



166th SESSION OF THE EXECUTIVE COMMITTEE

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FINAL REPORT

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FINAL REPORT

Opening of the Session

1. The 166th Session of the Executive Committee of the Pan American Health Organization (PAHO) was held on 22 and 23 June 2020. The session was held online using a virtual platform due to the extraordinary and unprecedented circumstances presented by the ongoing COVID-19 pandemic.
2. The Session was attended by delegates of the following nine Members of the Executive Committee elected by the Directing Council: Barbados, Belize, Canada, Costa Rica, Ecuador, Haiti, Mexico, Peru, and the United States of America. Delegates of the following other Member States, Participating States, and Observer States attended in an observer capacity: Argentina, Bolivia (Plurinational State of), Brazil, Colombia, Dominica, Dominican Republic, Guatemala, Guyana, Nicaragua, Panama, Puerto Rico, Spain, Suriname, and Uruguay. In addition, one intergovernmental organization and eleven non-State actors in official relations with PAHO were represented.
3. The Honorable Jeffrey Bostic (Barbados, President of the Executive Committee) opened the session and welcomed the participants. He noted that the Committee would be discussing issues of key importance, in particular the COVID-19 pandemic. In addition, the Committee would be addressing several issues related to the dire financial situation that the Organization faced as a result of Member States' failure to pay their assessed contributions. He pointed out that, whereas the pandemic was not a crisis created by Member States, PAHO's financial situation was. He commended the Member States that had made payments since the Committee's Special Session on 29 May 2020 and urged those whose contributions were still outstanding to pay them as soon as possible, noting that the Organization's ability to continue supporting Member States in grappling with the COVID-19 pandemic was dependent on maintaining its financial solvency, which was currently threatened.
4. Dr. Carissa Etienne (Director, Pan American Sanitary Bureau), also welcoming the participants, pointed out that the pandemic had affected every aspect of life, generating seismic shocks to national health systems, economies, and societies, and claiming over 220,000 precious lives in the Americas at the time of the meeting. She highlighted some of the work that the Bureau had undertaken to support Member States in responding to the pandemic, noting that further information would be provided under the relevant agenda item (see paragraphs 18 to 34). Among other activities, the Bureau had produced some 85 technical guidance documents and donated 4.4 million polymerase chain reaction (PCR) tests to Member States and procured an additional 10 million through the Regional Revolving Fund for Strategic Public Health Supplies (Strategic Fund) of PAHO. It had also enhanced direct collaboration with national authorities and United Nations agencies through more intensive engagement by the PAHO/WHO representatives at country level and advocated for an effective pandemic response through high-level meetings with presidents, ministers of foreign affairs, and ministers of health. That work had been carried

out despite the significant financial challenge created by non-payment of assessed contributions.

5. In addition, the Bureau was partnering with the United Nations Economic Commission for Latin America and the Caribbean (ECLAC) to develop policy options for governments to address the social, health, and economic crises associated with the pandemic, while also shaping a new model in which resilient health systems and universal health coverage would be viewed as key to social protection and to economic growth. As the Region walked the road to recovery, it would be essential to recognize the central role of the health sector and of health as an essential foundation for national economic growth and well-being. It would also be imperative to continue striving to increase social protection and eliminate inequities and disparities in all sectors and protect the most vulnerable members of society, who had been disproportionately affected by COVID-19. In particular, it must be ensured that the most vulnerable had priority access to a COVID vaccine when one became available. Above all, the countries of the Americas must recommit to the fundamental principle of solidarity. Without concerted regional cooperation, COVID-19 would not be defeated.

Procedural Matters

Election of Officers

6. The following Members elected to office at the Committee's 165th Session in October 2019 continued to serve in their respective capacities during the 166th Session:

<i>President:</i>	Barbados	(Hon. Jeffrey D. Bostic)
<i>Vice President:</i>	United States of America	(Ms. Rachel Owen)
<i>Rapporteur:</i>	Mexico	(Ms. Martha Leticia Caballero Abraham)

7. The Director of the Pan American Sanitary Bureau (PASB), Dr. Carissa Etienne, served as Secretary ex officio, and the Deputy Director, Ms. Mary Lou Valdez, served as Technical Secretary.

Adoption of the Agenda and Program of Meetings (Documents CE166/1 and CE166/WP/1)

8. The Committee adopted the provisional agenda proposed by the Director without change (Document CE166/1); the Committee also adopted a program of meetings (CE166/WP/1) (Decision CE166[D1]).

Representation of the Executive Committee at the 58th Directing Council of PAHO, 72nd Session of the Regional Committee of WHO for the Americas (Document CE166/2)

9. In accordance with Rule 54 of its Rules of Procedure, the Executive Committee appointed Barbados and Mexico, its President and Rapporteur, respectively, to represent

the Committee at the 58th Directing Council of PAHO, 72nd Session of the Regional Committee of WHO for the Americas. Ecuador and the United States of America were elected as alternate representatives (Decision CE166[D2]).

Draft Provisional Agenda of the 58th Directing Council of PAHO, 72nd Session of the Regional Committee of WHO for the Americas (Document CE166/3)

10. The Director introduced the draft provisional agenda of the 58th Directing Council of PAHO, 72nd Session of the Regional Committee of WHO for the Americas, pointing out that it would most likely not be possible for the Directing Council to hold its customary five-day session in Washington, D.C., owing to travel and public health restrictions necessitated by the pandemic. The Committee was therefore asked to consider holding a two-day session via a virtual platform. The proposed dates for the session were 28 and 29 September 2020. The agenda for the session included only items that must be decided upon to ensure the Organization's ability to properly discharge its functions and items related to the COVID-19 pandemic. Reports on policies, strategies, and plans of action that were due for presentation in 2020 would be posted on the webpage of the 58th Directing Council for information, but would not be discussed during the session.

11. In the discussion that followed the Director's introduction, it was suggested that the possibility of holding a face-to-face session in Washington, D.C., should be left open in case there was a substantial improvement in the COVID-19 situation before September.

12. The Director said that she had no objection to leaving that possibility open, but noted that the letters of convocation for the 58th Directing Council had to be sent out by the end of July. She was doubtful that there would be much change in the situation before that date.

13. The Committee adopted Resolution CE166.R7, approving the provisional agenda and agreeing to hold the 58th Directing Council on 28 and 29 September 2020, with the possibility that, should the situation presented by COVID-19 improve by the time the convocation letters must be issued, the Council would take place in its traditional form, from 28 September to 2 October 2020.

Committee Matters

Appointment of One Member to the Audit Committee of PAHO (Document CE166/4)

14. Dr. Heidi Jiménez (Legal Counsel, PASB) reviewed the background of the Audit Committee and drew attention to its terms of reference, which appeared as an annex to Document CE166/4. She noted that under those terms of reference the three Audit Committee members were appointed by the Executive Committee and served for up to three years each. The term of Ms. Kumiko Matsuura-Mueller would end in June 2020, and it was thus necessary to appoint a new member.

15. The process for identifying candidates for appointment to the Audit Committee required that the Director present a list of candidates to the Subcommittee on Program,

Budget, and Administration (SPBA), which reviewed the candidates' qualifications and made a recommendation to the Executive Committee regarding the appointment. However, the SPBA had not met in 2020, due to the extraordinary circumstances presented by the COVID-19 pandemic. Consequently, it was incumbent upon the Executive Committee to consider the list of candidates prepared by the Director and appointment a new member to replace Ms. Matsuura-Mueller.

16. The President proposed that a working group, consisting of representatives of Belize, Ecuador, and the United States of America, should be formed to study the information on the candidates and make a recommendation to the Committee. Mr. J.P. Shuster (United States of America) subsequently reported that the working group had evaluated the four proposed candidates on the basis of the criteria for membership set out in Section 4 of the Terms of Reference, and had selected five critical factors for ranking them. Each member of the group had ranked each of the candidates separately, the scores had then been consolidated and the individual results averaged. Mr. Clyde MacLellan had been unanimously selected as the candidate to be recommended for appointment to the Audit Committee.

17. The Executive Committee endorsed the recommendation of the working group and appointed Mr. MacLellan to serve as a member of the PAHO Audit Committee for a term of three years, from June 2020 to June 2023 (Resolution CE166.R6). The Committee expressed gratitude to Ms. Matsuura-Mueller for her years of service to the Audit Committee.

Program Policy Matters

COVID-19 Pandemic in the Region of the Americas (Document CE166/5)

18. Two presentations were made on this item, one by Dr. Jarbas Barbosa (Assistant Director, PASB) and the other by Dr. Ciro Ugarte (Director, Department of Health Emergencies, PASB). Dr. Ugarte began with an overview of the COVID-19 situation as of 22 June 2020 and a summary of PAHO's response to the pandemic. He noted that the Region was currently at the epicenter of the pandemic, as the Americas accounted for the highest number of COVID-19 cases and deaths in the world, and the upward trend in new cases showed no sign of abating. With regard to the most affected age groups, the Region differed from other regions in that it had a high concentration of cases among persons under 60 years of age. The majority of deaths, however, were occurring among persons over the age of 60 and, in particular, over the age of 70. Dr. Ugarte noted that the latest statistics were available on the COVID-19 dashboard on the Organization's website,¹ which was updated in real time.

19. He then highlighted some key dates in the regional response to the pandemic, from 2 January 2020, when PAHO had received the first report of a cluster of cases of pneumonia of unknown origin in Wuhan, China, to 15 March, by which time Bureau staff had conducted 25 technical missions to countries. He noted that the Organization had issued an

¹ Available at: <https://paho-covid19-response-who.hub.arcgis.com/>.

epidemiological alert on 16 January, when there had been only two reported cases outside China, and that the Director had activated the Incident Management System on 17 January. On 24 January, she had sent a letter to all Member States, sharing key considerations relating to the novel coronavirus and its implications for the Americas. Throughout the pandemic, the Bureau had worked closely with ministries of health and other partners, both within and outside the Region, and had held daily discussions with WHO officials. Briefings had also been conducted with ministers of health and with ambassadors to the Organization of American States (OAS).

20. Among other activities at country level, the Bureau had assisted in the development and implementation of national epidemiological plans and national plans of action and had provided training in case investigation and contact tracing for health ministry staff. In addition, PASB staff had assisted in border surveillance in collaboration with health ministries and other international agencies and had supported ministries of health in strengthening laboratory surveillance. In the area of risk communication, training had been provided to both national and community-level officials, and risk communication materials had been produced in a variety of languages, including indigenous languages. A total of 85 technical guidance documents had been developed or adapted from WHO guidelines. In addition, support had been provided for the procurement and distribution of personal protective equipment (PPE) and other equipment and supplies.

21. Looking forward, the Bureau expected that there would be recurring waves and outbreaks in countries and subregions in the coming months, occurring simultaneously or at different points in time, as countries progressively reopened their economies. In response, the Bureau proposed that action should be strengthened in four key areas: *a)* leadership, stewardship, and governance; *b)* epidemic intelligence; *c)* health systems and service delivery networks; *d)* and emergency operations response and supply chains. Dr. Ugarte concluded his presentation by emphasizing the need for collaborative action and assured the Committee that the Bureau would continue to work closely with Member States to tackle COVID-19 in the Americas.

