



OUTPUT SCORECARD

Scoring dimensions, attributes, criteria

WHO GPW₁₃ OUTPUT SCORECARD (for Outputs under 1.1. to 4.1. and 4.2.6)

Uses a 4-point scale

Global public health goods

- Prioritizing GPHGs for impact
- Developing prioritized GPHGs
- Developing prioritized GPHGs to specification and quality standards

Leadership

- Strategic, credible, and evidence based advice to achieve impact
- Building strategic partnerships, convening and brokering solutions
- Keeping health on the radar
- Mobilizing and aligning resources

For illustration

Achievement of Results

[Set of leading indicators]

Technical support

- Differentiation by need
- Effective planning
- Effective Delivery
- Partnership



Gender, Equity and Human Rights

- Data disaggregation and analysis
- Reducing inequities
- Management for capacity building and resource allocation
- Accountability and organizational change

Value for money

- Ethics
- Effectiveness
- Efficiency
- Equity
- Economy

Dimension 1 : Effective Delivery : Global Public Health Goods		
Attribute	Criteria	Scoring scale
Prioritizing of global public health goods (GPHGs) for impact	<p>GPHGs developed are identified and prioritized to achieve GPW 13 impact</p> <p>Funding is available for greenlighted GPHGs</p>	<p>Strong (4) All (91-100%) GPHGs developed passed through a three-level prioritization process, and funding was available for their timely and quality development. A list of prioritized GPHGs is available to all three levels of the Organization.</p> <p>Satisfactory (3) Most (61-90%) GPHGs developed passed through a three-level prioritization process, and funding was available for their timely and quality development. A list of prioritized GPHGs is available to all three levels of the Organization.</p> <p>Developing (2) Some (41-60%) GPHGs developed passed through a three-level prioritization process, and funding was available for their timely and quality development. A list of prioritized GPHGs is available to all three levels of the Organization.</p> <p>Emergent (1) Few or none (0-40%) of the GPHGs developed passed through a three-level prioritization process.</p>
Developing the prioritized GPHGs on time	GPHGs developed according to planned schedule	<p>Strong (4) (91-100%) prioritized GPHGs are developed within 1 month of planned completion date.</p> <p>Satisfactory (3) Most (61-90%) prioritized GPHGs are developed within 1 month of planned completion date.</p> <p>Developing (2) Some (41-60%) prioritized GPHGs are developed within 1 month of planned completion date.</p> <p>Emergent (1) Few or none (0-40%) prioritized GPHGs are developed within 1 month of planned completion date.</p>
Developing the prioritized GPHGs to specification and quality standards	GPHGs are developed according to quality-assured processes established	<p>Strong (4) (91-100%) GPHGs developed meet all quality assurance steps.</p> <p>Satisfactory (3) Most (61-90%) GPHGs developed meet all quality assurance steps.</p> <p>Developing (2) Some (41-60%) GPHGs developed meet all quality assurance steps.</p> <p>Emergent (1) Few or none (0-40%) GPHGs developed meet all quality assurance steps.</p>

Dimension 1 : Effective Delivery : Global Public Health Goods		
Attribute	Criteria	Scoring scale
Use of GPHGs	GPHGs are available and accessible for use by countries	Strong (4) (91-100%) GPHGs intended for use by countries are being used by the countries who expressed need during prioritization (including in a derived form, format or translated language).
	GPHGs are taken up by countries and contribute to GPW 13 impact	Satisfactory (3) Most (61-90%) GPHGs intended for use by countries are being used by the countries who expressed need during prioritization (including in a derived form, format or translated language).
		Developing (2) Some (40%) (41-60%) GPHGs intended for use by countries are being used by the countries who expressed need during prioritization (including in a derived form, format or translated language).
		Emergent (1) Few or none (0-40%) GPHGs intended for use by countries are being used by the countries who expressed need during prioritization (including in a derived form, format or translated language).

Dimension 2 : Effective delivery : Leadership Functions

Attribute	Criteria	Scoring Scale
Strategic, credible and evidence-based advice to achieve impact	<p>Strategic approach: Strategic thinking and advice aimed at driving long-term impact</p> <p>Evidence-based advice: Evidence-based advice, using latest available data/best practice</p> <p>Credible: Regarded as credible and reliable by key external stakeholders</p> <p>Influential: Influential and well positioned with key global or regional decision-makers</p> <p>Impactful: Impactful in targeted areas that are key for delivering the output during the biennium</p>	<p>Strong (4) Actions are consistently geared towards long-term impact and results are demonstrated in all the key targeted areas that are key to delivering the output. Always informed by the highest quality evidence available. Ideally positioned and widely seen as the most credible and reliable sources of advice by all external stakeholders.</p> <p>Satisfactory (3) Actions are mainly geared towards long-term impact and well evidenced, seen as one of the most credible and reliable sources of advice by some key stakeholders. Already well positioned to influence key decision-makers. Significant results are demonstrated in most (but not all) targeted areas that are key to delivering the output during the biennium.</p> <p>Developing (2) Advice is becoming more strategic and is starting to be seen as a credible and reliable source, with impact likely in at least one key area. Good progress has been made in building and using the evidence base.</p> <p>Emergent (1) Mainly reactive/tactical. Positioning to reach decision-makers is at an early stage. Evidence base is being developed. Limited impact on key areas so far.</p>
Building strategic partnerships, convening and brokering solutions	<p>Building strategic partnerships and networks: Plays a leading role to build and use effective and sustainable networks and strategic partnerships at the institutional level. Active in UN reform/UNCTs; UNDCF's</p> <p>Understanding the stakeholders: Understands the context and needs of the different stakeholders, including working across sectors where required, and is</p>	<p>Strong (4) Has built and maintains the use of highly effective and sustainable networks, and strategic partnerships, in all areas significant for the output delivery, including working across sectors where required. Has a leading role in negotiations on complex and challenging issues and has helped to broker solutions in many difficult areas. Frequently leads major events, involving stakeholders from different sectors where health can be leveraged, with successful outcomes (as relevant).</p> <p>Satisfactory (3) Effective use of networks and strategic partnerships in most areas significant for the output delivery. Regularly plays brokering role including in at least one difficult area. Has led several successful events where stakeholders from different sectors are convened as planned.</p> <p>Developing (2) Has started to build some effective networks and partnerships with the key stakeholders. Brokering role played, but not yet fully engaged in finding solutions in the most</p>

Dimension 2 : Effective delivery : Leadership Functions

Attribute	Criteria	Scoring Scale
	<p>well positioned to influence their thinking</p> <p>Brokering solutions: Brokers effective solutions that are evidence-based and practical and able to bridge gaps in difficult areas or during sudden onset and emergency settings.</p> <p>Leading successful events: Supports and leads effective events which are well attended, well chaired, focused and timely</p>	<p>challenging areas. Planning and leading events but success has so far not been demonstrated.</p> <p>Emergent (1) At an early stage of building networks and strategic partnerships. Not yet positioned for brokering role but developing a platform. Limited role in convening events so far but building an approach.</p>
Keeping health on the radar: driving the agenda	<p>Strategic positioning of health high in the agenda of policy and advocacy bodies (including creating opportunities to put health in all policies and in key events. Demonstrates visible leadership and influence in discussions on health at key meetings and events (e.g. global summits, regional and national level policy meetings)</p> <p>Setting direction: Anticipates new/ emerging issues to help set direction and develop a clear long-term vision</p>	<p>Strong (4) Demonstrates achievements with respect to opening up or targeting opportunities to place health high in the agenda of policies or key events. Plays a leading role in policy dialogue and setting direction for new and emerging issues. Best practice use of strategic communication has ensured health topics relevant to the output are high on the agenda at all planned major events or policy dialogue platforms.</p> <p>Satisfactory (3) Makes effective and regular use of strategic communication and advocacy tools, resulting in health topics relevant to the output being placed high on the agenda in most planned major events or policy dialogue platforms. Helps to set direction and a clear long-term vision.</p> <p>Developing (2) Has begun to use strategic communication and advocacy tools and is advocating for health topics relevant to the output to be on the agenda at least one planned major event. Able to lead and influence in at least one key area and starting to identify new and emerging issues.</p> <p>Emergent (1) Use of strategic communication and advocacy tools is at an early stage. In the process of building a targeted and influencing approach. Participates in key events but mainly reactive at this stage.</p>

Dimension 2 : Effective delivery : Leadership Functions

Attribute	Criteria	Scoring Scale
	Strategic communication: Use of advocacy and strategic communication tools to raise the profile and promote health	
Mobilizing and aligning resources	<p>Demonstrated ability to articulate the needs, priorities and resource requirements (human and financial)</p> <p>Effective contributor engagement, including building trust by demonstrating accountability, developing new funding sources</p> <p>Deployment and alignment of available resources: Deploys resources (within its control) effectively to align with key priorities within available earmarked and flexible resources</p> <p>Availability of resources to deliver results</p>	<p>Strong (4) Plans and uses resources effectively based on sound analysis of needs and cost. Has demonstrated effective engagement with contributors and shown accountability through good and timely reporting. Has engaged new funding sources. Allocates and deploys both human and financial resources effectively in line with priorities and need. Demonstrated that resources are sufficient to deliver results.</p> <p>Satisfactory (3) Plans and uses resources effectively based on analysis of needs and cost. Has demonstrated engagement with contributors and provided timely reporting. Has engaged new funding sources. Allocates and deploys available human and financial resources effectively in line with priorities and need.</p> <p>Developing (2) Resource mobilization and alignment approach includes elements of strategic planning and sound analysis but is still considered a 'work in progress'.</p> <p>Emergent (1) Approach to resource mobilization and allocation is emergent, based mainly on responding to needs as they arise. A more strategic approach is being considered but is at an early stage.</p>

