

Supporting the Delivery of Technical Cooperation: The Secretariat

"We have an excellent staff. . . . relatively few to deal with the major challenges that must face an organization with mandates like ours, but I can attest to the remarkable capacity to respond, often under circumstances that are not optimum."

George A. O. Alleyne



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hen he began his second term as Director in February 1999, Dr. George Alleyne reaffirmed his commitment to the principles of equity and Pan-Americanism in the pursuit of health for all and outlined various new managerial approaches to increase the Bureau's effectiveness and efficiency. The Special Program on Vaccines and Immunization was converted into a technical division (HVP), and the new Special Program for

Health Analysis (SHA) was created to bolster the function of monitoring health trends, especially the development of better tools for measuring health inequities and for maintaining databases on health situations and trends. The technological and managerial functions in the Information Systems Program were separated and each function was incorporated into a pertinent program within the Division of Health Systems and Services Development.

As a way to sharpen PASB's strategic focus, the Director tightened the coordination of all planning and programming functions. Technical resources in the Office of Analysis and Strategic Planning were expanded to enhance institutional development and evaluation. The former seeks to ensure that the Organization's structure, functions, and administrative processes conform to an established strategic technical and managerial vision. The evaluation component analyzes trends revealed by a wide range of assessments conducted throughout the Organization, which then are integrated into the planning process.

Strengthening health collaboration in the Americas

A shared agenda for health cooperation

Dr. Alleyne has successfully advocated a shared agenda for health in the Americas with other institutions. He persuaded IDB and the World Bank that relying on a collaborative approach in health development would be more likely to address the Region's health priorities more effectively, while maximizing the efforts and investments of all agencies concerned. During 1999, an interagency coordination group completed a shared agenda of collabo-

rative action in four leadership areas: national health accounts, pharmaceuticals, disease surveillance, and the environment. This agenda was formally signed by the three agencies in June 2000.

Supporting inter-American summits

PASB continued to play an important role in coordinating health issues at the Summits of the Americas, including the 1994 Summit's (Miami, Florida, USA) initiative on Equitable Access to Basic Health Services and the 1998 Summit's (Santiago, Chile) initiative on Health Technologies Linking the Americas.

PASB prepared a Regional progress report on the achievement of Summit health goals, which was discussed at different forums, including the OAS General Assembly (Guatemala, June 1999). The Bureau also participated in meetings of the Summit Implementation Review Group, and has begun to advocate the inclusion of health as a major topic in the 3rd Summit of the Americas, scheduled to take place in Canada in 2001. The Secretariat keeps the ministries of health abreast of developments regarding this summit.

PASB supported the 1999 First Ladies Conference, held in Ottawa, Canada, and presented progress reports on measles eradication, decreases in maternal mortality, health promoting schools, reduction of violence against women, and the Integrated Management of Childhood Illnesses (IMCI). The Office of External Relations gave a keynote presentation on the status of women's health in the Americas at the conference.

The Bureau also took part in the Ibero-American Health Ministerial Conference (Havana, October 1999), highlighting child and adolescent health,

The 41st Meeting of the Directing Council

For the first time in 21 years and the second time in its history, the Directing Council held its meeting away from PASB Headquarters in Washington, D.C.: the 41st Meeting of the Directing Council was held in San Juan, Puerto Rico in September 1999. Close collaboration between the Secretariat and the Government of Puerto Rico in planning the meeting resulted in a successful and productive work week. During the meeting, the Member Countries approved the budget for the 2000–2001 financial period; adopted amendments to the Constitution of the Pan American Health Organization regarding the Director's term of office and the interval between Sanitary Conferences, which will take effect in 2002; and considered a wide range of health challenges affecting the countries of the Americas.

reproductive health, the health of indigenous peoples, communicable diseases, and health as an integral part of development and equity.

Supporting cooperation at the subregional level

In 1999, PASB monitored progress and supported health-related activities of the four major subregional integration frameworks in the Americas—CARICOM, SICA, the Andean Integration System, and MERCOSUR.

