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## **Report of the Programme, Budget and Administration Committee of the Executive Board**

1. The forty-first meeting of the Programme, Budget and Administration Committee was held in Geneva from 29 to 31 January 2025 and was chaired by Dr Cathrine Lofthus (Norway).<sup>1</sup> The Chair recalled that members of the Committee had recently met in an informal meeting to discuss key issues related to the agenda and thanked members for their participation and constructive discussions.
2. In his opening remarks, the Director-General emphasized the value of the Organization's work globally, its progress in transforming its operations and the challenges it faced, in particular the announcement that the United States of America intended to withdraw from the Organization. WHO had received news of the announcement while the Director-General was in the United Republic of Tanzania, supporting that country's response to an outbreak of Marburg virus disease. He expressed regret at the decision, reiterated the hope that the United States would reconsider, emphasized that WHO remained open to engaging in a constructive dialogue, and noted the contributions of the United States to global health. He also responded to claims cited in that announcement. He noted that, under the guidance of Member States including the United States of America, the Organization was undergoing the most wide-ranging reforms in its history: WHO's transformation had improved transparency and efficiency; it was making significant changes to its funding model; it had implemented 88 of the 97 reforms proposed in the Secretariat implementation plan on reform; and it had listened to Member States and strengthened its country presence, among other examples. Some of the most profound reforms had been to the way WHO was financed, and he expressed appreciation for Member States' support of the increase in assessed contributions and the WHO investment round. He stated that WHO was always open to proposals from Member States on how to serve them better. He also shared details of recent measures that the Secretariat was taking to improve efficiency.
3. The Committee adopted its agenda<sup>2</sup> with the deletion of items 3.3, Scale of assessments 2026–2027 and 3.12, Amendments to the Financial Regulations and Financial Rules and agreed its programme and method of work.

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<sup>1</sup> The list of participants is available in document EBPBAC41/DIV./1.

<sup>2</sup> Document EBPBAC41/1.

## Agenda item 2. Matters for information or action by the Committee

### 2.1 Report of the Independent Expert Oversight Advisory Committee

(Document EBPBAC41/2)

4. The Chair of the Independent Expert Oversight Advisory Committee introduced the Advisory Committee's report and presented some key observations. Among others, he highlighted the External Auditor's unmodified opinion on WHO's financial statements and the importance of performance audits. He further expressed the Advisory Committee's satisfaction with the internal audit workplan for 2025; the mitigation measures being put in place to address the risks in the implementation of the Business Management System; and the need for more rigorous processes for reporting implementation of recommendations issued by the Evaluation Office. Finally, the Chair highlighted how the Advisory Committee's visit to the Western Pacific Region had illustrated the manner in which policies were implemented in the field, and welcomed the increased recognition there of the Organization as a strong source of support and convening power.

5. The Programme, Budget and Administration Committee expressed appreciation for the report and welcomed the constructive observations and recommendations. It further underlined the need to continue to provide adequate funding to the internal audit and investigative functions. With regard to the investigative function, the Secretariat clarified that the capacity of the Office of Internal Oversight Services had been substantially expanded.

6. As risk management was a critical function, the Committee called for the Secretariat to continue to implement the risk management framework. Acknowledging the efforts already being made, the Committee urged the Secretariat to continue to implement the recommendations of the Independent Expert Oversight Advisory Committee, noting the good collaboration of the Secretariat with the latter.

7. Replying to concerns about the apparent decrease in effectiveness of internal controls from 2022 to 2023, the Secretariat explained that it was due to the specific audits conducted in 2023 and reflected extrapolation from partial data. The final data showed no statistically significant change compared with the previous year.

8. The Secretariat stated that increased attention was being paid to the evaluation function and its recommendations and that regular monitoring of all accountability functions was being performed, including through the existing dashboard. In response to a call for the updating of the accountability framework, the Secretariat confirmed that this process had already started.

**The Committee noted the report of the Independent Expert Oversight Advisory Committee. It further proposed, as guidance for the Secretariat's implementation of existing mandates, that the Secretariat should continue to implement the recommendations contained in the report of the Independent Expert Oversight Advisory Committee.**

## **Agenda item 3. Matters for review by, and/or recommendation to, the Executive Board**

### **3.1. Financing and implementation of the Programme budget 2024–2025**

(Documents EB156/26 Rev.1 and EB156/INF./1)

9. The Secretariat provided an overview of implementation of the Programme budget 2024–2025, including financing, highlighting the potential impact of the notification by the United States of their withdrawal from the Organization.