Dimension 3 : Technical Support at the Country Level		
Attribute	Criteria	Scoring Scale
Differentiation by country need	<p>Differentiated technical support at country level (country support): Deploys an appropriate mix of modalities (such as policy dialogue, strategic support, technical assistance, service delivery) to meet emerging country needs</p> <p>Understanding of country needs: Decisions are based on a strategic understanding of country needs that is informed by in-depth analysis of country priorities, capacities, vulnerabilities and opportunities</p> <p>Responsive to changes in needs: As country needs evolve, makes appropriate and timely changes in the mix of modalities of technical support offered</p>	<p>Strong (4) Country support and mix of modalities are consistently tailored to country needs and informed by in-depth strategic analysis and understanding of priorities, capacities, vulnerabilities and opportunities based on sufficient consultations with countries. Highly agile and responsive to evolution in country need.</p> <p>Satisfactory (3) Country support is reasonably tailored to country needs and based on a sound and up-to-date analysis and understanding of country priorities, capacities, vulnerabilities and opportunities. As country needs evolve, support is adapted within a reasonable timescale.</p> <p>Developing (2) Country support is gradually adapting to fit country needs with some further changes required to achieve a good fit. Analysis is being updated/improved. Often responsive but not always based on consultations with countries.</p> <p>Emergent (1) Country support is yet to be well tailored and responsive to evolving country needs. The analysis and understanding of country needs is yet to be developed sufficiently and the mix of instruments used need to be adapted significantly.</p>
Effective planning of country support	<p>Country support planning in place.</p> <p>Structured, evidence-based and bottom-up process exists with engagement at all three levels of the Organization</p> <p>Effective dialogue with a wide range of country stakeholders including civil society</p> <p>An impact-oriented approach underpinned by results measurement</p>	<p>Strong (4) Country support plan focused on priorities is in place based on country capacities, needs and vulnerabilities. Results are measured and fed back into decisions to support an impact-oriented approach. The country cooperation work of WHO at the country level and its country support plan are based on a consultative dialogue with a wide range of partners and across all three levels of the Organization. For HQ and RO Org Groups: country support deliverables are based on priorities agreed with the country offices.</p> <p>Satisfactory (3) Country support plan is based on a solid analysis of country needs and is in line with the identified country priorities. Some results are measured and fed back into decisions to support an impact-oriented approach. The engagement of all three levels of the organization, and dialogue with core partners, are adequate. For HQ and RO Org Groups: country support deliverables are based on consultations with country offices.</p>

Dimension 3 : Technical Support at the Country Level		
Attribute	Criteria	Scoring Scale
		<p>Developing (2) The planning process for country support is somewhat structured and improving, including the engagement of all three levels of the organization. Results are not consistently measured and fed back into decisions to support an impact-oriented approach. The country cooperation work has mainly focused on WHO to date, but there has been some dialogue with partners. For HQ and RO Org Groups: country support deliverables are not always based on consultations with country offices.</p> <p>Emergent (1) The planning process is at an early stage and/or the country support plan is still being developed. Results are not measured or supportive of an impact orientated approach. A dialogue with stakeholders is starting. There is inadequate engagement of the three levels of the Organization in country support planning</p>
Effective delivery	<p>Country support delivered according to plan and objectives met: Delivery adheres to agreed plan across the three levels of the Organization. The objectives of the support are met</p> <p>Resources and capacity for country support at regional and country office levels</p> <p>Timely: Country support is timely, in line with agreed milestones</p> <p>Quality: Country support achieves required standards of quality</p>	<p>Strong (4) All country support delivered is according to the country support plan agreed across the three levels of the Organization. It consistently delivers all the agreed objectives. There is evidence of increased resources for country support and increased capacity at country office level. Country support is delivered based on agreed timescales and milestones, to a high standard of quality.</p> <p>Satisfactory (3) Most of the agreed country support plan is delivered to a satisfactory level of quality. Any gaps are being addressed through prompt actions. Sufficient efforts are made to improve capacity at regional and country office levels.</p> <p>Developing (2) Country support is partly delivering what is required although there are delays and/or gaps and/or quality is inconsistent. Limited improvements in capacity at regional and country office levels.</p> <p>Emergent (1) There is evidence that country support delivered is mostly unplanned and uncoordinated with the country office. Objectives are significantly off track and not likely to be met due to quality, timeliness or funding issues.</p>
Partnership	Shared approach: Shared approach to coordination and partnership, based on shared goals (Sustainable Development Goals) and planning mechanisms (e.g. United Nations Sustainable	Strong (4) Delivers its country support through a shared approach to operational partnership based on strong relationships and trust. Promotes a coherent position on health issues relevant to the output. Has leveraged partnerships to deliver transformational change and significant impact of country support.

Dimension 3 : Technical Support at the Country Level

Attribute	Criteria	Scoring Scale
	<p>Development Cooperation Framework)</p> <p>Relationships and trust: Strong relationships and high levels of trust with relevant partners, based on regular and effective communication and dialogue</p> <p>Division of labour: Agreement with partners on comparative advantage and division of labour</p> <p>Internal coherence and leveraging change: Promoting coherent position and delivery of shared goals with and through partners</p>	<p>Satisfactory (3) A shared coherent approach to partnership is in place and relationships are good in the delivery of support to countries. Regularly working with partners to deliver benefits at operational level, on specific projects and initiatives.</p> <p>Developing (2) Approach to operational partnership is still developing, relationships are being built and some successful examples exist of working together on specific country support related to the output.</p> <p>Emergent (1) Approach is mainly internally focused in the delivery of country support, working through the WHO Secretariat and government rather than with partners, although starting to identify opportunities to build relationships and work with partners.</p>
Institutional capacity-building	<p>Capacity assessment and analysis: Capacity analysis is used effectively to plan approaches for sustainable capacity building</p> <p>Country ownership: Ensuring country ownership is built into the approach for country support</p> <p>Monitoring: Regular monitoring of capacity strengthening is built into the approach</p> <p>Institutional strengthening: Clear evidence that institutional strengthening and skills transfer are being achieved</p>	<p>Strong (4) Institutional capacity-building is based on robust capacity analysis and monitoring to achieve results. Already achieving sustainability through skills transfer, financial sustainability and a high degree of country involvement and ownership. Includes capacity-building at different levels (people, institutional, system) and achieves intended results.</p> <p>Satisfactory (3) Institutional capacity-building includes capacity analysis and regular monitoring. Sustainability (i.e. skills transfer, financial sustainability, country ownership) is purposefully built into the approach. Capacity is built at different levels in at least one of the areas (i.e. people, institutional, system).</p> <p>Developing (2) Institutional capacity analysis is starting to be used to inform an approach to capacity-building, and country ownership is being built. Monitoring evidence is starting to be used to adjust approach. An approach to measuring results achieved for capacity-building is still a work in progress.</p> <p>Emergent (1) Institutional capacity-building is not yet built into the approach and needs to be considered further.</p>

Dimension 4 : Impactful Integration of Gender, Equity and Human Rights

Attribute	Criteria	Scoring Scale
Data disaggregation and analysis	<p>Data: Collection, disaggregation and analysis of data is reported (i.e. by sex, age and other inequality dimensions or, when appropriate, by population-based or sector-wide indicators)</p> <p>Health differences are identified, monitored and addressed: Identification of actions to address health differences that are biased and avoidable; and/or actions to make the Organization gender-responsive and based on the principles of equality and non-discrimination</p> <p>Identification of and actions to address linkages between inequalities and forms of discrimination (e.g. based on gender, ethnicity, disabilities, as well as legal discrimination, criminalization or social exclusion)</p> <p>Analysis: Quantitative and qualitative data, policies and/or laws affecting the delivery of the Output are analysed using a gender, equity and human rights lens. The analysis assesses barriers (e.g. stigma, discrimination or supply barriers) to identify populations experiencing disadvantage or discrimination, and to identify remedial actions</p>	<p>Strong (4)</p> <ul style="list-style-type: none"> •Data are collected, disaggregated and analysed by relevant programme indicators and/or (as appropriate) sex, age, disability (where meaningful) and at least two other inequality dimensions with a rationale as to why these dimensions have been selected and included in the analysis of the socio-economic contexts (or, when appropriate, data by population-based sector-wide gender-sensitive indicators). •Disaggregated data are analysed and considered in planning, implementation, reporting and/or evaluation. •Populations experiencing disadvantage, discrimination and exclusion are identified and remedial actions are identified and included in monitoring/accountability frameworks. •Data, policies and laws affecting the delivery of the Output are analysed from a gender, equity and human rights perspective lens. <p>Satisfactory (3)</p> <ul style="list-style-type: none"> •Data are collected, disaggregated and analysed by sex, age and at least one other inequality dimension with a rationale as to why these dimensions have been selected and included in the analysis of the socio-economic contexts (or, when appropriate, data by population-based sector-wide gender-sensitive indicators). •Disaggregated data are analysed and considered in planning, implementation, reporting and/or evaluation. •Populations experiencing disadvantage, discrimination and exclusion are identified and remedial actions are identified. <p>Developing (2)</p> <ul style="list-style-type: none"> •Data are collected and disaggregated and analysed by sex and age at a minimum (or, when appropriate, by population-based sector-wide gender-sensitive indicators). •Other programme-indicators or inequality dimensions are considered in the analysis of socio-economic contexts. •Populations experiencing disadvantage, discrimination and exclusion are identified. <p>Emergent (1)</p> <ul style="list-style-type: none"> •Collection, disaggregation and analysis of data by sex is conducted (or, when appropriate, by population-based or sector-wide gender-sensitive indicators).
Reducing inequities	Strategy/policy actions: Actions	Strong (4)

