
Management reforms: review of progress

1. This update builds on the previous progress reports submitted to the Programme, Budget and Administration Committee.¹ It summarizes the progress made in each of the different areas of management reform and provides more information on the global management system.
2. The table set out in the Annex indicates the progress made with selected management reform initiatives, updating the information presented to the fourth meeting of the Programme, Budget and Administration Committee. The list is not exhaustive, but captures the major initiatives that will affect day-to-day activities, improve programme delivery and meet long-term objectives.

MANAGEMENT REFORMS

3. **Results-based management: an Organization that puts results at the core of its work.** Significant progress has been achieved through the adoption of the Eleventh General Programme of Work, and the preparation of the draft medium-term strategic plan (2008–2013) and proposed Programme Budget (2008–2009). However, efforts are required to ensure that strategic plans are more effectively translated into operational plans. The strategic direction and competency review undertaken at headquarters has provided useful lessons and insights for future improvement. Performance monitoring and assessment have significantly improved, but more work is required to ensure that both positive and negative assessments are effectively addressed so that performance is improved.
4. **Financing the Organization: an Organization that effectively monitors, mobilizes and matches financial resources to its needs.** Although WHO's monitoring capacity has improved and internal mechanisms to ensure that resources are matched to the most pressing needs of the Organization have been strengthened, more work is required to strengthen the ability to mobilize resources. An Organization-wide resource mobilization service has recently been established to facilitate a more strategic, sustained and coordinated approach to resource mobilization, and will have the backing of a recently approved global action plan. Work is continuing throughout the Organization to draw up comprehensive income projections and plans.
5. **Staffing in the Organization: an Organization with a motivated and flexible workforce whose skills and competencies are continuously strengthened.** Most senior managers have now participated in the global leadership programme. An improved performance appraisal system, which includes a review of

¹ Documents EBPBAC3/2 and EBPAC4/3 submitted to the third and fourth meetings respectively.

competencies, is being implemented at headquarters. It is being recommended to the Executive Board that contract reform, which provides improved conditions of service for staff, should be implemented as from 1 July 2007. More progress is needed, however, in several areas of human resources management, including human resources planning, managing good and poor performance, career development, rotation and mobility.

6. **Operational support: a cost-effective Organization that delivers timely and quality services in support of programme delivery.** A new service delivery model has been established at headquarters to provide more effective and efficient management and administrative services for programmes and staff. Service-level agreements are being finalized to support this initiative. A draft capital investment master plan has been prepared and will be discussed by the Executive Board in conjunction with the draft medium-term strategic plan (2008–2013).

7. **Oversight and accountability: a transparent Organization fully accountable for its performance.** In support of WHO's recently developed accountability framework, a comprehensive approach to strengthen institutional integrity is being defined. This will include ways in which the Organization should deal with mismanagement and misconduct. A common theme throughout the management reforms is the strengthening of performance management: WHO is relatively good at defining what it needs to achieve, and monitoring progress, but has been less effective in assessing progress and acting upon that assessment. This will be a key cross-cutting area of focus over the coming years.

GLOBAL MANAGEMENT SYSTEM

8. Guiding principles have been established to: strengthen management at all levels by aligning it more closely with the needs of the Organization; streamline administrative processes for planning and programme implementation, budget, finance, human resources, procurement and logistics to ensure more efficient use of resources; facilitate global operations through headquarters and country and regional offices; and to support partnership arrangements. These guiding principles, arrived at after extensive consultations, provide a common approach to management and administration that will facilitate collaboration and the consistent application of policies throughout the Organization. The principles underpin the reform of management and administrative rules, regulations, policies, procedures and processes and influence the design of the global management system.

9. Agreement has been reached to replace today's disparate procedures and processes with harmonized, streamlined procedures. These are automated and therefore accelerate implementation of technical programmes by eliminating unnecessary steps. The processes include such measures as human resource contract reform and the adoption of the International Public Sector Accounting Standards. The use of common processes Organization-wide will reduce the training required when staff move from one office to another, a factor that will become increasingly important as rotation and mobility are introduced.

