

**World Health Assembly and Executive Board: programme
and budget matters**

Programme budget 2026–2027: Shaping our collective future

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WHO Transformation – turning crisis into opportunity

2023

Country-focused transformation



Empowering WHO country offices

- Action for Results group
- Delegation of Authority
- Core predictable country presence

2024

Regional Director's vision



Staying ahead of the curve

- Country office HR reviews
- Flagship initiative deliverables
- Prioritization and HR planning

2025

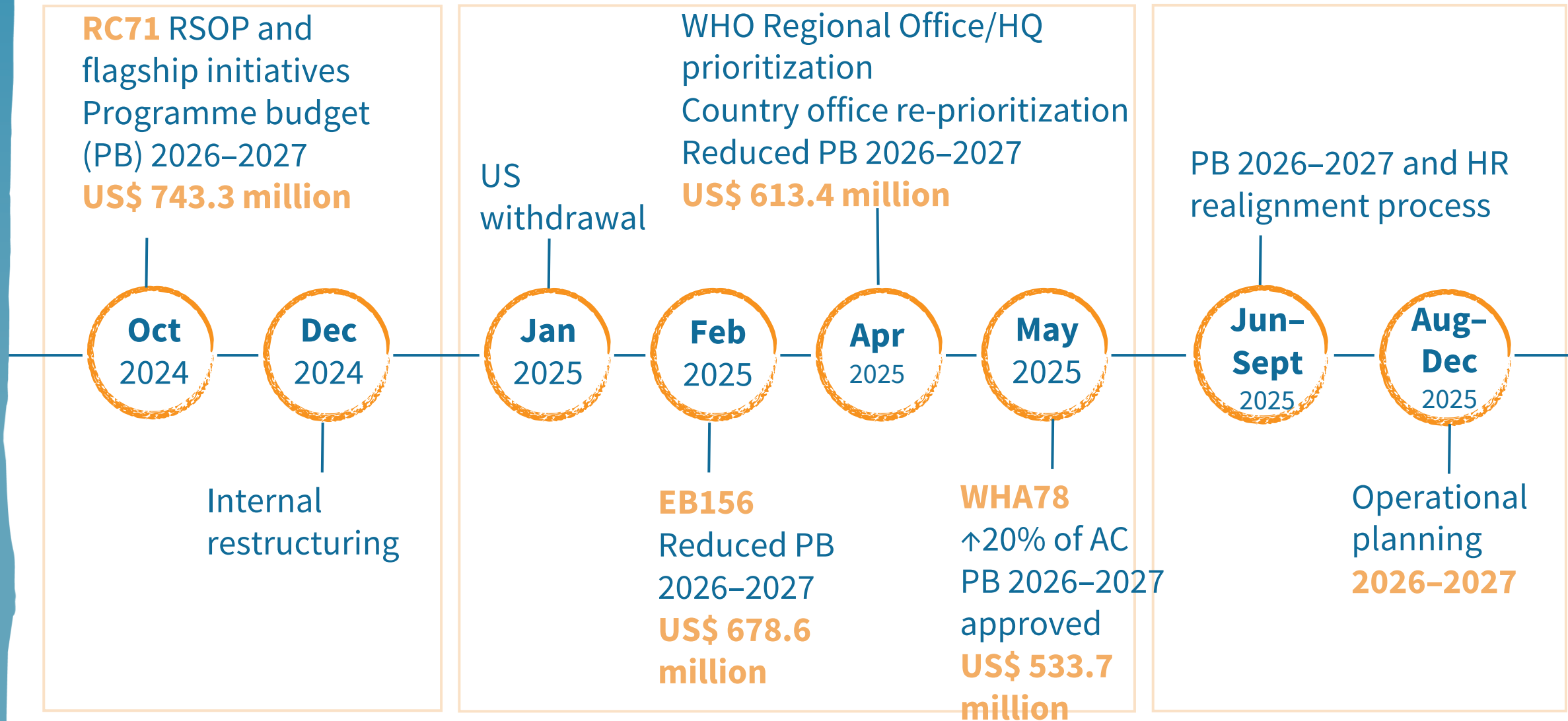
Realignment



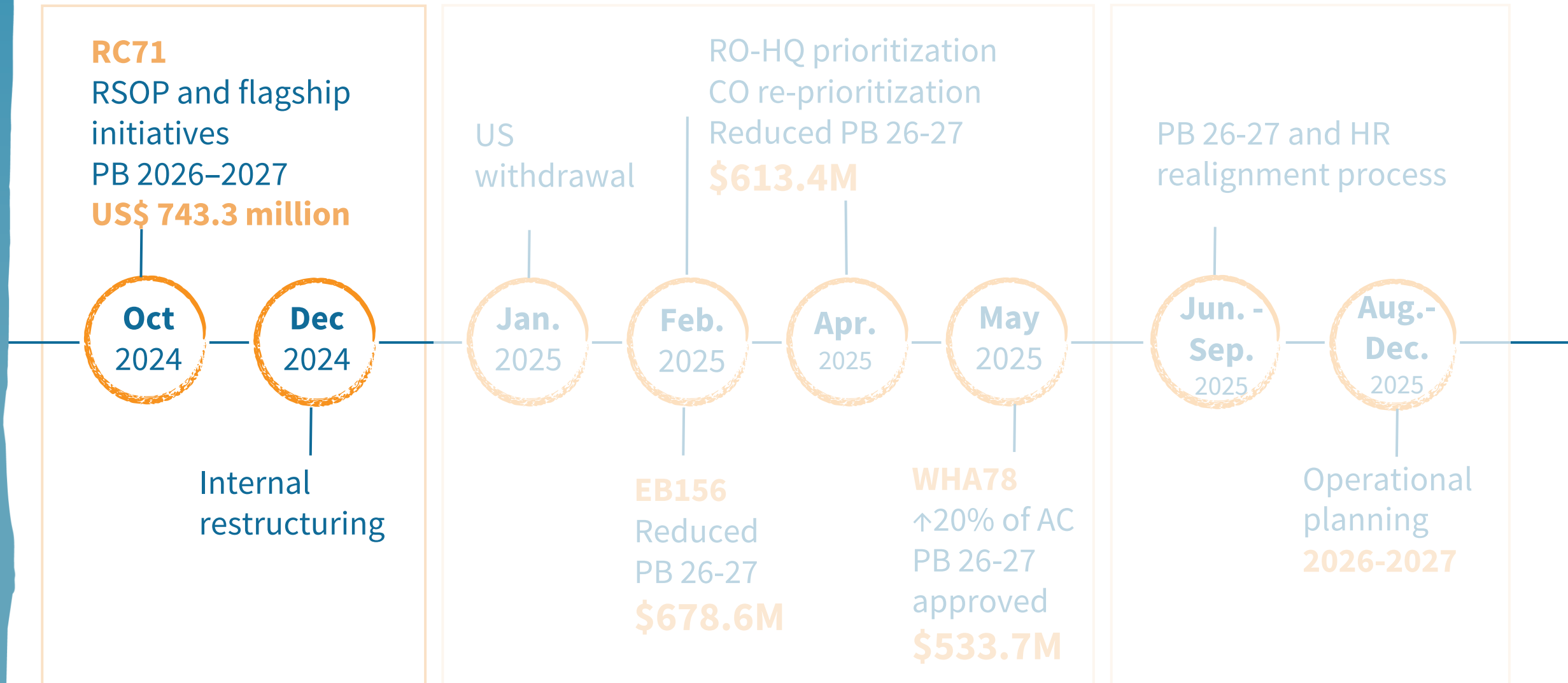
Organizational resilience

- Streamlining functions
- Reducing duplication
- Enhancing agility
- Cost-effective support
- Engagement modalities

