



167th SESSION OF THE EXECUTIVE COMMITTEE

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FINAL REPORT

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FINAL REPORT

Opening of the Session

1. The 167th Session of the Executive Committee was held on 30 September 2020. Owing to the extraordinary and unprecedented circumstances presented by the COVID-19 pandemic, the session was held online using a virtual meeting platform. The session was attended by representatives of the following nine members of the Executive Committee elected by the Directing Council: Barbados, Brazil, Costa Rica, Cuba, Ecuador, Haiti, Mexico, Suriname, and the United States of America. Delegates of the following Member States, Participating States, Associate Members, and Observer States attended in an observer capacity: Argentina, Aruba, Canada, Chile, Colombia, Dominican Republic, Nicaragua, Panama, Paraguay, Peru, Puerto Rico, Saint Kitts and Nevis, Saint Lucia, and Venezuela.
2. The Honorable Jeffrey Bostic (Barbados, Outgoing President of the Executive Committee) opened the session and welcomed the participants, extending a special welcome to the new members elected by the recently concluded 58th Directing Council: Brazil, Cuba, and Suriname.
3. Dr. Carissa Etienne (Director, Pan American Sanitary Bureau), adding her welcome to all participants, highlighted the important role of the Executive Committee in providing advice and guidance on matters critical for the transparent, effective, and efficient work of the Pan American Sanitary Bureau (PASB or the Bureau) in support of Member States. She noted that, in addition to deciding on the dates and topics for the 2021 sessions of the Governing Bodies, the Committee would be considering items that would ordinarily have been considered by the Governing Bodies earlier in the year, but that had been deferred owing to the circumstances surrounding the COVID-19 pandemic.

Procedural Matters

Election of Officers

4. Pursuant to Rule 15 of the Rules of Procedure of the Executive Committee, the Committee elected the following Member States to serve as officers for the period from September 2020 to September 2021 (Decision CE167[D1]):

President: Costa Rica (Ms. Adriana Salazar González)

Vice President: Haiti (Dr. Jean Patrick Alfred)

Rapporteur: Ecuador (Mr. Fernando R. Jácome Gavilánez)

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

Adoption of the Agenda (Document CE167/1)

6. Pursuant to Rule 9 of its Rules of Procedure, the Committee adopted, without change, the provisional agenda prepared by the Director (Decision CE167[D2]).

Committee Matters***Election of Two Members to the Subcommittee on Program, Budget, and Administration***

7. Pursuant to Rule 45 of its Rules of Procedure, the Committee elected Barbados and Mexico to serve on the Subcommittee on Program, Budget, and Administration on the expiration of the periods of office of Belize and Peru on the Executive Committee. The Committee expressed appreciation to the outgoing members of the Committee for their service (Decision CE167[D3]).

Engagement with non-State Actors (Document CE167/2)

8. Dr. Heidi Jiménez (Legal Counsel, PASB) recalled that the Framework of Engagement with non-State Actors (FENSA) had been adopted by the World Health Assembly in May 2016 and by the Directing Council of the Pan American Health Organization (PAHO) in September 2016, noting that the Directing Council had asked the Director to report to the Executive Committee each year on the Bureau's implementation of the Framework. She informed the Committee that, as requested by the PAHO Member States, the Bureau continued to cooperate closely with the WHO Secretariat on the implementation of FENSA, while always taking into account PAHO's Constitution and legal status. The Bureau's focal point for FENSA kept staff updated on applicable procedures, conducted staff training and briefings, and frequently provided guidance and support during the initial stages of potential engagement with non-State actors. During 2019, the Bureau had conducted over 200 due diligence and risk assessments of non-State actors and hundreds of simplified reviews of low-risk engagements. Some examples were included in Document CE167/2.

9. Dr. Jiménez emphasized that the Bureau recognized the value and benefits of working with non-State actors and their contributions to public health and to the fulfillment of PAHO's mission. She pointed out that PAHO had a long history of collaboration with non-State actors which pre-dated FENSA. Its engagement with non-State actors took various forms, including participating in one another's meetings, conducting advocacy, exchanging information, and working together on technical cooperation activities, all in an effort to benefit PAHO Member States.

10. In the discussion that followed, it was noted that the Bureau had introduced a streamlined due diligence and risk assessment process as part of the response to the COVID-19 pandemic. While the need for flexibility and innovation in the face of the pandemic was acknowledged, it was emphasized that PAHO's integrity and independence must be preserved. It was also noted that resource constraints remained an issue in relation to the implementation of FENSA, and the Bureau was asked to comment on what was being done to address that situation. Attention was drawn to the need to establish mechanisms to

facilitate training of staff and ensure that cooperation with non-State actors was cost-effective and beneficial. The Bureau was also asked to comment on the potential regional implications of the initial evaluation of FENSA commissioned by WHO in 2019 and on what steps the Bureau intended to take with regard to the findings.

11. Dr. Jiménez explained that the WHO Secretariat had only recently completed its review of the FENSA evaluation and that the Bureau expected to receive the WHO Secretariat's report on the evaluation in January 2021, at which time it would determine whether any of PAHO's mechanisms needed to be adjusted. She added that the Bureau had submitted reports and comments on WHO's evaluation work.

12. The Director said that the Bureau had striven to balance risk management with ensuring that non-State actors could participate meaningfully in the Organization. It carried out strict assessments of such actors and had been proactive in engaging with those that met the criteria for engagement under FENSA. The Bureau looked forward to reviewing the WHO evaluation recommendations and looking at how they might be applied to improve the implementation of the Framework in PAHO.

13. The Committee took note of the report.

Non-State Actors in Official Relations with PAHO (Document CE167/3)

14. Mr. Alberto Kleiman (Director, Department of External Relations, Partnerships, and Resource Mobilization, PASB) introduced the document on this item, noting that under FENSA the Director was to report annually to the Executive Committee, through the Subcommittee on Program, Budget, and Administration (SPBA), on the non-State actors in official relations with PAHO. Ordinarily, the SPBA, after reviewing relevant documentation, would make recommendations to the Committee regarding the admission of new non-State actors seeking to enter into official relations with the Organization and the continuation of relations with organizations already in official relations. However, as the 14th Session of the SPBA had been cancelled due to the COVID-19 pandemic, it fell to the Executive Committee to consider applications for admission into official relations from three non-State actors and to review collaboration with eight non-State actors and decide whether to maintain official relations with them. Mr. Kleiman reported that all of the latter had submitted the necessary documentation and developed their 2020-2022 work plans and that the Bureau recommended the continuation of official relations with all of them.

15. The Executive Committee held a closed meeting in order to consider the information provided by the Bureau on each non-State actor being considered for admission into official relations and for continuation of official relations. Having reviewed that information, the Executive Committee decided to admit the following three non-State actors into official relations with PAHO: American Heart Association, Basic Health International, and Global Oncology.

16. The Executive Committee also decided to approve the continuation of official relations between PAHO and the following non-State actors: American Public Health Association, American Society for Microbiology, Inter-American Association of Sanitary

and Environmental Engineering, March of Dimes, Pan American Federation of Associations of Medical Schools, Pan American Federation of Nursing Professionals, United States Pharmacopeial Convention, and World Association for Sexual Health.

17. The Committee adopted Resolution CE167.R1, confirming the above-mentioned decisions.

Annual Report of the Ethics Office for 2019 (Document CE167/4)

18. Mr. Philip MacMillan (Manager, Ethics Office, PASB) introduced the annual report of the Ethics Office, observing that the Office played a key role in promoting a culture of integrity, transparency, and trust. He reported that in 2019 the Office had received 211 consultations from personnel, a record number for any one year and an increase of 37% with respect to 2018. In his view, the upward trend indicated an increased willingness on the part of PASB personnel to seek guidance on ethical matters and confidence in the quality of the advice provided. Among other activities, the Office had conducted training sessions on proper ethical behavior, conflicts of interest, fraud prevention and detection, whistleblower protection, and personal and sexual harassment. More than 1,200 staff had now completed the United Nations mandatory course on Prevention of Harassment, Sexual Harassment, and Abuse of Authority in the Workplace.

19. With regard to policies, Mr. MacMillan reported that the new comprehensive anti-fraud and corruption policy had been completed in 2019 and was in the final stages of internal review. Next on the agenda of the Ethics Office would be to review the Organization's whistleblower policy, draft a more modern code of ethical principles and conduct, and implement an action plan to address sexual harassment in the workplace. The action plan would focus on providing mandatory regular training, fostering a safe and open environment where personnel could report incidents without fear of retaliation, and revising the Organization's policy on preventing harassment in the workplace.

20. In the discussion that followed, the role of the Ethics Office in promoting a culture of ethics at PAHO was recognized. It was pointed out, however, that several recurring issues were raised in the report, such as conflicts of interest and the employment of family members. The Bureau was urged to implement the recommendations already provided in that regard, and the Ethics Office was encouraged to continue to raise awareness of policies on ethical behavior. An update was requested on the current status of the anti-fraud and corruption policy and the efforts that were planned by the Ethics Office to increase fraud awareness among staff.

21. A delegate inquired whether the 211 consultations received by the Ethics Office included multiple requests for guidance from single individuals and, if so, whether the Ethics Office had identified any trends that could be addressed through staff training or outreach. He noted that a claim of retaliation by a supervisor that had been submitted and requested more information, including about how that complaint had been dealt with by the Ethics Office and what action had been taken by the Investigations Office.

22. Another delegate noted that the Ethics Office had curtailed travel to PAHO/WHO representative offices (PWRs) owing to PAHO's financial situation in 2019. He encouraged the Ethics Office to make use of virtual means to provide training sessions and one-on-one meetings for field personnel. He also encouraged the Bureau to strengthen the curriculum on its iLearn platform, in particular to address ethical issues related to teleworking, which had increased due to the COVID-19 pandemic.

23. Mr. MacMillan replied that the Ethics Office's training programs were interactive—based on role-playing and storytelling—and were therefore more effective when delivered in person. However, in the current context of the pandemic and the concurrent rise in remote working, the Ethics Office was now reformatting its training for virtual platforms. As to the anti-fraud and corruption policy, he noted that it was in the final stages of review and due to be released imminently, adding that the policy would be backed by an awareness-raising program.

24. Concerning the 211 consultations, he reported that the vast majority had been submitted by different staff members, both at Headquarters and PWRs, although it was possible that one or two might have been multiple requests from the same individuals. He added that, in general, the trend pointed to an increasing willingness by staff to consult the Office in order to ensure that their actions were in line with ethical standards, which was a trend to be encouraged. He also pointed out that the transfer of the investigative function of the Ethics Office to the Investigations Office had freed the Ethics Office to focus on its core mandate of guiding and protecting staff.

25. With regard to the complaint of retaliation, he explained that the matter concerned a staff member who had sought advice from the Ethics Office about an interpersonal conflict with a supervisor. As a result of that consultation, the staff member had allegedly received an unfavorable performance evaluation. The case had prompted the Office to consider expanding its retaliation policy, which currently protected those persons who had reported misconduct or cooperated in an investigation but not those who had consultations with the Ethics Office or the Ombudsman. The case in question had largely been handled by the Ethics Office, but had later been referred to the Investigations Office. He noted that measures were being taken to define more clearly the division of roles of the Investigations Office and the Ethics Office when it came to dealing with complaints of retaliation.

26. The Director affirmed that, since the investigative function had been transferred to the Investigations Office in 2019, the Ethics Office was now able to focus on its core mandate of fostering a respectful working environment, providing guidance to staff, and expanding its training and awareness-raising programs. She noted that there had been a significant increase in requests for guidance by staff following in-country visits by the Ethics Office and the Ombudsman. That was a welcome development, and the Executive Management would continue to encourage staff to attend training and avail themselves of the services provided by the Ethics Office.

