

*executive committee of
the directing council*



PAN AMERICAN
SANITARY
ORGANIZATION

*working party of
the regional committee*

WORLD
HEALTH
ORGANIZATION



32nd Meeting
Washington, D. C.
September 1957

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FINAL REPORT

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FINAL REPORT

The 32nd Meeting of the Executive Committee of the Directing Council of the Pan American Sanitary Organization was held at Washington, D. C., in the International Conference Suite of the Department of State of the United States of America, from 10 to 12 September 1957, as convoked by the Director of the Pan American Sanitary Bureau. The following members of the Committee, observers, and officers of the Bureau were present:

Members Present:

Dr. Mario V. Guzmán Galarza	BOLIVIA
Dr. Luis Patiño Camargo	COLOMBIA
Dr. Roberto Acosta Borrero	
Dr. Félix Hurtado	CUBA
Mr. Humberto Olivero	GUATEMALA
Dr. Manuel Antonio Sánchez Vigil	NICARAGUA
Miss Vera María Somarriba González	
Dr. Claudio Luis Prieto	PARAGUAY
Dr. César Gordillo Zuleta	PERU

Member ex officio:

Dr. Fred L. Soper	PAN AMERICAN SANITARY BUREAU
Dr. Carlos Luis González	

Secretary:

Dr. Myron E. Wegman	PAN AMERICAN SANITARY BUREAU
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Observers:

Dr. Luis Siri	ARGENTINA
Dr. Paul V. Ollé	FRANCE
Mr. Didier Raguenet	
Dr. N. H. Swellengrebel	NETHERLANDS
Sir Joseph Harkness	UNITED KINGDOM
Dr. A. A. Peat	
Dr. P. I. Boyd	
Dr. Frank Richard Kellett	
Mr. Howard B. Calderwood	UNITED STATES OF AMERICA
Dr. Arthur S. Osborne	
Mr. Godfrey H. Summ	
Mr. Paul R. Kelbaugh	ORGANIZATION OF AMERICAN STATES

Advisers to the Director of the
Pan American Sanitary Bureau:

Dr. Gustavo Molina, Chief, Division of Public Health
Mr. Donald F. Simpson, Chief, Division of Administration

Chief, Secretariat Services:

Mr. Guillermo A. Suro

CHAIRMANSHIP

In conformity with Article 3 of the Rules of Procedure of the Executive Committee, the meeting was presided over by Dr. Félix Hurtado (Cuba), who had been elected Chairman at the 30th Meeting of the Committee.

TOPICS DISCUSSED AND RESOLUTIONS APPROVED

The Executive Committee held four plenary sessions, during which the following topics were discussed:

1. Explanations on the WHO Regional Budget for 1958

At the first plenary session Mr. Olivero (Guatemala) requested that, before the discussion of the proposed program and budget estimates of the PASO and of the WHO Region of the Americas for 1959, information be provided on the basic changes introduced by the Bureau in the 1958 WHO regional estimates approved at the IX Meeting of the Directing Council, in order to adjust those estimates to the reduction in the WHO general budget for that year as adopted by the Tenth World Health Assembly.

The Secretary reported that, as a result of the Assembly's decision to reduce the Director-General's proposed working budget of the WHO for 1958 from \$13,919,000 to \$13,556,130, the ceiling for the WHO regional budget for the Americas had been reduced from a total of \$1,567,980 to \$1,563,743, out of which \$1,099,500 relates to field activities. The figures appearing in Official Document No. 21 represent the definitive 1958 budget adjusted in accordance with that reduction. He added that the secretariat would be pleased to provide the additional information requested.

Dr. Soper (Director, PASB) pointed out that the draft WHO regional budget for the Americas is prepared two years in advance, so that in the intervening period changes inevitably occur in the requests of governments for programs.

2. Proposed Program and Budget of the World Health Organization for the Region of the Americas and Provisional Draft of the Proposed Program and Budget of the Pan American Sanitary Organization for 1959

At its first, second, and third sessions the Committee examined Official Document No. 21 and Document CE32/2, Rev.1, related to this topic. Official Document No. 21 contains the proposed program and budget of the WHO Region of the Americas for 1959, presented to the Committee for study before its transmittal to the X Meeting of the Directing Council, IX Meeting of the WHO Regional Committee. It includes the activities to be financed with WHO regular funds as well as those to be financed with funds of the United Nations Expanded Program of Technical Assistance. The figure for the Region of the Americas under the budget plan of the WHO Director-General for 1959 is \$1,602,412, out of which \$1,145,600 relates to field activities.

