



WORLD HEALTH ORGANIZATION

EXECUTIVE BOARD
103rd Session
Agenda item 5

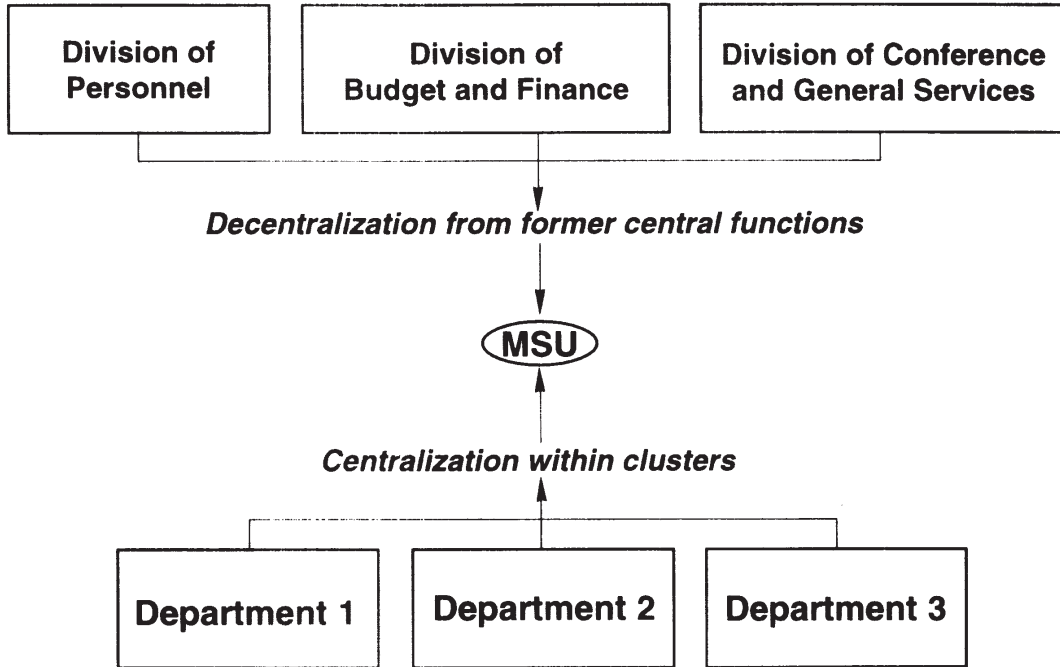
EB103/INF.DOC./3
26 January 1999

Proposed budget 2000-2001

Devolution of administrative and management functions to Management Support Units

1. During the review of the Proposed budget 2000-2001 by the Programmer Development Committee (PDC) and the Administration, Budget and Finance Committee (ABFC) of the Executive Board (20 to 21 January 1999), information was requested on the devolution of administrative and management functions to the Management Support Units (MSUs). The following paragraphs provide details on the background, staffing and functions of the MSUs.
2. In the past, WHO maintained a centralized and fairly heavy administrative support service in headquarters in the area of Personnel, Budget and finance, and General administration. In addition, an extensive network of administrative support functions was spread across technical programmes, working more or less independently of each other. This relative administrative independence of many of the large extrabudgetary programmes contributed to a perception that they were really self-sufficient organizational entities, and not part of the corporate culture of WHO.
3. As a result of this situation, the Director-General embarked on a fundamental restructuring of the management and administrative support functions immediately upon assuming office in July 1998. The objective of this restructuring has been to strengthen coherence and synergy between main areas of work in the clusters, and to move management support closer to where technical activities are carried out.
4. Some 100 administrative posts at headquarters were deployed into MSUs, by (a) **decentralizing** staff working in the General management cluster, and (b) **centralizing** administrative staff located in technical departments within clusters. This concept is illustrated below:

STAFFING OF MANAGEMENT SUPPORT UNITS: CONCEPT



STAFFING OF MANAGEMENT SUPPORT UNITS

5. The devolution of administrative and management functions to MSUs has been accomplished without an overall increase in the staffing or budgetary allocations to administrative support areas at headquarters. As indicated in Table 1 of document EB103/INF.DOC./1, the establishment of MSUs has been “cost neutral”. The detailed staffing of MSUs by cluster and by functional area is shown below.

6. The net deficit of nine posts, representing some US\$ 2.7 million over a biennium, has been met by establishing the MSU manager posts from the 13% programme support costs charged on voluntary contributions. It is expected, however, that this cost will be more than offset by elimination of the extensive use of temporary contracts for administrative purposes in technical programmes.¹

FUNCTIONS

7. MSUs are the only focal point for management support within the clusters, with no residual administrative functions left within individual departments.

¹ In the past, numerous contracts were issued for administrative functions in technical areas, financed from programme funds, thus also reducing resources available for delivery of technical services.

STAFFING OF MANAGEMENT SUPPORT UNITS (PROFESSIONAL AND GENERAL SERVICE STAFF)

Staff category	Noncommuni- cable diseases	Health technology and pharma- ceuticals	External relations and governing bodies	Communicable diseases	Evidence and information for policy	Social change and mental health	Sustainable development and healthy environments	Health systems and community health	General management	
MSU head	2	2	2	2	2	2	2	2	2	
Personnel	3	4	2	5	3	3	3	6	4	
Planning/budget/evaluation	1	2	2	3	2	2	3	3	3	
Finance	1	2	0	3	2	2	2	3	3	
General administration	1	2	2	2	1	1	0	1	1	
Total MSU staff	8	12	8	15	10	10	10	15	13	
From within cluster	3	8.5	5	11	2.5	3	7	20 ^a	32 ^a	Total
Deficit	5	3.5	3	4	7.5	7	3	(5)	(19) ^b	9 ^c

^a Excess posts redistributed to other clusters.

