

# DESIGNMATTERS FELLOWSHIP

Pan American Health Organization  
World Health Organization

Washington, DC  
Spring 2015

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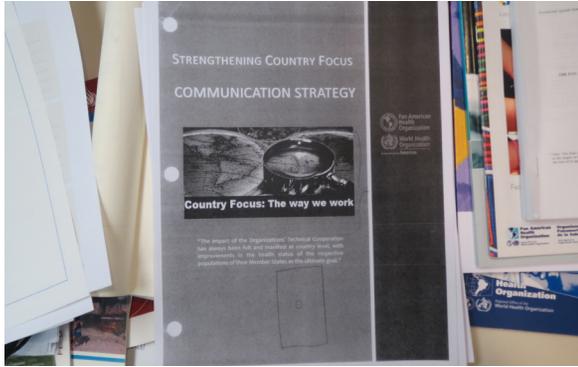


PAHO/WHO's headquarters in Washintong, DC.

## DC

I moved to DC in the middle of the winter. It wasn't easy to leave sunny California, but I am all for new challenges. Entering the Pan American Health Organization/ World Health Organization (PAHO/WHO) headquarters for the first time was quite an experience. The building was designed by Uruguayan architect Román Fresnedo Siri in the sixties and it consists of two main structures. The cylindrical building is a big UN-like room where PAHO/WHO holds high level conferences with member states and entities at country level. The second structure is a ten-floor building that holds over 600 people.

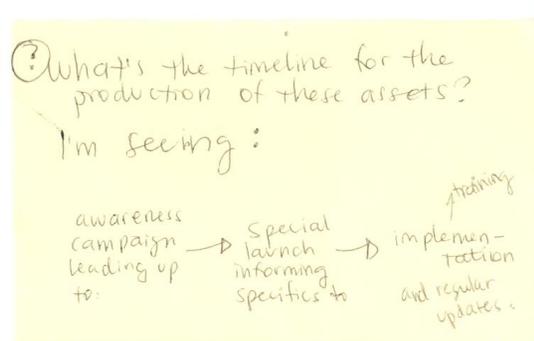
I have to admit I was afraid of feeling out of place in this city. Coming straight from a creative field into a UN agency for Public Health of over a hundred years old, I knew it would be hard for me to identify with their culture. But I was wrong.



# GETTING FAMILIAR

PAHO/WHO's mission is to improve the quality of life and health of the people in the Americas. The grand majority of staff members are spanish speakers. They come from South America, Central America, and the Caribbean. I did find myself to be the only designer in the building but by being Ecuadorian, I was easily able to connect with fellow latino colleagues.

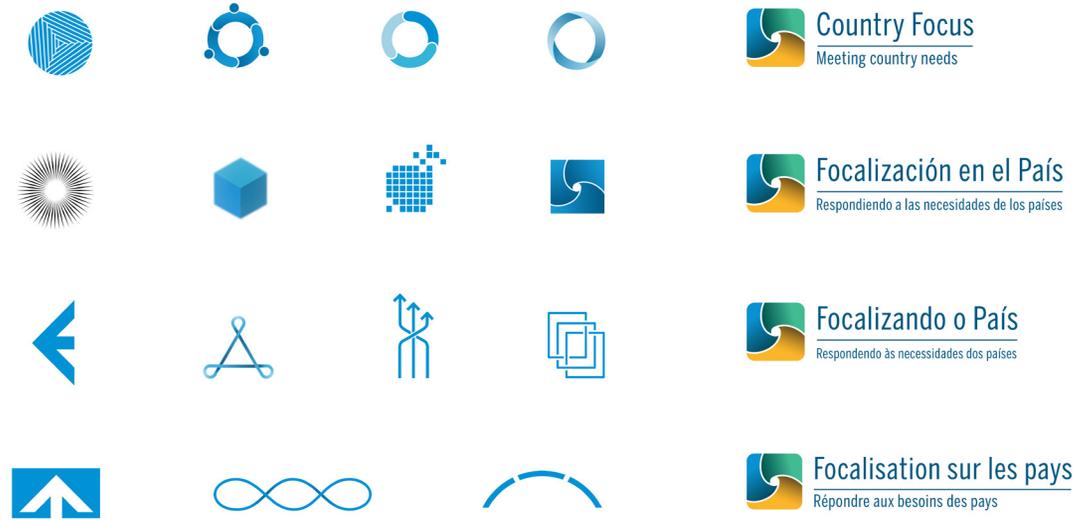
After initial meetings with my supervisors, I realized that what I would be creating is more complex than a visual identity alone. Not only is the visual identity not representing an entity, but it should give form to a campaign/strategy. The strategy aims to reinforce and implement the Country Focus initiative in a more successful way.



