



2025 Annual Report on Evaluation

Evaluation in Action: nurturing
a culture for continuous
improvement and learning

PAHO

Pan American Health Organization

World Health Organization
Americas Region

2025 Annual Report on Evaluation

Contents

Introduction	3	Evaluation in Evolution	Evaluations in 2025	Engagement with WHO, UN, and beyond	Communication and Visibility	The way forward
Evaluation in Action:	4					
2025 at a glance	5	6	16	19	21	24

PAHO



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Introduction

2025 marked the fourth year of implementing the 2021 PAHO Evaluation Policy, a milestone that reflects our dedication to learning from experience and refining our practices. Evaluation has become integral to program design and delivery, driving accountability and innovation across the Organization and generating growing engagement with Technical Departments, Enabling Entities, and Country Offices. Through corporate evaluations, systematic follow-up on recommendation implementation, specialized advisory for decentralized evaluations, participation in strategic exchanges and learning scenarios, and dedicated investment in work and resources, the Evaluation function contributes to knowledge management and strengthens PAHO's culture of evidence and results-based management.

Looking ahead, PAHO will publish Management Response Plans for all corporate evaluations, transforming recommendations into concrete actions and results, and advancing the vision of PAHO Forward 3.0. This positions evaluation as a strategic for agile, transparent, and adaptive management.

Progress has relied on strong collaboration: internally, with the oversight and enabling functions as well as with technical departments to align compliance, learning, and communication strategies; and externally with WHO, UNEG, and strategic partners such as Global Affairs Canada (GAC) and the European Union (EU), reinforcing global standards and shared accountability.

Moving forward, the Evaluation function will continue to innovate tools and methodologies, ensuring timely, high-quality evidence to guide strategic planning and decision-making. Through these efforts, the Evaluation function will operate as a strategic resource for informed decision-making, strategic planning, and performance improvement; thereby contributing to enhancing trust and positioning the Organization through its demonstrated commitment to accountability, transparency and continuous improvement.



Dr. Jarbas Barbosa
PAHO Director

Evaluation in action: nurturing a culture for continuous improvement and learning

In a year marked by complex and evolving challenges, PAHO continued to strengthen its Evaluation function as a foundation for organizational accountability, learning, and innovation. This evolution reflects PAHO's commitment to ensuring that evaluations move beyond technical studies and become strategic instruments that guide decision-making, improve performance, and inform policies across the Region.

Through rigorous methodologies and inclusive approaches, PAHO's Evaluation function contributes not only to institutional performance but also to the broader goal of improving outcomes and strengthening technical cooperation in health.

PAHO's achievements in 2025 reflect not only technical rigor but also deep collaboration across all Departments, Country Offices, and partners, in pursuit of shared objectives: optimizing planning processes, strengthening evidence-based decision-making, enhancing accountability, and fostering a culture of continuous learning.

Today, evaluations serve a critical level for shaping policies and programs that respond to the diverse needs of Member States.

This Annual Report highlights progress made in 2025 and illustrates how evaluation continues to be embedded in PAHO's operational fabric. It reaffirms the Organization's commitment to leveraging evaluation as a driver of good practices, learning and accountability in public health.



Mary Lou Valdez
Deputy Director



Rony Maza
Director, Department of Planning,
Budget and Evaluation (PBE)

2025 at a glance

Corporate evaluations

1 new evaluation published

1 evaluation ongoing

Use of evaluations

5 management responses on track



45 recommendations under implementation:



- 16 completed
- 29 ongoing

Decentralized evaluations



5 decentralized evaluations completed

8 countries covered

Dissemination products

NEW!

4 country case studies from the Evaluation of the Integration of Gender Equality in PAHO's Technical Cooperation in Health in the Americas (Brazil, Colombia, Panama, Trinidad & Tobago).

2

synthesis papers

IN PROGRESS

- Lessons from 15 Years of PAHO Evaluations: Key Findings for Public Health Policy
- Advancing Gender Equality in Health: A Review of PAHO's Technical Cooperation for Gender Equality in Health

1

PAHO Evaluation Microsite (PBE Website)

UPDATED

Key achievements



- **New tool for tracking** the implementation of evaluation recommendations, integrating MS Excel and Power BI.
- **Introduction of AI-driven tools** to boost consistency, depth, and efficiency in evaluations.
- **Evaluation Clinic** brought with 75 participants to share insights and lessons from country-led evaluations.
- Regional webinar led during **gLocal Evaluation Week** on evaluation capacity and evidence use.
- **Participation in 8 UNEG Working Groups** to advance rigor, harmonization, and system-wide learning in evaluation standards.

Investment in Evaluation

- **Team capacity:** two evaluation specialists, one part-time evaluation consultant, one administrative assistant, and the PBE Director serving in acting evaluation leadership role since March 2025.
- PAHO increased its investment in evaluation to **US\$927,089** in 2025, raising evaluation expenditure to 0.27% of total programme spending.

Evaluation in Evolution

PAHO's Evaluation function is continuously strengthening and reinventing its practice to stay at the forefront of international standards. This year's advancements reflect our **commitment to a more ethical, transparent, and utility-driven evaluation culture**, through strengthened policies, enhanced quality standards, and innovative analytical tools. Together, these efforts are shaping a more impactful evaluation function aligned with PAHO Forward's objectives.

Transparency + Credibility

To strengthen transparency, accountability, and stakeholder confidence, the publication of **Management Response Plans** was established as a strategic action in the **PAHO Forward 3.0** action plan, ensuring closer monitoring of the implementation of corporate evaluation recommendations.

Utility + Ethics

PAHO has strengthened the usefulness and ethical foundations of its evaluation function through the **2025 revision of its Evaluation Policy**, which now mandates the publication of all external evaluation reports and formalizes EXM's role in following up recommendations, ensuring evaluations are transparent and effectively used. PAHO also contributed technical inputs to the WHO Evaluation Policy 2025, helping shape global standards on impact measurement, AI and data-ethics safeguards, and strengthened assurance mechanisms.

