

PAHO FORWARD

PLAN OF ACTION 1.0 April 2023 to March 2024 (April 2nd, 2024, Update)

				On track					Targe	et		Com	plet	ed	
		1. Streng	then PASB's efficiency, transparency, an	d acco	unta	bility	(ET	A)							
Responsible	10	Astion	Fire a stand was suite					Time	line in	mon	ths				
entity	ID	Action	Expected result	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
OIA	1.1	Publish internal auditor's reports to provide transparent insights into organizational governance, risk management, and internal controls	Timely publication of internal auditor's reports, promoting transparency and accountability												
PBE	1.2	Publish evaluation reports, providing Member States, PASB entities (managers and personnel) with valuable insights and information for decision-making	Evaluation reports published, providing insights, recommendations, and lessons learned to enhance organizational ETA and learning.												
			Revised evaluation policy reflecting the Director's vision and new approach to evaluation reports												
AM	1.3	Authorize all PMIS transactions below USD 5000 at the Administrator level (excludes TA's were PWR, Center Director is 1st level supervisor)	Streamlined PMIS authorization process for transactions below USD 5000, granting the Administrator the authority to approve them												
HRM	1.4	Share relevant human resources information between PAHO and the World Health Organization (WHO), as appropriate, to enhance transparency, foster collaboration, and ensure effective coordination between the organizations	Regular sharing of relevant human resources information, as appropriate, between PAHO and WHO to enhance transparency, collaboration, and coordination												

		1. Strengthe	n PASB's efficiency, transparency, and a	ccount	tabili	ty (ET	A) (cont.)					
Responsible	15	Astion	From a ske of many life					Time	line in	mon	ths			
entity	ID	Action	Expected result	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec J	lan F	eb Mar
РВЕ	1.5	Share relevant budgetary information between PAHO and WHO, as appropriate, to enhance transparency, foster collaboration, and ensure effective coordination between the organizations	Regular sharing of relevant budgetary information, as appropriate, between PAHO and WHO to enhance transparency, collaboration, and coordination											
AM/HRM	1.6	Develop HRM-specific key performance indicators (KPIs) for selection processes to optimize recruitment and enhance performance	Streamlined set of KPIs for HRM selection processes, including metrics, targets, and benchmarks to assess and improve recruitment efficiency											
LEG	1.7	Develop a tailored KPI framework for processes that requires a legal opinion, encompassing key metrics, targets, and benchmarks to optimize legal performance, ensure compliance, and facilitate informed decision-making	A robust KPI framework for processes requiring a legal opinion, comprising key metrics, targets, data collection processes, and reporting mechanisms to assess and monitor legal performance effectively											
AM/PRO	1.8	Development of KPIs for procurement process, facilitating the measurement and evaluation of procurement processes, efficiency, and effectiveness in meeting organizational goals and objectives	A comprehensive set of procurement KPIs, outlining metrics, targets, and benchmarks to assess and enhance procurement performance, transparency, and continuous improvement					Tr	ansitio	on to	the 2'	nd yea	r pla	n
AM	1.9	Revise policies and process to better streamline and optimize the use of PMIS for increased efficiency, including elimination of redundant processes/requests and use of paper/memos outside the system, where applicable	Policies and processes identified and simplified											

		1. Strengthe	n PASB's efficiency, transparency, and a	ccount	tabili	ty (E1	ΓΑ) (cont.,)				
Responsible	15	A atiana	Fire a short was suit.					Time	line in	mont	hs		
entity	ID	Action	Expected result	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec Jan	Feb Mar
AM	1.10	Review and update the travel policy, aiming at simplification	Updated and simplified travel policy					Tr	ransiti	on to	the 2 ⁿ	^d year p	olan
AM	1.11	Develop options and recommendations for expansion of the shared services to improve organizational efficiency and effectiveness	Plan for expansion developed and presented to EXM										
AM/PRO/ RFF	1.12	Launching Member State Portal (MSP) V1 for the Revolving Funds. The portal should allow Member States to submit demands for the Revolving Funds through an online platform. This collaborative endeavor involves ITS, FRM, RRF, and PRO	MSP V1 is accessible for Member States to submit demands for the Revolving Funds										
AM/PRO/ITS	1.13	Implementation of the Workday Strategic Sourcing module, to streamline source-to- contract processing	Enhanced procurement through streamlined processes, increased efficiency, and optimized supplier management										
AM	1.14	Work toward interoperability with WHO systems and align with WHO Business Management System modernization	Enhanced integration between WHO and PAHO systems										
AM/AD	1.15	Implement new modalities of technical cooperation to enhance the effectiveness and efficiency of technical assistance efforts	Guidelines for leveraging new modalities (virtual vs. face-to-face) of technical cooperation issued										
AM	1.16	Real state assessment of property in Washington, D.C. (Virginia building)	Recommendations for effective use of real estate (Workplace Strategy)										

