

Supporting the Delivery of Technical Cooperation: The Secretariat

In its work with its Member States, as well as within the Bureau itself, PASB engaged in external and internal efforts to support health promotion.



The Bureau continued to collaborate with other multilateral organizations to promote strategic partnerships for health and to ensure that health promotion is a principal consideration in important Regional forums. In addition, PASB took steps internally to improve staff well-being, build new staff capabilities, and enhance administrative capacity to support technical cooperation. This chapter highlights accomplishments in both external and internal efforts.

External Strategic Approaches

In June 2000, PAHO, the World Bank, and the Inter-American Development Bank agreed to work toward a shared agenda for health in the Americas. The interagency coordination group that oversees the implementation of this shared agenda identified four leadership areas: national health accounts, pharmaceuticals, disease surveillance, and the environment.

This new collaboration in the area of national health accounts will track spending on health services by individuals, governments, and other groups. The organizations also agreed to work to enhance the regulatory framework for pharmaceuticals, increase consumer and retailer knowledge of the use of pharmaceuticals, and improve access by the poor to good quality essential drugs. The three institutions also developed an action plan to strengthen Regional surveillance of communicable diseases, assist in developing capacity to monitor chronic diseases, and help to set goals for improved health outcomes.

Over the past year, PASB continued to report on progress made toward the commitments undertaken at the 1994 Summit of the Americas (Miami, USA) and 1998 Summit (Santiago, Chile). This report, entitled "Health and the Summit Process," can be accessed through www.paho.org. In addition to participating in the Summit Implementation Review Group meetings, PASB also participated in the Special Committee on Inter-American Summit Management Meetings, which are designed to bring civil society into the summit process.

PASB played a leading role in coordinating and drafting the health component of the Action Plan for the Third Summit of the Americas, in April 2001 (Quebec, Canada). With this, the most extensive action plan to date, the countries will not only re-commit themselves to previous summit goals, but to new action in health sector reform, communicable and noncommunicable disease control, and to use all available technologies and means to communicate and share information. Other key areas for action include health issues relating to women, the environment, and indigenous peoples.

PASB also supported the Preparatory Meeting held in Lima, Peru, in June 2000, for the Tenth Conference of Spouses of Heads of State and Government of the Americas.

At the headquarters of the Pan American Health Organization, representatives from Member States come together to work toward attaining equity in health through Pan Americanism.

The Bureau gave presentations on adolescence and health, as well as a presentation on follow-up work from previous conferences in the areas of measles eradication, maternal mortality reduction, reduction of violence against women, and the Integrated Management of Childhood Illnesses (IMCI).

Promoting Health through Public Information

PASB also promoted health by disseminating information on health and health promotion throughout the Region. The Bureau produced a series of public information campaigns that included graphic materials, news releases, photos, and videos targeting various audiences for distribution throughout the Americas. Multimedia packages were used to promote such annual events as World Health Day, World AIDS Day, World No-Tobacco Day, and Governing Body meetings.

Materials for World Health Day 2001, which focused on the critical issue of mental health, were prepared and sent to Member States before the end of 2000. Dengue outbreaks in Central America, earthquakes in El Salvador, and an outbreak of vaccine-related polio in the Dominican Republic and Haiti prompted exceptional efforts to inform the public about prevention measures, using television and print public service announcements and media outreach. The Bureau prepared numerous press releases, media advisories, and background materials in English and Spanish, and distributed them to thousands of journalists throughout the Hemisphere. Interviews with key PASB experts were set up with television networks (CNN and Univisión), wire services (Associated Press and Agence France-Presse), and individual newspapers and television stations throughout the Region.

The Bureau's public service announcements on important health topics were seen not only throughout the Region, but worldwide. PASB increased its efforts to reach the general public, the public health community, partners, financial collaborators, and policy-makers using a variety of means, such as the Speakers Bureau, journalists' forums, and public service announcements on television and in newspapers and magazines throughout the Americas.

Posters, videos, radio spots, and news releases with messages aimed at the media, communities, and health experts were prepared for the World Health Day campaign for safe blood. A similar campaign was undertaken to promote the Integrated Management of Childhood Illnesses strategy. PASB's health promotion posters have been spotted in ministries, community centers, and NGO offices throughout the Region.

