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H.E. Mr Andrew P. Bremberg
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26 March 2020

Dear Ambassadors,

I have the honour to thank the Multilateral Organization Performance Assessment Network (MOPAN) members and Secretariat in conducting the 2017-2018 independent assessment of the World Health Organization's (WHO) organizational effectiveness and, in particular, your Institutional Lead focal points, Ms Elisa Adelman, United States Agency for International Development (USAID), and Ms Natacha Gomes, Ministry of Foreign Affairs, Luxembourg for their consistent and strong support to WHO and MOPAN, throughout the process. WHO considers the MOPAN assessment an important organizational learning and donor accountability tool.

We welcome the assessment and its findings, which we believe to be a fair reflection of performance. We welcome the highlighting of areas where WHO is strong, those where our performance has developed and, of course, areas where we can further develop. It was very timely and directly contributed to the WHO Transformation Agenda, to the development of WHO's Thirteenth General Programme of Work 2019-2023 (GPW13) and the associated impact framework, and to our new results framework and biennial Programme Budget 2020-2021. We appreciate the interactions with the MOPAN Secretariat and participatory assessment method throughout the 18 months, which allowed us to document our efforts since the last MOPAN assessment in 2013. We were grateful for the MOPAN team's key finding recognizing that WHO had delivered on its past reform agenda since 2013, while also delivering on our core business during the same period.

cc: The Head of the Secretariat, MOPAN, Cedex
The Deputy Chief of Mission, Permanent Mission of the United States of America to the United Nations Office and other International Organizations at Geneva
The Health Officer, USAID, Washington D.C.
The Minister of Foreign and European Affairs, Ministry of Foreign and European affairs,
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H.E. Mr Andrew P. Bremberg, Ambassador, Permanent Representative of the United States of America to the United Nations Office and Other International Organizations at Geneva

We are particularly pleased that the 2017-2018 assessment was positive regarding all 12 Key Performance Indicators that were rated highly satisfactory or satisfactory. The assessment also recorded that there have been significant improvements in organizational and results effectiveness since 2013, noting “substantial evolution” in WHO’s results-based management approach and for evaluation.

We appreciate the key areas of WHO’s strengths noted by MOPAN: that we have a clear long-term vision aligned with global development goals; the strengths rooted in our unique role in providing normative guidance complemented with technical expertise and engagement; and that decision making has been brought closer to countries. We further appreciate the highly satisfactory rating for all of WHO’s risk management and internal control systems; evaluation function and follow-up; human resources; promoting gender equality and the empowerment of women; information sharing; partner coordination and the impact of our results.

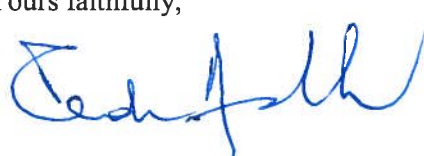
Whereas we acknowledge these strengths, we are not complacent. We are committed to continuously improve WHO’s systems, processes and business operations to make them “best in class”. The lessons, reflections, identified strengths and areas for improvement have been and will continue to be used to influence our Transformation Agenda and change management.

In the attached management response is a more detailed response to the key areas for improvement noted in the MOPAN report.

Towards the end of this MOPAN assessment cycle, we were very pleased that the MOPAN Secretariat recognized WHO as a leader in developing and implementing policies and procedures safeguarding against Sexual Exploitation, Abuse and Harassment (SEAH), and requested us to share our insights with a MOPAN effort/reference group to enhance its assessment methodology. Similarly, WHO was pleased to support the MOPAN efforts to upgrade its methodology to capture emerging developments in United Nations reform and to ensure future complementarity with United Nations agencies.

In closing, may I reiterate that MOPAN provided invaluable, timely and independent validation of WHO’s strengths, our reform journey and the areas in which we need to develop and improve. The latter aligned well with changes and reforms we are implementing, both prior to and subsequent to the launch of the report. Our staff globally found the assessment very encouraging, validating their efforts and further encouraging continuous improvement to fulfil our mandate, to strive for excellence and ensure health for all and countries’ attainment of the SDGs.

Yours faithfully,



Dr Tedros Adhanom Ghebreyesus
Director-General

ANNEX

The World Health Organization (WHO) Management Response MOPAN Assessment 2017-2018

The MOPAN assessment identified four major areas for improvement:

1. *“Despite considerable efforts to shift its financing model, WHO remains reliant on a small number of major contributors.”*

WHO Management agrees that WHO needs to “secure sufficient funding to cover all priority programming areas” and that the statement that the “proportion of earmarked funds increases year on year” represents the trend of the years under review. It is precisely because, as the assessment notes, it impacts on WHO’s “organizational adaptability, flexibility and agility” that this is one of WHO’s organizational priorities. WHO is working to diversify the donor base and to increase the predictability and flexibility of WHO’s financing model. Whilst many of these issues are not directly within WHO’s management control WHO is nonetheless working with donors to respond to them. Building on the principles described in the first WHO Investment Case published in 2018, WHO has made a number of significant changes to interaction with donors, reorganizing WHO’s resource mobilization approach and methods. Most donors are contributing to this process, for example participating in candid dialogue at the first WHO Partners Forum in April 2019. WHO will be investing further in the resource mobilization function this biennium, as documented in a new WHO resource mobilization strategy (please see the Executive Board update: http://apps.who.int/gb/ebwha/pdf_files/EB146/B146_29-en.pdf).

