

**EXECUTIVE SUMMARY  
RECOMMENDATIONS AND SUGGESTED ACTIONS**

**PAHO IN THE XXI CENTURY**

<b>PUBLIC HEALTH GOODS</b>		
	<b>RECOMMENDATIONS</b>	<b>SUGGESTED ACTIONS</b>
<b>1</b>	PAHO should work with the Member States to facilitate the identification of public health measures needed by the countries of the Region, and which contribute to the attainment of the internationally agreed health-related goals set forth in the Millennium Declaration.	
<b>2</b>	PAHO should support the production, processing, and dissemination of information to ensure its high quality and accessibility to the countries and subregional blocs as a step toward helping the countries to develop policies to address health measures. [secure the public goods designated a priority in the national context].	2.1.PAHO will contribute to the formulation and implementation of public health policy, through support for research in public health and health investment in the Region, and its link with economic, social, and human development.
<b>3</b>	PAHO will support regional and international consensus building in health (at the different levels), based on the principles of equity and solidarity to achieve the highest attainable standards of health.	3.1.PAHO will provide support to Member States in the follow-up of the implementation of the commitments derived from regional and international consensus.
<b>4</b>	PAHO will facilitate and provide support mechanisms to help achieve economies of scale--for example, in the procurement of drugs, other strategic inputs, and health technology.	4.1.PAHO will offer support to countries engaged in regional and international negotiations to achieve economies of scale.
<b>5</b>	PAHO should support the regional and subregional economic studies that examine the social costs and the cost of regional and subregional interventions for diseases such as HIV/AIDS, malaria, dengue, Chagas' disease, tuberculosis, etc.	5.1.PAHO should estimate the knowledge, health service (technology, HR, financing), and international support needs which will help countries to achieve their strategic objectives.

	<b>RECOMMENDATIONS</b>	<b>SUGGESTED ACTIONS</b>
<b>6</b>	PAHO should consolidate and expand evaluations and analyses of strategies employed to date for disease control and prevention, intensifying the exchange of information and experts at the regional and subregional level (including exchanges related to good practices, experts, etc.) and cooperating in the planning of joint activities among countries.	
<b>7</b>	<p>Recommendation: PAHO should identify priority countries by type of regional health problem, such as tuberculosis and malaria, so that the countries can interact more closely in a joint analysis of the situations, strategies employed, and new interventions.</p> <p>PAHO should strengthen the contribution of health to regional and subregional peace.</p>	7.1. Intensification of regional exchange in the intersectoral interventions for violence prevention, with emphasis on modifying the principal health determinants: nutrition, education, housing, employment, environment, and mental health care models (primary mental health care).
<b>8</b>	PAHO should help strengthen institutional capacity in the countries' ministries of health.	
<b>9</b>	PAHO should cooperate in the definition of regional and subregional needs in health, promoting the best use and advantages associated with the production and use of cost-effective interventions regional public goods and coordinating with other sectors, while at the same time reducing unnecessary trade barriers, creating incentives and credit and financing facilities, and monitoring and evaluating the processes.	
<b>10</b>	PAHO should cooperate in the identification of opportunities for health financing and interventions that respond to regional and subregional needs.	

**SCIENCE AND TECHNOLOGY**

	<b>RECOMMENDATIONS</b>	<b>SUGGESTED ACTIONS</b>
<b>1</b>	PAHO should stimulate and facilitate discussions in support of innovations in science, technology, research, strategic inputs and information to enable the development of national policies.	<p>1.1.PAHO should create a mechanism to help Member States develop public policies directed to the production of technical knowledge and improve information sharing initiatives and integration among the countries involved with this area.</p> <p>1.2.PAHO should support Member States in defining a selective agenda that establishes the priorities in the areas of scientific and technological research in health, such as the development of human resources.</p>
<b>2</b>	PAHO should promote activities and policies that will work to reduce the existing gap between the generation of knowledge and its application by decision makers.	<p>2.1.PAHO should work with member states where applicable to improve dialogue between the national authorities and the national science and technology authorities to reduce the gap and develop appropriate policies.</p> <p>2.2.PAHO should facilitate the dissemination and publication of information for appropriate development of health policies.</p>
<b>3</b>	PAHO should support the development of national capacities for the generation of technology and production and procurement of supplies in order to guarantee accessibility.	
<b>4</b>	PAHO should promote the development of compatible and integrated information systems to improve health systems planning and assessment.	4.1.PAHO should strengthen the provision of technical assistance to Member States to develop and standardize their Health Information and Data Processing Systems (Health Human Resources Management, Drugs Management, Hospital Management, Laboratory Management, etc)
<b>5</b>	PAHO should support Member States in defining priorities in research that allows them to address the principle health problems and contribute to the establishment of alliances for their financing.	

