



Pan American
Health
Organization

Pan American Sanitary Bureau (PASB)

Functional Descriptions for Organizational Entities

Offices

Departments

Units

Special Programs

Pan American Centers

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Director (D)

The Director represents the Pan American Health Organization (PAHO or Organization) as the head of the Pan American Sanitary Bureau (PASB). The PASB serves as the Secretariat of PAHO, Regional Office for the Americas of the World Health Organization (WHO), and specialized organization for health of the Organization of American States (OAS). The Director represents the Organization at all levels: political, technical, and administrative. The Director is accountable to PAHO's Member States for the development and organization-wide implementation of the Organization's Strategic Plan. With the support of the other members of the Executive Management (EXM) team (the Deputy Director, Assistant Director, and Director of Administration), the Director ensures the leadership and effectiveness of the Organization.

The following Offices and Department report to the Director:

- Chief of Staff (COS)
- Legal Counsel (LEG)
- Country and Subregional Coordination (CSC)
- PAHO/WHO Representative Country Offices (PWRs)
- Internal Audit (OIA) (reports administratively)
- Department of PAHO Health Emergencies (PHE)

Offices that report directly to the Director

Office of the Chief of Staff (COS)

The Chief of Staff (COS) is a strategic advisor to the Director and manages the D's office. The COS facilitates open communication between the Director and other entities within the Organization and ensures that the Director is informed of important external and internal issues requiring executive-level attention or action. As requested by the Director, COS represents the Director and acts on major policy and operational issues.

Office of the Legal Counsel (LEG)

The responsibility of the Office of the Legal Counsel (LEG) is to provide legal advice, on application of law, constitutional matters interpretation, the proper application of national and international law to the Organization, and on all legal matters that as they pertain to PAHO's program and activities. We serve PAHO's Governing Bodies, Executive Management, Country Offices, Centers, and the Organization's technical areas as well as administrative, and support areas. offices located at headquarters.

Our team of legal experts makes every effort to protect this public health organization. To uphold PAHO's trusted reputation globally, we strive work to ensure proper implementation of and respect for the Organization and its legal framework, its laws, rules and regulations, rules, and policies.

Country and Subregional Coordination (CSC)

The Office of Country and Subregional Coordination (CSC) has a pivotal role in the organization-wide effort to strengthen PAHO/WHO's country focus. CSC supports the Director to strengthen governance, country focus and country presence and his relationship with Member States and integration mechanisms. CSC acts as a liaison between the Director and Country Offices, Subregional Programs, the Regional Office, and the global level, in support of Country Offices, with special attention to Key Countries and countries under special circumstances. CSC provides oversight to Country Offices, the subregional programs, and coordinates the development of the Country and Subregional Cooperation Strategies and the implementation of the Cooperation among Countries for Health Development (CCHD) policy.

CSC also supports PWRs engagement in the United Nations Country Teams (UNCTs) and the development and implementation of United Nations Sustainable Development Cooperation Frameworks (UNSDCF); CSC engages with WHO Regional Country Support Offices through its membership in the WHO Country Support Network.

PAHO/WHO Representative Country Offices (PWRs)

- The Country Offices are responsible for ensuring that the PAHO/WHO country program of technical cooperation and its country presence provide adequate support to the national health development agenda; to achieve national goals in health improvement; achieve universal health coverage; and contribute to regional and subregional public health actions and goals, when and where required. The Country Offices provide guidance and technical cooperation in organizing the humanitarian response in health and in strengthening the capacities of the health sector to rebuild and recover from emergencies in an appropriate and sustainable manner.
- At the same time, the Country Offices enable the country/ies to shape the subregional, regional, and global health agendas, promoting PAHO/WHO leadership in health in a diplomatic manner and respectful of the country's sovereignty, but without sacrificing the excellence of the Organization's technical cooperation.
- The Country Offices are the basic organizational units for delivery of technical cooperation with the country/ies and draw on PAHO/WHO resources from all levels and all parts of the Organization.

Office of Internal Audit (OIA)

OIA is responsible for providing a high-quality internal audit service to the Secretariat, delivered through the undertaking of internal audit assignments targeted to the Organization's needs and risks; the delivery of ad-hoc advice on specific queries; and advisory participation in internal committees and working groups.

Department of PAHO's Health Emergency (PHE)

The Health Emergencies Department (PHE) focuses on strengthening countries' capacities in prevention, risk reduction, preparedness, surveillance, response, and early recovery in relation to all types of known or anticipated human health hazards, that may result in, or result from, emergencies or disasters.

Work in the PHE department aims to define and implement the Organization's overall strategy for mitigating the risk and impact of emergencies by focusing on:

- building the capacities of Member States to prepare for and respond to emergencies and disasters, including acute public health events, epidemic-prone and emerging pathogens, earthquakes, floods, volcanic eruptions and other events of natural or manmade origin, including capacities required under the International Health Regulations (2005) and the Sendai Framework for Disaster Risk Reduction 2015-2030;
- detecting acute threats to public health and undertake timely risk assessments in response to such events;
- providing technical leadership and develop networks to address risks related to epidemic-prone and emerging pathogens;
- managing PAHO's response to acute and protracted emergencies;
- strengthening strategic and operational partnerships in support of collective action;
- developing and promoting technical standards and guidance;
- providing authoritative technical advice to stakeholders in response to acute public health events and emergencies; and,
- conducting risk and performance monitoring of emergency response operations.

The Department strengthens hazard-specific capacities in countries in relation to a range of diseases with the potential to cause outbreaks, epidemics, and/or pandemics, including known epidemic-prone diseases, emerging zoonotic and vector-borne diseases, water borne diseases, as well as chemical and radiologic emergencies, all natural hazards, and conflicts. It implements the human security approach to building coherent intersectoral policies to protect individuals and empower communities to increase resilience against critical and pervasive threats.

The Department also bolsters relevant partnerships and inter-agency mechanisms and processes, recognizing that its impact is optimized by coordinating, leveraging, and facilitating the implementation roles of other local, national, and international entities and partners best positioned to deliver relevant clinical or other public health services.

Finally, the PHE Department operates under the humanitarian principles of humanity, neutrality, impartiality, and independence in serving populations affected by emergencies and disasters. It operates within the broader emergency management architecture with a consistent aim of strengthening local and national capacity.

PHE is comprised of the following Units:

- Infectious Hazard Management (PHE/IHM)
- Country Health Emergency Preparedness and IHR (PHE/CPI)
- Health Emergency Information and Risk Assessment (PHE/HIM)
- Emergency Operations (PHE/EMO)
- Disaster Risk Reduction (PHE/DRR)
- Emergency Core Services (PHE/HEO)

Units under PHE

- **PHE/IHM Infectious Hazard Management**

PHE/IHM supports countries in the surveillance, preparedness, and response to high-threat diseases of known or emerging pandemic & epidemic potential — respiratory viruses (influenza viruses, coronaviruses, syncytial respiratory virus, and other respiratory viruses), yellow fever and emerging arboviral diseases, hemorrhagic fevers (filoviral diseases, arenaviral diseases, diseases caused by hantaviruses), emerging zoonotic pathogens, and bacterial diseases (cholera, meningococcal diseases, plague, leptospirosis). This support includes forecasting and risk characterization of infection and disease risks (including in potential animal and wildlife reservoirs), and the development of evidence-based strategies to predict, prevent, detect, and respond to those infectious hazards.

Related actions encompass the development, establishment, and support of pan - and epidemic preparedness plans, epidemiologic/virologic/genomic surveillance systems, laboratory diagnostic and reference services and their networking, biosafety and biosecurity, and capacities on clinical management and infection prevention and control. These actions are also achieved through expert networks to leverage international expertise and to foster regional knowledge-sharing and collaboration, as well as by providing secretariat support to regional/global initiatives, such as the Pandemic Influenza Preparedness Framework. Within the Organization's One Health approach, PHE/IHM leads the efforts to reduce risks from emerging and re-emerging zoonotic epidemics and pandemics.

- **PHE/CPI Country Health Emergency Preparedness and IHR (2005) Capacities Strengthening**

PHE/CPI aims to ensure that all countries and territories of the Region have capabilities for all-hazards health emergency and disaster risk management including the coordination of strengthening countries capacities within the IHR (2005) and the Sendai Framework for Disaster Risk Reduction 2015-3030.

PHE/CPI provides technical and strategic support for the institutionalization of a national health emergency management, the development and implementation of health multi-hazard preparedness and response plans, identification and training of multidisciplinary response teams, the implementation of the Emergency Medical Teams (EMT), and, within the context of mass migration, the identification and implementation of priority actions to address the health needs of migrants.

PHE/CPI works to incorporate the human security concept into country health preparedness and response plans to address the root causes of the multiple, interrelated, and widespread threats that endanger the survival, livelihood, and dignity of people. It will work to increase intersectoral consistency between national-level protective measures and other policies, local health care, and the empowerment of individuals and communities, especially those in situations of greatest vulnerability.

- **PHE/HIM Health Emergency Information and Risk Assessment**

PHE/HIM will ensure timely and authoritative situation analysis, risk assessment, and response monitoring for all acute public health events and emergencies. PHE, as the regional contact point for IHR, will continue to develop its ability to detect and verify threats and coordinate the assessment of their risk; disseminate accurate and timely information on potential public health events of international concern.