		1. Strengthe	n PASB's efficiency, transparency, and ac	count	tabili	y (ET	A) (0	cont.))				
Responsible	ID	Action	Expected result					Timel	line in	mont	hs		
entity		Action	Expected result	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov D	ec Jan	Feb Mar
AM/DHE	1.17	Implement sustainable environmental practices and policies by adopting simple energy-saving practices, implementing waste reduction, and recycling programs, and promoting sustainable transportation options, among other actions.	Green PAHO initiative implemented with a comprehensive set of sustainable and modern eco-friendly practices and innovative policies.					Т	Fransit	ion to	the 2	nd year	plan
AM	1.18	Strengthen the compliance and risk management functions, in partnership with business process owners and following the three lines of defense model	Enhanced compliance with PAHO policies and procedures and improved risk management										

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					On	track		7	Γarge	et		Con	nplet	ed	
		2. Bolster PAHO'	s visibility, country focus, and capacity to	deli	ver te	chnica	al cod	perat	tion						
Responsibl		Action	Expected result				T	imelir	ne in	mon	ths				
e entity	ID			Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb [Vlar
AD/EXM	2.1	Develop a new organizational chart that aligns with the organizational needs and enhances operational efficiency to better respond to the demands for technical cooperation	New organizational chart implemented												
AD/HRM/ CSC/PBE	2.2	Review and align the personnel functions to the new institutional organizational chart and to the PAHO/WHO Core Predictable Country Presence (CPCP) initiative	Terms of reference for personnel at all levels adjusted and aligned and new recruitment, as needed, under implementation												
CSC	2.3	Strengthen the strategic and political relationship of the Director with the governments and ministers of health	Bilateral and subregional meetings, and strategic visits to countries enhanced; Director's commitments monitoring system established and under implementation												
AM/CSC/ LEG/ITS	2.4	Delegation of authority for PWRs increased to USD 100 000 for PASB country and subregional offices, and to USD 200 000 for Brazil	Revised DOA approved and implemented. More efficient use of the PWRs' time; reduced the time for processing contracts, purchases and payments, and letters of agreement initiated by country offices												

		2. Bolster PAHO's vi	sibility, country focus, and capacity to del	iver t	echn	ical c	ооре	eratio	n (c	ont.)					
Responsible	10	Action	Expected result				•	Time	line i	n mc	nths				
entity	ID			Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
CSC	2.5	Strengthen the focus of PAHO action in the countries, reinforcing representations and adapting technical cooperation strategies to the new epidemiological and social realities and national priorities	PAHO's country presence strengthened across all country offices												
CSC	2.6	Update all (or most) country cooperation strategies (CCSs), simplifying processes and enhancing effectiveness	CCSs are up to date in most country offices; the CCSs are considered and used as a framework for planning and definition of the CPCP; new mid- and end-term reviews are in place												
CSC	2.7	Review PAHO's subregional presence for enhancing functionality, efficiency, and coordination with regional- and country-level activities	Revised PAHO subregional presence implemented												
ERP	2.8	Strategically position the Organization at the global, regional, subregional, and country levels	PAHO's Director is a speaker at main regional events												
ERP	2.9	Forge strong alliances with new and present partners, with which the Bureau shares a converging public health objective for the Region	Traditional and nontraditional partners' support to PAHO's initiatives strengthened												
СМИ	2.10	Raise the profile of the Organization in social media	Increase social media activity of the Organization												

