



**Pan American
Health
Organization**



**World Health
Organization**
REGIONAL OFFICE FOR THE **Americas**

169th SESSION OF THE EXECUTIVE COMMITTEE

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FINAL REPORT

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FINAL REPORT

Opening of the Session

1. The 169th Session of the Executive Committee was held on 24 September 2021. Owing to the extraordinary and unprecedented circumstances presented by the COVID-19 pandemic, the session was held online using a virtual meeting platform. The session was attended by representatives of the following nine members of the Executive Committee elected by the Directing Council: Argentina, Bolivia (Plurinational State of), Brazil, Costa Rica, Cuba, Haiti, Jamaica, Mexico, and Suriname. Delegates of the following Member States, Participating States, Associate Members, and Observer States attended in an observer capacity: Bahamas, Canada, Colombia, Curaçao, Dominican Republic, El Salvador, Grenada, Nicaragua, Panama, Sint Maarten, Spain, United States of America, Uruguay, and Venezuela (Bolivarian Republic of).

2. Ms. Adriana Salazar González (Costa Rica, Outgoing President of the Executive Committee) opened the session and welcomed the participants, extending a special welcome to the new members elected by the recently concluded 59th Directing Council: Argentina, Bolivia, and Jamaica.

3. Dr. Carissa Etienne (Director, Pan American Sanitary Bureau), adding her welcome to all participants, noted that the session was being held in the wake of a successful session of the Directing Council, at which important forward-looking discussions had taken place, all focused on enabling the Region of the Americas to overcome the pandemic, build on the lessons learned, and advance towards sustainable development. She also highlighted the important role of the Executive Committee in scrutinizing the administrative and financial functions of the Organization and in preparing for each session of the Directing Council or the Pan American Sanitary Conference.

Procedural Matters

Election of Officers

4. Pursuant to Rule 15 of the Rules of Procedure of the Executive Committee, the Committee elected the following Member States to serve as officers for the period from September 2021 to September 2022 (Decision CE169[D1]):

President: Argentina (Dr. Carla Vizzotti)

Vice President: Mexico (Dr. Marcos Cantero Cortes)

Rapporteur: Suriname (Dr. Ritesh Dhanpat)

5. The Director of the Pan American Sanitary Bureau (PASB or Bureau), Dr. Carissa Etienne, served as Secretary ex officio, and the Deputy Director, Ms. Mary Lou Valdez, served as Technical Secretary.

Adoption of the Agenda (Document CE169/1, Rev. 1)

6. Pursuant to Rule 9 of its Rules of Procedure, the Executive Committee adopted, without change, the provisional agenda prepared by the Director (Decision CE169[D2]).

Committee Matters

Election of Three Members to the Subcommittee on Program, Budget, and Administration

7. The Committee elected Brazil, Costa Rica, and Jamaica to serve on the Subcommittee on Program, Budget, and Administration on the expiration of the periods of office of Barbados, Ecuador, and the United States of America on the Executive Committee. The Committee expressed appreciation to the outgoing members of the Executive Committee for their service (Decision CE169[D3]).

Process for the Election of the Director of the Pan American Sanitary Bureau and Nomination of the Regional Director of the World Health Organization for the Americas (Document CE169/2)

8. Dr. Heidi Jiménez (Legal Counsel, PASB) outlined the process and timeline for the election of the Director of the Bureau, noting that the election would take place during the 30th Pan American Sanitary Conference in September 2022 and recalling that the current Director, Dr. Carissa Etienne, had been elected for a second five-year term in 2017 and therefore could not be reelected in 2022. The election would take place in accordance with the Rules Governing the Election Process for the Position of Director of the Pan American Sanitary Bureau, which appeared in the annex to Document CE169/2. The results of the election would be communicated to the Executive Board of the World Health Organization (WHO), which would appoint the person elected as Regional Director of WHO for the Americas.

9. The election process would begin with an invitation to submit nominations, to be issued by the President of the Executive Committee, to all Member States, Participating States, and Associate Members by 1 March 2022. The nomination period would close by 1 May, and by 1 June the President of the Executive Committee would send information on the candidates to all Member States, Participating States, and Associate Members, together with information on the Candidates' Forum, which would be held on the margins of the 170th Session of the Executive Committee in June 2022. The new Director would then be elected by secret ballot during the 30th Pan American Sanitary Conference.

10. In the ensuing discussion, appreciation was expressed for Dr. Etienne's skillful leadership and her efforts to strengthen PAHO, invest in the Bureau staff, and improve organizational transparency, accountability, and efficiency. The importance of ensuring transparency, independence, and impartiality in the nominating process and in the Candidates' Forum was emphasized, as was the need to nominate candidates with the requisite training, leadership and management skills, experience in international health,

knowledge of the inter-American and United Nations systems, and sensitivity and respect for the cultural, social, political, and economic diversity of the countries of the Region. Members submitting nominations were encouraged to consider criteria of gender equality and representation of subregions and ethnic and racial minorities.

11. The Director, underscoring the need to ensure the nomination of competent candidates, urged all Member States to engage in the nomination and election process.

12. The Executive Committee took note of the report.

Engagement with non-State Actors (Document CE169/3)

13. The President recalled that the Subcommittee on Program, Budget, and Administration (SPBA) had discussed engagement with non-State actors at its 15th Session in March 2021,¹ during which it had been noted that the pandemic had highlighted the critical role played by non-State actors in responding to health emergencies, and it had been recommended that the Bureau should further expand its outreach and engagement with non-State actors in the Region.

14. In the discussion that followed, delegates welcomed the continued and consistent implementation of the Framework of Engagement with Non-State Actors (FENSA) in coordination with the WHO Secretariat, despite the difficulties arising from the COVID-19 pandemic. The development of a model agreement to receive financial and in-kind contributions expeditiously during the pandemic was welcomed. Support was voiced for new and innovative cross-sectoral collaborations at all levels and for efforts to simplify FENSA in order to increase stakeholder participation, while preserving the Organization's integrity, independence, and reputation.

15. A delegate reported that stakeholders in her country had indicated that FENSA was not being implemented in a way that welcomed inclusivity and input from stakeholders. She highlighted the important role of stakeholders in promoting global public health and equity and generating support for evidence- and science-based approaches to global health issues and underlined the need to listen to the input from all stakeholders on issues of importance to global public health.

16. Dr. Heidi Jiménez (Legal Counsel, PASB), stressing that the Bureau recognized the value of working with non-State actors, explained that in 2020 the Bureau had conducted over 280 due diligence and risk assessments and hundreds of simplified reviews of low-risk engagements, which represented a significant increase from 2019. Only 5% of the proposed engagements reviewed had not been approved, primarily as a result of the non-State actors' links with the tobacco industry or conflicts of interest that could not be mitigated. While she could not speak to the risk assessments conducted independently by WHO, she strongly believed that FENSA served its purpose in protecting PAHO's independence and integrity.

¹ See the final report of the Subcommittee's 15th Session, Document SPBA15/FR (2021).

17. Emphasizing the need for collaboration, the Director affirmed that no one entity, organization, or government acting alone could be successful in combating the pandemic and its consequences. She recalled that, during the negotiations leading to the establishment of FENSA, the Region had been alone in pushing for broader engagement with and participation by non-State actors, and she noted that the Framework's current version was significantly more embracing than the original proposal. She supported its further simplification but stressed the need to ensure that the necessary processes and mechanisms were in place to protect PAHO and WHO. She pointed out in that regard that FENSA precluded engagement not only with some private-sector entities, notably those in the tobacco industry, but also with other entities that benefited from or that engaged directly or indirectly with such entities.

