

Management Response

Evaluation Title	Evaluation of the Global strategy and action plan on ageing and health (2016-2020)
Commissioning Unit	WHO Evaluation Office
Link to the evaluation	https://www.who.int/publications/m/item/evaluation-of-the-global-strategy-and-action-plan-on-ageing-and-health-(2016-2020)-volume-1-evaluation-report
Evaluation Plan	WHO Organization-wide Evaluation Workplan for 2018-2019
Unit Responsible for providing the management response	DDGO with UHL/MCA and HEP/SDH
<p>Overall Management Response: Accepted.</p> <p>WHO welcomes and accepts the recommendations of the evaluation within the context of WHO's transformation.</p> <p>Since the evaluation, the United Nations General Assembly declared 2021-2030 the Decade of Healthy Ageing after the WHA had endorsed the proposal in 2020. WHO is the lead implementing agency, in collaboration with a wide range of UN agencies, and using existing platforms.</p> <p>The evaluation identifies actions that can harness the opportunity of a "UN" decade, facilitate whole-of-government approaches, and ensure impact in countries. Particular attention to take forward the Decade of Healthy Ageing needs to support Regional and Country Offices to enhance understanding and implementation in each of the four priority action areas. For WHO to deliver on its leadership role, this will need Organization-wide planning to meet required financial and human resources across the Organization. It will also require strategic alignment and sustained support for UN country level planning and capacity strengthening, with the aim to forge stronger links to UN country teams and enable joint assessment, planning, implementation and monitoring.</p> <p>The evaluation leverages the experience and lessons learnt from the first action plan 2016-2020 and helps to identify key activities that can be undertaken to enhance advocacy, collaboration and coordination, and accelerate analysis, reach and impact during the Decade of Healthy Ageing. This is important given that the <i>WHO Decade of Healthy Ageing: Baseline Report</i> indicates the need to accelerate progress and completeness of reporting.</p>	
Management Response Status	<i>In progress</i>
Date	April 2021

Recommendations and Action Plan

<p>Recommendation 1: To take forward the Decade of Healthy Ageing within the context of the 13th General Programme of Work and the 2030 Agenda, the WHO Secretariat should undertake necessary organizational changes; external and internal advocacy; and coordination measures to ensure that this crucial focus area is elevated to the highest levels of the Organization and thus help maximize the likelihood that the goals of this important initiative will be achieved on time and on target. Toward this end, it is recommended that WHO Senior Management:</p> <ul style="list-style-type: none"> • integrate the Decade of Healthy Ageing as a high-level goal of its internal and external advocacy efforts and embed it in its strategic processes (e.g. the SDG3 GAP); • assign dedicated leadership and responsibility for this area to a senior-level expert on Ageing; <i>and</i> • ensure the Organization's visibility and technical credibility, as well as the clarity of its position and role in designing and implementing the Decade of Healthy Ageing – and in building and steering the necessary coalitions (including high-level relationships with Member States, UN agencies, donors and other stakeholders) in pursuit of the effective roll-out of the Decade of Healthy Ageing. 				
Management response	Accepted. The organization has: stewarded the Decade proposal and plan through the WHO and UN governing bodies; generated strong political support by engaging diverse leaders in advocacy; and provided a status report on healthy ageing as a baseline for the Decade. Collaboration is being built between the two departments that have a specific focus on ageing reflecting WHO's transformation.			
Status	<i>In progress</i>			
Key actions	Responsible	Timeline	Status	Comments
The Decade of Healthy Ageing has been endorsed by the World Health Assembly and the United Nations General Assembly declared 2021 - 2030 the Decade of Healthy Ageing.	HEP/SDH/DHA (GVA) and WUN (NYC) with support from UHL/MCA/AAH	2020	<i>Implemented</i>	<p>Member States endorsed the proposal at the 73rd World Health Assembly and the WHO DG's communicated the Decision to the Secretary General. On 14 December 2020 the UNGA proclaimed 2021-2030 <u>UN Decade of Healthy Ageing</u>.</p> <p>WHO was asked to lead the Decade of healthy ageing in collaboration with other UN agencies and leveraging existing co-ordination mechanisms. The Decade committee and Decade secretariat are under development.</p> <p>A mapping has been completed on SDGs 3 GAP and the Decade action areas to identify opportunities for collaboration including joint priority countries.</p>
Develop and disseminate a Baseline report for the Decade of Healthy Ageing	UCL/MCA/AAH	2020 - 2021	<i>Implemented</i>	<p>Requested in resolution WHA 69.3 the WHO <u>Decade of Healthy Ageing: baseline report</u> was launched on 17 December by <u>video from the Director General</u>)</p> <p>Regional events to share the findings of the Report and summary Report are underway to promote the implementation of its recommendations.</p>

