General comments

1. Member States (MS) welcome the consultation and the managerial reform paper, describing it as "work in progress" and a declaration of intentions.

2. The five broad areas for managerial reform outlined in the current paper are generally supported. The Secretariat is requested to provide further details and analysis on both the issues, root causes and proposed reforms, and include more concrete options to facilitate Member States' discussion.

3. It is also suggested to provide indicative next steps, a general action plan/time frame for phased implementation of the reform and to consider key metrics for monitoring progress on reform.

4. Member States emphasize the need to show how the different areas of reform: managerial reform, governance reform and programmatic reform are connected, including where the three concept papers are situated in these areas.

5. The Secretariat is requested to define key terms and use simple languages in relation to the issues and proposed reforms to ensure clear and common understanding.

6. There is agreement that a distinction should be made between those reforms that require discussion and endorsement of Member States and those that are ongoing and/or can be implemented at the discretion of the Director-General.

7. There is agreement that Member States and the Secretariat should be mutually accountable for the success of the programme of reform.

8. Member States request more information on the remaining preparatory steps in the lead up to the special session of the Executive Board (EB).

9. Calls are made for the special session of the EB to be structured to maximize discussion, debate, and decision making with less emphasis on prepared statements.

10. The Secretariat will:
    • prepare one consolidated paper for the special EB session by mid October, which will cover governance, managerial and programmatic reform including elements of the
three concept papers, and which will distinguish between the strategic issues requiring Member States' decisions, from those that do not.

- prepare a set of "questions & answers" to provide more clarity on issues raised by MS.

**Comments on each area**

➢ *Organization effectiveness, alignment and efficiency*

11. Strengthening country offices – The need to consider how resources (including human and financial) could be strengthened at country offices, in order to enable WHO to more effectively and efficiently deliver on its agreed priorities at the country level, is discussed. On strengthening human resources, it is noted that the focus should be on ensuring the right skill mix and capacities, instead of on head-counts. A typology of country needs will be useful to guide a targeted, rational and differentiated approach to strengthening country offices.

12. Actions at country-level – It is noted that better collaboration is required not only with other UN agencies/non-governmental stakeholders but also with national agencies; and that there is a need to avoid duplication of roles. WHO should focus on the normative and strategic functions, and refrain from acting as implementing agency of country programmes.

13. Support at the regional level – It is requested that more information of the "triangle of WHO" be provided, with clarifications of the roles and lines of responsibilities between the three levels of the Organization. Noting that each region has its specificities and that there are certain issues common for countries in the same region, there is a suggestion to consider the "regional health architecture" and how WHO can collaborate with other agencies to offer appropriate support at the regional level.

14. The Secretariat is requested to provide more information on the issues highlighted in the managerial reform paper, in particular on the following:

   - Duplication of efforts among HQ/RO/CO – to supplement information on the areas of duplication, the reasons etc.; and to provide options for solutions.

   - Doing normative work more effectively – to elaborate what “normative work” refers to (e.g. the types of work, illustrated with examples).

   - Redistribute resources between HQ/RO/CO - to clarify what this "redistribution" implies and the proposed approach for redistribution, etc.
• Shift some functions to lower cost duty stations – to provide more specific information on the types of functions to be relocated, how the transition would be made, the impacts and benefits (apart from costs considerations), etc. It is noted that outsourcing should not be a short-term knee jerk reaction to the problem of currency fluctuation, and that there should be solid data to demonstrate effectiveness of the proposed measures.

➢ Improving human resource policies and management

15. Impact on staff – There is a need to consider the impact of the revised human resource policies on staff, and to have plans for properly managing the changes. A change management strategy should be developed to guide the introduction of reforms.

16. Skills and competencies - Emphasis should be placed on having the right skills and competencies, being mindful of the need for diversities.

17. Secondment mechanisms - It is suggested to explore and improve secondment mechanisms with Member States.

18. The Secretariat is requested to provide further information on the following:
   • New workforce model – information on the current human resource plans and the issues identified, and how the revised plan would be different from the current one.
   • High-performing culture – the proposed approach for achieving cultural shifts, particularly with regard to the performance appraisal process.
   • Improve performance management process – more specific information on the criteria, the types of reward and incentives mentioned in the document.
   • Staff development and learning – elaboration on the "learning strategies" mentioned in the document.

