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GUIDELINES FOR MEDIUM-TERM PROGRAMMING FOR THE
 SEVENTH GENERAL PROGRAMME OF WORK FOR THE
 SPECIFIC PERIOD 1984-1989 AND PROGRAMME
 BUDGETING FOR THE FINANCIAL PERIOD 1984-1985

MEDIUM-TERM PROGRAMMING AND
 PROGRAMME BUDGETING PROCEDURES AT HEADQUARTERS



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1. INTRODUCTION

1.1 The present document is a supplement to the general programming guidelines for medium-term programming for the Seventh General Programme of Work for the Specific Period 1984-1989 and programme budgeting for the financial period 1984-1985.¹ This supplement contains certain detailed procedural instructions that relate to headquarters only.

¹ Document MTP/PB/81/1.

1.2 Medium-term programming for 1984-1989 and programme budgeting for 1984-1985 will be a continuation of the planning process that began with the development of the Seventh General Programme of Work, to identify, plan and ultimately implement the most relevant WHO activities over the next six years in furtherance of the global strategy for "health for all by the year 2000".

1.3 Due to the limited time available, medium-term programmes for 1984-1989 and programme budget proposals for 1984-1985 will be developed concurrently. They will be elaborated in an integrated manner, and for the first time in WHO will be summarized and published together in a single text in the global programme budget document for presentation to the Executive Board and Health Assembly in 1983.

1.4 This approach is in accordance with resolution WHA31.43 which requested the Director-General "to continue to develop in an integrated manner the Organization's processes for medium-term programming, programme budgeting, health programme evaluation and the provision of adequate information support".

1.5 Medium-term programmes for 1984-1989 and programme budget proposals for 1984-1985 will be directly based on the Seventh General Programme of Work. However, until the Seventh General Programme of Work is finally approved by the Thirty-fifth World Health Assembly in May 1982, it will be necessary to rely on materials for the Seventh General Programme of Work contained in document DGO/81.2 Rev.1.

1.6 To ensure adequate coordination of programmes between regions and between organizational levels, it will initially be necessary to rely on written and other informal communications. More formal consultation and coordination will be carried out from May onwards, still well in time for implementation of the Seventh General Programme of Work beginning in 1984.

2. PROGRAMMING PROCESS REFERENCES

2.1 Programme managers should be familiar with a number of existing documents relating to the programming process. For convenience, a number of these are mentioned here. Staff familiar with these materials may wish to go directly to Section 3.

2.2 The document entitled "The Managerial Process for WHO's Programme Development"¹ provides an overview of the programming process and the interaction between its various components. The document briefly describes the various components of the managerial process - the preparation of the general programmes of work; medium-term programmes and programme budgets; the implementation, monitoring and evaluation of programmes; and the related information support - and demonstrates the links between these components. It emphasizes the use of all the components of the process in a well coordinated and mutually supportive manner, and stresses the importance of developing WHO's programmes on the basis of information derived from the managerial process for national health development.

2.3 In view of the close relationship between programming and programme evaluation, an important reference document is the "Provisional Guidelines for Health Programme Evaluation".² The document reviews the concept of evaluation in terms of programme relevance, progress, efficiency and effectiveness and impact. It emphasizes the contribution of evaluation to programming, and stresses the necessity of building evaluation criteria into the programme from the beginning.

¹ Document MPWPD/81.1.

² Document HPC/DPE/78.1 (Revised version will shortly be available as document MPWPD/81.2).

2.4 The "Guidelines for WHO's Medium-Term Programming",¹ outlines the main phases of the programming process, including collection and collation of information, situation analysis, and formulation of broad programmes. Based on this approach it is suggested that the first step in developing medium-term programmes for 1984-1989 is to consider the possibility of further specifying and quantifying as appropriate for each level, the targets presented in the Seventh General Programme of Work. The second step is to select the approaches that are most suitable to implement the objectives and reach the targets of the programme. The third step is to choose the types of activities that would facilitate strategic programme action during 1984-1989, taking into account linkages with important related programmes, giving a general idea of the sequence and timing of activities as well as a broad indication of resources needed.

