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WHO/INA/95.1

Original: English
Distribution: General

WORLD HEALTH ORGANIZATION / WORLD BANK

PARTNERSHIP

Recommendations for Action for Health Development

WHO/World Bank Review Meeting
Geneva, 31 October - 2 November 1994



WORLD HEALTH ORGANIZATION
GENEVA, 1995

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PREFACE

It is now increasingly recognized that the development of comprehensive health care services cannot be the responsibility of the Ministries of Health alone. Meeting the needs for better health cuts across traditional sectoral boundaries and the health sector must combine its resources and efforts with those of other sectors to achieve the delivery of integrated health care services to all. The equitable provision of health care requires the participation of a far wider spectrum of partners than may have been envisaged in the past. Moreover, it is recognized that the health sector can no longer be considered as a consuming sector: investing wisely in health builds human capital, enabling people to contribute to and gain from economic productivity on a more equitable basis. Investments in health can generate significant returns to individuals and for a society that benefit both current and future generations. Global political and economic changes over recent years have also been accompanied by new challenges calling for closer intersectoral collaboration. To meet the global challenges, WHO and other organizations must combine their respective capabilities and capacities which support Member States in their long-term comprehensive and sustainable national development programmes.

It was in this context that the Division of Interagency Affairs, WHO Headquarters, took the initiative to seek closer working partnerships with international organizations which are active in the health and health-related fields. In pursuance of this concept, consultations took place with the World Bank in order to set the stage for a stronger partnership in support of countries' health development. As a result, the First WHO/World Bank Review Meeting hosted by WHO took place in Geneva in October 1994. The objective of the meeting was to improve the collaborative framework between WHO and the World Bank in support of the health and health-related development sectors in developing countries. Senior government officials from four selected countries and the senior representatives from headquarters and regional offices of the World Bank as well as senior WHO staff members from headquarters, regional offices and four WHO Representatives also attended the meeting. The participants made an in-depth review of the WHO/World Bank collaborative situation and agreed on a series of practical recommendations. The meeting concluded its work with a pledge to build a true partnership in the health and health-related fields by combining the two organizations' complementary technical and financial expertise and resources in support of health development in developing countries. As a result of this meeting, this short document has been produced for use by concerned WHO staff at country, regional and global level. It can also be shared with national authorities and development aid agencies for the preparation of country and intercountry collaborative programmes.

I would like to take this opportunity to thank and acknowledge the valuable contributions made to the success of the meeting and the production of its recommendations by the government representatives, World Bank participants, and the WHO staff at country, regional and global level, as well as to the members of the secretariat of the meeting.



Yuji Kawaguchi, M.D., Ph.D.
Director, Division of Interagency Affairs
World Health Organization

1. INTRODUCTION

The history of collaboration between WHO and the World Bank goes back to the early 1950s. Since then there has been valuable collaboration in specific programme areas, and in 1976 a Memorandum was signed by the heads of the two organizations. Nevertheless both organizations acknowledge that there have been limitations, duplication and gaps in their efforts to support Member States in the health and health-related fields.

In the past several months, a number of discussions have taken place between WHO and the World Bank aimed at helping strengthen cooperation. A WHO/World Bank Review Meeting took place in WHO/IIQ Geneva, from 31 October to 2 November 1994. Both organizations felt that the meeting was timely and helpful in identifying ways to work together more effectively.

2. DISCUSSION

The participants at the meeting considered successful and less successful examples of WHO and World Bank collaboration and suggested recommendations for stronger links and partnership between the two organizations. The participants also reviewed four selected country situations presented by government representatives from Bolivia, India, Lebanon and Zambia, and discussed in detail major issues related to Government/WHO/World Bank collaboration. As a result the following issues were highlighted:

- 1) More consultation needed between the two organizations.
- 2) More awareness needed by the two organizations of the other's capabilities, capacity and potential; this issue is especially important where there are frequent changes of World Bank senior officials and an inadequate exchange of information.
- 3) The World Bank's perception of WHO's role sometimes insufficiently recognizes WHO's full range of technical and other contributions to supporting Member States.
- 4) Inadequate inter-ministerial coordination of external resources at country level. The World Bank usually works with Ministries of Finance and Economic Development (Ministry of Planning) while WHO works mainly with

the Ministries of Health. These ministries often have different views and priorities for national health planning and programmes.