27. The Executive Committee took note of the report.

Annual Report of the Investigations Office for 2019 (Document CE167/5)

28. Mr. Alexander Lim (Chief Investigator, Investigations Office, PASB) explained that the Investigations Office, which was functionally independent, conducted administrative fact-finding investigations into allegations of wrongdoing involving PASB personnel or concerning activities contracted or financed by PAHO. In 2019, the Investigations Office had reviewed 68 reports of alleged wrongdoing, closing 58 of them and carrying the remaining 10 forward to the following year. In its capacity as the secretariat of the Standing Committee on Asset Protection and Loss Prevention (APLP), the Investigations Office had received 32 reports of fraud, theft, damage, and loss of PAHO assets and equipment, amounting to a net loss of \$65,866¹ to the Organization. More than half of that amount—\$39,130—stemmed from six cases of alleged fraud by PAHO staff members, most of which were related to a single case of health insurance fraud.

29. During the course of its investigations, the Office often found issues or trends worth bringing to the attention of the Bureau’s Executive Management, which it did through observation letters. In 2019, one such letter had been issued to point out a possible loophole in travel entitlement rules. During the reporting period, the Office had also carried out awareness-raising activities involving more than 400 personnel. No allegations of sexual harassment had been reported in 2019, which might indicate the need for further awareness-raising, in particular in country offices.

30. In the ensuing discussion, delegates welcomed the detailed report of the Investigations Office, noting with satisfaction that increasing numbers of staff were demonstrating confidence in the Office by reporting suspected wrongdoing. The level of alleged fraud by staff was highlighted as a cause for concern, with one delegate calling on the Bureau to take firm measures to discourage such behavior. Another delegate suggested that, in future reports, the number of complaints or requests for support should be disaggregated by the category of staff involved. A third delegate sought clarification on the number of reports of alleged fraud received by the Investigations Office, given that 15 were mentioned in paragraph 21, while another 32 were referred to in paragraph 26 of annual report of the Ethics Office. He noted that 14 reports of alleged wrongdoing were categorized as “miscellaneous” and requested further information in that regard.

31. Concern was expressed at the possible underreporting of sexual harassment or sexual exploitation in the Bureau. A delegate noted that, according to the 2018 United Nations “Safe Space: Survey on Sexual Harassment” report, 36% of respondents had experienced sexual harassment in the past two years. She urged the Director to ensure that the relevant recommendations of the External Auditor were implemented, in particular recommendation 16, which called on the Bureau to ensure that a culture of zero tolerance was clearly communicated by senior management.² In a similar vein, another delegate wished to know what steps were being taken to enforce mandatory training on sexual harassment and

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

² See the Financial Report of the Director and Report of the External Auditor for 2019. *Official Document 360* (2020).

implement compulsory performance evaluations in order to ensure accountability. The same delegate voiced concerns about the limited resources of the Investigations Office and recommended that the Office review the recent report of the Joint Inspection Unit of the United Nations system on the progress made in strengthening the investigation function.³

32. Mr. Lim explained that the 32 reports mentioned in paragraph 26 concerned the loss of laptops or other valuable equipment; those cases, which had been dealt with by the Standing Committee on Asset Protection and Loss Prevention, had resulted in the net loss to the Organization of \$65,866. Six of those cases had been investigated for alleged fraud, most notably the case of health insurance fraud. He clarified that so-called miscellaneous reports of alleged wrongdoing were those that did not necessarily pertain to investigative matters; in some cases, they did not even relate to the Organization, since the Investigations Office's helpline was also open to the general public. Although the Investigations Office did not have any jurisdiction to investigate such cases, it often provided guidance or made referrals. He affirmed that more information about miscellaneous items would be included in future reports. Lastly, he noted that the Investigations Office was aware of the Joint Inspection Unit's report and intended to use it as a guide during the planned update of its investigations protocol.

33. The Director underscored her commitment to embedding a zero-tolerance approach to sexual harassment in the Organization, recalling that one of her first actions as Director had concerned a case of sexual harassment that had long been pending. She recognized, however, the need for more awareness-raising and training to prevent both sexual harassment and fraud. She highlighted the fact that, as a result of the separation of the functions of the Ethics Office and the Investigations Office, the latter had been able to deal with more cases in a timely manner, had increased the number of investigations completed annually, and had more time to conduct training and awareness-raising. She also welcomed the increase in the number of staff reporting alleged wrongdoing to the Investigations Office, which she took as a sign that the Bureau was building a culture of trust, accountability, and respect. Lastly, she pointed out that the Investigations Office currently had two full-time investigators plus support staff, adding that the need for further resources would have to be weighed against the volume of work and the costs associated with an increased workforce.

34. The Executive Committee took note of the report.

Report of the Audit Committee of PAHO (Document CE167/6)

35. Mr. Martin Guozden (Chair, PAHO Audit Committee) reported that the Audit Committee had met once during the reporting period, in December 2019. Its April 2020 session had been cancelled owing to the circumstances surrounding the COVID-19 pandemic. After reviewing the history and functions of the Audit Committee, Mr. Guozden outlined the topics examined and summarized the recommendations made by the Audit Committee during the reporting period. He expressed thanks to the Director and the Bureau

³ Review of the state of the investigation function: progress made in the United Nations system organizations in strengthening the investigation function. Document JIU/REP/2020/1 (2020).

staff, and also to the External Auditor, for their cooperation and support in the work of the Audit Committee.

36. He reported that the Audit Committee had made three recommendations during its 19th Session in December 2019, one concerning the PASB Management Information System (PMIS) and two relating to the Office of Internal Oversight and Evaluation Services (IES).⁴ With regard to the former, after receiving an update from the Bureau on the status of the PMIS roadmap and on the progress made towards addressing previous recommendations concerning PMIS, the Audit Committee had closed one of the open recommendations and had recommended that the redesign of financial data models should be considered as a priority and applied in all financial reports, including those used in daily operations.

37. With regard to IES, the Audit Committee had closed one earlier recommendation after hearing an explanation from the Auditor General regarding the methodology for the selection of country offices to be audited and subjects for thematic audits. The Audit Committee recommended that the IES should conduct an interim internal audit quality assessment as required by the International Professional Practices Framework of the Institute of Internal Auditors and should update its Charter to reflect its changed mandate regarding evaluation. In relation to the latter, Mr. Guozden noted that the Audit Committee had been informed that the evaluation function was being transferred to the Department of Planning and Budget, the aim being to ensure that evaluation was included in the Bureau's planning cycle and to enable the Bureau to utilize the findings of future evaluations in an active manner.

38. The Audit Committee had also discussed the topics of information technology (IT) security, investigation, and program and budget performance monitoring assessment. Mr. Guozden pointed out that the issue of IT security had taken on increasing importance in the context of remote working during the pandemic.

39. In conclusion, Mr. Guozden reported that the Audit Committee had reviewed the actions taken on its previous recommendations and had found that, the Bureau was implementing the recommendations. Regarding future work, at its 20th Session in November 2020, the Committee planned to focus on internal controls and internal audit, ethics and integrity, project evaluation, governance and risk management, financial reports and external audit, and the Organization's planning and budgeting.

40. In the Executive Committee's discussion of the report, Committee members recognized the contribution of the Audit Committee to strengthening governance, transparency, and accountability and expressed support for its recommendations. Particular support was voiced for the Audit Committee's recommendations and suggestions concerning risk assessment and management, internal control, cybersecurity, travel expenditures, and

⁴ As of 16 July 2020, the Office of Internal Oversight and Evaluation Services (IES) was renamed the Office of Internal Audit (OIA) given that the Evaluation function previously assigned to IES was transferred to the Department of Planning and Budget (PBU).

fraud. It was considered essential to strengthen risk management and internal control in order to protect the Organization from financial, legal, and reputational risks.

41. The Bureau was asked to indicate what steps were being taken to address the concerns raised by the Audit Committee in relation to the Organization's travel policy and travel expenditures and to automate financial and program performance monitoring processes that were still being carried out manually. It was also asked to explain how the independence of the evaluation function would be maintained following the transfer of that function to the Department of Planning and Budget. The Bureau was encouraged to issue its anti-fraud policy and provide fraud awareness training to staff throughout the Organization. It was considered essential to have procedures and personnel in place to address complaints, particularly of sexual harassment, in a swift, effective, and professional manner. A delegate requested further information on the pending payments and the lawsuit relating to the Mais Médicos project.

42. It was noted that the Audit Committee intended to propose revisions to its terms of reference, and the Audit Committee was encouraged to review the United Nations Joint Inspection Unit report on audit and oversight committees⁵ when considering those revisions. Mr. Guozden was asked to comment on the Audit Committee's involvement in supporting the implementation of the recommendations of the External Auditor concerning the development of a methodology to monitor actual costs, savings, and revenues against the business case for the purchase of the building located at 2121 Virginia Avenue, the simplification of the Organization's financial statements to provide strategic information to the Governing Bodies, and the review of the real estate condition survey to assess risks, future costs, and lessons learned from ways of working during the pandemic and the possible impacts on demand for office space.

43. Mr. Guozden explained that the Audit Committee normally reviewed and discussed the recommendations of the External Auditor during its April session. It had been unable to do so in April 2020, as that session had been cancelled, but the Audit Committee planned to discuss the External Auditor's recommendations at its upcoming November session. With regard to risk analysis and management, he noted that the Audit Committee would receive an update during its November session on the Bureau's implementation of the recommendations made. It would also receive a report on the transfer of the evaluation function to the Department of Planning and Budget. In that connection, he noted that the Audit Committee shared the Executive Committee's concern about the independence of the evaluation function.

44. Regarding the anti-fraud policy, Mr. Guozden clarified that the Audit Committee's approach was to look first at the Organization's policy and then to review the protocol that the Bureau was following in implementing the policy. The same approach was applied in the Audit Committee's work in relation to other issues, such as travel expenditure and

⁵ Joint Inspection Unit. Review of audit and oversight committees in the United Nations system. Document JIU/REP/2019/6 (2019).

investigations. With respect to the revision of the Committee's terms of reference, he pointed out that any changes must be initiated and approved by the Governing Bodies.

45. Mr. Gerald Anderson (Director of Administration, PASB) said that the Bureau had taken action on numerous recommendations since the 19th Session of the Audit Committee in November 2019 and would be submitting updated information to the Audit Committee during its 20th Session in November 2020. He reported that all but one of the five recommendations made in connection with the 2019 internal audit of travel expenditures had been implemented and that the fifth was in the final stages of policy review. During 2020, the Bureau had implemented phase 1 of a project aimed at automating the production of financial statements. The second and final phase would be completed in 2021. The questionnaire for the most recent program management review exercise had also been automated, which had significantly reduced the manual effort associated with that exercise. The Bureau would continue to improve the level of automation in 2021. A recent review of internal controls in the country office in Haiti had verified that all related audit recommendations had been implemented. Responding to the comments on the purchase of the Virginia Avenue building, Mr. Anderson said that information on the impact of that purchase would be reported to Member States as part of the annual report on the Master Capital Investment Fund submitted to the Subcommittee on Program, Budget, and Administration.

46. Dr. Heidi Jiménez (Legal Counsel, PASB) recalled that the Bureau had informed the Audit Committee twice a year on the status of the Mais Médicos project since its inception in 2013. The Bureau continued to closely monitor the status of all outstanding payables for the project and was currently negotiating directly with the Member States involved in its implementation. Regarding the lawsuit, she noted that it was a civil action filed in United States in December 2018, after the project and PAHO's participation therein had concluded. Since the matter was ongoing, she was not at liberty to present details. However, she assured the Committee that the Bureau continued to actively defend the case and would continue to inform Member States and the Audit Committee on its status as necessary.

47. The Director expressed thanks to the Audit Committee for its invaluable work in ensuring good oversight and responsible management of resources. She assured the Executive Committee that the Bureau took the recommendations of the various oversight bodies seriously and would continue to ensure that all recommendations were addressed.

