



**Supplementary Paper to JIU/REP/2012/6&7:**  
**Review of Management, Administration and Decentralization in the**  
**World Health Organization (WHO)**

**Analysis of the results of WHO Staff Survey**

**Contents**

Methodology.....	2
Representativeness by location/region .....	2
Analysis of survey results .....	5
Overall aggregated results broken down by HQ, regionals offices, and country offices.....	9

**November 2012**

Not an official document, to read the report JIU/REP/2012/6&7, [click here](#)

## Methodology

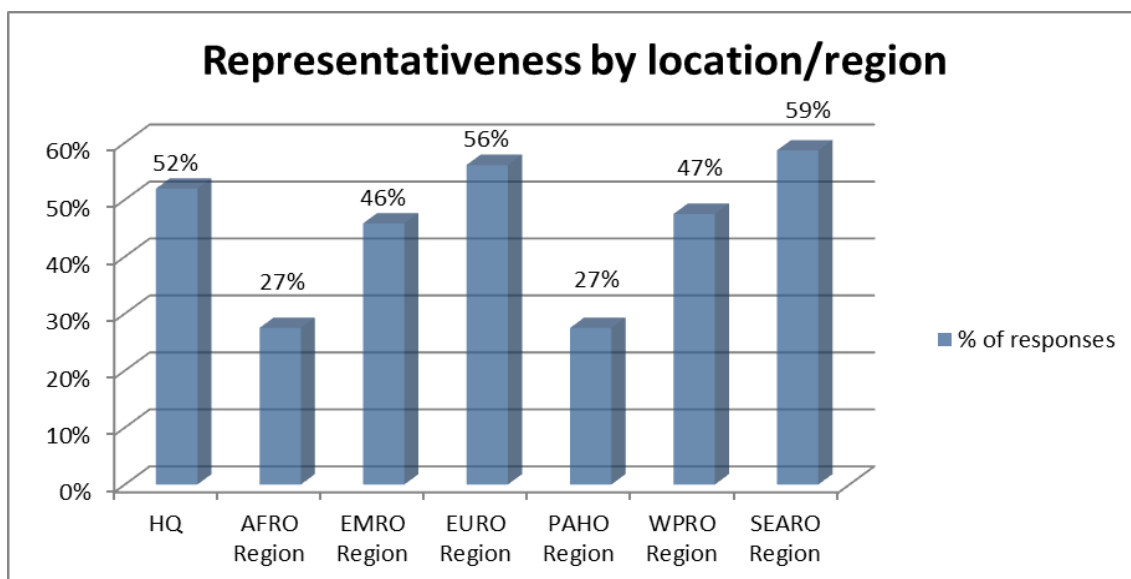
An online survey was sent to 3,840 Professional and National Professional Officers staff of WHO located at Headquarters and at regional and country offices regardless of their length of appointment (fixed or short-term appointment). It contained 53 multiple choice questions and one open-ended question. The questions covered various aspects dealing with the administration, management and decentralization of the organization, seeking opinions mainly about the different components of the global management system recently introduced by WHO. The survey complemented the results of the interviews conducted by the team and gave WHO Professional staff members a chance to voice their opinions anonymously.

The overall participation rate was illustrative and statistically representative of the population surveyed, as shown by the tables below.

- **Overall results: 1'740** respondents
- **Response rate: 45 %**

## Representativeness by location/region

<b>Regions:</b>	RO respondents	CO respondents	Total respondents	Total population	% of responses
HQ			644	1240	52%
AFRO Region	157	98	255	928	27%
EMRO Region	99	49	148	323	46%
EURO Region	137	29	166	296	56%
PAHO Region	143	15	158	575	27%
WPRO Region	82	41	123	259	47%
SEARO Region	76	63	139	237	59%



SEARO and EURO represent the highest rate of response, while AMRO/PAHO and AFRO do not reach 30% threshold.

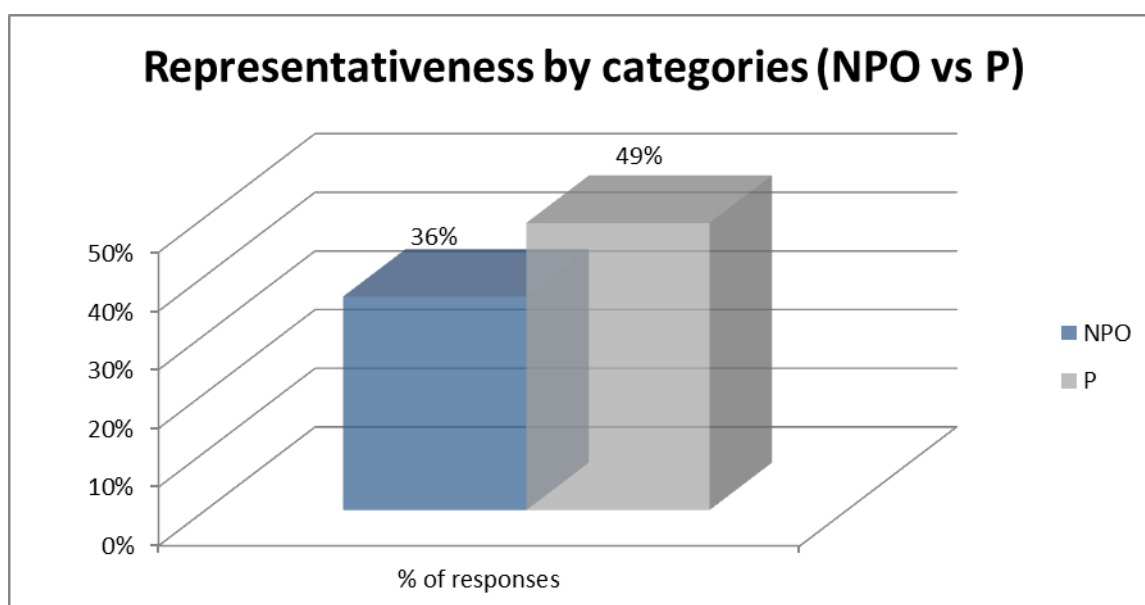
### Representativeness by categories & grades

	Total respondents	Total population	% of responses
<b>Categories:</b>			
NPO	369	1014*	36%
P	1344	2746*	49%
<b>Grades:</b>			
P5 and above	485	990**	49%
P1-P4	885	1300**	68%

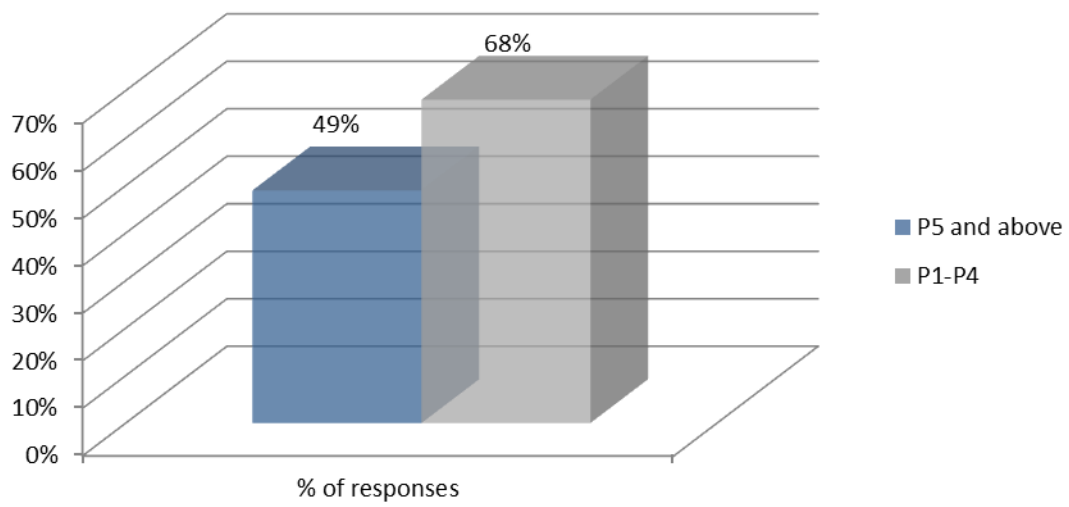
Source:

\* A65/34 (table 1)

\*\* A65/34 (table 2): these figures only include long-term appointments



## Representativeness by grade



## Analysis of survey results

Overall, WHO Staff members who responded to the questionnaire (hereafter named the respondents) provided a positive perception of their organization, except in the area of HRM. Looking more into the details of the remarks provided by the respondents, the survey highlights some dissatisfaction in the following areas:

- Lack of transparency in the recruitment and promotion of staff;
- More emphasis needed on training for all staff: induction courses for incoming staff and team management training for senior management;
- Performance and accountability of senior management;
- Budget allocation among the departments at HQ;
- Timeliness issues in handling staff requests by the Global Service Centre (GSC). Lack of human accessibility: GSC appears to be too anonymous.