Quality + Professionalism

PAHO is playing an active role in strengthening evaluation quality. As part of WHO's **post-hoc quality assessment of evaluation reports**, PAHO has contributed **four corporate and two decentralized evaluations** to this global review. In parallel, the PAHO Evaluation team is taking a forward-looking approach by adapting the **WHO Evaluation Quality Assurance Tool** to set and assess quality standards across both corporate and decentralized evaluations. This enhanced tool is currently being piloted with the Final Evaluation of the Primary Healthcare and Nutrition Project (APS/NUT) in Guatemala.

Impartiality + Independence

The Evaluation function continues to incorporate innovative analytical tools, including the responsible use of AI, to enhance the efficiency and consistency of evidence processing. In the **Mid-term Review of the Sustainable Health Agenda for the Americas 2018-2030**, AI-supported techniques were applied strictly as complementary inputs to strengthen the neutrality and robustness of the evidence synthesis. These tools helped ensure systematic, transparent, and replicable analysis of large and complex datasets. The findings were presented to the 62nd Directing Council to support informed deliberation through an independent, evidence-driven analysis.

Strengthening PAHO's Evaluation culture and learning

Added value of Evaluation

- informing Executive Management and Governing Bodies discussions with up-to-date evidence

- supporting the design of PAHO's Strategic Plan 2026-2031 (SP26-31) with insights from various corporate and thematic evaluations

- shaping new corporate policies (PAHO's Budget Policy, PAHO's RBM framework)

In 2025, evaluation delivered tangible value by:

- strengthening emergency preparedness through lessons from the Covid-19 evaluation

- guiding technical entities with operational recommendations that translated into updated guidelines, new tools, and improved coordination mechanisms

- establishing Management Response Plans as a norm, enhancing accountability

This value underscores evaluation's growing role as a strategic asset for PAHO and a driver of organizational improvement.

Embedding Evaluation in Organizational Planning

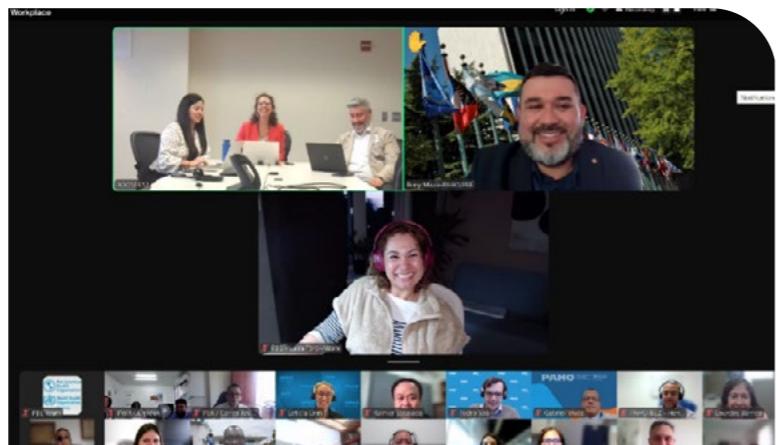
As part of consolidating the Biennial Work Plan (BWP) 2026-2027, the PAHO Evaluation team reviewed inputs from all entities, departments, and Country Offices to ensure evaluation activities are integrated into planning and resourced appropriately.

Following the review, a mapping of planned corporate and decentralized evaluations, as well as reviews, formed a clear roadmap for the next biennium, aligning evaluation efforts with PAHO's strategic priorities.

Strengthening PAHO's Evaluation culture and learning

Capacity building

Country Perspectives in Action



In May 2025, the Evaluation team facilitated an **Evaluation Clinic session** for PAHO's **Program Managers Network (PMN)**, creating a dynamic space for practical learning and knowledge exchange. The session showcased country-led experiences from Belize and Guyana, highlighting how

decentralized evaluations are not only improving programs but also helping colleagues become **evaluation champions**, leaders who use evidence confidently, promote learning, and strengthen accountability within their teams.

Belize shared its evaluation of the Health Sector Support Program (HSSP), emphasizing strategic alignment with national priorities, performance metrics, and value-for-money analysis. Key factors included the use of **PAHO's Evaluation Handbook**, the **establishment of an Evaluation Reference Group (ERG)**, and the adoption of **adaptive planning strategies**. Lessons learned underscored the importance of early planning, continuous stakeholder engagement, and capacity building for local teams.

Guyana presented its assessment of the HEARTS initiative, highlighting good practices, including **scoping reviews** to adapt methodologies, obtaining ethics approval, and **developing concise policy briefs for decision-makers**. Challenges like data collection in remote areas and confidentiality concerns were addressed through innovative mitigation strategies.

Both Country Offices teams stressed that evaluations must be transparent, context-sensitive, and aligned with strategic priorities, while fostering a culture of learning and collaboration. The discussion reaffirmed that **capacity building, standardized tools, and adaptive management are essential for sustainable evaluation practices**.

Key takeaway: These experiences illustrate how **collaborative approaches** and advice from PAHO Evaluation team empower Country Offices and technical departments to conduct high-quality evaluations, optimize planning, and strengthen evidence-based decision-making, advancing PAHO's mission of health equity in the Americas.

Strengthening PAHO's Evaluation culture and learning

Building a common Results-oriented Language

This year, PAHO has taken a major step in renewing its culture of results by **developing and launching a foundational RBM course**, Introduction to Planning, Budget, and Evaluation in PAHO. This course stems from recommendations in the **Evaluation of PAHO's results-based management framework implementation** to create a mandatory program that ensures a common understanding of RBM concepts across the Organization. Covering all four phases (planning, monitoring, evaluating, and learning), this introductory virtual course is **accessible to all PAHO personnel**. Looking ahead, PBE will not only monitor compliance in collaboration with Human Resources Management (HRM) but also assess the effectiveness of the training in terms of behavioral change and organizational performance.

Scaling knowledge: Contribution to WHO Global Evaluation training and educational videos

PAHO actively contributed to the design, content, and piloting of the WHO's **global evaluation training** across the Region. The virtual course includes two modules: one raising general awareness on the purpose and use of evaluations, and another guiding participants through a real-life evaluation scenario. Target audiences include WHO/PAHO staff engaged in or using evaluations, including technical staff and management. PAHO also adapted and translated the WHO [evaluation educational videos](#) for use in the Region, increasing staff awareness of evaluation principles and their role in fostering learning and accountability.





