



The WHO Transformation

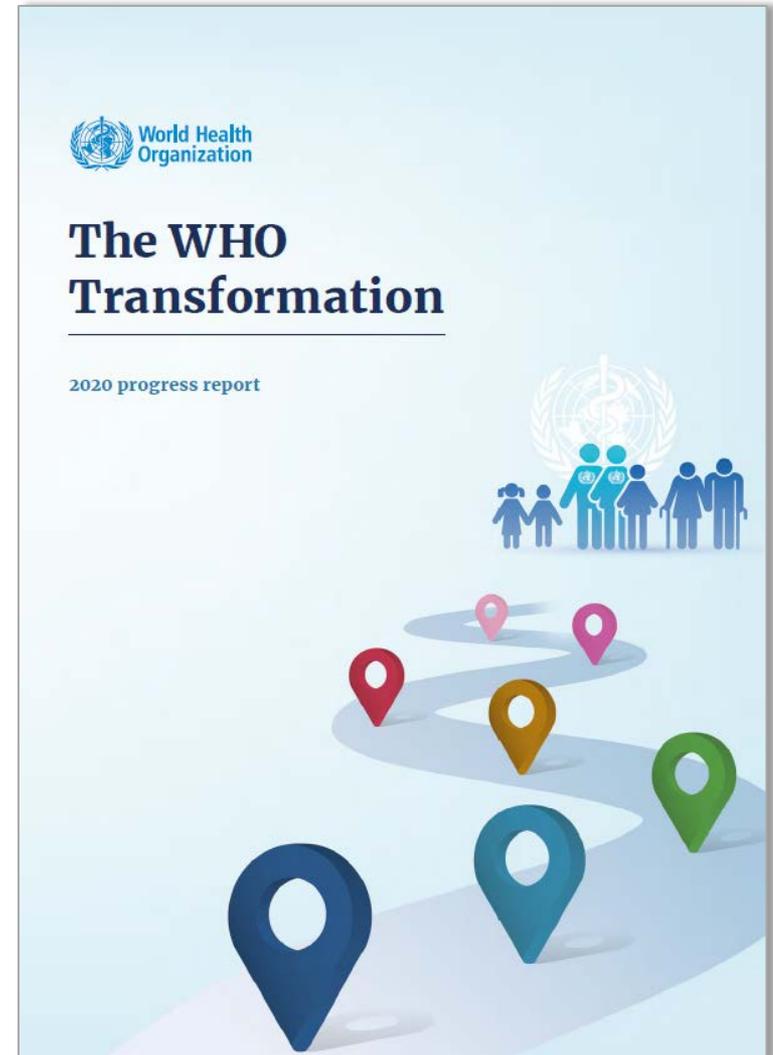
2020 progress report



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About this document

- ✓ Builds on report shared with Member States in Jan 2020 during 146th EB
- ✓ Detailed overview of implementation of the WHO Transformation Agenda
- ✓ Status of 40 Transformation initiatives
- ✓ Learnings from this year, especially during COVID-19
- ✓ Priorities for 2021 and beyond



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About our Transformation

1 over-riding goal



3 strategic objectives



7 major workstreams
(40+ key initiatives)



Our WHO-wide Transformation at a glance

Transformation goal

A modern WHO working seamlessly to make a measurable difference in people's health at country level



Strategic objectives

Fully focused & aligned for impact

Enabling the full potential of our organization

Leverage the global community

Major Transformation workstreams



Impact-focused, data-driven strategy



"Best-in-class" processes



New approach to partnerships



Collaborative & results-focused culture



Aligned, 3-level operating model



Predictable & sustainable financing



Motivated & fit-for-purpose workforce

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About our Transformation

Major milestones in our Transformation journey so far

Phase 1: Consultation & analysis

Phase 2: Design & planning

Phase 3: Alignment & initiation

Phase 4: Implementation & continuous improvement



3 Progress by major area

Status overview of 40 major, 3-level Transformation initiatives

Implementation status

- Completed 
- Fully implemented 
- Partially implemented 
- Initiated 

Major achievements and key milestones (as of November 2020)