22. Dr. Barbosa then outlined some of the challenges that the Region faced in responding to the pandemic and the main impacts that it had experienced, beginning with the social and economic impact. He reported that ECLAC estimates indicated that gross domestic product (GDP) would fall by 5.3% in 2020 for Latin America and the Caribbean as a whole and that poverty rates in the region would rise from 30.3% to 34.7%, thereby erasing many of the gains made in reducing poverty in the past two decades. Accordingly, the response to the pandemic had to address not only its health impacts, but also its social and economic impacts, since the three aspects were closely interrelated.

23. A major challenge for dealing with the pandemic in the Americas was the high dependence of the Region's population on informal economic activity, which made "stay at home" measures difficult to implement. Furthermore, the epidemiological situation varied widely, both within and between countries, which made it difficult to produce good data to inform decision-making. Risk communication had also proved challenging. Clear and coordinated messages based on scientific evidence were needed to ensure an accurate

perception of risk among the general public. In particular, it was crucial to clearly explain the dynamics of transmission and the benefits of prevention measures such as social distancing and mask-wearing.

24. In addition, it was important to recognize that some population groups had been much more severely affected than others, including indigenous populations who had already had poor health indicators before the pandemic began. Another challenge was ensuring adequate stocks and appropriate distribution of essential health commodities. Ensuring equitable access to COVID-19 vaccines, once they became available, would be critical, but it would also be a formidable challenge. Dr. Barbosa pointed out that the lessons learned from the Region's experience with the influenza A (H1N1) vaccine could be instructive in that regard and emphasized the need to ensure that the COVID vaccine could be made available to Member States through the Revolving Fund for Access to Vaccines of PAHO.

25. Another significant challenge was maintaining the continuity of priority public health programs and health services such as immunization. A survey conducted by PASB had shown that only about 60% of countries had continued to provide essential services at the primary health care level during the pandemic, and five countries had postponed their measles vaccination campaigns, which created a risk that there could be a double epidemic of COVID and measles happening at the same time. There was also a need to address the significant mental health impacts of the pandemic, both in the general population and among health professionals.

26. Dr. Barbosa concluded his remarks by highlighting some important considerations for future action. The first was the need for a cautious, carefully planned, and evidence-based approach to reactivating economies where transmission had been controlled. Another was to recognize that social protection was a central tool for tackling the pandemic. Without a safety network to support the poorest families, especially those who were dependent on the informal economy, it would be very difficult to ensure adherence to social distancing measures. Reducing inequalities and addressing social and economic determinants of health should be central policy concerns. In that connection, Dr. Barbosa pointed out that, in some parts of Latin America, more than 30% of the population lacked access to water and sanitation, which made it impossible to engage in frequent hand-washing and other preventive measures. Lastly, it was important to ensure intersectoral dialogue and social participation in order to reach consensus on the approach to be taken to the pandemic.

27. In the ensuing discussion, delegates commended PAHO's leadership of the regional response to the pandemic and expressed thanks for the assistance and guidance it had provided to countries. Delegates described the steps their countries had taken to reduce transmission of the disease, detect cases and trace contacts, strengthen their diagnostic capabilities, and reinforce their information systems. The need for a whole-of-government approach was affirmed, as was the need to address the pandemic's social and economic consequences as well as its impacts on health and health systems. The importance of strengthening health systems and ensuring continuity of care for health problems other than

COVID-19 was stressed. One delegate noted that his country had seen a reduction in the number of people seeking care for tuberculosis, malaria, and other conditions, a situation that could lead to indirect mortality linked to the pandemic. A representative of a nongovernmental organization highlighted the need to ensure continuity of care for patients with kidney disease. The importance of ensuring access to mental health services during the pandemic was also acknowledged.

28. Several delegates underlined the importance of adherence to the International Health Regulations (IHR) and of timely and transparent sharing of information. A delegate from a Caribbean country, noting the heavy dependence of many Caribbean economies on tourism, said that his Government supported the reopening of international borders to facilitate movement of people and commerce, provided that the necessary safeguards were in place to protect both local populations and visitors, including increased testing and contact tracing and reinforced social distancing measures.

29. Pan American solidarity, partnership, and cooperation were seen as critical to controlling and ending the pandemic. One delegate emphasized that COVID-19 was a regional problem, not a national problem, and pointed out that countries' capacity to work together would determine how quickly the pandemic could be overcome, while another called for a more coordinated response based on scientific evidence, political will, and international solidarity, in line with the International Health Regulations. Delegates also underscored the need to ensure equitable access to medicines and vaccines for COVID-19, giving priority to the most vulnerable populations. A representative of a non-State actor drew attention to the need to enhance production capacity in the Region and remove barriers to access to COVID-19 technologies. In that connection, one delegate noted that his Government was participating in the WHO Solidarity Call to Action initiative.

30. Strong support was expressed for the lines of action recommended in Document CE166/5 and for the proposed resolution included in the document. To better reflect the current reality, it was suggested the words "guarantee the movement of people" in operative paragraph 1 should be amended to read "take into account the movement of people." There was also a comment with regard to the financial implications of the resolution suggesting to review the figure for travel since the travel restrictions currently in place were expected to continue into 2021.

31. Dr. Ugarte explained that the estimates of costs associated with the proposed resolution were rough numbers based on the costs involved in responding to past emergencies and would be adjusted as the actual costs became known. Most of the costs would be covered by voluntary contributions. Regarding the comments concerning the need for joint effort, he was pleased to report that there had been close collaboration at all levels in response to the pandemic, with full disclosure of information in most cases. He emphasized that the majority of the response was coming from the countries themselves. PAHO's role was to support countries in the areas where its intervention could really make a difference. The intent of the proposed resolution was to identify those areas.

32. Dr. Barbosa expressed thanks to all the partners and donors who had worked with the Bureau to support the countries of the Region in tackling the pandemic. He affirmed the importance of international coordination and solidarity in order to ensure that all countries had the capacity to respond appropriately.

33. The Director said that Member States were to be commended for their tremendous efforts in preparing for and responding to the pandemic. She was aware that the response had extended far beyond the realm of ministries of health and that presidents and heads of government had been fully engaged. She stressed that it was imperative to continue to implement public health measures that had been tested over time and proven to be effective. It was also essential to ensure that decisions were based on science and evidence. The pandemic had challenged and in many cases overwhelmed the capacity of health systems. That situation should provide an impetus for continued effort to build resilient health systems and achieve universal access to health and universal health coverage. The pandemic had also highlighted the need for social protection and social inclusion mechanisms, especially for the poorest and most vulnerable populations. In rebuilding national economies, those were important considerations to bear in mind.

34. The proposed resolution was amended to reflect the suggestions made during the discussion and adopted as Resolution CE166.R5.

PAHO Governance Reform (Document CE166/6)

35. The President noted that the document and proposed resolution on this item had been put forward by the Government of the United States of America and invited Ms. Mara Burr, a member of the United States delegation, to introduce the document.

36. Ms. Mara Burr (Director, Multilateral Relations, Office of Global Affairs, Department of Health and Human Services, United States of America) said that her delegation had worked closely with the Bureau in developing the proposal put forward in Document CE166/6 and was grateful to the Director and her staff for their collaboration. Her delegation believed that the reforms described in the document were needed to strengthen the management of technical cooperation projects funded by voluntary contributions, not only to increase oversight and accountability to Member States, but also to protect the Organization from a myriad of risks. The proposal would request the Bureau to prepare an internal assessment of its current approval and controls processes, oversight mechanisms, and risk management systems and processes related to projects funded by voluntary contributions, including national voluntary contributions. In order to improve the transparency and accountability of the PASB review process for such projects, the document also proposed several measures to strengthen the Executive Committee's oversight role.

37. The Executive Committee welcomed the proposal, which was seen as a means of strengthening risk management, transparency, and accountability and protecting the Organization from potential financial, legal, operational, technical, and reputational risks associated with projects funded by voluntary contributions. Delegates also supported a stronger oversight role for the Executive Committee in reviewing voluntary contribution

initiatives and endorsed the proposal to review and refine risk assessment and management criteria in consultation with an external independent expert. It was suggested that existing review mechanisms should be taken into account, including the Framework of Engagement with non-State Actors (FENSA).

38. Some delegates, however, considered that the proposal should be more comprehensive and that risk analysis criteria should be reported to the Governing Bodies and should be applied to all projects funded by voluntary contributions and not just projects that met certain criteria. There was consensus that emergency projects related to outbreak and humanitarian or other crisis response, as well as funding for the Revolving Fund for Access to Vaccines and the Regional Revolving Fund for Strategic Public Health Supplies, should be exempt from the review process so as not to delay emergency response activities.

39. It was pointed out that the financial implications and other aspects of the proposal were unclear, including the costs associated with retaining an external independent expert and the criteria for selecting the expert. Some delegates therefore suggested that the Bureau should be asked to prepare a more detailed analysis for discussion by the Directing Council, where all Member States would have an opportunity to voice their opinions. A delegate suggested that the document to be prepared for the Directing Council should include information on the number and scope of all voluntary contribution projects in the past biennium and on the expected use of both human and financial resources for the Executive Committee's future reviews of such projects.

40. Other delegates pointed out that the Executive Committee was a working party of the Directing Council and, as such, was empowered by the Council to review and make recommendations on matters to be discussed by the Council. They also pointed out that delaying further consideration of the proposal until the Directing Council session in September would mean postponing the internal review of current approval and controls, oversight, and risk management systems and processes related to projects funded by voluntary contributions. In addition, they considered that asking the Bureau to compile information on all such projects conducted in the past biennium would place an undue burden on the Bureau staff. A delegate also emphasized that risk review processes, while unquestionably important, should not hinder cooperation between the Bureau and countries.

41. Ms. Burr said that she wished to make it clear that the proposal comprised two aspects. The first was an internal review to be conducted by the Bureau in collaboration with an external expert to determine whether existing controls and risk management processes were sufficient and for the Bureau to make any needed adjustments. The second aspect was that projects considered to entail high risk would be brought to the Executive Committee's attention. The intent was not for the Committee to review all projects funded by voluntary contributions. She emphasized that her delegation had worked extensively with the Bureau to ensure that the proposed review process would not be burdensome or resource-intensive for PASB staff.

42. The Director, affirming that the Bureau had worked closely with the representatives of the United States on the conceptualization of the proposal, said that she was prepared to undertake the requested internal assessment, both to provide greater transparency to Member States and also to identify areas in which internal controls and risk management procedures might be improved. The internal assessment report could be ready for presentation in late September to either the 58th Directing Council or to the 167th Session of the Executive Committee.

43. She stressed that the Bureau already had a robust risk assessment and management framework in place and noted that external consultants had advised the Bureau in developing its risk management processes. All activities, including projects funded by voluntary contributions, were carefully scrutinized by both the Bureau and the PAHO Audit Committee, which evaluated the Bureau's risk management processes each year. The FENSA criteria were also applied in the case of projects involving non-State actors. If the Bureau were asked to submit every project funded by voluntary contributions to the Executive Committee for review, it would significantly delay its ability to access resources outside the regular budget. Moreover, organizing special sessions of the Executive Committee to review project proposals would entail substantial expense for the Organization.

44. The proposed resolution included in Document CE166/6 was revised to reflect the points raised during the discussion and the agreements reached during an informal side meeting of the delegations of Brazil, Canada, Mexico, and the United States. The Committee subsequently adopted Resolution CE166.R9, requesting the Director to conduct, in consultation with an external independent expert, and present to the 58th Directing Council a review of risk assessment and management criteria and frameworks and a decision-making matrix based on types and levels of risk related to new technical cooperation projects funded by voluntary contributions. The Committee further recommended that the Directing Council should request the Director to seek recommendations from the Executive Committee on proposed technical cooperation projects funded by voluntary contributions expected to require an annual expenditure or receipt of funds exceeding US\$ 25 million² or that might entail a high level of institutional risk. It also recommended that the Director should be asked to prepare a document describing lessons learned from implementation of the above requests, to be presented at the 168th Session of the Executive Committee in June 2021.

