



Administering Resources



The resources available to the Pan American Sanitary Bureau at its outset are meager at best: a budget of US\$5000, borrowed staff and no permanent posts, not even a headquarters building. The first registered salary, that of an “executive clerk,” appears in the Bureau’s 1921 budget, which by then has quadrupled to US\$20,000. Still, the staff remains small, and “travelling representatives” perform most of the Bureau’s work throughout the 1920s. Successive directors appeal to successive meetings of the Organization’s governing bodies for budget increases to enable the Secretariat to enhance cooperation with the countries in efforts to meet their health needs.

The positive response to those appeals and the return on the countries’ increasing investments do not go unnoticed. In 1933, then director Dr. Hugh S. Cumming, claims that: “Fourteen years ago, the Pan American Sanitary Bureau existed in name only. Today its influence is felt not only in the countries of the Americas but throughout Europe.” For his part, the president of the United States, John F. Kennedy, echoes the sentiments of other heads of state in 1962 in celebrating an earlier anniversary of the Organization: “Throughout the 60 years since its founding here in Washington, the Pan American Health Organization has served the health of the people of our hemisphere. Thanks to its vigorous leadership and the active cooperation of the 21 American Republics, many millions of Americans have been protected against malaria, yellow fever, smallpox, and other scourges of mankind. Today, it is a pleasure for me to salute your distinguished past as the world’s oldest international health organization and to wish you every success in your continuing efforts to build a healthier hemisphere.”

The history of the Organization is one of adjustment to the times. Given the subsequent explosion of information technology, for instance, the prediction in 1969 of then director Abraham Horwitz that “computers would surely have some role to play in health administration in the Americas” proves prescient. He then establishes at PAHO’s headquarters a special section “charged with promoting computer science throughout the Region as well as with supportive functions for both the technical and the administrative activities of the Organization itself.”

Today, a zeal for recruiting outstanding personnel, streamlining operations, and maximizing cost benefits has earned the Bureau a reputation as one of the most efficient of international bureaucracies at the effective service of member countries.

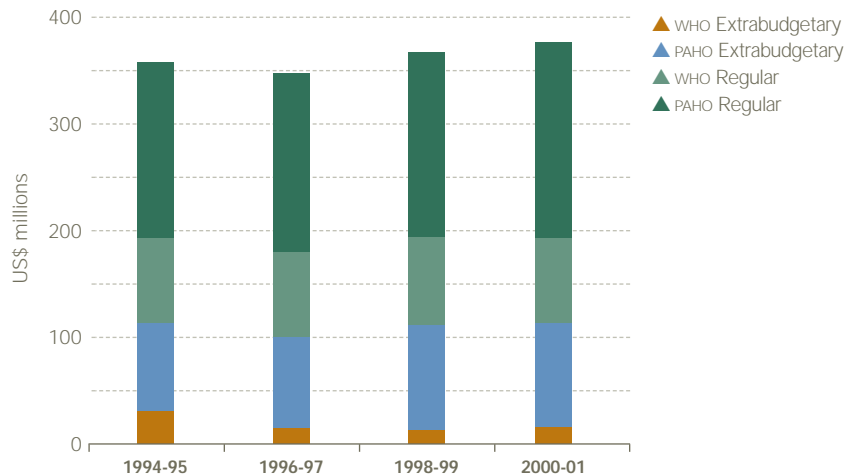




Budget

The Organization's Member Governments provided regular budget increases for both 2000-2001 and 2002-2003, which has made it possible to cover fully the cost of post increases.

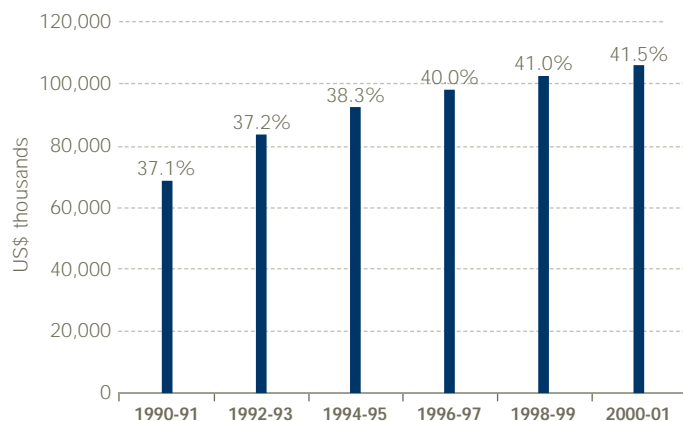
The PAHO and WHO (for the Americas) regular budgets and extrabudgetary funds for the past four biennia



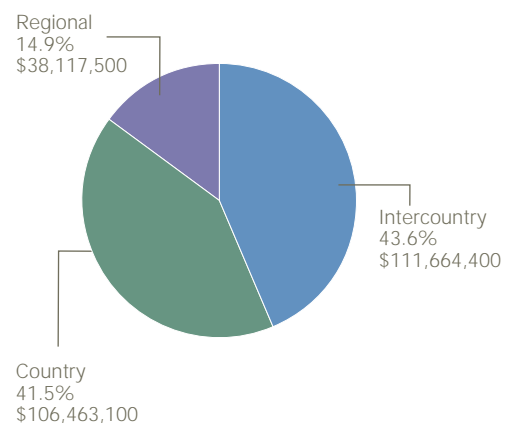
The Secretariat has enhanced its delivery of technical cooperation to the countries through innovative approaches to its work and a sustained search for efficiencies that have saved the Secretariat time and the Organization money. As a result, paho has kept administrative service costs low, making it possible for more funds to be channeled to technical cooperation.

The allocation of paho's regular budget directly to the countries has steadily trended upward—from 37.1% in 1990-1991 to 41.5% in 2000-2001. Taking into account country, intercountry, Pan American Center, and regional programs, some 85% of the regular budget directly supports work in the countries.

Allocation of the regular budget directly in support of the member countries (amount and percentage of total budget)