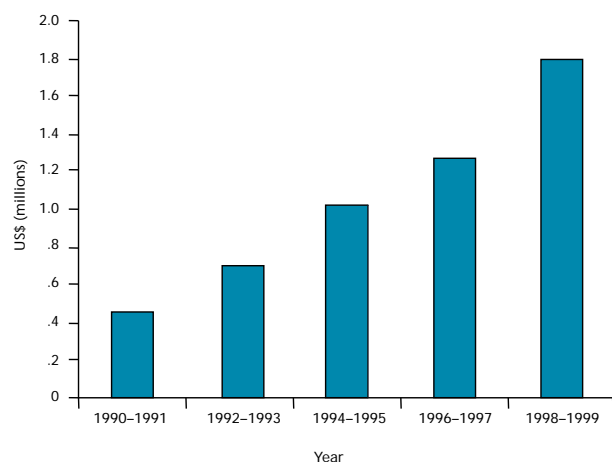
The Caribbean. The Caribbean Program Coordination (CPC) office collaborated with CARICOM to complete and publish *New Vision for the Caribbean Cooperation in Health*, which covers phase II of the Caribbean Cooperation in Health Initiative. In addition, the CPC supported a workshop that focused on the challenges of implementing health sector reforms in the smaller Eastern Caribbean countries. PAHO centers in the Caribbean—CAREC and CFNI—as well as the CPC, are effectively collaborating with CARICOM in the implementation and monitoring of this phase of the initiative.

Central America. The newly appointed Technical Secretary to SICA's Social Integration Council visited Headquarters to learn about the various forms of technical cooperation offered by the Bureau. In addition, PASB assisted the Central American countries most affected by Hurricane Mitch in their preparations for the consultative group meeting, held in Stockholm in May 1999, to mobilize rehabilitation and reconstruction resources for Central America.

The Andean Subregion. The Bureau cooperated with the Governments of Ecuador and Peru in the preparation of joint health projects to be submitted to the consultative group that met in May 2000 in New Orleans, Louisiana. The Bureau also supported the publication of the official bulletin of the Hipólito Unanue Agreement.

The Southern Cone. PASB supported Paraguay and Uruguay in the fulfillment of their responsibilities as Secretariat *pro tempore* of the Working Subgroup No. 11-Health (SGT-11-Salud-MERCOSUR). The Bureau conducted a workshop on negotiation techniques for the Paraguayan team and assisted Uruguay in designing five projects, two of which were approved by the Common Market Group.

FIGURE 1. Increase in funds allocated for technical cooperation among countries between 1990 and 1999.



Source: PAHO/WHO, Office of the Assistant Director, Biennial Evaluations, 1998-1999.

Supporting technical cooperation among countries

Since its inception, PASB has promoted disease prevention measures in and among the countries of the Americas and has entered into a wide range of health-related agreements with international institutions and cooperation agencies. The Bureau's work has involved nearly a century of building Regional solidarity to improve health for all and to develop health systems.

In the 1988-1989 biennium, PAHO established financing mechanisms for the promotion, support, and monitoring of technical cooperation among countries (TCC) projects. As shown in Figure 1, the use of TCC funds by the countries has grown steadily since 1990. For the 1998-1999 biennium, nearly US\$ 1.8 million were allotted for over 75 TCC projects, with nearly all countries participating in at least one such project.

Administrative practices

During 1999, PASB continued to improve its operating efficiency by fine-tuning managerial practices, introducing cost-saving measures, and maximizing its use of technology, particularly the Internet. New human resource management approaches increased accountability and facilitated timelier, high standard work production. Other highlights of administrative improvements are noted below.

- The Government of Brazil expressed its satisfaction with PASB's Department of Procurement's (APO) services by requesting that it assist the Ministry of Health in procuring critical public health supplies. A new revolving fund for strategic public health supplies such as certain insecticides and drugs for AIDS, leishmaniasis, malaria, and tuberculosis was established and is being tested in Brazil. The funds managed by the Bureau for reimbursable procurement of vaccines and other products on behalf of Mem-

ber States should surpass by more than 50% the US\$ 178 million managed in 1999.

- Translation software developed by PASB has increased the output of formal translation services by 10% since 1998. This has, in turn, contributed to the greater use and more effective sharing of documents by technical programs at Headquarters and in the field.
- New electronic procedures for procurement and for accounting transactions with other institutions and banks have greatly reduced the time needed to perform these functions.
- PASB's corporate information systems entered the new millennium with no Y2K-related problems. Remote access to e-mail allowed staff to continue to monitor programs and respond to communications when on duty travel or at home. The introduction of orientation programs to familiarize new employees with the Bureau's standards, policies, and access to information technology helped to reduce user support costs.
- With the completion of the computerized Personnel Administration System's recruitment module, PASB vacancies can now be accessed worldwide. The Bureau also has implemented a database system to recruit qualified candidates in any field of expertise.
- A new performance planning and evaluation system (PPES) was established throughout the Organization to foster greater objectivity in the appraisal process and more effective and continuous dialogue between the staff and their supervisors. Specific, measurable, attainable, realistic, and time-bound (SMART) objectives link the staff's work to the plans for executing technical cooperation. The continuous dialogue fostered by this new process has led the Bureau as a whole to pursue a developmental approach in human resource management.

