

GENERAL DIRECTION

Issues and Challenges

Within the context of the SPO, PAHO has identified the following regional priorities for action:

- saving an additional 100,000 children's lives
- maintaining the Region polio-free
- achieving and maintaining measles elimination throughout the Region
- controlling and reducing tobacco use
- reducing maternal mortality
- providing safe blood through regional health services
- improving mental health through the improvement in mental health services
- controlling and reducing the spread of AIDS.

In 2000, PAHO signed with the World Bank and the Inter-American Development Bank a Shared Agenda which it is hoped will facilitate improved investments in health by the international financing institutions and better cooperation among international agencies working in health.

The Secretariat must develop and realign the strategic plan to address anticipated needs. It must also coordinate a programming process that ensures effective use of resources and identifies and coordinates the implementation of initiatives to help the Organization to function more efficiently.

Current trends in the international environment have increased the emphasis given to the accountability for the use of public resources, and stakeholders of public and international organizations are demanding that these institutions demonstrate their value in making a difference in the areas in which they are cooperating. These demands have prompted changes in governments such as United State, United Kingdom, and New Zealand, among others, in the processes through which they manage their programs and resources.

The UN System has been particularly pressed, and the response has been a UN process of reform. Among other changes the UN has adopted a planning process with a results-based management approach. Within the UN reform process, the common cooperation strategies for UN agencies will continue to be monitored, in particular regarding the effect these initiatives will have in AMPES (American Region Planning and Evaluation System) processes at the country level.

During the last biennium the External Auditors of the Organization conducted an evaluation of the AMPES and provided, besides very positive comments, important suggestions that the Secretariat has been incorporating into the Organization's managerial processes.

The role of the SPP has been reviewed to respond to the Members' request to be more active in all planning and policy development within the Secretariat, as well as to address the countries' demand to revise the methods used for country participation in Governing Bodies.

Communications, i.e., public information, is becoming an integral part of all international organizations. Among the greatest challenges facing the Secretariat during the 2002-2003 biennium will be the need to compete in the information marketplace. PAHO's voice and its messages must stand out in this glutted

stream of health messages, especially on the internet, where the means and messages change by the second, not by the day.

A large percentage of the technical cooperation services provided by PAHO is done with funding from extrabudgetary sources, whether private foundations, associations, or national agencies for international development. In order to assure that these funds are transferred and used responsibly and in accordance with the expectations of the donors and recipients, some type of formal relationship must be established between the parties. This will almost always result in the development and signing of a legally binding instrument detailing responsibilities.

The most valuable resource the Organization has to fulfil the mandates of Governing Bodies is the human resources. The challenge for the Secretariat is to maintain and develop the technical excellence and up-to-date skills and competencies of the staff to provide the most efficient and effective technical cooperation in health.

The Response of the Secretariat

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

1. Overall leadership to the Organization to ensure that the mandates of PAHO's and WHO's Constitutions are met:
 - 1.1. General Direction and Auditing
 - 1.2. General Administration
 2. Regional Director's Development Program
 3. Strategic Planning, Programming and Evaluation of Technical Cooperation
 - 3.1. Management of Current Planning Processes
 - 3.2. Implementation of Strategic Planning Process
 4. Expand the knowledge of PAHO/WHO's mission, programs and activities to the critical selected publics:
 - 4.1. Public relations and outreach
 - 4.2. Internal Strategic Communications
 - 4.3. PAHO Centennial
 5. Legal advice and counsel to PAHO/WHO's Governing Bodies, the Director and managers:
 - 5.1. Legal Affairs
 6. Development of Human Resources
 - 6.1. Staff Development and Training
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Projects