The initiative started by CSC (Country and Subregional Coordination Office of PAHO) was strongly based on WHO's Country Focus Strategy (CFS), which aims to showcase PAHO's impact at country level to emphasize the importance of advocating for a country focus approach at every level of the Organization.

Dr. Priscilla Rivas-Loria shared with me a Communication Strategy written two years ago, that explained how they planned for the strategy to take form. Even though its contents were outdated and they are currently working on a newer version, I was able to recognize three different phases for the strategy. This allowed me to understand what the scope of my responsibilities will be as far as implementing the visual identity into actual physical deliverables.

My goal was to execute the first and second part of this strategy.



Initial sketches on the left. More developed and translated logotypes on the right.

## CONCEPT DEVELOPMENT

PAHO works in three different levels. The regional office is the headquarters, and it works in support and collaboration with the two other levels of the organization which are Subregional and Country Offices. The Country and Subregional Focus Strategy main goal is to concentrate PAHO's regional office efforts to subregional and country levels, where the ultimate impact is created.

I was asked to create a logotype that represented the collaboration between Regional, Subregional and Country level.

One of the hardest parts about this project was translating all the content into PAHO's four official languages: English, Spanish, Portuguese and French. It was a task I never thought would become a real challenge.

**BE INVOLVED.  
BE FLEXIBLE.  
BE COUNTRY FOCUSED.**

## **A STRONG MESSAGE**

We were warned at early stages that creating a logotype within PAHO was not allowed. My supervisor and team members felt strongly about our initiative and the shape it was taking that they were confident we would be allowed to move forward. We were wrong. Any kind of symbol had to be dropped, we had to listen to Legal.

This obstacle turned out to be a favorable event in the process. I went back to my notes and to the Communication Strategy and pulled out this statement “Be Involved. Be Flexible. Be Country Focused”. The message spoke to our audience in a more direct and active way than a logo could ever do.

My suggestion was approved and embraced by team members. What I needed now was a bold and straight-forward visual language.

**IMPLIQUEZ-VOUS.**  
**SOYEZ FLEXIBLE.**  
**SOYEZ FOCALISÉ SUR LES PAYS.**

**INVOLÚCRATE.**  
**SÉ FLEXIBLE.**  
**ENFÓCATE EN LOS PAÍSES.**

**ENVOLVA-SE.**  
**SEJA FLEXÍVEL.**  
**MANTENHA O FOCO NOS PAÍSES.**

Campaign tag line translated into French, Spanish and Portuguese, respectively.



# VISUAL LANGUAGE

Because the campaign was all about PAHO's efforts focusing on impacting at country level, the obvious choice was using real documentation. Fortunately, PAHO keeps a rich and immense archive of photography from their missions in the countries.

I designed wall posters that would showcase PAHO's work. The posters represented a reality to which staff at Regional level were not living everyday, but whose efforts helped changed and improve. The posters and banners became a gallery of PAHO's accomplishments from the last ten years. PAHO serves people from over 30 countries of the Americas, and each one of them were represented through this campaign.

The three colors were pulled from the original logotype. I chose vibrant colors to play up the purpose of the campaign as a celebration and recognition of the importance of efforts at country level.

