
Implementation of WHO reform, 2012

Report by the Director-General

1. The Sixty-fifth World Health Assembly requested the Director-General to report, through the Executive Board at its 132nd session, to the Sixty-sixth World Health Assembly, on progress in the implementation of WHO reform, on the basis of a monitoring and implementation framework.¹

2. This report presents Member States with a comprehensive overview of progress up to the end of 2012 in the three broad areas of WHO reform: *programmes and priority-setting; governance; and management*. The framework has been updated to reflect the results chain adopted by the Organization, and is based on a high-level implementation plan for reform.² The report is structured around the 12 elements of reform identified in the monitoring and implementation framework considered by the Sixty-fifth World Health Assembly.³ The report also includes an update on change management using the same structure as the other elements of WHO reform. For each of these elements, the report provides (a) a narrative describing action taken in this area, (b) progress towards the outcome target, and (c) a status update on the outputs and key deliverables.

Areas of WHO reform	Elements of WHO reform
1. Programmatic reform	1.1 Programmatic priorities
2. Governance reform	2.1 Oversight by the governing bodies 2.2 Scheduling and alignment of the governing bodies 2.3 Harmonization of governance practices 2.4 Decision-making by the governing bodies 2.5 Engagement with stakeholders
3. Management reform	3.1 Support to Member States 3.2 Human resources 3.3 Finance and resource allocation 3.4 Accountability and transparency 3.5 Evaluation 3.6 Communication
4. Change management	4.1 Change management

3. The Secretariat will continue to provide regular reports on implementation of WHO reform for review by the governing bodies. Four-monthly progress reports will be presented to the Independent Expert Oversight Advisory Committee for review.

¹ See decision WHA65(9).

² See also document EB132/INF./3 for the high-level implementation plan.

³ See document A65/INF./DOC./6.

1.1 PROGRAMMATIC REFORM: PRIORITIES

Outcome – WHO’s priorities defined and addressed in a systematic, transparent, and focused manner and financed in alignment with agreed priorities

Indicator	Target 2015	Achievement
Outcome indicators adopted in the general programme of work	To be determined	To be determined

Outputs	Target date	Achievement
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1.1.1 Vision and priorities for global health for 2014–2019, with defined impacts and outcomes, presented in the draft twelfth general programme of work for endorsement by Member States at the Sixty-sixth World Health Assembly

Key deliverables:

• Member State meeting develops consensus on criteria for priority setting and programmatic categories of work for WHO	February 2012	Completed
• Revised draft twelfth general programme of work, following review by regional committees, for consideration by the Executive Board at its 132nd session	January 2013	Submitted
• Revised draft twelfth general programme of work, following review by the Executive Board, for consideration by the Sixty-sixth World Health Assembly	May 2013	

1.1.2 Scope of work for WHO for 2014–2015, with defined outputs linked to outcomes, presented as the proposed programme budget 2014–2015, for approval by Member States at the Sixty-sixth World Health Assembly

Key deliverables:

• Consensus on key programmatic areas for the work of WHO	February 2012	Completed
• Revised draft of proposed programme budget 2014–2015, following review by regional committees, presented for consideration by the Executive Board at its 132nd session	January 2013	Submitted
• Revised draft of the proposed programme budget 2014–2015, following review by the Executive Board at its 132nd session, presented for consideration by the Sixty-sixth World Health Assembly	May 2013	

2.1 GOVERNANCE REFORM: OVERSIGHT

Outcome – Strengthened oversight by the governing bodies

Indicator	Target 2015	Achievement
Percentage of Member State representatives satisfied with WHO's governance (qualitative assessment from perception survey)	Progressive improvement	–

Outputs	Target date	Achievement
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2.1.1 Strengthened Programme, Budget and Administration Committee with expanded role to include oversight of monitoring and evaluation of programmatic and financial implementation at the three levels of the Organization

Key deliverables:

• Revised terms of reference for the Programme, Budget and Administration Committee	January 2012	Completed
• The reports by the Programme, Budget and Administration Committee to the Executive Board reflect the Committee's expanded role	January 2013	Ongoing

2.1.2 Increased strategic, executive and oversight role for the Executive Board

Key deliverables:

• The report by the Executive Board to the Health Assembly reflects the Board's increased strategic, executive and oversight role	May 2013	Ongoing
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2.1.3 Increased oversight role for regional committees and subsidiary bodies

