HE TRANSFORMATION **AGENDA:** AN INTRODUCTION

WHO in the African Region launched the Transformation Agenda in 2015 to ensure that it was in the best possible position to address the heath challenges the continent faces. The reform programme is a vision and a strategy for change aimed at facilitating the emergence of "the WHO that the staff and stakeholders want": more transparent, responsive and results-driven. The Agenda also aims to strengthen WHO's leadership in the African Region, its ability to deliver on priority technical areas at country level, its internal and external communications, and to expand its resource base through innovative financing mechanisms.

The effectiveness of the Transformation Agenda in the African Region in delivering results is making an impact on the health of populations in the Region, and moving countries towards achieving the health goals of the Sustainable Development Agenda. These reforms have been validated by an independent evaluation of the Transformation Agenda, a staff perception survey as well as through consultations with key stakeholders and advisors. The on-going changes in WHO in the African Region are evident that we are becoming effective, accountable, results-driven and transparent.

There are 4 areas of focus within the Transformation Agenda. This document summarises some of the key achievements within each focus area.

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PRO-RESULTS VALUES

This objective focuses on creating an organizational culture ccountability, integrity, equity, innovation and openness. It supports the Agenda through "accountability and transparency and the "strengthened culture of evaluation" outcomes.



have a clear idea of wha

pilities are and how they

will be held accountable



of respondents agreed that they had seen tangible changes in their day-to-day work

of staff in the survey said they were

the values of the Transformation Agenda



agreed that managers are held accountable for the authority delegated to them and felt that the Performance Management and Development System (PMDS) assesses staff performance with regard to agreed objectives in a transparent and fair manner

A clearer vision of expected results for change is leading to better staff engagement and ownership



There has been a broad use of communication channels to engage and inform staff: Town hall meetings

Staff retreats and cluster/Country Office/IST meetings

about the transformation process have been held.



Regional Director's mission reports Web-based, collaborative platform (\$harePoint)

A staff welfare officer has been appointed

been held for over 100 new staff.



Training sessions have been conducted with nearly 500 staff participating in 2017 and 2018.

 In 2018 a Mandatory Sexual Harassment, Exploitation and Abuse course was initiated. • Over the last two years, a comprehensive induction programme has

Initially, a special Regional Programme Meeting was held with senior leadership to engender buy-in, ownership, and joint implementation



- integrity, equity, innovation and openness
- 1. Strong alignment by senior leadership in the change process Greater staff awareness of accountability, transparency,
- Better staff engagement and ownership leading to a clearer vision of expected results

ethical behaviour, and producing results

An organizational culture that is defined by the

values of excellence, teamwork, accountability,

4. Improved partner recognition



Improved partner recognition

through the Transformation Agenda (TA).

- The mid-term review in April 2017, found that key partners and donors demonstrated significant awareness of the Transformation Agenda.
- Strategic alignment of WHO's work with national priorities has generated noticeable shifts by partners for better alignment with governments at the district and national levels.

The 56th Regional Programme Meeting held from 26 to 28 April 2018 in Accra, Ghana,

discussions focused on progress and the launch of the second phase of the Transformation

The Independent Advisory Group (IAG) has also provided valuable strategic direction and

WHO AFRO to effectively position itself for the forthcoming 13th Global Programme of

Work, focusing on universal health coverage (UHC), health emergencies and healthier

policy advice. At its third meeting in March 2018, the IAG commended the ongoing drive by

populations as well as the noticeable improvements in the performance of the Organization

B. Partners feel that the Transformation Agenda, including the Country Office functional reviews, will result in a WHO in the African Region that delivers better results.

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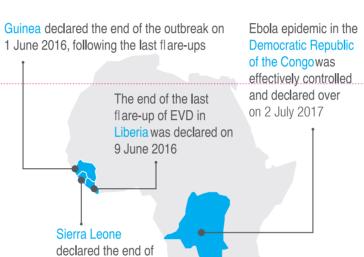
he technical areas of WHO's work in the African Region are rioritized in line with regional priorities, commitments, and nterventions based on evidence and lessons learnt from experience. This focus area contributes to WHO's managerial reform through the outcome on "effective technical and policy support for all Member States", and the programmatic reform them hrough the outcome on "WHO's priorities defined, addressed and financed in alignment with agreed priorities."

Strengthened regiona capacity for health security through the creation of a unified **Emergencies** Programme

Establishment of the WHO Health Emergencies Programme (WHE) Mission is "to help countries, and to coordinate international action, to prevent, prepare for, detect, rapidly respond to, and recover from outbreaks and emergencies'

Control of the Ebola Virus sease epidemic in West Africa and in the Democratic Republic of Congo

> ne Ebola Virus Disease is a continuing thre 18 we have been monitoring and respond



Improved emergency risk assessment



Risk profiling has been conducted in 24 countries to assess epidemic risk



WHO AFR has conducted After Action Reviews in 13 countries to assist with future planning

32 Simulation Exercises have been conducted in 17 countries to test emergency response capabilities

> 47 countries in the African Region have submitted IHR annual reports.

