Global reporting for Member States

July 11, 2025

World Health Organization

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Objectives of Member States Update



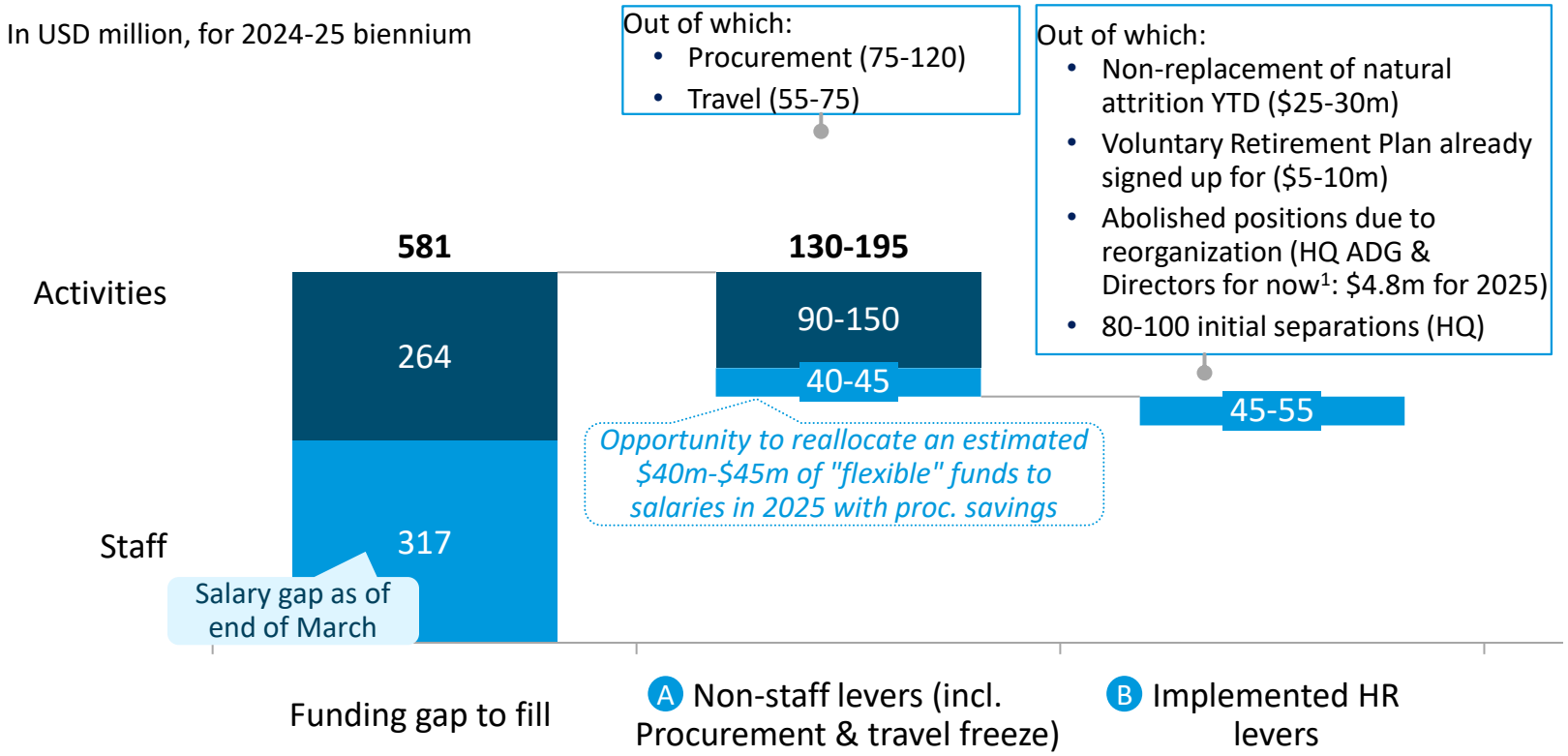
Path to sustainability from 2025 to 2026-2027

For internal use – The information and proposals cont
organizational change decisions in any way. No possib
representative bodies in accordance with the law.

