**WHO Accountability Compact**

**between**
Dr Peter Salama, Executive Director, Health Emergencies Programme

and

Dr Margaret Chan, Director-General, World Health Organization

for 2017

### 1. Leadership

**Definition**
Accountability of the Executive Director in relation to leadership performance is demonstrated in the following ways:

1. Effective representation of WHO with stakeholders within area of responsibility (including effective communication and coordinated resource mobilization).
2. Leadership of relevant Category Network to deliver PB outputs.
3. Achievement of PB deliverables within the responsibility of the Cluster.
4. Motivation and commitment of staff for the mandate and work of the Cluster;

**Leadership Objectives**
Continue to lead the roll-out of the new programme and oversee work of all departments:

- Major deliverables:
  - Ensure key resources and capacities in place for critical functions at all levels
  - Continue to improve business processes including functioning of rosters
  - Monitor results against results framework
  - Ensure oversight and technical advisory bodies functional and recommendations implemented

- Provide leadership in WHO response to major new emergencies and for priority programmes:
  - Ensure timely detection, assessment and response as per emergency management processes
  - Oversee all aspects of WHO response to acute and protracted crises from assessment to programme design, strategic and operational planning and risk and performance monitoring
  - Ensure more robust implementation of IHR and strong support for national capacity building
  - Overview strengthened response to YF, cholera and other priority pathogens

- Represent the organization and lead engagement with partners:
  - Effectively represent the organization at key fora on global health security
  - Develop formal partnerships with key UN and NGOs on health emergencies
  - Support development of new GOARN and health cluster strategies

- Develop strong internal coordination mechanisms at all levels:
  - Ensure strong functioning of SMT
  - Ensure strong engagement across clusters particularly in areas of HS, UHC, mental health, FWH and R and D

- Lead development of country business model:
  - Implement, in 3-5 countries, new country business model with empowered country leadership for achieving results and raising resources at country level
## 2. Stewardship

### Definition
Accountability of the Assistant Director-General in relation to stewardship of resources and risk management is demonstrated in the following ways:

1. Maximises opportunities and manages risks to acceptable levels in achieving programme objectives.
2. Exercises responsible management of both human and financial resources.
3. Ensures that delegation of authority is correctly implemented in the Cluster and that WHO rules, regulations, policies and procedures are effectively adhered to throughout the Cluster.
4. Takes effective actions to address known and significant internal control weaknesses in the Cluster.

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<tr>
<th>Expected Accomplishments</th>
<th>Performance Measure</th>
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<td><strong>Transparency, Accountability &amp; Risk Management</strong></td>
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Exercises responsible and proactive risk management in accordance with WHO’s Corporate Risk Management Policy. Ensures full accountability and compliance with rules and regulations. | • Percentage of risk mitigation measures implemented for critical risks.  
• Percentage of internal audit recommendations implemented within the agreed timeframe. |
| **Human Resources** |  
Ensures that performance standards are set, monitored and evaluated in a fair and timely manner, and non-performance effectively managed. | • Percentage of performance appraisals of staff in the Cluster completed within established timelines.  
• Annual increase in proportion of female staff at P4 level and above.  
• Percentage of candidates recruited from unrepresented and under-represented countries in the professional and higher categories. |
| Improves representation of women in professional and higher categories, and representation of nationals of under-represented Member States. |  
Ensures timely recruitment and succession planning. | • Percentage of fixed-term recruitments for which the screening of the candidates is completed within agreed timelines. |
| **Financial Resources** |  
Utilizes financial resources effectively and efficiently to achieve expected results within the approved budget. | • Percentage of donor reports submitted according to the agreed timelines.  
• Number of open encumbrances that are more than three months beyond the award end date |
| **Travel** |  
Ensures that travel supports programme objectives and is planned in advance. | • Travel expenditure within predetermined travel budget. |
| **Procurement** |  
Ensures transparency and competitive bidding for selection of suppliers in accordance with procurement policies and procedures. | • Compliance with WHO procurement policies and procedures |
| **Governing Bodies** |  
Meets deadlines for Governing Body documentation | • Percentage of Governing Body papers (for WHA, EB and PBAC) submitted within agreed |
3. Behaviour

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<tbody>
<tr>
<td>Executive Director</td>
<td>20/11/17</td>
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In all of my undertakings, I will demonstrate, adhere to and promote the highest ethical standards in WHO and serve as a role model. It is my objective to strengthen WHO’s ethics culture and promote the changes that are necessary to achieve this objective.

I acknowledge the performance objectives, outputs, and standards stated above and undertake to plan, implement, monitor and report on them. Furthermore, I understand that in addition to the specific objectives referred to in this document, a key element of my responsibilities is to contribute to the broader interests and work of WHO.

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<th>Signature:</th>
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<tbody>
<tr>
<td>Director-General</td>
<td>20/12/2017</td>
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I endorse the performance objectives, outputs, and standards stated in this compact. I commit to delegating the necessary authority to achieve these. In the event that any or some of these objectives and standards change, I commit to review the targets.