



PAN AMERICAN HEALTH ORGANIZATION
WORLD HEALTH ORGANIZATION



WORKING GROUP OF THE EXECUTIVE COMMITTEE ON PAHO IN THE 21ST CENTURY

THIRD MEETING OF THE WORKING GROUP ON PAHO IN THE 21ST CENTURY San José - Costa Rica 26 - 27 July 2004

The third meeting of the Working Group on PAHO in the 21st Century was held at the Hotel Bouganvillea in San José, Costa Rica from 26 to 27 July 2004, with delegations from nine countries, WHO, and PAHO in attendance.

The objective of the meeting was to arrive at a shared vision of the characteristics that the product of the working group should possess and the process that should be followed to achieve it. A work agenda for the two days was therefore prepared, which was followed thanks to the efforts of Mr. Gabriel Coronado, the facilitator named by the host country, who accompanied the group during this process.

The meeting's agenda will serve as a point of reference for the organization of the present report.

1. METHODOLOGICAL FRAMEWORK AND GENERAL PRESENTATION:

The first part of the meeting was devoted to an explanation of the methodology that the group should follow during the two-day period, an assessment of what had been done, and a group discussion of the process and product of the Working Group. This made it possible to share ideas about what this work is expected to accomplish and the impact that it should have on PAHO and the countries. The participants' expectations about this meeting are indicated at the end of this report.

2. FORMULATION OF A SHARED VISION:

Through a participatory process, the country representatives identified characteristics indicative of the success of the shared vision of the process in three of its components:

- a. Characteristic of a successful process:
 - i. Constructed collectively
 - ii. Specific, viable, and spearheads change
 - iii. Evidence-based conclusions
 - iv. Clear identification of challenges

- b. How the work should be done:
 - i. Streamlined communications with the other countries and PAHO
 - ii. Transparently
 - iii. With technical responsibility for the process
 - iv. Assuming leadership of the process
- c. Strategic impact on the organization
 - i. PAHO exercising international leadership in health
 - ii. Clarity of objectives (what PAHO should and should not do)
 - iii. Transparency in its work
 - iv. Optimization of resources and reduction of bureaucracy
 - v. Reformulation of its mission and vision
 - vi. Greater use of national resources
 - vii. Articulation of agendas (national, regional, and global)

3. CONTRIBUTIONS TO THE TECHNICAL DOCUMENTS PREPARED:

The participants presented the preliminary products developed by their respective countries, based on the terms of reference established at the first meeting of the group in Dominica.

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|---------------|---|
| a) Peru | The Changing Nature of Associations and Partnerships in International Health Development and the Work of PAHO |
| b) Costa Rica | Technical Cooperation Modalities |
| c) Argentina | Regional and Global Public Health Goods in the 21st Century and their Relation to the PAHO Mandate |
| d) Barbados | Governance of PAHO |
| e) USA | PAHO's Human Resources |
| f) PAHO | Public Health Challenges in the 21st Century |

The group then commented on each of the topics. These comments are summarized below:

1. Public Health Challenges in the Americas in the 21st Century.

- The description of the challenges should be more specific--for example: health information, human resources for the health services.
- Economic analysis should be included as an input for better policy-making in health.
- Analysis of the specific challenges should be central to and the source of the integrated document.

2. The Changing Nature of Associations and Partnerships in International Health Development and the Work of PAHO.

- Challenges of strategic partnerships with: the private sector, NGOs, civil society, consumers; determination of their relative importance and the need to prioritize them
- Partnerships at the macro and micro level
- Strategies for identifying niches in the health market, as a service
- Determine the level where the partnership is most effective: national-regional-global
- Identify not only actors but issues
- Involve the actors: associations in the health professions

3. Regional and Global Public Health Goods in the 21st Century and the PAHO Mandate.

- Include the issue of access to basic or comprehensive care.
- PAHO successes in the area of global public goods
- New goods: health information and essential drugs
- A taxonomy or categorization is needed.
- Mechanisms to generate, disseminate, and finance them
- An exhaustive list of public goods is needed
- Responsibility of the countries; regional and global support and monitoring
- Differentiate between goods and strategies.

