“Our goal is clear - to make WHO a modern organization that works seamlessly to make a measurable difference in people’s health at country level”

- Dr Tedros
The 5 major elements of our Transformation

A new strategy
A new operating model
Fit-for-purpose processes & tools
Organizational culture & staff engagement
New external engagement & partnerships

DG & RDs laid out the vision for each of these elements in the 6 March announcement
1. GPW13 now articulates a clear vision & direction...

Who we are...

What we’ll do...

How we’ll do it...

ORGANIZATIONAL SHIFTS

Measure impact to be accountable and manage for results

Reshape operating model to drive country, regional and global impacts

Transform partnerships, communications and financing to resource the strategic priorities

Strengthen critical systems and processes to optimize organizational performance

Foster culture change to ensure a seamless, high-performing WHO

MISSION

STRATEGIC PRIORITIES (AND GOALS)

ENSURING
HEALTHY LIVES AND PROMOTING WELL-BEING
FOR ALL ATM ALL AGES BY:

ACHIEVING
UNIVERSAL
HEALTH
COVERAGE
1 BILLION
more people benefiting from universal health coverage

ADDRESSING
HEALTH
EMERGENCIES
1 BILLION
more people better protected from health emergencies

PROMOTING
HEALTHIER
POPULATIONS
1 BILLION
more people enjoying better health and well-being

DRIVING PUBLIC HEALTH IMPACT IN EVERY COUNTRY
differentiated approach based on capacity and vulnerability

Policy dialogue to develop systems of the future

Strategic support to build high performing systems

Technical assistance to build national institutions

Service delivery to fill critical gaps in emergencies

Mature health system

Fragile health system

SUPPORT LEADERSHIP

diplomacy and advocacy; gender equality, health equity and human rights; multisectoral action; finance

FOCUSING GLOBAL PUBLIC GOODS ON IMPACT

normative guidance and agreements; data, research and innovation

STRATEGIC SHIFTS

PROMOTE HEALTH - KEEP THE WORLD SAFE - SERVE THE VULNERABLE
...our new PB process is operationalizing the strategic shifts

...and has put ROs in the driving seat for all of our work on Global Goods & Technical Cooperation
... Goals Week has aligned staff to the GPW13
2. We redesigned 13 core processes....

...and now they are with the business owners for roll-out...
...and the new processes are now influencing the new HQ structure

Example of Quality Assurance of Norms & Standards Process
3. We have a new 3-level, aligned WHO Operating Model

**Country Offices:** drive our agenda (incl. Global Goods) & lead application with Ministries/UNCTs/partners

**Regional Offices:** coordinate Technical Cooperation, translate norms into impact & 1st provide tech support

**Headquarters:** lead Global Goods & partnerships & provide highly specialized technical assistance/surge

*The roles of each level are clarified*

*4 pillars run through all 3 levels to enhance joint work*

*New ways of working facilitate seamless delivery*
Aligning HQ to the new op model: timeline

I. Division-Level Structure
II. Dept-Level Structure
III. Unit-Level Structure

DG

New Div/Dept level structure announced

mid Mar

Apr-May

Jun-Jul

Aug-Sep

Jun-Jul

Aug-Sep

Cross-cutting ways of working defined (at unit/team level)

Go live in new set-up

1 Jan 2020

Refinement of structures & begin transition

Dept scopes of work & functions consolidated

New HQ dept mgmt & team structures

Oct-Dec

Dec-Jun

Mar-Apr
Aligning HQ to the new op model: major inputs & workstreams

- New roles & scope of work in HQ
  - Dept purpose & functions, areas of work to be moved/centralized
  - Dept-specific GPHGs, spec’d tech/ surge support, leadership & corp. functions defined
  - Standardized functions/capacities of ADGOs/DOs

- New HQ structure & fit for purpose workforce
  - New HQ division level structure
  - New HQ dept level structure
  - New HQ dept mgmt & team structures
  - HQ Depts & teams staff sized
  - New HQ role: GPHGs Surge/ Spec. Tech. Assist, Leadership & Corp. Functions
  - New service delivery models & new tech, bus. & EXR corporate processes/functions
  - Dept structures flattened Mgmt titles/PDs standardized
  - Budget Centers lifted to division level
  - Cross-cutting teams
  - Outcome/Output Delivery Teams & Technical Expert Networks

- New ways of working
  - Mar 2019 Announcement
  - Apr-May (Step 2)
  - Jun-Jul (Step 3)
  - Aug-Sep (Step 4)
  - Oct-Dec (Step 5)
  - Jan 2020

- HQ structure rolled out
  - Transition to new set-up
New Division-Level Structure in HQ

[Diagram of the new structure]

1 includes DG Office and GPMB, IOAC, IOS, LEG, CRE, EVL, POL, Country Cooperation and Strategy, GER, OMB, GBA; DG Advisers and Transformation report directly; 2 the Chief Nurse and Global NCD Platform report to the DDG; the DDG office includes polio transition and migration and health; 3 coordinates Fast Track Operations; 4 incl. major grant management; 5 incl. Budapest Office; 6 incl. Tunis Center and Security (SEC); 7 incl. Health Information Systems Strengthening; 8 incl. SPI and knowledge functions; 9 also houses the Innovation Hub; 10 incl. essential medicines for UHC/PHC; 11 research agenda coordinated with Chief Scientist; 12 incl. IHR Secretariat and Lyon Office.
Regions are also aligning to the new WHO-wide operating model
Regional Office-led functional reviews are informing alignment at the country level

AFRO
47 country offices to date

EMRO
15 country offices to date
**Work to date on a predictable WHO Country Office operating model**

**WHO Scope of Work & Operations**

- **Policy support**: Structure may include a Liaison Officer and admin support only.
- **Targeted technical support**
- **Moderate technical support**
- **Full technical support**
- **Operational support**

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1. Core structure includes additional support staff (secretaries, driver, etc.). See back up slide.
2. May have variations in EXR staffing based on RM potential and complexity of policy/partner environment.
4. A new approach to partnerships and financing
Longstanding partners, as well as ROs & HQ, are starting to identify priority countries for rollout of the *Global Action Plan*. And new partners are joining with WHO to help promote health.

...we are aligning with our major partners and engaging with new ones on the health-related SDGs & GPW13.
5. A collaborative & impact-focused culture

WHO-wide baseline survey
(nearly 6000 participated)

The participation rate of all Major Offices was above 50%

300 Change Supporters in a staff-nominated Network

DG Updates to all Staff

Tedros on Transformation

Dear Colleagues,

Thank you for joining our All-Staff meeting on 6 March to kick-off a new chapter in WHO’s history.

WHO-wide Values Launch

‘Pulse-checks’ & other surveys from April 2019
...that is inspiring other culture change activities to take place

Staff organized TED style talks

G-staff led task force

World’s Healthiest Organization

Mentoring & coaching opportunities
Immediate next steps in the WHO Transformation

I. transition HQ & ROs to the new set-up

II. rollout new, common processes across WHO
    (especially Norms & Standards, Technical Cooperation)

III. refine & introduce new ways of working
    (esp. Output Delivery Teams & cross-cutting teams)

IV. change management & enabling staff
    (e.g. team-based ways of working)

V. unfinished business (e.g. WHO Country Operating model)