A range of external and internal advocacy efforts have been carried out to increase visibility and technical credibility on the Decade of healthy ageing and will continue over the course of the Decade.	UCL/MCA/AAH (for 1, 2, 6 and 7) HEP/SDH/DHA (for 2-5)	2020 – ongoing	<i>In progress</i>	<i>Examples of high-level advocacy on WHO Decade already carried out</i> <ol style="list-style-type: none"> 1. High level event on COVID with UNFPA, DESA and HelpAge (28 July 2020) 2. High Level Event hosted by WHO, UNFPA, OHCHR, NGO committee on Ageing and engaging Member States, Private Sector and Independent expert on Human rights on the Decade of Healthy Ageing (October 1, 2020) 3. Q and A between Dr Tedros and Captain Tom (October 1, 2020) 4. Short video developed with <u>leaders Statement on the Decade</u> 5. The first Advocacy brief in the Decade Connection series was developed on COVID-19. Other briefs will be developed on SDG, Climate change and other issues that raise over the next 10 years. 6. Short <u>video is available on the Decade of Healthy Ageing</u> Baseline Report (17 December, 2020) 7. Technical documents and webinars on Covid-19 and older people, March-October 2020, such as ‘Learning from COVID-19 to strengthen care for older people.’
Set- up a Multi-donor trust fund on the Decade of Healthy Ageing	WHO Secretariat	2023	<i>Not initiated</i>	CSO organizations also requested WHO to explore setting up this MTDT that would support country led activities i.e. Government and CSO.
Assign dedicated leadership and responsibility for Ageing	In view of the transformation this will be co-led by the both unit heads	2021	<i>In progress</i>	Decade Action plan includes 4 priority areas, each in two separate departments, in two divisions, reflecting WHO transformation and ways of working. Unit heads of HEP/SDH/DHA and UCL/MCA/AAH are each responsible for two action areas.

<p>Recommendation 2: The WHO Secretariat should develop an inclusive engagement strategy to deliver the Decade of Healthy Ageing, incorporating the required cross-sectorality and multidisciplinary. It is recommended that such a strategy:</p> <ul style="list-style-type: none"> • identify and embrace the multidimensional and multisectoral aspects necessary to effectively advance the Decade of Healthy Ageing at a strategic level, with the necessary mechanisms in place to harness and capitalize on these linkages; • focus on strengthening broader relationships with governmental bodies, including and beyond ministries of health – such as, but not limited to, ministries of social welfare, development, finance, environment and others – as well as UN agencies, and non-traditional donors with which WHO has less experience in collaboration (in adherence to the principles established under the Framework on engagement with non-State actors [FENSA]); • expand and support multi-stakeholder partnerships with non-State actors within and beyond the health sector, and systematically integrate the work of clinical associations, health system specialists, long-term care systems, economic institutions and associations of older persons; <i>and</i> • provide guidance at the regional and local levels to facilitate multisectoral collaboration among governments and non-State actors for the local rollout of the Decade of Healthy Ageing. 				
Management response	Accepted. The UN Decade is intended as a global collaboration and to that end we have started to bring together diverse sectors and stakeholders including governments, civil society, international organizations, professionals, academic or research institutions, the media and the private sector. Further efforts will be taken to strengthen broad multisectoral and multi-stakeholder collaborations by developing plans with specific stakeholder groups and expanding and linking existing partnerships working on Decade action areas or enablers.			
Status	<i>In progress</i>			
Key actions	Responsible	Timeline	Status	Comments
Set up a Secretariat to manage collaborations, advocacy, communication and support accountability.	Roles and responsibilities under discussion	2021	<i>In progress</i>	Terms of reference for the WHO Secretariat under development. Accountability and monitoring team would engage: MCA (EME and AAH), DDI and DHA, RO, CO, UN agencies.
A range of meetings have been held to raise awareness and strengthen multisectoral stakeholder coalitions (including high-level relationships with UN agencies, civil society and other stakeholders) to support the effective roll-out of the Decade of Healthy Ageing.	HEP/SDH/DHA UCL/MCA/AAH	2021 -2030	<i>Ongoing</i>	Meetings have been held with UN agencies (Directors and technical leads) to develop a joint plan that can support action in countries through UN country teams. Key products, processes and timelines have been identified. Roles and responsibilities within UN agencies are being defined. A report to the EC-DC is planned in the first half of 2021. The Director General met with civil society organizations on healthy ageing and called for a plan of action. The plan has been developed by CSO and 9 WHO departments and quarterly meetings are held to discuss and track progress. The World Economic Forum has established a Global Futures Council on Healthy Ageing and longevity to support private sector engagement in the Decade. Titchfield City Group on Age and Age Disaggregated Data (TCGA) under auspices of the UN Statistical Commission, engages national statistical offices that collate and