Implementation: Use of evaluations

Systems and tools

Evaluation Implementation Dashboard: Driving Transparency and Learning

To enhance efficiency in monitoring the implementation of evaluation recommendations, PAHO developed and piloted an **Evaluation Implementation Dashboard** to effectively track progress, visualize recommendation status, and Key Performance Indicators (KPIs). Built in MS Excel and integrated with Power BI, the dashboard connects to the PBE platform for seamless access, reinforcing transparency and transforming follow-up into actionable intelligence for stronger accountability. The insights below present the latest monitoring implementation data extracted from the Dashboard up to Q3-2025.

Turning Evaluation Recommendations into Action

The evaluation implementation dashboard demonstrates **significant progress, with no recommendations pending initiation or left unimplemented**. All recommendations are either completed or in progress, reflecting a strong organizational commitment to translating evaluation findings into tangible actions. Progress rates are consistently high—many nearing or reaching full completion—showing that PAHO has moved beyond compliance to embed evaluation use into strategic decision-making. This achievement underscores the effectiveness of structured follow-up mechanisms and the Evaluation Implementation Dashboard in enabling transparency, learning, and continuous improvement.

Insights driving Evaluation implementation

Response to COVID-19

Achievements

- Developed an institutional memorandum integrating gender, equity, and rights into emergency response.
- Updated, launched, and implemented the Institutional Emergency Response Program across the Region.
- Achieved progress in governance, guidelines, and coordination mechanisms for health emergencies.



Ongoing/upcoming actions

- Implement the Institutional Emergency Response Policy and operationalize it at country level.
- Consolidate the emergency funding model and standardize activation protocols.
- Final validation of Equity and Gender Toolkit and Business Continuity Plan.

Access the evaluation report and brief [here](#)

Achievements

- Conducted a technical review of the definition of chronic conditions and incorporated updates into strategic documents.
- Better Care for NCDs Strategy platforms and dashboards are operational.
- Advanced the development of a regional framework for integrated NCDs care with a systems-based approach



NCDs Prevention and Control

Ongoing/upcoming actions

- Define monitoring indicators to improve interdepartmental coordination and capacity alignment.
- Develop a common implementation pathway for countries supported by multi-country technical teams.
- Strengthen operational linkages for HEARTS 2.0 and regional collaboration.

Access the evaluation report and brief [here](#)

Insights driving Evaluation implementation

Program Budget Policy

Achievements

- New PAHO Budget Policy developed and presented to Executive Committee.
- Updated budget envelopes applied for 2026–2027 Program Budget
- Biennial reporting mechanisms introduced for transparency



Ongoing/upcoming actions

- Complete internal consultations and disseminate the new policy.
- Align budget implementation with flexibility principles.
- Monitor progress through Evaluation Implementation Tracking tool

Access the evaluation report and brief [here](#)

RBM Framework

Achievements

- Conducted a technical review of the definition of chronic conditions and incorporated updates into strategic documents.
- Better Care for NCDs Strategy platforms and dashboards are operational.
- Advanced the development of a regional framework for integrated NCDs care with a systems-based approach.



Ongoing/upcoming actions

- Define monitoring indicators to improve interdepartmental coordination and capacity alignment.
- Develop a common implementation pathway for countries supported by multi-country technical teams.
- Strengthen operational linkages for HEARTS 2.0 and regional collaboration.

Access the evaluation report and brief [here](#)

Insights driving Evaluation implementation



Gender Equality in Health

Achievements

- Secured approval of the strategic plan by the Directing Council, incorporating gender and diversity considerations.
- Expanded integration of diversity and equity perspectives across technical platforms and subregional agendas.
- Concept developed for policy brief on women's leadership in digital health.



Ongoing/upcoming actions

- Implement the approved strategic plan and strengthen partnerships with key stakeholders.
- Develop technical tools for countries and build institutional capacity on gender and diversity.
- Advance CCS guideline review and gender barrier analysis with EIH.

Access the evaluation report and brief [here](#)

Monitoring Progress in Evaluation

Expenditure on evaluation as a share of PAHO's total programme expenditure

This indicator is part of PAHO's results and accountability framework and tracks the proportion of financial resources invested in the evaluation function relative to the Organization's total programme expenditure in a given year.

In 2025, PAHO allocated 0.27% of its total programme expenditure to evaluation, up from 0.24% in 2024, despite a constrained funding environment. While still below the 0.5% benchmark, the upward trend demonstrates PAHO's sustained commitment to strengthening the evaluation function and safeguarding investment in accountability, learning, and results-based management, even in challenging financial contexts.

Additional indicators supporting internal learning¹

PAHO is tracking a small set of additional indicators to strengthen internal learning, quality assurance, and performance monitoring within the evaluation function.

