
Reform implementation plan

1. This paper provides additional information concerning the development of a comprehensive reform implementation plan for 2014–2015. A detailed implementation plan is available on the WHO reform website.¹ It has been generated from a newly developed online tool for the management of the reform programme that facilitates real-time monitoring of progress towards achievement of reform initiatives.²

2. The implementation plan has been developed based on guidance received during the discussions in the nineteenth meeting of the Programme, Budget and Administration Committee and in the Executive Board at its 134th session.³ It also builds on the recommendations for Secretariat action of the second stage evaluation of reform, namely:⁴

- build a simplified reform framework through a stronger theory of change
- realign change and communication activities
- strengthen reform programme management.

3. The following paragraphs provide a brief description of the work that has been undertaken in response to these recommendations in order to strengthen and accelerate the implementation of reform.

Build a simplified reform framework through a stronger theory of change

4. A revised reform framework has been developed,¹ based on a robust “theory of change”. The framework now provides a clearer demonstration of the logical pathways, linkages and interdependencies that exist across the reform results chain and between areas of reform. While remaining coherent with the WHO results chain, this exercise builds on the existing reform monitoring framework. It retains adherence to the decisions on reform taken by WHO’s governing bodies to date, thus enabling comparative monitoring and tracking of progress in implementation over time.

5. The revised reform results structure has been simplified, reducing number of outcomes from 12 to 8 (excluding change management) and the number of outputs from 47 to 28. Programmatic and financing reforms have been regrouped under one outcome, reflecting the linkages between the priority-setting processes and financing reforms. Managerial reforms have been refined, and a reform

¹ http://www.who.int/about/who_reform/documents/en.

² <http://spapps.who.int/WHOREform> (accessed 12 May 2014).

³ See document EB134/3 and the summary records of the Executive Board at its 134th session, fifth meeting.

⁴ See document EB134/39.

area concerning information management has been introduced. This new area consolidates reform initiatives that were previously scattered across reform areas, in addition to subsuming the work relating to national reporting. Governance reform areas have been simplified and are now broadly delineated between internal governance reforms and those concerning WHO's engagement with stakeholders.

6. Improved support to Member States has been elevated into an impact to which all other reform areas contribute. This change reflects the specific importance of strengthening this activity, the deliverables for which have been reallocated to other outputs, as appropriate. The new deployment of deliverables has been mapped to the revised structure.

Realign change and communication activities

7. A targeted change management approach has been initiated to institutionalize reform activities across the Organization. The Secretariat has strengthened capacity to assist in coordinating this next phase of the reform effort. A consolidated impact and preparedness assessment is being conducted in order to identify the impacts that reform initiatives will have on various stakeholder groups, and the needs related to each reform initiative across each level of the Organization, particularly at regional and country levels. This is enabling prerequisites for change to be identified and impacts classified, based on structures, roles, skills and capabilities, and culture and behaviours across the Organization.

8. The assessment is also guiding the planning and development of requisite training, tools, and resources, and renewing engagement with critical agents of change, including functional networks across the Organization. This work entails the examination of the expected impact of reforms and the definition of key messages for staff and external partners.

Strengthen reform programme management

9. Detailed project plans have been developed for all identified reform deliverables within the revised reform results structure. These detailed project plans, which incorporate, inter alia, timelines, milestones and budgetary requirements, have been constructed on the basis of the five-stage analytical framework that was presented in the two-stage evaluation and that encompasses the entire life cycle of change for each reform output.

10. A draft performance monitoring framework for reform¹ has been developed to support the continuous and effective monitoring of efforts to achieve the desired reforms. This framework, which is aligned to the revised reform framework described above, incorporates indicators, baselines, targets, as well as other relevant performance measurement variables at all levels of the revised reform results chain. Elements of this performance framework are still being strengthened, and further work is required to ensure that measurement of progress in relation to reform reflects initiatives undertaken across all levels of the Organization. For several of these metrics additional tools and systems may need to be developed to establish accurate baselines and facilitate tracking.

11. At the managerial level, the Secretariat has strengthened its capacity in programme management to strengthen reform implementation. The Secretariat is also providing comprehensive project management support and training for staff.

¹ http://www.who.int/about/who_reform/documents/en.

12. As indicated above, the revised results and performance monitoring frameworks for reform, as well as the detailed project plans and updated resource requirements, have been consolidated into a comprehensive implementation plan for reform. The implementation plan has, in turn, been integrated into an online reform programme management tool that provides real time updates on progress made towards the successful completion of reforms. The programme management tool serves multiple functions, including acting as an internal planning and project management instrument (with access limited to staff responsible for specific reform initiatives), as well as a monitoring and tracking apparatus (with full access to Member States and other stakeholders). It facilitates the continuous and efficient monitoring and reporting of: (i) the progress of the reform effort towards outcome and impact targets; (ii) the status and progress of reform activities through the tracking of outputs and deliverables; and (iii) the status of resource expenditures against estimated budgets. Further work will entail incorporation into the implementation plan of a risk framework in order to signal barriers to implementation.

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