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ut consultation of the staff

2025 savings | Progress on the levers to close the $581m gap

Base programme projected funding gap 2024–2025 and saving levers



Of which realised savings YTD	$82m (+$31m vs. mid-April)	$15-20m

1. Accounting for 5 ADG positions removed ($862k biennium costs) for 7 months (June-Dec) in 2025 and 19 Directors positions removed ($736-793k biennium costs) for 6 months in 2025
Source: WHO PRP; WHO HRT

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Addressing 2025 salary gap, while focusing on 2026-2027 sustainability

Major offices	Foreseen salary gap at end 2025 (US$M)		
	As at April 2025	As at June 2025	Gap reduction
Africa	63.4	59.9	3.5
Americas	21.8	17.7	4.1
Eastern Mediterranean	31.9	21.3	10.6
Europe	19.4	22.2	0.2
South-East Asia	12.9	1.8	11.1
Western Pacific	9.0	7.4	1.6
Headquarters	158.6	117.0	41.6
Total	**317.0**	**247.3**	**72.7**

Every Major Office is working on sustainability plan

Template 2. Projected costs of reaching financial sustainability by Jan 2026

	US$	Comments
Best estimate of the financing outlook for 26-27	0	
Flexible funds	$	
Available VC (existing agreements)	$	
Projected VC (high degree of certainty)	$	
Acceptable risk for potential RM revenue	$$	please provide justification on your expected RM level
Cost of the new org structure at 26-27 PCA	($$)	
Estimated activity budget	($$)	
	zero or surplus	

Use of reserve

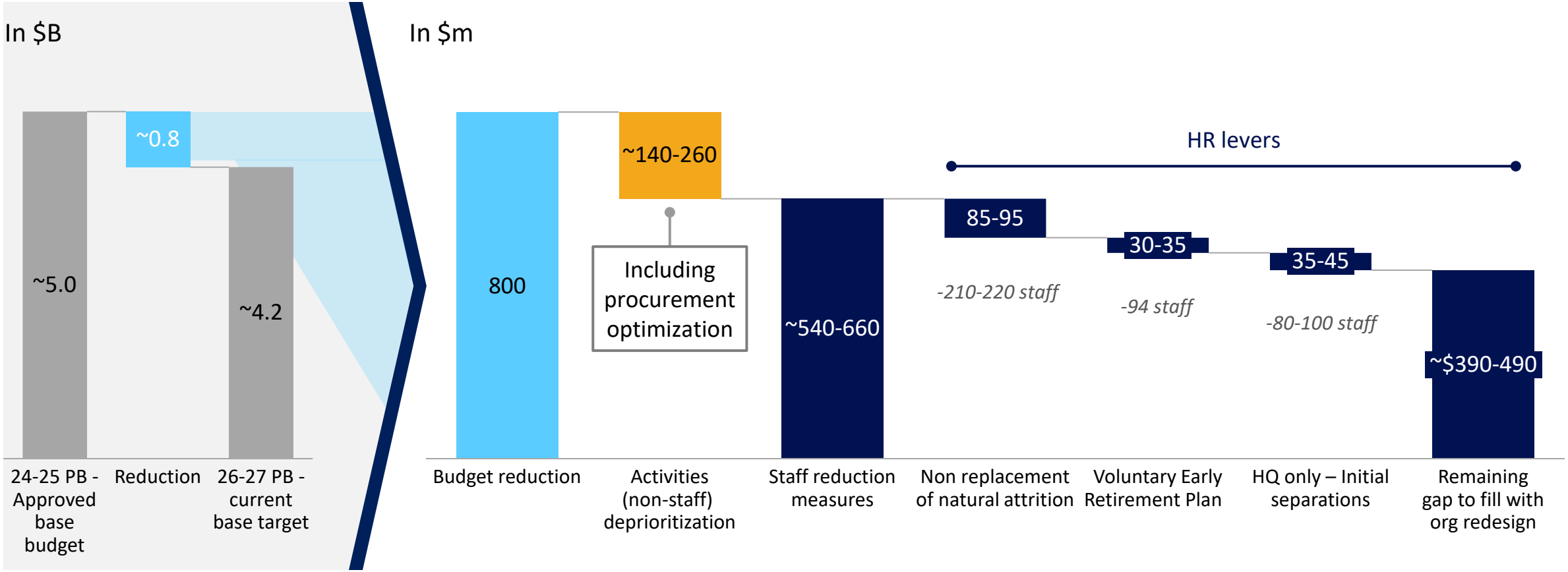
- Member States approved to partially suspend Financial Regulation VIII, 8.2, on a temporary basis to cover sustainability measures in technical areas up to $410M
- **As of end June, $19.4M used**

