



# Annexes

## WHO HEALTH EMERGENCIES PROGRAMME LEARNING STRATEGY

A learning strategy to create a ready, willing  
and able workforce – **a workforce of excellence** –  
for health emergency work.

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World Health  
Organization



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# ANNEX 1:

## HOW THIS STRATEGY WAS DEVELOPED

**In September 2017**, WHO's Deputy Director-General of Emergency Preparedness and Response, who heads WHE, assigned a small team of staff within WHO to comprise a Training Task Team (TTT). Their assignment was to come up with ideas for making training across WHE and the three levels of the Organization more coordinated, coherent and of high quality. It was felt that, while a large number of training activities were taking place across the Programme, they were not fully able to build the Organization's capacity for effective health emergency work.

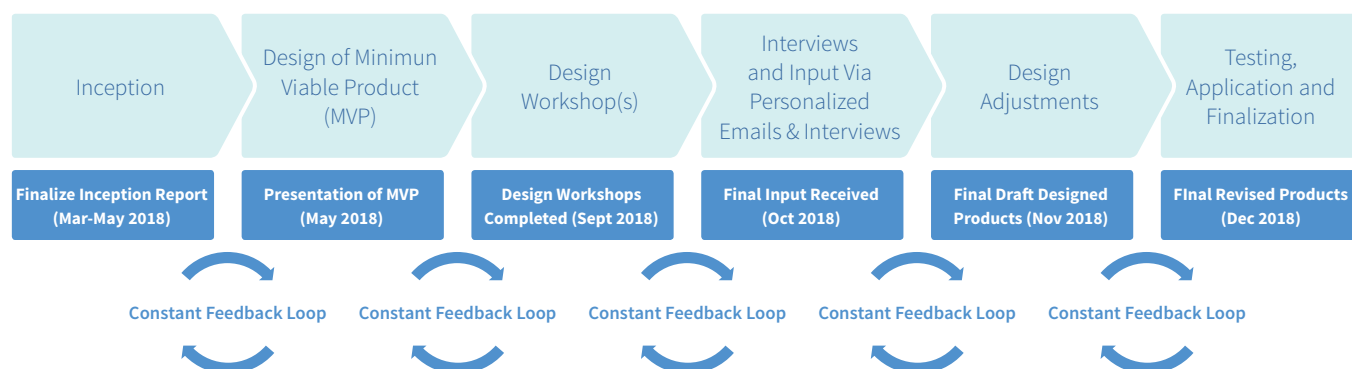
Under the leadership of the Director of Management and Administration for WHE, Ms Jen Linkins (who manages the portfolio on continuous business improvement for the Programme), the team was headed by Dr Gaya Gamhewage of the Programme. Together with one full-time staff and a small team of volunteers from WHE HQ, the TTT convened around 50 training focal points from HQ and regional offices in an initial joint planning workshop which produced an agreed-upon work plan for the TTT going forward. The priorities included:

1. The development of a learning strategy;
2. The development of a one-stop shop for internal users for training and learning:  
The WHE Learning Resource Centre;

3. The selection and contracting on long-term agreements of pre-assessed pools of experts and service providers to help technical teams improve the quality and effectiveness of their training activities;
4. Setting training standards; and
5. Supporting technical departments and regional offices in developing and delivering flagship trainings.

To move forward with development in a participatory manner with all relevant stakeholders, the TTT put into place several actions. First, it convened a working group from the TTT focal points to oversee the development of the strategy and ensure full consultation with stakeholders together with the TTT Secretariat. The TTT Secretariat hired through a competitive process an external service provider – Global Emergency Group (GEG) – which was experienced in developing learnings strategies with a focus on agencies working in emergencies. GEG was assigned to develop a framework for a strategy based on best practices and existing evidence. Following that, in January 2018, the process of developing the strategy itself commenced. The TTT commissioned desk and literature reviews and held consultations with external partners to develop material that fed into the strategy, in addition to the research and original work carried out by GEG.

A six-step process was developed following the steps below.



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1. *Inception* – During the initial project inception meeting with WHE, the overall project scope was discussed and agreed upon. A draft project plan was created with revisions made based on collected feedback and expectations. An inception report describing the methodology, approach and stakeholder analysis informed the start-up of this work. The first inception ideation meeting was held in Geneva on 21 March 2018.
  2. *Design of Minimum Viable Product (MVP)* – A design-thinking approach that involved a critical mass of key stakeholders who were consistently contributing to the design process was used to include real-time feedback of piloted activities and monitoring and tracking of progress and alignment with current WHE ongoing training initiatives. The initial draft product (or a Minimum Viable Product) was designed based on feedback from Phase I of this work (conducted in 2017) and initial input for Phase II, and then presented to WHO stakeholders for input. After this initial MVP phase, additional input was provided at key junctures during the design process. Based on the input, the product was iteratively re-developed and presented again for input. This approach progresses with a continuous feedback loop until objectives are achieved and final products are approved. The MVP was completed and presented to WHO on 9 May 2018.
  3. *Design Workshop(s)* – Design workshops were held to solicit additional input from May–September 2018. The first design workshop was held on 9 May 2018.
  4. *Interviews and Input via Personalized Emails and Interviews* – Interviews (in-person and remote) and direct email correspondence was also solicited from a wide range of WHO stakeholders (approximately 50 persons). Subsequent designs of the learning strategy product were based on that input and referenced a comprehensive stakeholder analysis to prioritize stakeholder input.
  5. *Design Adjustments* – Continual and real-time adjustments took place throughout the design process based on observation and feedback of the piloted activities.
  6. *Testing, Application and Finalization* – Once the draft products were approved and agreed upon with key WHO stakeholders, they were then tested for usability and application within the actual WHE context.
- A wide range of strategy development stakeholders, more than 75 persons representing HQ departments, all six regional offices and a small number of country offices, were directly involved, steered by the Strategy Working Group, convened and supported by the TTT Secretariat.
- The first four drafts of the strategy were written by the GEG team. The final version was written by the Secretariat, led by Dr Gaya Gamhewage and Ms Melissa Attias.
- The final version was circulated to the WHE senior management at HQ and all Regional Emergency Directors (REDs), as well as the extended TTT members (more than 100 staff and experts).