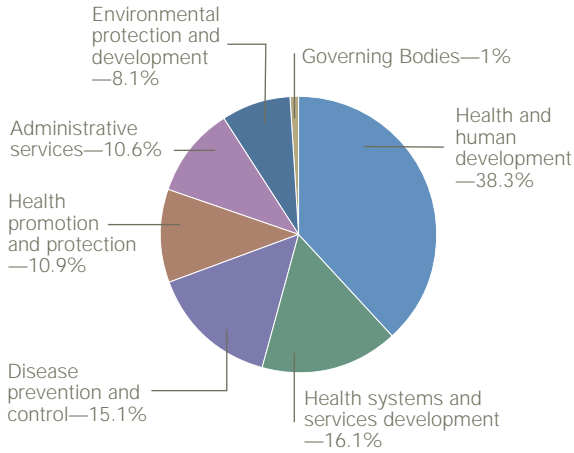


Distribution of the PAHO/WHO regular budget by organization level, 2000-2001

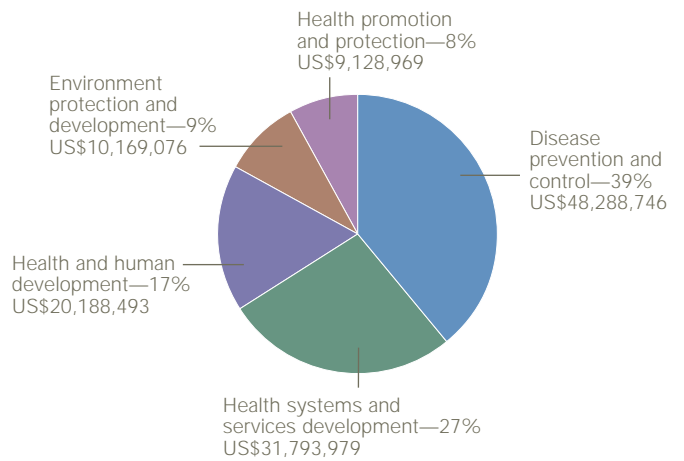


paho's strategic and programmatic areas receive the lion's share of the regular budget—88.4%—and are the sole target of paho and who extrabudgetary expenditures.

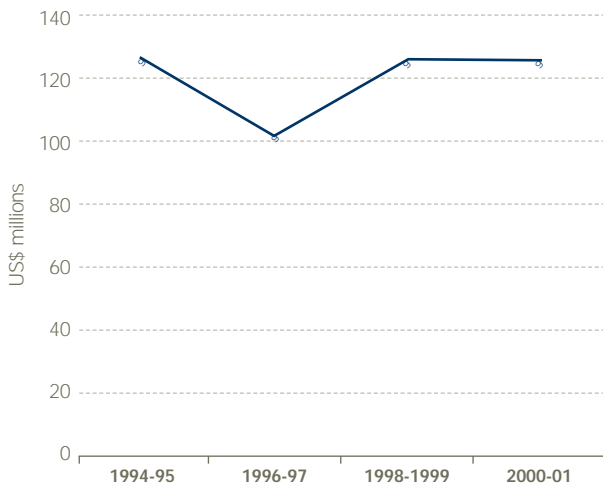
Distribution of the PAHO/WHO regular budget by major areas of appropriation, 2000-2001



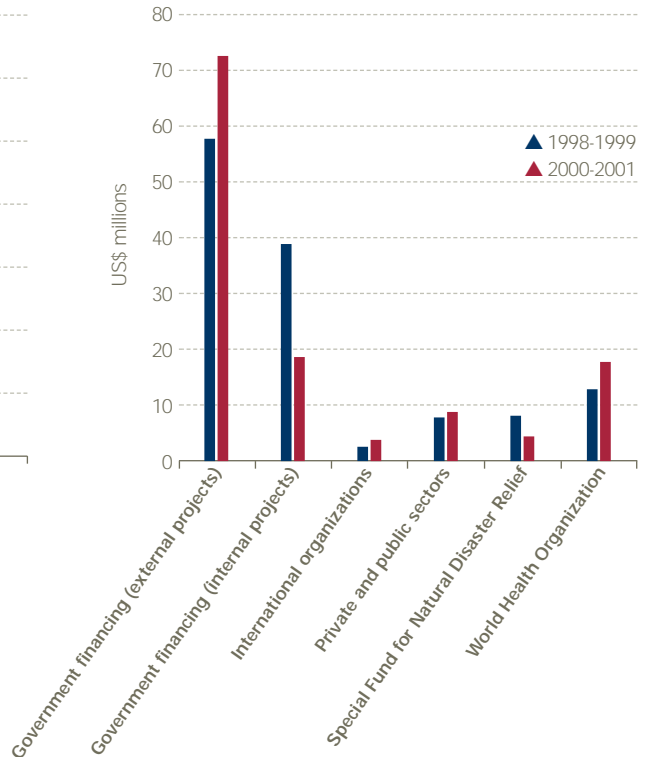
PAHO and WHO extrabudgetary expenditures by strategic and programmatic orientation, 2000-2001



