

The Transformation Agenda of the World Health Organization Secretariat: Strategic Alignment in the African Region



2015-2023



African Region

The Transformation Agenda of
the World Health Organization
Secretariat: Strategic Alignment
in the African Region

2015-2023



World Health
Organization

African Region

Contents

| | |
|---|----|
| A word from the Regional Director | v |
| 1. Theory of change..... | 1 |
| 2. Objectives of the Transformation Agenda..... | 3 |
| 3. Transformation process | 7 |
| 4. Implementation | 10 |
| 5. Results obtained | 18 |
| 6. Institutionalization of change..... | 22 |
| 7. References | 23 |



A word from the Regional Director

This document is a comprehensive overview of the various components of the World Health Organization (WHO) Transformation Agenda. In the following pages, you will discover an exciting and ambitious approach to repositioning the WHO, propelling the Organization to new heights, and strengthening its crucial role in health in Africa.

This document is a captivating roadmap that guides us through the core objectives of the Transformation Agenda. From the very outset, it is clear that WHO is strongly committed to achieving tangible and concrete results. By focusing on results-oriented values, the Organization embraces a practical approach that aims to achieve maximum impact from its interventions.

Appropriate technical support and operational response capacity are essential pillars of the desired transformation. By leveraging technological advances and adopting effective communication, WHO is strategically positioned to address current and future global health challenges. In addition, strengthening effective partnerships is a key approach to mobilizing local and international actors around a common vision of health for all.

Setting the transformation in motion is discussed in depth, with particular emphasis on supporting countries and mobilizing local stakeholders. WHO recognizes that change management needs to be people-centered, taking into account the environment and emphasizing women's empowerment. The agile and flexible approach adopted by the Organization promotes harmonious development, with leadership at the highest level and close collaboration with stakeholders.

The results have been very significant. WHO has been able to strengthen its regional and country



alignment, optimize resource utilization, effectively coordinated the response to the 2019 coronavirus pandemic (COVID-19), and mobilized the required resources. Through a more agile structure, new working approaches, and the creation of a department for cross-cutting issues, WHO aspires to exert sustainable influence beyond the African Region.

Finally, this document explores the importance of institutionalizing change to ensure sustainability of the desired transformation. WHO Management plays a key role in driving the sustainability of change, while ensuring that it supports the professional growth of its staff. Regular monitoring of results, feedback and continuous improvement are key to maintaining momentum and ensuring steady progress.

In the pages that follow, you will be inspired by WHO's concerted efforts to address health challenges in the African Region and shape a healthier future for all.

Dr Matshidiso Moeti,
WHO Regional Director for Africa



1. Theory of change

The new Regional Director of the World Health Organization for Africa had many reasons for deciding to launch a Transformation Agenda for the World Health Organization Secretariat in the African Region. In 2015, the Organization had to deal with changes at international level and the simultaneous outbreak of the Ebola virus disease in several West African countries. Over the same period, there was a change in international cooperation brought about by new technologies and the needs of developing countries that required greater consideration. Moreover, financial pressures from the economic crisis, migration issues, and political changes in donor countries reduced the volume of development assistance provided to the United Nations system agencies, including WHO.

This context required WHO to improve its efficiency and reduce its costs. WHO has done this by streamlining technical assistance processes and implementing new methods. The Organization has also sought to introduce new services and boost staff morale.

By identifying needs and opportunities for institutional transformation, WHO designed its Transformation Agenda, which was presented to the WHO Regional Committee for Africa in November 2015 in N'Djamena (Chad). The Transformation Agenda aims to accelerate response to epidemics, thereby putting Member States at the centre of technical support. This agenda, the first of its kind to be approved by a WHO Regional Committee and in line with the 2030 sustainable development goals, calls for accelerated action and investment over the 2015-2020 period to help organize an integrated response to public health emergencies.

Despite the challenges posed by the COVID-19 pandemic, WHO's responses to changes in the political and financial environment in which it operates have enabled it to remain focused on its mission and to transform itself profoundly, while producing results in line with the initial objective.





