



**14th SESSION OF THE SUBCOMMITTEE
ON PROGRAM, BUDGET, AND ADMINISTRATION
OF THE EXECUTIVE COMMITTEE**

Washington, D.C., USA, 25-27 March 2020

Provisional Agenda Item 5.2

SPBA14/INF/2
6 March 2020
Original: English

**PASB MANAGEMENT INFORMATION SYSTEM (PMIS):
LESSONS LEARNED**

Background

1. The launch of the World Health Organization (WHO) Global Management System (GSM) prompted the Pan American Sanitary Bureau (PASB or the Bureau) to reexamine its own systems to determine the extent of modernization that would best serve the Pan American Health Organization (PAHO). PASB developed guiding principles for modernization; reviewed, improved, and documented its business processes; analyzed numerous options for modernization, including the implementation of the GSM, and the relevant costs of each of these options.
 2. The 50th Directing Council approved the implementation of the PASB Management Information System (PMIS) through Resolution CD50.R10. The scope of the modernization project included systems to support planning and budget, human resource management, payroll, financial management, and procurement services. The Organization was expected to benefit through improvements in a number of areas, including accountability for results, collaboration, availability of information, transparency, adaptability, coordination with WHO, management of human resources, support for emergency operations, and operational efficiency.
 3. PASB launched the human resources and payroll components of PMIS in February 2015, and the financial, procurement, and budget components in January 2016. The system supports over 180 business processes and provides reports and dashboards to present information for decision making. The system is designed to allow continuous improvements and the continuous implementation of new features. Throughout the implementation of PMIS, Member States have been informed by several reports to the Governing Bodies of PAHO. The first report on progress made toward the implementation of PMIS was presented to the 51st Directing Council in 2011 (Document CD51/INF/3). Subsequent reports on progress have been presented at several Governing Bodies meetings (Document CE152/INF/3 [2013]; Document CE154/27 [2014]; Document CE156/INF/5
-

[2015]; Document CE158/INF/4 [2016]; Document CE160/INF/3 [2017]; Document CE162/INF/5 [2018]).

4. This report presents lessons learned during the operational phase of PMIS, from February 2015 through December 2019, as requested by Member States at the 12th Session of the Subcommittee on Program, Budget, and Administration in March 2018 (Document SPBA12/FR).

Situation Analysis and Lessons Learned

5. PASB has fully implemented PMIS based on the four approved Core Guiding Principles, as presented in Modernization of the PASB Management Information System (Document CD50/7):

- a) Strengthen management – The consolidation of the legacy systems into one fully integrated system results in the elimination of manual processes to validate the data within systems, better data transparency, consistent reports, and improved analytics for decision making.
- b) Streamline administrative processes – The configuration of business processes across the Organization, which incorporate internal controls, data access security, and validation rules, has resulted in the elimination of manual approvals, better coordination, stronger controls, and reduced transaction steps.
- c) Operate as a multilingual organization – The system is designed to accommodate multiple languages as per the needs of each user.
- d) Formal partnership arrangements – To date the Organization has not entered into any hosting partnership or corresponding administrative service agreements with other United Nations organizations to provide services. In the event that this would take place, the work of any partnership that contributes to the Organization’s expected results would be reflected in the appropriate reporting mechanism.

6. PASB continues to adopt new system features and identify opportunities to streamline operations, resulting in more efficient processes to better support technical cooperation. Between January 2015 and January 2020, the number of fixed-term posts in the administrative departments was decreased by 16%. In 2019, PASB successfully implemented the second biennial financial closure and, for the first time, transitioned into a new Strategic Plan and Program Budget with PMIS in operation. The Bureau continues to develop and deliver new reports and dashboards to support decision making.

7. An external assessment of administrative services and PMIS implementation was finalized in February 2019. Several lessons learned were identified, and recommendations were made to improve and reduce the personnel time required for administrative processes. Updated organizational structures, process enhancements, and system optimizations will continue to be implemented as enhancements are identified.

8. PASB uses the PMIS governance mechanism to ensure that PMIS continues to improve and to leverage new functionalities within Workday. To support this process, PASB has developed a three-year road map that is regularly updated.

9. The Annex to this document includes a detailed table with the elements of the Core Guiding Principles (from Document CD50/7, Annex A), the corresponding PMIS feature, and benefits and savings to the Organization resulting from implementation.

