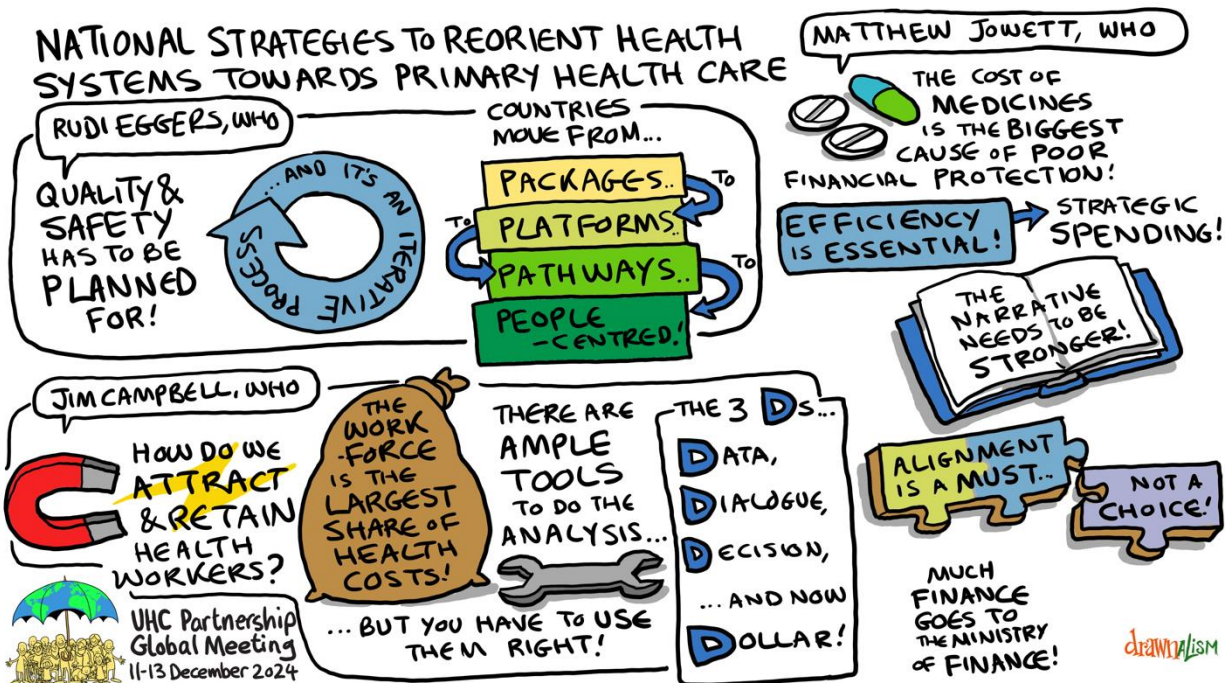
National Strategies to reorient Health Systems towards PHC

This plenary session underscored the importance of addressing ongoing priority issues related to health workforce, financing, service delivery through quality and models of care, as well as harmonisation & alignment. Recognizing that one size doesn't fit all, the “One country, One Plan, One Budget and One M&E approach” is of utmost importance to progress on all fronts and improve effectiveness and efficiency. Panellists and the audience insisted on the need for a robust, inclusive strategic planning process in countries which serves as a guide for stakeholders in the effective implementation of national health policies, strategies and plans.

The World Health Organization (WHO) has a key role in supporting Member States in addressing ongoing issues related to health workforce, health financing and service delivery. It also helps establish or strengthen national coordination platforms for national dialogue processes and the development, regular monitoring, and evaluation of policies, strategies, and plans aimed at reorienting health systems towards a PHC approach. This process is crucial due to the necessity for alignment across government, donors, the private sector, civil society, and international organizations. The WHO and the UHC2030 have also a key role to play in bringing together the international stakeholders at the Regional and Global levels and ensuring the global monitoring of commitments to UHC.

Key messages

- **The One Country, One Plan, One Budget, One M&E approach is key**
- **Countries need to ensure updating their national health policies, strategies and plans to address ongoing challenges and reorient their health systems towards PHC** to achieve UHC, with particular attention of addressing issues related to health financing and financial protection, availability of the needed workforce, models of care and ensure that all the stakeholders remain on plan and on budget.
- **The WHO needs to enhance its support to countries in updating their national strategies and strengthening national coordination platforms.** This includes bringing together all stakeholders—such as government, private sector, faith-based organizations, national NGOs, civil society, external partners, and international NGOs and organizations—around the **UHC as a national goal**.





2. Day 2 - ADAPT

The second day aimed to address new demands from Member States, new opportunities and emerging challenges, and to adapt national health policies, strategies and plans accordingly. It was also an opportunity to present new products and tools developed to improve support to Member States. In the wake of the COVID-19 pandemic, Member States are calling for supporting strategies to improve the resilience of their health systems and to implement the Essential Public health Functions. At the same time, there is a request to integrate new technologies and digitalisation into adapted national health strategies, as well as emerging challenges such as ageing, increasing demand for long-term care, addressing antimicrobial resistance, greening the health systems and addressing new or re-emerging disease linked to climate change, among others.

Session 5 Building resilient Health Systems

Achieving the universal health coverage remains elusive without adequate investment and strengthening of essential public health functions, including prevention, promotion, protection and emergency management. Health system resilience requires robust public health capacity in the health and allied sectors (e.g. veterinary, environmental health, social care, urban planning), as the optimal means to prepare for public health emergencies and maintain essential health services for all in all contexts.

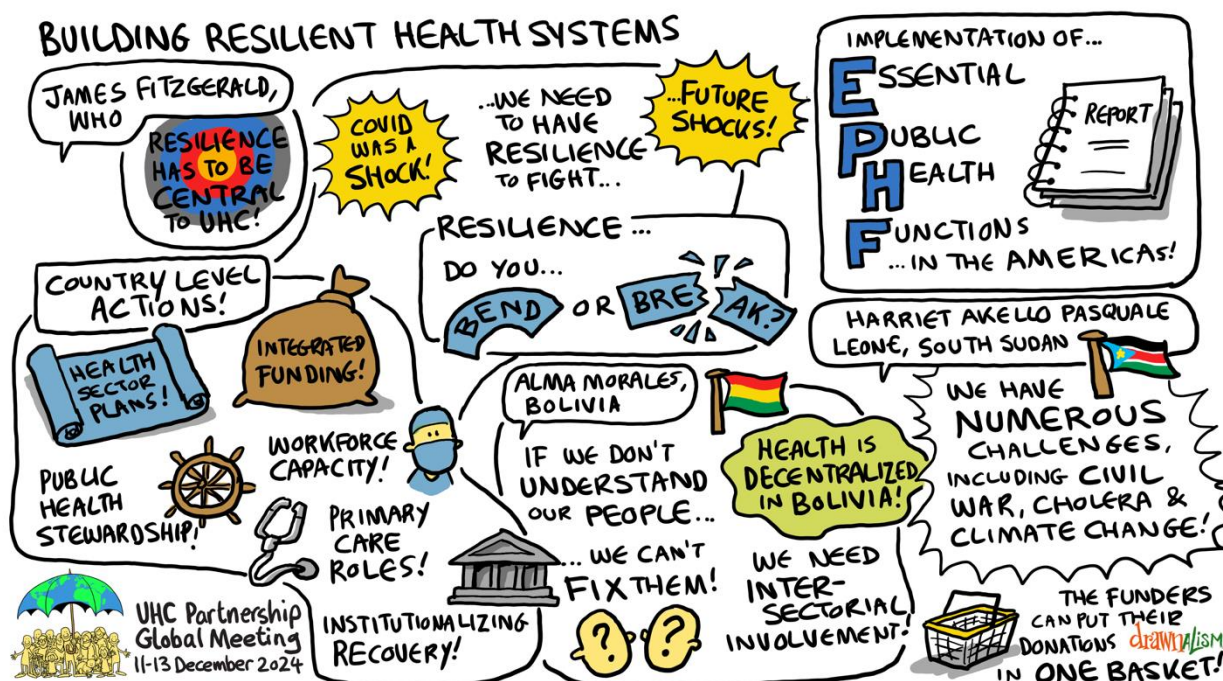
However, experience has demonstrated that health system resilience is not an inevitable by-product of any investment in health systems strengthening or emergency preparedness, but it must be deliberately operationalized with the necessary input, planning, investment and contextualization through an integrated approach. In countries with humanitarian contexts, the Humanitarian Development and Peace Nexus (HDPN) approach, with its focus on health is key to building resilience and must be used in conjunction with the transition to recovery and longer-term development objectives to ensure cross-cutting and sustainable impact.

Within WHO, there is a scope for integrating programme specific efforts to support countries in building resilience of health systems to achieve UHC, health security and healthier lives. Facilitating regional learning and sharing of good practices is also critical to scaling up successful strategies across countries. The GPW14 and new phase of UHC-P provide opportunities to adopt innovative approaches and demonstrate the public health and economic benefits of building in health systems resilience.



Key messages

- UHC won't be achieved if public health (prevention, promotion, protection and emergency management, surveillance and monitoring) is not invested and strengthened.
- Strong health system is the best preparedness for public health emergencies.
- Resilience needs cross-sectoral collaboration.
- Strengthening institutional capacity for essential public health functions is key to build health systems resilience.
- Special attention is needed for humanitarian contexts: recovery and resilience must be done together with the response.
- WHO needs to support countries to strengthen the capacity of their public health institutions to implement the essential public health functions and build the health system resilience.





Session 6 Market place

The Market Place was an opportunity in 18 parallel short sessions to present new products, tools and experiences aiming at supporting member States in adapting their policies, strategies and plans to new opportunities and challenges.

TITLES OF THE SESSION	RECOMMENDATIONS
Advancing UHC through effective governance of the private sector in mixed health systems	<ul style="list-style-type: none"> WHO should work with Ministries of Health to establish regular multi-stakeholder dialogues, leveraging the Progression Pathway tool to facilitate evidence-based discussions and actionable plans for health systems governance.
Advancing Universal Health Coverage through rehabilitation: Country experiences in health system strengthening	<ul style="list-style-type: none"> Don't just pay lip service to rehabilitation as part of UHC but do it. Contact the rehabilitation team at WHO, through country or regional offices to explore how your country can take steps to build the sector.
Critical role of PHC in addressing AMR: Entry points for action	<ul style="list-style-type: none"> Support the expansion of the AMR PHC initiative to other regions and countries.
Defragmenting health financing for strategic purchasing – lessons from reforms in Mongolia and Morocco	<ul style="list-style-type: none"> Further develop the knowledge base on how to implement an effective single, strategic purchaser approach to support the UHC goals.
Delivery in Action: enabling country-driven impact.	<ul style="list-style-type: none"> Apply the delivery approach, informed by data and adapted to country context to advance progress on GPW/SDGs and country health priorities to support progress towards achieving UHC.
Demonstration of results: The case of Timor Leste	<ul style="list-style-type: none"> In-depth analyses are necessary to understand if, why and how the activities supported by UHC-P, in particular informed and inclusive policy-making processes, have been able to shape health systems and create national political economies that allow for the reallocation of resources to implement health policies and ultimately improve health system performance and health outputs and outcomes, as presented in the PHC monitoring framework and indicators.
Design of implementable UHC service packages, based on integrated models of care	<ul style="list-style-type: none"> WHO and the UHC-P should establish 3-level integrated support teams to assist countries in designing and implementing UHC packages, using the SPDI Platform to define services, local models of care and resource needs.



Gavi, the Vaccine Alliance's Health Systems Strategy	<ul style="list-style-type: none"> Enhance dialogue and coordination within WHO teams and levels in support of a health systems approach that will contribute to the operationalisation of the strategy.
Harnessing Data and Dialogue with a Health Labor Market Approach for Smarter Health Workforce Policies and Investment Decisions	<ul style="list-style-type: none"> Secure support from the 3-levels of WHO to enable country-led design and application of HLMAs as the basis for informed HWF policy, planning & investment.
Health Equity in Action	<ul style="list-style-type: none"> Barriers assessments across WHO country offices should be implemented widely to fully understand the quantitative data available and target interventions to ensure everyone benefits from health services and products.
How can health programs contribute to social cohesion and peace?	<ul style="list-style-type: none"> Further determine – and/or raise awareness about - what we really want to do about 'health and peace', and how we want to do this.
Improving procurement efficiency for medicines and health products: A country experience	<ul style="list-style-type: none"> Sustain country-level leadership, with WCOs coordinating a joint response with partners to address medicines and related challenges, using an evidence-informed approach.
Integrating IPC into programs for Universal health coverage	<ul style="list-style-type: none"> A health system approach is required for improving IPC, encompassing both public and private sector. Innovations and use of digital technology can support action on IPC in countries.
Lusaka Agenda: What it is and how to operationalize it?	<ul style="list-style-type: none"> Partners / donors / GHIs urged to continue supporting a bottom-up in-country approach to Lusaka operationalization, delink funding from meeting 'donor' driven targets and stop supporting one component of the health systems / one programme in a siloed manner (example: malnourished child not screened for vaccination status and the other way around, wrong, vertical incentive). WHO HQ requested to provide technical backstop to support country implementation rather than producing more frameworks and tools. Invest more resources at sub-national (district) levels and operationalize HQ agreements with LA shifts at country level.
Moving on mental health	<ul style="list-style-type: none"> Prioritize and promote the inclusion of treatment of mental health conditions in the UHC umbrella.
Strengthening PHC Leadership	<ul style="list-style-type: none"> The current 'long format' of the course is proving to be of great interest to countries and regions, with considerable demand to participate in the course and satisfaction at its mid-way point. This



	version should continue to be iterated based on the feedback received from participants and facilitators of this Pathfinder edition and be supplemented with further innovative versions which may include a ‘short format’ mini course and regional/sub-regional and country-focused (in-person) versions of the course.
Strengthening Social Participation in Health: Experiences from Central Asia	<ul style="list-style-type: none"> • To support capturing the different mechanisms for social participation currently in place at country level, recognizing that context matter, and supporting dissemination and exchange of best practices across regions.
Strengthening workforce capacity to deliver the Essential Public Health Functions (EPHFs)	<ul style="list-style-type: none"> • Integrate holistic public health approach to all efforts – joined up thinking and collaborations are key, rather than vertical, isolated programmes.



Session 7 New opportunities and challenges

This session was organised in 8 parallels discussions to present in more details new opportunities and challenges to be taken into consideration when adapting policies, strategies and plans. The sessions focused on important thematic areas including digital health, preparedness, vulnerable and conflict settings, climate change and resilience, small islands developing states, noncommunicable diseases, ageing and long term care and refugees and migrants' health.

TITLES OF THE SESSION	RECOMMENDATIONS
Digital Health	<ul style="list-style-type: none">• Digital health is a crucial enabler of equitable, resilient, and efficient health systems, guided by the Global Strategy on Digital Health as a roadmap to achieve Universal Health Coverage (UHC).• Beginning with national digital health strategies, countries must plan for and invest in digital public infrastructure - that makes possible sustainable, standards-based, person-centered digital health systems.• Enhanced collaboration, knowledge sharing, and strengthened partnerships are vital to support countries in leveraging digital tools to meet their health system needs effectively.
Health Security Preparedness	<ul style="list-style-type: none">• Health security preparedness is essential for achieving resilient and equitable Universal Health Coverage (UHC), as it ensures continuity of essential services during emergencies and fosters system adaptability through strategic investments.• Strengthening health systems requires daily commitment, effective coordination across sectors, and integration of health security and UHC frameworks to address interconnected crises and evolving threats comprehensively.
Vulnerable and conflict settings	<ul style="list-style-type: none">• In vulnerable and conflict settings, government ownership and leadership are essential for advancing Universal Health Coverage (UHC), ensuring health systems continue to function and services are maintained and delivered during times of crisis, to the most vulnerable and hard to reach people, including refugees and migrants.• Sustainable investments in resilient infrastructure, agile workforce and platforms for service delivery, and long-term health system strengthening are crucial in emergency contexts – aligned with principles of recovery and development. It is vital that these are done in partnership with both humanitarian and development actors.
Climate Resilience and	<ul style="list-style-type: none">• Integrating environmental health and climate change into the UHC Partnership is essential to achieving Universal Health Coverage, requiring inter-



Environmental Health	<p>programmatic, systemic, cross-sectorial, and community-based approaches supported by adequate resources.</p> <ul style="list-style-type: none"> Strengthening WHO and health sector capacity, promoting disease prevention, engaging communities, and implementing context-specific solutions-such as promoting the use of climate/weather and environmental information to strengthen surveillance of climate-sensitive diseases and reducing emissions and overall environmental impact -are critical steps toward sustainable, climate-resilient health systems.
Small Islands Developing States	<ul style="list-style-type: none"> Health systems in Small Island Developing States (SIDS) face specific challenges that require tailored solutions. SIDS countries have already initiated health system strengthening efforts, which are built on a foundation of strong primary health care, with community health at the core. Telemedicine/telehealth initiatives should be scaled up to curb overseas treatment and support health and care workers at the local level. By joining forces, SIDS can generate economies of scale, as illustrated by the pooled drug procurement initiatives. Participants valued the opportunity for sharing lessons between SIDS and wished to continue through the establishment of regular mechanisms for knowledge exchange.
Noncommunicable Diseases	<ul style="list-style-type: none"> Accelerating progress on non-communicable diseases (NCDs) is essential for achieving Universal Health Coverage (UHC), given that NCDs are the leading cause of premature death, and account for 80% of estimated global morbidity and disability. A primary health care approach focused on integrated, person-centred services, multisectorality and community engagement is key to delivering comprehensive NCD care across the life course. Countries should take bold steps to mobilize domestic financing, ensure equitable access to NCD health products and technologies, strengthen NCD related competencies of the health and care workforce and develop sustainable infrastructure for surveillance and monitoring of NCDs.
Ageing including Long Term Care	<ul style="list-style-type: none"> Older people must not be left behind. Promote healthy aging through a continuum of integrated care, including long-term care, is essential for their well-being and their community. Strengthen primary health care, multisectoral actions, and provide technical and financial support, along with a unified narrative and share successful examples. This can help demonstrate the value of investing in healthy aging and encourage member states to prioritize it.
Refugee and Migrant Health	<ul style="list-style-type: none"> This session emphasized the critical need for integrating evidence based health and migration initiatives to address the complex needs of migrant populations through multisectoral collaboration. Strengthening partnerships across



ministries and stakeholders was identified as key to fostering inclusive policy development and comprehensive service delivery.

- Sustainable health financing mechanisms emerged as critical element to reduce barriers and expand access to essential services for migrants without overburdening local/national systems.
- Additionally, building culturally competent and inclusive healthcare services, including capacity-building for health workers and engaging migrant communities in health planning, was highlighted as crucial for enhancing trust and service utilization.
- Lastly, it was highlighted that the growing global trend of including migrant health within UHC and PHC frameworks, calling for sharing country practices to promote collaboration, peer learning, and equitable health outcomes.



Session 8 Adapting National Strategies to new Opportunities and Challenges

The plenary session emphasized the need to adapt national health policies, strategies and plans to build resilient systems capable of integrating new opportunities, such as new technologies and digital health, implementing the essential public health functions and in the same time tackling new and emerging challenges such as ageing populations, antimicrobial resistance, or climate change, while managing emergencies. Opportunities such as digital technology, data, multi-sectoral collaboration, and pandemic-driven innovations were highlighted, though long-term resource mobilization remains a challenge. Integration across programs, services, and sectors must prioritize community needs over top-down policies. Digitalization was identified as crucial for Universal Health Coverage (UHC), requiring investments in governance, infrastructure, and local capacities. Cross-sector collaboration is also vital to address complex issues like climate change and non-communicable diseases.

Recommended actions include maintaining the flexibility of UHC-P funding to support health system strengthening and advocating for increased, sustainable and flexible donor funding that aligns with country needs and national policies. This will ensure that resources are used efficiently and effectively to address the health challenges identified and support the broader goals of achieving UHC. The session called for concerted efforts to adapt funding mechanisms and strategies to the evolving health landscape, ensuring that countries can meet their health system goals in a dynamic environment.

Key messages

- Similar to the key message of session 4, **the approach for adapting national strategies to new opportunities and challenges is: “One Country, One Plan, One Budget, One M&E”**
- A key lesson learned from the pandemic is that **adapted national health strategies need to integrate the essential public health functions and make sure the objective of resilience is present in all its components**
- **Integrating innovation, new technologies and digitalisation is critical**, but must be driven by the needs of people and communities, alongside top-down policies and planning. Integration needs to happen at different levels – programmatic, service delivery, across sectors, etc., and innovative solutions to increase resources to allow this integration are essential.
- **Incorporating climate change related challenges into national planning is critically important**, including the way health systems need to be greened, and the way health systems need to adapt to new or re-emerging diseases.
- **AMR, ageing and the increasing demand for long term care need to be anticipated and integrated in adapted national health strategies** and their follow-up.



- Alignment of all partners to adapted national health strategies is nowadays a **must**, not a choice anymore.
- WHO needs to support countries in adapting their national health strategies to **new opportunities and challenges** and in advocating among stakeholders to adhere with the approach of One Country, One Plan, One Budget and one M&E





3. Day 3 - PROPEL

The third day aimed to propel the UHC agenda by ensuring that the UHC-P effectively contributes to the achievement of the GPW14 2025-2028 targets and that the necessary mechanisms are in place to effectively measure results, and that Member States, donors, partners and WHO at all levels reaffirm their commitment to support and accelerate the UHC agenda.

Session 9 Driving and accelerating UHC – Connecting Actions to Impact

This plenary session focused on identifying practical actions, insights, and innovations to accelerate progress towards Universal Health Coverage (UHC) in line with GPW 14, with an emphasis on strengthening health system performance and shaping the UHC Partnership's agenda for measurable results. Discussions explored how to contextualize the opportunities and challenges for advancing UHC, highlighting the need to measure and enhance health system performance. It also explored how UHC-P, WHO, and partners can better support countries to measure and improve their health systems' performance, ultimately accelerating progress toward achieving UHC.

