



Pan American  
Health  
Organization



World Health  
Organization  
REGIONAL OFFICE FOR THE Americas

## **EIGHTH SESSION OF THE SUBCOMMITTEE ON PROGRAM, BUDGET, AND ADMINISTRATION OF THE EXECUTIVE COMMITTEE**

*Washington, D.C., USA, 19-21 March 2014*

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*Provisional Agenda Item 3.1*

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### **OUTLINE OF THE FINAL REPORT OF THE PAHO STRATEGIC PLAN 2008-2013 AND END-OF-BIENNIUM ASSESSMENT OF THE PROGRAM AND BUDGET 2012-2013**

#### **Introduction**

1. As established in the Pan American Health Organization (PAHO) Strategic Plan 2008-2013, the Pan American Sanitary Bureau (PASB) is required to present progress reports to the Governing Bodies on the Plan's implementation every two years. This report covers the 2012-2013 biennium and represents the final report on the PAHO Strategic Plan 2008-2013 to PAHO's Governing Bodies. While analyzing progress made in 2012-2013, the report will give emphasis to the comprehensive review of the six-year period covered by the Strategic Plan.
  2. The report relies on information provided by the Performance Monitoring and Assessment (PMA) process conducted across PASB. It consists of programmatic and budgetary implementation analyses of the Organization's performance by organizational level (country, subregional, and regional) and by Strategic Objective. The report also includes information on the allocation of resources by organizational level and by Strategic Objective, and on PASB's resource mobilization efforts to cover funding needs.
  3. The final assessment of the Strategic Plan provides an opportunity to reflect on the gains, challenges, and gaps in public health in the Region during 2008-2013 in order to guide interventions in the new planning period. Special attention is being given to documenting lessons learned in order to replicate best practices in the implementation of the new PAHO Strategic Plan 2014-2019 and its respective program and budgets. Given that the Strategic Plan 2008-2013 was the first to have been fully implemented following the adoption of the Organization's results-based management (RBM) framework, this assessment will also take stock of the progress made in the implementation of RBM in PAHO and identify opportunities for further improvements.
  4. PASB has begun compiling the results of the assessment, and preliminary results will be reported during this session of the Subcommittee. A complete draft report will be
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available for review and input of the Executive Committee in June 2014. The final report will be completed during July, based on guidance received from the Executive Committee, for presentation to and approval by the Directing Council in September 2014. Member States will be consulted throughout the preparation of the report through the PAHO/WHO Representative Offices and via virtual sessions. It is important to note that this report will also serve as the main regional input to the World Health Organization Programme Budget 2012-2013 assessment report that will be presented to the World Health Assembly in 2014.

5. The proposed outline of the report with a brief description of each section is presented below for consideration and input from the Members of the Subcommittee.

- I. **Executive Summary:** Includes the main findings of the final report on the PAHO Strategic Plan 2008-2013, with highlights of the last biennium of the Plan.
- II. **Introduction:** Presents background, purpose, and overview of the content and structure of the report.
- III. **Methodology:** Provides an overview of the methodology for the assessment of the Program and Budget 2012-2013 and final assessment of the PAHO Strategic Plan. An overview of the methodology is included in Annex A of this document.
- IV. **Regional Health Overview:** Provides a synopsis of the public health situation in the Region over the last six years and includes an analysis of the contribution of the PAHO Strategic Plan to advancing the public health priorities of the Region, based on the impact-level indicators set for the period 2008-2013.
- V. **Programmatic Performance:** Includes the assessment of the overall program implementation and the achievement of Strategic Objectives, Region-wide Expected Results (RERs), and their indicator targets. This section will also outline the principal achievements, challenges, and lessons learned during the biennium.
- VI. **Budget and Resource Mobilization:** Provides an analysis of the funds available and implemented during the period of the Plan, in particular the 2012-2013 biennium. An analysis of the mobilization and allocation of resources according to the programmatic prioritization of the Strategic Objectives will also be included.
- VII. **Conclusions and Recommendations:** This section presents the main conclusions and recommendations at the end of the PAHO Strategic Plan 2008-2013.