Action by the Subcommittee on Program, Budget, and Administration

10. The Subcommittee is invited to take note of this report and provide any comments that it may have.

Annex

Annex

Introduction

1. The Directing Council of the Pan American Health Organization (PAHO), through Resolution CD50.R10, approved four Core Guiding Principles to guide future efforts to modernize the PASB Management Information System (PMIS). The following table expands on how, and to what extent, those principles have been implemented. The table presents:

- a) *Elements*: Each principle was defined by a series of elements to aid in the configuration of the system supporting various core enabling functions of the Organization, including, but not limited to, Planning, Program Management, Budget, Finance, Human Resources, Payroll, Procurement, and Evaluation.
 - b) *PMIS Feature*: Workday can be configured to the needs of each customer but cannot be fully customized. This column notes on the technical configuration and to what extent the principle is implemented within the system.
 - c) *Benefits*: The benefits of implementing an automated information system compared to the previous legacy systems. In many cases, the functionality achieved with PMIS was not possible with the previous systems.
 - d) *Savings*: The savings achieved from the new functionalities implemented from the PMIS feature.
-

Elements of The Core Guiding Principles

Element ¹	PMIS feature	Benefits	Savings
1. Strengthen management			
1.1. All components and activities related to the modernization of PASB Management Information System will support the mission of the Organization.	Implementation of PMIS resulted in the discontinuation of 17 legacy systems and integration of their functions into a unified Enterprise Resource Planning system.	PMIS allows establishment of consistent data across all systems and makes consolidated reports available to all users.	Support, maintenance, and training requirements for separate systems were eliminated, along with the need to manually transfer data between separate systems and consult multiple systems to support decision making.
1.2. PASB Management Information System will ensure that the corporate management needs of its programmatic and administrative users in regional, subregional, and country entities are adequately supported.	PMIS was implemented consistently across the Organization in all duty stations. Updates, new functionality, and training are also implemented universally.	Uniform processes and procedures enabled efficient support to users at all levels from central business owner units.	Variations in procedures across individual units and locations were eliminated, along with the need to produce local guidelines and job aids in individual duty stations.
1.3. All management and administrative rules, policies, and procedures will be reviewed and improved to enable more effective delivery of health technical program results. As a result, the burden of administration on technical managerial staff should be lightened.	All management and administrative processes were reviewed during configuration and implementation of PMIS and are continually reviewed. The unified governance process established across the Organization solicits user feedback and enables continuous improvements and streamlining.	The reconfigurable structure of PMIS enables speedy implementation of enhancement proposals approved by governance at minimal cost.	Approval processes for transactions were simplified to eliminate duplication and reduce time required. Adoptions of electronic signatures for internal business processes reduced staff time devoted to administrative processing and eliminated process delays due to absence of involved staff members from their physical offices. One system covers all asset activities, reducing manual tracking in separate systems.

¹ Elements of the Core Guiding Principles (from CD50/7, Annex A). Available from: <https://www.paho.org/hq/dmdocuments/2010/CD50-07-e.pdf>

Element	PMIS feature	Benefits	Savings
1. Strengthen management			
<p>1.4. Electronic workflow and signature will be implemented where appropriate. Such efforts will be supported by manuals and guidance that are accessible, clearly articulated, easily understood, and relevant to the needs of all user communities.</p>	<p>An electronic signature policy was adopted to replace physical signatures for approvals within PMIS, taking advantage of the PMIS security features. All transactions include full, transparent documentation that identifies all approvals and includes supporting documents.</p>	<p>Data on the status of all transactions is now available and accessible in real time within PMIS.</p>	<p>Production, transmission, and filing of paper transactional documentation was eliminated. Transaction records were digitized and made searchable within PMIS, eliminating search time for locating records. Clerical work associated with locating and storing documents was significantly reduced.</p>
<p>1.5. Policies and procedures will be consistently applied to all levels of the Bureau. The implementation of business processes will be adaptable to change through an agreed governance process.</p>	<p>The consistent application of policies was simplified, as there is only one system for financial transactions and human resources actions. A consistent governance process for changes was established.</p>	<p>PMIS governance provides for full and transparent review and documentation of business process changes.</p>	<p>Changes to business processes are requested, coordinated, and tracked in the Service Request System (SRS) module, eliminating manual processes and disparate documentation. The auditing of any changes can be monitored through specific reports provided by Workday.</p>
<p>1.6. Roles and responsibilities within each business process will be clearly defined so that the meaning will be the same irrespective of where the work is done or to whom it is assigned.</p>	<p>PMIS allows one definition of a process, including details on all the approval steps, restrictions, and roles involved in the process and any additional instructions. These definitions are available to all users with appropriate access, independent of where the action is taken.</p>	<p>A single agreed vocabulary was established across the Organization for all components of PMIS business processes and all roles within the system.</p>	<p>Less time is required for entities and individuals across the Organization to “get on the same page” when discussing administrative topics. This type of functionality was not possible before PMIS implementation.</p>