	<b>RECOMMENDATIONS</b>	<b>SUGGESTED ACTIONS</b>
<b>6</b>	PAHO should develop and disseminate information and knowledge sources, in a cooperative manner, for countries and sub-regional groups, leading to increased equity of access to these sources.	
<b>7</b>	PAHO should promote scientific knowledge and technological development and innovation of research and development, pharmaceuticals, diagnostic tools, medical equipment and other health supplies.	
<b>8</b>	PAHO should support Member States in the development and implementation of measures at the national levels to comply with international agreements and policies in the related areas of science, technology and trade, in order to ensure access to drugs and health critical supplies.	
<b>9</b>	PAHO should promote horizontal cooperation and exchange initiatives to increase national management skills in terms of research, access, production, distribution, dispensing, and rational use of drugs and health supplies.	
<b>10</b>	PAHO should foster the development and regional harmonization of clinical protocols and therapeutic guidelines to incorporate and utilise appropriate technology in health services.	
<b>11</b>	PAHO should support Member States in the development of cooperative systems for the assessment of health technology.	

<b>DEVELOPMENT OF ASSOCIATIONS AND PARTNERSHIPS</b>		
<b>1</b>	PAHO should strive to continuously improve the coordination of its activities with other agencies of the United Nations system and the International Financing Institutions (IFIs) not only at the regional level but particularly at the national level.	<p>1.1.PAHO should replicate its Shared Agenda Initiative with the IDB and the World Bank at the national level, developing strategic plans with the countries that include well-coordinated activities and the formation of partnerships and associations with these agencies at the national level.</p> <p>1.2.PAHO should instruct its Representative Offices to disseminate information about the regional agreements and partnerships that it enters into with other specialized health agencies and execute them at the national level.</p>
<b>2</b>	PAHO should work with its sister agencies to simplify and harmonize the mandatory reporting processes that are requested from Member States	
<b>3</b>	PAHO should enhance/strengthen/clarify its relationship with the Inter American System.	<p>3.1.PAHO should pursue a strategy to harmonize its policies and strategies with those of the OAS to enhance the relationship between the two organizations and generate opportunities to improve health in the region.</p> <p>3.2.PAHO should play a greater role in the subregional integration processes in the Americas, helping the countries to give health its proper place on the subregional and regional political agenda.</p>
<b>4</b>	PAHO should step up efforts to enhance cooperation for the Region.	<p>4.1. PAHO should make the serious inequality and gaps in income and social indicators in Region known to the various international bilateral cooperation agencies by participating more actively in the various forums and taking advantage of opportunities inside and outside the United Nations system.</p> <p>4.2.PAHO should work to collect information about international cooperation that will enable it to identify ODA trends and anticipate changes in regional priorities and the areas targeted by the main cooperating parties--information that should be adequately communicated to the countries.</p>

	<b>RECOMMENDATIONS</b>	<b>SUGGESTED ACTIONS</b>
<b>5</b>	PAHO should offer technical cooperation for better utilization/channeling of financial resources and investment from national and international sources to promote health in the Region.	5.1.PAHO should offer technical cooperation to the ministries of health to facilitate their negotiations with the national institutions responsible for financing health matters, taking into account the contribution of health to development.
<b>6</b>	PAHO should strengthen its technical cooperation to Member States in order to increase their capacity to mobilize additional resources.	
<b>7</b>	PAHO should engage its external relations activities more fully in technical cooperation with Member States.	7.1.PAHO should provide the external relations activities with greater financial and human resources.  7.2.PAHO should strengthen the Representative Offices with experts in negotiation and resource mobilization, providing direct support for the respective Representatives in their technical assistance to the countries.
<b>8</b>	PAHO should regularly update its administrative processes in keeping with global initiatives for harmonization and alignment of cooperation.	
<b>9</b>	PAHO should provide assistance to Member States to obtain knowledge about new financial cooperation modalities and disseminating information about them.	9.1.PAHO should disseminate information on the new modalities available for accessing reimbursable and nonreimbursable financial cooperation, through bulletins, forums, and at least one annual meeting of the offices in charge of international cooperation in health.  9.2.PAHO should set up a Clearinghouse on international cooperation in health that makes information on potential cooperating partners and new cooperation modalities available to the countries.
<b>10</b>	PAHO should facilitate horizontal cooperation among the countries of the Region for the creation of strategic partnerships and the mobilization of health cooperation resources.	10.1.PAHO should promote exchange programs between the countries' international cooperation offices.  10.2.PAHO should organize at least one annual meeting of the Region's offices in charge of international cooperation in health.