PHE/HIM will monitor for signals of potential threats, and coordinate surveillance networks to establish early warning systems. For all signals involving high-threat pathogens or clusters of unexplained deaths in high vulnerability countries, PHE will initiate an on-site risk assessment within 72 hours. PHE will also publish risk assessments from all public health events requiring publication for National IHR Focal Points on the Event Information Site within 48 hours of the completion of the assessment.

PHE/HIM will establish data collection mechanisms to ensure accurate and timely monitoring of health outcomes and response operations for all graded and protracted emergencies. PHE will provide a data management, analytics, and reporting platform to produce and disseminate timely standardized information products for all events, which will include updated situational analysis, risk assessment and mapping of available health resources and response capacities.

- **PHE/EMO Emergency Operations**

PHE/EMO works with countries to ensure that emergency-affected populations have access to an essential package of life-saving health services. PHE/EMO will establish comprehensive incident management systems and coordinate the actions of health emergency partners on the ground within 72 hours of grading for all graded risks and events.

PHE/EMO develops, with national authorities and partners, strategic response and joint operations plans to guide response operations for all graded acute and protracted emergencies and supports national and local-level emergency operations through regional and global Emergency Operations Centers (EOCs). Ensures that

effective partner coordination mechanisms are in place for all graded acute and protracted events at national and subnational levels to strengthen coordination during emergency response. Health emergencies and disaster response is delivered through operational partner networks, including EMTs and other mechanisms.

PHE/EMO supports building institutional response and strengthening the Organization's systems and processes to ensure a more predictable and effective response to health emergencies, updates and develops technical standards, promotes their application, and monitors implementation against standards.

PHE/EMO manages the PAHO Regional Strategic Reserve for Emergencies and Disasters to ensure that essential operations support and logistics are established and that emergency supplies are distributed to points of service within 72 hours of all graded events. Provides operational support (including fleet, accommodation, facilities, security, and information and communications technology), ensures the availability of medical supplies and equipment through effective supply chain management, and provides critical specialized health logistics services, as required, for all graded acute and protracted emergencies.

- **PHE/DRR Disaster Risk Reduction and Special Projects**

PHE/DRR, in close coordination with PHE/CPI will coordinate implementation of a plan that aims to protect the lives of patients and health workers, shield health equipment and supplies from disasters, and ensure that the health services continue operating effectively during and after emergencies and disasters to save lives, reduce disabilities, and enable the health sector to fulfill its continuing responsibilities.

PHE/DRR works with countries in the implementation of Special Projects like Safe Hospitals, Smart Hospitals, Internally Displaced Populations, among other projects, to build their capacity to protect the physical, mental, and social well-being of their populations and recover rapidly from emergencies and disasters. A Special Project on Highly Vulnerable Countries focuses on strengthening national leadership and

sustained capacity of the health sector to build the resilience of those countries and territories.

- **PHE/HEO Emergency Core Services**

PHE/HEO is responsible for implementing capacities, policies, procedures, and systems which are standardized across the Organization, and fit for purpose to support effective management and sustainable staffing and financing of the emergencies program, while ensuring inter-operability and consistency during coordinated emergency response efforts through partnership.

PHE/HEO develops and continuously updates standard operating procedures (SOPs), policies, guidelines, and standardized templates; coordinates the planning, organization, direction, and control; facilitates recruitment and works towards personnel retention; fosters and coordinates resource mobilization for emergency preparedness, risk reduction, response and recovery efforts, whether financial or in-kind contributions; maintains and builds strategic alliances and partnerships, including with standby partners for more efficient and effective response; enhance capacities for community engagement as well as crisis and risk communication and supports PAHO's operational communication and visibility and advocacy efforts for its work in health emergency risk management.

PHE/HEO provides adequate interpretation, assessment, analysis, monitoring, and continuous oversight of the core capacities and provisions under the International Health Regulations IHR (2005) using the IHR Monitoring and Evaluation Framework (MEF) tools, such as the State Party self-assessment annual reporting (SPAR), the voluntary or joint external evaluation (VEE-JEE), simulation exercises and, intra and after-action reviews (IAR/AARs).

PHE/HEO reports regularly to PAHO's Governing Bodies on the status of the implementation and the core capacities of the IHR (2005). Advocacy and dissemination of IHR provisions through IHR Regional consultations, experts' consultations, and briefings to Member States.

PHE/HEO facilitates multidisciplinary interactions and coordination across the 3 levels of the organization, relevant UN agencies, WHO Collaborating Centres, and other global and regional health stakeholders, with particular attention to the correct implementation of border health and point-of-entry capacities, roster of experts, maintenance of updated requirements for travel health, and mass gathering events.

Deputy Director (DD)

The Deputy Director (DD) supports the development and Organization-wide implementation of the PAHO Strategic Plan, serves as the constitutionally designated Acting Director in the Director's absence, is the Secretary of the Governing Bodies of the Organization, and manages relations with the Governments of Canada, Puerto Rico and the United States. The Deputy Director also manages the budget allocation for the PAHO Staff Association and the PAHO Board of Appeals. The Deputy Director is a member of Executive Management (EXM) and reports directly to the Director.

The following Offices, Departments and Teams report to the Deputy Director:

- Planning, Budget and Evaluation (PBE)
- External Relations, Partnerships and Resources Mobilization (ERP)
- Communications (CMU)
- Governing Bodies (GBO)
- Publications Team (PUB)
- Language Team (LNG)
- Ethics (ETH) (reports administratively)
- Ombudsman (OMB) (reports administratively)
- Investigations (INV) (reports administratively)

Offices, Departments and Teams that report to the DD

Department of Planning, Budget and Evaluation (PBE)

The Department of Planning, Budget, and Evaluation (PBE) leads PAHO's strategic planning, budget management, corporate performance monitoring, assessment, and reporting, and the PAHO evaluation function. PBE develops key corporate accountability mechanisms, including the Strategic Plan (SP), the Program Budget (PB), and the End of Biennium performance report, applying a results-based management (RBM) approach.

PBE also leads and facilitates operational planning and performance monitoring and assessment to measure progress towards priorities and results in the SP and PB, allocates resources to programs, and monitors financing and implementation levels throughout the biennium. The Department is accountable to the Director and the Deputy Director of PAHO for ensuring programmatic and budgetary accountability, including the preparation and presentation of reports to PAHO's Executive Management, Governing Bodies, and to the World Health Organization (WHO).

Ethics Office (ETH)

The Ethics Office (ETH) is an independent office that reports to the Governing Bodies of PAHO through the Executive Committee. It plays a key role in fostering a culture of ethics and integrity in the PASB by providing guidance, advice, and training to help personnel across all levels of the Organization make the right ethical choices. It promotes compliance with the Organization's Code of Ethical Conduct and supports a work environment where personnel are treated fairly and that is free from sexual misconduct, harassment, discrimination, and all other forms of abusive conduct. It also has an important responsibility protecting personnel from retaliation for raising good faith concerns.

Investigation Office (INV)

The Investigations Office conducts professional, independent, and impartial administrative fact-finding investigations in accordance with PAHO's regulations, rules, and policies. The Investigations Office has the authority to investigate allegations of misconduct involving PAHO staff members. In addition, the Investigations Office may investigate allegations of misconduct involving non-staff who work in a PAHO workplace or third parties performing activities contracted for or financed by PAHO. INV reports substantively to PAHO's Governing Bodies through the Executive Committee.

Office of the Ombudsman (OMB)

The Office of the Ombudsman (OMB) is responsible for providing confidential guidance and assistance to personnel to address concerns, questions, and issues they may have regarding their terms and conditions of employment, working conditions, and interpersonal relationships in a manner that contributes to an improvement in the overall work environment in the Organization. OMB promotes voluntary efforts to prevent, limit, manage and resolve work-related conflicts and issues at the earliest opportunity and may engage in mediation to resolve conflicts.

Department of External Relations, Partnerships and Resources Mobilization (ERP)

The Department of External Relations, Partnerships, and Resource Mobilization (ERP) develops, strengthens, coordinates and conducts the external relations and diplomatic functions of the Organization, including the mobilization of resources, and the building of strategic alliances to position the Organization as a partner of choice, and raising the visibility of the Region's health challenges and opportunities to the donor community, governments and other relevant public and private institutions and organizations. ERP works to position the Organization and the Region's health priorities and advocating within global, regional, sub-regional, and national agendas. ERP promotes innovative mechanisms for resource mobilization and partnerships by conducting systematic political and strategic analyses of global development trends and identifying potential

opportunities for health cooperation and ensuring that PAHO has the necessary systems for review, analyses, and appropriate strategic action.

Department of Communications (CMU)

The Department of Communications (CMU) leads in the development, implementation, and management of PAHO's corporate communication strategy at all levels of the Organization, internally and externally, within a complex range of media outlets and platforms, media relations and a 24/7 information cycle. Corporate communication is essential to PAHO's mission and strategic priorities, in support of the delivery of PAHO's technical cooperation in the Region of the Americas, its role as a catalyst and influencer, and leading voice in health regionally and globally. PAHO's communication strategies, plans and actions must be "best in class," utilizing the necessary leadership, approaches, tools, and technologies in support of PAHO's leadership, roles and responsibilities across multiple languages, cultures, and political dynamics, with a keen focus on public health, science and evidence.

