World Health Organization

REGIONAL OFFICE FOR **Africa**

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WORKING DOCUMENT
STRATEGIC BUDGET SPACE ALLOCATION

Operational segments

1.   In document EB134/10, in which the Secretariat proposed a new strategic budget space allocation methodology,[1] WHO's work was divided into four broad operational segments:

    (i)   individual country technical cooperation;

    (ii)   provision of global and regional public goods;

    (iii)   administration and management functions;

    (iv)   response to emergency events such as outbreak and crisis response.

2.   The present document describes each of these operational segments and lists some key functions and roles of the three levels of the Organization (see Table). The main sources used are the report of the Taskforce on the overarching roles and functions of the three levels of WHO[2] and the report on financing of administration and management costs, submitted by the Secretariat to the Executive Board at its 134th session.[3]

3.   In respect of the fourth segment (response to emergency events such as outbreak and crisis response), the *Emergency Response Framework*[4] provides additional information in a detailed description that is limited to WHO's critical functions and the associated role of the three levels of the Organization.

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[1]   In line with a recommendation of the Programme, Budget and Administration Committee at its twentieth meeting, contained in document A67/9, references to "strategic resource allocation" have been changed to "strategic budget space allocation".

[2]   Available on the WHO reform website (http://www.who.int/about/who_reform/task_force_report_three_levels_ who_2013.pdf?ua=1, accessed 30 July 2014).

[3]   Document EB134/11.

[4]   Emergency Response Framework. Geneva: World Health Organization; 2013 (http://apps.who.int/iris/bitstream/10665/89529/1/9789241504973_eng.pdf?ua=1, accessed 30 July, 2014).

Table. Description of the operational segments and associated roles and functions of the three levels of the Organization

Operational segments	Descriptions	Country offices	Regional offices	Headquarters
1. Individual country technical cooperation	This refers to functions and programmes delivered by WHO country offices where the benefits are attributable directly to the specific country.	Technical support and capacity building Lead and manage the provision and brokering of technical cooperation Lead in the implementation and monitoring of international commitments, conventions and legal instruments Lead health policy dialogue and provision of policy advice to national counterparts and partners Support countries in adapting and implementing global and regional guidelines, tools and methodologies Lead in strengthening country capacity in health diplomacy to support improved engagement in national and international processes, and global health governance Promote the engagement of countries in setting regional and global policies and strategies. Shaping of the research agenda Promote research and the strengthening of research capacity in countries Support and, when appropriate, conduct operational research.	Technical support and capacity building Backstop country offices in technical cooperation and in supporting the implementation of international commitments and legal instruments in collaboration with headquarters Lead technical collaboration in countries with no WHO presence Backstop the strengthening of technical cooperation among countries, and among regions Backstop country offices on policy advice and dialogue Backstop country offices in the evaluation of national policies and programmes.	Technical support and capacity building Promote application of best practices in support of regional and country technical cooperation Backstop regional offices by providing specialized technical support and mobilizing surge capacity in crisis and emergencies Lead and coordinate in collaboration with respective regional offices in emerging initiatives requiring technical cooperation among countries (unless decided otherwise through established management processes).

Operational segments	Descriptions	Country offices	Regional offices	Headquarters
		<u>Monitoring of health trends</u> Lead WHO's work in monitoring health trends, national policies and programmes Provide support in the collection, analysis, dissemination and use of data for monitoring the national health situation.		
2. Provision of global and regional public goods	This refers to the functions and programmes delivered by headquarters and the regional offices for the benefit of all and in support of the entire Organization at all three levels.	<u>Norms and standards</u> Contribute to setting global norms and standards by providing evidence from countries. <u>Shaping of the research agenda</u> Contribute to the body of knowledge on best practices.	<u>Norms and standards</u> Adapt guidelines, when necessary, to apply norms and standards to the regional context Backstop the implementation of norms, standards and guidelines, at country level Monitor the implementation of norms and standards in countries of the Region. <u>Shaping of the research agenda</u> Establish and coordinate the implementation of the regional research agenda Lead in strengthening the regional capacity for research and innovation in collaboration with headquarters	<u>Norms and standards</u> Lead in the formulation of technical norms and standards; develop methodologies, guidelines and tools Lead global monitoring and reporting on the implementation of norms and standards. <u>Shaping of the research agenda</u> Lead WHO's work in shaping and promoting the global research and innovation agenda Support research and innovation on issues of global public health significance and broker interregional exchange of experience and lessons learnt Generate and disseminate a body of knowledge on best practices. <u>Articulation of policy options</u>