### General information on the respondents

- With respect to the type of appointment (Question 1), 50 % of the respondents are holding a fixed-term appointment, followed by 38 % with a continuing contracts and 12 % with temporary appointments (these results fully represent the general structure of WHO staff, as, according to official figures as of December 2011, temporary appointments amount for 11.9 % of the staff (see Figure 1 of A/65/34). It should be noted that both at Headquarters and at SEARO, the majority of the respondents are holding a continuing appointment.
- 78 % of the respondents are international professional staff and 22 % are National professional officers (see Question 2). With respect to Question 3, 51 % of the respondents are P1-P4 and 28 % are senior staff and managers at P5 and above level (these results also follow the top heavy structure of WHO staff, as according to official figures as of December 2011, P5 and above level category represents 31% of the P staff (See Table 2 of A/65/34). In the cases of SEARO and WPRO, the majority of the respondents are P-5 and above.
- 38 % of the respondents have been working in their current position for 3-5 years, 30% for 0-2 years, and 21 % for 6-10 years (See Question 5). Only 12 % have been working in their current position longer than 10 years. For AMRO, EURO, SEARO and WPRO, the majority of the respondents have been working in their current position since 0-2 years.
- With regard to the length of service within the Organization (Question 6), 37 % of the respondents have been employed at WHO for more than 10 years, 28 % - between 6 and 10 years and 22 % - between 3 and 5 years. Only 13 % of the respondents have been employed for less than 3 years.
- The majority of the respondents (43 %) are 50-62 years old (Question 7), which matches the age structure of WHO Professional staff, where 43% are 50–59 years old (See Table 5 of A/65/34). In the cases of Headquarters and EURO, the majority of the respondents are 40-49 years old.

- With respect to gender distribution (Question 8), the majority of the respondents are male (57 %), which reflects the general structure of the Organization where men account for 60 % in the professional and higher categories (see Figure 5 of A/65/34). AMRO exemplifies the best case for gender balance as the majority of the respondents (57.6%) are female staff.
- The vast majority of the respondents (73%) are involved in substantive/technical areas, while 22 % deal with administrative, operational or logistics issues (Question 9).

#### Work environment and communication

- 65% of the respondents feel treated with consideration and **respect at work** and benefit of a good teamwork within their units (57%). The **support received from supervisor** is positively assessed by 50% of the staff (Questions 10 & 12).
- 45% of the respondents consider that their workload is manageable and realistic (Question 11). The trend is a bit more nuanced for HQ and EURO, as the majority of the respondents consider that their workload is “somewhat” manageable and realistic.
- With respect to **communication** (Questions 13-15), important management decisions are communicated through official channels, but the respondents are only “somewhat” convinced that top management is communicating adequately with staff about important staff issues (30% believe that top management is not communicating adequately). In this respect, some staff commented that the Director-General could communicate more regularly with staff. Management could have communicated better with staff in the reform process (question 15), as 32% think that they have not been well informed and involved.
- The majority of the respondents “somewhat” think that there is sufficient **coordination and cooperation** within clusters/divisions/units at the three levels of the organization (HQ, RO, and CO). Still, **coordination and cooperation** might be further encouraged at Headquarters, as there is insufficient coordination and cooperation for 27 % of the respondents and the trend is even stronger if one considers only the respondents located at Headquarters with 39%. (Question 18).

#### Decentralization

- 57% of the respondents have a clear idea about the division of responsibilities in his/her area of work between HQ, the regional offices, and the country offices (Question 19). Still for a significant proportion of the respondents (31%) the division of responsibilities is only “somewhat” clear. The majority of the respondents think that the level of coordination and cooperation between the three WHO level is “somewhat” adequate. Still, coordination and cooperation among all WHO geographical entities might be further strengthened, especially between and HQ and RO, where 23% of staff think that coordination and cooperation is inadequate, and between and HQ and CO, where 29% of staff think that coordination and cooperation is inadequate.

#### General management

- The assessment of the implementation of the Global Management System (GSM) by the respondents is uneven as the majority of them consider that GSM has “somewhat” facilitated

better workflows and a better access to information in their day-to-day work. While the majority of the respondents at both AFRO and EMRO consider that GSM has facilitated better workflows, EURO's and WPRO's opinions follow the opposite trend (Question 26).

- Performance of the **Global Service Centre** is perceived as fair with some exceptions in the human resource areas where 25% of the respondents considered it as poorly performing (Question 24). While the timeliness, efficiency, user friendliness and adaptation to organizational needs of GSC is mostly perceived as positive, improvements might be required in the following three areas: timeliness, user friendliness and adaptation to organizational needs, as 30 % of the staff considered it not addressed properly (Question 25). Also, the staff noted in its remarks, that GSC should handle requests for payments and reimbursements much faster (it appears to take up to 2 months for some requests) and that GSC system is too anonymous - there is no one to contact.
- While the majority of the respondents thinks that **IT services** (other than GSC) provided are of good or "somewhat" good quality, 12 % consider that it is of bad quality. The respondents provided detailed remarks highlighting issues in the following areas: IT service at HQ which is understaffed and hardware and equipment outdated (Question 27).
- The highest level of staff satisfaction in the **operational support services** is observed in the following areas: Conference Services (including interpretation), Printing, followed by Travel and Building management (Question 28).
- While the majority of the respondents are familiar or "somewhat" familiar with the concept of **results-based management** and its implementation in WHO, 46 % consider they have not received sufficient training and instruction on RBM. For the vast majority of the respondents (57%), strategic objectives and expected results of their units are clearly communicated and linked to their work plans, but they are only "somewhat" convinced that WHO activities are measured with clearly defined performance indicators (Questions 29-32).
- Not surprisingly, the majority of the respondents (44%) consider that their respective units do not receive necessary resources in order to meet its goals (Question 33). With respect to transparency in allocation of resources, the majority of the respondents (36%) "somewhat" thinks (while 23% don't) that the award managers allocate the resources in a transparent way and follow clearly identified criteria (Question 22).
- The vast majority of the respondents (87 %) have a clear idea about their tasks and responsibilities and how they will be held accountable for them. Also, for 77% of the respondents, reporting lines in their units are transparent and unambiguous (Questions 34 & 35). With respect to accountability of managers, the majority of the respondents (32%) thinks that managers are "somewhat" held accountable for the authority delegated to them, which is not the case for the respondents at Headquarters where the majority of them (46%) do not think that managers are held accountable (Question 23).
- As indicated earlier, the respondents' perception about **HRM** is not very positive. 39% of the respondents consider that HR policies are "somewhat" implemented in a consistent and transparent manner in WHO. In the cases of Headquarters and EMRO, the majority of respondents think that HR policies are not implemented in a consistent and transparent manner (Questions 36). The same applies to the fairness and transparency of the recruitment process (41% of "somewhat" and 32% of "no" answers) (Question 37). This negative perception was also backed up with several comments.

- The majority of the respondents (35%) think they have been “somewhat” adequately informed about the reduction in posts at WHO (Question 39). While the majority of the respondents at AFRO and SEARO considered they have been adequately informed about recent post reduction, it is not the case at AMRO, EMRO, EURO and WPRO.
- 64% of the respondents are of the view that the introduction of a good mobility policy in WHO linked to career development would be beneficial to their work (Question 38).
- While the timeliness, transparency and fairness of the **performance appraisal system (PMDS)** (Question 40) was very positively rated, one should note that the respondents in their comments voiced such issues as: the system doesn’t work properly, it is an additional burden and it is not seriously considered by some senior managers. In this respect, it should also be noted that about 20 respondents suggested the introduction of a 360° performance assessment for senior managers.
- **Learning/Training activities** (Question 42) were also positively rated by the respondents, and 61% of them received training in the last 12 months (except for the respondents at AMRO and SEARO), with the exception of IT and KM related training. Indeed, the majority of the respondents have not received adequate training in the following areas: Using major databases (51%); Participating in knowledge networks (57%); Keeping the units informed about relevant topics in their area of work (42%); and Efficiently storing and retrieving information (48%). (Question 53). While the majority of the respondents consider that training is linked to individual performance appraisal system in line with WHO priorities, it is not the case for the majority of the respondents at Headquarters, EMRO and WPRO.
- While the aims and scope of **knowledge management** in WHO are “somewhat” clear for 41% of the respondents, it is not the case for 30% of them. The majority of the respondents regularly benefit (35 %) or “somewhat” benefit (34%) from knowledge management in their area of work (Questions 50 & 51).
- The respondents’ perception of administration of justice in WHO is uneven (Question 46), the general trend being that the majority of them have no opinion on the statement “the system of administration of justice in WHO ensures an adequate and fair treatment of staff complaints”. Due to the specific and limited scope of this question, it is difficult to make a concrete assessment regarding the high percentage of “no opinion”. Two elements of explanation could be a lack of information provided to staff on the administration of justice in WHO or the fact that only a few staff members have experienced situations related to administration of justice. While the majority of the respondents at AFRO, EMRO, SEARO and WPRO think the system of administration of justice “somewhat” ensures an adequate and fair treatment of staff complaints, it is not the case at Headquarters and AMRO.