Items	Technical areas
Presented to PBAC	
Cover salary gaps to arrive at sustainable structure	260
Indemnity costs	150
Total estimate	**410**
Actual usage to cover gaps (as at end June 2025)	**19.4**

World Health Organization

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2026-2027 Budget | Path to sustainability – Simplified macro view



Source: WHO PRP; WHO HRT

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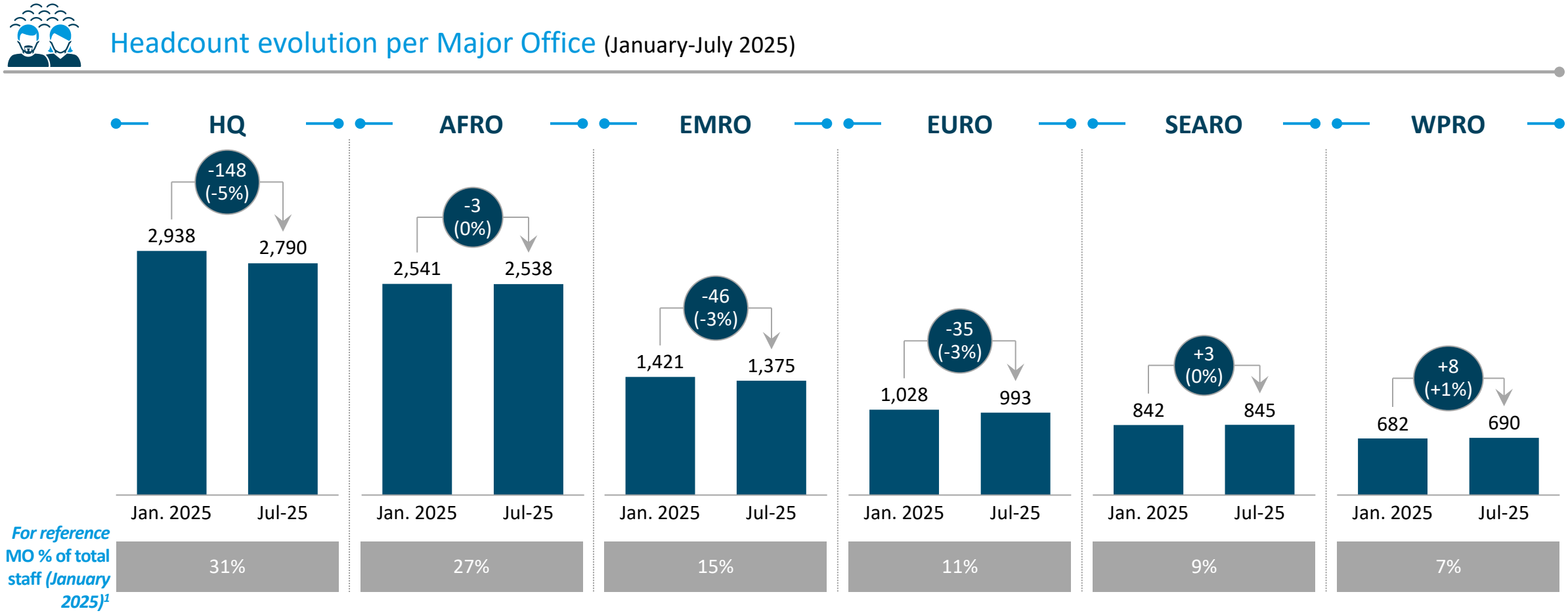
HR update

World Health Organization

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2025 savings - HR levers | From January to July, -221 net headcounts

Headcount evolution per Major Office (January-July 2025)