48. Concerning the comments on evaluation, she noted that there were two levels: evaluation as part of the planning cycle and evaluation as part of independent oversight processes. She explained that the need for an evaluation was generally identified during the program implementation monitoring exercises conducted twice yearly. Under the existing approach, it was the entity responsible for the program that was responsible for organizing and managing the evaluation, although it received guidance and recommendations concerning possible evaluators from IES. When the evaluation was complete, IES would extract lessons learned and make them available online. The Bureau believed that approach was not having sufficient impact on the program and entity evaluated. By bringing the evaluation function under the Department of Planning and Budget, the Bureau considered

that it could maintain the same independence but ensure that the evaluation findings were taken into account in the planning cycle and acted upon in a timely manner, thus enabling programs and the entities responsible for them to deliver more effectively and efficiently on their priorities.

49. The Committee took note of the report.

Appointment of the Award Committee for the PAHO Award for Health Services Management and Leadership 2021 (Document CE167/7)

50. Dr. James Fitzgerald (Director, Department of Health Systems and Services, PASB) recalled that the annual PAHO Award for Health Services Management and Leadership was conferred on a candidate who had made a significant contribution in his/her home country and/or throughout the Region of the Americas. He noted that the Award had not been conferred in 2020 owing to the circumstances presented by the COVID-19 pandemic.

51. According to procedures adopted during the Executive Committee at its 158th Session in 2016, the Award Committee was to be selected each year during the first session held by the Executive Committee following the election of new Members by the Directing Council. The Award Committee was to consist of the President of the Executive Committee and a representative and alternate from each subregion. For the award to be conferred in 2021, the Director proposed to include the four nominations received in 2020 to the list of candidates for the 2021 Award and to invite Member States to submit further nominations beginning in November 2020. The deadline for receipt of nominations would be 31 March 2021. Copies of the documentation submitted on candidates would be forwarded to members of the Award Committee no fewer than 45 days before the date of the opening of the 168th Session of the Executive Committee in June. The Award Committee would then meet to consider the information on the candidates nominated and would submit its recommendation to the Executive Committee at its 168th Session.

52. The President of the Executive Committee said that, in the light of the fact that the Award Committee had not met in 2020, it was proposed that the members appointed at the Committee's 165th Session, Barbados, Costa Rica, and the United States of America, should continue to serve on the Award Committee as principal delegates, and that two new members, Brazil and Ecuador, should be appointed to serve as alternates, since the alternates appointed in 2019, Belize and Peru, were no longer Members of the Executive Committee.

53. The Executive Committee reappointed Barbados, Costa Rica, and the United States of America as members and appointed Brazil and Ecuador as alternate members of the Award Committee for the PAHO Award for Health Services Management and Leadership 2021 (Decision CE167[D4]).

Administrative and Financial Matters***Report of the Office of Internal Oversight and Evaluation Services for 2019 (Document CE167/8)***

54. Mr. David O'Regan (Auditor General, Office of Internal Audit, PASB), presented the report, which summarized the work undertaken by the Office of Internal Oversight and Evaluation Services (IES) in 2019, outlined its main findings, and set out its overall opinion on the Bureau's internal control environment. He noted that, as detailed in paragraphs 41 to 45, the overall opinion of the Office of Internal Audit (OIA) was that the internal control framework was satisfactory to meet the needs of the Organization. There was, however, scope for further improvement of the second line of defense—the monitoring of internal controls by management—in particular through the enhanced analytical capabilities of the Workday system.

55. Among the main activities of the Office of Internal Audit in 2019, Mr. O'Regan reported OIA had undertaken seven internal audits—three thematic audits at PAHO Headquarters and four country-level audits in Brazil, Ecuador, Honduras, and Trinidad and Tobago—none of which had been rated as unsatisfactory. OIA had also continued to provide advice to management by participating in various working committees and groups and had supplied ad hoc advice to the Director of PASB on emerging risks.

56. At the request of Member States, the report included information on internal audit recommendations that had been pending implementation for more than two years. He noted that, as of December 2019, two such recommendations remained pending. Overall, the implementation rate of audit recommendations was 88%, which was consistent with previous years and comparable with that of other international organizations. Lastly, Mr. O'Regan pointed out that a decision had been made at the end of 2019 to transfer the evaluation function from OIA to the Department of Planning and Budget in order to link it more closely with the planning cycle as previously presented in this report .

57. In the discussion that followed, delegates commended the work of the Office of Internal Audit, welcomed the absence of unsatisfactory internal audit findings, and voiced support for the internal audit recommendations. The Director was requested to provide an update on the status of the two pending priority recommendations and the reasons for the delay in their implementation. The Bureau was encouraged to implement the internal audit recommendations in a timely manner, particularly those relating to the authorization of duty travel and the centralization of IT asset procurement, which could generate cost-savings for the Organization.

58. Concern was voiced about the potential security risks created when PAHO personnel elected to stay in non-standard accommodation while on duty travel, presumably in order to retain a larger portion of their per diem allowance. A delegate emphasized the need to review the relevant rules and prioritize the OIA recommendation intended to address that issue. Another suggested that travelers should be reimbursed the actual cost of hotel accommodation.

59. The Bureau was urged to take measures to improve transparency in procurement transactions and in the hiring of consultants, including by reducing the practice of employing retirees on consulting contracts. It was also encouraged to ensure that robust risk management and compliance measures were in place in PAHO Country Offices. The views OIA on the transfer of its evaluation functions to the Department of Planning and Budget were sought.

60. In response, Mr. O'Regan emphasized that OIA had made a number of recommendations concerning duty travel, all of which had been closed, as the Office had received satisfactory evidence of implementation. He noted, however, that duty travel had been reduced almost to nil in recent months as a result of the financial constraints on the Bureau and the circumstances presented by the COVID-19 pandemic. Once travel returned to normal, OIA intended to assess the situation again to ensure that implementation of those recommendations was maintained.

61. As far as the transfer of the evaluation function was concerned, he pointed out that, while it was unconventional to locate that function outside an internal oversight office, it was not unheard of, including in the United Nations system. The key consideration was the maintenance of the function's independence and objectivity, which could be achieved wherever it was ultimately positioned, provided that the appropriate framework was in place. With regard to the implementation of recommendations, he noted that OIA followed up on its recommendations three times a year. The Director herself chaired annual meetings to discuss each pending recommendation and encourage their speedy implementation. From an internal audit perspective, he considered that follow-up on recommendations was effective, regular, and benefited from the supportive tone set by the Bureau's Executive Management.

62. Mr. Gerald Anderson (Director of Administration, PASB) added that several measures had been taken with regard to staff travel. The first measure had been to require that any travel request submitted outside the set time frame must be approved by a member of the Executive Management, a step that had been successfully implemented prior to the pandemic and had improved compliance. Another measure had been to contract with a global travel agency through which hotels would be booked and paid for by the Bureau, rather than reimbursing travelers. That measure would facilitate cost-savings and ensure that the accommodation safety requirements were respected.

63. Turning to the issue of risk management, he explained that a working group, composed of various stakeholders, including the Risk Management Advisor, had been formed to establish an automated project management workflow, which would incorporate a mandatory risk assessment component. A number of measures were also being taken to improve the Organization's Enterprise Risk Management Program, such as updating the risk register for each biennium. The current version of the risk register included mandatory risk mitigation plans and monitoring of their implementation. In addition, steps had been taken to develop capacity with regard to risk assessment and risk tolerance.

64. The Director expressed her gratitude for the work of the Office of Internal Audit and the advice of the Auditor General. She pointed out that over the past five years the Bureau

had made significant advances in terms of risk management. Executive Management met annually to identify the 10 highest risks to the Organization and followed up regularly to share progress and identify any risk mitigation measures to be taken. On the issue of the two outstanding audit recommendations, she confirmed that both would be implemented by the end of 2020.

65. The Executive Committee took note of the report.

Personnel Matters

PASB Human Resources Management (Document CE167/9)

66. Dr. Luz Marina Barillas (Director, Department of Human Resources Management, PASB) introduced the report on human resources management, which described the actions taken to implement the Bureau's human resources strategy, known as the "People Strategy," during 2019. She reported that an advisory committee had been established in 2019 to analyze the Strategy and identify needed revisions in order to support the implementation of PAHO's Strategic Plan 2020-2025. Outlining the content of the report, she noted that it described the staffing reviews conducted in the country offices in Barbados, Brazil, and Guatemala and the human resources planning exercise undertaken for the 2020-2021 biennium—an exercise that had been especially relevant in the light of the anticipated financial situation for the biennium. Among the initiatives carried out in the area of staff development, she highlighted the merging of management, leadership, and coaching programs into a comprehensive program aimed at building the capacity of current and emerging PASB leaders.

67. Dr. Barillas also reported that the Bureau had adopted the WHO competency model, which would serve as the basis for competency-based human resources management. In the first quarter of 2019, a personnel engagement survey had been conducted. The results had been shared with all staff and managers and would serve as the basis for developing an action plan for each department and office. In order to further efforts to foster a working environment conducive to staff well-being, the policy on telework had been reviewed and mental health counselling had been offered to support staff during the time of financial uncertainty that the Organization was experiencing. All human resources records had been digitized and moved to cloud-based storage, which had enabled the Bureau to continue to provide services to staff working remotely during the pandemic.

68. She concluded by noting that the last part of the document described the administrative and disciplinary measures taken in cases of staff misconduct and that the annex presented staffing statistics.

69. In the Executive Committee's discussion of the report, delegates welcomed the efforts to adjust the People Strategy to better support the implementation of the Strategic Plan and to transform organizational processes, policies, and culture in order to ensure that PAHO was fit for purpose. The Bureau was asked to provide more information on the recommendations made by the Advisory Committee on the Implementation of the People Strategy and on the findings of the review of the policy and procedure for the hiring

of consultants. Additional information was also requested on the status of the geographic mobility policy and efforts to encourage mobility between PAHO Headquarters and field offices. The Bureau was encouraged to adopt more rigorous and transparent processes for the recruitment of non-staff personnel and to make needed changes in recruitment practices so as to reduce reliance on the rehiring of retirees.

70. It was emphasized that staff were the Organization's most important asset, and the need for a robust succession plan was underscored. Such a plan was considered critical to ensure the preservation of existing capacity and institutional memory when staff retired. Several delegates drew attention to the need for continued effort to achieve gender parity, especially at the higher levels of the professional category. The Bureau was encouraged to implement the recommendations of the External Auditor with regard to human resources management, in particular those relating to strategic planning, recruitment and hiring, training, and performance evaluation. The Bureau was also urged to take action to ensure compliance with mandatory training requirements, especially in relation to issues such as harassment, for which there should be zero tolerance. Information was requested on what action would be taken on the External Auditor's recommendations concerning strengthening of governance relating to human resources through more comprehensive and clear reporting to Member States and through the development of human resources management information and cost data using PMIS functionality.

71. Dr. Barillas explained that, in response to the recommendations of the Advisory Committee and the External Auditor, a series of actions and remedial measures had been proposed to adapt the People Strategy to the Organization's budgetary reality and to current and future technical cooperation priorities. Among other actions, the Bureau would conduct an assessment of staff abilities and competencies with a view to identifying learning gaps and training needs and drawing up a learning plan. The Bureau would also take steps to strengthen human resources planning, not only to ensure that the staff composition was aligned with the Organization's needs, but also as the basis for succession planning. In relation to the latter, she pointed out that the Bureau had been working on succession planning for a couple of bienniums as part of the overall human resources planning process, during which the Bureau identified staff approaching retirement age and determined which of those staff would need to be replaced and whether any change in the post profile was required.