WHO's regional journey



WHO's regional journey: Phase I



Transformative changes



**Strategic
alignment**



**Country
engagement**
to drive results



Enhanced
Member States
collaboration
and coordination

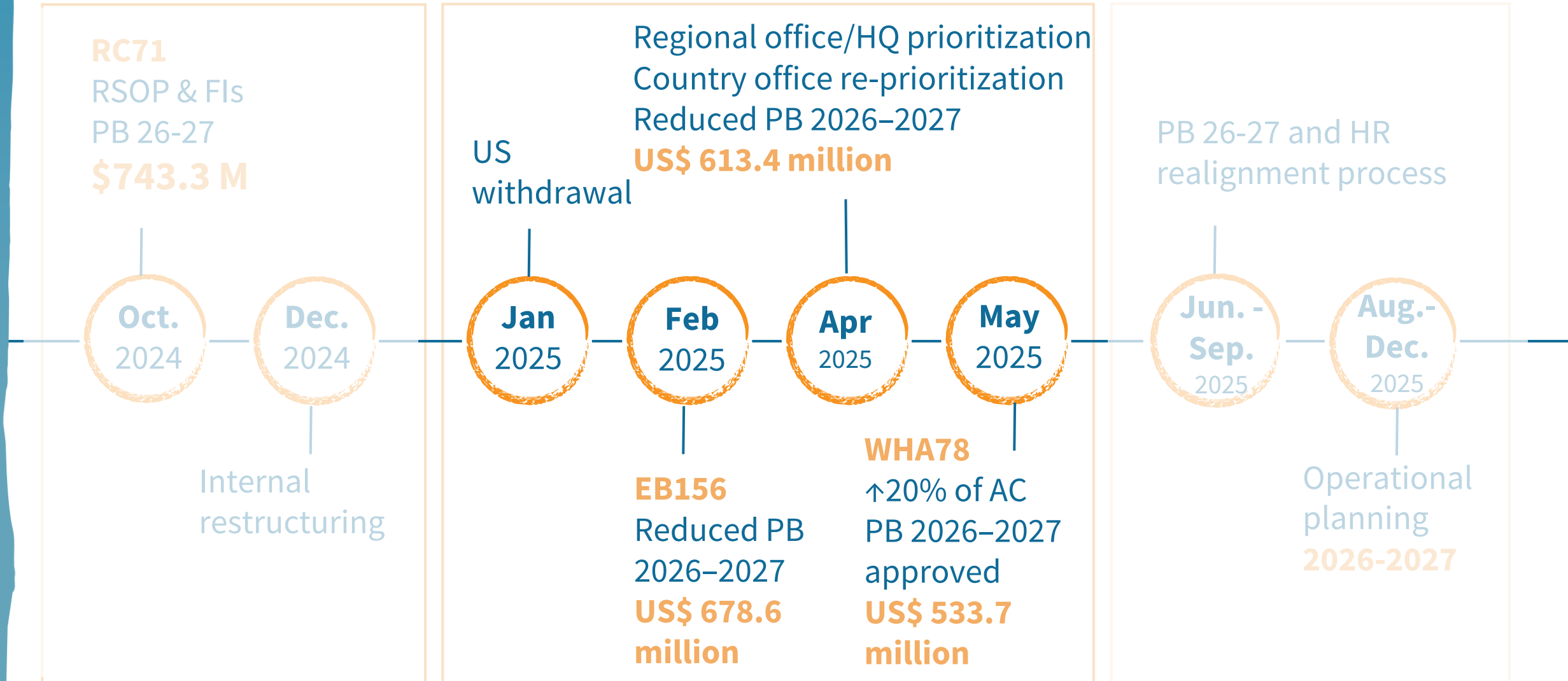


Collective
Impact with
partners



Strengthened
compliance
and risk management

WHO's regional journey: Phase II



Global impacts of funding cuts

A WHO rapid assessment

(Mar–Apr 2025, 108 low- and lower-middle-income countries):



Emergency preparedness

↓70%



Public health surveillance

↓66%



Service provision

↓58%



Humanitarian aid

↓56%



Health workforce

↓54%



Medicine shortages, health
workforce losses, data
disruptions

Regional impact of funding cuts: country examples

Sudan

45 000

Treatment loss for
children with
severe malnutrition

Palestine

43%

resource loss in
halted rehabilitation,
training and supplies

Yemen

8.5 million affected
377 facilities at risk
(**46** maternal care)

Afghanistan

59%

DTP3 coverage –
risk of outbreaks

Syrian Arab Republic, Afghanistan and Sudan

> 450 clinics closed

2.5 million

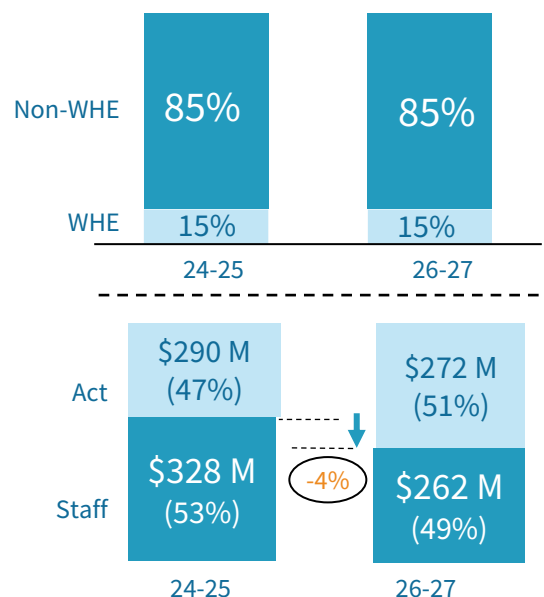
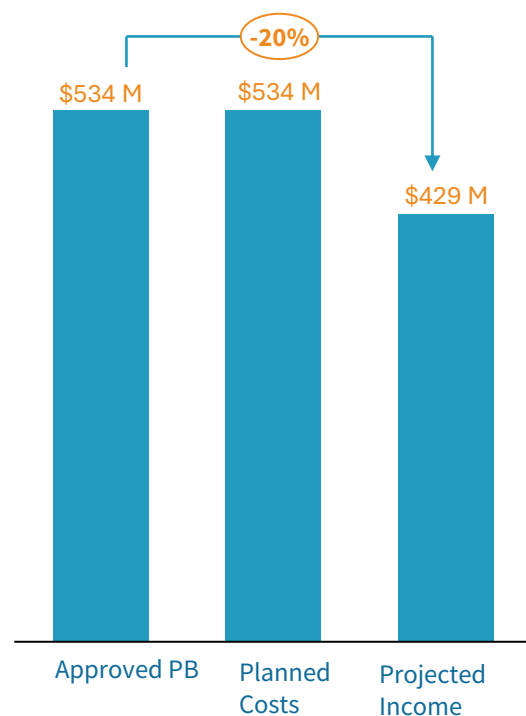
treatments at risk,
including ICU, dialysis
and cancer care