2.5 The programme budgeting process for 1984-1989 shall be based on the concept of "programming by objectives and budgeting by programmes", as described in a number of reference documents and official records.² Once the most relevant types of activities have been identified for 1984-1989, it is necessary to plan specific activities within the budgetary constraints as indicated in Sections 8-9 below. However, programme managers should be prepared for flexible reprogramming as necessary during the financial period 1984-1985.

3. PROGRAMME FUNCTIONS AT HEADQUARTERS

3.1 The medium-term programming process for 1984-1989 will result in the identification of the most highly relevant activities that could be undertaken at either global or regional or country level. Care should be taken not to propose at global level activities that more properly should be carried out at one of the other levels. Attention must be paid to what regions can or should be doing when considering what should be proposed for implementation at global or regional level, with the ultimate purpose of providing the most optimal and effective support to countries collectively and individually.

3.2 When developing the medium-term programme and proposed programme budget at global level, programme managers should carefully consider the implications for proposed programme activities of the role and function of WHO's headquarters as well as global and interregional programmes in relation to the work of WHO at regional and country level.³ This means emphasis on the global stimulation and coordination of international health action, as well as the central organization of global programmes and provisions of support to regional offices.

3.3 In accordance with the plan of action for implementing the recommendations of the WHO structure study, the functions of headquarters are being reviewed and reshaped as necessary to include: "global stimulation through the generation, crystallization and promotion of ideas; worldwide coordination on behalf of the Executive Board and Health Assembly; collation, analysis, synthesis and dissemination of valid information on health matters; central organization of global programmes; support to regional offices; and provision of the right kind of information and other support to the Executive Board, Health Assembly and to global advisory groups, particularly those involved in multisectoral and multidisciplinary action for health and in the international transfer of resources for health".⁴

¹ Revision of the Provisional Working Guidelines for WHO's Medium-Term Programming, document PWG/3/15, Annex III (updated version will shortly be available as document MPWPD/81.3).

² See WHO Official Records, No. 212 (1975), Introduction page 9, paragraph 1.

³ "Study of WHO's Structures in the Light of its Functions: WHO's Processes, Structures and Working Relationships", document A33/2, Annex, paragraphs 64-70.

⁴ "Plan of Action for Implementing the Recommendations of the Study of WHO's Structures in the Light of its Functions", document A34/15, Annex I, paragraph 28.2.

4. CRITERIA FOR PROGRAMME ACTIVITY SELECTION

4.1 The main criterion for determining the types of activities to be undertaken in 1984-1989 should be that they give effect to the approaches outlined in the Seventh General Programme of Work for the specific programme concerned.

4.2 Particular reference should be made to the programme principles and criteria for determining organizational level for implementation of programme activities, as set out in Chapter 5 of the Seventh General Programme of Work. The following revised criteria for selection of global and interregional activities are being proposed to the Executive Board for inclusion in the Seventh General Programme of Work:

Interregional and global activities are indicated if: similar requirements have been identified in a number of regions following a rational process of programming; the activity consists of facilitating or supporting technical cooperation among countries in different regions, and its pursuit is likely to contribute significantly to attaining the programme objectives; for reasons of economy the interregional framework is useful for pooling selected resources, e.g., for the provision of highly specialized and scarce advisory services to regions; the activity encompasses global planning, management and evaluation; the activity is required for global health coordination and for central coordination with other international agencies.

5. GLOBAL AND INTERREGIONAL PROGRAMME TERMINOLOGY

5.1 To bring programme budgeting terminology better into line with the policies referred to above, it has been decided that the use of the term "headquarters" for programme budget presentation purposes will be discontinued, starting with the proposed programme budget for 1984-1985, to be replaced by the term "global".¹ This change is not merely semantic; it reflects the spirit of the study of WHO's structures in the light of its functions, and is a reminder that the criteria for determining appropriate organizational level for implementation of programme activities are to be applied to the screening of programme activity requests for the 1984-1985 financial period.

