

GLOBAL HEALTH REFORM: BEYOND DIAGNOSIS, TOWARDS DELIVERY

The problem-definition phase is largely complete.
The challenge now is implementation.

- 🎯 Key challenges are clear.
- ✅ Broad agreement on the need for change.
- ⚙️ Two major reform initiatives are underway.
- 👤 Now comes the hard part: turning commitments into better health for people.

1. THE REFORM MOMENT

🌟 The debate is no longer whether reform is needed.

The debate is what kind of reform is politically possible.

The Risk

⚠️ Complacency, self-interest or the pursuit of a 'perfect process' can drain urgency.

This moment will be judged by whether it delivers tangible outcomes, not just agreements.

2. TWO PATHWAYS TO REFORM

ACCRA RESET

Global South-led political initiative



👤 Led by President John Mahama of Ghana and a group of active Heads of State

👤 18-member High-Level Panel + 4 co-chairs

📅 Bold reform proposals to be championed at the UN General Assembly (September)

🔄 Focus: sovereignty, self-reliance and a redistribution of power

WHO REFORM PROCESS

Institutional, Member State-led process



👤 25-member Joint Task Force (predominantly Member States), with global health initiatives and multilateral actors

📅 Report with options and recommendations for reform to the World Health Assembly (2027)

🔄 Focus: mandate coordination and greater alignment in the international system

Different approaches, same challenge: translating reform into action.

3. THE HARD QUESTIONS WE MUST FACE



POWER

Will actors surrender influence?

Reform means redistributing power. Few find that easy.



CONSOLIDATION

Should every institution continue to exist?

Overlap may reflect competition for resources & relevance, not just poor coordination.



INCENTIVES

What drives behaviour in the system?

Self-preservation too often outweighs system effectiveness.



INCLUSION

Who is missing from these conversations?

Reform must be open, active and expanding to build legitimacy and broad buy-in.



RHETORIC VS REALITY

Do commitments translate into behaviour?

Principles are easy, Changing underlying drivers is hard.

4. FROM PRINCIPLES TO PRACTICE

COUNTRY OWNERSHIP

EQUITABLE PARTNERSHIPS

SOVEREIGNTY

SUBSIDIARITY

IMPLEMENTATION



Broad principles without clear operational definitions risk becoming performative language.

These concepts must shape decisions, not just speeches.

5. WHAT REAL REFORM REQUIRES



GLOBAL NORTH

Relinquish some influence, resources & control.

Partnership requires more than words.



GLOBAL INSTITUTIONS

Accept transfer of certain functions to regional bodies.

Subsidiarity means shifting authority.



REGIONAL & NATIONAL ACTORS

Strengthen capacity and assume greater responsibility.

Self-sufficiency is a journey that starts now.

Reform is as much a political challenge as a technical one.

6. CONTEXT MATTERS



Geopolitical shifts and new crises constantly reshape expectations.



New threats emerge that cannot be tackled by any one country alone.



Sovereignty transitions take time — there is no on/off switch.



High-level declarations must translate into measurable health improvements.