Regional Sustainability Plan for 2026–2027

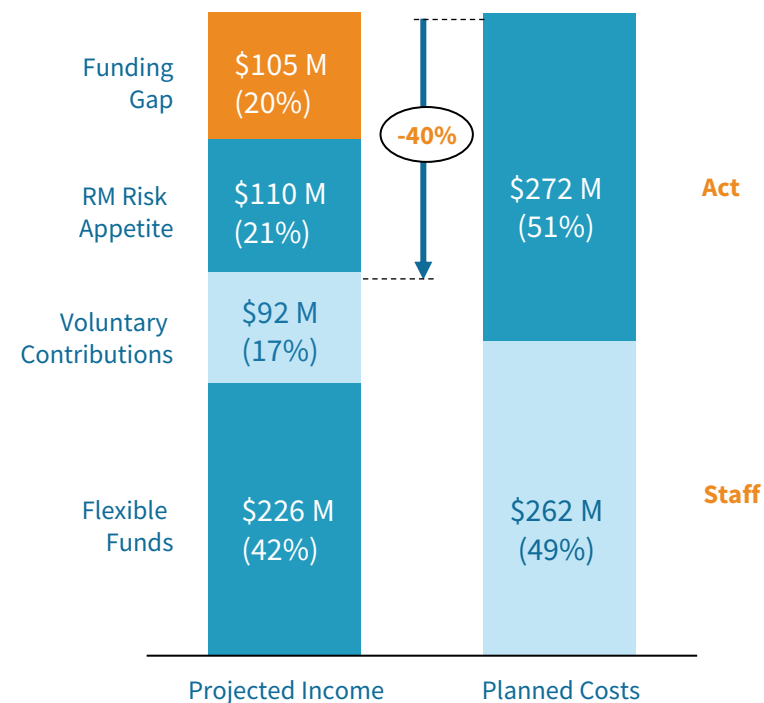
Financing of the **2026–2027** approved PB is projected at **80%**

15% of flexible funds are distributed to WHO health emergencies programme (WHE)

