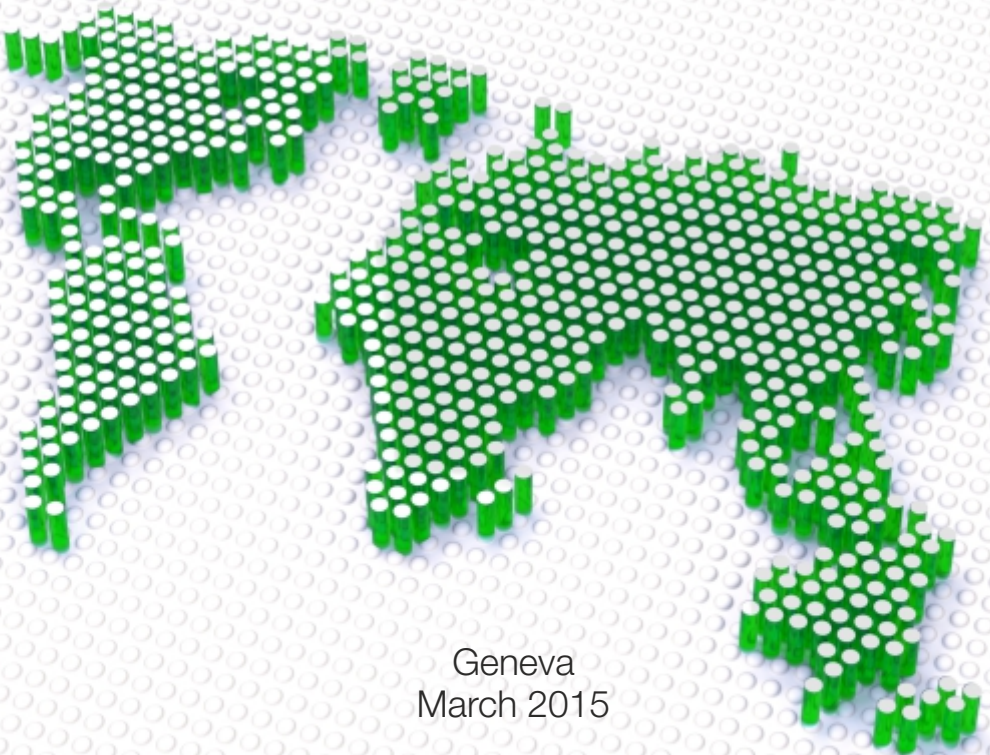


Handbook

for the induction of Heads
of WHO Offices in countries,
territories and areas.



Geneva
March 2015



**World Health
Organization**

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Introduction

One of the cornerstones of the WHO reform process is to improve organizational effectiveness and performance at country level. To realize this goal, Heads of WHO Offices in countries, territories and areas (HWOs) need to be empowered with the necessary diplomatic, political, technical and managerial competencies to excel in their functions. This handbook is designed to provide HWOs with relevant, hands-on messages on a series of key topics to help them in their day-to-day tasks at country level.

The first version of this Handbook was produced in 2014 and was made available to both newly-appointed and long-serving HWOs. The content was prepared based on a comprehensive mapping of the topics covered during briefings at the regional and global levels, on administrative and managerial topics that were identified as pivotal to everyday work in country offices.

Since 2014, the Organization has continued the process of implementing the reforms. One result has been the creation of a new, standardized post description for HWOs, to ensure the right profile for the important function. The post description, which was agreed throughout the Organization and published as a vacancy notice, reflects the necessary technical and managerial competencies for HWOs. The three key functional areas in which HWOs should excel, which are mirrored in the organization of this Handbook, are as follows:

1. Convening, representation, partnership and advocacy
2. Technical cooperation, policy advice and dialogue
3. Administration and management

Based on the feedback of HWOs, as well as extensive discussions with technical counterparts throughout the organization and the regional Country Support Unit Network, it was decided to expand the content of the Handbook. In addition to administrative and managerial issues, this year's Handbook will also include information on technical topics that are part of the six WHO leadership priorities but in which country offices may be lacking in capacity.

The content of each chapter was prepared by the relevant technical unit in Headquarters, with guidance and support from the Department of Country Cooperation and Collaboration with the United Nations System (CCU). The information in the Handbook is designed to complement and supplement the material presented during the Global Induction of HWOs, and provides sufficient resources at the end of each chapter should HWOs like to know more details on the topic.

Like the work of the entire Organization, the content of the Handbook is always changing. As a result, it is updated annually in the lead-up to the yearly Global Induction of HWOs, especially to include strategic policy decisions that have implications at the country level. The Handbook is also available [online](#) – with live links – to allow for easy access at all times.

It is the hope of the entire Organization that this Handbook will provide useful and relevant information to aid HWOs in their important work at country level. We look forward to your guidance and feedback, and welcome any suggestions for supplemental material. Please contact CCU by emailing countryfocus@who.int.

Dr Shambhu Acharya

Director (a.i.), CCU
Geneva, Switzerland
March 2015

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Part I

Convening, representation,
partnership and advocacy

预览已结束，完整报告链接和二维码如下：

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