Key deliverables:

• The reports by the regional committees to the Executive Board reflect the committees' increased oversight role	January 2013	Ongoing
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2.2 GOVERNANCE REFORM: SCHEDULING AND ALIGNMENT

Outcome – Rational scheduling and alignment of governance processes

Indicator	Target 2015	Achievement
Alignment of agendas of meetings of WHO governing bodies on relevant issues (qualitative assessment)	Progressive alignment	–
Outputs	Target date	Achievement
2.2.1 Rational schedule for governing body meetings		
<i>Key deliverables:</i>		
• Proposals for revision of timeline of meetings to be presented for consideration by the Executive Board at its 132nd session	January 2013	Submitted
2.2.2 Increased linkages between the regional committees and the global governing bodies		
<i>Key deliverables:</i>		
• Regional committees comment on and provide input to all global strategies, policies and legal instruments such as conventions, regulations and codes	Continuous	Ongoing
• The Health Assembly refers specific items to the regional committees in order to benefit from diverse regional perspectives	Continuous	Ongoing
• Regional committees adapt and implement global strategies as appropriate	Continuous	Ongoing
• Chairpersons of the regional committees routinely submit a summary report of the committees' deliberations to the Board	From January 2013	Ongoing

2.3 GOVERNANCE REFORM: HARMONIZATION

Outcome – Harmonization of governance processes

Indicators	Target 2015	Achievement
Harmonized rules of procedures of global and regional governing bodies	100% harmonized	
Outputs		
2.3.1 Harmonized practices across the regional committees in relation to the nomination of regional directors, the review of credentials, and participation of observers		
<i>Key deliverables:</i>		
• Established criteria for the selection of candidates and a process for assessment of all candidates' qualifications	2012	Completed
• Appointed credentials committees or the task of reviewing credentials entrusted to the Officers of the regional committee	2012	Partially completed
• Ensure that there are relevant rules within the rules of procedure that enable regional committees to invite observers to attend their sessions, including as appropriate, Member States from other regions, intergovernmental and nongovernmental organizations	2012	Partially completed

2.4 GOVERNANCE REFORM: STRATEGIC DECISION-MAKING

Outcome – Enhanced strategic decision-making by governing bodies

Indicators	Target 2015	Achievement
Extent of alignment of agendas of the governing bodies with the priorities of the twelfth general programme of work	100%	–
Provision of governing body documents in all official languages within the deadline	100%	To be determined
Outputs	Target date	Achievement
2.4.1 The governing bodies vet resolutions, and limit reporting requirements and timelines		
<i>Key deliverables:</i>		
<ul style="list-style-type: none"> Executive Board limits number of draft resolutions based on assessment of strategic value, financial and administrative implications, and reporting requirements and timelines 	Continuous	Ongoing
2.4.2 Improved methods of work of the Executive Board and World Health Assembly including standardized approaches to resolutions/decisions		
<i>Key deliverables:</i>		
<ul style="list-style-type: none"> Debates become more disciplined to discourage lengthy national reports and focus on the substance of the item 	Continuous	Ongoing
<ul style="list-style-type: none"> “Traffic light” system and enforcement by chairmen of time-limits 	Continuous	Ongoing
<ul style="list-style-type: none"> Officers of the Board use criteria, including those used for priority setting in the draft general programme of work, in reviewing items for inclusion on the Board’s agenda 	Continuous	Ongoing
<ul style="list-style-type: none"> Board considers amending its Rules of Procedure in order to manage the late submission of draft resolutions 	2013	To be considered
<ul style="list-style-type: none"> Governing bodies make better use of the Chairman’s summaries, reported in the official record, with the understanding that they do not replace formal resolutions 	Continuous	Ongoing
<ul style="list-style-type: none"> Options proposed on possible changes needed in the rules of procedure of the governing bodies to limit the number of agenda items and resolutions 	2013	To be considered
2.4.3 Strengthened support to Member States in preparation for and participation in the work of the governing bodies in collaboration with regional offices, with particular regard to the timely provision of quality documentation in all official languages		
<i>Key deliverables:</i>		
<ul style="list-style-type: none"> Handbook on procedural issues for briefing of Executive Board chairmen and chairmen of committees of the Health Assembly 	2012	Partially completed
<ul style="list-style-type: none"> Mission briefings prior to governing body meetings 	Continuous	Ongoing
2.4.4 Streamlined national reporting in accordance with Articles 61–65 of the WHO Constitution, using modern tools		
<i>Key deliverables:</i>		
<ul style="list-style-type: none"> Paper proposing options on how to streamline the reporting of and communication with Member States presented to the Executive Board for consideration at its 132nd session 	January 2013	Submitted