Available or highly certain funds cover **60%** of the projected cost

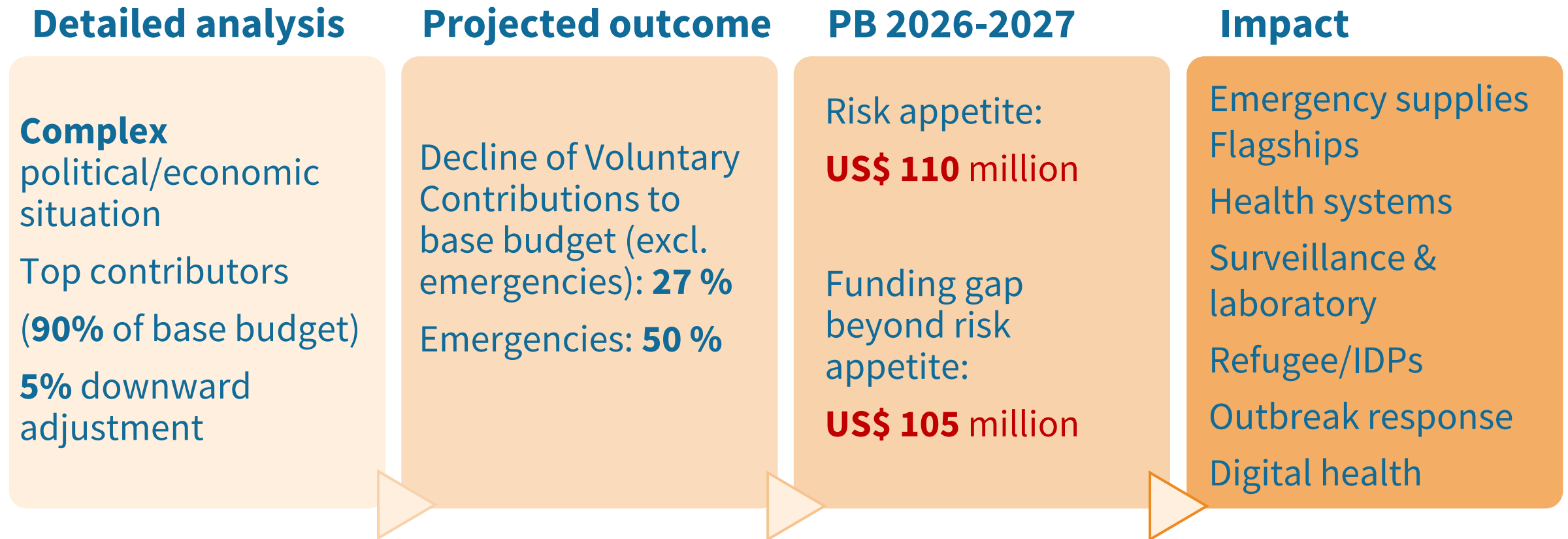


In 2026–2027, 49% of costs are allocated to staff, 51% to activities