2. Objectives of the Transformation Agenda

1. Pro-results values

To become a pro-results institution, WHO has focused on clear objectives and the implementation of strategies to achieve them, while making decisions based on data from its performance. This approach requires a strong commitment to transparency, communication and collaboration between WHO team members and stakeholders. It demonstrates that the WHO Regional Office for Africa (hereinafter referred to as the “Regional Office for Africa” or the “Regional Office”) is conscious of the importance of investing in its employees and fostering a culture of innovation and continuous learning.

By adopting these values, the Regional Office for Africa has been able to increase its impact, build trust among its stakeholders, and achieve sustainable success in an ever-changing global landscape. Ultimately, adopting a pro-results mindset enables WHO to make the most of its resources and create sustainable positive change.



2. Smart technical focus

The World Health Organization is recognized as the world’s leading public health organization, and its smart technical focus has been a key factor in its success. Its focus emphasizes the use of recent knowledge and technology, as well as evidence-based approaches to improve health development outcomes in Africa. From the development of innovative tools and strategies to combat disease outbreaks to the collection and analysis of vast quantities of health data, WHO has harnessed cutting-edge technologies to improve its work. The Organization’s smart technical focus is also reflected in its strong emphasis on building strong partnerships

with leading academic institutions, technology organizations, and other partners in the global health community. This collaborative approach enables WHO to stay at the forefront of emerging trends and best practices, as well as to develop and implement effective, evidence-based policies and programmes that have a real impact on people's lives. With its smart technical focus, WHO is well placed to continue making very significant contribution to global health over the coming years.

3. Responsive strategic operations

Priority has been given to WHO's capacity to provide rapid and effective response to health challenges in the African Region. As such, WHO's strategic operations are based on a number of guiding principles, particularly preparedness, flexibility, and evidence-based decision-making. By maintaining a constant state of readiness and developing well-laid plans, the Organization has been able to quickly raise resources and mobilize expertise whenever a crisis occurs. In addition, WHO's flexibility has enabled it to adapt as health challenges evolve. WHO collects and analyses operational data, enabling it to take proactive measures to remain effective.



4. Effective communication

In a world dominated by the intense flow of information, effective communication is essential to promote health. WHO focuses on clear, rapid and precise communication with all its stakeholders, including Member States, partners, and the general public. This involves using a range of channels and media to reach different audiences, including social media, websites, press releases, and public information meetings. The Organization ensures that its information is easy to understand and accessible to all, regardless of language, culture or other factors that may act as a barrier. In times of crisis, such as disease outbreaks or natural disasters, effective communication is crucial, and WHO needs to be transparent, responsive, and proactive. By prioritizing effective communication, WHO builds trust and fosters collaboration to achieve greater impact in health promotion.





5. Effective partnerships

Effective partnership is an essential component of WHO's strategy in the African Region. The Organization recognizes that it needs to forge effective partnerships with a wide range of stakeholders to achieve its objectives. To that end, WHO works closely with governments, non-governmental organizations, academic institutions, and other partners to develop and implement innovative programmes and policies that deal with the continent's health challenges. This involves engaging in open and transparent communication, actively seeking opportunities for collaboration, and building on the strengths and expertise of stakeholders. The partnership approach championed by the Organization is based on pillars such as equity, sustainability and accountability, and seeks to ensure that all stakeholders are empowered to contribute to the common goal. Through an effective partnership, WHO is able to achieve greater impact and contribute to building stronger health systems.





3. The transformation process

The Transformation Agenda was launched to harness the potential benefits of changes in the world of development cooperation, and to align the Organization's action so that it can respond quickly and effectively to the needs of its Member States. This overall goal has been achieved under the four specific objectives presented below.



Focusing on results at country level

It has been necessary to focus on country-level operations for various reasons. First, each country in which WHO operates has its own set of challenges and opportunities that need to be addressed for the transformation to succeed. This approach helps to adapt to various cultural, political, economic and partnership environments in each country to effectively serve Member States and achieve the stated objectives. In addition, by focusing on country-level operations, WHO can work more effectively with local stakeholders such as employees, partners, non-governmental organizations (NGOs), and government officials to gain their support for transformation. This is one of the keys to a successful and long-term sustainable transformation.