5.2 For programme budgeting purposes, the term "global" will henceforth refer to: (a) those activities formerly called "interregional" which are managed by headquarters and located at headquarters; (b) activities for which global responsibility has been transferred to regions (e.g. Care of the Aged, Road Traffic Accidents); (c) those activities which so far have been presented under "headquarters" (up to and including 1982-1983); and (d) research activities under headquarters supervision. Henceforth the term "interregional" will refer to activities managed by headquarters but located outside Geneva. This terminology should be used by programme managers when presenting their current programme and programme budget proposals for 1984-1985.

5.3 The costs of such categories of expenditure as staff salaries, consultants, duty travel, temporary staff and other personnel elements, formerly included in the programme budget tables under "headquarters", will henceforth be included under a sub-title called "planning and management", included under "global" in the supporting programme budget tables.

5.4. Programme budget submission forms for 1984-1985 issued by Budget will provide for the above changes in terminology and presentation.

¹ HPC/Min/268-269, paragraphs 27-33, approved by the Director-General on 29 April 1981.

6. USE OF CONSULTANTS IN PROGRAMME WORK

6.1 The use of consultants can be an important means of carrying out some WHO programme activities. The appropriateness of using consultants further relates to the reassessment of the WHO staff complement anticipated by the plan of action for implementation of the study of WHO's structures in the light of its functions. Consequently the review of requests for consultant months for 1984-1985 should take into account the reasons for and means of using consultants for WHO programme work.

6.2 In WHO the term "consultant" applies to any person appointed in an advisory or consultative capacity. It is believed that the term "consultant" covers too wide a variety of activities to permit proper assessment of their use. A "consultant" may refer to a person recruited at the request of a Member State to consult the government or help carry out a specific activity on its behalf. Alternatively, the term may refer to a person recruited to advise the Organization, or to carry out a function inside WHO such as report writing, editing or translating.

6.3 To facilitate a proper assessment of consultants used for global programme purposes, it has been decided¹ that for purposes of 1984-1985 programme budget submissions at headquarters, programme managers should break their proposals for consultants down into two categories:

Consultant - Category A: Persons appointed in an advisory or consultative capacity to a Government.

Consultant - Category B: Persons appointed in an advisory or consultative capacity to the WHO Secretariat.

6.4 Programme budget submission forms for 1984-1985 issued by Budget will provide for the above subclassification of consultant months proposed by programme managers.

7. INFORMATION SUPPORT TO PROGRAMME EVALUATION AND BUDGETING

7.1 As indicated in the General Guidelines,² medium-term programming for 1984-1989 and programme budgeting for 1984-1985 will include a current programme evaluation of (1) whether activities for 1978-1983 have been effective in attaining the targets of the Sixth General Programme of Work; and (2) which current activities continue to be highly relevant to the policies, strategies, objectives, targets and approaches foreseen for the Seventh General Programme of Work.

7.2 The internal, "self-evaluation" of current programmes may be facilitated by reference to programme profiles, if these have been kept up to date and actively used by the programme concerned. The ninth "element" of the standard programme information profile is designed to contain evaluative information on: "indicators and criteria used, evaluation findings, problems encountered, and recommendations for future action."³

¹ HPC/Min/268-269, paragraphs 34-39, approved by the Director-General on 29 April 1981.

² Document MTP/PB/81/1.

³ "The Managerial Process for WHO's Programme Development", document MPWPD/81.1, Section II on "Information Support".

7.3 Each responsible officer should report the results of current programme evaluation to next higher review level. It is not intended that the entire, detailed programme "self-evaluation" be transmitted to next higher level, but only that a summary of the results of, or conclusions drawn from, the programme evaluation process be reported to the next review level.

7.4 Programme evaluation submissions to HPC, accompanying programme budget proposals for 1984-1985, should respond as succinctly as possible to the key questions indicated in Section 3 of the General Guidelines.¹ The intent of the questions is selectively to focus on how the programme activities and programme budget proposals contribute to, support and reflect the new orientations of the Seventh General Programme of Work.

7.5 The Administration and Finance Information Systems at headquarters will be used to facilitate the preparation, modification and presentation of the proposed programme budget for 1984-1985. This involves the processing of the budgetary components of programme budget submissions, including the development and application of cost estimates, exchange rate effects, and determination of increases or decreases in real terms.