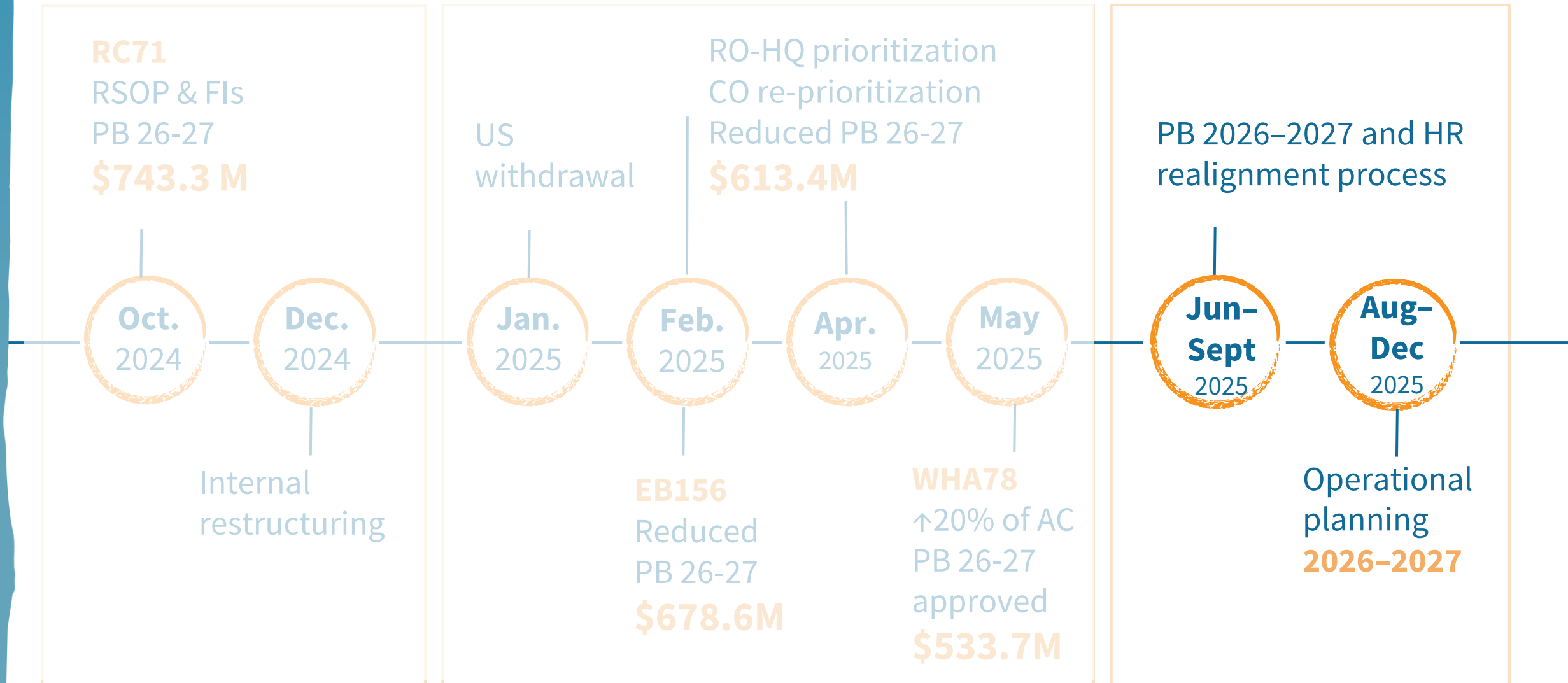


Health at risk

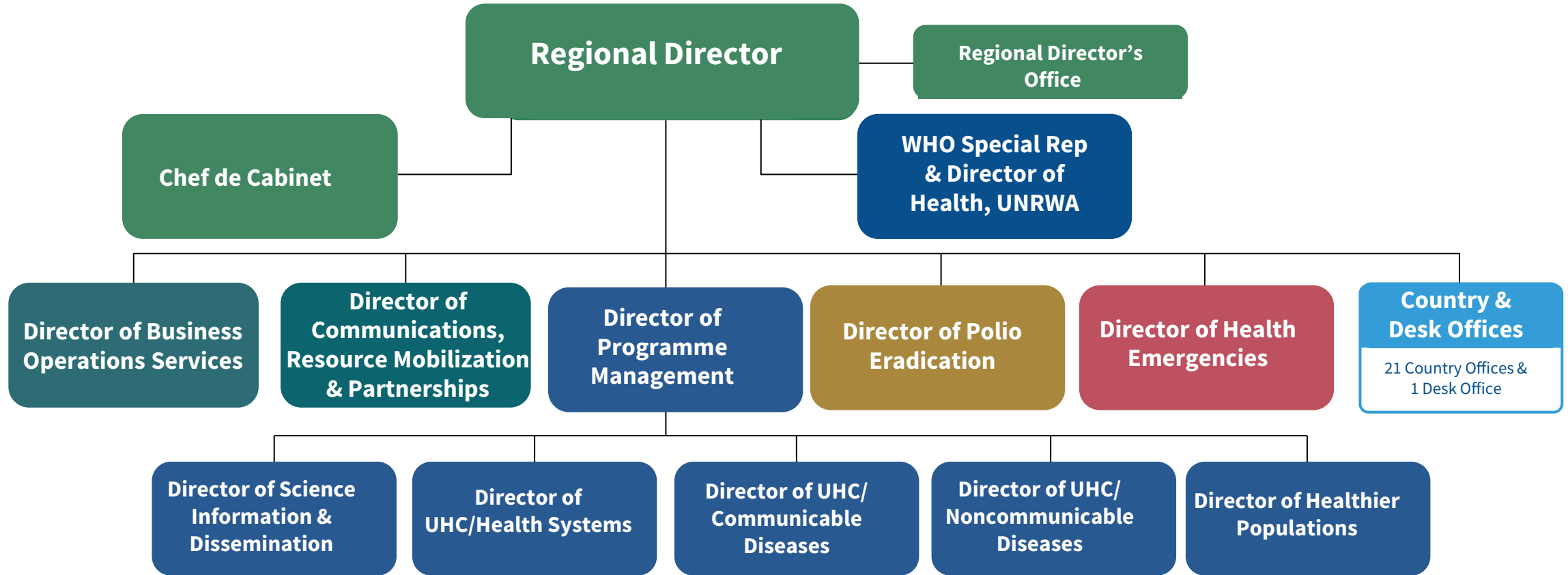
Implications of declining donor support for public health