18. The Executive Committee took note of the report.

Annual Report of the Ethics Office for 2020 (Document CE169/4)

19. Mr. Philip MacMillan (Manager, Ethics Office, PASB) introduced the annual report of the Ethics Office, observing that the Office's core work involved guiding personnel, raising awareness, and developing new policies to ensure that PAHO remained at the forefront of the best ethical practices. He reported that in 2020 the Office had responded to 157 consultations from personnel, the second highest number in a single year but a decrease from the record 211 inquiries received in 2019.

20. With regard to policies, Mr. MacMillan reported that the new comprehensive PAHO Policy Against Fraud and Corruption and a dedicated PAHO Policy on Preventing Sexual Exploitation and Abuse had been issued. Although the Ethics Office was not aware of any allegations of sexual exploitation or abuse involving PASB personnel, the policy sent a strong message that any such conduct was abhorrent and would lead to disciplinary action and possible criminal prosecution. A key aspect of the policy's successful implementation would be raising awareness of PAHO's high ethical standards among beneficiary populations and providing a way to report improper behavior. PAHO was also closely collaborating with the WHO Prevention and Response of Sexual Exploitation, Abuse, and Harassment Task Team to further improve related policies and practices.

21. The PAHO Policy on Protection Against Retaliation had been strengthened, and its scope of protection had been expanded to include people who sought advice to resolve a workplace concern or who filed an appeal against an administrative or disciplinary decision. It also affirmed the right of personnel to challenge the outcome of a retaliation complaint. Furthermore, a disclosure form designed for newly selected personnel had been implemented to identify and resolve possible conflicts of interest prior to hiring. Moving forward, important priorities for the Ethics Office included issuing a new code of ethics and carrying out a survey to gauge the ethical climate, which had recently been launched in all four official languages of the Organization.

22. In the discussion that followed, the Ethics Office's efforts to adapt to the new environment resulting from the COVID-19 pandemic were recognized. Delegates

welcomed the new policies against fraud and corruption and on prevention of sexual exploitation and abuse, the updating of the policy on protection against retaliation, and the development of a new code of ethics, with one delegate remarking that the latter would keep PAHO at the vanguard of international organizations with regard to ethics. Delegates looked forward to reviewing the results of the 2021 survey on the ethical climate and to exploring how the findings could be used to inform future action plans and strategies.

23. Mr. MacMillan was asked to indicate whether the Bureau had begun sensitizing staff on the updated reporting options under the Policy on Protection Against Retaliation, including through the use of any relevant training module. A delegate sought clarification as to whether the new policy on the prevention of sexual exploitation and abuse differed in any key aspects from the recently issued WHO policy and whether it would apply equally to all PASB personnel, regardless of contract type. Another delegate noted the recent WHO Executive Board decision on preventing sexual exploitation, abuse, and harassment and looked forward to the briefing to be provided by the Bureau on progress in implementing the decision at the regional level.²

24. Mr. MacMillan replied that the Ethics Office was working with a third-party provider to draft the new code of ethics, which he felt was revolutionary and would be emulated by other international organizations. The survey on the ethical climate had begun on 22 September, and over 300 responses had been received on the first day. The Ethics Office pledged to be transparent in disclosing the results. Concerning the policy on the prevention of sexual exploitation and abuse, he explained that every policy issued by the Ethics Office applied to every person working in the Organization, irrespective of contract type or duration of appointment. The Office had shared the policy with WHO, which was currently revising its own policy. All new policies had been incorporated in the Bureau's sensitivity and awareness training, and general information bulletins had been circulated to the Bureau's staff. Nevertheless, remote work impacted the ability to create staff awareness, which was an issue that the Office was working to address.

25. The Director affirmed that the Bureau's Executive Management was committed to promoting good ethical principles and practices among staff and ensuring that the relevant policies, resources, and mechanisms were in place. It was also committed to ensuring that both the Ethics Office and the Investigation Office could carry out their work independently and would ensure that the Bureau was well prepared to prevent and address any infringements.

26. The Executive Committee took note of the report.

² See Decision EB148(4) (2021) of the WHO Executive Board and the Final Report of the 59th Directing Council of PAHO (Document CD59/FR [2021]), at which a briefing for PAHO Member States on the implementation of the Executive Board decision was requested.

Annual Report of the Investigations Office for 2020 (Document CE169/5)

27. Mr. Alexander Lim (Chief Investigator, Investigations Office, PASB) explained that the Investigations Office, which was functionally independent, conducted administrative fact-finding investigations into allegations of wrongdoing involving PASB personnel or concerning activities contracted or financed by PAHO. In 2020, the Investigations Office had reviewed 59 reports of alleged wrongdoing, closing 54 of them and carrying the remaining five forward to the following year. It had also issued six investigation reports related to workplace issues, such as harassment. In its capacity as the secretariat of the Standing Committee on Asset Protection and Loss Prevention (APLP), the Investigations Office had received 10 reports of fraud, theft, damage, and loss of PAHO assets and equipment, amounting to a net loss of \$2,083³ to the Organization, of which \$250 had been recovered. The majority of the losses had been related to the theft or damage of PAHO property, such as laptops and cell phones.

28. During the reporting period, the Investigations Office had carried out awareness-raising activities to remind staff of their responsibility to report allegations of wrongdoing. No reports of fraud had been received during the first 10 months of 2020. However, the Office had drawn the attention of senior management to the possibility that the COVID-19 pandemic might have given rise to new avenues for fraud and had emphasized the need for continued vigilance. The Director had therefore requested the development of new fraud risk profiles. The Terms of Reference for the Investigations Office had been revised, based on the feedback from the Audit Committee of PAHO, and had been approved by the Director in September 2020. The Investigations Office had also begun updating and revising the Investigation Protocol.

29. In the ensuing discussion, delegates applauded the Investigation Office's efforts to adapt awareness-raising activities to the virtual and teleworking environment and encouraged it to increase those activities, including in country offices. Continued awareness-raising on sexual harassment, exploitation, and abuse was considered particularly important. Concern was expressed at the possible underreporting of sexual harassment, exploitation, or abuse in the Bureau, given that no reports had been received for a second consecutive year. It was considered essential to have procedures and personnel in place to address any complaints swiftly, effectively, and professionally. A delegate inquired what steps were being taken to enforce mandatory training on sexual harassment and implement performance evaluations in order to ensure accountability.

30. Delegates welcomed the Investigations Office's helpline, which allowed staff to submit anonymous reports of wrongdoing. While it was acknowledged that the shift to teleworking might have resulted in fewer reports, the Investigations Office was encouraged to remain vigilant and to ensure that its actions could be adapted to the post-pandemic context. It was pointed out that new avenues for fraud and other forms of wrongdoing which had emerged during the pandemic would remain of concern in the post-pandemic period. It was also noted that the new code of ethics would likely help to enhance the

³ Unless otherwise indicated, all monetary figures in this report are expressed in United States dollars.

Investigations Office's efficiency and performance. Delegates looked forward to updates on the review of the Investigation Protocol in 2022.

31. Mr. Lim reported that the revision of the Investigation Protocol had begun in July 2021 and was ongoing.

32. Mr. Philip MacMillan (Manager, Ethics Office, PASB), replying to the question regarding mandatory trainings, explained that the Ethics Office conducted virtual mandatory training for staff at Headquarters and PWRs on the six policies for which it was the custodian.

33. The Director observed that the Bureau had seen significant improvement in terms of both the investigations and ethics functions following the separation of the two offices as recommended by the Audit Committee of PAHO.