## Overall aggregated results broken down by HQ, regionals offices, and country offices

### Question 1: My type of appointment is

Answer Options	TOTAL	HQ	AFRO	AMRO	EMRO	EURO	SEARO	WPRO	CO
Continuing	37.7%	<b>46.8%</b>	40.5%	13.9%	37.0%	40.3%	<b>36.8%</b>	36.6%	30.2%
Fixed-term	<b>49.7%</b>	41.6%	<b>55.1%</b>	<b>70.8%</b>	<b>47.0%</b>	<b>52.5%</b>	34.2%	<b>41.5%</b>	<b>55.3%</b>
Temporary	12.3%	11.4%	4.4%	15.3%	16.0%	7.2%	27.6%	22.0%	13.8%
Other	0.3%	0.2%	0.0%	0.0%	0.0%	0.0%	1.3%	0.0%	0.6%

### Question 2 : I am hired as

Answer Options	TOTAL	HQ	AFRO	AMRO	EMRO	EURO	SEARO	WPRO	CO
International Professional staff	<b>77.9%</b>	<b>95.5%</b>	<b>63.9%</b>	<b>91.7%</b>	<b>73.0%</b>	<b>77.0%</b>	<b>88.2%</b>	<b>74.4%</b>	46.9%
National Professional officer	21.4%	3.9%	35.4%	6.9%	26.0%	23.0%	10.5%	23.2%	<b>53.1%</b>
Other	0.7%	0.6%	0.6%	1.4%	1.0%	0.0%	1.3%	2.4%	0.0%

### Question 3 : My grade/category is

Answer Options	TOTAL	HQ	AFRO	AMRO	EMRO	EURO	SEARO	WPRO	CO
P5 and above	28.0%	36.8%	14.6%	17.4%	25.0%	23.0%	<b>46.1%</b>	<b>37.8%</b>	21.2%
P1 – P4	<b>51.4%</b>	<b>60.3%</b>	<b>50.0%</b>	<b>80.6%</b>	<b>49.0%</b>	<b>55.4%</b>	40.8%	36.6%	26.4%
National Professional Officer	20.0%	2.5%	35.4%	2.1%	26.0%	21.6%	10.5%	23.2%	<b>52.1%</b>
Other	0.6%	0.5%	0.0%	0.0%	0.0%	0.0%	2.6%	2.4%	0.3%

**Question 4: My post is located at**

Answer Options	TOTAL	HQ	AFRO	AMRO	EMRO	EURO	SEARO	WPRO	CO
Headquarters	<b>37.2%</b>	<b>100.0%</b>	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
AMRO/PAHO	8.3%	0.0%	0.0%	<b>100.0%</b>	0.0%	0.0%	0.0%	0.0%	0.0%
AFRO	9.1%	0.0%	<b>100.0%</b>	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
EURO	8.0%	0.0%	0.0%	0.0%	0.0%	<b>100.0%</b>	0.0%	0.0%	0.0%
EMRO	5.7%	0.0%	0.0%	0.0%	<b>100.0%</b>	0.0%	0.0%	0.0%	0.0%
WPRO	4.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	<b>100.0%</b>	0.0%
SEARO	4.4%	0.0%	0.0%	0.0%	0.0%	0.0%	<b>100.0%</b>	0.0%	0.0%
Sub-Regional Offices, IST, Sub-Regional Programme	1.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Country Office	17.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	<b>100.0%</b>
Other	2.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

**Question 5: I have been working in my current position for**

Answer Options	TOTAL	HQ	AFRO	AMRO	EMRO	EURO	SEARO	WPRO	CO
0-2 years	29.5%	27.0%	17.1%	<b>36.1%</b>	26.0%	<b>36.7%</b>	<b>44.7%</b>	<b>42.7%</b>	31.8%
3-5 years	<b>37.8%</b>	<b>38.8%</b>	<b>39.9%</b>	27.8%	<b>34.0%</b>	25.2%	31.6%	41.5%	<b>43.4%</b>
6-10 years	20.7%	21.3%	27.8%	18.8%	25.0%	24.5%	17.1%	8.5%	17.0%
More than 10 years	12.0%	12.8%	15.2%	17.4%	15.0%	13.7%	6.6%	7.3%	7.7%

**Question 6: I have been employed at WHO for**

Answer Options	TOTAL	HQ	AFRO	AMRO	EMRO	EURO	SEARO	WPRO	CO
0-2 years	12.5%	9.0%	8.2%	20.1%	13.0%	18.7%	17.1%	23.2%	13.5%
3-5 years	22.1%	24.0%	22.2%	16.0%	20.0%	18.0%	19.7%	22.0%	22.5%
6-10 years	27.9%	26.3%	29.1%	21.5%	29.0%	30.9%	27.6%	17.1%	<b>34.4%</b>
More than 10 years	<b>37.5%</b>	<b>40.8%</b>	<b>40.5%</b>	<b>42.4%</b>	<b>38.0%</b>	<b>32.4%</b>	<b>35.5%</b>	<b>37.8%</b>	29.6%

**Question 7: My age group is**

Answer Options	TOTAL	HQ	AFRO	AMRO	EMRO	EURO	SEARO	WPRO	CO
18-29	0.9%	0.9%	0.0%	2.8%	1.0%	0.0%	0.0%	2.4%	0.0%
30-39	18.6%	19.8%	12.0%	25.0%	15.0%	22.3%	11.8%	13.4%	18.6%
40-49	36.8%	<b>39.9%</b>	33.5%	28.5%	37.0%	<b>46.0%</b>	25.0%	39.0%	35.7%
50-62	<b>43.3%</b>	39.3%	<b>54.4%</b>	<b>43.8%</b>	<b>47.0%</b>	30.9%	<b>60.5%</b>	<b>45.1%</b>	<b>45.0%</b>
More than 62	0.4%	0.2%	0.0%	0.0%	0.0%	0.7%	2.6%	0.0%	0.6%

**Question 8: My gender is**

Answer Options	TOTAL	HQ	AFRO	AMRO	EMRO	EURO	SEARO	WPRO	CO
Female	42.8%	48.5%	22.8%	<b>57.6%</b>	32.0%	<b>50.4%</b>	40.8%	<b>50.0%</b>	36.0%
Male	<b>57.2%</b>	<b>51.5%</b>	<b>77.2%</b>	42.4%	<b>68.0%</b>	49.6%	<b>59.2%</b>	<b>50.0%</b>	<b>64.0%</b>

**Question 9: The activities of my unit are**

Answer Options	TOTAL	HQ	AFRO	AMRO	EMRO	EURO	SEARO	WPRO	CO
Substantive / technical	<b>72.8%</b>	<b>68.9%</b>	<b>69.0%</b>	<b>66.7%</b>	<b>74.0%</b>	<b>77.7%</b>	<b>80.3%</b>	<b>73.2%</b>	<b>83.3%</b>
Administrative, operational or logistics	21.8%	24.0%	27.8%	26.4%	18.0%	13.7%	18.4%	24.4%	14.8%
Other	5.4%	7.1%	3.2%	6.9%	8.0%	8.6%	1.3%	2.4%	1.9%

**Question 10: I am treated with consideration and respect at work**

Answer Options	TOTAL	HQ	AFRO	AMRO	EMRO	EURO	SEARO	WPRO	CO
Yes	65.1%	56.0%	69.2%	63.2%	64.0%	76.8%	61.8%	70.7%	76.2%
Somewhat	29.3%	34.7%	27.6%	32.6%	33.0%	19.6%	30.3%	26.8%	20.9%
No	4.9%	8.6%	1.9%	3.5%	3.0%	3.6%	6.6%	1.2%	2.3%
No opinion	0.8%	0.8%	1.3%	0.7%	0.0%	0.0%	1.3%	1.2%	0.6%

**Question 11: My workload is manageable and realistic**

Answer Options	TOTAL	HQ	AFRO	AMRO	EMRO	EURO	SEARO	WPRO	CO
Yes	44.5%	35.8%	50.0%	43.1%	47.0%	37.0%	57.9%	41.5%	60.5%
Somewhat	37.9%	39.3%	43.6%	38.2%	43.0%	39.9%	32.9%	40.2%	31.5%
No	16.9%	24.1%	6.4%	17.4%	9.0%	23.2%	7.9%	17.1%	7.4%
No opinion	0.8%	0.8%	0.0%	1.4%	1.0%	0.0%	1.3%	1.2%	0.6%

**Question 12: My work unit has a good teamwork atmosphere**

Answer Options	TOTAL	HQ	AFRO	AMRO	EMRO	EURO	SEARO	WPRO	CO
Yes	57.0%	46.8%	62.2%	51.4%	58.0%	69.6%	68.4%	65.9%	66.2%
Somewhat	29.7%	32.0%	31.4%	29.9%	28.0%	25.4%	26.3%	28.0%	26.7%
No	13.0%	21.0%	5.8%	18.8%	13.0%	5.1%	5.3%	4.9%	6.8%
No opinion	0.3%	0.2%	0.6%	0.0%	1.0%	0.0%	0.0%	1.2%	0.3%

**Question 13: I think that important management decisions are communicated through official channels (official meetings, official e-mails, etc.)**