Administrative and Financial Matters

Report on the Collection of Assessed Contributions (Documents CE166/7 and CE166/7, Add. I)

45. Mr. Xavier Puente Chaudé (Director, Department of Financial Resources Management, PASB) reported that, as of 22 June 2020, outstanding assessed contributions due from Member States, Participating States, and Associate Members had amounted to

² Unless otherwise indicated, all monetary figures in this report are expressed in United States dollars.

\$160.3 million, a large proportion of which was owed by the Members with the largest assessed contributions. Indeed, three Member States accounted for 89% of the total outstanding amount. During the first half of 2020, only \$33.9 million had been collected. Fourteen States had paid their 2020 contributions in full, 6 had made partial payments, and 22 had made no payments towards its current year assessed contributions. Five Member States and four Associate Members had outstanding contributions for years prior to 2020 in an amount totaling \$66.1 million. One Member State was in arrears to the extent that it could be subject to the application of the provisions of Article 6.B of the PAHO Constitution.

46. The level of unpaid assessed contributions was unprecedented in the history of the Organization, and the situation had brought it to the brink of insolvency. As a result, it had been necessary to dramatically reduce funding for all offices and departments. The available balance in the Working Capital Fund had been fully depleted, and an additional \$66.4 million had been borrowed internally from available unrestricted resources to meet commitments. To reduce costs, various measures, including a hiring freeze, had been instituted. The situation, and the measures taken in response to it, had been explained in detail during the Special Session of the Executive Committee held on 29 May 2020.³

47. Thanks to the cost-containment measures and other steps taken, the Bureau expected to be able to continue operating, albeit at a minimal level, until the end of 2020. However, unless a significant proportion of the outstanding assessed contributions were received, far more radical steps to curtail the Organization's activities and reduce its staff would be required in 2021.

48. He thanked the Members that had paid their 2020 assessed contribution in full or in part and the Members that had recently informed the Bureau of their intention to make payments. He invited Members that had not made payments to do so without delay.

49. In the discussion that followed, PAHO's critical role in addressing the COVID-19 pandemic was highlighted, and it was emphasized that it was not in any country's interest for the Organization to have to undertake that role with one hand tied behind its back. Member States were urged to pay their assessed contributions in full and on time. Several delegates indicated that steps were being taken within their Governments to ensure the payment of their assessed contributions, despite the difficult financial situation they faced owing to the pandemic.

50. One delegate noted that his country's recent partial payment was not reflected in the addendum to Document CE166/7 and requested that the figures be updated. Another delegate commented that Table 1 provided biased information as it did not include information on the amounts owed by all Member States. He requested that a criterion of equality be applied in the presentation of future information. The same delegate requested information on the efforts the Bureau had made to collect outstanding contributions from previous years, noting that some arrears dated back to 2015. He also suggested that the proposed resolution contained in the document should include a reference to the broad

³ See the final report of the session, Document CESS1/FR.

package of austerity measures that had been requested in Resolution CESS1.R2, adopted by the Executive Committee during its Special Session on 29 May.

51. Mr. Puente Chaudé said that the Bureau had been in contact with all Member States that had outstanding contributions and had emphasized the need for prompt payment, particularly in the context of the COVID-19 pandemic. He noted that the latest information on payments of assessed contributions, while not reflected in the document, was available on the Organization's website. That information was continually updated as payments were received.

52. The Director, expressing gratitude to the Members that had paid their assessed contributions or were making arrangements to do so, emphasized that the Bureau depended on assessed contributions to finance its work. She looked forward to continuing to work with all Member States to put the Organization on a strong financial footing.

53. The Committee adopted Resolution CE166.R4, thanking the Member States that had made payments for 2020 and strongly urging other Member States to pay all outstanding contributions as soon as possible.

Financial Report of the Director and Report of the External Auditor for 2019 (Document CE166/16)

54. Mr. Gerald Anderson (Director of Administration, PASB) explained that, although the deadline for publication of the Financial Report of the Director and the Report of the External Auditor for 2019 had been 15 April, the document had not yet been published. The Organization's financial statements had been prepared and reviewed to the point that an opinion could be rendered by the National Audit Office of Great Britain and Northern Ireland (NAO), PAHO's External Auditor. However, as a result of the current uncertainty surrounding the status of unpaid assessed contributions (see paragraphs 45 to 53 above), it had been agreed that the NAO would delay issuing an opinion on the financial statements. If the External Auditor were to issue an opinion at the present time, it would have to express significant reservations about the recoverability of the outstanding assessed contributions and the Organization's ability to continue preparing financial statements on a "going concern" basis, which would most likely result in a qualified audit opinion. PAHO had never received a qualified opinion in its history, and such an opinion would have serious ramifications for donor and partner relationships and for banking and investments.

55. Mr. Damian Brewitt (Financial Audit Director–International, NAO) emphasized that the delay in issuing the audit opinion was due solely to the uncertainty over the recoverability of the high level of outstanding assessed contributions owed by Member States. The External Auditor had substantively completed the audit process, despite the challenges of working remotely as a result of the pandemic. The External Auditor had agreed, however, that it was appropriate to delay issuing an opinion on the Organization's financial statements, as there was not currently sufficient evidence of PAHO's ongoing financial health to enable the External Auditor to provide Member States with the assurance that the Organization met the standard required to achieve an unqualified audit opinion. The deferment would give the Bureau additional time to provide evidence of the

recoverability of the outstanding assessed contributions and of PAHO's ability to remain a going concern and meet its expenses and liabilities when they fell due.

56. The External Auditor would continue to work with the Bureau to determine the timeline for finalizing the audit and issuing the audit opinion. It would also follow up on the outcome of the actions taken following the recent special session of the Executive Committee and on other steps taken by the Bureau to improve the Organization's financial health.

57. In the ensuing discussion, delegates acknowledged the reasons for the delay in publishing the Financial Report, but expressed concern about the lack of financial information for 2019 and the implications of the delay in terms of the perceived transparency and credibility of the Organization and its accountability to Member States. The Bureau was asked to consider releasing the reports by mid-July. It was also asked to keep Member States informed of the Organization's financial situation, including details about where expenditure levels were being reduced. A delegate sought further explanation of the rationale for delaying the issuance of an audit opinion on the 2019 financial statements until the status of unpaid assessed contributions was clarified, pointing out that any outstanding assessed contributions paid in the current year would be reflected in the 2020 financial statements, not those for 2019.

58. Mr. Anderson said that the Bureau intended to publish the reports during the summer months (in the northern hemisphere) in order to allow adequate time for Member States to review them prior to the Directing Council, when the reports would be formally presented. With regard to the question on accounting for assessed contributions, he confirmed that any contributions collected in 2020 would appear in the accounts for 2020, but noted that there was an accounting issue that needed to be resolved with regard to the treatment of unpaid assessed contributions for 2019 in the financial report. He explained that the International Public Sector Accounting Standards (IPSAS) required that the Organization's accounts fairly present the status of accounts receivable, including any unpaid assessed contributions. The IPSAS also required that the Bureau impair, or reduce the accounting value, of any receivables that it believed were not likely to be paid within 12 months of the end of a financial year. However, PAHO's Financial Regulations did not currently provide for such an impairment process with respect to assessed contributions, and the Bureau was therefore proposing some amendments to the Financial Regulations to address that gap (see paragraphs 78 to 82 below).

59. Mr. Brewitt, endorsing the explanation given by Mr. Anderson, said that the External Auditor was keen to balance the need for transparency against the need to ensure that the financial statements properly represented the Organization's financial position. The External Auditor was also very conscious that adverse audit opinions could have negative impacts on international organizations and considered that it was appropriate to delay issuing an opinion if doing so might allow time to bring greater clarity with regard to PAHO's financial position. Nevertheless, the External Auditor would definitely present the findings of the audit to Member States at the 58th Directing Council.

60. The Director said that she regretted the delay in presenting the financial statements, but emphasized that the delay was not due to a lack of transparency. Rather, it was an extraordinary step taken in response to an unprecedented situation. It was important for Member States to understand the negative repercussions of a qualified audit opinion. Such an opinion would certainly impact the Bureau's ability to work with banks. Indeed, bankers were already beginning to postpone business with PAHO because of its financial situation. She again called on Member States to meet their obligations to the Organization in order to allow it to remain in good standing and avoid a qualified audit opinion.

61. The Committee took note of the report.

Status and Authorized Level of the Working Capital Fund (Document CE166/8)

62. Mr. Xavier Puente Chaudé (Director, Department of Financial Resources Management, PASB) recalled that the Working Capital Fund had been established to cover temporary cash shortfalls resulting from delays in the payment of Member States' assessed contributions. In 2014 the authorized level of the Working Capital Fund had been set at \$25 million. At that time, the amount of outstanding contributions at the end of each fiscal year had been relatively small. However, the amount had increased steadily in subsequent years, rising more from \$26.8 million in 2016 to \$88.9 million in 2019, more than a threefold increase. Currently, the outstanding amount was \$160.3 million. Clearly, the authorized level of the Working Capital Fund approved in 2014 was insufficient to meet current needs. The Bureau therefore proposed that the authorized level should be raised from \$25 million to \$50 million. PASB would thus be in a better position to continue carrying out its activities when there were delays in the payment of assessed contributions.

63. The Executive Committee expressed general support for the proposal, acknowledging the usefulness of the Working Capital Fund to cover temporary cash shortfalls and enable the Bureau to continue responding to Member States' needs. One delegate, however, opposed the proposed increase. He pointed out that the authorized level of the Fund had historically risen as the Organization's budget had increased, which implied an increase in spending. He did not believe it was wise to use the Fund as a mechanism to increase the Organization's spending. He also pointed out that increasing the balance in the Working Capital Fund could have implications for the Organization's program budget and decrease the amount of money available for technical cooperation activities.

64. The Bureau was asked to clarify the rationale for increasing the authorized level of the Fund to \$50 million and not a higher amount, given the amount of unpaid assessed contributions currently outstanding. Clarification was also sought as to whether it would be necessary to consider the proposal for the allocation of the budget surplus from the 2018-2019 biennium (see Document CE166/9 and paragraphs 71 to 72 below) if the increase to the level of the Working Capital Fund was approved. In addition, a delegate inquired whether any sources of funding other than budget surpluses might be available to direct additional resources to the Working Capital Fund.

65. Mr. Puente Chaudé explained that the sole purpose of the Working Capital Fund was to cover temporary cash shortfalls when there were delays in the receipt of assessed contributions, which, in accordance with the Organization's Financial Regulations, were due on 1 January of each year. As the totality of assessed contributions was never received at the beginning of the year, the Working Capital Fund enabled the Bureau to begin working in January. It was by no means a mechanism that served to increase spending, nor did it reduce the amount available for technical cooperation; on the contrary, it was an instrument that enabled the Bureau to continue providing technical cooperation despite delays in the payment of assessed contributions from Member States.

