

## **PAHO in the 21st Century – January 21, 2005**

### **Canada's Identification of Recommendations from Documents**

Through a review of the documents prepared by Member Countries, Canada has extracted the following as key recommendations which were identified in the papers. These still require discussion and clarification by the Working Group. It is our understanding that recommendations will be discussed by member countries at the next meeting of the Working Group in order to:

- clarify their meaning
- expand on them or fine-tune where necessary
- reach a consensus on recommendations to put forward to Directing Council
- identify key actions for future implementation of recommendations

#### **A. General comments noted during working group meeting #4-Rio**

1. Incorporate the PAHO/WHO institutional reorganization in the PAHO for a 21 Century process to ensure that the PAHO/WHO process does not detract from the PAHO 21 process.
2. Use the upcoming SPP meeting for an informal dialogue and discussion of the recommendations for the PAHO in the 21 Century process.
3. PAHO should identify problem areas and then identify possible actions/solutions.
4. PAHO should make public the financial records of each technical unit and PWR – i.e. The operational budget, HR Resources etc

#### **B. From Mexico Document: “Public Health Challenges in the 21<sup>st</sup> Century”**

1. From the section “Functions of International Health Organizations” – incorporate the lists of functions into PAHO’s mission if not already reflected there.
2. Regarding governance, redefine the current relationship between WHO and PAHO, and ensure that the work of the two organizations is coordinated and involves mutual collaboration.
3. Towards improvement of the democratization of governance within PAHO, establish basic principles to guide the mechanisms for selecting the governing structures of PAHO, such as:
  - Electoral process exclusive to the Member States
  - Equality of circumstances among the candidates
  - Transparency and clarity of the commitments assumed by the candidates with the Member States
  - Universal, open vote
4. Regarding transparency and accountability:
  - Make public the financial disclosure statement of PAHO staff members
  - Create an office to protect “whistle blowers”

- Establish mechanisms to monitor the countries in terms of the commitments assumed by candidates or staff members
5. Regarding Organizational Structure:
- Adapt PAHO's bureaucratic/administrative structures and functions to respond to changing regional and country needs.
  - Continue to identify and analyse human resource competencies required for the changing work of PAHO.

**C. From Brazil Document: "PAHO and Health Development Goals in the 21<sup>st</sup> Century Managing Work and Education in Health: New Ambitious and pressing Challenges"**

1. From Page 7: PAHO can promote, support, and encourage the adoption of information technology standards and the construction of compatible information systems that permit integration, and of standards for optimizing the allocation of resources.
2. From Page 8: In order to facilitate the creation of a major regional and national permanent forum on work and education PAHO should serve as a catalyst for the construction of this forum as an ideal means for maintaining a dialogue to address challenges.
3. From Page 10: In order formulate policies to regulate work and provide job security, PAHO should facilitate technical support to address the complex situation in each country and to encourage continuous coordination between health and labour sectors.
4. From Page 11: in order to "democratize" management PAHO should build and strengthen policy to manage work and education in health (needs clarification).
5. From Page 11: In order to promote continuing education among health care providers in Member Countries, PAHO should support the formation of critical mass and the sharing of experiences among countries. (needs clarification)

**D. From Brazil Document: "PAHO and Health Development Goals in the 21<sup>st</sup> Century: Science, Technology, Strategic Inputs and Health Information"**

1. From Page 7: Regarding Health Research - Develop a new policy at PAHO on science, technology and innovation in health with the following roles for PAHO:
  - Leadership, initiative, and joint efforts, acting as advocate and supporter of new interventions'

- Enabling partnerships with recognized institutions specializing in health research
  - Raising awareness of partners with the capacity to furnish new human and financial resources for health research and institutional strengthening
  - Raising awareness of countries with the greatest need for investment in technological innovation and the development of new health interventions
  - Encouraging countries to collect and disseminate key data and statistics for decision-making (specifically relating to innovation, science and technology)
  - Studying the characteristics and performance of the national health research systems of PAHO's member countries
  - Mobilizing countries to adopt a prioritized health research agenda
2. From Page 14: The expansion of access to and the exchange of information in the Region through the BIREME network is an important area of work for PAHO. This can be done by facilitating collective and cooperative access to and use of scientific information.
  3. From Page 15: PAHO should create mechanisms to increase information sharing among member countries on the work of the PAHO/WHO Collaborating Centres as well as the PAHO observatory program.

**E. From US Document: "PAHO's Human Resources"**

1. From Page 1-re Training of PAHO staff: PAHO HQ should compile a small team of experts in the field that could be displaced on an as-needed basis to countries or sub regions to help in capacity building efforts.
2. From Page 2: PAHO should develop a strategy to identify individuals to fill personnel gaps (i.e. emerging issues not reflected in traditional personnel composition).
3. From Page 2- re PAHO workforce assignments in HQ and PWRs: Member countries should be given a greater role in determining the requirements for staff positions in their PWR.
4. From Page 2- re Evaluation of PAHO staff: PAHO should implement continued evaluation of human resources, and keep member states informed of the current process.
5. From Page 3- re Hiring of PAHO staff: PAHO should create a list of core competencies that are necessary in each of the PAHO country offices, ensuring that HQ is geared to provide that set of skills to personnel assigned in the field.

6. From Page 3: PAHO should develop a more stringent policy for the hiring and evaluation of short-to-mid-term consultants.
7. From Page 3: In order to promote gender equity and equality, promotions within the organization should be based on merit rather than using accumulation of postings in countries throughout the region as a key factor.
8. From Page 4: PAHO should examine ways to incorporate a tenure system that would protect security and stability of staff and also promote career development and growth within the organization.
9. From Page 4- re Decentralization of Resources and Staff from HQ: Country offices should be empowered with adequate financial and programmatic delegation of authority, in addition to increased accountability.

**F. From Barbados Document: “Governance of PAHO”**

This paper presents very detailed recommendations which are clearly marked as “Suggestions” in the paper, so we will not repeat them here.

**F. From Chile Document: “Scientific Research for Health in the Countries of Latin America and Caribbean Region”**

Recommend a harmonized, integrated strategy to improve operations research, offer incentives, and promote the development of research agendas to facilitate development of national health research policies. Specific recommended actions:

1. Generate the necessary mechanisms to promote the development of applied scientific research in the LAC countries to meet local needs, using the existing work force.
2. Create information sharing mechanisms to inform about opportunities for financing health research.
3. Create mechanisms in the countries to finance studies on the national situation in health science research to determine the status of scientific research and development initiatives.
4. Create mechanisms in the countries to promote health science research that contributes to an improvement in public health (ex. Fellowships or national awards from PAHO/WHO. (Note: link this to PAHO/WHO Collaborating Centres recommendation in section D above)
5. Generate mechanisms in the countries to encourage human resources education for health science research in the area of applied sciences.
6. Promote the establishment of local research funds.

---