1. Overall Leadership to the Organization to Ensure that the Mandates of PAHO's and WHO's Constitutions are Met:

1.1 General Direction and Auditing

Purpose	Indicators
<p>Member States and the Secretariat of PAHO adhere to and implement the Pan American Sanitary Code, the Constitution, the resolutions and decisions of the Governing Bodies.</p>	<ul style="list-style-type: none"> • Member Governments maintain or increase their commitment to PAHO.
Expected Results	Indicators
<p>The Secretariat of PAHO will apply the Strategic Plan (SP) 2003-2007 in all planning and evaluation instruments and will comply with the resolutions and decisions of the Governing Bodies and provisions of the Pan American Sanitary Code and PAHO Constitution</p>	<ul style="list-style-type: none"> • Technical cooperation activities of the Secretariat will be fully aligned with the resolutions of the Governing Bodies and with the SP.
<p>Meetings of the Governing Bodies will have all necessary support and documentation such that Member States may provide comprehensive guidance to the Secretariat</p>	<ul style="list-style-type: none"> • All Governing Bodies' sessions will be held on schedule and will be deemed suitable by Governments and the Secretariat. • Documentation for these sessions will be appropriate in length and content and will be submitted to Member States in a timely manner.
<p>The financial processes of the Organization will remain sound</p>	<ul style="list-style-type: none"> • External audit reports will have been unqualified", sound financial practices will have been protected and enforced.
<p>Relations with Puerto Rico, United States of America, Canada and the Canadian Society for International Health (PAHO's Technical Representative in Canada) will be successfully managed</p>	<ul style="list-style-type: none"> • BPBs for Puerto Rico, USA and Canada will be fully executed on the basis of timely and thoroughly programmed activities.
<p>Supervision of the Directorate's staff offices will be successfully carried out, so as to ensure their effective operation</p>	<ul style="list-style-type: none"> • Staff offices will successfully complete the planning cycles (BPB and PTS), six-month monitoring, and annual and biennial evaluations.

1.2 General Administration

Purpose	Indicators
<p>The Organization responds to the program priorities established by the Governing Bodies by providing required administrative support to the programs established by Headquarters technical units and country offices.</p>	<ul style="list-style-type: none"> • Administrative processes streamlined to support TC activities. • Administrative decentralization to Country Offices strengthened.

Expected Results	Indicators
Efficient and effective administrative support provided for both Headquarters and field offices, for budgetary, financial, personnel, general services, administrative systems development, and procurement activities	<ul style="list-style-type: none"> • Offices of Budget and Finance, Personnel, General Services and Information Systems deliver the Expected Results of their specific projects.
Administrative support and assistance provided to the technical divisions/offices, PWR offices and Centers for the successful implementation and delivery of technical cooperation,	<ul style="list-style-type: none"> • Special projects undertaken to strengthen managerial capacity at all levels. • Monitoring visits and participation in Managers' Meetings.

The total regular budget funds in the area of overall leadership of the organization are:
\$ 3,341.3

2. Regional Director's Development Program

Purpose	Indicators
Countries in the Region benefit from the special projects supported by the Regional Director's Development Program.	<ul style="list-style-type: none"> • Member States fully satisfied with the activities funded by this program
Expected Results	Indicators
Regional Director's Development Program fully developed and applied..	<ul style="list-style-type: none"> • Projects supported by this program deal with opportunities and needs throughout the Region and are consistent with the SP and other mandates

The total regular budget funds for the Regional Director's Development Fund are:
\$ 1,683.5

3. Strategic Planning, Programming and Evaluation of Technical Cooperation

3.1 Management of Current Planning Processes

Purpose	Indicators
Executed policies, plans, and projects corresponding with and supporting of Strategic Plan.	<ul style="list-style-type: none"> • Resource allocation based on explicit criteria such as: soundness of proposals and/or evaluation of past performance.

- Human resources incentive scheme supports values of the Organization in addition to performance
- Selected TC projects shown to have impact on evaluation.