				report on data from all sectors and are responsible for reporting on SDG indicators for each country; UN Agencies and Civil Society Organizations.
<p>The secretariat has expanded existing multi-stakeholder partnerships with non-State actors within and beyond the health sector including the following:</p> <ol style="list-style-type: none"> 1. Clinical consortium on Healthy Ageing (CCHA) 2. Global network on Long-term Care (GNLTC) 3. Consortium on Metrics and Evidence on Healthy Ageing (CMEHA) 4. WHO Collaborating Center Network on Healthy Ageing Plus 5. Global Network for Age-friendly Cities and Communities (GNAFCC) 	<p>UCL/MCA/AAH: for 1 -4</p> <p>HEP/SDH/DHA: for 5</p>	2021 -2030	Ongoing	Existing consortiums/ networks have continued to meet and develop, exchange information and collaborate on technical products and support their implementation. A mapping on available consortia and gaps is underway to identify additional mechanisms that may be needed.
Guidance on developing national and sub national multisectoral collaboration among governments and non-State actors for the local rollout of the Decade of Healthy Ageing is under development.	<p>HEP/SDH/DHA</p> <p>UCL/MCA/AAH</p>	2022	In progress	<p>Approved global goods:</p> <p>Guidance on development national age -friendly programmes is under development and being coordinated by HEP/SDH/DHA.</p> <p>SDG indicator report being coordinated by UCL/MCA/AAH with UNDESA, UNFPA, and Titchfield city group on age and age disaggregated data.</p>

Recommendation 3:

In alignment with the 13th General Programme of Work and the 2030 Agenda, the Decade of Healthy Ageing should **adopt a clear country focus**. WHO Secretariat's contribution to the Decade of Healthy Ageing should be designed accordingly and based on a robust accountability framework. It is recommended that such an instrument:

- devise and incorporate a theory of change to better frame the pathway for change, including a clear priority-setting process for both the expected outcome and output levels, and clarify the expected contributions from all levels of the Organization so that tangible change can be measured;
- be flexible and open for adaptation as the Decade of Healthy Ageing is rolled out;
- in coherence with Delivering as One and the on-going reform of the UN development system, orient WHO's contribution toward facilitating implementation at country level, providing the necessary guidance and tools to facilitate the local translation and adaptation of global norms, standards and guidelines to various contexts and settings.