<b>GOVERNANCE</b>		
	<b>RECOMMENDATIONS</b>	<b>SUGGESTED ACTIONS</b>
<b>1</b>	PAHO should involve the Member States in the design and implementation phase of policies, plans and programs being designed and implemented by the Secretariat.	1.1. There must be dialogue and consultation with member states to ensure their active participation in PAHO's activities.
<b>2</b>	PAHO should provide in advance of the Governing Body meetings all documents related to agenda items via the web page for rapid and easy access by users inside and outside the Organization in accordance with rules of procedures.	2.1. PAHO must ensure early translation of documents, easy access to the documents and must provide all relevant background materials in advance.
<b>3</b>	PAHO should review its relationship with these entities and should hold special sessions and fora for the civil society organizations.	3.1. Review existing Standing Committee on NGO's to strengthen criteria for their participation.
<b>4</b>	PAHO should encourage Member States to include specialists from other sectors in their delegations to Governing bodies.	
<b>5</b>	PAHO should develop a more formal transparent process for selecting candidates for the top senior posts in the Organization.	5.1. PAHO should introduce a more formal transparent process for selecting senior staff, in order to ensure greater regional representation and cultural diversity in the selection of senior level staff and provide an equitable opportunity for all Member States to have candidates for consideration for these three senior level posts.
<b>6</b>	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).	6.1. PAHO should provide Member States with all documentation on budget allocations in a timely manner;  6.2. PAHO should provide Member States with all the criteria and indices used in budget allocations to countries.
<b>7</b>	PAHO should provide Member States with data on its operational, managerial and financial practices.	7.1. (a) PAHO should establish a permanent Standing Audit and Evaluation Committee comprising the current external auditing mechanism of the organization, along with elected representatives from among the Member States, Associates Members and the Bureau.  <b>OR</b>  (b) PAHO should establish a Programme Budget and Administration Committee as proposed by the WHO.

		7.2. This Committee should conduct performance reviews in order to assess productivity, quality of service, efficiency and cost-effectiveness, as well as establish criteria for measuring impact, outcome and success of programmes in addition to expenditure review.
8	PAHO should formalize 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.	8.1. Agreed to Committee in 3.3.1. would perform this action.
9	PAHO should ensure that there is complementarity in the programmes of the regional centers and country offices.	<p>9.1. PAHO should design and implement the Regional Centres' programmes in consonance with the national programmes and those of the Country Offices to ensure uniformity in programming.</p> <p>9.2. PAHO should ensure that the Regional Centres and Country Offices adopt an integrated approach and a shared agenda when programming to avoid duplication and to pool their resources toward addressing national needs, regional priorities and the achievement of global targets.</p> <p>9.3. PAHO should evaluate and if necessary improve functions of the Pan American centers.</p> <p>9.4. PAHO should evaluate and enhance the role of the WHO collaborating centers.</p>
10	PAHO should develop guidelines for the country offices to improve the relations with Ministries of Health as well as other institutions to promote a multi-sectoral approach to health development.	