The figures for PASB/WHO participation in the WHO/TA fund for 1958 and 1959 are provisional and subject to the decision of each government as to the extent of the health activities it wishes to carry out within the total figure for its TA programs assigned by the Technical Assistance Board. The estimates for the Americas for Category I, field projects, amount to \$1,137,541 in 1959. In the body of the budget document only Category I projects are shown, since these are the only funds expected under the TA program. It is not expected that any TA funds will be made available for Category II projects, these projects being for substitution only. Therefore, these projects, in the total amount of \$447,861 for 1959, are shown separately in Annex 2 to Official Document No. 21.

The provisional draft of the proposed PASO program and budget for 1959, in the amount of \$4,000,000, also appears in Official Document No.21. After this provisional draft has been studied by the Committee and the Directing Council, it will serve as a basis and guide to the Director in preparing the proposed program and budget of the Organization for that year. It is pointed out in the document that the increased interest in international collaboration has resulted in a larger number of requests from Member Countries, both for specific country projects and for intercountry seminars and other regional programs; the improvement in planning procedures has resulted in better integration with national health plans; the greater development of border meetings has resulted in expanded joint efforts of groups of countries against certain problems; there is, therefore, a unique opportunity for the Organization to collaborate in setting high standards of public health work in countries that are undergoing rapid development. Moreover, the interest in expanded public health development was manifested at the meetings of the Inter-American Committee of Presidential Representatives, held early in 1957. While this Committee recommended to governments the support of expanded health activities, it left the financial implications to be met within the budgetary processes of the Pan American Sanitary Organization. The recommendations came too late in the year to be used in the discussions with individual governments, which form the basis for building the Bureau's program. Nevertheless, to the extent possible, the recommendations have been reflected in the budget document.

In analyzing the increase in the PASO budget for 1959 of \$808,480 over the 1958 budget level, it can be seen that \$103,219, approximately 12.5 per cent, represents an increase in Parts I and II and in the staffing of the Zone Offices. This increase is chiefly for normal increments in operating expenses and for the staffing of new posts needed to support the expanded field programs. The amount of \$25,500, approximately 3 per cent, is devoted to increasing publications, and more than \$680,000, over 84 per cent, is devoted to expanded field activities.

The Secretary gave some additional explanations on the budget estimates presented. He stressed the special importance that the Organization attributes to the continent-wide malaria eradication campaign, which has occupied the full interest and efforts of the Bureau staff as well as of the majority of the countries, and that is the reason why a high percentage of the total funds budgeted is assigned to combat that disease. At the same time, the Director has endeavored to present a program that is well balanced among the various activities. The Secretary then explained the new form of presentation of the budget document, as approved by the Executive Committee at its 31st Meeting. There are now separate columns to show the estimates of PASO funds, those for "Other Funds" (which include the Special Malaria Eradication Fund, OAS Technical Cooperation funds, INCAP funds, and grants assigned to the Organization for specific purposes), WHO funds, and Technical Assistance funds. Information on funds assigned by UNICEF for health programs is no longer included in the body of the document, as in previous years;

it is now presented in Annex 1. In the proposed WHO regional budget column, no distinction is now made between the regular and the supplementary budget, since the latter has been incorporated in the regular budget. In the column for "Technical Assistance Funds," reference to Category II projects has been deleted because, as indicated above, the Technical Assistance Board has decided that such projects can be included for substitution only; they therefore now appear in Annex 2. Annex 3 contains the additional projects that were requested by governments but could not be included in PASO/WHO program and budget estimates, and Annex 4 gives the report of the Director on the movement of funds of the PASO Special Malaria Eradication Fund, included at the recommendation of the 31st Meeting of the Executive Committee.