Office of Governing Bodies (GBO)

The Office of Governing Bodies (GBO) leads the operations of PAHO Governing Bodies and facilitates the work of the Member States and the Pan American Sanitary Bureau (PASB) in strengthening PAHO's governance. It does so by:

- a) providing technical advice and assistance to the officers of the Governing Bodies and PASB staff to ensure effective and appropriate intergovernmental negotiations;
- b) leading the planning, organization, and functioning of the sessions of the Governing Bodies based on the relevant rules of procedure;
- c) coordinating the engagement with the Audit Committee to promote an effective working relationship between the Audit Committee, the Organization's management, and other oversight entities;
- d) managing the production process and distribution of the documentation for the governing bodies meetings in the four official languages of the Organization (English, Spanish, Portuguese and French);

- e) planning and executing workshops and briefings to strengthen Member States' understanding and meaningful participation in PAHO and WHO Governing Bodies meetings;
- f) facilitating the coordination between the missions in Geneva, OAS missions and Member States' capitals; and
- g) providing advice on diplomatic protocol during and between the Governing Bodies meetings.

Publications Team (PUB)

The Publications team (PUB) positions PAHO as a public health leader, a catalyst for change, and an authoritative source of health information in the Region of the Americas and beyond. Through its expertise, PUB advises the PAHO Publications Committee to ensure publications align with the Organization's strategic priorities. The team collaborates with technical departments and country offices to develop multilingual high-quality, high-impact information products that respond to the needs of PAHO audiences. To this end, PUB enforces rigorous editorial standards; leads worldwide dissemination of publications; establishes partnerships and co-publication agreements; promotes Open-Access initiatives; and safeguards PAHO intellectual property.

Language Team (LNG)

The Languages Team (LNG) promotes multilingualism across the Organization and supports PAHO as a source of authoritative, quality documents in the four official languages of PAHO. LNG provides multilingual expertise in support of technical cooperation for the dissemination of health-related information in the Region of the Americas, and advises on multilingual projects; provides translation services to Headquarters entities, including linguistic clearance of final versions, as well as editing support; responds to language-related queries; contributes to style guidelines and establishes official terminology; and develops and is a primary driver of innovation and maintenance of computer systems and tools for editing, translation, workflows, and terminology.

Assistant Director (AD)

The Assistant Director (AD) oversees the strategic technical collaboration required to fight disease and promote the health of the inhabitants of the Region, and therefore contribute to improve the quality and prolong the life of the peoples of the Americas. The Assistant Director supports the Director in the development and implementation of PAHO's Strategic Plan, providing technical cooperation strategies and programs to achieve health for all in the Americas and coordinate the umbrella grants. The Assistant Director mentors' technical staff and creates an environment that enables PAHO to attract voluntary contributions and retain and develop technical staff of the highest caliber from across the Region. The Assistant Director chairs the PAHO Learning Board, which provides strategic direction on staff development. The Assistant Director is a member of the Executive Management (EXM) and reports directly to the Director.

The following Departments, Special Programs and Centers report to the Assistant Director:

- Department of Communicable Diseases Prevention, Control and Elimination (CDE)

- Department of Social and Environmental Determinants for Health Equity (DHE)
- Department of Health Systems and Services (HSS)
- Department of Noncommunicable Diseases and Mental Health (NMH)
- Department of Innovation and Access to Medicines and Health Technologies (IMT)
- Department of Evidence and Intelligence for Action for Health (EIH)
- Special Program of Regional Revolving Funds (RRF)
- Special Program of Comprehensive Immunization (CIM)
- Pan American Foot-and-Mouth Disease Center (PANAFTOSA)
- Latin American Center for Perinatology- Maternal, Sexual and Reproductive Health Center (CLAP)
- Latin American and Caribbean Center for Health Sciences Information (BIREME)

Departments, Special Programs and Centers that report to AD

Department of Social and Environmental Determinants for Health Equity (DHE)

DHE is responsible for leading intersectoral, strategic and collaborative efforts at the regional, sub regional, and country levels, enabling countries to reduce health inequities. DHE leads the work of the Organization to promote health and well-being, address the social determinants of health -including its economic and political dimensions and the commercial determinants of health-, to integrate equity, human rights, gender and cultural diversity into the public health agenda, to address the threats of climate change, to create healthy environments, and to prevent disease by controlling environmental risk factors. It emphasises the central role of salutogenesis and of addressing the root causes of ill health through policies and strategies in which

health is a social value and a human right. DHE promotes local governance for health and well-being, intersectoral action, and community participation and creates mechanisms to measure the impact of these strategies to enhance health equity. DHE coordinates the Organization's work to recover and accelerate the implementation of the 2030 agenda with equity and leads the integration of cross cutting themes including equity, human rights, gender, cultural diversity, intersectoral action, community participation, and climate change.

DHE is comprised of the following units:

- Climate Change and Environmental Determinants (DHE/CE)
- Health Promotion and Social Determinants of Health (DHE/HP)
- Equity, Gender, Human Rights and Cultural Diversity (DHE/EG)

Units under DHE

- **DHE/HP Health Promotion and Social Determinants of Health**
 - Work encompasses Social Determinants of Health (SDH) and health equity, including commercial determinants, Health Promotion (HP), Intersectoral action and Health in All Policies, Workers' Health, Community Participation, Local Health Governance and Urban Health, as well as Health Related Law.
 - Focuses on the conditions surrounding people in their daily lives that lead to better or worse health outcomes and that determine health equity. These conditions can be physical, economic, social, commercial, or political in nature, and are related to the way society is organized. They are also often under the authority of other sectors, such as transportation, urban planning, housing, or employment and working conditions. Supports countries in identifying how

these conditions are generated and impact health and health equity, and in the development of health-related legislation that protects and promotes health, well-being and equity.

- Provides guidance to countries to build capacity to monitor, analyse and make visible the impact of programs and policies outside health sector, and to develop policies and implement evidence-based strategies to promote health, well-being, and equity. It focuses on collaboration with multiple sectors and tiers of government, to support settings - both physical and social - that foster equitable opportunities for health and well-being for all.
- Promotes and supports the development of competencies and creates methodologies and tools for the integration of SDH and HP into health policies, programs, and systems in the countries, both at the national and local level, and to integrate a SDH for health equity focus, as well as intersectoral action and community participation into all PAHO departments and programs.

- **DHE/CE Climate Change and Environmental Determinants**

- In order to reduce the burden of disease and inequity in health attributable to environmental determinants of health in the Region of the Americas, provides technical cooperation to countries to increase the capacity of the health sector to address the environmental determinants of health emphasizing air quality, chemical safety, factors associated with climate, and water, sanitation and hygiene prioritizing populations living in situations of vulnerability.
- Strengthens capacity for improving the performance of environmental public health programs and strengthening environmental public health surveillance. Fosters an environmentally responsible and resilient health sector and promotes environmentally healthy and resilient communities.
- Builds evidence on the health impacts of climate change, provides technical cooperation on climate change and health, raises awareness on the negative impact of climate change on health, and its contribution in increasing health inequities.
- Brings guidance to all PAHO technical departments and programs to support the use of evidence on the impact of climate change on health in their plans and

programs and provides guidance to the Organization on the process of reducing its carbon footprint to make it more sustainable and greener.

- **DHE/EG Equity, Gender, Human Rights and Cultural Diversity**
- With the aim of mainstreaming equity, gender, human rights and cultural diversity considerations and approaches in all aspects of PAHO's work, the Unit supports the countries of the Region of the Americas by strengthening capacities and developing methodologies and tools to integrate equity, gender, human rights and cultural diversity in all aspects of health policies, plans, and programs.
- Focuses its work on promoting and advancing the PAHO Secretariat's and Member States' efforts to protect human rights and to achieve health equity, with a particular focus on addressing gender and ethnic inequalities in health. These efforts are at the core of PAHO's priority objective of achieving Universal Health.
- Provides technical cooperation in the development and implementation of evidence-based policies, plans, and programs to reduce inequities in specific populations.
- Promotes the generation, analysis, and dissemination of evidence to inform policy to advance health equity. This includes the generation of data desegregated by sex, ethnicity and other elements related to its mandate, and the assessment of health disparities based on ethnicity, gender, sexual orientation, culture, and other determinants.

Department of Communicable Diseases Prevention, Control and Elimination (CDE)

CDE is responsible for promoting and supporting an integrated public health response to Communicable Diseases, their consequences, and sequelae and to provide the Organization's technical cooperation appropriate to surveillance, prevent, control, and eventually eliminate communicable diseases and zoonosis in the Region.