^b Plus allocation of nine messengers, one to each cluster.

^c Nine posts established from programme support costs.

8. Administrative functions are being devolved to MSUs in accordance with a timetable that had been established in August 1998. With minor variations, the devolution timetable is on schedule. That schedule is reflected in the Annex.

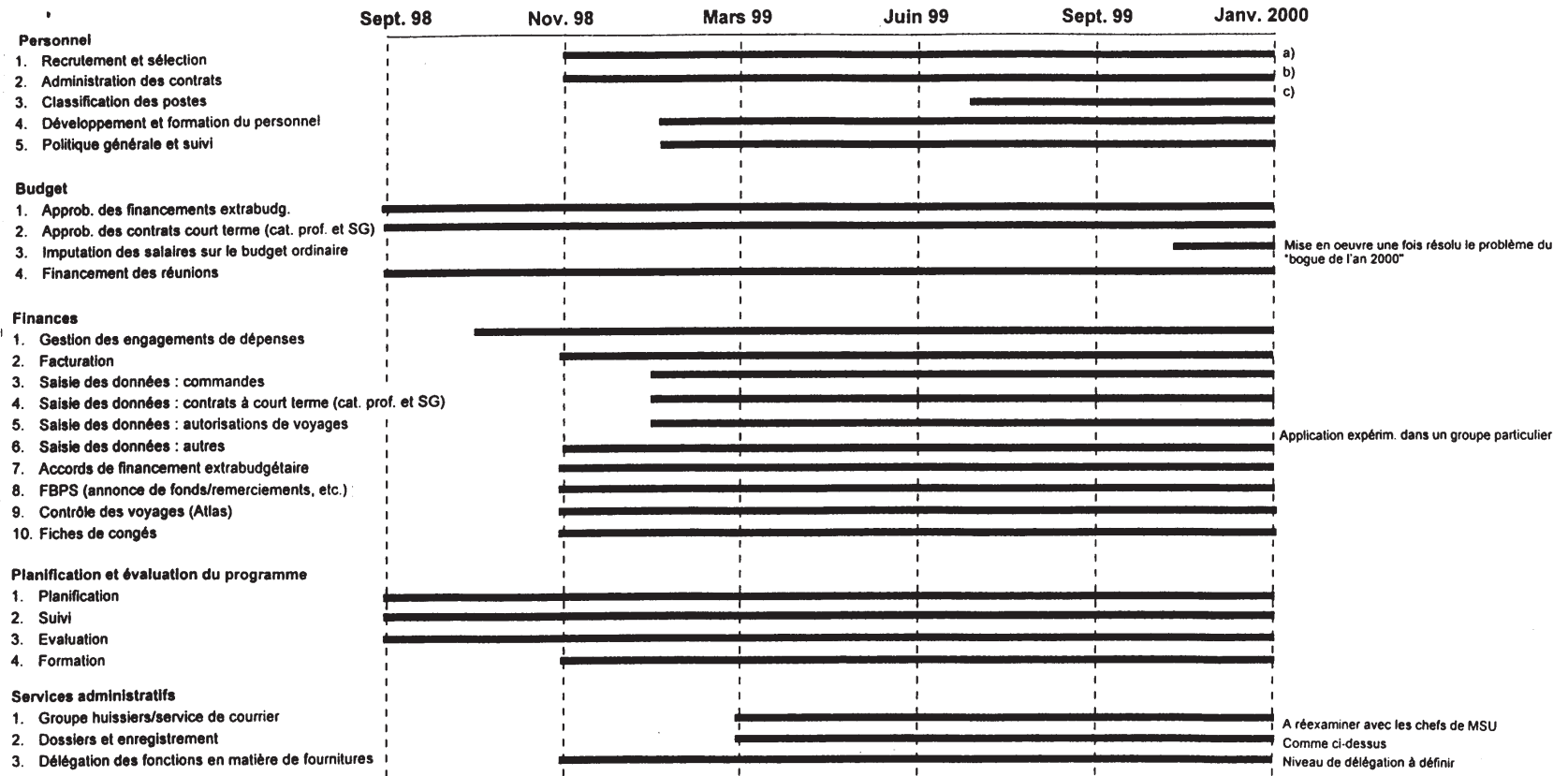
CONCLUSION

9. The reorganization of management support into MSUs involves a fundamental rethinking of the way in which managerial support is provided to technical areas of work. The process is neither quick nor easy. It involves changes, not only in organizational units and procedures, but also in the thinking, attitudes and mindset of all staff at headquarters.

10. As requested in the joint meeting of PDC and ABFC, a comprehensive evaluation of the performance of the MSUs will be undertaken after approximately one year of operation.

ANNEXE

Transfert des fonctions gestionnaires et administratives aux Unités d'appui administratif
Aperçu du calendrier d'exécution (un complément de détails pourra être donné séparément)



a) Pour les postes au-dessus de la cat. P.6 et pour les représentants OMS, les fonctions restent centralisées - b) Activités du pers. à compter du 1.2.1999 seulement - c) Introduite progressivement à compter du 1.11.1998