Mr. Olivero (Guatemala) asked why the 1959 WHO regional budget for the Americas shows, in comparison with that for 1958, an increase of only 2.6 per cent, which he considered very small as compared with the 10.4 per cent increase in the general budget of the WHO. Dr. Soper (Director, PASB) explained that the different Regional Offices of the WHO have not all developed at the same rate. The Southeast Asia Region was organized in 1949, while the other Regions have been organized in more recent years, the field activities in Africa having been initiated only a relatively short time ago. For this reason, when the Region of the Americas was in a position to put to use the funds it received, during the early years of the WHO's operation, this Region was assigned a larger percentage than it has been possible to allot to it in subsequent years.

The Committee then examined, chapter by chapter, the proposed budget estimates of the PASO and of the WHO. In reply to questions raised by various representatives, Dr. González (Assistant Director, PASB) clarified several points. Referring to the section on "Organizational Meetings," he explained that, even though the XV Pan American Sanitary Conference will be held in 1958, at a cost much higher than for a meeting of the Directing Council, the estimates for 1958 and 1959 are almost the same, for 1959 will be the first year of implementation of the Council's decision to establish a special reserve fund for the purpose of equalizing PASO budget appropriations for the meetings of the governing bodies held over a four-year period. He added that for the next Conference the possibility has been considered of making provision, within the budgetary estimates, for a limited amount of secretarial services for delegates who may require such assistance during the meeting. With respect to the appropriations for the "Office of Coordination," Dr. González explained that WHO's contribution to that Office is greater than PASO's because the activities entail chiefly those of coordinating the work of PASB, as WHO Regional Office, with the programs of Technical Assistance, UNICEF, etc. The PASO, however, also contributes a certain amount, since the Office of Coordination also deals with matters related to the OAS Technical Cooperation Program. As to the allotments for the "Information and Publications Activities," he indicated that for administrative reasons,

and after a complete survey by a consultant, a branch has been organized to include, in addition to the Conference Section, the Reports Office, the Public Information Office, the Editorial Office, and the Visual Aids Office, for the purpose of developing these activities more fully in answer to the wishes expressed repeatedly by the governing bodies. To intensify these activities, provision has been made for three new posts and for increased funds for the press service, exhibits, etc. The Bureau will thus be in a position to meet the increasing demands for both public information and technical materials. With respect to the "Fellowships Branch," Dr. González pointed out that the amounts assigned under that chapter cover only the administrative work of the broad fellowship program of the PASB/WHO, to which it is proposed to devote a total of \$981,932 in 1959.

At this point in the study of the budget, the Chairman, speaking as Representative of Cuba, proposed that the Director be requested to present a report summarizing the application of the funds assigned to fellowships, as well as all data concerning fellowships awarded, those available, etc., so as to facilitate their use by the governments.

The proposal was unanimously approved.

Dr. Molina (Chief, Division of Public Health, PASB), replying to a question raised by Mr. Olivero (Guatemala), explained that the increase for 1959 in the chapter on the "Communicable Diseases Branch" is due to

the addition of six new posts, four of them in the Epidemiology and Statistics Section. He pointed out that the statistical service cannot be decentralized, since one of its main functions consists in collecting and disseminating epidemiological information. Moreover, the growing expansion of programs such as those against leprosy and tuberculosis has made it necessary to establish posts for one medical officer and a supporting clerk. Present plans also include the collection of further data to serve as a basis for future program activities.

Dr. González (Assistant Director, PASB), referring to comments made by the Chairman and by Mr. Summ (Observer, United States), explained that the Special Malaria Fund is subject to the same administrative and financial procedures as those for the Pan American Sanitary Bureau regular budget funds.

During the study of Part III, covering "Field and Other Programs," Dr. González (Assistant Director, PASB) stated that the figures in the column "Technical Assistance Funds" are subject to the presentation of requests by the respective governments for inclusion of these projects in the over-all program of the country. The Chairman observed that Dr. González' statement was directly related to the resolution adopted by the Executive Committee at its 31st Meeting on the need for UN/TA contributions to public health to be made through the PASO.

With respect to the Zone III budget provisions, Mr. Olivero (Guatemala) said that, while it is apparent that many general benefits are derived from intercountry programs, it is well to remember that a special stimulus is always provided to a country when the amounts assigned to its specific country projects are increased. He thought that this fact should be taken into account in the preparation of the budgets. He then emphasized the important place that INCAP has come to occupy, saying that the PASB should continue to give that Institute maximum support. The Secretary said that the PASB is proud of its participation in the establishment of INCAP, to which it has given and will continue to give its decided support.