Answer Options	TOTAL	HQ	AFRO	AMRO	EMRO	EURO	SEARO	WPRO	CO
Yes	<b>51.5%</b>	35.9%	<b>72.9%</b>	<b>46.0%</b>	<b>61.0%</b>	<b>45.0%</b>	<b>60.3%</b>	<b>67.5%</b>	<b>66.1%</b>
Somewhat	36.9%	<b>46.4%</b>	20.0%	39.6%	31.0%	45.8%	31.5%	23.8%	29.6%
No	10.9%	16.6%	6.5%	14.4%	7.0%	9.2%	8.2%	7.5%	3.9%
No opinion	0.8%	1.1%	0.6%	0.0%	1.0%	0.0%	0.0%	1.3%	0.3%

**Question 14: I believe that WHO top management is communicating adequately with staff about important staff issues (outsourcing, restructuring, etc.)**

Answer Options	TOTAL	HQ	AFRO	AMRO	EMRO	EURO	SEARO	WPRO	CO
Yes	25.6%	16.7%	<b>45.8%</b>	22.3%	25.0%	29.0%	26.0%	25.0%	32.2%
Somewhat	<b>42.4%</b>	<b>40.4%</b>	37.4%	<b>43.9%</b>	<b>46.0%</b>	<b>38.2%</b>	<b>47.9%</b>	<b>51.3%</b>	<b>46.3%</b>
No	30.1%	41.5%	14.8%	28.1%	25.0%	32.1%	26.0%	22.5%	19.9%
No opinion	1.9%	1.3%	1.9%	5.8%	4.0%	0.8%	0.0%	1.3%	1.6%

**Question 15: I have been well informed and involved by management in the WHO reform process**

Answer Options	TOTAL	HQ	AFRO	AMRO	EMRO	EURO	SEARO	WPRO	CO
Yes	21.9%	16.7%	37.4%	19.4%	15.0%	22.9%	20.5%	22.5%	27.0%
Somewhat	<b>43.4%</b>	<b>44.4%</b>	<b>40.6%</b>	<b>40.3%</b>	<b>41.0%</b>	<b>48.1%</b>	<b>43.8%</b>	<b>52.5%</b>	<b>43.6%</b>
No	31.7%	35.7%	19.4%	36.7%	40.0%	28.2%	35.6%	21.3%	26.4%
No opinion	3.0%	3.1%	2.6%	3.6%	4.0%	0.8%	0.0%	3.8%	2.9%

**Question 16: I am satisfied with the level of support that my supervisor provides for meeting my work objectives**

Answer Options	TOTAL	HQ	AFRO	AMRO	EMRO	EURO	SEARO	WPRO	CO
Yes	56.1%	50.2%	67.1%	57.6%	47.0%	59.5%	63.0%	55.0%	60.6%
Somewhat	27.8%	27.1%	23.9%	28.1%	36.0%	24.4%	28.8%	33.8%	29.3%
No	15.2%	21.7%	8.4%	12.9%	16.0%	16.0%	8.2%	10.0%	9.4%
No opinion	0.8%	1.0%	0.6%	1.4%	1.0%	0.0%	0.0%	1.3%	0.7%

**Question 17: I have confidence in WHO senior management (P5 and above)**

Answer Options	TOTAL	HQ	AFRO	AMRO	EMRO	EURO	SEARO	WPRO	CO
Yes	27.6%	14.7%	36.8%	33.1%	30.0%	29.0%	32.9%	28.8%	42.3%
Somewhat	44.5%	47.7%	40.0%	38.1%	45.0%	45.0%	49.3%	53.8%	41.4%
No	23.2%	34.1%	12.3%	21.6%	20.0%	24.4%	15.1%	16.3%	12.7%
No opinion	4.7%	3.5%	11.0%	7.2%	5.0%	1.5%	2.7%	1.3%	3.6%

**Question 18: I think there is sufficient coordination and cooperation within clusters/divisions/units at the following levels:**

Answer Options		TOTAL	HQ	AFRO	AMRO	EMRO	EURO	SEARO	WPRO	CO
WHO Headquarters	Yes	14.0%	11.9%	18.7%	6.5%	20.0%	15.3%	15.1%	11.3%	17.3%
	Somewhat	40.3%	45.1%	32.9%	38.8%	43.0%	37.4%	39.7%	42.5%	37.5%
	No	26.7%	39.1%	18.7%	25.2%	14.0%	22.1%	24.7%	21.3%	15.3%
	No opinion	19.0%	3.9%	29.7%	29.5%	23.0%	25.2%	20.5%	25.0%	30.0%
Regional office	Yes	18.8%	6.9%	25.8%	24.5%	21.0%	31.3%	30.1%	30.0%	24.4%
	Somewhat	40.2%	31.4%	40.6%	51.1%	45.0%	46.6%	43.8%	46.3%	46.3%
	No	21.8%	26.7%	20.6%	19.4%	28.0%	19.1%	21.9%	18.8%	13.7%
	No opinion	19.3%	34.9%	12.9%	5.0%	6.0%	3.1%	4.1%	5.0%	15.6%
Country office	Yes	27.8%	6.9%	41.9%	28.8%	30.0%	38.2%	32.9%	36.3%	52.8%
	Somewhat	34.9%	25.8%	39.4%	41.0%	49.0%	36.6%	47.9%	40.0%	38.4%

No	15.2%	24.8%	10.3%	11.5%	9.0%	6.9%	6.8%	16.3%	8.1%
No opinion	22.1%	<b>42.5%</b>	8.4%	18.7%	12.0%	18.3%	12.3%	7.5%	0.7%

**Question 19: I have a clear idea about the division of responsibilities in my area of work between HQ, the regional offices, and the country offices**

Answer Options	TOTAL	HQ	AFRO	AMRO	EMRO	EURO	SEARO	WPRO	CO
Yes	<b>57.0%</b>	<b>52.5%</b>	<b>60.0%</b>	<b>70.5%</b>	<b>51.0%</b>	<b>59.5%</b>	<b>68.5%</b>	<b>61.3%</b>	<b>57.0%</b>
Somewhat	30.8%	33.0%	27.7%	20.1%	32.0%	29.8%	26.0%	32.5%	33.6%
No	10.0%	11.1%	11.6%	7.2%	16.0%	9.2%	5.5%	6.3%	7.5%
No opinion	2.2%	3.4%	0.6%	2.2%	1.0%	1.5%	0.0%	0.0%	2.0%

**Question 20: I think the level of coordination and cooperation between the following WHO entities is adequate:**

Answer Options		TOTAL	HQ	AFRO	AMRO	EMRO	EURO	SEARO	WPRO	CO
WHO Headquarters and regional offices	Yes	16.0%	11.3%	18.7%	13.7%	23.0%	19.1%	23.3%	10.0%	21.5%
	Somewhat	<b>43.9%</b>	<b>45.4%</b>	<b>41.3%</b>	<b>46.0%</b>	<b>46.0%</b>	<b>42.7%</b>	<b>50.7%</b>	<b>58.8%</b>	<b>38.4%</b>
	No	22.7%	33.2%	14.2%	25.2%	9.0%	28.2%	15.1%	17.5%	8.8%
	No opinion	17.4%	10.1%	25.8%	15.1%	22.0%	9.9%	11.0%	13.8%	31.3%
Regional offices and country office	Yes	28.2%	9.5%	43.9%	38.8%	31.0%	44.3%	32.9%	40.0%	39.1%
	Somewhat	<b>41.7%</b>	32.2%	<b>44.5%</b>	<b>46.0%</b>	<b>56.0%</b>	<b>46.6%</b>	<b>58.9%</b>	<b>46.3%</b>	<b>46.9%</b>
	No	10.0%	13.0%	6.5%	9.4%	7.0%	3.1%	5.5%	12.5%	10.4%
	No opinion	20.2%	<b>45.2%</b>	5.2%	5.8%	6.0%	6.1%	2.7%	1.3%	3.6%
WHO Headquarters and country offices	Yes	11.8%	6.1%	16.8%	7.2%	15.0%	11.5%	15.1%	5.0%	22.1%
	Somewhat	<b>35.0%</b>	32.4%	<b>38.7%</b>	23.7%	28.0%	28.2%	<b>42.5%</b>	<b>46.3%</b>	<b>45.6%</b>
	No	28.9%	<b>34.8%</b>	22.6%	28.1%	27.0%	<b>29.8%</b>	24.7%	30.0%	23.5%
	No opinion	24.2%	26.7%	21.9%	<b>41.0%</b>	<b>30.0%</b>	30.5%	17.8%	18.8%	8.8%

**Question 21: I think the delegation of authority for work processes among divisions and/or departments is clear and well documented**

Answer Options	TOTAL	HQ	AFRO	AMRO	EMRO	EURO	SEARO	WPRO	CO
Yes	26.9%	13.7%	<b>41.9%</b>	36.7%	33.0%	26.7%	27.4%	38.8%	36.5%
Somewhat	<b>41.6%</b>	<b>42.2%</b>	35.5%	<b>37.4%</b>	<b>35.0%</b>	<b>44.3%</b>	<b>56.2%</b>	<b>47.5%</b>	<b>40.7%</b>
No	24.1%	33.8%	18.1%	20.1%	27.0%	21.4%	12.3%	11.3%	16.6%
No opinion	7.5%	10.3%	4.5%	5.8%	5.0%	7.6%	4.1%	2.5%	6.2%