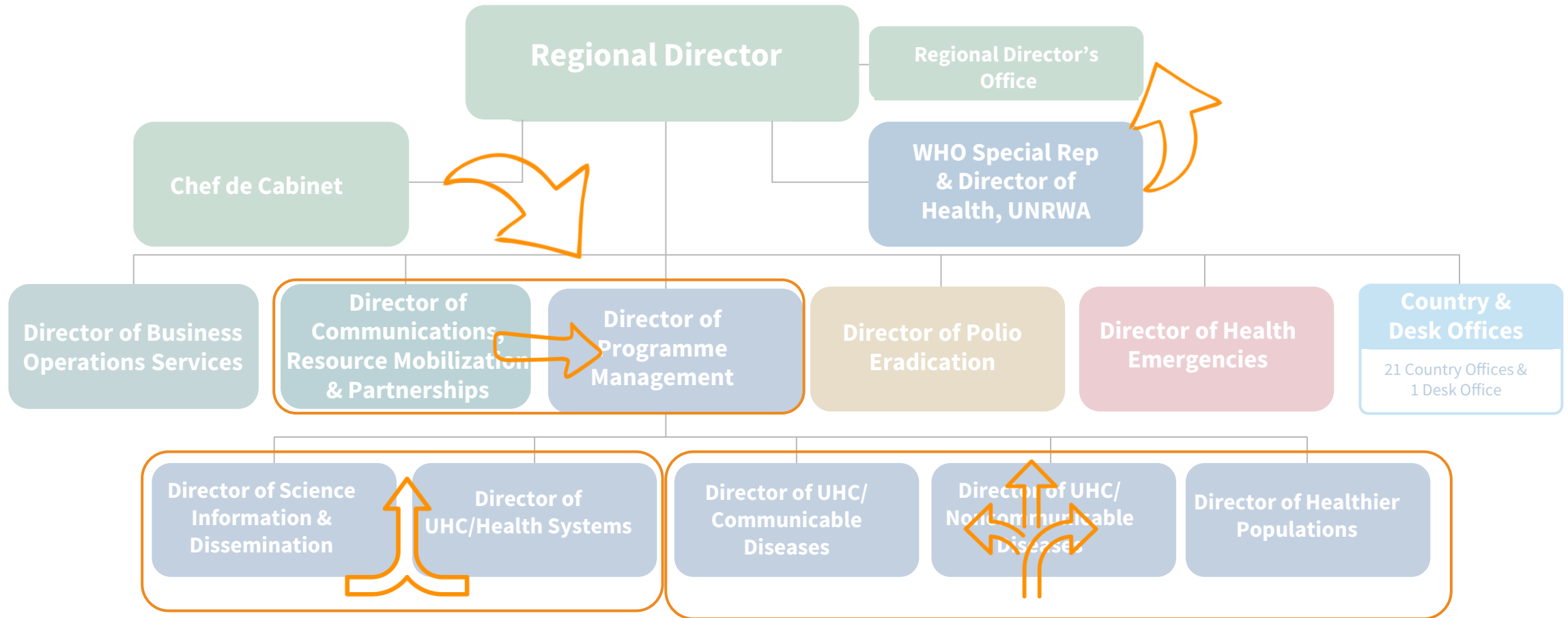
WHO's regional journey: Phase III



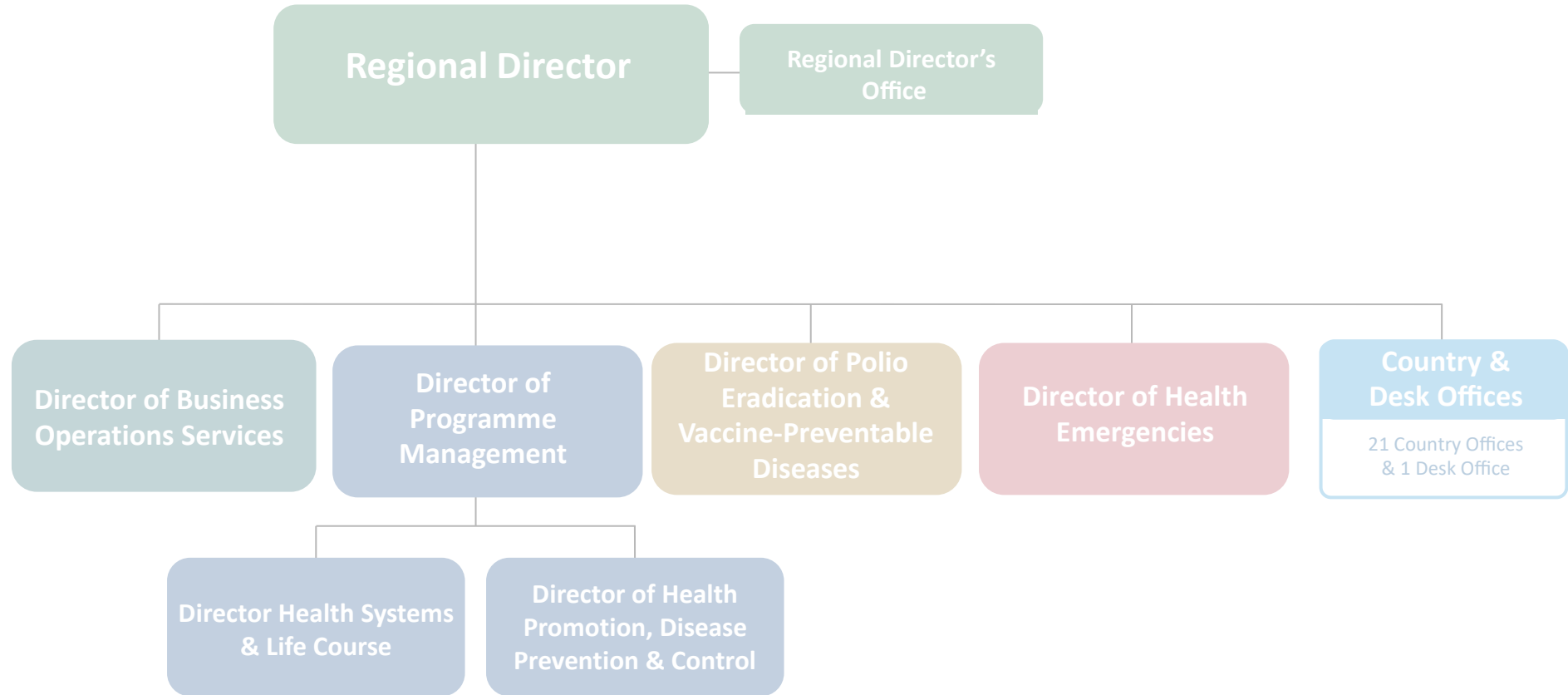
Organizational structure of the WHO Regional Office for the Eastern Mediterranean, August 2025



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Summary of structural changes in the Regional Office