8. PRELIMINARY PROGRAMME PLANNING FIGURES AND COST ESTIMATES

8.1 In November 1981, the Director-General and Budget will issue a "preliminary programme planning figure" for each major programme for 1984-1985. In most programme areas at headquarters there will be no real programme growth in 1984-1985 under the regular budget, and in some global programmes there will actually be a net reduction in real terms. Consequently, attention must be given to how the highest priority objectives, including service to regional level, can be attained within the limited regular budget resources available, and continued effort will have to be made to obtain extrabudgetary support for important programme activities. Programme managers are responsible for ensuring that their final regular budget proposals for 1984-1985 are within their preliminary programme planning figures.

8.2 The preliminary programme planning figures for 1984-1985 will not include, or be supplemented by, resources for data processing services. The rules governing budgeting for data and text processing services of ISS/DTP are spelled out in Section 10 below.

8.3 Budget will inform programme managers at headquarters of the standard/average costs to be used for each grade of staff, consultants and meetings proposed for 1984-1985, based on 1982-1983 costs. At a later date, Budget will recost all proposals on the basis of 1984-1985 costs. The reason for requesting preliminary programming for 1984-1985 on the basis of 1982-1983 costs is to provide comparability in real terms between the proposed programme budget for 1984-1985 and the approved programme budget for 1982-1983. Although the Thirty-fourth World Health Assembly did not decide to set a real growth ceiling for 1984-1985, the mood was definitely one of conservative growth, and the Director-General will have to include information on real increases and real decreases as well as cost increases in the proposed programme budget document for 1984-1985.

8.4 In connexion with budgetary resources requirements, the increasing reliance of some programmes on extrabudgetary resources in support of the regular budget needs to be kept in mind. If there is a possibility that such extrabudgetary resources might not be realized, it would be useful to report to HPC and to include in narrative programme statements, an indication of what would be the implications for programme delivery if the anticipated extrabudgetary resources were not forthcoming. The Executive Board has particularly requested to be kept informed of this matter.

9. COORDINATION OF PLANNING AND FINANCING OF PROGRAMME PROPOSALS

9.1 The necessity concurrently to finalize the Seventh General Programme of Work, initiate medium-term programming for 1984-1989 and prepare the programme budget for 1984-1985, leaves

¹ Document MTP/FB/81/1, Section 3, "Review of Programme Proposals".

little time for formal consultation on and coordination of programmes between regions and organizational levels. Nevertheless, written communications should be used to facilitate a continuing interchange of ideas, proposals, responses and joint decisions between programme managers in the regions and at headquarters before global programme submissions are made to the Headquarters Programme Committee.

9.2 In line with this policy, no interregional projects should be proposed by headquarters programme managers without full prior consultation with the regions involved, and the proposals submitted to the Headquarters Programme Committee should reflect the views of regional offices as to the relevance of the proposed interregional activities. In this connexion, the Directors of Programme Management of the regions will meet with HPC in the spring of 1982 jointly to review interregional proposals and their correlation with intercountry programme proposals for 1984-1985.

9.3 The necessary headquarters and interregional consultations on and coordination of medium-term programmes for 1984-1989 will be carried out from May 1982 onwards, still well in time for the implementation of the Seventh General Programme of Work beginning in 1984.

9.4 The apparent distinctions between programmes in the classified list of programmes necessary for appropriation section and budgetary allotment and control purposes should not be a bar to joint programming or the joint financing of certain activities between different programmes or divisions. It is suggested that at headquarters collaborative programme reviews be held within and between programmes in connexion with the preparation of proposals for the programme budget for 1984-1985. For practical reasons, joint programming will be undertaken by groups of programmes in accordance with further procedures to be indicated by HPC. In addition, programme managers in different divisions are encouraged to co-sponsor activities, agreeing on the sharing of responsibility, manpower and resources, as required. Each programme manager should then show his respective portion of the estimated costs among the proposals within his preliminary programme planning figure, with appropriate cross-reference to the collaborating programme. If programme managers work together in the manner described above, the budgetary system should not by itself constrain "horizontal" action.