2.5 GOVERNANCE REFORM: ENGAGEMENT

Outcome – Strengthened effective engagement with other stakeholders

Indicators	Target 2015	Achievement
To be developed following discussion by the Board at its 132nd and 133rd sessions	To be determined	To be determined
Outputs	Target date	Achievement
2.5.1 Engage and, where appropriate, lead and coordinate across the United Nations system and with other international agencies on issues that impact health		
<i>Key deliverables:</i>		
• Health positioned strategically in the post-2015 agenda	2015	Ongoing
• Follow up on the United Nations High-level Meeting on the Prevention and Control of Non-communicable Diseases	Continuous	Ongoing
• Agenda for universal health coverage	2013	Ongoing
2.5.2 Policy on WHO engagement with nongovernmental organizations		
<i>Key deliverables:</i>		
• Draft policy paper on WHO's engagement with nongovernmental organizations prepared for consideration by the Executive Board at its 132nd session	January 2013	Submitted
2.5.3 Policy on relationships with private commercial entities		
<i>Key deliverables:</i>		
• Draft policy paper on the relationships with private commercial entities for consideration by the Executive Board at its 133rd session	May 2013	–
2.5.4 Increased Member State involvement with and oversight of partnerships		
<i>Key deliverables:</i>		
• Report prepared on WHO's hosting arrangements of health partnerships and proposals for harmonizing work with hosted partnerships for consideration by the Executive Board at its 132nd session.	January 2013	Submitted
2.5.5 Strengthened coherence in global health matters		
<i>Key deliverables:</i>		
• Report on global health governance for consideration by the Executive Board at its 132nd session	January 2013	Submitted
• Exploration of options for a framework to guide interaction between all stakeholders active in health	2015	–

3.1 MANAGERIAL REFORM: SUPPORT TO MEMBER STATES

Outcome – Effective technical and policy support for all Member States

Indicators	Target 2015	Achievement
Indicator of performance of technical and policy support function (to be developed)	To be determined	To be determined
Outputs	Target date	Achievement
3.1.1 Increased alignment of profile of WHO country presence with country needs and priorities		
<i>Key deliverables:</i>		
• Renewed or developed country cooperation strategies in all countries, based on revised framework to align with country needs and priorities	2015	To commence
• Staffing and resource plans for each country office aligned with country cooperation strategy	2015	To commence
3.1.2 Strengthened country offices		
<i>Key deliverables:</i>		
• Roster of qualified candidates for competitive selection of Heads of WHO Offices in countries, areas and territories	2012	Completed
• Enhanced induction/education for Heads of WHO Offices in countries, areas and territories, to include training on health diplomacy, managerial skills and accountability	From 2012	Ongoing
3.1.3 Promote alignment, synergy and collaboration across the Organization		
<i>Key deliverables:</i>		
• WHO task force on roles and responsibilities of different levels of the Organization	May 2013	To commence
• Strengthened capacity and functions of country support units in headquarters and regional offices, in line with JIU recommendations	2013	To commence
3.1.4 Improve knowledge management		
<i>Key deliverables:</i>		
• Public searchable database of WHO knowledge resources and products	2015	Ongoing
• Evaluation of WHO publishing policy and practice	2015	To commence
• WHO Information Management Policy and Strategy	2014	To commence