- 5) Insufficient flexibility of WHO administrative procedures, rules and regulations for recruitment of staff. World Bank rates of remuneration for staff, and particularly for consultants, are considerably higher than those that can be offered by WHO. Furthermore, the terms of employment and the management style of the two organizations are different.
- 6) Insufficient authority, resources, back-up support and flexibility of the WHO Representative (WR) at the country level.
- 7) Inadequate and weak health system infrastructures at country level; inability of governments to assume full responsibility for the management of World Bank/WHO collaborative programmes due to inter alia:
 - a) poor management capability which decreases the capacity of the Ministry of Health to mobilize and coordinate the use of all external resources for health;
 - b) national health budgets usually not the responsibility of Ministries of Health;
 - c) high turnover of national staff especially project managers and lack of job security among senior officers;
 - d) poor intersectoral collaboration and coordination at the country level coupled with weak decentralized systems.

3. RECOMMENDATIONS

During their deliberations the participants focused on the facilitating factors and successful examples in order to propose practical procedures for improving the collaboration between the two organizations. Subsequently, four working groups were formed to prepare proposals for strengthened mechanisms and procedures to provide better support to the countries.

The recommendations of the working groups were subsequently discussed in plenary. This revealed a substantial level of similarity in each of the four reports facilitating the task of establishing a basis for a framework for a true partnership for health. At the closing session the recommendations were consolidated as follows:

- 1) The focus of collaboration is the Member States. The World Bank and WHO's cooperation must be in a spirit of close partnership for the country.
- 2) Governments should be effective coordinators of all external development assistance. WHO and the World Bank should make every effort to ensure that governments have the required capabilities and resources to coordinate external support effectively.
- 3) Government policy should be the basis for external collaboration in health and development projects. Where needed, WHO and the World Bank, with the Ministry of Health, should jointly support governments in the further development of their health policies.
- 4) With the Ministry of Health, WHO and the World Bank should promote periodic reviews of projects and programmes, engaging as many of the other involved sectors and development partners as possible.
- 5) Countries should be encouraged to consider the health implications of all development projects. WHO and the World Bank should ensure, with the Ministry of Health, that appropriate health-related projects are taken into account in broader development projects having health impacts.
- 6) Close involvement of the Ministry of Health by the Ministry of Finance and Economic Development (Ministry of Planning) on issues concerning financing of health related projects and development projects with health consequences.
- 7) The World Bank Department of Population, Health and Nutrition (WB/PHN) will be the Bank's focal point to liaise with WHO/Division of Interagency Affairs (WHO/INA) to facilitate and strengthen the collaborative activities between the World Bank and WHO at the global level. Additional contact points will be established at other levels of the two organizations.
- 8) The focal points of World Bank and WHO should meet periodically (mutually suitable time to be arranged by the focal points) to review the progress of coordination efforts.
- 9) Mechanisms to be established for a regular exchange of information and communication between WHO and the World Bank, enabling both partners to be fully informed of matters of mutual concern.
- 10) Collaboration between the two organizations should be established at the earliest stage of any proposed health or health-related activity, especially at the country level. WHO Representatives (WRs) should be involved from

the earliest stage of the Bank's planning process. The Bank should share its country mission plans with WHO, and particularly the WR, in good time before missions take place.

- 11) WHO/HQ and the Regional Offices should inform the WRs about forthcoming World Bank appraisal missions so that the WR, in close collaboration with the Ministry of Health and other relevant Ministries, can contribute effectively to the preparation of the project documents.
- 12) WHO should strengthen the role and function of the country offices and representatives by providing information and back-up support in order that they can effectively collaborate with the Bank and governments.
- 13) Secondment between the two organizations should be encouraged. For example, the World Bank can complement WHO in the area of health economics and WHO can complement the World Bank in specialized health fields, including environmental health. Such secondment promotes collaboration and joint activities between the two organizations.

The meeting concluded its work with a pledge to build a "true partnership in the health and health-related fields" by combining the two organizations' complementary technical and financial expertise and resources in support of health programmes in developing countries.