Budget and finance

During 1999, the Bureau had approximately US\$ 272 million available for all its activities and administrative expenses—contributions from Member States and earnings from Bureau investments accounted for 53%; extrabudgetary sources, for 47%. Of these funds, 88% went towards the Bureau's in-country activities; 32% of the total went towards multi-country activities. (See Figure 2 for a breakdown of funds by type of activity and Figure 3 for a breakdown of funds by strategic and programmatic orientation and by Governing Bodies and administrative activities.)



Resource mobilization

To respond to the Organization's mandates and to the health priorities in individual Member States, PASB mobilized more than US\$ 50 million in 1999—more than 40% of the total budget executed—to supplement the financial resources provided through regular quota contributions (Table 1). The Bureau extended some existing agreements and signed new ones with various donors,

as well as with UNDP and UNFPA. Sweden committed almost US\$ 20 million, to be disbursed to PASB over the next three years. An umbrella agreement to support sector-wide aid was negotiated with the Netherlands, and the Dutch government also agreed to allocate Associate Professional Officers directly to PASB. The Kellogg Foundation continued to be an important partner from the nonprofit private sector.

New partners collaborated with the Bureau to bring resources for health to the Americas. Health and tourism benefited from a joint venture between PAHO/CAREC and the Caribbean Alliance for Sustainable Tourism, a subsidiary of the Caribbean Hotel Association. This collaboration facilitated access to private sector funds available through IDB and the Caribbean Development Bank.

The Bill and Melinda Gates Foundation donated US\$ 10 million for the control of cancer of the cervix. PASB also entered into partnerships with such private sector firms as Eli Lilly, Johnson & Johnson, Merck, Bayer, Siemens, and Philips.

FIGURE 2. Total funds, by type of activity, 1999.

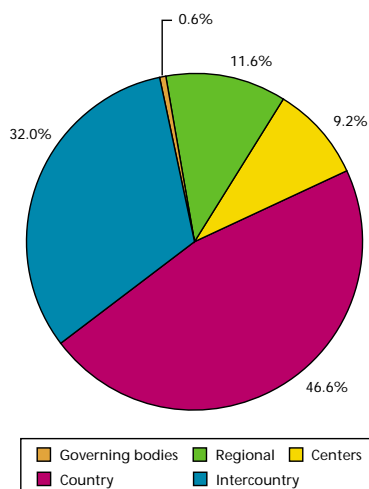


TABLE 1. Major resource mobilization, 1998–1999.

Donor	Amount (US\$)
United States of America	13,808,000
Sweden	11,536,000
International organizations	4,145,000
The Netherlands	3,721,000
Spain	3,710,000
Canada	2,873,000
Denmark	2,245,000
Norway	1,584,000
Private and public sectors	1,506,000
United Kingdom	1,430,000
Germany	648,000
Switzerland	199,000
Italy	25,000
Finland	10,000

Increased information for clients

Providing the latest information on health-related topics to our clients in a timely and user-friendly manner remains a critical part of PAHO's work to advance the cause of human health. Not only are health professionals seeking state-of-the-art knowledge, but people themselves also are seeking information to

help them protect their health, especially as the health-related information market expands exponentially to meet the demand.

Scientific and technical publications

Many new titles on topics related to the Organization's strategic and programmatic orientations were published during 1999–2000 (Figure 4) and were increasingly offered in full text online. Partnerships with the World Bank, the World Health Organization, and Harvard University, among others, resulted in books on tobacco and AIDS; the world health situation; and gender, health, and equity issues. (For a detailed list of publications issued in 1999–2000, see Table 2.) Sales were expanded by improving and increasing electronic commerce, re-vamping PASB's online bookstore, and increasing access through other online bookstores, including Amazon.com, Barnes&Noble.com, Borders.com, and their affiliate stores (Figure 5).