34. The Executive Committee took note of the report.

Report of the Audit Committee of PAHO (Document CE169/6)

35. Mr. Alan Siegfried (Chair, PAHO Audit Committee) reported on the activities of the Audit Committee since its previous report to the Executive Committee in September 2020 and reviewed the status of the Audit Committee recommendations since 2015. He noted that the Audit Committee was made up of three highly qualified members, all of whom had many years of auditing experience in national audit offices and various international organizations.

36. Regarding the Audit Committee recommendations he reported that, of the 71 recommendations issued since 2015, 58 had been completed and closed as of September 2020. The Audit Committee had reviewed the actions taken and believed that those recommendations had been appropriately addressed. Three new recommendations had been issued during the current reporting period and nine of the outstanding recommendations had been closed during the period, leaving seven open recommendations as of September 2021, four from 2019 and one from 2020; the other two recommendations had just been issued in 2021.

37. In the Audit Committee's view, the three most important open recommendations were those relating to an outside independent assessment of information technology (IT) security, an analysis regarding the sustainability of the after-service health insurance (ASHI) liability, and the inclusion by the Office of Internal Audit of an audit regarding second-line-of-defense processes in its 2022 audit plan.

38. In the Executive Committee's discussion of the report, delegates recognized the contribution of the Audit Committee to strengthening governance, transparency, and accountability and expressed support for its recommendations. The Bureau was encouraged to implement the five recommendations set out in the Report of the Audit Committee of PAHO. Particular support was voiced for the recommendations concerning an independent assessment of IT security, and information was requested on the anticipated

timeline for such an assessment. The Bureau was also encouraged to facilitate the Audit Committee's review and comment on the new Investigation Protocol (see paragraphs 27 to 34 above). The need to strengthen risk management and controls at all levels was stressed. Training on the use and application of risk management tools at the local level was considered especially important.

39. Mr. Siegfried pointing out that the Bureau had made good progress in closing recommendations in the past, said that follow-up on previous recommendations was one of priorities of the Audit Committee.

40. Mr. David O'Regan (Auditor General, Office of Internal Audit, PASB), noting that the internal audit work plan was not set until the last quarter of the year, said that the timeline for the IT security assessment had not yet been decided.

41. Ms. Kristan Beck (Director of Administration, PASB) assured the Executive Committee that the issue of cybersecurity was a top concern for the Bureau. Regarding the sustainability of the ASHI liability, she reported that the Bureau had a working group composed of representatives of various departments that met regularly to examine various issues relating to staff health insurance, including sustainability.

42. The Director expressed thanks to the members of the Audit Committee for their assistance in ensuring good governance, transparency, accountability, and stewardship. She emphasized that the Bureau's Executive Management took the recommendations of the various audit oversight bodies seriously and would continue to ensure that all recommendations were addressed.

43. The Executive Committee took note of the report.

Appointment of the Award Committee for the PAHO Award for Health Services Management and Leadership 2022 (Document CE169/7)

44. Dr. James Fitzgerald (Director, Department of Health Systems and Services, PASB) recalled that the annual PAHO Award for Health Services Management and Leadership was conferred on a candidate who had made a significant contribution in his/her home country and/or throughout the Region of the Americas. In accordance with the procedures adopted by the 56th Directing Council in 2018, the Award Committee was to be selected each year during the first session of the Executive Committee following the Directing Council or the Pan American Sanitary Conference and was to consist of the President of the Executive Committee and a representative and alternate from each subregion. For the Award to be conferred in 2022, Member States would be invited to submit no more than two nominations through a call for candidates during November 2021. The deadline for receipt of nominations would be 31 March 2022. The Award Committee would then meet to consider the information on the candidates nominated and would submit its recommendation to the Executive Committee at its 170th Session.

45. The President proposed Cuba and Suriname as the members of the Award Committee and Brazil and Mexico as alternates, noting that all subregions would thus be represented.

46. The Executive Committee appointed Argentina, Cuba and Suriname as members and Brazil and Mexico as alternate members of the Award Committee for the PAHO Award for Health Services Management and Leadership 2022 (Decision CE169[D4]).

Administrative and Financial Matters

Report of the Office of Internal Audit for 2020 (Document CE169/8)

47. Mr. David O'Regan (Auditor General, Office of Internal Audit, PASB), presented the report, which summarized the work undertaken by the Office of Internal Audit in 2020, including the findings from eight assignments relating to non-personnel travel expenditure, hiring of consultants, and country office audits, among other topics. Mr. O'Regan recalled that in 2020 the evaluation function had been transferred to the Bureau's Office of Planning, Budget and Evaluation, and the former Office of Internal Oversight and Evaluation Services had become the Office of Internal Audit (OIA); accordingly, the Report of the Office of Internal Audit for 2020 did not include any information on evaluations. He also noted that, owing to the travel restrictions imposed as a result of the COVID-19 pandemic, the audits of the country offices in Haiti, Jamaica, and Nicaragua had been conducted remotely using cloud-based information systems.

48. The Office of Internal Audit had concluded that, despite the challenges associated with the pandemic, internal control environment of PASB in 2020 had continued to provide reasonable assurance of the accuracy and the timely recording of transactions, assets, and liabilities and of the safeguarding of assets. For the third consecutive year, there had been no unsatisfactory ratings for any of the individual internal audits conducted.

49. Regarding the status of PASB actions to address OIA findings, Mr. O'Regan reported that, at the end of 2020, only one recommendation remained pending two years after it had first been issued in an internal audit report. That recommendation concerned IT security. Although the Bureau had made excellent progress in that area, there remained a small but important gap in the monitoring of risks and security in applications and databases outside the PASB Management Information System (PMIS). Mr. O'Regan noted that OIA continued to advise PASB that IT security arrangements should comprehensively cover all significant systems throughout the Organization. This is on the principle that the IT security is only as strong as its weakest link. He also noted that OIA understands that management is thoroughly working on this.

50. In the ensuing discussion, appreciation was expressed for the valuable role of OIA in monitoring internal controls, risk management, and other matters, and the finding of no unsatisfactory ratings for any internal audits for the third consecutive year was welcomed. The leadership of the Director in encouraging PASB managers to take prompt action on open audit recommendations was applauded. Delegates welcomed the Office's continued

attention to travel expenditures and voiced strong support for its recommendations relating to the hiring of consultants. It was emphasized that the policy guidelines for consultant recruitment, including clear documentation of the competitive process, should be followed to ensure transparency in selection and hiring processes. The Bureau was encouraged to ensure diversity in the hiring of consultants to reduce the continuing trend of retirees returning on consultant contracts.

51. The Bureau was also encouraged to improve compliance with letters of agreement in local procurement transactions and to implement more robust risk management and compliance functions in country offices. Swift action on the OIA recommendations regarding projects funded by voluntary contributions was also urged.

52. Mr. O'Regan, noting that travel expenditures and consulting contracts were among the most important issues raised in the report, pointed out that it would be necessary to wait until the post-pandemic period—when travel and the hiring of consultants would begin to pick up again—to assess the action taken by PASB in response to the recommendations in those areas.

53. The Director expressed gratitude to OIA for its vigilance and recommendations for improving risk management and transparency and assured the Executive Committee that the Bureau was committed to implementing all recommendations. It had already started to review the consultant hiring policy and would continue to take action to improve risk management. It had also taken steps to ensure that a risk management assessment was conducted for all projects funded by voluntary contributions.

54. The Executive Committee took note of the report.

Governing Bodies Matters

Proposed Dates for Meetings of the Governing Bodies of PAHO in 2022 (Document CE169/9)

16th Session of the Subcommittee on Program, Budget, and Administration

55. The Committee decided that the 16th Session of the Subcommittee on Program, Budget, and Administration would be held from 23 to 25 March 2022 (Decision CE169[D5]).