66. He pointed out that raising the authorized level of the Fund to \$50 million would not mean that there would automatically be that amount in the Fund, but rather that any future budget surpluses would be used to replenish the balance in the fund up to its authorized level. A level of \$50 million was considered sufficient because it was above the amount of assessed contributions that had been outstanding at the end of 2017 and 2018 (\$44.4 million and \$42.8 million, respectively). The current level of outstanding contributions was considered an exceptional situation that was not expected to recur. As for other sources of funding, it was the prerogative of Member States to establish other mechanisms for replenishing the Fund.

67. Mr. Gerald Anderson (Director of Administration, PASB) confirmed that, if the proposed increase was approved, the expected 2018-2019 budget surplus could be transferred to the Working Capital Fund in its entirety.

68. Dr. Heidi Jiménez (Legal Counsel, PASB) clarified that any change in the manner in which the Working Capital Fund was replenished would require an amendment to the Financial Regulations, which currently provided that only budget surpluses could be used for that purpose.

69. The Director noted that the Working Capital Fund served primarily as a buffer against the late receipt of assessed contributions. As long as Member States paid their assessed contributions in a timely manner, there would be no need to use funds from the Working Capital Fund.

70. In light of the clarifications provided, the Committee decided to endorse the proposed increase and adopted Resolution CE166.R1, recommending that the Directing Council approve the increase. The Bureau was asked to include the explanation regarding the reason for the proposal to increase the level to \$50 million, and not a higher amount, in the document to be prepared for the Directing Council.

Programming of the Budget Surplus (Document CE166/9) and Programming of the Revenue Surplus (Document CE166/10)

71. Mr. Gerald Anderson (Director of Administration, PASB) explained that, although Documents CE166/9 and CE166/10 included estimates of the budget and revenue surpluses for the 2018-2019 biennium, the Bureau was not in a position to provide official figures because the External Auditor had not yet certified the financial statements of PAHO for

2019 (see paragraphs 54 to 61 above). The Bureau therefore recommended that no action should be taken with respect to the two surpluses until the 58th Directing Council, by which time the Financial Report of the Director and the Report of the External Auditor for 2019 would have been published. The Committee was therefore invited to note the two reports and the reasons for postponement of a decision on the use of the surpluses.

72. The Committee took note of the reports and agreed to postpone consideration of the use of the budget and revenue surpluses until the 58th Directing Council.

Update on the Master Capital Investment Fund (Document CE166/11)

73. Ms. María Teresa Angulo (Director, Department of General Services Operations, PASB) introduced the report on the Master Capital Investment Fund, which provided an update on the status of the Fund and its five subfunds as of 31 December 2019. She noted that the annex to the document provided an account of the expenses incurred under each subfund during the year. The balance in the Fund at the end of 2019 had been \$15.8 million. With regard to activity under the Revolving Strategic Real Estate Subfund, shown in Table 4, Ms. Angulo reported that in December 2019 PAHO had purchased the building located at 2121 Virginia Avenue N.W. in Washington, D.C.. She also noted that the Organization had owned the land on which the building was located since 1969.

74. In the ensuing discussion, a delegate requested additional information on the large fee paid in connection with the sale of the PAHO property in Guatemala. Two delegates requested additional information on the purchase of the Virginia Avenue building, in particular the rationale for purchasing the building, the use to which it would be put, how any revenue derived from rental of premises in the building would be used, how long it was expected to take to recover the amount expended for the purchase of the building, and whether the recovered funds would be applied to the program budget. It was suggested that the report should be revised to include a detailed breakdown of the amounts spent for PAHO Headquarters under the Real Estate Maintenance and Improvement Subfund.

75. A delegate reaffirmed his Government's support for internal borrowing from the Master Capital Investment Fund, as approved by the Executive Committee during its Special Session on 29 May,⁴ in order to improve the Organization's liquidity situation during periods of financial difficulty.

76. Mr. Gerald Anderson (Director of Administration, PASB) explained that the fee for the sale of the PAHO property in Guatemala had been paid to the real estate broker who had assisted with the sale. The amount represented about 7% of the sale price of \$600,000, which was a fairly standard broker's fee for a real estate transaction. The acquisition of the Virginia Avenue property would result in cost savings of at least \$1.2 million per year, as not only would the Bureau no longer pay rent for the use of space in the building, but it would also be able to terminate its lease for office space in a building owned by the OAS. It was expected that the cost of purchasing the building would be recouped in slightly under four years. The cost savings resulting from the purchase of the building would also mean

⁴ See Document CESS1/2 and Resolution CESS1.R2 (2020).

that the Bureau's general operating expenses would represent a smaller share of the program budget. Hence, the \$5 million recouped through cost savings would benefit the program budget.

77. The Executive Committee noted the report.

Amendments to the Financial Regulations and Financial Rules of PAHO
(Document CE166/12)

78. Mr. Xavier Puente Chaudé (Director, Department of Financial Resources Management, PASB) introduced the proposed changes to the Financial Regulations, noting that the changes were intended to ensure better alignment with the IPSAS, which provided that potential difficulty in collecting receivables should be reflected in an organization's financial statements through procedures that adjusted the accounting value of the accounts in question. The proposed amendments clarified the way in which the changes to the Financial Regulations would be applied. Two amendments to the Financial Rules were also being proposed with the aim of improving transparency and accountability in the administration of funds. One of those amendments indicated the procedure to be followed to estimate the availability of funds to finance internal borrowing, while the other provided that the Director would report to the Executive Committee on the use of internal borrowing as part of the presentation of the financial statements.

79. Executive Committee members applauded the Bureau's efforts to enhance transparency and align the Organization's rules and regulations with the IPSAS. The Bureau was asked to clarify, however, whether the proposed amendments would fully address the External Auditor's 2018 recommendations concerning authorization and reporting of internal borrowing. Strict adherence to regulation 9.5 was urged to ensure that any internal borrowing was consistent with the terms or conditions that donors might have attached to the funds they had provided.

80. With regard to the proposed amendments to financial regulations 13.6 and 13.7, it was suggested that delays in payment or non-payment of assessed contributions should be considered a risk in the planning of the budget. In addition, the Bureau was also asked to clarify why only the Director had the authority to stipulate a reserve for doubtful accounts for assets other than assessed contributions, whereas the Directing Council or the Pan American Sanitary Conference only had that authority in respect of doubtful accounts related to assessed contributions, and whether those differences in accountability might jeopardize efforts to strengthen the accountability and transparency of the Organization.

81. Mr. Puente Chaudé explained that the objective of the proposed amendments was to improve transparency, in line with the recommendations of the External Auditor. Information on the status of internal borrowing of funds to cover delays in the payment of assessed contributions would be reported in the financial statements. Indeed, the Bureau had already included that information in the 2019 Financial Report of the Director. The aim of the proposed amendments to financial regulations 13.6 and 13.7 was to align PAHO's practices with the requirements of the IPSAS, both with regard to assessed contributions considered to be at risk and accounts relating to assets other than assessed

contributions. Regarding the suggestion that non-payment of assessed contributions should be considered a risk in the planning stage, he pointed out that, in accordance with the IPSAS and the Financial Regulations of the Organization, all assessed contributions were recognized as revenue on 1 January of each year. The risk of non-payment could only be established after it was known to exist. It would be difficult to plan in advance for such a risk.

82. The Executive Committee adopted Resolution CE166.R2, confirming the amendments to the Financial Rules of PAHO and recommending that the Directing Council approve the amendments to the Financial Regulations.

Update on the Appointment of the External Auditor of PAHO for 2022-2023 (Document CE166/13)

83. Mr. Xavier Puente Chaudé (Director, Department of Financial Resources Management, PASB) recalled that the National Audit Office of Great Britain and Northern Ireland had been appointed in 2017 to serve as the External Auditor of PAHO for the 2018-2019 and 2020-2021 biennia. The practice in the past had been to extend the appointment of the External Auditor for an additional biennium if the Auditor had discharged its mandate satisfactorily and if the Auditor was willing to serve for another biennium. Accordingly, the Bureau recommended that the NAO should be reappointed for the 2022-2023 biennium. The process of seeking candidates for the External Auditor position for the 2024-2026 and 2026-2027 biennia would begin in 2022.

84. In the discussion that followed, the high standard of excellence demonstrated by the NAO was recognized and support was expressed for its reappointment. It was pointed out, however, that best practice among international organizations was to limit the appointment of the External Auditor to a single term of four to six years that would not be immediately renewable. It was recommended that the Governing Bodies should consider amending PAHO's Financial Regulations to reflect such term limits. It was hoped that a diversity of candidates would be proposed for consideration in 2022.

85. Mr. Puente Chaudé, agreeing that it was recommendable to limit the term of the External Auditor to no more than six years, said that the suggested change to the Financial Regulation could certainly be considered. He noted, however, that it had proved difficult in the past to secure nominations for the position and that the Bureau relied on Member States to assist it in identifying suitable candidates.

86. The Committee took note of the report.

Review of the Charge Assessed on the Procurement of Public Health Supplies for Member States (Document CE166/14)

87. Mr. John Fitzsimmons (Chief, Revolving Fund Special Program for Vaccine Procurement, PASB) introduced the report on this item, noting that it was the second biennial report to be presented on the review of the charge assessed on the procurement of public health supplies. The report related to the fee of 4.25% levied on goods procured on

behalf of Member States through the Revolving Fund for Access to Vaccines (Revolving Fund), the Regional Revolving Fund for Strategic Public Health Supplies (Strategic Fund), and the Reimbursable Procurement on behalf of Member States Fund. Mr. Fitzsimmons explained that the fee was composed of two components: a capitalization component of 3%, which was deposited into the capital account of the Fund concerned to provide Member States with a line of credit for the purchase of vaccines and other public health supplies, and an administrative component of 1.25%, which was deposited into the Special Fund for Program Support Costs to defray the Bureau's administrative, operating, and staffing costs for managing the Funds.

88. The report provided a summary of the financial resources generated from the 1.25% portion during the 2018-2019 biennium. It also described the transformational projects undertaken to improve demand/supply management tools, automation of processes, and establishment of digital platforms, and it provided data on the use of the Funds' capital accounts during the reporting period. An internal analysis conducted in 2019 had indicated that the estimated personnel costs associated with the operation of the Funds could amount to approximately \$20.5 million per biennium, but the amount covered by the 1.25% component of the procurement fee amounted to only \$9.7 million. The 1.25% component was thus not sufficient to cover the Bureau's overall costs.

89. The Bureau estimated that total revenue of at least \$24.8 million per biennium would be needed to fully cover its costs, and it therefore proposed that the internal composition of the 4.25% fee should be adjusted, increasing the administrative component to 1.75% and reducing the capitalization component to 2.5%. The proposed change was not expected to affect Member States' ability to access vaccines or other public health supplies through the Funds.

90. In the ensuing discussion, delegates highlighted the important role of the Funds in improving the health of the peoples of the Americas. They expressed appreciation for the Bureau's efforts to ascertain the true operational costs of supporting the procurement activities financed through the Funds and acknowledged the need to ensure that the Bureau was able to recoup the costs associated with operating the Funds. However, a delegate expressed concern that reducing the capitalization component might compromise the ability of Member States to access lines of credit and benefit from pooled procurement activities in a timely manner and suggested that Member States and the Bureau might therefore consider raising the charge by 0.5%, which would make it possible to increase the administrative component without reducing the capitalization component. The same delegate asked the Bureau to clarify why expenditures associated with the three procurement mechanisms had increased by 74%, rising from \$8.3 million in 2016-2017 to \$14,495,232 in 2018-2019, whereas purchase orders had increased by only 15%. The Bureau was encouraged to continue to provide regular reports in order to ensure transparency with regard to the charge.

