

TRANSFORMATION AGENDA INITIATIVES INFLUENCING CHANGE AT WHO HQ, REGIONS

The Transformation Agenda of the World Health Organization in the African Region was initiated in 2015 to convey the Regional Director's vision for change and serve as a vehicle for implementing health sector reforms. It has been part of the broader reform agenda aimed at transforming WHO, at all levels, into an organization capable of delivering global health improvements

- The current WHO Director-General's Global Transformation Plan and Architecture for improvements in global health was launched in 2017, three years into the implementation of the WHO AFRO Transformation Agenda. Within the Organization, good transformation practices at Headquarters and in the Regions are shared through communications or meetings of cross-functional teams, created to bring together staff from different departments and locations to share perspectives, skills and experiences. WHO AFRO has been an active participant in these teams and in the WHO Global Transformation Team.
- These meetings have afforded WHO AFRO the opportunity to share its positive experiences in the implementation of its Transformation Agenda. As a member of several of these teams, and with representation on the Global Transformation Team, including the high-level task force on the implementation of the recommendations of the 2022 Global Management Meeting, WHO AFRO was able to share some of its successful experiences. These include functional reviews of Country Offices, change management processes, and the use of Key Performance Indicators (KPIs) for enhancing performance.
- These innovative corporate and management practices have influenced global transformation and are being replicated across the Organization. Examples include:
 - Key lessons learned in implementing the WHO AFRO Transformation Plan informed the process to develop the Global WHO Transformation Plan.
 - The functional reviews conducted in the African Region served as a basis for developing the WHO operating model at country level.
 - The creation of change agents and their experiences in WHO AFRO were replicated by all other WHO Regions.
 - The WHO AFRO KPIs have been adopted by the other Regions of the Organization.
 - The AFRO Pathway to Leadership for Health Transformation Programme was endorsed by the Global Policy Group and extended to other WHO regions, funded by the WHO Global Learning Development Committee.
- In its evaluation of change management in United Nations agencies, the United Nations Joint Inspection Unit (JIU) identified change management in the WHO African Region as a model to be adopted by other UN agencies.
- The mid-term evaluation of the Global WHO Transformation Programme highlighted signs of cultural change in the African Region.
- The transformation initiatives implemented by the WHO Regional Office for Africa have considerable potential to positively influence other WHO Regions and contribute to improving global health and well-being.