Trends in PAHO/WHO extrabudgetary funding



PAHO/WHO extrabudgetary funds by source



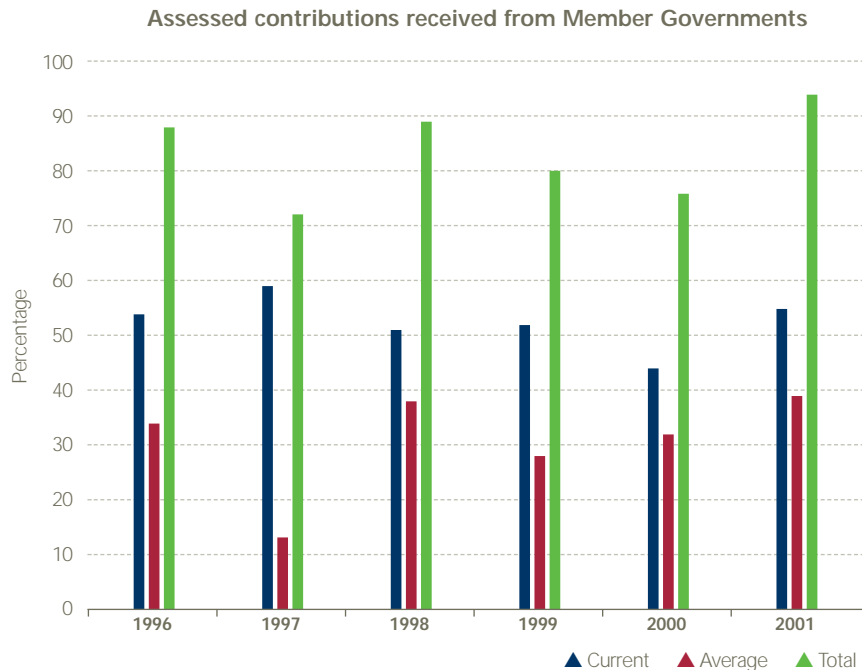


Finance

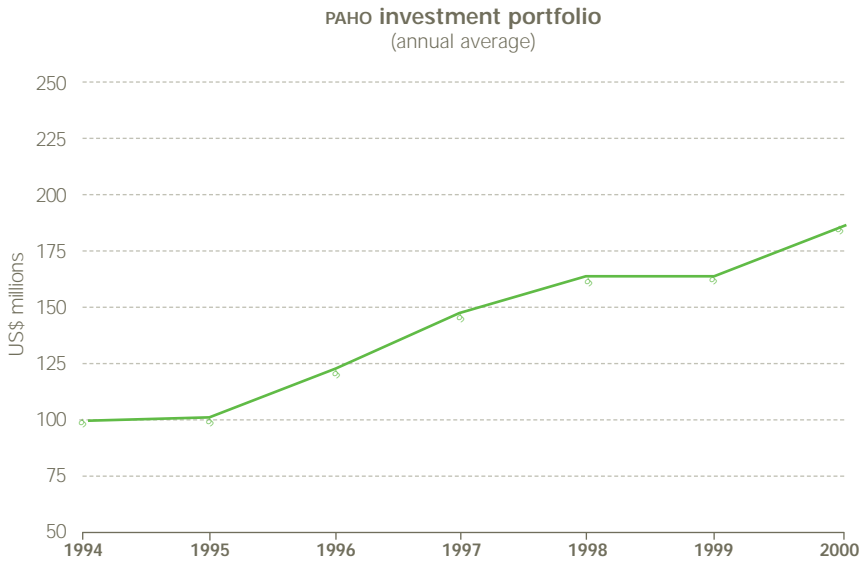
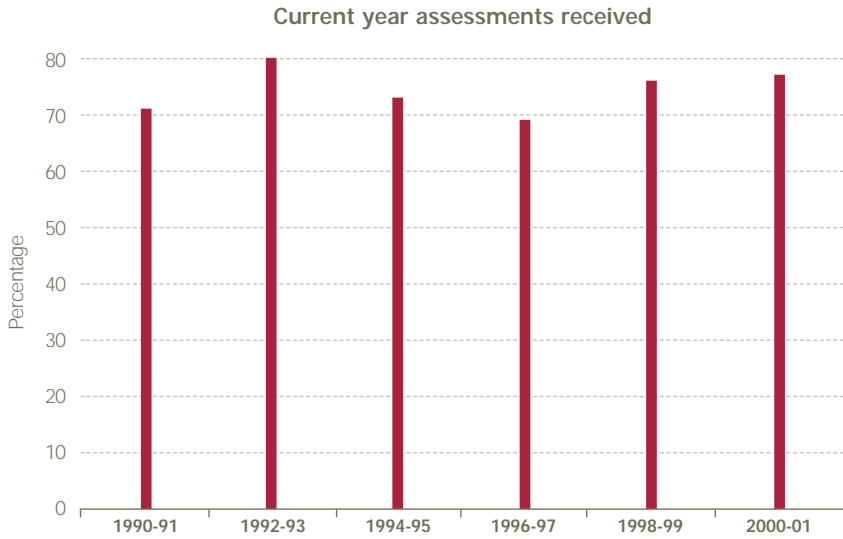
The Secretariat's Finance Section undertook a number of creative measures to enhance the efficiency of its operations and the service it provides both the member countries and paho staff. In addition to its customary functions, the unit responsible for payroll, pension, and taxes took advantage of electronic systems to streamline the reporting of earnings to the internal revenue service of the United States, to make tax payments more efficiently, and to assist staff in projecting pension entitlements. The unit also assumed responsibility for processing income tax reimbursements for 240 who employees subject to us taxes.

To facilitate the payment of medical treatment of paho field staff, the unit responsible for staff health insurance signed contracts with hospitals providing for 20% payment of invoices by individual staff members and the 80% balance by the Secretariat. Staff in Argentina, Colombia, Honduras, Jamaica, and Paraguay are already benefiting from this service, and similar contracts are being negotiated with hospitals in other countries.

The treasury unit handled receipt of quota contributions and invested the Organization's funds. The graphs on these pages indicate the record of quota collection and the return on investment of the Organization's funds.



Over the past six biennia, accounting activity related to purchases for Member Governments increased tenfold, without any staff increase in the Secretariat's accounts unit thanks to streamlining and other efficiencies.



“Considering the current interest rate environment and taking into account paho’s investment guidelines, the Organization is clearly maximizing the return on its investments.”

—A senior investment official at a prestigious international bank

By instituting the use of procurement and travel credit cards—one of the most important administrative innovations in recent years—the unit responsible for staff and commercial payments streamlined related operational processes and saved the Organization tens of thousands of dollars. Significant savings continue to be attained as a result of changes in travel reimbursements.

Partners' Honor Roll

Direct Contributors to the Pan American Health Organization for Health Projects in the Americas, 1998–2001

MEMBER AND PARTICIPATING GOVERNMENTS

Antigua and Barbuda
Argentina
Bahamas
Barbados
Belize
Bolivia
Brazil
Canada
Chile
Colombia
Costa Rica
Cuba
Dominica
Dominican Republic
Ecuador
El Salvador
France
Grenada
Guatemala
Guyana
Haiti
Honduras
Jamaica
Mexico
Netherlands
Nicaragua
Panama
Paraguay
Peru
Saint Kitts and Nevis
Saint Lucia
Saint Vincent and the Grenadines
Suriname
Trinidad and Tobago
United Kingdom
United States of America
Uruguay
Venezuela

OTHER GOVERNMENTS

Denmark
Finland
Germany
Italy
Norway
Spain
Sweden
Switzerland

INTERNATIONAL ORGANIZATIONS

Caribbean Commonwealth Secretariat
Caribbean Council for the Blind
Caribbean Development Bank
Companions of the Americas
European Union
Inter-American Development Bank
International Bank for Reconstruction
and Development (World Bank)
International Decade for Natural
Disaster Reduction
International Labor Organization
International Society for Infectious
Diseases
Organization of Petroleum
Exporting Countries Foundation for
International Development
Organization of American States
Organization of Eastern Caribbean States
United Nations Children's Fund
United Nations Development Program
United Nations Disaster Relief Office
United Nations Environment Program
United Nations International Strategy
for Disaster Reduction
United Nations Institute for
Training and Research
United Nations Office for Project
Services
United Nations Population Fund
United Nations Joint Program on
HIV/AIDS
World Health Organization

PRIVATE AND PUBLIC SECTOR ORGANIZATIONS

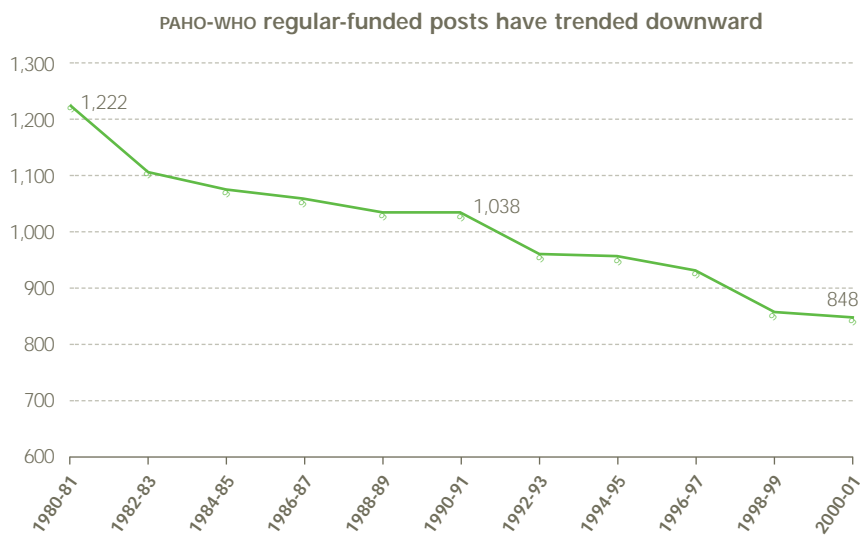
Academy for Educational Development
Agency for Assistance
Development and Resources
American Cancer Society
American Red Cross
Bill and Melinda Gates Foundation
Butler Hospital
Carnegie Corporation of New York
Center for Health Policies Study
Chlorine Chemistry Corporation
Ciba-Geigy, Ltd.
Church of Jesus Christ of the
Latter-Day Saints
Declaration of the Americas

