

## **ENSURING EFFICIENT AND EFFECTIVE IMPLEMENTATION**

86. During the past five years, the PASB has implemented several institutional change initiatives that comprise a fundamental shift in the way the Bureau carries out its duties. The five organizational change objectives established by the Director (see below) led to the establishment of cross-functional teams mandated to determine how best to meet these objectives. These teams were called "roadmap teams for the PASB transformation" and their work has largely been completed.

87. In addition, the PASB remains committed to ensuring that the findings of PAHO in the 21st Century, the recommendations of the 2004 External Auditor's Special Report, and the Report on the Activities of the Internal Oversight Services continue to be implemented during the 2008–2012 planning period.

### **Organizational Change Objectives and the Roadmap Teams**

88. This Strategic Plan incorporates RERs and indicators to measure the achievement of the five organizational change objectives:

- (a) Enhance Country Focus;
- (b) Establish a Regional Forum;
- (c) Become a Learning Knowledge-Based Organization;
- (d) Enhance Management Practices – notably through results-based management;
- (e) Adopt new modalities of technical cooperation.

89. The Roadmap teams have concluded their work and made recommendations to Executive Management. The resultant changes to working modalities and management approaches are being mainstreamed during 2007. The 11 ROADMAP teams worked on the following themes: Country Focused Cooperation, Regional Public Health Plans, External Communication, Internal Communication, Knowledge Management Implementation, Leadership Learning and Development, Standards for Accountability and Transparency, Regional Forum, Resource Mobilization, Country Support Unit (CSU) Organization Review, and the Human Resource Strategy.

90. In keeping with the comprehensive nature of this Plan, it incorporates and supersedes prior organizational change and institutional strengthening initiatives. Reporting on the implementation of this Plan will constitute the principle means of PASB accountability to Member States in this area.

### **Country Cooperation Strategies**

91. The PASB has worked in a decentralized way at country level, with Biennial Workplans (formerly called "biennial program and budgets" or BPBs) in every country office, for decades. In recent years the Country Cooperation Strategy was introduced. The Country Cooperation Strategy (CCS) is the PASB's strategic planning mechanism at country level. It has proven to be a key component of the country focus policy. The CCS methodology, proposed by WHO and adapted to the Region, reflects a medium-term vision for WHO/PAHO cooperation with a given country or group of countries, and defines a strategic framework for working with them.

92. The CCS represents a balance between country priorities and regional (as well as global) strategic orientations and priorities, in line with national health development objectives. It constitutes a framework for PASB cooperation in, and with, the country or group of countries

concerned, highlighting what the Bureau will do, how and with whom. The CCS directly guides the Biennial Workplans of PAHO/WHO country offices. The Biennial Workplan is a true "One Country Plan" where the efforts of all levels (global, regional, subregional and national) of the Organization convene.

93. As of mid-2007, 11 CCSs were completed, 7 were in the final stages, and 9 were planned for completion in 2007 or early 2008. In addition, an analysis of country CCSs by subregion is being carried out; this analysis will form the basis for new Subregional Cooperation Strategies (SCSs), which will be similar to the CCS in form and content. A SCS is underway for Central America and another is under consideration for the Caribbean.

94. The value-added of the Bureau's country presence, as set out in the CCS and led by the PWR, has been recognized by Member States. This Strategic Plan recognizes and builds on these strengths. The relation between the PASB Strategic Plan and the Country Cooperation Strategies is reciprocal: CCSs have been analyzed for input to this Strategic Plan and the reverse will be true once the Plan is approved (see diagram 1, above).

## **Results-based Management**

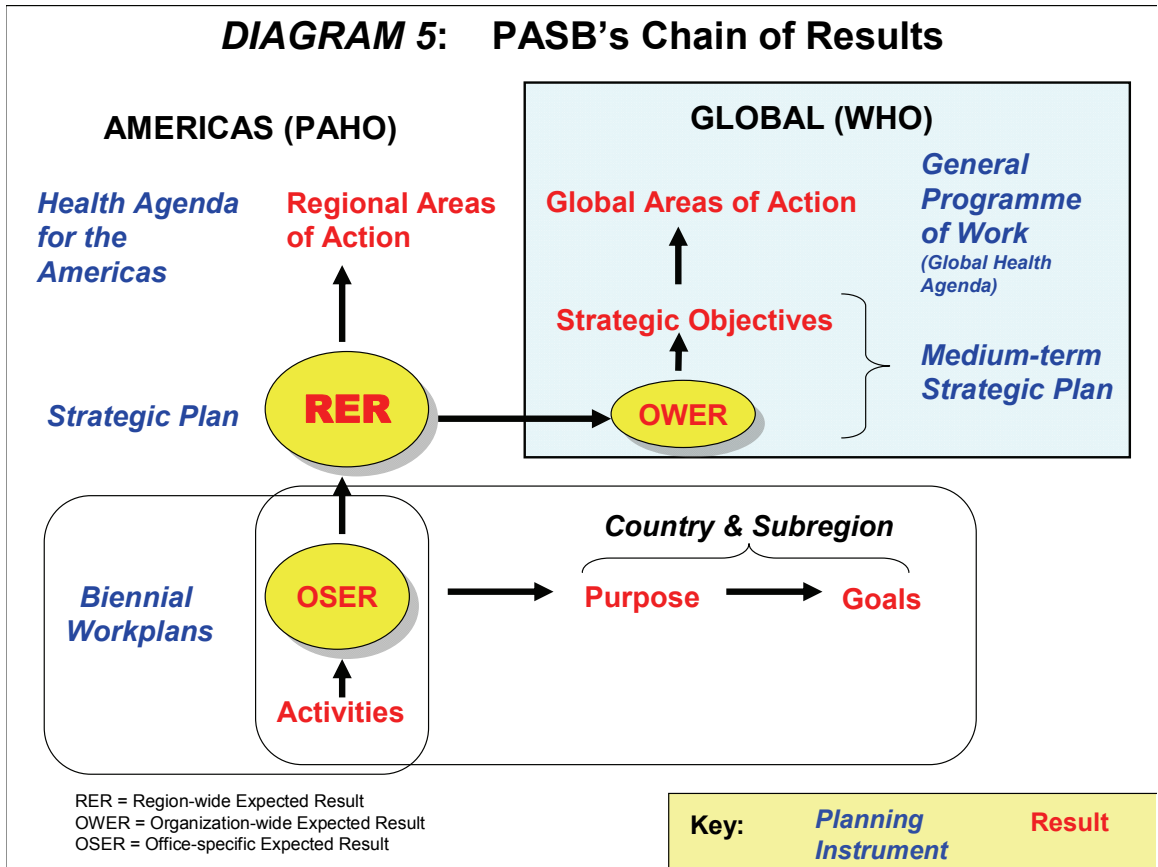
95. The ongoing implementation of results-based management (RBM) in the PASB has two main goals, 1) to ensure the Bureau consistently focuses on results in the planning, implementation and assessment of its programs and 2) to improve accountability and transparency to Member States.

