



The Regional Director stands with Member State representatives during the sixty-sixth session of the Regional Committee for the Western Pacific in Guam in October 2015. Three WHO divisions – RDO, DPM and DAF – join forces to ensure an environment conducive to deliberation, reflection and decision-making for the Regional Committee to carry out its duties.

Leadership, Coordination and Support

INTRODUCTION

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The Office of the Regional Director (RDO), the Division of Programme Management (DPM), and the Division of Administration and Finance (DAF) work collectively to provide leadership for WHO work in the Western Pacific Region. Working together, the divisions coordinate the communication of public information, country support and WHO technical programmes, as well as provide administrative and financial support.

Introduction



Upper management moves in sync with Regional Director Dr Shin Young-soo (second from left) to provide leadership, guidance and vision to public health efforts across the Western Pacific Region.

The Office of the Regional Director (RDO), the Division of Programme Management (DPM), and the Division of Administration and Finance (DAF) work collectively to provide leadership for WHO work in the Western Pacific Region. Working together, the divisions coordinate the communication of public information, country support and WHO technical programmes,

as well as provide administrative and financial support.

The strong working relationship of these three divisions translates into seamless management of the Region's priorities – from aligning the Region's efforts with new global reforms to ensuring high-quality country support that addresses the needs and priorities of Member States.

The Regional Director and his senior management team have fostered a culture of accountability, with the Region emerging within the Organization as a global leader in ensuring compliance. Overall compliance rates in the Western Pacific Region are the highest among all WHO regions. Innovative approaches have enhanced the monitoring of direct financial cooperation, improved donor reporting, and strengthened policies and practices for human resources. A compliance and risk management officer position, reporting directly to the Regional Director, was established and filled in May 2016.

Accountability also extends to audits of the procedures and operation of the Regional Office and country offices, with audit recommendations implemented without delay. Currently, there are no unresolved audit issues in the Region.

A proficient system was developed to facilitate reporting to donors, with all donor reports up to date. Working in close collaboration and with greater efficiency, the three management divisions are providing higher quality support to countries and to the Regional Committee for the Western Pacific, the Region's governing body, by providing the most conducive environment possible for deliberation, reflection and decision-making. Improved documentation and meeting practices are making annual sessions of the Regional Committee more productive and more convenient for participants.

Office of the Regional Director

The Office of the Regional Director provides leadership for the work of WHO in the Western Pacific Region, the largest WHO region with nearly 1.9 billion people in 37 countries and areas.

RDO has led a variety of ground-breaking initiatives in recent years, enhancing the Organization's effectiveness in the Pacific by establishing the Division of Pacific Technical Support in Fiji, increasing staff mobility to put the right people in the right jobs in the right places at the right time, and introducing wide-ranging reforms focused on results at the country level. RDO consolidates the functions

of External Relations and Partnerships (ERP), the Public Information Office (PIO), Information Products and Services (IPS), and Governing Bodies.

In view of the changing health landscape and the need for WHO to engage with actors beyond the health sector, the WHO Regional Office for the Western Pacific has strengthened strategic partnerships and relations with donors and has introduced a new electronic monitoring system to ensure timely submission of donor reports. In addition, 53 memoranda of understanding, 13 with non-State actors, have been signed for financial and technical collaboration.

WHO has used its convening power to bring together civil society organizations

and advocate change. For World Health Day on 7 April 2016, the Regional Director invited members of the diplomatic community, United Nations agencies and multilateral organizations to the Regional Office to highlight the importance of diabetes, culminating in the signing of the Manila Call to Action on Diabetes, an extension of the WHO-led civil society meeting on diabetes a day earlier.

The information Products and Services team – which includes the Library, the Publications unit and Translation – assist WHO staff and Member States in creating and disseminating health-related information. Among other initiatives, the team brought together librarians and health information specialists from 11 Pacific countries for training and to accredit trainers for the HINARI Research for Health programme in November 2015 in Fiji. Improvements in the production of and access to WHO health information products have been made, in particular through the Western Pacific Region Institutional Repository for Information Sharing (IRIS). IRIS ensures easy and free online access to more than 7500 information products and governing body documents in Chinese, English, French, and local languages.