**Annexes: Strategic Objective Reports.** A detailed report for each Strategic Objective, including its RERs and respective RER indicators, will be included. In response to prior recommendations from Member States, for indicators measuring “number of countries,” the report will list the countries and territories that achieved the target by the end of 2013. Annex B contains an illustrative example of a Strategic Objective report template and information to be included in the complete report.

**Action by the Subcommittee on Program, Budget, and Administration**

6. The Subcommittee is asked to issue recommendations on the proposed outline and methodology for preparation of the full “Final Report of the PAHO Strategic Plan 2008-2013 and End-of-Biennium Assessment of the Program and Budget 2012-2013.”

Annexes

## Annex A

### Methodology Overview

1. This report reflects the assessment conducted by the 70 Pan American Sanitary Bureau (PASB) entities and the Strategic Objective teams to measure the progress toward achievement of the 16 Strategic Objectives, 90 Region-wide Expected Results (RERs), and 256 RER indicator targets at the end of the PAHO Strategic Plan 2008-2013. The assessment includes both quantitative and qualitative measurements, described below.
2. First, the achievement of the RER indicator targets set for the end of 2013 is assessed based on the information provided by the entity managers accountable for achievement of the results under their responsibility. For indicators of the type “number of countries,” the reports of the country entity managers are aggregated to determine whether the number of countries required to meet the RER indicator target was achieved. Second, a qualitative analysis of the RERs is undertaken, and on the basis of this information a qualitative analysis of the Strategic Objectives is then done.
3. A brief description of the methodology used in each component of the report is included below.

### Programmatic Assessment

4. The programmatic assessment includes an analysis of the achievements attained and the challenges that impeded realization of the results, together with recommendations for future planning cycles.

### Strategic Objectives Assessment

5. The assessment of the Strategic Objectives and Region-wide Expected Results is conducted in accordance with the monitoring and reporting framework established in the PAHO Strategic Plan 2008-2013 (*Performance Monitoring and Assessment, and Independent Evaluation section*). The steps in the assessment are:
  - a) *RER indicators* – The assessment of the RER indicators is completed by the RER Indicator Facilitator. Achievement of the RER indicators is measured by the attainment of their respective targets set for the end of the assessment period; on this basis, each indicator is either **achieved or not achieved**.
  - b) *RERs* – The assessment of RERs is completed by the RER Facilitators based on the level of achievement of the RER indicator targets (quantitative assessment).

The following criteria are applied:

- Fully achieved: all indicator targets were met or surpassed.
  - Partially achieved: one or more indicator targets were not met.
  - Not achieved: no indicator target was met.
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- c) *Strategic Objectives* – The assessment of Strategic Objectives is completed by the Strategic Objective Facilitators, taking into consideration the achievement of the RERs. The status of each Strategic Objective is determined based on the following criteria:
- Fully achieved: all RERs were fully achieved or surpassed.
  - Partially achieved: one or more RERs were not achieved.
  - Not achieved: no RER was achieved.

6. The Strategic Objective Facilitators are also required to conduct a qualitative assessment, which includes documenting the progress, challenges, recommendations, and lessons learned related to each Strategic Objective during the implementation of the Strategic Plan 2008-2013.

### ***Budgetary Assessment and Resource Analysis***

7. The budgetary assessment and resource analysis considers the funds available to implement the program, the level of implementation of such funds, the funding gap, and the resource mobilization efforts to fill the gaps. The analysis covers a cumulative assessment of the three Program and Budgets (2008-2009, 2010-2011 and 2012-2013) approved for the implementation of the PAHO Strategic Plan 2008-2013.

### **Budgetary Assessment**

8. Budgetary implementation is assessed for the Organization as a whole, by functional level (country, subregional, and regional entities) and by Strategic Objective. Implementation by funding source (Regular Budget and Other Sources funds) is also analyzed.

