

Report of the 14th Country Support Network Meeting

with the presence of the UN Collaboration Network

Planning of the “improvement of the delivery model (country focus) and UN collaboration” outputs of the WHO Reform Implementation Plan

*Château de Penthes,
Geneva, Switzerland
27 – 28 May 2014*



**World Health
Organization**

Background

Since 2012, a number of WHO reform initiatives have been put in motion. However, as indicated by the WHO reform second stage evaluation¹, the initiatives are moving at different speeds in different components of reforms, as well as across the Organization. Assessment has shown that results have been achieved in some areas but also that significant work lies ahead in other areas and at different levels of the Organization. The second stage evaluation also highlighted the importance of regional and country offices in implementing upcoming phases of reform, but also their limited engagement with reform to date. The report recommended that increased focus should be given to building the skills of regional and country teams if the reform is to be implemented effectively and uniformly across the Organization.

Based on the recommendations of the second stage evaluation, the WHO reform team, in close collaboration with relevant business owners, has streamlined the WHO Reform Implementation Plan² and the WHO Results Chain³ (outcomes, outputs and deliverables, as well as their associated indicators). This information has been presented in a results framework⁴ and discussed with the Programme, Budget and Administration Committee (PBAC), which grouped the deliverables more coherently.

Based on the new results chain for WHO Reform, a detailed matrix for each output is being developed to identify actions across the Organization that will be required to produce agreed-upon results. Some work for producing such a matrix has been initiated for the Country Support and UN Collaboration outputs, based on the Country Focus Strategy anchored in WHO reform that was discussed by the Global Policy Group (GPG) in Manila in March 2013. It will be important to refine it further to finalize the detailed implementation plan for these areas.

In addition, this process has to be linked to the planning of the 2016-2017 Programme Budget and to the formulation of deliverables for Category 6. To this end, the proposals developed during this meeting were shared with members of the Category 6 Network, as an input to their planning meeting held on 5-6 June 2014 in New Delhi.

Summary of meeting

The purpose of the two-day meeting (see the agenda in Annex I) was to review and agree on outputs, deliverables and resource envelopes relevant to Country Support and UN Collaboration Outputs of the WHO Reform Implementation Plan. In turn, this will also inform the planning of these components within the Category 6 planning for 2016-2017 teams and country offices in order to roll out the implementation of WHO reform through a renewed Country Focus Strategy.

The meeting brought together the Country Support Unit (CSU) Network and UN collaboration focal points (see Annex II) to agree on the outputs and deliverables related to country cooperation and UN collaboration, of the WHO Reform Implementation Plan.

¹ "WHO Reform Stage 2 Evaluation Final Report", 18 November 2013,

<http://www.who.int/about/who_reform/whoreform-stage2evaluation-pwc-2013.pdf?ua=1>

² "Detailed Implementation Plan for WHO Reform for 2014-2015", 12 May 2014,

<http://www.who.int/about/who_reform/documents/WHOREform_implementation_plan_asof_12May2014.pdf?ua=1>

³ "WHO Reform Indicators", May 2014,

<http://www.who.int/about/who_reform/documents/WHOREform_DRAFTperformance_monitoring_framework.pdf?ua=1>

⁴ "Revised Reform Results Framework", May 2014,

<http://www.who.int/about/who_reform/documents/WHOREform_revised_results_framework_May2014.pdf?ua=1>

The agreed-upon key points included:

- Outputs, deliverables and activities at the country, regional and headquarters levels identified in the improvement of the delivery model (country focus) and UN collaboration outputs of the WHO Reform Implementation Plan.
- Commitment to include agreed-upon outputs and deliverables in the 2014-15 and 2016-17 workplans, as appropriate and relevant, by Country Support Units and WHO country offices in all regions, and by Country Cooperation and Collaboration with the UN System (CCU) in HQ.
- Inputs to Directors of Programme Management (DPMs), Directors of Administration and Finance (DAFs), the Executive Director of the Director-General's Office (EXD/DGO) and the Assistant Director-General of General Management (ADG/GMG) for the Category 6 planning meeting in New Delhi in June 2014.
- Regional budgetary needs in areas related to WHO reform at country level.

