

Report of the Programme, Budget and Administration Committee of the Executive Board

1. The fifth meeting of the Programme, Budget and Administration Committee of the Executive Board was held in Geneva from 17 to 19 January 2007, under the Chairmanship of Ms J. Halton (Australia). The list of participants is attached at Annex 1. The Committee adopted the provisional agenda.¹

Agenda item 2 Strategic directions

2.1 Management reforms: review of progress (Document EBPBAC5/2)

2. The Committee was provided with an update on management reforms, with an emphasis on the Global Management System. The capabilities of the system and the extent of its implementation were clarified. One Member State was interested in a wider sharing and publication of WHO's experience with management reforms; another drew attention to the need to have mechanisms in place to monitor and assess the level of satisfaction among key stakeholders at country level with regard to WHO's methods of operation. Those issues would be followed up, including monitoring of results.

2.2 WHO publication policy (Document EBPBAC5/3)

3. The Committee noted the report on clearance procedures at headquarters. Although most WHO publications were currently approved at the level of Assistant Director-General, it was suggested that consideration be given to review at a higher level.

4. The Committee further noted that an interregional Publishing Policy Review Group had been established by the Director-General to review and update the publication policies of the Organization, that three new policies had already been approved, and that further policies, including specific policies on the clearance of publications, were in preparation.

5. The Committee asked for several issues to be addressed, namely that:

- the Organization's reputation for technical excellence could be put at risk if its publications were not evidence-based, grounded in good science, and unbiased;

¹ Document EBPBAC5/1.

- publications had been issued by WHO, or produced by others with WHO's involvement, expressing views critical of the policies of some Member States without giving those Member States the opportunity to respond to the criticism before publication;
 - WHO needed to have a system of oversight of publications.
6. Some members of the Committee noted that disclaimers placed in WHO publications were designed to protect the Organization's brand and to provide legal protection to WHO. However, they could not prevent the perception that the content represented the view of WHO.
7. The Committee requested that the overview of WHO publication policy should include the issue of languages of publication – and particularly the six official languages of the Organization – since it was important to ensure the accessibility of WHO's technical advice to as broad an audience as possible.
8. The Director-General would report to the sixth meeting of the Committee on publication policy.

Agenda item 3 Matters for review by, and/or recommendations to, the Executive Board

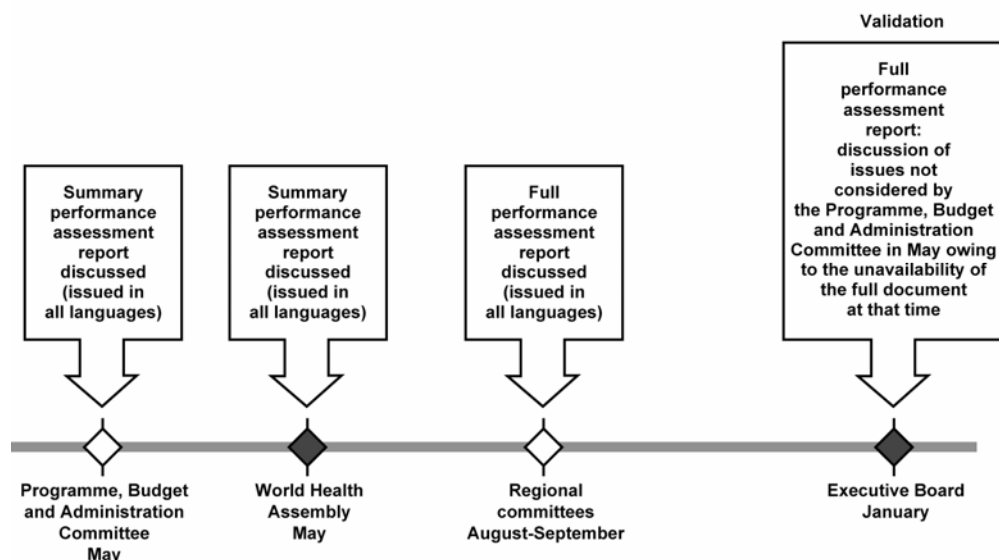
3.1 Programme budget 2004–2005: performance assessment (Document PBPA/2004–2005)