Management response	Accepted. The accountability framework will be developed with other UN agencies. WHO's technical work initiated before the Decade has continued to develop and will be strengthen through collaboration with other UN partners. Future activities will be developed at the outset with other UN agencies to deliver as one and support action in countries.				
Status	<i>In progress</i>				
Key actions	Responsible	Timeline	Status	Comments	
An accountability framework that incorporates a theory of change, priorities and expected contributions will be developed drawing on the Baseline report for the Decade of healthy ageing and other related efforts such as the SDG Indicator Report.	UCL/MCA and HEP/SDH	2021	<i>Not initiated</i>	This will include a review of strategies internal and external to WHO that will be reported on over the next ten years, what is in the Decade action plan and reported on within the Baseline report. A SDG indicator report, being led by AAH with UNDESA, UNFPA, and Titchfield city group on age and age disaggregated data will be ready in fall of 2021.	
WHO developed, with representatives from all key stakeholders, the Decade Platform a centralised repository of existing guidance, tools, reports from the field, and other forms of knowledge relevant to Decade implementation. Ageing data portal (specific to older adults) has been developed and linked to the Platform with country specific information including national progress indicators.	HEP/SDH/DHA UCL/MCA/EME with support from HEP/SDH/DHA	April 2021 October 2020	<i>Implemented (but will continue to evolve.)</i>	The Platform was launched in English in April and will be available in SP and FR in June. IT will evolve based on stakeholders needs and mechanisms have been built in to elicit feedback. Additional mechanisms, such as community fora, have already been identified and are under development. The data portal contains global ageing indicators that can be used to monitor the Decade. It can be used to develop country data profiles that with information on the Platform can be complemented	

Develop and disseminate A global report on ageism and related toolkit. This UN report was developed by WHO in collaboration with OHCHR, UNFPA and UNDESA.	HEP/SDH/DHA	March 2021	<i>Implemented</i>	WHO was requested in resolution WHA 69.3 to lead a Global campaign to combat ageism in collaboration with others. This report was launched by the DG on March 18. It provides the evidence base for the Campaign and for the first action are of the Decade. National and regional events are underway to share the findings and promote the implementation of its recommendations.
<p>WHO has started the development of a range of guidance and other efforts to support country implementation including:</p> <ol style="list-style-type: none"> 1. ICOPE implementation pilot programme (GG) 2. Guidelines on management of chronic primary low back pain in adults (GG) 3. Development of Integrated continuum of long-term care tool: Country readiness framework and UHC service package (GG) 4. National case studies on data, information and decision making for healthy ageing (GG) 5. National tool kit to measure, monitor and report on healthy ageing. (GG) 6. Technical guidance on social isolation and loneliness 7. Technical guidance on elder abuse 8. Guidance on voice and meaningful engagement of older people. 9. Healthy ageing and health equity report/tool kit (GG) <p>A significant amount of WHO and IASC Guidance, case studies and opportunities for awareness and exchange have been developed that address older people in the COVID-19 response.</p>	<p>UCL/MCA/AAH: for 1 -4, 10</p> <p>Joint (5, 9)</p> <p>HEP/SDH/DHA: for 6 -8.</p> <p>MCA/AAH – led on older people and COVID -19 related to clinical care, essential services, long term care, vaccines and data. SDH/DHA – on community response, ageism and elder abuse.</p>	<ol style="list-style-type: none"> 1: Ongoing 2: Ongoing 3: April 2021 4: Sept2021 5: Dec 2021 6: Sept 2021 7: March 2022 8: June 2022 9: Oct 2022 	All -- <i>In progress</i>	<p>The National tool kit is intended as a living document that is co-produced between national institutes, experts and civil society. Improvements expected over the Decade</p> <p>COVID Guidance: MCA/AAH: Guidance on COVID and older persons is available https://www.who.int/teams/maternal-newborn-child-adolescent-health-and-ageing/ageing-and-health and data on older persons and COVID -19 : https://app.powerbi.com/view?r=eyJrJoiYWRiZWVhZmM0Ni00MDAwLTljYW MtN2EwNTM3YjQzYmRmlwidCI6ImY2MTBjMGI3LWJkMjQtNGIzOS04MTBiLTNkYzI4MGFmYjU5MCI6ImMiOjI4</p> <p>SDH/DHA: Guidance on COVID and older persons https://www.who.int/teams/social-determinants-of-health/demographic-change-and-healthy-ageing/covid-19 and case studies are available here https://www.who.int/teams/social-determinants-of-health/urban-health/covid-19/cities-responses-through-covid-19-ageing</p>