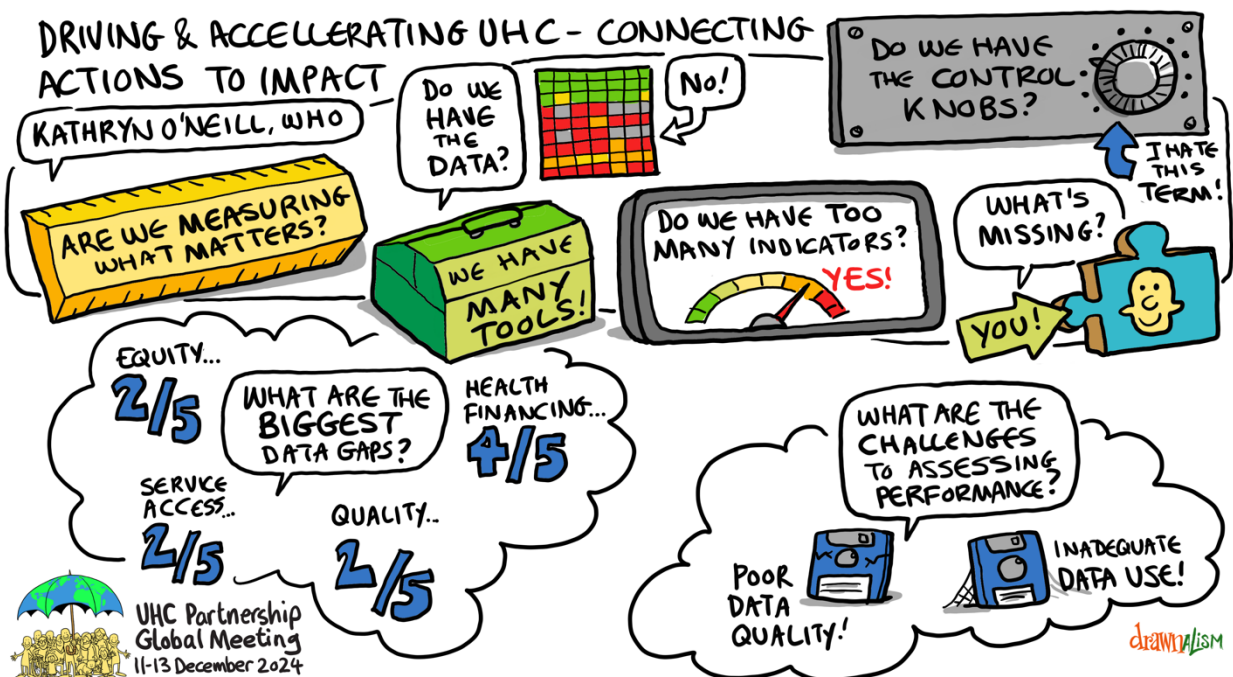
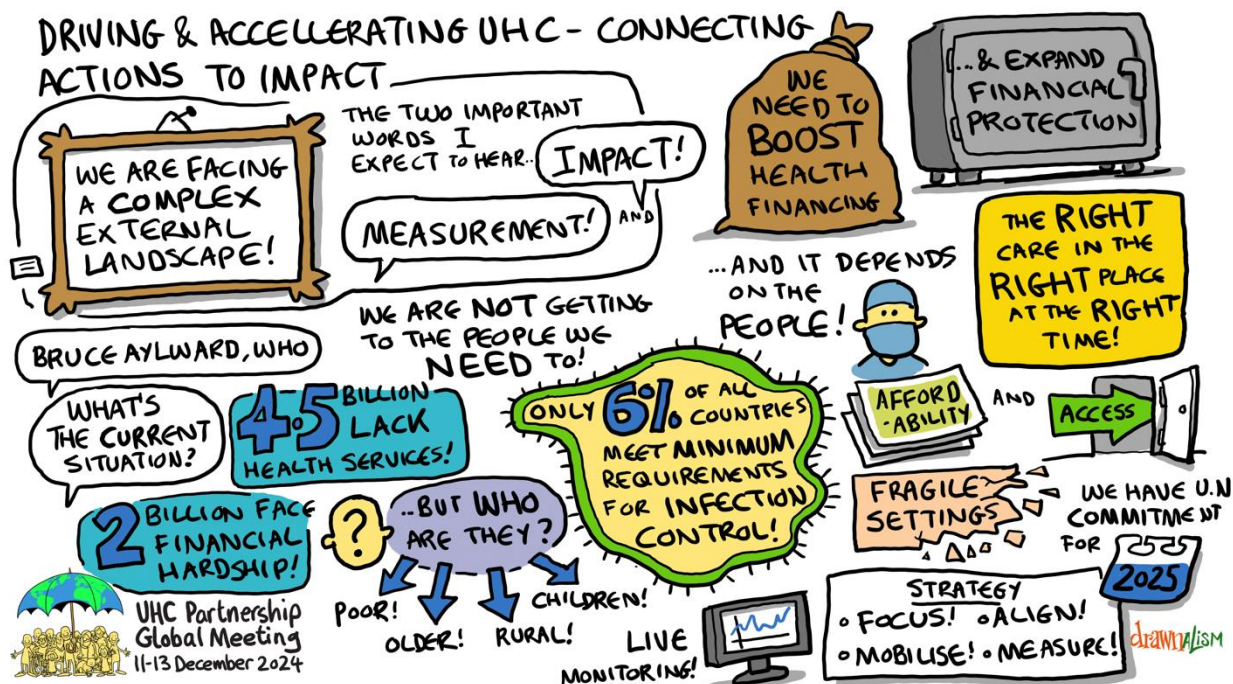
Discussions emphasized the need to align external assistance, development partners' priorities, and measurement frameworks with country-specific policies, priorities, and monitoring and evaluation systems. Simplifying measurement frameworks, investing in digital infrastructure for data collection and analysis, and reducing the number of indicators while filling gaps in essential data are critical. Recommendations included strengthening health system performance assessment, which is a shared responsibility of governments, development partners, and donors. The UHC-P should invest more resources into supporting country-led performance assessment initiatives, and development partners must align with countries' unified plans to reduce fragmentation. Addressing data quality, availability, and analysis, especially for essential indicators, must be prioritized to ensure effective implementation.

Key messages

- Moving the needle on UHC will depend on effectively **strengthening health system performance assessment**. Getting health system performance assessment right is everyone's responsibility: the governments, development partners and donors.
- **Measurement frameworks can and must be simplified**. The proliferation of measurement frameworks overwhelms the (already limited) in-country capacities. We need fewer indicators while we need to close the gaps in the essential indicators.
- **We must invest in digital infrastructure and digital solutions for data collection and data analysis (e.g. AI models).**



- **Capacities for data quality, availability and analyses must be strengthened as a key priority.**
- **Development partners’ measurement frameworks need to align, in each country, with the national M&E framework.**
- **UHC-P needs to invest more time and resources in supporting country-led strengthening of health system performance assessment to drive improvements based on country priorities and needs.**





Session 10 The shifts needed to accelerate progress towards UHC

This plenary session highlighted the importance of coordination, leadership, and alignment at all levels (UHC-P, Member States, donors, and partners) to effectively support countries in achieving UHC. Key points discussed include the need for stronger country-level work, with flexible funding and improved use of data being essential for success. Panellists highlighted the significance of aligning resources and policies, ensuring more predictable and impactful funding at the country level. The importance of flexible funding and empowerment was stressed, as was the need for better data and more collaboration between WHO and donors. The session also highlighted the WHO's role in policy alignment and technical input, along with the importance of building strong partnerships with financial institutions and ensuring sustainable funding from all donors.

The panellists also discussed the shifts needed at various levels to support UHC. For Member States, this includes strong leadership, political commitment, and a focus on Primary Health Care (PHC). WHO, through the transformation agenda, needs to continue prioritizing country focus and flexible funding. And WHO needs to sustain its health systems technical assistance, building on the Action Results Group strategy and recommendations of ensuring a core country presence in each country office, that includes the Health Policy Advisor for UHC. Global Health Initiatives (GHIs) must align with country policies and priorities. Donors are encouraged to provide more flexible funding that aligns with these priorities. The session concluded with a call for all stakeholders to collaborate effectively, ensuring resources are mobilized efficiently and that the commitment to UHC is reflected in the allocation of funds, policies, and actions. A unified approach is seen as crucial to achieving long-term sustainable health reforms.

Key messages

1. Member States

- **Leadership and Governance:** Strengthen leadership to guide health reforms and ensure political commitment, especially through investments in reorienting health systems towards primary health care.
- **Strategic Planning:** Update and adapt National Health Policies, Strategies and Plans as the backbone for reforms and alignment of all stakeholders, including external partners.
- **Integration and Coordination:** Enhance stewardship to bring stakeholders together under one national health plan and budget, and one M&E, prioritizing universal health coverage (UHC).
- **Resource Mobilization:** Increase domestic financing for health systems to reduce reliance on external funding.



2. WHO

- **Country Focus:** Shift resources and capacities towards supporting Member States in the development, implementation and monitoring of their updated strategies, including national stakeholders platforms. To this end, the three levels of WHO need to be fully aligned in a “one WHO” support to countries on the UHC agenda.
- **Sustainable Financing:** Improve predictability and flexibility in funding, allowing for more efficient and tailored support at the country level, and demonstration of results through reporting mechanisms. In line with the Investment Round and the ARG CPCP strategy, this include the progressive funding of Health Policy Advisers with flexible funding, keeping the Voluntary Contributions for activities.
- **Transformative Reforms:** Implement WHO’s transformation agenda, including better data use, decentralization, and the empowerment of country offices for enhanced impact.

3. Donors

- **Flexibility:** Provide less earmarked and more flexible funding to allow countries and WHO to prioritize their needs effectively.
- **Predictability:** Commit to long-term, consistent funding to enhance sustainability and planning.
- **Alignment:** Work with multilateral organizations like WHO and the World Bank as well as with the boards of the Global Health Initiatives to align efforts and maximize impact on the basis of the “one plan, one budget, one monitoring and evaluation system” principle.

4. Global Health Initiatives

- **Alignment:** Adhere to the “one country, one plan, one budget, one monitoring and evaluation system” approach to better align with country priorities and avoid fragmentation.
- **Integration:** Move away from siloed approaches and support comprehensive health systems strengthening.
- **Country-driven approach:** Focus on building capacity and health systems that meet national needs and priorities, rather than specific international agendas.





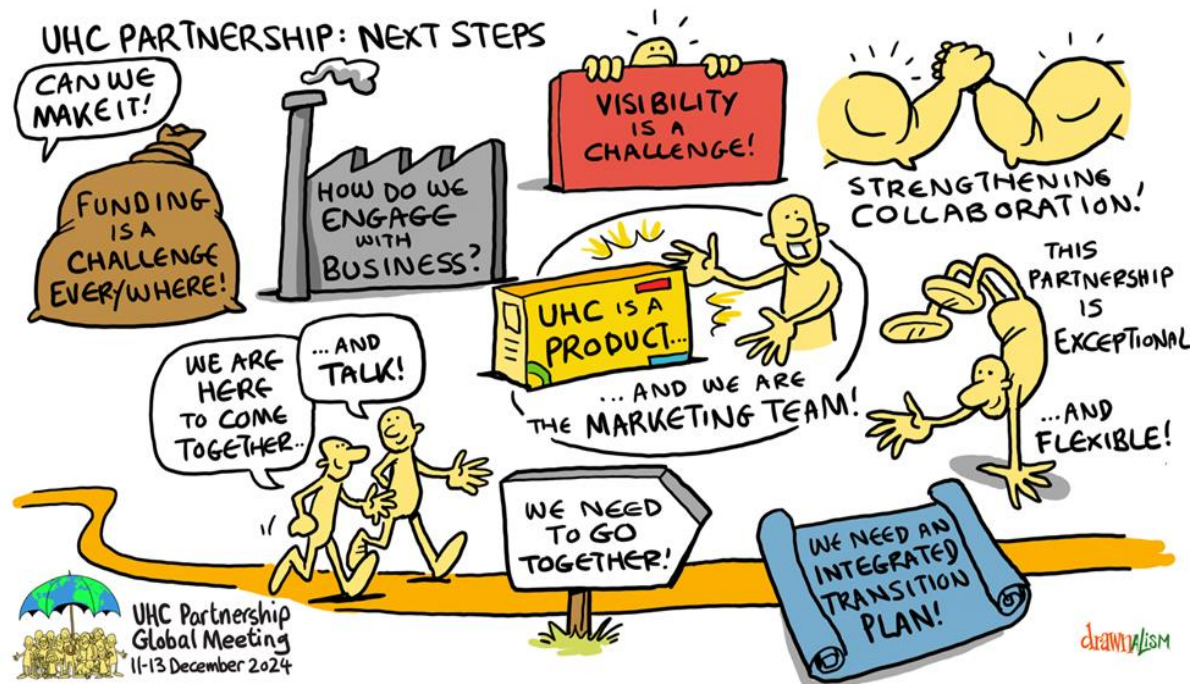
Session 11 UHC Partnership Next Steps

This plenary session aimed to discuss the next steps for the UHC-P. Progress towards UHC is promising but requires significant improvements are needed to realise its full potential. While resources and investments from global organisations and partners remain essential, additional mobilization and strengthened partnerships across the UHC landscape are needed to accelerate progress. Flexibility and a bottom-up approach have been instrumental in the successes of the UHC Partnership, but fragmentation and uneven implementation across countries remain critical challenges. Addressing these issues requires a common understanding of UHC at Member State level and improved coordination between WHO, partners, donors, and governments. Enhanced health system governance and financing based on a primary health care approach and the integration of climate change into UHC efforts can create a more holistic and sustainable way forward.

Fostering partnerships and communities of practice, particularly with non-traditional partners and EU representatives at country level, is essential to advance UHC. Organizations such as FCDO and the European Commission are reviewing their strategies to modernize partnerships and improve alignment with WHO initiatives, while GAVI is emphasizing the importance of country level integration. Improved data systems and evidence-based decision-making will increase the visibility and impact of the UHC Partnership at the country level, making results more demonstrable. Strengthening WHO's coordinating role and improving the presentation of results are critical for maintaining momentum. With a clear definition of UHC, better alignment and increased flexibility, the UHC Partnership can continue to drive impactful and context-sensitive progress towards universal health goals.

Key messages

- **The UHC-P needs to support Member States in the development/adaptation of robust national health policies, strategies and plans** and their implementation and monitoring,
- **The WHO technical assistance at all levels need to accompany this process** by providing technical inputs in the different critical areas (e.g. workforce, financing, governance, service packages and models, quality, public health , resilience, alignment), new opportunities (e.g. technologies, digital health), and challenges (e.g. climate, AMR, Long Term Care, migrants, etc.)
- **The donors and GHI need to support the funding of Members States strategies and align with Member States plans implementation and M&E frameworks;** they also need to fund technical partners, in particular WHO, in a flexible way, recognizing that one size doesn't fit all and country specificities.
- **WHO and the UHC-P need to improve the theory of change and demonstrating results, as well as the visibility of the actions** for sustainable long term flexible financing of the UHC agenda.

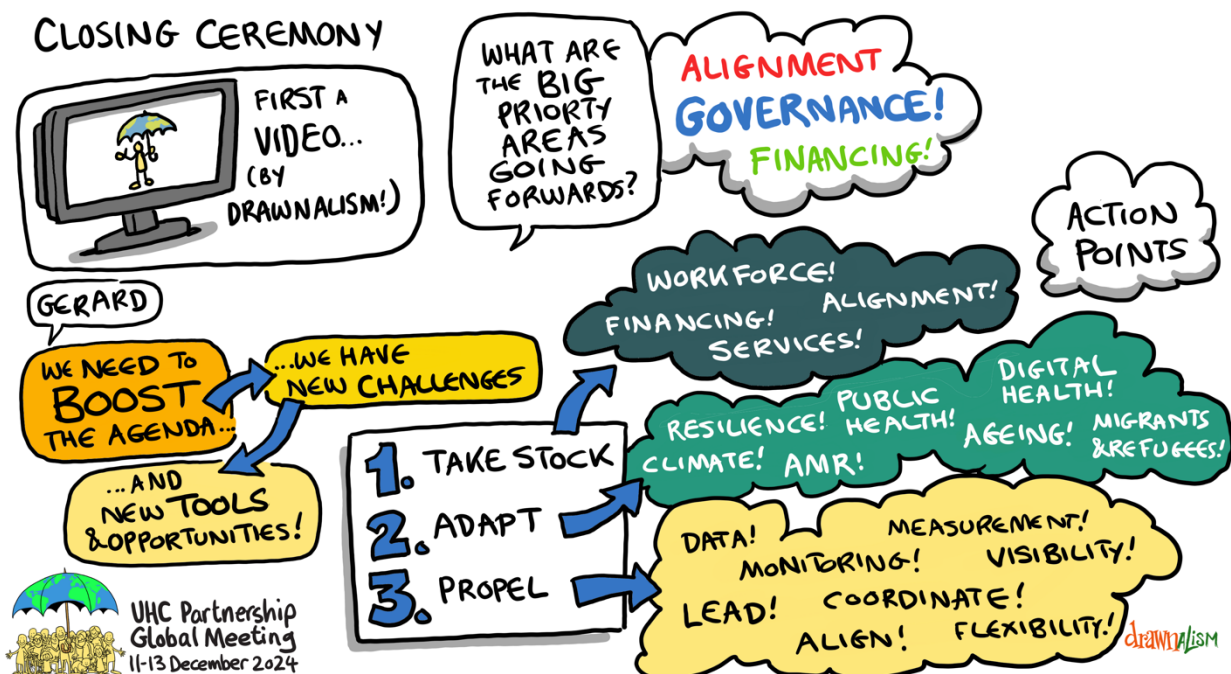


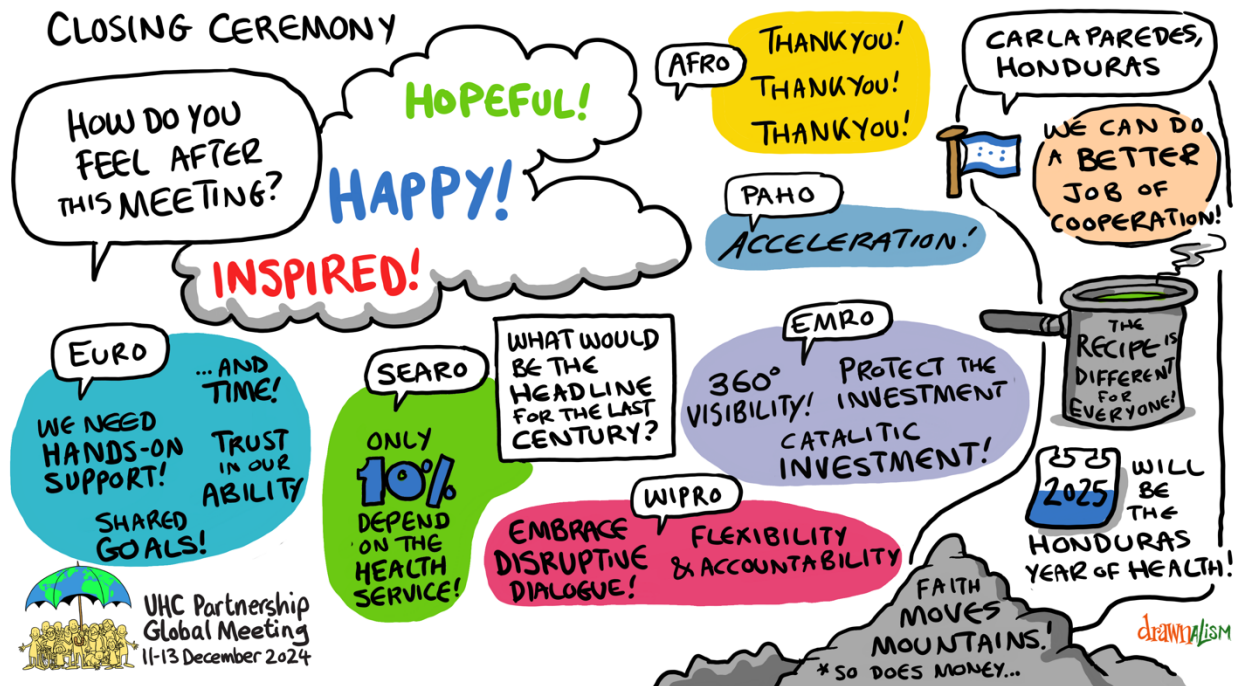


Session 12 Conclusions

The UHC-P Global Meeting 2024 highlighted the importance of aligning priorities and actions across all levels to accelerate progress toward Universal Health Coverage (UHC). Key recommendations included boosting the agenda of GPW14 by incorporating new opportunities like digitalization and addressing emerging challenges such as climate change, aging populations, and migration. The discussion emphasized the need for better alignment between partners, countries, and WHO, as well as greater flexibility in funding and execution. Strengthening monitoring and evaluation, governance, and leadership are essential to achieving UHC, with a focus on one plan, one budget, and one monitoring and evaluation framework. The future of UHC-P will depend on effective coordination, improved visibility, and data-driven results.

Panellists from various regions and organizations stressed the significance of multisectoral action, political commitment, and the need for adaptation in the face of climate change and other global health trends. A shared focus on strengthening health systems, particularly through Primary Health Care, was seen as vital to reducing health inequities. Donors and partners were urged to better align their support with national strategies, emphasizing flexible funding and coordinated efforts. The closing remarks of the ADGs underscored the importance of robust, evidence-based national plans, as well as the need for improved data to measure the impact of UHC reforms, particularly in reaching the most vulnerable populations and ensuring equitable access to health services.