9. The Committee expressed appreciation for the Programme budget 2004–2005 performance assessment, noting the quality and usefulness of the document.
10. The Committee noted that a summary of the performance assessment, which included an overview of the Organization's achievements, key constraints and challenges and financial performance, had been discussed by the Committee at its fourth meeting.¹
11. The Committee also noted that substantive discussion of the performance assessment had taken place at the Fifty-ninth World Health Assembly, and that later the full report had been made available at regional committee meetings for discussion.
12. The Committee acknowledged the time required for translating the full report into all WHO's official languages had not permitted the full document to be submitted and discussed by the Committee at its fourth session and by the Fifty-ninth World Health Assembly. Committee members were concerned that there had been no opportunity to validate the preliminary conclusions based on the summary report.
13. The Committee endorsed a revised process for the biennium 2006-2007. A schedule for the Committee, Health Assembly, regional committees, and Board to discuss assessment of programme budget performance is outlined below.

The Committee noted the performance assessment of the Programme budget 2004-2005.

¹ Document A59/30.

Programme budget performance assessment process: presentation to governing bodies



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3.2 Programme budget 2006-2007: update (Document EBPBAC5/5)

14. The Committee welcomed the progress report, indicating the growth in the budget from US\$ 3313 million to some US\$ 3670 million.

15. The Committee requested information on the status of implementation of the Programme budget in the context of decentralization. It was informed that that aspect was being monitored and would be reported upon at the end of the current biennium.

16. The Committee noted that the budgets of Making pregnancy safer, Reproductive health and Health financing and social protection had been reduced, and requested clarification of the criteria used. It was informed that those shifts were necessary in order to fund workplans and had been implemented within the authority of the Director-General.

17. The Committee noted the relatively high level of available resources and asked whether the Secretariat had the capacity to use those funds. It noted the differences in implementation rates between areas of work; implementation would need to increase in the second year of the biennium in order to implement fully the revised budget. It was advised that since implementation varied from location to location, further efforts would be made to build the necessary capacity to implement fully the programme budget.

18. Some members of the Committee noted the impact of earmarked voluntary funding on alignment of resources to the programme budget and requested clarification on the resource mobilization initiatives undertaken by the Secretariat to address those concerns. The Committee requested the Secretariat to continue to examine and put in motion mechanisms to achieve better alignment of resources.

3.3 Draft Medium-term strategic plan 2008–2013 and Proposed programme budget 2008–2009 (Documents MTSP2008–2013/PPB2008–2009, MTSP2008–2013/PPB2008–2009 Corr.1 and EB120/17)

19. The Committee considered in detail the draft Medium-term strategic plan and Proposed programme budget, and agreed to forward to the Executive Board the comments set out below. It commended the work on preparation of the document and expressed appreciation for its quality.

20. The Committee noted with satisfaction the provision of a more detailed costing by result and location than had been provided in the past. It would provide a clear basis for comparison in the coming biennium, enabling Member States and Secretariat to discuss results and their related costs in a manner not previously possible. The Committee further noted that with the draft medium-term plan WHO is entering into a new phase in terms of planning by objective and results.

21. The Committee noted that in some aspects the document could be clearer and would benefit from additional explanatory text. Some members felt it would be useful to have titles which more clearly explained the content of tables; an explanation of the relationship between the General Programme of Work, the Medium-term strategic plan and the biennial Programme budget (see Annex 2); analytical financial tables and charts to assist in considering the document; an information document containing a summary table of estimated costs for the second and third bienniums; and an explanation of the basis upon which estimates of future levels of voluntary contributions had been made.

22. Some members asked for clarification in specific areas including: budgetary increases related to the five identified priority areas; how those priorities informed the strategic objectives and Organization-wide expected results; identification of areas in which efficiencies have been realized; and an indication of results that would be scaled back if the requested increase in the level of funding were not approved.