72. The Bureau also planned to put in place an accountability framework to ensure that all managers applied good human resources practices, including regular performance evaluations and monitoring of staff participation in mandatory training courses. With regard to the hiring of consultants, Dr. Barillas reported that a policy had been developed and was in the process of being approved. As to measures envisaged to improve reporting to Member States on human resources, she commented that the Bureau planned to carry out a comparative evaluation of the methods of reporting metrics used by other organizations in the United Nations system. Concerning gender parity, she said that the revision of the People Strategy would include the identification of initiatives to advance both gender equity and gender parity. She noted that the Bureau had already implemented policies that were

conducive to the recruitment and employment of women, including teleworking arrangements and comprehensive policies on maternity and paternity leave.

73. The Director affirmed that the Bureau had launched an organizational development initiative, as part of which it was looking at a number of issues related to human resources management, including the adjustments needed to enable the staff to deliver on the Strategic Plan and the reprofiling required to ensure that PAHO remained fit for purpose. The Bureau was aware that it was essential to have a workforce that was knowledgeable, experienced, and well prepared and to create a working environment in which staff could function at their highest capacity.

74. With regard to gender parity, she noted that the Bureau had identified a need to provide staff at the P4 level with managerial training and the opportunity to engage in more managerial functions in order to prepare them to apply for P5 positions, including PAHO/WHO representative posts. The Bureau was working with the United Nations System Staff College to provide such training, and it had also consulted the PAHO/WHO Staff Association about what needed to be done to enable more women to be represented at the P6, D1, and D2 levels. She pointed out, however, that the number of posts at those levels was limited.

75. She explained that, as a consequence of the hiring freeze put in place in response to the financial constraints that the Organization had faced, the Bureau had been unable to fill some fixed-term positions and therefore had to rely more heavily on contingent staff, particularly consultants. Nevertheless, the Bureau had taken measures to reduce the number of consultants over time.

76. The Committee took note of the report.

Statement by the Representative of the PAHO/WHO Staff Association (Document CE167/10)

77. Ms. Pilar Vidal (Representative of the PAHO/WHO Staff Association) began her statement by expressing condolences to all families who had lost a loved one to COVID-19 and paying tribute to all the frontline workers who had maintained essential activities during the pandemic in all countries of the Region of the Americas and worldwide. She reaffirmed the commitment of the Bureau's staff to the mission of the Organization and stressed that the staff were focused on service to Member States, noting that they had reoriented their efforts both to support the COVID-19 emergency response and to continue delivering technical cooperation virtually.

78. Although the unprecedented financial challenges that the Bureau had faced had been alleviated by Member States' efforts to pay their assessed contributions, in the Staff Association's view, the crisis had not been fully resolved. The Staff Association believed it was necessary to seek opportunities to rationalize expenses and modernize work processes. At the same time, it would strive to guard against any erosion of working conditions. Ms. Vidal pointed out that PAHO could not have achieved its reputation as the leading public health agency in the Region without its staff, who brought a wealth of knowledge and

experience to serve Member States. She called on Member States to preserve the Bureau's capacities and ensure that the Organization would emerge strengthened from the current crisis so that it could continue to respond to current and future demands.

79. Noting that the Staff Association was participating in the Bureau's organizational development initiative, she said that the Staff Association concurred with the External Auditor's recommendations on the importance of improving transparency and accountability in the hiring of consultants and other short-term staff. The Staff Association also believed that the Organization's commitment to gender parity and diversity should be reinforced in the revision of the People Strategy. She added that the Staff Association considered it important to implement a competency-based professional development model, promote the development of managerial and leadership competencies, and implement a mental health strategy or program for staff that would foster greater well-being and enhance staff motivation and commitment.

80. In the ensuing discussion, Executive Committee Members affirmed that human resources were the most precious resource of any organization and expressed appreciation for the staff's unstinting dedication to the Organization's work, particularly in the context of the COVID-19 pandemic. The importance of a clear and transparent mechanism for the replacement of retiring staff was underlined, as was the need for a new approach to training, oriented towards generational replacement and transformation of the Organization to respond to the new reality created by the pandemic.

81. Ms. Vidal thanked the Executive Committee Members for their expressions of support and appreciation for the staff.

82. The Director said that she firmly believed that staff were the Organization's greatest resource. She affirmed that the Bureau's Executive Management viewed the Staff Association as an important partner and valued its members' institutional knowledge and memory. The Executive Management sought the Staff Association's comments on many matters dealt with on a daily basis and welcomed the input the Staff Association provided. She was deeply grateful to the staff for their hard work particularly during the COVID-19 pandemic and pledged that the Executive Management would continue to work with the Staff Association to ensure the staff's welfare, career development, and advancement.

83. The Committee took note of the report.

Governing Bodies Matters

Proposed Dates for Meetings of the Governing Bodies of PAHO in 2021 (Document CE167/11)

15th Session of the Subcommittee on Program, Budget, and Administration

84. The Committee decided that the 15th Session of the Subcommittee on Program, Budget, and Administration would be held from 24 to 26 March 2021 (Decision CE167[D5]).

168th Session of the Executive Committee

85. The Committee decided to hold its 168th Session from 21 to 25 June 2021 (Decision CE167[D6]).

59th Directing Council, 73rd Session of the Regional Committee of WHO for the Americas

86. The Committee decided that the 59th Directing Council, 73rd Session of the Regional Committee of WHO for the Americas, would be held from 20 to 24 September 2021 (Decision CE167[D7]).

Proposed Topics for Meetings of the Governing Bodies in 2021 (Documents CE167/12 and CE167/13)

15th Session of the Subcommittee on Program, Budget, and Administration

87. The Director introduced the list of topics proposed for discussion by the Subcommittee on Program, Budget, and Administration during its 15th Session (Document CE167/12), noting that the topics were those customarily considered by the Subcommittee.

88. In the discussion of this item, it was suggested that a report on the use of the cash flows from the Working Capital Fund should be added to the agenda, in line with Resolution CD58.R1, adopted by the 58th Directing Council. This resolution approved an increase in the authorized level of the Working Capital Fund and requested that the Director report regularly to the Governing Bodies on the manner in which cashflows from the Working Capital Fund are covered and the programmatic areas that are financed from it.

89. The Executive Committee endorsed the list of topics contained in Document CE167/12, with the addition of the report on the use of cash flows from the Working Capital Fund (Decision CE167[D8]).

168th Session of the Executive Committee

90. The Director drew attention to Document CE167/13, which listed the topics proposed for discussion by the Executive Committee during its 168th Session, together with tentative lists of topics for discussion by the Governing Bodies in 2022 and 2023. She noted that most of the proposed topics were those customarily considered by the Committee, some of which had initially been scheduled for discussion in 2020 but had been postponed due to the COVID-19 pandemic. Under program policy matters, there were a number of new topics relating to the response to the COVID-19 pandemic and the post-COVID era. She highlighted, in particular, the policy for rebuilding pharmaceutical production capacity in the Americas, the strategy and plan of action on strengthening public health functions, and the strategy and plan of action on health security. The plan of action on health, environment, and climate change was another item that was highly relevant in the current context. She pointed out that a new policy on gender equality in health had been proposed since the previous policy on this issue dated of 2006. Lastly, she noted that the plan of action on malaria elimination was being proposed following a number of setbacks in that area.

91. In the discussion that followed, several delegates voiced concern about the proliferation of strategies, plans of action, and policy documents submitted to the Governing Bodies for consideration. It was pointed out that the Strategic Plan and the Sustainable Health Agenda for the Americas provided a comprehensive mandate and that specific strategies or plans were not needed in order to deliver technical assistance. It was also pointed out that some of the proposed program policy matters were already covered by existing plans.

92. The Bureau was encouraged to reconsider the topics for the Governing Bodies in 2021 and present an agenda with a greater focus on the response to and lessons learned from the COVID-19 pandemic. A delegate pointed out the Bureau had agreed to establish a technical advisory group pursuant to a recommendation made during the 58th Directing Council and suggested that the group might be helpful in reviewing the topics to be discussed, as well as in enabling PAHO to function more effectively and efficiently.

93. Another delegate recalled that, during the 58th Directing Council, the Bureau had agreed to draw up a definition of the concept of “institutional risk” as part of the governance reform initiative relating to technical cooperation projects funded by voluntary contributions.⁶ Her delegation believed that Member States should have the opportunity to consider and contribute to that definition and therefore suggested that the information item concerning lessons learned on PAHO governance reform should become a program policy item.

94. The Director said it was true that many strategies and plans were proposed to the PASB Executive Management for which mandates from the Governing Bodies were not necessarily required. However, in some areas, the commitment of Member States was needed in order to achieve the targets set in the Strategic Plan and the biennial work plans. She affirmed that the Bureau would revisit the proposed list of topics, bearing in mind the suggestions made. She noted that the Bureau had agreed to the establishment of a technical advisory group, as had been requested, but pointed out that the responsibility for ensuring the effective functioning of PAHO lay with the Bureau’s Director and Executive Management. She was concerned that the proposal to put in place a technical advisory group might indicate that Member States felt that the Bureau’s leadership was not adequately fulfilling that responsibility.

95. The delegate who had made the comment regarding the technical advisory group clarified that the group’s aim would be to find potential ways to improve PAHO and make it more efficient. The group’s creation did not reflect any lack of confidence in the Director or the staff of the Bureau.

⁶ See Document CD58/7 and Resolution CD58.R3 (2020).

96. The Executive Committee endorsed the list of proposed topics contained in Document CE167/13; it was agreed that the Bureau would revise the list of program policy items proposed for consideration (Decision CE167[D9]).⁷

Matters for Information

PASB Management Information System (PMIS): Lessons Learned (Document CE167/INF/1)

97. Mr. Gerald Anderson (Director of Administration, PASB) introduced the report on the lessons learned from the implementation of the PMIS, noting that it covered the period from February 2015 to December 2019. He pointed out that the report included a detailed annex organized on the basis of the four core guiding principles endorsed by Member States at the time that the PMIS project was approved in 2010.⁸ He also noted that, although the report indicated that, as of the end of 2019, PAHO had not entered into any partnership arrangements with other United Nations organizations, in fact it did have formal arrangements with WHO for the processing of staff health insurance claims and the administration of recruitment processes. The Bureau and the WHO Secretariat also had an arrangement that enabled PASB staff to access the WHO intranet and vice versa. In addition, a number of PAHO/WHO country offices were participating in and utilizing services available through the United Nations business operations network. Furthermore, the Bureau was sharing lessons learned from the implementation of the PMIS with WHO and other international organizations that were considering replacing their management information systems.

98. Highlighting some of the benefits resulting from the implementation of the PMIS, Mr. Anderson noted that the number of fixed-term posts in administrative departments had decreased by 16%. He added that many of the benefits produced by the PMIS derived from the migration to a single, integrated cloud-based system that covered most administrative processes, including accounting processes. The PMIS provided a single source of data that could be accessed securely from any device anywhere. That feature had been especially effective in maintaining seamless business continuity throughout the COVID-19 pandemic. A roadmap had been established to implement a series of additional streamlining measures through the PMIS that were expected to further reduce workloads for administrative processes.

99. Mr. Anderson pointed out that the PMIS had also had benefits for Member States. For example, a recently deployed feature allowed ministries of health to access data from the PMIS relating to shipments of vaccines ordered through the Revolving Fund for Access to Vaccines. With regard to costs, he pointed out that the principal expenses associated with the introduction of any enterprise resource planning (ERP) system related to change

⁷ The list of topics was subsequently revised and presented to the Members of the Executive Committee by the Director in a note verbale sent in December 2020. The revised list of topics is attached to this report as Annex F.

⁸ See Document CD50/7 and Resolution CD50.R10 (2010).

management and staff training. However, since the PMIS allowed the continuous implementation of new features, the change management process had now been institutionalized, thereby eliminating the need for significant one-time expenditures.

