



World Health  
Organization

REGIONAL OFFICE FOR  
Europe



Всемирная организация  
здравоохранения

Европейское региональное бюро



Organisation  
mondiale de la Santé

BUREAU REGIONAL DE L'  
Europe



Weltgesundheitsorganisation

REGIONALBÜRO FÜR  
Europa

# "Reform for a Healthy Future"

## WHO Programme of Reform Overview



# Background

- Discussions on WHO reform began with a consultation on the Future of Financing for WHO in Jan 2010
- Following a web-based consultation and discussions in the Regional Committees in 2010, the item was discussed in the EB in January 2011. At the conclusion of the item, the DG proposed an outline for WHO reform
- In May 2011, the 64th WHA endorsed the agenda for reform proposed by the DG and called on Member States to support implementation
- The 129th EB called for a transparent, Member-State driven and inclusive consultative process on WHO reform, based on existing mechanisms
- The EB requested concept papers on three aspects of WHO reform; the governance of WHO, an independent evaluation of WHO, and the World Health Forum.
- The EB requested "...Regional Committees, based on the updated concept papers, to engage in strategic discussions regarding the WHO reform process...."
- Summaries of the discussions in Regional Committees will be reported to the Special Session of the Executive Board in November



# Expected Outcomes of Discussions in Regional Committees

- Guidance from Member States on the proposals outlined in the following concept papers
  - *Governance of WHO*
  - *An independent evaluation of WHO*
  - *World Health Forum*
- Guidance from Member States on the scope and process of WHO reform outlined in the document '*WHO Reform for a Healthy Future*'
- Deliberations in the Regional Committees will be reported to the Special Session of the Executive Board

# Rationale and Purpose of WHO Reform

- Global public health has changed dramatically since WHO was established over 60 years ago, with new challenges and opportunities. The role of WHO is changing in a rapidly globalizing world, with a blurring between domestic and international issues, and with health increasingly influenced by policies and actions in other sectors
- WHO continues to play a critical role in global public health, but is overextended and needs to focus on strategic priorities building on the strengths of the decentralized nature of WHO
- Responding effectively and efficiently to the needs of Member States requires predictable and sustainable financing for WHO
- The recent proliferation of global health initiatives has accelerated progress towards the health-related MDGs, but created a need for greater coordination and alignment at country and global levels

# Expected Outcomes of the Reform

- **Focusing core business to address the 21<sup>st</sup> century health challenges facing countries and the world.**  
*Aligning the scope of WHO's work with what it does best, working on the national, regional and global priorities of Member States to achieve better health outcomes*
- **Reforming the financing and management of WHO.**  
*Making WHO more effective, efficient, responsive and accountable*
- **Transforming governance to strengthen public health.**  
*Increasing the effectiveness of WHO governance and strengthening the WHO's role in global health governance*



# Scope of WHO Reform



# Vision & Strategy

- The vision for WHO is unchanging: "the attainment by all peoples of the highest possible level of health"
- The five elements of primary health care provide the strategic approaches for achieving this vision:
  - reducing exclusion and social disparities in health
  - organizing health services around people's needs and expectations
  - integrating health into all sectors
  - pursuing collaborative models of policy dialogue
  - increasing stakeholder participation.

# Focusing on Core Business

- WHO will focus the scope of its work to what it does best, working on priority issues identified by Member States, with adequate financing for these areas of focus
- The 64<sup>th</sup> World Health Assembly has endorsed five areas of core business for WHO:
  - Health systems and institutions
  - Health and development
  - Health security
  - Evidence on health trends and determinants
  - Convening for better health
- The task now is to identify:
  - the priorities in each area of core business
  - the expected outputs and outcomes
  - the proposed measurements of performance



# Focusing on Core Business (1)

- ***Health systems & institution***

- Strengthening health systems based on primary health care remains the highest priority. This includes:
  - universal coverage and health financing
  - promotion of access to medical products and information
  - development of the health workforce
- WHO will continue to put most of its efforts into countries with the weakest health systems

