



**World Health
Organization**

**SIXTY-FIFTH WORLD HEALTH ASSEMBLY
Provisional agenda item 12**

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WHO reform

High-level implementation and monitoring framework



**World Health
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WHO REFORM – HIGH-LEVEL IMPLEMENTATION AND MONITORING FRAMEWORK

PROGRAMMATIC REFORM

REFORM OBJECTIVE: Improved health outcomes, with WHO meeting the expectations of its Member States and partners in addressing agreed global health priorities, focused on the actions where the Organization has a unique function or comparative advantage, and financed in a way that facilitates this focus.

SPECIFIC REFORMS LINKED TO PROGRAMMATIC REFORM	ONE-YEAR MILESTONES (selected)	THREE-YEAR MILESTONES (selected)	IMPACT OF REFORMS
i. Member States define categories as an organizing framework for WHO's work ii. Member States develop explicit criteria for priority setting iii. Application of defined criteria for priority setting, the categories of WHO's work, and the core functions of the Organization to define the programmatic priorities within each category (outlined within the Twelfth General Programme of Work) iv. Link the results chain with the new priority-setting methodology • Define priority impact targets and outcomes in the Twelfth General Programme of Work / Programme budget 2014-2015 • Define priority outputs in the respective programme budgets • Apply the priority-setting criteria and process to resource-allocation practices • Formulate the respective three programme budgets falling under the Twelfth General Programme of Work in accordance with the above priority-setting/resource-allocation framework	Development of elements of WHO's organizing framework: • Categories of work • Criteria for priority setting • Identified priorities (for discussion by the Sixty-fifth World Health Assembly) Timelines for development of the Twelfth General Programme of Work / Programme budget 2014–2015 • Sixty-fifth World Health Assembly - draft outline of the Twelfth General Programme of Work • Regional committees 2012 - draft Twelfth General Programme of Work & Proposed programme budget 2014–2015 • 132nd session of the Executive Board - draft Twelfth General Programme of Work & Proposed programme budget 2014–2015 • Sixty-sixth World Health Assembly - final draft Twelfth General Programme of Work & Proposed programme budget 2014–2015	• Improved resource allocation in alignment with focused Organizational priorities linked with an agreed results chain • Performance assessment conducted in line with the new results chain and aligned with realistic programme budgeting	WHO's priorities defined and addressed in a systematic, transparent, and focused manner (and financed in alignment with agreed priorities) WHO better positioned to address global health challenges and directly contribute to health impact

GOVERNANCE REFORM

REFORM OBJECTIVE: Greater coherence in global health, with WHO playing a leading role in enabling the many different actors to play an active and effective role in contributing to the health of all peoples.

OVERSIGHT BY GOVERNING BODIES - SPECIFIC REFORMS	ONE-YEAR MILESTONE (selected)	THREE-YEAR MILESTONE (selected)	IMPACT OF REFORMS
i. Strengthen and expand the role of the PBAC ii. Increase the Executive Board's oversight role and strengthen its strategic and executive role iii. Increase oversight by regional committees and their subsidiary bodies	• PBAC agendas include policy, programme, monitoring and evaluation matters	• Financial dialogues for increasing transparency, predictability and flexibility of funding, convened by the PBAC	Strengthened oversight of governing bodies
SCHEDULING/ALIGNMENT OF GOVERNING BODIES - SPECIFIC REFORMS	ONE-YEAR MILESTONE (selected)	THREE-YEAR MILESTONE (selected)	IMPACT OF REFORMS
i. Implement rational scheduling of the governance process ii. Increase alignment between the different elements of the regional and global governance processes iii. Increase linkages between the regional committees and the global governing bodies	• Scheduling of the PBAC and Board shifted further inline with guidance provided by Sixty-fifth World Health Assembly	• Change in the sequencing of governing bodies (further to guidance from the Sixty-fifth World Health Assembly) with regional committees initiating the sequential discussion of global policies, strategies and instruments	More rational scheduling and alignment of governance processes
HARMONIZATION OF GOVERNANCE PRACTICES - SPECIFIC REFORMS	ONE-YEAR MILESTONE (selected)	THREE-YEAR MILESTONE (selected)	IMPACT OF REFORMS
i. Harmonize the practices of regional governance	• Harmonize explicit procedures across regions for invitation of observers	• Revised regional committee procedures for the nomination of regional directors	Harmonization of governance processes
DECISION-MAKING BY GOVERNING BODIES - SPECIFIC REFORMS	ONE-YEAR MILESTONE (selected)	THREE-YEAR MILESTONE (selected)	IMPACT OF REFORMS
i. The governing bodies to vet resolutions, and limit reporting requirements and timelines ii. Improved methods of work of the Board and Health Assembly including standardized approaches to resolutions/decisions	• More strategic, disciplined, and streamlined debates and decision-making within governing bodies driven by focused resolutions	• Twelfth General Programme of Work guides the work of the governing bodies	Enhanced strategic decision-making by governing bodies
STAKEHOLDER ENGAGEMENT- SPECIFIC REFORMS	ONE-YEAR MILESTONES (selected)	THREE-YEAR MILESTONES (selected)	IMPACT OF REFORMS
i. Widen the engagement of stakeholders ii. Increase Member States' involvement with and oversight of partnerships iii. Strengthen coherence in global health matters	• Review and update principles governing WHO's relations with nongovernmental organizations • Develop a comprehensive policy framework to guide interaction with the private sector	• Develop a framework to guide interaction between the global health stakeholders • Framework for hosting arrangements with partnerships defined and approved by the governing bodies	Strengthened effective engagement with other stakeholders