The monthly periodical, *Revista Panamericana de Salud Pública/Pan American Journal of Public Health*, was published on time; a double issue on violence was produced. The journal was made available in full-text electronic format both to individuals and institutions through the PAHO web, SciELO, and Ovid.

The PAHO Website

PASB continued to improve its online services to enhance response to the growing need for health information, and now provides additional interactive Web/Intranet services to users. This leading-edge technology enables the Bureau to communicate its public health activities more effectively and efficiently. New content on the Organization's sites includes the health data page, PASB databases, full-text books, an online bookstore, radio broadcasts, employment

FIGURE 3. Breakdown of funds by strategic and programmatic orientation and by administrative and Governing Bodies activities, 1999.

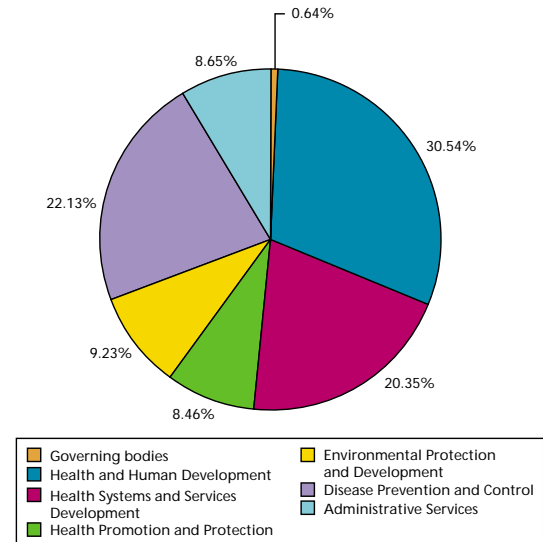


FIGURE 4. Titles issued by PAHO's Publications Program, by strategic and programmatic orientation, 1999–2000.

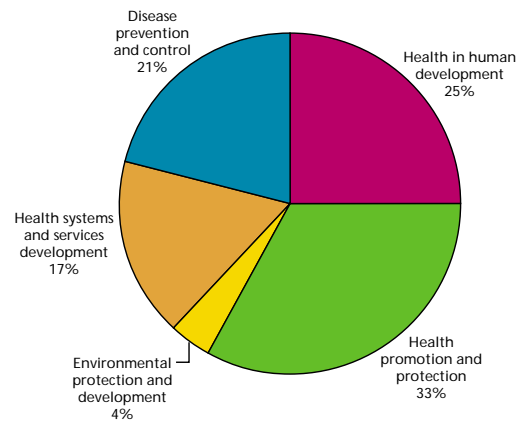


TABLE 2. Titles issued by PAHO's Publications Program, 1999–2000.

Series No.	Series and Title
Scientific Publications	
570	Hacer frente al sida. Prioridades de la acción pública ante una epidemia mundial. Edición revisada
571	Enfermería en las Américas/Nursing in the Americas/Enfermagem nas Américas
572	La salud y el ambiente en el desarrollo sostenible
573	El cuidado del enfermo terminal. Ética clínica y recomendaciones prácticas para instituciones de salud y servicios de cuidados domiciliarios
574	La salud y los derechos humanos. Aspectos éticos y morales
575	Los desastres naturales y la protección de la salud
575	Natural Disasters: Protecting the Public's Health
576	La obesidad en la pobreza: un nuevo reto para la salud pública
576	Obesity and Poverty: A New Public Health Challenge
577	La epidemia de tabaquismo. Los gobiernos y los aspectos económicos del control del tabaco
578	Ciencia en pro de la salud
579	Tobacco-free Youth: A "Life Skills" Primer
Official Documents	
291	Strategic and Programmatic Orientations for the Pan American Sanitary Bureau/ Orientaciones Estratégicas y Programáticas para la Oficina Sanitaria Panamericana/Orientações Estratégicas e Programáticas para a Repartição Sanitária Pan-Americana/Orientations Stratégiques et Programmatiques pour le Bureau sanitaire panaméricain—1999–2002
293	Información para la salud. Informe Anual del Director, 1998
293	Information for Health. Annual Report of the Director, 1998
Technical Papers	
41	La erradicación del sarampión. Guía práctica
41	Measles Eradication: Field Guide
47	Hantavirus en las Américas. Guía para el diagnóstico, el tratamiento, la prevención y el control
47	Hantavirus in the Americas. Guidelines for Prevention, Diagnosis, Treatment, and Control
Occasional Papers	
1	El Código Sanitario Panamericano: hacia una política de salud continental
1	The Pan American Sanitary Code. Toward a Hemispheric Health Policy
2	Domestic Violence: Women's Way Out
3	El género y la reforma del sector salud
4	Comprender la salud de los hombres. Un enfoque relacional y sensible al género
5	La medición del estado de la salud. Género, carga de morbilidad y establecimiento de prioridades en el sector salud
6	Violencia contra la mujer. Género y equidad en la salud

