



*executive committee of  
the directing council*

PAN AMERICAN  
HEALTH  
ORGANIZATION

*working party of  
the regional committee*

WORLD  
HEALTH  
ORGANIZATION



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STATUS OF THE IMPLEMENTATION OF THE DIRECTING COUNCIL'S RECOMMENDATIONS  
ON WHO'S STRUCTURES IN LIGHT OF ITS FUNCTIONS

After examining the report and recommendations by the Subcommittee on the Study of WHO's Structures in Light of its Functions, the XXVII Meeting of the Directing Council decided, in Resolution X, to take specific actions to seek to implement those recommendations.

This paper describes the status of the actions planned, ongoing and completed, in implementation of Resolution X.

The implications of the study pertain not only to the Region of the Americas, but to the role of the Region in relation to the global functions of the World Health Organization.

To facilitate the consideration of this agenda item the operative paragraphs of Resolution X are quoted, followed by the status of the relevant, implementing activities.

## Introduction

The Study of WHO's Structures in Light of its Functions was based on resolutions of the World Health Assembly, the Directing Council and the Executive Committee. The views of the Member Governments were incorporated into a regional report, which was considered, along with reports from the other five Regions, by the Executive Board and the World Health Assembly. A Subcommittee (Brazil, Guyana and the United States of America) reviewed the discussions in those bodies and submitted a report and recommendations to the XXVII Meeting of the Directing Council. These were examined by the Council, which resolved to seek to implement recommendations to Member Governments and to the Director.

### Status of Recommendations Addressed to:

#### 1. The Directing Council:

a) To utilize the leadership capacity that exists in the Region in order to play a stronger role in relation to the Governing Bodies of WHO, particularly in view of the need to maintain continuity between biennial Assemblies, by:

i) Sharing regional information and experience in dealing with health problems;

- An "executive summary" to the Annual Report of the Director could provide the highlights of regional activities for the information of the Director-General, the Executive Board and the World Health Assembly. The report on the meeting of the Regional Committee/Directing Council, now part of the documentation for the Executive Board, could be another means of exerting a leadership role, which could be reinforced by appropriate interventions by Board members from the Region.

ii) Presenting resolutions at the global level in relation to health needs and programs, and proposing planning and administrative mechanisms;

- During the course of the meetings of the Directing Council/Regional Committee, resolutions for possible presentation at the global level could be identified. If approved, Member Governments could be encouraged to support them in the next sessions of the Executive Board and the Assembly.

- iii) Making the expertise of individuals from specific Member Countries available to WHO expert committees;

- In consultation with Member Countries, through the Country Representatives and technical divisions at Headquarters, the Director has been able to recommend regional candidates for expert advisory committees. A uniform, routine procedure is being developed to facilitate these nominations to the Director-General.

- b) To promote increased emphasis on monitoring and evaluation of the Organization's activities;

- Evaluation of the Pan American Centers continues, including followup of the five reviews already completed or in progress. Determination of administrative/management costs will be an integral part of future evaluations, as requested by the Council, and is being incorporated into reviews already started. The evaluation procedure for the Centers, approved by the Executive Committee at its 82nd Meeting in 1979, has been flexible and versatile, but one vital element of the process--inputs from the countries served by the Center--has proved to be very time-consuming and, thus far, incomplete. Alternatives need to be explored, in keeping with the special circumstances of each Center.

Program areas for special evaluation can be proposed by the Director to the Executive Committee and the Directing Council, and the results presented to them. One such review, of the malaria control program, is now in progress.

The AMPES system will be refined and expanded, so that it can serve as a fundamental and reliable tool for programming, budgeting and monitoring operations as well as providing data for evaluation purposes.

- c) To consider the establishment of a regional mechanism for improving the flow of extrabudgetary resources available for priority programs, including from global to regional level of WHO.

- Such a mechanism has been designed to identify needs and available resources and to correlate technical cooperation. The procedure is being tested for implementation, including resources from

outside the Region of the Americas. Additional staff resources have been placed at the level of the Director's office to serve the needs of the entire Organization.

2. The Member Governments:

- a) Establish dynamic and evolving national "health for all" plans that include appropriate indicators and quantifiable objectives so as to provide the means for measuring the progress in health already made and still to be made;

- Twenty-four governments have submitted national plans for "health for all." The regional strategies have been formulated and have been approved by the Governing Bodies. A plan of action to implement these strategies has been drafted and will be submitted to the Executive Committee and Directing Council for their review and approval. Refinement of AMPES and program classification are in progress.

- b) Ensure, in cooperation with the Secretariat, the national health programs are appropriately consistent with the worldwide and Regionwide priorities of the Organization;

- Regular use of the AMPES system, within the established priorities of PAHO/WHO, as set by the Member Countries.

- c) Place emphasis at the national level on the equitable redistribution of available resources within health and related sectors for technical cooperation among developing countries;

- The regional plan of action will include the identification of specific opportunities for intersectoral collaboration for TCDC.

- d) Work to maintain the continuity and to enhance the preparation and coordination of Delegations to the meetings of the Governing Bodies of PAHO and WHO, in order to achieve a more consistent participation;

- Briefing of delegations to the Governing Bodies before meetings will greatly facilitate meaningful participation, as will a continuum of technical representation. Consideration is being given to the preparation of a "manual" type briefing document, similar to those distributed before the meetings of the Executive Board and the Assembly. It is important that Ministers be briefed, prior to the meetings, on the major agenda items coming up for discussion, especially those in which a Minister has particular interest.

- e) Set up joint PAHO/country health programming committees, with multisectoral participation, in order to facilitate the exchange of information on health programming and collaboration in the formulation and execution of PAHO programs.

