

Secretariat Implementation Plan on Reform

Annex to Document EB156/32¹

Information on remaining open actions as of November 2024

This annex document contains supplementary information to the Report by the Director-General on progress for the Secretariat Implementation Plan on reform (SIP) (EB156/32), presented to the 156th session of the Executive Board.

Information presented below is also contained as part of the SIP action tracking dashboard².

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¹ Available at https://apps.who.int/gb/e/e_eb156.html

² See [https://www.who.int/about/governance/member-states-portal/tracking-secretariat-implementation-plan-\(sip\)-actions](https://www.who.int/about/governance/member-states-portal/tracking-secretariat-implementation-plan-(sip)-actions)

ANNEX

SECRETARIAT IMPLEMENTATION PLAN ON REFORM: STATUS OF OPEN ACTIONS AS AT 30 NOVEMBER 2024

Index number	Category	Action	Initial anticipated due date	Update
SIP2023_A3	Accountability	Increase delegation of authority, combined with a reinforced accountability mechanism in which all three levels of the Organization are empowered to perform their duties effectively, including evaluation/reviews	31/12/2024	<p>Following the co-signing of a new and enhanced global delegation of authority (DOA) for heads of WHO country offices by the Director-General and five WHO regional directors, regional offices have taken distinct steps to facilitate its operationalization. For instance, the Western Pacific Regional Office developed a handbook with detailed process flows to guide WHO Representatives in exercising their delegated authorities.</p> <p>To track DOA implementation and gather feedback on issues and solutions, surveys of WHO Representatives were conducted in October 2023 and in June 2024. The most recent survey results indicate that more WHO Representatives across all regions that signed the DOA are now able to exercise their delegated authorities in most of the component areas as compared to the October 2023 survey.</p> <p>Despite this progress, some country offices are still not able to exercise certain delegated authorities. Global implementation guidelines, training, and sufficient capacity for WHO Representatives are needed to ensure and enhance implementation of the DOA moving forward.</p> <p>In concert with this effort, strengthening risk management and compliance at the country level, in response to increased accountability and responsibilities under the new DOA, is under way. The development of a set of administrative key performance indicators (KPIs), which have been agreed upon and made available to Member States, represents one of several measures aimed at enhancing accountability and transparency in country offices. The KPIs are available on the WHO Member States Portal, with a dedicated dashboard (Country office key performance indicators) Anticipated implementation: 31 December 2025.</p>

SIP2023_A4	Accountability	Promote culture change across the Organization	31/12/2025	<p>Recent WHO actions include:</p> <p>(a) zero tolerance for inaction against SEAH has been widely communicated by leadership;</p> <p>(b) updated/new policy on preventing and addressing retaliation published on WHO website (July 2023) https://www.who.int/about/ethics/retaliation ; zero tolerance for retaliation is expressly mentioned in the policy on preventing and addressing sexual misconduct (Article 1.2) (March 2023; https://www.who.int/publications/m/item/WHO-DGO-PRS-2023.4);</p> <p>(c) further actions to address culture change and behaviour change in the context of PRSEAH to be accelerated in 2023—2025 as part of the three-year strategy: https://www.who.int/publications/i/item/9789240069039;</p> <p>(d) recognizing that culture and behaviour change goes beyond sexual misconduct, WHO is developing a culture/behaviour change strategy for the Organization. This project cuts across different functions, including accountability functions, behavioural science and psychology, and data analysis. A concept note was shared with the IEOAC in March 2024, with an update provided in June 2024. An outline and roadmap for the strategy have been finalized. Triangulation of data from several relevant surveys conducted within WHO over the past five years were conducted during the second quarter, 2024.</p> <p>(e) a first draft of the strategy has been developed (Quarter 3, 2024) and broad consultation across all levels of the Organization has started and will continue through the fourth quarter 2024.</p> <p>As per document A77/42, the work on the strategy includes an action plan, key performance indicators and regular surveys to track the evolution of WHO's organizational culture.</p> <p>Anticipated implementation: 31 December 2024.</p>
SIP2023_A15	Country-level impact	Monitoring implementation and reporting to Member States through the Executive Board and the Health Assembly	31/12/2025	<p>The 2025 report on WHO presence in countries, territories and areas is in preparation and will be submitted to the Seventy-eighth World Health Assembly in May 2025. An information document for the 156th Executive Board will provide preliminary insights from the report, highlighting key trends across WHO's country offices. Drawing on data from internal databases and a survey of WHO country offices, the 2025 report will, for the first time, present a comprehensive overview of the core operational</p>

