

## **ENSURING EFFICIENT AND EFFECTIVE IMPLEMENTATION**

82. During the past five years, the PASB has implemented several institutional change initiatives that comprise a fundamental shift in the way the Organization carries out its duties. The five organizational change objectives established by the Director - 1) Enhance Country Focus; 2) Foster Innovative Modalities of Technical Cooperation; 3) Establish a Regional Forum; 4) Become a Learning Knowledge-Based Organization; and 5) Enhance Management Practices – led to the establishment of cross-functional teams mandated to determine how best to meet these objectives. These teams were called “roadmap teams” and their work has largely been completed.

### ***ORGANIZATIONAL CHANGE OBJECTIVES AND THE ROADMAP TEAMS***

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

- (a) Enhance Country Focus;
- (b) Establish a Regional Forum
- (c) Become a Learning Knowledge-Based Organization (which includes the Regional Forum);
- (d) Enhance Management Practices – notably through results-based management.

84. The objective regarding Modalities of Technical Cooperation is manifested throughout the Strategic Plan, and indeed in the day-to-day work of PAHO’s country offices and regional technical units.

85. The Roadmap teams have concluded their work and made recommendations to Executive Management. The resultant changes to working modalities and management approaches will have been mainstreamed by the end of 2007, paving the way for improved implementation of the Strategic Plan.

86. In keeping with the comprehensive nature of this Plan, and monitoring and reporting on its implementation (see below), the PASB will no longer provide updates to Governing Bodies regarding institutional strengthening activities and organizational change objectives, as these are concluded or incorporated into the corporate planning and management of the Organization, in this Strategic Plan and in other instruments.

### ***COUNTRY COOPERATION STRATEGIES***

87. 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 offices, 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.

88. 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 organization will do, how will do it and with whom. The CCS directly informs the biennial Workplans of PAHO/WHO Representatives (PWRs); the biennial

Workplan is a true "One Country Plan" where the efforts of all levels (global, regional, subregional and national) of the Organization convene.

89. 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; and will feed into the Subregional Cooperation Strategies (SCSs) and the respective biennial Workplans. A SCS is underway for Central America and another is under consideration for the Caribbean

90. The Bureau's country presence, as set out in the CCS and led by the PWR, is valued by the Member States and is what makes our Organization unique; 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***

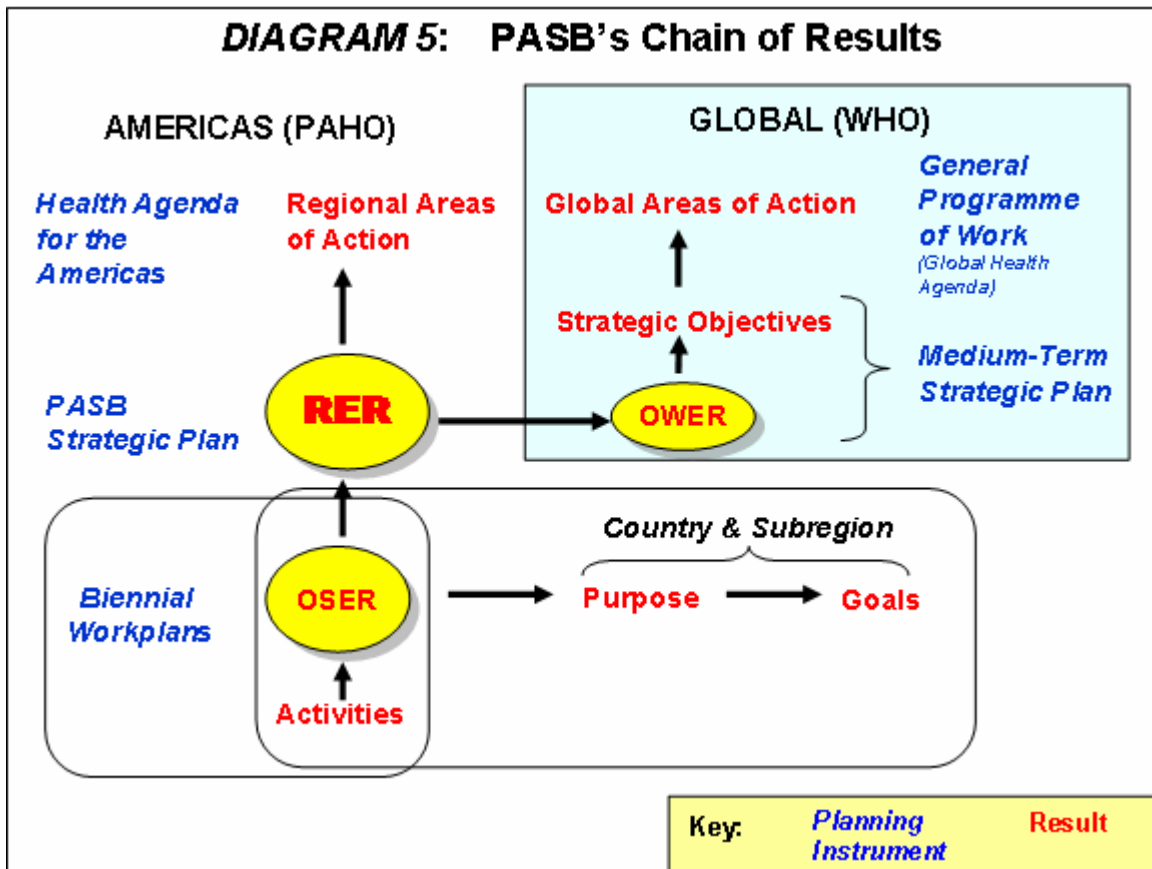
91. The ongoing implementation of results-based management as a management tool in the PASB has two main goals, 1) to ensure the Organization focuses on results in the planning, implementation and assessment of its programs and 2) to improve accountability and transparency to Member States.

