



PAN AMERICAN HEALTH ORGANIZATION
WORLD HEALTH ORGANIZATION



136th SESSION OF THE EXECUTIVE COMMITTEE

Buenos Aires., Argentina, 20-24 June 2005

Provisional Agenda Item 4.1

CE136/INF/6 (Eng.)
15 May 2005
ORIGINAL: ENGLISH

INCREASING MANAGERIAL EFFECTIVENESS AND EFFICIENCY IN PAHO

1. One of the objectives for organizational development within the Managerial Strategy for the Work of the Pan American Sanitary Bureau in the Period 2003-2007 (Document CD44/5) is to strive to continuously improve the effectiveness and efficiency of the Secretariat's operations. This document seeks to update PAHO's Member States on the progress to date and on-going efforts being made towards achieving a more strategic management of human and financial resources, with the ultimate objectives of increasing resources for and better supporting the delivery of technical cooperation to Member States.
2. The primary way the Secretariat seeks to address effectiveness is through the development of a results-based management culture. Once technical staff are given the tools, empowered, and held accountable for the delivery of results within their budgets, regardless of the source of financing, effectiveness will improve. To arrive at this requires sustained effort on many different fronts. Some action is being taken to address PAHO's own special circumstances, while other efforts are taking place in the context of WHO-wide efforts to which PAHO is contributing.
3. Among the initiatives already being undertaken are:
 - The launching of the Director's Roadmap for change, including eleven strategic projects designed to bring about the institutional transformation required to better meet the many public health challenges of the 21st century.
 - Working jointly with WHO to develop a renewed Results-Based Management Framework (RBMF), emphasizing improved accountability, coordination, and streamlining planning processes.

- Requesting the United Nations Joint Inspection Unit to support PAHO in the assessment of its results-based management systems to help prioritize the next steps to be taken.
 - Improving managerial competencies through broad PAHO participation in the WHO Global Leadership Program.
 - Participating in the development of WHO's global management system, to better support planning, monitoring, and evaluation of human and financial resources.
 - Instituting competency-based policies for the management of human resources that will impact on recruitment, classification, performance assessment, and staff development.
 - Development of an IT strategy and oversight mechanism to ensure that scarce resources are invested in line with strategic priorities.
 - Introducing a "one program" approach to 2006-2007 planning, applicable to all sources of funding including resources to be mobilized.
 - Introduced new peer review quality assurance processes for the proposed BPB 2006-2007 programs.
4. For 2006-2007, in addition to continuing to support the successful implementation of these initiatives, there will be a major effort to build staff capacity to understand and apply the new Results-Based Management Framework in their daily work, and to strengthen the organizational capacity in monitoring and evaluation.
5. Other notable actions the Secretariat is undertaking to improve managerial effectiveness and efficiency are:
- The decentralization of certain regional functions to the field and consolidation with operations in respective centers, such as: 1) Basic Sanitation program operating in CEPIS; 2) Maternal and Women's Health program operating in CLAP and; 3) Food Safety program in INPPAZ rationalized and transferred to PANAFTOSA.
 - The redeployment of a number of regional advisor posts out of Headquarters and into field office locations, to reduce related administrative and travel costs as well as travel time, while improving country focus.
 - The increased emphasis on working collaboratively, including through interprogrammatic joint missions to countries and cross-functional working

groups and task forces. The latter has been particularly facilitated through the expanded use of teleconferencing.

- The renegotiation with WHO of the methodology for distributing the cost of the Retirees' Health Insurance among the Regions.
- The renegotiation with WHO on internal arrangements related to Internal Audit, which will result in a reduction in the share of costs covered by PAHO for the same level of service.
- The reengineering of administrative processes, resulting in the reduction of support posts, wherever possible, without compromising internal controls and standards.
- A constant review of alternatives for infrastructure and logistics, both at Headquarters and country offices. This has already resulted in reduced costs at Headquarters for the rental of office space and the operation of the cafeteria and print shop.
- The implementation of a new comprehensive travel policy that restricts the use of business class tickets to a limited number of circumstances.

6. These are examples of steps toward increasing managerial efficiency and effectiveness at PAHO but are by no means comprehensive. In addition to the initiatives already under way or planned, the Secretariat looks forward to putting additional measures into action in this regard.

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