# ANNEX 2:

## WHE LEARNING STRATEGY IMPLEMENTATION PLAN

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**To deliver the WHE Learning Strategy,** it is critical that an annual implementation plan be created and delivered. Implementation planning and execution is a critical aspect of achieving the learning strategy's goal. The following elements comprise the WHE Learning Strategy implementation plan:

**A. WHE Learning Strategy Goal:**

To guide and inform the development of a workforce of excellence that optimizes WHO's work in health emergencies.

**B. Approach and Management:**

This implementation plan is utilized by the WHE

Learning Secretariat and all WHE personnel involved in executing the learning strategy goal. The WHE Learning Secretariat has overall management responsibility for this implementation plan. It is the Secretariat's responsibility to ensure that required stakeholders are incorporated both into the annual design of the implementation plan and its execution. This implementation plan should be submitted for approval a minimum of six (6) months in advance of the next year.

**C. Strategic Objectives, Responsibilities, Resources and Due Dates:**

The following framework is proposed and will be filled in once the strategy is approved.

### Strategic Objective #1

**Establish coherent and consistent standards for learning across the breadth of WHE work.**

Activity	Role/person(s)/ division responsible	Resource requirements (level of effort in total days per year)	Resource requirements (funding)	Due date
<b>1.1</b> Ensure the WHE Competency Framework is applied to recruitment	MGA/HRD	25	Staff costs	20 December 2019
<b>1.2</b> Ensure that training design is aligned with the WHE Competency Framework				
<b>1.3</b> Establish the WHE Training Cycle and Standards amongst all WHE actors (particularly those designing, delivering and evaluating trainings)				
<b>1.4</b> Develop competency- based assessment tools for key trainings that prepare personnel for response				
<b>1.5</b> Clarify and empower staff to monitor and ensure compliance with new WHE training standards				
<b>1.6</b> Create training gap analysis tool(s)				
<b>1.7</b> Create a WHE Learning Quality Management System (QMS) to include quality planning, quality assurance, quality control and quality improvement				
<b>1.8</b> Develop a governance mechanism to ensure WHO involvement in partner and external training				

## Strategic Objective #2

Identify, empower and prepare a WHE workforce of skilled, confident and qualified individuals and teams.

Activity	Role/person(s)/ division responsible	Resource requirements (level of effort in total days per year)	Resource requirements (funding)	Due date
2.1 Establish the WHE Senior Management Learning Board				
2.2 Establish the WHE Learning Secretariat				
2.3 Establish a new mentoring and coaching programme within WHE, the Buddy Support System and a system for experiential learning				
2.4 Create a new Learning Management System or adapt existing systems to meet WHE requirements				
2.5 Create an annual learning budgeting process and ensure it is applied in advance of the next fiscal year				

## Strategic Objective #3

Identify, empower and prepare a WHE workforce of skilled, confident and qualified individuals and teams.

Activity	Role/person(s)/ division responsible	Resource requirements (level of effort in total days per year)	Resource requirements (funding)	Due date
3.1 Use a gap analysis to identify priority WHE trainings for development				
3.2 Create a new WHE emergency training development plan and portfolio with priority trainings				
3.3 Create a new training facilitation resource pool (internal and external capacity)				
3.4 Match the new facilitator resource pool with training delivery requirements				
3.5 Develop the annual WHE training calendar				
3.6 Establish mandatory WHE trainings with requisite resourcing and compliance				

*D. Current Barriers to Implementation and Mitigation Measures:*

Barrier	Mitigation measure
Lack of knowledge within WHO of the need for and the approach of the WHE Learning Strategy	WHE LS communications plan; use of the 100+ members of the TTT as champions and advocates
Continued debate as to whether or not to centralize training management and governance	Provide evidence (mapping and costing of current training) of the lack of cost-effectiveness and lack of impact of current approach to training and learning
Lack of resources for a centralized training function	Cost savings from the large amount of uncoordinated trainings currently; proactive resource mobilization

*E. Alignment with WHO Human Resources:*

The following steps are being taken to ensure that implementation of the WHE Learning Strategy is aligned with WHO Human Resources:

- I. Involvement of WHO HR in the WHE Learning Strategy design process
- II. HR representation on the WHE Senior Management Learning Board
- III. WHO HR incorporation into the design of the annual implementation plan

*F. Detailed Annual Budget:*

To be filled in once the strategy is approved and the structure of the centralized training function is agreed upon.

预览已结束，完整报告链接和二维码如下：

[https://www.yunbaogao.cn/report/index/report?reportId=5\\_25548](https://www.yunbaogao.cn/report/index/report?reportId=5_25548)