91. Mr. Fitzsimmons explained that the difference in the increase in expenditures as compared with the increase in the number of purchase orders reflected the fact that the Bureau had increased its activities and responded to increased demand, while absorbing

additional expenses associated with the operation of the Funds. During the 2018-2019 biennium, additional costs had been absorbed at country level through existing staff positions. Regarding the proposed change in the composition of the fee, the Bureau believed that, especially in the current context, it was important to maintain the fee at its current level and try to work within its means, rather than passing along additional administrative costs to Member States. PASB was confident that it could continue to improve the efficiencies of its operations over the long term. For example, the Bureau had begun a digitization process in response to recommendations made following an external independent assessment, and that process was expected to generate savings in the long term.

92. The Director noted that the Procurement Funds were an important part of the Organization's technical cooperation. Member States were making increasing use of the Funds, particularly in the context of the COVID-19 pandemic. Following the external assessment, the Bureau was confident that it had an accurate picture of the personnel costs of operating the Funds, bearing in mind that they were part and parcel of the total package of technical cooperation. The Bureau was cognizant of the need to cover all administrative and operational costs out of the procurement fee, but at the same time it was keen to ensure that Member States' ability to procure vaccines and other supplies through the Funds was not negatively affected. For that reason, it was considered important to maintain the fee of 4.25%. PASB would, however, continue to seek Member States' guidance on the matter.

93. The Executive Committee adopted Resolution CE166.R3, recommending that the Directing Council approve the proposed adjustment to the internal composition of the 4.25% fee.

Personnel Matters

Amendments to the PASB Staff Regulations and Rules (Document CE166/15)

94. Dr. Luz Marina Barillas (Director, Department of Human Resources Management, PASB) summarized the proposed changes to the Staff Rules set out in the annexes to Document CE166/15, noting that some were minor editorial changes, while others were substantive. The latter were made in the light of experience and in the interests of good human resources management and were intended to align PAHO with WHO and maintain consistency in the conditions of employment of staff of PASB with those of the United Nations common system organizations. The substantive amendments related to the remuneration of staff in the professional and higher categories, the salaries of staff in ungraded posts and the Director's salary, eligibility for repatriation grants, parental leave, and the notice period for staff whose appointment was not confirmed following the probationary period. The financial impact of the 1% increase recommended by the International Civil Service Commission to the base/floor salary scale for staff in the professional and higher categories would amount to \$7,020 for costs related to separation payments. There would be no increase in the net salaries of the staff concerned. The financial implications of the other amendments would be negligible.

95. In the ensuing discussion, it was suggested that, in view of the Organization's current financial situation, the Executive Committee should postpone consideration of an increase in the salaries of the Director, Deputy Director, and Assistant Director until after the 58th Directing Council had analyzed the package of austerity measures called for in Resolution CESS1.R2, adopted by the Committee during its special session on 29 May 2020.

96. The Committee agreed to postpone consideration of the salaries of the Director, Deputy Director, and Assistant Director until its 167th session, and the resolution contained in Annex C to Document CE166/15 was amended accordingly. The Committee subsequently adopted Resolution CE166.R8, confirming the other amendments to the Staff Rules.

Closure of the Session

97. Following the customary exchange of courtesies, the President declared the 166th Session of the Executive Committee closed.

Resolutions and Decisions

98. The following are the resolutions and decisions adopted by the Executive Committee at its 166th Session:

Resolutions

CE166.R1: Status and Authorized Level of the Working Capital Fund

THE 166th SESSION OF THE EXECUTIVE COMMITTEE,

Having examined the *Status and Authorized Level of the Working Capital Fund* (Document CE166/8);

Noting that the provisions of Financial Regulation VIII stipulate that the amount and purposes of the Working Capital Fund will be determined from time to time by the Pan American Sanitary Conference or the Directing Council;

Taking into account that the rate of receipt of assessed contributions has declined, and there is risk of a negative impact on the sustainability of program implementation;

Noting, with concern, that the Working Capital Fund is consistently fully utilized, and therefore not available as a buffer for unforeseeable, extraordinary expenses as provided for in the Financial Regulations of the Pan American Health Organization (PAHO);

Noting the need to adequately position the Organization to manage the uncertainties of the cash and budgeting cycles,

RESOLVES:

To recommend that the Directing Council adopt a resolution in the following terms:

STATUS AND AUTHORIZED LEVEL OF THE WORKING CAPITAL FUND

THE 58th DIRECTING COUNCIL,

Having examined the *Status and Authorized Level of the Working Capital Fund* (Document CD58/__);

Having noted that the Director has replenished the Working Capital Fund to its current authorized level of US\$ 25.0 million;¹

Aware of the need for a buffer for unforeseeable, extraordinary expenses as provided for in the Financial Regulations of PAHO;

Considering the recommendation of the Executive Committee concerning an increase in the authorized level of the Working Capital Fund, in recognition of the rate of receipt of assessed contributions, as well as the need to ensure that the Program Budget is carried out in an efficient and orderly manner,

RESOLVES:

1. To approve an increase in the authorized level of the Working Capital Fund from \$25.0 million to \$50.0 million.
2. To authorize the Director to finance the increase in the Working Capital Fund from any surplus of revenue over expense as a result of efficiencies realized in the implementation of the Program Budget (budget surplus).

(Second meeting, 22 June 2020)

CE166.R2: Amendments to the Financial Regulations and Financial Rules of PAHO

THE 166th SESSION OF THE EXECUTIVE COMMITTEE,

Having considered the report of the Director on the amendments proposed to the Financial Regulations and Financial Rules of the Pan American Health Organization (PAHO), as they appear in Annexes A and B to Document CE166/12;

¹ Unless otherwise indicated, all monetary figures in this report are expressed in United States dollars.

Taking into consideration that these amendments to the Financial Regulations would align the Organization with the requirements contained in IPSAS 29, specifically with regard to the impairment of assets to ensure that they are reported at a fair value;

Taking into consideration that the amendments to the Financial Rules would provide additional guidance on internal borrowing,

RESOLVES:

1. To confirm the amendments proposed by the Director to the Financial Rules of PAHO as they appear in Annex B; to make these amendments effective immediately; and to forward the amended Financial Rules of PAHO to the 58th Directing Council for information.
2. To recommend to the 58th Directing Council that it approve the amendments to the Financial Regulations by adopting a resolution along the following lines:

**AMENDMENTS TO THE FINANCIAL REGULATIONS
AND FINANCIAL RULES OF PAHO**

THE 58th DIRECTING COUNCIL,

Having considered the recommendation of the Executive Committee and the proposed amendments to the Financial Regulations of the Pan American Health Organization as they appear in Annex A to Document CD58/___;

Taking into consideration that the amendments to the Financial Regulations would align the Organization with the requirements contained in IPSAS 29, specifically with regard to the impairment of assets to ensure that they are reported at a fair value,

RESOLVES:

To approve the amendments to the Financial Regulations of the Pan American Health Organization pertaining to the impairment of assets as set forth in Annex A of Document CD58/___, and to make these amendments effective immediately.

(Second meeting, 22 June 2020)

CE166.R3: Review of the Charge Assessed on the Procurement of Public Health Supplies for Member States

THE 166th SESSION OF THE EXECUTIVE COMMITTEE,

Having considered the *Review of the charge assessed on the procurement of public health supplies for Member States* (Document CE166/14),

RESOLVES:

To recommend that the 58th Directing Council adopt a resolution in the following terms:

**REVIEW OF THE CHARGE ASSESSED ON THE PROCUREMENT OF
PUBLIC HEALTH SUPPLIES FOR MEMBER STATES**

THE 58th DIRECTING COUNCIL,

Having considered the *Review of the Charge Assessed on the Procurement of Public Health Supplies for Member States* (Document CD58/__);

Recognizing the increasing demand from Member States for access to vaccines and strategic public health supplies, and noting the transformational projects that the Pan American Sanitary Bureau has undertaken to improve demand and supply management tools, to leverage technology that can simplify and automate processes and improve quality and speed, and to establish digital platforms that deliver real-time information to Member States;

Noting that the expenditures on operation of the three procurement mechanisms of the Pan American Health Organization (PAHO) —the Revolving Fund for Access to Vaccines (Revolving Fund), the Regional Revolving Fund for Strategic Public Health Supplies (Strategic Fund), and reimbursable procurement on behalf of Member States— reported for the 2018-2019 biennium represented a 74% increase over the prior period, and that an internal analysis of the full cost of personnel time, both at PAHO Headquarters and in PWR Offices, estimated the actual personnel costs for operation of the procurement mechanisms at approximately \$20.5 million;

Noting with concern that there is an ongoing need to ensure sustainability of the three procurement mechanisms, considering the full costs of technical cooperation activities and investments to improve the quality and efficiency of service;

Recognizing the need to adjust the internal composition of the 4.25% fee to increase the administrative component of the service charge from 1.25% to 1.75% and decrease the capitalization component from 3.00% to 2.50%,

RESOLVES:

To authorize the Director to do the following:

- a) adjust the internal composition of the 4.25% fee to increase the administrative component of the service fee to 1.75% and decrease the capitalization component to 2.50%, effective 1 January 2021. This change will apply to the 4.25% fee on net purchases made by the Revolving Fund, the Strategic Fund, and the reimbursable procurement mechanism;
- b) credit the increase in the administrative component (0.50%) to the Special Fund for Program Support Costs to defray the operating and management costs generated throughout the Organization by the Revolving Fund, the Strategic Fund, and the reimbursable procurement mechanism;
- c) decrease by the same percentage (0.50%) the credit to the Capital Accounts of the Revolving Fund, the Strategic Fund, and the reimbursable procurement mechanism.

(Second meeting, 22 June 2020)

CE166.R4: Collection of Assessed Contributions

THE 166th SESSION OF THE EXECUTIVE COMMITTEE,

Having considered the *Report on the Collection of Assessed Contributions* (Document CE166/7 and Add. I) presented by the Director;

Noting the financial crisis the Pan American Health Organization (PAHO) is facing as a result of the delay in receipt of assessed contributions such that cash resources are available to fund the current level of activities through 30 September 2020;

Noting that one Member State is in arrears in the payment of its assessed contributions to the extent that it is subject to the application of Article 6.B of the Constitution of the Pan American Health Organization;

Noting that as of 22 June 2020, 15 Member States have not made any payments in 2020 towards their current assessed contributions and prior year's assessed contributions,

RESOLVES:

1. To take note of the *Report on the Collection of Assessed Contributions* (Document CE166/7 and Add. I) presented by the Director.
2. To commend the Member States for their commitment in meeting their financial obligations to the Organization by making efforts to pay their outstanding arrears of contributions.

3. To thank the Member States that have already made payments for 2020.
4. To strongly urge the other Member States to pay all their outstanding contributions as soon as possible to avoid putting at risk the technical cooperation activities and financial solvency of the Organization.
5. To urge Member States to engage at a high level in the Member State Working Group to Review PAHO's Strategic Priorities for the 2020-2021 biennium and to jointly prepare, with the Pan American Sanitary Bureau, a broad package of austerity measures.
6. To request the Director to continue to inform the Member States of any balances due and to report to the 58th Directing Council on the status of the collection of assessed contributions.