Recommendation 4: The WHO Secretariat should **ensure that adequate programme stewardship, organizational structures, resources and monitoring mechanisms are in place** in alignment with the Decade of Healthy Ageing and its theory of change as recommended earlier. In this respect, it is recommended that the WHO Secretariat:

- secure adequate human and financial resources at the three levels of the Organization to meet the needs for the delivery of WHO's contribution to the rollout of the Decade of Healthy Ageing at global, regional and national levels;
- strengthen synergies across the Secretariat to maximize collaboration, securing internal coherence, effectiveness and efficiency in the delivery of the Ageing and Health programme in WHO, by ensuring an organizational design that facilitates coordination and communication flows, leadership and visibility, aligns across relevant WHO strategies and initiatives, and ensures mutual benefit from the breadth of programme areas that are of relevance to the Decade of Healthy Ageing as a horizontal cross-cutting area, and establish the coordination, management and monitoring mechanisms required to help realize these mutual benefits;
- design effective capacity-building mechanisms and share lessons learned across relevant operational units at all levels of the Organization to optimize opportunities for WHO contributions to the agenda of the Decade of Healthy Ageing and in accordance with the needs and priorities of Member States; and
- structure its workplans to deliver its contribution to the Decade of Healthy Ageing at all levels of the Organization, based on a logical framework in accordance to the theory of change of the Decade of Healthy Ageing, defining goals and targets with indicators and metrics as needed to manage its support more effectively, with programme monitoring aligned to this logical framework and the 13th General Programme of Work.

Management response	Accepted. Activities related to increasing investment and developing an accountability framework and monitoring the Decade are outlined under recommendations 1 and 3.			
Status	<i>In progress</i>			
Key actions	<i>Responsible</i>	<i>Timeline</i>	<i>Status</i>	<i>Comments</i>
Coordination meetings between directors, unit heads and DHA and AAH teams	UCL/MCA and HEP/SDH	Ongoing	<i>On-going</i>	-Weekly meetings between directors and unit heads to enable joint strategic and other decision making -Monthly coordination meetings between the 2 teams to facilitate joint planning -Additional thematic meetings between the two teams on specific topics
Co-led by both unit heads (DHA and AAH) as this will strengthen the roll-out of the Decade	UCL/MCA and HEP/SDH	2021	<i>In progress</i>	Clarity on roles and responsibilities across the two teams has been an important precondition to strengthening collaboration. Progress has been made on the breakdown of roles and responsibilities.
Develop a TENS on Healthy ageing	UCL/MCA and HEP/SDH	April 2021	<i>In progress</i>	A joint Technical Expert Network (TENS) on ageing has been agreed and is being established.
Provide capacity building opportunities connected to the Platform. 1. Healthy Ageing Leaders training 2. Training on ageism	HEP/SDH/DHA: for 1 -3.	2020 – 2023	<i>Implemented: (1)</i> <i>In progress: (2 - 4)</i> <i>Not initiated: (5-6)</i>	Healthy Ageing Leaders training: First cohort January - March, Second cohort September - December 2020 Translation to Spanish (2021)

3. Training on Age-friendly communities 4. Training on ICOPE 5. Training on LTC 6. Training on using data and evidence for policy and decisions	UCL/MCA/AAH: for 4 -6			
Ageing and Health Forum inclusive of WHO HQ/RO focal points addressing older persons and healthy ageing	UCL/MCA/AAH and HEP/SDH/DHA	2014-present	<i>Ongoing</i>	Forum comprises staff from across WHO, key in development of the GSAP and the Decade of Healthy Ageing Baseline Report. Further formalization expected including recognition of member's contribution in their performance review plans.
Joint planning to ensure all issues are addressed across PB 2022-2023	UCL/MCA and HEP/SDH	As per workplan planning	<i>Ongoing</i>	