WHO role in implementing the recommendations

Since 1981, when the Global Strategy for Health for All by the Year 2000, founded on primary health care, was adopted by the World Health Assembly, WHO has been at the forefront in advocating policies based on the principles of social justice and equity, self-reliance and community development in the promotion of health. The role of WHO has become increasingly crucial to the attainment of the goal of health for all and the reduction in the gap between the health status of the people of developed and the developing countries, as well as between the developing and least developed areas.

To better support the countries in achieving their health goals, the recommendations of the First WHO/World Bank Review Meeting have provided a clear basis on which to develop a practical framework and guidelines, requiring WHO to play a stronger role in the planning and implementation of collaborative programmes. WHO, with its existing network and systems at the global, regional and more specifically at the country level, is in a unique position to assist the countries in this process.

The WHO Representative (WR), as a key figure at the country level, must fulfil the most important role and apply the recommendations of the meeting – **turning words into action**. The WRs at the country level should continue to be mostly advocates for country health development, encourage intersectoral cooperation and promote collaboration among international agencies active in the health and health-related fields. To implement these objectives, the WR should be provided with timely back-up support from WHO at the regional and global levels. At the regional level, under the policy guidance of the Regional Directors, the Directors of Programme Management are the focal points to coordinate the implementation of the recommendations, including the establishment of a mechanism for the implementation, monitoring and coordination of the WHO/World Bank recommendations. At the global level, WHO will continue its work to strengthen the overall collaborative framework between WHO/World Bank and governments and in designing strategies which facilitate the implementation of the recommended policies.

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ANNEX I

List of Participants

GOVERNMENTS

Bolivia

Mr Fernando Ruiz, Secretary of Policies & Social Investment, Ministry of Human Development

Dr Javier Torres Goltia, Under-Secretary of Health, Ministry of Human Development

Mrs Rosa Chavez Bustios, Chargée d'affaires, a.i., Permanent Mission of the Republic of Bolivia to the United Nations Office and other International Organizations in Geneva

India

Mr Indrajit Chaudhuri, Additional Secretary, Ministry of Health & Family Welfare

Mr T.S. Tirumurti, First Secretary, Permanent Mission of India to the United Nations Office and other International Organizations in Geneva

Lebanon

Dr Walid Ammar, Director General of Health, Ministry of Public Health

Dr Lina Oueidat, Adviser to the Minister of Health, Ministry of Public Health

Ms Abi Samra, Permanent Mission of Lebanon to the United Nations Office and other International Organizations in Geneva

Zambia

Dr Katcle Kalumba, Deputy Minister of Health, Ministry of Health

Ms A. Kazhingu, Second Secretary (Political Affairs), Permanent Mission of the Republic of Zambia to the United Nations Office and other International Organizations in Geneva

WORLD BANK

Africa Regional Office (AFR)

Mr Ok Pannenberg, Chief, Population & Human Resources, West Africa Department (AF5), Washington D.C.

Middle East & North Africa Regional Office (MNA)

Mr Jacques F. Baudouy, Chief, Population & Human Resources Operations, Country Department II (MN2), Washington D.C.

South Asia Regional Office (SAS)

Mr Richard Lee Skolnik, Chief, Population & Human Resources Operations Division, Country Department II (SA2) (India), Washington D.C.

Human Resources Development & Operations Policy (HRO)

Mr David de Ferranti, Director, Population, Health & Nutrition Department (PHN), Washington D.C.

Mr Jacques van der Gaag, Adviser, Population, Health & Nutrition Department (PHN), Washington D.C.

WORLD HEALTH ORGANIZATION

Regional Office for Africa (AFRO)

- Dr Wilfred S. Boayuc** WHO Representative, Zambia
- Dr E. Lambo** Health Economist, Health-for-All Unit (HFA)
- Dr E.M. Samba** Director, Onchocerciasis Control Programme (OCP)
Regional Director Designate/AFRO

Regional Office for the Americas (AMRO)

- Dr Jose Romero Teruel** Director, Division of Health & Development (HDP)
- Dr Mirta Roses** PAHO/WHO Representative, Bolivia

Regional Office for the Eastern Mediterranean (EMRO)

- Dr Abdelhay Mechbal** WHO Representative, Lebanon
- Dr Habib Rejeb** WHO Representative Designate, Iraq

Regional Office for Europe (EURO)