Materials produced for the Bureau's specialized campaigns can be shared, copied, and made available throughout the Region. The dengue outbreak in Central America in 2000 provides a notable example of how the materials are diffused. The Bureau worked intensely to produce media messages, public service announcements, and posters suggesting ways to avoid dengue and recognize its signs. Although the campaign was carried out in Honduras, the posters, messages, and radio spots were used throughout Central America and much of South America.

After three years on the air, the one-minute Spanish language radio series "Salud Siempre" is now distributed to some 100 radio networks and stations, including Voice of America, and can be heard on more than 2,000 stations in Latin America and the United States. The *PAHO Today* newsletter and *Perspectives in Health* magazine were widely distributed to the Region's decision-makers, as well as to journalists and the general public. The magazine depicted public health's "human face" in numerous articles, contributing to a better understanding of key public health issues and inspiring people throughout the Americas to improve their health.

In preparation for the upcoming PAHO Centennial in 2002, PASB undertook numerous activities, such as planning a television special and searching for health heroes and champions of health to highlight during the year-long celebration of PAHO's work. It also named a Centennial Board charged with finding support in the community for Centennial festivities and commemorations and selecting a group of up to 30 distinguished citizens from throughout the Americas to carry selected health messages.

Disseminating Information for Health Promotion

Access to information is one of the most important factors in promoting health in the countries of the Region. To stay abreast of trends in support of health promotion, PASB's information and documentation services underwent a vast transformation. The changes effected aimed to bring the most relevant information, opportunely and in the most appropriate formats, to PASB's various clientele.

Highlights of the past year's achievements include the issuance of a new publications policy; creation of an editorial board for *the Pan American Journal of Public Health*; alliances with other institutions (the American Public Health Association, the International Life Sciences Institute, the World Bank, the Inter-American Development Bank, Harvard University, and the Rockefeller Foundation, among others); the production of a special issue of the *Journal* on health sector reform; electronic publica-

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tion of the *Journal* and books in several aggregators' sites; development of a new PASB intranet; and launching of PAHO's new database-driven website. The PAHO website received accolades from numerous quarters and hyperlinks from over 200 other Internet sites.

Books published during the year support work in all of PASB's strategic and programmatic orientations (Figure 1 and Table 1). For the 14th time since 1929, PAHO published a Spanish translation of the American Public Health Association's *Control of Communicable Diseases Manual* (17th edition). In conjunction with Harvard University's Center for Population and Development Studies, PAHO issued a five-title series on gender, health, and equity. Equity was also the central topic of two other publications

TABLE 1. Titles issued by PAHO's Editorial Service, 2000–2001.

Series No.	Series and Title
Scientific and Technical Publications	
579	Por una juventud sin tabaco: adquisición de habilidades para una vida saludable
580	Zoonosis y enfermedades transmisibles comunes al hombre y a los animales, 3 ^a ed. (Vols. I and II)
580	Zoonoses and Communicable Diseases Common to Man and Animals, 3rd. ed. (Vol. I)
581	El control de las enfermedades transmisibles, 17 ^a ed.
582	Health Economics and Equity
582	Economía de la salud y equidad
Official Documents	
298	El progreso en la salud de la población. Informe Anual del Director, 2000
298	Advancing the People's Health. Annual Report of the Director, 2000
Occasional Publications	
7	Enfermedades transmisibles, género y equidad en la salud
8	Equity and Health: Views from the Pan American Health Organization
Other Publications	
	Alimentos, nutrición y la prevención del cáncer: una perspectiva mundial. Resumen
Electronic Publications	
	Resoluciones de los Cuerpos Directivos/Governing Body Resolutions
	Alimentos, nutrición y la prevención del cáncer: una perspectiva mundial
Periodical Publications	
	Revista Panamericana de Salud Pública/Pan American Journal of Public Health (monthly)

produced during the year. In collaboration with the World Cancer Research Fund and the American Institute for Cancer Research, PAHO published the Spanish version of the summary of *Food, Nutrition, and the Prevention of Cancer: A Global Perspective* and arranged for electronic publication of the Spanish translation of the complete work.

PASB sought to serve as the broker for health information produced throughout the Bureau as well as by other publishers; initiated a bulk sales strategy with PAHO/ WHO Country Offices; doubled online orders and income; extended the network of national PAHO Publication Centers to Jamaica, Panama, and Chile; established relationships with new sales agents in Venezuela, Peru, Cuba, and Mexico; held book launchings in Cuba, Jamaica, Venezuela, Argentina, and Costa Rica; and dramatically enhanced its customer service.