100. In the discussion that followed, delegates welcomed the report and the information on the benefits derived from the implementation of the PMIS. It was pointed out, however, that the report included little information on quantification of the benefits and few details regarding the lessons learned from the System's implementation or the next steps to be taken to further improve it. Additional information was requested on lessons learned that had been identified in the 2019 external assessment of the PMIS and on the recommendations arising from that assessment.

101. The need for ongoing training of both Headquarters and PWR staff, particularly in the handling of accounting adjustments, was underscored, as was the need for attention to matters relating to cybersecurity. The Bureau was encouraged to implement the recommendations of the external evaluators, the PAHO Auditor General, and the External Auditor regarding using the PMIS to strengthen internal controls. A delegate suggested that greater use could be made of PMIS functionalities to enhance compliance in the area of human resources management.

102. Mr. Anderson, responding to the comment on quantification of benefits, said that the Bureau had developed a roadmap for the implementation of streamlining measures and had prepared an innovation assessment template that would enable it to determine how much staff time was saved as a result of any innovations introduced. The information generated as a result of those initiatives would be systematized so as to present an overall picture of the impact of PMIS efficiencies in terms of the human resources assigned to administrative processes. The Bureau would thus be able to provide a more granular assessment of the impact of the PMIS in 2021 and subsequent years.

103. The Bureau also had a detailed roadmap for implementing the recommendations arising from the 2019 external assessment of the PMIS, and many had already been implemented. A major one was the establishment of a shared services center in one of the country offices, a measure that was expected to generate cost-savings and efficiencies.

104. Concerning the use of the PMIS for compliance purposes, he noted that a compliance dashboard was already in place and that the monthly compliance certification process operated fully within the PMIS. The Bureau continued striving to add additional functionality to improve compliance processes, in line with the recommendations of the various oversight bodies.

105. Noting that the staff had been trained in how to handle accounting adjustments in the PMIS, Mr. Anderson explained that such adjustments were made when expected funding did not arrive in a timely manner and it became necessary to move expenditures from one account to another. He added that most such adjustments related to voluntary contribution grants and that it might therefore be necessary to work with donors to improve the timing of payments. In any case, the Bureau was seeking to minimize such adjustments because they had to be made manually.

106. The Director said that the Bureau would continue to explore and expand the capabilities of the PMIS for the benefit of the Organization. It would also strive to document lessons learned more explicitly. She noted that one of the lessons learned thus far was the need for continuous updating, training, and monitoring.

107. The Committee took note of the report.

PAHO Governance Reform: Internal Assessment of the Approval Process of Projects Funded by Voluntary Contributions (Document CE167/INF/2)

108. Mr. Alberto Kleiman (Director, Department of External Relations, Partnerships, and Resource Mobilization, PASB) introduced the report, pointing out that projects funded by voluntary contributions played an important role in achieving the targets set in PAHO's Strategic Plan. He also noted that the Bureau had made important progress in project and risk management, including through the establishment of a project management framework, standard operating procedures for the management of projects funded by voluntary contributions, the PAHO Enterprise Risk Management Policy, and the updated Policy on the Review Process for Voluntary Contributions and Agreements.

109. Through the Office of Internal Audit, the Bureau had undertaken an internal assessment of the approval and oversight processes for projects funded by voluntary contributions. The assessment highlighted many satisfactory structures and working practices for the approval and management of such projects and proposed six recommendations for strengthening current systems and processes. Mr. Kleiman noted that the assessment findings and recommendations were consistent with several initiatives already under way to strengthen the management of projects funded by voluntary contributions, and said that the Bureau would continue to study the recommendations and prepare a plan to operationalize relevant findings of the assessment.

110. Executive Committee Members expressed support for the recommendations put forward in the report, which, together with the recommendations made by the independent consultant⁹ and the resolution adopted by the 58th Directing Council on governance reform,¹⁰ were considered a good foundation for improving the review process for projects funded by voluntary contributions. It was felt that the implementation of the recommendations would enhance transparency and accountability in relation to voluntary contributions and projects funded by them, although it was pointed out that, to date, there had not been any information to indicate that there had been any misappropriation or misuse of funds in connection with such projects. It was stressed that, while the Bureau already had tools for more effective project management, the use of those tools should be made mandatory at all levels of the Organization in order to address the concerns raised by the External Auditor in relation to risk management. The need for a clear definition of the concept of "institutional risk" was reaffirmed (see paragraph 93 above).

⁹ See Document CD58/7, Add. I (2020).

¹⁰ Resolution CD58.R3 (2020).

111. A delegate suggested that the Bureau should seek advice and insight from Member States on operationalizing the recommendations and the resolution adopted by the 58th Directing Council in order to ensure that they were implemented effectively and in line with the concerns of Member States. Another delegate sought information on how the Bureau would implement the recommendation calling for a broader role for the Office of Investigations, particularly in light of the limited resources available to expand the Office, as noted in the report of the Audit Committee.¹¹ A third delegate pointed out that the potential need to hire additional personnel, coupled with the Organization's recent financial difficulties and the austerity measures called for by Member States, might limit the Bureau's ability to implement the recommendations.

112. The Bureau was asked to report regularly to Member States on progress achieved, lessons learned and challenges encountered in implementing the governance reform initiative. It was emphasized that the countries involved in the implementation of projects funded by voluntary contributions should be kept updated throughout the process of approval, execution, and evaluation of those projects.

113. Mr. Kleiman emphasized that the Bureau had begun work immediately after the Executive Committee adopted Resolution CE166.R9 to put in place the elements needed to fulfill the request from Member States with regard to governance reform. He explained that an internal working group met weekly to explore how to further develop and enhance the various project and risk management mechanisms. One of the group's tasks was to define the criteria for identifying which projects needed to be further analyzed in terms of risk. The group was also looking at how to improve the connection between project management and risk management and ensure that risk assessment was part of the corporate review process for all project proposals. A checklist and online tool were being developed for that purpose. The Bureau had also reviewed and updated the numerous policies related to project management in order to bring them into line with the project management framework adopted in 2018. Those policies were available on the Bureau's intranet and were known to staff, but the Bureau was seeking to make them even more visible and easier to access.

114. The Director pointed out that the Bureau had received the report on the internal assessment only recently and was therefore not in a position to provide much detail on the action to be taken on the findings. She assured the Committee that the Bureau intended to move quickly to implement the recommendations and the other actions related to governance reform and would provide additional information in 2021. She added that she personally, along with the other members of the Bureau's Executive Management, would oversee the implementation of the recommendations.

115. The Committee took note of the report.

¹¹ Document CE167/6 (2020).

Emergency Loan from the Revolving Fund for Access to Vaccines to the Regional Revolving Fund for Strategic Public Health Supplies (Document CE167/INF/3)

116. Dr. James Fitzgerald (Director, Department of Health Systems and Services, PASB) recalled that the Executive Committee had adopted Resolution CESS1.R1 during its Special Session in May 2020. The Committee had thereby authorized a short-term emergency loan of up to \$50 million from the capital account of the Revolving Fund for Access to Vaccines (the Revolving Fund) to the capital account of the Revolving Fund for Strategic Public Health Supplies (the Strategic Fund). The Bureau had requested authorization of the loan in order to meet the expected demand for COVID-19-related medical supplies to be procured through the Strategic Fund. Document CE167/INF/3 reported on the status of the emergency loan and on the actions taken to support Member States and facilitate access to critical supplies.

117. Dr. Fitzgerald noted that, as of 31 August 2020, medicines and supplies valued at a total of \$151 million had been procured on behalf of 25 Member States through the Strategic Fund, a threefold increase in the use of the Fund in comparison with 2019. The increased use of the Strategic Fund had raised the amount in its capital account to \$24 million as of 31 August. That increase, combined with effective management of the capital account, had meant that it had not been necessary to use the emergency loan. Nonetheless, the emergency loan provision was an important mechanism that would enable the Bureau to meet potential future urgent needs of Member States.

118. The Committee took note of the report.

Other Matters

119. A delegate requested that the Bureau organize a meeting on the humanitarian and health situation in Venezuela, featuring Dr. Julio Castro, health advisor to the Venezuelan National Assembly. Two delegates supported the proposal, but one delegate voiced strong opposition, pointing out that it was the Ministry of Health of Venezuela that was represented in PAHO and that any discussion of health matters in Venezuela must therefore involve the Ministry. A fourth delegate expressed support for a gathering that would allow for the expression of a plurality of views.

120. The Director said that Member States should be cautious of asking a multilateral organization to host a meeting with a single speaker representing one political group of a country within a controversial context. She pointed out that such a meeting would cause PAHO to lose credibility as an impartial and objective organization and jeopardize its ability to work with all the various groups in Venezuela for the benefit of the people. The Organization could, however, host a meeting that would allow the voices of the National Assembly and other players in Venezuela and in bordering countries to be heard. She cautioned Member States about introducing political issues into a multilateral organization that had a specific focus on health. Although she understood the reasons that had given rise to the request, she stressed that PAHO had to be able to work with every country in the

Region in order to continue improving the health and well-being of the peoples of the Americas.

121. After further discussion, it was agreed that the Bureau would organize a meeting including a variety of spokespersons to bring greater understanding of the health situation in Venezuela and neighboring countries.

Closure of the Session

122. Following the customary exchange of courtesies, the President declared the 167th Session closed.

Resolutions and Decisions

123. The following are the resolutions and decisions approved by the Executive Committee in the course of the 167th Session:

Resolutions

CE167.R1: Non-State Actors in Official Relations with PAHO

THE 167th SESSION OF THE EXECUTIVE COMMITTEE,

Having reviewed the report *Non-State Actors in Official Relations with PAHO* (Document CE167/3);

Mindful of the provisions of the *Framework of Engagement with Non-State Actors*, adopted by the 55th Directing Council through Resolution CD55.R3 (2016), which governs official relations status between the Pan American Health Organization (PAHO) and such entities,

RESOLVES:

1. To renew official relations between PAHO and the following non-State actors for a period of three years:
 - a) American Public Health Association;
 - b) American Society for Microbiology;
 - c) Inter-American Association of Sanitary and Environmental Engineering;
 - d) March of Dimes;
 - e) Pan American Federation of Associations of Medical Schools;
 - f) Pan American Federation of Nursing Professionals;
 - g) United States Pharmacopeial Convention, and

- h) World Association for Sexual Health.
- 2. To admit the following non-State actors into official relations with PAHO for a period of three years:
 - a) American Heart Association;
 - b) Basic Health International, and
 - c) Global Oncology.
- 3. To request the Director to:
 - a) advise the respective non-State actors of the decisions taken by the Executive Committee;
 - b) continue developing dynamic working relations with inter-American non-State actors of interest to the Organization in areas that fall within the program priorities that the Governing Bodies have adopted for PAHO;
 - c) continue fostering relationships between Member States and non-State actors working in the field of health.

(First meeting, 30 September 2020)

Decisions

CE167(D1): Election of Officers

Pursuant to Rule 15 of the Rules of Procedure of the Executive Committee, the Committee elected the following Member States to serve as officers for the period from September 2020 to September 2021:

President:	Costa Rica
Vice President:	Haiti
Rapporteur:	Ecuador

(First meeting, 30 September 2020)

CE167(D2): 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 CE167/1).

(First meeting, 30 September 2020)

CE167(D3): Election of Two Members to the Subcommittee on Program, Budget, and Administration

The Executive Committee elected Barbados and Mexico to serve on the Subcommittee on Program, Budget, and Administration.

(First meeting, 30 September 2020)

CE167(D4): Appointment of the Award Committee for the PAHO Award for Health Services Management and Leadership 2021

The Executive Committee appointed Barbados, Costa Rica, and the United States of America as members and Brazil and Ecuador as alternate members of the Award Committee for the PAHO Award for Health Services Management and Leadership 2021.

(First meeting, 30 September 2020)

CE167(D5): Dates of the 15th Session of the Subcommittee on Program, Budget, and Administration

The Executive Committee decided that the 15th Session of the Subcommittee on Program, Budget, and Administration would be held from 24 to 26 March 2021.