4. Technical Cooperation Modalities in Health.

- Greater emphasis on technical cooperation among countries
- Classification as a targeting mechanism
- Questions: What has the impact been in the past? In what areas (thinking about the future)? On whom? By whom (past and future)?
- Integrated use of existing mechanisms (TCC, plus country collaboration, plus TDR)
- Ensure that the current PAHO structure does not get too big; reduce the bureaucracy.
- Support the health integration processes of blocs such as MERCOSUR, CARICOM, and the Andean Countries.
- Review cooperation mechanisms in the countries: new forms.
- Encourage innovative technical-administrative processes.
- Harmonize supply and demand per country.

5. Governance of PAHO.

- Strengthen accountability mechanisms.
- Review hiring policies and the policies of the Governing Bodies.
- Section C has raised many questions: identify areas in order to delve deeper into them.
- Include the entire discussion on human resources in the section on human resources.
- Open a dialogue with several parts of PAHO to answer the questions and develop the study.

6. Resources for health.

- Quantitative and qualitative consideration of the personnel roster should be included.
- Analyze the situation of national staff in the Representative Offices and their work situation.
- Determine the human resources profile needed for the 21st century. It should include negotiating skills and resource mobilization capacity.
- Need for an intensive methodological revision to evaluate the Member States and the work with countries, guiding the debate and formulating a proposal to the Directing Council.
- (Brazil has offered to prepare two documents on human resources in general and PAHO's human resources and in science and technology).
- A proposal on technology resources is necessary.
- Identify new forms of financing for PAHO and for health. Global funds are one of these new forms.
- Consider the potential of national institutions as the executors of cooperation.
- PAHO's new human resources profile should give priority to competencies rather than specific knowledge--for example, the ability to mobilize resources, negotiate, evaluate information, etc.
- Broaden the topic of internal and external resource development as part of human development.

4. FORMULATION OF THE PLAN OF ACTION:

The group identified important aspects for execution of the immediate plan of action, such as the structure of the integrated report, the assignment of some topics to countries, the naming of a working group to draft a proposal for an integrated document with the inputs developed to date for presentation at the next meeting.

Structure of the final report: A consensus was reached that the integrated document would have the following structure. See Figure 1:

1. Vision, Mission, and Values.
2. Identification of strategic challenges.
3. Definition of Strategies.
4. Operationalization of strategies

Note: By September of this year, the work should have advanced up to the definition of strategies.