-  Achievement
-  Milestone

Table 2.1 Status overview of Transformation initiatives focused on operationalizing our strategy

Table 2.2 Status overview of the major 3-level processes addressed in this workstream

Table 2.3 Status overview of Transformation initiatives focused on our 3-level operating model

Table 2.4 Status overview of major Transformation initiatives in the workstream

Table 2.5 Status overview of major Transformation initiatives in this workstream

Table 2.6 Status overview of major Transformation initiatives in this workstream

Table 2.7 Status overview of major Transformation initiatives in this workstream

Initiative	WHO career pathways	New measures to recognize experience of National Professional Officers (NPOs)	New mechanism for short-term developmental assignments (STDAs)
Lead division (lead department)	Business Operations (HRT) and WHO Academy (ACCS)	Business Operations (HRT)	Business Operations (HRT)
Supporting 3-level mechanisms	Career Pathways Core Group and Global HR Community	Global HR Community	Global HR Community
Implementation phase	Initiated	Completed	Fully implemented
About this initiative and how it relates to the objectives of this workstream	The career pathways work is focused on establishing clear and equitable career pathways for WHO staff, including enhanced opportunities for learning and development.	NPOs constitute a large part of WHO's workforce (14% in 2020). As part of the work to enhance equitable access to career opportunities in WHO, new measures were introduced to recognize experience gained by NPOs and increase their opportunities to be considered for international professional positions in different WHO duty stations.*	A new mechanism for STDAs was introduced in March 2018 to provide staff in all categories with the opportunity to be exposed to different work environments. The policy governing this mechanism was updated in April 2019, taking into consideration lessons learned from the first year of implementation.
Major achievements and key milestones (as of November 2020)	<ul style="list-style-type: none">  Apr 19: 3-level Task Force on Career Pathways and Capacity Building established.  Jun 20: Task Force report shared with the DG.  Jun 20: Global Career Pathways Initiative launched, supported by core group tasked to carry out recommendations of Task Force.  Oct 20: Development of a new learning strategy for WHO was initiated. 	<ul style="list-style-type: none">  Aug 19: New guidelines on standard minimum experience and educational requirements for international and national professional officers issued. 	<ul style="list-style-type: none">  During 2018, this mechanism allowed 31 intra-regional STDAs, 14 assignments from country/regional offices to HQ, four assignments from HQ to country/regional offices and six assignments to another position within current duty stations.  During 2019 and 2020, 47 STDAs took place in HQ, with staff members coming from all major offices.

*After the two-year experience as an NPO, the responsibility to seek "international experience" as a route to 1.1, which will allow NPOs to be considered for international professional positions.

3 Progress by major area

Details of a “Transformation initiative”



Building a
motivated &
fit-for purpose
workforce

Lead division
(lead department)



Implementation
phase



How it contributes
to overarching
objective of
workstream



Major
achievements
& milestones



New flexible working arrangements

Business Operations
(HRT)

Global HR Community; 3-level
Task Force on Flexible Working
Arrangements

3-level
mechanism



Initiated

The objective of this initiative is to modernize the ways WHO empowers its workforce building on best practices and lessons learned. It will enable WHO to evolve in line with the external employment environment and promote inclusivity while remaining productive and responsive to the needs of our workforce and our stakeholders.

📍 Oct '20: A global WHO Task Force on Flexible Working Arrangements was established to conceptualize a global framework and provide recommendations for carrying this scope of work forward.

