
Technical paper

5 March 2024

Summary

Delivering a measurable impact in countries

Fourteenth General Programme of Work (GPW 14)

Delivering a measurable impact in countries

This brief highlights WHO's country-first approach to improving global health for all.

The WHO Results Framework emphasizes local solutions to global challenges, guiding countries to monitor, plan, and implement health strategies efficiently.

This practical methodology not only aims for better health outcomes but also ensures efficiency, transparency, and accountability.

Global health problems are country health problems. This means country-level solutions are the engines driving global-level solutions.

The World Health Organization's work is based

on this understanding. WHO country offices are focused on aligning with country priorities, remaining responsive to country challenges and working with partners to support country progress.

With this country-first approach, WHO remains committed to collectively delivering on the Triple Billion targets and health-related Sustainable Development Goals (SDGs).

But how are so many areas of need prioritised? How is a plan created towards these priorities? And how is that plan tracked to make sure it is working?

The WHO Results Framework answers these questions with a country-driven approach to accelerating progress.

How the Results Framework works:

1. Impact measurement

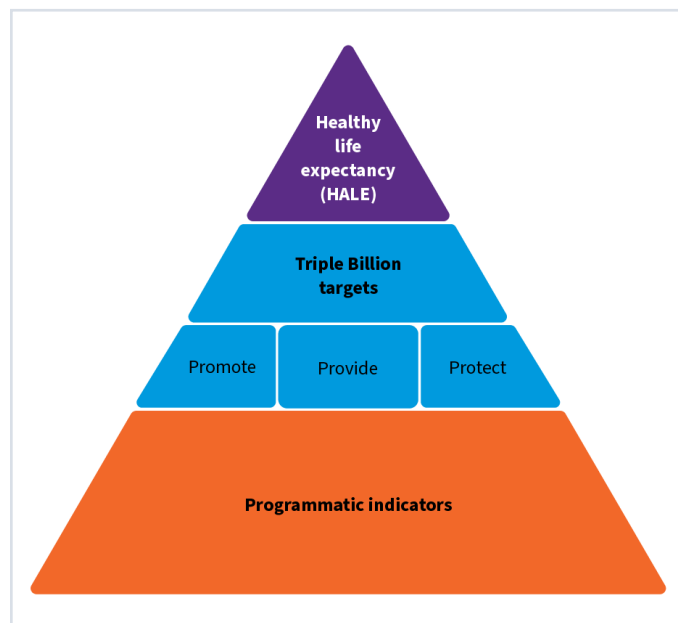
The Result Framework's Impact measurement assesses progress at three levels: At the **top of the pyramid** is HALE: the ultimate goal of longer, healthier lives for all. In the **centre of the pyramid** are the Triple Billion targets: these are global targets, to promote, provide, and protect health, but they are really three groupings of country-level health indicators.

Country health is the **foundation of the pyramid**: several health-related indicators measure progress at a country level. They reveal specific health gaps and priorities and are the focus of action. Countries choose the indicators based on their priorities.