**Question 22: I think that the award managers allocate the resources in a transparent way and follow clearly identified criteria**

Answer Options	TOTAL	HQ	AFRO	AMRO	EMRO	EURO	SEARO	WPRO	CO
Yes	24.1%	13.2%	31.6%	22.3%	32.0%	26.0%	30.1%	37.5%	34.5%
Somewhat	<b>36.4%</b>	<b>34.5%</b>	<b>32.3%</b>	<b>38.8%</b>	<b>35.0%</b>	<b>38.2%</b>	<b>45.2%</b>	<b>38.8%</b>	<b>40.1%</b>
No	22.5%	31.4%	21.3%	23.7%	19.0%	22.9%	16.4%	18.8%	10.4%
No opinion	17.0%	20.9%	14.8%	15.1%	14.0%	13.0%	8.2%	5.0%	15.0%

**Question 23: I think managers are held accountable for the authority delegated to them**

Answer Options	TOTAL	HQ	AFRO	AMRO	EMRO	EURO	SEARO	WPRO	CO
Yes	32.2%	13.0%	<b>52.3%</b>	<b>33.1%</b>	34.0%	<b>37.4%</b>	<b>45.2%</b>	<b>42.5%</b>	<b>51.5%</b>
Somewhat	<b>32.0%</b>	33.3%	20.0%	33.1%	<b>40.0%</b>	31.3%	31.5%	38.8%	32.9%
No	28.0%	<b>45.7%</b>	14.8%	28.1%	22.0%	23.7%	16.4%	12.5%	9.8%
No opinion	7.8%	7.9%	12.9%	5.8%	4.0%	7.6%	6.8%	6.3%	5.9%

Question 24: I think the performance of the Global Service Centre (GSC) in the following areas is:

Answer Options		TOTAL	HQ	AFRO	AMRO	EMRO	EURO	SEARO	WPRO	CO
Human Resources	Good	21.5%	12.7%	<b>44.5%</b>	12.9%	28.3%	16.4%	19.2%	18.8%	29.9%
	Fair	<b>41.9%</b>	<b>46.0%</b>	41.3%	15.8%	<b>37.4%</b>	<b>39.8%</b>	<b>47.9%</b>	<b>50.0%</b>	<b>46.4%</b>
	Poor	24.9%	35.5%	9.7%	11.5%	21.2%	36.7%	28.8%	26.3%	13.5%
	No opinion	11.6%	5.8%	4.5%	<b>59.7%</b>	13.1%	7.0%	4.1%	5.0%	10.2%
Payroll Services	Good	<b>54.8%</b>	<b>48.3%</b>	<b>70.3%</b>	25.9%	<b>73.7%</b>	48.4%	<b>64.4%</b>	<b>48.8%</b>	<b>66.1%</b>
	Fair	29.4%	37.5%	23.2%	9.4%	18.2%	<b>38.3%</b>	32.9%	38.8%	24.3%
	Poor	5.8%	7.9%	2.6%	2.9%	4.0%	7.0%	2.7%	10.0%	3.9%
	No opinion	10.0%	6.3%	3.9%	<b>61.9%</b>	4.0%	6.3%	0.0%	2.5%	5.6%
Payment Services (other than payroll)	Good	31.7%	27.4%	<b>43.9%</b>	18.7%	<b>41.4%</b>	20.3%	30.1%	27.5%	<b>40.5%</b>
	Fair	<b>37.9%</b>	<b>39.8%</b>	38.7%	12.2%	37.4%	<b>46.1%</b>	<b>52.1%</b>	<b>46.3%</b>	39.8%
	Poor	13.8%	17.2%	7.1%	5.0%	15.2%	18.0%	17.8%	18.8%	10.2%
	No opinion	16.6%	15.5%	10.3%	<b>64.0%</b>	6.1%	15.6%	0.0%	7.5%	9.5%
Supplier Management Services	Good	15.9%	10.2%	18.7%	11.5%	20.2%	12.5%	21.9%	21.3%	22.4%
	Fair	34.1%	31.2%	<b>40.0%</b>	12.2%	<b>37.4%</b>	32.8%	<b>46.6%</b>	<b>43.8%</b>	<b>44.1%</b>
	Poor	10.2%	12.7%	10.3%	5.8%	10.1%	13.3%	8.2%	15.0%	6.6%
	No opinion	<b>39.8%</b>	<b>45.8%</b>	31.0%	<b>70.5%</b>	32.3%	<b>41.4%</b>	23.3%	20.0%	27.0%
Procurement Services	Good	15.9%	11.2%	23.2%	10.1%	15.2%	14.8%	19.2%	20.0%	21.1%
	Fair	33.4%	31.4%	<b>37.4%</b>	16.5%	<b>37.4%</b>	26.6%	<b>39.7%</b>	<b>41.3%</b>	<b>42.4%</b>
	Poor	10.5%	11.4%	10.3%	5.0%	13.1%	14.1%	12.3%	12.5%	9.9%
	No opinion	<b>40.3%</b>	<b>46.0%</b>	29.0%	<b>68.3%</b>	34.3%	<b>44.5%</b>	28.8%	26.3%	26.6%

**Question 25: The services provided by the Global Service Centre (GSC) are:**

Answer Options		TOTAL	HQ	AFRO	AMRO	EMRO	EURO	SEARO	WPRO	CO
Timely	Yes	22.1%	14.9%	35.5%	12.9%	26.3%	15.6%	23.3%	17.5%	32.2%
	Somewhat	<b>46.5%</b>	<b>50.2%</b>	<b>49.0%</b>	17.3%	<b>47.5%</b>	<b>43.8%</b>	<b>61.6%</b>	<b>53.8%</b>	<b>49.0%</b>
	No	22.5%	31.7%	11.6%	7.2%	21.2%	35.9%	15.1%	26.3%	12.8%
	No opinion	9.0%	3.1%	3.9%	<b>62.6%</b>	5.1%	4.7%	0.0%	2.5%	5.9%
Efficiently	Yes	22.5%	14.4%	36.8%	14.4%	30.3%	10.9%	21.9%	15.0%	35.5%
	Somewhat	<b>48.9%</b>	<b>54.5%</b>	<b>51.6%</b>	16.5%	<b>49.5%</b>	<b>50.8%</b>	<b>58.9%</b>	<b>58.8%</b>	<b>48.4%</b>
	No	18.0%	26.8%	6.5%	5.8%	13.1%	29.7%	16.4%	22.5%	7.9%
	No opinion	10.6%	4.3%	5.2%	<b>63.3%</b>	7.1%	8.6%	2.7%	3.8%	8.2%
User friendly	Yes	20.8%	15.9%	29.7%	12.2%	29.3%	11.7%	23.3%	10.0%	29.3%
	Somewhat	<b>39.6%</b>	<b>43.0%</b>	<b>41.9%</b>	16.5%	<b>34.3%</b>	<b>40.6%</b>	<b>45.2%</b>	<b>43.8%</b>	<b>42.1%</b>
	No	28.7%	37.4%	19.4%	7.2%	28.3%	41.4%	28.8%	43.8%	19.4%
	No opinion	10.9%	3.8%	9.0%	<b>64.0%</b>	8.1%	6.3%	2.7%	2.5%	9.2%
Well adapted to organizational needs	Yes	15.2%	7.4%	28.4%	8.6%	19.2%	10.2%	11.0%	10.0%	26.0%
	Somewhat	<b>41.1%</b>	<b>44.0%</b>	<b>49.7%</b>	15.8%	<b>47.5%</b>	29.7%	<b>53.4%</b>	<b>47.5%</b>	<b>41.8%</b>
	No	29.0%	40.8%	11.0%	9.4%	21.2%	<b>50.0%</b>	28.8%	33.8%	18.8%
	No opinion	14.7%	7.8%	11.0%	<b>66.2%</b>	12.1%	10.2%	6.8%	8.8%	13.5%

**Question 26: The Global Management System (GSM) has facilitated better workflows and a better access to information in my day-to-day work**

Answer Options	TOTAL	HQ	AFRO	AMRO	EMRO	EURO	SEARO	WPRO	CO
Yes	30.6%	17.5%	<b>65.2%</b>	12.2%	<b>45.5%</b>	18.8%	39.7%	22.5%	<b>44.1%</b>
Somewhat	<b>35.3%</b>	<b>37.7%</b>	31.0%	12.9%	36.4%	<b>37.5%</b>	<b>41.1%</b>	32.5%	41.4%
No	23.1%	35.9%	3.2%	11.5%	16.2%	<b>37.5%</b>	17.8%	<b>36.3%</b>	9.2%
No opinion	10.9%	8.9%	0.6%	<b>63.3%</b>	2.0%	6.3%	1.4%	8.8%	5.3%