Repositioning the WHO

The Transformation Agenda was intended to contribute to repositioning WHO in the African Region for several reasons. One of the reasons is the constantly changing global environment in which the Organization operates and to which it must be able to adapt to maintain its full relevance on the continent. This means repositioning the Organization in a way that enables it to better serve Member States, seize new opportunities, and meet new challenges. In addition, repositioning helps to better align activities with the institution's long-term goals and strategic objectives to enhance global performance and effectiveness. Finally, repositioning helps to maintain WHO's relevance and credibility with key stakeholders such as its staff, Member States, partners, and government representatives.



Promoting health-related sustainable development goals

Sustainable Development Goal 3 seeks to ensure healthy lives and promote well-being for all at all ages. Health is seen as fundamental to sustainable development, as it is the basis for the development of both individuals and society as a whole. Expanded access to health care and better quality of life can help reduce inequality, promote peace and stability, and foster sustainable economic growth. The WHO Transformation Agenda in the African Region recognizes this interconnection between health and development, and has sought to re-establish this link in international cooperation debate and practice.



Rational use of resources

Value for money has become a priority for WHO in the African Region as it reduces operational costs and improves financial performance. Through a more rational use of its resources, the Organization will be able to save funds and increase its support to Member States. Financial management is particularly important in an international cooperation environment where organizations need to constantly find ways to innovate and improve. In addition, value for money will help the Organization to reduce its ecological footprint and minimize its impact on the planet. Finally, the rational use of resources at its disposal will enable WHO to provide better assistance to Member States in the African Region in responding to their needs.



WALK
the
TALK

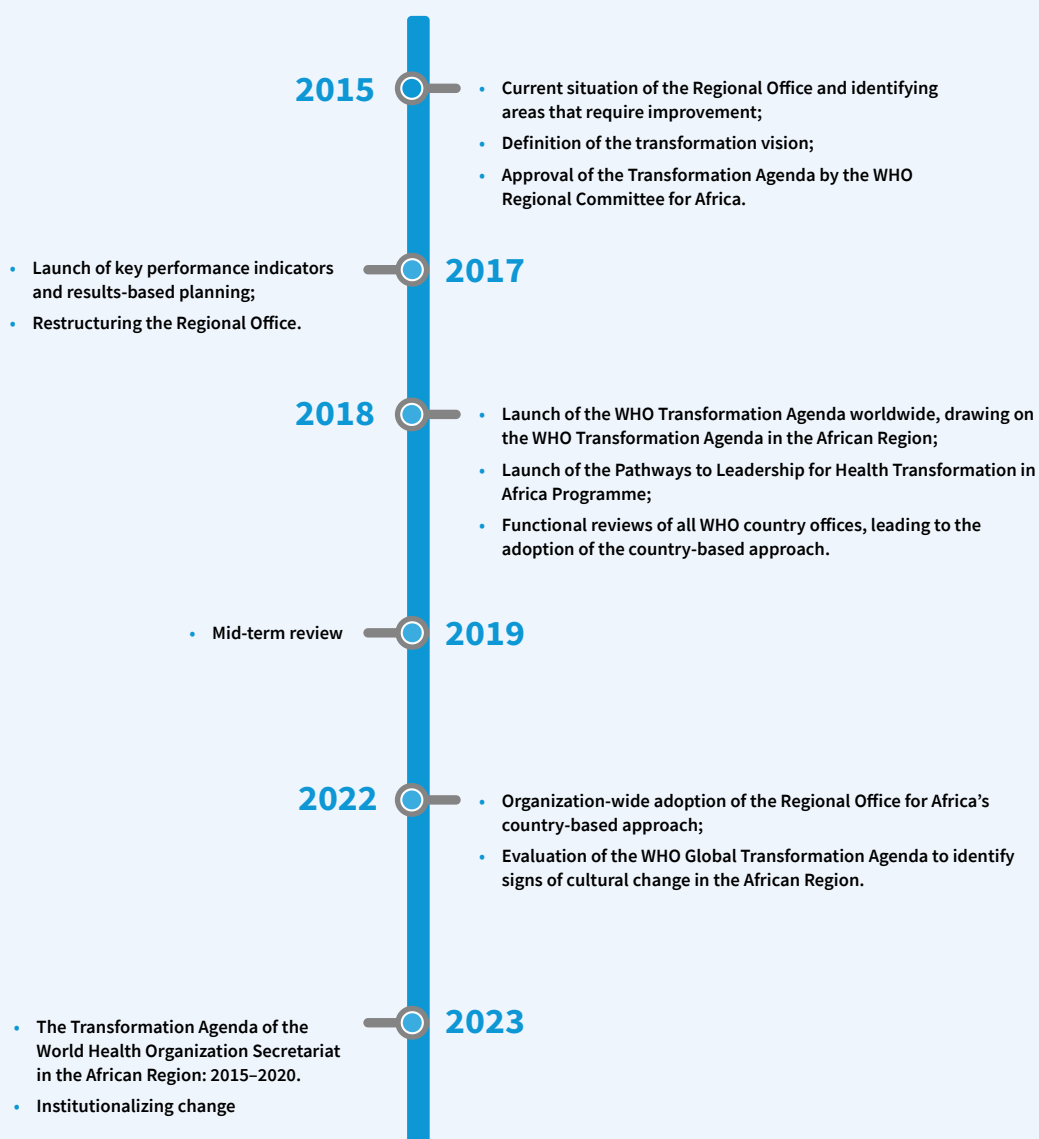
WALK the TALK
De la parole aux actes
Défis de la Santé pour

