Decisions and list of resolutions

I. DECISIONS

EB130(6)  WHO reform (programmes and priority setting)

The Executive Board, having considered decision EBSS2(1),

(2) requested the following support from the Director-General, based on existing information:

(a) a presentation on current priority-setting practices and the strengths and weaknesses of those practices and the relationship between the country cooperation strategies, the general programme of work formulation process and the programme and budgeting process, to be held on the afternoon of 26 February 2012. Copies of the presentation are to be circulated three days in advance of the presentation. Arrangements are to be made for a web-based consultation for nongovernmental organizations in official relations with WHO to present their views according to the scope of work and for them to observe the presentation;
Current Priority Setting Framework
Linkages

- WHO Constitution
- General Programme of Work
- Medium Term Strategic Plan
- Programme Budget
- Operational Plans

Country Cooperation Strategy

World Health Organization
Current Priority Setting Framework
11th General Programme of Work

• Vision of global health priorities for the world

• Five categories of work for WHO
  1. Universal coverage
  2. Global health security
  3. Social, economic and environmental determinants
  4. Institutional capacities and governance
  5. Strengthening WHO's leadership
Current Priority Setting Framework
Medium-Term Strategic Plan

• Vision for WHO for a 6 year period

• 13 Strategic Objectives prioritized based on:
  – Analysis of the burden of disease
  – Major health challenges
  – Equity, efficiency and performance
  – Comparative advantage of WHO
  – Potential for measurable impact
Current Priority Setting Framework
Medium-Term Strategic Plan

• Identified for each Strategic Objective:
  – Expected results
  – Performance targets
  – Resource estimates

• Provided the overall structure for subsequent biennial Programme Budgets
Current Priority Setting Framework
Programme Budget

• 3 Biennial Programme Budgets under MTSP

• Programme Budget provided:
  – Emphasis for a given biennium
  – Overall budget requirements
  – Allocation of budget between categories, within categories and across the Organization
  – Expected results and performance targets
Current Priority Setting Framework Programme Budget

• Criteria used to define emphasis:
  – Individual Member State needs expressed in CCS
  – Global and Regional priorities
  – Progress towards achieving targets
  – Comparative advantage of WHO’s normative and technical support

• Validation mechanism informed the allocation of budget across the Organization
Current Priority Setting Framework
Country Cooperation Strategy

• Medium-term vision for WHO's cooperation with a given Member State

• Identifies the national health priorities for which WHO's collaboration is required

• CCSs or equivalent have been developed in 144 countries
Current Priority Setting Framework
Country Cooperation Strategy

• CCS priorities are based on
  – Priority health issues in a given country
  – International and regional commitments
  – Opportunities for developing national capacities
  – Contributions from other health partners
  – GPW and MTSP
  – WHO’s comparative advantage
Current Priority Setting Framework
Strengths

• Extensive consultation

• Identifies agreed results and targets

• Provides opportunity for review based on performance
Weaknesses / Lessons Learnt
Process

• Process is complex, long and costly

• Processes are not sufficiently integrated

• Available funding is an overriding factor of what gets implemented
Weaknesses / Lessons Learnt

Current Categories

• Not consistently applied

• Too many categories resulting in fragmentation and inflexibility

• Not strong communication tools

• Lack of clear lines of accountability
Weaknesses / Lessons Learnt
Criteria

• Criteria is not differentiated for various purposes of priority setting

• Criteria for headquarters and regional offices not clearly formulated

• No clear criteria for balancing between individual country needs and global / regional needs
Weaknesses / Lessons Learnt
Results Chain

• Results chain (impacts, outcomes, outputs and activities) is not clearly defined

• Lack of clear accountability for results

• Role of each level of the Organization (country, region and HQ) is not defined
Weaknesses / Lessons Learnt

Accountability

• Insufficient linkage between
  – Setting programme priorities
  – Results based budget allocation
  – Financing
  – Resource mobilization

• Results in lost opportunities for improving organizational effectiveness, transparency and accountability for resources and results
Discussion Points
Simplified Methodology for Priority Setting

• 12\textsuperscript{th} General Programme of Work and Programme Budget to be used as main instruments for priority setting

• Country Cooperation Strategy for prioritizing WHO cooperation with an individual country
Discussion Points
Simplified Methodology for Priority Setting

- 12\textsuperscript{th} General Programme of Work
  - Provide the vision for WHO for a 6 year period
  - Fewer categories
  - Impact targets and outcomes for each category
  - Estimate resource requirements
Discussion Points
Simplified Methodology for Priority Setting

• Biennial Programme Budget
  – Same categories and outcomes as GPW
  – Outputs of the Secretariat across the three levels of Organization
  – Biennial performance targets
  – Realistic results based budget allocations across the three levels of the Organization
  – Detailed financing requirements
Discussion Points
Categories