**Question 27: I think that IT services (other than GSM) provided are of good quality**

Answer Options	TOTAL	HQ	AFRO	AMRO	EMRO	EURO	SEARO	WPRO	CO
Yes	<b>33.8%</b>	29.4%	31.0%	30.2%	40.4%	<b>55.5%</b>	24.7%	31.3%	36.5%
Somewhat	47.7%	<b>47.8%</b>	<b>51.6%</b>	<b>40.3%</b>	<b>41.4%</b>	32.0%	<b>60.3%</b>	<b>55.0%</b>	<b>50.7%</b>
No opinion	6.4%	5.8%	5.8%	18.7%	6.1%	4.7%	2.7%	1.3%	5.6%
No (Please elaborate)	12.1%	17.0%	11.6%	10.8%	12.1%	7.8%	12.3%	12.5%	7.2%

**Question 28: I think the following operational support services provided are of good quality**

Answer Options		TOTAL	HQ	AFRO	AMRO	EMRO	EURO	SEARO	WPRO	CO
Travel	Yes	39.20%	29.80%	41.30%	<b>42.40%</b>	<b>47.50%</b>	35.90%	35.60%	<b>52.50%</b>	<b>50.30%</b>
	Somewhat	<b>39.50%</b>	<b>40.20%</b>	<b>44.50%</b>	31.70%	39.40%	<b>39.80%</b>	<b>49.30%</b>	32.50%	39.50%
	No	13.00%	17.90%	12.30%	12.20%	9.10%	14.80%	13.70%	13.80%	5.60%
	No opinion	8.20%	12.20%	1.90%	13.70%	4.00%	9.40%	1.40%	1.30%	4.60%
Conference Services (including interpretation)	Yes	<b>37.70%</b>	37.00%	36.10%	<b>58.30%</b>	<b>34.30%</b>	<b>41.40%</b>	31.50%	<b>46.30%</b>	33.20%
	Somewhat	26.20%	20.50%	<b>39.40%</b>	20.90%	32.30%	22.70%	<b>32.90%</b>	30.00%	29.60%
	No	3.70%	3.00%	3.90%	2.90%	2.00%	8.60%	4.10%	6.30%	3.30%
	No opinion	32.30%	<b>39.50%</b>	20.60%	18.00%	31.30%	27.30%	31.50%	17.50%	<b>33.90%</b>
Translation	Yes	27.80%	24.60%	<b>33.50%</b>	<b>44.60%</b>	27.30%	<b>38.30%</b>	15.10%	27.50%	25.00%
	Somewhat	25.10%	25.30%	32.30%	24.50%	27.30%	24.20%	19.20%	30.00%	22.00%
	No	9.20%	12.20%	7.70%	9.40%	8.10%	13.30%	6.80%	6.30%	5.30%
	No opinion	<b>37.90%</b>	<b>37.90%</b>	26.50%	21.60%	<b>37.40%</b>	24.20%	<b>58.90%</b>	<b>36.30%</b>	<b>47.70%</b>
Printing	Yes	<b>38.60%</b>	<b>38.50%</b>	34.20%	<b>43.90%</b>	<b>41.40%</b>	<b>50.00%</b>	30.10%	42.50%	<b>36.20%</b>
	Somewhat	26.90%	25.60%	<b>34.80%</b>	20.10%	28.30%	21.10%	<b>41.10%</b>	<b>40.00%</b>	27.00%
	No	4.60%	4.30%	3.90%	5.00%	3.00%	5.50%	9.60%	3.80%	3.90%
	No opinion	29.90%	31.60%	27.10%	30.90%	27.30%	23.40%	19.20%	13.80%	32.90%
Procurement	Yes	21.00%	17.20%	20.60%	<b>36.00%</b>	19.20%	24.20%	16.40%	26.30%	21.40%
	Somewhat	34.70%	28.10%	<b>42.60%</b>	28.10%	<b>37.40%</b>	32.00%	<b>42.50%</b>	<b>45.00%</b>	<b>44.40%</b>
	No	8.40%	6.00%	9.00%	5.80%	16.20%	9.40%	23.30%	12.50%	7.20%

	No opinion	<b>35.90%</b>	<b>48.80%</b>	27.70%	30.20%	27.30%	<b>34.40%</b>	17.80%	16.30%	27.00%
Building management	Yes	22.30%	19.80%	14.20%	<b>36.70%</b>	25.30%	26.60%	23.30%	<b>36.30%</b>	19.10%
	Somewhat	<b>37.20%</b>	<b>42.50%</b>	<b>43.90%</b>	25.20%	<b>33.30%</b>	<b>41.40%</b>	<b>42.50%</b>	33.80%	30.90%
	No	11.20%	13.90%	9.70%	8.60%	13.10%	3.90%	12.30%	16.30%	10.50%
	No opinion	29.30%	23.80%	32.30%	29.50%	28.30%	28.10%	21.90%	13.80%	<b>39.50%</b>

**Question 29: I am familiar with the concept of RBM and its implementation in WHO**

Answer Options	TOTAL	HQ	AFRO	AMRO	EMRO	EURO	SEARO	WPRO	CO
Yes	<b>47.6%</b>	<b>35.2%</b>	<b>58.7%</b>	<b>73.4%</b>	<b>56.1%</b>	<b>44.1%</b>	<b>56.2%</b>	<b>48.8%</b>	<b>53.6%</b>
Somewhat	29.3%	31.6%	27.7%	18.7%	30.6%	26.0%	27.4%	33.8%	30.3%
No	20.4%	29.9%	11.6%	5.0%	13.3%	26.8%	12.3%	17.5%	12.8%
No opinion	2.7%	3.3%	1.9%	2.9%	0.0%	3.1%	4.1%	0.0%	3.3%

**Question 30: I have received sufficient training and instruction on RBM**

Answer Options	TOTAL	HQ	AFRO	AMRO	EMRO	EURO	SEARO	WPRO	CO
Yes	20.9%	12.5%	27.7%	<b>36.0%</b>	32.7%	22.8%	21.9%	17.5%	25.0%
Somewhat	29.8%	22.3%	34.2%	41.0%	28.6%	26.8%	34.2%	35.0%	<b>36.2%</b>
No	<b>45.9%</b>	<b>59.5%</b>	<b>37.4%</b>	20.9%	<b>38.8%</b>	<b>47.2%</b>	<b>41.1%</b>	<b>45.0%</b>	<b>36.2%</b>
No opinion	3.4%	5.8%	0.6%	2.2%	0.0%	3.1%	2.7%	2.5%	2.6%

**Question 31: The strategic objectives and expected results of my unit are clearly communicated and linked to my work plan**

Answer Options	TOTAL	HQ	AFRO	AMRO	EMRO	EURO	SEARO	WPRO	CO
Yes	<b>57.3%</b>	<b>39.2%</b>	<b>78.7%</b>	<b>60.4%</b>	<b>69.4%</b>	<b>53.5%</b>	<b>67.1%</b>	<b>62.5%</b>	<b>74.0%</b>
Somewhat	28.8%	35.2%	17.4%	30.9%	22.4%	35.4%	26.0%	32.5%	20.7%
No	11.4%	21.1%	3.2%	7.2%	8.2%	8.7%	5.5%	5.0%	3.6%

No opinion	2.5%	4.5%	0.6%	1.4%	0.0%	2.4%	1.4%	0.0%	1.6%
------------	------	------	------	------	------	------	------	------	------

**Question 32: I think in WHO activities are measured with clearly defined performance indicators**

Answer Options	TOTAL	HQ	AFRO	AMRO	EMRO	EURO	SEARO	WPRO	CO
Yes	22.2%	7.8%	<b>47.1%</b>	20.9%	24.5%	18.9%	24.7%	12.5%	38.8%
Somewhat	<b>43.4%</b>	<b>42.4%</b>	35.5%	<b>44.6%</b>	<b>44.9%</b>	<b>40.9%</b>	<b>53.4%</b>	<b>63.8%</b>	<b>43.4%</b>
No	29.6%	43.5%	15.5%	22.3%	28.6%	37.0%	19.2%	22.5%	15.8%
No opinion	4.8%	6.3%	1.9%	12.2%	2.0%	3.1%	2.7%	1.3%	2.0%

**Question 33: My unit receives necessary resources in order to meet its goals**

Answer Options	TOTAL	HQ	AFRO	AMRO	EMRO	EURO	SEARO	WPRO	CO
Yes	17.3%	11.3%	21.3%	18.7%	20.4%	7.1%	31.5%	22.5%	22.7%
Somewhat	35.1%	29.7%	<b>41.3%</b>	28.1%	37.8%	30.7%	<b>34.2%</b>	<b>47.5%</b>	<b>45.1%</b>
No	<b>44.2%</b>	<b>55.0%</b>	36.1%	<b>48.2%</b>	<b>39.8%</b>	<b>59.8%</b>	32.9%	27.5%	30.3%
No opinion	3.4%	4.0%	1.3%	5.0%	2.0%	2.4%	1.4%	2.5%	2.0%

**Question 34: I have a clear idea of what are my tasks and responsibilities and how I will be held accountable for those**