Element	PMIS feature	Benefits	Savings
1. Strengthen management			
1.7. Clear accountability, governance, and application of the proper regulatory authority will be in line with the PAHO Accountability Framework. This will extend to all levels of the PASB.	All transactions are in one system available to all users, including comprehensive documentation, resulting in a high level of transparency.	Automation of bank statements, bank reconciliations, and donor reports were implemented.	Manual workload was reduced, accuracy for cash management enhanced, and risk monitoring improved. Introduction of the monthly accounting closure resulted in periodic monitoring and a reduction in year-end closure issues.
1.8. Standardized formal delegations of authority will align responsibility, accountability, and authority.	Delegations of authority as published in the PAHO/WHO E-Manual are programmed into PMIS to ensure electronic routing of transactions within PMIS to the duly authorized personnel.	Defined security access roles in the system can be configured with custom validations and approval routing restrictions to ensure that accountability can be monitored.	There is a reduction in manual work when conducting ex post audits to ensure proper alignment with procedures.
1.9. Information will be uniformly available to all staff throughout the Region, according to established policies.	PMIS is accessible to all personnel holding a PAHO contract; each personnel member is automatically accorded access based on the roles held within the system.	The system standard reports can be easily configured to meet PASB requirements that embed security protocols of data access.	Time required for personnel to access financial and administrative data was reduced. Improper access to sensitive data was systematically eliminated.
1.10. Program management staff will have access to the PMIS information to make real time decisions required to implement and manage their biennial workplans (BWP), without having to become administrative specialists.	Access to information is facilitated by real-time reports and dashboards where all users have access to the same information at the same time. In cases where some data is still processed in legacy systems, integrations have been configured to automatically move the data into PMIS and make it accessible via reports and dashboards.	Real time data access enables real-time decision making. This real time access was not possible before PMIS implementation.	Real time access to shared data reduced the staff workload formerly required to prepare reports for decision makers.

Element	PMIS feature	Benefits	Savings
1. Strengthen management			
<p>1.11. The emphasis of the Bureau’s internal control of transactions will shift from an ex-ante (before the event) to an ex-post (after the event) control. To ensure this shift, a major change in managerial behavior, skills, and competencies will be needed, supplemented by appropriate delegations of authority.</p>	<p>Manual ex-ante controls have been minimized. Internal controls are now achieved through a combination of controls within the business processes and access to information via security roles, with a fully auditable account of every step of every process in the system.</p>	<p>Controls on expenditure, such as budget checks and restrictions defined in custom validation rules within the business processes, ensure that transactions are controlled before completion. This saves time by flagging issues immediately, not in ex-post audits. This level of detail to ensure segregation of duties was not possible before PMIS implementation.</p>	<p>Custom validations to prevent errors, budget control checks at two points in a process, and routing restrictions that eliminate inappropriate approvals reduced and, in some cases, eliminated problems before they happen. Dashboards and reports can flag issues that in some cases can be resolved before the monthly closure.</p>
<p>1.12. Internal and external audit will maintain separation of duties and integrity of the Bureau’s work through use of general controls and audit trails.</p>	<p>Audit trails are automatically generated in PMIS and satisfy audit-related questions by retaining information about which transactions were entered or changed, by whom, and when.</p>	<p>Traceability of documentation and approvals considerably reduced time demands. Generating reports on the audit of users, tasks, or objects can be performed in seconds rather than weeks.</p>	<p>The amount of travel required to carry out audits was reduced, since auditors can now access most data remotely.</p>
<p>1.13. Staff will be able to access PASB Management Information System according to their personal roles and responsibilities, irrespective of where staff are located at any given time.</p>	<p>PMIS allows for the creation of security roles for users that define the user’s access to data and tasks in the system. Consistent access is ensured throughout the Organization by assigning roles widely to all staff, some to the position and some to a specific person.</p>	<p>Data access is automatically adjusted for individuals who change roles or take up new positions within the Organization. The change in security role is coordinated by an SRS ticket ensuring proper approvals and documentation. These internal controls did not exist before PMIS implementation.</p>	<p>The need to manually adjust data access controls was eliminated.</p>

