



directing council

PAN AMERICAN
HEALTH
ORGANIZATION

XXXII Meeting

Washington, D.C.
September 1987

regional committee

WORLD
HEALTH
ORGANIZATION

XXXIX Meeting



Provisional Agenda Item 6.4

CD32/8 (Eng.)
24 July 1987
ORIGINAL: ENGLISH

POLICY GUIDELINES REGARDING THE PAN AMERICAN CENTERS

The XXXI Meeting of the Directing Council (1985) adopted Resolution XXIV on the matter of Policy Guidelines Regarding the Pan American Centers. Operative paragraph 3 of Resolution XXIV asked the Director to report to the next meeting of the Directing Council on actions taken and progress made on this matter.

In accordance with Resolution CD31.R24, the Director submitted the annexed report (Document CE99/9) to the 99th Meeting of the Executive Committee for review prior to its transmittal to the XXXII Meeting of the Directing Council.

In its discussions on this matter the Executive Committee noted the diversity of the Centers' programs, activities and internal organization. The Directing Council in 1985 considered policy issues relating to the Centers and decided that the Centers were justified in carrying out their activities until such time as the countries or national institutions acquired the technical and institutional capacity to do so. It was suggested in the Executive Committee discussions that Centers such as INCAP, CAREC and BIREME were possible candidates for transfer. However, the Governments involved expressed their desire that the Organization continue to administer these Centers. It was further emphasized that any transfer was a policy decision subject to review and approval by the Governing Bodies.

Comments by members of the Executive Committee confirmed the need for individual analysis and study of the Centers, with particular attention to the linkage of their activities with the technical cooperation programs of each country.

The Organization is continuing to make the Centers more efficient, to computerize their functions, and to conduct training programs as necessary. In the meantime, the Organization is making administrative

decisions (especially in the area of personnel, because the costs are substantial) with the objective of creating conditions to facilitate any eventual transfer, with suitable administrative and legal arrangements.

The report is now being transmitted to the XXXII Meeting of the Directing Council for its information and consideration.

Annex



*executive committee of
the directing council*

PAN AMERICAN
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CD32/8 (Eng.)
ANNEX
*working party of
the regional committee*

WORLD
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99th Meeting
Washington, D.C.
June 1987

Provisional Agenda Item 5.7

CE99/9 (Eng.)
30 March 1987
ORIGINAL: ENGLISH

POLICY GUIDELINES REGARDING THE PAN AMERICAN CENTERS

The 95th Meeting of the Executive Committee considered a report from the Pan American Sanitary Bureau which presented the need to initiate actions to increase the efficiency of the use of resources at the Pan American Centers, including the establishment of new administrative and personnel systems. After thorough discussion, the Executive Committee requested that the report be revised for presentation to the XXXI Meeting of the Directing Council, which adopted Resolution XXIV (Annex I). In accordance with operative paragraph 3 of Resolution XXIV, the Director of PASB is pleased to submit the following report on actions taken and progress made on this matter. The Executive Committee is requested to review this report prior to its transmittal to the XXXII Meeting of the Directing Council.

PERSONNEL SYSTEMS

The Organization's long-range policy of working towards a gradual assumption of the administration of Centers by the Member Countries requires that actions taken to improve the effectiveness and efficiency of the Centers in the use of available resources should be directed towards placing these Centers in the best possible situation for any eventual transfer.

The major resources for the operations of the Centers are personnel and related costs. The personnel systems of the United Nations are significantly different than those of most countries of the Region.

These systems include salary scales, staff benefits, and pension and termination indemnities set on a worldwide basis. The major impact of the United Nations personnel systems and related costs on the operation of the Centers has generated a need for studies on new personnel systems at the Pan American Centers. These new approaches include different ways of hiring personnel at lower costs. The importance of these studies has necessitated the treatment of this matter as a separate agenda item for the consideration of the PAHO Governing Bodies for application to all activities (including Centers) of the Organization.

Consequently, Document CE97/23 (Hiring Under Local Conditions of Employment for the Mobilization of National Resources) was presented to the Executive Committee in June 1986. Document CSP22/28 dated 1 August 1986 on the same subject was presented to the XXII Pan American Sanitary Conference in September 1986, which adopted Resolution XIX on this matter (Annex II).

Item 5.5 of the Provisional Agenda (Hiring Under Local Conditions of Employment for the Mobilization of National Resources) of this 99th Meeting of the Executive Committee is applicable to the Pan American Centers. This is considered to be an action taken towards the improvement of the effectiveness of the Centers in the use of available resources.

The Director has also undertaken studies on individual Centers, to identify actions to improve the cost effectiveness and the efficiency of these Centers in the use of available resources, including the establishment of new administrative and personnel systems. The status of actions and progress made on individual centers are indicated below.