CDE is comprised of the following units and center:

- Neglected, Tropical and Vector-Borne Diseases (CDE/VT)
- HIV, Hepatitis, Tuberculosis, and Sexually Transmitted Infections (CDE/HT)
- Special Program on Antimicrobial Resistance (CDE/AR)
- Pan American Foot-and-Mouth Disease Center (PANAFTOSA)

Units, Special Program and Center under CDE

- **CDE/VT Neglected, Tropical and Vector-Borne Diseases**
 - Assesses and strengthens national capacities for case detection, diagnosis, treatment, management of acute and chronic morbidity, surveillance and implementation of public health measures aimed at the control and elimination of neglected, tropical, and vector-borne diseases.
 - Fosters national programs that are technically feasible, economically viable, and culturally acceptable, and promotes inter-programmatic coordination.
 - Plans, coordinates, monitors, and analyses regional efforts to control and eliminate priority neglected, tropical, and vector-borne diseases in the Americas, in line with “PAHO Disease Elimination Initiative: A Policy for an Integrated Sustainable Approach to Communicable Diseases in the Americas.”
 - Supports countries to carry out operational research and the evaluation, documentation, and integration of proven or novel tools and approaches for the surveillance and control of neglected, tropical, and vector-borne diseases and scale them up when possible or necessary.
- **CDE/HT HIV, Hepatitis, Tuberculosis, and Sexually-Transmitted Infections**
 - Supports Regional efforts in the Region of the Americas for the implementation of strategically focused responses to achieve the goals of ending Tuberculosis (TB), AIDS, viral hepatitis B and C, and sexually transmitted infections (STIs) by

2030, as per the WHO's global health sector strategies on Human Immunodeficiency Virus (HIV), STIs and hepatitis, the End TB Strategy, and the Political Declaration on HIV and AIDS and TB of the United Nations High Level meetings, among others.

- Supports Member States in the advancement of the elimination of HIV, STIs, hepatitis and tuberculosis in alignment with PAHO's Disease Elimination Initiative.
- Supports regional efforts to eliminate the mother-to-child transmission of HIV and congenital syphilis.

- **CDE/AR Antimicrobial Resistance**

- Provides support to Member States towards the development and implementation of antimicrobial resistance (AMR) national action plans, with a specific emphasis on building capacities for AMR surveillance and containment, including the risk evaluation for resistant pathogens. Support activities cover all aspects of national action plans including public policy, research, capacity building, dissemination of information and advocacy.
- Strengthens capacity of microbiology laboratories for AMR detection and monitoring, AMR monitoring and estimation of AMR burden (surveillance), and timely and high-quality microbiological diagnosis.
- Supports Member States by providing technical cooperation in:
 - a) Infection prevention and control, including implementation of practices, effective sanitation, and hygienic measures.
 - b) Appropriate use of antimicrobial drugs and regulating the sale of over-the-counter antibiotics for human, animal, and agricultural purposes.
 - c) Effective water and waste management at health care facilities, pharmaceutical plants, and detect trends and new resistant strains.
 - d) Sustainable investment in new drugs, diagnostic tools, and vaccines.
 - e) Communication, advocacy, and behaviour change for AMR containment.

- **PANAFTOSA Pan American Foot-and-Mouth Disease Center**

- Provides technical cooperation to Member States by generating and disseminating knowledge and information regarding zoonoses.
- Facilitates policy and technology development and collaborates with stakeholders to promote food safety and the prevention of foodborne diseases in humans.
- Supports Member States in the organization and strengthening of programs for the prevention and eradication of foot-and-mouth disease.

Department of Non-communicable Diseases and Mental Health (NMH)

NMH is responsible for promoting, coordinating, and implementing technical cooperation activities related to the prevention, control, and surveillance of non-communicable diseases (NCDs) and mental, neurological and substance abuse disorders, including their risk factors, disabilities and rehabilitation, road safety and unintentional injuries, as well as prevention of and response to violence in all its forms. NMH raises political, public, and professional awareness and helps policymakers, health authorities, practitioners, and communities understand the burden of the most common NCDs, their related risk factors, and associated conditions. NMH promotes multi-sector and multi-stakeholder strategies that strengthen the capacity of Member States to promote and protect health through public policies, programs, services and surveillance, that reduce risks, improve NCD prevention, diagnosis, treatment, and self-management support to reduce the disease burden and improve the physical, mental, and social well-being of the population.

NMH is comprised of the following units:

- Non-communicable Diseases, Violence and Injury Prevention (NMH/NV)
- Risk Factors and Nutrition (NMH/RF)
- Mental Health and Substance Use (NMH/MH)

Units under NMH

- **NMH/NV Non-communicable Diseases, Violence and Injury Prevention**

- Strengthens Member States' and sub-regional capacity to adequately respond to the burden of NCDs, violence, road safety, unintentional injuries, and disabilities and rehabilitation through development, implementation and evaluation of effective public health policies, strategies, programs, and evidence-based guidelines.
- Supports Member States to strengthen surveillance systems and improve their health information systems to monitor and report on NCDs and disability.
- Facilitates an integrated approach to disease management, based on Primary Health Care, including quality of care of cardiovascular diseases, diabetes, cancer, chronic kidney disease and chronic respiratory disease through capacity building, dissemination of experiences, tools and lessons learned.
- Promotes active participation of the Region in the global and regional agendas for NCDs, violence, road safety, unintentional injuries, and disabilities and rehabilitation fostering multi-stakeholder partnerships and regional leadership among international funds, programs, agencies, and international organizations.

- **NMH/RF Risk Factors and Nutrition**

- Strengthens national capacities across government sectors to regulate, prevent and control the major risk factors of tobacco use, harmful use of alcohol, unhealthy diet, physical inactivity and issues related to air pollution through the development, implementation and evaluation of effective, equitable public health policies, strategies and programs, based on relevant regional and international resolutions and treaties.

- Fosters integration of the management of risk factors in Primary Health Care and promotes measures to improve the capacity of healthcare workers to address risk factors and promote protective factors for health.
- Strengthens national capacity for surveillance to monitor the impact and evaluation of public health interventions through the implementation of standardized monitoring frameworks and indicators.
- Promotes social participation, community empowerment, healthy settings and reorientation of health services for effective integrated health promotion throughout communities, with resulting improvements in risk factor profiles.

- **NMH/MH Mental Health and Substance Use**

- Strengthens national capacities for the development of policies, plans, programs and services that promote mental health and reduce the treatment gap of mental, neurological and substance abuse disorders.
- Fosters an integrated Primary Health Care approach and a community- based model of services for mental health and substance use disorders.
- Supports Member States to produce, use and assess information on mental, neurological and substance use disorders, integrating mental health into national information systems.
- Supports Member States to develop and implement suicide prevention strategies and plans based on evidence-based public health interventions.

Department of Health Systems and Services (HSS)

HSS is responsible for promoting, coordinating, and implementing the Organization's technical cooperation in health systems and services development to achieve Universal Access to Health and Universal Health Coverage (Universal Health), based on the Primary Health Care approach. HSS promotes evidence-based policies, strategies, and plans to transform national health systems to improve equity and resilience, as health systems move towards the achievement of Universal Health, strengthening governance and stewardship, increasing and improving health financing and social protection, and supporting the development of integrated networks of health services based on a highly

resolutive first level of care. HSS strengthens national capacity in the organization of people-centered health services, integrating the life course approach, ensuring quality of care and patient safety, and, the effective deployment and management of human resources.

HSS is comprised of the following units, Special Program and Center:

- Primary Health Care and Integrated Services Delivery (HSS/PH)
- Human Resources for Health, Bioethics, and Research (HSS/HR)
- Life Course (HSS/HL)
- Special Program of Virtual Campus for Public Health (HSS/VC)
- Latin American Center for Perinatology/ Maternal, Sexual and Reproductive Health (CLAP)

Units, Special Program and Center under HSS

- **HSS/PH Primary Health Care and Integrated Services Delivery**
 - Provides technical, policy, and strategic advice and programmatic direction for the development of technical cooperation strategies to promote Universal Health based on the Primary Health Care approach, addressing the comprehensive health needs of people, families, and the community where they live, addressing barriers to access, and ensuring continuity in the delivery of quality health services.
 - Coordinates the delivery of technical cooperation to strengthen governance and stewardship in health, strengthening capacities in the Essential Public Health Functions, promoting social participation in health, and building greater resilience within health systems.
 - Provides guidance on health policies, strategies, and plans, health financing and social protection, health services organization, quality of care and patient safety to expand access to health and improve equity and ensure financial protection in health.
 - Plans and guides the development, implementation, and monitoring of the Organization's mandates on Universal Health, Primary Health Care, Integrated

Health Service Delivery, and Quality of Care and Patient Safety, in coordination with internal offices and other partners.

- Provides guidance to priority health programs to address health systems determinants that impact the achievement of program objectives, promoting integration and comprehensiveness in service delivery within health systems, based on the foundation of Primary Health Care.
- Guides the development and dissemination of best practices in Primary Health Care, governance and financing in health systems, quality and patient safety, and the organization of integrated health service delivery, including services for health promotion, disease prevention, treatment and care, and palliation.

- **HSS/HR Human Resources for Health**

- Supports the development of Human Resources for Health (HRH) policies, strategies and plans in countries, aligned with health sector transformation process and the expansion of Primary Health Care.
- Provides guidance to countries in the analysis of the health workforce, supporting intersectoral planning processes to address workforce gaps and ensure the availability of a well-qualified and well distributed workforce throughout the health system.
- Develops strategies to support countries in the attraction, recruitment, regulation and retention of health workers, especially in underserved and remote areas to support the expansion in the provision of health services to vulnerable populations.
- Promotes the transformation of medical education based on Primary Health Care, including nursing and allied health personnel, supporting interprofessional capacity development and the organization of interprofessional teams within health services.
- Supports standardized HRH basic indicators and the development of information systems, the analysis of the migration of health workers, and encourages the dissemination, adoption, and implementation of the WHO Code of Practice on International Recruitment of Health Personnel.