# Focusing on Core Business (2)

- ***Health development***

- support countries through the provision of authoritative guidance, norms, standards and technical cooperation in:
  - the health-related Millennium Development Goals
  - prevention and control of noncommunicable diseases
  - environmental health
  - increased awareness of the social determinants of health

# Focusing on Core Business (3)

- ***Health security***

- Provide surveillance, alert, verification support, event management systems, and direct operational support when needed for public health emergencies
- Assist countries to build their institutional and laboratory capacity, epidemiological surveillance and risk communication, stockpiling of essential commodities, and the networks for fully implementing the International Health Regulations
- Provide strategic information and lead the health cluster during natural disasters and other humanitarian crises



# Focusing on Core Business (4)

- ***Evidence on health trends & determinants***

- Support countries to strengthen vital registration systems and institutional capacity, to generate health information in ways that meet the needs of policy-makers and managers
- Collect, collate, analyse and disseminate health-related data
- Increase the quality, rigour and integrity of WHO's knowledge base, evidence-based guidelines and recommendations
- Develop an Organization-wide system for managing data that:
  - Increases the quality of information services
  - Increases efficiency through working with collaborating centres and other partners
  - Reduces demands on countries

# Focusing on Core Business (5)

- ***Convening for better health***

- Bringing different global initiatives together to increase coherence and inclusiveness, including those outside the health sector whose work has an impact on the health of populations
- Facilitating consensus on global health priorities and action
- Bringing together partners at the regional, subregional and country level to support countries with national health policies, strategies and plans

# European Region Issues of particular relevance to the WHO Reforms

## Health 2020:

- Pan-European health policy framework, - could provide input to reform stream on Governance and vision (for GPW etc);
- Framework for strategic priorities (Core Business)

## Health Systems and Public Health Strengthening/Tallinn Charter:

- Key pillars of Health 2020 with PHC emphasis
- European experience could provide input to global reform.
- Also as part of GPG led global project



# Reform issues of particular relevance to European Region, cont.

## Governance/Accountability :

- Extensive work done during 2010 by SCRC Working Group on Health Governance;
- Oversight/methods of work/Rules of Procedure of SCRC and the RC (Resolution EUR/RC60/R3) also relevant to global WHO governance;
- Programme Budget as an accountability tool as per RC60/SCRC

## New Country Strategy:

- Lessons learned from recent external review could inform reform stream on organizational effectiveness;
- Closely linked to question of coherence between Regional Office's functions and structures.

# WHO's Financing and Managerial Reforms

- 1. Increased organizational effectiveness with a special focus on improved country performance**
- 2. Enhanced results-based planning, management and accountability**
- 3. Strengthened financing, with a corporate approach to resource mobilization and strategic communication**
- 4. Improved human resources framework**

# Financing and Managerial Reforms (1)

## ● ***Organizational Effectiveness & Alignment***

- Clarify the roles, responsibilities, and synergies of the three levels of WHO to ensure optimal coordination and efficiency
- Identify the priority products and services for each area of core business, and improve effectiveness and efficiency of delivery of these priorities
- Strengthen country focus and performance
- Improve alignment with other partners at the global, regional and national levels
- Advance a framework for corporate knowledge and quality management to enable WHO as a learning Organization



# Financing and Managerial Reforms (2)

- ***Results-based Management & Accountability***

- A simplified and robust results-based planning framework and results chain, incorporating short, medium and long term planning
- An institutional approach to strengthening accountability and transparency, including improved programmatic and financial controls, and policy on disclosure of information
- An evaluation framework that fosters a culture of performance and evaluation across the Organization, and includes an approach to external evaluation of the work of WHO