9. The budgetary implementation rate is calculated by dividing the funds disbursed by the amount of funds available for implementation of the program.

10. It is important to note that the PAHO Strategic Plan 2008-2013 established a target of 90% budget implementation at the end of the biennium (RER Indicator 16.2.6).

### **Resource Analysis**

11. The Program and Budget document establishes the estimated level of resources (planned cost) required for the Organization as a whole to implement the program of work approved by the Governing Bodies for a given biennium. The Program and Budget also establishes the estimated amount of funds required for each Strategic Objective.

12. During the biennium, resources are mobilized to fill the Organization's funding gap in relation to the approved Program and Budget. The corporate funding gap is progressively reduced during the biennium as resources are mobilized and allocated to corresponding functional levels and Strategic Objectives.

13. The trend in allocation of resources by Strategic Objective and programmatic priority level is analyzed to see whether the Organization was able to follow the guidance from the Governing Bodies by ensuring appropriate allocation of resources to priority Strategic Objectives, as defined in the Strategic Plan 2008-2013. This is done by comparing the total amount of funds available in a Strategic Objective from one biennium to the next.

14. It is noted that the Strategic Plan established a target of 75% of the Strategic Objectives' funding gap to be met at the end of the biennium (RER Indicator 16.2.2).

### **Lessons Learned**

15. Lessons learned include knowledge or understanding gained during the period from experiences that had a significant impact (positive or negative) on the work of the Organization. Positive lessons learned include innovative work practices or approaches that are captured and shared to promote repeat application for successful outcomes. Lessons learned should also capture adverse practices or experiences that had negative or unintended consequences in order to avoid their recurrence.

16. Capturing lessons learned will contribute to organizational learning and allow the Organization to improve upon the implementation of its results-based management framework.

## Annex B

### Strategic Objective Final Assessment Report, 2008-2013

The following provides an illustrative example of the format and information that will be included for each Strategic Objective (SO) assessment. The sections in grey include official text from the approved PAHO Strategic Plan 2008-2013.

SO1: To reduce the health, social and economic burden of communicable diseases				SO Status	
				Fully Achieved, Partially Achieved, Not Achieved.	
Approved Budget (PBs 2008-2013)	Funds Available			Expenditure (%)	Funded (%)
	Regular Budget	Other Sources	Total		
<b>Status of RERs summary:</b> (summary of the RERs fully achieved, partially achieved, and not achieved)					
<b>Main achievements:</b>					
<b>Main challenges:</b>					
<b>Lessons learned:</b>					

### RER Assessment Report

<b>RER 1.1: Member States supported through technical cooperation to maximize equitable access of all people to vaccines of assured quality, including new or underutilized immunization products and technologies; strengthen immunization services; and integrate other essential family and child health interventions with immunization.</b>				<b>RER Status</b>
				Fully Achieved, Partially Achieved, Not Achieved.
<b>RER Assessment Summary</b>				
RER assessment summary: (number of indicators fully achieved, partially achieved, and not achieved)				
RER Indicator	2007 Baseline	Target 2013	Achieved Y/N	Number and list of countries that met the indicator, and comments on progress made <sup>1</sup>
1.1.1 Number of countries achieving more than 95% vaccination coverage at national level (DPT3 as a tracer)	17	25		
1.1.2 Percentage of municipalities with vaccination coverage level less than 95% in Latin America and the Caribbean (DPT3 as a tracer using baseline of 15,076 municipalities in 2005)	38%	32%		
1.1.3 Number of countries that have included pneumococcal and/or rotavirus sentinel surveillance in their national epidemiological system	0	15		
1.1.4 Number of countries that purchase the vaccines for their National Immunization Program through the PAHO Revolving Fund for Vaccine Procurement	32/38	34/38		

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<sup>1</sup> The list of countries corresponds to the information available at the end of 2013.