Dimension 4 : Impactful Integration of Gender, Equity and Human Rights

Attribute	Criteria	Scoring Scale
	<p>aimed at ensuring policies and programmes for health are equity-oriented, gender-responsive and human rights-based</p> <p>Technical assistance: provided to reduce health inequities, gender inequalities and human rights-based and participatory approaches are included</p> <p>Engagement: is promoted, implemented, monitored and/or reported on (including ensuring diversity and the meaningful participation of women, girls and populations experiencing disadvantage) through various forms of meaningful participation of beneficiaries, communities and other stakeholders at global, regional, national or community level (as relevant)</p>	<ul style="list-style-type: none"> • Strategic and policy documents include an analysis of health and social inequities and discrimination (e.g. based on gender, ethnicity, or disabilities, as well as legal discrimination, criminalization or social exclusion) and actions to make programmes gender-responsive, equity-oriented and human-rights based. • Design, implementation and/or evaluation of actions is supported by meaningful participation of communities, beneficiaries, civil society and/or other stakeholders in all their diversity (including groups that are typically disempowered or are facing discrimination and exclusion). • Analysis, policy review and/or an action plan to address health and social inequities and discrimination (e.g. based on gender, ethnicity, or disabilities, as well as legal discrimination, criminalization or social exclusion) is included in technical assistance. • Development of policies to address health and social inequities and discrimination (e.g. based on gender, ethnicity, or disabilities, as well as legal discrimination, criminalization or social exclusion) are supported in technical assistance. <p>Satisfactory (3)</p> <ul style="list-style-type: none"> • Strategic and policy documents include an analysis of health and social inequities and discrimination (e.g. based on gender, ethnicity, or disabilities, as well as legal discrimination, criminalization or social exclusion) and actions to make programmes gender-responsive, equity-oriented and human-rights based. • Design, implementation and/or evaluation of actions is supported by meaningful participation of communities, beneficiaries, civil society and/or other stakeholders in all their diversity (including groups that are typically disempowered or are facing discrimination and exclusion). • Analysis of health and social inequities and discrimination (e.g. based on gender, ethnicity, or disabilities, as well as legal discrimination, criminalization or social exclusion) is included in technical assistance. <p>Developing (2)</p> <ul style="list-style-type: none"> • Strategic and policy documents include an analysis of health and social inequities and discrimination (e.g. based on gender, ethnicity, or disabilities, as well as legal discrimination, criminalization or social exclusion) and actions to make programmes gender-responsive, equity-oriented and human-rights based. • Design, implementation and/or evaluation of actions is supported by meaningful participation of communities, beneficiaries, civil society and/or other

Dimension 4 : Impactful Integration of Gender, Equity and Human Rights

Attribute	Criteria	Scoring Scale
		<p>stakeholders in all their diversity.</p> <p>Emergent (1)</p> <ul style="list-style-type: none"> Strategic and policy documents include an analysis of health and social inequities and discrimination (e.g. based on gender, ethnicity, or disabilities, as well as legal discrimination, criminalization or social exclusion) and actions to make programmes gender-responsive, equity-oriented and human-rights based.
Management for capacity building and resource allocation	<p>Capacity building in mainstreaming gender, equity and human rights is planned, implemented, monitored and reported, with a view to building skills and improving the programme's performance</p> <p>Resource allocation: Resources are allocated to appropriately sustain capacity building to mainstream gender, equity and human rights</p> <p>Awareness raising and advocating for mainstreaming gender, equity and human rights is conducted and sustained within the areas of work under the output</p>	<p>Strong (4)</p> <ul style="list-style-type: none"> More than two skill-building activities have been conducted in the last year to strengthen staff capacity for mainstreaming gender, equity and human rights. At least 1% of funding is allocated to promote the integration of gender, equity and human rights (including capacity building) (only relevant to assessments by Budget Centre, MO-ODT and 3L-ODT). At least two activities have been conducted to raise awareness on and advocate for mainstreaming gender, equity and human rights (including in senior management public appearances/addresses). <p>Satisfactory (3)</p> <ul style="list-style-type: none"> At least two skill-building activities have been conducted within the last year to strengthen staff capacity for mainstreaming gender, equity and human rights. Between 0.5% and 1% of funding is allocated to appropriately promote the integration of gender, equity and human rights (including capacity building) (only relevant to assessments by Budget Centre, MO-ODT and 3L-ODT). At least one activity has been conducted to raise awareness on and advocate for mainstreaming gender, equity and human rights (including in senior management public appearances/addresses). <p>Developing (2)</p> <ul style="list-style-type: none"> At least one skill-building activity has been conducted within the last year to strengthen staff capacity for mainstreaming gender, equity and human rights within programmes of the Output. Less than 0.5% of funding is allocated to appropriately promote the integration of gender, equity and human rights (including capacity building) (only relevant to assessments by Budget Centre, MO-ODT and 3L-ODT). <p>Emergent (1)</p>

Dimension 4 : Impactful Integration of Gender, Equity and Human Rights		
Attribute	Criteria	Scoring Scale
		<ul style="list-style-type: none"> Activities to strengthen staff capacity for mainstreaming gender, equity and human rights have been planned (e.g. mandatory trainings on unconscious bias based on race, disability, or gender)
Accountability and organizational change	<p>Promoting and institutionalizing gender, equity and human rights mainstreaming: This is part of the organizational culture of WHO at the three levels of the Organization</p> <p>Organizational change: Actions to promote organizational change seek to strengthen an organizational culture that supports gender, equity and human rights mainstreaming and an inclusive and diverse organization.</p> <p>Accountability: Accountability for gender, equity and human rights mainstreaming is clear and enforced by supervisors and senior staff (P5 and above)</p>	<p>Strong (4)</p> <ul style="list-style-type: none"> A dedicated action, task or approach to mainstream gender, equity, and human rights is clearly identified, including specific actions, tasks or approaches to promote diversity and inclusion in the staff, as well as compliance with WHO's policies and mechanisms for a safe and respectful workplace, and the inclusion of different staff voices/input Supervisors and senior staff (P5 and above) include gender, equity and human rights mainstreaming in one of their PMDS objectives. At least one focal point for gender, equity and human rights mainstreaming is designated to serve as a collector and disseminator or information on these issues, including for complying with the Organization's reporting commitments on gender equality, disability, diversity and inclusion <p>Satisfactory (3)</p> <ul style="list-style-type: none"> A dedicated action, task or approach to mainstream gender, equity, and human rights is clearly identified, including specific actions, tasks or approaches to promote diversity and inclusion in the staff, as well as compliance with WHO's policies and mechanisms for a safe and respectful workplace, and the inclusion of different staff voices/input Supervisors and senior staff (P5 and above) include gender, equity and human rights mainstreaming in one of their PMDS objectives. <p>Developing (2)</p> <ul style="list-style-type: none"> A dedicated action, task or approach to mainstream gender, equity, and human rights is clearly identified <p>Emergent (1)</p> <ul style="list-style-type: none"> Discussions have started for the development of a dedicated action, task or approach to mainstream gender, equity, and human rights