The Public Information Office facilitates media outreach for the Regional Director



This display on eating healthy greeted members of the diplomatic community, United Nations agencies and multilateral organizations as they attended World Health Day 2016 festivities in April at the Regional Office.

and technical divisions and programmes. Work involves thematic days, such as coordinating regional activities during World Health Day, or when special needs arise during outbreaks or awareness campaigns, for example. Efforts included campaigns on antimicrobial resistance in November 2015 and for World Immunization Week in 2016. PIO also manages the Regional Office website and has enhanced WHO's outreach by establishing a strong online and social media presence, including on Facebook and Twitter.

Division of Programme Management

The Division of Programme Management coordinates technical cooperation with Member States through programme development and operations, country support and editorial services. The division promotes results-based management and cross-cutting approaches.

Under the guidance of the Programme Committee, the division directs strategic and operational planning and resource allocation based on priorities identified by WHO governing bodies – the World Health Assembly, the Executive Board and the Regional Committee for the Western Pacific – and guided by country cooperation strategies. The division is responsible for overall coordination of governing body meetings, including the Regional Committee.

The Programme Development and Operations (PDO) unit in the Regional Office

coordinated operational planning and the approval of work plans for the Western Pacific Region Programme Budget 2016–2017, which is based on the global Programme Budget 2016–2017 approved by the World Health Assembly in May 2015.

The unit also coordinated the first phase of preparation of the Programme Budget 2018–2019 by budget centres, at both regional and country levels through bottom-up planning for consolidation into the global draft Programme Budget 2018–2019 to be considered by all WHO regional committees, including the sixty-seventh session of the Regional Committee for the Western Pacific in October 2016.

The Country Support Unit (CSU) assists WHO country offices in delivering on their commitments to Member States. Key areas of work include developing country cooperation strategies in collaboration with Member States, implementing WHO reform initiatives, and coordinating WHO's work with other United Nations agencies and global health initiatives.

The Editorial Services (EDT) team ensures the quality of WHO official documents and information products by providing editorial guidance and support across the Organization. The team's initiatives have included updating and streamlining the process for writing mission and meeting reports, as well as the documentation for sessions of the Regional Committee. The team also provides quality control for all publications and communications products at the Regional Office.

Division of Administration and Finance

The Division of Administration and Finance is comprised of three units – Budget and Finance (BFU), Human Resources Management (HRM), and Information Technology and Administration (ITA). The division ensures accountability and transparency in the use of funds through comprehensive reporting and diligent oversight. Effective procedures for recruiting and retaining skilled staff, as well as support for equipping and empowering staff, help WHO deliver meaningful results in the Western Pacific Region.

The Budget and Finance unit provides guidance, policies and reporting procedures that strengthen internal financial control for compliance and quality assurance. The team also ensures that resources are properly managed by monitoring the use of funds and reporting regularly to management.

The Human Resources unit is tasked with recruiting world-class experts and getting them on board in the shortest time possible. The unit is focused on continuous improvement of staff performance, providing positive reinforcement with performance awards to highlight best practices among staff. The enhanced regional mobility scheme also helps put the right people in the right jobs in the right places at the right time.

The Information Technology and Administration unit provides services for the day-to-day administrative work to ensure the Organization operates effi-

ciently in the areas of procurement, travel and meeting management, information and communication technology, registry and logistics, office management, and staff safety and security. This group also helps deliver logistical support to emergency response services, including facilitating travel, procurement and shipment of equipment, and ensuring staff safety. The team works at the regional level in Manila and also supports country offices, helping strengthen cooperation with technical divisions for solutions at the country level.

The team rolled out systems to more efficiently manage meeting reports, awards alert reporting and internal control using web reporting and monitoring.

Enhancements were also made to the division's analytical dashboards, which provide Region-wide data not only on programmes, budgets, travel and human resources, but also direct financial cooperation (DFC) monitoring, procurement, and travel rules that reduce costs through better planning. At the global level, the team led in the development of the module

for the Framework of Engagement with non-State Actors (FENSA), after supporting the design and pilot phases.