- **HSS/HL Life Course**

- Supports implementation of evidence-based multidimensional strategies to approach populations and individuals' health needs, while considering demographic, epidemiological, and other transitions.
- Promotes multisectoral public health policies, plans, programs and interventions using a life course approach leveraging the capacity of health systems to improve wellbeing and healthy trajectories of individuals and populations.
- Provides technical cooperation to strengthen integrated and person-centered care, especially in Primary Health Care, to boost and maintain health capacities and guarantee a more effective approach to disease management and risk factors across the life span.
- Promotes good practices to prevent and address bottlenecks for effective access and coverage that respond to health needs during the life span, especially in populations living in conditions of vulnerability.
- Generates continuous education to increase workforce capacity to address individual and population needs with a life course perspective.
- Strengthens multiagency and multisectoral alliances to guarantee collaboration towards effective work in health and development for all at all ages, leaving no one behind.

- **HSS/VC Virtual Campus for Public Health**

- Leads strategic collaborative efforts among Member States and other partners to promote human resources development for all people in all places using a virtual education platform of reference for human resources capacity building in public health in the Americas.
- Builds health workforce capacity through the development of digital and hybrid training programs that are accessible to health workers, coordinates technical and management processes for the development of training courses, and provides secretarial support to the governance of the Virtual Campus.
- Ensures and promotes quality standards in course development, promoting international standards in health education, maintaining course material

standards that are aligned with current PAHO/WHO and reference international practice.

- Supports the continued expansion of virtual learning in health in the Americas, through the development of country nodes of the Campus, and the deployment and maintenance of state-of-the art technology to optimize access and coverage of training materials for health workers.
- Coordinates and manages the Leadership in International Health Program, to support the development of future leaders in public health, promoting PAHO mandates to achieve Universal Health and greater health security in the Americas.

- **Latin American Center for Perinatology- Maternal, Sexual and Reproductive Health Center (CLAP)**

- Provides technical cooperation to promote and improve quality health care for women, mothers, and newborns by generating, analyzing, and producing evidence for decision making.
- Monitors advances and guides actions of countries in three key sustainable development goals, the reduction of the maternal mortality ratio, 3.1, the reduction of neonatal mortality 3.2 and universal access to sexual and reproductive health services 3, promoting universal access to primary and community health services of care, integrated within health networks.
- Promotes the rights perspective in access to health for women, their families and newborns by supporting approaches that contribute to effective and universal coverage, recognizing the relationship between health and gender, and the need to address social determinants such as poverty and education.
- Provides technical cooperation for the design, promotion, and maintenance of information systems to support health surveillance, monitoring, evaluation, and decision making for the health of women, their families and the community; promotes operational research in reproductive, maternal and neonatal health issues; supports the formulation of guidelines for practice, political, and legislative frameworks; and, the design, development, and implementation of training strategies and training of human resources.

- Supports the development and application of innovative information, education, and communication technologies, including computer and simulation technologies, aimed at strengthening knowledge, skills, and practices of health teams and in particular women, families, and health care providers.

Department of Innovation, Access to Medicines and Health Technologies (IMT)

IMT is responsible for promoting, coordinating, and implementing the Organization's technical cooperation in access to and rational use of quality medicines and other health technologies. IMT works across all categories of medicines and health technologies, including medicines, vaccines, diagnostics, medical equipment, blood products, and organs for transplantation. IMT supports countries in addressing barriers to access, addressing challenges across the medical product full life cycle, strengthening regulatory capacity and supporting evidence-based decision making and rational use through health technology assessment. IMT consolidates action in the development of pharmaceutical and other health technology related services and leads efforts in innovation through the regional platform to advance the manufacturing of vaccines and other health technologies, increasing regional capacity in the research and development of priority health products, and supporting the generation of ecosystems to enable development, production and access to medicines and other health technologies.

IMT is comprised of the following units and Special Program:

- Access to Medicines and Health Technologies (IMT/AH)
- Quality and Regulation of Medicines and Health Technologies (IMT/QR)
- Special Program, Innovation and the Regional Production Platform (IMT/RP)

Units and Special Program under IMT

- **IMT/AH Access to Medicines and Health Technologies**

- Guides the development of policies, plans, and strategies that promotes affordable and equitable access to safe and high-quality medicines, vaccines, and other health technologies.
- Fosters the organization and strengthening of pharmaceutical, radiology, and blood and transplant services integrated health service delivery networks.
- Supports processes for prioritizing the evaluation and selection of medicines and other health technologies for health systems through health technology assessment (HTA) and linkages in decision making for pharmaceutical benefit schemes; coordinates actions within PAHO on HTA processes to support deployment of priority health technologies for priority programs.
- Provides support to the Regional Revolving Funds (RRF) comprised of the Revolving Fund for Access to Vaccines (Revolving Fund) and the Strategic Fund for Public Health Supplies (Strategic Fund) in all aspects relating to broader eligibility and priority setting criteria of products and supplies bearing in mind the needs of PAHO Member States through these pooled procurement mechanisms.
- Promotes strategies for the rational use of medicines and health technologies promoting best practices and reference information to guide their use.

- **IMT/QR Quality and Regulations of Medicines and Health Technologies**

- Provides guidance to countries in the strengthening of regulatory capacity for medicines and health technologies, and the application of international norms and standards to ensure the quality of medicines and other health technologies.
- Strengthens regional engagement in international mechanisms for regulatory harmonization and convergence for medicines and other health technologies, supporting country and partner participation in the Pan American Network for Drug Regulatory Harmonization.

- Supports capacity development in regulatory systems development, leading training initiatives to increase regulatory capacity throughout the Region.
- Provides support to the Regional Revolving Funds (RRF) in all aspects of the quality assessment and oversight of eligible products and suppliers to ensure the supply of quality medicines and other health technologies through these pooled procurement mechanisms.

- **IMT/RP Innovation and the Regional Production Platform**

- Guides efforts to increase and accelerate local production capacity in the Region for vaccines, medicines, and medical devices to address priority public health needs.
- Promotes the development of public and private partnerships to facilitate the expansion of research, development and the manufacturing of vaccines and other health technologies in the Region.
- Facilitates high level dialogue and coordination among countries, development agencies and partners, convening stakeholders to promote the public health perspective is central to the agenda in product development,
- Promotes specific research, development and production initiatives to address priority public health needs, promoting technology transfer that supports the introduction of newer technology platforms in the Region, ensuring equity in access to knowledge platforms.
- Supports the generation of ecosystems to increase regional capacity for the production of medicines and other health technologies. Generate strategic studies and evidence to guide research and development of medicines and health technologies, promoting dialogue and cooperation across all actors.

Department of Evidence and Intelligence for Action in Health (EIH)

EIH is responsible for leading the Organization into a full fluid cycle that begins with the production and availability of quality basic and disaggregated data and the strengthening of information systems and digital transformation for health as fundamental pillars, the subsequent ethical use of data to produce health intelligence through analysis, modelling, forecasting, and data science to guide decisions and actions in health, knowledge generation and management to improve the access, use, and sharing of evidence in health, the prioritization of research agendas and resources to respond to Regional priorities, and culminating with knowledge translation to support evidence-based decisions and policy making in public health, including the implementation of research policy and bioethics programs and the management of the Pan American Journal of Public Health.

EIH is comprised of the following units and Center:

- Health Analysis and Equity Metrics (EIH/HA)
- Science and Knowledge for Impact (EIH/SK)
- Information Systems and Digital Health (EIH/IS)
- Latin American and Caribbean Center for Health Sciences
Information BIREME

Units and Center under EIH

- **EIH/HA Health Analysis and Equity Metrics**
 - Coordinates efforts to collect, process and manage health data and statistics from Member States and PASB entities.
 - Analyses health data to produce evidence in support of informed public health decision-making, and technical cooperation in Member States.
 - Produce health intelligence through analysis, modelling, forecasting and data science.

- Documents the health situation and trends in the Region, including socioeconomic disparities and social determinants in health.
- Develops, disseminates and implements guidelines, standards, methodologies and tools on health analyses, health assessment and monitoring, and other related disciplines.

- **EIH/SK Science and Knowledge for Impact**
 - Anticipates science and technological advances for health.
 - Strengthens research ethics systems to enhance the impact, integrity, and confidence in science.
 - Supports the establishment of research agendas to address gaps, emerging areas, and regional and country priorities.
 - Enhances capacities and establishes standards and governance mechanisms for research and evidence-informed decision-making.
 - Harnesses knowledge and translates science to improve health and advance equity.
 - Strengthens knowledge generation, management, and networking to increase the impact of science and its use to improve health.
 - Coordinates the institutional memory of the Organization, providing methodologies, standards, and tools.
 - Integrates evidence and ethics in health policy and public health action.