ANNEXES

Annex 1 - Concept notes

Annex 2 - List of participants

Annex 3 - Agenda

Annex 4 - Session summary

Annex 5 - Presentations

Annex 6 - Slido responses



ANNEX 1 – CONCEPT NOTE



CONCEPT NOTE

The Universal Health Coverage Partnership

The Universal Health Coverage Partnership (UHC-P) is the World Health Organization's (WHO) largest platform for international cooperation on UHC. With a presence in over 120 countries and an impact on the health and wellbeing of billions of lives, the UHC-P is dedicated to strengthening national capacities and processes for the development, implementation, monitoring and evaluation of health strategies and reforms towards fostering primary health care (PHC) oriented health systems.

The support provided is tailored to the national context, bottom-up, and flexible. It covers a wide range of thematic areas, including health systems governance, access to medicines and health products, health workforce, health financing, service delivery, health information, and health systems performance, preparedness, and resilience.

Additionally, the UHC-P has integrated support to national priorities on communicable and non-communicable diseases, and health security since 2019, to address the escalating demand on health systems. Looking ahead, while continuing to address these critical areas, the UHC-P will also tackle emerging issues, such as planetary health, environmental and climate change, antimicrobial resistance, and digital technologies in health.

The 14th New WHO Global Health Strategy (GPW 14)

The overarching goal for the GPW14 is to promote, provide and protect health and well-being for all people, everywhere.

Inherent in this goal are the principles of equity in health service coverage and health systems resilience, both of which are fundamental for accelerating and sustaining progress towards the health-related Sustainable Development Goals (SDGs), and to future-proof health and care systems. It also reflects the transformative potential of a primary health care approach to strengthen essential health systems capacities as a foundational element, the drive to enhance country capacities for measurable impact and the key role of other, non-health sectors in creating health and well-being, particularly in addressing the determinants of health, the root causes of ill health and health inequities.

Achieving this overarching goal will require WHO to fully execute its catalytic, convening and coordinating roles in global health.

“This pivotal event aims to take stock of the progress, adapt to new opportunities and challenges and advance towards achieving universal health coverage.”

The UHC-P Global Meeting

To capitalize on its work to date and to agree on the way forward, the UHC-P is organizing its Global Meeting on 11-13 December 2024 in Lyon, France. The meeting will serve as a follow-up to last year's Workshop on the UHC-P in Astana.

This pivotal event aims to harness the global momentum generated by the GPW14 to reorient health systems towards a PHC approach, achieving UHC and health security. Bringing together participants from all the countries supported by the UHC Partnership, key development partners and agencies.

The Global Meeting will serve as an important forum to chart a clear path forward based on lessons learned to date, best practices for effective interventions and innovations, and persistent challenges and bottlenecks. It will also provide networking opportunities for all stakeholders. Guided by the GPW14, these discussions will be crucial in shaping the UHC-P agenda for the coming years with a particular emphasis on the need to demonstrate results based on a theory of change.

General information

Date: 11–13 December 2024

Place: Lyon

Venue: Centre de Congrès

Participants: Member States representatives; Donors' representatives; Technical partners; WHO

Additional event: UHC Day celebration (12 December)

Objectives

- 1 To take stock** of progress and challenges faced by countries in achieving UHC, and to draw lessons for refocusing UHC-P work plans. (Where are we?).
- 2 To agree** on priority areas and adapt the working methods to make UHC-P more effective in supporting countries to reorient their health systems towards PHC (How can we move forward?).
- 3 To recommend** actions and propel to ensure that the UHC-P contributes effectively to the achievement of the GPW14 2025-2028 targets, using its well-established accountability mechanisms such as the live monitoring, the annual report, the multi-donor coordination committee and the communication strategy. (Where do we go?).

Expected outcomes

- 1 Assess:** Participants reach a shared understanding of the key issues and priorities for reorienting health systems towards a PHC approach. This will inform future UHC Partnership work plans.
- 2 Transform:** A common agenda for the UHC-P within the GPW14 framework is defined and country work plans are adapted accordingly.
- 3 Institutionalize:** The UHC-P policy advisors group and the accountability mechanisms are leveraged as WHO assets to advance the UHC agenda.
- 4 Energize:** The global network of dedicated supporters for UHC is reinvigorated and expanded.
- 5 Demonstrate:** The global dimension of the UHC-P and its results from over 125 countries are showcased to illustrate the impact of WHO technical assistance and attract partners.



ANNEX 2 – LIST OF PARTICIPANTS

Centre de Congrès
Lyon, France
December 2024

Provisional List of Participants (Version-2, 10 December 2024)

COUNTRY TEAMS

AFGHANISTAN

Edwin Ceniza SALVADOR, WR/Afghanistan

email: salvadore@who.int

Abdul Ghani IBRAHIMI, NPO (Health Systems Strengthening),
WCO/Afghanistan

email: ibrahimia@who.int

ANGOLA

Zabulon YOTI, WR/Angola

email: yotiza@who.int

ARGENTINA

Eva Jane LLOPIS, WR/Argentina

email: janellopis@paho.org

Cristóbal CUADRADO, Advisor, Health Systems and Services,
WCO/Argentina

email: cuadradcri@paho.org

ARMENIA

Samvel KHARAZYAN, Head of State Health Agency, MOH/Armenia

email: samvel.kharazyan@moh.am

Siddhartha Sankar DATTA, WR/Armenia

email: dattas@who.int

Casimiro Jose CAVACO DIAS, Adviser, Health Policy, WCO/Armenia

email: diasc@who.int

AZERBAIJAN

Fatos Hande HARMANCI, WCO/Azerbaijan

email: harmancih@who.int

Halil Ibrahim DURAK, Health Policy Advisor (UHC), WCO/Azerbaijan

email: hdurak@who.int

BAHAMAS

Christy BUTLER, Managing Director & CEO, National Health Insurance Authority, NHIA/Bahamas

email: christybutler@nhibahamas.gov.bs

Paul Anton BEST, Advisor, Health Systems and Services, WCO/Bahamas

email: bestpau@paho.org

BAHRAIN

Tasnim ATATRAHA, Head of WHO Office, WCO/Bahrain

email: atatraht@who.int

BANGLADESH

Md Saiful ISLAM, Deputy Secretary, MOH/Bangladesh

email: saiful197602@gmail.com

Rajesh NARWAL, Deputy Head, WCO/Bangladesh

email: narwalr@who.int

Sangay WANGMO, Team Leader (Health Systems), WCO/Bangladesh

email: wangmos@who.int

BARBADOS

Jerome WALCOTT, Minister of Health and Wellness, MOH/Barbados

email: jerome.walcott@barbados.gov.bb

Ingrid CUMBERBATCH, Senior Medical Officer of Health, MOH/Barbados

email: ingrid.cumberbatch@health.gov.bb

Amalia DEL RIEGO, WR/Barbados

email: delriegoa@paho.org

Vishwanath PARTAPSINGH, Advisor, Health Systems and Services, WCO/Barbados

email: partapsvis@paho.org

BELIZE

Julio SABIDO, Chief Executive Officer, MOH/Belize

email: aritheshahendy34@gmail.com

Karen LEWIS-BELL, WR/Belize

email: lewisbek@paho.org

Roberto BOHRT ARANA, Advisor, Health Systems and Services, WCO/Belize

email: borthrob@paho.org

BENIN

Kouame Jean KONAN, Coordinator, Health Systems, WR/Benin

email: konank@who.int

BOLIVIA

Alma MORALES, WR/Bolivia

email: morealef@paho.org

Joel CARABALLO, Advisor, Health Systems and Services, WCO/Bolivia

email: carabaljoe@paho.org

BRAZIL

Evellin BEZERRA, Director, Department of Community, MOH/Brazil

email: evellin.silva@saude.gov.br

Julio PEDROZA, Health Systems and Services Advisor, WCO/Brazil

email: pedrozajul@paho.org

BURKINA FASO

Mahamadi TASSEMBEDO, Director, Promotion and education, MOH/Burkina Faso

email: tassamaha@yahoo.fr

Seydou Ouaritio COULIBALY, WR/Burkina Faso

email: coulibalyse@who.int

Minzah Etienne PEKELE, Health Policy Advisor, WCO/Burkina Faso

Email: pekelem@who.int

BURUNDI

Xavier Jean Robert CRESPIIN, WR/Burundi

email: cxavier@who.int

Justin Adanmavokin SOSSOU, Health Policy Adviser, WCO/Burundi

email: asossou@who.int

CABO VERDE

Bruno Jorge DUARTE DOS SANTOS, Director of the pharmaceutical affairs office, MOH/Cabo Verde

email: bruno.santos@ms.gov.cv

Edith PEREIRA, WR/Cabo Verde

email: epereira@who.int

Maria Carlota PACHECO VIEIRA, Health Policy Adviser, WCO/Cabo Verde

email: mvieira@who.int

CAMBODIA

Ms Kanha SOK, Deputy Director, MOH/Cambodia

email: sokkanha.dphi@gmail.com

Dr Jaana Marianna TRIAS, WR/Cambodia

email: triasj@who.int

Ms Ding WANG, Health Economist, WCO/Cambodia

email: wangdi@who.int

CAMEROON

Diaby OUSMANE, Director of Studies and Planning, MOH/Cameroon

email: diabyk66@yahoo.fr

Phanuel HABIMANA, WR/Cameroon

email: habimanap@who.int"

Tania Renee BISSOUMA-LEDJOU, Health Policy Adviser, WCO/Cameroon

email: bissoumaledjout@who.int

CENTRAL AFRICAN REPUBLIC

Ngoy NSENGA, WR/CAR

email: nsengan@who.int

Marie-Roseline Darnycka BELIZAIRE, Senior Emergency Officer, WCO/CAR

email: belizairem@who.int>

CHAD

Blanche ANYA, WR/Chad

email: anyab@who.int

CHILE

Alison MORALES, Jefa de Integración y Desarrollo, MOH/Chile email: alison.morales@minsal.cl
Giovanni ESCALANTE GUZMAN, WR/Chile email: gescalante@paho.org
Carina VANCE, Advisor, Health Systems and Services, WCO/Chile email: vancecar@paho.org

COLOMBIA

Luis Alberto MARTINEZ, Viceministro de Protección Social, MOH/Colombia email: MISSING
Gina TAMBINI-GOMEZ, WR/Colombia email: tambinig@paho.org
Mónica PADILLA, Advisor, Health Systems and Services, WCO/Colombia email: padillamo@paho.org

COMOROS

Triphonie NKURUNZIZA, WR/Comoros email: nkurunzizat@who.int

CONGO

Vincent Dossou SODJINU, WR/Congo email: sodjinouv@who.int

CÔTE D'IVOIRE

Hayha Isabell KOUI, Sub-national health system strengthening to align with PHC, MOH/Côte d'Ivoire email: i.koui@dppsci-sante.com
Daogo Sosthene ZOMBRE, Health Systems Adviser, WCO/Côte d'Ivoire email: zombres@who.int

CUBA

Yagen POMARES PEREZ, Directora de Atención Primaria de Salud, MOH/Cuba email: yagen.pomares@infomed.sld.cu
Mario CRUZ PENATE, WR/Cuba email: cruzmari@paho.org

DJIBOUTI

Mohamed ALI, Secretary General, MOH/Djibouti email: medkabirba@yahoo.fr
Joumana HERMEZ, Acting WR/Djibouti email: hermezj@who.int
Fara-had HASSAN FARAH, External Relations Officer, WCO/Djibouti email: hassanfa@who.int

DOMINICAN REPUBLIC

Danel VELOZ, Encargado de la Division del Primer Nivel de Atencion, MOH/Dominican Republic email: danel.veloz@gmail.com
Alba María ROPERO ALVAREZ, WR/Dominican Republic email: roperoal@paho.org
Pedro LOPEZ, Advisor, Health Systems and Services, WCO/Dominican Republic email: lopezped@paho.org

DEMOCRATIC REPUBLIC OF THE CONGO

Théodore ASSANI SALUBEZYA, Technical Department Coordinator,
MOH/DR Congo

email: drtheodoreassani@yahoo.fr

Boureima Hama SAMBO, WR/DRC

email: sambob@who.int

ECUADOR

Sonia QUEZADA, WR/Ecuador

email: quezadas@paho.org

Javier URIBE, Advisor, Health Systems and Services, WCO/Ecuador

email: uribejav@paho.org

EGYPT

Mai FARID, CEO Universal Health Insurance Authority (UHIA), Egypt

email: m.farid@uhia.gov.eg

Ahmed Yehia KHALIFA, Health Economist, WCO/Egypt

email: akhalifa@who.int

EL SALVADOR

Mr Marbel MAGAÑA, Director del Primer Nivel de Atencion,
MOH/El Salvador

email: marbel.magana@salud.gob.sv

Dr Ángel Manuel ÁLVAREZ, WR/El Salvador

email: alvarezan@paho.org

Dr Laura Beatriz RAMÍREZ LEON, Advisor, Health Systems and
Services, WCO/El Salvador

email: lramirez@paho.org

EQUATORIAL GUINEA

George Fom AMEH, WR/Ecuadorial Guinea

email: amehg@who.int

ERITREA

Nonso Ejiofor EJIOFOR EPHRAIM, Country Preparedness & IHR (CPI)
Office, WCO/Eritrea

email: ejioforn@who.int

ESTONIA

Kristina KOHLER, Liaison Officer, WCO/Estonia

email: kohlerk@who.int

ESWATINI

Susan ZIMBA-TEMBO, WR/Eswatini

email: tembosu@who.int

Mekdim Enkossa AYANA, HSS Team Lead (Health policy, Planning,
Coord, Governance), WCO/Eswatini

email: ayanam@who.int

ETHIOPIA

Mesoud Mohammed AHMED, Team lead for statistics and
information, MOH/Ethiopia

email: mesoudmohammeda@gmail.com

Selamawet Ayele ALARO, NCD and MH Team Lead, MOH/Ethiopia	email: selamayele02@gmail.com
Nonhlanhla DLAMINI, Deputy WR/Ethiopia	email: dlaminin@who.int
Owen Laws Baldwin KALUWA, WCO/Ethiopia	email: tibebea@who.int
Francis Chisaka KASOLO, WCO/Ethiopia	email: kasolof@who.int
Bejoy NAMBIAR, Coordinator, Strategic Health Policy and Planning & Team Lead-UHC Cluster (Health Systems, Healthier Populations), WCO/Ethiopia	email: nambiarb@who.int

FEDERATED STATES OF MICRONESIA

Moses PRETRICK, Assistant Secretary for Health, MOH/Federated States of Micronesia	email: mpretrick@fsmhealth.fm
Josaia TIKO, Senior Public Health Specialist, WCO/Northern Micronesia	email: tikoj@who.int

FIJI

Luisa CIKAMATANA, Acting Chief Medical Advisor, MOH/Fiji	email: luisa.cikamatana@health.gov.fj
Mark JACOBS, WR/Fiji	email: jacobsma@who.int

GABON

Mabiala MERES, Director of Planning, MOH/Gabon	email: meres.mabiala@gmail.com
Magaran Monzon BAGAYOKO, WR/Gabon	email: bagayokom@who.int
Jeff KABINDA MAOTELA, Coordinator (Strategic Health Policy & Planning), WCO/Gabon	email: maotelak@who.int

GAMBIA

Jane MAINA, WR/Gambia	email: jmaina@who.int
Selassi Amah DALMEIDA, Health Planning Adviser, WCO/Gambia	email: dalmeidas@who.int

GEORGIA

Ketevan GOGINASHVILI, Head of the Health Care Policy Division, Ministry of Internally Displaced Persons from the Occupied Territories, Labour, Health and Social Affairs, Georgia	email: kgoginashvili@moh.gov.ge
Silviu DOMENTE, WR/Georgia	email: domentes@who.int
Tomas ROUBAL, Adviser on Health Policy, WCO/Georgia	email: roubalt@who.int

GHANA

Eric NSIAH BOATENG, Head, Monitoring & Evaluation, MOH/Ghana	email: eric.nsiah-boateng@moh.gov.gh
Frank LULE, WHO Officer in charge, WCO/Ghana	email: lulef@who.int
Sofonias Getachew ASRAT, Coordinator, Health Systems, WCO/Ghana	email: asrats@who.int

GUINEA

Jean Marie Moke Fundji KIPELA, WCO/Guinea

email: kipelam@who.int

GUINEA BISSAU

Marie Chantal Haoua KAMBIRE DIARRA, Emergency Preparedness & Response Officer, WCO/Guinea-Bissau

email: kambirec@who.int

Jean Marie Moke Fundji, PASCOAL, Health Planning Adviser, WCO/Guinea-Bissau

email: pascoale@who.int

GUYANA

Ertenisa HAMILTON, Director Family Health Care Services, MOH/Guyana

email: DIR.PHC@moh.gov.gy

Daniel Ernesto ALBRECHT ALBA, WR/Guyana

email: albrechdan@paho.org

HAITI

Oscar BARRENECHE, WR/Haiti

email: barreneosc@paho.org

HONDURAS

Carla PAREDES, Minister of Health, MOH/HONDURAS

email: despachosalud2014@gmail.com

Ana Emilia SOLIS ORTEGA, WR/Honduras

email: treasurea@paho.org

Amalia AYALA MONTOYA, Advisor, Family, Health Promotion and Life Course, WCO/Honduras

email: ayalaa@paho.org

INDIA

Roderico OFRIN, WR/India

email: ofrinr@who.int

Hilde Rene Susanne DE GRAEVE, Team Leader (Health Systems), WCO/India

email: degraevéh@who.int

INDONESIA

Roy HIMAWAN, Director for Pharmaceutical and Medical Devices Resilience, MOH/Indonesia

Email: TBC

Rima DAMAYANTI, Head of Primary Health Care Integration Working Group, MOH/Indonesia

email: drima6281@gmail.com

Roderick SALENGA, Team Leader (Health Systems), WCO/Indonesia

email: salengar@who.int

Inraini SYAH, National Professional Officer (Universal Health Coverage), WCO/Indonesia

email: syahi@who.int

IRAN

Syed Jaffar HUSSAIN, WR/Iran

email: hussains@who.int

Shadrokh SIROUS, National Professional Officer, WCO/Iran

email: sirouss@who.int

IRAQ

Amer BEBANY, Public Health Specialist (Life Course), WCO/Iraq

email: bebanya@who.int

JAMAICA

Patrick WHEATLE, Regional Technical Director, MOH/Jamaica
MOH/Jamaica

email: patrick.wheatle@nerha.gov.jm

Carol LORD, Programme Development Officer, MOH/Jamaica

email: carol.lord@moh.gov.jm

Ian STEIN, WCO/Jamaica

email: steinian@paho.org

Paul EDWARDS, Advisor, Health Systems and Services,
WCO/Jamaica

email: edwardsp@paho.org

JORDAN

Ola Muhammad MASAAFEH, Director, Health Insurance
Department, MOH/Jordan

email: Noormasafeh@gmail.com

Jamela AL-RAIBY, WR/Jordan

email: alraibyj@who.int

Mohammed AL-EMAD, Technical Officer-Universal Health Coverage
(UHC), WCO/Jordan

email: alemadm@who.int

KAZAKHSTAN

Skender SYLA, WR/Kazakhstan

email: sylvas@who.int

KENYA

Abdourahmane DIALLO, WR/Kenya

email: abdiallo@who.int

KIRIBATI

Wendy Dawn SNOWDON, Country Liaison Officer, WCO/Kiribati

email: snowdonw@who.int

KUWAIT

Assad HAFEEZ, Head of WHO Office, WCO/Kuwait

email: ahafeez@who.int

KYRGYZSTAN

Bek NOGOIBAEV, Chief of the Strategic Planning and
Implementation, MOH/Kyrgyzstan

email: jyldyzismailova15@gmail.com

Liviu VEDRASCO, WR/Kyrgyzstan

email: vedrascol@who.int

Amanda SHRIWISE, Adviser on Health Policy, WCO/Kyrgyzstan

email: shriwisea@who.int

LAO PEOPLE'S DEMOCRATIC REPUBLIC

Bounsérth KEOPRASITH, Director General, MOH/Lao PDR

email: bounsérth@gmail.com

Yu Lee PARK, Coordinator, Health Systems, WCO/Lao PDR

email: parkyl@who.int

LEBANON

Nadeen HILAL, Advisor to the Minister of Public Health, MoPH/Lebanon	email: nadeenhilal@gmail.com
Abdinasir ABUBAKAR, A/WR/Lebanon	email: abubakara@who.int

LESOTHO

Palesa MASHOAI, Director Policy Planning and Health Statistics, MOH/Lesotho	email: Palesa.Mashoai@gov.ls
G. Mesfin ZBELO, Technical Officer (Service Delivery/District Health System), WCO/Lesotho	email: mesfing@who.int

LIBERIA

Clement Lugala PETER LASUBA, WR/Liberia	email: clementp@who.int
Charles OCAN, Health Planning Adviser, WCO/Liberia	email: ocanc@who.int

LIBYA

Saededdien Ali Aboulqassim EL MSHAWAT, General Director, PHC Institute, MOH/Libya	email: smshawet1974@gmail.com
Ahmed ZOUITEN, Head of WHO Office, WCO/Libya	email: zouitena@who.int
Mohamed HASHEM, Technical Officer (Health Systems Reform for UHC), WCO/Libya	email: hashemm@who.int

MADAGASCAR

Zafindralambon'i Ndriana RAZAFIMANDRATO, Director of Planning, MOH/Madagascar	email: zndriana@gmail.com
Laurent MUSANGO, WR/Madagascar	email: musangol@who.int
Maurice YE, Health Policy Adviser, WCO/Madagascar	email: yem@who.int

MALAWI

Neema Rusibamayila KIMAMBO, WR/Malawi	email: kimambon@who.int
Solome NAMPEWO, Coordinator, Health Systems, WCO/Malawi	email: nampewos@who.int