170th Session of the Executive Committee

56. The Committee decided to hold its 170th Session from 20 to 24 June 2022 (Decision CE169[D6]).

30th Pan American Sanitary Conference of PAHO, 74th Session of the Regional Committee of WHO for the Americas

57. The Director proposed that the 30th Pan American Sanitary Conference of PAHO, 74th Session of the Regional Committee of WHO for the Americas, should be held from 19 to 23 September 2022.

58. It was suggested that the 30th Pan American Sanitary Conference, and future sessions of the Directing Council, should be scheduled so as not to coincide with the week of the high-level meetings during the United Nations General Assembly.

59. Acknowledging the request, the Director noted that the dates for the Pan American Sanitary Conference and the Directing Council must be coordinated with the other regional offices and with WHO Headquarters and said that she would discuss the possibility of different dates with the Director-General and the other regional directors. She would then convey the outcome of those discussions to the President of the Executive Committee and to Executive Committee Members by mid-December 2021 with a view to confirming the dates of the session.

60. The Executive Committee decided that the dates of the 30th Pan American Sanitary Conference of PAHO, 74th Session of the Regional Committee of WHO for the Americas, would be set following the Director's consultations with the Director-General of WHO and the regional directors of the other WHO regions regarding the possibility of scheduling the session so as not to coincide with the dates of the high-level General Debate during the United Nations General Assembly (Decision CE169[D7])⁴.

Proposed Topics for Meetings of the Governing Bodies in 2022 (Documents CE169/10 and CE169/11)

16th Session of the Subcommittee on Program, Budget, and Administration

61. The Director introduced the document setting out the list of topics proposed for discussion by the Subcommittee on Program, Budget, and Administration during its 16th Session (Document CE169/10), noting that the topics were those customarily considered by the Subcommittee.

62. The Executive Committee endorsed the list of topics as proposed in Document CE169/10 (Decision CE169[D8]).

170th Session of the Executive Committee

63. The Director drew attention to Document CE169/11, which listed the topics proposed for discussion by the Executive Committee during its 170th Session, together

⁴ After the necessary consultation, the Executive Committee decided to hold the 30th Pan American Sanitary Conference of the Pan American Health Organization (PAHO), 74th session of the Regional Committee for the Americas of the World Health Organization (WHO), from 26 to 30 September 2022.

with tentative lists of topics for discussion by the Governing Bodies in 2023 and 2024. She noted that the Bureau had borne in mind the recommendations made by the Executive Committee at its recent sessions. In preparing the agenda for the 170th Session, had endeavored to continue to bring before the Committee high-level, strategic public health issues, including issues related not just to the response to the COVID-19 pandemic but also to matters that would better position the Region and the Organization to respond to health challenges in the post-pandemic period and to fulfill mandates approved prior to the pandemic with a view to achieving the Sustainable Development Goals (SDGs).

64. Accordingly, one of the items proposed for consideration during the 170th Session was a policy for recovering progress toward the SDGs with equity through action on the social determinants of health and intersectoral work. Another was policy for improving mental health throughout the life course, which took account of the need to strengthen mental health programs in the wake of the pandemic. Also proposed was an item to strengthen national regulatory systems for medicines and other health technologies, which was aimed at ensuring that regulatory systems had the requisite capacities as the Region moved towards increased production of vaccines, medicines, and other health technologies.

65. The Executive Committee endorsed the list of proposed topics as proposed in Document CE169/11 (Decision CE169[D9]).

Matters for Information

Lessons Learned on PAHO Governance Reform (Document CE169/INF/1)

66. Ms. Kristan Beck (Director of Administration, PASB) introduced the report on the lessons learned on PAHO governance reform, noting that it had been prepared in response to a request made by the 58th Directing Council in Resolution CD58.R3, adopted in September 2020. She explained that the Bureau had formed a team to design a business process to integrate risk management into the corporate review of projects and agreements funded by voluntary contributions. The process had been launched in February 2021. Proposals were uploaded into the review tool and assessed against a variety of technical and administrative risk criteria. If a project would entail annual expenditures in excess of \$25 million, a full risk assessment was performed and risk mitigation actions were identified. The process included a review by the Enterprise Risk Management and Compliance Standing Committee, which was then submitted to the PASB Executive Management, and a summary was prepared for the Executive Committee. To date, no non-emergency projects above the \$25 million threshold had been submitted.

67. Regarding the lessons learned, Ms. Beck reported that, by designing the new risk review process, the Bureau had been able to leverage the progress made over the previous several years in institutionalizing enterprise risk management. The process had helped to strengthen risk management for projects funded by voluntary contributions and to drive innovation through the development of a new review process workflow linked to the corporate risk register. Training had been provided to build capacity in risk management and in the use of the new workflow and the risk register. The review process had thus

enhanced the Bureau's capacity to review policy, technical, managerial, and financial aspects of voluntary contribution projects and agreements.

68. In the discussion that followed, delegates welcomed the Bureau's efforts to strengthen the management of projects funded by voluntary contributions and the assessment and mitigation of institutional risks and encouraged it to continuing strengthening those processes. The Bureau's efforts to build capacity for risk management were also welcomed, as were the steps taken to digitize and automate the corporate risk register. It was considered essential for both Member States and Bureau staff to be held accountable for critical decisions relating to projects funded by voluntary contributions in order to protect the Organization from situations that could pose legal, financial, operational, or reputational risks. It was suggested that future reports should provide more detail on the number of projects evaluated and the time elapsed between their submission and their final approval.

69. Ms. Beck assured the Executive Committee that the Bureau would continue strengthening the project and risk management review process, including through additional training.

70. The Director affirmed that the Bureau would continue striving to make PAHO the best possible organization in terms of risk management of projects funded by voluntary contributions.

71. The Executive Committee took note of the report.

Other Matters

72. During the 169th Session of the Executive Committee, no other matters were discussed.

Closure of the Session

73. Following the customary exchange of courtesies, the President declared the 169th Session closed.

Resolutions and Decisions

74. The following are the decisions approved by the Executive Committee in the course of the 169th Session:

Decisions

CE169(D1): Election of Officers

Pursuant to Rule 15 of the Rules of Procedure of the Executive Committee, the Committee elected the following Member States to serve as officers for the period from September 2021 to September 2022:

President:	Argentina
Vice President:	Mexico
Rapporteur:	Suriname

(First meeting, 24 September 2021)

CE169(D2): Adoption of the Agenda

Pursuant to Rule 9 of the Rules of Procedure of the Executive Committee, the Committee adopted the agenda submitted by the Director (Document CE169/1, Rev. 1).

(First meeting, 24 September 2021)

CE169(D3): Election of Three Members to the Subcommittee on Program, Budget, and Administration

The Executive Committee elected Brazil, Costa Rica, and Jamaica to serve on the Subcommittee on Program, Budget, and Administration.

(First meeting, 24 September 2021)

CE169(D4): Appointment of the Award Committee for the PAHO Award for Health Services Management and Leadership 2022

The Executive Committee appointed Argentina, Cuba, and Suriname as members and Brazil and Mexico as alternate members of the Award Committee for the PAHO Award for Health Services Management and Leadership 2022.

(Second meeting, 24 September 2021)

CE169(D5): Dates of the 16th Session of the Subcommittee on Program, Budget, and Administration

The Executive Committee decided that the 16th Session of the Subcommittee on Program, Budget, and Administration would be held from 23 to 25 March 2022.