				<p>components of each WHO country office. Additionally, the report will transition to a fully web-based format to enhance interactivity.</p> <p>Anticipated implementation: May 2025</p>
SIP2023_A17	Country-level impact	Review and improve coordination, communication and technical coherence across the three levels of the Organization towards achieving impacts in countries	31/12/2023	<p>Organization-wide actions to enhance country-level impact, improving coordination, communication and technical coherence across the three levels of the Organization continue to be under way. Spearheaded by the continued implementation of the ARG country impact action plan, several key achievements have been realized to date, including:</p> <ul style="list-style-type: none"> - The WHO country office typology is being used, with related core predictable country presence (CPCP) positions with standardized job titles and post descriptions. An additional US\$ 200 million has been allocated to finance these CPCP positions, and recruitment for the prioritized CPCP positions is currently underway. - The Director-General and 5 WHO Regional Directors co-signed a new and enhanced global delegation of authority (DOA) to WRs in 2023 (see action SIP2023_A3), along with use of administrative key performance indicators KPIs. - Financing for country offices: a new internal policy has recently been approved and published, specifying that for all new proposals aimed at country impact, at least 60% of the funds should be allocated to country-level operations and/or staffing. - A first phase of global geographic mobility was implemented in 2023. - A new internal policy has been approved to facilitate seamless communications across WHO, enabling the smooth and free exchange of information and ideas. <p>Additional information about the work of the ARG is available at: https://www.who.int/countries/country-office-strengthening</p> <p>WHO's Evaluation Office, working with regional offices, continues to conduct country programme evaluations; the internal and external auditors also routinely audit country offices (performance audits), which along with the Department of Country Strategy and Support's review and evaluations within the Country Strategy cycle, provide learning and oversight for Member States.</p>

				<p>While noteworthy progress has been made in enhancing country-level impact, further efforts are needed. The ARG will continue to actively push, monitor, and report on the implementation of the Action Plan while streamlining and aligning its efforts with the reprioritized Transformation agenda in the context of GPW14 going forward. The Global Management Meeting (12GMM) in December 2024 will provide a key opportunity to take stock, discuss lessons learned, and set the strategic direction for the Organization for the coming years by bringing together WHO's senior management from across the three levels.</p> <p>Anticipated implementation: 31 December 2025.</p>
SIP2023_A21	Finance	Highest-prioritized outputs adequately financed after programme budget is approved	31/12/2024	<p>Based on prioritization of results and following up on commitments made in the 2024-2025 Programme Budget (see paragraph 100), the Secretariat will focus its efforts on funding high-priority outputs up to 80% of their budget through a combination of voluntary contributions and flexible funds. This is highly dependent on the type of funding received. The Secretariat has developed a dashboard to facilitate and monitor the progress on this. As the Programme Budget is financed throughout the biennium, the full assessment of this will only be able to be reported at the end of each biennium. Member States will receive an update through the Secretariat's statutory report on Financing and implementation of the Programme Budget, to be prepared for the 156th Executive Board B (with data as of 30 September 2024).</p> <p>Anticipated implementation: 31 December 2025</p>
SIP2023_A25	Governance	Improve multilingualism by providing all documents in all six official languages: pilot the translation of the summary records of one meeting, to be completed with an evaluation of its acceptability	31/12/2024	<p>The Department of Governing Bodies has begun a pilot of machine-translated, with light post-editing, of selected governing body documents. This includes applying this approach to the Summary Records for the 77th World Health Assembly, which will be completed by end 2024.</p> <p>Anticipated implementation: 31 December 2024</p>
SIP2023_A26	Governance	Conduct an organizational learning review to identify best practices in governance, accountability and oversight across the UN and other multilateral institutions, and options	31/12/2024	<p>This review will synthesize good practices across the United Nations system, building on: the Secretariat review and proposals for improving governance (EB154/33 Add.1); the Joint Inspection Unit (JIU) review of governance and oversight of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF and UN-Women (JIU/REP/2023/7), the JIU review of accountability frameworks (JIU/REP/2023/3) and other relevant JIU reports; two completed</p>