MALAYSIA

Bin Ahmad Sukri Muhammad Asmi SYABIL, Chief Assistant Director, Planning Division, MOH/Malaysia	email: drasmisyabil@moh.gov.my
Rabindra Romauld ABEYASINGHE, WR/Malaysia	email: abeyasingher@who.int
Debbie MUIRHEAD, Technical Officer, WCO/Malaysia	email: muirheadd@who.int

MALI

Christian ITAMA MAYIKULI, Emergency Preparedness & Risk Management Officer, WCO/Mali

email: itamac@who.int

Jose KUVULA KIVUDI, Coordinator (Strategic Health Policy & Planning), WCO/Mali

email: kuvulaj@who.int

MAURITANIA

Charlotte NDIAYE, WR/Mauritania

email: ndiayechar@who.int

Nicolas NKIERE MASHENI, HSS Team Lead (Health Policy Planning, Coordination, Governance), WCO/Mauritania

email: nkieren@who.int

MAURITIUS

Dhanraj CONHYE, Permanent Secretary, MOH/Mauritius

email: dconhye@govmu.org

Anne Marie ANCIA, WR/Mauritius

email: anciaa@who.int

Gilbert Benjamin BUCKLE, Health Policy Advisor (Universal Health Coverage), WCO/Mauritius

email: buckleg@who.int

MOLDOVA

Mariana ZADNIPRU, Head, Department of Budget Policies and Medical Insurance, MOH/Moldova

email: mariana.zadnipru@ms.gov.md

Miljana GRBIC, WR/Moldova

email: grbicm@who.int

Vlad-Alexandru MIXICH, Adviser on Health Policy, WCO/Moldova

email: mixichv@who.int

MONGOLIA

Oyuntsetseg PUREV, General Director, Policy Planning Department, MOH/Mongolia

email: oyuntsetseg@moh.gov.mn;
tseagromch10@gmail.com

Socorro ESCALANTE, WR/Mongolia

email: escalantes@who.int

Benoit MATHIVET, Health Policy Advisor, WCO/Mongolia

email: mathivetb@who.int

Erdenechimeg ENKHEE, Technical Officer, WCO/Mongolia

email: enkheee@who.int

MOROCCO

Sanaa CHERQAOU, Chef de la Division de la Coopération, MOH/Morocco

email: sanaa.cherqaoui@yahoo.com

Maryam BIGDELI, WR/Morocco

email: BigdeliM@who.int

El Houcine AKHNIF, National Professional Officer, WCO/Morocco

email: akhnife@who.int

Hafid HACHRI, National Professional Officer, WCO/Morocco

email: hachrih@who.int

MOZAMBIQUE

Eusebio Eugenio CHAQUISSE, Head of Primary Health Care, MOH/Mozambique

email: eechaquisse@yahoo.com

Severin RITTER VON XYLANDER, WR/Mozambique

email: nogueirap@who.int

Tomas VALDEZ, Health Planning Adviser, WCO/Mozambique

email: valdezt@who.int

MYANMAR

Thushara FERNANDO, WR/Myanmar

email: fernandot@who.int

Sakthivel SELVARAJ, Advisor on Health Policy & Systems for UHC,
WCO/Myanmar

email: selvarajsa@who.int

NAMIBIA

Elizabeth Ujarura KAMUTUEZU, Director of Policy and Planning,
MOH/Namibia

email: eukamutuezu@gmail.com

Richard BANDA, WR/Namibia

email: bandar@who.int

Juliet Orem NABYONGA Health Systems Advisor, Participatory
Governance & Policy, WCO/Namibia

email: nabyongaj@who.int

NAURU

Balathandan THANUMALAYA PERUMA, Secretary of Public
Health, MOH/Nauru

email: secretary.nauru.phd@gmail.com

NEPAL

Dipendra RamanSINGH, Additional Health Secretary, MOHP/Nepal

email: dipendra2028@gmail.com

Rajesh PANDAV, WR/Nepal

email: pandavr@who.int

Gampo DORJI, Team Leader (NCD), WCO/Nepal

email: dorjig@who.int

NICARAGUA

Ana Elena CHEVEZ, WR/Nicaragua

email: chevezana@paho.org

Evelyn MARTINEZ, Advisor, Noncommunicable Diseases and Mental
Health (CPCP), WCO/Nicaragua

email: martineeve@paho.org

NIGER

Casimir Tshikolasoni MANENGU, WR/Niger

email: manenguc@who.int

Fatimata ZAMPALIGRE, Coordinator, Health Systems, WCO/Niger

email: zampaligref@who.int

NIGERIA

Walter KAZADI MULOMBO, WR/Nigeria

email: kazadimulombow@who.int

Mary Nana Ama BRANTUO, Coordinator (Strategic Health Policy &
Planning), WCO/Nigeria

email: brantuom@who.int

NORTH MACEDONIA

Akeem ALI, WR/North Macedonia

email: aliake@who.int

Pia VRACKO, Adviser on Health Policy, WCO/North Macedonia

email: vrackop@who.int

PAKISTAN

Soofia YUNUS, Deputy Director General (Health), Ministry of National Health Services, MNHS/Pakistan

email: soofiayunus@yahoo.com

Dapeng LUO, WR/Pakistan

email: luod@who.int

Muhammad Naveed ASGHAR, National Professional Officer (Health Systems), WCO/Pakistan

email: masghar@who.int

PAPUA NEW GUINEA

Elias KAPAVORE, Hon. Minister of Health, MOH/PNG

email: ekapavore5@gmail

Osborne LIKO, Secretary for Health, MOH/PNG

email: osborneliko@yahoo.com

Martina PUMBO SUVE HOHORA, Manager of Policy, Planning and Economics, MOH/PNG

email: mpumbo@gmail.com

Sevil HUSEYNOVA, WR/PNG

email: huseynovas@who.int

Masahiro ZAKOJI, Coordinator, WCO/PNG

email: zakojim@who.int

PARAGUAY

Santiago GARCIA DESTEFANO, Viceministro de Atención Integral a la Salud y Bienestar Social, MOH/Paraguay

email: santiago.garcia@mspbs.gov.py

Marcelo KORC, WR/Paraguay

email: korcmarc@paho.org

Alejandra CARRILLO ROA, Advisor, Health Systems and Services, WCO/Paraguay

email: carrilloa@paho.org

PHILIPPINES

Rui DE JESUS, WR/Philippines

email: jesusr@who.int

Faith OBACH, Medical Officer IV, Department of Health, MOH/Philippines

email: Ftobach@doh.gov.ph

QATAR

Rayana BOU HAKA, WR/Qatar

email: bouhakar@who.int

RWANDA

Denyse INGERI, Health Insurance and Risk Pooling Office, MoH/Rwanda

email: ingeri.denise@gmail.com

Brian Clever CHIROMBO, WR/Rwanda

email: chirombob@who.int

Theopista John KABUTENI, HSS Team Lead (Health policy, Planning, Coord, Governance), WCO/Rwanda

email: kabutenit@who.int

SAMOA

Robert THOMSEN, Deputy Director General, Public Health Services, MOH/Samoa

email: robertt@health.gov.ws

Kim Eva DICKSON, WR/Samoa

email: dicksonk@who.int

Dyxson HANSELL, Medical Officer (Health Systems Strengthening),
WCO/Samoa

email: hansell@who.int

SAO TOME AND PRINCIPE

Abdoulaye DIARRA, WR/Sao Tome and Principe

email: diarraa@who.int

Evgeny ZHELEZNYAKOV, HSS Team Lead (Health policy, Planning,
Coord, Governance), WCO/Sao Tome and Principe

email: zheleznyakovev@who.int

SERBIA

Fabio SCANO, WR/Serbia

email: scanof@who.int

SENEGAL

El Hadji Sega GUEYE, Global Health Coverage Senegalese Agency,
MOH/Senegal

email: sega.gueye@agencecmu.sn

SEYCHELLES

Andre Bernard VALENTIN, Permanent Secretary, MOH/Seychelles

email: bvalentin@gov.sc

Rex Gadama MPAZANJE, WR/Seychelles

email: mpazanjer@who.int

Joy Luba Lomole WAYA, Health Policy Advisor (Universal Health
Coverage), WCO/Seychelles

email: wayaj@who.int

SIERRA LEONE

Innocent bright NUWAGIRA, WR/Sierra Leone

email: nuwagirai@who.int

SOLOMON ISLANDS

Paul KUNUA, Manager, Partnership and Coordination, Ministry of
Health and Medical Services/Solomon Islands

email: pkoeta@gmail.com

Howard SOBEL, WR/Solomon Islands

email: sobelh@who.int

SOMALIA

Abdullahi NOUR OMAR, Head of Health Governance and
Stewardship, MOH/Somalia

email: healthgovernance@moh.gov.so

Reinhilde VAN DE WEERDT, Head of WHO Office, WR/Somalia

email: vanr@who.int

Marina MADEO, Health Policy Advisor (Universal Health Coverage),
WCO/Somalia

email: madeom@who.int

SOUTH AFRICA

Nicholas Gilmour CRISP, Deputy Director General, MoH/South
Africa

email: nicholas.crisp@health.gov.za

Fabian Nicholaus NDENZAKO, WR/South Africa

email: ndenzakof@who.int

Francis Regis MAGOMBO, Coordinator, Health Systems, WCO/South Africa
email: magombof@who.int

SOUTH SUDAN

Harriet Akello Pasquale LEONE, Permanent Secretary, MOH/South Sudan
email: lukabiong1996@gmail.com

Humphrey KARAMAGI, WCO/South Sudan
email: karamagih@who.int

SRI LANKA

Asela GUNAWARDENA, Director General of Health Services, MOH/Sri Lanka
email: dghs@health.gov.lk

Alaka SINGH, WR/Sri Lanka
email: singha@who.int

Chatura WIJESUNDRA, NPO (Health Economics and Systems Analysis), SE/ACO/Sri Lanka WCO/Sri Lanka
email: wijesundarac@who.int

WEST BANK AND GAZA STRIP (OCCUPIED PALESTINIAN TERRITORIES)

Wesam SBEHAT, Director General of Jenin Governorate Health Directorate, MOH/Palestine
email: dr.sbehath100@gmail.com

Shannon BARKLEY, Health Policy Advisor (Universal Health Coverage), WCO/Palestine
email: barkleys@who.int

SUDAN

Imadeldin ISMAIL, National Professional Officer, WCO/Sudan
email: iismail@who.int

SURINAME

Vinod SEWBERATH, Advisor to the minister of Minister, MOH/Suriname
email: vinojsm@gmail.com

Yafflo OUATTARA, WR/Suriname
email: ouattaryaf@paho.org

Rosmond ADAMS, Advisor, Health Systems and Services, WCO/Suriname
email: adamsros@paho.org

SYRIA

Hawazen MAKHLOUF, Director of Health, MOH/Syria
email: hawazen.makhluf@gmail.com

TAJIKISTAN

Ghafur MUHSINZODA, Deputy Minister of Health and Social Protection of the Population/Tajikistan
email: gafur@tojikiston.com

Victor Stefan OLSAVSZKY, WR/Tajikistan
email: olsavszkyv@who.int

Ilker DASTAN, Adviser on Health Policy, WCO/Tajikistan
email: dastani@who.int

TANZANIA

Charles SAGOE MOSES, WR/Tanzania

email: sagoemosesc@who.int

Thomas Galbert FEDJO TEFOYET, Coordinator, Health Systems, WCO/Tanzania

email: fedjot@who.int

TIMOR LESTE

Arvind MATHUR, WR/Timor Leste

email: mathura@who.int

Vinay BOTHRA, Health Policy Advisor (Universal Health Coverage), WCO/Timor-Leste

email: bothrav@who.int

TOGO

Amadou Bailo DIALLO, Acting WHO Representative

email: dialloa@who.int

Kiswendsida Hilaire Romain OUEDRAOGO, Coordinator, Health Systems, WCO/Togo

email: ouedraogoki@who.int

TONGA

Sioape KUPU, Director, Corporate Services, MOH/Tonga

email: sioape.kupu@gmail.com

Anup GURUNG, Country Liaison Officer, WP/ Tonga

email: gurunga@who.int

TUNISIA

Ines AYADI, Advisor to the Minister of Health, MOH/Tunisia

email: ines.ayadi@tunisia.gov.tn

Ibrahim ELZIQ, WR/Tunisia

email: elziqui@who.int

Henrik AXELSON, Health Systems Adviser, WCO/Tunisia

email: axelsonh@who.int

Imen GOUADER, Programme Management Officer, WCO/Tunisia

email: gouaderi@who.int

TUVALU

Natano ELISALA, Deputy Secretary, MOH/Tuvalu

email: nelisala@gov.tv

UGANDA

Charles OLARO, Permanent Secretary, MOH /Uganda

email: olarocharles@gmail.com

Charles Kuria NJUGUNA, WR/Uganda

email: njugunach@who.int

Kira Johanna KOCH, Coordinator, Health Systems, WCO/Uganda

email: kochk@who.int

UKRAINE

Ievgenii GONCHAR, Head of the Policy Formation Department for the Medical Guarantee Program and Medical, MOH/Ukraine

email: y.v.honchar@moz.gov.ua;
eugeniy.gonchar@gmail.com

Jarno HABICHT, WR/Ukraine

email: habichtj@who.int

Solomiya KASYANCHUK, National Professional Officer (Health Financing), WCO/Ukraine

email: kasyanchuks@who.int

URUGUAY

Caroline Judith CHANG CAMPOS, WR/Uruguay

email: changcar@paho.org

UZBEKISTAN

Uktam ISMAILOV, Head of the department of science,
MOH/Uzbekistan

email: Uktam.ismailov@ssv.uz

Zokhid ERMATOV, Director, State Health Insurance Fund,
SHIF/Uzbekistan

email: zokhidermatov@gmail.com

Asheena KHALAKDINA, WR/Uzbekistan

email: khalakdinaa@who.int

Jessika YIN, Adviser on Health Policy, WCO/Uzbekistan

email: jyin@who.int

VANUATU

Jenny STEPHENS, Director of Public Health, MOH/Vanuatu

email: sjenny@vanuatu.gov.vu

Eunyoung KO, Country Liaison Officer, WCO/Vanuatu

email: koe@who.int

VENEZUELA

Cristian MORALES, WR/Venezuela

email: moralesc@who.int

VIET NAM

Angela PRATT, WR/Viet Nam

email: pratta@who.int

YEMEN

Ezechiel BISALINKUMI, Team Lead (Health Systems Governance),
WCO/Yemen

bisalinkumie@who.int

ZAMBIA

Nathan Nsubuga BAKYAITA, WR/Zambia

email: bakyaitan@who.int

Azmach Hadush GEBREGIORGIS, Health Planning Adviser,
WCO/Zambia

email: gebregiorgisaz@who.int

ZIMBABWE

Rugare Abigail KANGWENDE, Deputy Chair Health services
commissions, MOH/Zimbabwe

email: rkangwende@gmail.com

Jane MUDYARA, Director Human Resources, MOH/Zimbabwe,
MOH/Zimbabwe

email: jmudyara17@gmail.com

Tiruneh DESTA ALAMEREW, WR/Zimbabwe

email: tirunehd@who.int

Najibullah SAFI, Coordinator (Strategic Health Policy & Planning),
WCO/Zimbabwe

email: safin@who.int

DEVELOPMENT

PARTNERS

BELGIUM

Tim ROOSEN, Senior Health Policy Advisor, Health Desk,
Ministry of Foreign Affairs and International Development
Cooperation

email: tim.roosen@diplobel.fed.be

CANADIAN INTERNATIONAL DEVELOPMENT AGENCY (CIDA)

Joseph JENKINSON, Global Health and Development Advisor
Permanent Mission of Canada/Geneva

email: joseph.jenkinson@international.gc.ca

FRANCE

Amélie SCHMITT, Global Health Advisor, Permanent Mission

email: amelie.schmitt@diplomatie.gouv.fr

LUXEMBOURG (LUX)

Clarisse GEIER, Secrétaire de Légation, Ministry of Foreign and
European Affairs, Defense, Development, Cooperation and
Foreign Trade

email: clarisse.geier@mae.etat.lu

THE NETHERLANDS

Sharif EGAL, Senior Policy Officer, Global Health & SRHR

email: sharif.egal@minbuza.nl

FOREIGN, COMMONWEALTH AND DEVELOPMENT OFFICE (FCDO) UK

Jo KEATINGE, Senior Health Advisor

email: jo.keatinge@fcdo.gov.uk

THE INTERNATIONAL ASSOCIATION OF NATIONAL PUBLIC HEALTH INSTITUTES (IANPHI)

Anne-Catherine VISO, Secretary General

email: anne-
catherine.viso@santepubliquefrance.fr

GLOBAL ALLIANCE FOR VACCINES AND IMMUNIZATION (GAVI),

Alex DE JONQUIERES, Director, Health Systems Strengthening

email: adejonquieres@gavi.org

Ranjana KUMAR, Head, Health Systems Planning

email: rkumar@gavi.org

Margot NAULEAU, Senior Manager, Public Policy Engagement

email: mnauleau@gavi.org

Nicolette Hélène SELMAN, Director, Core Countries, Country
Delivery Department

email: cselman@gavi.org

THE GLOBAL FUND

Olga BORNEMISZA, Senior Technical Advisor, RSSH, Technical Advice and Partnerships (TAP)

email: olga.bornemisza@theglobalfund.org

EUROPEAN COMMISSION (EC)

Martin SEYCHELL, Deputy Director-General for Health and Food Safety, INTPA

email: martin.seychell@ec.europa.eu

Birgitte HAGELUND, Head of Section, Health, INTPA

email: birgitte.hagelund@ec.europa.eu

Allison Gamble KELLEY, Senior Health Expert, HISP

email: allison.kelley@ec-hisp.eu

Anja LEETZ, National Expert, Health

email: Anja.LEETZ@ec.europa.eu

Matthias REINICKE, Public Health Expert, HISP

email: matthias.reinicke@ec-hisp.eu

WHO

AFRO

Elizabeth Lindiwe MAKUBALO, Assistant Regional Director,
AF/RGO/ARD

email: makubalol@who.int

Patrick KABORE, Incoming WHO Representative

email: kaborepa@who.int

Kasonde MWINGA, Director, AF/ULC

email: mwingak@who.int

Hyppolite KALAMBAY NTEMBWA, Team Leader, AF/ISD

email: kalambayntembwah@who.int

Ogochukwu Chioma CHUKWUJEKWU, Team Lead, AF/HFI

email: chukwujekwuo@who.int

Mohamed ISMAIL, Team Lead, AF/MIM

email: ismailmohamed@who.int

James Avoka ASAMANI, Team Lead, AF/HWF

email: asamanij@who.int

Doris Gatwiri KIRIGIA, Team Lead, AF/HPD

email: kirigiad@who.int

Angela AKOL, Public Health Officer, AF/ULU

email: aakol@who.int

Yuka MAKINO, Technical Officer, AF/NCD

email: makinoy@who.int

Pierre Claver KARIYO, Technical Officer, AF/ISD

email: kariyop@who.int

AMRO/PAHO

James FITZGERALD, Director, Health Systems and Services, AM/PAHO

email: fitzgerj@paho.org

Ernesto BASCOLO, Unit Chief, Primary Health Care and Integrated Services Delivery, AM/PAHO

email: bascoloe@paho.org

Benjamin PUERTAS, Unit Chief, Human Resources for Health, AM/PAHO

email: puertasb@paho.org

Enrique VEGA, Unit Chief, Life Course, AM/PAHO

email: vegaenri@paho.org

Annie SYLVAIN, Project Support Specialist, Health Systems and Services, AM/PAHO/HSS

email: sylvainann@paho.org

Edith VILLACRESES, Administrative Officer, AM/PAHO

email: villacresese@paho.org

EMRO

Awad MATARIA, Director, EM/U HS

email: matariaa@who.int

Arash RASHIDIAN, Director, EM/SID

email: rashidiana@who.int

Gulin GEDIK, Coordinator, EM/HWF

email: gedikg@who.int

Valeria DE OLIVEIRA CRUZ, Coordinator, EM/CCU

email: deoliveiracruzv@who.int

Ali ARDALAN, Regional Adviser, HSE

email: ardalan@who.int

Mondher LETAIEF, Regional Adviser, EM/HCM
Dalia MOHAMED, Administrative Assistant, EM/UHS

email: letaiefm@who.int
email: mohamedd@who.int

EURO

Natasha AZZOPARDI-MUSCAT, Director, EU/CPS
Oxana DOMENTI, WHO Representative to the EU, EU/WEU
Melitta JAKAB, Head of Office, EU/PHC
Triin HABICHT, Senior Health Economist, EU/HFI
Aliya KOSBAYEVA, Technical Officer, EU/HWD
Zhamin YELGEZEKOVA, Policy Analyst, EU/PHC
Tomas ZAPATA, Programme Manager, EU/HWD

email: muscatn@who.int
email: domentio@who.int
email: jakabm@who.int
email: habichtt@who.int
email: kosbayevaa@who.int
email: yelgezekovaz@who.int
email: zapatat@who.int

SEARO

Saima WAZED, Regional Director
Thaksaphon (Mek) THAMARANGSI,
Director, Programme Management (DPM)
Manoj JHALANI, Director, SE/HSD
Claire MUNOZ, Coordinator Special Programmes
Ibadat DHILLON, Regional Advisor (PHC), SE/HSD
Karthik ADAPA, Regional Adviser (Digital Health), SE/HSD
Jayendra SHARMA, Technical Officer
(Health Economics & Health Planning), SE/HEP

email: sharmasuc@who.int
email: thamarangsit@who.int

email: jhalanim@who.int
email: cmunoz@who.int
email: dhilloni@who.int
email: adapak@who.int
email: sharmaja@who.int

