

PLAN OF ACTION - April 2023 - March 2024

				Comp	leted						Targe	et		
		1. Strengthen PASB's efficiency, transp	arenc	y, and	accou	ıntabi	ility (E	ΤΑ)						
Responsible	Action	Exposted result					Time	eline i	n mor	nths				
entity	Action	Expected result	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
OIA	Publish internal auditor's reports to provide transparent insights into organizational governance, risk management, and internal controls	Timely publication of internal auditor's reports, promoting transparency and accountability												
PBE	Publish evaluation reports, providing Member States, PASB entities (managers and personnel) with valuable insights and information for decision-making	Evaluation reports published, providing insights, recommendations, and lessons learned to enhance organizational ETA and learning Revised evaluation policy reflecting the Director's vision and new approach to evaluation reports												
AM	Authorize all PMIS transactions below USD 5000 at the Administrator level	Streamlined PMIS authorization process for transactions below USD 5000, granting the Administrator the authority to approve them												
HRM	Share relevant human resources information between PAHO and the World Health Organization (WHO), as appropriate, to enhance transparency, foster collaboration, and ensure effective coordination between the organizations	Regular sharing of relevant human resources information, as appropriate, between PAHO and WHO to enhance transparency, collaboration, and coordination												



	1.	Strengthen PASB's efficiency, transpare	ncy, a	nd acc	count	ability	(ETA)	(cont	.)					
Responsible	Antique	Consists all rescrib					Time	eline i	n mor	nths				
entity	Action	Expected result	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
PBE	Share relevant budgetary information between PAHO and WHO, as appropriate, to enhance transparency, foster collaboration, and ensure effective coordination between the organizations	Regular sharing of relevant budgetary information, as appropriate, between PAHO and WHO to enhance transparency, collaboration, and coordination												
AM/HRM	Develop HRM-specific key performance indicators (KPIs) for selection processes to optimize recruitment and enhance performance	Streamlined set of KPIs for HRM selection processes, including metrics, targets, and benchmarks to assess and improve recruitment efficiency												
LEG	Develop a tailored KPI framework for processes that requires a legal opinion, encompassing key metrics, targets, and benchmarks to optimize legal performance, ensure compliance, and facilitate informed decision-making	A robust KPI framework for processes requiring a legal opinion, comprising key metrics, targets, data collection processes, and reporting mechanisms to assess and monitor legal performance effectively												
AM/PRO	Development of KPIs for procurement process, facilitating the measurement and evaluation of procurement processes, efficiency, and effectiveness in meeting organizational goals and objectives	A comprehensive set of procurement KPIs, outlining metrics, targets, and benchmarks to assess and enhance procurement performance, transparency, and continuous improvement												
AM	Revise policies and process to better streamline and optimize the use of PMIS for increased efficiency, including elimination of redundant processes/requests	Policies and processes identified and simplified												



	and use of paper/memos outside the system, where applicable													
	1.	Strengthen PASB's efficiency, transpare	ncy, a	nd acc	ounta	bility	(ETA)	(cont	.)					
Responsible entity	Action	Expected result	Apr	May	Jun	Jul	Time Aug	eline i Sep	n mor Oct	nths Nov	Dec	Jan	Feb	Mar
AM	Review and update the travel policy, aiming at simplification	Updated and simplified travel policy												
AM	Develop options and recommendations for expansion of the shared services to improve organizational efficiency and effectiveness	Plan for expansion developed and presented to EXM												
AM/PRO/ RFF	Launching Member State Portal (MSP) V1 for the Revolving Funds. The portal should allow Member States to submit demands for the Revolving Funds through an online platform. This collaborative endeavor involves ITS, FRM, RRF, and PRO	MSP V1 is accessible for Member States to submit demands for the Revolving Funds												
AM/PRO/ITS	Implementation of the Workday Strategic Sourcing module, to streamline source-to-contract processing	Enhanced procurement through streamlined processes, increased efficiency, and optimized supplier management												
AM	Work toward interoperability with WHO systems and align with WHO Business Management System modernization	Enhanced integration between WHO and PAHO systems												



