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PAN AMERICAN
HEALTH
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HEALTH
ORGANIZATION



50th Meeting
Washington, D. C.
April-May 1964

Draft Agenda Item 3

CE50/7 (Eng.)
18 March 1964
ORIGINAL: ENGLISH

REPORT ON ADMINISTRATIVE RATIONALIZATION IN THE
PAN AMERICAN SANITARY BUREAU

The Director has the honor to present another progress report on the program for the rationalization of the administrative organization and processes of the Pan American Sanitary Bureau. This report is made in response to Resolution VII of the XIV Meeting of the Directing Council and brings up to date the statements made to the 48th Meeting of the Executive Committee ^{1/} and to the XIV Meeting of the Directing Council.^{2/}

The Director wishes to inform the Executive Committee that the program has developed in keeping with the plans and the schedule established in the statements presented to the Governing Bodies at the meetings in 1963.

The rationalization of administration has advanced to the point where virtually all of the basic administrative activities previously performed in the Zone Offices have been incorporated into the Washington processes, thereby completing the movement begun on 1 January 1962. The final closure of field accounts was made at the end of January 1964. The zone administrative records have now been forwarded to the central office and are being reviewed for retention or disposition. The target of positions to be saved, established provisionally at a net reduction of 57, at an annual saving of \$434,000 in the estimate of early 1963, has been realized. This target has now been increased to 70 positions, at an annualized saving for personal services and allowances of \$532,000, which can

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- ^{1/} Document CE48/13. See also Final Report of 48th Meeting of the Executive Committee, Document CE48/18, Rev. 1, pp. 5-15 and Resolution I.
- ^{2/} Document CD14/22. See also Document CD14/30 for Minutes of Third Plenary Session, pp. 3-17, CD14/34 for Minutes of the Seventh Plenary Session, pp. 3-4, and CD14/40, pp. 8-9 for Resolution VII.

be employed in direct technical assistance to the Governments. It is planned to attain the new goal by 30 June 1964. At the date of preparation of this report, 63 positions had been eliminated in the administrative establishment, in Washington and the field, during the rationalization effort. The new target will represent a 37% decrease in the administrative staff during a period when the approved budget of the Organization increased 67.6% and the total staff budgeted increased 32.8 per cent.

Emphasis in the administrative rationalization, following the incorporation of the field administrative activities into the Washington process, has been on the continued refinement of procedures and techniques. Benefits are evident in work elimination and reduction, speed-up of action processing, and in-depth coverage of important work elements. The programming for mechanization, mentioned in earlier reports, has been accelerated and a cadre of administrative personnel is being retrained to undertake their new responsibilities. Complementing the mechanization program has been the intensification of review of structure, process, and staffing of administrative elements in Washington and the continuing refinement of field-headquarters movement of administrative transactions to the end of realizing greater quality in performance as well as the economies noted above. The task of review covers the range of administrative operations from the individual clerk's desk to major, total agency activities such as the budget process. The continued development of the program budget, reflected in the changes in Official Document No 45 and the presentation to this 50th Executive Committee Meeting, is one of the areas being given consideration in the program of rationalization. Back of the published document is a vast study that is resulting in broad changes and a higher quality product in every aspect of budget work from initial plans to budget control and execution. New tools of management, such as the Country Representative's Manual, issued in late 1963, have been developed as guides to action and statements of policy on the programs under the rationalization effort. The advances in this, and all other areas of review, will permit PAHO/WHO to render a better service to the Governments.

In the program for the decentralization of authority for the coordination of PASB/WHO activities at the country level there have been designated country representatives or acting country representatives in 25 locations, the final designation having been made on 1 January 1964, some 17 months after the first appointment had been made in August 1962 of country representatives in Colombia and Peru. These officers have undertaken the direction of operations for all Organization programs in the countries to which they are assigned as chief PASB/WHO country advisors thereby permitting an integration of activity, heretofore not possible. They have also assumed greater responsibility for the recommendation on program and budget development and the initial evaluation of progress on PASB/WHO program objectives. The essence of the program of decentralization is declared, in the Country Representative's Manual, to be "decision making at the level of operation", thereby obviating, wherever practicable, movement of transactions across several echelons of organization. Structure and operations have been strengthened at the country level and more rapid and effective service to governments is already in evidence.