(Third meeting, 23 June 2020)

CE166.R5: COVID-19 Pandemic in the Region of the Americas

THE 166th SESSION OF THE EXECUTIVE COMMITTEE,

Having reviewed the document *COVID-19 Pandemic in the Region of the Americas* (Document CE166/5),

RESOLVES:

To recommend that the 58th Directing Council of the Pan American Health Organization (PAHO) adopt a resolution in the following terms:

COVID-19 PANDEMIC IN THE REGION OF THE AMERICAS

THE 58th DIRECTING COUNCIL,

Having reviewed the document *COVID-19 Pandemic in the Region of the Americas* (Document CD58/__);

Recalling resolutions COVID-19 response (Resolution WHA73.1 [2020]), International cooperation to ensure global access to medicines, vaccines and medical equipment to face COVID-19 (Resolution A/RES/74/274 [2020]), Global solidarity to fight the coronavirus disease 2019 (COVID-19) (Resolution A/RES/74/270 [2020]), Plan of Action for Disaster Risk Reduction 2016-2021 (Resolution CD55.R10 [2016]), Transforming our world: the 2030 Agenda for Sustainable Development (Resolution A/RES/70/1 [2015]), Sendai Framework for Disaster Risk Reduction 2015–2030 (Resolution A/RES/69/283 [2015]), Strategy for Universal Access to Health and Universal

Health Coverage (Resolution CD53.R14 [2014]), Plan of Action for the Coordination of Humanitarian Assistance (Resolution CD53.R9 [2014]), and Revision of the International Health Regulations (Resolution WHA58.3 [2005]);

Recognizing that, in each and every single country and territory, the COVID-19 pandemic is, and will be, requiring national leadership and responsibility as well as the whole-of-government and the whole-of-society commitment to sustain consistent and robust response, mitigation, and recovery efforts in the medium and long terms;

Considering warranted that the commitment and requests expressed in the World Health Assembly's resolution WHA73.1 on COVID-19 response for responding to, mitigating the impact of, and recovering from the COVID-19 pandemic are reemphasized and renewed in the Region of the Americas,

RESOLVES:

1. To urge all Member States, considering their contexts, needs, vulnerabilities, and priorities, to:
 - a) maintain, enhance, expand, and plan for sustained and sustainable, whole-of-government and whole-of-society policies, strategies, and actions to continue responding to the COVID-19 pandemic;
 - b) continue investing, and leveraging advantages and innovation resulting from the response to the COVID-19 pandemic in population- and individual based services throughout the health system, with emphasis on the essential public health functions;
 - c) initiate preparatory activities for immunization in anticipation of the availability of a safe, efficacious, and accessible COVID-19 vaccine;
 - d) comply with the provisions of the International Health Regulations (IHR), in particular with those related to the timely sharing of information: *(i)* allowing for the comprehensive monitoring of the evolution of the COVID-19 pandemic; *(ii)* enabling States Parties to undertake risk management activities accordingly; *(iii)* allowing the Pan American Sanitary Bureau (the Bureau) to deploy support in the field;
 - e) conduct and document—with the support of the Bureau as necessary—after-action review of the national response to the COVID-19 pandemic;
 - f) take into account the movement of people (e.g., humanitarian and health workers, essential workers, aircraft, and vessel crew members), equipment, and supplies needed for COVID-19 pandemic response operations; as well as of essential goods;
 - g) provide sustainable funding to the Pan American Health Organization so that it can fulfill its mandates while responding to, mitigating the impact of, and recovering from the COVID-19 pandemic.

2. To request the Director to:
 - a) continue providing evidence-based technical cooperation to Member States, promote innovation and sharing of experiences, to resume and maintain uninterrupted operations and interventions of the health system in all relevant aspects necessary for responding to the COVID-19 pandemic;
 - b) exert transparency, independence, and impartiality, when calling upon States Parties to timely and responsible sharing of truthful information—pursuant to the provisions of the IHR—about the evolution of the COVID-19 pandemic in their territory;
 - c) maintain the regional network for the surveillance of influenza and other respiratory viruses, and expand them through the creation of a Regional Genomic Surveillance Network;
 - d) support Member States through the Bureau’s technical areas, the Revolving Fund for Access to Vaccines (Revolving Fund), and the Regional Revolving Fund for Strategic Public Health Supplies (Strategic Fund) to improve equitable access to, and appropriate use of, affordable, safe, efficacious and quality vaccines, therapeutics, diagnostics, biomedical equipment, and personal protective equipment that can improve health outcomes and reduce the impact of the pandemic;
 - e) support Member States in engaging with global initiatives, such as the Access to COVID-19 Tools Accelerator, for vaccines, diagnostics and therapeutics, the Solidarity Call to Action and all other relevant initiatives for the development and access to essential health technologies for COVID-19;
 - f) inform Member States on a regular basis on advances in the research and development of COVID-19 vaccines, therapeutics and diagnostics, as well as recommendations for use, principles for access and allocation, regulatory requirements, and actions that the Revolving Fund and the Strategic Fund have initiated to ensure access to vaccines and products for COVID-19;
 - g) promote, facilitate and consolidate after-action review exercises of the COVID-19 pandemic conducted by Member States, as well as carry out and document an equivalent exercise focusing on the response by the Bureau in alignment with Resolution WHA73.1;
 - h) maintain and continue to strengthen the capacity of the Bureau at all organizational levels to respond to the COVID-19 pandemic and other emergencies and disasters;
 - i) report regularly to the Governing Bodies of the Pan American Health Organization on the progress made and challenges faced in the implementation of this Resolution.

(Third meeting, 23 June 2020)

CE166.R6: Appointment of One Member to the Audit Committee of PAHO

THE 166th SESSION OF THE EXECUTIVE COMMITTEE,

Considering that the 49th Directing Council, through Resolution CD49.R2 (2009), established the Audit Committee of the Pan American Health Organization (PAHO) to function as an independent expert advisory body to the Director of the Pan American Sanitary Bureau (PASB) and PAHO Member States;

Guided by the Terms of Reference of the Audit Committee, which establish the process to be followed in the assessment and appointment by the Executive Committee of the members of the PAHO Audit Committee;

Noting that the Terms of Reference of that Committee stipulate that members shall serve no more than two full terms of three years each;

Considering that a vacancy will exist in the PAHO Audit Committee,

RESOLVES:

1. To thank the Director of PASB for her thorough work in identifying and nominating highly qualified candidates to serve on the PAHO Audit Committee.
2. To thank Ms. Kumiko Matsuura-Mueller for her years of service to the PAHO Audit Committee.
3. To appoint Mr. Clyde M. MacLellan to serve as a member of the PAHO Audit Committee for a term of three years from June 2020 through June 2023.

(Fourth meeting, 23 June 2020)

CE166.R7: Provisional Agenda of the 58th Directing Council of PAHO, 72nd Session of the Regional Committee of WHO for the Americas

THE 166th SESSION OF THE EXECUTIVE COMMITTEE,

Having examined the provisional agenda (Document CD58/1) prepared by the Director of the Pan American Sanitary Bureau for the 58th Directing Council of PAHO, 72nd Session of the Regional Committee of WHO for the Americas, presented as Annex A to Document CE166/3;

Bearing in mind the provisions of Article 12.C of the Constitution of the Pan American Health Organization and Rule 7 of the Rules of Procedure of the Directing Council;

Considering the extraordinary and unprecedented circumstances presented by the COVID-19 pandemic,

RESOLVES:

1. To approve the provisional agenda (Document CD58/1) prepared by the Director of the Pan American Sanitary Bureau for the 58th Directing Council of PAHO, 72nd Session of the Regional Committee of WHO for the Americas.
2. To hold the 58th Directing Council of PAHO, 72nd Session of the Regional Committee of WHO for the Americas, through a virtual platform on 28 and 29 of September 2020.
3. Should the situation presented by COVID-19 improve by the time the convocation letters must be issued, the Council will take place in its traditional form, from 28 September to 2 October 2020, and will include reports in Annex B.

(Fourth meeting, 23 June 2020)

CE166.R8: Amendments to the PASB Staff Regulations and Rules

THE 166th SESSION OF THE EXECUTIVE COMMITTEE,

Having considered the amendments to the Staff Rules of the Pan American Sanitary Bureau submitted by the Director in Annex A to Document CE166/15, and bearing in mind the provisions of Staff Rule 020;

Acknowledging the 2019 recommendation of the International Civil Service Commission to increase the current base/floor salary scale for the professional and higher categories and pay protection points by 1.21% on a no-loss/no-gain basis, and PASB's implementation of that recommendation as of 1 January 2020;

Recognizing that Staff Regulation 3.1 stipulates that the salary of the Director shall be fixed by the Executive Committee, and the salaries of the Deputy Director and Assistant Director shall be determined by the Director of the Bureau with the approval of the Executive Committee;

Taking into consideration the need for uniformity in the conditions of employment of staff of the Pan American Sanitary Bureau and the United Nations Common System Agencies,

RESOLVES:

1. To confirm, in accordance with Staff Rule 020, the amendments to Appendix I of the Staff Rules that have been made by the Director, effective 1 January 2020, concerning remuneration of staff in the professional and higher categories and a common scale of staff assessment.

2. To study, during its 167th session, the corresponding adjustments to the salaries of the Assistant Director, the Deputy Director, and the Director, once the 58th Directing Council has determined the broad package of austerity measures referred to in Resolution CESS1.R2, adopted in the special session of the Executive Committee on 29 May 2020.
3. To confirm the amendments to the PASB Staff Rules.

Annex

Annex

**PROPOSED AMENDMENTS TO THE STAFF RULES
OF THE PAN AMERICAN SANITARY BUREAU**

Throughout the PASB Staff Regulations and Rules the following editorial changes will apply:
“staff in the professional and higher categories”
“staff in the general service category”
“duty station”
“special education grant”
“special leave without pay”

The substantive amendments presented below shall apply to the specific articles indicated in each case:
310. DEFINITIONS
[...]
310.3 “Pensionable remuneration” is the amount used to determine contributions from the staff member and the Organization to the United Nations Joint Staff Pension Fund. Pensionable remuneration amounts are also used for the determination of pension benefits of staff members upon retirement. Subject to the terms of the staff member’s appointment, pensionable remuneration amounts are defined in the Regulations of the United Nations Joint Staff Pension Fund. However, when a promotion from the general service category to the professional category would result in a reduction of the staff member’s pensionable remuneration, the level of pensionable remuneration reached prior to the promotion shall be maintained until it is surpassed by the level of the staff member’s pensionable remuneration in the professional category.

The substantive amendments presented below shall apply to the specific articles indicated in each case:

320. SALARY DETERMINATION

[...]

320.5 Pursuant to Staff Rule 567, a staff member may be officially requested to assume temporarily the responsibilities of an established post of a higher grade than that which he or she occupies. Such temporary arrangements shall not normally continue for more than 12 months.

330. SALARIES

[...]

330.3 The net base salary of staff members in the professional and higher categories holding temporary appointments as defined in Rule 420.4 shall be paid in accordance with the schedule in Rule 330.2.

350. EDUCATION GRANT

350.1 Staff members in the professional and higher categories who are serving and residing outside the country of their recognized place of residence, except those holding temporary appointments as defined in Rule 420.4, are entitled to an education grant under the following conditions:

355. SPECIAL EDUCATION GRANT FOR CHILDREN WITH DISABILITIES

[...]

355.2 “Admissible expenses” shall include the cost of such teaching services and equipment as are necessary to provide an educational program designed to meet the needs of a child who has a mental or physical disability in order that the child may attain the highest possible level of functional ability. Other admissible expenses are reimbursed under Rule 350.