3.2 MANAGERIAL REFORM: HUMAN RESOURCES

Outcome – Staffing matched to needs at all levels of the Organization

Outcome indicators	Target 2015	Achievement
Indicator to be developed based on revised human resources strategy	To be determined	To be determined
Outputs	Target date	Achievement
3.2.1 Human resources strategy that encompasses a model for strategic workforce planning and career development		
<i>Key deliverables:</i>		
• Revised WHO human resources strategy	2012	Ongoing
• Proposed changes to Staff Rules, based on a draft appointment policy to support a flexible workforce, for consideration by the Executive Board at its 132nd session	January 2013	Submitted
3.2.2 Streamlined recruitment and selection processes		
<i>Key deliverables:</i>		
• Harmonized recruitment policy and practice across all major offices	2013	Ongoing
• Generic job descriptions for key categories of staff including; administrative officers, epidemiologists, health technical coordinators, and emergency health communicators	2013	Ongoing
• Global rosters of “prequalified” staff in the aforementioned categories based on generic vacancy notices and competitive selection	From 2013	To commence
3.2.3 Improved performance management processes		
<i>Key deliverables:</i>		
• New performance development and management system and tool	2013	Ongoing
• Policies on (a) rewards and recognition and (b) improving performance	2013	In preparation
3.2.4 Mobility and rotation framework		
<i>Key deliverables:</i>		
• Global mobility and rotation scheme based on experiences with regional schemes and global workforce planning	From 2013	Ongoing
3.2.5 Enhanced staff development and learning		
<i>Key deliverables:</i>		
• Global elearning platform incorporating learning management system and based on blended learning approach	2013	Ongoing
• Management development programme	2013	Ongoing

3.3 MANAGERIAL REFORM: FINANCE AND RESOURCE ALLOCATION

Outcome – Financing and resource allocation aligned with priorities

Indicators	Target 2015	Achievement
Proportion of the programme budget funded at the beginning of the biennium		(2012–2013)
Alignment of income and expenditure with the programme budget by category and major office	100%	–
Outputs	Target date	Achievement
3.3.1 Increased transparency, predictability and flexibility of WHO's financing		
<i>Key deliverables:</i>		
• Extraordinary meeting of Programme, Budget and Administration Committee to discuss financing of WHO	November 2012	Completed
• Adoption of the general programme of work and the programme budget by the Health Assembly to facilitate alignment of resources with priorities	May 2013	For decision by the Health Assembly
• Financing dialogue to encourage predictability of financing, and reduced earmarking	June–December 2013	For decision by the Health Assembly
• Web-based portal for real-time tracking and reporting of resource flows and results	June 2013	Ongoing
• Explore possibility of supplements to assessed contributions on a voluntary basis, with interested countries	2013	Ongoing
3.3.2 Results-based budgeting mechanism based on new results chain		
<i>Key deliverables:</i>		
• New results chain	2012	Completed
• Methodology for a standardized costing of outputs	2013	Ongoing
• Methodology for assessing contribution of outputs to outcomes and outcomes to impact	2013	To commence
3.3.3 Sequenced planning to reflect country needs		
<i>Key deliverables:</i>		
• Revised corporate planning process	2013	To commence
3.3.4 Improved Organization-wide resource mobilization		
<i>Key deliverables:</i>		
• WHO task force on resource mobilization and management to propose policies on resource management	May 2013	Ongoing
• Organization-wide resource mobilization plan	2013	To commence
3.3.5 Improved financing of administration and management costs		
<i>Key deliverables:</i>		
• Study of costs of administration and management in WHO	December 2012	Complete
3.3.6 New resource allocation mechanism		
<i>Key deliverables:</i>		
• Criteria and methodology for transparent internal allocation of resources	May 2013	To commence

3.4 MANAGERIAL REFORM: ACCOUNTABILITY AND TRANSPARENCY

Outcome – Managerial accountability, transparency and risk management

Indicators	Target 2015	Achievement
Proportion of audits closed within six months	100%	–
Outputs	Target date	Achievement
3.4.1 Improved accountability and internal control framework		
<i>Key deliverables:</i>		
• Standard operating procedures for administrative processes; travel, human resources, finance and procurement	2013	Ongoing
• Performance and compliance monitoring based on standard metrics and dashboard	2013	To commence
• Established Compliance and Risk Management Unit	2013	To commence
• Standardized delegations of authority and performance compacts for senior staff	2013	To commence
3.4.2 Improved risk management framework		
<i>Key deliverables:</i>		
• Risk management framework, including criteria for identification and prioritization of risks, terms of reference for risk managers, and risk management policy, with oversight by Compliance and Risk Management Unit	2013	Ongoing
• Corporate risk register	2013	Ongoing
3.4.3 Information disclosure policy		
<i>Key deliverables:</i>		
• Draft policy on information disclosure, based on best practice in international organizations, for presentation to governing bodies	2013	Ongoing
• Revised document management systems and information retention policies to support information disclosure policy	2013	Ongoing
3.4.4 Increased effectiveness in management of conflicts of interest		
<i>Key deliverables:</i>		
• Audit of declaration of interest policy	2012	Completed
• Revised declaration of interest policy and practice based on audit recommendations	2013	To commence
• Established Ethics Office	2013	To commence
3.4.5 Increased capacity of audit and oversight		
<i>Key deliverables:</i>		
• Recruitment of additional staff for internal audit	2012	Completed
• Recruitment of additional staff for investigations	2012	Completed