Edmonton General Hospital
Eli Lilly Foundation
European Federation of Networks
Ford Foundation
Global Alliance
Gorgas Memorial Institute
Health and Development
International
Helpage
International Association
of Infant Food Manufacturers
International Association
of Neurosciences
International Congress of Oral
Implantologists
International Diabetes Federation
International Life Sciences Institute
International Union Against
Tuberculosis and Lung Disease
Johns Hopkins University School
of Public Health
Leprosy Relief Work Emmaus
March of Dimes
Merck, Sharp, and Dohme International
Negri Institute (Italy)
NWO/Shared Netherlands
Novo Nordisk Pharmaceuticals, Inc.
Pan American Health
and Education Foundation
Plan International
Program for Appropriate
Technology in Health
Rockefeller Foundation
Rotary International
Royal Commonwealth
Society for the Blind
Sight and Life Task Force
SmithKline Beecham
Spanish State Society V Centennial
Studio Multicentrico Italiano
U.S. Cancer Pain Relief Committee
University of Texas
Upjohn International, Inc.
Visión Mundial
W. K. Kellogg Foundation
West Virginia University
Wellcome Trust



Personnel

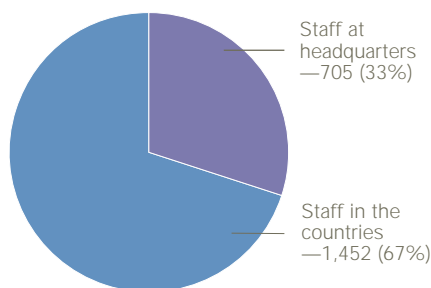
To fulfill its mandate, the Organization employs approximately 2,200 people under different types of contracts, including about 350 who are seconded from various ministries of health. Some two-thirds of these employees work directly in the countries of the Region supporting health-related activities and programs. Temporary employees supplement PAHO's workforce, making it possible to meet short-term staffing needs and carry out specific projects and assignments.



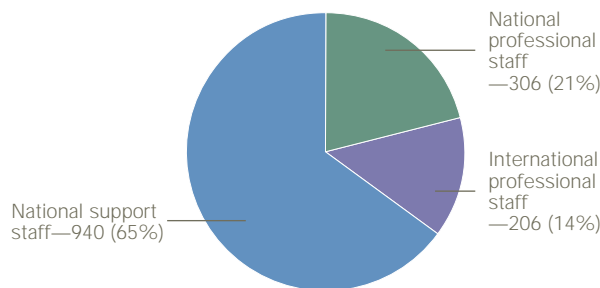
“To deliver the level of technical cooperation that the countries need and rightfully demand, we employ national professionals. That employment benefits the Secretariat, the countries, and—by providing opportunities to work in the international public health arena—the individuals themselves.”

—Dr. George Alleyne

Two-thirds of all staff work in the countries



Only 14% of country staff are internationals



To do more for the countries at less cost, the Organization continues to rely on national professionals to carry out many of its technical cooperation activities with member countries. These national professionals, numbering approximately 300, remain an integral part of the Organization’s strategy of using well-trained local health experts to help carry out its country programs.

The employment of qualified female candidates also continues to be an institutional priority. Of paho’s total professional staff, 45% are female—one of the highest rates in the United Nations system.

The heart of an organization is the people who serve it. Recognizing that, the Secretariat has experimented with a number of staff hiring and development innovations. It has sought ways to improve and accelerate recruitment, including the introduction of a web-based system that requires all candidates to apply for vacant positions online. It continues to invest in training and development opportunities to ensure that the staff’s knowledge and skills remain current. Senior staff have taken management courses, and other staff have participated in courses and programs covering a wide range of areas. Because of the importance of balancing work and life demands, the Secretariat introduced paternity, bereavement, and compassionate leave; in addition, a study is being conducted on other work/life issues to further enhance staff productivity.

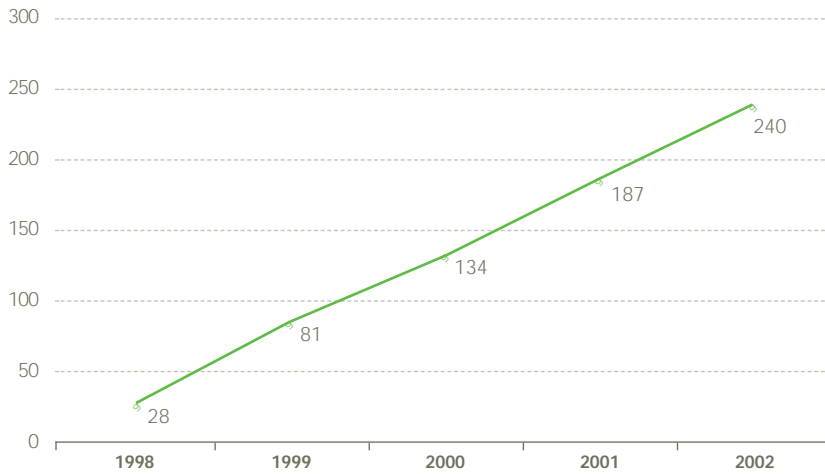
A new performance planning and evaluation system aims to ensure that staff resources are properly utilized and appraised; the system links results with work objectives, targeting the best possible level of performance and interaction between supervisors and those supervised by them. A new awards program recognizes meritorious levels of performance and service.



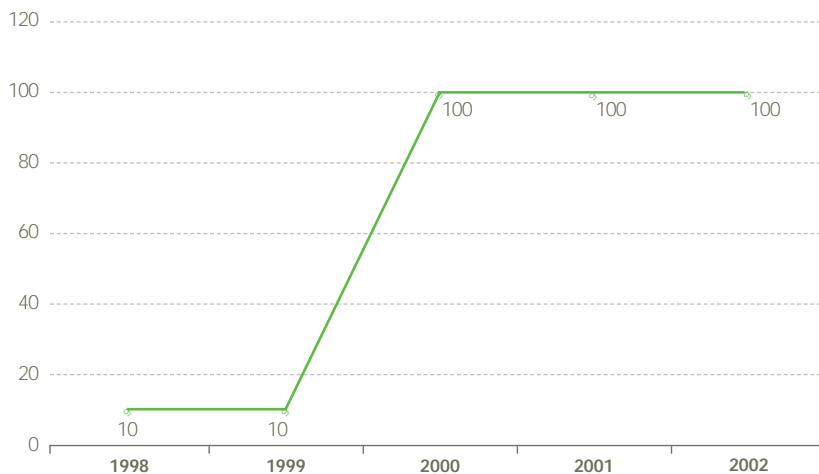
Management and Information Support

The Secretariat manages corporate information systems for program planning, monitoring, and evaluation; personnel; budget and finance; and procurement. It continuously refines these systems to improve institutional efficiency. It also manages a regionwide communications network using a variety of services and platforms, including the Internet and Intranet. This communications network facilitates the sharing and dissemination of information related to all facets of the Organization's work. In the past four years, the average communication bandwidths available to PAHO headquarters and field offices have increased by a factor of 10.