WALK
the
TALK

4. Implementing the transformation

The WHO Transformation Agenda in the African Region refers to the process of fundamentally changing the way the Organization operates. It mainly includes changes to its structure, culture, processes and strategies.

Key stages of the transformation



1. Focusing on country support

A focused and collaborative approach has enabled the Organization to focus on strengthening support to countries. WHO has worked closely with local partners to identify and respond to specific country needs. Producing country strategic notes involved working with stakeholders, governments and local partners to determine areas where assistance is most needed. Once country needs were identified, the WHO representative offices in the countries were able to develop cooperation strategies with the countries. This exercise provided funding, technical expertise, and other forms of support to help countries implement effective health policies and programmes in line with the cooperation framework signed with each country.

2. Engaging with local stakeholders

To broaden the base for effective assistance, WHO country offices have developed their relationship with local stakeholders. In addition to the Ministry of Health, country offices have extended their influence to other ministries, civil society organizations, and the private sector. This partnership has enabled the stakeholders to be involved in the development and implementation of programmes, to listen to their views, and to incorporate their remarks into decision-making processes.

3. People-centred change management

Staff involvement is essential to the success of profound change. The Transformation Agenda has been people-centred, focusing on staff needs and interests. This includes approaches such as listening, collaborating, and partnering with target groups to ensure that proposed solutions are tailored to their real needs and that their involvement is encouraged throughout the process. Many information and awareness-raising activities have helped to facilitate the implementation of the transformation process.

4. Mainstreaming the environment

Functional reviews have identified sectors that are not effective, taking into account the changing environment. A process, system and structure analysis has identified inefficiencies, bottlenecks, and other issues that hamper good performance. The functional review period was an opportunity to engage and align stakeholders by enabling them to meet and discuss WHO's focus and



priorities in the African Region. This ensured that stakeholders were aligned with and committed to the Organization's objectives, and provided valuable information and feedback on institutional restructuring.

5. Focusing on women

The Transformation Agenda has paid particular attention to women for several reasons. First of all, women are generally under-represented in decision-making bodies and may therefore be less inclined to participate in the transformation process or influence the decisions taken. Secondly, organizational changes can have different impacts on men and women because of gender inequalities in many areas. Finally, taking women's perspectives and experiences into account helps to ensure that transformation is inclusive and benefits everyone.