WPRO

Lluis VINALS TORRES, Director, WP/DHS
Thi Giang Huong TRAN, Director, WP/DDC
Hiromasa OKAYASU, Director, WP/DHP
Kidong PARK, Director, WP/DSI
Nima ASGARI-JIRHANDEH, Director, WP/DHS
Amy CAWTHORNE, Coordinator, WP/DIA
Shogo KUBOTA, Coordinator, WP/MCQ
Chelsea TAYLOR, Technical Officer, WP/HPS
Maureen JONES, Programme Management Officer, WP/DHS

email: lvinalstorres@who.int
email: tranh@who.int
email: okayasuhi@who.int
email: parkk@who.int
email: asgarin@who.int
email: cawthornea@who.int
email: kubotas@who.int
email: ctaylor@who.int
email: jonesma@who.int

HQ

Tedros Adhanom GHEBREYESUS, Director-General
Raymond Bruce J. AYLWARD, ADG/UHL
Jerome SALOMON, ADG/UCN
Shenaaz EL-HALABI, Director, DGO
Suraya DALIL, Director, SP-PHC
Pascale ALLOTEY, Director, UHL/SRH/HRP
Jim CAMPBELL, Director, HWF
Kalipso CHALKIDOU, Director, HFE
Rudi EGGERS, Director, IHS

email: drtedros@who.int
email: aylwardb@who.int
email: salomonj@who.int
email: elhalabis@who.int
email: dalilsu@who.int
email: allotey@who.int
email: campbellj@who.int
email: chalkidouk@who.int
email: eggersr@who.int

Alia EL-YASSIR, Director, GRE	email: elyassira@who.int
Alain LABRIQUE, Director, DHI	email: labriquea@who.int
Deusdedit MUBANGIZI, Director, HPS	email: mubangizid@who.int
Maria NEIRA, Director, ECH	email: neiram@who.int
Santino SEVERONI, Director, PHM	email: severonis@who.int
Daniel THORNTON, Director, CRM WHO/HQ	email: thorntond@who.int
Pavel URSU, Director, DFI	email: ursup@who.int
Gérard SCHMETS, Deputy Director, SP-PHC	email: schmetsg@who.int
Amelia Latu Afuhaamango TUIPULOTU, Chief Nursing Officer, Office of the Chef de Cabinet DGO	email: tuipulotua@who.int
Benedetta ALLEGRAZI, Unit Head, IPC	email: allegranzib@who.int
Anand BALACHANDRAN, Unit Head, NPM	email: balachandrana@who.int
Alarcos CIEZA, Unit Head, SDR	email: ciezaa@who.int
Giorgio COMETTO, Unit Head, HWP	email: comettog@who.int
Khassoum DIALLO, Unit Head, DEK	email: kdiallo@who.int
Blerta MALIQI, Unit Head, QOC	email: malqib@who.int
Anna VASSALL, Unit Head, HFE	email: vassalla@who.int
Kathryn O'NEILL, Unit Head, HSA	email: oneillk@who.int
Teri REYNOLDS, Unit Head, CSY	email: reynoldst@who.int
Ludy SURYANTORO, Unit Head, MHS	email: suryantorol@who.int
Shamsuzzoha SYED, Unit Head, PPU	email: syeds@who.int
Teresa ZACARIA, Unit Head, Humanitarian Interventions	email: zakariat@who.int
Pascal ZURN, Unit Head, HLM	email: zurnp@who.int
Helene BARROY, Senior Public Finance Expert, HFE	email: barroyh@who.int
Saverio BELLIZZI, Technical Officer, PHM	email: bellizzis@who.int
Mathilde BODDAERT, Emergency Response, WRE	email: boddaertm@who.int
Eva BROCARD PAINE, HEP	email: ebocard@who.int
Soeren BROSTROEM, Senior Adviser, Organizational Change, DGO	email: brostroms@who.int
Nienke BRUINSMA, Senior Technical Officer, NPM	email: bruinsman@who.int
Candelaria ARAOZ, Technical Officer, DDG	email: caraoz@who.int
Sepideh BAGHERI NEJAD, Technical Officer, UHL/IHS/QOC	email: bagherinejads@who.int
Juana Paola BUSTAMANTE IZQUIERDO, Economist, UHL/HWF/HLM	email: bustamantej@who.int
Sudipto CHATTERJEE, Mental Health Specialist, MSD	email: schatterjee@who.int
Daniel CHISHOLM, Mental Health Specialist, MSD	email: chisholmd@who.int
Dave CLARKE, Team Leader, UHC and Health Systems Law, SGS	email: clarked@who.int
Anna COCOZZA, Technical Officer, SGS	email: cocozzaa@who.int
Laurence CODJIA, Technical Officer, HLM	email: codjial@who.int
Emilie DI GRAZIA, Technical Officer, GRE	email: edi@who.int
Fahdi DKHIMI, Technical Officer, FPH	email: dkhimif@who.int

Casey DOWNEY, Technical Officer (Planning and Monitoring), BOS	email: downeyc@who.int
Antony DUTTINE, Technical Lead (Rehabilitation), SDR	email: duttinea@who.int
Mai ELTIGANY, Technical Officer, NCD	email: eltiganym@who.int
Siobhan FITZPATRICK, Technical Officer, HWP	email: fitzpatrick@who.int
Gabriela FLORES, Senior Health Economist, EEA	email: floressg@who.int
Sophie GENAY-DILIAUTAS, Technical Officer, IHP	email: genaydiliautass@who.int
Ann-Lise GUISET, Team Lead, IHS	email: guisseta@who.int
Martyna HOGENDORF, Technical Officer. NCD	email: hogendorfm@who.int
Jennifer HORTON, Delivery Expert, DFI	email: jhorton@who.int
Matthew JOWETT, Senior Health Financing Specialist, FPH	email: jowettm@who.int
Viktoriia KARPENKO, Technical Officer, SGS	email: karpenkov@who.int
Evis KASAPI, Management Officer, UHA	email: kasapie@who.int
Rania KAWAR, Technical Officer, HWF	email: kawarr@who.int
Faraz KHALID, Research Officer, EIU	email: khalidf@who.int
Ben LANE, Health Systems Adviser, SGS	email: laneb@who.int
Chris MADDOCK, Technical Officer, EEG	email: email: maddockc@who.int
Elanie MARKS, Technical Officer, SDR	email: markse@who.int
Claudia MAROTTA, Technical Officer, PHM	email: marottac@who.int
Paul MARSDEN, Technical Officer, HLM	email: marsdenp@who.int
Nikon Francesca MERU, Communications Officer, DCO/HID	email: merun@who.int
Claude MEYER, Senior Health Adviser, HFE & Coordinator, P4H Network	email: meycerc@who.int
Daniel MIC, Technical Officer, HEP	email: micd@who.int
Andrew MIRELMAN, Technical Officer, EEA	email: mirelmana@who.int
Derek MUNENE,	email: TBC
Marjolaine NICOD, Development Cooperation Specialist, HFE	email: nicodm@who.int
Gabriele PASTORINO, Technical Officer, SGS	email: pastorinog@who.int
Andrew PATTISON, Team Lead, DHI	email: pattisona@who.int
José Luis PÉREZ GARCÍA, Operations Officer, CLS	email: perezgarciaj@who.int
Michaela PFEIFFER, Executive Officer, UHA	email: pfeifferm@who.int
Denis PORIGNON, Senior Adviser (PHC), CIU	email: porignond@who.int
Tara PRASAD, Team Lead, Global Access, APS	email: prasadt@who.int
Martine Annete PRÜSS, Unit Head, Policies and Interventions for Health & Environment, ECH	email: pruess@who.int
Sameer PUJARI, Technical Officer, BHM	email: pujaris@who.int
Kumanan RASANATHAN, Executive Director, HSR	email: rasanathank@who.int
Christophe RERAT, Senior Technical Officer, SAP	email: reratc@who.int
Briana RIVAS MORELLO, Technical Officer, UHL/IHS/HSA	email: rivasb@who.int
Daniela RODRIGUEZ, Scientist (Implementation Research), HSR	email: darodriguez@who.int

Olga FRADKINA, Programme Officer, UHL/PHC	email: fradkinao@who.int
Paul ROGERS, Programme Manager, QOC	email: rogersp@who.int
Nabil SAFRANY, External Relations Officer, EEG	email: safranyn@who.int
Sohel SAIKAT, Senior Adviser (PHC), CIU	email: saikats@who.int
Reja SARKIS, Admin Services Officer, CLS	email: sarkisr@who.int
Katja SCHEMIONEK, Expert (PHC), PPU	email: schemionekka@who.int
Franziska SCHUSTER, Technical Officer, UHA	email: meierf@who.int
Redda SEIFELDIN, Technical Officer, CIU	email: seifeldinr@who.int
Archana SHAH, Adviser (PHC), CIU	email: shaha@who.int
Stephanie SHENDALE, Scientist, EPI	email: shendales@who.int
Susan SPARKES, Technical Officer, HFE	email: sparkess@who.int
Romina STELTER, Technical Officer (Multisectoral Engagement), MHS	email: stelterr@who.int
Karin STENBERG, Senior Health Economist, HFE	email: stenbergk@who.int
Yuka SUMI, Medical Officer, AAH	email: sumiy@who.int
Luc Bertrand TSACHOUA CHOUPE, Technical Officer, HSP/CCI	email: tsachoual@who.int
Tova TAMPE, Health Systems Adviser, PPU	email: tampet@who.int
Nathalie VANDE MAELE, Health Economist, APS	email: vandemaelen@who.int
Elena VILLALOBOS PRATS, Technical Officer, CCH	email: villalobose@who.int
Susanna VOLK, Project Officer, ADG/UHL	email: volks@who.int
Tana WULIJI, Senior Technical Advisor - UHC & Health Systems, UHA	email: wulijit@who.int
Nikola ROBERT-CRISOGIANNI, Clerk, PSS	email: crisogiannin@who.int
Alberto RAMAJO HUÉLAMO, Assistant (Team), CIU	email: ramajoal@who.int
Marc McMONAGLE, Assistant to Deputy Director, SP-PHC	email: mcmonaglem@who.int
Enrico SEVILLA, Associate, CIU	email: sevillae@who.int
Hatem BEN HOURIA, Meetings Assistant, GCT	email: benha@who.int
Marouene BOUSLAMA, Meetings Assistant, GCT	email: mbouslama@who.int
Ibrahima FOFANA, Security Administrator, PSS	email: fofanai@who.int
François BORREL, Clerk, CLS	email: borrelf@who.int
Gerald MERCIER, Guard, PSS	email: mercierg@who.int
Shambu ACHARYA, Consultant	email: acharyas@who.int
Erica BARBAZZA, Consultant. EIU	email: barbazzae@who.int
Jeremy CHEONG CHI MO, Consultant, CIU	email: cheongj@who.int
Alison DUNN, Contractor, CIU	email: alisonjdunn@gmail.com
Nour HASSAN, Consultant, PHM	email: hassanno@who.int
Alyssa PALMQUIST, Consultant, EXT	email: palmquista@who.int
Jennyfer WOLF, Consultant, ECH	email: wolfj@who.int
Yu ZHANG, Consultant, CIU	email: zhangyu@who.int
Nevena BLAGOJEVIC, Contractor, CIU	email: nevena.blagojevic@interprefy.com



ANNEX 3 – AGENDA



LOGISTICS

DATE:

December 11-13, 2024

TIME:

09:00–17:30

VENUE:

Centre de Congrès de
Lyon, 50 quai Charles de
Gaulle, Lyon, France

THEMES



TAKE STOCK



ADAPT



PROPEL

Meeting Overview

The Universal Health Coverage Partnership (UHC-P) Global Meeting, hosted by the World Health Organization (WHO) will focus on advancing the 14th General Programme of Work (GPW14), which aims to improve global health and wellbeing. The meeting's primary objectives are to assess progress toward Universal Health Coverage (UHC), define priority areas for future efforts, and ensure the UHC-P effectively contributes to the GPW14 targets. The meeting will bring together stakeholders from various countries and development partners to discuss best practices, challenges, and innovations in the pursuit of UHC.

MATERIALS





TAKE STOCK – WEDNESDAY 11 DECEMBER 2024		
08:00 – 09:00	Registration	
09:00 – 10:30	Plenary: The UHC Partnership and WHO's new Global Health Strategy 2025-2028 (GPW14)	
10:30 – 11:00	Break	
11:00 – 12:30	Plenary: UHC Partnership achievements and expectations – Interactive session	
12:30 – 14:00	Lunch	
14:00 – 15:30 Parallel Sessions	Salle Bellecour 1 (Registration level)	How to increase health and care workforce investments with financing constraints
	Salle Bellecour 2 (Registration level)	Attraction and retention of health and care workers
	Salle Bellecour 3 (Registration level)	Optimization and evolution of multidisciplinary teams in PHC to meet current and future needs
	Salle Tête d'Or 1 (Level 1)	Enhancing financing accountability through better aid alignment
	Salle Tête d'Or 2 (Level 1)	What can be done to improve financial protection in health?
	Salle Gratte Ciel 1 (Level 2)	A systems approach to delivering quality care and patient safety : Challenges, lessons, and opportunities ahead
	Salle Gratte Ciel 2 (Level 2)	Reorienting Models of Care towards PHC
	Salle Gratte Ciel 3 (Level 2)	Donors and partners alignment for integrated service delivery
15:30 – 16:00	Break	
16:00 – 17:30	Plenary: National strategies to reorient health systems towards primary health care	
17:30 – 18:30	UHC Partnership cocktail event	



ADAPT - THURSDAY 12 DECEMBER 2024		
07:30 – 08:30	Universal Health Coverage Day celebration	
08:00 – 10:30	Plenary: Building resilient health systems	
10:30 – 11:00	Break	
11:00 – 11:40 Marketplace	Salle Bellecour 1 (Registration level)	Design of implementable UHC service packages, based on integrated models of care
	Salle Bellecour 2 (Registration level)	How Health programmes can contribute to social cohesion and peace?
	Salle Bellecour 3 (Registration level)	Delivery in Action: Enabling country-driven impact
	Salle Tête d'Or 1 (Level 1)	Strengthening Social Participation in Health: Experiences from Central Asia
	Salle Tête d'Or 2 (Level 1)	Harnessing Data and Dialogue with a Health Labour Market Approach for Smarter Health Workforce Policies and Investment Decisions
	Salon Tête d'Or (Level 1)	Moving on mental health
	Salle Gratte Ciel 1 (Level 2)	Gavi , the Vaccine Alliance's Health Systems Strategy
	Salle Gratte Ciel 2 (Level 2)	Improving procurement efficiency for medicines and health products : A country experience
	Salle Gratte Ciel 3 (Level 2)	Strengthening PHC Leadership
	Salon Gratte Ciel	Health Equity in Action
Room Switch		
11:50 – 12:30 Marketplace	Salle Bellecour 1 (Registration level)	Advancing Universal Health Coverage through rehabilitation : Country experiences in health system strengthening
	Salle Bellecour 2 (Registration level)	Critical role of PHC in addressing AMR : Entry points for action
	Salle Bellecour 3 (Registration level)	Demonstration of results : The case of Timor Leste
	Salle Tête d'Or 1 (Level 1)	Advancing UHC through effective governance of the private sector in mixed health systems
	Salle Tête d'Or 2 (Level 1)	Strengthening workforce capacity to deliver the Essential Public Health Functions (EPHFs)
	Salon Tête d'Or (Level 1)	Moving on mental health
	Salle Gratte Ciel 1 (Level 2)	Lusaka Agenda : What it is and how to operationalize it?
	Salle Gratte Ciel 2 (Level 2)	Defragmenting health financing for strategic purchasing – lessons from reforms in Mongolia and Morocco
	Salle Gratte Ciel 3 (Level 2)	Integrating IPC into programs for Universal health coverage
12:30 – 14:00	Lunch C Universal Health Coverage Day celebration	



14:00 –15:30 Parallel sessions	Salle Bellecour 1 (Registration level)	Digital health: Harnessing appropriate technology to strengthen UHC Goals
	Salle Bellecour 2 (Registration level)	Leveraging impact of health security preparedness for universal health coverage
	Salle Bellecour 3 (Registration level)	Achieving UHC in vulnerable and conflict settings: hope or reality?
	Salle Tête d'Or 1 (Level 1)	Why climate resilience and environmental health are essential for universal health coverage: lessons in prevention, sustainability, and action
	Salle Tête d'Or 2 (Level 1)	Reorienting Small-Island Developing States' health systems towards PHC: challenges and solutions
	Salle Gratte Ciel 1 (Level 2)	Primary health care reforms to address noncommunicable diseases
	Salle Gratte Ciel 2 (Level 2)	Strengthen care systems to provide continuum of integrated care for older people including long-term care and foster healthy ageing
	Salle Gratte Ciel 3 (Level 2)	New opportunities and challenges: refugee and migrant health
15:30 –16:00	Break	
16:00 –17:30	Plenary: Adapting national strategies to new opportunities and challenges	
18:00 –18:30	Universal Health Coverage Day celebration	

PROPEL- FRIDAY 13 DECEMBER 2024	
06:00 –10:30	Plenary: Driving and Accelerating UHC – Connecting action to impact
10:30 –11:00	Break
11:00 –12:30	Plenary: The shifts needed to accelerate progress towards UHC
12:30 –14:00	Lunch
14:00 –15:30	Plenary: UHC Partnership: Next steps
15:30 –16:00	Break
16:00 –17:30	Closing ceremony



ANNEX 4 – SESSION SUMMARIES



Universal Health Coverage
Partnership Global Meeting
11–13 December 2024
Lyon, France

SESSION SUMMARIES



Universal Health Coverage Partnership Global Meeting 11-13 December 2024 Lyon, France

Session Briefs

Session 1, Wednesday 11 December 2024; 09:00 – 10:30 in Forum 6	4
Plenary: UHC Partnership and the Global Health Strategy 2025-2028 (GPW14).....	4
Session 2, Wednesday 11 December 2024; 11:00 – 12:30 in Forum 6	5
Plenary: UHC Partnership achievements and expectations – interactive participatory session.....	5
Session 3, Wednesday 11 December 2024; 14:00 – 15:30	6
Parallel Sessions: Reorienting health systems towards primary health care from a workforce, financing, and service delivery lens, including alignment issues.....	6
WORKFORCE	6
Salle Bellecour 1: How to increase health and care workforce investments with financing constraints	6
Salle Bellecour 2: Attraction and retention of health and care workers	7
Salle Bellecour 3: Optimization and evolution of multidisciplinary teams in PHC to meet current and future needs	8
FINANCING	8
Salle Tête d'Or 1: Enhancing financing accountability through better aid alignment	8
Salle Tête d'Or 2: What can be done to improve financial protection in health?	9
SERVICE DELIVERY	10
Salle Gratte-Ciel 1: A systems approach to delivering quality care and patient safety: Challenges, lessons, and opportunities ahead	10
Salle Gratte-Ciel 2: Reorienting Models of Care (MoC) to meeting changing health	10
needs	10
Salle Gratte-Ciel 3: Donors and partners alignment for integrated service delivery	11
Session 4, Wednesday 11 December 2024; 16:00- 17:30 in Forum 6	12
Plenary: National strategies to reorient health systems towards PHC – Interactive plenary session ..	12
UHC-P Cocktail, Wednesday 11 December 2024; 18:00 – 22:00	12
WPRO and SEARO: Celebrate bold actions towards UHC Reform in the Asia-Pacific Region on UHC Day; 7:30-8:30 Plenary room in Forum 6.....	13
Session 5, Thursday 12 December 2024; 09:00-10:30 in Forum 6.....	13
Plenary: Building Resilient Health Systems	13



Session 6, Thursday 12 December 2024 ; 11:00-12:30	14
Marketplace Sessions	14
Marketplace 11:00 – 11:40	15
Salle Bellecour 1: Design of implementable UHC service packages, based on integrated models of care: SPDI tool (11:00 – 11:40)	15
Salle Bellecour 2: How Health programmes can contribute to social cohesion and peace? (11:00 – 11:40)	15
Salle Bellecour 3: Delivery in Action: Enabling country-driven impact (11:00 – 11:40)	16
Salle Tête d'Or 1: Strengthening Social Participation in Health: Experiences from Central Asia (11:00 – 11:40)	16
Salle Tête d'Or 2: Harnessing Data and Dialogue with a Health Labour Market Approach for Smarter Health Workforce Policies and Investment Decisions (11:00 – 11:40)	16
Salon Tête d'Or: Moving on mental health (11:00 – 11:40)	17
Salle Gratte Ciel 1: Gavi, the Vaccine Alliance's Health Systems Strategy (11:00 – 11:40)	17
Salle Gratte Ciel 2: Improving procurement efficiency for medicines and health products: A country experience (11:00 – 11:40)	18
Salle Gratte Ciel 3: Strengthening PHC Leadership (11:00 – 11:40)	18
Salon Gratte Ciel: Health Equity in Action (11:00 – 11:40)	19
Marketplace 11:50 – 12:30	20
Bellecour 1: Advancing Universal Health Coverage through rehabilitation: Country experiences in health system strengthening (11:50-12:30)	20
Bellecour 2: Critical role of PHC in addressing AMR: Entry points for action (11:50-12:30)	20
Bellecour 3: Demonstration of results: The case of Timor Leste (11:50-12:30)	21
Tête d'Or 1: Advancing UHC through effective governance of the private sector in mixed health systems (11:50-12:30)	21
Tête d'Or 2: Strengthening workforce capacity to deliver the Essential Public Health Functions (EPHFs) (11:50-12:30)	22
Salon Tête d'Or: Moving on mental health (11:50 – 12:30)	22
Salle Gratte Ciel 1: Lusaka Agenda: What it is and how to operationalize it? (11:50 – 12:30)	23
Salle Gratte Ciel 2: Defragmenting health financing for strategic purchasing – lessons from reforms in Mongolia and Morocco (11:50-12:30)	23
Salle Gratte Ciel 3: Integrating IPC into programs for Universal health coverage (11:50 – 12:30)	24
UHC Day Celebrations in the African, Eastern Mediterranean and European regions; 12:30 – 14:00 in Forum 6	25



Session 7, Thursday 12 December 2024 ; 14:00 – 15:30	26
Parallel Sessions - New Opportunities And Challenges: Ageing, Long Term Care, Digital Health, Climate Change, AMR, Crisis & Migrants	26
Salle Bellecour 1: Digital Health: Harnessing appropriate technology to strengthen UHC Goals	26
Salle Bellecour 2: Preparedness Simulation exercise: Leveraging Impact of health security preparedness for Universal Health Coverage	27
Salle Bellecour 3: Achieving UHC in vulnerable and conflict settings: hope or reality?	27
Salle Tête d'Or 1: Why Climate Resilience and Environmental Health Are Essential for Universal Health Coverage: Lessons in Prevention, Sustainability, and Action.....	28
Salle Tête d'Or 2: Reorienting Small-Island Developing States' Health Systems towards PHC: challenges and solutions	29
Salle Gratte-Ciel 1: Primary health care reforms to address noncommunicable diseases	29
Salle Gratte-Ciel 2: Ageing including Long Term Care	30
Salle Gratte-Ciel 3: New Opportunities And Challenges: Refugee and Migrant Health	30
Session 8, Thursday 12 December 2024; 16:00-17:30	31
Plenary: Adapting National Strategies To New Opportunities And Challenges	31
AMRO/PAHO: UHC Day Celebration: Universal Health: Equitable access with financial protection in the Americas, 18:00 – 18:30 in Forum 6	32
Session 9, Friday 13 December 2024 ; 9:00-10:30	32
Plenary: Driving and accelerating UHC – Connecting Actions to Impact.....	32
Session 10, Friday 13 December 2024; 11:00-12:30	33
Plenary: The Shifts Needed To Accelerate Progress Towards UHC.....	33
Session 11, Friday 13 December 2024; 14:00-15:30	33
PLENARY: UHC Partnership: Next Steps – From Action Points From The Meeting	33
Session 12, Friday 13 December 2024; 16:00-17:30	34
Plenary: Closing Ceremony	34



Session 1, Wednesday 11 December 2024; 09:00 – 10:30 in Forum 6

Plenary: UHC Partnership and the Global Health Strategy 2025-2028 (GPW14)

Session Coordinator: Denis Porignon

Session Moderator: Natasha Azzopardi-Muscat & Awad Mataria

Rapporteurs: Redda Seifeldin & Kira Koch

Session summary:

This session aims to understand the current status of Universal Health Coverage (UHC) and the UHC Partnership (UHC-P) while capturing the views and expectations of WHO, partners, and countries on both. It seeks to foster a global agreement on the concerning state of UHC and the need for a "reset," supported by GPW14.