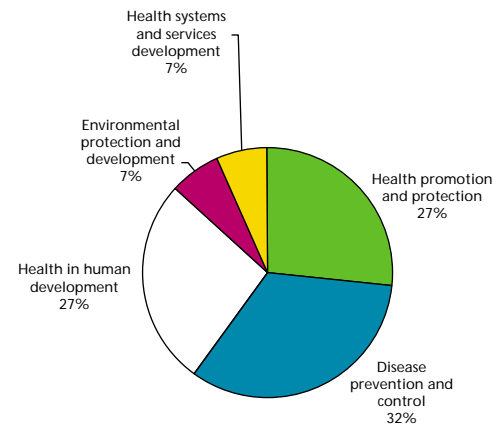
Consistent with the overarching goal of promoting health through access to information, the Headquarters Library developed PAHO's institutional memory and created an electronic bibliographic system. The Library made available electronically the Governing Bodies' resolutions and technical documents—over 10,600 full-text records—and initiated the production of PAHO's historical collection on CD-ROM (the first disk provides the full coverage of the *Bulletin of the Pan American Health Organization*).

Internal Strategic Approaches

New strategic approaches also were pursued for the Bureau's inner workings. Using focus groups, interviews, questionnaires, and staff-wide discussions, PASB worked to identify the optimal managerial staff profile so that the Bureau's work would be as effective as possible. From this effort, a core group of values was defined for PASB and an appropriate set of skills was established for technical and administrative personnel. Results will be used to develop post descriptions, to inform the recruitment and selection of staff members, and to design personnel development and training plans.

The Pan American Sanitary Bureau must be ready to adapt to changes in the Americas and to respond to them within the framework of its Constitution and the mandates of PAHO's Governing Bodies. To this end, the Bureau began to review and streamline its planning, programming, and evaluation system for technical cooperation. Improvements include the incorporation of appropriate methodologies and the selection of strategic issues that permit PASB to evaluate its technical cooperation objectives. This effort also considers the implementation of an organizational develop-

FIGURE 1. Books issued by the PAHO Publications Program's Editorial Service, by strategic and programmatic orientation, 2000–2001.



ment process that facilitates the adaptation of the Secretariat's structure to technical cooperation needs.

As a means of developing its strategic plan for 2003–2007, PASB also began to discuss and analyze the Secretariat's values, vision, and mission, so that every staff member could share them and keep them in mind in the course of planning technical cooperation activities.

Legal Support for Technical Cooperation

PASB has an effective legal support mechanism that ensures that the negotiation, revision, approval, and extension of contractual agreements with donors, States, and private firms are crafted on sound legal principles and are compatible with PASB's rules and regulations. The nature and scope of the legal support needed to execute technical cooperation activities are changing, mainly due to the variety of donors and to the differing requirements of international financial institutions. PASB also is involved in the review, amendment, or renegotiation of basic accords between the Organization and its Member Governments.

The Administration receives legal advice regarding such issues as contracts, administrative rules and proceedings; personnel matters; financial issues; procurement of goods and services; special privileges and immunity, construction and rental contracts, and the application of national laws. In the administrative arena, the legal assistance to establish a regional revolving fund for the procurement of essential public health products deserves to be highlighted.

PASB represents the Organization at the Administrative Tribunal of the International Labor Organization (ILO) whenever a Bureau staff member files a suit, as well as at national tribunals when Country Office staff members—whose contracts fall under national laws—file suits.

The Bureau also explored new work avenues that require legal assistance, such as matters of intellectual property, technology, and procurement of goods and services that emerge from such factors as technological development, changes within the community and in international law, and the true role of private technical cooperation entities working in public health. In this regard, draft guidelines for establishing relationships with private firms are being reviewed.