2. *“Capacity and capability vary across the levels of the organization and are not always adequate to meet needs and expectations”*

The strengthening of WHO country offices and staff capacity is central to the Transformation agenda, which WHO is implementing. During 2019, particular focus was on aligning the functions of headquarters, regional and country offices and clarifying the role of each level. WHO is investing in strengthening staff leadership and capacities to enhance their ability to support countries. Recognizing the increasing technical and economic complexity of the global health environment WHO is developing the WHO Academy that will represent a future step change in capacity building. Guided by GPW13, a number of major initiatives such as the WHO Regional Office for Africa and the Regional Office for the Eastern Mediterranean functional reviews have helped identify where WHO should focus on strengthening at country level. The greater flexibility within the funding model described above will help the Organization to get the right people in the right places, as will the implementation of a reformed staff mobility scheme. Further development of WHO’s stakeholder/partner capacities at country level are a central part of the WHO Country Cooperation Strategy development.

3. *“Further progress is needed towards a more integrated approach to external engagement”.*

WHO has created a new External Relations and Governance Division including a new Department for Health and Multilateral Partnerships. This Division is promoting more integrated, coherent and strategic engagement with external partners, including through specific engagement strategies for non-State actors. The contributor engagement management IT platform in which WHO is investing, will, when fully utilized, support not just more integrated relationships with donors but other external partners.

4. *“The ambitions of GPW13 present significant technical challenges around measuring and reporting on results.”*

WHO acknowledges MOPAN’s recognition of the “fundamental difficulty of defining WHO’s results in what is a shared endeavour with member states.” WHO also notes that the MOPAN methodology is largely geared to development agencies rather than the more specialized normative role of WHO. At the time of the MOPAN assessment, WHO was in the process of developing the full GPW13 Results Framework and measurement system, with a clear results chain for GPW13, theory of change and measurement system for impact, outcomes and outputs. This complemented the GPW13 Impact Framework. WHO has advanced significantly in this work and has now put forward a results framework and measurement system addressing the MOPAN comments. It lays out clearly what results will be measured, the methods through which they will be measured and reported, when and how often WHO will measure and how the findings will be used for WHO’s results-based management, especially in performance assessment and decision making (please see the Executive Board update: http://apps.who.int/gb/ebwha/pdf_files/EB146/B146_28Rev1-en.pdf).

The GPW13 Results Framework and measurement system also more robustly measure the contribution of the WHO Secretariat, its performance, accountability and WHO contributions to country results and to global health impact. The balanced Output Scorecard measures the depth and breadth of each of WHO’s 42 Outputs using six assessment parameters (dimensions). Addressing MOPAN concerns, Gender, Equity and Human Rights (GER) are part of the dimension to be measured for each output, and leading indicators specifically for environmental health to measure performance against environmental health-related outputs have been included. These will better measure human rights and environmental health/sustainability.

The MOPAN assessment also highlighted a few areas for continued enhancement:

- **To further enhance organizational learning and resourcing of evaluation functions**

WHO acknowledges MOPAN’s comment on the need to “ensure that the evaluation team is adequately resourced to play a wider role” and to invest appropriately, as noted in the updated Evaluation Policy endorsed by the WHO Executive Board in May 2018. WHO equally accepts the need to further develop efforts to track poorly performing interventions, and a “mandatory” requirement to apply lessons from evaluations/accountability functions much earlier in the process for results delivery. Moreover, noting limited good practices in other United Nations agencies and donors, WHO has been developing innovative organizational learning approaches and plans to identify recurring, cross-cutting priority problems, and their root causes derived from all of the WHO accountability functions, along with solutions and lessons from across WHO to ensure they are taken into account when interventions are being designed, implemented and tracked.

- **Cross cutting issues of environment, and human rights**

WHO acknowledges the need to further apply existing guidance on interventions for protecting environmental health/tackle effects of climate change across the Organization as well as for human rights-based approaches (as part of GER) in country plans. These are being further mainstreamed and integrated into the GPW13 and its implementation, which is further reinforced by WHO’s leadership convening the SDG3 Global Action Plan and subsequent implementation with partners. WHO understands that addressing gender barriers will advance impact to people’s lives and wellbeing and is committed at the highest level to the advancement of health and human rights for all through its continuous support to the joint work plan between WHO and the United Nations Office of the High Commissioner for Human Rights and the Task Team on ‘Leaving no-one behind, Human Rights and the Normative Agenda’ co-chaired by WHO, UNESCO and OHCHR. WHO continues to align environmental performance measures (health) included within the United Nations Sustainable Development Cooperation Frameworks at country level.