Element	PMIS feature	Benefits	Savings
<i>1. Strengthen management</i>			
1.14. PASB will maintain compliance with the decisions of the Governing Bodies.	Compliance with rules is implemented in the system by configuring business processes and custom validations. Having just one system ensures consistent implementation across users.	Compliance monitoring is now conducted centrally via PMIS reports and dashboards. Changes to business rules can be implemented centrally and immediately applied to all transactions.	There was significant reduction of in-person visits and on-site physical document reviews in duty stations by compliance personnel. Less time is needed to run and analyze reports, as there is only one source of data.
1.15. PASB will establish a regional governance process to ensure that regional policies, processes, and business rules are developed and managed to reflect requirements at all levels, coordinating with WHO where appropriate.	PASB established two governance bodies: the PMIS advisory committee and the PMIS business owners groups. Coordination with WHO, where appropriate, would be addressed through the governance process.	Any changes to policy or streamlining of business processes are handled through unified groups of business owners, ensuring consistent implementation and communication to users.	Significant improvements in documentation of decision making provide audit trails of changes approved. This eliminates changes made without documentation and reduces time spent searching for information about undocumented changes.
1.16. Rules, policies, and procedures will allow for scalable operations and be responsive to the demands placed by emergency operations.	PMIS includes built-in exceptions in transactions related to emergency operations to ensure needed agility in some circumstances.	Exceptions are fully auditable in the system even if not subjected to the regular internal controls.	Real-time reports reduced the time for monitoring and auditing to see any transactions approved using emergency authorities.
1.17. Reports will be available to all stakeholders (Member States, donors, and other partners) according to agreed upon standards.	Custom reports can be created, including statements of assessed contributions, statements of account for the procurement funds and grant implementations, and other relevant reports.	Automation of reports from a central system has improved data quality.	Digitization of reports eliminated costs associated with couriers and pouch services and reduced the time required for delivery of reports from weeks to minutes.

Element	PMIS feature	Benefits	Savings
<i>1. Strengthen management</i>			
<p>1.18. Record retention and archiving policies will be reviewed and revised to ensure appropriate availability of information.</p>	<p>A digital document and electronic signature policy was introduced for all internal transactions, and for all the supporting documentation for those transactions. Administrative archives for transactions since 2016 are digitized within PMIS. Legacy documentation required for retention is being digitized in a cloud platform.</p>	<p>All official administrative and financial communications, including those with ministries of health and other institutions, are conveyed electronically. This eliminates the cost of retaining physical documents and hence the need for a retention and archiving policy designed for cost savings.</p>	<p>Purchases of printers, photocopiers, and paper were reduced. Fewer filing cabinets are needed in the Human Resources and Legal departments, saving space. Digitization of documents also eliminates the expense of offsite storage and significantly reduces the time spent searching for data. All corporate human resource records were digitized as of December 2019. Local digitization projects are either complete or under way in PAHO/WHO Representative (PWR) offices. Hard copies sent via pouch were discontinued.</p>
<p>1.19. PASB Management Information System will respond to the requirements of the Global Management System (GSM) of WHO.</p>	<p>The PMIS configuration allows for flexibility in how data can be reported and displayed.</p>	<p>PMIS remains independent from GSM but data needed for GSM is now extracted from PMIS and shared with GSM via integrations.</p>	<p>Data transfer to GSM is significantly faster and requires fewer manual corrections and amendments.</p>
<p>1.20. PASB Management Information System will permit differences from WHO in rules, policies, and procedures, where appropriate.</p>	<p>PASB policies are defined in the e-Manual, which permits differences from WHO. Some of the policies are reflected in the configuration of the business processes.</p>	<p>PMIS not only incorporates the PAHO policies but also reflects any difference from WHO. Policy specifications can be incorporated in business process approvals and conditional rules, security role definitions, and reports.</p>	<p>Reduction of manual workload avoids errors, and improvement in the quality of data helps ensure compliance with rules and policies.</p>