Outcomes of the meeting

Revision of WHO Reform Implementation Plan, Outcomes 1.1 and 1.2

The agreed-upon outputs, deliverables and activities at the country, regional and headquarters levels are presented in Table 1. These deliverables were identified as a means of carrying out work at country, region and headquarters levels for actions 1.2 and 1.2.1, taking into account previous versions of the WHO Reform Implementation Plan and well as recommendations of the GPG on the renewed Country Focus Strategy anchored in WHO and the new process of selection of Heads of WHO Offices in countries, territories and areas (HWOs).

After the conclusion of the meeting, CSUs were requested to work within the regional offices to propose estimated budgetary envelopes necessary in order to achieve the agreed-upon outputs. These detailed costs by major office were consolidated in Table 1.

Table 1, with the projected resource envelopes from each region, was submitted to the Category 6 planning network in June 2014. As the table shows, there is a need to mobilize more resources in order to efficiently and effectively implement WHO reform, especially the country component. However, to date, only two allocations from the reform budget have been made to achieve this package:

1. Funding for the 14th CSU Meeting
2. Costs to develop a new assessment centre for HWOs

It is noted that the achievement of the outputs, deliverables and activities of the revised reform implementation plan remain dependent on sufficient resources being made available.

Proposed outputs 6.1.1a and 6.1.1b for the draft Programme Budget 2016-2017

The group agreed on a proposed revision of outputs for Programme Budget 2016-2017 (PB 16-17), to be discussed by the Category 6 Network. The fundamental objective was to create commonalities in the results chain of the WHO Reform Implementation Plan and the results chain of PB 16-17.

The changes are detailed in Table 2; they are as follows:

Output 6.1.1

The current output 6.1.1 reads "Effective WHO leadership and management in place", and has 16 deliverables. It is proposed to split this output into two, to have a greater level of specificity and granularity in connection with the country focus strategy. The two proposed outputs are:

6.1.1a: Effective WHO leadership and management in place (eight deliverables)

6.1.1b: Improve the delivery model at the three levels of the organization to better support Member States (six deliverables)

Output 6.1.2

The current output 6.1.2 reads: “Effective engagement with other stakeholders in building a common health agenda that responds to Member States’ priorities”, and has 10 deliverables. It is proposed to split this into three separate outputs, which are:

6.1.2a: Leverage non-State actors (NSAs) to achieve WHO results with risk managed engagement (seven deliverables)

6.1.2.b: Maximise convergence with the UN system reforms to deliver effectively and efficiently on the UN mandate (six deliverables)

6.1.2.c: Actively promote policy and operational coherence in global health (nine deliverables)

The proposed outputs have been submitted to the planning network for consideration in the discussions of the draft PB 16-17 during the latter half of 2014. It is being shaped following the meetings of the Regional Committees and the Executive Board, so the suggested structure could be of relevance.

Table 1: Proposed revised Reform Implementation Plan with estimated cost envelopes by Major Office (May 2014)