	<b>RECOMMENDATIONS</b>	<b>SUGGESTED ACTIONS</b>
11	PAHO should develop an integrated national program in collaboration with the country which includes a definition of needs, policies and priorities of the country to facilitate more efficient, result oriented program planning and implementation.	
12	PAHO should undertake an evaluation to identify common problems and develop solutions across offices of international cooperation.	
13	In order to exploit advantages of information technology and to achieve optimal knowledge management, PAHO should seek to improve cooperation and communication between national health institutions and the PAHO/WHO secretariat, country offices, and Pan American centers.	
14	PAHO should focus the management of its country programs on the WHO General Program of Work, national objectives and global targets.	<p>14.1.PAHO should ensure that there is a new focus on programme management through:</p> <ol style="list-style-type: none"> <li>1) Priority setting guided by the concept of utilitarianism.</li> <li>2) Establishing and outlining criteria for identifying priorities.</li> <li>3) Programming by objectives based on the World Health Organization General Programme of Work.</li> <li>4) Setting priorities according to national objectives and global targets.</li> <li>5) Integrating global targets contained within Millennium Declaration Goals into countries priorities and programmes to ensure that both the national and global targets can be achieved.</li> <li>6) Re-assessing targets and re-examining the need to shift PAHO's work from the process of measuring output to the process of measuring outcome (products).</li> <li>7) Strategic budgeting/planning (3-5 years), which involves specifying the outcome (products) of work to be undertaken in the biennium and making outcome consistent with the priorities and budgetary provision for major programmes. Impact can be measured by utilizing this approach.</li> <li>8) Systematic monitoring of implementation, progress and expenditure, as well as evaluating relevance, efficiency and effectiveness. Where appropriate, assessing the impact of outcome must be conducted to measure and evaluate the success of programmes.</li> </ol>

	<b>RECOMMENDATIONS</b>	<b>SUGGESTED ACTIONS</b>
<b>15</b>	PAHO should pursue a strategy to harmonize its policies and strategies with those of WHO to enhance the relationship between the two organizations and generate opportunities to improve health in the region	
<b>16</b>	PAHO should decentralize some of its technical staff and resources from Headquarters to the country level in order to strengthen the performance of country offices, improve the use of PAHO's resources within countries and for the development of a more strategic approach to PAHO's cooperation with countries.	
<b>17</b>	PAHO should evaluate its recruitment policy in order to address the geographical distribution inequalities in hiring staff from the region. This is to ensure that recruitment is not only in consonance with PAHO's Constitution and its Core Values but also that there is greater language and cultural diversity in the Organization as well as an equitable distribution of staff from Latin America, the Caribbean and North America.	17.1.PAHO should design a study to determine the factors inhibiting wider recruitment of nationals from all Sub-regions and mechanisms must be instituted to redress any geographical recruitment inequality.
<b>18</b>	PAHO should establish formal, transparent processes and systems for the transfer, exchange or hiring of national technical staff for cooperative activities.	18.1.PAHO should adopt more flexible employment contracts to ensure that the latest skills and knowledge are available for the work of the Organization. PAHO must ensure that the contract holders are not disadvantaged with reference to social security coverage, salaries, allowances, termination indemnity and job security. The terms of the contractual arrangements for temporary appointments to project activities limited in time and/or funding must be clearly outlined and understood by all parties to avoid conflict and grievance in the organization.
<b>19</b>	The Country Offices should be empowered with adequate financial and programmatic authority in responding to country needs. PAHO should review the level of responsibility that is delegated to PWRs and Centre Directors for efficient coordination of operations at the country level in harmony with the Plan of Work, which is developed by the Member States and Country Offices.	

**HUMAN RESOURCES**

	<b>RECOMMENDATIONS</b>	<b>SUGGESTED ACTIONS</b>
1	<p>PAHO should ensure that all staff maintain the highest level of skills and knowledge necessary to undertake their work. This should include appropriate training in all relevant areas. Furthermore, PAHO should keep Member States fully informed of it's human resources needs and strategy.</p>	<p>1.1.PAHO Secretariat should provide a detailed breakdown in the Biennial Program and Budget regarding specific staff training for particular priority areas.</p> <p>1.2.PAHO should explore compiling a small team of experts on capacity building for particular priority areas that could be dispatched on an as-needed basis to countries or subregions to help in capacity building efforts at the national level. This should be done taking into account national experiences and existing capacities.</p> <p>1.3.PAHO should develop a mechanism by which country office staff can receive short coursework or training in specialized areas to enhance their skills to better serve the country they are assigned to.</p> <p>1.4.PAHO should develop a strategy to better utilize or increase, if needed, the numbers of the organization's social communication experts, information management experts, and program managers. This may include providing training for existing PAHO technical experts in these areas.</p> <p>1.5.PAHO should examine and begin to develop training paths for qualified individuals to continue their career development within the Organization</p> <p>1.6.PAHO should produce and disseminate to Member States a biennial report on its Human Resource Strategy</p>

