

GOVERNING BODIES AND COORDINATION

Issues and Challenges

Member States have expressed their interest in reforming Governing Bodies' meetings to provide more opportunities for in-depth analysis of technical and policy issues addressed by the Organization. Similarly, the role of the SPP has been reviewed in order to make this body a more active participant in the affairs of the Secretariat. Another issue to be addressed in the biennium is the concern expressed by Member States regarding equity in representation on the Governing Bodies' special committees.

The various reform processes now taking place in the Region have important implications for technical cooperation. The UN reform process establishes the context in which we do business. The WHO reform process needs to be monitored closely so as to be able to advise national counterparts of what might be the implications for the country as a whole of these reforms. The state and health systems reforms are constantly evolving, and PAHO must not only respond to them but should also play a role in determining the direction of these reforms. Indeed, the PAHO/WHO Country Representative Office can play a catalytic role in health systems reform at the country level. Added to this mix of constantly evolving events, there is an increased role for civil society and NGOs working in the area of health. All of these have implications for the governance, management, and variety of health services available.

In addition, the UN reform process has generated a movement towards a Common Country Assessment (CCA) and the development of United Nations Development Assistance Framework at the country level (UNDAF). Both of these involve all UN partners in the collective assessment of development problems and the search for solutions in a joint effort with governments.

The flow of international aid has fluctuated through time. The new political and economic reality has generated a rapid trend towards integration beyond the OECD members. Countries in our Hemisphere are conforming blocks, such as the MERCOSUR, CARICOM, SICA, etc., which constitute critical partners in the development efforts. In addition, the private sector and civil society are currently major players at the country level, and various mechanisms have been devised to integrate them into the thinking and implementation of development strategies.

The Shared Agenda for Health in the Americas signed in June 2000 by PAHO with the World Bank (WB) and the Inter-American Development Bank (IDB) opened up new avenues for substantive collaboration with the multilateral lending institutions. This includes the creation of mechanisms for coordination and sharing of information, as well as for the development of joint action plans in four specific program areas: pharmaceuticals, national health accounts, disease surveillance, and environmental health.

All countries in the Americas are served by 27 Country Offices and one Border Office in El Paso, Texas. These countries have different cultural and political orientations, health issues and systems, and technical cooperation constraints, in addition to varying sizes and other enabling factors. PAHO's technical cooperation with the countries must be cognizant of this complex mosaic of opportunities, needs, and capabilities.

It is necessary to concentrate on managerial functions that will ensure transparency, accountability, adherence to rules and procedures, controls, efficiency, cost-effective actions, and decisions. Ensuring the best use of physical, human, and financial resources to implement effectively the technical cooperation program and the best arrangement of resources for technical cooperation, should be of prime consideration.

The Response of the Secretariat

The response of the Secretariat is described in the regional projects identified for the following areas:

1. Coordination and support for the formulation, monitoring and evaluation of the technical cooperation country programs:
 - Country Office Support and Supervision
 - 1.1 Support for Sub-regional Integration
 2. Support to Governing Bodies
 - 2.1 Conference Services
 3. Coordination of External Relations of the Organization
 - 3.1 External Relations
 - 3.2 Resource Mobilization

Projects

1. Coordination and Support for the Formulation, Monitoring and Evaluation of the Technical Cooperation Country Programs

1.1 Country Office Support and Supervision

Purpose	Indicators
Country Offices execute technical cooperation programs in an efficient and effective manner.	<ul style="list-style-type: none"> • The design, implementation and evaluation of Country programs responds to national priorities for TC.
Expected Results	Indicators
Strategic planning and programming process (AMPES) supported	<ul style="list-style-type: none"> • Monitoring visits to all country offices. • At least two BPB evaluation and programming meetings in each sub-region attended by the corresponding CPA. • Support to Country Cooperation Strategy
Negotiating and networking to support country programs carried out.	<ul style="list-style-type: none"> • Projects submitted to PRP and ARP reviewed by CPAs. • Participation in task forces and various committees. • Improved country focus cooperation strategy implemented
Management functions in support of Country Offices conducted.	<ul style="list-style-type: none"> • Sub-regional Managers' Meetings conducted yearly and on Regional Managers' Meeting. • Participation of CPAs in transfer of Country Offices. • Implementation of PPES monitoring through period visits.

