



PAN AMERICAN HEALTH ORGANIZATION
WORLD HEALTH ORGANIZATION



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ROADMAP FOR THE DEVELOPMENT OF THE PAHO STRATEGIC PLAN 2014–2019 AND THE PAHO PROGRAM AND BUDGET 2014–2015

Background

1. The PAHO Strategic Plan, approved by its Governing Bodies, is the Organization's highest-level planning instrument. The Plan sets out the Organization's strategic direction based on Member States' collective priorities and on the results they expect to achieve during the planning period defined. The Plan also establishes the commitments made by the Pan American Sanitary Bureau (PASB), thus serving as the basis for the biennial programs and budgets developed to implement the Plan.
2. The Organization will be completing the implementation of the current Strategic Plan by the end of 2013. This Plan covered the six-year period from 2008–2013. It was implemented through three biennial programs and budgets, which were approved in 2007 by the 27th Pan American Sanitary Conference pursuant to *Official Document 327* on the Strategic Plan 2008–2012 and *Official Document 328* on the Program and Budget 2008–2009, and their respective Resolutions CSP27.R4 and CSP27.R5.
3. The new PAHO Strategic Plan 2014–2019 will continue to build on experiences gained and lessons learned from previous planning periods. These include the following: further improvement and consolidation of the Organization's experience in implementing its results-based management (RBM) framework in an integrated manner across the different levels of the Organization; increased accountability to Member States, with clear roles and responsibilities at the different levels of the Organization; increased emphasis on the Organization's country focus strategy; further alignment of the planning and programming process with that of WHO; and increased integration and simplification of the planning, programming, and performance monitoring and assessment processes. In addition, the Organization will continue to build and extend partnerships to buttress the implementation of the Strategic Plan, using a programmatic approach and advocating for

a collective, coordinated response to the priorities of Member States as expressed in the Plan.

4. This Plan will enable the Organization to continue building on the public health gains achieved by the Region thus far. It will also provide guidance for targeted interventions aimed at addressing challenges that affect the Region, be they existing or new.

Introduction

5. The Organization's Strategic Plan 2014–2019 will be presented to the 52nd Directing Council in September 2013 for approval. Through this Plan, the Organization will seek to maintain a balance between programmatic alignment with WHO's Twelfth General Programme of Work 2014–2019 and the regional priorities identified by PAHO Member States, notably in the Areas of Action of the Health Agenda for the Americas 2008–2017. This Plan will represent an important milestone in enhancing alignment and synchronization with WHO's planning, programming and budgeting processes, given that—for the very first time—the preparation of the Regional Plan will benefit from the existence of a draft WHO General Programme of Work 2014–2019 and Programme Budget 2014–2015. The Plan will also benefit from the input obtained from the mid-term evaluation of the Health Agenda for the Americas conducted in 2012.

6. The Plan will be a multifaceted product resulting from collaboration and consultation with Member States and partner organizations, as well as the efforts made by country offices, regional Pan American centers, and technical and administrative areas throughout the Bureau.

7. The document presents the respective processes and timelines for developing the PAHO Strategic Plan 2014–2019 and its first biennial Program and Budget 2014–2015.

Process and Methodology

8. In light of the ongoing consultations and processes taking place with a view to finalizing the WHO 12th GPW 2014–2019 and PB 2014–2015, and to foster the highest level of alignment and harmonization possible, the process of formulating the new PAHO Strategic Plan 2014–2019 and PAHO Program and Budget 2014–2015 will include the following three phases:

- (a) *The first phase* will involve presenting an outline of the new PAHO Strategic Plan 2014–2019 and PAHO Program and Budget 2014–2015 to the Seventh Subcommittee on Program, Budget, and Administration (SPBA) in March 2013. This outline will take into consideration the decisions made by the WHO

Executive Board in January 2013 with respect to the WHO GPW and Programme Budget processes.

- (b) *The second phase* will involve drafting the new PAHO Strategic Plan 2014–2019 and Program and Budget 2014–2015 and submitting both documents for consideration by the 152nd Session of the Executive Committee in June 2013. This will be enriched by the approval of the WHO Twelfth General Programme of Work 2014–2019 and Programme Budget 2014–2015 by the World Health Assembly in May 2013.
- (c) *The third phase* will involve presenting the PAHO Strategic Plan 2014–2019 and the PAHO Program and Budget 2014–2015 for approval by the 52nd Directing Council in September 2013.

9. To ensure Member States' involvement and ownership in the development of the new Strategic Plan and Program and Budget, in addition to the mechanisms established by the PAHO Governing Bodies, a proposal is hereby made to set up and appoint a Member States Consultative Group. This consultative group will benefit from the contributions made by the Member States that have participated in the mid-term evaluation of the Health Agenda for the Americas and/or are currently members of the WHO Executive Board and PAHO Executive Committee. It is recommended that the Member States Consultative Group be assigned tasks by the Executive Committee and given responsibility for providing strategic guidance and technical input in the crafting of the new PAHO Strategic Plan 2014–2019 and its first Program and Budget 2014–2015. The group will be set up and its members will be appointed during the 151st Session of the Executive Committee. The group will work in an ongoing fashion, mostly via virtual meetings but with at least one face-to-face meeting. The Bureau will serve as the secretariat of the Member States Consultative Group.

10. The PASB will establish an internal process to ensure appropriate support for the Member States Consultative Group. The Bureau will appoint a Task Force that brings together Senior Managers and Technical Advisors from PASB. The Executive Management and the Planning, Budget, and Resource Coordination Area will provide the necessary guidance and strategic support.

11. A proposed plan of action and timetable is attached.

Action required from the Executive Committee

12. The Executive Committee, after reviewing the information provided, is invited to consider approving the process, methodology, and timelines, as well as the establishment of the Member States Consultative Group and the appointment of its members.

**Timetable for the Roadmap of the PAHO Strategic Plan 2014–2019
and PAHO Program and Budget 2014–2015**

(September 2012 – September 2013)

Activity	Date
Approval of the Roadmap by the 151st Session of the Executive Committee and establishment of the Member States Consultative Group	21 September 2012
1. Drafting of a situation analysis and outline of the PAHO Strategic Plan 2014–2019 and PAHO Program and Budget 2014–2015	December 2012 – January 2013
2. Virtual meetings of the Member States Consultative Group to review the outline of the Strategic Plan and Program and Budget	February 2013
3. Presentation of the outline of the Strategic Plan and Program and Budget to the Subcommittee on Program, Budget, and Administration	March 2013
4. Preparation of the first draft of the Strategic Plan and Program and Budget by the Pan American Sanitary Bureau (including priorities, outcomes, and outcome indicators)	April 2013
5. Face-to-face meeting of the Member States Consultative Group to review the first draft of the Strategic Plan and Program and Budget	April 2013
6. Presentation of the first draft of the Strategic Plan and Program and Budget to the 152nd Session of the Executive Committee	17–21 June 2013
7. Preparation of the revised draft of the Strategic Plan and Program and Budget, with input received from Member States during the 152nd Session of the Executive Committee	July–August 2013
8. Presentation of the final drafts to the 52nd Directing Council for approval	30 September–4 October 2013