Bandwidth available to PAHO field offices
(expressed in kilobytes)



Bandwidth available to PAHO headquarters
(expressed in megabytes)



The Secretariat's Legal Services

- Advice and legal counsel to all parties of the Organization, including in regard to the application of national and international law to its programs and activities, as well as constitutional, administrative, and procedural matters;
- Drafting, review, and negotiation of contracts, treaties, agreements, resolutions, and other instruments that have legal implications;
- Representation and defense of the Organization before the Administrative Tribunal of the International Labor Organization and other judicial and quasi-judicial forums;
- Advice on the Organization's rules, procedures, and constitutional provisions and their applicability during Governing Body meetings and other contexts;
- Involvement in PAHO technical cooperation by virtue of the legal documents on the basis of which most of its extrabudgetary projects are carried out;
- Updating of the basic agreements that form the foundation of work in PAHO's member countries;
- Provision of legal support and advice related to technical cooperation, privileges and immunities, service contracts, administrative rules and procedures, personnel, finance, procurement, contracts, delegations of authority, health insurance, intellectual property, local law, relations with nongovernmental organizations, and issues related to emerging communication technologies; and
- Collaboration with technical units and other international agencies to promote international standards on protecting the human rights of people with mental illnesses.



General Services

After plans for construction of a new suburban paho campus fell through, the Organization undertook a four-year upgrade of its headquarters building, including the replacement of mechanical systems and the renovation of offices. Unlike many extensive renovation projects, the work was completed on schedule and within budget, thus conserving funds for technical cooperation.



■ PAHO's machine translation software has increased the speed and reduced the cost of translation, while producing revenue that will enable further development of the service.

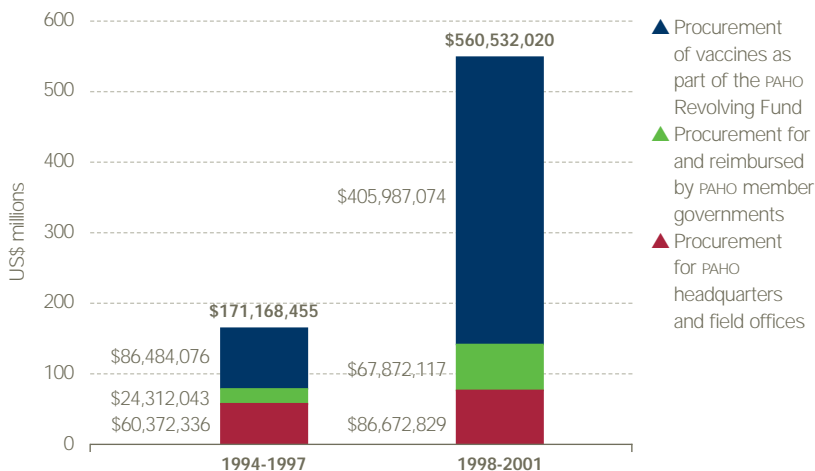
The Secretariat continued to seek operating economies, absorbing a 6% cut in funding for headquarters general operating expenditures during the quadrennium through administrative efficiencies, including major savings in telecommunication and courier costs.

Central paho procurement increased from US\$171 million during 1994-1997 to US\$561 million for 1998-2001. Rather than the traditional focus on routine procurement for paho use, approximately 85% of all

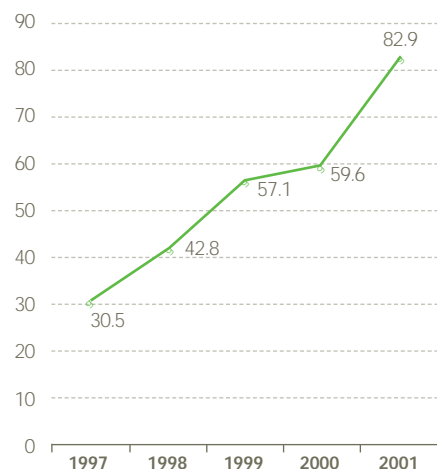
procurement is now done on a cost-reimbursable basis with paho acting as purchasing agent on behalf of Member Governments for items such as vaccines, pharmaceuticals, laboratory supplies, and insecticides.

paho's translation costs continue to be the lowest in the United Nations system, thanks to savings made possible by the Organization's machine translation software. A new user-friendly Windows version of the Spanish-English/English-Spanish systems was launched in 2000 and is now installed in 40 paho/who offices, regional centers, and national health authorities. paho staff members can obtain free draft translations quickly through the lan or the paho Intranet. The \$101,150 in license, training, and support fees received from 37 external clients is being used to add Portuguese, as both a source and a target language, to the service.

PAHO procurement more than tripled from one quadrennium to the next



Use of machine translation at PAHO headquarters trended upward (number of users—monthly average)



Public Information

The Organization created public information materials and used the mass media—television, newspapers, agencies, and wire services—to transmit crucial information on health topics to people throughout the Americas. Dozens of paho television messages on important public health issues, seen by millions of viewers on international television networks as part of a series of integrated campaigns, brought new awareness of public health in the Americas. These messages featured internationally known television star Don Francisco, urging viewers all over the Americas to donate blood; Brazilian cartoon character “Monica” asking people everywhere to “Stop Smoking Around Me” and warning of the dangers of second-hand smoke to children; and information about resistance to antibiotics, ways to fight dengue at home, the importance of physical activity, among other messages.

With fresh, modern graphics highlighting significant information on key subjects, paho reached ever-larger audiences, who were also able to see everything produced on the paho website at www.paho.org, in Spanish and English. Special posters, folders, calendars, publications, and related items helped spread the word about new initiatives of the Organization, ranging from the Inter-American Coalition to Prevent Violence to the Shared Agenda for Health, to tobacco-free sports, and many others. The Organization won prizes for its design work from groups such as the National Public Health Information Coalition and the International Association of Business Communicators. Its video on street children and aids



won a Silver Excellence award from Absolute Excellence in Electronic Media.

paho’s biannual magazine, *Perspectives in Health*, showed readers throughout the world the human face of public health. Through articles on such varied topics as antibiotic resistance, bioethics and health, and bioterrorism, the magazine highlighted the importance of the public health community to a growing audience.