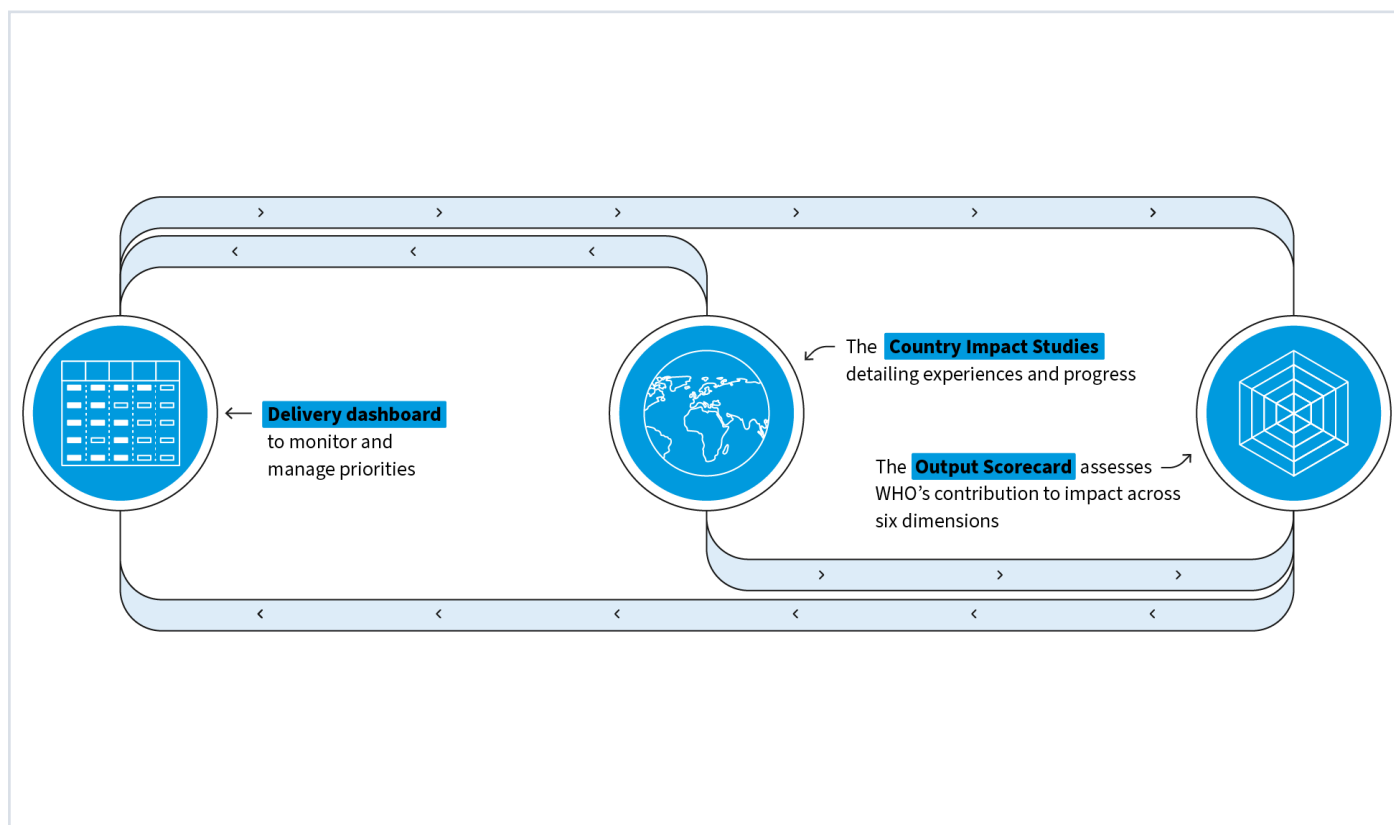
2. Output measurement

The Result Framework's output measurement evaluates WHO's contributions to global health using **the output scorecard**, detailed **country impact studies**, and **delivery dashboards**.

Results Framework: Impact measurement



Results Framework: Output measurement



Delivery for Impact: putting the Results Framework into practice

The purpose of data is not just analysis, but action. Countries can use the outcome indicators to identify their unique priority areas in health, develop acceleration scenarios, and choose implementation tools and innovations to close gaps.

This approach is called Delivery for Impact. It creates a clear plan – with continuous progress monitoring and course correction – to meet a country’s targets.

How Delivery for Impact works:

1. Targets: understand country priorities

WHO works with countries to look at their unique health priorities. Indicators that are off track are identified and acceleration targets are set.

SDG trackers provide countries with a one-page summary of their health priorities, recording which programmatic indicators are on track (green), close (amber) or off target (red) to meet their 2030 target. Forecasting is a routine process of public health to assist in decision making.