10. BUDGETING FOR DATA AND TEXT PROCESSING SERVICES

10.1 The policy and procedure governing the budgeting of data processing costs under the regular budget in 1984-1985 will be significantly different from that described for 1982-1983 in document PB/79/2. Under the regular budget, Information Systems Support (ISS), like any other support service programme, will receive an overall preliminary programme planning figure within which it will budget for regular budget headquarters requirements for data and text processing services for 1984-1985. As noted in paragraph 8.2 above, the preliminary programme planning figures for 1984-1985 established for all other programmes at headquarters will not include, or be supplemented by, resources for data processing services.

10.2 Required regular budget resources for data processing will be budgeted exclusively under ISS. The policy and procedure governing the budgeting of data processing service costs for programmes funded from extrabudgetary sources, such as HRP and TDR, in 1984-1985, will remain unchanged from 1982-1983: that is, the resources for such extrabudgetary activities in 1984-1985 must be found from, and budgeted under, the extrabudgetary sources involved.

10.3 The ISS preliminary programme planning figure will not include provision for the acquisition of word processing and related equipment. If unforeseen requirements are exceptionally proposed, a complete list of the equipment and relevant amount for this purpose is to be provided to Budget in order to ensure whether appropriate provision can be made under the COS budget for word processing and related equipment maintenance. Programme managers seeking approval exceptionally to acquire word processing services in 1984-1985 should consult ISS for the appropriate cost estimates. An information circular on this subject will be issued in due course.

10.4 Consultations should begin already from July 1981 between staff in ISS/DTP and existing or potential data processing service users in different programmes at headquarters to determine the nature and extent of such service requirements in 1984-1985. ISS will issue a form by means of which user units, in collaboration with DTP staff, can analyse their requirements and formally transmit by 15 January 1982 their service requests for 1984-1985, indicating what are considered to be ongoing essential services, new high priority proposals, second priority proposals, or lower priority proposals. ISS, in consultation with the user, will assess the technical justification and analyse the services and cost implications of the user requirements for 1984-1985, at 1982-1983 budget prices, and will review with users the extent to which their requests can be accommodated within the ISS regular budget planning figure for 1984-1985. Based on these consultations, ISS will prepare for submission to HPC and to Budget by 27 February 1982 a summary form showing both the original user request and the ISS proposal for 1984-1985 within their planning figure.

10.5 The HPC will review these data and text processing service proposals at the same time and as part of the current evaluation and review of programme budget proposals of each programme for 1984-1985. Programme managers may be called on to justify their requests and ISS/DTP may be called on to explain changes in the proposals. HPC will undertake an overview, and will conclude with an evaluation and balancing of the proposed ISS service programme budget as a whole in the light of overall programme priorities for 1984-1985, before transmitting the proposals, amended as necessary, to the Director-General.

10.6 In the event that programme managers find, after finalization of the programme budget, that they have additional data or text processing service requirements for 1984-1985, they must go through the complete proposed service analysis during the implementation period; the ability to find such resources cannot be guaranteed. Accordingly, programme managers are encouraged to identify their foreseeable priority data and text processing service requirements now and submit them to ISS for inclusion to the extent possible in the programme budget proposals for 1984-1985 or for discussion at the HPC PB review meeting.

11. BUDGET SUBMISSION FORM AND PREPARATION PROCESS

11.1 In November 1981, Budget unit will issue to each programme manager a budget submission form for 1984-1985 designed to be processed by the computer-assisted Administration and Finance Information System. The budget forms will be preprinted with basic information identifying ongoing global and interregional activities included in the 1982-1983 budget but rearranged to the extent possible to conform to the classified list of programmes of the Seventh General Programme of Work. The budget forms will have open columns for the inclusion of proposals for 1984-1985 which have budgetary implications. A detailed description of the submission form is contained in the programme budget guidelines for 1982-1983.¹

11.2 The approved budgetary provisions for 1982-1983 will be shown on the preprinted budget forms. The budget submission form will already contain budgetary information on all existing units, programmes, projects and activities. If the programme manager wishes to indicate the continuation of these activities unchanged in 1984-1985, he has only to write in essentially the same budgetary information in the 1984-1985 column as already appears in the 1982-1983 column, and return the submission form to Budget. If the programme manager wishes to change or add to a programme budget proposal for 1984-1985, he has only to introduce the change or addition in the 1984-1985 column. If the programme manager wishes to propose an entirely new project, for which no preprinted budget form exists, he will have to fill in a blank budget form, making use of other preprinted budget forms as a model. Budget will issue detailed instructions for completion of the budget submission form as may be required.