- **EIH/IS Information Systems and Digital Health**
 - Coordinates the strengthening of information systems for health (IS4H) and data management projects, including the International Standards for the Classification of Diseases (ICD), Civil Registration and Vital Statistics (CRVS) systems, Core Indicators, and the PAHO Data Governance framework.
 - Supports the digital transformation of the health sector and the positioning of PAHO and the health sector within the digital transformation of governments,

including Digital health, Artificial Intelligence (AI) in health, Behavioral sciences, Digital literacy, and Telehealth initiatives and platforms.

- Creates and maintains technological systems and platforms that provide critical, quality, and strategic information and intelligence to develop and support the implementation of evidence-based policies and sound decisions on public health matters.
-
- **Latin American and Caribbean Center for Health Sciences Information (BIREME)**
 - Develops and disseminates evidence-based information and knowledge produced by PAHO Member States and the Organization.
 - Supports Member States' efforts to increase equitable access to, and dissemination and utilization of, health-related information, knowledge, and scientific evidence for decision-making.
 - Strengthens the capacity of professionals, lay people and communities for health-related decision making.
 - Builds and strengthens networks of institutions and individual producers and users of scientific information in health.
 - Supports the identification of critical knowledge gaps.

Special Program of Comprehensive Immunization (CIM)

The special program of comprehensive immunizations is responsible for the promotion and coordination of technical cooperation and alliances to support Member States in achieving a sustainable and equitable reduction of morbidity, mortality, and burden of disease from vaccine-preventable diseases (VPD) through prevention, control, and elimination strategies.

CIM seeks to revitalize Member States' immunization programs through the application of innovative approaches, strategies, and best practices, and the implementation of six lines of action:

1. Strengthen governance, leadership, and sustainable financing of national immunization programs.
2. Enhance monitoring of vaccine coverage and surveillance, incorporating digital intelligence strategies into routine analysis.
3. Strengthen the integration of immunization programs into the primary health care system towards Universal Health.
4. Develop innovative and strategic communication approaches to build social awareness and trust in vaccines and to increase access to immunization services.
5. Strengthen human resource capacities for immunization programs.
6. Use scientific evidence to guide decision making, planning, and program implementation, including the introduction of new vaccines of public health importance.

Special Program of Regional Revolving Funds (RRF)

The special program of regional revolving funds is comprised of two funds – the Revolving Fund for Access to Vaccines (Revolving Fund) and the Strategic Fund for Public Health Supplies (Strategic Fund). The special program is commissioned to facilitate cross-functional integration, collaboration, and optimization of processes and value-added services between the Revolving Fund and Strategic Fund to address new and evolving strategic and technical needs of Member States for vaccines and strategic public health supplies.

The Revolving Fund for Access to Vaccines is a regional technical cooperation mechanism to ensure equitable access to safe, effective, and affordable vaccines through the pooling of vaccine demand from Member States. The Revolving Fund provides technical cooperation to improve vaccine demand planning and forecasting capacities, strengthen supply chain management, and ensure their financing and sustainability. This cooperation is aligned with the recommendations and guidelines of PAHO's technical program of Comprehensive Immunization (CIM). Together, they contribute to strengthening Member States' access to vaccines, affording a lasting impact for the benefit of the population.

The Strategic Fund for Public Health Supplies is a regional technical cooperation mechanism to improve access to quality-assured, safe, effective, and affordable essential medicines and strategic public health supplies. The Strategic Fund is a central component of PAHO's strategy towards Universal Health. It leverages cross-sectorial technical expertise, multilateral cooperation, and partnerships to strengthen strategic supply management systems, providing technical cooperation to demand forecasting, planning, rational selection and use of health supplies, while facilitating timely and continuous essential health services.

Director of Administration (AM)

The Director of Administration (AM) supports the Organization-wide implementation of the Strategic Plan by overseeing corporate services that enable the PASB to operate with efficiency, transparency, and accountability. The Director of Administration also provides oversight, support, and guidance to Administrators in PWRs and Centers. AM is part of the Executive Management (EXM) and reports directly to the Director.

In addition, AM oversees PAHO's Enterprise Risk Management Program and Compliance functions to strengthen accountability and the protection of PAHO's resources. ERM and Compliance are part of the second line of defense to provide reasonable assurance to management regarding the achievement of PAHO's objectives.

The AM also oversees Business Continuity Management, (BCM) enabling the Organization to effectively respond to threats and protect its operations and interests.

The AM interfaces with PAHO's third line of defense entities including the Audit Committee, external auditors and internal auditors to ensure recommendations are properly addressed.

The AM chairs several committees related to priority administrative topics and initiatives including Health & Well Being, Asset Protection & Loss Prevention, Enterprise Risk Management & Compliance, PMIS Business Owners, PMIS Advisory Committee, and the IT Governance and Investment Committees.

In addition, AM represents PAHO/AMRO on WHO networks and committees, including the Network of Directors of Administration and Finance, the Staff Health Insurance Governance and Oversight Committee, (SHIGOC), the Global Service Center Governance Board, the Global Staff & Management Committee, (GSMC), and the Program Budget & Administration Committee (PBAC) of the Executive Board.

The following Departments reports to AM:

- Information Technology Services (ITS)
- Human Resources Management (HRM)
- Financial Resource Management (FRM)
- General Services Operations (GSO)
- Procurement and Supply Services (PRO)

Departments that report to AM

Department of Information Technology Services (ITS)

ITS is responsible for providing leadership and direction on PASB's information and communication technologies and system and for developing and maintaining technology strategies and plans that align with the Organization's mission. ITS maintains and supports IT networks, the IT corporate tools and applications, and provides IT leadership and guidance to staff and promotes a culture of innovation, collaboration and continuous improvement to technology staff. ITS is also responsible for implementing and managing information and cyber security across the Organization. ITS coordinates the PASB, Management Information System (PMIS) and oversees the PASB's Information and

Communication Technology Standards. ITS also acts as Secretariat for the IT Governance Advisory Group and establishes and maintains strategies, policies, standards and procedures to promote the effective and efficient provision of IT services to PASB entities.

ITS is comprised of the following teams:

- Applications Development (ITS/AT)
- IT Operations (ITS/OP)
- Information Security (ITS/S)

Teams under ITS

- **Applications Development Team**
 - Maintains and supports all PASB management information systems.
 - Develops and maintains corporate workflows and business-enabling tools.
 - Evaluates and recommends new technologies and systems that can improve the efficiency and effectiveness of the Organization's operations and supports strategic objectives.
 - Identifies and mitigates IT risks and vulnerabilities to protect the Organization's assets and value for money.
- **IT Operations Team**
- **End User Support Services**
 - Provides Tier 1 and 2 support for all incoming SRS Requests.
 - Maintains Administration, Maintenance, Request tracking and Knowledge database.
 - Maintains standards of desktops, laptops, and mobile devices.
 - Provides support for PASB Governing Body meetings.
 - Innovates and adopts technology solutions to modernize meeting management and improve participant experience.

- Supports systems administrator and external IT support providers in County Offices.
 - Provides support for videoconferencing and teleconferencing as required.
 - Handles testing and distribution of new releases of PC based systems.
- **Infrastructure and Cloud Services**
 - Oversees Tier 2 and Provides Tier 3 support for all Infrastructure and Cloud Services.
 - Administers Infrastructure and Cloud Services and technologies to ensure availability, reliability, performance, monitoring, and licensing.
 - Services includes:
 - ⇒ Infrastructure (Datacenter Operations, Virtualization Platform, Storage Area Network, Disaster Recovery, Operating System, Data Backup, Remote Access, Load Balancers and Antivirus).
 - ⇒ Cloud Azure environment – Compute, Networking, Security, Databases, Management, Governance, and Device Management)
- **Telecommunications and Collaboration Services**
 - Oversees Tier 2 and Provides Tier 3 support for all Telecommunications and Collaboration Services.
 - Administers Telecommunications and Collaboration Services and technologies to ensure availability, reliability, performance, monitoring, and licensing.
 - Services includes:
 - ⇒ Telecommunications (Internet Service Providers, Telephone Services, Firewalls, Switches, Routers, Wi-Fi Wireless Access Points).
 - ⇒ Collaboration Services (Active Directory, Exchange, SharePoint Online, One Drive, Teams, Top Desk, Zoom).
- **Web Services**

- Oversees Tier 2 and Provides Tier 3 support for all Web Services.
- Administers Web Services and technologies to ensure availability, reliability, performance, monitoring, and licensing.
- Services includes:
 - ⇒ Management of the current hosting infrastructure for the websites.
 - ⇒ Maintenance of the websites created on Joomla, WordPress and Drupal,
 - ⇒ Administration of Drupal, Joomla and WordPress roles and configurations.
 - ⇒ Updating modules, applying fixes, and adding new features.
- **Information Security Team**
 - Develops, implements, and monitors PAHO's Information Systems Security (ISS) program; researches, develops, and implements information security policies, standards, guidelines and procedures to enable PAHO employees to work in a secure and reliable IT systems environment. (*Governance and InfoSec Framework*)
 - Designs and executes vulnerability and risk assessments, to identify and mitigate potential security risks, and to ensure the security and resilience of PAHO's information assets in the ever-evolving threat landscape. (*Threat and Vulnerability Management*)
 - The Team is responsible for the prevention, detection, analysis, and response to security incidents that could impact the confidentiality, integrity, and availability of PAHO's information assets. It monitors the Organization's network and systems for potential security threats and investigates any suspicious activity. (*Incident Management*)
 - Develops and implements information security awareness and training programs to train PAHO users on the proper use of the Organization's information assets with the goal of keeping the systems, network, and data secure, and to help employees recognize and report potential security incidents. (*User Awareness and Training*)

- Prepares regular reports for oversight bodies on the status of Information Security and advises Executive Management on issues related to Information Security, IT risks, and data privacy and protection.

