

General management: update

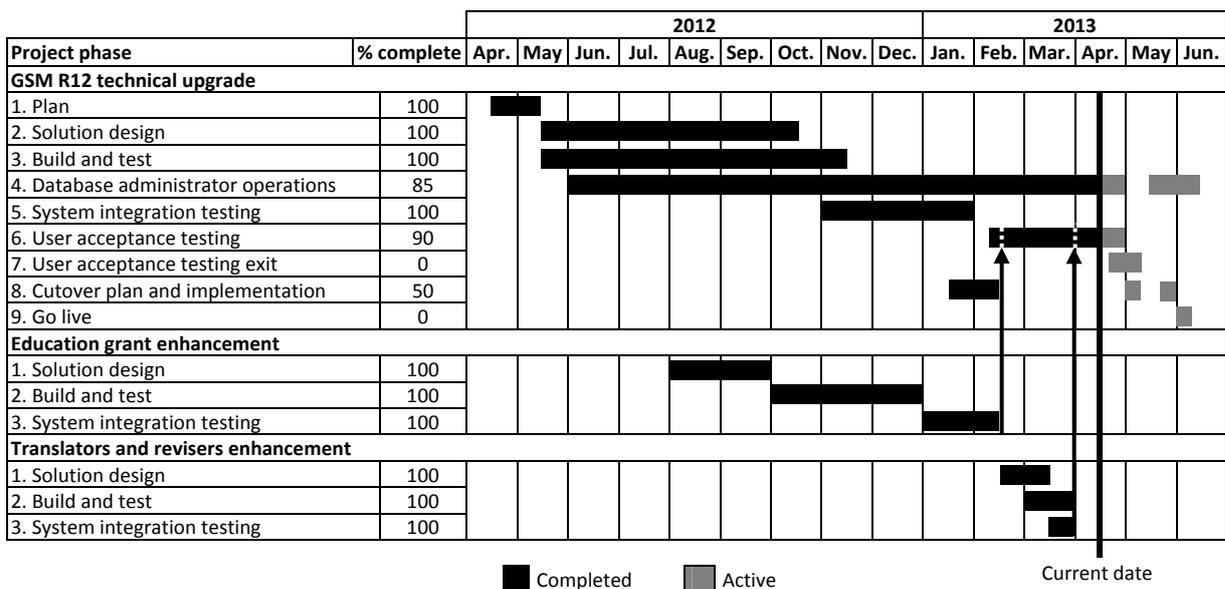
Report by the Secretariat

1. This update presents progress made by the Secretariat in addressing various managerial and administrative issues since the seventeenth meeting of the Committee in January 2013. In particular, this report provides an update on the Global Management System upgrade project. It also gives an overview on the status of the Staff Development Fund and responds to the Member States' request to look at the appropriateness of the level of funding for the Region of the Americas.

GLOBAL MANAGEMENT SYSTEM: UPGRADE

2. Figure 1 below illustrates the current status of the project (showing the situation as at mid-March, 2013). The schedule reflects the busy period during the sessions of the governing bodies in May: although user acceptance testing will be completed by the end of April 2013, the official launch date for the release is set for 5 June 2013.

