



PAN AMERICAN HEALTH ORGANIZATION
WORLD HEALTH ORGANIZATION



FOURTH SESSION OF THE SUBCOMMITTEE ON PROGRAM, BUDGET, AND ADMINISTRATION OF THE EXECUTIVE COMMITTEE

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PROGRAM AND BUDGET 2008-2009 END-OF-BIENNIUM ASSESSMENT/ INTERIM STRATEGIC PLAN 2008-2012 PROGRESS REPORT

Background

1. PAHO's Strategic Plan 2008-2012 was approved by the 27th Pan American Sanitary Conference in October 2007 (Resolution CSP27.R4). This Strategic Plan was amended to align it with the revised version of WHO's Medium-term Strategic Plan 2008-2013, including programme budget 2010-2011, as approved in the 62nd World Health Assembly (Resolution WHA62.11). The amended version of PAHO's Strategic Plan 2008-2012 was approved by the 49th Directing Council in September 2009 (Resolution CD49.R3). It included changes to the Regionwide Expected Results (RERs) and the RER indicators to facilitate their monitoring and assessment.
2. As established in the Strategic Plan 2008-2012, the Pan American Sanitary Bureau (PASB) is required to present progress reports to the Governing Bodies on the Plan's implementation every two years. This report covers the Program and Budget 2008-2009 End-of-Biennium Assessment and the Interim Strategic Plan 2008-2012 Progress Report.
3. Of note, the report is based on the original version of the Strategic Plan 2008-2012 (approved in 2007). This was done because the implementation of the 2008-2009 Biennium Workplans was well advanced by the time the amended version of the Strategic Plan 2008-2012 was approved.

Update on Current Situation

4. An outline of the Program and Budget 2008-2009 End-of-Biennium Assessment/ Interim Strategic Plan 2008-2012 Progress Report is presented below for consideration of the SPBA. Preliminary results of the assessment are also summarized in Annex for illustration purposes. The complete report will be presented to the 146th Session of the Executive Committee and, subsequently, to the 50th Directing Council.

Introduction

5. The report relies on information provided by the Performance Monitoring and Assessment (PMA) exercises conducted by the PASB during the 2008-2009 biennium. It consists of programmatic and budgetary implementation analyses by Strategic Objectives (SOs) and by the different levels of the Organization (corporate and entities—regional, subregional and country). Information on the PASB's resource mobilization efforts to cover the funding gap of the 2008-2009 Program and Budget will also be provided.

6. The following rating criteria have been applied for the programmatic and budgetary assessment of the SOs and PASB entities:

- 90%-100% implementation rate = Green, or “on track”: no impediments or risks are expected to significantly affect progress.
- 75%-89% implementation rate = Yellow, or “at risk”: progress is in jeopardy and action is required to overcome delays, impediments, and risks.
- <75% implementation rate = Red, or “in trouble”: progress is in serious jeopardy due to impediments or risks that could preclude reaching targets.

7. As established in the Strategic Plan 2008-2012, a rate of 75% and above for programmatic or budgetary implementation is considered an acceptable performance at the end of the planning period.

8. A brief description of the methodology used in each component of the report is included below.

Analysis by Strategic Objective (SO)

- (a) *Programmatic implementation*—progress towards the achievement of the SO indicator targets (set for the end of the Strategic Plan 2008-2012) is assessed by SO Facilitators. The Facilitators analyze the aggregated level of achievement of the respective RERs and RER indicators (objective assessment) and factors contributing to the progress or hindrance of the SO achievement (subjective assessment).

Analysis by RER—the assessment of RERs is done by the RER facilitators. They assess the level of achievement of the RER indicators and factors contributing to the progress or hindrance of the RER achievement.

RER indicators—achievement of the RER indicators is measured by the attainment of their respective targets set for each biennium.

- (b) *Budgetary implementation*—the budgetary implementation level for each SO is determined by the amount of funds disbursed of the total amount programmed for the biennium.
- (c) *Mobilization of resources*—the Program and Budget establishes the estimated amount of funds required for each SO at the beginning of the biennium. During the biennium, the PASB mobilizes resources to fill the funding gap of each SO. At any point in the biennium, the difference between the original estimate and the current available resources from any source constitutes the funding gap. This gap is the link between the program and the resource needs. The report includes an analysis of the status of the funding gap, pointing out situations where enough resources are available, where there is a need for additional resources, or where all needed resources have been obtained. This important indicator guides resource mobilization, coordination, and allocation efforts. It is also used to reallocate resources, ensuring that all PAHO's Strategic Plan targets are reached. The Results-based Management (RBM) Framework document (SPBA4/5) details the resource coordination process.