SPBA14/INF/2 – ANNEX

Element	PMIS feature	Benefits	Savings
1. Strengthen management			
1.21. When implementing commercial software, PASB will strive to modify its business processes to use the native capabilities and limit customizations to better facilitate vendor support and upgrade paths.	PAHO reviewed all business processes during the configuration of PMIS to take advantage of efficiencies offered by Workday. As a result, processes for human resources (HR) transactions, travel, budget, and procurement were all modified and streamlined.	Status of all business processes is now transparently visible within PMIS, obviating the need to contact colleagues to determine who is next in the chain of approvals for transactions.	The number of approvals for many types of transactions was minimized, and all approvals were transitioned from paper to digital.
1.22. Interoperability will be a major goal in the modernization of the PMIS.	PASB has implemented a system to integrate functionalities for human resources, payroll, financial transactions, asset management, budget controls, and learning.	As Workday adds more functionalities, PASB can adopt them to replace any remaining non-Workday business processes.	Elimination of legacy systems reduced the need for support services. Even with the testing costs for semiannual system upgrades, overall cost is less than for the maintenance and improvement of separate systems.
2. Streamline administrative processes			
2.1. Decentralization of administrative decision making will be encouraged so services are closer to those receiving the services.	Business processes are designed and configured to flow from one to another and to interact with other integrated systems, independent of location or initiating entity.	Real-time data availability provided to all users allows for decision making by the appropriate user, whether decentralized or centralized, as needed.	The number of fixed-term posts in the Headquarters administrative areas decreased by 16% between January 2015 and January 2020 due to the improved efficiencies.
2.2. A service delivery model will be implemented that is cost effective and relevant to the needs of the Bureau.	Business processes are delivered virtually through a cloud-based system, enabling location of service personnel in the most cost-effective duty stations.	PMIS reports now provide analytics indicating duty stations with the greatest efficiency in service delivery.	PASB has identified additional fixed-term post savings made possible by implementation of remote virtual service delivery.

Element	PMIS feature	Benefits	Savings
2. Streamline administrative processes			
2.3. Performance indicators will be established to enable monitoring of administrative support tasks in relation to agreed service targets.	The system allows for the configuration of analytic indicators in reports and dashboards.	The addition of indicators in reports has stimulated improved performance of administrative support tasks, including travel- related processes.	Travel transparency, compliance, and user experience all improved dramatically, while administrative workload was reduced.
2.4. Administrative services will be designed such that they are not bound to a geographic location, thereby allowing flexibility for geographic performance.	The system is available to all users, independent of location.	All administrative processes have been standardized and can be performed by anyone with appropriate security access, regardless of location.	Elimination of custom-designed tools dependent on location improved quality by implementing consistent procedures across the Organization.
2.5. A standard costing methodology will be developed and implemented for relevant aspects of planning and program implementation.	Standard costing for HR was developed and implemented.	The Headcount Module in PMIS provides an electronic platform to capture planning and budgeting information for the corporate HR planning component of the BWP.	The need for separate systems was eliminated. The elimination of errors from versioning and consultation of data found on separate systems saved time.
2.6. Training and other guidance materials will be available in user-friendly formats to all staff according to their roles, responsibilities, and learning needs.	PMIS offers a single source of training materials available to all users.	Learning materials are now directly available within PMIS.	Benefits include elimination of custom-made training materials at country level, with improvements in the quality of training materials and auditing of how training materials are used and by whom.
2.7. A fully integrated system will be established to ensure information flows from one process to another. These processes must support the elimination of silos of information and support enterprise compliance management objectives.	Business processes are designed and configured to flow from one to another and to interact with other integrated systems.	Business processes are designed to eliminate silos, printed documents for signatures, and the need for physical filing.	Processing time was reduced, and transaction history and documentation improved. Average time to fill vacant positions was significantly reduced from eight to five months.

Element	PMIS feature	Benefits	Savings
2. Streamline administrative processes			
2.8. The PASB will move toward Self Service where appropriate.	PMIS targets fast and simple self-service approvals and actions through both its desktop application and its mobile app. In addition, health insurance claims were automated through a specific portal that allows users to submit claims online.	Mobile apps were not available before the implementation of PMIS.	The new system eliminated delays in submission of approvals, signatures, and documentation for personnel working remotely or while on leave. Additionally, the new system improved user experience while reducing training needs.
2.9. Parts of administrative processes that do not require human intervention will be automated as much as practicable.	Administrative processes continue to be integrated in the configuration. In 2020, robotic process automation will be tested to further reduce or eliminate manual work.	Examples: Travel expense reports are now processed in two days compared to two weeks in the legacy system. The annual verification of dependents process required 4.5 months in 2019, compared to 9 months in the legacy system.	Manual workload was reduced, data accuracy was enhanced, and monitoring improved.
3. Operate as a multilingual organization			
3.1. There will be a single description of the full scope of the Bureau’s organizational structure that includes all their roles and responsibilities, and their relationship to each other, and their location.	The organizational structure is readily available in PMIS, from the Executive Management to individual staff. It includes the relationship between supervisory organizations and personnel location.	Performance data is now integrated into the system, including job objectives and feedback.	With all data embedded to each worker profile, the system eliminates manual workload and time spent searching for documents on job descriptions and organizational structures.

