INTRODUCTION

From “sustainable financing” of the World Health Organization to defining its “essential functions”

By Thomas Schwarz, MMI Network G2H2 Executive Secretary
Sustainable financing

The Executive Board, having considered the report on sustainable financing, \(^1\) decided:

1. to establish a time-bound and results-oriented Working Group on Sustainable Financing, open to all Member States, in order to enable WHO to have the robust structures and capacities needed to fulfil its core functions as defined in the Constitution:

   a. to develop a high-level, systemic approach to identify the essential functions of WHO that should be funded in a sustainable manner;

   b. to assess the level of costing of the essential functions identified in (a);

   c. to identify and recommend the appropriate sources for their funding and options to improve sustainable financing and alignment in support of the essential functions, including possibilities for cost saving and efficiencies; and

   d. undertake any additional work, as appropriate, to enable sustainable financing;
Balasubramanian @ThiruGeneva - Jan 25

#EB148 adopted the decision to creating an open-ended working group on sustainable financing. apps.who.int/gb/ebwha/pdf_f... - As drafted, this decision would cede responsibility to determining the "essential functions" of @WHO to this working group away from the Secretariat.
Working Group on Sustainable Financing
29-31 March 2021

EB/WGSF/1/1
Provisional agenda

EB/WGSF/1/2
Draft programme of work

EB/WGSF/1/3
WHO sustainable financing
Options for the consideration of the Working Group

EB/WGSF/1/4
WHO budgeting and financing

EB/WGSF/1/5
Meeting Report of the Working Group on Sustainable Financing
TODAY: FOCUS ON “STEP 1”

“Develop a high-level, systemic approach to identify the essential functions of WHO that should be funded in a sustainable manner”

“The Working Group noted (the Secretariat’s) proposed definition of sustainable financing (predictable, medium-to long-term, flexible) and discussed its application to various funding types.” (March meeting report, par. 7)
“Develop a high-level, systemic approach to identify the essential functions of WHO that should be funded in a sustainable manner”

“The Chair (…) stressed the stepwise approach, with identifying the essential functions being the first step. It was suggested that whatever option was preferred, it should be rooted in the comparative advantage of WHO vis-à-vis other global health actors.” (report, par. 8)
CONSTITUTION OF THE WHO
- Art 1 OBJECTIVE
- Art 2 FUNCTIONS

HIGH-LEVEL, SYSTEMIC APPROACH TO IDENTIFY ESSENTIAL FUNCTIONS OF THE WHO

1946/1948
Signed by 194 Member States

2021-2022
Member States WG Supported by Secretariat Reporting to EB148

2019-2023
Drafted by Secretariat Approved by WHA

“Enable WHO to have the robust structures and capacities needed to fulfil its core functions as defined in the Constitution”
CHAPTER I – OBJECTIVE

Article 1

The objective of the World Health Organization (hereinafter called the Organization) shall be the attainment by all peoples of the highest possible level of health.

CHAPTER II – FUNCTIONS

Article 2

In order to achieve its objective, the functions of the Organization shall be:

(a) to act as the directing and co-ordinating authority on international health work;

(b) to establish and maintain effective collaboration with the United Nations, specialized agencies, governmental health administrations, professional groups and such other organizations as may be deemed appropriate;

(c) to assist Governments, upon request, in strengthening health services;

(d) to furnish appropriate technical assistance and, in emergencies, necessary aid upon the request or acceptance of Governments;

(e) to provide or assist in providing, upon the request of the United Nations, health services and facilities to special groups, such as the peoples of trust territories;

(f) to establish and maintain such administrative and technical services as may be required, including epidemiological and statistical services;

(g) to propose conventions, agreements and regulations, and make recommendations with respect to international health matters and to perform
**CONSTITUTION OF THE WHO**

- **ART 1** OBJECTIVE
- **ART 2** FUNCTIONS

**HIGH-LEVEL, SYSTEMIC APPROACH TO IDENTIFY ESSENTIAL FUNCTIONS OF THE WHO**

**STRATEGIC PLAN (GPW13) AND PROGRAMME BUDGET**

1946/1948 2021-2022 2019-2023

Signed by 194 Member States

Member States WG

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**STRATEGIC PRIORITIES (AND GOALS)**