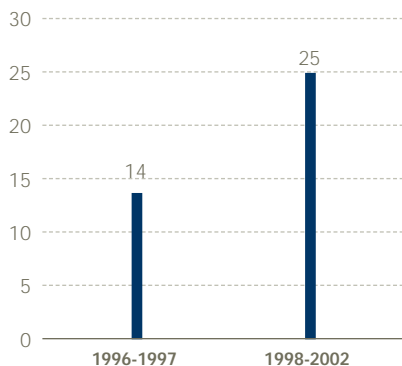
Grassroots efforts also increased through direct alliances with such groups as the National Council for La Raza, Amigos de las Américas, the United Nations Association, and others. The Organization’s newsletter, *PAHO Today*, kept audiences abreast of its activities and programs, and its Speakers’ Bureau sent paho officials to speak to a wide variety of audiences on the Organization and its work.

■ To commemorate its centennial in 2002, PAHO designed and prepared posters, bookmarks, special folders, and other materials.

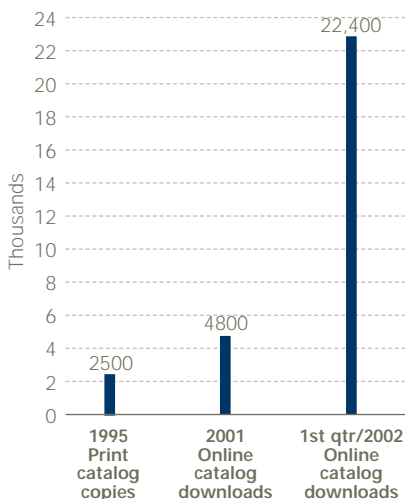


Scientific and Technical Information

Requests to reprint PAHO publications are on the increase (annual average)



Awareness of PAHO publications has multiplied many times over



One hundred years ago, from 2 to 5 December 1902, representatives of 11 countries of the Americas met in Washington, D.C. as the First General International Sanitary Convention of the American Republics. The first of what would become a series of mostly quadrennial Pan American Sanitary Conferences, the Convention founded the International Sanitary Bureau, later the Pan American Sanitary Bureau and eventually the Pan American Health Organization/Regional Office for the Americas of the World Health Organization. From the very beginning, information was at the core of the institution's reason for being:

Resolution of the First General International Sanitary Convention of the American Republics to organize the International Sanitary Bureau

Whereas the Second American International Conference of the Pan American States, held in the City of Mexico, October 1901 to January 1902, provided that a sanitary convention convene in Washington within one year from the signing of the resolutions on sanitation and quarantine, and shall elect an International Sanitary Bureau, with permanent headquarters at Washington, for the purpose of rendering effective service to the different Republics represented in this convention: It is hereby

RESOLVED:

(a) That it shall be the duty of the International Sanitary Bureau to urge each Republic to promptly and regularly transmit to said bureau all data of every character relative to the sanitary conditions of their respective ports and territories.

Over the ensuing century, the constitutional mandate—to inform the member countries of health in the Americas—has remained constant. What has changed is the manner in which the Organization transmits its information.

“It is fitting to recall one of the objects of the Pan American Sanitary Code: ‘The stimulation of the mutual interchange of information which may be of value in improving the public health and combating the diseases of man.’ So it was in the beginning. So it should be forever.”

—Dr. George Alleyne



■ From cablegram to cyberspace—the Pan American Health Organization has used the technology of the moment to disseminate information of vital interest to the countries of the Americas. The latest electronic communication media offer the advantages of speed, breadth, and cost-savings. For a fraction of the cost and time of print publishing, PAHO is reaching a global audience via its website, www.paho.org—by mid-2002 over 75 million users.

Pan American Journal of Public Health

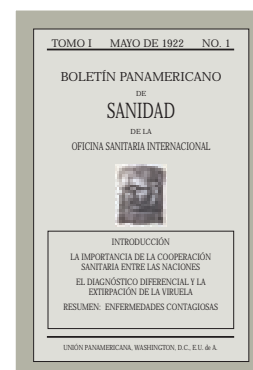


“*The Pan American Journal of Public Health* continues the impressive reputation of quality publications emanating from the Pan American Health Organization and the World Health Organization. Both institutions recognize the importance of disseminating information and the results of research, particularly from developing countries or of interest to the developing world.”

— *Journal of the American Medical Association*, June 1999

■ The *Boletín Panamericano de Sanidad de la Oficina Sanitaria Internacional*, today the *Pan American Journal of Public Health*, is the oldest journal of international public health. Issued monthly without interruption since May 1922, the Journal continues to offer a forum for researchers throughout the Americas to publish their findings and, thereby, to enrich the community of scientists worldwide. In recent years, the broadcasting of the Journal via a number of electronic portals—including Ingenta’s prestigious CatchWord—has significantly enhanced the potential impact of its authors’ work. Today the Journal is indexed in Index Medicus, Index to International Statistics, Cambridge Scientific Abstracts, Biological Abstracts, Congressional Information Services, among others. It is ranked “A International”—the highest level classification given a journal—by the Brazilian Government’s Ministry of Education through the Fundação Coordenação de Aperfeiçoamento de Pessoal de Nível Superior (CAPES).

Regardless of the delivery mechanism, it is the quality of its content that has established paho as the premier publisher on matters of health in the Americas. The Organization has originated classics in the field—from the first *Boletín Panamericano de Sanidad*, today the *Pan American Journal of Public Health*, to the three editions of *Zoonoses and Communicable Diseases Common to Man and Animals*, and the quadrennial series *Health in the Americas*. Because of the excellence of its productions, other publishers have proposed that the Organization copublish translations of their works.





■ PAHO's *Zoonoses and Communicable Diseases Common to Man and Animals* is used in veterinary schools throughout the world—from Sweden and Spain to Singapore and South Africa.

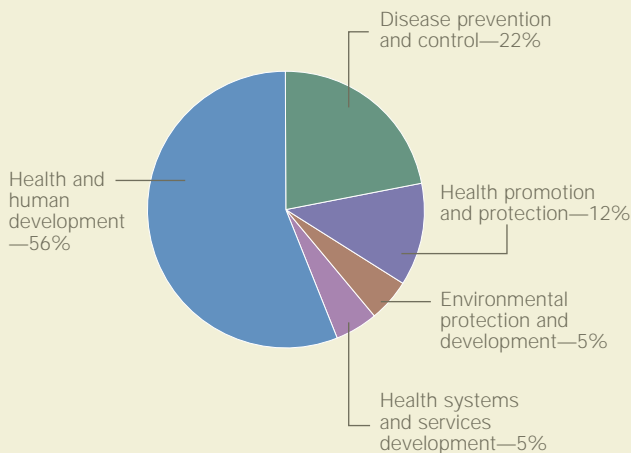
■ Among other areas of common work, the Organization and the World Bank share a publication agenda. PAHO has translated, at the Bank's request, a number of its titles.