-45%

Number of departments

11 → 6

-35%

Number of functional teams

55 → 36

-53%

Number of UG1/D2&D1

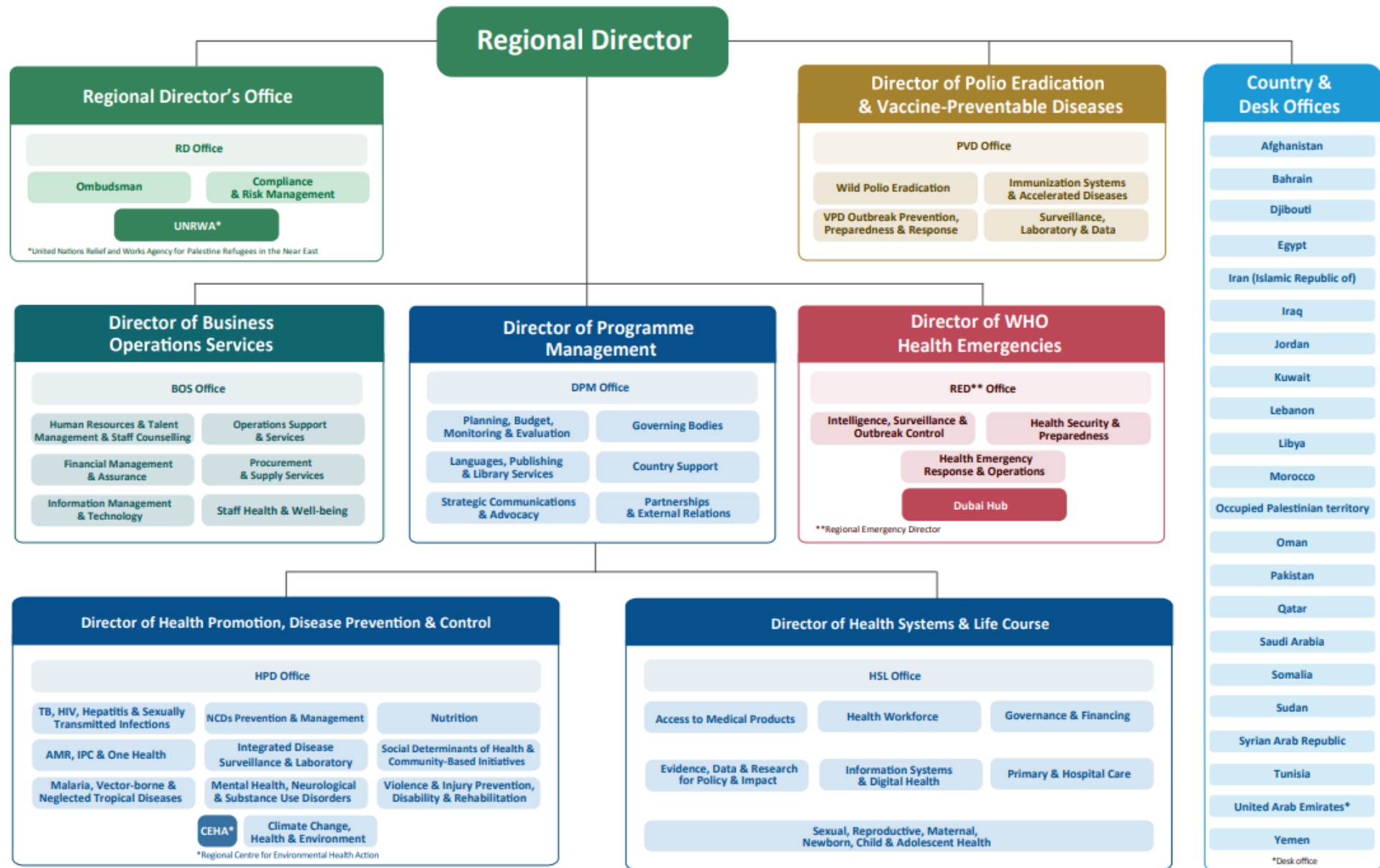
1/14 → 1/6

Level of alignment with HQ

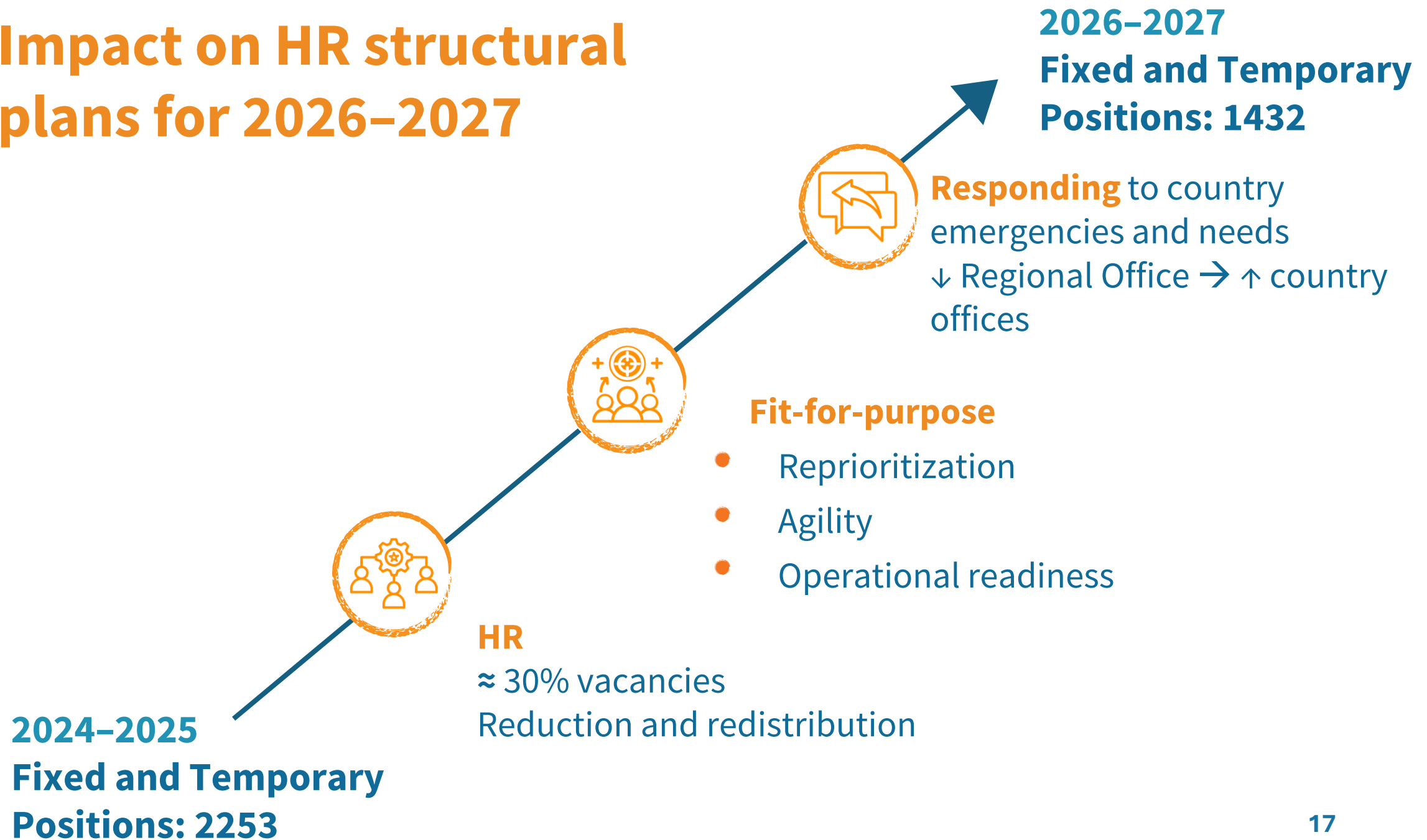
**→ 6 departments
(100%)**

Level of alignment with HQ units

**→ 34 units (including CdC)
36 units (95%)**



Impact on HR structural plans for 2026–2027



Renewed WHO – preparing for a new biennium



**IMPROVED
PARTNERSHIPS**
in a new global
health landscape



**MEANINGFUL
COUNTRY-LEVEL IMPACT**

- GPW14/RSOP prioritization and Country Cooperation Strategy integration
- Fit-for-purpose workforce responding to country needs in an integrated approach



**INTEGRATED
PROGRAMME MANAGEMENT**

- Agile strategic and operational planning
- Unified and transparent HR and resource management
- Results-based monitoring and reporting