In addition, the team supports technical units and various online platforms, including the Health Information Intelligence Platform; IRIS; the surveillance and reporting systems for measles, rubella, invasive bacterial vaccine-preventable diseases and acute flaccid paralysis; and the survey on violence against women, among others. ■



The Regional Director and staff take great care in organizing the session of the Regional Committee to ensure a spirit of collaboration and coordination as Member States come together to decide policy for the Region.

1. Shining a new light on accountability: focus on financial reporting and compliance



As part of the assessment of direct financial cooperation, WHO staff and Haiphong University of Medicine and Pharmacy professors visit a health centre in Viet Nam to assess the role e-learning may play in improving health outcomes.

Accountability has always been embedded in the structure of WHO and its operational policies and procedures. In response to the rapidly evolving environment and organizational reforms, the three management divisions are spearheading initiatives aimed at institutionalizing a culture of accountability across the Region.

In July 2015, a review was conducted by the Regional Office in collaboration with country offices, to establish simple, cost-effective measures to enhance the

timeliness of reporting and resolve the issue of overdue donor reports. Of the 300–350 reports due each biennium, 90 were overdue from 2014–2015.

Following the review, RDO, DAF and DPM joined forces to revamp the monitoring system and strengthen internal communications, resulting in the clearing of 100% of the 2014–2015 backlog. With the new system, standardized reporting templates are being rolled-out, and the focus on report quality has sharpened.

Similarly, the Regional Office's prioritization of DFC management and controls has led to enhanced collaboration with Member States and improved productivity. Under the leadership of the Budget and Finance unit – and continuous efforts by the networks of programme management and administration officers – the Region has cleared the total backlog of more than 100 DFC reports and maintained zero overdue status since September 2015. This renewed focus has also resulted in new ways of working at the country-level with country offices in the Lao People's Democratic Republic and Viet Nam, as well as the governments establishing joint systems to improve operations for DFC activities.

To further improve the system and make those results sustainable, the Regional Director established the full-time position of Compliance and Risk Management Officer directly under him. The officer will join the global network of compliance officers, coordinate with DPM and DAF and fully utilize existing mechanisms, including the programme management officer (PMO) and Programme and Administration Officer (PAO) networks, to further improve compliance and promote a culture of risk management in the Region. ■

2. More strategic and sustainable country support

WHO is renewing its country cooperation strategies (CCS) in the Region as Member States update their national health plans and embrace the 2030 Agenda for Sustainable Development.

A more thorough approach to CCS development has been adopted in the Western Pacific Region. The process includes a robust analysis of a country's strategic vision in a time of rapid change as well as WHO's evolving role in the public health arena. First, a comprehensive technical dialogue occurs between regional and country-based staff to determine technical areas that should be highlighted based on the priorities and

anticipated needs highlighted by a particular Member State. A new tool, called the Technical Programme Country Support Plan, was developed to help this process.

Secondly, a high-level discussion of priorities follows those initial consultations to evaluate the resources that would be needed and will become available for WHO to support countries. WHO then will sharpen the focus of its country support to areas of work that are priorities for particular countries – and where WHO can make a difference. While aligned with the national health policies, strategies and plans, the CCS strategic agenda in the Region will focus on three common pri-

orities: advancing UHC, achieving health security and implementing health-related Sustainable Development Goals.

In March 2016, Dr Shin Young-soo, Regional Director for the Western Pacific and Dr Li Bin, Minister of the National Health and Family Planning Commission of China, jointly launched the renewed *China–WHO Country Cooperation Strategy 2016–2020*. The Regional Director also joined the launch of the updated *Cambodia–WHO Country Cooperation Strategy 2016–2020* in June 2016 with Dr Mam Bunheng, Minister of Health of Cambodia. WHO is eager to assist other countries in renewing their CCS.

The CCS process also has brought a new dimension to the work culture at WHO. An increasing number of regional and country staff members have begun to interact more closely within and among technical teams and divisions. Further, as more staff members are brought into the strategic planning process, they gain a better understanding of country situations and how regional and global initiatives can help Member States achieve better health outcomes. ■

Country cooperation strategies, tailored plans that match WHO technical support with country priorities, have a new look intended to spark greater interest from the public.