Dr. González (Assistant Director, PASB), in reply to questions raised by Mr. Olivero (Guatemala) on the items for the continent-wide malaria eradication program, explained that within the Division of Public Health, in the chapter on the "Malaria Eradication Office," provision is made for the basic corps of personnel at Washington headquarters that deals with the coordination of all malaria eradication programs in the Continent and with the review of the plans of operations that are submitted for consideration to the UNICEF Executive Board in order to secure UNICEF assistance in the programs. This staff also has related functions such as the preparation of technical standards, dissemination of technical knowledge through publications, and provision of advisory services and assistance to the various field programs. The personnel shown under project AMRO-90 (Malaria Technical Advisory Services)

essentially constitute a field team. For example, the entomologist and parasitologist to be provided in 1958 under the PASO regular budget will be stationed in Panama, which was deemed a strategic location for facilitating transportation and minimizing cost of travel to any country requiring their services. For like reasons, one administrative-methods consultant will be stationed in Lima to meet requests from the countries of South America, and another in Guatemala to serve the Central American and Caribbean area; a third consultant will be stationed in Panama to provide service to all parts of the Continent in the more specialized administrative aspects of transportation problems.

In reply to other questions raised by the same Representative with reference to project AMRO-60 (Interzone, Smallpox Eradication), Dr. Molina (Chief, Division of Public Health, PASB) stated that the smallpox eradication program has been expanded in compliance with the decisions of the Directing Council, and that as a result of this expansion it has been necessary to divide the program by zones and by countries. The provisions under the general, interzone projects are almost exclusively for consultants who will visit the various countries to advise on the organization of vaccine-production laboratories, and for the award of fellowships, in 1959, for participation in a second seminar on smallpox eradication.

Dr. Sánchez Vigil (Nicaragua), referring to project Peru-5 (Malaria Eradication), wished to know why the PASO contribution to that project, as compared with that of the Government, was larger than usual.

Dr. González (Assistant Director, PASB) explained that in the general malaria eradication plan which was presented by the Director to the 31st Meeting of the Executive Committee for consideration, and which will be studied also by the Directing Council, a certain amount is assigned to furnish countries with supplies and equipment not normally provided by UNICEF, especially antimalarial drugs to be used not only for therapeutic purposes but primarily for prophylaxis with a view toward eradication. Preliminary studies indicate, for example, that the malarious area of Peru, in the Amazon Basin, will be extremely difficult to cover and it is probable that house-spraying with residual insecticides will not solve the problem completely.

Dr. Soper (Director, PASB) stated that several weeks ago in Lima he had signed an agreement with the Government of Peru for the malaria eradication program in the region lying west of the Andes, on the Pacific Coast, and for a survey and preparation of a plan of operations in the Amazon region of the country. In considering what must be done in that area, it is interesting to note that in certain places none of the houses lend themselves to the method of residual-action insecticide sprayings. There are, however, other factors that may have an important bearing on the problem. The results of preliminary studies reported about six months ago indicate that there are certain drugs which when administered in relatively small doses render the malaria patient non-contagious for a period of from six to eight weeks, and there is a probability that this period could be prolonged considerably by increasing the dose, within safety limits. Studies have also been made on the use of salt as a

vehicle for administering antimalarial drugs that withstand cooking temperatures, a procedure by which large population groups could be treated with drugs mixed in the salt. In the afore-mentioned region of Peru where it appears that insecticide-spraying operations may not be the complete solution, the sale of salt is a government monopoly, a fact that may facilitate the use of this procedure as a general practice. Three months ago, reports received from Brazil indicated that new studies on these antimalarial drugs have confirmed those previously conducted in that country. Dr. Soper also explained the many varying circumstances that arise in a malaria eradication program, giving as one example the fact that discussions have now been undertaken with the Government of Argentina for the execution of a malaria eradication program in that country. Argentina was one of the first countries to conduct research on insecticides, and it developed a very effective malaria program. This was not a complete eradication program, but now that Paraguay and Bolivia are planning their eradication programs, it has become necessary to supplement those programs with an eradication program in Argentina. Even a year ago, no one could have foreseen that at present the time would have been ripe for Argentina to take advantage of international collaboration. He mentioned, in closing, how gratifying it has been to see the promptness with which the countries have established or are preparing their eradication plans as part of the continent-wide campaign.