10. The new automated processes have been tested simultaneously at headquarters and in the regional offices, and more tests will be carried out before the global management system is launched Organization-wide between late 2007 (headquarters and first region) and 2009 (last region).

11. Detailed analyses of current and future roles have been carried out with reference to each of the administrative processes. Generic roles have been defined in the light of the changes that the global management system will bring. Each office will assign these generic roles as it sees fit, with due regard to the need for separation of duties, such as initiating and approving actions, thus permitting a local solution within a globally defined framework. The skills and competencies to perform each role are being defined,

together with a training programme tailored to ensure that each staff member understands the new policies, principles and procedures and how to use the global management system.

12. Staff responsibilities will determine access to information and the actions that can be taken through the global management system. Controls and audit trails will be built into the system to enable the potential risks associated with extensive delegation to be managed with a view to greater decentralization to country offices. Electronic workflows will route transactions in compliance with the table of authority that is based on WHO's accountability framework. Staff will be able to track the progress of their transactions online.

13. The Organization will thus be able to decide where various services are performed, since transaction processing can remain under local control but be carried out remotely. A global review of the current service delivery model led to consideration of a global consolidation of certain routine transaction processing functions. This would produce economies of scale and at the same time manage the quality of service delivery to an agreed level. The feasibility of doing this in conjunction with the implementation of the global management system is being assessed.

ANNEX

Operational model	Key initiatives for 2006–2008	Milestones and timing	Progress update
Results-based management	Medium-term strategic plan Strategic plan drafted and implemented on the basis of the General Programme of Work, reflecting WHO's objectives and expected results for the period 2008–2013. The programme budget will derive from the strategic plan	<ul style="list-style-type: none"> Regional committees review: <i>September 2006</i> Executive Board review: <i>January 2007</i> Health Assembly approval: <i>May 2007</i> Implementation: <i>January 2008</i> 	<ul style="list-style-type: none"> Eleventh General Programme of Work approved in resolution WHA59.4 Draft medium-term strategic plan and proposed Programme Budget discussed at Regional Committees and submitted to Executive Board¹ Operational Guidelines developed to translate strategic plans efficiently into operational plans
	Collaboration and partnerships within the United Nations system More proactive participation and efficient collaboration of WHO globally and locally with organizations of the United Nations system and other development-related agencies	<ul style="list-style-type: none"> Organization-wide approach: <i>Mid-2006</i> Active involvement with other organizations of the United Nations system and partners: <i>On-going</i> 	<ul style="list-style-type: none"> WHO position paper on United Nations reforms prepared, for discussion by the Executive Board at its 120th session WHO has been actively involved with other United Nations agencies in key areas of reform, such as results-based management and the resident coordinator system at country level; WHO co-chairs the High Level Committee on Management
	Strategic direction and competency review Continuous review throughout the Organization to ensure the alignment of human and financial resources with strategic direction	<ul style="list-style-type: none"> Process closed in headquarters: <i>October 2006</i> Global re-profiling in administrative areas: <i>Mid-2007</i> 	<ul style="list-style-type: none"> Review completed in 80% of departments at headquarters; implementation of human resource plans continuing Global re-profiling to be done in context of implementation of global management system; on track
Financing the Organization	Financial monitoring and resource mobilization Better management of financial resources through more accurate financial monitoring; more strategic and coordinated resource mobilization, and rapid channelling of resources to where they are most needed	<ul style="list-style-type: none"> Resource mobilization strategy: <i>End 2006</i> Strategy on managing sources of income: <i>End 2006</i> 	<ul style="list-style-type: none"> Global resource mobilization action plan being implemented Global resource mobilization service established to support action plan In preparation as part of the medium-term strategic plan

¹ Document MTSP2008–2013/PPB2008–2009.