- The AMRO Programming and Evaluation system requires that PAHO country staff meet at appropriate times with the national health authorities and program directors to discuss and agree upon a medium-term program of cooperation within the frame of the general policies of PAHO. A detailed annual program of cooperation is also discussed and agreed upon. This program is jointly monitored, periodically updated, and evaluated by the national authorities and PAHO's country staff.

PAHO staff at the country level have been requested to inquire about, and to promote the possibility of, establishing multisectoral committees.

### 3. The Director:

- a) Strengthen the Organization's plan and programs designed to give increased support to the achievement of health for all by the year 2000, by:

- The plan of action to meet the goal of health for all provides for a series of actions to strengthen the Organization's capacity to support this goal.

- i) Increasing the horizontal integration of the technical components of the Secretariat in order to ensure full coordination of the staff's capabilities in respect of multisectoral, national, regional and world strategies;

- An increasing number of multidisciplinary working groups have been established for program review and development, and have played a key role in the drafting of the plan of action to implement the regional strategies.

- ii) Endeavoring to synchronize the Organization's planning cycles with those of WHO, taking into consideration the planning cycles of other agencies within the United Nations system;

- In cooperation with agencies of the U.N. system a timetable of planning cycles is being developed. Better synchronization of the meetings of the Governing Bodies of PAHO and WHO is also under study. A paper "The Managerial Process for WHO's Program Development," was prepared in Geneva, stressing the importance of the managerial process for national health development. This document was considered, with AMRO participation, by WHO's Program Development Working Group, which met in WHO's Regional Office for the Eastern Mediterranean last March. Discussions on this topic continue.

- iii) Analyzing the content and timing of the Meetings of the Executive Committee and the Directing Council in order to strengthen PAHO's contribution to the review process of the Executive Board and World Health Assembly, and making recommendations to the 86th Meeting of the Executive Committee;

- The current programming cycles and meetings of the Governing Bodies of PAHO and WHO are out of step. The Program Development Working Group, with membership from Geneva and the Regions, has under study the management of the WHO programming process, including possible changes in the present WHO programming cycles. Further discussions on this matter must therefore await the recommendations of the Working Group and the action on them by the Executive Board. At this time there appears to be little if any advantage to a consideration of changes in the scheduling of the Executive Committee and the Directing Council.

- iv) Seeking ways to broaden scope of the ACMR in order to utilize its capabilities in the regional priority-setting process;

- The membership of the Advisory Committee on Medical Research is being broadened by inclusion of multidisciplinary skills.

- b) Consider reorienting the role and functions of the Pan American Health and Education Foundation (PAHEF) to serve as a mechanism for multisectoral fundraising;

- A draft for new terms of reference was sent to the PAHEF Board for consideration at their meeting in April. The Director will brief the Committee on the results of the Board's discussions.

- c) Devise additional mechanisms for assisting Member Governments in evaluating their health status and the effectiveness of programs undertaken within or outside the Organization to deal with national health problems, in order to aid the Governments in future health planning and programming;

- The evaluation process for the Pan American Centers, approved by the 82nd Meeting of the Executive Committee, is being adopted and extended to PAHO and country programs, with national participation, e.g. malaria control. Indicators are being developed based on national systems.

- d) Increase the emphasis on evaluation, utilizing AMPES and the Pan American Centers model, to review both AMRO and the country projects in terms of their priority in achieving health for all by the year 2000, and to report on the progress made in these evaluations to future Meetings of the Directing Council;

- This is closely linked to 1 b) and 3 c) and is an integral part of the Plan of Action for health for all by the year 2000. A progress report will be made to the XXVIII Meeting of Directing Council.

- e) Play a more vigorous leadership role in working with Member Governments to facilitate their interaction to pursue TCDC efforts in matters of common interest, using such mechanisms as the Pan American Centers and Advisory Committees to focus on:

i) Stimulating cooperative activities at subregional levels;

- Mechanisms are already well established at subregional levels, e.g. the Andean Group, the Caribbean and Central America. A draft document has been prepared for use by PAHO/AMRO at the meeting of the Program Development Working Group in Alexandria, Egypt. International cooperation working groups are being formed.

ii) Providing information calculated to encourage a dialogue among interested countries;

- Country Representatives have been requested to identify, with the cooperation of Member Governments, ten institutions or organizations that can promote and provide TCDC-type activities. The Pan American Centers have been good starting points.

iii) Establishing and coordinating the exchange of information;

- This is included in the plan of action for health for all by the year 2000.

f) Ensure that the process for selecting future Country Representatives so as to include qualified applicants with international experience coming from a variety of backgrounds (e.g., the social sciences, engineering, business administration) and with appropriate basic skills and experience, particularly in management, to meet the wider responsibilities of the coming decades;

- The terms of reference and post descriptions for Country Representatives have been revised and approved by the Director. Present and future appointments will be made on the basis of the new criteria.

g) Continue to increase the support given to Country Representatives and to delegate to them increased responsibilities, at the same time improving communications and managerial support and providing more flexible administrative guidelines for field work. In conjunction with this, the Director should:



- i) Emphasize inservice training for field office staff by means of seminars, workshops, correspondence courses and other continuing education mechanisms;

- A program is in preparation for a defined period.

- ii) Devise ways in which Country Representatives can participate in the preparation and analysis of PAHO documents;

- This is being done routinely.

- iii) Ensure that all Country Representatives are informed of the decisions made by the PAHO Governing Bodies.

- PAHO/WHO Country and Area Representatives and Center Directors have been asked to analyze--jointly with their staff--the Directing Council's Final Report from the standpoint of PAHO's cooperation in the countries where they have been assigned.