3.5 MANAGERIAL REFORM: EVALUATION

Outcome – Strengthened culture of evaluation

Outcome indicators	Target 2015	Achievement
WHO programmatic areas regularly evaluated in accordance with WHO policy; and evaluation recommendations implemented within six months	100%	To be determined

Outputs	Target date	Achievement
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3.5.1 Evaluation policy including a mechanism for oversight of evaluation by governing bodies

Key deliverables:

• Adoption of WHO evaluation policy by the governing bodies	2012	Completed
• Recruitment of additional staff for evaluation	2013	In progress
• Annual work plan for evaluation presented to the governing bodies	January 2013	Submitted
• Web-based inventory of WHO evaluations	2013	In progress

3.5.2 Conduct an external evaluation of WHO

Key deliverables:

• First stage of independent evaluation consisting of a review of existing information with a focus on financing challenges for the Organization, staffing issues, and internal governance of WHO by Member States	2012	Completed
• Paper on the specific modalities of the second stage evaluation for consideration by the Executive Board at its 132nd session	January 2013	Submitted
• Report of the second stage of the external evaluation for review by the governing bodies	To be determined	–

3.5.3 Joint Inspection Unit to update its reports (a) Decentralization in WHO, and (b) Review of management and administration of WHO

Key deliverables:

• JIU reports on (a) Decentralization in WHO, and (b) Review of management and administration of WHO	December 2012	Submitted
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3.6 MANAGERIAL REFORM: COMMUNICATION

Outcome – Improved strategic communications

Indicator	Target 2015	Achievement
Percentage of stakeholders having an excellent or good perception of the work of WHO (quantitative and qualitative assessment from global perception survey)	Progressive improvement	–

Outputs	Target date	Achievement
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3.6.1 Increased communications capacity

Key deliverables:

• Communication training for different categories of staff	From 2012	Ongoing
• Emergency communications network of pretrained communicators to deploy in emergency situations	2013	To commence

3.6.2 Strengthened communications coordination

Key deliverables:

• Centralized communications team in headquarters	2012	Completed
• WHO Communications Strategy	2013	To commence
• Global communications forum for WHO communications staff held every biennium, and virtual coordination meetings every quarter	2013	To commence
• Internal communications strategy	2013	To commence

3.6.3 Cost-effective communications platforms

Key deliverables:

• Social media platforms in use, in headquarters and regions	From 2011	Ongoing
• Developed video platform	2013	To commence
• Upgraded WHO web site with improved searchability and usability	2013	To commence

3.6.4 Improved external stakeholder perceptions

Key deliverables:

• Biennial global stakeholder perception survey	From 2012	First survey completed
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4.1 CHANGE MANAGEMENT

Outcome – WHO reform implementation coordinated, monitored and evaluated

Indicator	Target 2015	Achievement
Percentage of items in the WHO implementation plan being completed or on track.	100%	

Outputs	Target date	Achievement
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4.1.1 Implementation plan for WHO reform

Key deliverables:

• High-level implementation plan for presentation to the Executive Board at its 132nd session	January 2013	Submitted
• Comprehensive costed implementation plan available on WHO web site, updated based on decisions of the governing bodies	January 2013	Submitted

4.1.2 Monitoring and reporting framework for WHO reform

Key deliverables:

• High level implementation and monitoring framework	May 2012	Completed
• Four-monthly reports on implementation for review by the Independent Expert Oversight Advisory Committee	February 2013	Ongoing

4.1.3 Communication and engagement strategy on WHO reform for Member States, other external stakeholders and staff

Key deliverables:

• WHO reform web site and Intranet site	Continuous	Ongoing
• Newsletter on WHO reform; Change@WHO	3/year	Ongoing
• Briefings and consultations on WHO reform for Member States and staff	Continuous	Ongoing

4.1.4 Change management support and organizational structure

Key deliverables:

• Reform support team	Continuous	Ongoing
• WHO task force on managerial reform	Continuous	Ongoing

ACTION BY THE EXECUTIVE BOARD

- The Board is requested to note this report.

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