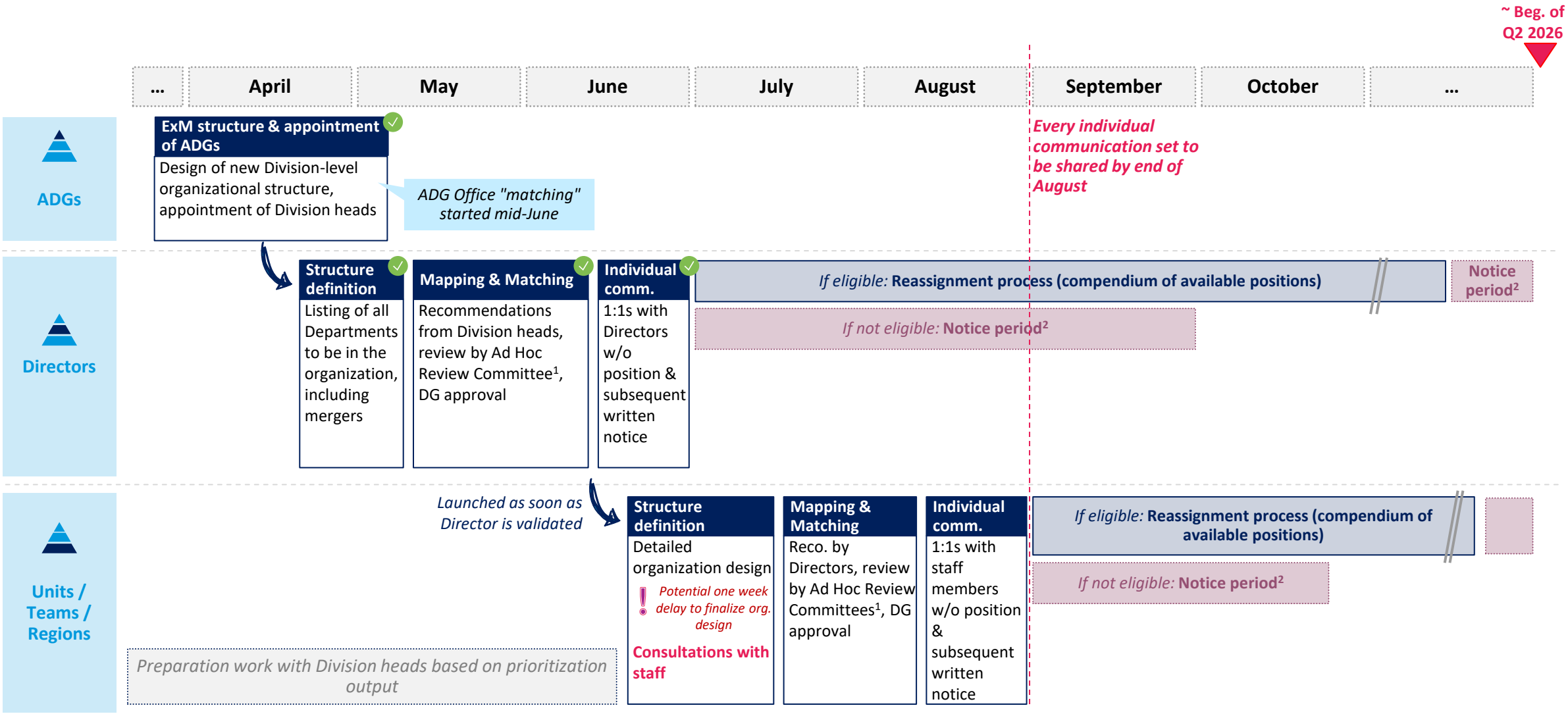


1. % excluding AMRO from total
Source: Staff database as of 24/01/2025 & staff database as of 01/07/2025

***Note**: HC evolution captures retirements, non-renewal, terminations and recruitments. **Does not capture cross-office transfers.** Numbers may slightly vary in regional slides compared to this slide, depending on data extraction dates.*

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We are working against an ambitious timeline



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1. In case of matching of FTA <10 years, ARC takes input from Reassignment Committee considering staff in reassignment pool. 2. Staff with no reassignment rights may be considered for advertised posts

HQ update

World Health Organization

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Major Office Dashboard | HQ

HR

HR Process

	Structure definition (*org design*)	Mapping & Matching	Individual comm.
ADGs & Department Directors	Completed	Completed	Completed Early July
ADG Offices (nucleus)	Completed Mid May	Completed Mid June	Completed End June
Full Divisions	Target date: 21/07/2025	Target date: 15/08/2025	Target date: 31/08/2025