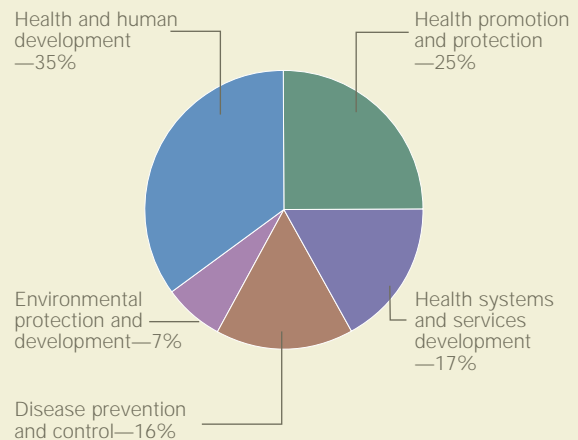
■ Since 1929, PAHO has issued translations—14 in Spanish and seven in Portuguese—of successive editions of the American Public Health Association's classic *Control of Communicable Diseases Manual*. With a pressrun exceeding 30,000 copies, the book is in demand by health authorities, libraries, universities, and individuals from throughout Latin America, the Caribbean, Spain, and Portugal.

PAHO information dissemination mirrors the principal strategic

Distribution of content published in the PAHO book series, 1998-2002 (14,153 pages)



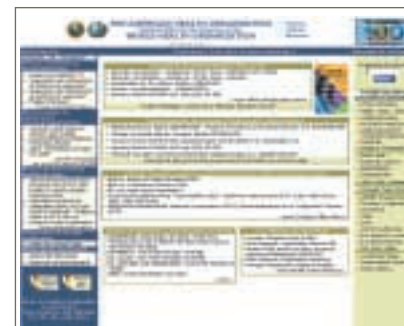
Distribution of content in the *Pan American Journal of Public Health*, 1998-2002 (3235 pages)



The outreach of paho's website has grown exponentially. In addition to the 75 million visits to the site, by mid-year 2002 more than 8000 other websites are linking to paho's. Because of the site's wealth of content and broad reach, numerous national and international entities have sought collaborative arrangements with paho. One of the most recent such arrangements is with the Laboratory of Applied Research in Computational Linguistics (rali), affiliated with the University of Montreal, which is using paho's website as the source for its linguistic database on health.

By taking advantage of electronic communication networks, paho is marketing and distributing its information products and services to ever-larger and more far-flung audiences—and in the process apprising a global public of the work of the Organization. Market research has resulted in production of an online version of the *Pan American Journal of Public Health*, has informed decisions regarding editorial topics and formats, and has enabled better targeting of outreach efforts.

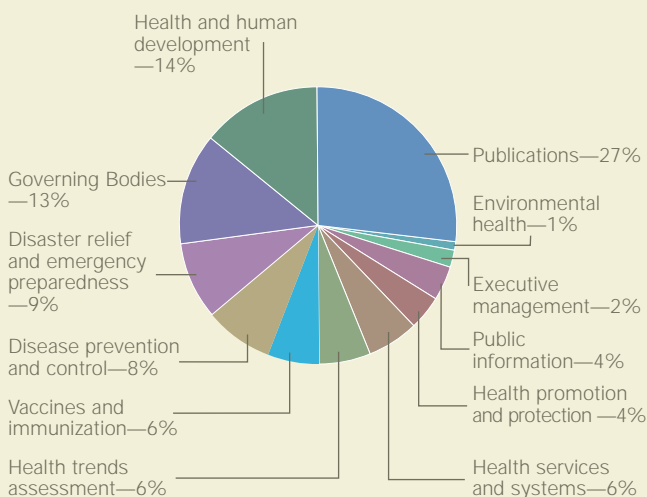
paho publications are being used to build capacity in the countries: *El cuidado del enfermo terminal* and *La salud y los derechos humanos* are basic titles in an online course on bioethics; Argentina's virtual hospital network features *Hipertensión clínica*, *La obesidad en la pobreza*, and *Conocimientos actuales sobre nutrición*; and ministries of health are using paho titles to train health workers within the framework of health sector reform. Among recent requests to reproduce and translate paho's publications are: Proctor and Gamble—to reprint 20,000 copies of an article in the *Pan American Journal of Public Health*; India—to reprint 1000 copies each of *The Challenge of Epidemiology* and *Diagnosis of Malaria*; Nicaragua—to reprint



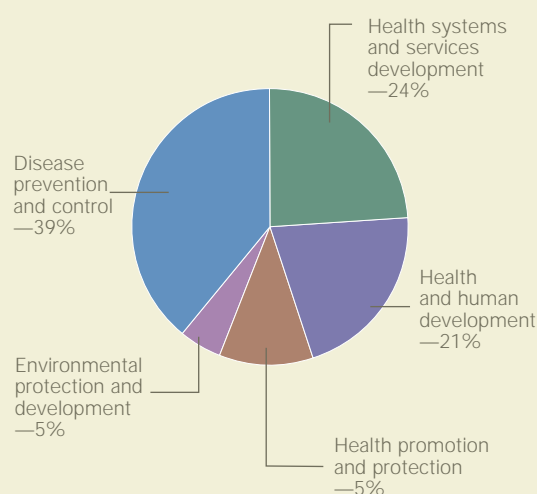
■ The Secretariat has created an internal communications forum, the PAHO Intranet, that enables staff to publish materials of interest to the community—at headquarters and in field offices—and in turn access information on a wide range of work and life issues.

and programmatic areas in which the Organization works

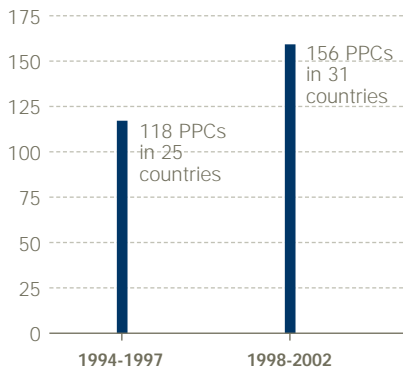
Distribution of content published on the PAHO website—
www.paho.org (57,500 files)



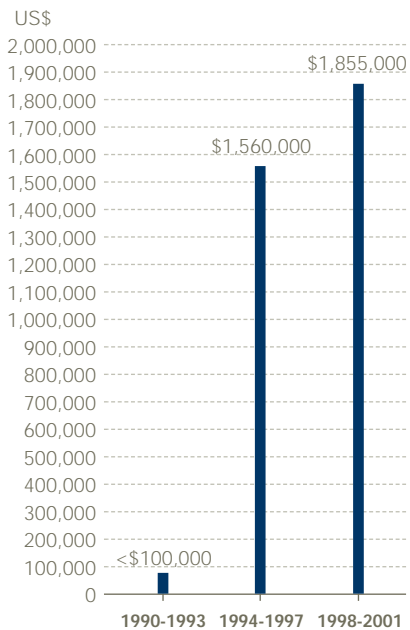
Distribution of content available via the institutional memory database of the PAHO headquarters library (6269 documents)