(Second meeting, 24 September 2021)

CE169(D6): Dates of the 170th Session of the Executive Committee

The Executive Committee decided that the 170th Session of the Executive Committee would be held from 20 to 24 June 2022.

(Second meeting, 24 September 2021)

CE169(D7): Dates of the 30th Pan American Sanitary Conference of PAHO, 74th Session of the Regional Committee of WHO for the Americas

The Executive Committee decided that the dates of the 30th Pan American Sanitary Conference of PAHO, 74th Session of the Regional Committee of WHO for the Americas, would be set following the Director's consultations with the Director-General of WHO and the regional directors of the other WHO regions regarding the possibility of scheduling the session so as not to coincide with the dates of the high-level General Debate of the United Nations General Assembly.

(Second meeting, 24 September 2021)

CE169(D8): Topics for Discussion during the 16th Session of the Subcommittee on Program, Budget, and Administration

The Executive Committee endorsed the list of topics proposed for discussion by the Subcommittee on Program, Budget, and Administration during its 16th Session (Document CE169/10).

(Second meeting, 24 September 2021)

CE169(D9): Topics for Discussion during the 170th Session of the Executive Committee

The Executive Committee endorsed the list of topics proposed for discussion by the Executive Committee during its 170th Session (Document CE169/11).

(Second meeting, 24 September 2021)

IN WITNESS WHEREOF, the President of the Executive Committee, Delegate of Argentina, and the Secretary ex officio, Director of the Pan American Sanitary Bureau, sign the present Final Report in the Spanish language.

DONE in Washington, D.C., United States of America, on this twenty-fourth day of September in the year two thousand twenty-one. The Secretary shall deposit the original texts in the archives of the Pan American Sanitary Bureau and shall send copies thereof to the Member States of the Organization.

Carla Vizzotti
President of the 169th Session of the
Executive Committee
Delegate of Argentina

Carissa Etienne
Secretary ex officio of the
169th Session of the Executive Committee
Director of the
Pan American Sanitary Bureau

AGENDA

- 1. OPENING OF THE SESSION**
 - 2. PROCEDURAL MATTERS**
 - 2.1 Election of Officers
 - 2.2 Adoption of the Agenda
 - 3. COMMITTEE MATTERS**
 - 3.1 Election of Three Members to the Subcommittee on Program, Budget, and Administration on the Expiration of the Period of Office on the Executive Committee of Barbados, Ecuador, and United States of America
 - 3.2 Process for the Election of the Director of the Pan American Sanitary Bureau and Nomination of the Regional Director of the World Health Organization for the Americas
 - 3.3 Engagement with non-State Actors
 - 3.4 Annual Report of the Ethics Office for 2020
 - 3.5 Annual Report of the Investigations Office for 2020
 - 3.6 Report of the Audit Committee of PAHO
 - 3.7 Appointment of the Award Committee for the PAHO Award for Health Services Management and Leadership 2022
 - 4. ADMINISTRATIVE AND FINANCIAL MATTERS**
 - 4.1 Report of the Office of Internal Audit for 2020
-

5. GOVERNING BODIES MATTERS

5.1 Fechas propuestas para las reuniones de los Cuerpos Directivos de la OPS durante el 2022:

- a) 16th Session of the Subcommittee on Program, Budget, and Administration
- b) 170th Session of the Executive Committee
- c) 30th Pan American Sanitary Conference of PAHO, 74th Session of the Regional Committee of WHO for the Americas

5.2 Proposed Topics for Meetings of the Governing Bodies of PAHO in 2022:

- a) 16th Session of the Subcommittee on Program, Budget, and Administration
- b) 170th Session of the Executive Committee

6. MATTERS FOR INFORMATION

6.1 Lessons Learned on PAHO Governance Reform

7. OTHER MATTERS

8. CLOSURE OF THE SESSION

LIST OF DOCUMENTS

Working Documents

CE169/1, Rev. 1	Agenda
CE169/2	Process for the Election of the Director of the Pan American Sanitary Bureau and Nomination of the Regional Director of the World Health Organization for the Americas
CE169/3	Engagement with non-State Actors
CE169/4	Annual Report of the Ethics Office for 2020
CE169/5	Annual Report of the Investigations Office for 2020
CE169/6	Report of the Audit Committee of PAHO
CE169/7	Appointment of the Award Committee for the PAHO Award for Health Services Management and Leadership 2022
CE169/8	Report of the Office of Internal Audit for 2020
CE169/9	Proposed Dates for Meetings of the Governing Bodies of PAHO in 2022
CE169/10	Proposed Topics for Meetings of the Governing Bodies of PAHO in 2022: 16th Session of the Subcommittee on Program, Budget, and Administration
CE169/11	Proposed Topics for Meetings of the Governing Bodies of PAHO in 2022: 170th Session of the Executive Committee
CE169/INF/1	Lessons Learned on PAHO Governance Reform

**PROPOSED TOPICS FOR MEETINGS
OF THE GOVERNING BODIES OF PAHO IN 2022:
16th SESSION OF THE SUBCOMMITTEE
ON PROGRAM, BUDGET, AND ADMINISTRATION**

Procedural Matters

1. Election of Officers
2. Adoption of the Agenda

Program Policy Matters

3. Outline of the End-of-biennium Assessment of the PAHO Program Budget 2020-2021/First Report on the Implementation of the PAHO Strategic Plan 2020-2025
4. Engagement with non-State Actors
5. Non-State Actors in Official Relations with PAHO
6. Appointment of One Member to the Audit Committee of PAHO

Administrative and Financial Matters

7. Overview of the Financial Report of the Director for 2021
 8. Update on the Appointment of the External Auditor of PAHO for 2024-2025 and 2026-2027
 9. Programming of the Budget Surplus (if any)
 10. Programming of the Revenue Surplus (if any)
 11. Amendments to Financial Regulations and Financial Rules of PAHO (if any)
 12. Amendments to the PASB Staff Regulations and Rules (if any)
 13. PASB Human Resources Management
 14. Update on the Master Capital Investment Fund
-

Administrative and Financial Matters *(cont.)*

15. Report on the Status of the Emergency Loan from the Revolving Fund for Access to Vaccines to the Regional Revolving Fund for Strategic Public Health Supplies
(Resolution CE168.R10) [2021]

Matters for Information

16. Process for the Election of the Director of the Pan American Sanitary Bureau and Nomination of the Regional Director of the World Health Organization for the Americas
17. Report on Strategic Issues between PAHO and WHO
18. Draft Provisional Agenda for the 170th Session of the Executive Committee

**PROPOSED TOPICS FOR MEETINGS
OF THE GOVERNING BODIES OF PAHO IN 2022:
170th SESSION OF THE EXECUTIVE COMMITTEE**

Procedural Matters

1. Adoption of the Agenda and Program of Meetings
2. Representation of the Executive Committee at the 30th Pan American Sanitary Conference, 74th Session of the Regional Committee of WHO for the Americas
3. Draft Provisional Agenda of the 30th Pan American Sanitary Conference, 74th Session of the Regional Committee of WHO for the Americas

Committee Matters

4. Report on the 16th Session of the Subcommittee on Program, Budget, and Administration
5. PAHO Award for Health Services Management and Leadership 2022
6. Engagement with non-State Actors
7. Non-State Actors in Official Relations with PAHO
8. Annual Report of the Ethics Office for 2021
9. Annual Report of the Investigations Office for 2021
10. Report of the Audit Committee of PAHO
11. Appointment of One Member to the Audit Committee of PAHO