Operational segments	Descriptions	Country offices	Regional offices	Headquarters
			Generate and disseminate a body of regional knowledge on best practices. Articulation of policy options Adapt strategies or plans to apply policies to the regional context Lead the development of regional policies and strategies, as appropriate. Monitoring, including of health trends Monitor the regional health situation and trends by undertaking the aggregation, validation, analysis, dissemination and use of health-related data.	Lead in shaping the global health agenda and the development of international legal instruments, commitments and conventions Lead in the formulation of global public health policies, strategies and plans Lead in establishing principles and rules for global public goods for health. Monitoring, including of health trends Monitor the global health situation and trends by undertaking the aggregation, validation, analysis, dissemination and use of health-related data Lead the development of guidelines and methodologies for national policy and programme evaluations Lead in establishing standards and guidelines to strengthen health information systems.

Operational segments	Descriptions	Country offices	Regional offices	Headquarters
3. Administration and management functions	This refers to the administration and management functions required to run the Organization. There are two main pillars within this segment: (i) stewardship and governance, which includes the provision of: – strategic management – including the role related to leadership of the Organization at all three levels; – support to the governing bodies of the Organization; – general management, including the corporate functions that support the operations of the Organization at all three levels; – legal, oversight and compliance; (ii) infrastructure and administrative support services	Provision of leadership Lead the development of a country cooperation strategy and its implementation Advocate for health in all policies and promote dialogue for intersectoral and multisectoral collaboration Lead WHO's United Nations interagency work in integrating national health priorities into the development agenda and the United Nations Development Assistance Framework Perform planning, monitoring and reporting at country level Communicate public health information and showcase WHO's work at country level. Provision of administrative support services in support of programme implementation. Such services include the following areas: finance, information technology, human resources, security, procurement and transportation. They also include building and premises management and maintenance.	Provision of leadership Contribute to the development of country cooperation strategies Lead in supporting (i) Member States' engagement in international initiatives (coordinating with regional and subregional entities, as appropriate) and (ii) Member States' active participation in global health issues. Governing bodies Ensure the management and administration of meetings of the regional committees – including satisfying language and other support requirements (both staff and activities) – as well as other intergovernmental meetings at regional level Lead in supporting Member States for effective engagement in the governing bodies Convene regional intergovernmental meetings and working groups, and regional and interregional health platforms Perform planning, budgeting, compliance and reporting at the	Provision of leadership Coordinate the development of corporate guidance for country cooperation strategies and the strategic analysis of content and implementation. Strategic management Perform the Organization's leadership role for all three levels (including the roles of the Director-General, the Deputy Director-General, Regional Directors, Assistant Directors-General and heads of WHO country offices, Governing bodies Ensure the management and administration of: the World Health Assembly, sessions of the Executive Board, meetings of the Programme, Budget and Administration Committee and intergovernmental meetings, including those of open-ended working groups and including satisfying language and other support requirements (both staff and activities) General management Conduct: Organization-wide planning; financial, procurement and human resources management (for example, the

Operational segments	Descriptions	Country offices	Regional offices	Headquarters
			regional level Communicate public-health information and showcase WHO's work at regional level, and support WHO communications efforts in countries Provision of <u>administrative support services</u> in support of programme implementation. Such services include the following areas: finance, information technology, human resources, security, procurement and transportation. They also include building and premises management and maintenance.	preparation of Organization-wide planning, financial statements and setting of global human resources policies; and the running of the Global Service Centre) Ensure legal, oversight and compliance services Communicate public-health information and showcase WHO's work at global level, and support WHO communications efforts at regional level and country level – including in emergencies. Provision of <u>administrative support services</u> for the running of WHO's programmes at headquarters level in support of programme implementation. Such services include the following areas: finance, information technology, human resources, security, procurement and transportation. They also include building and premises management and maintenance.
4. Response to emergency events such as outbreak and crisis response	This refers to activities that are governed by acute external events. The resource requirements are normally significant, difficult to predict and largely event-driven.	Roles and functions of three levels are described in the WHO publication, *Emergency Response Framework*.	Roles and functions of three levels are described in the WHO publication, *Emergency Response Framework*.	Roles and functions of three levels are described in the WHO publication, *Emergency Response Framework*.