Figure 1. High level project phases and status



3. The new release of the Global Management System is a technical upgrade, which will have minimum impact on existing functionality or business process. It is a necessary step in order to allow WHO to remain eligible for the highest levels of the manufacturer's product support and to stay up-to-date with technological advances.
4. A number of targeted improvements were initially proposed for implementation alongside the technical upgrade to the system. The changes include:
 - (a) the improved integration of the Global Management System with the records management system in order to connect the two systems seamlessly and so improve the uploading, classification and storage of documents, and
 - (b) the simplification of the user interface and processes involved for the education grant, as well as facilitating the automatic integration with the payroll function.
5. Technical issues encountered and their impact on the upgrade project timelines have meant that the planned integration of the System with the records management system has been excluded from the project scope. The approach is being re-evaluated; an independent project will cover the evaluation of the Secretariat's records management needs and recommendation of alternative solutions so that integration can take place. In any event, this new initiative is planned to follow the launch of the new release.
6. The other proposed change – to the education grant module – is on track. To aid staff to learn and to make full use of the upgrade, a self-paced eLearning computer based training module is also being developed. The pilot for this module is seen as an opportunity to explore the potential for training delivery mechanisms that are more cost-effective in a move away from traditional classroom training methods.
7. Currently, the user acceptance testing phase of the project is underway. This exercise is labour intensive and requires a high level of coordination, as it is being run simultaneously across all regions, the Global Service Centre and headquarters. Business subject matter experts and end-users of the system have been involved in testing the new release. A successful user acceptance test is a prerequisite for the launch.
8. An analysis has been completed of the likely impact of the implementation of the draft twelfth general programme of work and the proposed programme budget 2014–2015 on the results-based management framework. In particular, the introduction of the new terminology (e.g. “category”, “outcome”, “output”) will affect the processes of programme management, such as strategic and operational planning, workplan management, monitoring and reporting, as well as bringing change to the terminology used on some forms and reports in the current Global Management System.
9. Longer-term, in line with feedback from the Joint Inspection Unit,¹ the Secretariat is starting to plan for the simplification and further process optimization of the System that will take place after the implementation of Release 12, called “GSM transformation”. The objective is to drive an overall reduction in system complexity, produce savings in support and maintenance, and improve the user friendliness of the System.

¹ Document JIU/REP/2012/6 “Review of Management, Administration and Decentralization in the World Health Organization (WHO) - Part I”.

STAFF DEVELOPMENT AND LEARNING

10. Since 2009, the Secretariat has taken a global approach to learning by prioritizing the design and implementation of learning activities that are relevant to multiple organizational units in different geographic locations, or to an identified target audience across multiple locations. Global learning activities include the induction programme for Heads of WHO Offices in countries, territories and areas; a country-focused programme that is relevant to national health policies, strategies and plans; and competency development programmes including communications and negotiations.

11. To support the implementation and monitoring of global learning activities, WHO will launch an eLearning platform and learning management system in 2013. This tool will give all staff members access to eLearning opportunities as well as providing a global tool for monitoring and reporting, and a standard approach for evaluation. The system design is modelled closely on eLearning platforms that are already in place in United Nations agencies. A project team, which includes members of the Global Learning and Performance Management team, the Regional Staff Development Network, the Information Technology department and representatives from health technical units, is already preparing for the launch of this platform.

12. In 2012, a set of principles for identifying mandatory training was endorsed by the Global Learning Committee. If a course is identified as mandatory, it has been defined as relevant to the Organization and the individual's job, and there is a compliance requirement. The principles will come into effect after the launch of the WHO learning management system. Mandatory training programmes will be introduced gradually to staff members and will include selected GSM training modules and completion of "New@WHO", which is the global induction course for all new staff members.

13. Staff development activities are funded through the post occupancy charge mechanism. Under the guidance of the Global Learning Committee, chaired by the Director-General, 70% of the allocated budget is identified for global learning activities (for example, training on national health policies, strategies and plans) and 30% is for programmes that have been prioritized by the respective regional learning committees.