Program Policy Matters

12. Preliminary Report of the End-of-biennium Assessment of the PAHO Program Budget 2020-2021/First Interim Report on the Implementation of the PAHO Strategic Plan 2020-2025
 13. Policy for Recovering Progress toward the Sustainable Development Goals with Equity through Action on the Social Determinants of Health and Intersectoral Work
-

Program Policy Matters (*cont.*)

14. Strategy for Improving Mental Health throughout the Life Course
15. Strategy on Integrated Care for Improved Health Outcomes
16. Strategy to Strengthen National Regulatory Systems for Medicines and Other Health Technologies

Administrative and Financial Matters

17. Report on the Collection of Assessed Contributions
18. Financial Report of the Director and Report of the External Auditor for 2021
19. Amendments to the Financial Regulations and Financial Rules of PAHO (if any)
20. Programming of the Budget Surplus (if any)
21. Programming of the Revenue Surplus (if any)
22. Update on the Appointment of the External Auditor of PAHO for 2024-2025 and 2026-2027
23. Report of the Office of Internal Audit for 2021
24. Update on the Master Capital Investment Fund
25. Report on the Status of the Emergency Loan from the Revolving Fund for Access to Vaccines to the Regional Revolving Fund for Strategic Public Health Supplies
(*Resolution CE168.R10*) [2021])

Personnel Matters

26. Amendments to the PASB Staff Regulations and Rules (if any)
27. PASB Human Resources Management
28. Statement by the Representative of the PAHO/WHO Staff Association

Matters for Information

29. Process for the Election of the Director of the Pan American Sanitary Bureau and the Nomination of the Regional Director of the World Health Organization for the Americas
30. Update on COVID-19 in the Region of the Americas
31. Report on Strategic Issues between PAHO and WHO
32. Implementation of the International Health Regulations
33. Status of the Pan American Centers
(Resolution CD50.R14 [2010])
34. Monitoring of the Resolutions and Mandates of the Pan American Health Organization
35. Strategy and Plan of Action on Substance Use and Public Health: Final Report
(Resolution CD50.R2 [2010])
(Resolution CD51.R7 [2011])
36. Strategy and Plan of Action on Epilepsy: Final Report
(Resolution CD51.R8 [2011])
37. Plan of Action to Reduce the Harmful Use of Alcohol: Final Report
(Resolution CD51.R14 [2011])
38. Strategy and Plan of Action on Urban Health: Final Report
(Resolution CD51.R4 [2011])
39. Plan of Action for Disaster Risk Reduction 2016-2021: Final Report
(Resolution CD55.R10 [2016])
40. Access and Rational Use of Strategic and High-cost Medicines and Other Health Technologies: Final Report
(Resolution CD55.R12 [2016])
41. Health Technology Assessment and Incorporation into Health Systems: Final Report
(Resolution CSP28.R9 [2012])

Matters for Information (*cont.*)

Progress Reports on Technical Matters

42. Plan of Action for Cervical Cancer Prevention and Control 2018-2030:
Progress Report
(*Resolution CD56.R9 [2018]*)
43. Plan of Action for Women's, Children's, and Adolescents' Health
2018-2030: Progress Report
(*Resolution CD56.R8 [2018]*)
44. Plan of Action for Strengthening Information Systems for Health
2019-2023: Progress Report
(*Resolution CD57.R9 [2019]*)
45. Plan of Action for the Elimination of Industrially Produced Trans-Fatty
Acids 2020-2025: Midterm Review
(*Resolution CD57.R12 [2019]*)

***Resolutions and other Actions of Intergovernmental Organizations of Interest
to PAHO***

46. Seventy-fifth World Health Assembly
47. Subregional Organizations

Annexes

Annex A

**PROPOSED TOPICS FOR MEETINGS
OF THE GOVERNING BODIES OF PAHO IN 2023:
172nd SESSION OF THE EXECUTIVE COMMITTEE**

Procedural Matters

1. Adoption of the Agenda and Program of Meetings
2. Representation of the Executive Committee at the 60th Directing Council of PAHO, 75th Session of the Regional Committee of WHO for the Americas
3. Draft Provisional Agenda of the 60th Directing Council of PAHO, 75th Session of the Regional Committee of WHO for the Americas

Committee Matters

4. Report on the 17th Session of the Subcommittee on Program, Budget, and Administration
5. PAHO Award for Health Services Management and Leadership 2023
6. Engagement with non-State Actors
7. Non-State Actors in Official Relations with PAHO
8. Annual Report of the Ethics Office for 2022
9. Annual Report of the Investigations Office for 2022
10. Report of the Audit Committee of PAHO
11. Appointment of One Member to the Audit Committee of PAHO

Program Policy Matters

12. Proposed Program Budget of the Pan American Health Organization 2024-2025
13. Scale of Assessed Contributions 2024-2025

Administrative and Financial Matters

14. Report on the Collection of Assessed Contributions
15. Financial Report of the Director and Report of the External Auditor for 2022
16. Amendments to the Financial Regulations and Financial Rules of PAHO (if any)
17. Appointment of the External Auditor of PAHO for 2024-2025 and 2026-2027
18. Report of the Office of Internal Audit for 2022
19. Update on the Master Capital Investment Fund
20. Report on the Status of the Emergency Loan from the Revolving Fund for Access to Vaccines to the Regional Revolving Fund for Strategic Public Health Supplies (*Resolution CE168.R10*) [2021])

Personnel Matters

21. Amendments to the PASB Staff Regulations and Rules (if any)
22. PASB Human Resources Management
23. Statement by the Representative of the PAHO/WHO Staff Association

Matters for Information

24. Report on Strategic Issues between PAHO and WHO
25. WHO Programme budget 2024-2025
26. Implementation of the International Health Regulations
27. Advances towards the Achievement of Universal Access to Health and Universal Health Coverage
28. Report of the Advisory Committee on Health Research (if any necessary)

Matters for Information (*cont.*)

29. Plan of Action for the Elimination of Neglected Infectious Diseases and Post-elimination Actions 2016-2022: Final Report
(*Resolution CD55.R9 [2016]*)
30. Strategy and Plan of Action to Strengthen Tobacco Control in the Region of the Americas 2018-2022: Final Report
(*Resolution CSP29.R12 [2017]*)
31. Plan of Action for the Strengthening of Vital Statistics 2017-2022: Final Report
(*Resolution CSP29.R4 [2017]*)

Progress Reports on Technical Matters

32. PAHO Disease Elimination Initiative: A Policy for an Integrated Sustainable Approach to Communicable Diseases in the Americas: Progress Report
(*Resolution CD57.R7 [2019]*)
33. Strategy and Plan of Action on Donation and Equitable Access to Organ, Tissue, and Cell Transplants 2019-2030: Progress Report
(*Resolution CD57.R11 [2019]*)
34. Strategy and Plan of Action to Improve Quality of Care in Health Service Delivery 2020-2025: Midterm Review
(*Resolution CD57.R13 [2019]*)
35. Strategy and Plan of Action on Ethnicity and Health 2019-2025: Progress Report
(*Resolution CD57.R14 [2019]*)

Resolutions and other Actions of Intergovernmental Organizations of Interest to PAHO

36. Seventy-sixth World Health Assembly
37. Subregional Organizations

Annex B

**PROPOSED TOPICS FOR MEETINGS
OF THE GOVERNING BODIES OF PAHO IN 2024:
174th SESSION OF THE EXECUTIVE COMMITTEE**

Procedural Matters

1. Adoption of the Agenda and Program of Meetings
2. Representation of the Executive Committee at the 61st Directing Council of PAHO, 76th Session of the Regional Committee of WHO for the Americas
3. Draft Provisional Agenda of the 61st Directing Council of PAHO, 76th Session of the Regional Committee of WHO for the Americas