AM/AD	Implement new modalities of technical cooperation to enhance the effectiveness and efficiency of technical assistance efforts	Guidelines for leveraging new modalities (virtual vs. face-to-face) of technical cooperation issued						
AM	Real state assessment of property in Washington, D.C. (Virginia building)	Recommendations for effective use of real estate						

	1.	Strengthen PASB's efficiency, transpare	ncy, a	nd ac	count	ability	(ETA)	(con	:.)					
Responsible	Action	Expected result					Tim	eline	in mo	nths				
entity	Action	Expected result	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
AM/DHE	Implement sustainable environmental practices and policies by adopting simple energy-saving practices, implementing waste reduction and recycling programs, and promoting sustainable transportation options, among other actions	Green PAHO initiative implemented with a comprehensive set of sustainable and modern eco-friendly practices and innovative policies												
AM	Strengthen the compliance and risk management functions, in partnership with business process owners and following the three lines of defense model	Enhanced compliance with PAHO policies and procedures and improved risk management												



PAHO FORWARD

PLAN OF ACTION - April 2023 - March 2024

						Comp	eted				Tar	get		
	2. Bolster	PAHO's visibility, country focus, and	capac	ity to	delive	er tech	nical	coope	eratio	n				
Responsible	Action	Expected result					Tim	eline i	in mor	nths				
entity			Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
AD/EXM	Develop a new organizational chart that aligns with the organizational needs and enhances operational efficiency to better respond to the demands for technical cooperation	New organizational chart implemented												
AD/HRM/ CSC/PBE	Review and align the personnel functions to the new institutional organizational chart and to the PAHO/WHO Core Predictable Country Presence (CPCP) initiative	Terms of reference for personnel at all levels adjusted and aligned and new recruitment, as needed, under implementation												
CSC	Strengthen the strategic and political relationship of the Director with the governments and ministers of health	Bilateral and subregional meetings, and strategic visits to countries enhanced; Director's commitments monitoring system established and under implementation												
AM/CSC/ LEG/ITS	Delegation of authority for PWRs increased to USD 100 000 for PASB country and subregional offices, and to USD 200 000 for Brazil and Haiti	Revised DOA approved and implemented More efficient use of the PWRs' time; reduced the time for processing contracts, purchases and payments, and letters of agreement initiated by country offices												



	2. Bolster PA	HO's visibility, country focus, and cap	acity	to del	iver te	chnic	al coo	perat	ion (c	ont.)				
Responsible	Action	Expected result					Tim	eline i	in mor	nths				
entity			Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
CSC	Strengthen the focus of PAHO action in the countries, reinforcing representations and adapting technical cooperation strategies to the new epidemiological and social realities and national priorities	PAHO's country presence strengthened across all country offices												
CSC	Update all (or most) country cooperation strategies (CCSs), simplifying processes and enhancing effectiveness	CCSs are up to date in most country offices; the CCSs are considered and used as a framework for planning and definition of the CPCP; new midand end-term reviews are in place												
CSC	Review PAHO's subregional presence for enhancing functionality, efficiency, and coordination with regional- and country-level activities	Revised PAHO subregional presence implemented												
ERP	Strategically position the Organization at the global, regional, subregional, and country levels	PAHO's Director is a speaker at main regional events												
ERP	Forge strong alliances with new and present partners, with which the Bureau shares a converging public health objective for the Region	Traditional and nontraditional partners' support to PAHO's initiatives strengthened												



CMU	Raise the profile of the Organization	Increase social media activity of the						
	in social media	Organization						