10. The Committee thanked the Secretariat for the detailed information provided. It expressed concern at the financing gap resulting from the withdrawal, which posed significant challenges to the implementation of the Organization's technical programmes.

11. In that context, the Committee emphasized the importance of prioritizing and safeguarding critical functions, while inviting Member States and the Secretariat to continue to work towards ensuring more sustainable financing. While acknowledging the difficulty of achieving even financing across the major offices and outcomes of the base budget segment when more than 80% of the Organization's funding came from voluntary contributions, which were often earmarked, the Committee urged strategic reallocation of funds to address gaps, with a focus on high-priority outputs. The Committee welcomed the cost containment measures being adopted by the Secretariat and encouraged it to continue on that path, while taking into account the health and well-being of staff.

12. The Committee remained concerned at the uneven allocation of resources across major offices and outcomes, with high dependency on earmarked funds. It expressed broad support for the key performance indicators on sustainable funding presented in document EB156/26 Rev.1, but called for the improvement of indicators to track equity and effectiveness, and for the disaggregation of relevant indicators by level of the Organization. The Secretariat encouraged Member States to share further ideas for the improvement of key performance indicators.

13. The Committee appreciated the WHO investment round as an important additional step towards sustainable financing, which had successfully increased the flexibility and predictability of funding and broadened the donor base. It further encouraged the Secretariat to analyse the results of the investment round and to continue to explore new funding opportunities, innovative financing and a wider donor base.

14. The Director-General explained that the Organization was making all efforts to diversify its funding. Progress had been made with the investment round, which had attracted 39 new donors to date. He noted that the increase in assessed contributions was essential, including for improving the financing of the Organization.

**The Committee recommended that the Executive Board note the report contained in EB156/26 Rev.1. It further proposed, as guidance for the Secretariat's implementation of existing mandates, that the Secretariat should:**

**(a) in the light of current economic/financial realities, continuously monitor the financing situation of the Programme budget 2024–2025 and provide an updated report to the Seventy-eighth World Health Assembly through the forty-second meeting of the Programme, Budget and Administration Committee, including through disaggregation of**

**relevant key performance indicators, including equity indicators, at the three levels of the Organization;**

**(b) continue improving resource allocation among major offices and report in May 2025 on progress made;**

**(c) strengthen actions across all levels of the Organization to support the commitment to fund high-priority outputs to 80% of their budget, subject to availability of funds, and to safeguard the critical functions of the Organization;**

**(d) continue and strengthen measures to achieve cost reductions and efficiency gains and report thereon to the Seventy-eighth World Health Assembly under the efficiency report.**

### **3.2. Proposed programme budget 2026–2027 (Document EB156/27)**

15. The Secretariat presented the draft Proposed programme budget 2026–2027, including information on updates since the Regional Committee meetings, the outcome of the country prioritization process and the development of output indicators. It also presented the outcome to date of the first investment round and the progress made in terms of resource mobilization.

16. The Committee welcomed the work done by the Secretariat to finalize the draft Proposed programme budget 2025–2027 and commended the Secretariat's transparency. It expressed appreciation for the Secretariat's engagement with Member States in the priority-setting process during the development of the budget proposal.

17. The Committee underscored the importance of continuing to strengthen the financial sustainability of the Organization and stressed support for the scheduled 20% increase in assessed contributions.

18. In response to the expected decrease in financing in the biennium 2026–2027 as a result of the notification by the United States of America of their withdrawal from the Organization, the Secretariat outlined three options for the Proposed programme budget 2026–2027: to proceed as currently proposed (option 1); to reduce the budget to the level of the Programme budget 2024–2025, but add the increase for the global technical centres (option 2); or to reduce the budget in the light of the current economic and financing situation (option 3). The Secretariat explained that the global technical centres are included as a separate budget line.

