

**Report on Progress and the Status of the Reflection
“A PAHO for the 21st Century” prepared by Costa Rica**

Comments from Mexico

Mexico thanks Costa Rica and congratulates it on its tremendous effort. Continuing the dynamic of an ongoing exchange of ideas and opinions, it submits the following proposals for consideration.

INTRODUCTION

Paragraph 2. It would be a good idea to mention the participation of the PAHO Secretariat and the staff from the WHO Department of Governance in the process.

Paragraph 5. Provide a fuller explanation of how this new proposal represents the development of a functional PAHO that is structurally suited to tackling the challenges of the new millennium.

2. NATURE AND CHARACTERISTICS OF THIS PROPOSAL FOR PROGRESS

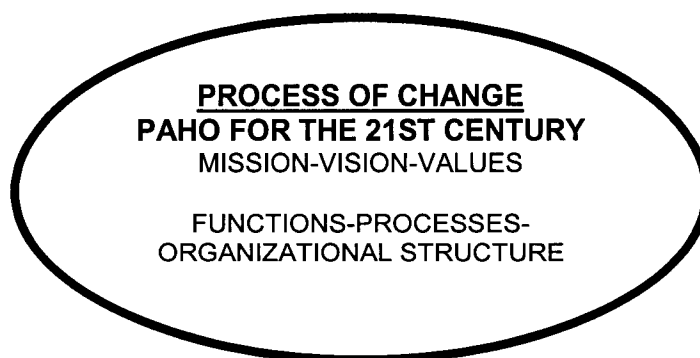
Paragraph 1. This exercise is more than a review conducted by groups of experts. It is the Ministries of Health of the participating countries who have nourished this proposal, since as the owners of the Organization, monitoring to ensure PAHO's good performance becomes a priority.

It should also be noted that, given the maturity of the process, it would be advisable to bring in experts on the areas identified to accelerate the implementation of the changes.

Paragraph 2. It is suggested that the lines on the identification and characterization of challenges include a comment that these challenges will be the guidelines for identifying the new functions that PAHO should assume and that they will determine the processes and, hence, the structure that it will be necessary to adopt.

PAGE 5. (flow chart)

It is suggested that the main circle be modified to read as follows:



3. STATUS

It would be a good idea to expand this paragraph, briefly describing the situation in the priority areas mentioned; that is, use the main ideas of the documents prepared by Barbados, the United States, and Costa Rica.

3.1 HISTORICAL CONTEXT

Paragraph 2. Note that in addition to the redefinition of the mission, vision, and values, there should be changes in the functions, processes, and structures of the Organization to ensure its effective and efficient performance.

It is also suggested that this paragraph be moved to the end of the section to make it the closing idea (conclusion).

Paragraph 3. When mentioning the transition that the majority of countries in the Hemisphere have made to a democratic system of government, it could be useful to point out that the Organization should reflect these processes.

3.2 PUBLIC HEALTH CHALLENGES IN THE 21ST CENTURY

Paragraph 3. We are of the view that globalization, scientific and technological development, bioethics, and intellectual property are not, properly speaking, individual events or phenomena, but trends made up of many individual events whose enumeration is beyond the scope of this exercise.

Paragraphs 4 and 5. These lines clearly depict an explanatory model of public health; however, it is necessary to indicate what the challenges of this discipline in the international environment actually are as PAHO's scope of action. This should lead to the identification of the changes necessary to ensure that the Organization is in a position to meet these challenges.

Paragraph 6. The scenario is very well depicted, but it would be a good idea to note that results described can be achieved if the countries develop the necessary technical capacity to meet the public health challenges and PAHO manages to reform itself to offer the support that it is called on provide in the face of these challenges.

3.3. SITUATION IN PARTICULAR AREAS: MAIN PROBLEMS AND QUESTIONS

Environmental trends, bullet 3. This is the fundamental part and constitutes the *sine qua non* diagnostic element for this exercise. Furthermore, the will and participation of PAHO are required for the review its functions, processes, and structures.

Environmental trends, bullet 4. Regarding governance, it is important to redefine certain priority areas identified in the document recently prepared by Mexico, notably:

- The relationship between PAHO and WHO
- Democratization

- Transparency and accountability
- New organizational structure to tackle the challenges

4. MISSION. PAHO's identity, purpose, and focus in the 21st century.

In this section, it is suggested that a paragraph be inserted stating that the mission should reflect the analysis of the challenges.

4.2 VISION. The successful development of PAHO for the 21st century. What are we seeking to create?

Add at the end: "Lead PAHO toward the democratization of its processes."

4.3 CHANGE AND DEVELOPMENT STRATEGIES

In order to strengthen governance and the management model, bullet 3. Point out that the Representative Offices should adapt to the particular needs of the country's health situation.

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