365. SETTLING-IN GRANT

[...]

365.2 The amount of the per diem portion of the settling-in grant shall be the equivalent of the travel per diem applicable on the date the individual arrives at the duty station:

[...]

The substantive amendments presented below shall apply to the specific articles indicated in each case:

365.2.3 with respect to a dependent child studying outside the duty station, per diem as defined in 365.2.2 to be paid in conjunction with the first round trip to the duty station provided that the child resides with the staff member at the duty station during school vacations. The staff member is not entitled to the per diem portion of the settling-in grant with respect to a child who travels to the duty station on or after reaching age 21.

365.3 Subject to conditions established by the Bureau on the basis of conditions and procedures approved by the United Nations General Assembly for the United Nations system, the settling-in grant shall also include a lump sum portion calculated and payable on the basis of one month of the staff member's net base salary and, as applicable, the post adjustment at the duty station to which the staff member is assigned and at the rate applicable from the date of arrival at the duty station.

[...]

365.6 On authorized travel upon appointment, a staff member holding a temporary appointment will be paid the per diem portion of the settling-in grant under Rule 365.2.1 only with respect to himself or herself. Temporary staff are not eligible to receive the lump sum portion of the settling-in grant. Any payment made under Staff Rule 365.2.1 may not be inconsistent with Staff Rule 365.5.2.

370. REPATRIATION GRANT

370.1 A staff member who on leaving the service of the Bureau, other than by summary dismissal under Rule 1075.2, has performed at least five years of continuous service outside the country of his or her recognized place of residence under a fixed-term or service appointment shall be entitled to a repatriation grant in accordance with the following schedules and with Rule 380.2. Payment with respect to entitlements shall be subject to receipt from the former staff member of documentary evidence, in accordance with established criteria, of relocation outside the country of the staff member's last duty station or residence during the last assignment, with due regard to the provisions of Rule 370.4. The grant is payable if it is claimed within two years of the effective date of separation.

[...]

The substantive amendments presented below shall apply to the specific articles indicated in each case:

370.4 The grant shall not be payable to a staff member assigned to, or residing in, the country of his or her recognized place of residence at the time of separation provided that the grant may be paid on a full or reduced basis to a staff member transferred to duty in the country of his or her recognized place of residence prior to separation, the amount of the grant being reduced in proportion to the duration of his or her residence in that country. In such a case, the evidence of relocation referred to in Rule 370.1 shall not be required.

370.5 In the event of the death of a staff member who at the time of death would have been eligible for the grant, payment shall be made to the spouse and dependent children who are repatriated at the expense of the Organization, subject to providing the evidence of relocation referred to in Rule 370.1 if required:

[...]

370.7 As a transitional measure, a staff member who completed at least one year of continuous service and was eligible for a repatriation grant under Rule 370 in effect on 30 June 2016, but who is no longer eligible for such a grant under the present Rule 370.1, shall be paid a repatriation grant in accordance with the rates and schedule set out in Rules 370.1.1 and 370.1.2 for the number of years of qualifying service accrued as of 30 June 2016.

440. APPOINTMENT PROCEDURE

[...]

440.4 For staff seconded to the Bureau from government service, the offer of appointment, notice of acceptance, and supporting documentation of the terms and conditions of secondment, as agreed by the Bureau, the releasing entity, and the staff member concerned, shall constitute evidence of the existence and validity of secondment from government service to the Bureau for the period stated in the offer of appointment. Any extension of appointment that continues the secondment status shall be subject to agreement by all parties concerned.

470. REINSTATEMENT UPON RE-EMPLOYMENT

470.1 Staff members, except those holding temporary appointments as defined in Rule 420.4, who are re-employed within one year of separation from the Bureau, may, at the option of the Bureau, be reinstated. In such cases they shall have restored to them the status which they held upon separation, and the intervening absence shall be charged to annual leave and special leave without pay as necessary. They shall refund to the Bureau all separation payments made to them.

The substantive amendments presented below shall apply to the specific articles indicated in each case:

550. WITHIN-GRADE INCREASE

[...]

550.3 Rule 550.2.2 applies to staff members in the professional and higher categories as defined in Staff Rules 420.2 and 420.3. It does not apply to those holding temporary appointments as defined in Rule 420.4 and to short-term service staff under Rule 1320.

550.3.1 Staff members holding temporary appointments as defined under Staff Rule 420.4 whose performance and conduct have been certified by their supervisors as being satisfactory shall be entitled to one within-grade salary increase—to step II of the relevant grade—upon completion of the first year of full-time service.

[...]

550.6 Service time shall accrue from the latest of the following actions:

565. REASSIGNMENT

[...]

565.3 So far as practicable, vacancies in posts in the professional and higher categories shall be filled by the reassignment of staff members in the interest of developing a versatile career staff. In accepting appointment, a staff member accepts the applicability of this policy to himself or herself.

610. WORKING HOURS AND ATTENDANCE

610.1 Full-time staff members may be called to duty at any time. The work week for each duty station is normally 40 hours. The days of the week and the working hours that constitute the normal work week shall be designated as the needs of the Bureau require.

640. HOME LEAVE

640.1 Home leave is granted so that a staff member in the professional or higher categories who is serving and residing outside the country of his or her recognized place of residence, and his or her spouse and eligible children, may spend a reasonable period of annual leave in the staff member's home country with a view to maintaining effective association with its culture, with family, and with national, professional, or other interests. Staff members may exercise home leave travel in a country other than that of their recognized place of residence under conditions established by the Bureau.

The substantive amendments presented below shall apply to the specific articles indicated in each case:

[...]

640.4 Staff members in the professional and higher categories shall be eligible for home leave as follows:

- (a) [...]
- (b) [...]
- (c) [...]

640.5 Eligible staff members, as defined in Rule 640.4, holding temporary fixed-term, or service appointments are granted home leave when:

650. SPECIAL LEAVE

[...]

650.7 Service credits shall not accrue toward sick, annual, or home leave, salary increment, mobility incentive, end-of-service grant, termination indemnity, or repatriation grant during periods of special leave without pay of more than 30 days.

730. COMPENSATION FOR ILLNESS, INJURY, OR DEATH ATTRIBUTABLE TO SERVICE

A staff member shall be entitled to compensation in the event of illness, injury, or death attributable to the performance of official duties on behalf of the Bureau, in accordance with rules established by the Bureau. In the event of the death of a staff member attributable to the performance of official duties on behalf of the Bureau, payment shall be made to the surviving spouse or dependents.

760. MATERNITY LEAVE

760.1 Staff members shall be entitled to maternity leave as established herein. This leave is paid with full salary and allowances.

760.2 Staff members holding fixed-term or service appointments who give birth to a child are entitled to 16 weeks of maternity leave, except that in the case of multiple births, maternity leave shall extend for a period of 20 weeks from the time it is granted. Maternity leave may commence within six weeks of the staff member's due date based on a certificate from a duly recognized medical practitioner or midwife indicating the expected date of birth. Maternity leave shall not terminate less than 10 weeks after the actual date of birth.

The substantive amendments presented below shall apply to the specific articles indicated in each case:

760.3 Staff members holding temporary appointments as defined in Rule 420.4 who give birth to a child are entitled to eight weeks of maternity leave, except that in the case of multiple births, maternity leave shall extend for a period of 10 weeks from the time it is granted.

[...]

760.5 Where both parents of a newborn child are staff members of the Pan American Sanitary Bureau, any unused portion of maternity leave granted under this Rule may be used by the other parent of the child, under conditions established by the Bureau.

765. PARENTAL LEAVE

765.1 Upon the birth of a child, a staff member who is the non-gestational parent shall be entitled to parental leave as established herein. This leave is paid with full salary and allowances.

765.2 Upon presentation of satisfactory evidence of the birth of his or her child, a staff member shall be entitled to parental leave. Parental leave must be exhausted within 12 months from the date of the child's birth.

765.3 Staff members holding fixed-term or service appointments shall be entitled to four weeks of parental leave. Parental leave may extend for a period of eight weeks in the case of:

765.3.1 Exceptional circumstances as determined by the Director;

765.3.2 Staff members in the professional and higher categories serving at a non-family duty station;

765.3.3 Adoption of a child, subject to conditions established by the Bureau, and upon presentation of satisfactory evidence of the adoption.

765.4 Staff members holding temporary appointments, as defined in Rule 420.4, shall be entitled to two weeks of parental leave, or four weeks in the case of adoption of a child subject to conditions established by the Bureau and upon presentation of satisfactory evidence of the adoption.

The substantive amendments presented below shall apply to the specific articles indicated in each case:

810. TRAVEL OF STAFF MEMBERS

[...]

810.5 On family visit, once in each interval between home leave eligibility dates (or once during an appointment of equivalent duration) from the duty station to the place where the staff member's spouse and children, as defined in Rule 820.1, are residing, and return to the official station, provided that:

820. TRAVEL OF SPOUSE AND CHILDREN

[...]

820.1.3 each such child for whom travel expenses have previously been paid by the Bureau, to the extent of the final one-way passage either to join the staff member at the duty station or to return to the country of the recognized place of residence within one year after ceasing to qualify as a dependent. The Bureau's financial responsibility shall be limited to the cost of one-way travel between the duty station and the recognized place of residence. However, if the Bureau has paid the round-trip travel expenses of the child under Rule 820.2.5.2, and the travel is completed after the end of the scholastic year in which the child reaches the age of 21, travel under this provision shall not be authorized;

820.1.4 a child for whom a staff member is entitled to the education grant under Rule 350.1.2, for purposes of travel under Rules 820.2.5.1, 820.2.5.2, and 820.2.5.4.

[...]

820.2.5 for a child with respect to whom there is an entitlement to boarding under an education grant in accordance with Rule 350 for study outside the commuting distance of the duty station, provided Rule 650 does not apply:

820.2.5.1 one-way passage from the duty station or elsewhere to the place of study to enter school for the first time; where the child has been residing with the staff member at the duty station, the cost to the Bureau is limited to that of travel from the duty station to the staff member's recognized place of residence; where the child has not joined the staff member at his or her duty station, the cost to the Bureau is limited to that of travel from the staff member's recognized place of residence to the duty station;

[...]

The substantive amendments presented below shall apply to the specific articles indicated in each case:

820.2.5.4 the final one-way passage defined in Rule 820.1.3 within one year after the child ceases to qualify for-education grant under Rule 350.1.2, provided that such entitlement has not already been exercised under Rule 820.1.3. The Bureau's financial responsibility shall be limited to the cost of one-way travel between the duty station and the recognized place of residence. However, if round-trip travel provided to the child under Rule 820.2.5.2 is completed after the child ceases to qualify for an education grant under Rule 350.1.2, travel under this provision shall not be authorized;

830. TRAVEL PER DIEM

[...]

830.2 Rates of travel per diem, and the conditions under which they shall be payable to staff members, including for authorized family members, shall be established by the Bureau. The amount of the per diem is considered to represent an average payment in lieu of reimbursement of a portion of the actual incidental expenses occasioned by travel status.

870. EXPENSES ON DEATH

[...]

870.2 A deceased staff member's spouse and child(ren) shall receive a travel and relocation shipment benefit to any place, provided that the Bureau had an obligation to repatriate them under Rule 820.2.7 and that the cost to the Bureau does not exceed that for travel and transportation to the deceased staff member's recognized place of residence. Reimbursement for relocation shipment is determined by Rule 855.1.