JOIN US FOR A  
TOWN HALL MEETING

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# Why Country Focus

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Friday, July 10  
10AM to 11AM  
Room A, HQ

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BE INVOLVED.  
BE FLEXIBLE.  
BE COUNTRY FOCUSED.



www.paho.org/americas



ORGANIZACIÓN  
Panamericana  
de la Salud

Organização  
Mundial de Saúde  
Americana

## FOCO NO PAÍS, É COMO TRABALHAMOS

ENVOLVA-SE. SEJA FLEXÍVEL. MANTENHA O FOCO NO PAÍS.



www.paho.org/americas

INVOLUCRATE. SE FLEXIBLE. FOCALIZA EN EL PAÍS.

## ADAPTANDO NUESTRA RESPUESTA A LOS PAÍSES



ORGANIZACIÓN  
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ORGANIZACIÓN  
Panamericana  
de la Salud

Organisation  
Mondiale de la Santé  
Américaine

## ADAPTER LES RESSOURCES AUX PRIORITÉS DU PAYS

IMPLIQUEZ-VOUS. SOYEZ FLEXIBLE. SOYEZ FOCALISÉ SUR LE PAYS.



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As part of the awareness campaign, various banners were designed in different languages, representing documentation from different countries. The banners and posters announced the upcoming Town Hall Meeting “Why Country Focus”.



Brochures were distributed during the event. They contained all the basic information about the Country Focus initiative and served as a guide to all attendees.



Before launching the campaign, we approached over 50 staff members and filmed them answering questions related to Country Focus. We were able to engage them and familiarize them with the initiative. Through their spontaneous reactions and answers we had a better understanding on what content needed to be developed and presented. I produced and edited the video to be presented during the Town Hall Meeting

Click on image to watch video.



An important step in the development of the campaign was including PAHO's Director, Dr Carissa Etienne's voice. We prepared a script with a strong message on Country Focus to be delivered to all of PAHO/WHO's entities and spread through email and the intranet, an internal PAHO portal, frequently navigated by all staff members. We collaborated with CMU (PAHO's Communication Unit) in the production of the video.

Click on image to watch video.



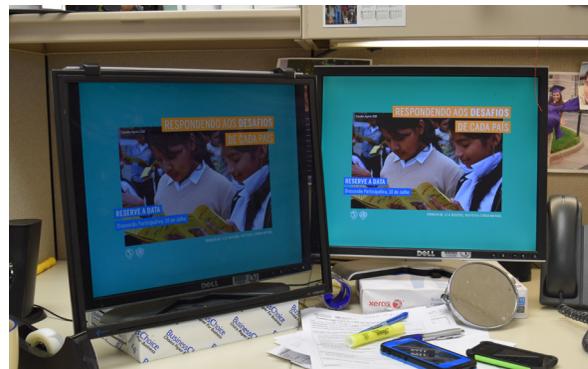
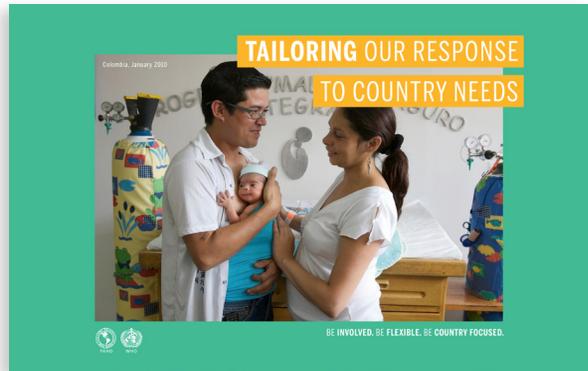
My colleague, Virginia Laroche, walking by our poster setup.

## DEPLOYMENT

Being an Organization with a long history, PAHO is used to following standard guidelines. Because of this, internal campaigns are mostly expressed in the same way, with the same language, in the same places. I looked for spaces in the building that had a lot of exposure and that would give me the opportunity to get the message across in an impactful way.