Dimension 5 : Value for Money		
Attribute	Criteria	Scoring Scale
Effectiveness	<p>Output is on track to achieve the intended outcome/s</p> <p>Timeliness of monitoring and reporting</p> <p>Remedial actions are taken where outputs are off track and/or findings are being used to support learning and innovation</p> <p>Theory of Change (as described by the results chain) is credible</p>	<p>Strong (4) <u>For the assessment of the ODTs:</u> All leading indicators in dimension 6 (Achievement of results) are on track or fully achieved. Ratings of the other dimensions are between 3 and 4. There is a clear understanding about how impacts will be achieved, linked to the Theory of Change. <u>For the assessment of the Org Groups:</u> Deliverables are fully on track to contribute to the achievement of the output. Implementation and results monitoring and reporting are done in a timely manner and are feeding into management decisions on implementation and learning.</p> <p>Satisfactory (3) <u>For the assessment of the ODTs:</u> At least 70% of the key performance indicators in dimension 6 (Achievement of results) are on track or fully achieved. Ratings of the other dimensions are between 3 and 4. Theory of change analysis has been done to understand the influence of the output to the achievement of outcomes. <u>For the assessment of the Org Groups:</u> The deliverables are broadly on track to contribute to the achievement of the output. Implementation and results monitoring and reporting are done regularly and are feeding into management decisions on implementation and learning. There is a some understanding about how impacts will be achieved, linked to the Theory of Change but this could be clarified further.</p> <p>Developing (2) <u>For the assessment of the ODTs:</u> At least 50% of the key performance indicators in dimension 6 (Achievement of results) are on track or fully achieved. Ratings of the other dimensions are between 2 and 3. <u>For the assessment of the Org Groups:</u> Deliverables are partially on track to contribute to the achievement of the output. Implementation and results monitoring and reporting are not done regularly and are not always feeding into management decisions on implementation and learning. The Theory of Change analysis needs to be done to understand the influence of the output to the achievement of outcomes.</p> <p>Emergent (1)</p>

Dimension 5 : Value for Money		
Attribute	Criteria	Scoring Scale
		<p><u>For the assessment of the ODTs:</u> Less than 50% of the key performance indicators in dimension 6 (Achievement of results) are on track or fully achieved. Ratings of the other dimensions are between 1 and 2. Theory of change is flawed or non-existent.</p> <p><u>For the assessment of the Org Group:</u> Deliverables are off track to contribute to the achievement of the output. Implementation and results monitoring and reporting and are not done regularly. The Theory of Change is flawed or non-existent.</p>
Ethics	<p>Awareness: Ethical standards and principles relevant to the output have been clearly identified and understood, for example WHO's Code of ethics and Professional conduct and specific ethical standards</p> <p>Compliance: WHO's agreed ethical standards have been fully integrated and are being applied</p>	<p>Strong (4) Relevant ethical standards and principles are fully understood and integrated, resulting in full compliance with no exceptions.</p> <p>Satisfactory (3) Relevant ethical standards and principles are considered, with high levels of compliance. Any exceptions are relatively minor and have been addressed.</p> <p>Developing (2) Relevant ethical principles and standards are being considered but are not yet consistently followed through in decisions and implementation.</p> <p>Emergent (1) Relevant ethical principles and standards are not yet fully considered and/or there are major gaps in competence around ethics and/or compliance, leading to significant reputational risk.</p>
Equity	<p>Resource allocation includes criteria to ensure that the expected benefits are distributed fairly and/or reach the most vulnerable</p> <p>An analysis is done and plan developed when the most vulnerable are not reached, to identify what resources or management decisions need to be made to correct the situation</p> <p>Reporting on output achievement includes analysis on how resources were allocated to fairly distribute benefits to the most vulnerable</p>	<p>Strong (4) Explicit criteria (e.g. rules, norms, standards) are used to allocate resources with a view to distribute benefits fairly and/or to reach the most vulnerable. Reporting on output achievement includes analysis of how resources were allocated to fairly distribute benefits to the most vulnerable. Equity-oriented resource allocation capacity and reporting are built or strengthened.</p> <p>Satisfactory (3) Explicit criteria (e.g. rules, norms, standards) are used to allocate resources with a view to distribute benefits fairly and/or to reach the most vulnerable. Reporting on output achievement includes analysis of how resources were allocated to fairly distribute benefits to the most vulnerable.</p> <p>Developing (2) Explicit criteria (e.g. rules, norms, standards) are defined for promoting the allocation of resources with a view to distribute benefits fairly and/or to reach the most vulnerable, but these are not used consistently.</p>

Dimension 5 : Value for Money		
Attribute	Criteria	Scoring Scale
	Evaluation is used to support learning and innovation on equity-oriented resource allocation and reporting	Emergent (1) Equity-oriented resource allocation and reporting is promoted but without clear criteria (e.g. rules, norms, standards).
Efficiency	<p>Management has taken strategic decisions to address system weaknesses and to deliver efficiency gains where possible</p> <p>Available financial and human resources are optimally used during the planning period</p> <p>Delivery is timely</p> <p>Financial and risk management processes meet relevant standards and are implemented appropriately</p>	<p>Strong (4) Strategic decisions have already led to clear efficiency gains in several areas. Delivery is consistently timely, and both financial and human resources are used optimally. Financial management and risk management processes are fully implemented.</p> <p>Satisfactory (3) Strategic decisions have led to efficiency gains in at least one area. Delivery is timely. Financial management and risk management processes are fully implemented.</p> <p>Developing (2) Efficiency gains are being targeted but implementation is still considered a 'work in progress'. Delivery is usually timely but with some delays or use of no-cost extensions. Resources are not always optimally used. Financial management and risk management processes are improving/under development.</p> <p>Emergent (1) Efficiency gains have not yet been targeted. No-cost extensions to deadlines have been repeatedly required and/or resources have not been fully used. Financial and risk management processes require significant strengthening.</p>
Economy	Compliant use of benchmarking comparisons, vis-a-vis adequate quality and costs including reference to WHO and United Nations system-wide standards	<p>Strong (4) Input costs are consistently better than relevant benchmarks, while maintaining quality. Regular reference to market benchmarks is built in and actions are already fully implemented to achieve best buy.</p> <p>Satisfactory (3) Input costs are broadly in line with relevant benchmarks, while maintaining quality. At least one benchmarking comparison has been made and follow-up action is under way to achieve best buy.</p> <p>Developing (2) Input costs are higher than relevant benchmarks in some areas, although work has been done to understand the reasons and actions are being considered to achieve best buy.</p>

Dimension 5 : Value for Money		
Attribute	Criteria	Scoring Scale
		Emergent (1) Input costs are consistently higher than expected and/or limited (if any) analysis done to identify the reasons and consider benchmarks. Limited progress on actions to ensure best buy.

WHO GPW₁₃ OUTPUT SCORECARD (Enabling Functions)

Illustration

Accountability

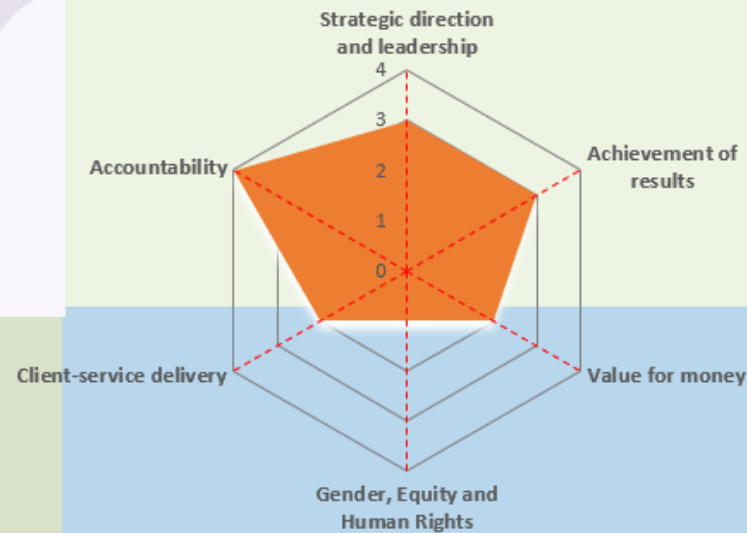
- # Internal control and accountability for resources
- # Accountability for results and continuous improvements

Strategic direction and leadership

- # Leadership and clear strategic direction
- # Negotiating and finding solutions
- # Three-level alignment

Achievement of Results

[Performance indicators from the PB 2020-2021]



Client-service delivery

- # Responsiveness
- # Solution-focused
- # Consultative and coherent

Gender, Equity and Human Rights

- # Creating an enabling environment for mainstreaming
- # Management – capacity and resource allocation
- # Accountability and organizational change

Value for money

- # Ethics
- # Effectiveness
- # Efficiency
- # Equity
- # Economy

Dimension 1 : Effective delivery: Strategic direction and leadership		
Attribute	Criteria	Scoring Scale
Leadership and clear strategic direction in place	Clear strategic direction exists for the work under the output	Strong (4) A clear strategic direction is in place for the area/s of work covered under the output and the Org Group/ODT has adequate capacity to deliver on its strategy; The Org Group/ODT or its work is well positioned and seen as driving the agenda at global/regional/country context. Clear and stable leadership ¹ in the area of work covered by the enabling output is in place for the entire biennium (24 months). Leadership effectively balances internal and external focus. Strategic and corporate risks towards achieving the output are identified and addressed. Satisfactory (3) A clear strategic direction is in place for the area/s of work covered under the output and the Secretariat has adequate capacity to deliver on its strategy; The Org Group/ODT is seen as driving the agenda at global/regional/country context in relation to the areas of work under the output. A clear and stable leadership function is in place for at least one year of the biennium. Leadership considers internal and external focus. Developing (2) A clear strategy is in place for the area/s of work covered under the output and the Secretariat has some capacity to deliver on its strategy. A stable leadership function is in place, though for less than one year of the biennium. Emergent (1) A strategic direction is in place but capacity to deliver is uncertain. A leadership function is not in place for most of the biennium. <u>For the assessment of the Org Group:</u> Deliverables are off track to contribute to the achievement of the output. Implementation and results monitoring and reporting and are not done regularly. The Theory of Change is flawed or non-existent.
	Clear leadership function stable and in place	
	Secretariat capacity to deliver	
	Strategic and risk management in place	

¹ Leadership here refers to having a head, team leader, director, ADG in place.