23. Some members of the Committee welcomed the proposed increase in the level of the budget, whereas others expressed concern specifically at the level of increase of assessed contributions. The Committee noted the negative effect of inflation and exchange rates on the proposed budget and the continuing imbalance between assessed and voluntary contributions.

24. The Committee acknowledged that the proposed budget for all regions had increased in terms of United States dollars. Some members expressed concern that as a proportion of the total budget there was a decrease for one region as compared to the previous biennium. Some members asked for an explanation of the relative share proposed for the regions, and whether there were specific reductions. The Committee noted that proposed budgets for African and European regions were at the lower range of the validation thresholds.

25. The Committee discussed in detail the content of the strategic objectives, noting the following points:

Strategic objective 1 – one member suggested that strategic objectives 1 and 2 could be merged;

Strategic objective 2 – some members noted the need for further elaboration of prevention aspects relating to HIV/AIDS, including linkage with reproductive health as well as WHO's collaboration with other partners;

Strategic objective 3 – the Committee noted the discrepancy between the high burden of disease attributable to non-communicable diseases and the proposed budget for the strategic objectives 3 and 6;

Strategic objective 4 – some members noted the need to give higher priority to sexual and reproductive health, and that no reference to unsafe sex had been included in the strategic objective;

Strategic objective 5 – some members noted that WHO's cooperation with other organizations of the United Nations system and other partners did not receive sufficient attention;

Strategic objective 8 – some members noted the need to address the root causes of environmental problems and to provide clear, overarching strategies;

Strategic objective 9 – one member expressed concern about potential duplication of indicators in strategic objective 5;

Strategic objective 12 – some members noted the need to include the work on the Intergovernmental Working Group on Public Health, Innovation and Intellectual Property, and to ensure that results corresponded to strategic approaches. They also expressed concern regarding targets of the Organization-wide expected results and the justification provided for result 12.3;

Strategic objective 13 – one member noted that further elaboration was needed concerning migration of human resources for health;

Strategic objectives 15 and 16 – the Committee noted that these two strategic objectives support implementation of the other strategic objectives. It was advised that, although they accounted for a significant amount of resources, efficiency savings had been achieved, and they represented a decreasing share of the total proposed budget.

26. Some members noted that WHO's role within the broader health and development environment should be emphasized, in particular in strategic objective 15. The Committee requested clarification of how governance across the three levels of the organization would be improved.

27. The Committee expressed concern relating to governing body resolutions, noting that if the implementation of resolutions were to improve, a commensurate reduction in their number and improvement in their quality and relevance was needed. It asked the Secretariat to prepare proposals in that regard for submission to the Board.

28. Some Member States noted they would provide detailed written comments to the Secretariat on specific strategic objectives.

- **Real estate: draft capital master plan** (Documents EB120/18, EB120/18 Corr.1 and EB120/18 Add.1)

29. Welcoming an integrated 10-year capital master plan and the first ever Organization-wide real-estate inventory, the Committee recognized that the Organization's current mechanism for financing capital expenditures within the overall biennial budget was inadequate. Nonetheless, resource requirements for the capital master plan needed to be considered as an integral part of the biennial

budget. In so doing, due regard should be paid to the level of financing so as to ensure the safety, health and well-being of staff, delegations, and visitors.

30. Furthermore, in order to level out the resource demands biennium on biennium and in search of further efficiency gains, the Committee suggested that the Secretariat should review the phasing of the proposed real-estate projects and accommodation arrangements, especially at locations where rental costs were becoming prohibitive. However, it noted that serious problems arose when expenditure in facilities were deferred, as lack of maintenance could lead to breakdowns, which in turn increased the need for resources in order to undertake emergency repairs at a later date and at a higher cost because of inflation and exchange rate fluctuations.

The Committee recommended that the Executive Board should take note of the report on the capital master plan, together with the documents on the integrated 10-year capital master plan and the Organization-wide real-estate inventory.