34 Countries conducted country capacity assessment of IHR capabilities

2017 A Year of Emergency Preparedness with WHE

> proving our ability to deal with alth emergencies is critical. The many health threats every year

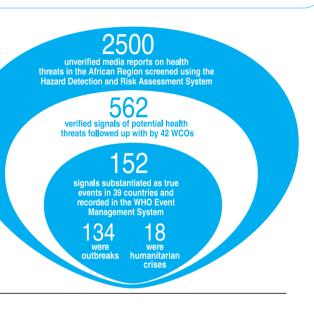
Setting up of Emergency hubs in Dakar and Nairobi

 operational hub in Dakar (for Central and West Africa)

operational hub in Nairobi (for South and East Africa)

Liason Office in Addis Ababa (for the African CDC)

Emergency hubs help us deliver timely assistance



RESPONSIVE STRATEGIC **OPERATIONS**

The goal of this focus area is to evolve into an organization with enabling functions that efficiently support the delivery of program This area has the following outcomes: staffing matched to needs at all levels of the Organization; financing and resource allocatio aligned with priorities; and the assurance of managerial ccountability, transparency and risk management.

Improved managerial accountability transparency and risk management



The Accountability and Internal Control Strengthening Project (AICS) was launched and has been implementing a number of initiatives to support the Transformation Agenda.



quality assurance

Improved information

r progress and challenge

Improved governance and oversight

Clearly defined

hin our teams and across offices.

expectations and robust

monitoring and Targeted training and direct evaluation: Managerial Key Performance Indicators and the Results e have been improving th Framework

A Framework of **Key Performance** Indicators (KPIs)

A Results Framework was created in order to measure WHO's performance in contributing to prioritized health goals.

This includes

This Framework will highlight neglected programme areas and suggest where WHO should prioritize funding.

Work across the three

evels of the Organization

has been strengthened



New organograms have been developed based on a consultative process, with revised position descriptions that clearly articulate programmatic priorities.

human resources

Support Team level

Inter-country

Ebola human-to-

human transmission

on 17 March 2016



From only 10 interns and no UN Volunteers and JPOs in 2015, in 2017 the Regional Office recruited a total of 70 interns, UN Volunteers



or the emergency rogramme (WHE), thei

WHO has increased the number of female staff in the organization as part of its efforts to achieve gender balance. Between 2015 and December 2017, female staff occupying long term international positions increased by 4.5%.

Realignment of human resources at Country Office level: The functional review process

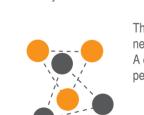
review model that is being used to assess; human resource needs and country priorities.



months after

launch

In line with the country-focus approach, the Regional Office developed a country-level functional



llocate resources according to prioritie f Member States

The Internal Review determined the need to group countries with similar needs in order to ensure coordinated support to groups of countries. A categorization of countries was carried out based on health system performance towards Un iversal Health Coverage (UHC).

> The general consensus is that the functional review process is a very important and timely exercise that is well received by WRs and Country Office staff.

Recognizing that change requires ownership and time commitments, WHO AFR has sought to ensure that leadership acts as one team to ensure alignment on everything from aspirations and direction to the design and implementation of the Transformation Agenda. This applies across all leadership from Regional Office clusters to Country Office WRs and the coordinators and managers who are critical to WHO's day-to-day work and impact.

Better value for money in the services using



Under the Transformation Agenda, procurement processes have been strengthened.

money approach



COMMUNICATIONS AND **PARTNERSHIPS**

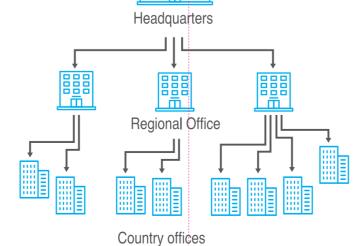
This focus area seeks to foster a more responsive and interactive organization, internally among staff members and externally with stakeholders. Reform in this area seeks a strengthened culture of evaluation and improved strategic communication. It is also aligned with governance reform through: streamlined reporting of and communication with Member States; and strengthened effective engagement with other stakeholders.

Enhanced internal communications

ere are a number of ways we have municated differently...

The Communications Programme has provided briefings on the Transformation Agenda and the mission reports and meetings of the Regional Director

Senior Regional Office Staff now receive media training and engage more frequently with the press.



Reinforced external communications

Closer working media houses

have been established, obtaining regular slots in key television and radio channels within the Region.

WHO sponsored the 2016

> Multichoice Best African Health and Medical Journalism award.



