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70th SESSION OF THE REGIONAL COMMITTEE OF WHO FOR THE AMERICAS

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PROCESS FOR THE DEVELOPMENT OF THE PAHO STRATEGIC PLAN 2020-2025

Introduction

1. This document presents a proposal for the process to develop the new PAHO Strategic Plan 2020-2025 and its expected contents. It outlines how the Strategic Plan will respond to the regional priorities agreed by Member States in the Sustainable Health Agenda for the Americas 2018-2030 (SHAA2030)¹ and the global health priorities defined in WHO's 13th General Programme of Work (GPW) 2019-2023. Consistent with the purpose and goals of SHAA2030, the new Strategic Plan will also contribute to the achievement of the health-related Sustainable Development Goals (SDGs) contained in the United Nations 2030 Agenda for Sustainable Development.

2. The main objective of this document is to obtain approval from the Directing Council for the proposed roadmap for the development of the PAHO Strategic Plan 2020-2025. The Executive Committee in its 162nd Session endorsed this document, and established the Strategic Plan Advisory Group (SPAG), consisting of 21 Member States that will collaborate with the Pan American Sanitary Bureau (PASB) in elaborating the Plan. Following the proposal of the SPBA in its 12th Session, the Executive Committee appointed the president of the Executive Committee (Panama) as chair of the SPAG. The proposed road map allows sufficient time for consultation with Member States, an important requirement for a strategic document that will guide the work of the Organization under the new context provided by the SDGs, SHAA2030, and the WHO 13th GPW.

Background

3. The PAHO Strategic Plan 2020-2025 will be the first of two strategic plans during the period covered by SHAA2030. It will seek to maintain a balance between regional priorities agreed by PAHO Member States in SHAA2030 and other relevant regional mandates, and programmatic alignment with the 13th GPW. The final evaluation of the

¹ See Document CSP29/6, Rev. 3, and Resolution CSP29.R2.

Health Agenda for the Americas 2008-2017 and the End-of Biennium Assessment of the Program and Budget 2016-2017 will also inform the development of the Strategic Plan 2020-2025. The prioritization methodology approved by Member States during the 55th Directing Council will be instrumental in defining programmatic priorities under the new PAHO Strategic Plan.²

4. The Strategic Plan 2020-2025 will continue to set the medium-term strategic direction of the Organization and specify the results to be achieved during the period, with a strong focus on countries and on addressing inequities in health. Consistent with the Organization's commitment to results-based management, the development of the Strategic Plan will be taken as an opportunity to further strengthen accountability, partnerships and innovation to deliver on the agreed results for 2025.

5. The development of the new Strategic Plan will build on previous experiences and best practices for joint planning and assessment of results conducted with Member States. It will include consultations, including prioritization exercises, with all countries and territories across the Region to ensure input is obtained from national health authorities and other relevant stakeholders. The results of the prioritization exercises will serve as a key input to ensure that the Organization's efforts are focused on areas where it clearly adds value. The refined PAHO-Hanlon methodology developed with Member States will continue to be applied. The Strategic Plan Advisory Group will collaborate with the Bureau in drafting the document.

Process and Methodology

6. The collaboration of all Member States and PASB technical teams will be pivotal to the development of a sound and comprehensive Strategic Plan. The input from Member States, the use of the latest health data and analysis, and the use of technology will be optimized to ensure that the new Strategic Plan is consistent with the global and regional context, the needs of countries, and the latest evidence for health development.

7. The Strategic Advisory Group will provide strategic and technical input in the development of the SPAG on behalf of all Member States. The following criteria for the SPAG was proposed and endorsed by the SPBA in its 12th session. Based on previous experience with Member State advisory groups, it was recommended that the SPAG:

- a) be comprised of 10 to 12 Member States;
- b) have equitable representation of Member States from all subregions: Caribbean, Central America, North America and South America;
- c) include members of the current Executive Committee, members that took part in the development of the PAHO Strategic Plan 2014-2019 or SHAA2030, and new members who have yet not participated in previous working groups; and

² See Document CD55/7 and Resolution CD55.R2.

- d) be a multidisciplinary group of representatives from the ministries of health with knowledge of the health situation at the national, regional and/or global levels.