Expected Results	Indicators
Programming, monitoring and evaluation of biennial program budgets (BPB) coordinated.	<ul style="list-style-type: none"> • At least 100 staff trained in design and management of BPBs each year. • Participation in global planning and program management process including but not limited to exchange of information execution and evaluation of global expected results in AMRO • Windows software for HQ and field updated and training program for staff executed as planned. • BPB 2004-05 developed and submitted to Governing Bodies in 2003.
Evaluations increased and results used.	<ul style="list-style-type: none"> • At least one selected Pan American Center evaluated each year and results discussed at SPP. • Evaluation results across organization analyzed and reported on to the Cabinet at least twice per year and recommendations implemented. • Evaluation studies conducted or commissioned as required.
Secretariat support to Director's Cabinet provided	<ul style="list-style-type: none"> • Cabinet agendas, background documents and minutes prepared and disseminated in a timely fashion.
Work of SPP in programming and managerial process supported	<ul style="list-style-type: none"> • Each year papers for SPP reviewed for adherence to guidelines and technical robustness.
Annual Report of the Director (ARD) published annually	<ul style="list-style-type: none"> • Each year, ARD sent to DBI by agreed deadline, as per outline approved by D.

3.2 Implementation of Strategic Planning Process

Purpose	Indicators
Realignment of organization's work with SP evident.	<ul style="list-style-type: none"> • Strategic objectives used to guide, develop and evaluate TC projects. • OD interventions implemented. • Selected Units redefine their strategies/projects in accordance with SP.

Expected Results:	Indicators
Strategic Plan (SP) for the period 2003-2007 submitted to the Governing Bodies and its implementation initiated	<ul style="list-style-type: none"> • SP identifies technical strategic directions and priorities as well as organizational development strategies, submitted to PASC in 2002. • Communication strategy for ensuring that all staff familiar with SP developed and initiated by end of 2003.

Organizational capacity for strategic thinking is strengthened and/or developed	<ul style="list-style-type: none"> • Support provided throughout the process for application of anticipatory approaches and tools. • Selected groups within PAHO are exposed to the conceptual, methodological and practical basis of anticipatory methods and tools. • Practical handbook on visioning produced.
Organizational/institutional development continued	<ul style="list-style-type: none"> • Selected components of the OD aspects of plan implemented.
Improved support to SPP meetings provided	<ul style="list-style-type: none"> • Current guidelines for document preparation and reviews are updated to determine adequacy for ensuring analytical and provocative documents submitted to SPP. • DAP identifies at least one emerging issue and develops paper for consideration by the SPP. • New design of meetings tested.
Analysis of the use of information in decision-making processes undertaken, with particular emphasis on resource allocation	<ul style="list-style-type: none"> • One report submitted to Cabinet with recommendations for improving the programming and evaluation process by end 2002.
Foresight increased in PAHO	<ul style="list-style-type: none"> • Scenarios are used as tools for reducing uncertainty and improve anticipatory decision making. • Environmental scanning methodology institutionalized.
Organizational capacity for evaluation developed	<ul style="list-style-type: none"> • A cadre of persons developed and trained in evaluation techniques each year.

The total regular budget funds in the area of strategic planning, programming and evaluation are: \$ 2,386.0

4. Expand the Knowledge of PAHO/WHO's Mission, Programs and Activities to the Critical Selected Publics

4.1 Public Relations and Outreach

Purpose	Indicators
The Organization will improve public awareness and outreach to promote health issues.	<ul style="list-style-type: none"> • Create and distribute five editions of Perspectives in Health. • Publish and distribute six editions of PAHO Today. • News releases and fact sheets expanded.

Expected Results	Indicators
DPI will produce high-quality materials for a broad general public	<ul style="list-style-type: none"> • Print material, video and radio programs to promote health issues • Graphic concepts and presentations for PAHO programs • All information included in Internet
DPI will take part in outside activities to promote the Organization	Exhibits in HQ and country offices as well as international events. The Speakers Bureau will be expanded.

4.2. Internal Strategic Communications

Purpose	Indicators
The Organization develops internal communication strategies to improve technical cooperation activities in the countries of the Region.	<ul style="list-style-type: none"> • Promotes inclusion of communication components in technical cooperation projects.