96. For nearly two decades the PASB has planned and budgeted for results—the American Region Planning and Evaluation System (AMPES) itself is based on the Logical Framework (LOGFRAME) approach used in results-based management. The culture of working for results is not new to the PASB; what is new for the 2008—2012 planning period in terms of result-based management is the following (some of these elements are noted in more detail elsewhere in this document):

- (a) The expected results of the Organization are consistent from the highest to the lowest level of planning. The chain of results can be seen in diagram 5 below. Aggregation of results indicators is possible through the different levels for the first time, enabling improved performance monitoring and reporting (see below on Monitoring, Assessment and Evaluation).
- (b) Each entity's Office-specific Expected Results (OSERs) contribute to the achievement of the Region-wide Expected Result (RER) through aggregation of their indicators. Thus each RER represents the collective institutional work of the Pan American Sanitary Bureau, for which it is accountable. This is a new modality (see diagram 6, below).
- (c) Specific result-based management indicators are included in SO 16.
- (d) The Accountability Framework will be developed and implemented in congruence with the revised WHO Accountability Framework.
- (e) Accompanying the Accountability Framework, a new Delegation of Authority will be issued, aligning levels of authority with accountability for results.
- (f) The Managerial Framework will be finalized in order to provide guidance to managers at all levels to perform their jobs in the most effective and efficient manner.
- (g) The Strategic Assessment and Resources Alignment (SARA) exercise will ensure that resources (including staff) are being deployed optimally to achieve the Organization's objectives and expected results.

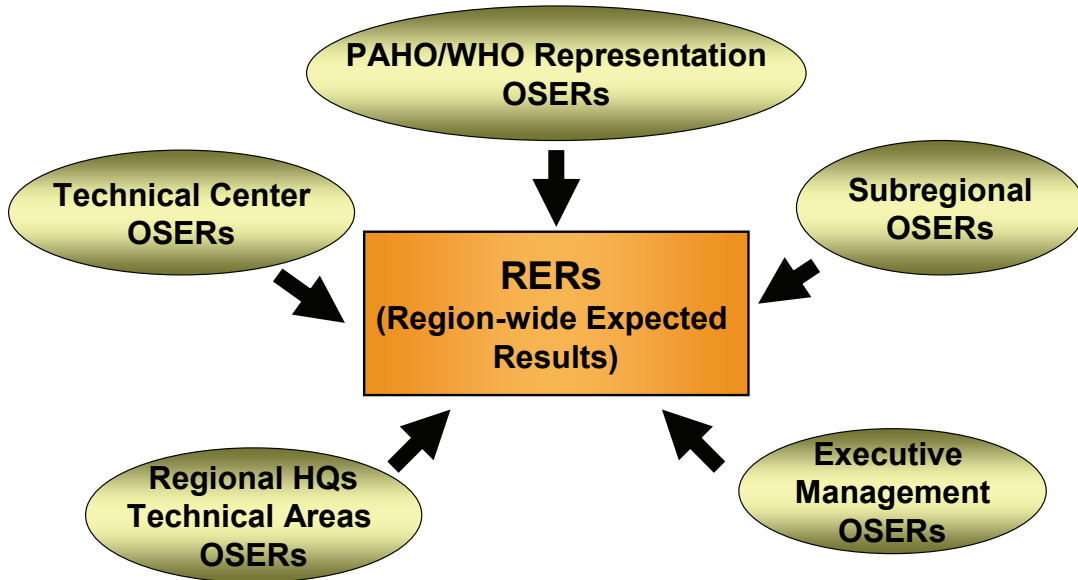
- (h) The creation of an evaluation function will allow for more objective measurement of programmatic achievements post-implementation, and contribute to PASB's development as a learning organization.

97. With these measures, the PASB will continue to be at the forefront of results-based management implementation and mainstreaming in the UN system. The following diagrams depict the relationship among results at various levels of the Organization, with the RER as the main focus for the PASB.



**DIAGRAM 6: All Results Aggregate to RERs**

*RERs represent the PASB's collective corporate efforts*



*OSERs = Office-Specific Expected Results, contained in Biennial Workplans*