

**12th SESSION OF THE SUBCOMMITTEE  
ON PROGRAM, BUDGET, AND ADMINISTRATION  
OF THE EXECUTIVE COMMITTEE**

*Washington, D.C., USA, 21-23 March 2018*

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*Provisional Agenda Item 5.2*

SPBA12/INF/2  
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**PROPOSED PROCESS FOR THE DEVELOPMENT OF THE PAHO  
STRATEGIC PLAN 2020-2025**

**Introduction**

1. This document presents a proposal for the process of developing the new PAHO Strategic Plan for 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)<sup>1</sup> and the global health priorities defined in WHO's 13th General Programme of Work (GPW) 2019-2023 (currently under development). The new Strategic Plan will also be directly linked to the health-related Sustainable Development Goals (SDGs).

2. The main objective of this document is to obtain input from the Subcommittee on Program, Budget, and Administration (SPBA) on the roadmap for the development of the PAHO Strategic Plan 2020-2025, particularly on the process for forming and selecting the members of a Strategic Plan Advisory Group (SPAG) composed of Member States that will collaborate with the Pan American Sanitary Bureau (PASB). This will be the first time the process is being presented to the SPBA a year before the actual document will be submitted for consideration by the PAHO Governing Bodies. This is to allow 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 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 agreed regional mandates, programmatic alignment with the 13th GPW, and commitments made within the context of the SDGs. The final evaluation of the Health Agenda for the Americas

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

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2008-2017 and the End-of Biennium Assessment of the Program and Budget 2016-2017 (both forthcoming) will also inform the development of the Strategic Plan 2020-2025. The prioritization methodology approved by Member States during the 55th Directing Council<sup>2</sup> will be instrumental in defining programmatic priorities under the new PAHO Strategic Plan.

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 in order 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 strategic and technical contents of 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 Plan Advisory Group will include equitable representation of Member States from all subregions: Caribbean, Central America, North America and South America. Based on previous experiences with Member State advisory groups, the group should be multidisciplinary (including public health experts, health planners, health analysts, epidemiologists, and international health specialists, among others) and should consist of 10 members (2-3 members per subregion). The membership of this group will be confirmed by the PAHO Executive Committee at its 162nd Session in June 2018.

8. PASB will work with the Strategic Plan Advisory Group via virtual and 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 substantive inputs.

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<sup>2</sup> See Document CD55/7 and Resolution CD55.R2.

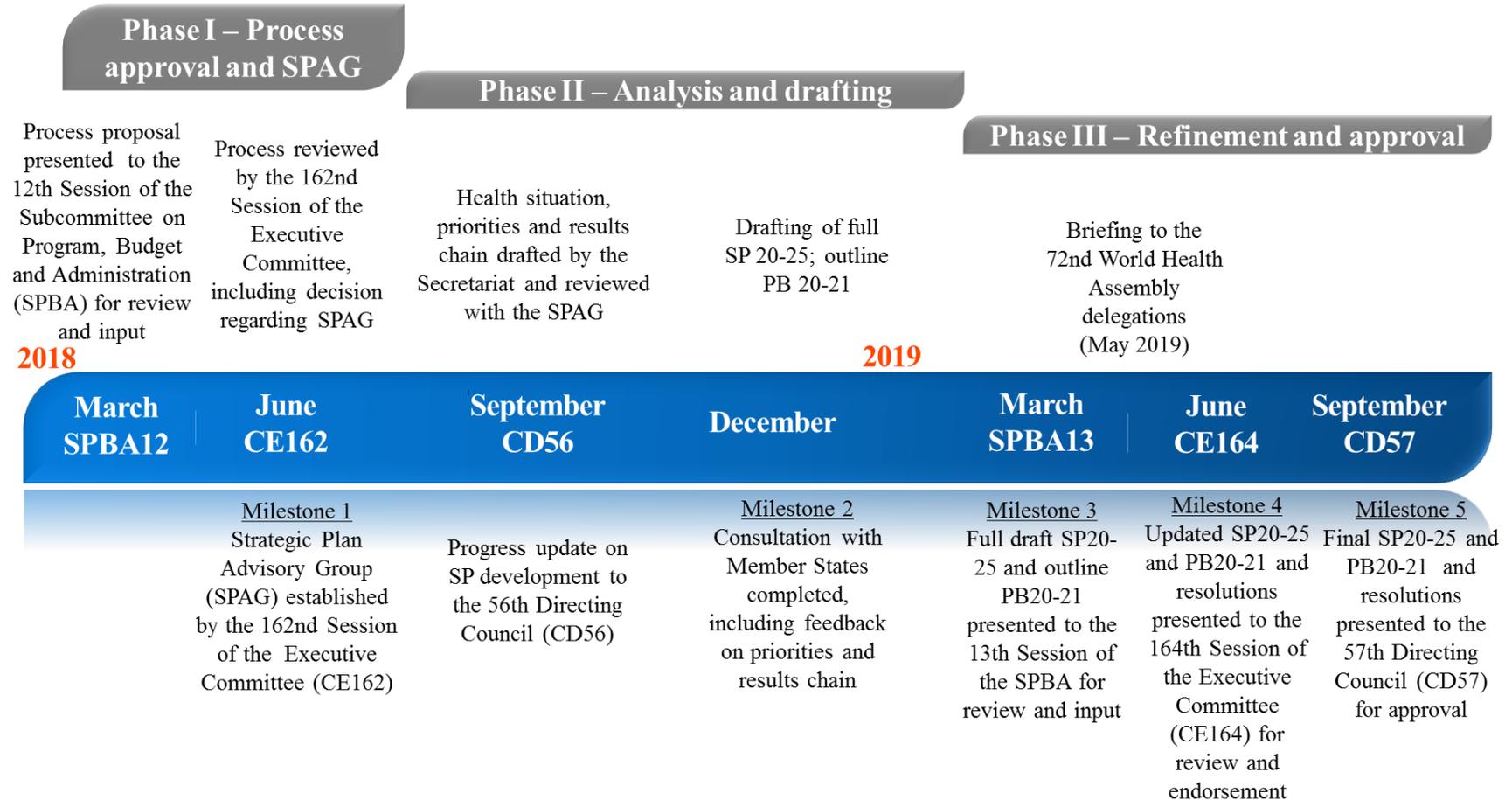
9. The new Strategic Plan will be developed in the following three phases, which are further detailed in Annex A:
- a) Phase 1—Approval of the process and establishment of the Strategic Plan Advisory Group (March–June 2018): development of the process by the Bureau with input from the 12th Session of 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 Subcommittee on Program, Budget, and Administration**

10. The Subcommittee is invited to provide comments and recommendations on the proposed process for developing the PAHO Strategic Plan 2020-2025.

Annex

**Annex—Developing the PAHO Strategic Plan (SP) 2020-2025 and Program and Budget (PB) 2020-2021:  
Key Steps and Milestones**



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