➢ Managing for results

19. Simplification of the planning process - It is suggested to explore ways to simplify the planning process, and the approach undertaken by the WIPO Strategic Realignment Program is quoted as an example for sharing experience.

20. Planning framework – Further analysis is required on the implications of the proposed changes in planning approaches, e.g. removing mid-term strategic plans (MTSP), changes to 3-year planning cycles, etc.
21. Accountability and transparency – There are requests for further information to be provided on the proposed measures to improve transparency. It is also suggested to consider setting up mechanisms to follow up action plans and budgetary plans, monitor implementation and report progress.

22. Evaluation scope and timelines - The importance of developing an institutionalized evaluation approach in the Organization, instead of only conducting a one-off exercise, is noted. Some Member States reiterated support for a thematic independent formative evaluation to guide and augment the reform process, emphasizing that the evaluation should be undertaken soon and that it should cover all three levels of the organization to offer insight in the division of labor.

23. Evaluation oversight arrangements – Further information is required on the sub-committee for oversight of evaluation, e.g. how members will be designated. There are suggestions to make use of existing governance structure e.g. PBAC for the oversight function.

24. Creation of new offices – Clarifications are required on the proposal to set up new offices (e.g. the Ethics Offices)

25. Improving efficiencies - It is suggested to make use of new technologies to reduce the costs and expenses of communications and meetings.

➢ Financing

26. General comments – Member States request more details including an analysis of the current situation, financial health of the organization, the issues identified and their root causes, and elaboration of how the proposed solutions will address the problem, etc.

27. Increase the predictable budget – Concerns are expressed that the proposal to increase percentage of the organization’s predictable budget to 70% is over-ambitious.

28. Increase the proportion of flexible income – On the proposal to increase assessed contributions (AC), Member States stress that further deliberation and discussion with would be required.

29. Managing voluntary contributions (VC) – It is noted that there is a need to consider mechanisms for better managing VC, to ensure that VC aligns with the Organization’s priorities, and to avoid the situation of using AC to subsidize activities under VC.

30. Replenishment model – Clarification and elaboration is requested on how the proposed replenishment model would work and on how it could improve predictability of funding;
and to address concerns that the replenishment model may result in certain priorities being donor driven. The need to adopt stronger measures for transparency and accountability to build confidence is emphasized.

31. New and innovative sources of funding – Concerns are raised about the costs & efforts that will be involved in developing new ways of funding; and how to manage issues of conflict of interest if non-state actors are included as donors.

32. Corporate resource mobilization strategy – Questions are raised as to whether a corporate approach will be appropriate for WHO. A clear definition of "corporate" is requested; it is also suggested that "Organization-wide" might be a more appropriate substitute for this concept in WHO's context.

➢ Strategic communications

33. Suggestions for improving communications are discussed, including the use of social media and multi-lingual communications, deploying new methods for communications and meetings, and reviewing publication policies.

➢ Others

34. The issue of how the Organization could engage and coordinate with multiple stakeholders is discussed. While noting the need to improve and/or develop mechanisms for interaction with other agencies/actors in the global health architecture, there are suggestions to consider options apart from a World Health Forum.

35. It is noted that the work of other organizations/agencies (such as WIPO, ILO, the Human Rights Council) would also have impact on health, and that WHO has the role to influence them and ensure that health perspectives are considered in their agenda. It is suggested that the Executive Board set up a mechanism for interacting with these agencies.

36. It is emphasized that in considering measures for reforming the Organization, there is a need to reflect and learn from the experience of other organizations, agencies as well as the private sector.

➢ Governance

37. Approaches to make the work of governing bodies more effective are discussed, and the following suggestions are brought up-
• clarifying the roles of the governing bodies
• having more strategic agenda that are linked with priorities of the Organization;
• having smaller number, and broader "omnibus" resolutions
• ensuring timely delivery of documents to MS

38. It is suggested that the Executive Board consider setting up mechanisms for interaction with other stakeholders and collecting their views.

39. The importance of preserving the nature of WHO as a Member States driven organization is stressed.