CAREC

When the responsibility for the administration of the Caribbean Epidemiology Center (CAREC) was transferred to PAHO in 1975, the agreement stated that "PAHO/WHO shall establish the policies or procedures governing the conditions of employment of the staff of the Center." The locally recruited staff in CAREC were not appointed as PAHO staff members under the UN system but continued as local employees of the Center. Currently, there are 59 of these local national employees. The current authorization of PAHO staff under the UN system at the Center consists of 11 professionals.

INCAP

The Institute of Nutrition of Central America and Panama (INCAP) has been administered by PAHO since 1949. The professional staff (except the Director and Administrative Officer) and all the local general service staff are not employees of PAHO but employees of INCAP, which has its own legal identity. The INCAP personnel system includes INCAP salary scales and staff rules established and approved by the INCAP Council.

The current staffing of INCAP includes only two PAHO posts under the UN system plus 215 posts categorized as local national employees under the INCAP personnel system.

PANAFTOSA

When the changes in the PAHO Staff Rules as proposed in Provisional Agenda Item 5.5, under consideration by this Executive Committee, are finalized, it is anticipated that there will be national staff appointed at the Pan American Foot-and-Mouth Disease Center (PANAFTOSA) in accordance with the new approved staff rules. Currently, there are 18 PAHO professional posts and 101 PAHO General Service posts under the UN system in PANAFTOSA.

In addition to the PAHO posts, PANAFTOSA staffing currently includes 104 local national employees under local contracts. Action is in progress to regularize the contractual arrangements for these local contract staff in accordance with Brazilian labor laws.

CEPANZO

The study on the use by the Pan American Zoonoses Center (CEPANZO) of local contractual arrangements subject to Argentine labor laws has been completed. Local salary scales and special contract provisions have been established. Appointments of local general service staff have been made. There are currently 41 local national employees in CEPANZO appointed under the new contractual arrangements. The current authorization of PAHO staff under the UN system consists of 16 professional posts and 57 General Service posts.

ECO

A study on the use by the Pan American Center for Human Ecology and Health (ECO) of local contractual arrangements subject to Mexican labor laws has been completed. Local salary scales and special contract provisions have been established. Appointments of local general service staff have been made. There are currently 14 local national employees in ECO appointed under the new contractual arrangements. The current authorization of PAHO staff in ECO under the UN system consists of eight professional posts and seven General Service posts.

CLAP

Currently, there are four authorized PAHO posts at the Latin American Center for Perinatology and Human Development (CLAP) of which three are professional posts and one is in the General Service category. In addition, there are 35 additional local national staff on local contractual arrangements, on a full-time or part-time basis, funded by PAHO, the Autonomous University of the Republic, or the Government. A substantial amount of professional time is provided to CLAP by seconded personnel paid directly by the University.

A new contract format and provisions are under development. It is anticipated that the new contract, together with salary scales to be established, will be utilized for all local support contractual staffing.

CEPIS

In the Pan American Center for Sanitary Engineering and Environmental Sciences (CEPIS), the Young Professionals Program has been established with the objective of improving national staff as well as supporting technical cooperation in the environmental health area. The program incorporates young professionals, selected by their governments in agreement with CEPIS, into specific work areas of the Center. Each young professional has to be academically qualified, have related experiences and must have the ability to stay in the national institution for at least 10 years. The young professional is required to stay in CEPIS for a period of not less than 10 months or more than one year, working in a specific group with a scientific tutor.

The country which incorporates the professional into the program continues paying his/her salary. CEPIS covers the travel expenses and other miscellaneous expenses. In 1987, there are eight young professionals programmed at CEPIS--3 from Peru, 2 from Brazil, and one each from Argentina, Cuba and Mexico. In 1986, there were eight young professionals--4 from Peru, and one each from Brazil, Colombia, Cuba and Mexico.

In addition to the Young Professional Program, there are 24 local national employees plus 10 apprentices under local contract arrangements. The current authorization of PAHO staff in CEPIS under the UN system consists of 8 professional posts and 29 General Service posts.

BIREME

The Latin American Center on Health Sciences Information (BIREME) has five PAHO posts (four professional and one General Service) under the UN system. The major portion of the staffing of this center consists of 67 employees provided by the Brazilian Government, the Escola Paulista de Medicina, and the Hospital Sao Paulo.

CFNI

There are 6 PAHO professional posts and 14 PAHO General Service posts authorized in the Caribbean Food and Nutrition Institute (CFNI) under the UN system. In addition, there are three local national employees under local contractual arrangements.

OTHER ADMINISTRATIVE ACTIONS

In addition to the actions indicated above on establishment of new personnel systems at the Pan American Centers, administrative management studies, including on-site visits to Centers as well as training seminars, have been conducted to improve administrative systems. These improvements have included increased use of computerized systems and decentralization of administrative processes. Additional studies in progress concern increased training and authority to handle more financial matters locally, and standardization of computer systems, hardware and software. The administrative management studies and training are being coordinated on a continuous basis with the objective of increasing efficiency in operations of the Centers.

Appropriate actions to improve the effectiveness and efficiency of Centers in the use of available resources, including the establishment of new administrative and personnel systems at the Pan American Centers, will continue.