Speakers & Interventions:

Opening remarks:

- Tedros Adhanom Ghebreyesus, Director-General, **World Health Organization**
- Martin Seychell, Deputy Director-General, Directorate-General for International Partnerships, **European Commission**

Member States

- Jerome Walcott, Minister of Health and Wellness, **Barbados**
- Carla Paredes, Minister of Health, **Honduras**
- Elias Kapavore, Minister of Health, **Papua New Guinea**
- Ghafur Muhsinzoda, Deputy Minister of Health and Social Protection of the Population, **Republic of Tajikistan**

Donors

- Birgitte Hagelund Head of Section, Health INTPA, **European Commission**
- Amelie Schmitt, Advisor (Health), Permanent Mission of **France** to the UN at Geneva
- Clarisse Geier, Secrétaire de Légation, Ministère des Affaires étrangères et européennes, de la Défense, de la Coopération et du Commerce extérieur, **Luxembourg**
- Sharif Egal, Senior Policy Officer Global Health & SRHR, Ministry of Foreign Affairs, **Netherlands**
- Jo Keatinge, Health Advisor for Health Systems Strengthening, Foreign, Commonwealth & Development Office, **UK**

Partners

- Alex de Jonquieres, Director, Health System Strengthening, **Gavi, the Vaccine Alliance**
- Olga Bornemisza, Senior Specialist, Health Systems Strengthening, **Global Fund**

WHO

- Bruce Aylward, Assistant Director-General, Universal Health Coverage/ Life-Course, **WHO**



Session 2, Wednesday 11 December 2024; 11:00 – 12:30 in Forum 6

Plenary: UHC Partnership achievements and expectations – interactive participatory session

Session Coordinator: Denis Porignon

Session Moderator: Lluís Vinals Tores & Olga Bornemisza

Rapporteur: Jeremy Cheong Chi Mo & Briana Rivas-Morello

Session summary:

This session explores the progress of the UHC Partnership (UHC-P), focusing on achievements since its inception in 2011, the outcomes of Phase 4, and the anticipated directions for Phase 5 (2025 onwards). Participants will also engage in interactive discussions to shape the future trajectory of UHC-P.

Speakers & Interventions:

- Ghafur Muhsinzoda, Deputy Minister of Health and Social Protection of the Population, **Republic of Tajikistan**
- Ilker Dastan, Health Policy Advisor, WHO Country Office, **Tajikistan**
- Gerard Schmets, Deputy Director, Special Programme for Primary Health Care, **WHO/HQ**



Session 3, Wednesday 11 December 2024; 14:00 – 15:30

Parallel Sessions: Reorienting health systems towards primary health care from a workforce, financing, and service delivery lens, including alignment issues

Rooms (Level)	Topic
Salle Bellecour 1 (Registration level)	How to increase health and care workforce investments with financing constraints
Salle Bellecour 2 (Registration level)	Attraction and retention of health and care workers
Salle Bellecour 3 (Registration level)	Optimization and evolution of multidisciplinary teams in PHC to meet current and future needs
Salle Tête d'Or 1 (Level 1)	Enhancing financing accountability through better aid alignment
Salle Tête d'Or 2 (Level 1)	What can be done to improve financial protection in health?
Salle Gratte Ciel 1 (Level 2)	A systems approach to delivering quality care and patient safety: Challenges, lessons, and opportunities ahead
Salle Gratte Ciel 2 (Level 2)	Reorienting Models of Care towards PHC
Salle Gratte Ciel 3 (Level 2)	Donors and partners alignment for integrated service delivery: Why it matters, how was it managed?

WORKFORCE

[Salle Bellecour 1: How to increase health and care workforce investments with financing constraints](#)

Session Coordinators: Pascal Zurn & Hélène Barroy

Session Moderators: Pascal Zurn & James Fitzgerald

Rapporteur: Juana Paola Bustamante

Session summary:

Countries worldwide are facing workforce challenges that hinder progress on UHC and health security. The health workforce shortage is projected to reach over 11 million by 2030, particularly in low-and lower-middle income countries. The WHO Health Workforce Support and Safeguards List 2023 identifies 55 countries that are furthest behind on UHC. Paradoxically, many of those countries are also facing high-levels of unemployment among new graduate nurses and physicians notably due to budget constraints and rigid civil service regulation. Addressing health workforce challenges necessitates substantial financial investments that the macro-fiscal context, which is marked by uneven recovery growth rates and budgetary constraints, is unlikely to be able to support. Specifically, low-and-middle income countries face a drop in economic growth from 4.2 percent in 2023 to a projected 4.0 percent in 2024 and 2025 (IMF, 2024). After recovering in 2021–22, the revenue-to-GDP ratios in low-income countries have remained stagnant. Debt, which declined in



2021-22, has started to increase again and remain above pre-pandemic levels; half of low-income countries is at risk of debt distress in 2024. Against this backdrop, it is fundamental to bring clarity on the critical linkage between health workforce spending and macro-fiscal factors to improve the dialogue between health and finance stakeholders and inform future funding allocation decisions.

Speakers & Interventions:

- Ngoy Nsenga, WHO Representative to the **Central African Republic**
- Ertenisa Hamilton, Director, Family Health Care Services, **Guyana**
- Bounsérth Keoprasith, Director-General, Ministry of Health **Laos PDR**
- Abdullahi Nour Omar Guraash, Head, Health Governance and Stewardship Unit, Ministry of Health and Human Services, Federal Republic of **Somalia**
- Asela Gunawardena, Director General of Health Services, Ministry of Health, **Sri Lanka**
- Ghafur Muhsinzoda, Deputy Minister, Health and Social Protection of the Population, **Republic of Tajikistan**
- Abigail Kangwende, Deputy Chair, Health Services Commission, Ministry of Health, **Zimbabwe**
- James Asamani, Team Lead, Health Workforce, **WHO/AFRO**
- Hélène Barroy, Senior Public Finance Expert, **WHO/HQ**
- Jim Campbell, Director, Health Workforce Department, **WHO/HQ**

Salle Bellecour 2: Attraction and retention of health and care workers

Session Coordinator: Tomas Zapata & Rania Kavar

Session Moderator: Tomas Zapata

Rapporteur: Paul Marsden

Session summary:

Attracting health workers to rural and remote areas is a complex and multifaceted policy dilemma, which requires implementing a bundle of interventions in an integrated manner to address inadequate supply of health workers to meet the health needs of these populations. Issues pertaining to working and living conditions, career progression and continuing education opportunities, and remuneration constitute barriers to building and sustaining an effective health and care workforce. In many settings, these challenges are further compounded by demographic shifts, such as an aging population, and a workforce nearing retirement age. Persistent underinvestment in workforce sustainability has led to low replacement rates and left many health systems in crisis. International recruitment of health workers, particularly from low resource to high resource settings has partially mitigated the low domestic output in health professions education.

Speakers & Interventions:

- Md Saiful Islam, Deputy Secretary, Ministry of Health, **Bangladesh**
- Marbel Magaña, Director del Primer Nivel de Atención, **El Salvador**
- Patrick Wheatle, Regional Technical Director, Ministry of Health, **Jamaica**
- Jamela Al-Raiby, WHO Representative to **Jordan**
- Vlad-alexandru Mixich, Advisor on Health Policy, WHO Country Office, **Republic of Moldova**
- Representative from the **Philippines**
- Gulin Gedik, Coordinator, Health Workforce, **WHO/EMRO**



Salle Bellecour 3: Optimization and evolution of multidisciplinary teams in PHC to meet current and future needs

Session Coordinator: Ibadat Dhillon & Rania Kawar

Session Moderators: Ibadat Dhillon & Benjamin Puertas

Rapporteur: Rania Kawar

Session summary:

Aligning education and competencies with the needs of the health system is critical to ensuring that the workforce is equipped to meet both current and future demands, and to detect and respond to emerging health issues. Competency-based education, which integrates team-based care principles, along with continuing professional development, is essential for primary care teams to address both local and emerging health challenges. The rising demand for chronic and long-term care calls for greater integration between the health and social care sectors, along-side improved coordination with specialists. Digital health innovations, including telemedicine, are transforming services in primary health care settings, enhancing access to services and facilitating remote consultations. Expanding roles within primary care teams, such as the inclusion of community pharmacists or advanced nurse practice, has proven effective in reducing the workload pressures and improve access to services. It is important to understand the profile of the health and care workforce to plan and organize the workforce. Effective governance at national and subnational levels is critical for assuring both their support and accountability, and ensuring the delivery of quality care. This includes, policies that support flexible team structures adaptable to local health needs, combined with robust accountability and performance monitoring mechanisms.

Speakers & Interventions:

- Mahamadi Tassemedo, Director, Promotion and Education, Ministry of Health, **Burkina Faso**
- Alison Morales, Chief Integration and Development Ministry of Health, **Chile**
- Syed Jaffar Hussain, WHO Representative to the Islamic Republic of **Iran**
- Jenny Stephens, Director Public Health, Ministry of Health, **Vanuatu**
- Melitta Jakab, Head of Office, WHO European Centre for Primary Health Care, **WHO/EURO**
- Giorgio Cometto, Unit Head, Health Workforce Policies and Standards, **WHO/HQ**

FINANCING

Salle Tête d'Or 1: Enhancing financing accountability through better aid alignment

Session Coordinators: Hélène Barroy & Susan Sparkes

Session Moderator: Awad Mataria

Rapporteur: Susan Sparkes

Session summary:

This session will delve into the critical role of financing within the aid alignment agenda. It will provide a comprehensive overview of how financing arrangements and processes are integral to aligning aid with national health priorities and systems. Participants will gain valuable insights into opportunities



and challenges related to the use of domestic public financial management (PFM) systems by donors. Domestic system requirements, as well as potential reforms to donor financing mechanisms will be featured. It will also discuss approaches for tracking progress of alignment at country-level. Country experiences will highlight work around cross-programmatic inefficiencies and PFM bottlenecks as a constraint to aid effectiveness.

Speakers & Interventions:

- Representative from **Ecuador**
- Dipendra Raman Singh, Additional Health Secretary, Ministry of Health and Population, **Nepal**
- Soofiya Younus, Deputy Director General, Ministry of Health, **Pakistan**
- Charles Olaro, Director, Health Services - Curative, Ministry of Health, **Uganda**
- Awad Mataria, Director, Universal Health Coverage/ Health Systems, **WHO/EMRO**
- Kalipso Chalkidou, Director of Health Financing and Economics, **WHO/HQ**
- Susan Sparkes, Health Financing Technical Officer, **WHO/HQ**

Salle Tête d'Or 2: What can be done to improve financial protection in health?

Session Coordinator: Matthew Jowett & Gabriela Flores

Session Moderator: Ogo Chukwujekwu

Rapporteur: Fahdi Dkhimi

Session summary:

This session will delve into the significant challenge of bringing the world back on target to meet SDG 3.8.2 by 2030; poor financial protection is the major issue holding back progress on UHC. A detailed picture of the scale of this challenge, and the main underlying drivers, had been made available through numerous UHC Global Monitoring Reports (WHO and World Bank). The issue of out-of-pocket spending on medicines as the dominant component of household spending on health for the general population is a common feature in most regions globally; new work to investigate the complex underlying factors for this trend will be discussed.

Speakers & Interventions:

- Julio Sabido, Chief Executive Officer, Ministry of Health & Wellness, **Belize**
- Mai Farid, Chief Executive Officer, Universal Health Insurance Authority, **Egypt**
- Ketevan Goginashvili, Chief Specialist, Health Policy Division, Ministry of Labour, Health and Social Affairs, **Georgia**
- Muhammad Asmi Syabil Bin Ahmad Sukri, Chief Assistant Director, Planning Division, Ministry of Health, **Malaysia**
- Chatura Wijesundara, Ag. Team Lead (Health System), WHO Country Office, **Sri Lanka**
- Nicholas Crisp, Deputy Director General, National Department of Health, **South Africa**
- Lluís Vinyals, Director, Division of Health Systems and Services, **WHO/WPRO**



SERVICE DELIVERY

Salle Gratte-Ciel 1: A systems approach to delivering quality care and patient safety: Challenges, lessons, and opportunities ahead

Session Coordinators: Blerta Maliqi, Ernesto Bascolo, Sepideh Bagheri Nejad

Session Moderator: Gina Tambini

Rapporteur: Sepideh Bagheri Nejad

Session summary:

Achieving UHC requires ensuring that all individuals and communities can access high-quality healthcare without financial hardship. While coverage is improving, quality remains a significant challenge. Poor-quality care accounts for over 5 million avoidable deaths annually—more than the 3.6 million deaths due to lack of access. Additionally, unsafe care incurs significant financial costs, amounting to over \$1 trillion globally each year. WHO is actively supporting countries in developing and implementing QOC and patient safety policies, including the Global Patient Safety Action Plan (GPSAP) 2021–2030. Recognizing the varying levels of health system development, a "quality of care maturity model" can help countries tailor evidence-based strategies to their specific contexts. Emphasizing the need for high-level commitment, the session will explore setting and monitoring QOC and patient safety targets, alongside securing the infrastructure, workforce, and funding necessary to implement sustainable national strategies and action plans.

Speakers & Interventions:

- Gina Tambini, Head of WHO Country Office, **Colombia**
- Bejoy Nambiar, Coordinator, Strategic Health Policy & Planning, WHO Country Office, **Ethiopia**
- Miljana Grbic, WHO Representative and Head of Country Office to the **Republic of Moldova**
- Theopista Kabutani John, HSS Team Lead, WHO Country Office, **Rwanda**
- Howard Sobel, WHO Representative to the **Solomon Islands**
- Pierre Kariyo, Technical Officer, Patient Safety, **WHO/AFRO**
- Mondher Letaief, Regional Advisor, Health Systems Development, **WHO/EMRO**

Salle Gratte-Ciel 2: Reorienting Models of Care (MoC) to meeting changing health needs

Session Coordinators: Teri Reynolds, James Fitzgerald

Session Moderators: Teri Reynolds and Ernesto Bascolo

Session summary:

Reorienting models of care toward primary health care (PHC) is essential to address the global burden of noncommunicable diseases (NCDs) and the needs of ageing populations. PHC offers an inclusive, equitable, and cost-effective framework for delivering person-centred, integrated services. However, NCDs cause 74% of global deaths annually, with most premature deaths occurring in low- and middle-income countries, while ageing populations face significant gaps in spdiintegration of health and social care services, ensuring accessibility and affordability for all. This session will explore how countries are adopting PHC-oriented care models to enhance prevention



and treatment of NCDs and support healthy aging, with a focus on practical examples and lessons learned.

Speakers & Interventions:

- Cristobal Cuadrado, Health System Advisor, PAHO/WHO Country Office, **Argentina**
- Innocent Bright Nuwagira, WHO Representative and Head of Country Office to **Sierra Leone**
- Uktam Ismailov, Head of Science, Education and Innovations Department, Ministry of Health **Uzbekistan**
- Silviu Domete, WHO Representative to **Georgia**
- Ezechiel Bisalinkumi, Team Lead Health Systems Governance, WHO Country Office, **Yemen**
- Chatura Wijesundara, Health Economics and Systems Analysis, WHO Country Office **Sri Lanka**
- Shogo Kubota, Coordinator Health Systems and Services Division **WHO/WPRO**

Salle Gratte-Ciel 3: Donors and partners alignment for integrated service delivery

Session Coordinators: Ann-Lise Guisset & Ernesto Bascolo

Session Moderator: Renee Van de Weerd & Cristian Morales Fuhrmann

Rapporteur: Ann-Lise Guisset

This session will focus on the critical role of integrated service delivery within a primary health care (PHC) approach to achieving universal health coverage (UHC). Participants will reflect on lessons from low-income countries, exploring how political agendas for integrated services have been advanced with donor and partner support. Key discussions will include addressing systemic bottlenecks caused by disease-specific funding silos, the evolution of partner roles in strengthening integrated delivery, and how alignment of external aid with national priorities can enhance PHC-based systems. Anchored in the Lusaka Agenda, the session will spotlight opportunities to bolster sustainable, people-centred health systems through coherence among global health initiatives and stronger primary care platforms.

Speakers & Interventions:

Part 1 - Discussants

- Renee Van de Weerd, WHO Representative to the Federal Republic of **Somalia**
- Adanmavokin Justin Sossou, Team Lead Universal Health Coverage and Life Course, **Burundi**
- Colette Selman, Director Core countries, **GAVI**

Part 2: Country experience panel:

- Boureima Hama Sambo, WHO Representative to the **Democratic Republic of the Congo**
- Carla Paredes, Minister of Health, **Honduras**
- Roderick Salenga, Health Policy Advisor, Team lead Health Systems, WHO Country Office, **Indonesia**
- Elias Kapavore, Minister of Health, **Papua New Guinea**



Session 4, Wednesday 11 December 2024; 16:00- 17:30 in Forum 6

Plenary: National strategies to reorient health systems towards PHC – Interactive plenary session

Session Coordinator: Denis Porignon

Session Moderator: Kasonde Mwinga & Matthias Reinicke

Rapporteur: Yu Zhang & Zhamin Yelgezekova

Session summary:

This session aims to discuss how to integrate the key bottlenecks identified in Session 3 and ways to address them into "reset" national health strategies. It will emphasize the importance of a robust, ongoing planning process in countries to guide stakeholders in effectively implementing, or supporting the implementation of, the national health policy and its priorities.

Speakers & Interventions:

Member States

- Mesfin Kedebe, Director of Planning, Ministry of Health, **Ethiopia**
- Rima Dmayanti, Head of PHC Integration Working Group, **Indonesia**
- Bek Nogoibaev, Head Strategic Planning, Ministry of Health, **Kyrgyzstan**

Donors

- Tim Roosen, Ministry of Foreign Affairs and International Development Cooperation, **Belgium**
- Jo Keatinge, Health Advisor for Health Systems Strengthening, Foreign, Commonwealth & Development Office, **UK**

Partners

- Alex de Jonquieres, Director, Health System Strengthening, **Gavi, the Vaccine Alliance**

WHO

- Amalia Del Riego, PAHO/WHO Representative to **Barbados and Eastern Caribbean Countries**,
- Jim Campbell, Director, Health Workforce Department, **WHO/HQ**
- Juliet Bataringaya, WHO Representative to **Botswana**
- Kalipso Chalkidou, Director, Health Systems Financing and Economics, **WHO/HQ**
- Marjolaine Nicod, Coordinator, **UHC2030 Secretariat**
- Rudi Eggers, Director, Integrated Health Services, **WHO/HQ**

UHC-P Cocktail, Wednesday 11 December 2024; 18:00 – 22:00

Informal Gathering





WPRO and SEARO: Celebrate bold actions towards UHC Reform in the Asia-Pacific Region on UHC Day; 7:30-8:30 Plenary room in Forum 6

Livestreamed: https://youtube.com/live/7oPyNZnrE_Q?feature=share.



Session summary:

Insightful webinar jointly hosted by WHO, ADB, World Bank, UNICEF, and UNFPA focusing on actionable steps toward achieving sustainable Universal Health Coverage (UHC). This virtual and in-person event will spotlight key challenges and successes in advancing UHC in the Asia-Pacific, a region where 60% of the world's population resides.