Headcount number

	FROM *Jan. 2025*	TO *July 2025*	*2026*	*% change 2026 vs. Jan. 25*
Number of occupied positions				
Total HC	**2,938**	**2,782**	**XX***	XX

* Final state

Timeline

	July	August
Directors	▲ Finalized	
ADG Offices	Com	
Divisions	Struct. def.	M&M / Com

Change management & Comms

HQ Townhall

Previous	Next
06/06/2025	TBD

Comments / Next steps

- **Completion of Departmental Directors Mapping & Matching, individual notifications and 1:1s done**
- **Completion of ADG Offices (nucleus) matching** by ARC and individual notifications
- **Ongoing onboarding of new ADGs and Directors** ahead of Divisional ARC
- **Communication of budget envelopes** to departments for 26/27 biennium
- **Ongoing org. design** by departments ahead of Divisional ARC End-July/Early-August

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Note: The July 2025 number doesn't reflect staff whose positions have been abolished but accounts for staff who have left the organization, which account for about 200 globally

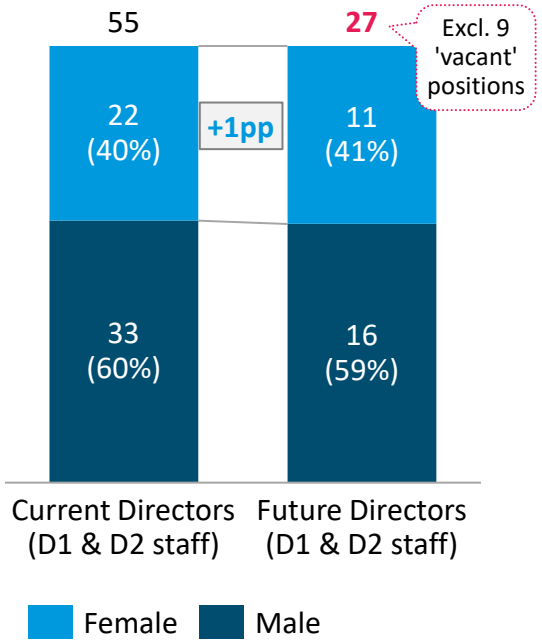
Analysis on 27 Director positions with a matching or mapping proposal, excluding "acting" directors

From-To Analysis | Impact assessment on mapping & matching of Directors

Gender balance

Evolution of gender parity (# of Dir.)

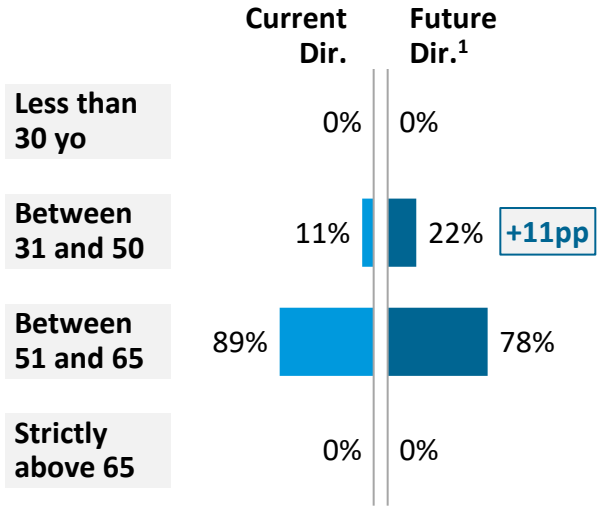
- **Stable gender imbalance**: ~60% of men vs. ~40% of women