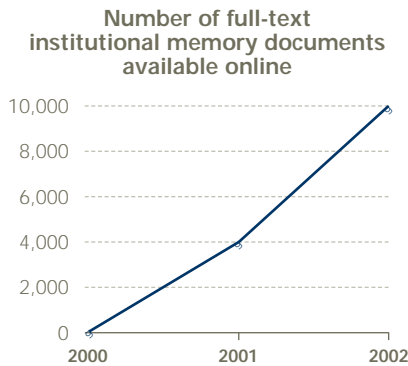
Growth in PAHO Publication Centers



Sale of PAHO publications, 1990-2001

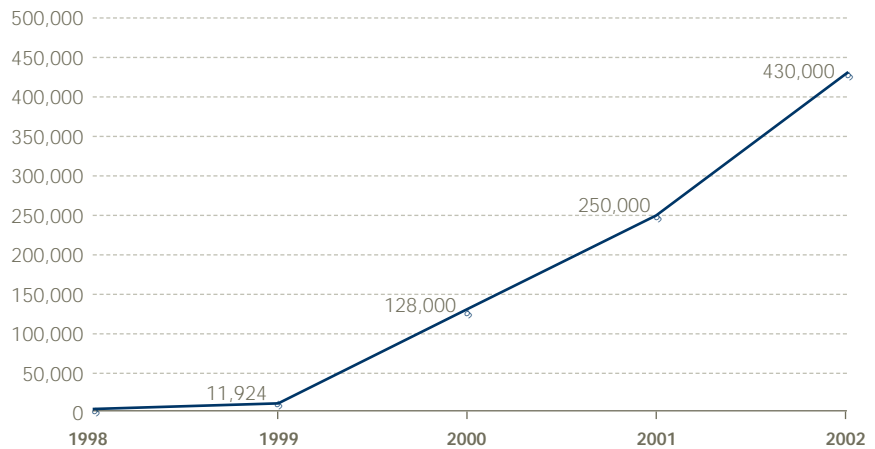


La erradicación del sarampión; Argentina—to reproduce 2500 copies of *Dengue y dengue hemorrágico en las Américas*; and the translation into Italian of *Women’s Way Out*; into Russian, Japanese, Vietnamese, and Bengali of *Natural Disasters*; into Russian of *Health Service Organization in the Event of Disasters*; and into French, Arabic, and Bengali of *Zoonoses and Communicable Diseases Common to Man and Animals*.



■ By creating a database of its holdings—the most significant component of which is the full-text institutional memory—the headquarters library provides electronic access to PAHO’s historical collection and its current documentation. Moreover, electronic dissemination has greatly reduced photocopying costs.

Number of images of the PAHO historical collection available electronically



■ To make its publications available to those who otherwise would not have access or could not afford to buy them, the Organization created a network of PAHO Publication Centers in each of the countries of the Region. The marketing program has significantly increased revenues from the sale of PAHO publications over the past decade, which are used to cover printing costs—thus reducing the amount of funds required from the regular budget.





Strategic Planning

Every organization should, from time to time, question its identity, its reason for being, and its performance. Even successful organizations—or perhaps especially those—need to relegate the achievements they have attained to the past where they belong. They should view the present as a point of departure, and, to be relevant in the future, they should craft a strategic plan.

Over the century of its existence, the Pan American Health Organization has enjoyed a record of successive accomplishments. With paho's leadership, the Americas was the first region in the world to conquer smallpox and polio, and today it holds the elimination of measles and rubella in its sights. No organization,

however, can afford to rest on its laurels. paho recognizes that, to position itself for a future as successful as its past, it must grapple with a host of societal changes.

In the most general of terms, the purpose of the Organization is, and has always been, to cooperate with the countries of the Western Hemisphere to improve the health of their citizens. The context in which that cooperation occurs changes over time. To assure optimal responsiveness to the needs and demands of the countries it serves, the Secretariat periodically assesses the forces and trends that affect the pursuit of collective health. The most recent assessment targeted elaboration of a strategic plan for the coming five years.

Values, Vision, and Mission

As a first step in crafting the strategic plan, the entire Secretariat deliberated the issues of organizational identity, direction, and work. Those deliberations resulted in a consensual statement of bedrock values, inspirational vision, and institutional mission.

Driving the Secretariat's vision are the principal **VALUES** of

- ◆ **Equity**—striving for fairness and justice by eliminating differences that are unnecessary and avoidable.
- ◆ **Excellence**—achieving the highest-quality performance.
- ◆ **Solidarity**—promoting shared interests and responsibilities and enabling collective efforts to achieve common goals.
- ◆ **Respect**—embracing the dignity and diversity of individuals, groups, and countries.
- ◆ **Integrity**—assuring transparent, ethical, and accountable performance.

Its **VISION** is to be the major catalyst for ensuring that all the peoples of the Americas enjoy optimal health and contribute to the well-being of their families and communities.

Its **MISSION** is to lead strategic collaborative efforts among member countries and other partners to promote equity in health, to combat disease, and to improve the quality of, and lengthen, the lives of the peoples of the Americas.



The strategic plan is an attempt to map the Secretariat's future course of action based on a thorough understanding of the forces driving change—principal among them globalization, the environment, and science and technology—and of the trends that impact its mission—in health and health care, politics and government, the economy, society and culture, the international development community, and a United Nations system undergoing reform.

The aim of the plan is to sustain and enhance the value the Secretariat adds in service to its membership by providing high-quality performance and responsiveness to change—by becoming the best it can be to fulfill its obligations in a challenging global environment. The plan contemplates a number of technical cooperation priorities—among them, prevention and control of diseases, promotion of healthy behavior, provision of safe physical environments, promotion of health in socioeconomic and development policies, and provision of universal access to integrated, equitable, and sustainable health systems. The plan also spells out critical issues for the Secretariat that target improving communications, use of technology, recruitment, planning, and performance. While providing a regional guide for the delivery of technical cooperation, the plan allows for flexible, relevant programming with individual member countries.

The course of any future can be altered by unforeseen obstacles and deterrents. Anticipating possible futures and preparing appropriate organizational responses to countries' evolving needs and demands entail risks. To minimize those risks, the enhanced planning process that the Secretariat has undertaken has proved innovative, introducing future-oriented tools and an organizational development component. It has analyzed the external environment and—for the first time—the internal context of technical cooperation in health.

Although many factors influence health, the Secretariat concentrates its efforts on those that fall within its mandate. It has questioned whether the trends that currently prevail will necessarily persist and has envisioned possible new scenarios. It has posited whether the services the Secretariat provides today will continue to be relevant tomorrow. And it has weighed the proper allocation of its resources and energies. On the basis of that experience, the Secretariat is presenting to the Pan American Sanitary Conference its strategic plan for 2003-2007.*

* The strategic plan, as approved by the Pan American Sanitary Conference in September 2002, will be available in full text online at www.paho.org as well as in print.