Committee Matters

4. Report on the 18th Session of the Subcommittee on Program, Budget, and Administration
5. PAHO Award for Health Services Management and Leadership 2024
6. Engagement with non-State Actors
7. Non-State Actors in Official Relations with PAHO
8. Annual Report of the Ethics Office for 2023
9. Annual Report of the Investigations Office for 2023
10. Report of the Audit Committee of PAHO
11. Appointment of One Member to the Audit Committee of PAHO

Program Policy Matters

12. Preliminary Report of the End-of-biennium Assessment of the PAHO Program Budget 2022-2023/Second Interim Report on the Implementation of the PAHO Strategic Plan 2020-2025

Administrative and Financial Matters

13. Report on the Collection of Assessed Contributions
14. Financial Report of the Director and Report of the External Auditor for 2023
15. Amendments to the Financial Regulations and Financial Rules of PAHO (if any)
16. Programming of the Budget Surplus (if any)
17. Programming of the Revenue Surplus (if any)
18. Report of the Office of Internal Audit for 2023
19. Update on the Master Capital Investment Fund
20. Report on the Status of the Emergency Loan from the Revolving Fund for Access to Vaccines to the Regional Revolving Fund for Strategic Public Health Supplies
(*Resolution CE168.R10 [2021]*)
21. Report on the Charge Assessed on the Procurement of Public Health Supplies for Member States
(*Resolution CD58.R14 [2020]*)

Personnel Matters

22. Amendments to the PASB Staff Regulations and Rules (if any)
23. PASB Human Resources Management
24. Statement by the Representative of the PAHO/WHO Staff Association

Matters for Information

25. Report on Strategic Issues between PAHO and WHO
26. Implementation of the International Health Regulations
27. Plan of Action on Entomology and Vector Control 2018-2023: Final Report
(*Resolution CD56.R2 [2018]*)

Matters for Information (*cont.*)

28. Plan of Action for Strengthening Information Systems for Health 2019-2023: Final Report
(*Resolution CD57.R9 [2019]*)
29. Plan of Action for the Sustainability of Measles, Rubella, and Congenital Rubella Syndrome Elimination in the Americas 2018-2023: Final Report
(*Resolution CSP29.R11 [2017]*)
30. Plan of Action of Human Resources for Universal Access to Health and Universal Health Coverage 2018-2023: Final Report
(*Resolution CD56.R5 [2018]*)
(*Resolution CSP29.R15 [2017]*)

Resolutions and other Actions of Intergovernmental Organizations of Interest to PAHO

31. Seventy-seventh World Health Assembly
32. Subregional Organizations

**LIST OF PARTICIPANTS/LISTA DE PARTICIPANTES
OFFICERS / MESA DIRECTIVA**

President / Presidente: Dra. Carla Vizzotti (Argentina)
Vice-President / Vicepresidente: Dr. Marcos Cantero Cortes (Mexico)
Rapporteur / Relator: Dr. Ritesh Dhanpat (Suriname)

MEMBERS OF THE EXECUTIVE COMMITTEE / MIEMBROS DEL COMITÉ EJECUTIVO

ARGENTINA

Head of Delegation – Jefe de Delegación

Dra. Carla Vizzotti
Ministra de Salud
Ministerio de Salud
Buenos Aires

Delegates – Delegados

Dra. Carla Moretti
Directora Nacional de Relaciones
Internacionales
Ministerio de Salud
Buenos Aires

Dra. Gabriela Martínez
Asesora, Dirección Nacional de
Relaciones Internacionales
Ministerio de Salud
Buenos Aires

Lic. Georgina Grigioni
Asesora, Dirección Nacional de
Relaciones Internacionales
Ministerio de Salud
Buenos Aires

**BOLIVIA (PLURINATIONAL STATE
OF/BOLIVIA ESTADO PLURINACIONAL
DE)**

BRAZIL/BRASIL

Head of Delegation – Jefe de Delegación

Sra. Marina Pittella
Chefe da Assessoria de Assuntos
Internacionais em Saúde
Ministério da Saúde
Brasília

BRAZIL/BRASIL (cont.)

Delegates – Delegados

Sr. Ciro Leal Martins da Cunha
Conselheiro, Representante Alterno
do Brasil junto à Organização dos
Estados Americanos
Washington, D.C.

Sra. Indira Meira Gonçalves
Assessora para Assuntos Multilaterais
em Saúde
Ministério da Saúde
Brasília

COSTA RICA

Head of Delegation – Jefe de Delegación

Dr. Carlos Salguero Mendoza
Asesor, Despacho Ministerial
Ministerio de Salud Pública
San José

Delegates – Delegados

Sra. Adriana Salazar Ganzález
Jefe de Asuntos Internacionales en Salud
Ministerio de Salud
San José

CUBA

Head of Delegation – Jefe de Delegación

Dra. Evelyn Martínez Cruz
Jefa del Departamento de Organismos
Internacionales
Ministerio de Salud Pública
La Habana

**MEMBERS OF THE EXECUTIVE COMMITTEE / MIEMBROS
DEL COMITÉ EJECUTIVO (cont.)**

CUBA (cont.)

Delegates – Delegados

Sr. Asdrúval de la Vega
Tercer Secretario
Embajada de Cuba
Washington, D.C.

HAITI/HAITÍ

Head of Delegation – Jefe de Delegación

Dr. Jean Patrick Alfred
Directeur de l'Unité de Planification
Ministère de la Santé publique et
de la Population
Port-au-Prince

JAMAICA

Head of Delegation – Jefe de Delegación

Dr. Karen Webster Kerr
Chief Epidemiologist
Ministry of Health and Wellness
Kingston

Delegates – Delegados

Dr. Nicole Dawkins Wright
Director, Emergency Disaster Management
and Special Services
Advisor to the Minister of Health
and Wellness
Ministry of Health and Wellness
Kingston

MEXICO/MÉXICO

Head of Delegation – Jefe de Delegación

Dr. Hugo López-Gatell Ramírez
Subsecretario de Prevención y Promoción
de la Salud
Secretaría de Salud
México, D.F.

MEXICO/MÉXICO (cont.)

Delegates – Delegados

Dr. Marcos Cantero Cortes
Titular de la Unidad de Analisis Económico
Secretaría de Salud
México, D.F.

Lic. Martha Leticia Caballero Abraham
Encargada de la Dirección General de
Relaciones Internacionales
Secretaría de Salud
México, D.F.

Lic. Zulema Guerra Carpio
Jefa del Departamento para el Sistema
Interamericano
Secretaría de Salud
México, D.F.

