

**Chairman of the Executive Committee
of the Pan American Health Organization**

Dear Members of the Executive Committee and Observers:

I am writing in follow-up to the recent meeting of the 136th Session of the Executive Committee of the Pan American Health Organization (PAHO), held in Buenos Aires, Argentina, from June 20-24, 2005. As you will recall, the United States volunteered to develop a comparative matrix that will allow for a side-by-side comparison of the various processes that have resulted in recommendations for the continuous improvement of the PAHO Secretariat.

These processes include PAHO in the 21st Century, the *Summary Report of the External Auditor*, the *Report on the Activities of the Office of Internal Oversight Services*, and the Director's Institutional Change within the Pan American Sanitary Bureau.

In compiling the matrix, my staff and I have taken the specific recommendations verbatim from the following source documents:

- Document CE 136/5: The "Recommendation" section at the end of the document;
- *Summary Report of the External Auditor: Special Report into Anonymous Allegations 2004* (provided to Ministers at the Directing Council in 2004)
- Document CD 136/21: *Report on the Activities of the Internal Oversight Services*;
- Document CE/136/15: *Update on the Process of Institutional Change within the Pan American Sanitary Bureau*, specifically the chart at the end of the document.

In some areas, there is overlap in the content of the recommendations, and in other areas, there is little or none.

We have structured the matrix largely around the categories developed for the PAHO in the 21st Century process, as those were the most extensive and numerous. However, some of the proposed recommendations did not fit into those categories, so we created additional categories to accommodate them.

We hope you will find this matrix to be a useful tool to compare the various recommendations that have emanated from the ongoing processes focused on organizational change and improvement of PAHO. I apologize that the matrix at the moment is only available in English. Please let me know if you have questions or concerns.

Sincerely,

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