19. Some Committee members noted that the choice of option 1 would send a clear message on preserving the strategic direction and ambitions of the Organization. At the same time, the Committee acknowledged that with the departure of the biggest financial contributor, the budget could not be "business as usual", and that the principle of realistic budgeting was paramount in order to ensure alignment with economic and financial realities. The Committee discussed and agreed to propose to decrease the base segment of the Proposed programme budget 2026–2027 to US\$ 4.9 billion (option 4). The Committee raised the concern that a US\$ 4.9 billion budget reflected a negative nominal growth compared with the prior biennium, and that this should be taken into account in future budget discussions. It requested the Secretariat to present detailed figures for assessed contributions by Member State, with calculation methods, as early as possible.

20. The Committee discussed the importance of safeguarding core functions, including in the areas of data and innovation, accountability and the strengthening of country capacities. In addition, it emphasized the importance of outcome and output indicators; in that respect, careful consideration should be given to the data collection burden and limited data availability, and to reducing the number of indicators. Member States should also carefully consider the cost implications of resolutions and decisions.
21. There was support for stepping up efforts to: ensure a more sustainable funding model; expand the donor base; and enhance resource mobilization capabilities. Concern was noted at the current high level of earmarked funding and the uneven financing across major offices and outcomes.
22. The Secretariat confirmed that country prioritization would continue to drive budget development.
23. The Secretariat further confirmed that it would pursue a consultative process while finalizing the Proposed programme budget for the Health Assembly.

**The Committee recommended that the Executive Board note the report.**

**It further proposed, as guidance for the Secretariat's implementation of existing mandates, including in further developing the Programme budget for consideration and approval by the Seventy-eighth World Health Assembly, that the Secretariat should:**

- (a) to reflect the current financial and economic constraints by decreasing the base segment of the Executive Board version of the Proposed programme budget 2026–2027 to US\$ 4.9 billion, while safeguarding and prioritizing core functions, accountability and country capacities;**
- (b) to build this proposal on the country priorities that were recently defined jointly by Member States and the Secretariat for the duration of the Fourteenth General Programme of Work, 2025–2028;**
- (c) in line with the principle of realistic budgeting, to revisit the costing of the priorities at the three levels, aligned with the recent country prioritization process, while taking into account the current economic and financing context and ensuring a stronger focus on delivering measurable impact in countries;**
- (d) to base the Proposed programme budget 2026–2027 on a 20% increase in assessed contributions as foreseen by decision WHA75(8) (2022);**
- (e) to continue the path towards a sustainably financed Organization, including by building upon the progress in the WHO investment round towards predictable, flexible and sustainable funding from a broad base of donors through a resource mobilization action plan for short-term as well as mid- to longer-term funding;**
- (f) to present a more detailed update on the projected Programme budget 2026–2027 financing in May 2025, including potential areas at risk of funding gaps;**
- (g) to continuously and transparently update the Programme budget 2026–2027 digital platform with information related to budget development;**

**(h) to continue informal consultations with Member States throughout the further development of the Proposed programme budget.**

The Committee further recommended that the Executive Board carefully consider the costing of draft resolutions and decisions in the light of the proposed US\$ 4.9 billion for the Programme budget for 2026–2027 and potential financing constraints.

The Committee also recommended that the Executive Board, as part of its review of the regular reporting on the financing and implementation of the programme budget, also assess the financing status of the budget against the principle of realistic budgeting and consider the need for adjustments to the size of the budget, at the 158th session of the Executive Board, and provide recommendations to the Seventy-ninth World Health Assembly.

### **3.4 Governance reform**

- **Member State-led governance reform** (Documents EB156/29 and EB156/29 Add.1)

24. The co-leads for Member State-led governance reform introduced the report and highlighted the implementation of a number of the reforms proposed by the Agile Member States Task Group on Strengthening WHO's Budgetary, Programmatic and Financing Governance. They stressed the need for engagement by a large number of Member States to ensure capacity for supporting and contributing to the reform process, noting that the existing model to facilitate discussions relied on the efforts of a small number of individuals. Moreover, the various streams of the reform process should be consolidated if they were to attain sustainability.

25. The Committee strongly supported the reform process as indicated in the report and applauded the co-leads for their work. It noted progress made in 2024 in implementing the reforms, including for agenda management. The Committee noted the high number of resolutions put forward to the Health Assembly. Although it acknowledged the right of Member States to propose draft resolutions and decisions for consideration by the Health Assembly, the Committee stressed that those must be relevant to agenda items, timely and aligned with WHO's General Programme of Work, taking into account the current financial constraints of the Organization.