			Estimated cost, by Major Office (USD)							
Priority Type	WBS	Name	All Major Offices	AFRO	EMRO	EURO	PAHO	SEARO	WPRO	HQ
Outcome	1	1.1 PROGRAMME, PLANNING & FINANCING WHO's priorities defined and addresses in a systematic, transparent, and focused manner and financed accordingly	5,451,500.00	2,010,000.00	510,000.00	250,000.00	361,500.00	530,000.00	690,000.00	1,100,000.00
Output	1.1	Improve the delivery model at the three levels of the Organization to better support Member States	5,451,500.00	2,010,000.00	510,000.00	250,000.00	361,500.00	530,000.00	690,000.00	1,100,000.00
Deliverable	1.1.1	Renew or develop Country Cooperation Strategies, based on the revised CCS framework, both in countries with and without WHO presence	1,035,000.00	705,000.00			20,000.00	80,000.00	230,000.00	
Activity	1.1.1 C1	Engage in collaborative dialogue with national authorities to renew or develop CCS	325,000.00	235,000.00			20,000.00	30,000.00	40,000.00	
Activity	1.1.1 C2	Organize country teams to formulate the CCS	415,000.00	235,000.00				20,000.00	160,000.00	
Activity	1.1.1 C3	Monitor and evaluate CCS	295,000.00	235,000.00				30,000.00	30,000.00	
Deliverable	1.1.2	Align resources (human and financial) for each country office with country priorities identified in the CCS, as well as improve staff technical, managerial and administrative capacity of country teams	1,175,000.00	705,000.00			40,000.00	200,000.00	230,000.00	
Activity	1.1.2 C1	Ensure CCS informs the programme budget and prioritization exercise in the bottom-up planning process	125,000.00					75,000.00	50,000.00	
Activity	1.1.2 C2	Identify the managerial implications of the strategic agenda of CCS for aligning resources in country offices	65,000.00					25,000.00	40,000.00	
Activity	1.1.2 C3	Develop an action plan for the implications of the CCS Strategic Agenda at country level	60,000.00				20,000.00		40,000.00	
Activity	1.1.2 C4	Undertake the re-alignment of country team	150,000.00					100,000.00	50,000.00	
Activity	1.1.2 C5	Conduct training of country teams in critical areas for the implementation of the Country Focus Strategy	775,000.00	705,000.00			20,000.00		50,000.00	
Deliverable	1.1.3	Harmonize the core functions and strengthen the capacity of the Country Support Units Network in regional offices	2,121,500.00	600,000.00	510,000.00	250,000.00	301,500.00	230,000.00	230,000.00	
Activity	1.1.3 R1	Support and backstop the formulation of the CCS and bottom-up planning	1,123,000.00	300,000.00	310,000.00	250,000.00	88,000.00	75,000.00	100,000.00	
Activity	1.1.3 R2	Support and backstop the plan of action for re-aligning country offices	410,000.00	75,000.00	200,000.00		10,000.00	75,000.00	50,000.00	

Activity	1.1.3 R3	Coordinate handover and an immediate operational induction for newly-appointed HWOs	150,000.00	100,000.00					50,000.00	
Activity	1.1.3 R4	Monitor and evaluate country progress in the implementation of the Country Focus Strategy anchored in WHO reform	238,500.00	25,000.00			133,500.00	80,000.00		
Activity	1.1.3 R5	Organize an annual regional meeting for HWOs	200,000.00	100,000.00			70,000.00		30,000.00	
Deliverable	1.1.4	Finalize and coordinate the implementation of the renewed Country Focus Strategy anchored in WHO reform	520,000.00					20,000.00		500,000.00
Activity	1.1.4 H1	Finalize the renewed Country Focus Strategy anchored in WHO reform with necessary in-house consultation, for submission to GPG	30,000.00							30,000.00
Activity	1.1.4 H2	Finalize the revised CCS Framework	45,000.00							45,000.00
Activity	1.1.4 H3	Organize a biennial global meeting of HWOs	200,000.00							200,000.00
Activity	1.1.4 H4	Develop action plans by major office for implementing key priority actions of the renewed Country Focus Strategy anchored in WHO reform	140,000.00					20,000.00		120,000.00
Activity	1.1.4 H5	Convene a face-to-face meeting of CSU and UN collaboration networks to discuss Category 6 planning processes	60,000.00							60,000.00
Activity	1.1.4 H6	Develop a corporate communication approach to the renewed Country Focus Strategy anchored in WHO reform	15,000.00							15,000.00
Activity	1.1.4 H7	Monitor the implementation of the renewed Country Focus Strategy anchored in WHO reform	30,000.00							30,000.00
Deliverable	1.1.5	Coordinate the implementation of the revised policy for the assessment centres, selection, appointment and induction of HWOs, in collaboration with HRD	600,000.00							600,000.00
Activity	1.1.5 H1	Develop content for online trainings and face-to-face training activities	200,000.00							200,000.00
Activity	1.1.5 H2	Design and implement a revised assessment centre for potential HWOs	100,000.00							100,000.00
Activity	1.1.5 H3	Implement the revised policy for the selection and appointment of HWOs	50,000.00							50,000.00
Activity	1.1.5 H4	Develop handover guidance and handbook of responsibilities for better orientation of newly-appointed HWOs, to ensure accountability	50,000.00							50,000.00
Activity	1.1.5 H5	Organize induction on strategic matters for newly appoint HWOs	200,000.00							200,000.00