Age pyramid

Evolution of age distribution

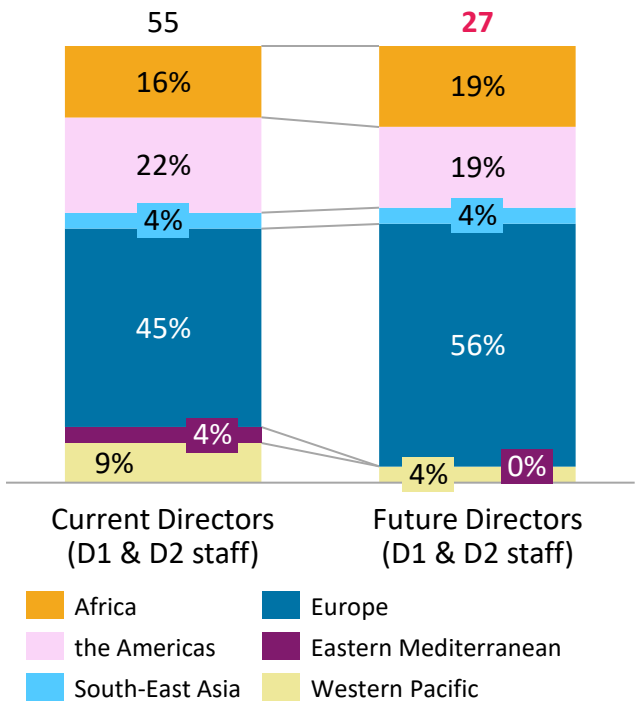
- **Slightly younger Directors' Population:** +11pp on 31-50y.



Nationalities

Evolution of region representation

- **Larger share from Europe, no more EM representation; from 36 countries represented to 20 countries**



FROM
36
Nationalities
represented in
6 Regions, by
55 Directors

TO
20
Nationalities
represented in
5 Regions, by
27 Directors

Note on "FROM": 55 D1/D2 non-vacant positions who are Directors of Departments (excluding 13 "specific cases" like Ombudsman, etc.)

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AFRO update

World Health Organization

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Regional Dashboard | AFRO

HR

RO/CO Process

	Structure definition (*org design*)	Mapping & Matching	Individual comm.
Director	Completed: 07/05/2025	Completed 10/06/2025[1]	Completed: 10/06/2025
Team Leads	Completed: 18/06/2025	Completed: 04/07/2025[2]	Completed: 08/07/2025
Other grades of the org.	Target date: 11/07/2025	Target date: 11/08/2025	Target date: 15/08/2025

Headcount number

	FROM *Jan. 2025*	TO *July 2025*	*2026*	*% change 2026 vs. Jan. 25*
Number of occupied positions				
Total HC RO/CO	**2,561**	**2,514**	**XX***	XX
Number of Country offices				
# of CO	**47**		**47***	0%

* Final state

Timeline

	July	August
Directors	▲ Finalized	
Team Leads	M&M	Com
Other grades	Struct. def.	M&M ▲ Finalized Com.

Change management & Comms

Regional Townhall

Previous	Next
07/07/2025	TBD

Comments / Next steps

- The new Regional Director has confirmed his commitment to conducting the Prioritization and Realignment exercise in a **thorough, fair and transparent manner.**
- AFRO aims to conclude the Prioritization and Realignment exercise **by 31 August 2025** to align to the rest of the organization**.**

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1. Appointed, some as a.i., not M&M 2. Some as a.i. 3. Will be known on 15/08/2025

Note: The July 2025 number doesn't reflect staff whose positions have been abolished but accounts for staff who have left the organization, which account for about 200 globally

EMRO update

World Health Organization

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Regional Dashboard | EMRO

HR

RO/CO Process

	Structure definition (*org design*)	Mapping & Matching	Individual comm.
Director	Completed: 01/07/2025	Target date: 31/07/2025	Target date: 15/08/2025
Team Leads	Target date: 15/08/2025	Target date: 31/08/2025	Target date: 31/08/2025
Other grades of the org.	Target date: 15/08/2025	Target date: 31/08/2025	Target date: 31/08/2025

Headcount number

	FROM *Jan. 2025*	TO *July 2025*	*2026*	*% change 2026 vs. Jan. 25*
Number of occupied positions				
Total HC RO/CO	**1,031**	**1,061**	**XX***	XX
Number of Country offices				
# of CO	**21**		**XX***	xx%

* Final state

Timeline

	July	August
Directors	▲ Finalized	
Team Leads	Struct. def.	M&M
Other grades	Struct. def.	M&M

Change management & Comms

Regional Townhall

Previous	Next
03/06/2025	12/08/2025

Comments / Next steps

- **Finalization/approval of Org Structure** for BCs within communicated envelopes
- **Finalization of mapping and matching** by ARC and submission to HQ
- **Finalization of individual communications** and HR actions