The WHO Regional Office for Africa has therefore developed a tailored training and support programme to help women acquire the skills and knowledge they need to deal with the challenges and opportunities associated with transformation. This agenda includes training sessions on leadership and management skills, group workshops to explore issues and possible solutions, coaching, mentoring and individual support sessions to address specific concerns. This support for women has helped to create an environment of trust and collaboration through which women can work calmly and share their expertise and experience.

6. Counselling on career development

The aim has been to provide staff with information and training to enable them to seize opportunities for advancement within and outside the Organization. Staff members have been given the opportunity to express and convey their career aspirations, motivations, and concerns. They were then given information on the various career options offered by the structural changes and by training and professional development opportunities.

These options include the Better Performing Teams Programme which focused on the skills and knowledge required for various positions. They also include career development counselling which highlighted career opportunities within the Organization following functional reviews. In addition, support was provided to staff to help them define their career goals and seize opportunities to progress professionally. The support consisted in offering challenging projects and mentoring opportunities to staff members, and gathering their feedback. In addition, staff were able to test new opportunities through the specific projects and assignments in which they participated.

7. An agile implementation approach

The transformation process has been comprehensive, inclusive and transparent. Sustaining it required careful planning, stakeholder collaboration, an agile approach, and continuous monitoring and evaluation. The implementation involved constant adaptation based on results and feedback to maintain a positive momentum for change.

8. Leadership at the highest level

To provide leadership for the transformation, it was necessary to establish structures and processes that would enable managers to make quick and effective decisions. It was also necessary to ensure that transformation was a permanent item on the agenda of all management meetings. The key role of the senior management team was to determine why the Organization wanted to transform, set clear objectives, and ensure appropriate change management. Depending on the needs, several working groups dedicated to different aspects of the transformation were set up, and effective communication channels established to enable managers to stay in touch with staff.

9. Stakeholder engagement and alignment

Reporting and consultation mechanisms were established to give employees the opportunity to express themselves on changes and make suggestions to improve the transformation process. Efforts were therefore been made to ensure that employees, service managers, governments, partners and other stakeholders fully understood their role in the process. This approach has enabled the agenda to remain open to changes and other suggestions to adapt to needs. Several mechanisms were established to keep stakeholders informed of the progress of the transformation and to gather their input: for example, the monthly meeting of change agents, the bi-monthly change management newsletter, the quarterly management team meeting, the bi-annual WHO country representatives meeting, the monthly programme and project managers meeting, and the annual report to the WHO Regional Committee for Africa. Stakeholder feedback encouraged adaptation and continuous improvement, enabling ongoing adjustments to be made as needed.

10. An agile and flexible approach

The Transformation Agenda has been implemented in a flexible and agile manner, with strong focus on change adaptation and continuous improvement, rather than detailed advance planning. Short and frequent iterations have helped to gradually transform the WHO structure and functioning in the African Region and to produce concrete results, visible to staff and Member States alike.

The key objectives identified and final results expected from the start of implementation provided a reference framework and helped to ensure compliance with them. The identification of tasks by the technical units led to innovative solutions that were accepted by all staff. A scorecard helped to monitor the performance of tasks.

11. Change initiated by staff members

Several transformation projects were initiated by staff members themselves. Since staff members are at the centre of the Organization, they possess invaluable knowledge of the work realities and challenges they face on a daily basis. Their involvement was therefore very useful in identifying the Organization's real needs and finding effective solutions to meet them. Successful management of the implementation of staff-led change projects includes open and transparent communication, proposing ideas, appropriate support and training, resolving transition issues, and empowering staff during the transformation process.

12. Financing the transformation

The change implementation was funded by several sources. Contributions from donor Member States and bilateral partners funded various initiatives. The WHO Regional Office for Africa also funded transformation efforts by implementing cost-cutting measures, such as streamlining operations or reducing expenditure.

13. Monitoring and evaluating progress

A scorecard was used to regularly monitor the implementation of the transformation process so as to record the progress made and ensure that we were on the right track. In 2017, a mid-term review highlighted the people side of the transformation. In 2020, an external evaluation showed signs of cultural change. The evaluation helped to determine at each stage how the transformation was progressing and to plan for any improvements needed.