Dr. Siri (Observer, Argentina), who was supported by Dr. Prieto (Paraguay), requested that if possible the number of fellowships assigned

to project Argentina-4 (National Institute of Microbiology) be increased, in view of the usefulness of that Institute to various countries and the intensified effort being made by Argentina to improve its public health services. The Secretary replied that, in accordance with the decisions of the governing bodies, the Bureau endeavors to assign fellowships under all of the individual projects; as a result, the reserve for unspecified fellowships under project AMRO-35 (Fellowships, Unspecified, Interzone) contains provision for only about 15 fellowships to meet urgent requests. He said that no requests for fellowships have as yet been received from the Argentine National Institute of Microbiology, and that the Bureau will meet such requests as rapidly as possible, since it has the funds now available.

Following a discussion on points of procedure, the Chairman made a few comments in closing the debate. He pointed out that approval of the proposed budget estimates by the Executive Committee, in principle and in full, would not prevent the Committee members from proposing modifications in those proposed budgets when they are discussed in the Directing Council. He himself deemed it advisable that in the future certain informational summaries be prepared, as annexes to the proposed budgets, to give a general picture of specific phases of the activities, such as the fellowship program and the malaria eradication program, a procedure that would facilitate the study of the budget document. It was his opinion that, in the projects just examined, excessive amounts were devoted to nursing programs and to assistance to medical schools in general.

He concluded by urging the representatives to prepare the ground in their respective countries so that, at the appropriate time, the Member Governments will be prepared to vote the increases in quota contributions that will result from the approval of the proposed budgets now under consideration.

The Committee then unanimously approved the following resolution on the proposed WHO regional program and budget:

RESOLUTION I

CE32.R1

The Executive Committee,

Having examined the Proposed Program and Budget of the World Health Organization for the Region of the Americas for the year 1959 (Official Document No. 21); and

Bearing in mind that the Executive Committee, in reviewing the Proposed Program and Budget of the World Health Organization for the Region of the Americas, is acting in the capacity of a working party for the Regional Committee,

RESOLVES:

1. To approve the transmittal to the Directing Council of the Proposed Program and Budget of the World Health Organization for the Region of the Americas for 1959 (Official Document No. 21).

2. To propose to the X Meeting of the Directing Council, IX Meeting of the WHO Regional Committee for the Americas, that it consider, if it deems it appropriate, the following

Draft Resolution

The Directing Council,

Having examined Official Document No. 21, submitted by the Director of the Pan American Sanitary Bureau and containing the Proposed Program and Budget of the World Health Organization for the Region of the Americas for the year 1959; and

Bearing in mind that the Proposed Program and Budget of the Region of the Americas is submitted to the Directing Council, as Regional Committee of the World Health Organization, for review and transmittal to the Director-General of the World Health Organization for consideration in drafting the WHO budget for 1959,

RESOLVES:

To approve the transmittal of the Proposed Program and Budget of the World Health Organization for the Region of the Americas for 1959, and to request the Regional Director to transmit it to the Director-General of the World Health Organization, so that he may take it into consideration when preparing the WHO budget for 1959.

The Committee also unanimously approved the following resolution on the provisional draft of the proposed program and budget of PASO:

RESOLUTION II

CE32.R2

The Executive Committee,

Having examined the provisional draft of the Proposed Program and Budget of the Pan American Sanitary Organization for the year 1959 (Official Document No. 21); and

Taking into account the fact that the provisional draft, when approved, will serve as the basis for the preparation of the 1959 Proposed Program and Budget of the Pan American Sanitary Organization to be submitted to the 34th Meeting of the Executive Committee for consideration, and to the XV Pan American Sanitary Conference in 1958 for final approval,

RESOLVES:

1. To approve, as a provisional draft, the Proposed Program and Budget of the Pan American Sanitary Organization for 1959 (Official Document No. 21).