- Dr Xavier Leus** Regional Adviser for Coordination & Resource
Mobilization (RA/COR)

Regional Office for South-East Asia (SEARO)

- Dr M.Z. Husain** Director, Programme Management (DPM)
- Dr N.K. Shah** WHO Representative, India

Regional Office for the Western Pacific (WPRO)

- Dr Liu Xirong** Director, Programme Management (DPM)

Headquarters

- Mr D.G. Aitken**, Assistant Director-General (ADG)
Dr F.S. Antezana, Assistant Director-General (ADG)
Dr R.H. Henderson, Assistant Director-General (ADG)
Dr Hu Ching-Li, Assistant Director-General (ADG)
Dr J.-P. Jarrel, Assistant Director-General (ADG)
Dr W. Kreisel, Executive Director (EXD/EH)
- Mr K. Akasaka**, Adviser on Policy Cooperation (DGP)
Mr H. Benaziza, Office of Director, Division of Health Promotion & Education (HPE)
Mrs A.K. Bill, Tuberculosis Programme (TUB), Division of Communicable Diseases (CDS)
Dr D.R. Billington, Planning, Management & Training (PMT), Acting Director, Division of Technical Cooperation (TCO), Global Programme on AIDS
Dr B.H. Chen, Acting Chief, Assessment of Risk & Methodologies (ARM), Programme for the Promotion of Chemical Safety (PCS)
Mr J. Cheyne, Programme Officer, Global Programme for Vaccines and Immunization (GPV)
Dr N. Drager, Medical Officer, Division of Intensified Cooperation with Countries (ICO)
Mrs G. Ernberg, Chief, Administration, Management & Information (AMI), Global Programme on AIDS (GPA)
Mrs S. Gorga Mondino, Information Officer, Information & Media Support (INF), Division of Health Promotion & Education (HPE)
Mr W. H. Gulbinat, Senior Scientist, Division of Mental Health (MNH)
Dr A. Hammad, Special Representative of the Director-General for Health Policies (DGHP)
Dr H.R. Hapsara, Director, Division of Epidemiological Surveillance & Health Situation & Trend Assessment (HST)
Dr J.A. Hashmi, Chief, Research Capability Strengthening (TDC), Special Programme for Research & Training in Tropical Diseases (IDR)
Ms F.I. Herzog, Protocol and External Relations Officer, Governing Bodies (GBS), Cabinet of the Director-General (CIDG)
Dr M.J. Hirschfeld, Chief Scientist for Nursing (NUR), Division of Development of Human Resources for Health (HRH)
Dr M. Jancoes, Director, Division of Intensified Cooperation with Countries (ICO)

- Dr I. Kickbusch**, Director, Division of Health Promotion & Education (HPE)
Mr G. D. Kirsch, Short-term Professional, Cabinet of the Director-General (CDG)
Dr T. Kjellstrom, Director, Office of Global & Integrated Environmental Health (EHG)
- Dr Ko Ko**, Special Adviser to the Director-General (DGK)
Mr J. Kutzin, Technical Officer, National Health Systems & Policies (NHP),
Division of Strengthening of Health Services (SHS)
Mr C.L. Lissner, Technical Officer, Maternal Health & Safe Motherhood (MSM),
Division of Family Health (FHE)
Dr S. Litsios, Scientist, Office of the Director, Division of Control of Tropical
Diseases (CTD)
Dr B.G. Mansourian, Director, Office of Research Policy & Strategy
Coordination (RPS)
Dr J.D. Martin, Medical Officer, Division of Intensified Cooperation with
Countries (ICO)
Dr J.R. Menchaca, Programme Manager, Tobacco or Health (TOH), Programme
on Substance Abuse (PSA)
Dr S.K. Nordeen, Chief Medical Officer, Division of Control of Tropical
Diseases (CTD)
Dr A.L. Piel, Director, Cabinet of the Director-General (CDG)
Mr G. Ozolins, Director, Division of Operational Support in Environmental
Health (EOS)
Dr E. Somers, Senior Programme Officer, Programme for the Promotion of
Chemical Safety (PCS)
Dr J. Szczerban, Scientific Adviser, Office of Research Policy & Strategy
Coordination (RPS)
Mr L. Tillfors, External Relations Officer, Programme for Resource Mobilization
(RMB)
Ms R. Villars, Administrative Officer, Cabinet of the Director-General (CDG)
Dr D.B. Warner, Chief, Rural Environmental Health (REH), Division of
Operational Support in Environmental Health (EOS)
Dr F.T.G. Webb, Office of the Director, Essential National Research (HRH),
Special Programme of Research, Development & Research Training in
Human Reproduction (HRP)