Element	PMIS feature	Benefits	Savings
3. Operate as a multilingual organization			
3.2. Support and coordination among entities will lead and coordinate the work of the Bureau at country, subregional, and regional levels, respectively.	Having one system to route approvals and processes has resulted in better coordination. The use of consistent worktags ensures coordination among entities to better align the work and expenditures at the country, subregional, and regional levels.	PMIS now provides the electronic platform for corporate HR planning at all levels. Budgetary implementation at all levels is automatically tracked in PMIS in real time.	Benefits include elimination of manual reporting and improved data accuracy, with faster, better-quality monitoring of financial transfers between areas. Reports at the regional or entity level can be generated in real time to measure implementation at all levels.
3.3. While ensuring that the work of PAHO is responsive to, and reflects the broader agenda of the approved Country Cooperation Strategy (CCS), operational plans (biennial workplans) are developed by country entities within the overall Program and Budget, in coordination with the national authorities.	The system is configured to reflect the CCS plans and makes it possible to monitor, in real time, implementation of the CCSs at the different levels.	PMIS monitors in real time the implementation of the CCSs and the Key Countries Strategy, as well as related resources allocated to PWR offices.	One-time manual static reports were eliminated, with savings of worktime.
3.4. While ensuring that the work of PAHO is responsive to, and reflects the broader agenda of the approved Subregional Cooperation Strategy (SCS), operational plans (biennial workplans) are developed by subregional entities within the overall Program and Budget, in coordination with subregional authorities.	PMIS facilitates multi-country and subregional activities through easier transfer of funds and improved real-time reports.	PMIS tracks implementation of subregional programs in real time.	The system eliminates the need to manually transfer data between separate systems and consult multiple systems to support monitoring and decision making.

Element	PMIS feature	Benefits	Savings
3. Operate as a multilingual organization			
3.5. The PASB coordinates among its regional, subregional, and country entities to develop policies and procedures which will inform the way the Bureau will work in each functional domain.	The information available in PMIS reports facilitates the collection and analysis of information for PWR transfers.	This has led to the update of procedures relevant to these processes, such as the guidelines for PWR transfers.	Benefits include time savings from elimination of manually generated reports and inconsistent reports with differing formats and from differing sources of data. Improved analytical tools are available for decision making.
3.6. Country entities provide input to the development of regional policies and procedures to ensure alignment with country needs and situations and act as an important link to the corporate work done at Headquarters.	All inputs and requests for changes are channeled from PWR offices through the governance process to ensure consistent application of changes.	The integrated PMIS model ensures alignment of policies and procedures, independent of the initial source of input. Coordination and alignment have improved through PMIS governance and corporate-wide coordination networks.	Elimination of duplicative decision-making processes on a case-by-case basis to deal with administrative concerns at country level.
3.7. All information that is needed for global or regional reporting will be in English.	Custom reports in PMIS are created in English, but user interface language depends on the user's preference.	All PMIS reports are produced in English independent of the location where the document was generated.	Manual translation of reports is eliminated.
3.8. Reporting will be available in any of the four official languages of PAHO.	Users can configure their profile to have PMIS display standard data in any of the four official languages of PAHO.	PMIS can add translated text to any custom text used in reports and dashboards.	There is no longer a need to create translated copies for use in the PWR offices. All users can use the same documents, translated to the language of their choosing.

Element	PMIS feature	Benefits	Savings
3. Operate as a multilingual organization			
3.9. User interfaces will be designed with the language needs of staff in mind, with English and Spanish as a priority, followed by Portuguese and French.	Workday provides automatic translation for all standard areas offered in the tenant, along with the functionality to add custom text in any language.	Translations of PAHO-specific terminology can be added to the system.	Elimination of separate translated documents enables faster analysis and access to the system by all users.
