

## **STRATEGIC OBJECTIVES AND REGION-WIDE EXPECTED RESULTS**

78. This section sets out the PASB's Strategic Objectives, which have been adopted directly from the WHO Medium-term Strategic Plan 2008–2013. Member States will note that the Strategic Objectives (or SOs), as approved by the World Health Assembly, apply to all of WHO—both the WHO Bureau (which includes the PASB) and WHO Member States (and thus PAHO Member States). Therefore, while the WHO Bureau is responsible for monitoring and assessing the indicators and goals of the SOs, both Member States and the WHO Bureau are accountable for their achievement, since this is outside the Bureau's manageable interest.

79. The WHO Bureau is accountable for achievement of the Organization-wide Expected Results (OWERs, also set out in the WHO MTSP). Similarly, the PASB is accountable for achievement of the Region-wide Expected Results (RERs). RERs contribute directly to all OWERs that apply to this Region; indeed, RER indicators have been developed to aggregate directly to applicable OWER indicators. Some RERs are specific to the Region, and relate only to the broader SO, not to a specific OWER.

80. The RERs (and their indicators) form a contract between the Bureau and PAHO Member States. If the PASB receives the levels of funding requested in its respective Program Budgets for the three biennia covered under this Strategic Plan, then Member States should expect the RERs to be achieved. Furthermore, any proposed changes to the RERs, during the implementation of the Strategic Plan, will be presented to Governing Bodies for approval at the earliest opportunity.

### ***A note regarding baselines and targets***

81. During the development of the RERs and indicators for the Strategic Plan, the question arose as to what should be the universe of "countries" in which the PASB works. This is not a simple question to answer, but is highly relevant to have a denominator for those indicators that are measured by the "number of countries where a milestone is to be reached." For the purpose of aggregating achievements across geographic and political entities as diverse as Brazil, the British Virgin Islands, and the US-Mexico border, the following was agreed:

- (a) For the purposes of the PAHO Strategic Plan's RERs and indicators, in order to facilitate operational planning and programming, the Bureau shall be considered to work in 40 countries and territories.
- (b) These 40 countries and territories include:
  - Thirty-five Member States: Antigua and Barbuda, Argentina, Bahamas, Barbados, Belize, Bolivia, Brazil, Canada, Chile, Colombia, Costa Rica, Cuba, Dominica, Dominican Republic, Ecuador, El Salvador, Grenada, Guatemala, Guyana, Haiti, Honduras, Jamaica, Mexico, Nicaragua, Panama, Paraguay, Peru, Saint Lucia, St. Kitts and Nevis, St. Vincent and the Grenadines, Suriname, Trinidad and Tobago, United States of America, Uruguay, and Venezuela;
  - Three Participating States (meaning their territories in the Americas): France, the Kingdom of the Netherlands, and the United Kingdom of Great Britain and Northern Ireland;
  - One Associate Member: Puerto Rico;
  - The United States-Mexico Border Field Office in El Paso, Texas.

- (c) For reporting against the PASB Strategic Plan and respective Program Budgets, the Bureau will report achievements in these 40 countries and territories. However, when reporting against WHO OWERS, the Bureau will aggregate results only from the 35 Member States.

82. In all indicators measuring the "number of countries..." the universe of countries (denominator) is 40 unless an alternative denominator is specified. In the latter case, the baseline and targets are presented as a fraction, e.g. "15/21".

83. "Maintenance indicators" are those that have already been achieved, but require the investment of PASB resources (human or financial) to be maintained. In many cases, these indicators have the same figures in the 2007 baseline and the targets for 2009 and 2013. These indicators are used to emphasize the importance of PASB's efforts in maintaining key achievements related to given RERs.

84. Detailed baseline information for each RER indicator is contained in the American Region Planning and Evaluation System (AMPES), notably for the "number of countries..." type indicator. This baseline information allows the PASB to track achievements more accurately, ensuring that duplication or omissions do not occur in measuring progress during the planning period.

85. The term "entity" or "PASB entity" is used in this document (especially in the RER indicators) to describe the programming units in the PASB that elaborate their own Biennial Workplans and have a designated budget. These include the technical and administrative areas of the PASB headquarters, executive management offices, PAHO centers, subregions, and country offices. In total the PASB has 81 entities.