Update on Management Action Plan (MAP)

13th Board Meeting
April 27, 2006
The MAP was created to effectively implement the Management Response approved by the Board in Marrakech.

- Translates Management Response into concrete actions with specific steps, timelines, and clear leadership.

- Steering group composed of senior managers meets weekly to review and discuss progress on plan.

- MAP document discussed several times with the ad hoc Oversight Committee and the Inspector General.

- Document also shared with the Ethics Committee for actions in regard to involvement of family members.
MAP represents only one element of efforts to strengthen the Secretariat this year.

- **Organizational Development Actions Led by DED**
- **Organization-wide Accountability Framework**
- **Staff Council Activities**
- **Transitions Options Project (TOP)**

**Summary:**
- **MAP Actions**
- **Organization-wide Accountability Framework**
- **Transitions Options Project (TOP)**
- **Staff Council Activities**
- **Organizational Development Actions Led by DED**
MAP actions are designed to directly address the findings of the IOS Report

**Contracting and Payments**

**IOS Findings**
- Failures to comply with procurement policy
- Insufficient documentation of some contracts
- Questions whether certain payments were adequately governed by policy

**MAP Actions**
- Strengthen contracts team
- Upgrade contract information systems
- Publish contracts manual and train all staff
- Clarify and align procurement policy
- Develop enhanced guidelines for use of credit cards and GF bank account
- Ensure ongoing recording of exceptions to WHO rules

**Progress to Date**
- Internal contracting process analyzed & agreed on
- Contracts team restructured and recruitments begun
- Contracting for database in process
- Proposal for alignment of policy sent to WHO
- Credit card guidelines updated
- Process for exceptions agreed with WHO
MAP actions are designed to directly address the findings of the IOS Report

**IOS Findings**
- Lack of transparency in short-term recruitments
- Questions with regard to direct appointments
- Lack of clarity on secondments and accountability lines
- Lack of compliance with WHO staff rules on payments

**MAP Actions**
- Strengthen HR team
- Develop enhanced HR database & systems
- Clarify recruitment, direct appointment & secondment policies
- Institute training on recruitment for all managers and staff

**Progress to Date**
- Comprehensive HR strategy developed & recruitments for expanded team begun
- Analysis of HR IT systems needs complete; options being explored with WHO
- Clarified policies developed, incl creation of Direct Appointment review panel
- Draft training template prepared
### Involvement of Family Members

<table>
<thead>
<tr>
<th>IOS Findings</th>
<th>MAP Actions</th>
<th>Progress to Date</th>
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<tbody>
<tr>
<td>Pro-bono involvement of a family member in GF activities</td>
<td>Develop &amp; enforce comprehensive guidelines on family member, partner and spouse involvement</td>
<td>Options paper for guidelines prepared by law firm DLA Piper, reviewed by Secretariat and sent to Ethics Committee for decision making</td>
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Implementation of MAP Actions will continue over the coming months

**May**
- HR & contracts training launched
- Guidelines for Credit Suisse payments completed
- Procurement policy agreed with WHO

**June**
- Enhanced HR team in place
- Policy on secondments and promotions finalized

**July**
- New HR & contracts systems in place
- Enhanced contracts team in place

**August**
- Final contracting manual published and distributed
- Ongoing training on all aspects of recruitment & contracting