2. Acceleration: develop a plan

Harnessing the power of collaboration, WHO has initiated country-led dialogues to craft actionable delivery plans:

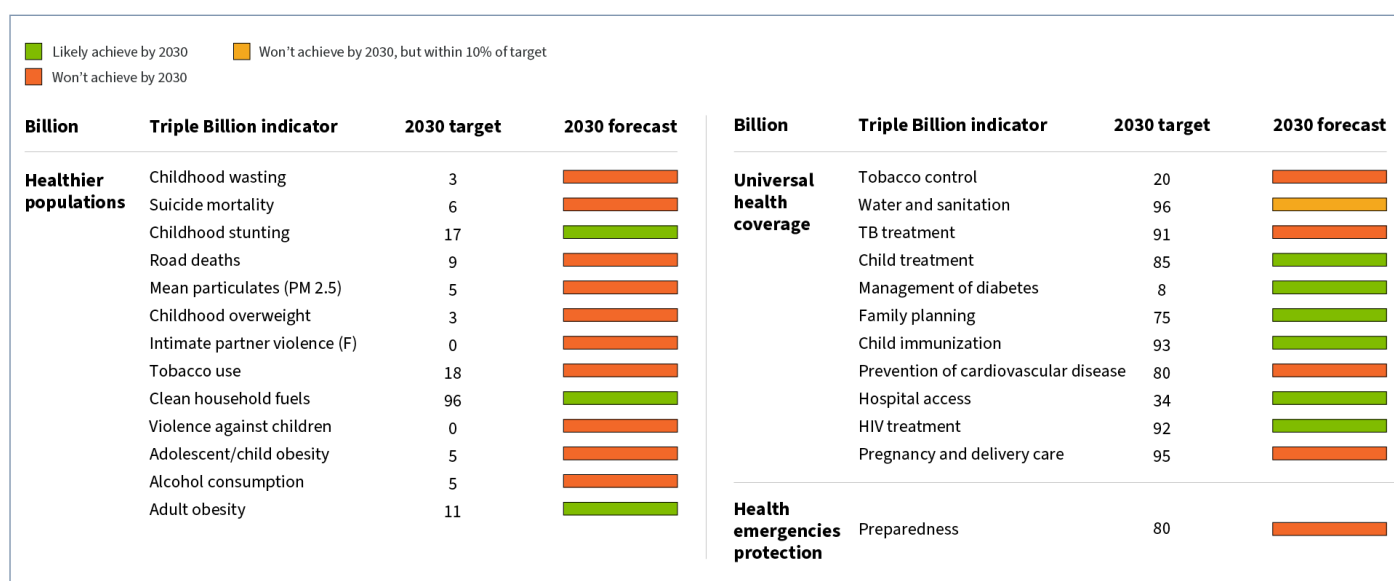
targeted implementation tools (policies, strategies, and guidelines) and innovations that will power progress towards shared goals.

Plans only lead to progress if they are implemented. WHO’s Delivery for Impact approach supports country offices to improve implementation at the country level by taking a consistent, repeated approach that drives continued results.