• Option 1 – Use existing 13 strategic objectives
• Option 2 – Use 7 Categories
  – MDGs
  – NCDs
  – Health Systems
  – Outbreaks and Emergencies
  – Evidence and Innovation
  – Convening and Partnerships
  – Corporate Services

Topics
Enabling
Discussion Points
Differentiated Criteria

• Identify differentiated criteria for the various purposes of priority setting
  – Prioritizing between categories
  – Prioritizing within categories
  – Prioritizing cooperation with individual countries
  – Prioritizing work of headquarters and regions
Discussion Points
Overarching Criteria

Magnitude of Problem

Comparative Advantage of WHO

High Priority

Low Priority
Discussion Points
Prioritizing Between Categories

- Analysis of the burden of disease
- Major health challenges of global and regional importance
- Equity, efficiency and performance
- Comparative advantage of WHO’s normative work and technical support
- Potential for measurable impact
Discussion Points
Prioritizing Within Categories

• Individual Member State needs expressed in CCS
• Global and Regional priorities
• Comparative advantage of WHO’s normative work and technical support
• Opportunities to leverage partnerships
Discussion Points
Prioritizing Cooperation with Individual Countries

- Priority health issues in a given country
- International and regional commitments
- Opportunities for developing national capacities
- Contributions from other health partners
- GPW and Programme Budget
- Comparative advantage of WHO’s technical support
Discussion Points
Prioritizing Work of Headquarters and Regions

• International and regional resolutions, conventions and agreements
• Need for global and regional consensus, common standards and comparable approaches
• Status of existing guidance
• Comparative advantage of WHO’s normative work
• Potential to catalyze or leverage work of others
### Discussion Points

**Matrix of Categories and 6 Core Functions**

<table>
<thead>
<tr>
<th>Categories of Work</th>
<th>Core Functions</th>
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<tbody>
<tr>
<td>MDG</td>
<td>Providing leadership</td>
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<tr>
<td>NCD</td>
<td>Shaping the research agenda</td>
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<tr>
<td>Health Systems</td>
<td>Setting norms and standards</td>
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<tr>
<td>Outbreaks Emergency</td>
<td>Articulating policy options</td>
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<td></td>
<td>Providing technical support</td>
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<td></td>
<td>Monitoring and health trends</td>
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<table>
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<tr>
<th>Enabling Categories</th>
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World Health Organization
## Discussion Points Matrix Examples

<table>
<thead>
<tr>
<th>Providing Leadership</th>
<th>Shaping Research Agenda</th>
<th>Setting Norms &amp; Standards</th>
<th>Articulating Policy Options</th>
<th>Providing Technical Support</th>
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</thead>
<tbody>
<tr>
<td>MDGs</td>
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<td>Technical support for the introduction of new vaccines</td>
<td>Monitoring and Reporting on MDGs 4 and 5</td>
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<tr>
<td>NCDs</td>
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<td>Global Monitoring Framework and Targets for NCDs</td>
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<td>Health Systems</td>
<td>IGWG on Public Health Innovation and Intellectual Property</td>
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<td>World Health Report on Health Financing</td>
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Discussion Points
Timeline

**Phase 1**
- **Outline of GPW12, WHA65**
  - Including categories, impact and high-level outcomes

**Phase 2**
- **Draft 1 GPW12 and PB 14-15, Regional Committees 2012**
  - Including adjustments based on WHA65 feedback and outcomes, outputs across three levels and resource allocation mechanism

**Phase 3**
- **Draft 2 GPW12 and PB 14-15, EB132**
  - Including adjustments based on regional committee feedback and realistic results based budget allocations and financing requirements

**Phase 4**
- **Final Draft GPW12 and PB 14-15, WHA66**
  - Including final adjustments based on EB132 feedback
# Discussion Points

## Timeline

<table>
<thead>
<tr>
<th>Timeline</th>
<th>Process Step</th>
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<tbody>
<tr>
<td>WHA May 2012</td>
<td>Draft GPW including impacts, categories and high-level outcomes</td>
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<tr>
<td>Regional Committees Aug-Oct 2012</td>
<td>Draft GPW and Outline Programme Budget including categories, outcomes, contribution of the Secretariat across three levels, resource allocation mechanism</td>
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<td>PBAC Dec 2012</td>
<td>Revised Draft GPW and Draft Programme Budget with resource requirements and budget allocations</td>
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<tr>
<td>EB Jan 2013</td>
<td>GPW and Revised Draft Programme Budget with income projections</td>
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<tr>
<td>WHA May 2013</td>
<td>Final GPW and Final Programme Budget</td>
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