26. The Committee supported the proposal to develop a sustainable model for representing the membership's interests in Member State-led governance reform that would benefit from continuity, institutional memory and experience, and in which those responsible were supported to implement reforms. This would also help both to deal with challenges regarding the proliferation of resolutions and to meet goals of the General Programme of Work.

**The Committee recommended that the Executive Board note the report contained in document EB156/29 and adopt the draft decision therein.**

- **Process for handling and investigating potential allegations against WHO Directors-General** (Documents EB156/30 and EB156/30 Add.1)

27. The Member State co-leads introduced their report on a process for handling and investigating potential allegations against WHO Directors-General and described the situation with regard to the two outstanding issues: the handling of cases after a prima facie determination and conducting a preliminary review, and the decision following the completion of a preliminary

review by the external investigative entity, including on whether to conduct a full investigation. The current consultation model had reached its limits. To resolve the final two areas of divergence and to achieve consensus, Member State drafters must have the formal authority to propose solutions considering the different views of Member State proposals. They therefore proposed a draft decision (contained in Appendix 2 to document EB156/30) whereby the Executive Board would give the Chairs of the Executive Board and the Programme, Budget and Administration Committee a mandate: to convene informal consultations on remaining areas of divergence, in which all Member States would be encouraged to participate, in recognition of the need of Member States for an inclusive process; and to submit a final draft proposal to the Committee at its forty-second meeting in May 2025, for recommendation, on behalf of the Executive Board, to the Seventy-eighth World Health Assembly. The co-leads stressed the highly technical nature of the process and strongly urged Member States to apply a consensus-based approach, which would guarantee that all Member States would be consulted.

28. The Chairs of the Executive Board and of the Programme, Budget and Administration Committee confirmed that they were working to resolve the two outstanding issues during the current session of governing body meetings, and at the latest by the Committee's forty-second meeting.

29. The Committee thanked the co-leads for their tireless efforts to devise a process for handling and investigating potential allegations against WHO Directors-General. Committee members stressed the importance of having a transparent and accountable process, and of striking a balance between governing body oversight and ensuring the integrity and independence of the investigative process. The Committee noted that other United Nations agencies had relevant experience. To that end, the draft decision should recommend that the Chairs of the Executive Board and the Programme, Budget and Administration Committee organize comprehensive, transparent and inclusive consultations of all Member States with a view to reaching a consensus.

**The Committee recommended that the Executive Board note the report contained in document EB156/30 and adopt the draft decision contained in Appendix 2 of that document, as amended below:**

**The Executive Board, having considered the report by the co-leads for Member State-led governance reform and the report of the Programme, Budget and Administration Committee;<sup>3</sup> affirming the longstanding commitment of Member States, including at meetings of the governing bodies held in 2019, 2021, 2022, 2023 and 2024 to formalize a process for handling and investigating potential allegations against WHO Directors-General; noting the Health Assembly's decision in May 2024 to return to this matter for discussion in May 2025;<sup>4</sup> recognizing that broad representation of Member States, including across all regions, is essential to achieving consensus in drafting such a process; and acknowledging the formal mandate of the Executive Board, through the Programme, Budget and Administration Committee, to consider and make proposals to the Health Assembly on governance matters,**

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<sup>3</sup> Documents EB156/30 and EB156/4, respectively.

<sup>4</sup> Decision WHA77(15) (2024).

**Decided:**

**(1) to express appreciation for the report of the co-leads for Member State-led governance reform on a process for handling and investigating potential allegations against WHO Directors-General;<sup>5</sup>**

**(2) to request the Chairs of the Executive Board and the Programme, Budget and Administration Committee:**

**(a) to work to resolve the remaining areas of divergence, as indicated in document EB156/30: “Matters recommended for Member States to discuss further” in sections B2 and B3, through inclusive, transparent and participative engagement and close consultation with all Member States;**

**(b) to draw upon elements of agreement in previous work and consultations conducted variously by the Independent Expert Oversight Advisory Committee and by Member States, including in the framework contained in Appendix 1 to document EB156/30 with a view to finalizing draft procedures for consideration by the Seventy-eighth World Health Assembly, through the Programme, Budget and Administration Committee at its forty-second meeting;**

**(3) to request the Director-General to facilitate the support of the Independent Expert Oversight Advisory Committee and make available the necessary resources within the Secretariat, including WHO’s Office of Internal Oversight Services and Legal Counsel, as appropriate.**