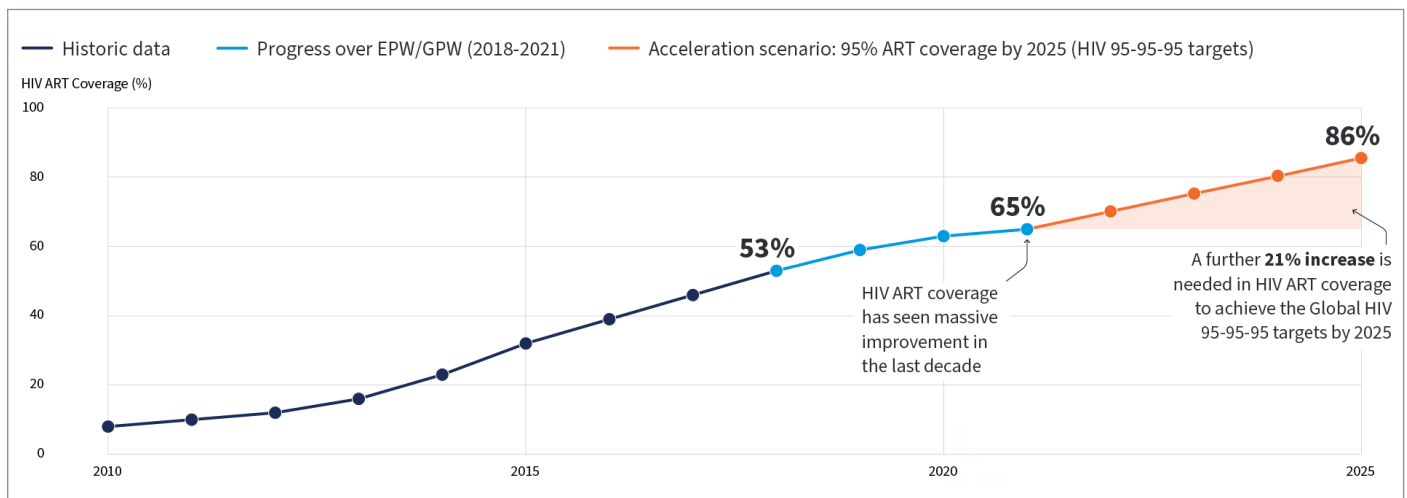
3. Stocktakes: solve problems together

WHO monitors the real-world impact of delivery plans with ‘Stocktakes’ that bring together key stakeholders. These help to identify lagging areas, solve problems, rapidly course correct if needed, and track WHO’s accountability with progress against agreed milestones.

Viet Nam: progress toward SDGs and Triple Billion targets



Tajikistan: acceleration needed to achieve HIV 95-95-95 global targets



Country offices are already providing support to Ministries of Health to convene stocktakes of country progress. For example, in Madagascar, where the Ministry of Health, along with support from WHO technical teams, has accelerated preventive chemotherapy treatment coverage for lymphatic filariasis to 100% across four districts and built a path to improvement for the 94 other districts it aims to reach.

4. Dashboards: stay on track

Country dashboards provide a template for tracking national health objectives. They create one point of focus coordinating decision-makers and partners on the most pressing health issues and the steps towards resolving them.

By aligning its Programme Budget with specific strategic priorities, WHO ensures accountability for accelerated health improvements.

Over 50 nations already use the Delivery for Impact approach, accelerating the achievement of their national targets with country-led priorities, with support across the three levels of WHO.

This is a bottom-up approach: the country office working with the regional office and headquarters to determine priorities with the Ministry of Health.

It empowers countries and partners to contribute to the global initiatives and influence progress toward the Triple Billions and SDGs, by focusing on their own specific health challenges.

Nepal: country delivery dashboard

	Acceleration scenarios	Communities identified for acceleration	Delivery plan developed	Delivery plan costed and financed	Execution, tracking, and problem solving
Reproductive, newborn, and child health					
Maternal mortality	On track	On track	On track	In progress	Not started
Infectious disease control					
Tuberculosis	On track	On track	On track	In progress	Not started
Non-communicable diseases					
Cervical cancer	On track	On track	On track	In progress	Not started
Mental health	On track	On track	On track	In progress	Not started
Service capacity and access					
IHR core capacity	On track	On track	On track	On track	Not started

