# CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Foreword by the Director</td>
<td>iii</td>
</tr>
<tr>
<td>Executive Summary</td>
<td>vii</td>
</tr>
<tr>
<td>Introduction</td>
<td>1</td>
</tr>
<tr>
<td>A New Planning Process</td>
<td>2</td>
</tr>
<tr>
<td>Five Years, Three Biennia</td>
<td>3</td>
</tr>
<tr>
<td>Situation Analysis in the Region</td>
<td>5</td>
</tr>
<tr>
<td>Economic and Social Trends</td>
<td>5</td>
</tr>
<tr>
<td>Trends in Health Problems and Risk Factors</td>
<td>6</td>
</tr>
<tr>
<td>Trends in the Health System Response</td>
<td>9</td>
</tr>
<tr>
<td>Other Challenges for the Future</td>
<td>10</td>
</tr>
<tr>
<td>Lessons Learned from Previous Plans</td>
<td>11</td>
</tr>
<tr>
<td>Integration among all levels of planning, from strategic to operational</td>
<td>11</td>
</tr>
<tr>
<td>A complete and comprehensive plan</td>
<td>11</td>
</tr>
<tr>
<td>Strategic Alliances and Partnerships</td>
<td>11</td>
</tr>
<tr>
<td>Key Countries and vulnerable groups</td>
<td>12</td>
</tr>
<tr>
<td>Resource estimation</td>
<td>12</td>
</tr>
<tr>
<td>Framework for Technical Cooperation</td>
<td>12</td>
</tr>
<tr>
<td>Strategic Direction</td>
<td>13</td>
</tr>
<tr>
<td>The Health Agenda for the Americas 2008-2017</td>
<td>13</td>
</tr>
<tr>
<td>WHO General Programme of Work 2006-2015</td>
<td>15</td>
</tr>
<tr>
<td>Strategic Framework for Cooperation</td>
<td>16</td>
</tr>
<tr>
<td>Core Functions</td>
<td>17</td>
</tr>
<tr>
<td>The Millennium Development Goals</td>
<td>19</td>
</tr>
<tr>
<td>Strategic Objectives and Region-wide Expected Results</td>
<td>21</td>
</tr>
<tr>
<td><strong>SO1</strong> To reduce the health, social and economic burden of communicable diseases</td>
<td>23</td>
</tr>
<tr>
<td><strong>SO2</strong> To combat HIV/AIDS, tuberculosis and malaria</td>
<td>34</td>
</tr>
<tr>
<td><strong>SO3</strong> To prevent and reduce disease, disability and premature death from chronic noncommunicable conditions, mental disorders, violence and injuries</td>
<td>46</td>
</tr>
<tr>
<td><strong>SO4</strong> To reduce morbidity and mortality and improve health during key stages of life, including pregnancy, childbirth, the neonatal period, childhood and adolescence, and improve sexual and reproductive health and promote active and healthy aging for all individuals</td>
<td>54</td>
</tr>
<tr>
<td><strong>SO5</strong> To reduce the health consequences of emergencies, disasters, crises and conflicts, and minimize their social and economic impact</td>
<td>63</td>
</tr>
<tr>
<td><strong>SO6</strong> To promote health and development, and prevent or reduce risk factors for health conditions associated with use of tobacco, alcohol, drugs and other psychoactive substances, unhealthy diets, physical inactivity, and unsafe sex</td>
<td>69</td>
</tr>
<tr>
<td><strong>SO7</strong> To address the underlying social and economic determinants of health through policies and programs that enhance health equity and integrate pro-poor, gender-responsive, and human rights-based approaches</td>
<td>78</td>
</tr>
</tbody>
</table>
SO8 To promote a healthier environment, intensify primary prevention and influence public policies in all sectors so as to address the root causes of environmental threats to health .................................................................85
SO9 To improve nutrition, food safety and food security throughout the life-course, and in support of public health and sustainable development ..........93
SO10 To improve the organization, management and delivery of health services .........................................................................................102
SO11 To strengthen leadership, governance and the evidence base of health systems ....................................................................................107
SO12 To ensure improved access, quality and use of medical products and technologies ...............................................................113
SO13 To ensure an available, competent, responsive and productive health workforce in order to improve health outcomes ............................................120
SO14 To extend social protection through fair, adequate and sustainable financing ....127
SO15 To provide leadership, strengthen governance and foster partnership and collaboration with countries, the United Nations system and other stakeholders in order to fulfill the mandate of PAHO/WHO in advancing the global health agenda as set out in WHO's Eleventh General Programme of Work, and the Health Agenda for the Americas ..........................................................................................134
SO16 To develop and sustain PAHO/WHO as a flexible, learning organization, enabling it to carry out its mandate more efficiently and effectively .........................................141

Ensuring Efficient and Effective Implementation ........................................................................................................147
Organizational Change Objectives and the Roadmap teams .........................................................................................147
Country Cooperation Strategies ..........................................................................................................................147
Results-based Management ...............................................................................................................................148
Strategic Assessment and Resource Alignment ........................................................................................................150
A Stronger PASB for 2008 and Beyond................................................................................................................151

Funding the Strategic Plan ........................................................................................................................................152

Monitoring, Assessment and Evaluation ................................................................................................................156
EXECUTIVE SUMMARY

1. This Proposed Strategic Plan 2008-2012 (SP 08-12, or the “Plan”), is the Bureau’s highest-level planning instrument, approved every five years by the Pan American Sanitary Conference. The Plan sets out the Bureau’s Strategic Objectives and expected results for the planning period. It is a product of the efforts of country offices, centers, and technical and administrative areas throughout the Organization. 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 Organization 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 and country level 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 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 heart of this Plan, and are meant as common objectives for PAHO – Member States as well as the Bureau. Each Strategic Objective incorporates several Regionwide 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, and the means for monitoring and reporting on performance to Member States.