		for more efficient governance of WHO and accountability/oversight		independent quality assurance reviews of the Office of Internal Oversight Services for audit and investigation; and a comparative study of the evaluation function across the United Nations system. Anticipated implementation: Quarter 1, 2025.
SIP2023_A33	Governance	Strengthen the process of integrating costing of approved resolutions into the programme budget development process	31/12/2023	The costing of approved resolutions will continue to be further integrated into the programme budget development process as part of the development of the Programme Budget 2026–2027. It is expected that the process will develop and evolve over several biennia cycles. As part of the PB26-27 development a re-think of priority setting at regional office and headquarters is being done where regional and global mandates as captured in governing bodies decisions and resolutions will pay an important role in setting priorities and therefore guiding budget costing. In tandem, document EB154/34 Add.2 reported on the Secretariat's work in response to a recommendation of the Task Group containing a proposal for costing of initiatives. The contained method will be used as required using the criteria contained in the document. Anticipated implementation: May 2025.
SIP2023_A39	Programme Budget (Results)	In keeping with results-based management principles, improve the WHO results framework and the monitoring of its performance, including joint monitoring with Member States. Strengthen institutional agility and the capacity for performance monitoring and delivery of results across the three levels of the Organization	31/12/2024	Completed for End of biennium 2022-2023, enhancements to this report were well received by Member States. Piloting of joint assessments was successful conducted in 3 regions (AFRO, EMRO and SEARO). Piloting will continue to expand in 2024-2025, and it has been incorporated as part of the draft Programme Budget 2026-2027. The new fourteenth General Programme of Work (GPW) was developed in strong consultation with Member States leading to an enhanced results framework. The Draft Programme Budget 2026-2027 incorporated lessons learned from previous organizational results frameworks, and corporate evaluations of results-based management and of the GPW13. Measurements to monitor progress (indicators) are currently under development and are expected to be presented along with the draft PB 2026-2027 to the 78 th World Health Assembly (May 2025). Anticipated implementation: 31 December 2025
SIP2023_A51	Programme Budget (Results)	Introduce external assessment into the scorecard methodology by counterparts	31/12/2024	This action is linked to SIP2023_A39 on joint assessment of results. The joint assessment of results, which is an external assessment of Programme Budget implementation, has been proposed by various parties to provide an

				external validation of the output scorecards well as further improve the methodology for indicator reporting. The piloted joint assessments were well received and lessons learnt will be incorporated into the next cycle of performance assessment, including the scorecard, and further development and rollout of joint assessment. Partially completed at 31/12/2023 Anticipated implementation: as the pilots are further rolled out in 2024-2025, 31 December 2025
SIP2023_A52	Programme Budget (Results)	Establish focus groups with Member States on how to improve results reports	31/12/2024	<p>The Secretariat has established a Member States focus group on improving corporate reporting to further enhance its results reporting. The first meeting took place in January 2024 to brainstorm on various ways that corporate reporting can be improved: results report, flexible funds report and the overall donor reporting. An internal task group for improving donor reporting was created to provide quantitative and qualitative analysis of donor reports currently required and options to minimize donor reporting; to propose a standardized reporting template to be discussed with the focus group, among other tasks.</p> <p>The task group's scope expanded in mid-2024 to manage informal consultations with Member States donors in order to identify concrete steps which could be taken by both donors and the Secretariat to limit reporting burdens. With regard to Flexible funds, the Secretariat had several informal consultations, especially with CVCA donors, on how to improve reporting.</p> <p>Lessons learnt contained in the 2022 CVCA report were collected and analysed and a Flexible Funds report was issued for 2023. In the End of Biennium Results Report for PB 2022-2023, recommendations from audits, evaluations as well as guidance from Member States were incorporated, along with an improved format. The focus group continues its work, with further refinements being made throughout 2024-2025 leading to the Results Report 2024-2025.</p> <p>Anticipated implementation: 31 December 2024</p>
SIP2024_A1	Accountability	WHO Evaluation Office to develop an action plan to address the improvements required in WHO's	01/06/2025	Following from two IEOAC recommendations reported to the 40 th PBAC (document EBPBAC40/2), the Evaluation Office presented to the June 2024 IEOAC meeting its draft roadmap for taking forward findings and

		policy framework, systems and processes in line with the conclusions of the comparative study of the evaluation function across the United Nations system		<p>recommendations of the commissioned 2024 comparative review of evaluation functions across UN agencies. In addition to receiving the Committee's feedback and advice, the Evaluation Office will incorporate IEOAC advice and use the results of the review to update the WHO Evaluation Policy (2018). Following from this roadmap the Office is developing an action plan, with phases, which will be presented to the IEOAC at their March 2025 meeting. The Evaluation Office also conducted a survey of the three levels of the Organization between May and August 2024 to capture all evaluations and related work (reviews, assessments and studies, policies, strategies etc.) during 2022-2023. A total of 203 responses were received and the findings analysed.</p> <p>Anticipated implementation: March 2025</p>
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