

The future of financing for WHO

Summary of the Director-General's concluding remarks

1. Exchanges over the course of this discussion have provided an outline of our collective vision for the future of WHO, which I would summarize as follows.
2. **Coherence in global health**, with WHO leading in enabling the many different actors to play an active and effective role in contributing to the health of all people, thus fulfilling WHO's primary function as "the directing and coordinating authority on international health work".
3. **An Organization which meets the expectations of its Member States** in addressing agreed global health priorities, focused on the actions and areas where it has a unique function or comparative advantage, and financed in a way that facilitates this focus.
4. **An Organization which is fit for purpose** – efficient, responsive, objective, transparent and accountable.
5. This vision must be worked out practically, through a programme of reform that I will present to the World Health Assembly in May 2011.
6. The **reform programme** has three elements:
 - (i) **A plan for strengthening WHO's central role in global health governance**, comprising a proposal to hold a regular multi-stakeholder forum (the first in May 2012, subject to the guidance of the World Health Assembly); a proposed process for addressing other aspects of global health governance, possibly also including an overall framework for engagement in global health.
 - (ii) **A clear articulation of WHO's unique role and functions**, supported by a framework for systematic and objective priority-setting in WHO, with a financing model that ensures the core functions are adequately funded.
 - (iii) **A detailed plan for managerial reforms** in WHO consisting of several dimensions, including:
 - a new results-based planning framework for WHO, incorporating the programme budget, the medium-term strategic plan and the general programme of work; and a road map for implementation, including preparation of the Proposed programme budget 2014–2015, and a plan of action for enhancing accountability and transparency,

with greater precision in expected results and indicators, and a mechanism for independent evaluation;

- a revised human resource strategy, supporting the business model of the Organization, facilitating recruitment of high quality, competent, experienced staff to provide high quality service to Member States. Proposals for revisions to the Staff Regulations and Staff Rules to bring them in line with the new human resource strategy, including objective performance management, a contract framework, an accountability mechanism, increased staff mobility, and a staffing model better matched to the evolving needs of the Organization;
- proposals for organizational design, which include; a clear division of labour for the three levels of WHO and a plan for aligning the staffing and resourcing of the offices with these functions; corporate approaches to shared functions such as resource mobilization and communications; and clarity on mainstreaming of cross-cutting mandates such as gender, health promotion, human rights, primary health care and social determinants of health.

7. I will present these plans to the Sixty-fourth World Health Assembly in May 2011, following an extensive process of consultation with Member States, staff and other partners. The paper for the Health Assembly will be available by mid April.

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