The Committee recommended that the Executive Board should consider the resource requirements in support of the capital master plan as an integral part of the Proposed programme budget in general, and strategic objectives 15 and 16 in particular, noting its request to the Secretariat to consider options to spread expenditure over the period of the plan.

3.4 Eleventh General Programme of Work: monitoring process (Document EBPBAC5/6)

31. The Committee appreciated receiving an update on plans to monitor the Eleventh General Programme of Work, as requested at the time of its finalization, and noted the report. Recognizing the various monitoring and assessment processes, the Committee requested that an overview of all the Secretariat's evaluation, assessment and review procedures should be submitted to the Committee at its seventh meeting in January 2008.

3.5 Status of collection of assessed contributions, including Members in arrears in the payment of their contributions to an extent that would justify invoking Article 7 of the Constitution (Document EB120/19)

32. The Committee noted the report, in particular the fact that at 31 December 2006 the rate of collection of assessed contributions for the year was 89%, which was consistent with the level of recent years. Arrears totalled US\$ 143 million, of which US\$ 56 million were due under special arrangements authorized by the Health Assembly. The Committee noted the progress made to resolve long-term arrears through these special arrangements, with US\$ 6.3 million being collected during 2006.

33. Further information on the status of collection and Members in arrears in payment to an extent that would justify invoking Article 7 of the Constitution would be provided at the Committee's meeting in May 2007, when the Committee would formulate the necessary resolutions in connection with Members affected by Article 7.

3.6 Scale of assessments 2008–2009 (Document EB120/20)

34. The Committee noted the contents of the report, in particular that the proposed scale was derived from the latest scale adopted by the United Nations in December 2006, with very marginal adjustments for the differences in membership between the United Nations and WHO.

The Committee recommended that the Executive Board should propose that the Sixtieth World Health Assembly adopt the assessments for 2008-2009 contained in paragraph 3 of document EB120/20.

3.7 Amendments to the Financial Regulations and Financial Rules (Document EB120/21 and EB120/21 Corr.1)

35. Amendments were considered under two broad headings, one concerning the introduction of International Public Sector Accounting Standards (IPSAS) and the other on the immediate proposed change to the Financial Regulations and Rules.

36. The Committee was informed that IPSAS would involve changes in budget, audit, investment procedures as well as accounting ones. They were to be introduced progressively and should be seen as part of the overall United Nations reform that would enhance transparency and accountability. WHO was taking a leading role in that change through being a member of the system-wide steering committee and as an early adopter, since it would apply IPSAS as from 2008, to correspond with the introduction of the Global Management System. Examples were given of some of the major accounting changes.

37. Having received a briefing, notably on accrual accounting and training, the Committee welcomed the proposed transition to IPSAS.

The Committee recommended that the Executive Board should adopt the draft resolution as contained in document EB120/21 Corr.1.

3.8 Human resources: annual report (Documents EB120/24, EB120/24 Add.1 and EB120/24 Add.1 Corr.1)

38. The Committee expressed its appreciation for the information provided on overall human resources strategies and initiatives. It welcomed the degree of detail and transparency in the report, in particular the added information on direct appointments which had been included at the specific request of the Committee at its third meeting in January 2006.

39. It noted that there still remained a significant gap between the targets and the achievements of the Secretariat with regard to the gender and geographical diversity. Further efforts are needed in that respect.

40. The Committee acknowledged the increased emphasis that was being placed on human resources planning. It was hoped that, together with improved outreach and candidate prospectation, that emphasis would help to increase the number of applicants from unrepresented and underrepresented countries.

41. The Committee noted the increase in number of temporary staff in the Regional Office for Africa. It was informed of the outcome of the action being taken by the Office to shift the balance of

staffing in the Region through the establishment of a high number of fixed-term posts, which would regularize the position of a significant number of short-term staff members.