Secretariat

- Dr Y. Kawaguchi**, Director, Division of Interagency Affairs (INA), **Coordinator**
Dr A. Amini, Short-term Consultant, Division of Interagency Affairs (INA)
Mrs D. Halvorsen, Division of Interagency Affairs (INA)

Mr J.A. Jorgensen, External Relations Officer, Division of Interagency Affairs
(INA)

Ms S. Berry, Secretary, Division of Interagency Affairs (INA)

Ms J. Fox, Secretary, Division of Interagency Affairs (INA)

Ms A. Proddham, Administrative Assistant, Division of Interagency Affairs (INA)

ANNEX II

Joint memorandum of World Bank / World Health Organization health activities

1. This memorandum is aimed at developing further cooperation between the World Bank ("the Bank") and the World Health Organization ("WHO") in the area of health. Health activities are defined herein to include those activities which substantially affect physical, mental and social well-being.
2. The Memorandum supplements the already existing arrangements between the Bank and WHO for collaboration under the Cooperative Programme in Water Supply and Waste Disposal, the Joint Memorandum on Population Activities, and the Programme for Onchocerciasis Control. This expanded relationship is expected to enhance the effectiveness of both organizations and prevent uneconomic duplication of efforts and staffing.
3. The Bank will assist WHO in the analysis and projection of socio-economic conditions, in the assessment of national development plans and, selectively, in the planning, implementation and evaluation of WHO-assisted projects, in the establishment or strengthening of national health and health-related institutions and in the analysis of problems arising from the delivery of health services. WHO, on the other hand, will make its assistance available to the Bank as required in designing, appraising and monitoring schemes for the delivery of health services, the control of communicable diseases, the planning of health manpower education, the monitoring of health conditions, and in relation to research in the bio-medical sciences. These forms of collaboration shall be undertaken with due regard to their likely cost and effect in particular instances, on the basis of jointly agreed plans. In addition, the two parties are expected to assist each other in defining priorities for joint study or action, developing operational guidelines and procedures, and in recruiting temporary and permanent staff.

Methods of Cooperation

4. Bank and WHO staff will, on request, assist field and headquarters operations to the extent consistent with their responsibilities and obligations to their respective organizations and host countries. The two organizations

will seek, at the request of the other organization, on a case-by-case basis, to include participants from the other organization in missions to countries. Secondment of WHO staff to the Bank and of Bank staff to WHO will also be considered in order to facilitate communication and liaison.

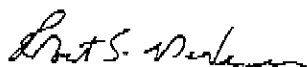
5. The two parties will give serious consideration to selection of one another's staff members as participants in their training programmes as appropriate to this Memorandum. WHO staff will be considered for appropriate courses offered by the Bank's Economic Development Institute and Bank staff for attendance at WHO in-service training programmes at headquarters or in the regions.
6. The Bank will provide WHO with schedules of missions, confidential appraisal reports for projects with health components or consequences, and research proposals, research reports, policy analyses and reports, guidelines and operational manuals related to health. Similarly, WHO will provide the Bank with information on its planned programme, including research, and with research reports, policy analyses and reports, guidelines, and operational manuals which are likely to be of interest to the Bank. In addition, both parties will exchange any other materials likely to be of interest and value, and which affect relevant policies and current thinking of the organizations. It is basic to the spirit of this understanding that such documentation and information should be communicated regularly and as early as possible in order to facilitate constructive criticism and review, with a view to enhanced cooperation.
7. Staff of the Bank and WHO will meet at least once a year in Washington or Geneva to discuss policy issues of interest to both organizations, to review operations in countries which they are carrying out, or have planned, projects or other activities in the health sector or with health implications, and to identify methods and procedures which would increase collaboration. At that time they shall also examine the scope and adequacy of the information exchanges provided for in paragraph 6.