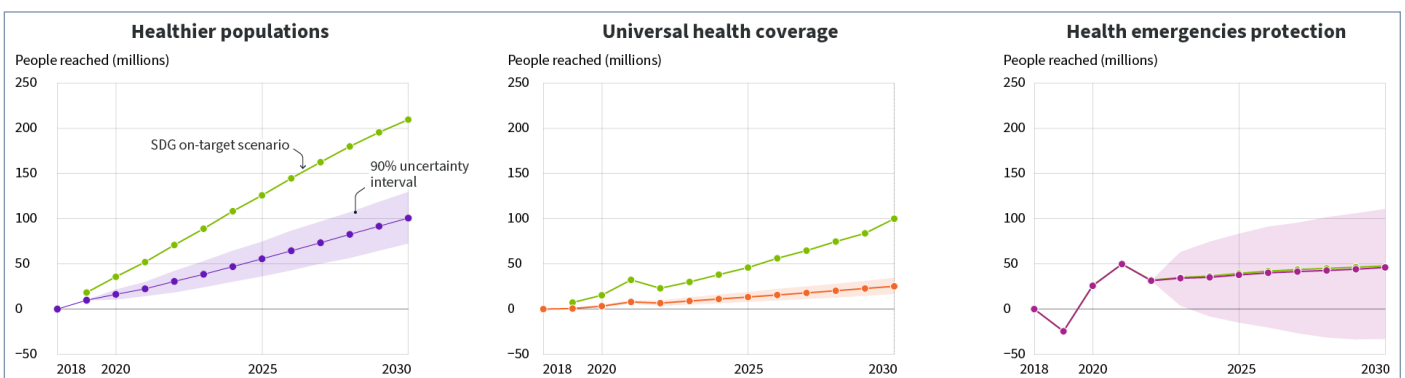
Country-level Triple Billion tracking

Indicators are grouped by the relevant Triple Billion target, allowing countries to monitor their progress against each billion. By examining a country's contributions to these three targets, it is easy to see how progress is being made in improving general health, responding to health emergencies, and achieving

the targets set by the global community.

As well as tracking progress, country-level Triple Billions data also forecasts each billion to 2030. These projections reveal both the current trajectory of a country's health outcomes and the trajectory they need to achieve their 2030 target.

Country progress: Triple Billion targets and health-related SDG



Global delivery: making WHO more accountable to delivering impact

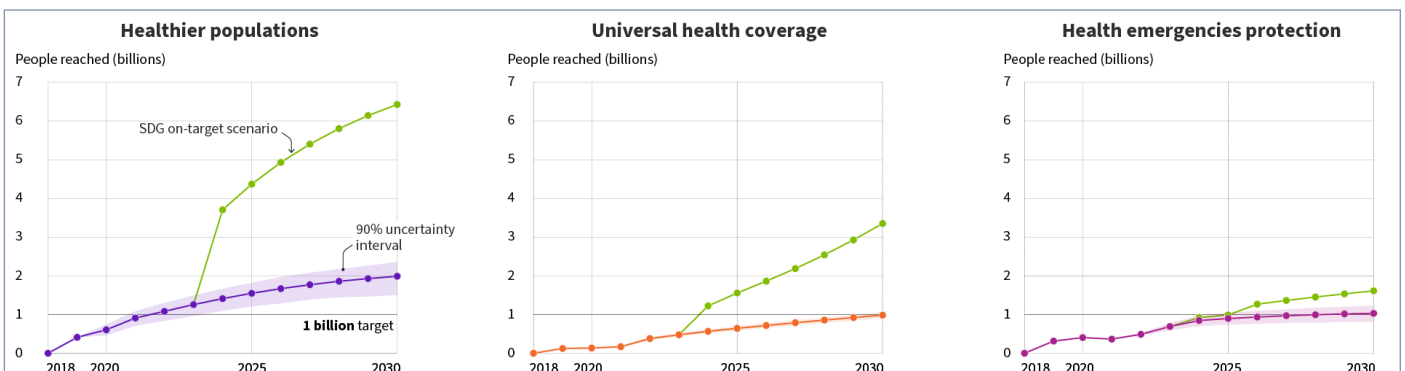
The Triple Billion targets are set at the global level, but they are high-level aggregates of country and indicator-level information.

The global targets offer a temperature check of countries' combined progress, while also allowing

deeper dives into each region and Member State's unique situations.

For WHO country offices, Ministries of Health and partners, it can serve as a platform to showcase countries' successes. Or it can help highlight problem areas that require prioritization.