(Second meeting, 30 September 2020)

CE167(D6): Dates of the 168th Session of the Executive Committee

The Executive Committee decided that the 168th Session of the Executive Committee would be held from 21 to 25 June 2021.

(Second meeting, 30 September 2020)

CE167(D7): Dates of the 59th Directing Council, 73rd Session of the Regional Committee of WHO for the Americas

The Executive Committee decided that the 59th Directing Council, 73rd Session of the Regional Committee of WHO for the Americas, would be held from 20 to 24 September 2021.

(Second meeting, 30 September 2020)

CE167(D8): Topics for Discussion during the 15th Session of the Subcommittee on Program, Budget, and Administration

The Executive Committee endorsed the list of topics proposed for discussion by the Subcommittee on Program, Budget, and Administration (Document CE167/12), with the addition of a report on the use of cash flows from the Working Capital Fund.

(Second meeting, 30 September 2020)

CE167(D9): Topics for Discussion during the 168th Session of the Executive Committee

The Executive Committee endorsed the list of topics proposed for discussion by the Executive Committee during its 168th Session (Document CE167/13); it was agreed that the Bureau would revise the list of program policy items proposed for consideration.

(Second meeting, 30 September 2020)

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

DONE in Washington, D.C., United States of America, on this thirtieth day of September 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.

Adriana Salazar González
President of the 167th Session of the
Executive Committee
Delegate of Costa Rica

Carissa Etienne
Secretary ex officio of the
167th Session of the Executive Committee
Director of the
Pan American Sanitary Bureau

AGENDA

- 1. OPENING OF THE SESSION**
 - 2. PROCEDURAL MATTERS**
 - 2.1 Election of Officers
 - 2.2 Adoption of the Agenda
 - 3. COMMITTEE MATTERS**
 - 3.1 Election of Two Members to the Subcommittee on Program, Budget, and Administration on the Expiration of the Period of Office on the Executive Committee of Belize and Peru
 - 3.2 Engagement with non-State Actors
 - 3.3 Non-State Actors in Official Relations with PAHO
 - 3.4 Annual Report of the Ethics Office for 2019
 - 3.5 Annual Report of the Investigations Office for 2019
 - 3.6 Report of the Audit Committee of PAHO
 - 3.7 Appointment of the Award Committee for the PAHO Award for Health Services Management and Leadership 2021
 - 4. ADMINISTRATIVE AND FINANCIAL MATTERS**
 - 4.1 Report of the Office of Internal Oversight and Evaluation Services for 2019
 - 5. PERSONNEL MATTERS**
 - 5.1 PASB Human Resources Management
 - 5.2 Statement by the Representative of the PAHO/WHO Staff Association
-

6. GOVERNING BODIES MATTERS

6.1 Proposed Dates for Meetings of the Governing Bodies of PAHO in 2021:

- a) 15th Session of the Subcommittee on Program, Budget, and Administration
- b) 168th Session of the Executive Committee
- c) 59th Directing Council of PAHO, 73rd Session of the Regional Committee of WHO for the Americas

6.2 Proposed Topics for Meetings of the Governing Bodies of PAHO in 2021:

- a) 15th Session of the Subcommittee on Program, Budget, and Administration
- b) 168th Session of the Executive Committee

7. MATTERS FOR INFORMATION

7.1 PASB Management Information System (PMIS):
Lessons Learned

7.2 PAHO Governance Reform: Internal Assessment of the Approval Process of Projects Funded by Voluntary Contributions

7.3 Emergency Loan from the Revolving Fund for Access to Vaccines to the Regional Revolving Fund for Strategic Public Health Supplies

8. OTHER MATTERS

9. CLOSURE OF THE SESSION

LIST OF DOCUMENTS

Working Documents

CE167/1	Agenda
CE167/2	Engagement with non-State Actors
CE167/3	Non-State Actors in Official Relations with PAHO
CE167/4	Annual Report of the Ethics Office for 2019
CE167/5	Annual Report of the Investigations Office for 2019
CE167/6	Report of the Audit Committee of PAHO
CE167/7	Appointment of the Award Committee for the PAHO Award for Health Services Management and Leadership 2021
CE167/8	Report of the Office of Internal Oversight and Evaluation Services for 2019
CE167/9	PASB Human Resources Management
CE167/10	Statement by the Representative of the PAHO/WHO Staff Association
CE167/11	Proposed Dates for Meetings of the Governing Bodies of PAHO in 2021
CE167/12	Proposed Topics for Meetings of the Governing Bodies of PAHO in 2021: 15th Session of the Subcommittee on Program, Budget, and Administration
CE167/13	Proposed Topics for Meetings of the Governing Bodies of PAHO in 2021: 168th Session of the Executive Committee

Matters for Information

CE167/INF/1	PASB Management Information System (PMIS): Lessons Learned
CE167/INF/2	PAHO Governance Reform: Internal Assessment of the Approval Process of Projects Funded by Voluntary Contributions

Matters for Information *(cont.)*

CE167/INF/3 Emergency Loan from the Revolving Fund for Access
to Vaccines to the Regional Revolving Fund for Strategic Public
Health Supplies

**PROPOSED TOPICS FOR MEETINGS OF THE
GOVERNING BODIES OF PAHO FOR 2021:
15th SESSION OF THE SUBCOMMITTEE
ON PROGRAM, BUDGET, AND ADMINISTRATION**

Procedural Matters

1. Election of Officers
2. Adoption of the Agenda

Program Policy Matters

3. Outline of the Program Budget of the Pan American Health Organization 2022-2023
4. Scale of Assessed Contributions for 2022-2023
5. Engagement with non-State Actors
6. Non-State Actors in Official Relations with PAHO
7. Appointment of One Member to the Audit Committee of PAHO

Administrative and Financial Matters

8. Overview of the Financial Report of the Director for 2020
9. Amendments to Financial Regulations and Financial Rules of PAHO (if any)
10. Update on the Appointment of the External Auditor of PAHO for 2022-2023
11. Amendments to the PASB Staff Regulations and Rules (if any)
12. PASB Human Resources Management
13. Update on the Master Capital Investment Fund

Matters for Information

14. Report on Strategic Issues between PAHO and WHO
-

Matters for Information (*cont.*)

15. Report on the Status of the Emergency Loan from the Revolving Fund for Access to Vaccines to the Regional Revolving Fund for Strategic Public Health Supplies
16. Draft Provisional Agenda for the 168th Session of the Executive Committee

**REVISED LIST OF PROPOSED TOPICS FOR MEETINGS OF THE
GOVERNING BODIES OF PAHO FOR 2021:
15th SESSION OF THE SUBCOMMITTEE
ON PROGRAM, BUDGET, AND ADMINISTRATION**

Procedural Matters

1. Election of Officers
2. Adoption of the Agenda

Program Policy Matters

3. Outline of the Program Budget of the Pan American Health Organization 2022-2023
4. Scale of Assessed Contributions for 2022-2023
5. Engagement with non-State Actors
6. Non-State Actors in Official Relations with PAHO
7. Appointment of One Member to the Audit Committee of PAHO

Administrative and Financial Matters

8. Overview of the Financial Report of the Director for 2020
 9. ~~Amendments to Financial Regulations and Financial Rules of PAHO (if any)~~
 9. Update on the Appointment of the External Auditor of PAHO for 2022-2023
 10. Amendments to the PASB Staff Regulations and Rules ~~(if any)~~
 11. PASB Human Resources Management
 12. Update on the Master Capital Investment Fund
 13. Update on the Working Capital Fund
(*Resolution CD58.R1 [2020]*)
-

Matters for Information

14. Report on Strategic Issues between PAHO and WHO
15. Report on the Status of the Emergency Loan from the Revolving Fund for Access to Vaccines to the Regional Revolving Fund for Strategic Public Health Supplies
16. Draft Provisional Agenda for the 168th Session of the Executive Committee

**PROPOSED TOPICS FOR MEETINGS
OF THE GOVERNING BODIES OF PAHO IN 2021:
168th SESSION OF THE EXECUTIVE COMMITTEE**

Procedural Matters

1. Adoption of the Agenda and Program of Meetings
2. Representation of the Executive Committee at the 59th Directing Council of PAHO, 73rd Session of the Regional Committee of WHO for the Americas
3. Draft Provisional Agenda of the 59th Directing Council of PAHO, 73rd Session of the Regional Committee of WHO for the Americas

Committee Matters

4. Report on the 15th Session of the Subcommittee on Program, Budget, and Administration
5. PAHO Award for Health Services Management and Leadership 2021
6. Engagement with non-State Actors
7. Non-State Actors in Official Relations with PAHO
8. Annual Report of the Ethics Office for 2020
9. Annual Report of the Investigations Office for 2020
10. Report of the Audit Committee of PAHO
11. Appointment of One Member to the Audit Committee of PAHO

Program Policy Matters

12. Proposed Program Budget of the Pan American Health Organization 2022-2023
 13. Scale of Assessed Contributions 2022-2023
 14. Policy for rebuilding pharmaceutical production capacity in the Americas
 15. Policy on Gender Equality in Health
 16. Strategy and Plan of Action on Strengthening Public Health Functions
-

Program Policy Matters (*cont.*)

17. Strategy and Plan of Action on Health Security
18. Plan of Action on Health, Environment, and Climate Change 2021-2030
19. Plan of Action on Malaria Elimination
20. Plan of Action on Noncommunicable Disease Prevention and Control

Administrative and Financial Matters

21. Report on the Collection of Assessed Contributions
22. Financial Report of the Director and Report of the External Auditor for 2020
23. Amendments to the Financial Regulations and Financial Rules of PAHO (if any)
24. Appointment of the External Auditor of PAHO for 2022-2023
25. Report of the Office of Internal Audit for 2020
26. Update on the Master Capital Investment Fund

Personnel Matters

27. Amendments to the PASB Staff Regulations and Rules (if any)
28. PASB Human Resources Management
29. Statement by the Representative of the PAHO/WHO Staff Association

Matters for Information

30. Update on COVID-19 in the Region of the Americas
31. Report on Strategic Issues between PAHO and WHO
32. Lessons Learned on PAHO Governance Reform
33. Report on the Status of the Emergency Loan from the Revolving Fund for Access to Vaccines to the Regional Revolving Fund for Strategic Public Health Supplies

Matters for Information (*cont.*)

34. Implementation of the International Health Regulations
35. Report of the Advisory Committee on Health Research
(if any meeting in 2020)
36. Status of the Pan American Centers (if necessary)
37. PAHO/WHO Collaborating Centers (if necessary)
38. Plan of Action on Immunization: Final Report
(*Resolution CD54.R8 [2015]*)
39. Plan of Action for Malaria Elimination 2016-2020: Final Report
(*Resolution CD55.R7 [2016]*)
40. Plan of Action for the Prevention and Control of HIV and Sexually
Transmitted Infections 2016-2021: Final Report
(*Resolution CD55.R5 [2016]*)
41. Plan of Action on Antimicrobial Resistance: Final Report
(*Resolution CD54.R15 [2015]*)
42. Health and Tourism: Final Report
(*Resolution CD49.R20 [2009]*)
43. Plan of Action on Mental Health: Final Report
(*Resolution CD53.R7 [2014]*)
44. Persistent Organic Pollutants: Final Report
(*Resolution CD41.R1 [1999]*)
45. Influenza Pandemic: Preparation in the Hemisphere: Final Report
(*Resolution CD44.R8 [2003]*)
46. Coordination of International Humanitarian Assistance in Health
in Case of Disasters: Final Report
(*Resolution CSP28.R19 [2012]*)
47. Health, Human Security and Well-being: Final Report
(*Resolution CD50.R16 [2010]*)

Matters for Information (*cont.*)