Reimbursement for Services

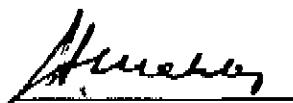
8. The Bank and WHO will make appropriate arrangements for the reimbursement of the cost of services provided by each other under this Memorandum on a case-by-case basis.

Liaison

9. Within the Bank, the Director, International Relations Department, will be responsible for Bank contacts and liaison on matters of inter-institutional cooperation arising in connexion with the implementation of this Memorandum; the Bank's Environmental and Health Adviser, Office of Environmental and Health Affairs, will be responsible for contacts and liaison on health policy and technical matters.
10. Within WHO headquarters, the contact point for inter-institutional cooperation with the Bank will be the Director, Division of Coordination.



for the World Bank



for the World Health Organization

Date 5/17/76

Date 5.5.76

ANNEX III

SELECTED OFFICES OF THE WORLD BANK AND WORLD HEALTH ORGANIZATION

WORLD BANK HEADQUARTERS

1818 H Street, N.W.
Washington, DC 20433, USA
Telephone (202) 477-1234 – Facsimile(202) 477 6391*

OFFICE OF THE PRESIDENT (EXC)

THE VICE PRESIDENT

ENVIRONMENTALLY SUSTAINABLE DEVELOPMENT (ESD)

THE VICE PRESIDENT

HUMAN AND RESOURCES DEVELOPMENT & OPERATIONS POLICY (HRO)

- a) Director, **Population, Health & Nutrition Department (PHN)**

THE VICE PRESIDENT

AFRICA REGIONAL OFFICE (AFR)

- a) Director, **Southern Africa Department (AF1)**
(Angola, Botswana, Lesotho, Malawi, Mozambique, Namibia,
South Africa, Swaziland, Zambia, Zimbabwe)
- b) Director, **Eastern Africa Department (AF2)**
(Djibouti, Eritrea, Ethiopia, Kenya, Somalia, Sudan,
Tanzania, Uganda)
- c) Director, **Central and Indian Ocean Department (AF3)**
(Burundi, Cameroon, Central African Republic, Chad,
Comoros, Congo, Equatorial Guinea, Gabon, Madagascar,
Mauritius, Rwanda, Seychelles, Zaire)

*This address, telephone and facsimile numbers to be used for all offices listed below.

- d) Director, **Central-Western Africa Department (AF4)**
(Benin, Burkina-Faso, Côte d'Ivoire, Ghana, Niger, Nigeria
Togo)
- e) Director, **Western Africa Department (AF5)**
(Cape Verde, Gambia, Guinea, Guinea-Bissau, Liberia, Mali,
Mauritania, Sao Tome & Principe, Senegal, Sierra Leone)
- f) Director, **Africa Technical Department (AFT)**

THE VICE PRESIDENT
EAST ASIA & PACIFIC REGIONAL OFFICE (EAP)

- a) Director, **Country Department I (EA1)**
(Cambodia, Korea, Lao PDR, Malaysia, Mekong Committee,
Myanmar, Philippines, Thailand, Viet Nam)
- b) Director, **Country Department II (EA2)**
(China, Mongolia)
- c) Director, **Country Department III (EA3)**
(Fiji, Indonesia, Kiribati, Marshall Islands, Micronesia,
Papua New Guinea, Solomon Islands, Tonga, Vanuatu,
Western Samoa)

THE VICE PRESIDENT
SOUTH ASIA REGIONAL OFFICE (SAS)

- a) Director, **Country Department I (SA1)**
(Afghanistan, Bangladesh, Maldives, Pakistan, Sri Lanka)
- b) Director, **Country Department II (SA2)**
(Bhutan, India, Nepal)
- c) Director, **Asia Technical Department (AST)**

THE VICE PRESIDENT
EUROPE & CENTRAL ASIA REGIONAL OFFICE (ECA)

- a) Director, **Country Department I (EC1)**
(Bulgaria, Cyprus, Former Yugoslav Republic of Macedonia,
Portugal, Romania, Turkey)
- b) Director, **Country Department II (EC2)**
Albania, Republic of Bosnia-Herzegovina, Croatia,
Czech Republic, Hungary, Poland, Slovak Republic, Slovenia)
- c) Director, **Country Department III (EC3)**
(Azerbaijan, Kazakhstan, Kyrgyz Republic,
Russian Federation, Tajikistan, Turkmenistan, Uzbekistan)
- d) Director, **Country Department IV (EC4)**
(Armenia, Belarus, Estonia, Georgia, Latvia, Lithuania,
Moldova, Ukraine)