1.2 Support for Sub-regional Integration

Purpose	Indicators
The organization responds to sub-regional initiatives in an integrated manner	<ul style="list-style-type: none"> • Collective requests-needs in the field of health are supported for each subregional initiative.
Expected Results	Indicators
CARICOM initiatives in relation to health, monitored and supported.	<ul style="list-style-type: none"> • Progress of CCH Phase II supported in coordination with CPC office. • Arrangements made for Caucus of CARICOM Health Ministers annually. • TCC Project proposals reviewed, analyzed and submitted to the Director.
MERCOSUR Initiatives supported.	<ul style="list-style-type: none"> • Evaluation of PAHO's response to MERCOSUR initiatives evaluated every six-months. • TCC project proposals reviewed, analyzed and submitted to the Director • Regular meeting with the inter-programmatic group
ANDEAN Initiatives supported	<ul style="list-style-type: none"> • Progress of Andean cooperation in health assessed • Training of personnel in PAHO and national counterparts in TCC project formulation, execution and evaluation • TCC Project proposals reviewed, analyzed and submitted to the Director
Central American initiatives supported	<ul style="list-style-type: none"> • Progress on coordinated approach to health common initiatives among RESSCAD, COMISCA, COCISS and CAPRE monitored through national intrasectoral mechanisms • Subregional health sector meetings supported. • Training of personnel in PAHO and national counterparts in TCC project formulation, execution and evaluation • TCC Project proposals reviewed, analyzed and submitted to the Director

The total regular budget funds in the area of coordination and support to country programs are: \$ 2,720.9

2. Support to Governing Bodies

2.1. Conference Services

Purpose	Indicators
Governing Bodies successfully achieve their objectives in all meetings and subcommittees.	<ul style="list-style-type: none"> • Meetings of the Subcommittee on Planning and Programming, on Women; the Executive Committee, the Directing Council and Pan American Sanitary Conference completed in accordance with schedule and established agendas.
Expected Results	Indicators
High-quality conference services are provided to users in a cost-effective and timely manner in support of PAHO's program of technical cooperation.	<ul style="list-style-type: none"> • Documentation is submitted to members of meetings on time • Technological support is provided for all PAHO meetings in HQ in addition to Governing Bodies' meetings.
Meeting facilities maintained and operating efficiently.	<ul style="list-style-type: none"> • Meeting rooms assigned and support provided in technological and logistical arrangements for all HQ meetings.

The total regular budget funds in the area of support to governing bodies are:
\$ 2,465.3

3. Coordination of External Relations of the Organization

3.1. External Relations

Purpose	Indicators
Improvement in PAHO's relations with other international and national institutions, with Governing Bodies, and improved in-house awareness of international processes.	<ul style="list-style-type: none"> • External partners know Strategic and programmatic orientations of PAHO. • PAHO staff members are aware of the international processes that affect their TC activities.
Expected Results	Indicators
To influence over relevant global and hemispheric processes, political agendas and activities of sister organizations, and other conferences.	<ul style="list-style-type: none"> • Presence of health in Summit Declarations, in the working plans of actions with strategic partners from the international community and with financial institutions.
To follow up the UN reform process and policy changes in order to provide advised in house	<ul style="list-style-type: none"> • Document analyzing situation and sharing information

Having facilitated a clear understanding of PAHO's special characteristics and increased coordination with WHO Headquarters and relevant regional offices will be supported.	<ul style="list-style-type: none"> • Participation in regional and global meetings.
Process of improving policy, operational, and administrative articulation with foundations, public, and NGO sectors will be continued	<ul style="list-style-type: none"> • Organize special meeting with NGOs and private partners to share information and create conditions for common working plans. • Participation in meetings and dissemination of information with NGOs.
Having established alliances and coalitions with sister agencies, other international organizations, foundations and private sector.	<ul style="list-style-type: none"> • Joint declarations and plans. Celebration of events.
Expanded Shared Agenda initiative to include new areas of work and partners and reflection of initiative at country level.	<ul style="list-style-type: none"> • Monthly meetings with coordination group. • Celebration of joint events.

3.2 Resource Mobilization

Purpose	Indicators
PAHO's ability to generate funding for priority programs and quality projects will be maintained and increased.	<ul style="list-style-type: none"> • At least maintain equal level from previous biennium of external funding for TC projects.
Expected Results	Indicators
Having maintained/increased the level of funding from traditional donors and identified new donors.	<ul style="list-style-type: none"> • Traditional donors continue supporting TC projects. • PAHO Biennial appeal for extrabudgetary funds.
Resource mobilization strategy reviewed and updated continuously.	<ul style="list-style-type: none"> • Periodic meetings with traditional donors and new partners as identified.
Having PAHO's management of international cooperation in health, project review process, project management, and project negotiation strengthened.	<ul style="list-style-type: none"> • Annual review of the PRP process. • Period meetings of PRG • Development of project guidelines and training.
Having streamlined mechanisms for project tracking and reporting.	<ul style="list-style-type: none"> • One system in place.

The total regular budget funds in the area of external relations coordination are:
\$ 1,667.1

The total regular budget funds for the retiree's health insurance are: \$ 4,700.0

GOVERNING BODIES AND COORDINATION PROGRAM BUDGET DISTRIBUTION BY ORGANIZATIONAL LEVEL				
Organizational Level	Regular Budget		Other Sources	
	2000-2001	2002-2003	2000-2001	2002-2003
Country Programs	37,492.1	37,208.1	1,888.5	626.0
Intercountry Programs	6,272.0	6,536.2	891.0	505.7
Headquarters	4,786.9	5,017.1	206.9	85.0
Total	48,551.0	48,761.4	2,986.4	1,216.7