	RECOMMENDATIONS	SUGGESTED ACTIONS
2	<p>PAHO should develop a hiring policy, in line with WHO, that would help it achieve greater geographical and cultural diversity in its workforce. This hiring policy should work in tandem with Member States Human Resources policies to reinforce Human Resources capacities within the country.</p>	<p>2.1.PAHO should develop a more stringent policy for the hiring and evaluation of short-to-mid-term consultants. Such a policy should be widely disseminated among Member Countries</p> <p>2.2.PAHO should encourage women to apply for positions within the Organization. It should undertake additional activity to actively recruit and retain women in professional and other senior positions.</p> <p>2.3.PAHO should examine the situation of the “graying” of its workforce and strategically plan for workforce shortages that will occur during the coming years as professional staff retires. PAHO should produce an evaluation report and present it to Member States on a biennial basis.</p> <p>2.4.PAHO should begin a discussion on ways to incorporate a tenure system that provides the benefits of stability while protecting against possible abuse.</p> <p>2.5.PAHO, consistent with the review undertaken by WHO, should develop specific strategies to encourage nationals from underrepresented countries or regions to apply for positions within WHO/PAHO for equitable distribution.</p> <p>2.6.The PAHO Secretariat should provide a detailed breakdown in the Biennial Program and Budget regarding hiring of staff. Specifically, this should include a breakdown of regular and contracted PAHO staff based in country offices and in Headquarters</p>
3	<p>The profile of the individuals assigned to the country offices, as well as their training and experience, should be strictly consistent with the health needs, problems, and challenges identified and prioritized by the countries themselves, and take into account existing local capacity. When working in country, field staff, headquarters staff, and consultants should recognize that they will be working and coordinating with local human resources</p>	<p>3.1 In the selection/assignment for country level staff, PAHO should solicit country input early to achieve a more democratic or inclusive process.</p> <p>3.2 PAHO should work with Member States to modify the core competencies for a given position to specifically match the needs of that country.</p>

		<p>3.3. PAHO staff should be sensitized to the cultural norms of the country in which they are working.</p> <p>3.4. PAHO should make available to Members States the core competencies that have been developed by WHO/PAHO.</p> <p>3.5. PAHO should also develop and circulate, if not already developed and widely circulated, core competencies for contract personnel (e.g., short- and medium-term consultants), against which the consultants will regularly be monitored and evaluated.</p>
4	Clear evaluation criteria and processes of PAHO staff (regular and contracted) should be disseminated to staff and Member States	<p>4.1. PAHO Secretariat should make available to Member States the policy on how PAHO personnel are reviewed and evaluated.</p> <p>4.2. PAHO staff should be made aware of the core competencies that they are expected to maintain. Regular performance evaluations should be conducted and should examine the individual's ability to meet these competencies.</p> <p>4.3. PAHO should review and strengthen its system for the monitoring and evaluation of contract personnel, which includes an evaluation of the contractor's ability to meet the required core competencies.</p>
5	PAHO must work with Member States to strengthen national health resources in a participatory and sustainable manner. This includes helping to build a solid base of health professionals at the country level, and helping countries to continuously educate these professionals to handle new and reemerging public health issues.	<p>5.1. PAHO should identify already existing country-based institutions renowned for excellence to form a regional/sub-regional network that will provide a base of highly skilled personnel in the various technical areas identified. PAHO should inform Members States of the resource available through the development of this network.</p>

	RECOMMENDATIONS	SUGGESTED ACTIONS
6	PAHO should explore the development of an international health training program at the undergraduate level to generate interest and build future capacity in international health.	
7	PAHO should explore developing relationship with universities in the region to develop and maintain the necessary expertise to face the coming challenges in the public health field.	
8	PAHO should work with Member States to address the issues of migration of health professionals from the region to ensure the availability of necessary health professionals within each Member State and in the region.	8.1. PAHO should assist Member States in addressing issues of retention including training, accreditation, licensing, improvement of the working conditions.

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