After getting through with all the necessary permissions and approvals, we were allowed to take a large space in front of the elevators on four floors and we put up 12 posters. Floors that did not have posters, had large banners.

We were determined to make sure everyone receives the message and would be motivated and curious enough to attend the event.






## REMINDER

The Director, along with the Office of Country and Subregional Coordination (OSC) invites you to a

### Town Hall Meeting: Why Country Focus

Friday, July 10      Room A      10am to 11am

Objective: To Promote a common understanding and awareness of the importance of being country focused as a **key value** for the Organization.

CONNECT VIA WEBEX: [Click on links at the end of this email to access Webex](#)

Click here to watch the Director speak on Country Focus



### Town Hall Meeting Agenda

Moderator: Ms. Luciana Terepaco, Country Program Advisor, CSC

**10:00-10:05** Introduction: What is the objective of the campaign regarding Country Focus and why it is being implemented now.  
Dr. Ross Scalet, Country Program Advisor, CSC

**10:05-10:30** Opinions on what it means to be country focused: Staff members will express their opinions on country focus, and ways to strengthen it based on their personal experiences.  
Dr. Stephanie Alvarez, WHO/PAHO      Dr. Melissa Pablos, PHAGE Leader  
Dr. Vanessa Torres, PAHO      Dr. Carolina Sanchez, PHAGE Moderator  
Dr. Rosalva Huelar, HSC/PAHO      Dr. William Kozlov, PAHO, CSC

**10:30-10:35** Video: Points of view on country focus collected from PAHO staff.

**10:35-10:50** Open dialogue with participants

**10:50-11:00** Closing remarks: Dr. Carissa Etienne, Director

BE INVOLVED. BE FLEXIBLE. BE COUNTRY FOCUSED.

I developed simple screensavers in different languages with different pictures to work on PAHO's internal screensaver system, which reaches almost 2,000 monitors in people's desks.

A PIB Reminder (PAHO internal bulletin) was sent to all entities, sharing details on the event and the WebEx links for those in Country Offices to join the Town Hall Meeting online.



PAHO’s Director, Dr. Carissa Etienne, opening the Town Hall Meeting with a strong message on Country Focus.



## TOWN HALL MEETING

The Country Focus initiative led to the “Town Hall Meeting: Why Country Focus” which took place on Friday 10 July 2015 in PAHO’s headquarters and was presented by Ms. Lorraine Thompson and Dr. Rosa Silvestre and chaired by the Director, Dr. Carissa Etienne. The meeting was attended by many staff members from the DC Headquarters, while an interactive WebEx livestream, enabled our 28 Country Offices to be a part of this groundbreaking event. Five Staff members from WHO/HQ, PAHO/WHO, Subregional and COs expressed their opinion on country focus and ways to strengthen it based on their personal experiences.

The Director, Dr. Carissa Etienne ended the session highlighting some facts and remarks, “PAHO is a country-focused organization when you look at its structure. Country offices are the face of the organization; its work is then based on the needs assessment of its Member States”.



The CSC team with the Director after the Town Hall Meeting.



With the CSC team in the PAHO's headquarters, Washington, DC.

## THANK YOU!

Thank you to all of PAHO's CSC team. Chiara Stefanini and Virginie Laroche who I worked closely with. Thank you to Dr. Beverley Barnett and Dr Priscilla Rivas-Loria for their guidance. Thank you to Paulo Lyra for his support and advice.

Thanks to Designmatters for giving me the opportunity of traveling, experiencing a new city, new people and new challenges and allowing me to expand my skills as a designer and communicator.

Special thanks to Mariana Amatullo for trusting me to complete this fellowship, to Jennifer May for being a huge support and to Stephanie Sigg, my fellowship mentor, who generously shared her time with me to review, discuss, and chat over about my work and the new experiences I was living.