Major events of WHO AFR such as the first WHO African Health Forum and the 67th Regional Committee were

A new, professional and easy to use website was launched. This has resulted

> nillion /compared \ 1 \ 0 million hits in the (to more) hits six whole of 2015 \ than \

streamed live on YouTube

website was lauricined. This has in an increase in page views of the Regional and Country sites from

African Region had received over 12 million tweet impressions,

By December 2017, WHO in the

up from

A Facebook channel was launched in 2017 resulting in over

reaches



outreach and engagement

8 000 Stakeholders reached so far



weekly online bulletins and

The WHO Health Emergencies

Programme has published

news articles

in strengthening partnerships by engaging with:

donors

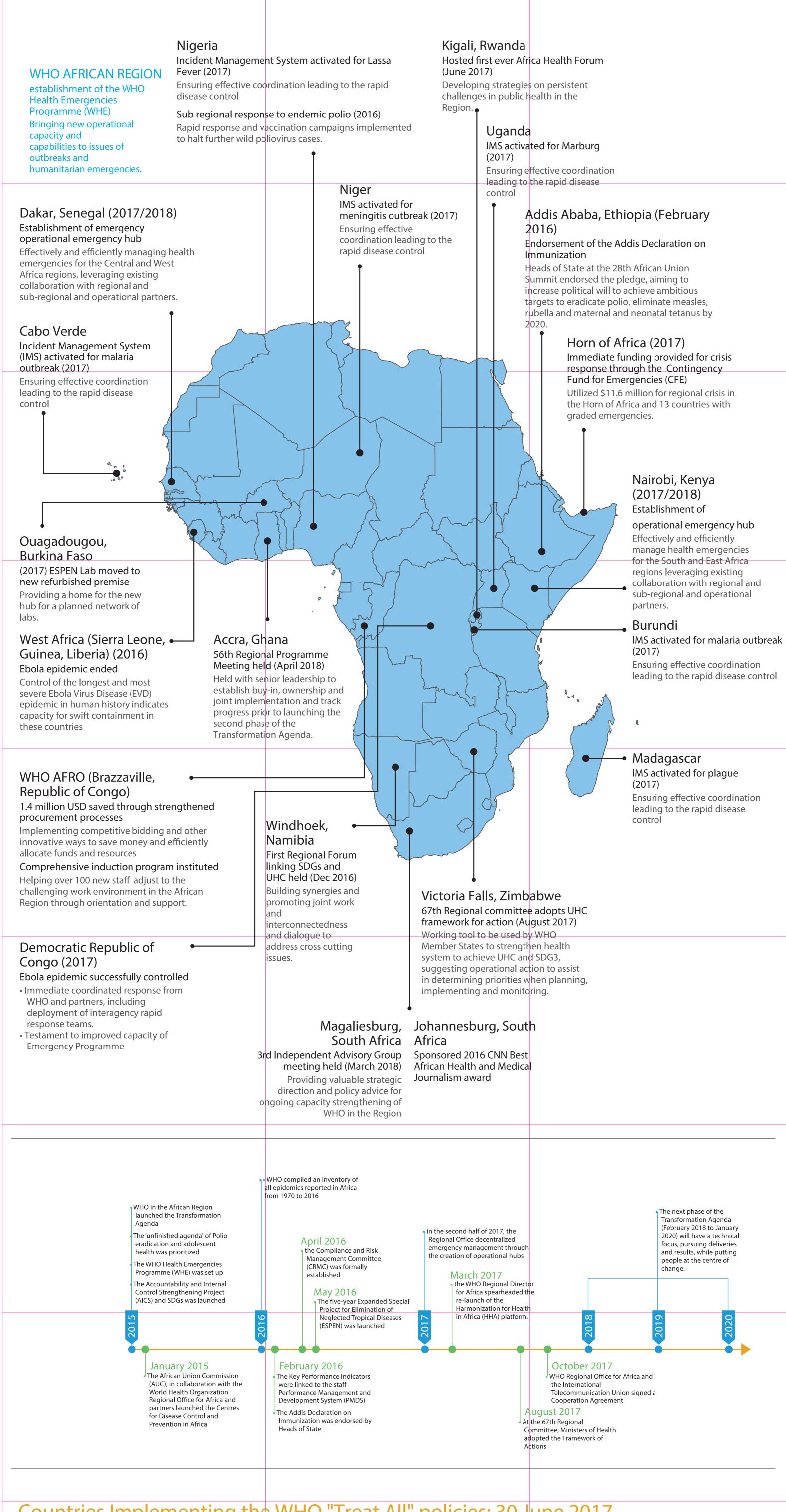


The Region has made progress



Highlighting some of the key events and achievements in countries in the WHO African Region

since the launch of the Transformation Agenda



Countries Implementing the WHO "Treat All" policies: 30 June 2017

ART expanded to reach over 13.8 million people in the region by the end of 2016, representing a coverage rate of 54%.

Thirty Member States have adopted the policy and are implementing the "Treat All" recommendations. As a result, ART expanded to reach over 13.8 million people in the Region by the end of 2016, representing a coverage rate of 54%.