Dimension 1 : Effective delivery: Strategic direction and leadership		
Attribute	Criteria	Scoring Scale
Notes: <ul style="list-style-type: none"> Clear leadership function stable and in place – Refers to having a head, team leader, director, ADG in place (as applicable to the Org Group/s) In assessing this attribute, Org Group should make sure that they are assessing their work or contributions within their control. There are instances where there are criteria that is not solely within their control, i.e., clear strategic direction exists. In many cases, a clear strategic direction is also set outside the control of the Org Group. Even in this case, the score here should only be based on elements within the Org Groups control. If the Org Group would like to point out that their performance or their contribution to the output could be enhanced by a clear strategic direction from others, that should be noted in the comments so that those could be considered during the overall discussions at BC or ODT levels. 		
Negotiating and finding solutions	<p>Context and needs of the different stakeholders understood</p> <p>Well positioned with stakeholders (internal/external as appropriate) on challenging issues</p> <p>Evidence and best practice inform identification of solutions</p> <p>Practical, sustainable and implementable solutions identified</p>	<p>Strong (4) The key stakeholders are identified with engaged partner coordination. WHO role in UNCT and UNDCFs is clear and adding value (For CO Org Groups). The context of issues and needs of different key stakeholders are well laid out and understood by the all. A leading role in negotiations is established on the most challenging issues. Can demonstrate strong evidence that a sustainable/practical solution has been identified and applied on all the challenging issues related to the output.</p> <p>Satisfactory (3) The key stakeholders are identified and engaged. The context of issues and needs are well laid out and understood by all; including UNCT (For CO Org Groups). A leading role in negotiations is established on more challenging issues. Has identified practical, sustainable, evidence-based solutions in most of the challenging areas under the output.</p> <p>Developing (2) Becoming directly involved in discussions with the key stakeholders. Has helped to identify practical, sustainable and implementable solutions in at least one key area, informed by solid evidence.</p> <p>Emergent (1) In the early stages of mapping the stakeholders, understanding their needs and positioning to play a role. In the process of developing the required evidence base and platform for future work.</p>
Notes: - In assessing this attribute, it needs to be contextualized on specific challenging issue/s identified to be constraining the achievement of the output. During the discussion, the Org Group/ODT should be clear on the challenging issue/s. If the Org Group/ODT did not have any challenging issue that did not need any negotiations, this attribute should be rated as “not applicable”.		
Three-level alignment	Roles and responsibilities (including delegation of authority) are laid out and respected	<p>This scoring scale is applicable for the ODT assessment. This may not apply to all Org Groups.</p> <p>Strong (4) Roles and responsibilities (including delegation of authority) between headquarters, regional offices and country offices are clearly laid out, understood and respected. At least 80%</p>

Dimension 1 : Effective delivery: Strategic direction and leadership		
Attribute	Criteria	Scoring Scale
	<p>Issue/conflict resolution mechanism in place and functioning between the levels for the output</p> <p>High level of decision-making in relation to the output at the country office level</p> <p>Resources at the country level (% of budget funded for the output) is adequate</p>	<p>of country offices are well-resourced to deliver. A well-functioning platform exists to resolve issues and conflicts between the three levels. Policies and policy implementation are aligned across all three levels of the organisation. There is proactive involvement of country offices in high level decision-making.</p> <p>Satisfactory (3) Roles and responsibilities clearly laid out and respected. Between 50% and 80% of country offices are well-resourced to deliver. A well-functioning platform exists to resolve issues and conflicts between the three levels. There is no evidence of country office involvement in high level decision-making.</p> <p>Developing (2) Roles and responsibilities clearly laid out but application is still evolving. A platform for discussion of roles and responsibilities exists but no regular interaction. Most country offices are not involved in high level decision-making.</p> <p>Emergent (1) Roles and responsibilities not clearly laid out. No regular interaction between the three levels of the organisation. Country offices are not involved in decision-making.</p>
Notes: - This attribute is applicable only for the ODT assessment of the output overall.		

Dimension 2 : Accountability		
Attribute*	Criteria	Scoring Scale
Internal control and accountability for resources	Internal Control Framework (ICF) assessment existing score	Strong: ICF score is 4. Satisfactory: ICF score is 3. Developing: ICF score is 2. Emergent: ICF score is 1.
Notes: - The use of the ICF here aims to streamline or link the two related exercises. This attribute of the Scorecard is assessed by Org Groups (including by team/unit, department and ODT). However, the ICF checklist is normally applied at budget centre level. The ICF score of the budget centre will be adopted by the budget centre for the Scorecard. For simplicity, the teams/unit or department under the budget centre will simply apply the score for this attribute. Since the ICF scores will be made available in March 2021 based on the ICF roll-out timeline.		
Accountability for results and continuous improvement	<p>Actions and decisions of managers driven by the findings of performance assessments, compliance, country programme management and administrative reviews, or other assurance activities and audits under this output</p> <p>Corrective actions taken by managers to address underperformance and incorporate lessons learned into strategy revision, planning, implementation</p>	<p>Strong (4) There is strong evidence that actions and decisions, and performance management in the areas under this output are driven by results of performance monitoring in line with dimension 6 (Achievement of results) and other relevant measures, such as ICF. All the recommendations in the last audits (internal or external audits, IEOAC/IOAC, PBAC recommendations whichever is relevant) and other reviews for the areas of work covered under the output have been addressed/implemented. Corrective actions are taken if the outputs are off-track as part of monitoring practice.</p> <p>Satisfactory (3) There is clear evidence that actions, decisions and performance management in the areas under this output are driven by results of performance monitoring in line with dimension 6 (Achievement of results) and other relevant measures. At least 70% of the recommendations in the last audits (internal or external audits, IEOAC/IOAC, PBAC recommendations and other reviews whichever is relevant) have been addressed/implemented (as relevant). Taking corrective actions is increasingly being practiced.</p> <p>Developing (2) Findings from the dimension 6 of the Scorecard (Achievement of results) and other relevant measures have been considered but are not shaping future activities and policies and not always driving actions and decisions in the areas under the output. Less than 70% of the last audit recommendations (internal or external audits, IEOAC/IOAC, PBAC recommendations and other reviews whichever is relevant) have been addressed (as relevant). Corrective actions not taken in a consistent manner.</p> <p>Emergent (1) Dimension 6 of the Scorecard (Achievement of results) and other relevant measures are not reported on. None of the findings are affecting policies, operational actions and decisions. Less than 50% of recommendations in the last audits (internal or external audits,</p>

Dimension 2 : Accountability

		IEOAC/IOAC, PBAC recommendations whichever is relevant) are addressed. Taking corrective actions if the output is off-track is not practiced.
Notes: - The aim here is to ensure that the findings and recommendations from the different reviews, assessments, audits are considered for continuous improvements and Organizational learning. Since many of these are selective and are applied differently at different periods of time, the Org Groups/ODT should select those more recent reviews, assessments, audits that apply to them. They should be familiar with the findings and recommendations and assess how they were addressed or implemented.		

**These are in line with the functional elements of WHO's accountability framework (2015).*

Dimension 3 : Effective delivery: Client service delivery

Attribute*	Criteria	Scoring Scale
Responsiveness <i>Respond to clients'(partners) needs in a timely manner</i>	Understanding client needs: gathers feedback systematically to understand client needs and organizational requirements. (clients: internal or external as appropriate) Responsiveness: delivers quality services and products which meet the needs of the organization and client groups Timeliness: delivers consistently within agreed timescales, renegotiating flexibly as priorities and needs change	Strong (4) Exceeds expectations of a highly responsive and timely service delivery mechanism in all key areas relevant to the output which meets the needs of the Organization at different levels (evidence provided by systematic client feedback). Excellent understanding of client needs across the Organization. Satisfactory (3) Meets the expectations of a responsive and timely service mechanism in most key areas, as shown by client feedback. Is achieving a reasonable balance between responding to the needs of immediate clients and to those of the wider Organization. Developing (2) Client responsiveness and timeliness is improving, with successes in at least one key area and work in progress in others. Is mainly focused on the most immediate and urgent client needs but is starting to develop a wider perspective to meet needs at all three levels of the Organization. Emergent (1) Gathering data to develop a better understanding of client needs and developing approaches to improve responsiveness and timeliness, but this is currently work in progress.
Notes: - In assessing this dimension/attribute, the relevant clients must be clear for the Org Group/ODT assessing the output. Systematic ways to collect client feedback includes surveys and focus group discussions. <i>Ad hoc</i> and opportunistic modalities, (e.g. random email messages, anecdotes) are not considered systematic.		
Solutions focus	Focus on innovative solutions: Identifies, tests and delivers flexible solutions to meet client needs within relevant	Strong (4) Effective solutions identified and delivered in all the agreed areas, which respond to client needs with flexibility. Has made excellent use of innovative approaches, learning from best practice in other settings.