Department of Financial Resources Management (FRM)

FRM oversees the financial transactions of the Organization by implementing its financial regulations and rules, as well as accounting policies and procedures; monitors the inflow of funding and utilization of resources; processes the disbursements of funds; prepares the Organization's financial statements including the reporting of regular funds and voluntary contributions; manages investments, and banking;; provides financial reporting to management; coordinates responses to external audit recommendations; monitors the financial administration of PWRs; manages implementation of staff health insurance, the settlement of national taxes, and the processes and systems within FRM's area of responsibility.

FRM is comprised of the following teams:

- **Financial Services (FRM/FS)**
 - Treasury (FRM/T)
 - Financial Analysis (FS/S)
 - Grants Management (FRM/G)
- **Payroll, Benefits and Commercial Payments (FRM/PP)**
 - Staff Health Insurance (FRM/SHI)
 - Payroll, Pension and Taxes (FRM/PPT)
 - Staff Benefits and Commercial Payments (FRM/SC)
 - **Accounting Operations and Statutory Reporting/Accounting Services (FRM/AR)**
- Procurement Funds (AR/F)
- Accounts (AR/A)

- ⇒ WHO Accounts
- ⇒ PAHO Accounts

- **Financial IT Systems**

Teams under FRM

- **FRM/FS Financial Services**

- Audit liaison with the external auditor, including managing the Liaison Schedule of requests and interim and final external audit visits, and coordinates the Organization's responses to audit recommendations from the External Auditor and the Audit Committee.
- Administers the Purchasing Cards, Central Travel Cards, and individual travel cards programs.
- Reports PAHO's annual income and expense to the UN CEB
- Oversight of Financial Regulations and Rules and Manual FRM area of responsibility

- **FRM/T -Treasury**

- ⇒ Oversees the strategic direction of treasury operations, including investments, banking and assessed contributions, and the development and implementation of the Department's systems priorities promoting automation and streamlining.
- ⇒ Monitor Cash Management, mitigate risk of fraud, liquidity risk, exchange rate risk.
- ⇒ Review and record all cash receipts deposited in the Organization USD accounts. Process all Disbursements from USD corporate accounts, including staff payments, suppliers, funding for country offices, customer refunds, among others. Administer and reporting on PAHO investments, including 5 externally managed portfolios and an internally managed portfolio. The total invested amount is USD 1.2 Billion Bank Accounts management and

maintenance of 87 accounts within the region. Assessed Contributions accounting and reporting, Support to Technical Units and Country Offices to resolve operational issues and risk management, including electronic banking, security roles, foreign exchange, payment returns, compliance and sanctions.

- **FRM/GM- Grants Management**

- ⇒ Oversee the financial administration and official reporting of Voluntary Contributions (VC) agreements.
- ⇒ Review VC proposals and make recommendations on financial aspects like reporting requirements and applicable PSC.
- ⇒ Liaise with counterparts in PBE, technical units, and country offices to analyze and resolve financial, budgetary, and operational issues in the VC funds.
- ⇒ Prepared and issued official financial reports for donors.
- ⇒ Prepare VC data (including comparative analysis of implementation rates and deferred revenue balances for FRM reports to EXM

- **FRM/ST- Salary, Social Security and Tax Administration**

- ⇒ Oversees and processes payments associated with payroll, staff health insurance, pension, and national and state tax reimbursements.
- ⇒ Creates, reviews, and transmits staff and payroll data to the United Nations Joint Staff Pension System for processing and coordinates the analysis of the PASB's responsibility for the financing of the Terminal and Repatriation Entitlements Plan.

- **Payroll, Benefits and Commercial Payments (FRM/PP)**

- **FRM/SHI- Staff Health Insurance**

- ⇒ Administers the PAHO/WHO Staff Health Insurance Plan (SHI) in accordance with SHI Rules and regulation and applicable financial rules;
 - ⇒ Oversees the procurement of third-party administrator (TPA) contracts for participants residing in the United States, assessing the effectiveness and scope of provider networks, ensuring compliance with SHI rules, and assessing the effectiveness of fraud detection;
 - ⇒ Coordinating the transfer and accuracy of data on active and retired staff, and their dependents, for use in enrollment in TPA coverage, providing first point of contact for retirees and maintaining their data in PMIS for purposes of maintaining SHI coverage;
 - ⇒ Process SHI claims for all active and retired staff resident outside the United States using WHO specialized systems and software, coordinating with WHO/SHI staff regularly for the production of payments to claimants, including direct payments to medical care providers (i.e., suppliers);
 - ⇒ Assisting in case management, as required by the SHI Rules, including the preparation of cases for approval by the SHI Officer at WHO, the SHI Medical Advisor at WHO, and/or the Global Standing Committee (GSC), assembling case materials and informing claimants and TPAs, as needed, on the outcomes of case reviews;
 - ⇒ Assisting in the administration of the Medicare participation requirements of the SHI Rules, providing guidance to active and retired staff on the Medicare premium reimbursement provision of the SHI Rules;
 - ⇒ Monitor medical costs and trends, prepare periodic SHI financial reports for use by management, assessing the adequacy and the need for the second-tier contribution elements of the SHI premium, and assess the effectiveness of cost-containment measures;
 - ⇒ Perform ongoing audits of medical claims using fraud detection techniques and referring suspicious claims for investigation.
- **FRM/PPT- Payroll, Pension, Taxes**
 - ⇒ Establish and implement payment of salaries for positions classified under the UN Common System (both in-post and non-post);

- ⇒ Coordinate monthly the cross-functional activities of PBE, HRM, and ITS to produce accurate and timely payment of salaries and overtime, ensuring accurate allocation of costs, proper accounting of revenues for benefit plans, and the accurate distribution of payments to staff according to policies governing currency of payment;
 - ⇒ Ensure proper classification and timely remittance of payments to benefit plans, both internal and external, tracking closely the revenues subject to year-end reporting (i.e., pension and Staff Health Insurance);
 - ⇒ Perform comprehensive review and reconciliation of pension data for staff separating from the Organization for purposes of facilitating accurate and timely disposition of benefits by the UN Pension Fund, consolidating separation documents for further processing by WHO;
 - ⇒ Process requests for pension Restorations and Validations ensuring collection of required contributions and timely remittance to the Pension Fund through WHO;
 - ⇒ Perform review of pension audit notes, making appropriate adjustments to participants' contributions and recording corrections to participants' data before year end;
 - ⇒ produce the annual report on behalf of pension participants according to Pension Fund specifications; verify all computations, responses to audit notes, and review restoration and validation data, ensuring production of the annual report within the prescribed deadline, in coordination with WHO;
 - ⇒ Facilitate the settlement of claims for reimbursement of income taxes on PAHO earnings through the transfer of appropriate data to the UN to facilitate administration of tax services;
 - ⇒ Provide ongoing support to staff on salary and benefits, including guidance on payment elections, obtaining access to benefits, and providing briefings to newly hired and separating persons.
- **FRM/SCP- Staff Benefits & Commercial Payments**
 - ⇒ Ensures that payments are undertaken based on the interpretation and application of PAHO/WHO Financial Regulations and Rules, as well as a wide range of accounting principles and practices.

⇒ Processes, and settles the payment authorization of commercial invoices, statutory claims pertaining to assignment and reassignment grants, home leave, education grants, settling-in grants, repatriation travel, and claims and invoices pertaining to travel, termination benefits, events participants, and others.

- **FRM/AR- Accounting Operations and Statutory Reporting/
Accounting Services**

- Prepares the audited Financial Report of the Director for presentation to the Organization's Governing Bodies.
- Develops and manages accounting policies in compliance with the International Public Sector Accounting Standards (IPSAS).
- Coordinates and supervises the Organization's accounting operations, both operational and manual (i.e., accruals, prepaids, fixed assets, intangible assets, inventories).
- Establishes and coordinates awards received from the World Health Organization (WHO).
- Coordinates the Letters of Agreement as a mechanism for providing technical cooperation.
- Directs and coordinates the financial closure processes, for both, monthly and annual, and prepares International Public Sector Accounting Standards (IPSAS) compliant financial reports.

- **Procurement Funds**

- ⇒ Manage the activities for the financial operations of the Procurement Mechanism funds (PCM) in compliance with accounting standards, financial policies, and internal controls.
- ⇒ Coordinates and supervises PCM's accounting operations.
- ⇒ Prepares and reviews of the official financial reports of the PCM funds.

- ⇒ Manage the budget for the Revolving Funds Administer and provide financial insight on Member States' line of credit requests in collaboration with the technical areas.
- ⇒ Review agreements between PAHO and other institutions (MOH) to ensure financial processes and reporting are in accordance with the fund's regulations.