MANAGERIAL REFORM

REFORM OBJECTIVE: An Organization which pursues excellence; one that is effective, efficient, responsive, objective, transparent and accountable.

SUPPORT TO MEMBER STATES - SPECIFIC REFORMS	ONE-YEAR MILESTONE (selected)	THREE-YEAR MILESTONE (selected)	IMPACT OF REFORMS
i. Strengthen leadership, and increase the delegated authority and accountability of WHO Offices in countries, territories and areas ii. Strengthen the alignment between headquarters and regional offices in their support to countries iii. Increase the alignment between WHO's country presence profile and country needs/priorities	• Expanded performance appraisal of Heads of WHO Offices including a 180 degree United Nations country team performance evaluation	• WHO Office workplans aligned to country priorities	Strengthened technical and policy support for all Member States
HUMAN RESOURCES - SPECIFIC REFORMS	ONE-YEAR MILESTONE (selected)	THREE-YEAR MILESTONE (selected)	IMPACT OF REFORMS
i. Implement a human resources strategy that encompasses a model for strategic workforce planning and career development ii. Introduce joint recruitment and selection processes that are transparent and efficient iii. Revise the performance management strategy	• Regular review of staffing levels to deliver programmatic results within budget	• Comprehensive integration of human resource planning into programme planning and budgeting processes (strategic workforce planning, including management of continuing appointments)	Staffing that is more closely matched to needs at all levels of the Organization
FINANCING / RESOURCE ALLOCATION - SPECIFIC REFORMS	ONE-YEAR MILESTONES (selected)	THREE-YEAR MILESTONES (selected)	IMPACT OF REFORMS
i. Increase predictability and flexibility of financing ii. Establish results-based budgeting and resource allocation mechanism iii. Strengthen internal financial controls iv. Improve Organization-wide resource mobilization	• Implement a streamlined corporate resource mobilization strategy • Increase the resource base through new and innovative sources of funding	• Institute a transparent financing dialogue to address funding gaps in line with agreed Organizational priorities • Increased percentage of predictable financing	Financing and resource allocation that aligns with agreed priorities
ACCOUNTABILITY/TRANSPARENCY - SPECIFIC REFORMS	ONE-YEAR MILESTONES (selected)	THREE-YEAR MILESTONES (selected)	IMPACT OF REFORMS
i. Improve accountability framework ii. Strengthen risk management framework iii. Revise mechanisms to improve transparency iv. Increase effectiveness in management of conflicts of interest	• Revise conflict of interest policies and procedures • Develop and institute an information disclosure policy	• Strengthened internal control framework (clearly define matrix of accountability relationships, dimensions of accountability, means of monitoring, and responsibilities for oversight) • Development and roll-out of a management tool to track compliance with key controls	Improved managerial accountability and transparency
INDEPENDENT EVALUATION- SPECIFIC REFORMS	ONE-YEAR MILESTONES (selected)	THREE-YEAR MILESTONE (selected)	IMPACT OF REFORMS
i. Integrate evaluation policies and procedures in planning across the three levels of WHO ii. Strengthen the quality assurance system for institutional standardization and guidance on evaluation	• Develop and institute an evaluation policy • Develop detailed evaluation guidelines, methods, and procedures, and estimates of adequate levels of resources for evaluation	• Functioning evaluation network with a workplan for evaluations	Strengthened culture of independent evaluation
COMMUNICATIONS - SPECIFIC REFORMS	ONE-YEAR MILESTONE (selected)	THREE-YEAR MILESTONE (selected)	IMPACT OF REFORMS
i. Increase communications capacity ii. Strengthen communications coordination iii. Develop cost-effective communications platforms iv. Improve external stakeholder perception	• Develop standard operating procedures for emergency communications	• Develop innovative platforms to communicate WHO's deliverables	Improved strategic communications