42. It noted the increase in the number of national professional officers, and stressed that the longer term career development opportunities for that cadre of staff did not preclude their possible international assignment.

43. The Committee noted that the introduction of the Global Management System would have a major effect on the profiles of staff engaged in administrative support. At the same time, in technical programmes, there would be a greater need for multisectoral profiles, especially in the area of noncommunicable diseases.

44. The Committee concluded that with the introduction of the Global Management System, management competency would be even more important. WHO needed senior managers who were both technically and managerially competent if the performance outcomes in the Medium strategic plan were to be met.

The Committee recommended that the Executive Board should take note of the report contained in documents EB120/24, EB120/24 Add.1 and EB120/24 Add.1. Corr.1.

3.9 Report of the International Civil Service Commission (Document EB120/25)

45. The Committee was informed that the United Nations General Assembly had approved the recommendations of the International Civil Service Commission to adopt the revised mobility and hardship scheme as of 1 January 2007. The Committee was also informed that the General Assembly had noted the decision of the Commission to adopt the general framework of contractual arrangements.

46. In addition, it was brought to the attention of the Committee that the Commission had reported to the General Assembly that the current scale of common staff assessment should continue to apply and will be reviewed every five years or at the time of the next comprehensive review of pensionable remuneration. The Commission also noted that the margin had not reached the level of the desirable midpoint of 115 since 1997 and that its average level over the past five years stood at 111.3. At the recommendation of the Commission, the General Assembly had urged organizations to establish policies and strategies to achieve improved gender balance.

The Committee recommended that the Executive Board should take note of the report contained in document EB120/25.

3.10 Confirmation of approval by the United Nations General Assembly of the International Civil Service Commission's general framework, including implementation and cost of amendments to the Staff Rules (Documents EB120/26)

47. The Committee was informed that the United Nations General Assembly had noted the decision of the Commission to adopt the general framework of contractual arrangements. Copies of the General Assembly draft resolution A/RES/61/239 were provided.

48. One Committee member requested clarification as to the meaning in the resolution of the wording whereby the General Assembly noted the decision of the Commission to adopt the general framework of contractual arrangements. The Committee was informed that given that the Commission

had the delegated authority to make decisions in the area of contractual arrangements, the General Assembly only needed to take note of the decision. The Commission, however, had the obligation to report its decisions to the General Assembly for review. Had the Assembly objected to the decision and its related proposals, it would have expressly noted so in the resolution.

49. One Committee member requested further information on the process that would be followed to assess needs and determine contract types and on the cost implications, which were provided.

The Committee recommended that the Executive Board should approve the decision contained in paragraph 16 of EB120/26 with the deletion of the words “of approval” contained in the first line of the draft decision in the English language version.

3.11 Confirmation of amendments to the Staff Rules (Documents EB120/29 and EB120/29 Add.1)

50. The Committee was informed that the United Nations General Assembly had approved the recommendations of the International Civil Service Commission relating to (i) the increase in the net base salary for the professional and higher categories by 4.57% on a no loss/no gain basis with effect from 1 January 2007; (ii) changes to the maximum admissible expenses and maximum education grant with effect from the school year in progress on 1 January 2007; *and* changes to the eligibility period for the education grant with effect from the school year in progress on 1 January 2007.

51. The Committee discussed changes relating to the education grant, and adoption leave, and the meaning of the phrase “under conditions established by the Director-General”.

52. One Committee member requested that the report should specifically note those staff rules amendments being proposed as a result of decisions of the United Nations General Assembly on the recommendations of the International Civil Service Commission and those amendments being proposed in the interest of good human-resources management or specifically in pursuit of best practices.

53. One Committee member disagreed with the amendment to the Staff Rule on maternity leave, noting that it had not been adopted at the level of the United Nations common system. Therefore, the Committee member did not concur with the recommendation of the Committee and stated that the Director-General should reconsider this amendment.

The Committee recommended to the Director-General under Staff Rule 640.1 in reference to the words “under conditions established by the Director-General” that one of these conditions should be that home leave is exercised consistent with the purpose and intent of the entitlement.