Member States benefit from the Regional Mobility Scheme: WHO staff members in the Philippines, who formerly worked at WHO headquarters in Geneva and the WHO Office in Viet Nam, bring a world of experience to a visit to health centres in Tondo, Philippines.

3. Better management of our best assets

The Region strives to deploy eligible staff in the best possible way to better address today's increasingly complex public health challenges.

Mobility contributes to the improvement of technical excellence and collaboration across the three levels of the Organization. Since its introduction in 2010, under the auspices of the Regional Director, the Western Pacific Regional Mobility Scheme has been an integral part of human resources planning and capacity-building.

Over the past five years, the Regional Mobility Review Committee – which is chaired by DPM with HRM as Secretariat – has worked diligently to find win-win opportunities for the staff members due to rotate. As a result, by 31 December 2015,

all 38 staff members who were eligible as of 1 January 2010 had been moved to new positions.

The Region is using the experiences and lessons learnt from the Regional Mobility Scheme to advise and support the successful roll-out of the new WHO Geographical Mobility Policy introduced globally in January 2016.

In the same spirit, the Region has developed a roster of mid-level professional programme management officers (PMOs) and a unique training programme with active participation from all three management divisions. PMOs fulfil an increasingly important role in the Organization, focusing on coordination, management and planning in technical divisions and country offices. The PMO network, to-

gether with the Regional Administration Network, contributes to the smooth running of daily operations and supports senior management in the implementation of reform initiatives.

In establishing the roster, the WHO Regional Office convened induction training for shortlisted candidates, to ensure a “best fit” for WHO teams and new staff members. Almost immediately following the training, two offices – the Division of Communicable Diseases and the Division of NCD and Health through the Life-Course – recruited new PMOs from the roster. The roster is regularly updated to ensure that qualified candidates are available when the Organization calls. ■

4. Health through the lens: the new multimedia library

“A picture is worth a thousand words” is an expression that first appeared in print in the early 20th century. And today, despite a constant bombardment of images from television, movies and the Internet, striking photographs continue to have a powerful and long-lasting impact. Indeed, great photographs evoke strong emotions, engage the viewer and can help to disseminate key public health messages.

While there has been ample health-related photography in recent decades, the Regional Office for the Western Pacific lacked images specifically illustrating WHO work in countries and the health re-

alities and diversity of the Region. In order to create a visual institutional memory, the Regional Office engaged professionals to take health-related photographs across the Region – from the mountains in Mongolia to the far-flung islands in the Pacific. More than 1000 images have been captured in collaboration with country offices and Member States.

In the age of social media, photos are shared on mobile phones and tablets, using applications such as Facebook, Instagram and Snapchat. However, these platforms cannot serve as an institutional database and do not meet the Organization’s need for a permanent archive.

In order to preserve and provide free access to these images, the WHO Western Pacific Region Library established a new multimedia library that can be accessed online by all.

The multimedia library will continue to be populated with new images and videos from across the Region, as well as historical images. This collection constitutes the visual institutional memory of the Organization and will be used over the coming years to illustrate the work of WHO in supporting Member States and the diverse health challenges in the countries of the Region. ■

The screenshot shows the WHO Western Pacific Region Multimedia Library interface. At the top, the WHO logo and 'World Health Organization Western Pacific Region Multimedia Library' are displayed. Below this is a navigation bar with 'Log In', 'Galleries', and 'About Us' links, and a search bar with 'Search...', 'All files', and 'Advanced search' options. The main content area is titled 'COUNTRIES AND AREAS (FOR MORE COUNTRIES AND AREAS, CLICK ON GALLERIES)' and displays four thumbnail images representing different regions: Cambodia (a man in a field), Fiji (a man with a rifle), Kiribati (two children on a beach), and Lao People's Democratic Republic (a man with a rifle).

The multimedia library puts high-quality, health-related photographs and videos at your fingertips.