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World Health Organization

Note: The July 2025 number doesn't reflect staff whose positions have been abolished but accounts for staff who have left the organization, which account for about 200 globally

EURO update

World Health Organization

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Regional Dashboard | EURO

HR

RO/CO Process

	Structure definition (*org design*)	Mapping & Matching	Individual comm.
Director	Completed: 16/05/2025	Completed 19/05/2025	Completed: 20/05/2025
Regional Office	Target date: 15/07/2025	Target date: 08/08/2025	Target date: 22/08/2025
Country Offices	Target date: 08/08/2025	Target date: 31/08/2025	Target date: 15/09/2025

Headcount number

	FROM *Jan. 2025*	TO *July 2025*	*2026*	*% change 2026 vs. Jan. 25*
Number of occupied positions				
Total HC RO/CO	**994**	**982**	**XX***	XX
Number of Country offices				
# of CO	**31**		**XX***	xx%

* Final state

Timeline

	July	August
Directors	▲ Finalized	
Regional Office	Struct. def.	M&M / Comm.
Country office	Struct. def.	M&M / Comm.

Change management & Comms

Regional Townhall

Previous	Next (tentative)
13/06/2025	08/09/2025

Comments / Next steps

- **COs Structures to be reviewed soon**
- **Continuation of the ARC Proceedings**
- **Individual Communications**
- **Implementation of Approved HR Outcomes**

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World Health Organization

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WPRO update

World Health Organization

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Regional Dashboard | WPRO

HR

RO/CO Process

	Structure definition (*org design*)	Mapping & Matching	Individual comm.
Director	Target date: 14/07/2025	Target date: 31/07/2025	Target date: 08/08/2025
Regional Office	Target date: 14/07/2025	Target date: 31/07/2025	Target date: 08/08/2025
Country Offices	Target date: 14/07/2025	Target date: 31/07/2025	Target date: 08/08/2025

Headcount number

	FROM *Jan. 2025*	TO *July 2025*	TO *2026*	*% change 2026 vs. Jan. 25*
Number of occupied positions				
Total HC RO/CO	**680**[1]	**689**[1]	**700**[1]*	XX
Number of Country offices				
# of CO	**15**[2]		**16***	+7%

* Final state

Including Indonesia Office, moved from SEARO to WPRO

Timeline

	July	August
Directors	Struct. def.	M&M / Com
Regional Office	Struct. def.	M&M / Com
Country office	Struct. def.	M&M / Com

Change management & Comms

Regional Townhall

Previous	Next
04/06/2025[3]	RO Division and CO based meetings in June/July 2025

Comments / Next steps

- WPRO is **reducing number of Directors** in RO from 9 to 6 and aligning with HQ structure
- WPRO covers the **largest population** (2.3 billion people or 30% of global population) with the **smallest number of staff** (7% of overall WHO staff)
- **Shifting resources from RO to COs**, moving from 60/40 towards 70/30 ratio
- Due to prudent financial management, reorganization in 2024, and increased resource mobilization efforts **WPRO is able to contain the impact on staff**

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1. Includes TA. Figures do not include staff in Indonesia Office 2. Including 3 Liaison Office 3. Following this, Directors and WRs conducted division-wide or country office-wide meetings to present the proposed organigrams to their respective teams. Note: The July 2025 number doesn't reflect staff whose positions have been abolished but accounts for staff who have left the organization, which account for about 200 globally

SEARO update

World Health Organization

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Regional Dashboard | SEARO

HR

RO/CO Process

	Structure definition (*org design*)	Mapping & Matching	Individual comm.
Director	Completed: 03/07/2025	Completed: 07/07/2025	Completed: 08/07/2025
Regional Office	Target date: 31/07/2025	Target date: 15/08/2025	Target date: 31/08/2025
Country Offices	Target date: 31/07/2025	Target date: 15/08/2025	Target date: 31/08/2025

Headcount number

FROM: *Jan. 2025* | TO: *July 2025* | *2026* | *% change 2026 vs. Jan. 25*

Number of occupied positions

Total HC RO/CO	**844[1]**	**757**	**XX***	XX

Number of Country offices

# of CO	**11**	**10***	-9%

* Final state

Timeline

	July	August
Directors	Individual comm.	
Regional Office	Struct. def.	M&M / Indiv. com
Country office	Struct. def.	M&M / Com