With regard to Staff Rule 640.3.2, the Committee requested the Director-General to consider editorial changes to ensure consistency, namely the use of the plural form where necessary.

The Committee recommended the adoption of draft Resolution 1 contained in paragraph 40 of EB120/29.

The Committee recommended that the Executive Board should adopt draft Resolution 2 as set out in paragraph 40 of the document with one amendment, the addition of the

following words “having considered the report on confirmation of amendments to the Staff Rules”, after the words “The Executive Board”.

3.12 Director-General and Deputy Director-General of the World Health Organization: review of matters arising from the special and 118th sessions of the Executive Board (Document EB120/30)

54. The Committee noted the additional information provided by the Legal Counsel regarding, inter alia, the modalities for appointment of a Deputy Director-General, alignment of the Rules of Procedure of the World Health Assembly with those of the Executive Board in case of a vacancy in the post of Director-General, and certain possible technical improvements in the procedure for nominating the Director-General. One member raised the issue of geographical rotation.

The Committee recommended that the Executive Board should adopt the draft resolution set out in paragraph 27 of document EB120/30 with one amendment in order to ensure that any decision to post the curriculum vitae and supporting information of each candidate for the post of Director-General on WHO’s web site would be taken by the Chairman of the Executive Board, consistent with the Chairman’s existing responsibilities in that area under Rule 52 of the Board’s Rules of Procedure.

3.13 WHO and reform of the United Nations system (Document EB120/31)

55. Members welcomed the inclusion of the item on the agendas of the Committee and the Board, and emphasized the importance of WHO’s involvement in the process of reform of the United Nations system.

56. Members specifically mentioned their interest in WHO’s perspective of the relevance of the Report of the Secretary-General’s High-level Panel on UN System-wide Coherence in the Areas of Development, Humanitarian Assistance, and the Environment, the importance of its participation in, and learning from, the pilot programmes for ensuring that the United Nations acts “as one”, and the need for more practical proposals on division of labour, the build up of adequate human resources and the strategic approach to coordination.

The Committee noted the report and agreed that the importance of the subject matter warranted fuller discussion by the Board.

3.14 Reports of the Joint Inspection Unit (Documents EBPBAC5/7 and EBPBAC5/8)

57. The Committee reviewed the update on recent reports of the Joint Inspection Unit issued during 2005 and 2006. Five reports of relevance to WHO were formally submitted to the Executive Board at its 120th session through the Committee. A matrix stating the Secretariat’s detailed position on each report was also made available to Committee members for additional information, together with copies of all reports being discussed.

58. The Committee also considered implementation of recommendations of previous reports of the Joint Inspection Unit. In view of the importance of results-based management for the United Nations system, attention was focused on a series of four reports issued during 2004 on various aspects of

results-based management in WHO, and should be read in conjunction with the report on progress with management reforms in WHO.¹

59. A query was raised concerning the appropriate level of detail of the Secretariat's submission to the Executive Board on matters relating to the Joint Inspection Unit. The importance of timeliness in the production of documentation for WHO's governing bodies, the need to keep documents concise, and the importance of cost considerations were explained. For those reasons, changes had been made in the presentation of comments on reports of the Joint Inspection Unit to the present session of the Committee as compared to overly long documents submitted to previous sessions.

60. The Committee welcomed the reports as representing an important part of the oversight process, while acknowledging the importance of the United Nations reform process under way. It stressed the importance of the dialogue between the Joint Inspection Unit and the Secretariat.

Agenda item 4 Matters for information

4.1 Report of the Office of Internal Oversight Services (Document EBPBAC5/4)

61. The Committee considered the Internal Auditor's comprehensive plan of work, which included various audits, evaluations and the provision for investigation, noting that work would be performed at headquarters, regional offices and country offices. Some members requested that in future additional detail on the plan of work should be included in the document.

