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Ms Kristi Aarnio
Coordinator/MOPAN Secretariat
Ministry for Foreign Affairs
Helsinki, Finland

23 December 2010

Dear Ms Aarnio,

WHO would like to express its appreciation for the opportunity to provide feedback on the 2010 MOPAN WHO Institutional Report. We valued the highly participatory nature of the exercise, including the regular flow of communication between MOPAN focal points and WHO, as well as the opportunity to comment on the draft survey indicators.

While understanding that the MOPAN assessment covers part of WHO's work, the Organization wishes to acknowledge the improved common approach methodology: inclusion of direct-partner perceptions and the triangulation of partner perceptions with the findings of the document review. We would like to thank WHO's direct partners who shared their perceptions of WHO in regards to the four dimensions of organizational effectiveness. WHO is considering how we might use ideas from this framework to measure and monitor its performance on a regular basis. WHO is also considering improvements in the use of indicators to assess the effectiveness of the process and outcomes of its work, including its normative work. These could be used to further improve the current WHO Key Office Performance Indicators that have been used over the last two years to track managerial performance.

Regarding the overall findings, we note that MOPAN partners as well as national partners rated WHO as adequate or better in all areas but one. We are pleased to see that the findings reflect WHO's role as the technical health agency, and not that of an implementing agency, which is an accurate reflection of our mandate. As a result, not all key performance and micro indicators applied fully to this assessment, as stated in some sections of the report.

Having expressed our overall observations, WHO would like to provide its response to the findings of the MOPAN Institutional Report, in the annex to this letter.

Finally, the MOPAN process has improved significantly over the years, with a much greater involvement of the organizations being assessed. As a logical next step, WHO would like to propose turning the full process into a mutual accountability assessment framework.

Yours faithfully,

Dr Anne Marie Worning
Executive Director
Office of the Director-General

ANNEX

WHO acknowledges the perspective and comments of MOPAN members on the management of its human resources; specifically reflected in the rating of the key performance indicator on human resources management. WHO is currently addressing the concern highlighted in the report through its human resources strategy for the period 2010-2015. This strategy is being shared with the MOPAN team as well as with all member states.

In response to MOPAN's findings regarding monitoring and evaluation, WHO would like to reiterate that it plans to complete the evaluation policy and move towards its timely implementation in 2011. As part of this process, a coordination network will be established in Headquarters and in the regions to deal with programmatic evaluations and directly facilitate the policy implementation process. The network will maintain an inventory and repository of evaluation reports with appropriate quality control procedures. In addition WHO will strengthen the coordination between those units that deal with WHO performance assessment in countries. A database on the implementation of evaluation recommendations will be established and used to follow-up audit reports and programmatic evaluations. The analysis of the implementation of these recommendations will inform corporate policy and guide organizational changes.

The Results Based Management (RBM) policy has been introduced incrementally within WHO's managerial framework. WHO recognizes that additional efforts need to be made to strengthen its institutional capacity in relation to RBM principles and key concepts (e.g. statement of results chain and measurement and analysis of performance). Key to this effort will be the continued promotion of peer-review mechanisms and the use of opportunities offered by various programme development and management processes (e.g. planning, budgeting, performance monitoring and assessment).

WHO is also moving ahead to put in place a more effective performance management system. Within its RBM framework, outputs are presented in the operational plans. WHO acknowledges the difficulties in distinguishing outputs that it is directly responsible for and the country-level outcomes to which it contributes. This issue will be further addressed during the next planning processes: the forthcoming General Programme of Work; the next Medium Term Strategic Plan (MTSP) and Programme Budgets (PB). As stated in the report, the indicators in the MTSP and PB do not cover the whole spectrum of specific programme outcomes and outputs. Refinement and improved clarity of indicators is one aspect that WHO is paying particular attention to, for the next MTSP and PB.

WHO would like to reiterate that the lessons learned from the monitoring and assessment of the implementation of the current MTSP will inform the development of the next MTSP. The Organization will continue to improve the performance reporting and the use of performance information for revising and adjusting policies.

As mentioned in the report, WHO is engaged in an on-going consultation with member states regarding how WHO's own financing can be improved to improve the predictability and flexibility of funding. This subject will be further discussed at the upcoming Executive Board meeting in January 2011. The lack of predictability in terms of voluntary contributions makes it difficult to know what and when resources are being allocated and disbursed to country offices. Two issues have compounded this challenge: the uncertainty of voluntary contributions from donors, and the recent global financial crisis.

WHO values the perspectives of member states involved in the 2010 MOPAN WHO Institutional Report. We appreciate the MOPAN team's ongoing commitment to strengthening its common approach methodology and welcome its continued collaboration with WHO to further enhance the methodology and the applicability of the key performance and micro indicators to specialized multilateral organizations such as WHO.