11.3 As already stressed in paragraph 8.1 above, programme managers must ensure that their final budgetary proposals for 1984-1985 are within their preliminary programme planning figures. Any proposals which exceed those limits must be submitted separately, and in

¹ Document PB/79/2, paragraphs 5.15-5.18.

writing, to the Assistant Director-General, and to Budget, clearly indicating that the proposals are in excess of the preliminary programme planning figure. Those additional proposals supported by the ADG as being of very high priority will be transmitted to HPC and BUD for further consideration.

11.4 It is expected that programme planners, programme managers, unit chiefs, directors, and assistant directors-general will collaborate in finalizing their programme budget proposals for 1984-1985, to reach full agreement on the set of proposals to be returned to Budget by 27 February 1982, for input to the computerized AF system. Budgetary analysis, summary tables, and recostings at 1984-1985 costs needed by the Director-General and the Headquarters Programme Committee will be prepared thereafter by Budget.

12. PREPARATION OF GLOBAL MTF/PB STATEMENTS

12.1 As previously mentioned, medium-term programming for 1984-1989 will be initiated concurrently with current programme evaluation during July-October 1981, and will continue through March 1982 concurrently with preparation of the programme budget for 1984-1985. Current programme evaluations together with draft summary statements of medium-term programmes for 1984-1989 and programme budget proposals for 1984-1985 will be submitted to HPC by 27 February 1982. The draft summary statements will eventually be developed into global MTF/PB programme statements for inclusion in the proposed programme budget document.

12.2 Accordingly, draft statements submitted to HPC summarizing the medium-term programme for 1984-1989 and the proposed programme budget for 1984-1985 should already follow the outline of the eventual formal global programme statements:

<u>PROGRAMME</u>
<u>Medium-Term Programme for 1984-1989</u>
<u>Objectives</u>
<u>Targets</u>
<u>Plan of Action</u>
<u>Programme Activities for 1984-1985</u>

- Supporting budgetary table for 1984-1985

12.3 As stated in the general guidelines, the "objectives" and "targets" of the medium-term programme for 1984-1989 should be taken directly from the Seventh General Programme of Work. Programme managers should consider the possibility of further specifying and quantifying the targets used, and advise HPC thereon, but for purposes of HPC's programme review in 1982 and programme budget presentation for 1984-1985, the objectives and targets contained in the Seventh General Programme of Work will usually provide sufficient detail. The "approaches" contained in the Seventh General Programme of Work are considered basically valid for 1984-1989, but for space limit reasons will not be reproduced in the narrative programme statements.

12.4 Initial medium-term programming in 1981-1982 will lead to the identification of the plan of action to be undertaken in 1984-1989. Attention should be paid here to the appropriate cross-linkages between programmes, as for example between health science and technology programmes such as nutrition, oral health and disease prevention and control, and health system infrastructure programmes such as health systems research, organization of health systems based on primary health care, and related health manpower development.

12.5 Medium-term programming should also lead to a general outline of the sequence and timing of programme activities in 1984-1989. Many programme managers will find it useful to keep a more detailed schedule of activities for ready reference. Such level of detail is not required for narrative programme statement preparation purposes. However a brief summary of the main types and sequence of important activities planned for 1984-1989 should be indicated under the sub-title "Plan of Action". Greater specificity of activities for the first two years should be indicated under the heading "Programme Activities for 1984-1985". The importance of relating the narrative text to supporting budgetary tables is stressed in Section 13 below.

12.6 Following review by HPC and the Director-General in March-June 1982 of medium-term programmes for 1984-1989 and related programme budget proposals for 1984-1985, and following receipt of regional information and regional programme statements in June 1982, programme managers at headquarters will revise their narrative global programme statements to reflect decisions taken by HPC and the Director-General, and to reflect the main thrusts of the programme in all regions.