Dimension 3 : Effective delivery: Client service delivery		
Attribute*	Criteria	Scoring Scale
<i>Finds solutions to clients' needs within the existing regulatory framework</i>	<p>regulatory frameworks in line with organizational priorities</p> <p>Innovation: Seeks innovative solutions to achieve desired outcomes, learning from best practice in other settings</p>	<p>Satisfactory (3) Effective solutions identified in several key areas and being delivered in most of the agreed areas. Investigating innovative solutions with a view to learning from best practice in other settings.</p> <p>Developing (2) In the process of developing effective solutions with implementation underway in at least one area.</p> <p>Emergent (1) Developing a solutions-focused is at the initial stages, with further work required to scope/design/test before implementation is possible.</p>
<p>Notes: - Key areas here will need to be contextualized for the output or for the Org Group. They may be different with each output or Org Group. Ideally, these areas should be identified at the outset (during planning stage), but for the purpose of the MTR 2020, they should be identified and understood during the assessment discussions.</p>		
<p>Consultative and consistent</p> <p><i>Integrates the perspectives of all three levels of the Organization in the development policy/business processes</i></p>	<p>Obtaining senior level support: has effective strategies for consulting with senior management to ensure buy-in</p> <p>Consultative approach: follows an effective consultative approach when developing policy and systems</p> <p>Understanding of perspectives across the Organization: good understanding of wider WHO needs and perspectives, at different levels</p>	<p>Strong (4) Meets the expectations of the consultative and participatory process. Client surveys demonstrate evidence that they are engaged in policy development, finding innovative solutions and monitoring the implementation. There is evidence of a well-functioning championing group to advance activities of the areas under the output. Regularly tracks the engagement of clients on process, policy improvements and client satisfaction. [can only get a 4 here if there is strong evidence from client surveys]</p> <p>Satisfactory (3) Meets the expectations of the consultative and participatory process. Client surveys demonstrate evidence that they are engaged in policy development, finding innovative solutions and monitoring the implementation. Mechanisms in place to track client engagement or satisfaction.</p> <p>Developing (2) Approach is already consultative and there are processes for seeking feedback and integrating perspectives of clients. Client engagement and satisfaction are not tracked in a structured way.</p> <p>Emergent (1) Mainly inward-looking at present, although a more consultative approach is starting to be considered/designed.</p>
<p>Notes: - Senior management here refers to director and above, whichever is appropriate for the Org Group or ODT.</p>		

Dimension 4 : Impactful integration of gender, equity and human rights

Attribute*	Criteria	Scoring Scale
Creating an enabling environment for the mainstreaming of gender, equity and human rights	<p>Data collection and disaggregation: Support the Organization's efforts to collect, analyse and report on disaggregated data within the scope of work under the output (e.g. data on staff structure; consultants, procurement; delegations' composition; external suppliers' data; Bulletin publications; advisory committees; etc.)</p> <p>Analysis: Analysis of corporate quantitative and qualitative data to identify bottlenecks and entry points to the implementation of gender, equity and human rights mainstreaming, including the Organizations commitments on disability, diversity and inclusion²</p> <p>Develop and/or implement internal policies and accountability measures to support gender, equity and human rights mainstreaming in WHO, including with respect to the Organizations commitments on disability, diversity and inclusion</p>	<p>Strong (4)</p> <ul style="list-style-type: none"> Data collection within the scope of work under the output include guidance on data disaggregation for promoting diversity and inclusion within the Organization. Protocols, manuals and/or workplans are supportive of the Organization's policies enabling environments and a work culture that fosters a safe, discrimination-free and supportive workplace. Reporting of implemented protocols, manuals and/or workplans include an analysis of compliance with the Organization's policies for an enabling environment and a work culture that fosters a safe, discrimination-free and supportive workplace. There is documented evidence (e.g. speeches, SOPs, reports, policies, publications, etc.) of senior leadership and senior management in the output actively supporting gender, equity and human rights approaches in WHO's work. <p>Satisfactory (3)</p> <ul style="list-style-type: none"> Data collection within the scope of work under the output include guidance on data disaggregation for promoting diversity and inclusion within the Organization. Protocols, manuals and/or workplans are supportive of the Organization's policies enabling environments and a work culture that fosters a safe, discrimination-free and supportive workplace. Reporting of implemented protocols, manuals and/or workplans include an analysis of compliance with the Organization's policies for an enabling environment and a work culture that fosters a safe, discrimination-free and supportive workplace. <p>Developing (2)</p> <ul style="list-style-type: none"> Data collection within the scope of work under the output include guidance on data disaggregation for promoting diversity and inclusion within the Organization. Protocols, manuals and/or workplans are supportive of the Organization's policies for an enabling environment and a work culture that fosters a safe, discrimination-free and supportive workplace. <p>Emergent (1)</p> <ul style="list-style-type: none"> Data collection within the scope of work under the output includes guidance on data disaggregation for promoting diversity and inclusion within the Organization

² Collection, disaggregation and analysis of corporate data should support the Organization's policies and efforts on gender parity, professional diversity, disability inclusiveness, balanced geographic representation, tackling racism and discrimination based on ethnicity in order to build a safe, discrimination-free and supportive workplace. These efforts should be aligned with and aid gender equity and human rights mainstreaming in the programmatic outputs.

Dimension 4 : Impactful integration of gender, equity and human rights

Attribute*	Criteria	Scoring Scale
Notes: -On the criteria referring to the analysis of corporate quantitative and quality data – The collection, disaggregation and analysis of corporate data (relevant to the Org Group or the output) should support the Organization’s policies and efforts on gender parity, professional diversity, disability inclusiveness, balanced geographic representation, tackling racism and discrimination based on ethnicity in order to build a safe, discrimination-free and supportive workplace. These efforts should be aligned with and aid gender equity and human rights mainstreaming in the programmatic outputs.		
Management for capacity building and resource allocation ³	<p>Capacity building: Capacity building⁴ on mainstreaming gender, equity and human rights is planned, implemented, monitored and reported on within the scope of work under the output with a view to building skills and improving performance</p> <p>Resource allocation: Resources are allocated in workplans to appropriately sustain capacity building on mainstreaming gender, equity and human rights within the scope of work under the output</p> <p>Awareness raising: Raising awareness on and advocating for mainstreaming gender, equity and human rights in the achievement of Outputs is conducted and sustained</p>	<p>Strong (4)</p> <ul style="list-style-type: none"> • More than two skill building activities have been successfully conducted in the last year to strengthen staff’s capacities for mainstreaming gender, equity and human rights within the scope of work under the output. • Resources allocated for the delivery of the output to appropriately promote the integration of gender, equity and human rights, including capacity building, represent between 1% and 2% of the total funding of the Output. • At least two activities have been conducted in the last year to raise awareness on and advocate for mainstreaming gender, equity and human rights (including in senior management public appearances/addresses). <p>Satisfactory (3)</p> <ul style="list-style-type: none"> • At least two skill building activities have been successfully conducted within the last year to strengthen staff capacity for mainstreaming gender, equity and human rights within programmes contributing to the Output. • Resources allocated for the delivery of the output to appropriately promote the integration of gender, equity and human rights (including capacity building) represent between 0.5% and 1% of the total funding of the Output. • At least one activity has been conducted in the last year to raise awareness on and advocate for mainstreaming gender, equity and human rights (including in senior management public appearances/addresses). <p>Developing (2)</p> <ul style="list-style-type: none"> • At least one skill building activity has been successfully conducted⁵ within the last year to strengthen staff capacity for mainstreaming gender, equity and human rights within

³ Attributes 2 and 3 for this dimension in the corporate scorecard are the same as attributes 3 and 4 in the Scorecard for Technical Outputs, respectively. The reason for this is that both the technical and the enabling units of WHO are mandated to create, support and sustain the conditions for adequately mainstreaming gender, equity and human rights in the programmatic work and internally. This is in line with WHO’s commitments to implementing the UNSWAP and its accompanying guidelines for an enabling environment.

⁴ Capacity building is defined by WHO as “the development of knowledge, skills, commitment, structures, systems and leadership to enable effective health promotion...[with] actions to improve health at three levels: the advancement of knowledge and skills among practitioners; the expansion of support and infrastructure for health promotion in organizations; and the development of cohesiveness and partnerships for health in communities” [Smith BJ, Tang KC, Nutbeam D. WHO health promotion glossary: new terms. Health Promot Int. 2006;21(4):340–5]

⁴ The conduct of this activity (i.e. type, modality, facilitation, etc.) is a decision to be made by the programmes contributing to the Output.

⁵ The conduct of this activity (i.e. type, modality, facilitation, etc.) is a decision to be made by the programmes contributing to the Output.