As part of the initiative to restructure psychiatric care in the Americas that the Organization launched in 1990, PASB developed a project to promote and disseminate international standards and norms from conventions that deal with human rights to protect mentally ill persons. These norms are promoted at PAHO/WHO Country Offices, international organizations, United Nations agencies, human rights organizations, non-

governmental organizations, and human rights offices, as well as among mental health professionals, lawyers, patients and their families, and other persons who work to promote mental health policies. In general, international standards that protect persons who suffer from mental conditions are little known, and in most of the countries they have not been incorporated into their laws. In February 2001, the Organization of American States' Inter-American Commission of Human Rights invited the Bureau to discuss the status of mentally ill persons in the Hemisphere during its 110th ordinary period of sessions. At the time, PASB recommended that the Commission undertake specific measures to protect persons with mental illness and suggested that OAS collaborate more closely with the Bureau to promote those rights. Subsequently, during the Commission's 111th Extraordinary Period of Sessions, held in Santiago, Chile, in April 2001, a recommendation directed to OAS Member States regarding the promotion and protection of rights of persons suffering from mental disabilities was approved.

Improving the Workplace and Training Staff

In 2000, the Bureau dedicated considerable resources and effort to strengthening and protecting its most valuable resource—its staff. PASB strove to improve the work environment, enhance the staff's skills, and adopt a more equitable approach toward evaluating work performance.

The critical importance of healthy environments that protect personnel from work-related health hazards has been recognized in recent years, increasing the staff's sense of respect and belonging and increase its work satisfaction. Providing a healthy environment can yield improved performance and other benefits to the organizational culture. As do other international organizations, PASB has a multicultural staff that travels frequently and works in a quickly changing environment.

Reflecting its commitment to help create supportive environments for health, PASB took steps to improve its own work environment. In 2000, the Administration and the Staff Association launched a joint initiative to promote a healthy work environment within the Organization. This initiative—"Working Together Towards a Healthy Workplace at PAHO"—will add to such preexisting services as staff assistance, the ombudsman, and the health unit, and address staff concerns regarding the quality and safety of the work environment, particularly regarding ergonomic issues, workplace-related health problems, traveler's health, and mental health. The initiative has resulted in an information and education campaign, the adoption of a health and safety policy, and the creation of a health and safety committee.

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The joint initiative also took advantage of the US\$ 13 million PASB Headquarters renovation project, which aims to repair and modernize mechanical systems, design more efficient workspaces to alleviate office space shortage, and achieve compliance with safety and access regulations for the disabled. When the project is completed at the end of 2001, the Organization will have a safer and healthier facility in which to carry out its second century of service.

In addition to the joint initiative, several other measures were taken to improve working conditions in the Secretariat. An enhanced awards and recognition program was implemented to provide incentives for improved service delivery and resource utilization. The performance planning and evaluation system, initiated in 1999, was consolidated in all country offices, and for the first time, all employees working with the Pan American Sanitary Bureau for six months or longer participated in the system. In a cooperative agreement with Georgetown University, PASB initiated an induction program for new staff aimed at increasing management skills. To improve operating efficiency, courses and workshops were conducted in such areas as project evaluation, team building, and communication. During 2000, 3,026 staff members received training, which represents a 14.2% increase over 1999 (Table 2).

As part of a global effort within WHO, several human resource management practices and policies were revised in order to simplify and integrate them. The computerized personnel administration system was improved and now most personnel-

TABLE 2. Training, professional development, and other assistance provided to PASB staff, 2000.

Type of training or assistance	Number of staff trained	
	Headquarters	Country Offices
Briefing for new staff	21	20
Negotiation skills	0	28
University assistance	20	10
Technical updating	69	141
Language training	225	77
Computer training	550	177
Administrative topics	12	67
Management development/interpersonal skills	120	413
Project evaluation	37	46
Training for new administrators at HQ	9	0
American Regional Planning, Programming, Monitoring, and Evaluation System (AMPES)	155	114
Organizational development workshops	175	392
Performance Planning and Evaluation System (PPES)	0	148
Total	1,393	1,633

related information-processing is done electronically. Savings in this area will free resources in Personnel for strategic management as well as funds for programmatic rather than administrative purposes.