- **Secretariat implementation plan on reform (Document EB156/32)**

30. At the invitation of the Chair, the Secretariat introduced the report, highlighting the fact that 88% of the recommendations had been fully implemented as at November 2024, with the remaining 12% currently ongoing, and that the Secretariat anticipated closing all associated actions by the end of 2025. The Secretariat explained that real-time information on progress was provided on the dashboard for tracking the Secretariat implementation plan on reform action, available on the Member States’ portal on the WHO website.<sup>6</sup>

31. The Committee expressed strong appreciation for the work done so far to put the plan into effect. It commended the creation and content of the dashboard, noting that it enhances transparency and accountability and facilitates informed decision-making.

32. The Committee stressed the importance of proceeding with the reforms and implementing the remaining recommendations in order to increase accountability and transparency. Actions taken under Agile Member State Task Group on Strengthening WHO’s Budgetary, Programmatic and Financing Governance and the reform processes should be closely aligned. Member States had an important role to play and regional and country contributions to reforms should be recognized, with a continued focus on strengthening impact at country level.

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<sup>5</sup> Document EB156/30.

<sup>6</sup> See [Tracking Secretariat Implementation Plan \(SIP\) actions: WHO Dashboard for Tracking Secretariat Implementation Plan \(SIP\) on Reform Actions](#) (accessed 1 February 2025).



33. The Secretariat confirmed the ongoing close alignment, synergy and complementarity of reform actions with the recommendations of the Agile Member State Task Group and the transformation agenda. It further assured the Committee that all of the reform actions, including the transformation initiatives, were envisaged to apply throughout the period of the Fourteenth General Programme of Work, 2025–2028 and beyond. Finally, the Secretariat confirmed that it was developing a strategy for culture change for the Organization, including for preventing and responding to sexual misconduct, for submission to the Committee at its meeting in May 2025.

**The Committee recommended that the Executive Board note the report. It further proposed, as guidance for the Secretariat’s implementation of existing mandates, that the Secretariat should:**

- (a) continue its work to implement the remaining open actions in the Secretariat implementation plan on reform and meet the anticipated due dates, recognizing any resource capacity constraints and the need to ensure sustainability;**
- (b) in view of financial constraints, provide additional information on how to prioritize the work going forward;**
- (c) ensure efficiency by fostering interdepartmental cooperation, maximize synergies with existing workstreams and mandates and apply best practices;**
- (d) continue to promote culture and behaviour change at all three levels of the Organization, and provide an overview on how progress will be tracked during the entire period of the Fourteenth General Programme of Work, 2025–2028;**
- (e) continue discussions with Member States to identify gaps and additional reforms needed, including strengthening country-level impact and assessment of outcomes resulting from the implementation of the reforms.**

### **3.5 Prevention of sexual exploitation, abuse and harassment (Document EB156/28)**

34. The Secretariat introduced the report, pointing to the steady progress made under the current three-year strategy on prevention and response to sexual exploitation, abuse and harassment (2023–2025), and highlighting the next steps required to consolidate those efforts and sustain change. WHO had significantly strengthened its infrastructure and capacity to prevent and respond to sexual exploitation, abuse and harassment (PRSEAH) over the past years; however, the Organization could only do so much on its own. Sustained efforts, investment and scrutiny by all stakeholders would be crucial to future progress. Building on the gains made to date would require broader United Nations system-wide change to address victim and survivor support in a coordinated and predictable manner, together with stronger Member State engagement in joint WHO–health ministry operations to effectively reduce sexual misconduct in development and humanitarian contexts.

35. The Committee welcomed the progress made by WHO, as set out in the report, and noted the Multilateral Organisation Performance Assessment Network’s positive assessment of the solid foundations built by the Organization, underpinned by dedicated and clear leadership. It endorsed the organizational approach of zero tolerance of sexual misconduct and wholly supported WHO’s victim- and survivor-centred approach.