92. 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 result-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):

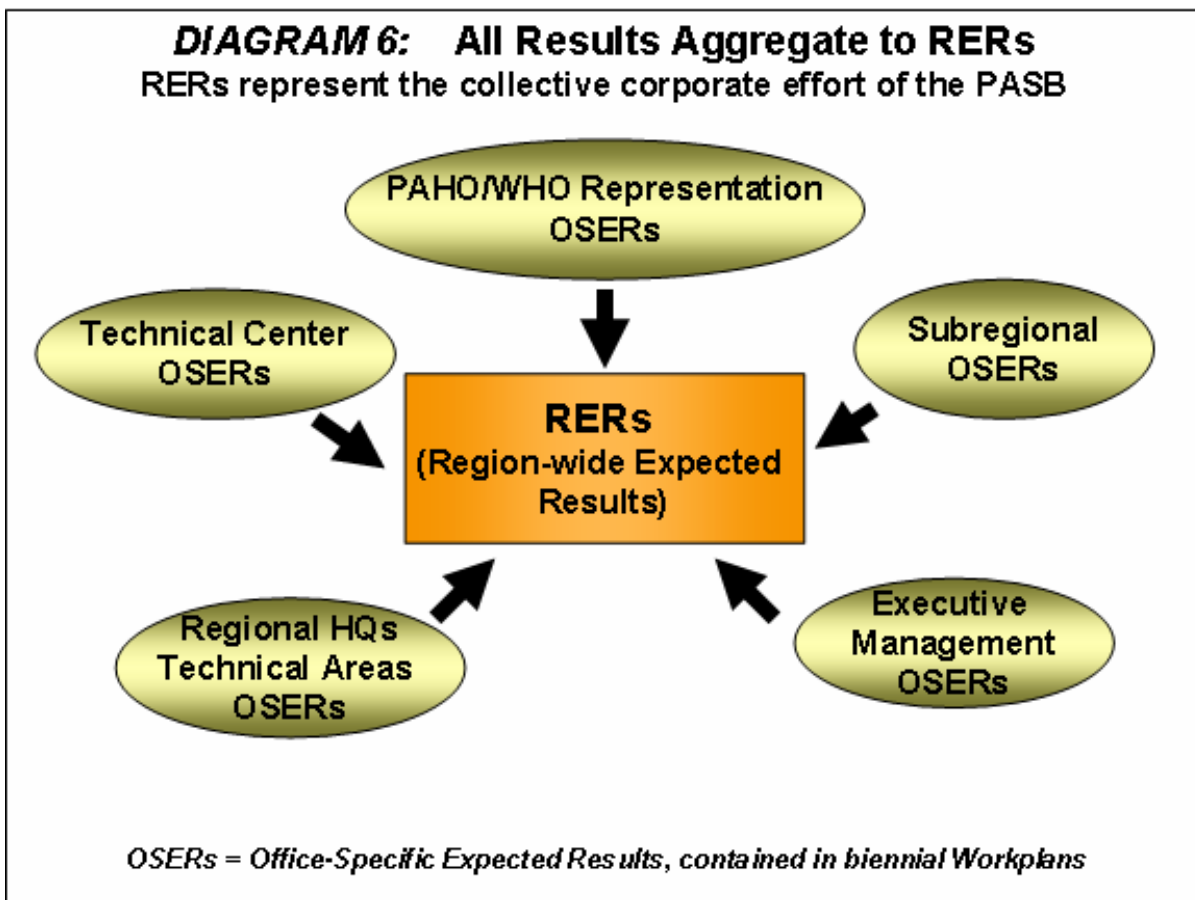
- (a) The expected results of the Organization are consistent from the highest (global) level to the lowest (Workplan, country) level and vice-versa. The chain of results can be seen in diagram 5 below. Aggregation of results indicators is possible through the different levels for the first time, enabling 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. Thus each RER represents the results of the collective work of the Pan American Sanitary Bureau, for which it is accountable. This is a new modality in the Organization (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 assigned to a specific entity in the PASB will allow for more objective evaluation of programmatic achievements post-implementation.

93. With these measures, the PASB will continue to be at the forefront of result-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 collective corporate effort of the PASB



### ***STRATEGIC ASSESSMENT AND RESOURCE ALIGNMENT***

94. Since the end of 2006, the PASB has undertaken a Strategic Assessment and Resource Alignment, or SARA, exercise. It involves the systematic review of all entities in the PASB to ensure that:

- (a) Functions carried out by each entity contribute to the achievement of PAHO's strategic priorities as defined by Governing Bodies (including this Strategic Plan) and other applicable mandates;
- (b) Available resources (human, financial and material) are assigned so as to achieve maximum efficiency and effectiveness in performing these functions.

95. The SARA exercise is based on a self-assessment and is highly participative. It may result in revisions to the Organizations structure, and/or the shifting of resources among functional areas. It is estimated that the exercise will be completed for all entities in PAHO by 2008.

## ***A STRONGER PASB FOR 2008 AND BEYOND***

96. The PASB, and more specifically its managers, remain 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.

97. With the conclusion of the Roadmap teams' work and the incorporation of the organizational change objectives into this Strategic Plan, as well as the inclusion of key indicators of achievement for the SARA exercise, this Strategic Plan becomes what its predecessors often were not: a truly comprehensive summation of all significant results to be achieved by the Organization during the period 2008-2012, both programmatic and institutional.

98. When the main SARA exercise is completed near the end of 2007, the Organization will have been through a period of significant change and restructuring during the five years leading up to 2008. While ongoing improvements will no doubt be made, these changes will have enabled the PASB to efficiently and effectively achieve its mission.