62. The Committee expressed its concern over the sufficiency of staffing for the oversight unit, in particular with respect to the increasing workload associated with the WHO-related entities and partnerships. Noting that the Internal Auditor was seeking a more permanent solution, it nevertheless cautioned that work at WHO should not suffer in favour of the related entities and partnerships.

63. The Committee further acknowledged the changes in the internal audit function with respect to PAHO, and requested the Secretariat to ensure that adequate coverage existed in that area.

4.2 External and internal audit recommendations: progress on implementation (Document EBPBAC5/INF.DOC./1)

64. The Committee was informed that the document had been produced at the request of the Executive Board for a more detailed briefing on the tracking of audit recommendations. WHO had in place a process of regular review of audit recommendations with concerned management, including periodic briefings to senior management on open audit recommendations, and on the remedial actions required. The importance of having a workable and comprehensive tracking mechanism was stressed.

65. The Committee welcomed the report as an important component of WHO's managerial reform process and as an expression of improved transparency. Some questions were raised on the structure and format of the matrix summarizing the open external audit reports.

¹ Document EBPBAC5/2.

66. The Committee was informed that details of internal audit recommendation tracking had not been included in the report. Nevertheless, in response to a request from the Committee, it was confirmed that those management responses would also be made available in the future.

67. The Committee noted that the Secretariat took all reported audit findings and recommendations extremely seriously. Furthermore, as part of the unit's own monitoring efforts, the Internal Auditor had recently concluded an on-site, in-depth verification of the implementation status in the African Region, which would be part of his report to be submitted to the Committee in May 2007.

68. Several suggestions from the Committee were noted concerning the presentation format of the tracking matrix, notably to consolidate the management response with action taken, while providing more differentiation as to the type and extent of implementation action taken.

Agenda Item 5 Adoption of the report and closure of meeting

69. The Committee adopted its report.

ANNEX 1

LIST OF PARTICIPANTS

MEMBERS, ALTERNATES AND ADVISERS

Afghanistan

Dr A.S. Salehi

Mr D. Hachemi (alternate)

Australia

Ms J. Halton (Chairman)

Ms C. Patterson (alternate)

Mr S. Thom (alternate)

Bhutan

Dr D. Wangchuk (alternate to Dr J. Singay)

Denmark

Mrs M. Kristensen (alternate to Dr E. Smith)

Mrs M. Hessel (alternate)

Iraq

Dr E.A. Aziz (alternate to Dr A.H.I. Al-Shammari)

Jamaica

Dr G. Allen Young (alternate to Mr H. Dalley)

Miss G. Mathurin (alternate)

Mrs A. Dubidad-Dixon (alternate)

Liberia

Dr W.T. Gwenigale

Portugal

Professor J. Pereira Miguel

Mr J.A. Sousa Fialho (alternate)

Sri Lanka

Dr Y.D.N. Jayathilaka (alternate to Mr N.S. de Silva)

Mr A. Omer Lebbe (alternate)

Rwanda

Mr A. Kayitayire (alternate to Dr J.D. Ntawukuliryayo)

Tonga

Dr V. Tangi

United States of America

Ms A. Blackwood (alternate to Dr J. Agwunobi)

Ms A.L. Chick (alternate)

Mr D.E. Hohman (alternate)

Ex officio member

Dr F. Antezana Aranibar, Bolivia (Chairman of the Executive Board)

MEMBER STATES NOT MEMBERS OF THE COMMITTEE

Mr E.-H. El Bey (Algeria)

Dr S. Neto de Miranda (Angola)

Dr H. Friza (Austria)

Mr J. De Preter (Belgium)

Mrs T.E. Balima (Burkina Faso)

Mr D. MacPhee (Canada)

Mr P. Oldham (Canada)

Mr D. Strawczynski (Canada)

Mrs E.S. Arango (Colombia)

Mrs D. Bikouta (Congo)

Mrs J. Tor-de Tarlé (France)

Ms M. Brakalova (Germany)

Mrs A. Damigou (Greece)

Dr S. Koike (Japan)