# Financing and Managerial Reforms (3)

- ***Financing, Resource Mobilization & Strategic Communication***
  - A revised WHO Financing Framework
    - Options for increasing the proportion of predictable, sustainable and flexible resources, for example, a replenishment model for core voluntary contributions
    - Options for expanding the resource base for WHO
    - Improved financial controls and reporting, with objective and transparent resource allocation, aligned with organizational priorities
  - Corporate approach to resource mobilization that improves alignment of donor funding to WHO priorities and programme budget
  - Strategic external & internal communication demonstrating the impact of the work of WHO

# Financing and Managerial Reforms (4)

## ● Improved human resources framework

- A staffing model that aligns staffing needs, skills and contractual arrangements to the areas of core business and the revised corporate operating model
- Workforce planning mechanisms to ensure linkage between organizational strategies and staffing requirements
- Recruitment mechanisms to ensure timely and appropriate staffing
- Framework for developing a high performance culture and improving the performance management system



# Transforming Governance

- ***Governance of WHO***

- Measures to improve the governance of WHO. Options include:
  - Development of a mechanism for corporate priority-setting through the governing bodies
  - Measures to improve alignment and sequencing of the work of the governing bodies
  - Measures to promote active engagement and participation of all Member States in the governance of WHO
  - Steps to strengthen oversight mechanisms at all three levels of the Organization

- ***Global health governance***

- Measures to enhance the leadership role of WHO. Options include:
  - Regular consultations with wide range of partners in global health
  - Creation of a multi-stakeholder World Health Forum
  - Development of a charter or framework for global health governance.

# Next Steps in WHO Reform

- ***Consultative mechanisms with Member States***
  - Geneva-based Mission briefings on documents prepared by the Secretariat
  - Online consultation platform for Member States to submit comments and proposals
  - Strategic discussions in the Regional Committees
- ***Special Session of Executive Board (1-3 Nov 2011)***
  - The Secretariat will submit comprehensive proposals for reform for the special session of the EB, encompassing the programmatic, managerial and governance dimensions of WHO reform
  - Documents for the special session of the EB will be distributed in mid-October
- ***The special session of the Executive Board will decide on the next steps in the reform process***

# Milestones in WHO Reform 2011-2012

Jan 2011	'Future of Financing' discussions in 129 <sup>th</sup> EB
Feb-Mar 2011	WHO working groups prepare initial proposals
Mar 2011	Discussions in GPG
Apr 2011	Consultation with Member States & Staff
20 May 2011	64 <sup>th</sup> WHA adopts resolution WHA64.2 on 'WHO reform'
25 May 2011	129 <sup>th</sup> EB adopts decision EB129(8) on 'WHO reform'
1 July 2011	Mission briefing on "three concept papers"
Jul-Oct 2011	Member States web-based consultations on 'three concept papers'
Aug-Oct 2011	Strategic discussions in Regional Committees on WHO reform
15 Sep 2011	Geneva mission briefing on managerial reform papers
Nov 2011	Special Session of EB on 'WHO reform' to discuss outcomes of consultative process on the three papers, strategy and priority setting for the five core business areas approved by the 64 <sup>th</sup> WHA and draft proposals on managerial reform prepared by the Secretariat
Jan 2012	Presentation of draft package of reforms and detailed implementation plan to 130 <sup>th</sup> EB
May 2012	Presentation of package of reforms, implementation plan, and first report of independent evaluation to 65 <sup>th</sup> WHA



# Questions on WHO Reform for Consideration by Regional Committees

- What are the different instruments and options to enable WHO to engage with civil society, partners, and the private sector, to improve coherence in global health? For example, public hearings, PIP-model consultations, world health forum, framework agreements etc.
- How can the governance of WHO be improved to (a) focus the strategic work of the governing bodies to effectively carry out their constitutional functions; (b) better align the work of global and regional governing bodies with better sequencing of the different governing body meetings; and (c) promote active engagement and participation of all Member States in the governance of WHO?
- What changes are needed to improve the complementarity and synergy of the three levels of WHO?
- How can independent evaluation contribute to improving WHO performance?

**Thank you!**



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REGIONAL OFFICE FOR **Europe**

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