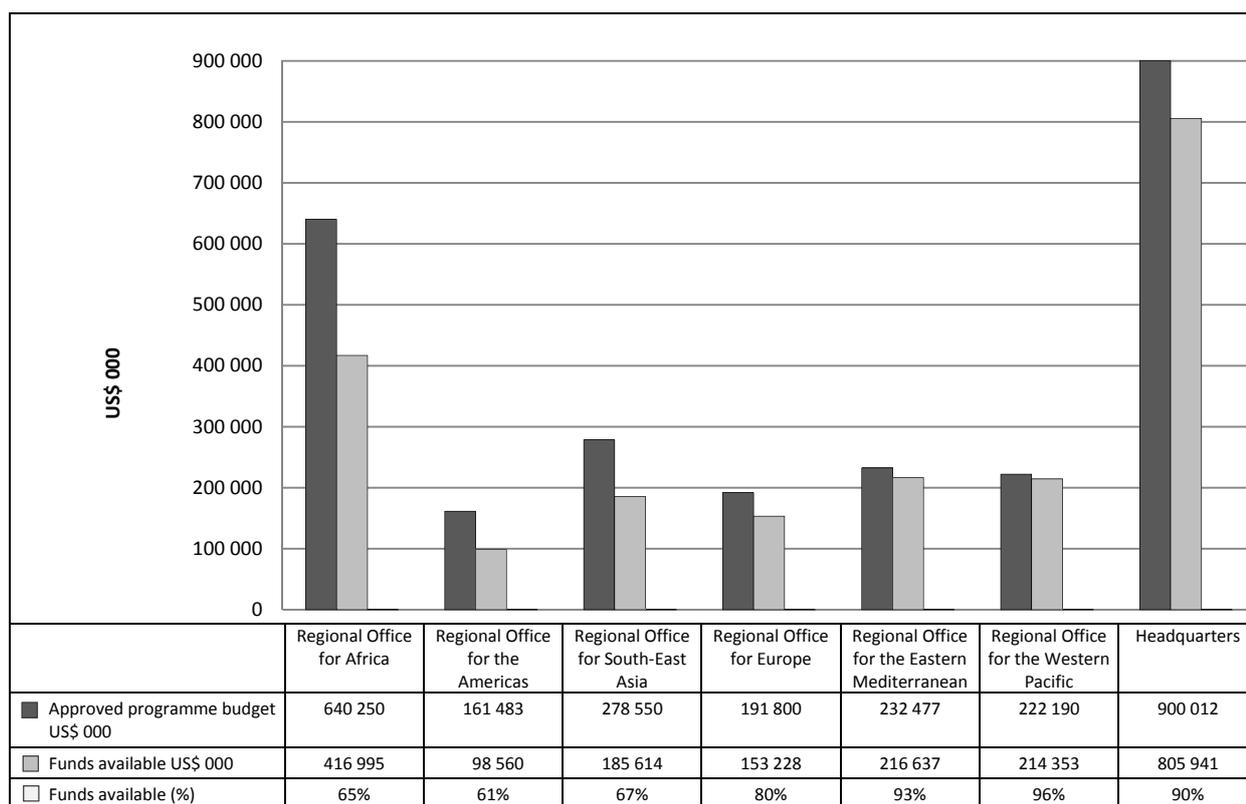
14. For the biennium 2012–2013, US\$ 14 million has been allocated from the post occupancy charge to support staff development activities. By February 2013, 42% of the award had been implemented. In line with previous bienniums, there has been a higher implementation rate in the second year of the biennium, due to the release mechanism of the fund. The staff development award is monitored by the Global Learning Committee and reports are prepared for the Committee meetings that take place twice a year.

FUNDING FOR THE REGION OF THE AMERICAS

15. In January 2013, the Board at its 132nd session expressed concern about the current level of funding and requested the Secretariat to conduct an analysis in order to explain the imbalance in the resources available across the various regions.

16. Figure 2 below shows the level of available funding in each major office as at 30 September 2012.¹ It shows the variation in the percentage of funding available with respect to the Programme budget 2012–2013. The budget information in the figure includes both assessed and voluntary contributions; the amounts shown for the Region of the Americas refer only to the Americas portion of the combined programme budget for the Region of the Americas and PAHO.