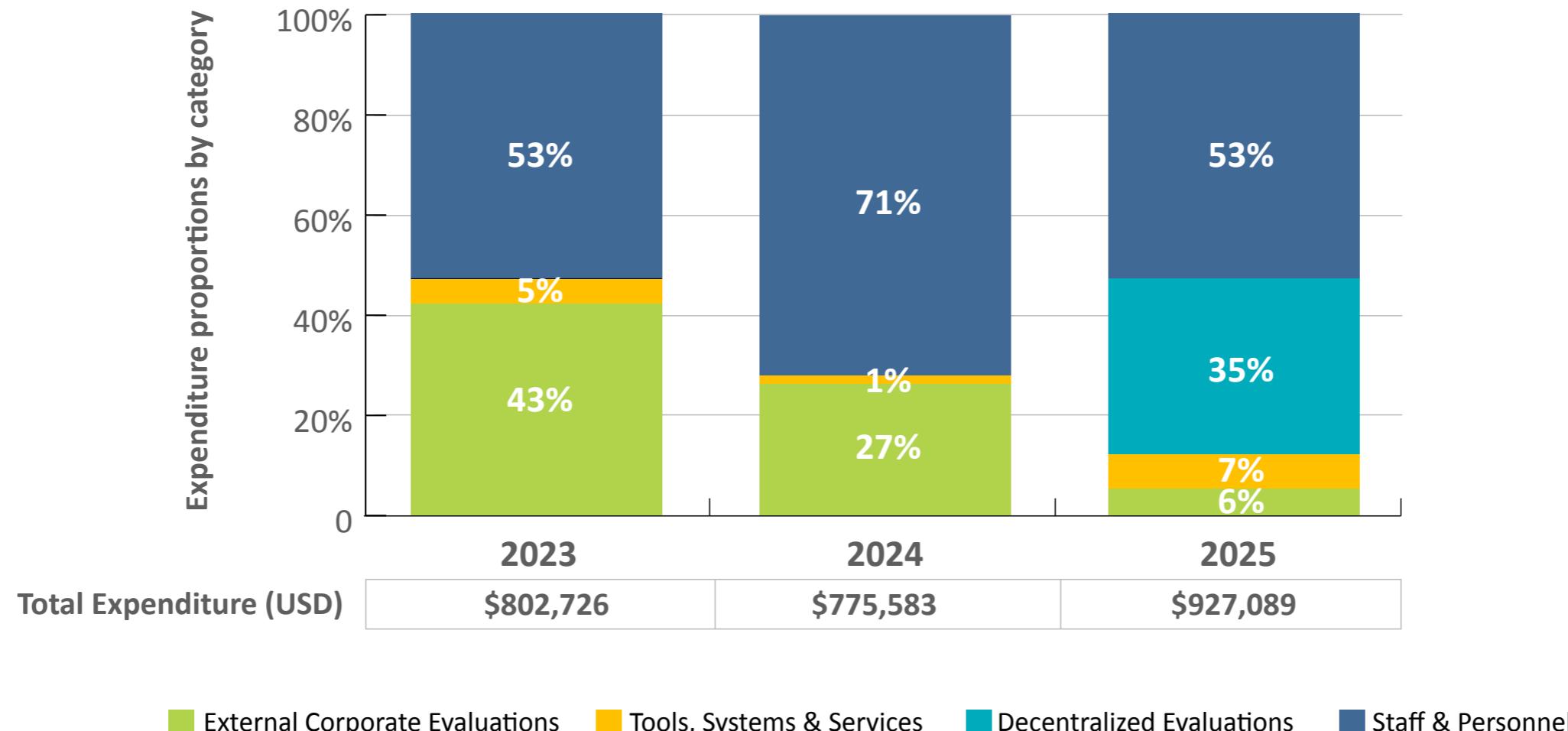
Current areas of progress include

Timely publication and dissemination of corporate evaluations through institutional channels	100%
Implementation of evaluations as planned	100%
High uptake of evaluation recommendations, with management actions completed, initiated, or underway	96%
Strong integration of gender equality and women's empowerment in evaluation analysis	100%

1. These indicators are used for internal learning and quality improvement and are not currently part of PAHO's official external reporting framework.

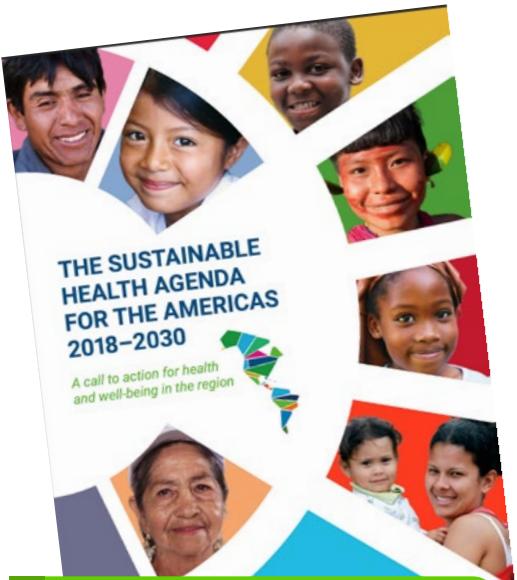
Monitoring Progress in Evaluation

Proportional investment in evaluation by categories over the last 3 years.



Evaluations in 2025

Mid-term Review: Sustainable Health Agenda for the Americas 2018-2030 (SHAA2030)



You can access the full document [here](#)

The SHAA2030 is the Region's overarching health development framework, endorsed by PAHO's Governing Bodies to guide progress toward 11 goals and 60 targets. At the midpoint of implementation (2018–2024), PAHO conducted a Mid-term Review to assess progress, identify enabling and constraining factors, and inform decisions of the **62nd Directing Council** and the acceleration phase under SP26–31.

Led by the Evaluation team in close collaboration with the Planning Unit, the review drew on a mixed-methods approach combining document analysis, country surveys, interviews with key stakeholders, and structured mapping of Country Cooperation Strategies and regional mandates. **AI-enabled analytics** were used to support document review and qualitative analysis, enhancing rigor and timeliness.

The review confirmed SHAA2030 as a **widely recognized guiding framework, with strong alignment in national Strategic Plans and integration in CCS**. However, visibility and uptake remain uneven, and **gaps persist in areas such as**

health financing, health inequalities, intersectoral governance, and monitoring systems. The review highlighted the need for more practical implementation tools, stronger accountability mechanisms, and targeted technical cooperation.

The findings and recommendations informed discussions and decisions at the 62nd Directing Council and are guided alignment of SP26–31 with SHAA2030.