1030. TERMINATION FOR REASONS OF HEALTH

1030.1 When, for reasons of health and on the advice of the Staff Physician, it is determined that a staff member is incapable of performing his or her current duties, his or her appointment shall be terminated. The staff member shall be given three months' notice if serving on a service or fixed-term appointment and one month's notice if serving on a temporary appointment. The staff member shall always have the option of resigning.

[...]

The substantive amendments presented below shall apply to the specific articles indicated in each case:

1030.3 A staff member whose appointment is terminated under this Rule:

1030.3.1 may be entitled to a disability benefit in accordance with the rules of the Pension Fund;

1030.3.2 may be entitled to a disability payment in accordance with the terms of the insurance coverage provided for in Rule 720.2;

1030.3.3 shall receive a termination payment at the rates set out in Rule 1050.4, provided that the amount due under that Rule, together with any periodic disability benefits due in the 12 months following termination and payable under the provisions of Section 7, shall not exceed one year's terminal remuneration;

1210. NON-CONFIRMATION OF APPOINTMENT

1210.1 A staff member may appeal against a decision taken under Rule 1060 not to confirm his or her appointment because of unsatisfactory performance or conduct, or because of unsuitability for international service, if he or she considers that such decision has been made for reasons not connected with his or her performance, conduct, or suitability for international service. Such an appeal must be made in writing to the Director within 60 calendar days of receipt of notice of non-confirmation. The Director's decision shall be final and none of the other appeal procedures described in this section shall apply, except as provided in Rule 1240 and Rule 1245.

1230. BOARD OF APPEAL

[...]

1230.4 The Chairperson and the members of the Board of Appeal are eligible for re-appointment or re-election at the end of their terms.

1230.5 The following provisions shall govern the conditions of appeal:

1230.5.1 No staff member shall bring an appeal before the Board until all the existing administrative channels have been tried and the action complained of has become final. An action is final when it has been taken by the Organization's senior human resources management official and the staff member has received written notification of the action.

The substantive amendments presented below shall apply to the specific articles indicated in each case:

1230.5.2 If the staff member has submitted a written request relating to his or her appointment status, the request shall be deemed to have been rejected and such rejection shall be subject to appeal as if final action had been taken on it as in Rule 1230.1 above if no definitive reply to that request has been made within 60 calendar days.

1230.5.3 A staff member wishing to appeal against a final action must dispatch to the Board, within 60 calendar days after receipt of such notification, a written statement of intent to appeal, specifying the action against which the appeal is made and the subsection(s) of Rule 1230.1 under which the appeal is filed.

1230.6 The Board Chairperson shall convene an Examining Appeal Panel to hear each appeal case. The Examining Appeal Panel shall consist of the following three Board members, each of whom has an equal vote and at least one of whom is from the same staff category to which the appellant belongs:

1230.6.1 The Board Chairperson;

1230.6.2 One Board member from the panel designated by the Director; and

1230.6.3 One Board member from the panel elected by the staff.

1230.7 Using a system of rotation, the Board Chairperson shall nominate two members of the Board of Appeal to participate on an Examining Appeal Panel. The appellant and the Administration shall each have the right to object to any member nominated by the Chairperson, in accordance with procedures set forth in the Board of Appeal Rules of Procedure.

1230.8 The reporting procedure of the Board of Appeal shall be as follows:

1230.8.1 The Board Chairperson shall submit the findings and recommendations of an Examining Appeal Panel to the Director within 120 calendar days of:

- 1) the date that all pleadings and relevant documentation have been received by the Examining Appeal Panel; or
- 2) the conclusion of an oral hearing, and receipt of any relevant documentation requested by the Examining Appeal Panel during the hearing.

This period may be extended by the Board Chairperson if both the appellant and the Administration agree.

The substantive amendments presented below shall apply to the specific articles indicated in each case:

1230.8.2 The final decision in appeal matters heard by the Board of Appeal rests with the Director, who shall inform the appellant of his or her decision within 60 calendar days of receipt of the Examining Appeal Panel's report. A copy of the report shall accompany the decision. If no decision is taken by the Director within this period, the recommendations of the Examining Appeal Panel shall be deemed to have been rejected and such rejection shall be subject to appeal, as provided in Rule 1240, as if a final action had been taken.

1230.9 The Organization shall establish Rules of Procedure to be followed by the Board of Appeal in all appeal matters filed with the Board under this Section.

1245. EFFECT OF APPEALS ON ADMINISTRATIVE ACTION

The filing of an appeal under any of the procedures described in this section shall not constitute grounds for delaying the administrative action against which the appeal is made.

1310. STAFF IN POSTS SUBJECT TO LOCAL RECRUITMENT

[...]

1310.5 At designated duty stations, a mobility incentive and hardship allowance may be payable to staff members described in Rule 1310.4 in accordance with the conditions defined under Rule 360 and at the rates payable to staff in grades P.1 through P.3. The Bureau shall establish, on the basis of procedures agreed among the international organizations in the United Nations common system, the criteria under which the mobility incentive and hardship allowance may be payable.

(Fourth meeting, 23 June 2020)

CE166.R9: PAHO Governance Reform

THE 166th SESSION OF THE EXECUTIVE COMMITTEE,

Having reviewed the document *PAHO Governance Reform* (Document CE166/6);

Recognizing the importance of further strengthening of management by the Pan American Health Organization (PAHO) of technical cooperation projects funded by voluntary contributions so as to increase oversight and accountability to Member States,

and to protect the Organization from institutional risks, including financial, legal, operational, technical, and reputational risks,

RESOLVES:

1. To request the Director to review, refine, and present for consideration of the 58th Directing Council risk assessment and management criteria and frameworks, as set forth in document CE166/6, as well as a decision-making matrix based on types and levels of risk related to new technical cooperation projects funded by voluntary contributions, in consultation with an external, independent subject matter expert.
2. To recommend that the 58th Directing Council adopt a resolution along the following lines:

PAHO GOVERNANCE REFORM

THE 58th DIRECTING COUNCIL,

Having reviewed the document *PAHO Governance Reform* (Document CD58/_);

Recognizing the importance of further strengthening of PAHO management of technical cooperation projects funded by voluntary contributions so as to increase oversight and accountability to Member States, and to protect the Organization from institutional risks, including financial, legal, operational, technical, and reputational risks,

RESOLVES:

1. To thank the Director of the Pan American Sanitary Bureau for the advances made, and for the policies and procedures implemented to promote good governance, transparency, and accountability throughout the Organization.
2. To request the Director to:
 - a) seek and fully consider Executive Committee recommendations on any proposed technical cooperation project funded by voluntary contributions (including national voluntary contributions) that is expected to require an annual expenditure or receipt of funds by the Organization exceeding US\$ 25 million or presents a high level of institutional risk (including financial, legal, operational, technical, and reputational risks); this will require that the Director provides a synopsis to the Executive Committee, including a summary of the proposed project, its risk assessment results, and the results of its internal review process;
 - b) prepare a document to be presented at the 168th Session of the PAHO Executive Committee in June 2021 describing lessons learned from implementation of the above requests.

(Fourth meeting, 23 June 2020)

Decisions

CE166(D1): Adoption of the Agenda

Pursuant to Rule 9 of the Rules of Procedure of the Executive Committee, the Committee adopted the agenda submitted by the Director (Document CE166/1).

(First meeting, 22 June 2020)

CE166(D2): Representation of the Executive Committee at the 58th Directing Council, 72nd Session of the Regional Committee of WHO for the Americas

Pursuant to Rule 54 of its Rules of Procedure, the Executive Committee appointed Barbados and Mexico, its President and Rapporteur, respectively, to represent the Committee at the 58th Directing Council, 72nd Session of the Regional Committee of WHO for the Americas. The Committee appointed Ecuador and the United States of America as alternate representatives.

(Fourth meeting, 23 June 2020)

IN WITNESS WHEREOF, the Delegate of Barbados, President of the Executive Committee, and the Director of the Pan American Sanitary Bureau, Secretary ex officio, sign the present Final Report in the English language.

DONE in Washington, D.C., on this 23 day of June in the year two thousand twenty. The Secretary shall deposit the original texts in the archives of the Pan American Sanitary Bureau. The Final Report will be published on the webpage of the Pan American Health Organization once approved by the President.

Jeffrey D. Bostic
President of the
166th Session of the Executive Committee
Delegate of Barbados

Carissa F. Etienne
Secretary ex officio of the
166th Session of the Executive Committee
Director of the
Pan American Sanitary Bureau

Annex A

AGENDA

- 1. OPENING OF THE SESSION**
 - 2. PROCEDURAL MATTERS**
 - 2.1 Adoption of the Agenda and Program of Meetings
 - 2.2 Representation of the Executive Committee at the 58th Directing Council of PAHO, 72nd Session of the Regional Committee of WHO for the Americas
 - 2.3 Draft Provisional Agenda of the 58th Directing Council of PAHO, 72nd Session of the Regional Committee of WHO for the Americas
 - 3. COMMITTEE MATTERS**
 - 3.1 Appointment of One Member to the Audit Committee of PAHO
 - 4. PROGRAM POLICY MATTERS**
 - 4.1 COVID-19 Pandemic in the Region of the Americas
 - 4.2 PAHO Governance Reform
 - 5. ADMINISTRATIVE AND FINANCIAL MATTERS**
 - 5.1 Report on the Collection of Assessed Contributions
 - 5.2 Financial Report of the Director and Report of the External Auditor for 2019
 - 5.3 Status and Authorized Level of the Working Capital Fund
 - 5.4 Programming of the Budget Surplus
 - 5.5 Programming of the Revenue Surplus
 - 5.6 Update on the Master Capital Investment Fund
-

5. ADMINISTRATIVE AND FINANCIAL MATTERS *(cont.)*

5.7 Amendments to the Financial Regulations and Financial Rules of PAHO

5.8 Update on the Appointment of the External Auditor of PAHO
for 2022-2023

5.9 Review of the Charge Assessed on the Procurement
of Public Health Supplies for Member States

6. PERSONNEL MATTERS

6.1 Amendments to the PASB Staff Regulations and Rules

7. OTHER MATTERS

8. CLOSURE OF THE SESSION

Annex B

LIST OF DOCUMENTS

Working Documents

CE166/1 and CE166/WP	Adoption of the Agenda and Program of Meetings
CE166/2	Representation of the Executive Committee at the 58th Directing Council of PAHO, 72nd Session of the Regional Committee of WHO for the Americas
CE166/3	Draft Provisional Agenda of the 58th Directing Council of PAHO, 72nd Session of the Regional Committee of WHO for the Americas
CE166/4	Appointment of One Member to the Audit Committee of PAHO
CE166/5	COVID-19 Pandemic in the Region of the Americas
CE166/6	PAHO Governance Reform
CE166/7 and Add. I	Report on the Collection of Assessed Contributions
CE166/8	Status and Authorized Level of the Working Capital Fund
CE166/9	Programming of the Budget Surplus
CE166/10	Programming of the Revenue Surplus
CE166/11	Update on the Master Capital Investment Fund
CE166/12	Amendments to the Financial Regulations and Financial Rules of PAHO
CE166/13	Update on the Appointment of the External Auditor of PAHO for 2022-2023
CE166/14	Review of the Charge Assessed on the Procurement of Public Health Supplies for Member States
CE166/15	Amendments to the PASB Staff Regulations and Rules
CE166/16	Financial Report of the Director and Report of the External Auditor for 2019

Annex C

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