Change management & Comms

Regional Townhall

Previous	Next
19/06/2025	Mid August

Comments / Next steps

- Establishment of 3 Working Groups
- Appointment of Directors
- Proposal for lower-level RO&CO structures by appointed Directors & WRs.
- Review of the WG-ARC & Directors/WRs with consultative process

1. Includes staff in Indonesia

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AMRO/PAHO update

World Health Organization

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Regional Dashboard | AMRO/PAHO

HR

(70% of PAHO staff are financed with PAHO funds and 30% with WHO/AMRO funds)

Process

Ongoing org. structure review

	Structure definition (*org design*)	Mapping & Matching	Individual comm.
Director	Target date: XX/XX/XX	Target date: XX/XX/XX	Target date: XX/XX/XX
Team Leads	Target date: XX/XX/XX	Target date: XX/XX/XX	Target date: XX/XX/XX
Rest of the org.	Target date: XX/XX/XX	Target date: XX/XX/XX	Target date: XX/XX/XX

Staff evolution

As of 30 June 2025

	FROM Jan	TO Jun	*Frozen*
RO	**419**	**420**	**108**
# Directors ([1])	20	23	7
# Team Leads ([2])	40	43	7
# Rest	359	354	94
CO	**347**	**349**	**74**
# Directors ([3])	31	30	5
# Team Leads ([4])	132	128	20
# Rest	184	191	49

1) P-6/D-1, D-2; 2) P-5; 3) P-5, P-6/D-1; 4) P-4

World Health Organization

Timeline & Considerations

- USG assessment (end of August)
- Ongoing organizational structure review to ensure alignment with Member States' priorities (end of August)
- Ongoing cost savings measures (frozen positions)
- Operational/HR Planning (August –Nov)

Change management & Comms

Regional Townhall

Previous	Next
11 April	12 Sept

Next steps

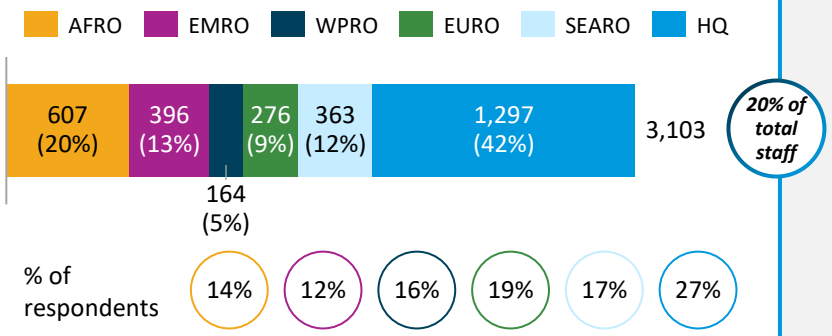
- Implementation of Shared-services hub in a lower cost location (January-June 2026)
- Transitional support for affected staff
- Leverage technology and innovation

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Pulse check survey | Staff are engaged and supportive, but seek clearer communication on the ongoing transformation

Survey released on May 26th

Respondents



Wordcloud assessment[1]



Staff requiring clarity and transparency, citing a lack of understanding around ongoing processes and timelines

Key results

87% of staff understand the need for the realignment effort highlighting **understanding and willingness to engage in the transformation**

33% of staff feel they have enough information on how the strategic realignment is implemented highlighting **need for timely and more frequent communication from leadership**

25% of staff know where to get additional information, highlighting **need for increased and more visible support** (visibility of career opportunities, mentorship, confidential mental health support, etc.)

Next actions going forward

- **Increase the frequency of All Staff Townhalls**
- **Strengthen communication Cascade** (Weekly newsletters, Division townhalls, Regional townhalls, Department meetings)
- **Offer additional support** (special measures, increased number of sessions, psychological support, etc.)

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World Health Organization

1. Based on survey's open-text answers to the following questions: "What additional support or resources would you need from your management and WHO's leadership?" and "What additional support would you find helpful? (Mental Health / Career advisory / Team support…)"
Source: WHO Pulse Survey released on 26 May – Results Extract done on 02 June