14. Disseminating the Transformation Agenda

Throughout the implementation of the transformation process, communication was maintained between the different hierarchical levels. WHO Management disseminated the Transformation Agenda to all staff of the WHO Regional Office for Africa to ensure that all members understood their role in the transformation and how they could contribute to its success. Staff provided feedback during the various information and awareness-raising sessions.

15. Supporting transformation and institutionalizing change

Since 2020, the Africa Regional Office has focused on sustaining change and embedding desired changes into the Organization's culture and operations, which involves pursuing a number of initiatives and transferring them to the operational units. This also means providing ongoing training and support for staff, as well as regular reviews and adjustments to ensure that the Organization continues to adapt to changing conditions.

Staff performance reports are an essential tool for documenting transformation results and institutionalizing change within the Organization. By providing constructive and specific feedback on collective performance, staff members can understand their strengths and weaknesses, and work together to improve the various dimensions of performance, namely WHO values, efficiency, product and service quality, cost consciousness and management, collaboration and integration, change management and agility. By integrating feedback on team performance into change management processes, the Regional Office for Africa is building the capacity of teams to adapt their practices and processes to achieve their objectives.

16. Community of practice

Several staff members who share a common interest in an activity, area of expertise or project have worked together to implement the various transformation-oriented initiatives. They meet regularly to exchange ideas, learn from each other, solve problems, and pool their respective skills. Some communities of practice operate informally. Such is the case for lunchtime seminar discussions and the focus group on female representation. Other groups have established structures and processes to facilitate member participation and collaboration. Examples include the teams responsible for achieving the objectives and the change agents group. These communities of practice have been very useful for information sharing, as well as for skills development, innovation, and problem solving that require greater involvement of staff members.

17. Change agents

As volunteers selected from among the most influential staff members, change agents played a key role in WHO's transformation process. They contributed to transformation in various ways, depending on their roles and expertise, as well as proposed new ideas and initiatives. They also helped to make other staff members aware of future changes, to facilitate dialogue and collaboration between various groups within the Organization,

and to support members in adopting new practices and ways of working. Training courses on how to adapt to change were organized for staff members.

18. Leadership support

Programme and unit leaders and managers played a crucial role in the implementation and success of the transformation process through the informed decisions they made, the clear information they communicated to staff about future changes, and the way they motivated and supported their staff to embrace the new strategies and procedures. The support of WHO Management helped to create an environment of trust and collaboration within the Organization, thereby facilitating the transition to new ways of working.

The Regional Office for Africa organized training for directors and coordinators to enable them to manage the challenges and opportunities associated with transformation and play their leadership role effectively. The Pathways to Leadership for Health Transformation in Africa Programme includes training sessions on leadership and management skills, group workshops to explore issues and possible solutions, and mentoring and one-on-one coaching opportunities to address specific change management concerns. This support created an environment of trust and collaboration that enabled managers to work together and share their expertise and experience.

19. Supporting the establishment of new structures

Several staff training and motivation programmes were implemented to provide adequate support and training to staff members and help them adapt to new structures and their new responsibilities. Career development counselling sessions, a mentoring service for new managers, a leadership programme for WHO representatives and coordinators, and a skills-building programme for staff members provided the skills and knowledge needed to succeed in the new organizational model adopted at the Regional Office.

20. Collaborating with several partners

The Regional Office for Africa played a key role in getting international organizations to focus on strengthening assistance and work together, particularly organizations working in the health or related fields. The partnership initiative known as “Harmonisation for Health in Africa” therefore helped to ensure that interventions were

coordinated and complementary. WHO also worked closely with other institutions such as the African Union, the Global Fund to Fight AIDS, Tuberculosis and Malaria, as well as other UN agencies to strengthen cooperation and harmonize efforts for health development in Africa. Collaboration with the United Nations Volunteers Programme made a major step forward in the quest for gender equity in the various programmes.



5. Results obtained

The results of the Regional Office' transformation were as significant as they were visible. They enabled the Organization to better adapt to changing conditions and maintain its role as leader in health development.