Expected Results	Indicators
DPI will promote communications strategies/materials, and media relations within the Organization and the Ministries of Health.	<ul style="list-style-type: none"> • At least 40% of technical cooperation projects include communication components. • Conduct two "What is News" workshops
DPI will promote World Health Days, and produce materials within the Organization.	<ul style="list-style-type: none"> • Prepare promotional and informational products and materials. • Produce graphics, photos and video presentations for PAHO Programs.

4.3 PAHO Centennial

Purpose	Indicators
The Organization celebrates its centennial with the participation of all the countries in the Region and its Governing Bodies.	<ul style="list-style-type: none"> • Countries celebrate PAHO's Centennial on actual anniversary date. • Technical units hold special Centennial meetings.

Expected Results	Indicators
DPI will coordinate activities and products with the whole of the Organization	<ul style="list-style-type: none"> • Kick off press conference held in Washington and the countries • Champions and Health Heroes, and posters, essay and journalism contest awarded. • Centennial photo book distributed. • Centennial Gala dinner in Washington, DC.

The Organization's successes and its future will be disseminated throughout the centennial year.

- Press, video, radio spots distributed and aired.
- Live television special aired in 20 countries.
- Special edition of Perspectives in Health

The total regular budget funds in the area of public information are:
\$ 2,689.7

5. Legal Advice and Counsel to PAHO/WHO's Governing Bodies, the Director and Managers

5.1 Legal Affairs

Purpose	Indicators
The Organization will meet its Constitutional mandates and comply with all of its legal commitments, while ensuring that its status as a public international organization is duly recognized both at the national and international levels.	<ul style="list-style-type: none"> • Claims against the Organization are reduced throughout the biennium.
Expected Results	Indicators
DLA responds to all consultations of a legal nature from Headquarters and field offices.	<ul style="list-style-type: none"> • DLA responds to all requests effectively and efficiently in a timely manner, participating in the Project Review Process and in negotiations with donors.
Reduced potential for conflict.	<ul style="list-style-type: none"> • Advice provided to the Administration prior to decision-making particularly in matters affecting employment relations and in contractual relations with the private sector. When necessary, basic agreements are negotiated and concluded.
DLA represents and successfully defends the Organization.	<ul style="list-style-type: none"> • Cases presented before the Administrative Tribunal of the ILO and representation before other judicial and quasi judicial fora.
DLA collaborates with technical units in specific areas of national and international law.	<ul style="list-style-type: none"> • Support on specific issues related to the law and medicine provided to PWRs, Centers, Special Programs and HQ technical divisions.
DLA works closely with external legal counsel.	<ul style="list-style-type: none"> • Review work of external counsel to safeguard PAHO's interests.

The total regular budget funds in the area of legal advice are:
\$ 1,318.2

6. Development of Human Resources

6.1 Staff Development and Training

Purpose	Indicators
Staff members are adequately prepared to respond in a more effective and efficient manner to the technical cooperation of the Organization to the Member States.	<ul style="list-style-type: none"> • Staff members increase their knowledge and skills and develop adequate attitudes to respond to the needs of TC.
Expected Results:	Indicators
Created a variety of learning opportunities for staff members to acquire the necessary competencies to perform their daily duties effectively	<ul style="list-style-type: none"> • Training needs assessed in accordance with the Strategic and programmatic orientations and national priorities for technical cooperation as reflected in individual Units' BPBs.
Provided the staff with opportunities to further their education through a degree program or technical updating in different topics	<ul style="list-style-type: none"> • Specific degree programs identified in accordance with TC needs and objectives.

The total regular budget funds in the area of staff development are:
\$ 1,583.3

GENERAL DIRECTION PROGRAM BUDGET DISTRIBUTION BY ORGANIZATIONAL LEVEL				
Organizational Level	Regular Budget		Other Sources	
	2000-2001	2002-2003	2000-2001	2002-2003
Intercountry Programs	6,298.2	6,759.2	638.8	588.9
Headquarters	6,207.4	6,242.8	678.7	696.0
Total	12,505.6	13,002.0	1,317.5	1,284.9