- **FRM/ PAHO Accounts**

- **FRM/WHO Accounts**

- **Financial IT Systems**

A financial information systems manager is responsible for managing the financial information systems of an organization. This role involves overseeing the design, development, implementation, and maintenance of financial information systems to ensure that they are functioning effectively and efficiently. ensure that the organization's financial systems are efficient, accurate, and reliable, enabling the organization to make informed decisions based on accurate financial data.

Specifically:

- Evaluating and selecting financial software packages and managing their implementation and maintenance.
- Developing and implementing financial policies and procedures to ensure accurate financial reporting.
- Managing and maintaining financial databases, ensuring data quality, and resolving any issues.
- Analyzing financial data to identify trends and patterns and making recommendations for process improvements.
- Ensuring compliance with regulatory requirements and internal controls.
- Collaborating with other departments to develop and implement integrated financial systems.
- Providing training and support to end-users of financial systems.

- Directing the financial closure for the finance department

Department of Human Resources Management (HRM)

The Department of Human Resources Management (HRM) supports PAHO's mission of working in and with countries towards the improvement of health and quality of life in the countries of the Americas by ensuring consistent application of staff rules and regulations, strategic and innovative human resources practices, programs, and services to attract, engage and retain highly qualified, talented staff committed to perform with excellence, fostering an environment of mutual respect and trust.

Teams under HRM

- **HRM/PS- People Strategy and HR Policy**

- Advises and leads the implementation and development of the Organization's People Strategy.
- Leads and coordinates Human Resources Planning.
- Provides authoritative advice and guidance on HR policies.
- Establishes a regulatory framework for all human resources-related actions and decisions; institutes sound HR management policies and practices consistent with the UN Common System; ensures that PAHO's regulations, rules, policies and procedures are readily available to all personnel, and promotes understanding and compliance by personnel.
- Responsible for the coordination of HRM's responses to the ICSC, WHO, UN, HR Network, and auditors, etc.

- **HRM/EM- Employment Management**

Classification

- Advises Administers processes of job classification and reclassification for all UN positions (PRFP, GSP, NOP, PRFN, GSN).

- Interprets and applies the ICSC classification standards for the classification of all UN positions in the Organization.
- Conducts desk audits, review, and evaluate positions to determine the proper job category and grade.
- Provides guidance, interpretation, and technical support to Country Offices and Centers on matters related to the classification of locally recruited assignments/positions (Agency in country offices (AGNF); Ministry of Health personnel (MIN));
- Reviews and classifies job descriptions for positions of National Staff hired under local conditions of employment (CLTs) in Centers.
- Conducts administrative reviews of organizational entities.

Recruitment

- Manages the recruitment and selection processes for all UN fixed-term positions (PRFP and GSP) and Temporary Staff (PRFN, GSN);
- Manages and/or coordinates all phases of the selection process (CV assessment, written tests, interviews, reference checks, etc.)
- Coordinates the Selection Panels and Senior Staff Selection Committee (SSSC) meetings.
- Manages the hiring process, issues Conditions of Employment and Appointment letters.

Contingent workers

- Oversees compliance with the hiring and contract administration of contingent workers.
 - **HRM/CE- Compensation and Entitlement Management**
- Manages staff contracts and administers UN salaries, allowances and benefits in accordance with established regulations, rules, policies and practices.

- Coordinates salary survey for staff assigned to Washington D.C. staff and the preparation of salary scales and National PAHO consultant pay bands for National Systems Personnel according to established salary methodology.
- Manages the Human resources Visa Desk in coordination with the Office of Foreign Missions, US Department of State and USCIS.

- **HRM/CD- Career Management and Development**

- Manages Leads the Organization's commitment to having a strong workforce who can contribute successfully to the PAHO program through opportunities for continuous learning and career advancement.
- Manages the performance appraisal process for staff to maximize the potential of the Organization's workforce.
- Manages the Staff Awards and Recognition Program that seeks to recognize and reward the performance of individuals and teams who have excelled in their work.

- **HRM/WB- Health and Well-being**

- Manages Monitors and promotes the health and well-being of personnel and a safe physical working environment.
- Administers the health-related benefits of staff.
- Conducts case management of staff on extended sick leave.
- Coordinates and oversees the activities of the staff counsellor.
- Administers the secretariat of the Health, Safety, and Well-being Committees.

Department of General Services Operations (GSO)

General Services Operations (GSO) provides building and office enabling services at Headquarters, oversees and supervises the work of the Facilities Management Services provider and Security Services. Manages the overall coordination of Headquarters

buildings maintenance, travel and transportation, insurances, conference support, catering, mail service, archiving services, asset management, furniture and equipment, safety, and security. Serves as security focal point within the UN security system. GSO also provides oversight and guidance regarding the Organization's real estate and infrastructure investments through the management of the Master Capital Investment Fund (MCIF)

GSO is comprised of the following teams:

- General Services Operations
- Facilities Management Services
- Security Services

Teams under GSO

- **General Services Operation**
 - Oversees and supervises the work of the Facilities Management Services provider and Security Services. Manages Travel Services (Travel Agency), Vehicle Replacement Plan, Conference services: room management, interpretation, and catering. Office space management. Oversees insurance services for HQ and risk management. Master Capital Investment Fund management, approval, supervision, and reporting.
- **Facilities Management Services**
 - Provides Facilities Services to the Headquarters building consisting of a management service, hard facilities management services (Mechanical, Engineering and Plumbing - MEP maintenance and repairs, ground maintenance, cleaning, health, and safety) and soft facilities management services (mailing, transportation, printing, moving/relocations and conference support).
- **Security Services**

- Provides physical security services to the HQ Buildings, including access control, manage ID cards, responding to events such as security alerts, probable criminal acts, civil demonstrations, and altercations occurring in PAHO property. Responding to life threatening situations such as medical alerts, fire alarms, suspected or actual crimes.

Department of Procurement and Supply Management (PRO)

The Department of Procurement and Supply Management (PRO) provides technical, managerial, and strategic guidance for the purchasing and contracting actions of PAHO Headquarters, Country Offices, and Centres. PRO is responsible for sourcing, vendor relationship management, and source-to-pay cycle of the Pan American Health Organization/World Health Organization Regional Office of The Americas (PAHO/WHO). PRO also develops and oversees implementation of the Organization's procurement policies and procedures to promote the effective use of the Organization's resources ensuring transparent, ethical, and cost-effective procurement in compliance with PAHO rules and regulations.

PRO is comprised of the following teams:

- Procurement Operational Excellence & Compliance (PRO/OC)
- Corporate Procurement (PRO/CO)
- Procurement Revolving Fund for Access to Vaccines (PRO/RF)
- Procurement Strategic Fund for Essential Health Supplies (PRO/SF)

Teams under GSO

- **PRO/OC- Procurement Operational Excellence & Compliance**
 - Provides strategic & transformational support for the Procurement Function across the Organization by focusing on value creation through innovation on procurement best practices, continuous process improvement and leveraging digital technologies.

- Establish best procurement practices and standards and implementing tangible and measurable strategic and operational initiatives across the Procurement Function.
 - Lead the implementation of sustainable procurement aiming to achieve the goals on environmental, social, and economical aspects of major procurement activities of the Organization.
 - Maintains procurement policies and procedures, ensuring policy compliance, conducting process improvement exercises, delivering training materials to procurement users, and supporting emergency surge operations.
- **PRO/CO- Corporate Procurement**
 - Provides Process a wide range of procurement and contracting actions in support of health-related activities and administrative support requirements for Country Offices, Centers and Headquarters Offices.
 - Oversees, through Delegation of Authority (DOA) review, full compliance of procurement activities of Country Offices and Centers, in accordance with the Organization’s rules, regulations, policies and strategies in procurement.
 - **PRO/RF- Procurement Revolving Fund for Access to Vaccines**
 - Responsible for the purchasing of health-related commodities, and other equipment and supplies on behalf of Member States, through the Revolving Fund for Access to Vaccines and the Strategic Fund for Essential Health Supplies.
 - Monitor the market of biological products, syringes, cold chain equipment, antiretrovirals, diagnostics and other health supplies, and is responsible for identifying and selecting potential vendors through established procurement procedures.
 - Develop efficient procurement strategies that allow continuous and reliable supply for critical commodities based on market situation.
 - Lead the supplier relationship management focused on continuously monitoring and improving performance on the procurements and deliveries for Member States.

- Responsible for providing technical advice, and support for achieving efficiencies and establishing best practices to ensure maximal outcomes in the areas of transport and logistics for vaccines, medicines, and other health technologies.
- Supervise the shipping staff in charge of expediting delivery of the goods purchased by the Organization and ensuring the best routes which achieve the best value for money and the fastest delivery.

- **PRO/SF- Procurement Strategic Fund for Essential Health Supplies**

- Responsible for the purchasing of health-related commodities, and other equipment and supplies on behalf of Member States, through the Revolving Fund for Access to Vaccines and the Strategic Fund for Essential Health Supplies.
- Monitor the market of biological products, syringes, cold chain equipment, antiretrovirals, diagnostics and other health supplies, and is responsible for identifying and selecting potential vendors through established procurement procedures.
- Develop efficient procurement strategies that allow continuous and reliable supply for critical commodities based on market situation.
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