Analysis at the Corporate and Entity (Regional, Subregional and Country) Levels

- (a) *Programmatic implementation*—the implementation rate of each entity is assessed based on the achievement of its Office Specific Results (OSERs) and indicators. These, in turn, contribute (by aggregation) to the achievement of the RER and RER indicator targets of the Strategic Plan 2008-2012 at the corporate level.
- (b) *Budgetary implementation*—is assessed both at the corporate level and for each entity, based on the amount disbursed of the total amount programmed for the biennium (for all sources of funds).

- (c) *Mobilization of resources*—in line with RBM, each entity plans the cost of its biennial workplan (regardless the source of funds) according to the estimated amount of resources required to achieve its expected results and outputs during that biennium. The gap definitions are the same mentioned above for the SOs. The sum of the funding gap of all entities also defines the total amount of resources the PASB needs to mobilize at any time during a particular biennium.

Challenges and Lessons Learned

9. The End-of-Biennium Assessment provides an opportunity to identify factors hindering progress towards the achievement of the Strategic Plan 2008-2012 and corrective measures for future biennia. The report will document the main challenges faced during the 2008-2009 biennium and will issue recommendations, particularly for those RERs and RER indicators rated “at risk” or “in trouble.” It will also document lessons learned during the biennium.

Action by the Subcommittee on Program, Budget, and Administration

10. The Subcommittee is asked to issue recommendations on the proposed outline for the preparation of the full “Program and Budget 2008-2009 End-of-Biennium Assessment/Interim Strategic Plan 2008-2010 Progress Report.”

Annex

**Illustrative examples of the “Program and Budget 2008-2009
End-of-Biennium Assessment/ Interim Strategic Plan 2008-2012 Progress Report”**
(Please note that these are preliminary figures pending final reconciliation)

Analysis by Strategic Objective

Programmatic implementation

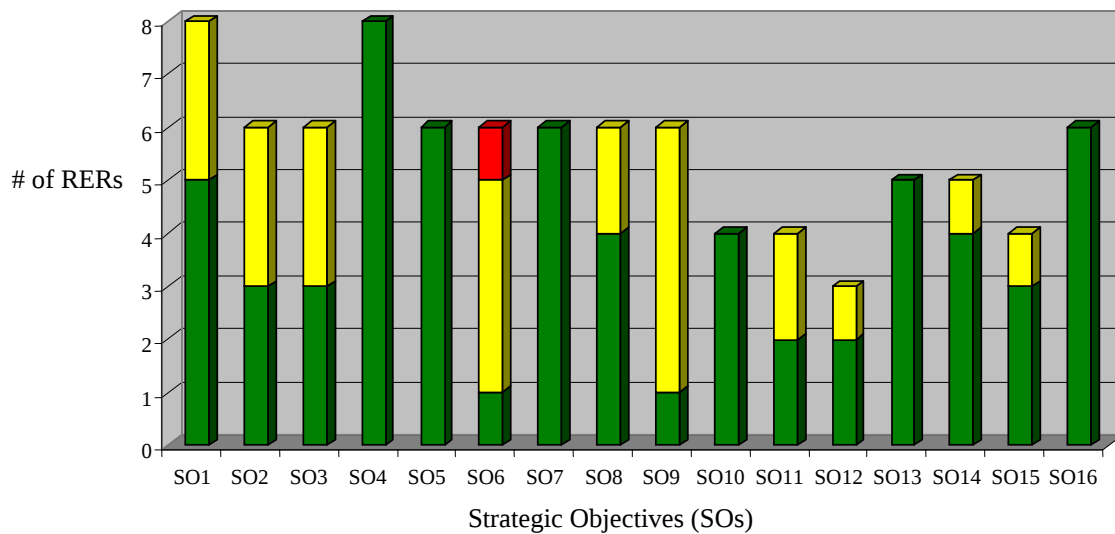
1. Table 1 shows the performance by Strategic Objective (SO) during the 2008-2009 biennium, as assessed by the SO Facilitators. The assessment indicates that 11 of the 16 (69%) SOs are “on track;” 5 (31%) are “at risk.” By the end of the first period of implementation of the Strategic Plan 2008-2012, there were no SOs rated “in trouble” (red). The two major challenges that affected performance during the biennium were the Pandemic (H1N1) 2009 and the impact of the global financial crisis on the health sector.

Table 1. Progress towards Achieving Strategic Objectives, by Semester, 2008-2009

Strategic Objective (SO)	SEMESTER			
	1	2	3	4
SO1				
S02				
S03				
S04				
S05				
S06				
S07				
S08				
S09				
S010				
S011				
S012				
S013				
S014				
S015				
S016				
PAHO	44% “on track”	50% “on track”	44% “on track”	69% “on track”

2. The preliminary analysis of Regionwide Expected Results (RERs) (Figure 1) shows that of the 89 RERs, 63 (71%) were on track (green) and 25 (28%) were “at risk” (yellow). Only one was in trouble (red) at the end of the biennium.