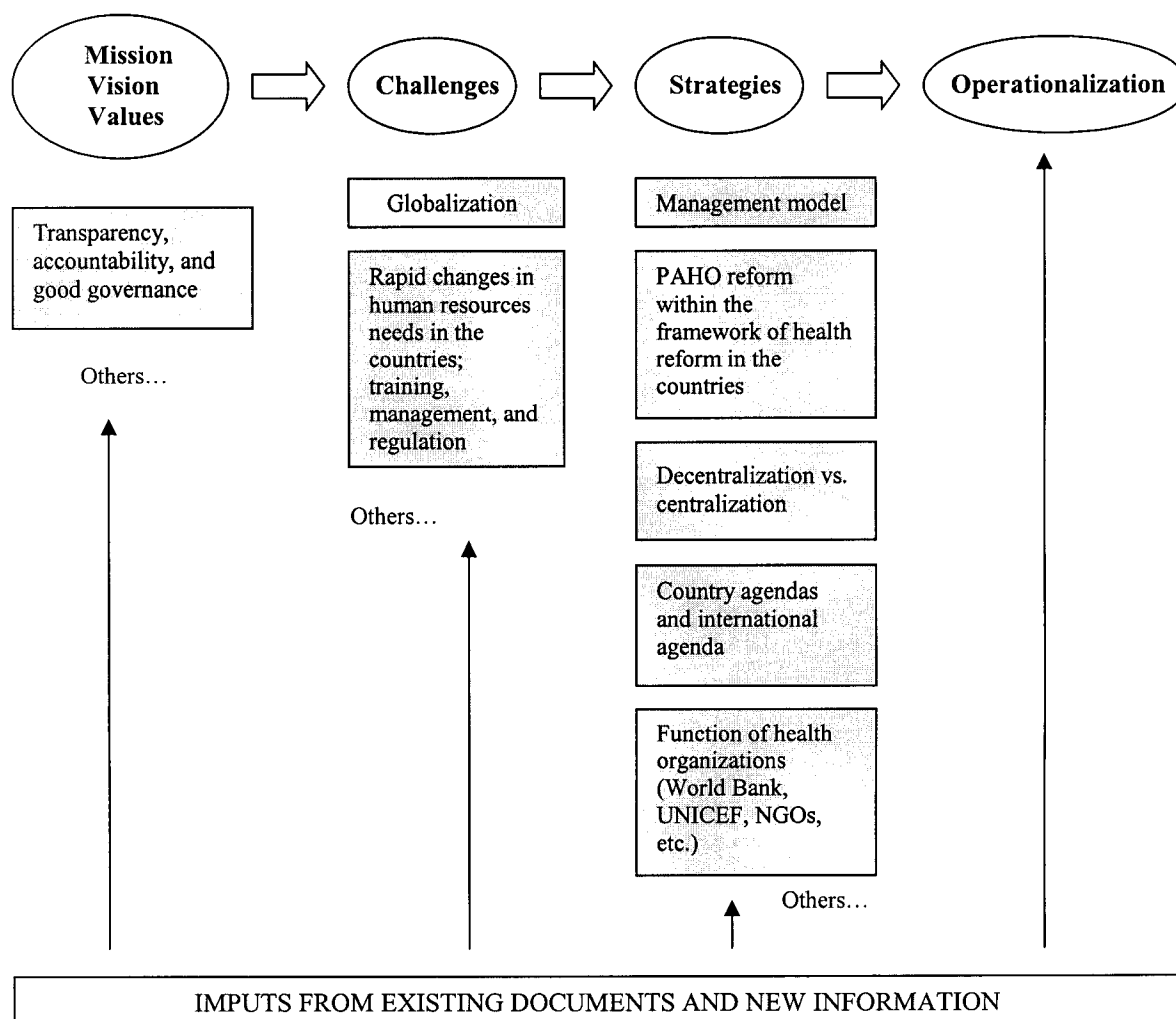


Figure 1. Structure of the Final Report.

Topics assigned to countries: In addition to the countries that already had responsibility for preparing technical reports, Mexico, Brazil, and Chile offered to prepare the following additional technical documents: Challenges in the 21st Century, Human Resources, and Technology Resources and Bioethics. This offer was accepted. The distribution of topics by country is as follows:

- | | |
|---|----------------------------------|
| • Health challenges in the 21st century | Mexico |
| • Global and regional public goods | Argentina |
| • Technical cooperation modalities | Costa Rica |
| • Partnerships in health | Peru |
| • Human resources | Brazil |
| • PAHO's human resources | USA |
| • Technology resources and bioethics | Chile (with support from Brazil) |
| • Financial resources | Costa Rica |

It was also considered necessary to request additional information from the secretariat to assist the countries in drafting their proposals. The list of topics and specific information to be requested from the secretariat will be drawn up by those responsible for each area.