Dimension 4 : Impactful integration of gender, equity and human rights		
Attribute*	Criteria	Scoring Scale
	within the scope of work under the output	<p>programmes contributing to the Output.</p> <ul style="list-style-type: none"> Resources allocated for the delivery of the output to appropriately promote the integration of gender, equity and human rights (including capacity building) represent less than 0.5% of the total funding for the delivery of the output. <p>Emergent (1) Activities to strengthen staff capacity for mainstreaming gender, equity and human rights have been planned within the scope of work under the output (e.g. mandatory trainings on unconscious bias based on race, disability, or gender, etc.)</p>
<p>Notes: -Attributes 2 and 3 for this dimension in the corporate scorecard are the same as attributes 3 and 4 in the Scorecard for Technical Outputs, respectively. The reason for this is that both the technical and the enabling units of WHO are mandated to create, support and sustain the conditions for adequately mainstreaming gender, equity and human rights in the programmatic work and internally. This is in line with WHO's commitments to implementing the UNSWAP and its accompanying guidelines for an enabling environment.</p> <p>Capacity building is defined by WHO as "the development of knowledge, skills, commitment, structures, systems and leadership to enable effective health promotion...[with] actions to improve health at three levels: the advancement of knowledge and skills among practitioners; the expansion of support and infrastructure for health promotion in organizations; and the development of cohesiveness and partnerships for health in communities" [Smith BJ, Tang KC, Nutbeam D. WHO health promotion glossary: new terms. Health Promot Int. 2006;21(4):340–5]</p> <p>Activities referred to in the scoring scale are activities intended for mainstreaming GER which will be identified by the Org Group or ODT during the assessment discussions. Ideally, this should be done during the planning stage, but for this MTR 2020, that was not always possible</p>		
Accountability and organizational change	<p>Promoting and institutionalising gender, equity and human rights mainstreaming. This is part of the organizational culture⁶ of WHO at the three levels of the organization</p> <p>Organizational change: Actions to promote organizational change⁷ seek to strengthen an</p>	<p>Strong (4)</p> <ul style="list-style-type: none"> A dedicated action, task or approach to mainstream gender, equity, and human rights is clearly identified within the Org Group or the ODT including specific actions, tasks or approaches to promote diversity and inclusion among staff, as well as compliance with WHO's policies and mechanisms for a safe and respectful workplace, and the inclusion of different staff group voices/input. Senior management and senior technical positions (P5 and above) include gender, equity and human rights mainstreaming in one of their activities/actions of their PMDS objectives. The Org Group or the ODT designates at least one focal point for gender, equity and human rights mainstreaming to serve as a collector and disseminator of information on these issues, including for complying with the Organization's reporting commitments on gender equality,

⁶ The literature considers "organizational culture" as a set of deeply rooted beliefs, values and norms (including traditions, structure of authority and routines) in force within the institution; and a pattern of shared basic assumptions internalized by the institution. This is materialized in the following: (a) Ways in which the institution conducts its business, treats its employees and partners; (b) Extent to which decision-making involves staff (irrespective of rank, grade or opinion) and power and information flows (formal and mostly informal); and (c) Commitment of staff towards collective objectives. (UNWOMEN. UN-SWAP 2.0: Framework and Technical Guidance. Version 2. December 2019)..

⁷ Examples of actions to promote organization change that is supportive of gender, equity and human rights mainstreaming as part of the culture of the Organization include: encouraging staff to develop skills in gender, equity and human rights mainstreaming; upholding support to and complying with the Organization's policies on parental leave and flexible working arrangement to retain and attract talent; and providing input to the reporting and accountability mechanisms related to gender, equity and human rights when requested.

Dimension 4 : Impactful integration of gender, equity and human rights

Attribute*	Criteria	Scoring Scale
	<p>organizational culture that supports gender, equity and human rights mainstreaming and an inclusive and diverse organization⁸</p> <p>Accountability: Accountability for gender, equity and human rights mainstreaming is clear and enforced by managers⁹ and senior staff within the Org Group or the ODT</p>	<p>disability, diversity and inclusion.</p> <p>Satisfactory (3)</p> <ul style="list-style-type: none"> A dedicated action, task or approach to mainstream gender, equity, and human rights is clearly identified within the Org Group or the ODT, including specific actions, tasks or approaches to promote diversity and inclusion in the staff, as well as compliance with WHO's policies and mechanisms for a safe and respectful workplace, and the inclusion of different staff group voices/input. Senior management and senior technical positions (P5 and above) include gender, equity and human rights mainstreaming in one of their activities/actions of their PMDS objectives. <p>Developing (2)</p> <ul style="list-style-type: none"> A dedicated action, task or approach to mainstream gender, equity, and human rights is clearly identified within the Org Group or the ODT. <p>Emergent (1)</p> <ul style="list-style-type: none"> Discussions have started for the development of a dedicated action, task or approach to mainstream gender, equity, and human rights within the Org Group or the ODT.¹⁰
<p>Organization culture - The literature considers “organizational culture” as a set of deeply rooted beliefs, values and norms (including traditions, structure of authority and routines) in force within the institution; and a pattern of shared basic assumptions internalized by the institution. This is materialized in the following: (a) Ways in which the institution conducts its business, treats its employees and partners; (b) Extent to which decision-making involves staff (irrespective of rank, grade or opinion) and power and information flows (formal and mostly informal); and (c) Commitment of staff towards collective objectives. (UNWOMEN. UN-SWAP 2.0: Framework and Technical Guidance. Version 2. December 2019).</p> <p>Organizational change - Examples of actions to promote organization change that is supportive of gender, equity and human rights mainstreaming as part of the culture of the Organization include: encouraging staff to develop skills in gender, equity and human rights mainstreaming; upholding support to and complying with the Organization's policies on parental leave and flexible working arrangement to retain and attract talent; and providing input to the reporting and accountability mechanisms related to gender, equity and human rights when requested.</p>		

⁸This includes compliance with WHO's policies and mechanisms for a safe and respectful workplace, as well as the acknowledgement of staff voices and feedback, especially from the staff groups whose voices have traditionally been less heard or acknowledged (e.g. G staff, P1-P3 level staff, national officers, consultants, interns).

⁹ Senior leadership, Directors, Regional advisers, Coordinators, WRs, etc.

¹⁰ ODTs encompass a diverse group of programmes, units and budget centres at the various levels of the Organization. The plan mentioned here at ODT levels does not impede the different ODT members to develop their specific plans at their corresponding level (e.g. department, unit or budget centre), which will contribute and feed into the ODT plan.

Dimension 4 : Impactful integration of gender, equity and human rights

Attribute*	Criteria	Scoring Scale
	<p>Actions to promote Organizational change - these include compliance with WHO's policies and mechanisms for a safe and respectful workplace, as well as the acknowledgement of staff voices and feedback, especially from the staff groups whose voices have traditionally been less heard or acknowledged (e.g. G staff, P1-P3 level staff, national officers, consultants, interns).</p> <p>Senior managers and staff here refer to directors, regional advisers, coordinators, heads of WHO country offices (HWCOs)</p>	

Dimension 4 : Delivering Value for Money

Attribute*	Criteria	Scoring Scale
Effectiveness	Output/deliverables are on track to achieve the intended outcomes as demonstrated by the achievement of indicator targets	<p>Strong (4) All key performance indicators in dimension 6 (Achievement of results), are on track or fully achieved. Refer to the ratings in Dimensions 1 to 4: Ratings are in high 3's and 4.</p> <p>Satisfactory (3) At least 70% of the key performance indicators in dimension 6 (Achievement of results), are on track or fully achieved. Refer to the ratings in Dimensions 1 to 4: Ratings are between 3 and 4.</p> <p>Developing (2) At least 50% of the key performance indicators in dimension 6 (Achievement of results), are on track or fully achieved. Refer to the ratings in Dimensions 1 to 4: Ratings are between 2 and 3.</p> <p>Emergent (1) Less than 50% of the key performance indicators in dimension 6 (Achievement of results), are on track or fully achieved. Refer to the ratings in Dimensions 1 to 4: Ratings are between 1 and 2.</p>

Notes:

The attributes under the Value for Money dimension are all based on the WHO Strategy and Implementation Plan on Value for Money (EB142/7 Rev .1 - https://apps.who.int/gb/ebwha/pdf_files/EB142/B142_7Rev1-en.pdf)

To simplify the assessment and to avoid duplication, refer to the score for the "Results" dimension of the same output as a proxy measure for this attribute.

Dimension 4 : Delivering Value for Money		
Attribute*	Criteria	Scoring Scale
Ethics	<p>Capacity-building to enhance awareness: Relevant ethical standards and principles relevant to the output have been clearly identified and understood, for example WHO's Code of ethics and Professional conduct¹¹ and specific ethical standards (where relevant) that apply for this output area¹²¹³</p> <p>Consider ethical standards for which the Organization has placed strong emphasis or for which staff have received training. For this MTR – use the WHO Sexual Exploitation and Abuse Prevention and Response Policy</p> <p>Monitoring of compliance of ethical standards: WHO's agreed ethical standards have been fully integrated, and are being applied</p>	<p>Strong (4) Relevant ethical standards and principles have been fully understood and integrated into policy/process design and implementation, resulting in full compliance with no exceptions.</p> <p>Satisfactory (3) Relevant ethical standards and principles have been considered in programme design and implementation relevant to the output, with high levels of compliance. Any exceptions are relatively minor and have been addressed.</p> <p>Developing (2) Relevant ethical principles and standards are being considered but are not yet consistently followed through in decisions and implementation.</p> <p>Emergent (1) Policy/process design and implementation relevant to the output do not yet fully take into account relevant ethical principles and standards and/or there are major gaps in competence around ethics and/or compliance, leading to significant reputational risk.</p>

¹¹ **WHO's Code of Ethics and Professional Conduct (2017)** sets out the following ethical principles: integrity; accountability; independence and impartiality; respect for the dignity, worth, equality, diversity and privacy of all persons; professional commitment. The code also contains specific guidance on how these principles apply in practice for individual staff, managers and at organizational level. For example, commitments at organizational level cover areas such as: ensuring a fair and respectful workplace, preventing sexual exploitation and abuse, child protection, human rights, gender, equity and human rights and fair and transparent procurement etc. At individual level, the code covers areas such as respecting national laws, conflict of interests, violence in the workplace etc. Other areas covered by the guide include relations with non-State actors, use of information, reporting wrongdoing (whistleblowing and protection against retaliation) etc.

