

PROMOTING EFFICIENCY, ACCOUNTABILITY, AND BUILDING A RISK CULTURE

- WHO AFRO continues to support Member States to achieve the UHC agenda by deploying appropriate, administration, resource and support systems for timely and agile management of the Organization's finances and technologies.
- The automation of administrative systems significantly shortened turnaround times, while the implementation of innovative procurement measures such as:
 - Establishment of Long-term agreements for recurrent operational expenditures.
 - Use of a catalogue for goods procurement.
 - Legal clearance of agreements to avoid litigation.
- Access to a range of digital services to speed up and automate workflows, including improving internet connectivity, was expanded. – enabling the organization to conduct the hybrid 72nd Regional Committee in August 2022.
- The increasing use of digital finance to accelerate payment disbursements has enabled higher efficiency in health programme activities such as vaccination campaigns – through direct implementation and knowledge/technology transfer to Member states. AFRO is leading in this area.
- Towards creating a paperless office, the business enterprise software system (Bizagi) was introduced to automate administrative processes, significantly improving turnaround times and reducing spending, thanks to reduced use of stationery.
- The above have reduced procurement lead times and budget centre workloads and have resulted in a cumulative cost saving of US\$ 1.1 million between 2022 and April 2023.
- The functional review of WHO Country Offices and restructuring of technical clusters aimed at putting the right skills in the right place at the right time to deliver quality services at all levels has led to increasing trends towards efficient management of resources, including human resources management.
- AFRO is now at par with other Regional Offices in internal control and administrative systems. Internal accountability continued to be prioritized to ensure health interventions provide value for money through:
 - Introduction of the mid-term review tool.
 - Definition of clear performance metrics and goals for health interventions.
 - Regular monitoring and evaluation of progress against the metrics.
 - Creation of a GMC project Steering Committee to validate and monitor all major projects.
- Donor reporting has improved significantly, with 2022 recording the highest number of donor reports submitted. Overall, 838 (95%) donor reports were submitted, representing an increase of 9.9% from 2021.
- WHO AFRO has continued its seven-year run of satisfactory audit conclusions with improvement in the timely implementation of audit recommendations. In 2022, 43% of the 16 open internal audit reports were successfully closed, and internal controls systematically mainstreamed.

- WHO AFRO now leads other regional offices in multiple aspects, and continues to support some, including WHO Headquarters, in improving some of their administrative and compliance systems.
- AFRO's robust financial management systems and processes, including budgeting, forecasting and reporting, is ensuring that resources are allocated and used effectively towards the attainment of UHC.