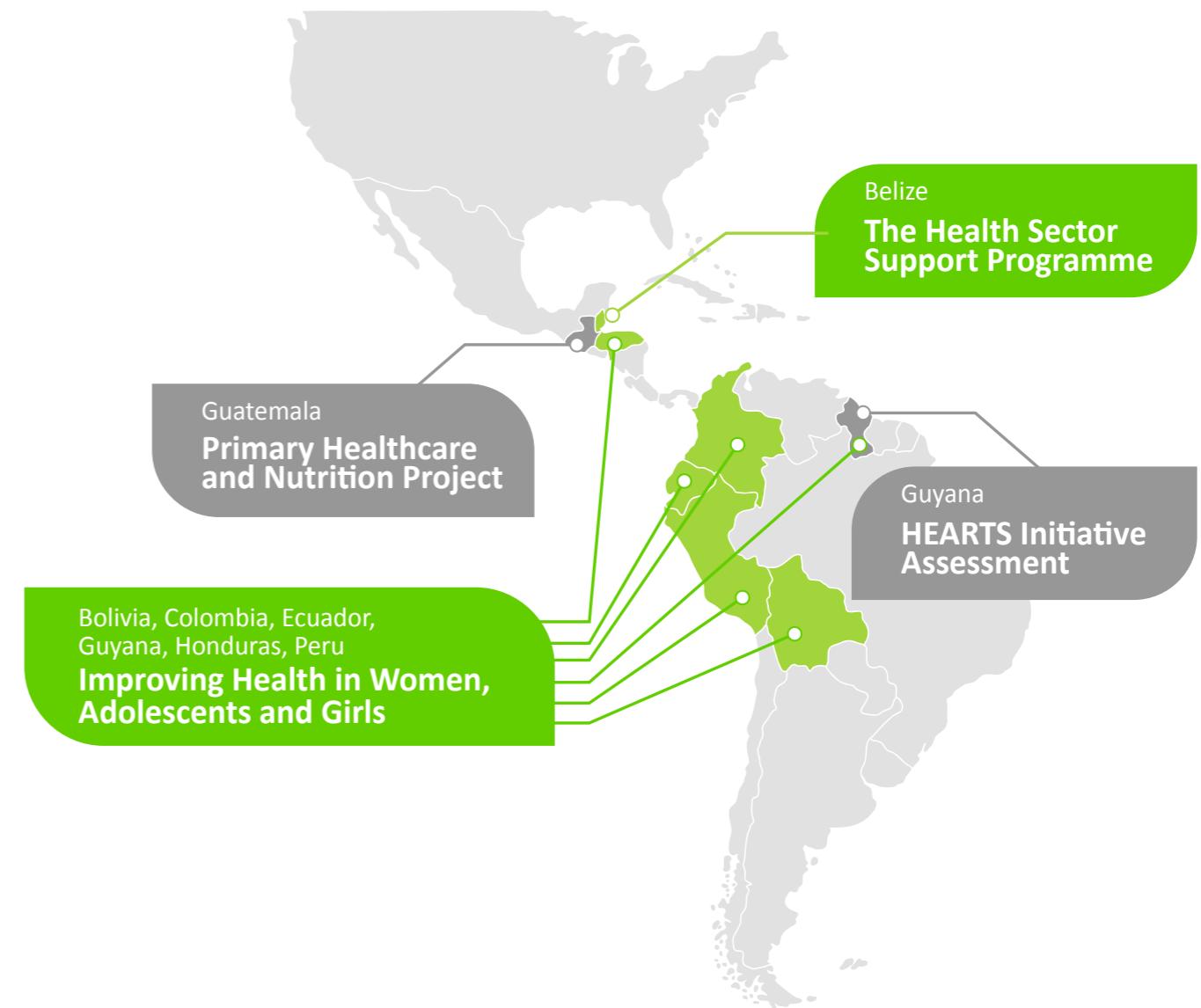
Evaluation of PAHO's Technical Cooperation in Human Resources for Health

In September 2025, PAHO launched a corporate evaluation on Human Resources for Health (HRH). Its purpose is to **assess the relevance and coherence of PAHO's technical cooperation in strengthening HRH in the Region** within the framework of PAHO's Strategic Plan, Governing Bodies mandates, and Sustainable Development Goals (SDGs) contributions, and to evaluate its effectiveness, efficiency, and sustainability over the 2018–2024 period, **considering the post-pandemic context** of PAHO and Member States. An external consultancy team is conducting the evaluation.

By the end of 2025, the inception phase and initial data collection and document review had been completed, and analysis was underway. Preparations are also in progress for Phase 2 case studies, which will include in-depth analysis and visits to three countries planned for January–February 2026. The final report is expected to be completed in April 2026, with validation and publication scheduled for May 2026.

Decentralized Evaluations

In recent years, the Evaluation function has adopted a **transformative approach to strengthen decentralized evaluations by fostering closer collaboration among PBE, technical departments, and Country Offices**. These evaluations are increasingly recognized as an essential knowledge resource for learning and accountability across the Organization. To enhance quality and consistency, the **Evaluation team is piloting a new quality criteria assessment tool** for final reports and revising technical guidelines to optimize decentralized evaluation processes. Together, these efforts are embedding more rigorous standards and adaptive practices, improving credibility, usability, and increasing the overall impact of decentralized evaluations.



The Health Sector Support Program Evaluation (HSSP)



Belize

Highlights:

- HSSP significantly strengthened Belize's health system through SMART hospital retrofitting, digital health transformation, governance reforms, and improved interoperability among health information systems.
- Policy achievements included the adoption of the National Nutrition Policy and the piloting of an Integrated Care Model, alongside extensive workforce training in disaster preparedness and digital health.
- Despite procurement delays and sustainability challenges, particularly in facility maintenance and digital governance, the program laid a strong foundation for resilient infrastructure, integrated service delivery, and data-driven decision-making.
- Future success depends on securing long-term financing, institutionalizing digital health governance, and expanding community engagement to sustain these gains.

Final Evaluation of IHWAG Project (Improving Health in Women, Adolescents and Girls)



Bolivia



Colombia



Ecuador



Guyana



Honduras



Peru

Highlights:

- The IHWAG Project achieved significant progress in reducing maternal and neonatal mortality and adolescent pregnancy through rights-based, gender-responsive, and intercultural approaches.
- It strengthened health systems by training over 60,000 providers, institutionalizing protocols, and deploying digital tools, including SIP Plus and telemedicine, in remote areas.
- Community empowerment and leadership mechanisms were consolidated, creating sustainable platforms for women and adolescents to influence health agendas.
- While structural gaps persist, particularly in contraceptive coverage and continuity of care, the project leaves behind robust institutional and community capacities, offering a scalable model for equity-driven health interventions.