- Insights from representatives from Fiji, Indonesia, the Philippines, and Sri Lanka on the practical actions their countries are implementing to advance UHC reforms.
- Perspectives from leading organizations, including ADB, World Bank, UNICEF, and UNFPA, on the support available to countries navigating UHC reforms.
- Experiences and reflections from participants of the UHC Partnership Global Meeting.

Speakers and interventions:

- Representatives from Fiji, Indonesia, the Philippines, and Sri Lanka
- Representatives from Asian Development Bank, World Bank, UNICEF and UNFPA

Session 5, Thursday 12 December 2024; 09:00-10:30 in Forum 6

Plenary: Building Resilient Health Systems

Session Coordinator: Sohel Saikat

Session Moderators: Jim Campbell & Tim Roosen

Rapporteur: Redda Seifeldin & Yu Zhang

Session summary:

This session brings together key stakeholders to discuss public health challenges way forward in advancing national to global policies, plans, investments, and practices, and for building health system resilience with the essential public health functions and a PHC approach. It will explore the co-benefits of resilience and EPHFs in strengthening health systems foundations while addressing emerging threats such as, climate change, ageing & long-term care, migrants. The session will also highlight WHO's work focusing on building health systems resilience and draw country-level experiences across WHO regions.

Speakers & Interventions:

- Awad Mataria, Director, Universal Health Coverage/ Health Systems, **WHO/EMRO**
- James Fitzgerald, Director, Health Systems and Services, **PAHO/WHO/AMRO**
- Kasonde Mwinga, Director, Universal Health Coverage, Life Course Cluster, **WHO/AFRO**
- Lluís Vinals Torres, Director, Health Systems and Services, **WHO/WPRO**
- Manoj Jhalani, Director, Health Systems Development, **WHO/SEARO**
- Natasha Azzopardi Muscat, Director, Country Health Policies and Systems, **WHO/EURO**



- Alma Morales, Head of WHO Country Office, **Bolivia**
- Osborne Liko, Secretary for health, **Papua New Guinea**
- Harriet Akello Pasquale, Under Secretary, Ministry of Health, **South Sudan**
- Jarno Habicht, WHO Representative and Head of Country Office to **Ukraine**
- Representative from **Somalia**

Session 6, Thursday 12 December 2024 ; 11:00-12:30

Marketplace Sessions

Rooms	11:00-11:40	11:50-12:30
Salle Bellecour 1 <i>(Registration level)</i>	Design of implementable UHC service packages, based on integrated models of care	Advancing Universal Health Coverage through rehabilitation: Country experiences in health system strengthening
Salle Bellecour 2 <i>(Registration level)</i>	How Health programmes can contribute to social cohesion and peace?	Critical role of PHC in addressing AMR: Entry points for action
Salle Bellecour 3 <i>(Registration level)</i>	Delivery in Action: Enabling country-driven impact	Demonstration of results: The case of Timor Leste
Salle Tête d'Or 1 <i>(Level 1)</i>	Strengthening Social Participation in Health: Experiences from Central Asia	Advancing UHC through effective governance of the private sector in mixed health systems
Salle Tête d'Or 2 <i>(Level 1)</i>	Harnessing Data and Dialogue with a Health Labour Market Approach for Smarter Health Workforce Policies and Investment Decisions	Strengthening workforce capacity to deliver the Essential Public Health Functions (EPHFs)
Salon Tête d'Or <i>(Level 1)</i>	Moving on mental health	Moving on mental health
Salle Gratte Ciel 1 <i>(Level 2)</i>	Gavi, the Vaccine Alliance's Health Systems Strategy	Lusaka Agenda: What it is and how to operationalize it?
Salle Gratte Ciel 2 <i>(Level 2)</i>	Improving procurement efficiency for medicines and health products: A country experience	Defragmenting health financing for strategic purchasing – lessons from reforms in Mongolia and Morocco
Salle Gratte Ciel 3 <i>(Level 2)</i>	Strengthening PHC Leadership	Integrating IPC into programs for Universal health coverage
Salon Gratte Ciel	Health Equity in Action	



Marketplace 11:00 – 11:40

Salle Bellecour 1: Design of implementable UHC service packages, based on integrated models of care: SPDI tool (11:00 – 11:40)

Session Coordinators: Teri Reynolds & John Fogarty

Session Moderator: John Fogarty

Session summary:

WHO's UHC Service Planning, Delivery and Implementation (SPDI) Platform is supporting countries to develop and implement well-designed health service packages - a key mechanism for hitting the SDG targets on UHC. By facilitating a structured assessment of current service delivery, the platform also can help reorient local models of care towards a primary health care (PHC) approach. SPDI allows countries to quickly create context-relevant UHC packages, as well as shift services to respond to emergencies. This session will explore how countries have used WHO's SPDI Platform to design and implement packages of services for UHC. These resources can be applied to advance UHC, support humanitarian response and implement programme specific services.

Speakers & Interventions:

- Rajesh Narwal, Deputy Head of WHO Country Office, **Bangladesh**
- Sangay Wangmo, Team Lead, Health System WHO Country Office, **Bangladesh**
- Mohammed Al-Emad, Technical Officer-Universal Health Coverage, WHO Country Office, **Jordan**
- Amanda Shriwise, Health Policy Adviser, WHO Country Office, **Kyrgyzstan**
- Gulin Gedik, Coordinator, Health Workforce, **WHO/EMRO**

Salle Bellecour 2: How Health programmes can contribute to social cohesion and peace? (11:00 – 11:40)

Session Coordinator & Moderator: Mathilde Boddaert

Session summary:

This session will introduce WHO's Global Health and Peace Initiative (GHPI) and highlight how it translates into practice through country-level programs that integrate health and peace outcomes. Participants will learn how WHO and the health sector contribute to peace by designing interventions sensitive to conflict dynamics, promoting social cohesion, dialogue, and resilience to violence. Examples from WHO Country Offices will showcase diverse entry points, from policy to community levels, to effectively link health and peace in different contexts. The session aims to raise awareness and provide practical insights into implementing 'Health and Peace' programming and its added value.

Speakers & Interventions:

- Marie Chantal Haoua Kambire-Diarra, Officer-in-Charge (OIC), **Guinea Bissau**
- Clement Lugala Peter Lasuba, WHO Representative to **Liberia**
- Jarno Habicht, WHO Representative and Head of Country Office to **Ukraine**



Salle Bellecour 3: Delivery in Action: Enabling country-driven impact (11:00 – 11:40)

Session Coordinator: Pavel Ursu

Session Moderator: Jennifer Horton

Session summary:

This session will offer an overview and dialogue on how applying the Deliver for Impact approach can support countries to advance towards achieving UHC. Examples of delivery for impact work with countries and suggestions on applying to accelerate steps for improved service coverage and reduced financial hardship through WHO's collaborative work with countries will be shared.

Speakers & Interventions:

- Ilker Dastan, Health Policy Advisor, WHO **Tajikistan**
- Ghafur Muhsinzoda, Deputy Minister of Health and Social Protection of the Population, **Republic of Tajikistan**
- Laurent Musango, Head of WHO Country Office, Madagascar
- Brian Chirombo, Head of WHO Country Office, Rwanda
- Liviu, WHO representative Kyrgyzstan

Salle Tête d'Or 1: Strengthening Social Participation in Health: Experiences from Central Asia (11:00 – 11:40)

Session Coordinator: Gabriele Pastorino

Moderator: Natasha Azzopardi Muscat

Session summary:

This session will offer a platform to discuss and exchange on how social participation for universal health coverage, health and well-being can be strengthened at country level. It will remind why social participation is central to UHC and the Primary Health Care agendas and will offer examples of policies and approaches implemented in Central Asia, with a particular focus on the experiences of Tajikistan and Kyrgyzstan.

Speakers & Interventions:

- Gafur Muhsinzoda, First Deputy Minister of Health and Social Protection of the Population, **Tajikistan**
- Liviu Vedrasco, Head, WHO Country Office, **Kyrgyzstan**

Salle Tête d'Or 2: Harnessing Data and Dialogue with a Health Labour Market Approach for Smarter Health Workforce Policies and Investment Decisions (11:00 – 11:40)

Session Coordinator: Juana Paola Bustamante

Session Moderator: Paul Marsden

Session summary:

The session explores the importance of NHTA and data-driven decision-making in formulating effective health workforce policies for UHC. It provides practical steps - using a best practice country



example – for addressing workforce barriers and gaps for delivering UHC (e.g., shortages, maldistribution, absorption, access & equity).

Key questions for discussion (Interactive session with audience):

- How evidence from workforce data can lead to tangible policy change? (e.g., increased funding, improved service delivery).
- How can countries and participants access and apply these skills and approaches? (HLMA, policy dialogue)
- What key insights can participants provide to strengthen and maximize these approaches?
- How can we use the analysis depending on national context and data availability?

Salon Tête d'Or: Moving on mental health (11:00 – 11:40)

Session Coordinator & Moderator: Dan Chisholm

Rapporteur: Sudipto Chatterjee

Session summary:

This session will explore the path toward Universal Health Coverage (UHC) for individuals living with mental health conditions, emphasizing the importance of accessible, evidence-based, and person-centered services that promote well-being and enhance life opportunities. It will highlight how WHO's Special Initiative for Mental Health (SIMH) has supported mental health system strengthening, enabling 60 million more people across nine countries to access quality care since 2019. Drawing on experiences from Nepal and Paraguay, the session will distill key insights and achievements, showcasing practical steps toward integrating public health principles into policies, emergency plans, and service delivery for transformative change.

Speakers & Interventions:

- Rajesh Pandav, WHO Representative to **Nepal**
- Marcelo Korc, PAHO/WHO Representative to **Paraguay**

Salle Gratte Ciel 1: Gavi, the Vaccine Alliance's Health Systems Strategy (11:00 – 11:40)

Session Coordinator: Alex de Jonquieres & Ranjana Kumar

Session Moderators: Ranjana Kumar

Rapporteur: Margot Nauleu

Session summary:

The session will focus on Gavi's new Health Systems Strategy, highlighting its role in enhancing health systems and promoting equity and sustainability in immunization. It will include a high-level presentation on the strategy, followed by a panel discussion with key stakeholders discussing the development, implementation, and alignment of the strategy with broader health agendas. The session aims to engage participants in understanding the key shifts and enablers necessary for the successful delivery of the strategy.

Speakers & Interventions:

- Olga Bornemisza, Senior Specialist, Health Systems Strengthening, **Global Fund**



- Jo Keatinge, Health Advisor for Health Systems Strengthening, Foreign, Commonwealth & Development Office, **UK**
- Awad Mataria, Director, Universal Health Coverage/ Health Systems, **WHO/EMRO**
- Bruce Aylward, Assistant Director-General, Universal Health Coverage, Life Course, **WHO**
- Tana Wuliji, Senior Technical Advisor, Universal Health Coverage/ Life-Course, **WHO/HQ**

Salle Gratte Ciel 2: Improving procurement efficiency for medicines and health products: A country experience (11:00 – 11:40)

Session Coordinator: Christophe Rerat

Session Moderators: Henrik Axelsson & Inès Ayadi

Rapporteur: Angela Akol

Session summary:

The objective of the session is to amplify the successes of the joint technical cooperation (involving the 3 levels of WHO and the World Bank) to address public supply challenges in Tunisia and to provide concrete solutions in a broader context of economic difficulties. The session will increase awareness of interdependencies between pharmaceutical blocks and healthcare financing and create linkages for technical cooperation and partnership targeting areas for potential action to increase efficiency in the supply of healthcare products.

Speakers & Interventions:

- Inès Ayadi, Ministry of Health, **Tunisia**

Salle Gratte Ciel 3: Strengthening PHC Leadership (11:00 – 11:40)

Session Coordinator and Moderator: Faraz Khalid

Rapporteur: Erica Barbazza

Session summary:

This session will spotlight the regional cohort modalities in the Pathfinder Edition of WHO's "Strengthening Primary Health Care Leadership: Global Capacity Building Course." Launched in 2024, this 80-hour course aims to empower leaders to champion health equity, promote social justice, and uphold the right to health for all. Delivered over 10 modules in both synchronous and asynchronous formats, the course fosters regional engagement with dedicated cohorts in each WHO region. The session will also explore future opportunities for Member States to engage with the course and how to optimize country leadership in shaping GHI investments to support PHC-oriented health systems.

Speakers & Interventions:

- Hyppolite Kalambay, Medical Officer, Health Policies and Strategic Planning, **WHO/AFRO**
- Ibadat Dhillon, Regional Advisor for PHC, **WHO/SEARO**
- Chelsea Taylor, Technical Officer, Primary Health Care and Global Health Initiatives, **WHO/WPRO**



Salon Gratte Ciel: Health Equity in Action (11:00 – 11:40)

Session Coordinator: Emilie Di Grazia

Session Moderator: Alia El-Yassir

Rapporteur: Emilie Di Grazia

Session summary:

This session will focus on the implementation of health equity tools, with a focus on barrier assessments, to enhance understanding of country-specific inequalities in achieving universal health coverage. This session will primarily highlight country experiences and foster discussion with WRs and other audience members on practical actions for tangible results, as well as strategies to further integrate this approach into ongoing work.

Speakers & Interventions:

- Joy Ufere, she is Technical Officer, Child and Adolescent Health, UHC, **WHO Nigeria** (recording)
- Simona Atanasova, Health Policy Advisor, Technical Officer, Primary Health Care, **WHO North Macedonia** (recording)
- Frank Lule, WHO Representative to **Ghana**
- Neema Rusibamayila Kimambo, WHO Representative to the **Republic of Malawi**



Marketplace 11:50 – 12:30

Bellecour 1: Advancing Universal Health Coverage through rehabilitation: Country experiences in health system strengthening (11:50-12:30)

Session Coordinator: Antony Duttine & Elanie Marks

Rapporteur: Mai Eltigany

Session summary:

As countries work towards universal health coverage, strengthening rehabilitation within health systems is essential for improving population health outcomes. This session explores different approaches to expanding rehabilitation services, highlighting experiences in primary care integration and emergency preparedness and response as illustrative examples. Through country cases, we will examine how different health system strengthening approaches can enhance rehabilitation service delivery and coverage.

Speakers & Interventions:

- Siddhartha Sankar Datta, WHO Representative and Head of WHO Country Office, Armenia
- Rose Dlamini, Deputy WHO Representative, Ethiopia

Bellecour 2: Critical role of PHC in addressing AMR: Entry points for action (11:50-12:30)

Session Coordinator: Anand Balachandran

Session Moderators: Nienke Bruinsma & Anand Balachandran

Rapporteur: Nienke Bruinsma

Session summary:

Antimicrobial resistance is a serious threat to modern medicine today with an estimated 4.9 million deaths associated with drug-resistant bacterial infections per year. 80% of antibiotic use also takes place at the community and PHC level. The WHO core package of AMR interventions based on a people-centred approach provides guidance for countries to consider interventions that strengthen their health systems, and primary health care in particular, but can also help address AMR. The interventions cover multisectoral policy and actions (national/subnational level), primary health care and essential public health functions (facility level), and empowering people and communities.

This session will showcase key entry points identified during WHO's recent pilot initiative supporting primary health care (PHC) managers in addressing antimicrobial resistance (AMR). Participants will gain insights into strategies such as improving access to essential antibiotics, adopting the WHO AWaRe antibiotic book, strengthening workforce training on infection prevention and appropriate antibiotic use, and enhancing health information systems to monitor antimicrobial use. The session will also emphasize empowering communities through awareness-raising initiatives, illustrating the critical role of PHC in combating AMR.



Speakers & Interventions:

- Roderick Salenga, Health Policy Advisor, Team lead Health Systems, WHO Country Office, **Indonesia**
- Skender Sylva, WHO Representative and Head of Country Office to **Kazakhstan**
- Naveed Asghar, Health Policy Advisor, NPO Health Systems, WHO Country Office, **Pakistan**

Bellecour 3: Demonstration of results: The case of Timor Leste (11:50-12:30)

Session Coordinator: Denis Porignon & Jeremy Cheong Chi Mo

Rapporteur: Jeremy Cheong Chi Mo

Session summary:

In 2021, the UHC Partnership was subject to the European Commission's results-oriented monitoring review. The role of health policy advisers was particularly highlighted in order to strengthen WHO's support to Member States and to achieve high quality results in the development, implementation and/or strengthening of public health policies and interventions. However, to ensure the sustainability of the intervention, the report recommended that the health policies developed in the initial phases should be implemented, monitored and evaluated.

To follow up on this recommendation, the UHC-P Secretariat has developed an experimental approach to demonstrate the impact of the UHC Partnership in the case of Timor-Leste. The main challenge is to link reported activities to health and health system indicators. This session will aim to discuss how to improve the demonstration and the reporting on the impact of the UHC Partnership around the case of Timor-Leste.

Speakers & Interventions:

- Arvind Mathur, WHO Representative to **Timor-Leste**
- Vinay Bothra, Health Policy Advisor, WHO Country Office, **Timor Leste**
- Ibadat Dhillon, Regional Advisor for PHC, **WHO/SEARO**
- Jeremy Cheong Chi Mo, **UHC-P Secretariat**
- **DDI** Representative

Tête d'Or 1: Advancing UHC through effective governance of the private sector in mixed health systems (11:50-12:30)

Session Coordinator & Moderator: David Clarke

Rapporteur: Anna Cocozza

Session summary:

The session will present WHO's ongoing efforts to support governments in effectively governing the private health sector to advance UHC. Through insights from WHO country offices, the session will present real-world, context-based examples that illustrate the unique challenges different countries face in managing private sector contributions to achieve UHC. WHO's Progression Pathway will be highlighted as a tool to help countries assess governance gaps, identify opportunities, and leverage



multi-sectoral efforts for more effective health system integration, building on WHO country and regional work of the past years. This session aims to deepen understanding of WHO's role in supporting countries governing the contribution of the private sector to create equitable, resilient, and accessible health systems.

Speakers & Interventions:

- Ahmed Yehia, Health Economist, WHO Country Office, **Egypt**
- Nambiar Bejoy, Coordinator, Strategic Health Policy and Planning & Team Lead-UHC Cluster, WHO Country Office, **Ethiopia**
- Tomas Roubal, Adviser on Health Policy, WHO Country Office, **Georgia**
- Asrat Sofonias, Policy Adviser, Coordinator, Health Systems, WHO Country Office, **Ghana**
- Hafeez Assad, WHO Representative to **Kuwait**
- Marina Madeo, Health Policy Advisor (Universal Health Coverage), WHO Country Office, **Somalia**
- Axelson Henrik, Health Systems Adviser, WHO Country Office, **Tunisia**
- Awad Mataria, Director, Universal Health Coverage/ Health Systems, **WHO/EMRO**

Tête d'Or 2: Strengthening workforce capacity to deliver the Essential Public Health Functions (EPHFs) (11:50-12:30)

Session Coordinators: Khassoum Diallo & Siobhan Fitzpatrick

Session Moderator: Sohel Saikat

Rapporteur: Siobhan Fitzpatrick

Session summary:

In this session, attendees will consider holistic approaches to building the capacity of the public health workforce to deliver the EPHFs. These include outcomes-design approaches to inform context relevant health or health workforce strategic plans and National Actions Plans for Health Security: prioritizing the programmes and services to deliver the EPHFs for the context; tools to map and quantify the existing workforce capacity to inform needs assessment; and competency-based approaches to education of the public health workforce. Attendees will hear from two countries, to be confirmed. In the open discussions, attendees will be invited to consider the opportunities, and some of the ways to overcome challenges, to implementing recommended approaches to workforce strengthening in their context.

Salon Tête d'Or: Moving on mental health (11:50 – 12:30)

Session Coordinator & Moderator: Dan Chisholm

Rapporteur: Sudipto Chatterjee

Session summary:

This session will explore the path toward Universal Health Coverage (UHC) for individuals living with mental health conditions, emphasizing the importance of accessible, evidence-based, and person-centered services that promote well-being and enhance life opportunities. It will highlight how WHO's Special Initiative for Mental Health (SIMH) has supported mental health system strengthening, enabling 60 million more people across nine countries to access quality care since



2019. Drawing on experiences from Nepal and Paraguay, the session will distill key insights and achievements, showcasing practical steps toward integrating public health principles into policies, emergency plans, and service delivery for transformative change.

Speakers & Interventions:

- Rajesh Pandav, WHO Representative to **Nepal**
- Marcelo Korc, PAHO/WHO Representative to **Paraguay**

Salle Gratte Ciel 1: Lusaka Agenda: What it is and how to operationalize it? (11:50 – 12:30)

Session Coordinators: Susan Sparkes, Kathryn O'Neill and Briana Rivas Morello

Moderator: Marjolaine Nicod

Rapporteur: Katja Schemionek

Session summary:

The session focuses on operationalizing the Lusaka Agenda and the "one plan, one budget, one M&E" approach, highlighting progress, challenges, and needs in aligning global health priorities with country-led plans. Discussions will focus on common health system metrics, strengthening primary health care, and fostering coherence in global health financing for Universal Health Coverage.

Speakers & Interventions:

- Mesoud Mohammed Ahmed, Statistics and Information Lead, Strategic Affairs Lead Executive Office, Ministry of Health, **Ethiopia**
- Tomas Valdez, Health planning advisor, WHO Country Office, **Mozambique**
- Marina Madeo, Health Policy Advisor (Universal Health Coverage), WHO Country Office, **Somalia**
- Ogochukwu Chioma Chukwujekwu, Team Lead, Health Financing, **WHO/AFRO**
- Susan Sparkes, Technical Officer, Health Financing and Economics, **WHO/HQ**

Salle Gratte Ciel 2: Defragmenting health financing for strategic purchasing – lessons from reforms in Mongolia and Morocco (11:50-12:30)

Session Coordinator & Moderator: Fahdi Dkhimi

Rapporteur: Amy Louise Cawthorne

Session summary:

In many countries, COVID 19 opened a political window of opportunity for massive health financing reforms, as is the case for Mongolia and Morocco. The goal of these major reforms is to better protect their respective populations against the risk of financial hardship in case of health service utilization, while providing government with more leverage on service provision in the country – i.e. more influence on where people are treated, for what and how. Key lessons can be drawn from these experiences in terms of reform content, process and emerging challenges, which will shape WHO support in health financing in the near future.