		2. Bolster PAHO's vi	sibility, country focus, and capacity to del	liver tech	nical	сооре	eratio	n (co	ont.)					
Responsible	15	Action	Expected result				Time	line i	n mo	nths				
entity	ID			Apr Ma	y Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
PBE/AD/ NMH/CDE	2.11	Create interprogrammatic projects as part of the BWP24/25: 1) disease elimination acceleration, and 2) NCD integration into PHC. These will include objectives, activities, estimated costs, timelines, roles, responsibilities, and monitoring mechanisms for their successful implementation	Interprogrammatic projects developed and included as part of OP 2024-25											
DIR	2.12	Review and streamline PAHO and WHO policies related to technical advisory groups and other collaborating groups, ensuring alignment, consistency, and efficiency in their functioning and processes	More transparency about the objectives of the collaborating groups, their membership, and duration of term											
DIR/AD/AM	2.13	Conduct a thorough review of internal collaboration groups and propose actionable recommendations to optimize their structure and alignment with organizational goals	More transparency about the objectives of the internal collaborating groups, their membership, and duration of team				Т	ransi	tion t	to the	2 nd y	/ear	plan	

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		3. Enhance PASB huma	n resources performance and drive innova	tion to	mov	ve the	e Org	aniza	tion	forv	vard				
Responsible	ID	Action	Expected result					Timel	ine i	n mc	nths				
entity				Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
DIR	3.1	Delegate the approval of the selection process for short-term professional (STP) positions P3 and below to HRM	Delegation of STP selection process approval for P3 and below positions to HRM												
DD/ETH	3.2	Accelerate the selection of key positions for an effective Integrity and Conflict Management System (ICMS)	Ombudsman appointed. P5 and P4 Prevention and Response to Sexual Exploitation, Abuse and Harassment appointed.												
HRM	3.3	Align the People Strategy with organizational goals and priorities, reviewing and refining it as necessary, while establishing measurable metrics for each objective	Revised People Strategy aligned with organizational goals and priorities, including defined and measurable metrics for each objective					[-	Trans	sition	to th	ne 2 nd	^d yea	r plar	ו
HRM/CSC	3.4	Implementation of the 2024 Mentorship Program for PWRs, promoting professional development and knowledge-sharing	Completed 2024 Mentorship Program for PWRs, including program documentation, participant evaluations, and a report on outcomes and professional development impact					Т	rans	ition	to th	e 2 nd	¹ year	plan	
HRM	3.5	Review the Performance, Planning and Evaluation System (PPES) tool	Revised PPES tool developed to be implemented in 2024												

		3. Enhance PASB human reso	ources performance and drive innovation	to mo	ve th	e Or	ganiz	ation	forv	ward	(con	t.)			
Responsible		Action	Expected result				Т	imeli	ne ir	n mo	nths				
entity	ID			Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
HRM	3.6	Enhance the selection and onboarding processes for efficient and effective recruitment and integration of personnel	Improved onboarding process												
HRM	3.7	Define a learning strategy to enhance knowledge-sharing, professional development, and continuous learning within the organization (POC funding)	Learning board reactivated												
HRM	3.8	Utilize the cost-effective resource of the UN Mentoring Programme to maximize mentoring opportunities and further enhance the professional growth of personnel	Increased utilization of the UN Mentoring Programme, expanding mentoring opportunities and enhancing personnel's professional growth and development					Tra	ansit	ion t	o the	2 nd	year	plan	
HRM	3.9	Develop clear and transparent criteria for seniority recognition within the Organization, ensuring equitable acknowledgment of employees' tenure and experience	Transparent criteria for seniority recognition implemented, ensuring equitable acknowledgment of employees' tenure and experience throughout the Organization												
HRM	3.10	Enhance the internship program by conducting a review of the policy for improved transparency and implementing two annual calls for internships	Enhanced internship program with an updated policy ensuring transparency, along with the implementation of two annual calls for internships, attracting a diverse pool of talented candidates												

		3. Enhance PASB human res	ources performance and drive innovation	to mo	ove t	he Or	ganiz	zatior	for	ward	l (con	t.)			
Responsible							-	Timel	ine ir	n mo	nths				
entity	ID	Action	Expected result	Apr	Mar	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
HRM/PHE	3.11	Create a roster of professionals to facilitate surge capacity and quick resource mobilization during emergencies or high-demand periods	Roster of emergency professionals established												
DIR/HRM	3.12	Advance on a joint and collaborative work agenda with the Staff Association	Jointed collaborative agenda established												
ЕТН	3.13	Review the ICMS	KPIs for different processes related to ICMS implemented					Ті	ansit	ion t	to the	2 nd y	/ear	plan	
DIR/AM/ HRM/ETH	3.14	Establish and support a comprehensive diversity, equity, and inclusion program in PAHO	An inclusive organization												