TABLE 2. (continued)

Series No.	Series and Title
Other Publications	
•	Fiftieth Anniversary of the World Health Organization. Commemorative Speeches, Region of the Americas—21 September 1998/Cincuentenario de la Organización Mundial de la Salud. Discursos conmemorativos, Región de las Américas—21 de septiembre de 1998
•	Inauguration of Sir George Alleyne as Director of the Pan American Sanitary Bureau. Commemorative Speeches—8 February 1999/Toma de posesión de Sir George Alleyne como Director de la Oficina Sanitaria Panamericana. Discursos inaugurales—8 de febrero de 1999
•	Informe sobre la salud en el mundo 2000
Electronic Publications	
Resoluciones de los Cuerpos Directivos/Governing Body Resolutions	
Periodical Publications	
Revista Panamericana de Salud Pública/Pan American Journal of Public Health (monthly)	

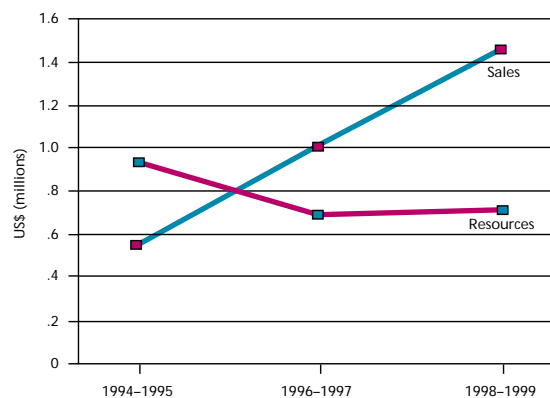
opportunities, and user profile surveys. Hits to the PAHO Web homepage increased by more than 300% between 1997 and 1999. In March 2000, the Institute for Scientific Information (ISI), USA, recognized PASB for the quality of its website.

Major strides were made in developing the full-text online institutional memory and its services to users. The public now has direct access to the proceedings and resolutions of PAHO's Governing Bodies, as well as to key historical documentation.

Public information

PASB produced coordinated public relations packages featuring graphics, news releases, photos, and videos for distribution throughout the Region, targeting a variety of audiences. These multimedia packets were highlighted during annual events such as World Health Day, World AIDS Day, World No-Tobacco Day, the Washington Walk for Health, and Governing Body meetings. Disasters such as the floods in Venezuela called for special efforts to inform potential donors of the extent of human losses and infrastructural damages. The Bureau played a key role in keeping journal-

FIGURE 5. Biennial publications sales, and resources available to the Publications Program, 1994–1999.



ists informed about the evolution of the disasters and about relief efforts, as well as educating them about the myths and realities of relief needs.

During 1999, the Bureau prepared some 200 press releases, media advisories, and background materials in English and Spanish, and distributed them to thousands of journalists throughout the Hemisphere. Many interviews for key PASB personnel were arranged with CNN, the *New York Times*, and key national newspapers and TV stations throughout the Region. The Bureau also stepped up its efforts to reach the general public—in addition to the public health community, partners, financial collaborators, and policy-makers—via the Speakers Bureau, journalists' forums, and public service announcements on television and in newspapers and magazines throughout the Americas.

After two years on the air, PAHO's one-minute Spanish language radio series "Salud siempre" can now be heard on more than 2,000 stations in Latin America and the United States. At the close of 1999, "Salud siempre" was launched over the Internet through the PAHO Web.

The Secretariat also produced and distributed a half-hour weekly television news magazine, "Perspectives in Health," which highlights key contemporary public health issues.

Three issues of the *PAHO Today* newsletter and two of *Perspectives in Health* magazine were published and widely distributed to both the Region's decision-makers and the general public. The magazine's mission—to present "the human face of public health"—aims to make key public health issues more easily grasped and understood, thereby encouraging people everywhere to care more about health. Readers ranging from Peace Corps volunteers, staff members from CDC and Health Canada, and Latin American physicians and scientists praised the newsletter and the magazine.