Answer Options	TOTAL	HQ	AFRO	AMRO	EMRO	EURO	SEARO	WPRO	CO
Yes	<b>86.6%</b>	<b>81.4%</b>	<b>92.3%</b>	<b>89.2%</b>	<b>86.7%</b>	<b>86.6%</b>	<b>90.4%</b>	<b>92.5%</b>	<b>90.5%</b>
No	10.4%	15.1%	5.8%	7.9%	9.2%	12.6%	5.5%	7.5%	5.9%
No opinion	3.0%	3.5%	1.9%	2.9%	4.1%	0.8%	4.1%	0.0%	3.6%

**Question 35: Reporting lines in my unit are transparent and unambiguous**

Answer Options	TOTAL	HQ	AFRO	AMRO	EMRO	EURO	SEARO	WPRO	CO
----------------	-------	----	------	------	------	------	-------	------	----

Yes	<b>76.9%</b>	<b>71.1%</b>	<b>74.2%</b>	<b>71.9%</b>	<b>73.5%</b>	<b>85.0%</b>	<b>87.7%</b>	<b>87.5%</b>	<b>85.2%</b>
No	17.8%	24.6%	16.1%	22.3%	21.4%	11.8%	9.6%	10.0%	9.2%
No opinion	5.4%	4.3%	9.7%	5.8%	5.1%	3.1%	2.7%	2.5%	5.6%

**Question 36: I think HR policies are implemented in a consistent and transparent manner in WHO**

Answer Options	TOTAL	HQ	AFRO	AMRO	EMRO	EURO	SEARO	WPRO	CO
Yes	16.5%	8.5%	22.9%	25.2%	12.5%	16.7%	9.7%	21.3%	23.8%
Somewhat	<b>39.3%</b>	35.3%	<b>43.1%</b>	<b>36.3%</b>	39.6%	<b>40.5%</b>	<b>41.7%</b>	<b>42.5%</b>	<b>45.5%</b>
No	38.3%	<b>50.1%</b>	26.8%	31.9%	<b>43.8%</b>	37.3%	38.9%	33.8%	26.4%
No opinion	5.9%	6.0%	7.2%	6.7%	4.2%	5.6%	9.7%	2.5%	4.3%

**Question 37: I think the recruitment process is fair and transparent in WHO**

Answer Options	TOTAL	HQ	AFRO	AMRO	EMRO	EURO	SEARO	WPRO	CO
Yes	20.6%	10.1%	26.8%	28.9%	14.6%	28.6%	13.9%	21.3%	34.3%
Somewhat	<b>41.1%</b>	<b>41.4%</b>	<b>41.2%</b>	<b>35.6%</b>	<b>44.8%</b>	<b>42.9%</b>	<b>43.1%</b>	<b>45.0%</b>	<b>39.6%</b>
No	31.6%	41.2%	24.2%	30.4%	32.3%	25.4%	33.3%	27.5%	21.5%
No opinion	6.6%	7.4%	7.8%	5.2%	8.3%	3.2%	9.7%	6.3%	4.6%

**Question 38: I think that a good mobility policy in WHO linked to career development would be beneficial to my work**

Answer Options	TOTAL	HQ	AFRO	AMRO	EMRO	EURO	SEARO	WPRO	CO
Yes	<b>63.7%</b>	<b>48.9%</b>	<b>77.8%</b>	<b>69.6%</b>	<b>66.7%</b>	<b>63.5%</b>	<b>55.6%</b>	<b>68.8%</b>	<b>78.9%</b>
Somewhat	16.5%	20.9%	13.7%	13.3%	15.6%	15.9%	15.3%	15.0%	13.5%
No	12.8%	22.3%	6.5%	5.9%	10.4%	12.7%	15.3%	8.8%	3.6%
No opinion	7.0%	7.9%	2.0%			7.9%	13.9%	7.5%	4.0%

**Question 39: I have been adequately informed about the reduction in posts at WHO**

Answer Options	TOTAL	HQ	AFRO	AMRO	EMRO	EURO	SEARO	WPRO	CO
Yes	32.1%	29.1%	<b>49.7%</b>	23.0%	24.0%	29.4%	<b>38.9%</b>	32.5%	34.3%
Somewhat	<b>35.2%</b>	<b>40.2%</b>	29.4%	30.4%	35.4%	30.2%	29.2%	30.0%	<b>36.6%</b>
No	29.1%	28.6%	19.6%	<b>37.8%</b>	<b>36.5%</b>	<b>33.3%</b>	27.8%	<b>36.3%</b>	25.7%
No opinion	3.5%	2.0%	1.3%	8.9%	4.2%	7.1%	4.2%	1.3%	3.3%

**Question 40: My performance appraisal (PMDS) is done in the following manners:**

Answer Options		TOTAL	HQ	AFRO	AMRO	EMRO	EURO	SEARO	WPRO	CO
Timely	Yes	<b>77.00%</b>	<b>78.10%</b>	<b>75.20%</b>	<b>71.90%</b>	<b>74.00%</b>	<b>62.70%</b>	<b>86.10%</b>	<b>87.50%</b>	<b>81.50%</b>
	No	23.00%	21.90%	24.80%	28.10%	26.00%	37.30%	13.90%	12.50%	18.50%
Transparent	Yes	<b>91.20%</b>	<b>88.40%</b>	<b>92.80%</b>	<b>91.10%</b>	<b>89.60%</b>	<b>91.30%</b>	<b>95.80%</b>	<b>92.50%</b>	<b>94.10%</b>
	No	8.80%	11.60%	7.20%	8.90%	10.40%	8.70%	4.20%	7.50%	5.90%
Fair	Yes	<b>89.00%</b>	<b>84.60%</b>	<b>85.60%</b>	<b>89.60%</b>	<b>89.60%</b>	<b>92.90%</b>	<b>94.40%</b>	<b>92.50%</b>	<b>93.70%</b>
	No	11.00%	15.40%	14.40%	10.40%	10.40%	7.10%	5.60%	7.50%	6.30%

**Question 41: I understand how my performance is evaluated**

Answer Options	TOTAL	HQ	AFRO	AMRO	EMRO	EURO	SEARO	WPRO	CO
Yes	<b>73.6%</b>	<b>68.0%</b>	<b>77.8%</b>	<b>79.3%</b>	<b>65.6%</b>	<b>73.8%</b>	<b>70.8%</b>	<b>78.8%</b>	<b>80.5%</b>
Somewhat	20.1%	24.1%	16.3%	14.1%	24.0%	21.4%	26.4%	18.8%	15.8%
No	5.3%	7.4%	5.9%	4.4%	9.4%	3.2%	1.4%	2.5%	2.6%
No opinion	0.9%	0.5%	0.0%	2.2%	1.0%	1.6%	1.4%	0.0%	1.0%

**Question 42: I have received training from WHO in the last 12 months**

Answer Options	TOTAL	HQ	AFRO	AMRO	EMRO	EURO	SEARO	WPRO	CO
Yes	<b>61.2%</b>	<b>61.5%</b>	<b>62.7%</b>	46.7%	<b>74.0%</b>	<b>61.9%</b>	41.7%	<b>60.0%</b>	<b>65.0%</b>
No	38.8%	38.5%	37.3%	<b>53.3%</b>	26.0%	38.1%	<b>58.3%</b>	40.0%	35.0%

**Question 43: Training received is adapted to my career development needs**

Answer Options	TOTAL	HQ	AFRO	AMRO	EMRO	EURO	SEARO	WPRO	CO
Yes	<b>35.1%</b>	28.5%	<b>43.1%</b>	29.6%	33.3%	<b>33.3%</b>	<b>34.7%</b>	28.8%	<b>45.5%</b>
Somewhat	25.9%	<b>31.3%</b>	18.3%	20.7%	<b>34.4%</b>	27.8%	19.4%	23.8%	23.1%
No	20.4%	24.1%	16.3%	19.3%	17.7%	20.6%	13.9%	<b>32.5%</b>	14.9%
No opinion	18.6%	16.1%	22.2%	<b>30.4%</b>	14.6%	18.3%	31.9%	15.0%	16.5%

**Question 44: My training is linked to my individual performance appraisal system in line with WHO priorities**

Answer Options	TOTAL	HQ	AFRO	AMRO	EMRO	EURO	SEARO	WPRO	CO
Yes	<b>30.4%</b>	24.8%	<b>41.2%</b>	<b>28.9%</b>	25.0%	<b>32.5%</b>	27.8%	22.5%	<b>39.6%</b>
Somewhat	25.5%	26.6%	24.2%	20.7%	28.1%	27.0%	22.2%	25.0%	25.7%
No	26.4%	<b>31.8%</b>	16.3%	23.0%	<b>33.3%</b>	24.6%	18.1%	<b>42.5%</b>	17.5%
No opinion	17.8%	16.8%	18.3%	27.4%	13.5%	15.9%	<b>31.9%</b>	10.0%	17.2%

**Question 45: Decisions directly affecting my career development are communicated to me by my supervisor(s) in a transparent and timely manner**

Answer Options	TOTAL	HQ	AFRO	AMRO	EMRO	EURO	SEARO	WPRO	CO
Yes	<b>35.9%</b>	31.8%	<b>38.6%</b>	<b>30.4%</b>	<b>31.3%</b>	<b>42.9%</b>	<b>37.5%</b>	<b>41.3%</b>	<b>42.6%</b>