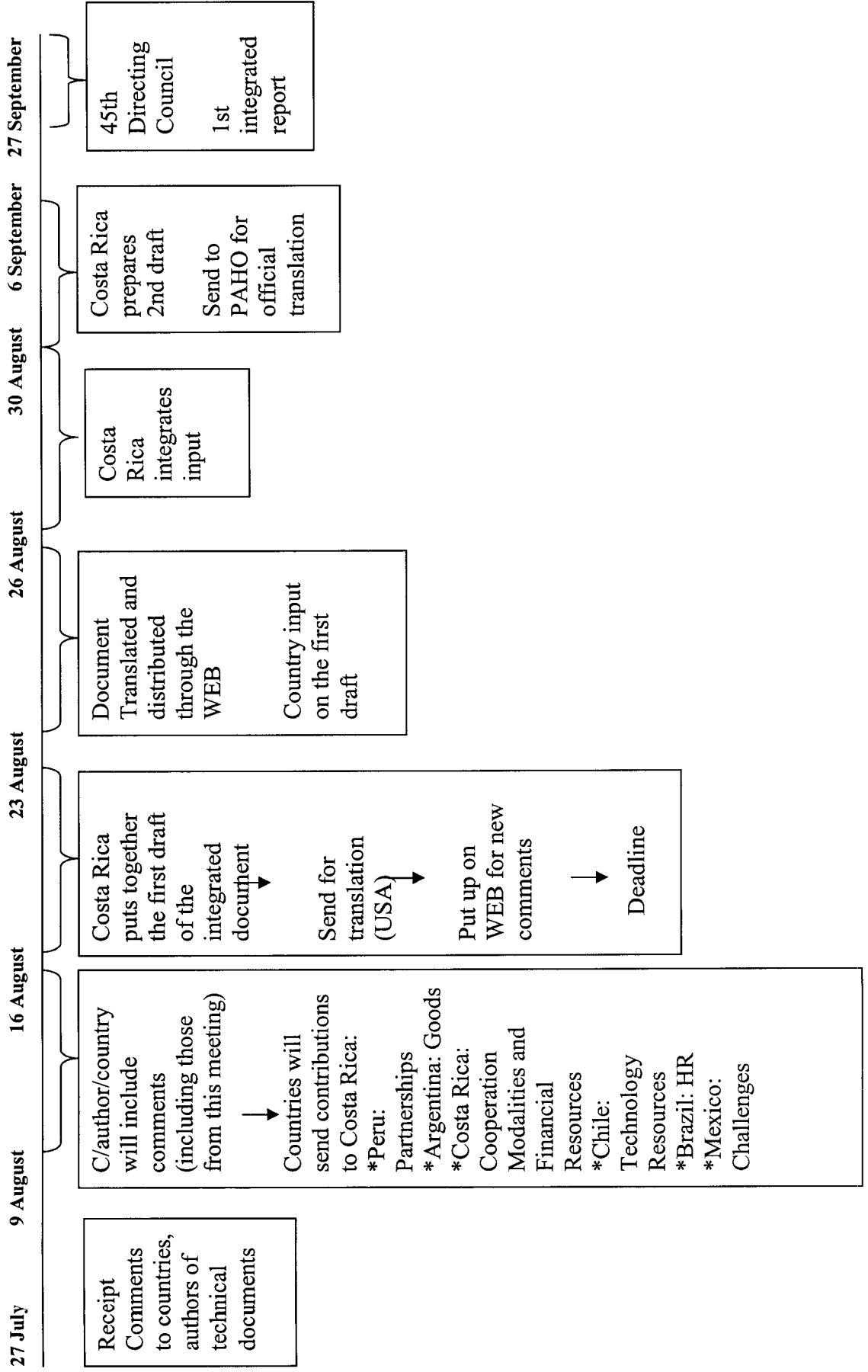
Designation of a working group to prepare an integrated report for the 45th Directing Council: It was decided that the integration of the work into a single document containing the different technical contributions, together with the comments from the discussions during the meetings of the group would be entrusted to a working party from Costa Rica. Comprised of the following individuals:

Dr. Rodrigo Barahona	International Consultant Costa Rica
Dr. Javier Santacruz	Consultant on Systems and Services, PAHO Representative Office, Costa Rica
Ms. Marisela Cooper	Adviser to the Ministry of Health, Costa Rica, in International Cooperation
Mr. Gabriel Coronado	Facilitating Consultant, Costa Rica