¹² In individual areas of WHO's work, specific ethical standards and guidance apply e.g. 'WHO Ethical and safety recommendations for researching, documenting and monitoring sexual violence in emergencies'; 'International ethical guidelines for biomedical research involving human subjects'; 'UNEG ethical guidelines for evaluators' etc. Although an exhaustive list cannot be provided here, output network leads are expected to be able to identify and reference specific ethical standards that have been formally adopted by WHO for their own areas.

¹³ For enabling functions outputs, when scoring on the ethics attribute, reference should be made to compliance with WHO's internal standards and regulatory frameworks including policies and relevant standards as established.

Dimension 4 : Delivering Value for Money		
Attribute*	Criteria	Scoring Scale
<p>Notes:</p> <p>The attributes under the Value for Money dimension are all based on the WHO Strategy and Implementation Plan on Value for Money (EB142/7 Rev .1 - https://apps.who.int/gb/ebwha/pdf_files/EB142/B142_7Rev1-en.pdf)</p> <p>Ethics is an element that has been added to the value for money definition for WHO. It is defined as ensuring that all inputs, outputs and outcomes uphold the fundamental ethical principles of respect, good will, justice and not causing harm. It has been added because it is important to the fulfilment of the mission of the Organization. There are many sets of ethical standards and principles. In assessing this attribute, the ethical standards and principles that are most relevant to achieving the output should be used. Ideally, this should have been agreed at the outset. For the MTR 2020, to make this concrete, use the specific WHO Sexual Exploitation and Abuse Prevention and Response Policy since all received mandatory training on this. The standards and expectations are clear to all.</p>		
Equity ¹⁴¹⁵	<p>Management practices includes criteria to ensure that there is consistent application and levels of support to different teams and areas of WHO's work</p> <p>An analysis is completed and a plan is developed when inconsistencies in support/application are identified to correct the situation</p> <p>Reporting on output achievement includes analysis on how resources were allocated to ensure consistent support across WHO</p>	<p>Strong (4) There are explicit criteria (e.g. rules, norms, standards) in place and they are being applied to a high standard, for ensuring consistency in types and level of support to teams across WHO. Reporting on output achievement includes analysis on how resources were allocated to achieve this. Capacities are built or strengthened on equity-oriented management practices.</p> <p>Satisfactory (3) There are explicit criteria (e.g. rules, norms, standards) for promoting managerial practices with a view to providing consistency of support across WHO. Reporting on output achievement includes analysis on how resources were allocated to achieve this.</p> <p>Developing (2) There are explicit criteria (e.g. rules, norms, standards) for ensuring consistency but these are still being embedded.</p> <p>Emergent (1) Consistency in management practices is promoted but without yet having clear criteria (e.g. rules, norms, standards).</p>

¹⁴ Scoring in this attribution should be done in conjunction with, and consistent with, the gender, equity and human rights dimension. For example, the gender, equity and human rights attribute on management capacity and resources should be scored consistently with the criterion in value for money equity on 'strategies capacities and skills'.

¹⁵ In relation to enabling functions outputs, which are more 'inward looking' than for the technical outputs, equity should here be interpreted as primarily about achieving consistency in reach and levels of support to teams in different parts of WHO and at different levels.

Dimension 4 : Delivering Value for Money		
Attribute*	Criteria	Scoring Scale
	Evaluation is used to support learning and innovation on equity-oriented resource allocation and reporting	
<p>Notes: - Equity is another element which was added by WHO in its value for money strategy. It takes into consideration the extent to which outputs benefit and ensure coverage of the most vulnerable and hard-to-reach populations. This attribute has some overlaps with the 'equity' in the GER dimension. For the purpose of this assessment, the focus of the assessment of the 'equity' attribute here on resources allocation, not access. In certain cases, equity may not be relevant to the contribution of some Org Groups to achieve the outputs. If this is the case, the Org Group should simply assess this attribute as "not applicable" and move on to the next attribute.</p> <p>The assessment of this attribute should be done in conjunction with, and consistent with, the gender, equity and human rights dimension. For example, the gender, equity and human rights attribute on management capacity and resources should be scored consistently with the criterion in value for money equity on 'strategies capacities and skills'.</p> <p>In relation to enabling functions outputs, which are more 'inward looking' than for the technical outputs, equity should here be interpreted as primarily about achieving consistency in reach and levels of support to teams in different parts of WHO and at different levels.</p>		
Efficiency	<p>Management has taken strategic decisions to address system¹⁶ weaknesses and deliver efficiency gains where possible</p> <p>Available financial and human resources are used strategically and flexibly to achieve results</p> <p>Delivery is timely</p> <p>Financial and risk management processes meet relevant standards and are implemented appropriately</p>	<p>Strong (4) Strong evidence exists that strategic decisions have already led to significant efficiency gains in several areas. Options for delivery of products/services are laid out, documented, evaluated and decisions are taken with consideration of optimizing delivery. Delivery is consistently timely and financial and human resources are fully utilized. Efficiency gains are measured and reported. [A score of 4 here should be validated]</p> <p>Satisfactory (3) Strategic decisions have led to efficiency gains in at least one area. Options for delivery of products/services are laid out, documented, evaluated and decisions are taken with consideration of optimizing delivery. Delivery is timely. Efficiency gains can be explained.</p> <p>Developing (2) Efficiency gains are being targeted but implementation is 'work in progress'. Delivery is usually timely with some use of no-cost extensions. Resources are not always fully utilized.</p> <p>Emergent (1) Efficiency gains have not yet been targeted. No-cost extensions to deadlines have been repeatedly required and/or resources have not been fully utilized.</p>

¹⁶ This includes standard operating procedures and policies.

Dimension 4 : Delivering Value for Money		
Attribute*	Criteria	Scoring Scale
Notes: - This is an important element in the value for money strategy of WHO. It is defined as using those inputs to obtain or “buy” as much output as possible. In other words, it is about maximizing the results from a given amount of inputs. In certain cases, it about optimizing the use of resources to deliver desired results. This will be assessed together with effectiveness, as effectiveness is a prerequisite of efficiency. “If it is not worth doing, it is not worth doing well.” It means that a score of 4 is not possible here if the score of effectiveness attribute is low. It is about making the optimal choice among a range of effective interventions/activities ensuring the delivery of results.		
Economy	<p>Goods and services procured are purchased at the best price given the quality required, following WHO procurement policies and standard operating procedures</p> <p>Goods and services purchased at competitive prices due to periodic benchmarking</p> <p>Awareness and adherence of WHO procurement and human resources policies and standard operating procedures by staff making procurement and human resources decisions</p>	<p>Strong (4) After establishing efficiency, additional measures are taken to minimize costs with regular reference to market benchmarks. WHO procurement policies and standard operating procedures are understood by staff including management and they are strictly adhered to in all procurement and human resources decisions [A score of 4 can only be given here if efficiency is 3 or 4];</p> <p>Satisfactory (3) At least one benchmarking comparison has been made and follow up action is under way to procure at the best price given the quality required. Options are laid out and documented for making informed choices. WHO procurement and human</p> <p>Developing (2) Input costs are higher than relevant benchmarks in some areas, although work has been done to understand the reasons why and actions are being considered to achieve best buy. Staff making decisions on procurement and human resources are sensitized to WHO procurement and human resources policies and standard operating procedures, but full understanding of all processes is still work in progress.</p> <p>Emergent (1) Input costs are frequently higher than expected and/or limited (if any) analysis undertaken to identify the reasons and consider benchmarks. WHO procurement and human resources policies and standard operating procedures are not fully understood nor applied by staff who are making procurement and human resources decisions. Work is in progress to fully train staff in their application.</p>
Notes: Economy is not to be scored if effectiveness is rated as 1 or 2. Economy is the last attribute in WHO’s value for money strategy. It is defined as keeping inputs (human and financial resources) as lean as possible. There are cases where this is important, especially for those deliverables that are routine and have established benchmark costs. It is up to the ODTs or Org Groups to identify relevant benchmarks for inputs in their areas of work. Examples of benchmarks include WHO consultancy rates, but there are others that are more relevant for certain areas of work in the Enabling Function. In the future, this will be further refined.		