Guatemala



Final Evaluation of Primary Healthcare and Nutrition Project (APS/NUT)

Highlights:

- The evaluation confirmed that the territorial model based on Primary Health Care (PHC) and Integrated Health Service Networks (RISS, in Spanish) is relevant, effective, and scalable, achieving substantial progress in access, quality, and governance across 22 prioritized municipalities.
- It laid the foundation for institutionalization through regulatory frameworks, installed capacities, and digital tools, strengthening system resilience and adaptability to crises.
- Sustainability will depend on stable financing, continuity of human resources, and national-scale up of the model, recommending stronger stewardship, digital interoperability, and community participation as key pillars to ensure a lasting impact on health and nutrition.

Guyana



HEARTS Initiative Assessment

Highlights:

- The implementation of the HEARTS initiative in Guyana has strengthened PHC and achieved significant progress in hypertension control.
- The program is highly relevant and aligned with national priorities, having established standardized treatment protocols and ensured access to essential medicines in nearly all primary care facilities.
- While challenges remain—mainly staff shortages, the need to improve monitoring systems, and coordination across levels—HEARTS is integrated into the health system and supported by government funding, ensuring sustainability.
- Consolidating continuous training, expanding coverage, and strengthening regional governance are key to scaling up toward comprehensive care for NCDs.

Engagement with WHO, UN, and beyond

PAHO's Evaluation function is not just keeping pace with global standards; it is helping to set them. By actively engaging with WHO and the broader UN system, PAHO strengthens evaluation quality, fosters learning, and promotes accountability across the Region and beyond.

Collaboration with WHO Evaluation

PAHO plays a leading role in **WHO's Global Evaluation Network**, sharing practical solutions and tools from its own evaluation practice. When WHO overhauled its recommendation-tracking system in 2025, PAHO contributed its automated Excel-Power BI solution, along with insights from its internal process and quarterly accountability updates to senior leadership, strengthening evaluation use and organizational learning.

Shaping the WHO evaluation policy 2025

PAHO provided detailed technical inputs to the [WHO Evaluation Policy 2025](#), including the integration of impact as an evaluation criterion, the inclusion of safeguards around AI and data ethics, and the shift toward "three lines of assurance" terminology.

WHO Evaluation Synthesis (2020–2025)

Building on its own experience synthesizing lessons from 15 Years of PAHO Evaluations (2009–2024), PAHO serves as an advisory member of the WHO Synthesis Evaluation Reference Group (ERG). The Evaluation team supported the design of the Terms of Reference, protocol development, and the co-creation, validation, and review of emerging lessons. The ERG guides the synthesis process, consolidating insights from 51 WHO and PAHO evaluations, while ensuring findings are actionable and relevant for priority setting, strategic planning and organizational reform.



See the full video [here](#)

Connecting Evidence Across the UN System

As part of its growing engagement with the wider UN evaluation community, PAHO is an active contributor to several **UNEG working groups**, including decentralized evaluations, peer reviews, evaluation synthesis, use of evaluation, data and AI, behavioral science, young and emerging evaluators, and the humanitarian-development-peacebuilding nexus. These collaborations have facilitated technical and support PAHO's role as a learning and innovation-oriented organization.

Spotlight on Joint Evaluations:

PAHO participated in the **Joint Evaluation of the United Nations System-Wide Strategy on South-South and Triangular Cooperation** (UNOSSC 2020–2025), a flagship system-wide review assessing performance against planned results, identifying lessons, and informing the next phase of the UNOSSC Strategy (2026–2029) and Strategic Framework (2026–2029). PAHO contributed to data collection efforts, reviewed draft reports and emerging findings, and helped ensure that solid evidence informed the new Strategy. This engagement strengthened how the UN system evaluates and operationalizes South-South cooperation.

Spotlight on the People Pillar – Global SDG Synthesis Coalition

As an active member of the **Global SDG Synthesis Coalition's Management Group**, PAHO is helping drive a system-wide effort to synthesize global evaluative evidence on how social protection interventions can reach the furthest behind across SDGs 1–5. Working alongside UNICEF, UNDP, UNESCO, UN Women, WFP, and other partners, PAHO has contributed to the scoping, protocol development, and early review of findings for the People Pillar Synthesis. Our inputs are grounded in our public health evaluation experience.

The synthesis was commissioned in Q4 2024, and a [methodological protocol](#) was published in May 2025. The interim report, [Evidence Base Brief on Social Assistance Interventions to Reach the Furthest Behind](#), was published in September 2025 and provides an overview of the evaluative evidence base and key evidence gaps. Work is now progressing on the full synthesis report, which will offer a deeper analysis of effectiveness, mechanisms, and enabling factors. The final report is expected in Q4 2026.



The Global SDG Synthesis Coalition



Communication and Visibility:

Global Voices, Regional Leadership: PAHO's Role in Evaluation Dialogues

As part of [gLocal Evaluation Week 2025](#), PAHO's Evaluation Team organized the regional webinar "Choosing the Right Path: Using Evidence to Guide Public Health Decisions in Latin America and the Caribbean", bringing together policymakers, evaluators, and development partners to strengthen evidence-informed decision-making. The session featured delegates from CLEAR-LAC, the Inter-American Development Bank, the Ministry of Health of Mexico, the World Bank, and PAHO Health Emergencies, showcasing practical strategies to institutionalize evaluation, link evidence to budgeting, and improve health system resilience, with [case studies from Mexico and lessons from PAHO's COVID-19 response](#). The event underscored that the journey toward evidence-informed decision-making is both collective and continuous, calling on governments, partners, and civil society to work hand-in-hand to strengthen evaluation systems across the Region.



Following this regional dialogue, PAHO participated in the [Global Impact Evaluation Forum](#) in December 2025, joining UN agencies, donors, academia, and evaluation practitioners to explore innovative approaches, including AI and data-driven methods, to enhance evaluation quality, efficiency, and relevance. The Forum provided a platform to share lessons learned, exchange good practices, and identify opportunities for collaboration and joint evaluations, helping PAHO strengthen its technical expertise and inform future evaluation design and methodologies.