Ms T. Tsujisaka (Japan)

Mr T. Mboya Okeyo (Kenya)

Mrs C. Goy (Luxembourg)

Mr J.-M. Rasolonjatovo (Madagascar)

Mr B.R. Paudyal (Nepal)

Ms T. Kongsvik (Norway)

Mr M. Kochetkov (Russian Federation)
Mr N. Lozinskiy (Russian Federation)
Dr A. Pavlov (Russian Federation)
Mr C. Wong (Singapore)
Ms D. Mafubelu (South Africa)
Mr G. López Mac-Lellan (Spain)
Ms A. Molin Hellgren (Sweden)
Mr J. Martin (Switzerland)
Mrs B. Schaer Bourbeau (Switzerland)
Mrs Prangtip Kanchanahattakij (Thailand)
Ms C. Kitsell (United Kingdom of Great Britain and Northern Ireland)
Dr C. Presern (United Kingdom of Great Britain and Northern Ireland)
Mr J. Arias (Venezuela, Bolivarian Republic of)
Mr Pham Hong Nga (Viet Nam)

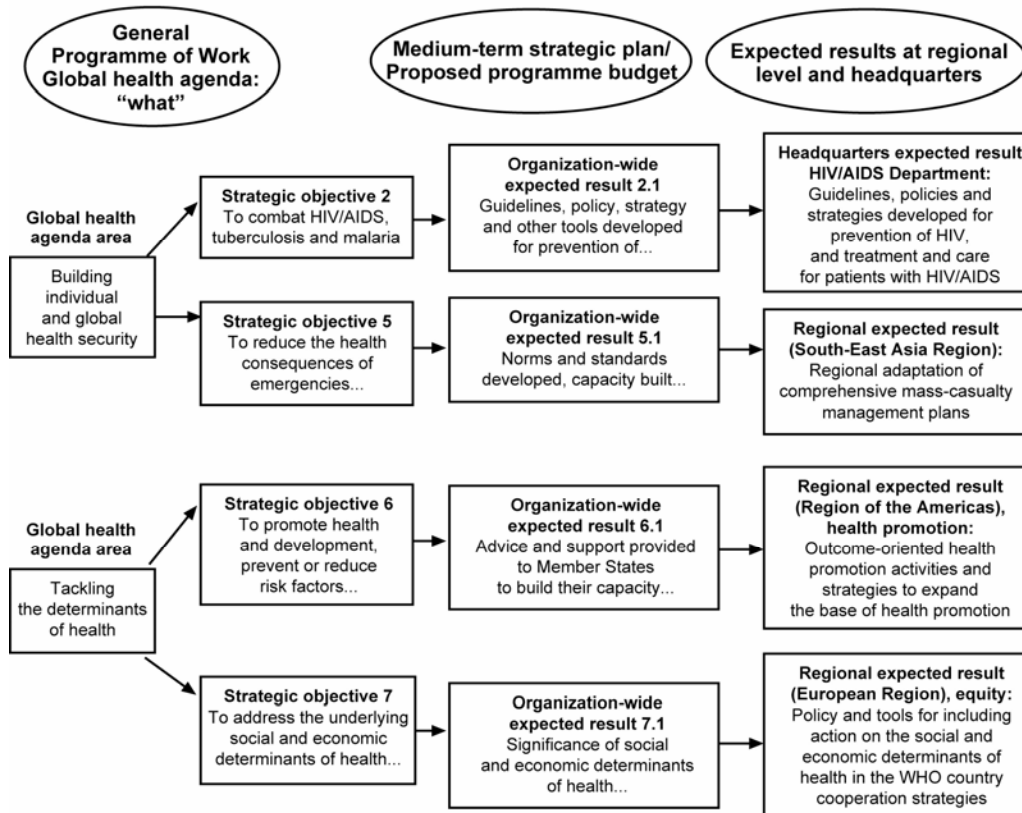
ANNEX 2

The results chain



WHO 07.03

The results chain: example



WHO 07.04