Triple Billion target projections to 2030 and associated SDG achieving scenarios



Global delivery dashboard

	Acceleration scenarios	Communities identified for acceleration	Delivery plan developed	Delivery plan costed and financed	Execution, tracking, and problem solving
PROMOTE (ex HPOP)					
Climate change					
Reduce carbon emissions HCF*	In progress	In progress	In progress	Not started	Not started
Address root causes					
Tobacco use	On track	In progress	In progress	Not started	On track
Alcohol use	On track	In progress	In progress	Not started	Not started
Road safety	On track	In progress	In progress	Not started	Not started
Priority risk factors					
Obesity and overweight	On track	In progress	In progress	Not started	Not started
Air pollution	On track	In progress	Not started	Not started	Not started
Health promotion programmes (2.3)					
Physical activity	In progress	Not started	Not started	Not started	Not started
PROVIDE (ex UHC)					
Health and care workforce, financing and product availability (3.2)					
Health workforce density	On track	On track	Not started	Not started	Not started
Equity in access to NCD, communicable and mental health services (4.1)					
HIV treatment (ART) coverage	On track	On track	In progress	Not started	Not started
Tuberculosis treatment coverage	On track	On track	In progress	Not started	In progress
Malaria prevention (ITN use)	On track	On track	In progress	Not started	Not started
Hepatitis B (Links with HIV)	Not started	Not started	Not started	Not started	Not started
Neglected tropical diseases*	Not started	Not started	Not started	Not started	Not started
Hypertension	On track	On track	In progress	Not started	Not started
Mental health, neurological, substance use*	On track	In progress	In progress	Not started	Not started
Equity in access to population specific health services & immunization (4.2)					
Maternal mortality (Antenatal care)	On track	Not started	In progress	Not started	Not started
Under-5 mortality (Treatment of childhood pneumonia)	On track	Not started	In progress	Not started	Not started
Family planning	On track	Not started	Not started	Not started	Not started
Immunization coverage	On track	Not started	In progress	Not started	Not started
Financial protection (4.3)					
Financial hardship	On track	In progress	In progress	In progress	Not started

Note: All indicators marked “**” are not included in the billion calculations. All data as of November 2022. Data will be regularly updated as implementation progresses. Suicide mortality is included in the healthier population billion calculation, but is grouped with NCD care within this dashboard

The global delivery dashboard is one of the output measurements that keeps WHO accountable for achieving the Triple Billion targets. The dashboard tracks delivery milestones that are the priorities established by WHO to direct its resources and efforts to accelerate progress within agreed-upon timelines. Simply, delivery milestones are what WHO will do, where, by when and how. These milestones are linked to the specific actions WHO undertakes to assist Member States through intensified support to achieve measurable outcomes. It tracks WHO's contributions to supporting countries, combining feedback from the country-level dashboards into a single tracker.

The dashboard shows where progress is stalling and calls out priority areas, pinpointing where WHO needs to focus to offer countries the best resources, expertise and reach. This dashboard puts a spotlight on pressing health challenges, keeping WHO accountable and transparent to achieving global targets.

Crucially, this global view also enables Ministries of Health to see the wider context. Where do they stand in relation to specific countries in their region? If everyone is off track, where is progress lagging most? If a country is making progress, are there opportunities to push forward and become a regional leader in key areas?

Looking ahead: WHO's commitment to keeping countries at the centre

Five key principles, the five 'P's – priorities, sit at the core of WHO's next General Programme of Work (GPW 14, 2025–2028). They are a response to what WHO has learnt from GPW 13, creating an explicit link between the organization's outputs and health outcomes for countries.

WHO's efforts to **promote, protect** and **provide** speak to the Triple Billion targets. By tracking these first three 'P's with timely, reliable and actionable data through tools like SCORE for Health Data technical package and the World Health Data Hub, and by promoting the scaling and sustainability of digital health and innovations in the health system, WHO can **power** the work of the global health ecosystem towards achieving the SDGs.

As WHO accelerates change, there is also an urgent need to maximise the impact of available resources. The Lusaka Agenda provides a path to a more aligned and cohesive

approach – one national plan, one budget, one monitoring system – that supports core health system objectives.

The WHO Results Framework is a central part of WHO's commitment to improve its **performance** to support countries: more coherence and improved efficiency, better transparency and deeper accountability. It provides a way to optimize the allocation of resources to country priorities. By keeping countries at the centre, greater, faster strides can be made towards a healthier, fairer world for all.

For further details, please refer to the 'Technical paper: WHO Results Framework: Delivering a measureable impact in countries' and 'Draft fourteenth general programme of work' (GPW 14) March 2024.



AFGHANISTAN: Health needs, November 2022