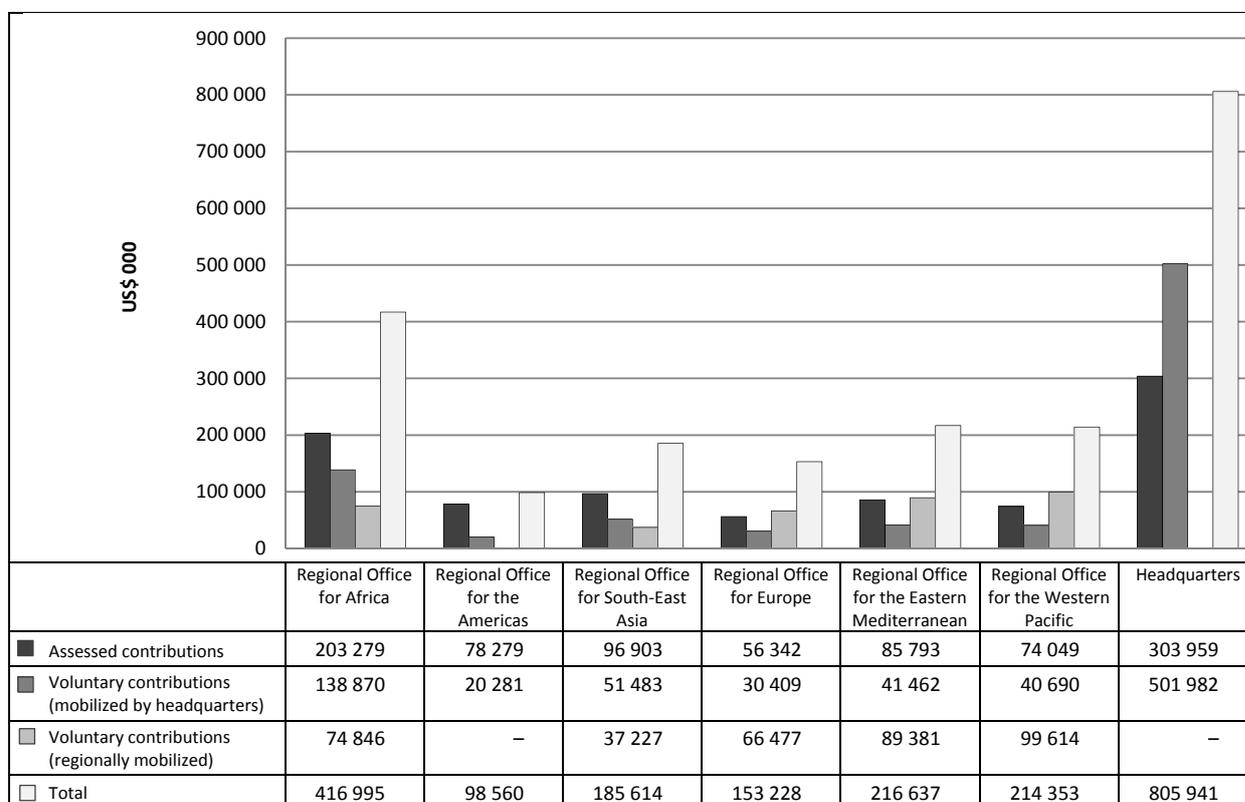
Figure 2. Resources available for global base programmes, by major office, as at 30 September 2012



17. Figure 3 below contributes to explain the reasons for these variations in that it provides an overview of the available resources, showing the type of resources (assessed and voluntary contributions) and whether they were mobilized by headquarters or by the regions.

¹ Originally presented in document EB132/25 Implementation of the Programme Budget 2012-2013: update.

Figure 3. Resources available for global base programmes, by major office and source of funds, as at 30 September 2012



18. The level of funding available in each major office is a combination of assessed and voluntary contributions. Assessed contributions are approved through a resolution adopted by the World Health Assembly, and voluntary contributions are raised either by headquarters or by the regions.

19. Figure 3 illustrates that, in the case of the Region of the Americas, even though voluntary contributions are raised jointly by the Region and PAHO, none of the PAHO contributions are counted under the totals for the Region. In other words, unlike other regions, the amount shown for the Region of the Americas represents only its portion of assessed contributions and the voluntary contributions raised by headquarters. This explains why the percentage of funding for this region in Figure 2 appears to be lower than for other regions.

ACTION BY THE PROGRAMME, BUDGET AND ADMINISTRATION COMMITTEE

20. The Programme, Budget and Administration Committee is requested to note the report.

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