Operational model	Key initiatives for 2006–2008	Milestones and timing	Progress update
	<p>Financial policies and procedures In line with reform of the United Nations system, preparation for implementation of International Public Sector Accounting Standards by 2010. Quality and consistency of implementation of financial policies, procedures and management reporting to be improved</p>	<ul style="list-style-type: none"> • Improved reporting: <i>End 2006</i> • Preparation for new accounting standards; Executive Board review: <i>January 2007</i> 	<ul style="list-style-type: none"> • Continuously under review • Preparations on track
Staffing the Organization	<p>Contract reform Number and types of employment contracts streamlined in line with reform of the United Nations system</p>	<ul style="list-style-type: none"> • New policy framed: <i>May 2006</i> • Implementation: <i>January 2007</i> 	<ul style="list-style-type: none"> • Policy agreed with global staff management council • On track for implementation in January 2007
	<p>Management of human resources performance Culture that promotes learning and rewards performance developed within the results-based framework</p>	<ul style="list-style-type: none"> • Revised policy and guidelines: <i>End 2007</i> 	<ul style="list-style-type: none"> • Work continuing with a broad, comprehensive view, from programmes to individuals
	<p>Global leadership programme Intended for all senior managers in order to build their leadership capacity, drive change in the Organization, and model desired behaviours</p>	<ul style="list-style-type: none"> • Programme under way: <i>On-going</i> 	<ul style="list-style-type: none"> • On-going
	<p>Rotation and mobility Introduction of a rotation and mobility policy to allow staff to rotate more easily within a duty station or move from one office to another</p>	<ul style="list-style-type: none"> • New policy framed: <i>End 2007</i> • Implementation: <i>January 2008</i> 	<ul style="list-style-type: none"> • Preparations continuing
Operational support	<p>Governance of information technology Establishment of a global framework to provide oversight of prioritization, funding and implementation of corporate information technology initiatives</p>	<ul style="list-style-type: none"> • Committee established: <i>Mid-2006</i> 	<ul style="list-style-type: none"> • Committee established and has met to approve the global information technology strategy and oversee corporate information technology governance

Operational model	Key initiatives for 2006–2008	Milestones and timing	Progress update
	<p>Service delivery Key managerial and administrative services delivered in a more cost-effective way, including implementation of service-level agreements, improved response during emergencies, and exploration of outsourcing opportunities</p>	<ul style="list-style-type: none"> • Service-level agreements introduced at headquarters: <i>Mid-2006</i> • Service-level agreements introduced globally: <i>Mid-2006</i> • Emergency standard operating procedures developed: <i>Mid-2007</i> • Outsourcing strategy framed: <i>Mid-2007</i> 	<ul style="list-style-type: none"> • Service level agreements at headquarters being finalized • Global service-level agreements to be introduced in conjunction with launch of global management system • Emergency standard operating procedures agreed and policy manual updated • In context of global management system, and a global service delivery approach, outsourcing opportunities are being envisaged
	<p>Capital master plan A long-term strategy on real estate and other capital investments to maintain and improve WHO's working environment</p>	<ul style="list-style-type: none"> • Executive Board review: <i>January 2007</i> 	<ul style="list-style-type: none"> • Draft for discussion by the Executive Board at its 120th session
	<p>Global management system A fully integrated and seamless programme-management and administration system throughout the Organization, enabling managerial reforms to be incorporated into WHO's daily work</p>	<ul style="list-style-type: none"> • System launch <i>End 2007 -- 2008</i> 	<ul style="list-style-type: none"> • Global management system progressing well; launch of first stage due end 2007
<p>Oversight and accountability</p>	<p>WHO's accountability framework Implementation of the recently developed accountability framework, ensuring that it is understood and assimilated throughout the Organization, promulgating new policies on fraud and misconduct, and framing an ethics policy</p>	<ul style="list-style-type: none"> • Training conducted: <i>Third quarter 2006 -- End 2007</i> • Ethics policy framed: <i>End 2006</i> 	<ul style="list-style-type: none"> • Preparations continuing • Institutional integrity framework prepared, including ethics dimension