36. The Committee noted the remaining challenges, particularly those relating to the strengthening of internal oversight mechanisms and the end-to-end sexual misconduct incident management system, the lack of cost-sharing among United Nations agencies for victim and survivor support, and the difficulty in finding and deploying human and financial resources in health emergencies. It highlighted the importance of continuing work on organizational culture change and urged the Secretariat to devise programmatic and operational activities that addressed all forms of misconduct, including abusive behaviour, corruption and fraud. In that context, the Secretariat confirmed that the Organization was developing a behaviourally informed culture change strategy, building on the experience of its work to prevent and respond to sexual misconduct, which would be ready for roll-out and socialization during 2025.

37. The Director-General thanked the Committee for its endorsement of WHO's approach and its support for the PRSEAH activities conducted by WHO. The Organization remained committed to strengthening coordination across the United Nations system and would continue its proactive efforts to provide victim and survivor support and foster long-lasting cultural change.

**The Committee recommended that the Executive Board note the report. It further proposed, as guidance for the Secretariat's implementation of existing mandates, that the Secretariat should:**

- (a) continue to pursue the institutionalization of, and transparency and accountability for, sexual misconduct prevention and response, and keep on integrating sexual misconduct into broader misconduct prevention measures;**
- (b) encourage and support Member States to use the proposed non-binding, voluntary PRSEAH accountability framework to further protect populations from sexual misconduct during WHO-government operations;**
- (c) strengthen victim/survivor services at the country level and work together with other United Nations agencies to find system-wide solutions, including through appropriate cost-sharing mechanisms;**
- (d) adopt a multi-faceted approach for collaboration with civil society and other local organizations to ensure appropriate victim support and zero tolerance for sexual misconduct by implementing partners;**
- (e) pursue broader organizational culture change work to promote zero tolerance for all forms of misconduct, including sexual misconduct;**
- (f) further strengthen internal oversight mechanisms and the sexual misconduct incident management system; and**
- (g) continue to influence the work of the Common Approach to Protection from Sexual Exploitation, Sexual Abuse and Sexual Harassment, particularly for funding of sexual misconduct prevention in field-level operations.**

### **3.6 Statement by the representative of the WHO staff associations**

(Document EB156/INF./3)

38. The representative of the WHO staff associations, on behalf of the staff associations of WHO, the International Agency for Research on Cancer, the Pan American Health Organization and the United Nations Joint Programme on HIV/AIDS, introduced the statement, focusing on areas of major concern, including staff health and well-being, mobility, the internal justice system, contractual modalities, remuneration and labour standards.

39. The Committee expressed appreciation for the work of the staff and highlighted the role of those operating in complex health emergencies and crisis settings. In parallel, it recognized concerns about stress and mental health issues, noting also the importance of striving for a human resource system that is more predictable for staff. The Committee reiterated that staff were the Organization's greatest asset and therefore needed support and protection. In that context, the Secretariat noted that more sustainable financing would contribute to an improved working environment, as it would help to address current challenges related to contractual modalities and contract duration.

40. The Committee urged the Secretariat to continue its efforts to ensure mental well-being for the workforce, with enhanced support to staff, including the provision of staff counselling services. It called for greater access to legal aid and investigative capacity at regional level. It noted the staff associations' concerns regarding mobility and career development.

41. With respect to the issue raised by the Committee on the remuneration of ungraded staff, the Secretariat noted that those levels were established by the International Civil Service Commission on a no gain, no loss basis and called for Member State support in that regard.

### **3.7 Report of the Ombudsperson (Document EB156/INF./4)**

42. The WHO Ombudsperson introduced his report, noting that it had been prepared in consultation with all the regional ombudspersons. He focused on the impact on the workforce of the unresolved issues of sustainable funding and contracting modalities, and the related environmental and emotional stressors, including staff absences or non-replacement of staff departing the Organization. In the current climate of uncertainty, he encouraged staff both to speak out and to listen, as well as to observe the standards of behaviour set out in the WHO Values Charter.

43. The Committee expressed appreciation of the report and the mediating role of the ombudspersons. It noted that a respectful working environment, including psychosocial support, was vital. The Committee welcomed the proposed actions that managers and staff could take individually and collectively to improve the workplace while contributing to organizational change, as well as the steps to address abusive behaviour. It recognized the need for flexible and predictable funding in order to address the challenges regarding contractual modalities and the increased use of temporary contracts.