Evidence isn't just data—it's the compass that helps us navigate toward better health for all

Mary Lou Valdez, PAHO Deputy Director

Building Knowledge Through Evaluation

This year, PAHO launched its Evaluation, **Case Study Series**, an innovative publication format that turns evaluation findings into actionable knowledge products. The first set of case studies draws on the [Evaluation on the Integration of Gender Equality in PAHO's Technical Cooperation in Health](#), featuring country experiences from Brazil, Colombia, Panama, and Trinidad and Tobago. These case studies illustrate how gender-responsive policies and intercultural approaches have strengthened health systems and advanced equity across diverse contexts.

The series continues to expand with upcoming case studies from the Primary Healthcare and Nutrition evaluation in Guatemala, and the ongoing evaluation of Technical Cooperation in Human Resources for Health. By documenting lessons learned, innovations and best practices, **the series bridges the gap between evidence and decision-making**, providing practical examples to policymakers and practitioners showing what worked and why. These briefs are fostering cross-learning and promoting the adoption and replication of successful approaches across the Region.

NEW!



**From Rights to Reality:
Building a Gender-Responsive
Health System in Brazil**



**Advancing Gender Equity
in Health:
Progress and Lessons
from Trinidad and Tobago**



**A Prescription for Equity:
Colombia's Journey Toward
Gender-Sensitive Health Systems**



**Inclusive Health for All:
Gender, Culture, and Policy in Panama**

The first **4** volumes of the Case Study Series will showcase innovative experiences of Gender Equality in Health:

- From Rights to Reality:
Building a Gender-Responsive Health System in **Brazil**
- A Prescription for Equity:
Colombia's Journey Toward Gender-Sensitive Health Systems
- Inclusive Health for All: Gender, Culture, and Policy in **Panama**
- Advancing Gender Equity in Health: Progress and Lessons from **Trinidad and Tobago**



At the same time, the Evaluation team advanced its role as a catalyst for learning and accountability by developing **two synthesis papers that consolidate evidence from corporate and decentralized evaluations**. These manuscripts go beyond reporting results: they transform evaluation findings into scientific knowledge, documenting experiences, lessons learned, and the tangible contributions of evaluation to health systems strengthening. Designed as high-value knowledge management products, both papers aim to inform decision-making and foster a culture of evidence use. Their forthcoming publication in the [Pan American Journal of Public Health](#) will position evaluation not only as a tool for oversight but as a strategic enabler of evidence-informed strategies and continuous learning in public health.

The first paper, **“Advancing Gender Equality in Health: A Review of PAHO’s Technical Cooperation for Gender Equality in Health”**, synthesizes evidence from projects, evaluations, and publications to map achievements, identify persistent gaps, and highlight lessons learned. The analysis explores how gender considerations have been integrated into policies, data systems, research, and capacity-building, offering insights to strengthen future strategies for equitable health systems. The second paper, **“Lessons from 15 Years of PAHO Evaluations: Key Findings for Public Health Policy”**, synthesizes 15 years of PAHO evaluations (2009–2024) to identify key lessons, challenges, and recommendations for improving technical cooperation in public health. It reviews 47 corporate and decentralized evaluations, analyzing trends in relevance, effectiveness, efficiency, sustainability, and integration of cross-cutting themes. Both manuscripts are expected to be published by Q1 2026.

Enhanced Evaluation microsite: A gateway to Knowledge and Accountability

In the second half of 2025, the [PAHO Evaluation microsite](#) was updated to strengthen its function as a platform for evaluation resources and knowledge products. This microsite provides a streamlined access point to **critical information regarding the Evaluation function**, guidelines and tools for quality assurance, events and educational videos, as well as relevant publications that consolidate lessons learned across the Region.

This update, available in English and Spanish, positions the microsite as a strategic **knowledge hub**. As such, it enables all PAHO personnel, Member States, partners, and other stakeholders to access high-quality evidence, practical resources, and actionable insights that drive informed decisions in public health in the Americas.



The way forward

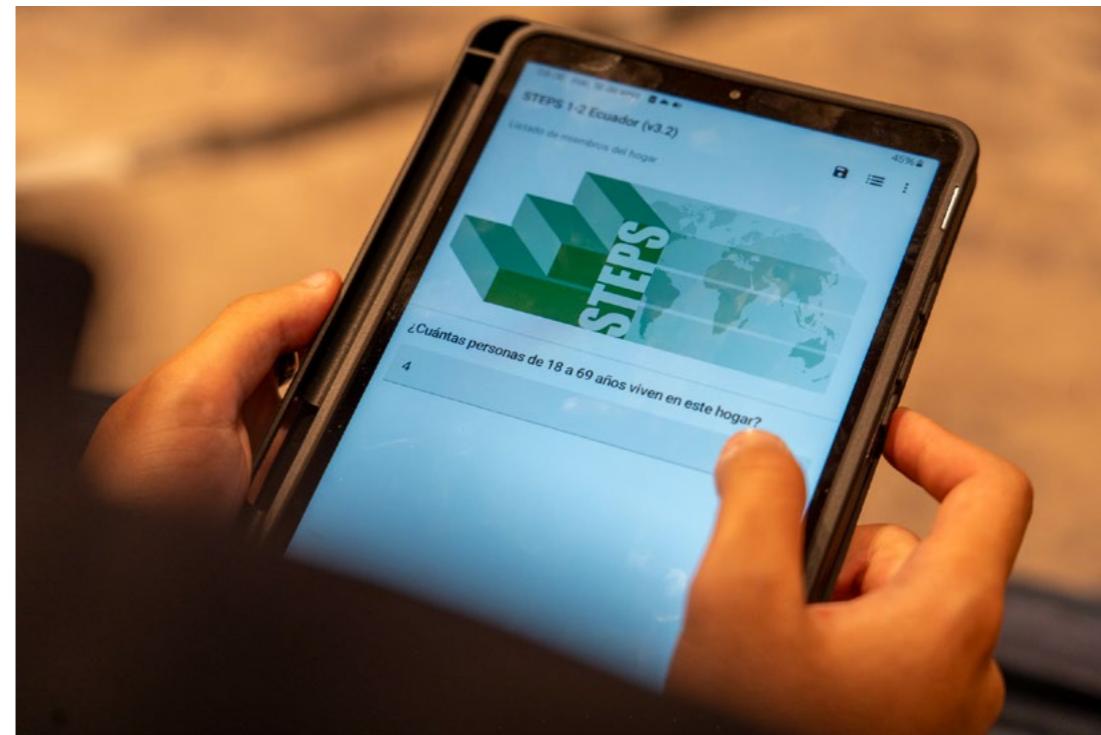
Advancing toward global evaluation best practice

