



PAN AMERICAN HEALTH ORGANIZATION
WORLD HEALTH ORGANIZATION



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POLICY ORIENTATION FOR THE PAN AMERICAN HEALTH ORGANIZATION AND REORGANIZATION OF THE PAN AMERICAN SANITARY BUREAU FOR IMPLEMENTATION OF THE STRATEGIC PLAN, 2003-2007

This brief document is presented to the 37th Session of the Subcommittee on Planning and Programming in response to Resolution CSP26.R18, entitled Strategic Plan for the Pan American Sanitary Bureau, 2003-2007 and adopted by the 26th Pan American Sanitary Conference, which requests the Director to “present an analysis of the existing organizational characteristics and those required for the implementation of the Strategic Plan.” It highlights the developments that have taken place during the first month of the new PASB Administration.

1. The ninth Director of the Pan American Sanitary Bureau (PASB), Dr. Mirta Roses, took office on February 1, 2003. Since then, a number of measures have been initiated to adjust the organization and management of the Bureau's operations, especially in Headquarters, to gradually adapt the structure of the Secretariat to the evolving program needs of the Organization.

2. The Bureau's transition is well underway. The phases that have been planned for the first four weeks have been completed as scheduled. These changes will take some time to fully materialize into new modalities of work and will require the continued support of all staff in an environment of mutual respect and trust. The foundations have been laid to allow for the continued implementation of the Program and Budget for the period 2002-2003, as approved by the Governing Bodies, without interruption, while streamlining operations in Headquarters and preparing for more comprehensive adjustments to be reflected in the proposed Program Budget for the period 2004-2005.

3. All modifications have been made in a transparent manner, using a teamwork approach and taking into account recommendations and suggestions from many people. A Realignment Task Force was put in operation immediately. Its work was registered and minutes of all decisions were disseminated. Additionally, various briefings were held with responsible officers and managers to obtain information on the operational activities needed to implement the required changes in the planning, programming and budget systems. As a result of this participatory process, the alignment of staff, programs and budget in a new organizational structure took effect on 1 March. The new organizational chart and Directive HQ/FO-03-02, which inform all staff members of the new organizational structure and provide a functional statement of the work that will be carried out by each organizational unit, are contained in Document SPP37/3, Add. I. We have to recognize that the realignment of this institution is not a simple task. There are many operational issues related to human resources management, program planning, financial issues and allotment revisions, and all of them are tied to the management information system.

4. The parallel process of organizing working groups to reflect on and contribute to the redesign of procedures and practices was also started. The importance of participation and communication must be emphasized. The working groups are going to focus on their respective responsibilities, but they will also function horizontally, networking among themselves in a virtual community to exchange information and recommendations. To facilitate this interaction, a specific intranet site has been established as a clearinghouse for the products of these groups.

5. Input will be sought from all PAHO staff members and stakeholders in the process of renovating the Bureau for meeting the challenges of the XXI century, so that the Organization is better equipped to make a major contribution to improving the health of the people of the Americas. In the end, despite changes and realignments, we are all one team with one goal: the health of the people of the Americas. Our aim is to improve the capacities of our staff and to further our systems and managerial process with full transparency so as to better serve our Member States.

6. Since 1 March, when the new alignment took effect, the Bureau has remained fully operational and provides technical cooperation without major disruptions, even as staff participate in the working groups and task forces to find ways of continuously improving how we function. During March, we are organizing a major consultation exercise at Headquarters, as well as in the country offices and centers. The subregional managers' meetings that take place in March and April will provide another opportunity for exchange of ideas and information. The sessions of the Subcommittee on Planning and Programming and the Subcommittee on Women, Health, and Development offer an excellent opportunity to exchange views and discuss perspectives with official representatives of Member States on these and related topics

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