### **3.8 Human resources: update (Document EB156/48)**

### **3.9 Amendments to the Staff Regulations and Staff Rules (Documents EB156/50 Rev.1 and EB156/50 Add.1)**

### **3.10 Report of the International Civil Service Commission (Document EB156/51)**

44. The Secretariat presented a summary of the information contained in documents EB156/48, EB156/50 Rev.1 and EB156/51.

45. In welcoming the new Director, Human Resources and Talent Management, the Committee expressed its appreciation for the information provided in the reports, including details on the strengthening of the diversity, equity and inclusion policies. It noted the information regarding the contracting of the affiliate workforce and emphasized the need for using the appropriate contractual modality for the functions to be carried out.

46. Responding to the concerns expressed in relation to contractual modalities and the use of affiliate staff, the Secretariat explained that the number of affiliates had significantly decreased over the reporting period, and that discussions were ongoing regarding the need to accelerate the development of new contractual modalities better suited to the Organization's requirements.

47. The Committee stressed the importance of staff mental health and well-being, both in ordinary working conditions and in the context of humanitarian crisis operations. It commended the Secretariat for the progress made in achieving overall gender balance and improving geographical representation, especially regarding lower- and middle-income countries. It further encouraged the Secretariat to continue its efforts to improve gender balance at grades P6, D1 and D2 and among heads of WHO country offices. In that response, the Secretariat explained that outreach was being enhanced to further improve gender parity in those categories where it had not yet been achieved.

48. The Committee noted and supported the measures in place to attract and retain talent, and highlighted the importance of keeping the compensation package competitive. The Secretariat reported that it was engaging with the International Civil Service Commission (ICSC) in the context of their ongoing initiative to review the compensation package of staff in the United Nations common system. The Secretariat was part of the relevant ICSC working group and some progress had been made, for example with regard to the classification of duty stations.

49. The Committee observed that the WHO Academy could play a role in enhancing the capacities of the workforce. The Secretariat confirmed that the Academy was one of the initiatives introduced as part of WHO transformation, aimed at providing training to both an internal and external audience, thus contributing to staff career development.

50. Regarding the proposed remuneration changes, those followed the principle of no-loss/no-gain and, for senior management, current practice across the United Nations system.

**The Committee recommended that the Executive Board note the reports contained in documents EB156/48 and EB156/51 and adopt the four resolutions contained in document EB156/50 Rev.1. It further proposed, as guidance for the Secretariat's implementation of existing mandates, that the Secretariat should:**

- (a) continue to work towards reaching gender parity at grades P6, D1 and D2 and among heads of country offices;**
- (b) continue to support workforce mental health and well-being.**

### 3.11 Engagement with non-State actors

- **Report on the implementation of the Framework of Engagement with Non-State Actors** (Document EB156/38)
- **Non-State actors in official relations with WHO** (Documents EB156/39, EB156/39 Add.1 and EB156/39 Add.2)

51. The Secretariat introduced the reports, whose focus was the key achievements towards strengthening the implementation of the Framework of Engagement with Non-State Actors, and the outcome of the mandated triennial review of non-State actors in official relations.

52. The Committee welcomed the reports and noted the positive impact of non-State actor engagement on the work of WHO and public health. It underscored the importance of fostering transparent and collaborative engagements, harnessing cooperation among different stakeholders, and continuing training and capacity-building efforts involving all stakeholders. Due diligence and risk assessment of non-State actors engaging with WHO remained crucial in that context. The Secretariat assured the Committee that the Secretariat strove to foster engagements that reinforced the shared pursuit of global health goals, and that regular evaluation of the Framework of Engagement with Non-State Actors would continue.

53. With regard to non-State actors in official relations with WHO, the Committee noted that the Secretariat had reviewed collaboration during the period 2022–2024 and proposed renewing official relations with 74 entities. It agreed to the deferral of the review of the Global Alliance for Tobacco Control, The Transplantation Society and Women in Global Health, Inc. to the Executive Board at its 158th session in January 2026.

54. The Committee also noted that the Secretariat proposed discontinuation of official relations with the following entities: the Council on Health Research for Development and the International Solid Waste Association.

55. Further, the Committee noted the proposal to accept the request for admission into official relations, after review and due diligence, from Resolve to Save Lives, Inc.

**The Committee recommended that the Executive Board note the reports contained in documents EB156/38 and EB156/39 and adopt the draft decision contained in document EB156/39 Add.1.**

### Agenda item 4. Adoption of the report and closure of the meeting

56. The Committee adopted its report.

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