**MISSION**

**PROMOTE HEALTH - KEEP THE WORLD SAFE - SERVE THE VULNERABLE**

**ENSURING HEALTHY LIVES AND PROMOTING WELL-BEING FOR ALL AT ALL AGES BY:**

- **ACHIEVING UNIVERSAL HEALTH COVERAGE**
  - 1 BILLION more people benefiting from universal health coverage

- **ADDRESSING HEALTH EMERGENCIES**
  - 1 BILLION more people better protected from health emergencies

- **PROMOTING HEALTHIER POPULATIONS**
  - 1 BILLION more people enjoying better health and well-being

**STRATEGIC SHIFTS**

- **DRIVING PUBLIC HEALTH IMPACT IN EVERY COUNTRY**
  - Differentiated approach based on capacity and vulnerability

- **STEPING UP**
  - Leadership: diplomacy and advocacy; gender equality, health equity, and human rights; multi-sectoral action; finance

- **Reshape operating model to drive country, regional and global impacts**
  - Measure impact to be accountable and manage for results

- **Transform partnerships, communications and financing to resource the strategic priorities**
  - Foster culture change to ensure a seamless, high-performing WHO

- **Strngthen critical systems and processes to optimize organizational performance**

**SERVICE DELIVERY**

- To fill critical gaps in emergencies

**POLICY DIALOGUE**

- To develop systems of the future

**STRATEGIC SUPPORT**

- To build high performing systems

**TECHNICAL ASSISTANCE**

- To build national institutions

**MATURE HEALTH SYSTEM**

**FRAGILE HEALTH SYSTEM**

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**ORGANIZATIONAL SHIFTS**

**CONCENTRIC SHIFTS**

**FOCUSING GLOBAL PUBLIC GOODS ON IMPACT**

- Normative guidance and agreements: data, research and innovation

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**Fig. 1. Overview of WHO’s thirteenth general programme of work 2019–2023: strategic priorities and shifts**
...in-between the Member States and the Secretariat, and in a difficult and dynamic environment

<table>
<thead>
<tr>
<th>CONSTITUTION OF THE WHO</th>
<th>HIGH-LEVEL, SYSTEMIC APPROACH TO IDENTIFY ESSENTIAL FUNCTIONS OF THE WHO</th>
<th>STRATEGIC PLAN (GPW13) AND PROGRAMME BUDGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>1948</td>
<td>2021-2022</td>
<td>2019-2023</td>
</tr>
<tr>
<td>Signed by 194 Member States</td>
<td>Member States WG Supported by Secretariat Reporting to EB148</td>
<td>Drafted by Secretariat Approved by WHA</td>
</tr>
</tbody>
</table>

“Other global health actors"
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Member States

Secretariat

Governance

DG, Elections 2022

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In-between the Member States and the Secretariat, in a difficult and dynamic environment...

"Other global health actors"
in a difficult and dynamic environment

Other global health actors

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Secretariat

Institutional dynamics and transformation

DG, Elections 2022

Crisis of multilateralism

Multi-stakeholderism

Pandemic preparedness and response

GPW 14 2022-2023

US vs WHO (2020)

"The" Member States?

Comparative advantage?

Calls for WHO reform

Governance EB

The WHO we want

A message from civil society

Strengthen the independence, authority and financing of WHO

- Establish the financial independence of WHO based on fully unearmarked resources, and on an increase in Member States’ fees to two-thirds of the WHO base programme budget.

- Strengthen the authority and independence of the Director-General, including by having a single term of office of seven years with no option for re-election. The same rule should be adopted for Regional Directors.

- Focus WHO’s mandate on normative, policy, and technical guidance; empower WHO to take a leading, convening, and coordinating role in operational aspects of an emergency response to a pandemic, without, in most circumstances, taking on responsibility for procurement and supplies.

- Resource and equip WHO Country Offices sufficiently to respond to technical requests from national governments to support pandemic preparedness and response, including support to build resilient equitable and accessible health systems, universal health coverage, and healthier populations.

World Health Organization Reforms in the Time of COVID-19

Germán Velásquez

121 Research Paper
November 2020
QUESTIONS FOR TODAY

- What WHO do we want?
- What WHO does the World need?
- What are its essential functions?
- Do they need to be redefined? If yes, why, and how?