2. To propose to the X Meeting of the Directing Council that it consider, if it deems it appropriate, the following

Draft Resolution

The Directing Council,

Having examined Official Document No. 21, submitted by the Director of the Pan American Sanitary Bureau and containing the provisional draft of the Proposed Program and Budget of the Pan American Sanitary Organization for the year 1959; and

Taking into account the fact that the provisional draft, when approved, will serve as the basis for the preparation of the 1959 Proposed Program and Budget of the Pan American Sanitary Organization to be submitted to the 34th Meeting of the Executive Committee for consideration, and to the XV Pan American Sanitary Conference in 1958 for final approval,

RESOLVES:

To take note of the provisional draft of the Proposed Program and Budget of the Pan American Sanitary Organization for 1959.

3. Proposed New Conditions of Employment

At the fourth plenary session Mr. Simpson (Chief, Division of Administration, PASB) presented Document CE32/3 on this topic. The document, after noting that the Directing Council dealt with this matter at its IX Meeting, points out that the present system of personnel administration in the Pan American Sanitary Bureau came into being in 1949, following the signature of the Agreement between the Pan American Sanitary Organization and the World Health Organization. As early as 1953 certain difficulties developed when a number of different entitlements and allowances were adopted for project personnel, following the decisions of the United Nations Technical Assistance Board.

These allowances were originally designed to compensate short-term project staff for the lack of advantages of a long-term appointment (pension fund participation, repatriation grant, etc.). In the rapidly expanding programs of PASB/WHO, however, it became necessary to assign regular staff to projects. The receipt by such staff of the rights and privileges of both regular and project staff resulted in a series of disparities in conditions of employment and, consequently, in grievances, misunderstandings; and administrative difficulties in the transfer of personnel from one post to another.

Although this is a problem that affects several international organizations, it is evident that the personnel system for any organization must serve the particular mission of that organization. Experience has

shown that a single personnel system rigidly adhered to cannot serve equally well the needs of widely differing international agencies. This fact was recognized by the United Nations Committee for the Review of Salaries, Allowances, and Benefits, when it declared that the common system "need not be applied with such rigid uniformity that an organization can never deviate from it, even if there is no other solution to its own particular staffing problems."

After pointing out the deviations from the common system that existed in various specialized agencies of the United Nations in 1956, the document states that it is essential to consider the fact that an international health agency has needs that are different from those of other international agencies. The Pan American Sanitary Bureau is convinced that a new system of personnel administration is required for international health agencies carrying on continuing programs of professional consultation to governments and scientific institutions.

The document then enumerates the advantages of establishing a career service, which would provide greater flexibility to the services and facilitate the interchange of staff between field operations and the established stations of the Organization.

The inadequacy of the present basic salaries of international health agencies to attract professional and scientific consultants of high competence is stressed, and the need to maintain the principle of equal pay for equal work is stated. The document also examines the

problems arising from the present system of allowances, as the system leaves much to be desired both in terms of equity and administrative simplicity. The present system of allowances for dependents, for children, and for the education of children, defeats the principle of equal pay for equal work, creates employee misunderstandings and grievances, and tends to confuse the real problem, which is the need for a salary scale sufficiently high to make possible the recruitment of staff of the highest competence from any country in the world.

The document then recommends that the following statement of principles serve as a guide for the development of a new set of Staff Rules: (1) development of a true career service, with selection of staff on a merit basis and with security of tenure for permanent appointees to the core staff, subject only to satisfactory service; (2) classification of all posts in accordance with responsibilities and duties; (3) development of a compensation plan based on the principle of equal pay for equal work; (4) elimination of nonpensionable, peripheral allowances; (5) establishment of a pension system based on total compensation; (6) development of an in-service training program to provide for educational and experience opportunities; (7) development of a plan for rotation of senior staff members between the international agencies and governmental, academic, and research institutions.

Finally, the document contains a proposed resolution, the operative part of which reads as follows: "(1) to recommend to the Directing Council

that it approve the statement of principles contained in Document CE32/3 as a guide to the development of an improved system of personnel administration for international health agencies; and (2) to recommend to the Directing Council that it authorize the Executive Committee to negotiate with the Executive Board of the World Health Organization for the acceptance of these principles and their implementation through the adoption of revised Staff Regulations and Rules based thereon."