Annexes

Resolution XXIV

Policy Guidelines Regarding the Pan American Centers

The XXXI Meeting of the Directing Council,

Noting that the XVIII²² and XX²³ Pan American Sanitary Conferences drew up general guidelines for the establishment and operation of multinational centers;

Recognizing that the Pan American Centers are integral components of the respective PAHO programs and constitute an effective mechanism for combining the functions of advisory services, teaching, research and dissemination of information in accordance with the needs of the countries;

Considering that the Pan American Centers are justified for fulfilling specific activities until such time as the countries and/or national institutions acquire the technical and institutional capacity for carrying out the corresponding functions whereby the Centers would no longer be needed;

Considering the need to improve efficiency and obtain maximum use of resources; and

Noting the contents of the Director's report and the progress made to date on these matters, especially in the Pan American Zoonoses Center,

Resolves:

1. To request the Director to continue to take appropriate actions to improve the cost effectiveness and efficiency of Centers in the use of available resources, including the establishment of new administrative and personnel systems at the Pan American Centers.
2. To confirm the Organization's long-term goal of working towards the transfer of the administration of the Centers to host countries, if and when national institutions are able to maintain the quality and quantity of services provided to Member Countries under existing administrative arrangements.
3. To ask the Director to report to the next meeting of the Directing Council on actions taken and progress made on this matter.

*(Approved at the eleventh plenary session,
27 September 1985)*

²²Resolution XXXIII. *PAHO Official Document 104* (1970), 88-89.

²³Resolution XXXI. *PAHO Official Document 191* (1983), 84.

Resolution XIX

**Hiring under Local Conditions of Employment for
the Mobilization of National Resources**

The XXII Pan American Sanitary Conference.

Having reviewed the Director's report (Document CSP22/28) on the local hiring of personnel;

Considering that the Organization possesses, in its own right, the legal capacity needed to issue its own legally binding rules on the appointment, qualifications, rights and obligations of its employees, and further possesses within the territory of each of its Member Countries the status of juridical person, endowing it with the capacity to take legal actions and enter into agreements of any nature; and

Mindful that these two capacities make it legally possible and fitting to establish two categories of personnel in the Organization, the first comprised of international staff members, whether internationally or locally recruited, who will continue to be governed, as hitherto, by the Staff Regulations and Staff Rules of PAHO, and the second, created by means of this resolution, consisting of national staff members appointed to such posts as the Director shall determine, who shall be governed in all their relations with the Organization by the labor laws and practices of the country in which they serve. This new category of personnel shall replace that of the present contractors and consultants in cases in which there actually exists an employer/employee relationship, and personnel in this category shall be referred to as national staff members because their conditions of employment shall be governed, in fact and in law, by the labor legislation and practices of the countries in which they serve,

Resolves:

1. That effective immediately until 30 September 1989 (unless a differing recommendation be made by the Executive Committee in the interim), the Staff Regulations of PAHO shall be amended as follows:

- "1.12 The Bureau may hire under local conditions of employment national staff members (nationals of the country and aliens, whether residents or not, who legally qualify for employment there), to whom the Staff Regulations and Rules shall not apply save in regard to the present Article I on Duties, Obligations and Privileges as national employees and not as international functionaries. Respecting privileges, such employees shall be governed by the Basic Agreement on Privileges and Immunities between the Organization and the country in which they are employed.
- 1.13 The contracts of such national employees shall be governed in every aspect, including those of work-related accidents, social security and pensions, by the labor laws and practices of the country concerned.
- 1.14 The Director shall determine the posts to be subject to these rules and shall establish scales of salaries and allowances, in conformity with competitive conditions of employment of the locality in the type of work performed or related to the functions of the office.

- 1.15 National employees shall have access to arbitration or labor tribunals of the countries in which they are employed for the settlement of disputes, in accordance with their respective contracts, and shall therefore have no access to the Administrative Tribunal of the International Labor Organization, whose competence is not recognized in respect of national employees.”
2. To request the Director to issue such rules as he may deem appropriate to regulate contracts of this type for national personnel, subject to confirmation by the Executive Committee pursuant to Staff Rule 015.2, and to incorporate them into the Staff Rules.
3. To request the Director to provide the Executive Committee with annual interim reports on the implementation of these amendments to the Staff Regulations, and with a full report, prior to 31 May 1989, to include such matters as identification of the positions involved, the cost implications, administrative adjustments, and general operations of the system of hiring under local conditions of employment, together with his recommendations regarding this new system.
4. To request the Director, pending completion of the review by the Executive Committee in 1989, to implement these amendments on a limited basis and to exclude from the application thereof any currently established posts under the Staff Rules and Regulations which are not or do not become vacant, unless the Executive Committee decides otherwise in advance.
5. To delegate to the Executive Committee the authority to determine if these amendments to the Staff Regulations shall remain in effect after 30 September 1989.

*(Approved at the tenth plenary session,
26 September 1986)*