3 Progress by major area

Stories on how Transformation is going forward at Regional & Country levels

Innovating with partners to save lives in Somalia, EMR

Somalia is putting a new innovation process to the test with scaling solar-powered medical oxygen as well as innovations in business models for oxygen



Photo credit: WHO/Fouzia Ben

Walking the Talk in the Bahamas, AMR

The Walk the Talk: The Health for All Challenge travelled to the Bahamas in 2019 where the PAHO Bahamas' Country Office organized a fun run/walk-a-thon to encourage physical activity of people of all ages and abilities. Participation from the Government Ministries, the Organization of the American States, Religious Organizations and other civil society partners showed commitment and enthusiasm for getting the community to 'move in any way they like'! Participants started the day warming up on the beautiful sands of the local beach and finished the course with presentations of medals and sharing of healthy fruit snacks kindly donated by the Bahamas Agriculture and Marine Science Institute. Z Eve Maycock Dorsett (see photo on the right) an avid runner, mother of eight and a strong advocate for physical activity — and was the first p



Photo credit:

Building a motivated and fit-for-purpose workforce in AFRO

In November 2018, AFRO launched the Pathways to Leadership for Transformation initiative. This programme has trained more than 180 staff to improve skills in leadership, organization, and analytical and strategic thinking. The success of the programme has led to it being adopted Organization-wide. AFRO further launched a women's leadership programme to focus on overcoming barriers to career progression, a mentorship programme to support junior staff and a Team Performance Programme aimed at enhancing collaboration within and across technical areas in the Regional Office and countries offices. Thus far, 33 trained mentors matched to 65 mentees in the mentorship programme and 45 staff members have benefited from the Team Performance Programme.



Photo credit: WHO/AFRO

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What we have learned so far in our Transformation journey



4.1 Reflections on progress and on our approach to Transformation

As evidenced in the earlier sections of this report, the scope of our Transformation work is vast, with many important inter-dependencies between the different initiatives that we have used to focus and ensure our work (see section 2.3) has proven extremely valuable. This section provides an overview of where we have made progress against our strategic objectives and so far.

Strategic objective 1: Ensure

Our strategy is now driving results and outputs are now fully aligned. We have finalized the measurement tool and are on track. With this, the focus is becoming an aligned and integrated

However, in order to realize our vision of an and impact-focused WHO, we are working on our new measurement tool and Tripartite to ensure we are optimizing our performance against targets.

4.2 What we have learned about our Transformation from the COVID-19 response

As knowledge of COVID-19 was emerging in January 2020, we had just entered the 4th phase of our Transformation (implementation and continuous improvement), with many of the foundations for change already in place, as evidenced in this report. Little did we know at that time just how fundamentally and immediately these foundations would be tested as WHO mounted the largest, most comprehensive global health emergency response ever.

Many of the new capacities and structures established under our new operating model were immediately tasked to operate at scale, including those under the new Chief Scientist position, in the new WHO Emergency Preparedness Division, and in our business operations, partnerships and external relations functions. The milestones and successes documented in this report validate the importance of these new functions and capacities and demonstrate that these aspects of our Transformation are already delivering results.

Several of our early Transformation initiatives – for instance, those related to our digital transformation – were crucial to ensuring WHO’s business continuity during the worldwide shift to remote working that was necessitated by COVID-19. This rapid digitalization of our ways of working is now informing further thinking about the future of how we work within WHO, with our Member States and through our partners, opening up possibilities to introduce new, modern flexible working arrangements.

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Priorities for 2021 and beyond



Implementing our near-term Transformation priorities:

- new, agile ways of working
- new "best-in-class" processes
- a motivated and fit-for-purpose workforce
- new tools to measure and track progress
- transforming WHO's financing

While incorporating the findings & recommendations of: (i) Independent Panel on Pandemic Preparedness & Response (IPPR) and (ii) External Evaluation of WHO's Transformation

A photograph showing three people from the World Health Organization (WHO) Western Pacific Region sitting on a rocky beach, looking out at the ocean. They are wearing dark blue jackets with the WHO logo and text on the back. The scene is framed by a large tree branch in the upper right and a cloudy sky. A semi-transparent white box with the text "Changing together for a healthier world!" is overlaid on the image.

Changing together for a healthier world!

 World Health
Organization
Western Pacific Region

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