Mr. Simpson added that the document in question represents an approach to personnel problems which is submitted to the Executive Committee for review, appraisal, and ideas and suggestions as to what might be added, amended, or eliminated in these basic principles.

In the discussion that followed, the Committee members stressed the importance of this problem for the future of the Organization and considered the document submitted by the Director to be very valuable. Several observations were made, however, on some of the basic principles presented. Mr. Olivero (Guatemala) was in favor of establishing a career service but stressed the advisability of maintaining the probation period for new employees before they are incorporated in the permanent staff. With regard to the development of a compensation plan based on the principle of equal pay for equal work, he believed that it would also be necessary for the salary to be commensurate with the degree of responsibility of the staff member. Finally, he made several remarks on the inadvisability of eliminating family allowances, since these are

based on a social principle generally accepted in international organizations and their elimination might hamper the recruitment of personnel of high competence.

Dr. Sánchez Vigil (Nicaragua) stated that family allowances represent a social advance that cannot be cast aside. He said that otherwise he was in complete agreement with the document.

Dr. Guzmán Galarza (Bolivia) recognized the advisability of offering security of tenure to career staff but stressed the need for avoiding a situation in which such guarantees would result in employee apathy, overconfidence, and lack of incentive to continue professional study and self-improvement. He agreed with Mr. Olivero and Dr. Sánchez Vigil as to the need for maintaining family allowances, although certain changes might be introduced in the present system.

Dr. Soper (Director, PASB), in replying to these remarks, explained that the proposed plan is intended to make the conditions of employment more attractive. The intent is to provide salaries that in themselves are sufficient to enable all staff members to meet their family obligations without the need for any allowances. It must be borne in mind that the Organization is greatly interested in recruiting personnel who are willing to devote themselves fully to its service. To attain this goal, it is of the utmost importance to be able to offer clear guarantees of adequate remuneration, and that clarity disappears

with the present complicated system of allowances.

Dr. Patifo (Colombia) was in complete agreement with the document and with the draft resolution presented by the Director of the Pan American Sanitary Bureau. However, in view of the remarks made by the other Executive Committee members, he thought it advisable to change the first operative paragraph of the proposed resolution to read "to transmit to the Directing Council," instead of "to recommend to the Directing Council that it approve..."

The Chairman was of the opinion that the proposed elimination of family allowances would never meet with the approval of the Organization's governing bodies and that it would therefore be necessary to find some intermediate solution, such as establishing a limit for such allowances. He understood perfectly the Director's motives in presenting the proposal, since the Director of course sees the problem from an executive viewpoint, but it is not possible that a deliberating body such as the Committee or the Council could accept the elimination of social advances that today are solidly established.

Finally, at the proposal of the Chairman, the following resolution was put before the Committee and approved by a vote of 6 to 1:

RESOLUTION III

CE32.R3

The Executive Committee,

Having studied in detail Document CE32/3 on new conditions of employment of the Pan American Sanitary Organization; and

Considering that the points set forth in that document were the subject of comments by several members of the Executive Committee but that no definite agreement thereon was reached by that body,

RESOLVES:

1. To submit the said document to the Directing Council for information and study.

2. To recommend to the Directing Council that it authorize the Director to negotiate with the Director-General of the World Health Organization for the acceptance of the statement of principles that may be approved by the Directing Council and for the implementation of those principles through the adoption of revised Staff Regulations and Rules based thereon.

IN WITNESS WHEREOF, the Members of the Committee and the Secretary sign the present Final Report, in the English and Spanish languages, both texts being equally authentic.

DONE at Washington, D.C., this 12th day of September 1957.

The Secretary shall deposit the original texts in the archives of the Pan American Sanitary Bureau and shall transmit copies thereof to the Member Governments.

Representative of Bolivia

Representative of Colombia

Representative of Cuba

Representative of Guatemala

Representative of Nicaragua

Representative of Paraguay

Representative of Peru

Secretary General of the Pan
American Sanitary Bureau,
Secretary ex officio of the
Executive Committee

Director of the Pan American
Sanitary Bureau, Member
ex officio of the
Executive Committee