1. Regional and country alignment

The WHO Regional Office for Africa is committed to building the capacity of its staff by improving its core functions and services. Task allocation was consolidated to provide technical support to countries in different ways, e.g. from neighbouring countries or multi-country support teams. The distribution of staff was reviewed to better respond to the needs and demands of governments and partners for a WHO presence. New functions such as resource mobilization, partnership or programme management were created to meet these demands. Roles that provide technical value-added services were maintained, while duplication of roles was eliminated.

Alignment also strengthened core functions and services at the Regional Office level, taking into account the epidemiological and programmatic needs of the various sub-regions. This alignment responds to the need to strengthen technical support, as well as political and intellectual leadership. Reform at the Regional Office level was therefore streamlined to provide clearer leadership and reduce fragmentation, duplication, and overlapping of tasks and responsibilities. The focus has been on intensifying efforts to ensure universal health coverage, support for communities, promotion of social justice, and addressing inclusion issues.

2. Mobilizing and optimizing resources

Over the past few years, the Regional Director has been actively involved in advocacy efforts to source resources from traditional donors and broaden the donor base of WHO African Region programmes. Thanks to these sustained efforts, the funds generated by the Organization increased by 58% between 2017 and 2023. These additional funds were mostly allocated to field work at country level.

Transformation measures for the Organization and operations in the WHO African Region also produced significant financial benefits. By streamlining processes, eliminating ineffective measures, and introducing innovative cost-cutting measures, the savings made have been allocated to strategic initiatives to strengthen health systems and improve overall outcomes of the WHO work programme.

In efforts to optimize the use of resources, the Regional Office regularly conducted in-depth analyses of the Organization's current resource allocation. The analyses mainly focused on financial, human and physical resources to identify areas in which resources were used inefficiently or in which there were opportunities for optimization.

3. Coordinating the response to the COVID-19 pandemic

Improved collaboration with the African Union and organizations working in the health sector helped to coordinate the efforts and resources of these organizations more effectively, thereby contributing to better use of available funds and human resources.

Regular meetings at both technical and managerial levels also helped to prevent overlap and duplication of work. The sharing of knowledge and best practices between the various organizations helped to improve the quality of emergency response in Africa. During the fight against the COVID-19 pandemic, many joint programmes and initiatives were developed, leading to significant results.

4. An agile organization

Although the process of building an agile Organization was complex, it enabled the WHO to adapt quickly to changes and better respond to needs. To that end, WHO identified areas for improvement and operationalized structures and processes that fostered collaboration, rapid decision-making, and short work cycles to facilitate experimentation and adaptation. Staff training and skills development were needed for clear understanding of the new approach. The implementation of the transformation was gradual and iterative, with regular monitoring and evaluation to identify areas for continuous improvement. The COVID-19 pandemic successfully tested several components of this approach.

5. The quality of human resources

To ensure that its human resources are more diverse, agile and equipped to meet challenges, WHO adopted a proactive diversity and inclusion strategy. This strategy encompasses a policy that promotes diversity, inclusion and equal opportunities, as well as recruitment and training programmes to attract and develop diverse talents. WHO also adopted an agile approach to skills development, providing regular training and encouraging internal mobility to enable staff to develop in various areas. Finally, to respond effectively to challenges, human resources quickly adapted to change and worked closely with the other departments in the Organization.

6. New ways of working

WHO adopted several strategies to improve the way it monitored team performance through online tracking tools, focus on communication, clear and measurable objectives, regular evaluation and

frequent feedback. These strategies focused on technical or managerial key performance indicators and on gathering performance feedback from staff and teams through 360-degree feedback.

7. A new department in charge of cross-cutting issues

The creation of an organic group under the leadership of a Regional Sub-Director reflects a new approach to improving collaboration within the Organization. This innovative structure involves the formation of an interdisciplinary team for greater availability of technical assistance in cross-cutting areas such as data management and service integration. This team can, upon request, provide appropriate and timely assistance, drawing on each person's skills and knowledge to solve complex challenges. The creation of such an interdisciplinary team will foster collaboration and coordination between the various departments, leading to significant improvement in the performance of the WHO Regional Office for Africa as a whole.