Progress Reports on Technical Matters

48. Plan of Action of Human Resources for Universal Access to Health and Universal Health Coverage 2018-2023: Progress Report
(*Resolution CD56.R5 [2018]*)
(*Resolution CD52.R13 [2013]*)
(*Resolution CD45.R9 [2004]*)
49. Chronic Kidney Disease in Agricultural Communities in Central America: Progress Report
(*Resolution CD52.R10 [2013]*)
50. Strategy and Plan of Action on Strengthening the Health System to Address Violence against Women: Progress Report
(*Resolution CD54.R12 [2015]*)
51. Preventing Violence and Injuries and Promoting Safety: a Call for Action in the Region: Progress Report
(*Resolution CD48.R11 [2008]*)
52. Plan of Action for the Sustainability of Measles, Rubella, and Congenital Rubella Syndrome Elimination 2018-2023: Progress Report
(*Resolution CSP29.R11 [2017]*)
53. Plan of Action on Entomology and Vector Control 2018-2023: Midterm Review
(*Resolution CD56.R2 [2018]*)
54. Cooperation for Health Development in the Americas: Progress Report
(*Resolution CD52.R15 [2013]*)

Matters for Information

Resolutions and other Actions of Intergovernmental Organizations of Interest to PAHO

55. Seventy-fourth World Health Assembly
56. Subregional Organizations

Annexes

Annex A

**PROPOSED TOPICS FOR MEETINGS
OF THE GOVERNING BODIES OF PAHO IN 2022:
170th SESSION OF THE EXECUTIVE COMMITTEE**

Procedural Matters

1. Adoption of the Agenda and Program of Meetings
2. Representation of the Executive Committee at the 30th Pan American Sanitary Conference, 74th Session of the Regional Committee of WHO for the Americas
3. Draft Provisional Agenda of the 30th Pan American Sanitary Conference, 74th Session of the Regional Committee of WHO for the Americas

Committee Matters

4. Report on the 16th Session of the Subcommittee on Program, Budget, and Administration
5. PAHO Award for Health Services Management and Leadership 2022
6. Engagement with non-State Actors
7. Non-State Actors in Official Relations with PAHO
8. Annual Report of the Ethics Office for 2021
9. Annual Report of the Investigations Office for 2021
10. Report of the Audit Committee of PAHO
11. Appointment of One Member to the Audit Committee of PAHO

Program Policy Matters

12. Preliminary Report of the End-of-biennium Assessment of the PAHO Program Budget 2020-2021/First Report of the Implementation of the PAHO Strategic Plan 2020-2025
13. Men's Health: Concept Paper
14. Strategy on Equity in Health
15. Plan of Action on Health of Migrants
16. Plan of Action on Immunization

Program Policy Matters (*cont.*)

17. Plan of Action on Mental Health
18. Plan of Action for an Integrated Multi-disease Approach on HIV, Tuberculosis, and Viral Hepatitis
19. Plan of Action on Healthy Aging

Administrative and Financial Matters

20. Report on the Collection of Assessed Contributions
21. Financial Report of the Director and Report of the External Auditor for 2021
22. Amendments to the Financial Regulations and Financial Rules of PAHO (if any)
23. Programming of the Budget Surplus (if any)
24. Programming of the Revenue Surplus (if any)
25. Update on the Appointment of the External Auditor of PAHO for 2024-2025 and 2026-2027
26. Report of the Office of Internal Audit for 2021
27. Update on the Master Capital Investment Fund

Personnel Matters

28. Amendments to the PASB Staff Regulations and Rules (if any)
29. PASB Human Resources Management
30. Statement by the Representative of the PAHO/WHO Staff Association

Matters for Information

31. Process for the Election of the Director of the Pan American Sanitary Bureau and the Nomination of the Regional Director of the World Health Organization for the Americas
32. WHO Programme Budget 2024-2025
33. Report on Strategic Issues between PAHO and WHO
34. Implementation of the International Health Regulations

Matters for Information (*cont.*)

35. Report of the Advisory Committee on Health Research
(if any meeting in 2021)
36. Monitoring of the Resolutions and Mandates of the Pan American
Health Organization
37. Strategy and Plan of Action on Substance Use and Public Health:
Final Report
(*Resolution CD50.R2 [2010]*)
(*Resolution CD51.R7 [2011]*)
38. Strategy and Plan of Action on Epilepsy: Final Report
(*Resolution CD51.R8 [2011]*)
39. Plan of Action to Reduce the Harmful Use of Alcohol: Final Report
(*Resolution CD51.R14 [2014]*)
40. Strategy and Plan of Action on Urban Health: Final Report
(*Resolution CD51.R4 [2011]*)
41. Plan of Action for Disaster Risk Reduction 2016-2021: Final Report
(*Resolution CD55.R10 [2016]*)
42. Access and Rational Use of Strategic and High-cost Medicines
and Other Health Technologies: Final Report
(*Resolution CD55.R12 [2016]*)

Progress Reports on Technical Matters

43. Plan of Action for Cervical Cancer Prevention and Control 2018-2030:
Progress Report
(*Resolution CD56.R9 [2018]*)
44. Plan of Action for Women's, Children's, and Adolescents' Health 2018-2030:
Progress Report
(*Resolution CD56.R8 [2018]*)
45. Plan of Action for Strengthening Information Systems for Health 2019-2023:
Progress Report
(*Resolution CD57.R9 [2019]*)
46. Plan of Action for the Elimination of Industrially Produced Trans-Fatty Acids
2020-2025: Midterm Review
(*Resolution CD57.R12 [2019]*)

Progress Reports on Technical Matters (cont.)

47. Health Technology Assessment and Incorporation into Health Systems:
Progress Report
(Resolution CSP28.R9 [2012])
48. Review of the Charge Assessed on the Procurement of Public Health Supplies
for Member States: Progress Report
(Resolution CD52.R12 [2013])

***Resolutions and other Actions of Intergovernmental Organizations of Interest
to PAHO***

49. Seventy-fifth World Health Assembly
50. Subregional Organizations

Annex B

**PROPOSED TOPICS FOR MEETINGS
OF THE GOVERNING BODIES OF PAHO IN 2023:
172nd SESSION OF THE EXECUTIVE COMMITTEE**

Procedural Matters

1. Adoption of the Agenda and Program of Meetings
2. Representation of the Executive Committee at the 60th Directing Council of PAHO, 75th Session of the Regional Committee of WHO for the Americas
3. Draft Provisional Agenda of the 60th Directing Council of PAHO, 75th Session of the Regional Committee of WHO for the Americas

Committee Matters

4. Report on the 17th Session of the Subcommittee on Program, Budget, and Administration
5. PAHO Award for Health Services Management and Leadership 2023
6. Engagement with non-State Actors
7. Non-State Actors in Official Relations with PAHO
8. Annual Report of the Ethics Office for 2022
9. Annual Report of the Investigations Office for 2022
10. Report of the Audit Committee of PAHO
11. Appointment of One Member to the Audit Committee of PAHO

Program Policy Matters

12. Proposed Program Budget of the Pan American Health Organization 2024-2025
13. Scale of Assessed Contributions 2024-2025

Administrative and Financial Matters

14. Report on the Collection of Assessed Contributions
15. Financial Report of the Director and Report of the External Auditor for 2022
16. Amendments to the Financial Regulations and Financial Rules of PAHO (if any)
17. Appointment of the External Auditor of PAHO for 2024-2025 and 2026-2027
18. Report of the Internal Audit for 2022
19. Update on the Master Capital Investment Fund

Personnel Matters

20. Amendments to the PASB Staff Regulations and Rules (if any)
21. PASB Human Resources Management
22. Statement by the Representative of the PAHO/WHO Staff Association

Matters for Information

23. Report on Strategic Issues between PAHO and WHO
24. Implementation of the International Health Regulations
25. Report of the Advisory Committee on Health Research (if any meeting in 2022)
26. Plan of Action for the Elimination of Neglected Infectious Diseases and Post-elimination Actions 2016-2022: Final Report (*Resolution CD55.R9 [2016]*)
27. Strategy and Plan of Action to Strengthen Tobacco Control in the Region of the Americas 2018-2022: Final Report (*Resolution CSP29.R12 [2017]*)
28. Plan of Action for the Strengthening of Vital Statistics 2017-2022: Final Report (*Resolution CSP29.R4 [2017]*)

Matters for Information (*cont.*)

Progress Reports on Technical Matters

29. Chronic Kidney Disease in Agricultural Communities in Central America: Progress Report
(*Resolution CD52.R10 [2013]*)
30. PAHO Disease Elimination Initiative: A Policy for an Integrated Sustainable Approach to Communicable Diseases in the Americas: Progress Report
(*Resolution CD57.R7 [2019]*)
31. Strategy and Plan of Action on Donation and Equitable Access to Organ, Tissue, and Cell Transplants 2019-2030: Progress Report
(*Resolution CD57.R11 [2019]*)
32. Strategy and Plan of Action to Improve Quality of Care in Health Service Delivery 2020-2025: Midterm Review
(*Resolution CD57.R13 [2017]*)
33. Strategy and Plan of Action on Ethnicity and Health 2019-2025: Progress Report
(*Resolution CD57.R14 [2019]*)

Resolutions and other Actions of Intergovernmental Organizations of Interest to PAHO

34. Seventy-sixth World Health Assembly
35. Subregional Organizations

**REVISED LIST OF PROPOSED TOPICS FOR MEETINGS
OF THE GOVERNING BODIES OF PAHO IN 2021:
168th SESSION OF THE EXECUTIVE COMMITTEE**

Procedural Matters

1. Adoption of the Agenda and Program of Meetings
2. Representation of the Executive Committee at the 59th Directing Council of PAHO, 73rd Session of the Regional Committee of WHO for the Americas
3. Draft Provisional Agenda of the 59th Directing Council of PAHO, 73rd Session of the Regional Committee of WHO for the Americas

Committee Matters

4. Report on the 15th Session of the Subcommittee on Program, Budget, and Administration
5. PAHO Award for Health Services Management and Leadership 2021
6. Engagement with non-State Actors
7. Non-State Actors in Official Relations with PAHO
8. Annual Report of the Ethics Office for 2020
9. Annual Report of the Investigations Office for 2020
10. Report of the Audit Committee of PAHO
11. Appointment of One Member to the Audit Committee of PAHO

Program Policy Matters

12. Proposed Program Budget of the Pan American Health Organization 2022-2023
 13. Scale of Assessed Contributions 2022-2023
 14. ~~Policy for Rebuilding Pharmaceutical Production Capacity in the Americas~~
 15. ~~Policy on Gender Equality in Health~~
-

Program Policy Matters (*cont.*)

- ~~16. Strategy and Plan of Action on Strengthening Public Health Functions~~
- ~~17. Strategy and Plan of Action on Health Security~~
- ~~18. Plan of Action on Health, Environment, and Climate Change 2021-2030~~
- ~~19. Plan of Action on Malaria Elimination~~
- ~~20. Plan of Action on Noncommunicable Disease Prevention and Control~~
- 14. Roadmap for the Digital Transformation of the Health Sector in the Region of the Americas
- 15. Policy on the Application of Data Science in Public Health Using Artificial Intelligence and Other Emerging Technologies
- 16. Increasing Production Capacity for Essential Medicines and Health Technologies
- 17. One Health: A Comprehensive Approach for Addressing Zoonotic Diseases, Antimicrobial Resistance, Environmental Determinants of Health and Food Safety
- 18. Reinvigorating Immunization as a Public Good for Universal Health
- 19. Strategy for Building Resilient Health Systems and Post COVID-19 Recovery, Ensuring the Sustainability and Protection of Public Health Gains

Administrative and Financial Matters

- 20. Report on the Collection of Assessed Contributions
- 21. Financial Report of the Director and Report of the External Auditor for 2020
- ~~23. Amendments to the Financial Regulations and Financial Rules of PAHO (if any)~~
- 22. Appointment of the External Auditor of PAHO for 2022-2023
- 23. Report of the Office of Internal Audit for 2020
- 24. Update on the Master Capital Investment Fund
- 25. Update on the Working Capital Fund
(*Resolution CD58.R1 [2020]*)

