

PERFORMANCE MONITORING AND ASSESSMENT, AND INDEPENDENT EVALUATION

125. In the past, reporting against progress in implementing strategic plans has been hampered by the lack of integration among the different levels of planning in the Organization. As an example, the set of objectives, expected results and indicators used in the 2006-2007 country-level Biennial Workplans differed from those in the 2006-2007 Program and Budget, which in turn differed from those in the 2003-2007 Strategic Plan, as well as the OWERs and indicators in the global WHO Program Budget for 2006-2007.

126. As discussed elsewhere in this Plan, this issue has been thoroughly addressed for the planning period beginning in 2008, where there is vertical integration of expected results and indicators among all levels of planning, from the global WHO Medium-term Strategic Plan to this PAHO Strategic Plan to the respective Program and Budget documents and in turn to the Biennial Workplans in the American Region Planning and Evaluation System (AMPES).

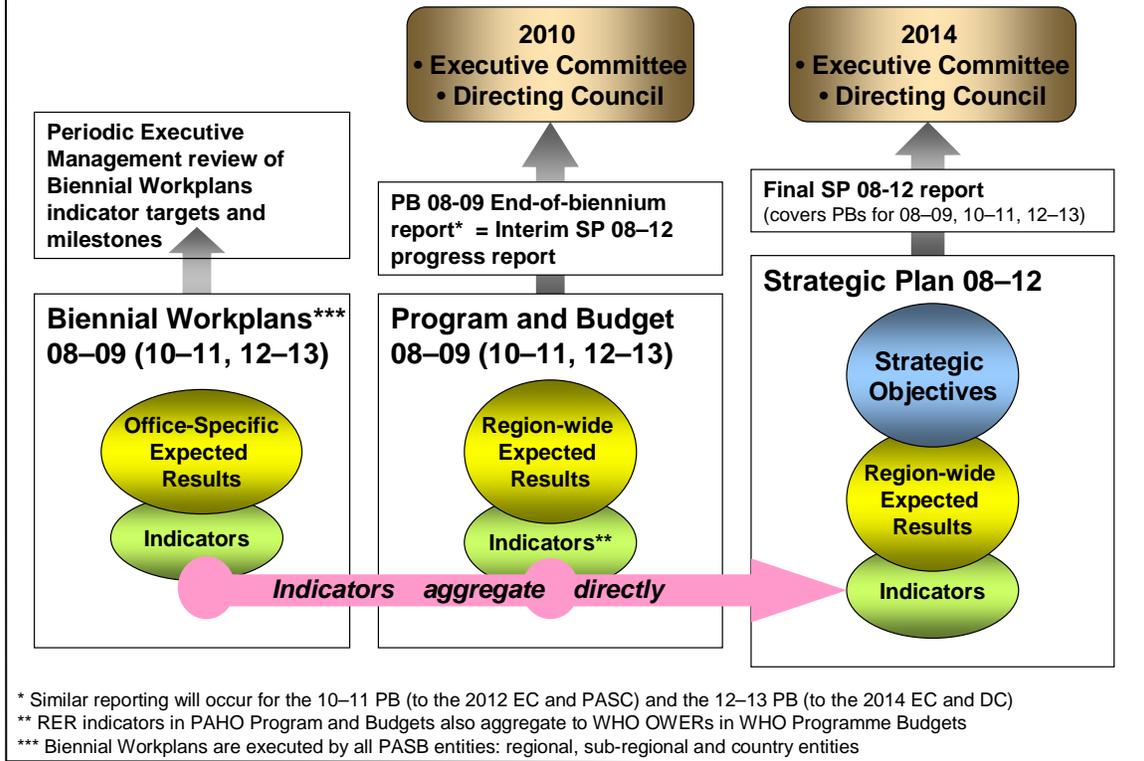
127. The AMPES forms the core of internal results monitoring and reporting in the PASB. The Strategic Objectives and Region-wide Expected Results (RERs) in this Plan are imported directly to the AMPES. The RERs then form a menu of programmatic options from which countries, Centers and regional headquarters entities can choose when elaborating their Biennial Workplans. No work will be performed that is outside the scope of the RERs in this Plan. When choosing the RERs on which they will work, and adapting them to the country level, entities also choose to which RER indicators they will contribute. In the case of country entities (PWRs), they can become one of the "number of countries" targeted in the vast majority of RER indicators.

128. Each organizational entity establishes its own indicators for its Office-Specific Expected Results (OSERs), which correspond to those for the RERs. Progress towards these OSER indicators is measured by six-month milestones, developed during operational planning. While milestones can be customized to meet the needs of an individual entity's work, they serve as a consistent means to evaluate progress in achieving OSER indicators, and by aggregation, RER indicators.

129. Significant time and effort has been dedicated to improving the AMPES system to incorporate required changes, allowing for quality control through monitoring of SMART indicators. The regular monitoring and reporting of results in a systematic fashion will allow managers to assess and adjust their implementation strategies and Workplans as needed – a key element of the full implementation of results based management in the Organization.

130. The principal innovation for the 2008-2012 Strategic Planning period is that the achievement of expected results (as measured by SMART – specific, measurable, achievable, realistic and time-bound – indicators) can be aggregated directly, and in most cases automatically, in the AMPES system from the country level to the regional and global levels on a biennial basis. Since the Region-wide Expected Results in the Program and Budget documents will be exactly the same as those in this Strategic Plan, the end-of-biennium Program and Budget reports will serve as progress reports for the Strategic Plan; programmatic performance monitoring and assessment will focus on Biennial Workplans and, via aggregation, the Program and Budget for periods 2008-2009, 2010-2011 and 2012-2013. The sum of the three biennia covered under this Plan will form the basis for the final report on this Strategic Plan, to be presented to Governing Bodies in 2014. The monitoring and reporting relationship among planning instruments is presented here graphically, with key submissions to Governing Bodies highlighted.

DIAGRAM 7: Monitoring and Reporting



131. Member States can look forward to receiving progress reports on the implementation of this Strategic Plan in the form of Program and Budget end-of-biennium assessments, which will be provided every two years. The reports for the 10-11 and 12-13 biennia will be supplemented by a cumulative performance assessment against the six-year targets set in this Strategic Plan.

132. PASB also will report to WHO on the achievements of Member States with respect to the Strategic Objectives. WHO will then prepare a report regarding the achievement of the Strategic Objectives at the global level.

133. With regard to core functions discussed earlier in this Plan, expenditure levels for each core function will also be monitored through AMPES. Managers will classify their products and services and corresponding expenditures by core function when developing their Biennial Workplans. During implementation, this will enable monitoring and reporting of expenses by core function, per WHO global guidelines. The PASB will also report this information to its Governing Bodies, allowing them to see which functions are receiving the greatest resources in the Bureau.

134. The experience gained during implementation of this Plan (as reported in Program and Budget performance assessments) may require adjustments to the RERs. External changes in the environment may also require changes in PAHO's strategic objectives. Whenever such changes are needed at the level of RER or above, they will be provided to the Governing Bodies for review and approval.

135. A fully elaborated performance monitoring and assessment framework and an independent evaluation framework are under development by the Bureau during 2007, to be employed during the three biennia covered by this Plan.

136. The independent evaluation function will be separated organizationally from the planning and performance monitoring and assessment functions, in order to foster impartiality in the conduct of evaluations. The independent evaluation function (and respective staffing) is being put in place in 2007; therefore the working modalities with respect to periodicity and scope are still under development.

137. The implementation of this Plan will require a high level of programmatic discipline and training of staff throughout the Bureau. This process has begun and will continue during the implementation period.