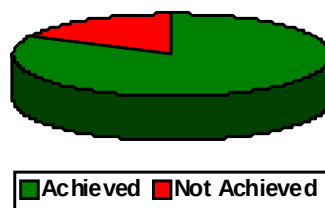
Figure 1. End-of-biennium assessment of Regionwide Expected Results (RERs), 2008-2009



RER Indicators

3. Preliminary results of RER indicators show that 254 (82% of 308) of the RER indicator targets were achieved at the end of 2009 (Figure 2).

Figure 2. Status of Regionwide expected results indicators, end of biennium, 2008-2009



Budgetary implementation

4. Table 2 shows the budget implementation by SO. The overall budgetary implementation at the end of the 2008-2009 biennium was 81%. This is higher than that for the two previous biennia (79%). As shown in the table, some rates of implementation exceeded those programmed; this is due to the fact that funds were awarded above the programmed amount to facilitate priority activities at the end of the biennium.

**Table 2. Budgetary Implementation by Strategic Objectives and Type of Funding
(as of 31 December 2009)**

Strategic Objective	Programmed (US\$)			Disbursed			Implementation Rate %		
	Regular Budget	Other Sources	Total	Regular Budget	Other Sources	Total	Regular Budget	Other Sources	Total
01	22,713,364	45,977,140	68,690,504	21,563,091	45,933,710	67,496,801	95%	100%	98%
02	7,746,122	25,892,523	33,638,645	7,764,296	22,893,283	30,657,579	100%	88%	91%
03	11,974,619	7,916,405	19,891,024	11,625,345	6,849,953	18,475,298	97%	87%	93%
04	11,336,512	12,867,244	24,203,756	11,175,329	9,213,400	20,388,729	99%	72%	84%
05	3,171,626	41,343,947	44,515,573	3,288,242	40,867,052	44,155,294	104%	99%	99%
06	6,554,211	7,685,310	14,239,521	6,227,497	6,615,260	12,842,756	95%	86%	90%
07	7,535,980	9,851,376	17,387,356	7,254,446	8,926,950	16,181,396	96%	91%	93%
08	13,134,503	5,352,815	18,487,318	12,646,097	3,811,666	16,457,762	96%	71%	89%
09	9,774,514	5,407,742	15,182,256	9,901,666	5,182,710	15,084,376	101%	96%	99%
10	16,822,669	21,820,074	38,642,743	16,815,607	15,799,398	32,615,005	100%	72%	84%
11	17,557,571	11,336,726	28,894,297	16,865,469	12,000,595	28,866,064	96%	106%	100%
12	3,252,748	11,671,982	14,924,730	3,175,366	8,980,436	12,155,801	98%	77%	81%
13	6,822,878	4,699,619	11,522,497	6,312,928	4,506,053	10,818,981	93%	96%	94%
14	3,647,220	1,150,227	4,797,447	3,362,245	1,007,908	4,370,153	92%	88%	91%
15	52,708,914	60,373,692	113,082,606	51,559,038	15,426,976	66,986,014	98%	26%	59%
16	83,143,955	72,391,942	155,535,897	79,278,251	28,048,257	107,326,507	95%	39%	69%
Total	277,897,406	345,738,764	623,636,170	268,814,912	236,063,607	504,878,518	97%	68%	81%

Note: The figures do not include funds from government-financed internal projects, the Revolving Fund, or the Strategic Fund.

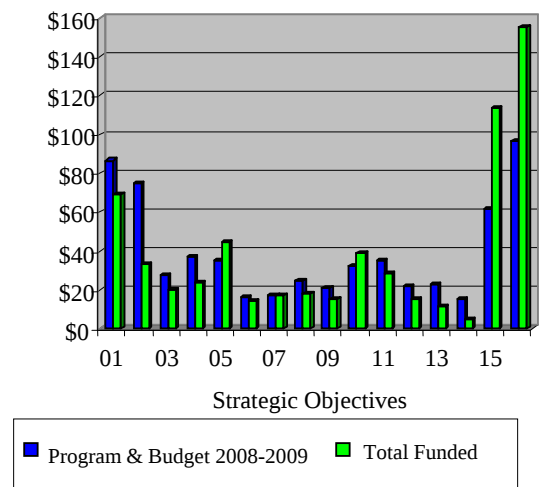
Resource mobilization by Strategic Objective

5. Table 3 and Figure 3 show the funding by SO compared to the approved Program and Budget 2008-2009. The funding of SOs 15 and 16 reflect a shift in the classification of certain charges during the biennium which should have been programmed in SOs1-14. This situation has been addressed in the 2010-2011 biennium to properly reflect the funding of SOs.