8. Influence beyond the WHO African Region

The WHO Transformation Agenda was launched in 2015. When the WHO transformation began in 2017, the WHO African Region was in its third year of efforts focused precisely on transformation. In its design, the overall work programme therefore drew on the lessons learned in Africa.

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. As regards change-oriented initiatives, the WHO African Region influenced the overall work programme in several ways. Examples include the Global Leadership Transformation Agenda. Functional reviews conducted in the African Region served as basis for developing the WHO operating model at country level. The experience of change agents was replicated in other WHO regions. The key performance indicators developed at the Regional Office have been adopted by the other Regions of the Organization. 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 emulated by other UN agencies.

To ensure the sustainability of change and its results, the WHO strives to anchor change in the organizational culture.



A person is seen from the back, wearing a white vest. The vest has black text printed on it. The background is a blurred outdoor setting, likely a camp, with other people and structures visible.

**Comité de COVID-19
au Camp de Dar-Es-Salam**

6. Institutionalizing change

1. WHO leadership as a driver for sustained change

WHO leadership is committed to making transformation a priority to ensure continuity of the process. Consequently, it is committed to mobilizing the resources needed for sustainable implementation of transformative initiatives. It clearly communicates the objectives and benefits of change at all stages of the Transformation Agenda and in all aspects of the Organization, ensuring that each staff member understands the importance of their role in the success of the transformation. It also proactively listens to staff members' concerns, offering them opportunities to contribute to the transformation process and to become actively involved. Finally, it monitors the impact of changes on WHO's performance and makes appropriate adjustments to ensure continued success.

2. Supporting staff member professional development

WHO provides training for staff members to acquire the skills needed to maintain new practices. The Organization offers a wide range of training and development programmes that enable staff to develop technical, professional, project management and leadership skills. WHO also encourages professional and geographical mobility within the Organization, giving employees the opportunity to acquire new skills and work

in different contexts. Mentoring and coaching programmes are also offered to help staff achieve their professional goals. WHO values diversity and inclusion and encourages its employees to participate in professional events and networks, to work in teams, and to exchange ideas to improve their skills and expertise. Through these efforts, WHO has created a working environment that fosters professional growth and enhances the expertise of its employees.

3. Regularly monitoring results, gathering feedback, and proposing continuous improvements

The use of information on team performance is particularly useful in monitoring the results achieved in an organizational transformation. Gathered from all internal and external stakeholders, this type of information facilitates understanding of change at team level as a whole, rather than focusing on individual results. By providing feedback on collective performance, the team can better understand its strengths and weaknesses, identify areas for improvements, and work together to achieve the transformation goals. Team performance reports help to strengthen team cohesion and maintain team motivation and commitment, thereby emphasizing the importance of teamwork in achieving the goals set by the Organization.

7. References

The Transformation Agenda of the World Health Organization Secretariat in the African Region: 2015–2020. [Transformation Agenda publication for web.indd \(who.int\)](#)

The Transformation Agenda of the World Health Organization Secretariat in the African Region: 2015–2020 Available at <https://www.afro.who.int/fr/publications/le-programme-de-transformation-du-secretariat-de-lorganisation-mondiale-de-la-sante-0>.

Review of change management in United Nations system organizations, [JIU/REP/2019/4 \(unjui.org\)](#)

The Transformation Agenda of the World Health Organization Secretariat in the African Region: 2015–2020. Phase 2 – Putting people at the centre of change, 2019. [Transformation Agenda Phase 2 – Putting people at the center of change.pdf \(who.int\)](#).

Status Report on the WHO Transformation Agenda in the African Region: 2015 to 2023.

Report of the WHO Regional Director for Africa: 2015 to 2023.

Examples of WHO success in the African Region – Presenting achievements and achieving impact. World Health Organization, Regional Office for Africa, 2018, [AFROSuccessStories2018-fre.pdf \(who.int\)](#).

WHO Transformation Agenda in the African Region, <https://www.afro.who.int/regional-director/transformation-agenda>.



**World Health
Organization**

African Region