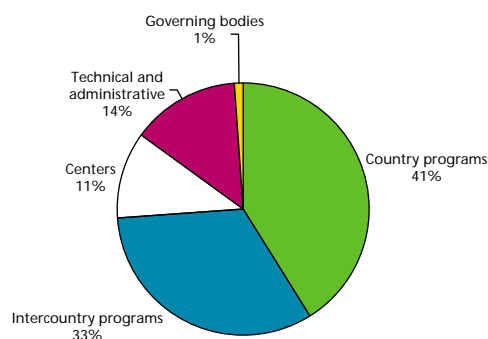
Resources for Technical Cooperation

In 2000, the Bureau received US\$ 85.3 million in contributions from Member States and earnings from the Bureau's investments. In addition, the Bureau received US\$ 38.5 million from the World Health Organization for regular budget activities. Eighty-five percent of these funds were budgeted for cooperation with the countries—41% for country programs, 33% for inter-country activities, and 11% for the centers (Figure 2). In addition, the Bureau received US\$ 49.8 million for PASB extrabudgetary projects, US\$ 10 million for WHO extrabudgetary projects, US\$ 9.3 million in advances from Governments and institutions for reimbursable procurement, and US\$ 56.7 million for the Expanded Program on Immunization Revolving Fund.

PASB also set up electronic international transfer of payments to staff members and vendors, and electronic transmission of tax payments to the U.S. government. In addition, the Bureau assumed responsibility for processing tax payments for WHO staff members and consultants subject to U.S. taxes, resulting in savings for both WHO and the Bureau. Hospital contracts for reduced rates for treatment of staff members and retirees residing in Jamaica and Colombia were signed, reducing the health care charges to the individuals and the Bureau. Rising interest rates in the U.S. yielded higher returns on the Bureau's investments and provided additional funds for its programs. The Bureau continued its efforts to update its software applications and optimize their use; in 2000, data warehousing, leave tracking, and report preparation systems were implemented.

PASB mobilized nearly US\$ 50 million from external partners in 2000 to support health priorities in the Americas. Contributions came from a wide variety of public and private sources (Table 3), with the nonprofit private sector making its largest contribution yet—US\$ 13.1 million. Two new private-sector partners, the Bill and Melinda Gates Foundation and the American Red Cross, funded major grants to fight cervical cancer, ensure the safety of the blood supply, and combat childhood illness in our Hemisphere. Several international organizations and national foundations, particularly from the U.S. and Spain, supported women's health, communicable disease control, cancer, oral health, appropriate health technologies, and other health-related programs.

FIGURE 2. Regular funds by type of activity, 2000.



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TABLE 3. Major resource mobilization, 2000.

Donor	Amount (US\$)
Private Sector	13,161,501
United Kingdom	11,237,900
United States of America	7,561,587
Sweden	4,081,000
Finland	3,600,000
Spain	3,142,972
Canada	3,076,980
International organizations	
UN Agencies	1,573,146
International Banks	910,899
European Union	445,243
Germany	296,000
Switzerland	240,000
France	53,958
The Netherlands	27,000
Norway	6,000
Total	49,414,186

In June 2000, PASB's Standing Committee on NGOs revised and updated the *Principles Guiding Relations Between the Pan American Health Organization and Non-governmental Organizations*. In December 2000, PASB signed a partnership agreement with the American Red Cross, which committed US\$ 6 million to implementing IMCI programs in 10 countries in the Americas over a three-year period. The important financial support provided through this partnership will expand community-level IMCI activities and bring the Bureau much closer to its goal of preventing the deaths of 100,000 children by 2002.

PASB also received important contributions from the official development agencies (ODA) of its traditional North American, Nordic, and other European partners. This support targets AIDS, communicable and noncommunicable diseases, childhood illness, vaccines, maternal health, youth and male violence, vulnerability against natural disasters, water supplies for indigenous populations, health services delivery, and the health sector.

Several landmarks stand out among ODA support. For the first time, the United Kingdom gave support to PASB for a major disease control program in Central America, and Finland gave an important grant to strengthen health care services at the secondary level as part of the health reform process in Guatemala. The Dutch government approved and will support an Associate Professional Officers program, through which young health professionals, including candidates from developing countries,

come to the Region and work in a PAHO/WHO Country Office for three years. Canada established a “trust fund” which will increase flexibility in the delivery of PASB’s cooperation to Member States.

Several UN agencies (UNAIDS, UNICEF, UNDP, UNEP, and UNISDR) also contributed significantly to joint programs with PASB in their particular areas of work. Multilateral lending institutions, particularly the World Bank and the Inter-American Development Bank, provided additional funding.

After a successful trial period of operation in Brazil, the Director decided to open the Revolving Fund for Strategic Public Health Supplies to all PAHO Member Governments. Invitations to participate were issued at the end of the year and the Countries responded enthusiastically.