Personnel Matters

26. Amendments to the PASB Staff Regulations and Rules ~~(if any)~~
27. PASB Human Resources Management
28. Statement by the Representative of the PAHO/WHO Staff Association

Matters for Information

29. Update on COVID-19 in the Region of the Americas
30. Report on Strategic Issues between PAHO and WHO
31. Lessons Learned on PAHO Governance Reform
32. Report on the Status of the Emergency Loan from the Revolving Fund for Access to Vaccines to the Regional Revolving Fund for Strategic Public Health Supplies
33. Implementation of the International Health Regulations
- ~~35. Report of the Advisory Committee on Health Research (if any meeting in 2020)~~
- ~~36. Status of the Pan American Centers (if necessary)~~
34. PAHO/WHO Collaborating Centers ~~(if necessary)~~
35. Plan of Action on Immunization: Final Report
(Resolution CD54.R8 [2015])
36. Plan of Action for Malaria Elimination 2016-2020: Final Report
(Resolution CD55.R7 [2016])
37. Plan of Action for the Prevention and Control of HIV and Sexually Transmitted Infections 2016-2021: Final Report
(Resolution CD55.R5 [2016])
38. Plan of Action on Antimicrobial Resistance: Final Report
(Resolution CD54.R15 [2015])
- ~~42. Health and Tourism: Final Report
(Resolution CD49.R20 [2009])~~
39. Plan of Action on Mental Health: Final Report
(Resolution CD53.R7 [2014])

Matters for Information (*cont.*)

40. Persistent Organic Pollutants: Final Report
(*Resolution CD41.R1 [1999]*)
41. Influenza Pandemic: Preparation in the Hemisphere: Final Report
(*Resolution CD44.R8 [2003]*)
42. Coordination of International Humanitarian Assistance in Health
in Case of Disasters: Final Report
(*Resolution CSP28.R19 [2012]*)
43. Health, Human Security and Well-being: Final Report
(*Resolution CD50.R16 [2010]*)

Progress Reports on Technical Matters

44. Plan of Action of Human Resources for Universal Access to Health
and Universal Health Coverage 2018-2023: Progress Report
(*Resolution CD56.R5 [2018]*)
(*Resolution CD52.R13 [2013]*)
(*Resolution CD45.R9 [2004]*)
45. Chronic Kidney Disease in Agricultural Communities in Central America:
Progress Report
(*Resolution CD52.R10 [2013]*)
46. Strategy and Plan of Action on Strengthening the Health System to Address
Violence against Women: Progress Report
(*Resolution CD54.R12 [2015]*)
47. Preventing Violence and Injuries and Promoting Safety: A Call for Action
in the Region: Progress Report
(*Resolution CD48.R11 [2008]*)
48. Plan of Action for the Sustainability of Measles, Rubella, and Congenital
Rubella Syndrome Elimination 2018-2023: Progress Report
(*Resolution CSP29.R11 [2017]*)
49. Plan of Action on Entomology and Vector Control 2018-2023:
Midterm Review
(*Resolution CD56.R2 [2018]*)
50. Cooperation for Health Development in the Americas: Progress Report
(*Resolution CD52.R15 [2013]*)

Matters for Information (*cont.*)

Resolutions and other Actions of Intergovernmental Organizations of Interest to PAHO

51. Seventy-fourth World Health Assembly
52. Subregional Organizations

Annexes

Annex A

**REVISED LIST OF PROPOSED TOPICS FOR MEETINGS
OF THE GOVERNING BODIES OF PAHO IN 2022:
170th SESSION OF THE EXECUTIVE COMMITTEE**

Procedural Matters

1. Adoption of the Agenda and Program of Meetings
2. Representation of the Executive Committee at the 30th Pan American Sanitary Conference, 74th Session of the Regional Committee of WHO for the Americas
3. Draft Provisional Agenda of the 30th Pan American Sanitary Conference, 74th Session of the Regional Committee of WHO for the Americas

Committee Matters

4. Report on the 16th Session of the Subcommittee on Program, Budget, and Administration
5. PAHO Award for Health Services Management and Leadership 2022
6. Engagement with non-State Actors
7. Non-State Actors in Official Relations with PAHO
8. Annual Report of the Ethics Office for 2021
9. Annual Report of the Investigations Office for 2021
10. Report of the Audit Committee of PAHO
11. Appointment of One Member to the Audit Committee of PAHO

Program Policy Matters

12. Preliminary Report of the End-of-biennium Assessment of the PAHO Program Budget 2020-2021/First Report of the Implementation of the PAHO Strategic Plan 2020-2025
13. Men's Health: Concept Paper

Program Policy Matters (*cont.*)

14. Strategy on Equity in Health
15. Plan of Action on Health of Migrants
16. Plan of Action on Immunization
17. Plan of Action on Mental Health
18. Plan of Action for an Integrated Multi-disease Approach on HIV, Tuberculosis, and Viral Hepatitis
19. Plan of Action on Healthy Aging

Administrative and Financial Matters

20. Report on the Collection of Assessed Contributions
21. Financial Report of the Director and Report of the External Auditor for 2021
22. Amendments to the Financial Regulations and Financial Rules of PAHO (if any)
23. Programming of the Budget Surplus (if any)
24. Programming of the Revenue Surplus (if any)
25. Update on the Appointment of the External Auditor of PAHO for 2024-2025 and 2026-2027
26. Report of the Office of Internal Audit for 2021
27. Update on the Master Capital Investment Fund

Personnel Matters

28. Amendments to the PASB Staff Regulations and Rules (if any)
29. PASB Human Resources Management
30. Statement by the Representative of the PAHO/WHO Staff Association

Matters for Information

31. Process for the Election of the Director of the Pan American Sanitary Bureau and the Nomination of the Regional Director of the World Health Organization for the Americas
32. WHO Programme Budget 2024-2025
33. Report on Strategic Issues between PAHO and WHO
34. Implementation of the International Health Regulations
35. Report of the Advisory Committee on Health Research (if any meeting in 2021)
36. Monitoring of the Resolutions and Mandates of the Pan American Health Organization
37. Strategy and Plan of Action on Substance Use and Public Health: Final Report
(*Resolution CD50.R2 [2010]*)
(*Resolution CD51.R7 [2011]*)
38. Strategy and Plan of Action on Epilepsy: Final Report
(*Resolution CD51.R8 [2011]*)
39. Plan of Action to Reduce the Harmful Use of Alcohol: Final Report
(*Resolution CD51.R14 [2014]*)
40. Strategy and Plan of Action on Urban Health: Final Report
(*Resolution CD51.R4 [2011]*)
41. Plan of Action for Disaster Risk Reduction 2016-2021: Final Report
(*Resolution CD55.R10 [2016]*)
42. Access and Rational Use of Strategic and High-cost Medicines and Other Health Technologies: Final Report
(*Resolution CD55.R12 [2016]*)

Progress Reports on Technical Matters

43. Plan of Action for Cervical Cancer Prevention and Control 2018-2030: Progress Report
(*Resolution CD56.R9 [2018]*)

Matters for Information (*cont.*)

Progress Reports on Technical Matters (*cont.*)

44. Plan of Action for Women's, Children's, and Adolescents' Health 2018-2030:
Progress Report
(*Resolution CD56.R8 [2018]*)
45. Plan of Action for Strengthening Information Systems for Health 2019-2023:
Progress Report
(*Resolution CD57.R9 [2019]*)
46. Plan of Action for the Elimination of Industrially Produced Trans-Fatty Acids
2020-2025: Midterm Review
(*Resolution CD57.R12 [2019]*)
47. Health Technology Assessment and Incorporation into Health Systems:
Progress Report
(*Resolution CSP28.R9 [2012]*)
48. Review of the Charge Assessed on the Procurement of Public Health Supplies
for Member States: Progress Report
(*Resolution CD52.R12 [2013]*)

***Resolutions and other Actions of Intergovernmental Organizations of Interest
to PAHO***

49. Seventy-fifth World Health Assembly
50. Subregional Organizations

Annex B

**REVISED LIST OF PROPOSED TOPICS FOR MEETINGS
OF THE GOVERNING BODIES OF PAHO IN 2023:
172nd SESSION OF THE EXECUTIVE COMMITTEE**

Procedural Matters

1. Adoption of the Agenda and Program of Meetings
2. Representation of the Executive Committee at the 60th Directing Council of PAHO, 75th Session of the Regional Committee of WHO for the Americas
3. Draft Provisional Agenda of the 60th Directing Council of PAHO, 75th Session of the Regional Committee of WHO for the Americas

Committee Matters

4. Report on the 17th Session of the Subcommittee on Program, Budget, and Administration
5. PAHO Award for Health Services Management and Leadership 2023
6. Engagement with non-State Actors
7. Non-State Actors in Official Relations with PAHO
8. Annual Report of the Ethics Office for 2022
9. Annual Report of the Investigations Office for 2022
10. Report of the Audit Committee of PAHO
11. Appointment of One Member to the Audit Committee of PAHO

Program Policy Matters

12. Proposed Program Budget of the Pan American Health Organization 2024-2025
13. Scale of Assessed Contributions 2024-2025

Administrative and Financial Matters

14. Report on the Collection of Assessed Contributions
15. Financial Report of the Director and Report of the External Auditor for 2022
16. Amendments to the Financial Regulations and Financial Rules of PAHO (if any)
17. Appointment of the External Auditor of PAHO for 2024-2025 and 2026-2027
18. Report of the Internal Audit for 2022
19. Update on the Master Capital Investment Fund

Personnel Matters

20. Amendments to the PASB Staff Regulations and Rules (if any)
21. PASB Human Resources Management
22. Statement by the Representative of the PAHO/WHO Staff Association

Matters for Information

23. Report on Strategic Issues between PAHO and WHO
24. Implementation of the International Health Regulations
25. Report of the Advisory Committee on Health Research (if any meeting in 2022)
26. Plan of Action for the Elimination of Neglected Infectious Diseases and Post-elimination Actions 2016-2022: Final Report (*Resolution CD55.R9 [2016]*)
27. Strategy and Plan of Action to Strengthen Tobacco Control in the Region of the Americas 2018-2022: Final Report (*Resolution CSP29.R12 [2017]*)
28. Plan of Action for the Strengthening of Vital Statistics 2017-2022: Final Report (*Resolution CSP29.R4 [2017]*)

Matters for Information (*cont.*)

Progress Reports on Technical Matters

29. Chronic Kidney Disease in Agricultural Communities in Central America: Progress Report
(*Resolution CD52.R10 [2013]*)
30. PAHO Disease Elimination Initiative: A Policy for an Integrated Sustainable Approach to Communicable Diseases in the Americas: Progress Report
(*Resolution CD57.R7 [2019]*)
31. Strategy and Plan of Action on Donation and Equitable Access to Organ, Tissue, and Cell Transplants 2019-2030: Progress Report
(*Resolution CD57.R11 [2019]*)
32. Strategy and Plan of Action to Improve Quality of Care in Health Service Delivery 2020-2025: Midterm Review
(*Resolution CD57.R13 [2017]*)
33. Strategy and Plan of Action on Ethnicity and Health 2019-2025: Progress Report
(*Resolution CD57.R14 [2019]*)

Resolutions and other Actions of Intergovernmental Organizations of Interest to PAHO

34. Seventy-sixth World Health Assembly
35. Subregional Organizations

**LIST OF PARTICIPANTS/LISTA DE PARTICIPANTES
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President / Presidente: Lic. Adriana Salazar González (Costa Rica)
Vice-President / Vicepresidente: Dr. Jean Patrick Alfred (Haiti)
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- - -