			Estimated cost, by Major Office (USD)							
2.2 GOVERNANCE										
Outcome	1.2	Strengthened effective engagement with stakeholders	1,764,500.00	416,000.00	0	51,500.00	387,000.00	300,000.00	70,000.00	540,000.00
Priority Type	WBS	Name	All Major Offices	AFRO	EMRO	EURO	PAHO	SEARO	WPRO	HQ
Output	1.2.1	Maximise convergence with the UN system reform to deliver effectively and efficiently on the UN mandate	1,764,500.00	416,000.00		51,500.00	287,000.00	300,000.00	70,000.00	540,000.00
Deliverable	1.2.1.1	Effective WHO engagement with the United Nations at country level, including active participation in the United Nations Country Teams and engagement in developing the United Nations Development Assistance Framework	739,000.00	376,000.00			138,000.00	175,000.00	50,000.00	
Activity	1.2.1.1 C1	Ensure WHO participation in UNDAF roll out phase/One programme elaboration processes and mainstream CCS in the UNDAF	227,000.00	94,000.00			58,000.00	75,000.00		
Activity	1.2.1.1 C2	Engage effectively in UNCT and subsidiary mechanisms	119,000.00	94,000.00			25,000.00			
Activity	1.2.1.1 C3	Define and ensure engagement of WHO in 5 pillars of DaO in those countries that have adopted DaO approach.	55,000.00				55,000.00			
Activity	1.2.1.1 C4	Engage proactively to access MDTFs.	94,000.00	94,000.00						
Activity	1.2.1.1 C5	Advocate and promote the inclusion of health in the development agenda at country level.	244,000.00	94,000.00				100,000.00	50,000.00	
Deliverable	1.2.1.2	Effective WHO's engagement with the United Nations System at regional level	485,500.00	40,000.00		51,500.00	249,000.00	125,000.00	20,000.00	
Activity	1.2.1.2 R1	Backstop selective support to UNDAF roll out countries.	145,500.00	10,000.00		43,500.00	42,000.00	50,000.00		
Activity	1.2.1.2 R2	Backstop selective support to DaO countries.	70,000.00	10,000.00			35,000.00	25,000.00		
Activity	1.2.1.2 R3	Engage effectively in regional UN and subsidiary mechanisms, including the preparation of UNDG regional teams work plans.	48,500.00	10,000.00		1,500.00	27,000.00		10,000.00	
Activity	1.2.1.2 R4	Advocate and promote the inclusion of health in the development agenda at regional level.	111,500.00			1,500.00	110,000.00			
Activity	1.2.1.2 R5	Build partnerships with individual UN agencies at regional level to support implementation of the 12th GPW wherever possible.	110,000.00	10,000.00		5,000.00	35,000.00	50,000.00	10,000.00	
Deliverable	1.2.1.3	Effective WHO's engagement with the United Nations System at global level	540,000.00							540,000.00
Activity	1.2.1.3 H1	Prepare guidance/presentation to support COs during the UNDAF roll-out / DAO phase	50,000.00							50,000.00

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预览已结束，完整报告链接和二维码如下：



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comes)	All Major Offices	AFRO	EMRO	EURO	PAHO	SEARO	WPRO	HQ
	7,216,000.00	2,426,000.00	510,000.00	301,500.00	748,500.00	830,000.00	760,000.00	1,640,000.00