With its Evaluation Policy entering its fifth year of implementation, PAHO will undertake its first **UNEG Peer Review in 2026**, in line with good global practice. In 2025, the Evaluation team finalized the terms of reference and completed a participatory self-assessment using the [UNEG Maturity Matrix](#). The assessment confirmed strong alignment with UNEG norms in areas such as transparency, ethics, and utility, while also identifying opportunities to further strengthen decentralized evaluation quality assurance and independent assessment mechanisms. The focus will now shift to preparing for the external review. This review will help ensure PAHO's evaluation function continues to evolve, meets the highest international standards, and delivers value to Member States.

PAHO's evaluation workplan 2025-2026

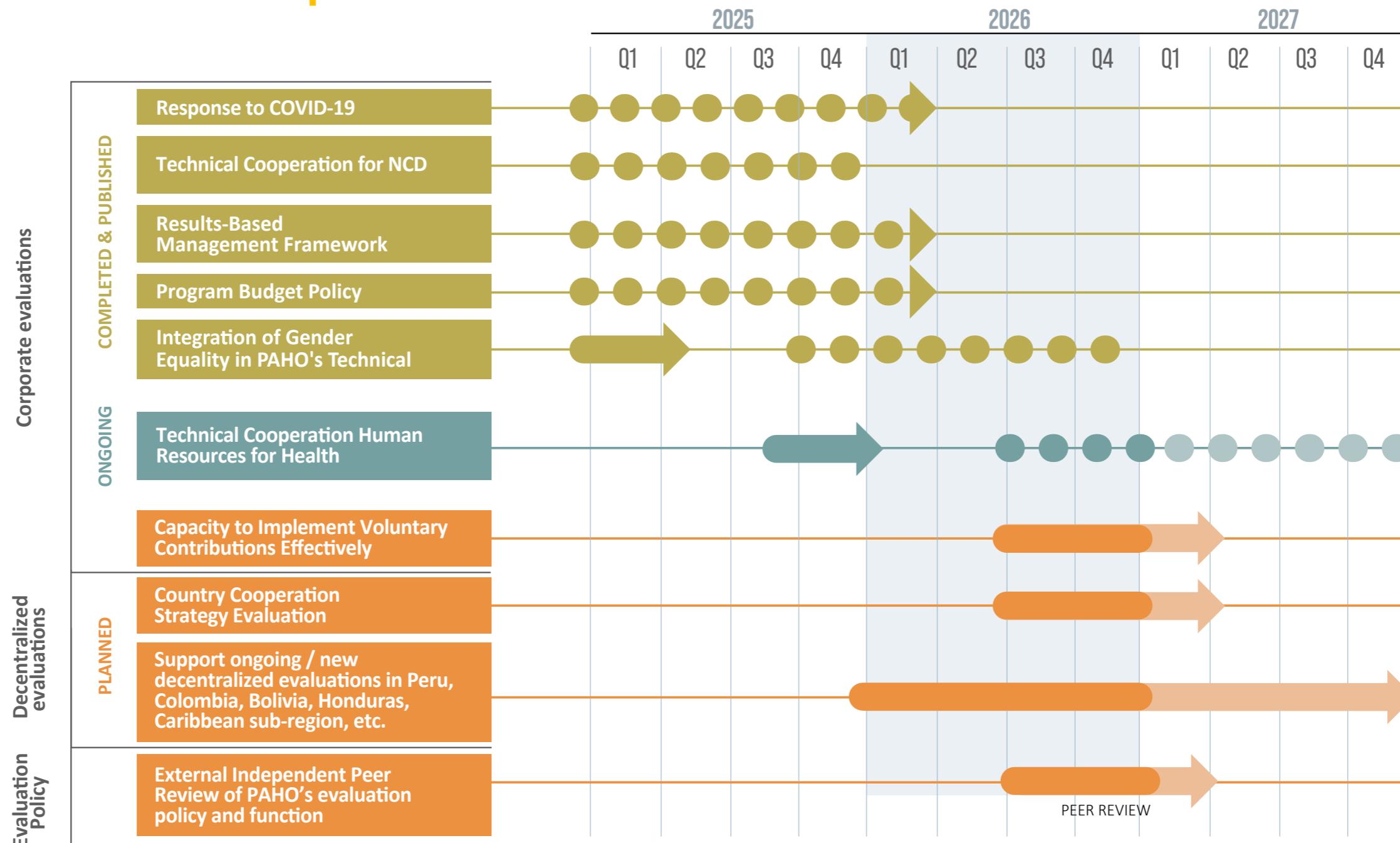
PAHO's evaluation workplan for 2025–2026 was shaped through consultation with Executive Management and technical entities across the Organization, guided by three key criteria. Topics were selected based on:

- 1. Organizational requirements**, including commitments to global, regional, or partner agreements as well as specific requests from PAHO's Governing Bodies;
- 2. Organizational significance** reflecting PAHO Strategic Plan's priorities, investment levels, inherent risks, performance issues, or concerns to achieve expected results; and
- 3. Organizational utility** focusing on cross-cutting or corporate programs, policies, processes, and systems with potential for institutional learning, innovation, efficiency, transparency, and accountability, while maximizing PAHO's value added.





PAHO's evaluation workplan 2025-2026



The way forward

For more information about PAHO's evaluation work, please contact evaluation@paho.org

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