

## FOREWORD BY THE DIRECTOR

As the Pan American Health Organization (PAHO) ushers in its 106<sup>th</sup> year of serving the peoples of the Region of the Americas, let us reflect on the achievements made and prepare for the challenges that lie ahead. For this purpose, it is with great pleasure that I present to you the second Strategic Plan for PAHO in the 21<sup>st</sup> Century. This Plan is an instrument to transform these challenges into opportunities and build on the accomplishments of the past, while we work as part of both the United Nations and the Inter-American Systems, to increase our value-added to our Member States.

For the first time in many years, the countries of the Americas have developed a long-term Health Agenda for the Americas, a collective call to action, and an instrument to “guide the collective action of national and international stakeholders who seek to improve the health of the peoples of this Region.” This Strategic Plan is the Bureau’s answer to that call.

The public health challenges faced in the Region are many—from ongoing concerns about existing communicable and non-communicable diseases, environmental hazards, natural and man-made disasters and other public health threats, to new and emerging threats from pathogens known and unknown. The continent is also experiencing an epidemiological transition, where traditional diseases have not completely disappeared, but coexist with emerging diseases and those related to living conditions, representing a new challenge for public health. Thus, while we have achieved many milestones in improving the health status of the people of the Americas, accomplishments of which we can be justly proud, much remains to be done. Among other priorities, we must continue to improve public health leadership, equitable access to health services, and the capacity of Member States to respond in a prompt and effective manner to new challenges. We must also remain vigilant to protect and maintain the gains of the past as we face the challenges of the future.

This document is necessarily complex, as it reflects the broad panorama of our work and lays out in detail how we plan to respond to each public health challenge that the Bureau can address. The document also reflects our efforts to make the Organization more effective and accountable in its operations by institutionalizing results-based management methodologies in the planning, implementation and evaluation processes.

While this Plan will guide us for the next several years, the strategic dialogue should not stop here. It is increasingly evident that the issues of public health can only be addressed effectively through multisectoral approaches and with strategic partnerships. Therefore, I encourage and welcome an ongoing dialogue with PAHO’s many stakeholders—from Member State governments to international and national partners, and civil society—about how we can best serve the people of the Americas.

The Strategic Plan 2008–2012 is a statement of our commitment to be accountable to our Governing Bodies and partners, and to work to improve the health of the people of the Americas.



Mirta Roses Periago  
Director

## **EXECUTIVE SUMMARY**

1. This Strategic Plan 2008–2012 (SP 08–12, or the “Plan”), is the Organization’s highest-level planning instrument, approved every five years by the Pan American Sanitary Conference. The Plan sets out PAHO’s Strategic Objectives and the Pan American Sanitary Bureau’s (PASB or the “Bureau”) expected results for the planning period. It is a product of the efforts of country offices, centers, and technical and administrative areas throughout the Bureau. Staff at all levels have had the opportunity to participate in the Plan’s development and to comment on its contents.
2. The Plan is intended as a transparent instrument that allows Member States to understand what programmatic results will be achieved using resources—both assessed and voluntary—that they and others may provide to the Bureau for the planning period. The Plan is also the basis for all subsequent planning and programming in the Bureau from 2008 to 2012. The document will not only guide the Pan American Sanitary Bureau’s work, but is a comprehensive sum of the work to be carried out by the Bureau during this period.
3. This planning cycle has been re-designed in a results-based management (RBM) framework to allow for the aggregation of results throughout the Organization, with unprecedented vertical integration among all levels of planning. The common results and indicators set out at the global, regional, subregional and country levels will allow for simplified and more transparent planning, monitoring and reporting of the Bureau’s work. This is a key element in the full implementation of results-based management.
4. The strategic direction of the Bureau is set out herein, based on the Health Agenda for the Americas 2008–2017 and on WHO’s Eleventh General Programme of Work. The Bureau seeks to maintain a balance between programmatic alignment with WHO and the regional specificity demanded by PAHO Member States, notably in the Health Agenda. The Bureau has adopted WHO’s six Core Functions, which will allow analysis of expenditures from a new and managerially useful perspective.
5. The 16 Strategic Objectives, based on WHO’s, are the programmatic core of this Plan, and are meant as common objectives for PAHO—Member States as well as the Bureau. Each Strategic Objective incorporates several Region-wide Expected Results (RERs) that the Bureau is accountable for achieving. The Strategic Objectives and RERs are based on the Region’s known public health concerns—as analyzed in the Situation Analysis—but are sufficiently flexible to allow the Bureau to respond to emergent issues and threats as they arise.
6. The final section of the Plan lays out the Bureau’s implementation strategy, programmatic prioritization, financing, and the means for monitoring, assessment and evaluation.