THE VICE PRESIDENT
MIDDLE EAST & NORTH AFRICA REGIONAL OFFICE (MNA)

- a) Director, **Country Department I (MN1)**
(Algeria, Islamic Republic of Iran, Libya, Malta, Morocco,
Tunisia)
- b) Director, **Country Department II (MN2)**
(Bahrain, Arab Republic of Egypt, Iraq, Jordan, Kuwait,
Lebanon, Oman, Qatar, Saudi Arabia, Syria, United Arab
Emirates, Yemen Republic)
- c) Director, **ECA/MNA Regions Technical Department (EMT)**

THE VICE PRESIDENT
LATIN AMERICA & THE CARRIBEAN REGIONAL OFFICE (LAC)

- a) Director, **Country Department I (LA1)**
(Argentina, Brazil, Chile, Paraguay, Uruguay)

- b) Director, **Country Department II (LA2)**
(Costa Rica, Dominican Republic, El Salvador, Guatemala, Haiti, Honduras, Mexico, Nicaragua, Panama, Venezuela)

- c) Director, **Country Department III (LA3)**
(Bahamas, Barbados, Belize, Bolivia, Caribbean Development Bank (CDB), Colombia, Ecuador, Guyana, Jamaica, OECS Member States, Peru, Suriname, Trinidad & Tobago)

- d) Director, **Technical Department (LAT)**

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Congo

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5364 KG
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242 83 94 01
242 83 94 02
242 83 94 03
242 83 94 10
(RD's office)
Tel. 242 83 91 11

Attention: Director, Programme Management

Member States: +Algeria, *Angola, *Benin, *Botswana, *Burkina Faso, *Burundi, *Cameroon; *Cape Verde; *Central African Republic, *Chad, *Comoros, *Congo, *Cote d'Ivoire, *Equatorial Guinea, *Eritrea, *Ethiopia, *Gabon, *Gambia, *Ghana, *Guinea, *Guinea-Bissau, *Kenya, *Lesotho, *Liberia, *Madagascar, *Malawi, *Mali, *Mauritania, +Mauritius, *Mozambique, *Namibia, *Niger, *Nigeria; yRwanda, *Sao Tome and Principe, *Senegal, *Seychelles, *Sierra Leone, +South Africa, *Swaziland, *Togo, *Uganda, *United Republic of Tanzania, *Zaire, *Zambia, *Zimbabwe

- * with WHO Country Representative
- + with WHO Liaison Officer
- y with WHO Special Coordinator

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* with PAHO/WHO Representative
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Member States: *Afghanistan, Bahrain, Cyprus, *Djibouti, *Egypt, *Iran (Islamic

Republic of), *Iraq, *Jordan, Kuwait, *Lebanon, *Libyan Arab Jamahiriya, *Morocco, *Oman, *Pakistan, Qatar, *Saudi Arabia, *Somalia, *Sudan, *Syrian Arab Republic, Tunisia, United Arab Emirates, *Yemen

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+ with WHO Liaison Officer

o with Special Representative of Director of WHO Regional Office
for Europe

y with WHO Coordinator

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■ with WHO Public Health Adviser to the Minister of Health

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Member States: *Bangladesh, *Bhutan, +Democratic People's Republic of Korea, *India, *Indonesia, *Maldives, *Mongolia, *Myanmar, *Nepal, *Sri Lanka; *Thailand

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Member States: *Australia, *Brunei Darussalam, *Cambodia, *China, *Cook Islands, *Fiji, Japan, *+Kiribati, *Lao People's Democratic Republic, *Malaysia, *Marshall Islands, *Micronesia (Federated States of), *Nauru, *New Zealand, *Niue, *Papua New Guinea, *Philippines, *Republic of Korea, *Samoa, *Singapore, *+Solomon Islands, *Tokelau, *+Tonga, *Tuvalu, *+Vanuatu, *Viet Nam.

+With WHO Country Liaison Officer

•Associate Member

*With WHO Representatives

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