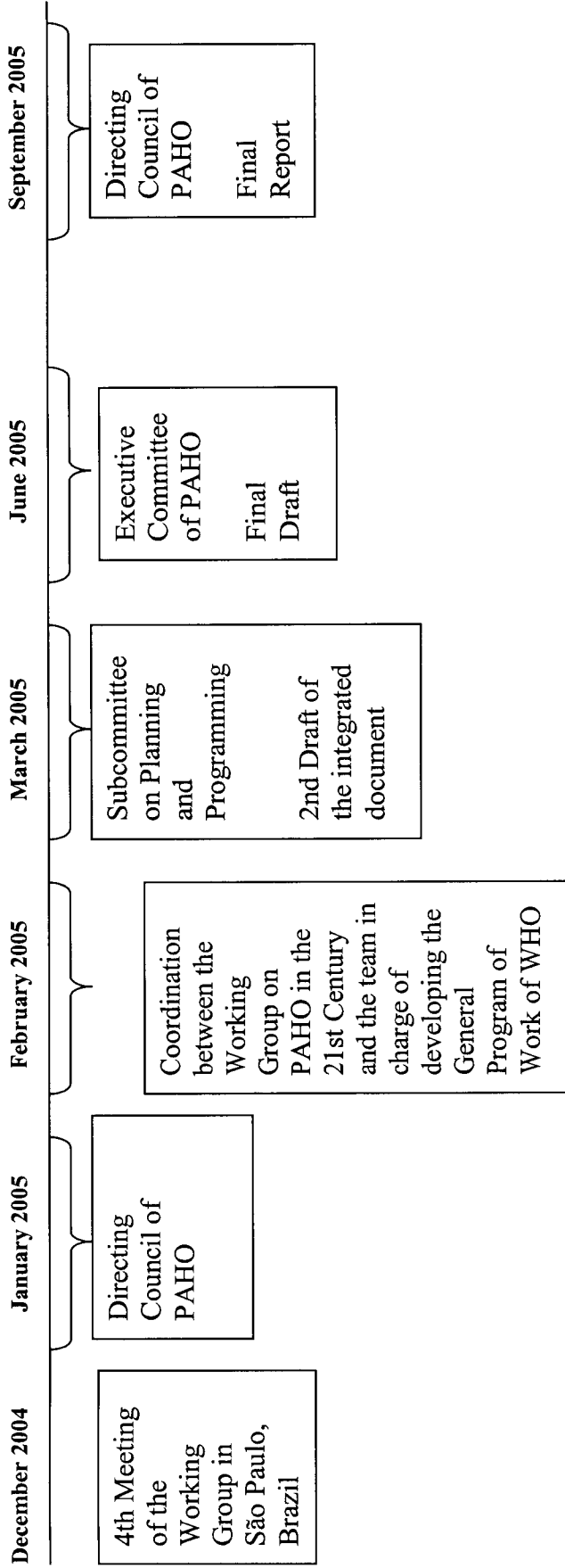
This working party, headed by Dr. Rodrigo Barahona, should have a first draft of the document ready by 23 August for review and comments by the countries. Finally, it should put together the preliminary report for the 45th Directing Council by 6 September, so that it can be sent to the Governing Bodies Unit at PAHO for official translation.

Location of the next meeting: The next meeting of the group will be in São Paulo, Brazil, as proposed by the representatives of that country. The meeting will probably be held in December. The exact date of the 4th Meeting of the Working Group will be decided at the upcoming 45th Directing Council.

5. TIMETABLE
Timetable of work up to the 45th Directing Council (2004):



Timetable of work up to the 46th Directing Council (2005):



Expectations about the Meeting

Vision and Strategy

Positive expectations:

- Shared vision with a specific, innovative, viable plan
- Agreement on clear, short-term, concerted strategies.
- Focus on essential issues for the challenges that PAHO faces.
- Identification of PAHO's unique niche.

Negative expectations:

- They continue to be exhaustive without setting priorities

Products

Positive expectations:

- An agenda of operational proposals.
- Create a single document that includes national and international challenges and agendas and the role of PAHO in this regard.
- Define the product (the final integrated, consensus-built process desired and the plan of action).
- Name the person in charge of the document.
- Identify a facilitator for the process.
- Quantify the budget.

Negative expectations:

- Failure to reach agreements.

Organization and Consensus

Positive expectations:

- Organize the work.
- Conclude with everyone on the same page as PAHO.

Negative expectations:

- The discussion proceeds in the same way without making progress.
- Participants remain divided, with no consensus, and ambiguities remain.
- Failure to expand the group with inputs
- We get lost in the details.
- We do not make progress.
- Exaggerate consensus and have documents that are not applicable.
- We lose sight of the weaknesses.