8. The proposal was to have the president of the Executive Committee appointed as chair of the SPAG. The SPAG will nominate a co-chair during its first meeting. PASB will serve as the secretariat of the SPAG and will work in close coordination with the group. As recommended by the Subcommittee in its 12th Session, an invitation was extended by the Director of PASB to PAHO Member States regarding participation in the SPAG. The following Member States communicated their interest:

Caribbean	Central America	North America	South America
Antigua and Barbuda	Costa Rica	Canada	Argentina
Bahamas	El Salvador	Mexico	Bolivia
Dominica	Guatemala	United States	Brazil
Guyana	Honduras		Ecuador
Saint Lucia	Nicaragua		Paraguay
Trinidad and Tobago	Panama		Venezuela

9. PASB will work with the Strategic Plan Advisory Group generally via virtual meetings, and additionally through two face-to-face meetings. The Bureau will also take advantage of the opportunity afforded by subregional, regional and global meetings to update Member States on the process and obtain their inputs. The first face to face meeting of the SPAG will take place in Panama City, Panama, on 6-8 August 2018.

10. The PASB will also establish an internal Technical Working Group for the development of the Strategic Plan 2020-2025. This group will include advisors and specialists from the technical, strategic and administrative areas from the regional, sub-regional and country levels. The technical group will be responsible for defining the different components of the Strategic Plan in collaboration with the SPAG. PASB will provide strategic direction, technical input, and oversight through the Senior Advisory Group (SAG) and the Executive Management. The Department of Planning and Budget will coordinate the process for the development of the new Strategic Plan.

11. The Strategic Plan will be developed in the following three phases, which are further detailed in the Annex:

- a) Phase 1 (completed)—Approval of the process and establishment of the Strategic Plan Advisory Group (March–June 2018): development of the process by the

- Bureau with input from the 12th Session of the SPBA and confirmation of the SPAG by the 162nd Session of the Executive Committee.
- b) Phase 2—Analysis and drafting (July 2018–February 2019): review of the health situation, priorities, results (including targets and indicators) by the Bureau with the SPAG, and consultation with Member States; draft full Strategic Plan 2020-2025 and outline of the Program and Budget 2020-2021 (both for submission to the SPBA in March 2019).
 - c) Phase 3—Refinement and approval (March–July 2019): refinement of the Strategic Plan 2020-2025 and Program and Budget 2020-2021 based on inputs from the 13th Session of the SPBA and 164th Session of the Executive Committee; finalization of both documents and their corresponding resolutions for approval by the 57th Directing Council.

Action by the Directing Council

12. The Directing Council is invited to take note of the proposed process for developing the PAHO Strategic Plan 2020-2025 and provide any comments it deems pertinent.

Annex

Annex

Developing the PAHO Strategic Plan 2020-2025 and Program and Budget 2020-2021: Key Steps and Milestones

Phase I – Process approval and SPAG (COMPLETE)

Process proposal presented to the 12th Session of the Subcommittee on Program, Budget and Administration (SPBA) for review and input

2018

Process reviewed by the 162nd Session of the Executive Committee, including decision regarding SPAG

Phase II – Analysis and drafting

Health situation, priorities and results chain drafted by PASB and reviewed with the SPAG

Drafting of full Strategic Plan 2020-2025 and outline for Program and Budget 2020-2021

2019

Phase III – Refinement and approval

Briefing to the Seventy-second World Health Assembly Delegations (May 2019)

March SPBA12	June CE162	September CD56	December	March SPBA13	June CE164	September CD57
	(COMPLETE) <u>Milestone 1</u> Strategic Plan Advisory Group (SPAG) established by the 162nd Session of the Executive Committee	Progress update on development of the Strategic Plan 2020-2025 to the 56th Directing Council	<u>Milestone 2</u> Consultation with Member States completed, including feedback on priorities and results chain	<u>Milestone 3</u> Full draft Strategic Plan 2020-2025 and outline Program and Budget 2020-2021 presented to the 13th Session of the SPBA for review and input	<u>Milestone 4</u> Updated Strategic Plan 2020-2025, Program and Budget 2020-2021 and proposed resolutions presented to the 164th Session of the Executive Committee for review and endorsement	<u>Milestone 5</u> Final Strategic Plan 2020-2025, Program and Budget 2020-2021 and proposed resolutions presented to the 57th Directing Council for adoption