Speakers & Interventions:



- Dr Houcine El Akhnif, National Professional Officer, Health Systems, WHO Country Office, **Morocco**
- Lluís Vinals Torres, Director Division of Health Systems and Services, **WHO/WPRO**

Salle Gratte Ciel 3: Integrating IPC into programs for Universal health coverage (11:50 – 12:30)

Session Coordinator: Benedetta Allegranzi

Session Moderator & Rapporteur: Sepideh Bagheri Nejad

Session summary:

Infection prevention and control (IPC) as a contributor to high quality health care delivery

This session will provide an overview of the Global Action Plan and Monitoring Framework (GAPMF) for IPC, highlighting its role in improving quality and safety in healthcare within the Universal Health Coverage (UHC) agenda. A brief presentation on the GAPMF and strategies to strengthen IPC in primary care will be complemented by country examples from Indonesia, Jordan, and Ukraine, showcasing improvements at the primary healthcare level. The session aims to encourage the adoption of the GAPMF and explore practical strategies for enhancing IPC in primary care to ensure quality care and patient safety.

Speakers & Interventions:

- Inraini Syah, National Professional Officer (Universal Health Coverage), WHO Country Office, **Indonesia**
- Jamela, AL-Raiby, WHO Representative to **Jordan**
- Solomiya Kasyanchuk, National Professional Officer (Health Financing), WHO Country Office, **Ukraine**



UHC Day Celebrations in the African, Eastern Mediterranean and European regions; 12:30 – 14:00 in Forum 6

Livestreamed: <https://youtube.com/live/UtWzzdEZ7Yk?feature=share>



Session summary:

An engaging session on Universal Health Coverage (UHC), featuring insights from global regions, powerful testimonials, and a dynamic discussion with experts and participants. This virtual and in-person event will spotlight key challenges and successes in advancing UHC worldwide, emphasizing financial protection, health system resilience, and the role of primary health care in emergencies.

Video testimonials and case studies from patients, donors, and countries showcasing progress and challenges.

Presentations from Africa, Eastern Mediterranean and European regions:

- Africa: Findings from a decade-long regional report on financial protection, with reflections from Namibia.
- Eastern Mediterranean: UHC in emergency settings, featuring insights from Djibouti, Syria and Yemen.
- Europe: Lessons from the regional report on financial protection, on the platform UHC Watch and UHC progress in Ukraine during wartime.
- Interactive Q&A and engagement with panelists.

Speakers and interventions:

- Representatives from Namibia, Ukraine



Session 7, Thursday 12 December 2024 ; 14:00 – 15:30

Parallel Sessions - New Opportunities And Challenges: Ageing, Long Term Care, Digital Health, Climate Change, AMR, Crisis & Migrants

Rooms (Level)	Topic
Salle Bellecour 1 (Registration level)	Digital health: Harnessing appropriate technology to strengthen UHC Goals
Salle Bellecour 2 (Registration level)	Leveraging impact of health security preparedness for universal health coverage
Salle Bellecour 3 (Registration level)	Achieving UHC in vulnerable and conflict settings: hope or reality?
Salle Tête d'Or 1 (Level 1)	Why climate resilience and environmental health are essential for universal health coverage: lessons in prevention, sustainability, and action
Salle Tête d'Or 2 (Level 1)	Reorienting Small-Island Developing States' health systems towards PHC: challenges and solutions
Salle Gratte Ciel 1 (Level 2)	Primary health care reforms to address noncommunicable diseases
Salle Gratte Ciel 2 (Level 2)	Strengthen care systems to provide continuum of integrated care for older people including long-term care and foster healthy ageing
Salle Gratte Ciel 3 (Level 2)	New opportunities and challenges: refugee and migrant health

Salle Bellecour 1: Digital Health: Harnessing appropriate technology to strengthen UHC Goals

Coordinators: Alain Labrique ,Garrett Mehl ,Derrick Muneene ,Sameer Pujari, Andrew Pattison

Moderator: Derrick Muneene

Rapporteur: Derrick Muneene

Session summary:

This session will focus on leveraging digital health technologies to accelerate progress toward Universal Health Coverage (UHC). Through knowledge sharing and technical collaboration, participants will explore strategies to enhance health systems' demand, supply, and accountability using innovative digital solutions and technical products.

Speakers & Interventions:

Debbie Muirhead, Technical Officer, WHO Country Office, **Malaysia**

Julio Pedroza, Health Systems and Services Advisor, **Brazil**

Lucien Manga, Head of WHO Country Office, **Côte d'Ivoire**

Roderico Ofrin, Head of WHO Country Office, **India**



Salle Bellecour 2: Preparedness Simulation exercise: Leveraging Impact of health security preparedness for Universal Health Coverage

Session Coordinator: Ludy Suryantoro,

Session Facilitator: Ludy Suryantoro & Romina Stelter

Session summary:

Global health security preparedness is essential to prevent, detect, and respond to transboundary health threats, as demonstrated by the COVID-19 pandemic and recent outbreaks such as Mpox and Marburg virus. Strengthened emergency preparedness, rooted in Universal Health Coverage (UHC), is critical for maintaining essential health services during crises and fostering resilience. National Action Plans for Health Security (NAPHS), IHR amendments, and the "One Health" approach highlight the importance of multisectoral collaboration and integrated frameworks to manage health emergencies effectively. Country experiences, including improved surveillance, laboratory networks, and resource mapping, illustrate the vital role of resilient health systems in advancing UHC and health equity. This session will explore how integrating health security preparedness into UHC frameworks can promote pandemic readiness, equitable access, and stability across borders, contributing to the global commitment to leaving no one behind.

This session will be a emergency preparedness simulation exercise.

Salle Bellecour 3: Achieving UHC in vulnerable and conflict settings: hope or reality?

Session Coordinator: Teresa Zakaria

Session Moderator: Teresa Zakaria

Session Rapporteur: Zhamin Yelgezekova

Session summary:

This session will examine the impact of conflict and vulnerability on progress toward Universal Health Coverage (UHC), highlighting the unique challenges and achievements of countries facing humanitarian emergencies. Participants will explore critical investments, local innovations and adaptations in service delivery to sustain health systems in resource-constrained and access-challenged settings. The session will emphasize the importance of tailored approaches for different contexts and the role of partnerships with development and humanitarian actors, including local stakeholders, in advancing UHC amidst adversity. Lessons learned will inform future strategies and adaptations for achieving health equity in crisis-affected areas.

Speakers & Interventions:

- EMRO
- Haiti
- Libya
- Myanmar
- Palestine
- South Sudan
- Sudan
- Ukraine



Salle Tête d'Or 1: Why Climate Resilience and Environmental Health Are Essential for Universal Health Coverage: Lessons in Prevention, Sustainability, and Action

Session Coordinators: Annette Prüss, Elena Villalobos, Jennyfer Wolf

Session Moderators: Annette Prüss & Liviu Vedrasco

Rapporteur: Marcelo Korc

Session summary:

A stable climate, safe water, clean air, and unpolluted soils are fundamental to human health. Yet, environmental risks - including climate change, pollution, and ecosystem destruction - are major contributors to the global disease burden, affecting millions of lives every year. These challenges threaten public health and achieving UHC by exacerbating demand on health systems such as through increased infectious diseases, heat-related illnesses, malnutrition, and displacement.

The health sector has a key role in protecting communities. It acts not only through practical measures to prevent disease and promote health but also by raising awareness of the critical importance of healthy environments for human health and well-being. However, as climate change, pollution, and ecosystem degradation intensify, they place increasing pressures on health systems, complicating the delivery of quality care, especially in vulnerable regions.

To address these challenges, health systems must become more resilient. This includes also ensuring access to safe drinking water, sanitation, and hygiene; managing waste effectively; providing reliable energy; ensuring the safe use of chemicals and radiation and a healthy, protected workforce. At the same time, the health sector needs to increase its own environmentally sustainable practices.

Integrating climate resilience and environmental health strategies and interventions into Universal Health Coverage (UHC) offers a path forward. By working across sectors, the health sector can lead the required transformations and at the same time enhance its own capacity to protect human well-being. This session will explore the integration of environment, climate change, and health into UHC, featuring practical country examples and showcasing the support available to countries through the WHO.

Speakers & Interventions:

- Representative from **Barbados**
- Blanche Anya, WHO Representative to the **Republic of Chad**
- Mark Jacobs, WHO Representative to the South Pacific based in Suva, **Fiji** and Director, Pacific Technical Support
- Roderico Ofrin, WHO Representative to **India**
- Rajesh Sambhajirao Pandav, WHO Representative to **Nepal**



Salle Tête d'Or 2: Reorienting Small-Island Developing States' Health Systems towards PHC: challenges and solutions

Session Coordinator: Ann-Lise Guisset & Fahdi Dkhimi

Small Island Developing States (SIDS) face unique challenges such as limited land mass, small populations, migration of skilled human resources, and a narrow range of resources. They are highly dependent on international trade and vulnerable to global shocks. Additionally, SIDS struggle with health issues like a high burden of non-communicable diseases (NCDs), obesity, and vector-borne diseases. These combined challenges make it particularly difficult to strengthen and reorient their health systems, necessitating specific solutions.

The session aims to present WHO-supported interventions that help reorient health systems in SIDS and identify future challenges. These include: access to services (role delineation and service packages, the role of community health workers and primary care for dispersed population), access to medicine (pooled procurement and regulation) and health and care workforce (production, regulation, migration). It will also explore potential ways to streamline peer learning on health systems across WHO SIDS member states.

Speakers & Interventions:

- Bernard Valentin, Principal Secretary, **Seychelles**
- Bruno Santos, Director Pharmaceutical Affairs, **Cape Verde**
- Dhanraj Conhye, Permanent Secretary, **Mauritius**

Salle Gratte-Ciel 1: Primary health care reforms to address noncommunicable diseases

Session Coordinators: Alarcos Cieza & Martyna Hogendorf

Session Moderator: James Fitzgerald

Rapporteur: Mai Eltigany

Session summary:

Noncommunicable diseases (NCDs), such as cardiovascular disease, diabetes, cancer and chronic respiratory diseases, represent the leading cause of disease burden worldwide which is expected to continue increasing. Today, roughly 86% of premature deaths (between 30 to 70 years of age) from NCDs occur in low- and middle-income countries (LMICs). Health systems in most LMICs are simply not designed to provide the care that people need to address these chronic conditions. The increasing need for care needs to be addressed to advance health equity and ensure financial protection for all alongside public health measures to prevent NCDs.

Primary health care (PHC) is the best vehicle for integrating NCD services and strengthening health systems to maximize population health. However, the implementation of NCD services through PHC depends entirely on context and health system readiness. Local evidence of feasibility, effectiveness and sustainability of service delivery is required to showcase best practices across different levels of care and various settings, and to inform further scale-up. Given that NCDs currently account for the most significant disease burden, all PHC reforms, are in fact, NCD reforms. In this session, countries will reflect on success stories of integrating services for NCDs through primary health care, share realistic challenges, and discuss support needed from WHO and partners.



Speakers & Interventions:

- Alma Morales, PAHO/WHO Representative to **Bolivia**
- Nonhlanhla Dlamini, Deputy WHO Representative, **Ethiopia**
- Alba Maria Roperio, PAHO/WHO Representative to the **Dominican Republic**
- Gampo Dorji, Team Lead on NCDs, WHO Country Office, **Nepal**

Salle Gratte-Ciel 2: Ageing including Long Term Care

Session Coordinators, Moderators & Rapporteurs: Yuka Sumi & Enrique Vega

Session summary:

Populations around the world are rapidly ageing and this demographic transition will impact on almost all aspects of society. The Sustainable Development Goals demonstrate a renewed global commitment to reinvigorate health systems, underpinned by Universal Health Coverage (UHC) whereby all people and communities have access to needed quality health services without risk of financial hardship. To achieve UHC, inclusive of older people, a transformation is needed in the way that care systems are designed, and health and social services are provided to respond to diverse needs of older people.

This session will discuss the key considerations of health and care systems and concrete actions for implementation of continuum of integrated person-centred care for older people by showcasing country examples.

Speakers & Interventions:

- Mario Cruz Penate, PAHO/WHO Representative to **Cuba**
- Assad Hafeez, Head of WHO Representative to **Kuwait**
- Rabindra Abeyasinghe, WHO Representative to **Malaysia, Singapore and Brunei Darussalam**
- Anne Marie Ancia, WHO Representative to the Republic of **Mauritius**
- Vlad-alexandru Mixich, Advisor on Health Policy, WHO Country Office, **Republic of Moldova**
- Alaka Singh, WHO Representative to **Sri Lanka**

Salle Gratte-Ciel 3: New Opportunities And Challenges: Refugee and Migrant Health

Session Coordinators: Ms Nour Hassan, Dr Claudia Marrota, and Ms Eva Brocard

Session Moderator: Mr Daniel Mic

Rapporteurs: Dr Saverio Bellizzi and Dr Candelaria Araoz

This session will explore WHO's approach to optimizing national health systems to meet the health needs of refugees, migrants, and displaced populations, a critical component of achieving Universal Health Coverage (UHC) and the Sustainable Development Goals (SDGs). Through country examples the session will highlight initiatives such as health system reviews, workforce capacity building, national research agendas, and the development of monitoring frameworks. These examples underscore the importance of tailored, evidence-based actions to ensure equitable and inclusive health services for all.



Speakers & Interventions:

- Alison Morales, Head of Integration and Development, MoH, **Chile**
- Charles Njuguna, Head of WHO Country Office, **Uganda**
- Gina Tambini, Head of WHO Country Office, **Colombia**
- Jamela Al-Raiby, Head of WHO Country Office, **Jordan**
- Kristina Kohler, Liaison Officer, WHO Country Office, **Estonia**
- Sanaa Cherqaoui, Head of the Cooperation Division, MoHSP, **Morocco**
- Ali Ardalán, Regional Adviser, WHO EMRO
- Ernesto Bascolo, Unit Chief, Primary Health Care and Integrated Services Delivery, PAHO
- Santino Severoni, Director, Health and Migration, WHO HQ

Session 8, Thursday 12 December 2024; 16:00-17:30

Plenary: Adapting National Strategies To New Opportunities And Challenges

Session Coordinator: Denis Porignon

Session Moderators: James Fitzgerald & Anja Leetz

Rapporteur: Yu Zhang & Sophie Genay

Session summary:

The session is to understand how to develop modern national health strategies for resilient health systems that incorporates new opportunities and challenges such as digitalization, ageing populations, antimicrobial resistance (AMR), and climate change, while also addressing the consequences of emergencies/ crisis.

Speakers & Interventions:

Member States

- Bounsérth Keoprasith, Director General, Ministry of Health, **Lao PDR**
- Soofia Yunus, Deputy Director General (Health), Ministry of National Health Services, **Pakistan**

Donors

- Jo Keatinge, Health Advisor for Health Systems Strengthening, Foreign, Commonwealth & Development Office, **UK**

Partners

- Olga Bornemisza, Senior Specialist, Health Systems Strengthening, **Global Fund**

WHO

- Ailan Li, Assistant Director-General, Universal Health Coverage, Healthier Populations, WHO/HQ.
- Anne Marie Ancía, WHO Representative to the **Republic of Mauritius**
- Alaka Singh, WHO Representative to **Sri Lanka**
- Alain Labrique, Director, Department of Digital Health and Innovation, **WHO/HQ**



AMRO/PAHO: UHC Day Celebration: Universal Health: Equitable access with financial protection in the Americas, 18:00 – 18:30 in Forum 6

Livestreamed: <https://youtube.com/live/Uj6ax7GUFbc?feature=share>



Session summary:

Launch of PAHO/WHO's 2024 regional report, *"Progress in Universal Health in the Americas: Addressing Unmet Healthcare Needs, Gaps in Coverage, and Lack of Financial Protection, through Primary Health Care."* This event will explore the critical findings of the report, which highlights barriers to access healthcare in the Americas, socioeconomic disparities, financial burdens, and systemic challenges.

- Regional insights into how unmet healthcare needs, service coverage and financial protection impact health outcomes.
- Discussion on removing financial and non-financial barriers to healthcare, with a focus on the disproportionate burden on populations in situations of vulnerability.
- Exploration of policy interventions to strengthen primary healthcare (PHC) based health systems and expand financial protection and access to care for all.

Speakers and interventions:

- Representatives from **Barbados** and from **Paraguay**
- Eva Jané Llopis, PAHO/WHO Representative to **Argentina**

Session 9, Friday 13 December 2024 ; 9:00-10:30

Plenary: Driving and accelerating UHC – Connecting Actions to Impact

Session Coordinators: Briana Rivas-Morello & Tana Wuliji

Session Moderators: Rudi Eggers & Jo Keatinge

Rapporteur: Viktoriia Karpenko & Franziska Schuster

Session summary:

This session will aim to identify practical actions, insights, and innovations to drive and accelerate progress towards UHC (as per GPW 14) through health system performance strengthening, and to shape the UHC Partnership's agenda for more impactful, measurable results. The discussions and interventions will help to contextualize the current opportunities and needs to accelerate progress towards UHC, emphasize the importance of measuring and strengthening health systems performance to move the needle towards UHC achievement, and help to identify how UHC-P, WHO and partners can better support countries to more effectively measure and accelerate health systems performance and its impact on UHC.

Speakers & Interventions:

- Joseph Jenkinson, Advisor, Global Affairs **Canada**
- Carla Paredes, Minister of Health, **Honduras**
- Bruce Aylward, Assistant Director-General, Universal Health Coverage/ Life-Course, **WHO**



- Innocent Nuwagira, Head of WHO Country Office, **Sierra Leone**
- Kathryn O'Neill, Unit Head, Health Services Performance Assessment, **WHO/HQ**
- Pavel Ursu, Director, Delivery for Impact, **WHO/HQ**

Session 10, Friday 13 December 2024; 11:00-12:30

Plenary: The Shifts Needed To Accelerate Progress Towards UHC

Session Coordinator: Denis Porignon

Session Moderator: Manoj Jhalani & Kalypso Chalkidou

Rapporteurs: Alison Dunn & Chelsea Taylor

Session summary:

This session will explore how WHO's transformation is enhancing the sustainability and impact of the Universal Health Coverage Partnership (UHC-P). It will cover how shifts within WHO, such as the new GPW14 will accelerate UHC progress. It will examine how partners can support UHC through the principles of one plan, one budget, and one monitoring & evaluation framework.

Speakers & Interventions:

- Birgitte Hagelund Head of Section, Health INTPA, **European Commission**
- Alaka Singh, WHO Representative to **Sri Lanka**
- Søren Brostrøm, Senior Adviser, Organizational Change, **WHO/HQ**

Session 11, Friday 13 December 2024; 14:00-15:30

PLENARY: UHC Partnership: Next Steps – From Action Points From The Meeting

Session Coordinator: Denis Porignon

Session Moderators: Suraya Dalil & Deusdedit Mubangizi

Rapporteur: Viktoria Karpenko & Yu Zhang

Session summary:

This session will summarize key action points and propose next steps for Phase 5 of the UHC Partnership (2025–2028). It will focus on identifying major action points to guide the work of Health Policy Advisors (HPAs) in countries while gathering feedback, propositions, and suggestions from key stakeholders, including HPAs, WHO Representatives (WRs), Ministries of Health (MoH) representatives, and donors/partners. The session will also outline a list of action points and propose next steps for the UHC Partnership, with a strong emphasis on demonstrating measurable results at the country level.

Speakers & Interventions:

- Suraya Dalil, Director, Special Programme for Primary Health Care, **WHO/HQ**
- Deusdedit Mubangizi, Director, Health Product Policy and Standards, **WHO/HQ**



Session 12, Friday 13 December 2024; 16:00-17:30

Plenary: Closing Ceremony

Session Coordinator: Denis Porignon

Session Moderator: Bruce Aylward

Rapporteurs: Susanna Volk & Franziska Schuster

Session summary:

The Universal Health Coverage Partnership Meeting in Lyon, France, will conclude with a closing plenary, featuring a film, presentations, and a panel discussion with VIPs, including ministers and representatives from WHO, donors, and partners. The focus will be on reviewing key conclusions, major shifts required to accelerate progress towards UHC, and reinforcing global commitments to support the UHC agenda.

Speakers & Interventions:

Member States

- Jerome Walcott, Minister of Health and Wellness, **Barbados**
- Carla Paredes, Minister of Health, **Honduras**

Donors

- Amelie Schmitt, Advisor (Health), Permanent Mission of **France** to the UN at Geneva
- Birgitte Hagelund Head of Section, Health INTPA, **European Commission**
- Clarisse Geier, Secrétaire de Légation, Ministère des Affaires étrangères et européennes, de la Défense, de la Coopération et du Commerce extérieur, **Luxembourg**
- Jo Keatinge, Health Advisor for Health Systems Strengthening, Foreign, Commonwealth & Development Office, **UK**
- Joseph Jenkinson, Advisor, Global Affairs **Canada**
- Tim Roosen, Ministry of Foreign Affairs and International Development Cooperation, **Belgium**

Partners

- Ranjana Kumar, Head of Health Systems Planning, Management, and Performance, **GAVI**
- Olga Bornemisza, Senior Specialist, Health Systems Strengthening, **Global Fund**

WHO

- Ailan Li, Assistant Director-General, Universal Health Coverage, Healthier Populations, WHO/HQ
- Jérôme Salomon, Assistant Director-General, Universal Health Coverage, Communicable and Noncommunicable Diseases
- Lindiwe Makubalo, WHO Assistant Regional Director for **Africa**
- Saima Wazed, WHO Regional Director for **South-East Asia**
- Gerard Schmets, Deputy Director, Special Programme for Primary Health Care, **WHO/HQ**