	2. Bolster PA	HO's visibility, country focus, and ca	pacity	to deli	iver te	chnic	al coo	perat	ion (c	ont.)				
Responsible	Action	Expected result					Tim	eline	in mo	nths				
entity			Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
PBE/AD/ NMH/CDE	Create interprogrammatic projects as part of the BWP24/25: 1) disease elimination acceleration, and 2) NCD integration into PHC. These will include: objectives, activities, estimated costs, timelines, roles, responsibilities, and monitoring mechanisms for their successful implementation	Interprogrammatic projects developed and included as part of OP 2024-25												
DIR	Review and streamline PAHO and WHO policies related to technical advisory groups and other collaborating groups, ensuring alignment, consistency, and efficiency in their functioning and processes	More transparency about the objectives of the collaborating groups, their membership, and duration of term												
DIR/AD/AM	Conduct a thorough review of internal collaboration groups and propose actionable recommendations to optimize their structure and alignment with organizational goals	More transparency about the objectives of the internal collaborating groups, their membership, and duration of team												



PAHO FORWARD

PLAN OF ACTION - April 2023-March 2024

Target Completed 3. Enhance PASB human resources performance and drive innovation to move the Organization forward Responsible **Expected result** Timeline in months Action entity May Aug Sep Jun Jul Oct Nov Dec Jan Feb Mar Apr Delegate the approval of the Delegation of STP selection process DIR selection process for short-term approval for P3 and below positions professional (STP) positions P3 and to HRM below to HRM DD/ETH Accelerate the selection of key Ombudsman selected. positions for an effective Integrity P5 and P4 Prevention and Response and Conflict Management System to Sexual Exploitation, Abuse and Harassment selected (ICMS) Align the People Strategy with Revised People Strategy aligned with HRM organizational goals and priorities, organizational goals and priorities, reviewing and refining it as including defined and measurable necessary, while establishing metrics for each objective measurable metrics for each objective Implementation of the 2024 HRM/CSC Completed 2024 Mentorship Mentorship Program for PWRs, Program for PWRs, including promoting professional program documentation, participant development and knowledgeevaluations, and a report on outcomes and professional sharing development impact



HRM	Review the Performance, Planning and Evaluation System (PPES) tool	Revised PPES tool developed to be implemented in 2024						
								,

	3. Enhance PASB hun	nan resources performance and drive	inno	vation	to m	ove th	e Org	anizat	ion fo	rward	l (cont	.)		
Responsible	Action	Expected result					Tim	eline i	in mor	nths				
entity			Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
HRM	Enhance the selection and onboarding processes for efficient and effective recruitment and integration of personnel members	Improved onboarding process												
HRM	Define a learning strategy to enhance knowledge-sharing, professional development, and continuous learning within the organization (POC funding)	Learning board reactivated												
HRM	Utilize the cost-effective resource of the UN Mentoring Programme to maximize mentoring opportunities and further enhance the professional growth of personnel members	Increased utilization of the UN Mentoring Programme, expanding mentoring opportunities and enhancing personnel members' professional growth and development												
HRM	Develop clear and transparent criteria for seniority recognition within the Organization, ensuring equitable acknowledgment of employees' tenure and experience	Transparent criteria for seniority recognition implemented, ensuring equitable acknowledgment of employees' tenure and experience throughout the Organization												



HRM	Enhance the internship program by	Enhanced internship program with						
	conducting a review of the policy for	an updated policy ensuring						
	improved transparency and	transparency, along with the						
	implementing two annual calls for	implementation of two annual calls						l
	internships	for internships, attracting a diverse						l
		pool of talented candidates						



	3. Enhance PASB human resources performance and drive innovation to move the Organization forward (cont.)													
Responsible entity	Action	Expected result	Timeline in months											
			Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
HRM/PHE	Create a roster of professionals to facilitate surge capacity and quick resource mobilization during emergencies or high-demand periods	Roster of emergency professionals established												
DIR/HRM	Advance on a joint and collaborative work agenda with the Staff Association	Jointed collaborative agenda established												
ETH	Review the ICMS	KPIs for different processes related to ICMS implemented												
DIR/AM/ HRM/ETH	Establish and support a comprehensive diversity, equity, and inclusion program in PAHO	An inclusive organization												