

STRATEGIC OBJECTIVES AND REGION-WIDE EXPECTED RESULTS

77. 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 progress toward the SOs, both Member States and the WHO Bureau are accountable for their achievement, since this is outside the Bureau's manageable interest.

78. 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 a specific OWER.

79. 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. Similarly, any proposed changes to the RERs will be presented to Governing Bodies for approval at the earliest opportunity.

A note regarding baselines and targets

80. 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 indicators 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 PASB's 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.

81. 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".