Somewhat	26.2%	22.9%	26.1%	28.9%	25.0%	27.0%	30.6%	30.0%	28.1%
No	26.8%	<b>34.8%</b>	25.5%	28.1%	26.0%	16.7%	20.8%	22.5%	18.8%
No opinion	11.1%	10.4%	9.8%	12.6%	17.7%	13.5%	11.1%	6.3%	10.6%

**Question 46: I think the system of administration of justice in WHO ensures an adequate and fair treatment of staff complaints**

Answer Options	TOTAL	HQ	AFRO	AMRO	EMRO	EURO	SEARO	WPRO	CO
Yes	15.4%	8.7%	23.2%	17.8%	15.8%	19.0%	11.1%	17.7%	21.8%
Somewhat	26.8%	24.5%	<b>27.8%</b>	18.5%	<b>31.6%</b>	23.0%	<b>33.3%</b>	<b>32.9%</b>	30.4%
No	27.1%	<b>33.3%</b>	27.2%	<b>34.1%</b>	27.4%	23.8%	31.9%	17.7%	16.5%
No opinion	<b>30.7%</b>	33.5%	21.9%	29.6%	25.3%	<b>34.1%</b>	23.6%	31.6%	<b>31.4%</b>

**Question 47: I think staff representatives adequately consider and support staff complaints**

Answer Options	TOTAL	HQ	AFRO	AMRO	EMRO	EURO	SEARO	WPRO	CO
Yes	22.5%	23.3%	15.9%	17.0%	17.9%	<b>28.6%</b>	20.8%	22.8%	25.7%
Somewhat	<b>32.2%</b>	<b>30.2%</b>	<b>38.4%</b>	<b>31.9%</b>	<b>31.6%</b>	27.8%	<b>36.1%</b>	25.3%	<b>36.6%</b>
No	19.0%	18.9%	26.5%	23.7%	24.2%	11.1%	27.8%	16.5%	14.9%
No opinion	26.3%	27.6%	19.2%	27.4%	26.3%	32.5%	15.3%	<b>35.4%</b>	22.8%

**Question 48: I think staff representatives are appropriately involved by management when major decisions affecting the staff are taken**

Answer Options	TOTAL	HQ	AFRO	AMRO	EMRO	EURO	SEARO	WPRO	CO
Yes	18.5%	17.3%	21.2%	16.3%	15.8%	21.4%	16.7%	17.7%	22.4%
Somewhat	<b>33.1%</b>	<b>33.7%</b>	<b>33.1%</b>	26.7%	<b>30.5%</b>	<b>32.5%</b>	<b>41.7%</b>	26.6%	<b>35.0%</b>
No	21.1%	22.4%	27.2%	25.2%	25.3%	15.1%	13.9%	21.5%	17.5%
No opinion	27.2%	26.6%	18.5%	<b>31.9%</b>	28.4%	31.0%	27.8%	<b>34.2%</b>	25.1%

**Question 49: Information-sharing in my unit happens in support to my work**

Answer Options	TOTAL	HQ	AFRO	AMRO	EMRO	EURO	SEARO	WPRO	CO
Yes	<b>54.4%</b>	<b>45.3%</b>	<b>63.6%</b>	<b>45.2%</b>	<b>54.7%</b>	<b>57.9%</b>	<b>65.3%</b>	<b>53.2%</b>	<b>65.6%</b>
Somewhat	35.0%	38.6%	31.1%	42.2%	38.9%	37.3%	25.0%	41.8%	28.1%
No	9.1%	15.2%	5.3%	10.4%	6.3%	3.2%	4.2%	3.8%	4.3%
No opinion	1.4%	1.0%	0.0%	2.2%	0.0%	1.6%	5.6%	1.3%	2.0%

**Question 50: The aims and scope of knowledge management in WHO are clear to me**

Answer Options	TOTAL	HQ	AFRO	AMRO	EMRO	EURO	SEARO	WPRO	CO
Yes	24.0%	11.1%	33.1%	28.1%	31.6%	29.4%	34.7%	24.1%	35.1%
Somewhat	<b>40.9%</b>	<b>41.1%</b>	<b>43.0%</b>	<b>40.0%</b>	<b>46.3%</b>	33.3%	<b>41.7%</b>	<b>45.6%</b>	<b>40.7%</b>
No	30.3%	42.9%	17.9%	25.2%	16.8%	<b>34.1%</b>	20.8%	26.6%	19.9%
No opinion	4.8%	4.9%	6.0%	6.7%	5.3%	3.2%	2.8%	3.8%	4.3%

**Question 51: I can regularly benefit from knowledge management in my area of work**

Answer Options	TOTAL	HQ	AFRO	AMRO	EMRO	EURO	SEARO	WPRO	CO
Yes	<b>35.2%</b>	24.1%	<b>43.7%</b>	<b>37.8%</b>	<b>40.0%</b>	<b>31.7%</b>	<b>51.4%</b>	34.2%	<b>47.7%</b>
Somewhat	34.4%	33.5%	34.4%	40.0%	35.8%	<b>31.7%</b>	31.9%	<b>41.8%</b>	34.4%
No	19.4%	26.3%	13.9%	17.8%	13.7%	25.4%	9.7%	15.2%	10.9%
No opinion	11.0%	16.2%	7.9%	4.4%	10.5%	11.1%	6.9%	8.9%	7.0%

**Question 52: I think that knowledge management is adequately supported by IT systems**

Answer Options	TOTAL	HQ	AFRO	AMRO	EMRO	EURO	SEARO	WPRO	CO
----------------	-------	----	------	------	------	------	-------	------	----

Yes	18.8%	9.6%	23.8%	24.4%	26.3%	17.5%	23.6%	22.8%	27.8%
Somewhat	<b>39.3%</b>	<b>36.2%</b>	<b>41.1%</b>	<b>39.3%</b>	<b>35.8%</b>	<b>39.7%</b>	<b>51.4%</b>	<b>38.0%</b>	<b>42.7%</b>
No	21.2%	27.1%	15.2%	23.0%	20.0%	22.2%	15.3%	26.6%	14.2%
No opinion	20.7%	27.1%	19.9%	13.3%	17.9%	20.6%	9.7%	12.7%	15.2%

**Question 53: I have received adequate training in the following areas:**

Answer Options		TOTAL	HQ	AFRO	AMRO	EMRO	EURO	SEARO	WPRO	CO
Using major databases	Yes	17.10%	15.30%	17.90%	16.30%	18.90%	19.80%	16.70%	19.00%	17.50%
	Somewhat	26.50%	22.60%	26.50%	20.70%	26.30%	28.60%	<b>45.80%</b>	27.80%	31.10%
	No	<b>51.10%</b>	<b>53.20%</b>	<b>55.00%</b>	<b>60.00%</b>	<b>49.50%</b>	<b>48.40%</b>	33.30%	<b>48.10%</b>	<b>49.30%</b>
	No opinion	5.30%	8.90%	0.70%	3.00%	5.30%	3.20%	4.20%	5.10%	2.00%
Participating in knowledge networks	Yes	12.60%	10.40%	15.20%	20.70%	10.50%	12.70%	11.10%	10.10%	14.60%
	Somewhat	24.60%	20.50%	25.20%	27.40%	23.20%	27.80%	34.70%	25.30%	26.50%
	No	<b>56.60%</b>	<b>59.80%</b>	<b>57.00%</b>	<b>49.60%</b>	<b>60.00%</b>	<b>55.60%</b>	<b>48.60%</b>	<b>59.50%</b>	<b>55.00%</b>
	No opinion	6.20%	9.30%	2.60%	2.20%	6.30%	4.00%	5.60%	5.10%	4.00%
Keeping my unit informed about relevant topics in my area of work	Yes	23.70%	17.50%	33.80%	25.90%	15.80%	27.80%	29.20%	26.60%	27.50%
	Somewhat	28.20%	24.10%	26.50%	28.10%	37.90%	27.00%	38.90%	25.30%	31.80%
	No	<b>41.90%</b>	<b>49.00%</b>	<b>37.70%</b>	<b>42.20%</b>	<b>40.00%</b>	<b>42.10%</b>	23.60%	<b>44.30%</b>	<b>36.80%</b>
	No opinion	6.20%	9.40%	2.00%	3.70%	6.30%	3.20%	8.30%	3.80%	4.00%
Efficiently storing and retrieving information	Yes	17.10%	11.80%	20.50%	19.30%	14.70%	18.30%	19.40%	21.50%	22.20%
	Somewhat	29.80%	27.80%	35.10%	25.90%	26.30%	29.40%	34.70%	22.80%	34.40%
	No	<b>47.40%</b>	<b>52.70%</b>	<b>40.40%</b>	<b>50.40%</b>	<b>51.60%</b>	<b>48.40%</b>	<b>40.30%</b>	<b>50.60%</b>	<b>40.70%</b>
	No opinion	5.70%	7.70%	4.00%	4.40%	7.40%	4.00%	5.60%	5.10%	2.60%