SURINAME

Head of Delegation – Jefe de Delegación

Dr. Amar Ramadhin
Minister of Health
Ministry of Health
Paramaribo

Delegates – Delegados

Dr. Ritesh Dhanpat
Acting Deputy Director of Health
Ministry of Health
Paramaribo

Dr. Rakesh G. Sukul, MSPH
Acting Director of Health
Ministry of Health
Paramaribo

**OTHER MEMBERS NOT SERVING IN THE EXECUTIVE COMMITTEE/
OTROS MIEMBROS QUE NO FORMAN PARTE DEL COMITÉ EJECUTIVO**

BAHAMAS

Dr. Pearl McMillan
Chief Medical Officer
Ministry of Health
Nassau

Dr. Cherita Moxey
Senior House Officer
Ministry of Health
Nassau

CANADA/CANADÁ

Mr. Nicolas Palanque
Director, Multilateral Relations Division
Office of International Affairs for the
Health Portfolio
Government of Canada, Ottawa

Ms. Chantele Sitaram
Policy Analyst
Multilateral Relations Division
Office of International Affairs for the
Health Portfolio
Government of Canada, Ottawa

Mr. William Wang
Policy Analyst
Multilateral Relations Division
Office of International Affairs for the
Health Portfolio
Government of Canada, Ottawa

COLOMBIA

Sra. Grecia Umbarila
Asesora
Grupo de Cooperación y Relaciones
Internacionales
Ministerio de Salud y Protección Social
Bogotá

Sr. Luis Hincapié
Asesor
Coordinación de Asuntos Sociales
Dirección de Asuntos Económicos,
Sociales y Ambientales
Ministerio de Salud y Protección Social
Bogotá

**DOMINICAN REPUBLIC/REPÚBLICA
DOMINICANA**

Dr. Ricardo Elías Melgen
Director, Dirección de Gestión de Salud
de la Población - Ad Hoc
Ministerio de Salud Pública
Santo Domingo

Dra. Indhira Guillén
Encargada del Departamento
de Cooperación Internacional
Ministerio de Salud Pública
Santo Domingo

EL SALVADOR

Lic. Ana Regina Corleto García
Directora de Planificación
Ministerio de Salud
San Salvador

GRENADA/GRANADA

Hon. Nickolas Steele
Minister of Health and Social Security
Ministry of Health and Social Security
St. George's

NICARAGUA

Dr. Carlos José Sáenz Torres
Secretario General
Ministerio de Salud
Managua

PANAMA/PANAMÁ

Dra. Ivette Berrío
Viceministra de Salud
Ministerio de Salud
Ciudad de Panamá

**UNITED STATES OF AMERICA/ESTADOS
UNIDOS DE AMÉRICA**

Mrs. Mara Burr
Director, Multilateral Relations
Department of Health and Human Services
Washington, D.C.

**OTHER MEMBERS NOT SERVING IN THE EXECUTIVE COMMITTEE/
OTROS MIEMBROS QUE NO FORMAN PARTE DEL COMITÉ EJECUTIVO (cont.)**

**UNITED STATES OF AMERICA/ESTADOS
UNIDOS DE AMÉRICA (cont.)**

Mr. Nelson Arboleda
Director, Americas Office
Office of Global Affairs
Department of Health and Human Services
Washington, D.C.

Mr. Ted Faris
Deputy Director
Office of Management, Policy,
and Resources
Bureau of International Organization Affairs
Department of State
Washington, D.C.

Ms. Kristen Pisani
Director
Office of Economic and Development
Assistance
Bureau of International Organization Affairs
Department of State
Washington, D.C.

Ms. Sarah Emami
Senior Global Health Officer for Multilateral
Relations
Office of Global Affairs
Department of Health and Human Services
Washington, D.C.

Ms. Brittany Hayes
Global Health Officer for Multilateral
Relations
Office of Global Affairs
Department of Health and Human Services
Washington, D.C.

Ms. Meghan Holohan
Senior Analyst
Bureau for Policy, Planning and Learning
U.S. Agency for International Development
Washington, D.C.

Mr. Jonathan Howard
Deputy Director
Office of Economic and Development
Assistance
Bureau of International Organization Affairs
U.S. Department of State

**UNITED STATES OF AMERICA/ESTADOS
UNIDOS DE AMÉRICA (cont.)**

Ms. Mackenzie Klein
Global Health Officer
Office of the Americas
Office of Global Affairs
Department of Health and Human Services
Washington, D.C.

Ms. Gabrielle Lamourelle
Deputy Director, Multilateral Relations
Office of Global Affairs
Department of Health and Human Services
Washington, D.C.

Ms. Maya Levine
Senior Global Health Officer for
Multilateral Relations
Office of Global Affairs
Department of Health and Human Services
Washington, D.C.

Mr. Alexandre Macedo de Oliveira
Medical Officer, Division of Parasitic
Diseases and Malaria
Center for Global Health
Centers for Disease Control and Prevention
Washington, D.C.

Ms. Heidi Mihm
Health Systems Advisor
Latin America and Caribbean (LAC) Bureau
U.S. Agency for International Development
Washington, D.C.

Ms. Kristy Mordhorst
Health Advisor
Office of Economic and Development
Assistance
Bureau of International Organization Affairs
Department of State
Washington, D.C.

Ms. Leandra Olson
Senior Global Health Officer, Multilateral
Relations
Office of Global Affairs
Department of Health and Human Services
Washington, D.C.

**OTHER MEMBERS NOT SERVING IN THE EXECUTIVE COMMITTEE/
OTROS MIEMBROS QUE NO FORMAN PARTE DEL COMITÉ EJECUTIVO (cont.)**

**UNITED STATES OF AMERICA/ESTADOS
UNIDOS DE AMÉRICA (cont.)**

Mr. William Schluter
Director
Global Immunization Division
Center for Global Health
Centers for Disease Control
and Prevention
Washington, D.C.

Ms. Lauren Scott
Health Advisor
Office of Economic and
Development Assistance
Bureau of International
Organization Affairs
Department of State
Washington, D.C.

Mr. James P. Shuster
Office of Management Policy
and Resources
Bureau of International
Organization Affairs
Department of State
Washington, D.C.

URUGUAY

Mag. Gabriela Gómez
Directora (E) del Departamento de
Relaciones Internacionales y Cooperación
Ministerio de Salud
Montevideo

**VENEZUELA (BOLIVARIAN REPUBLIC OF/
REPÚBLICA BOLIVARIANA DE)**

Dra. Marisela Bermúdez
Viceministra de Redes de Salud Colectiva
Ministerio del Poder Popular para la Salud
Caracas

ASSOCIATE MEMBERS/MIEMBROS ASOCIADOS

CURAÇAO

Mrs. Jeanine Constansia-Kook
Policy Director
Ministry of Health, Environment and Nature
Willemstad

SINT MAARTEN/SAN MARTÍN

Mr. Omar Ottley
Minister of Public Health, Social
Development and Labor
Ministry of Public Health, Social
Development and Labor
Philipsburg

OBSERVER STATES / ESTADOS OBSERVADORES

SPAIN/ESPAÑA

Sra. Dña. Carmen Montón
Embajadora, Observadora Permanente de
España ante la Organización de los
Estados Americanos
Washington, D.C.

SPAIN/ESPAÑA (cont.)

Sra. Dña. Concepción Figuerola
Observadora Permanente Adjunta de
España ante la Organización de los
Estados Americanos
Washington, D.C.

**SPECIAL GUESTS/
INVITADOS ESPECIALES**

**PAHO Audit Committee/
Comité de Auditoría de la OPS**

Mr. Alan Siegfried

**PAN AMERICAN SANITARY BUREAU/
OFICINA SANITARIA PANAMERICANA**

**Director and Secretary ex officio of the
Executive Committee/Directora y
Secretaria ex officio del Comité Ejecutivo**

Dr. Carissa F. Etienne

**Advisors to the Director/
Asesores de la Directora**

Ms. Mary Lou Valdez
Deputy Director
Directora Adjunta

Dr. Jarbas Barbosa Da Silva Jr.
Assistant Director
Subdirector

Mrs. Kristan Beck
Director of Administration
Directora de Administración

**Advisors to the Director/
Asesores de la Directora (cont.)**

Dr. Heidi Jimenez
Legal Counsel, Office of the
Legal Counsel
Asesora Legal, Oficina del Asesor
Jurídico

Ms. Mônica Zaccarelli Davoli
Senior Advisor, Governing Bodies Office
Asesora Principal, Oficina de los Cuerpos
Directivos

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