

# **WHO reforms for a healthy future**

## **High-level road map for reform**

1. During consultations on the WHO programme of reform, Member States requested the Secretariat to develop a road map for the reform proposals. The annex to this document provides a proposal for a high-level road map showing examples of timelines for selected reform elements.
2. The road map summarizes the specific reforms set out in document EBSS/2/2 for the three reform areas: programmes and priority setting, governance, and managerial reforms. Prospective timelines are presented for selected proposals in each reform area. These illustrate the variation in maturity among the proposals: some can be acted on relatively quickly; some require further development before a final decision can be made by the governing bodies at a later stage; and others need even more detailed consideration and planning before they can be implemented.
3. Once the Executive Board has provided further direction, the Secretariat will develop a detailed implementation plan for WHO reform, with specific action steps, objectives and indicators to track progress, and a detailed costing, for consideration by the Sixty-fifth World Health Assembly in May 2012.

WHO programme of reform												
Reform area	Specific proposals	High-level road map										
		2011	2012				2013					
		Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
		EB special session	PBAC/EB	PBAC/WHA/EB	Regional Committees	PBAC	PBAC/EB	PBAC/WHA/EB	Regional Committees			
Programmes and priority setting	Priority setting in the work of WHO	Detailed proposal for priority setting submitted to EB130		Develop the general programme of work								
Governance	<b>WHO governance</b> <i>Strengthen the executive role of the Board</i> <i>Strengthen the strategic role of the Health Assembly</i> <i>Align Regional Committees and global governing bodies</i> <i>Improve support by the Secretariat</i>  <b>Global health governance</b> <i>Widen engagement</i> <i>Strengthen coordination within the United Nations</i> <i>Strengthen coordination with coalitions, alliances and partnerships</i> <i>Guide stakeholder interactions</i>	Finalize proposals to strengthen the executive role of the Board										
		Develop a standard approach for Health Assembly resolutions										
		Harmonize the practices of Regional Committees										
		Develop the Board's role in oversight over partnerships										
		Develop a framework to guide stakeholder interactions										
Managerial reforms	<b>Organizational effectiveness, alignment and efficiency:</b> <i>Strengthen country offices</i> <i>Promote better alignment, synergy and collaboration</i> <i>Strategic relocation of programmes and operations</i> <i>Improve knowledge management</i>  <b>Financing:</b> <i>Increase predictability of financing and flexibility of income</i> <i>Establish a contingency fund for public health emergencies</i> <i>Improve financing of administration and management costs</i> <i>Protect against currency fluctuations</i> <i>Strengthen financing controls</i> <i>Improve Organization-wide resource mobilization</i>  <b>Human resources:</b> <i>Revise the workforce model and contract types</i> <i>Streamline recruitment and selection processes</i> <i>Improve performance management processes</i> <i>Implement a mobility and rotation framework</i> <i>Enhance staff development and learning</i>  <b>Results-based management:</b> <i>Implement a new results chain</i> <i>Prepare a realistic budget</i> <i>Revise the planning framework</i> <i>Sequence planning to reflect country needs</i> <i>Create a new resource allocation model</i>  <b>Accountability and transparency:</b> <i>Improve monitoring and reporting</i> <i>Strengthen the internal control framework</i> <i>Increase the capacity of audit and oversight</i> <i>Strengthen the conflict of interest policy</i> <i>Establish an information disclosure policy</i>  <b>Independent evaluation:</b> <i>Develop an evaluation policy</i> <i>Establish a mechanism for oversight of evaluation by governing bodies</i> <i>Conduct an independent evaluation of WHO</i>  <b>Strategic communications:</b> <i>Build communications capacity</i> <i>Develop communications platforms</i> <i>Improve public and stakeholder understanding of WHO's work</i>	Develop a harmonized delegation of authority and an accountability framework for country offices										
		Define the roles, responsibilities and functions of Organizational levels		Develop standard operating procedures to facilitate collaboration and joint work								
		Submit a detailed collective financing approach to EB130										
		Develop a proposal for a contingency fund for public health emergencies										
		Develop an enhanced financial control and accountability framework										
		Develop a revised workforce model										
		Review the pilot, finalize the cost assessment, and roll out the plan for mobility and rotation										
		Submit a proposal for WHO's revised planning cycles to EB130		Develop the proposed programme budget								
		Develop a new resource allocation model										
		Strengthen the Office of Internal Oversight Services										
		Develop an information disclosure policy										
		Develop an evaluation policy										
		Initiate an independent evaluation and present a progress report to the Sixty-fifth World Health Assembly										
		Build communications capacity										
		Establish platforms for enhanced communications										
		Key	WHA – World Health Assembly									
			EB – Executive Board   EB130 – the 130th session of the Board									
			PBAC – Programme, Budget and Administration Committee									