

## **1. GOVERNANCE (Barbados)**

### **1.0 Improve communication within Governing bodies and amongst Member States.**

1.1 Recommendation: PAHO should provide all policy documents along with records of management decisions and resolutions of Governing Bodies sessions via the web page in a timely manner for rapid and easy access by users inside and outside the Organization.

1.11 Suggested action:

- (i) early translation of documents;
- (ii) easy access to the documents;

1.2 Recommendation: PAHO should involve the Member States in the design and implementation phase of policies, plans and programmes being designed and implemented by the Secretariat.

1.21 Suggested action:

- (i) dialogue with Member States;
- (ii) active participation of Member States in the Bureau activities.

### **2.0 Involvement of NGOs and other professionals in PAHO's work.**

2.1 Recommendation: PAHO should recommend the amendment of the Constitution to allow for active participation of civil society in the Governing bodies of PAHO.

2.2 Recommendation: PAHO should encourage Member States to include specialists from other disciplines in their candidatures to Governing bodies.

### 3.0 Organizational and budgetary structure.

3.1 Recommendation: PAHO should clearly articulate the criteria for the distribution of budget allocations to countries. PAHO should be transparent in selecting the indices for determining needs/priorities in countries including the criteria and indices used for the priority countries (Haiti, Guyana, Bolivia, Nicaragua and Honduras).

3.11 Suggested actions:

- (i) providing Member States with documentation on budget allocations;
- (ii) providing Member States with criteria and indices used.

3.2 Recommendation: PAHO should provide Member States with data on its operational, managerial and financial practices.

3.21 Suggested actions:

- (i) greater efficiency in its administrative and operational practices;
- (ii) transparency;
- (iii) measurements;

3.3 Recommendation: PAHO should formalise the links between financial reporting and effective evaluation through the simultaneous production of an evaluation report on the implementation of the programme budget and the financial report for the same programme budget period.

3.31 Suggested action:

- (i) establishment of Standing Audit and Evaluation Committee;

#### **4.0 Assessment of Regional Centres.**

4.1 Recommendation: PAHO should ensure that there is complementarity in the programmes of the regional centres and country offices.

4.11 Suggested action:

- (i) review of country offices;
- (ii) enhance role of regional centres;

#### **5.0 Improve efficiency of country offices.**

5.1 Recommendation: PAHO should develop guidelines for relations between Country Offices and Ministries of Health as well as other health institutions to promote a multi-sectoral approach to health development.

5.2 Recommendation: PAHO should develop an integrated country programme in collaboration with PAHO Specialized Centres, including definition of needs, policies and priorities of the country to facilitate more efficient, result oriented programme planning and implementation.

#### **6.0 Improvements in PAHOs operations.**

6.1 Recommendation: PAHO should seek to improve cooperation and communication among the PAHO/WHO secretariat, country office, regional centres and national health institutions, and exploit the advantages of information technology in order to achieve optimal knowledge management.

6.11 Suggested actions:

- (i) create new mechanisms for technical cooperation;

- (ii) promote greater participation of all the partners in the formulation and implementation of priorities;
- (iii) develop country specific plans;

6.2 Recommendation: PAHO should focus on programme management by objectives based on the General Programme of Work, setting priorities according to national objectives and global targets as well as setting targets for outcome.

6.21 Suggested action:

- (i) review of global targets such as the Millennium Development Goals (MDGs);
- (ii) strategic budgeting and planning (3-5 years);
- (iii) improving accountability;
- (iv) establishing good knowledge and information management systems throughout PAHO and the Member States;
- (v) investing in information technology and communication systems;

## **7.0 Enhanced relationships between PAHO and WHO.**

7.1 Recommendation: PAHO should pursue a strategy to improve the relationship between itself and WHO.

7.11 Suggested action:

- (i) Country cooperation strategy;

8.0 Decentralisation of resources and staff from Headquarters to Country Offices.

8.1 Recommendation: PAHO should establish formal, transparent processes and systems for the transfer, exchange or hiring of national technical staff for cooperative activities.

8.11 Suggested action:

(i) flexible employment contracts;

(ii) development of formal, transparent process regarding movement of staff between posts, countries and sub-regions.

8.2 Recommendation: PAHO should develop a more efficient financial management system that integrates regular and extra budgetary resources.

8.3 Recommendation: PAHO should undertake an evaluation of its recruitment policy to address the geographical distribution of its staff.