Table 3. Funding by Strategic Objective, 2008-2009

Strategic Objective	Program and Budget 2008-2009	Total funded	
		US\$	%
01	86,600,000	68,690,504	79
02	75,090,000	33,638,645	45
03	28,000,000	19,891,024	71
04	37,190,000	24,203,756	65
05	35,000,000	44,515,573	127
06	16,000,000	14,239,521	89
07	17,400,000	17,387,356	100
08	25,000,000	18,487,318	74
09	21,000,000	15,182,256	72
10	32,000,000	38,642,743	121
11	35,000,000	28,894,297	83
12	22,000,000	14,924,730	68
13	23,000,000	11,522,497	50
14	15,000,000	4,797,447	32
15	61,210,000	113,082,606	185
16	96,577,000	155,535,897	161
Total	626,067,000	623,636,170	99.6

Figure 3. Funding by Strategic Objective, 2008-2009



Analysis by Organizational Level

6. Table 4 shows the 2008-2009 budget implementation rate at the end of the biennium by the different levels of the Organization and by source of funds. The overall budget implementation rate was 81% and 97% for Regular Budget and 68% for Other Sources.

Table 4. Budgetary Implementation at the Corporate and Entity Levels, by Source of Funds, 2008-2009 Biennium

Org. Level	Programmed (US\$)			Disbursed			Implementation Rate %		
	Regular Budget	Other Sources	Total	Regular Budget	Other Sources	Total	Regular Budget	Other Sources	Total
Country	105,422,316	120,347,413	225,769,729	101,968,096	99,852,038	201,820,134	97%	83%	89%
Regional	159,367,928	208,952,108	368,320,036	154,415,891	121,207,008	275,622,899	97%	58%	75%
Subregional	13,107,162	16,439,243	29,546,405	12,430,925	15,004,560	27,435,485	95%	91%	93%
Corporate	277,897,406	345,738,764	623,636,170	268,814,912	236,063,607	504,878,518	97%	68%	81%

Note: The figures do not include funds from government-financed internal projects, the Revolving Fund or the Strategic Fund.

Resource mobilization

7. Figure 4 and Table 5 show that the PASB was successful in mobilizing almost 100% of the funding gap of the Program and Budget 2008-2009.

Figure 4. Status of the funding gap during the biennium, by semester, 2008-2009

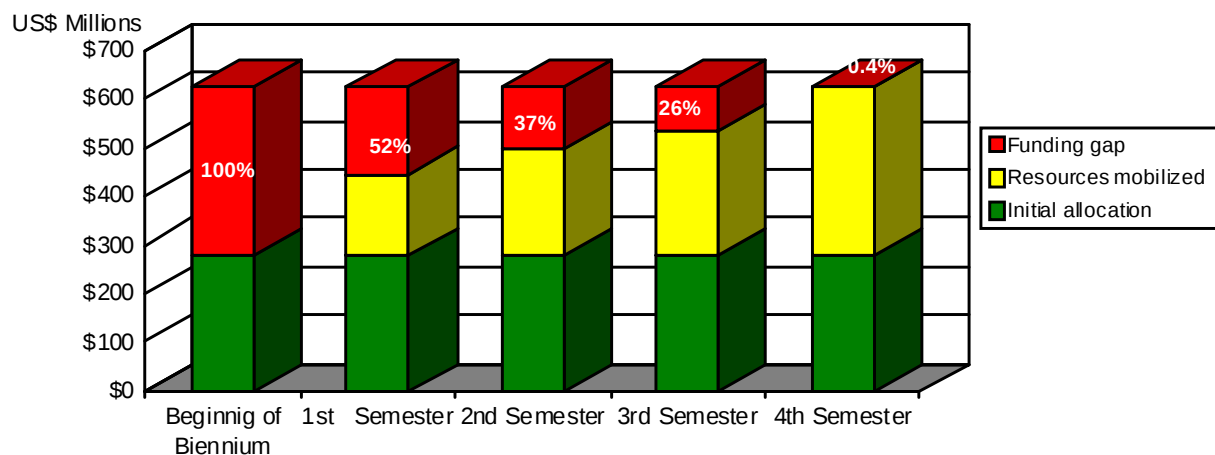


Table 5. Status of the Funding Gap, by Semester, 2008-2009

Type	Beginning of Biennium	1st Semester	2nd Semester	3rd Semester	4th Semester
Regular Budget	279,067,000	279,067,000	279,067,000	279,067,000	279,067,000
Resources Mobilized*	0	167,000,400	218,027,500	256,664,400	345,738,764
Funding Gap	347,000,000	179,999,600	128,972,500	90,335,600	1,261,236
Total Planned Cost	626,067,000	626,067,000	626,067,000	626,067,000	626,067,000

Note: The figures do not include funds from government-financed internal projects, the Revolving Fund or the Strategic Fund.

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