12.7 In the final draft global programme statements, it is expected that the first section on the "Medium-term Programme for 1984-1989" will take about three-quarters of the narrative text, while the section on "Programme Activities for 1984-1985" will take the remaining one-quarter of the written text. HPC will issue any supplementary instructions in regard to drafting style and length of global programme statements.

12.8 The final draft global programme statements should be submitted to Secretary HPC by 16 July 1982.

13. SUPPORTING BUDGETARY TABLES

13.1 The supporting budgetary tables for 1984-1985 to be presented in the programme budget document will be prepared by Budget unit at headquarters. The budget tables will compare 1984-1985 proposals with the approved programme budget levels for 1982-1983:

	<u>PROGRAMME</u>						Increase (Decrease)
	<u>1982-1983</u>			<u>1984-1985</u>			
	<u>Regular Budget</u>	<u>Other Sources</u>	<u>Total</u>	<u>Regular Budget</u>	<u>Other Sources</u>	<u>Total</u>	
Regions							
Africa							
Americas							
(etc.)							
Global and Interregional							
Total							

13.2 Country and regional programme activities will not be detailed in the consolidated proposed programme budget document for 1984-1985, because such information will already have been provided in regional draft programme budgets reviewed by regional committees in August-September 1982.

13.3 Global and interregional activities will be presented in tabular form along the lines shown below, with man-months and estimated obligations proposed for 1984-1985 compared with current estimates for 1982-1983 (omitted below for space reasons). Each Expert Committee, Study Group, meeting, Scientific Group, research, development, training, project or other activity will be presented by title, one line each. "Planning and Management", however, will be shown as one line without breakdown into specific components such as staff salaries and duty travel. The general format of the tabular presentation will be as follows:

	<u>Project Code</u>	<u>Man Years/ Months</u>	<u>Estimated Obligations</u>	<u>Source of Funds</u>
<u>Global and Interregional Activities^a</u>				
<u>Global Activities</u>				
Expert Committees				
Meetings				
Projects, etc.				
Planning and Management ^b				
<u>Research Activities</u>				
Scientific Groups				
Research, development, training				
Other				
<u>Interregional Activities</u>				
Projects, etc.				
Total - Global and Interregional				
Of which: Regular Budget				
Other sources				

^a See definition of "global" and "interregional" in paragraphs 5.1-5.2 above.

^b See definition of "planning and management" in paragraph 5.3 above.

13.4 The budgetary estimates for 1984-1985 should correlate with the programme proposals for 1984-1985. In preparing the global programme statements, an extra special effort should be made to explain in the narrative texts the relationship between the proposed programme and the supporting budgetary tables, taking into account relevant information contained in the regional programme statements and supporting regional budgetary tables. Significant increases or decreases in budgetary allocations between 1982-1983 and 1984-1985, or shifts of resources between different programmes, or significant changes in estimates or transfers of resources between the regular budget and various extrabudgetary sources of funds should be explained. Both the Executive Board and the Health Assembly in recent years have expressed the desire to see the narrative programme text clearly related to the supporting budgetary tables.

13.5 The narrative text should also mention significant sources of extrabudgetary support, such as UNDP, UNFPA, the World Bank, etc. As mentioned in paragraph 8.4 above, the Executive Board has requested that, in the case of those programmes which are particularly dependent on the availability of extrabudgetary resources, an indication be given in the narrative programme statement of what would be the implications for programme delivery if the anticipated extrabudgetary resources were not forthcoming.

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MEDIUM-TERM PROGRAMMING AND
PROGRAMME BUDGETING PROCEDURE AT HEADQUARTERS

Please replace paragraph 1.3 on page 3 of document MTP/PB/81/1 Suppl.2 by the following:

"1.3 Due to the limited time available, medium-term programmes for 1984-1989 and programme budget proposals for 1984-1985 will be developed concurrently. They will be elaborated in an integrated manner, and for the first time in WHO the medium-term programmes will be summarized and the individual summaries included in the relevant global programme statement in the programme budget document for presentation to the Executive Board and Health Assembly in 1983."

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