

PMN Clinics on Evaluation



PAHO

Overview for clinics in 2024

Clinic 1

- **PMN Clinic on evaluation principles, practice and conduct**

Clinic 2

- Process and conduct of evaluations

Clinic 3

- Follow-up: management response, action plans and implementation

Today you're here

Initial survey

Please help us understand your experience with evaluations by answering this short survey.

Por favor, ayúdenos a comprender su experiencia con las evaluaciones respondiendo a esta breve encuesta.



**PMN Clinic on evaluation
principles, practice and conduct**

**Clínica de PMN sobre principios
de la evaluación, práctica y
conducta**



PAHO

Agenda

Section 1: Evaluation function at PAHO

- Overview of PAHO evaluation function & PAHO Forward strategy

Section 2: Evaluation within PAHO's Policy and management

- PAHO Evaluation Policy (2021) and types of evaluations
- Evaluation process & role of POs and Admins in evaluations
- Deep dive into evaluation fundamentals and evaluation process

Section 3: Evaluation principles

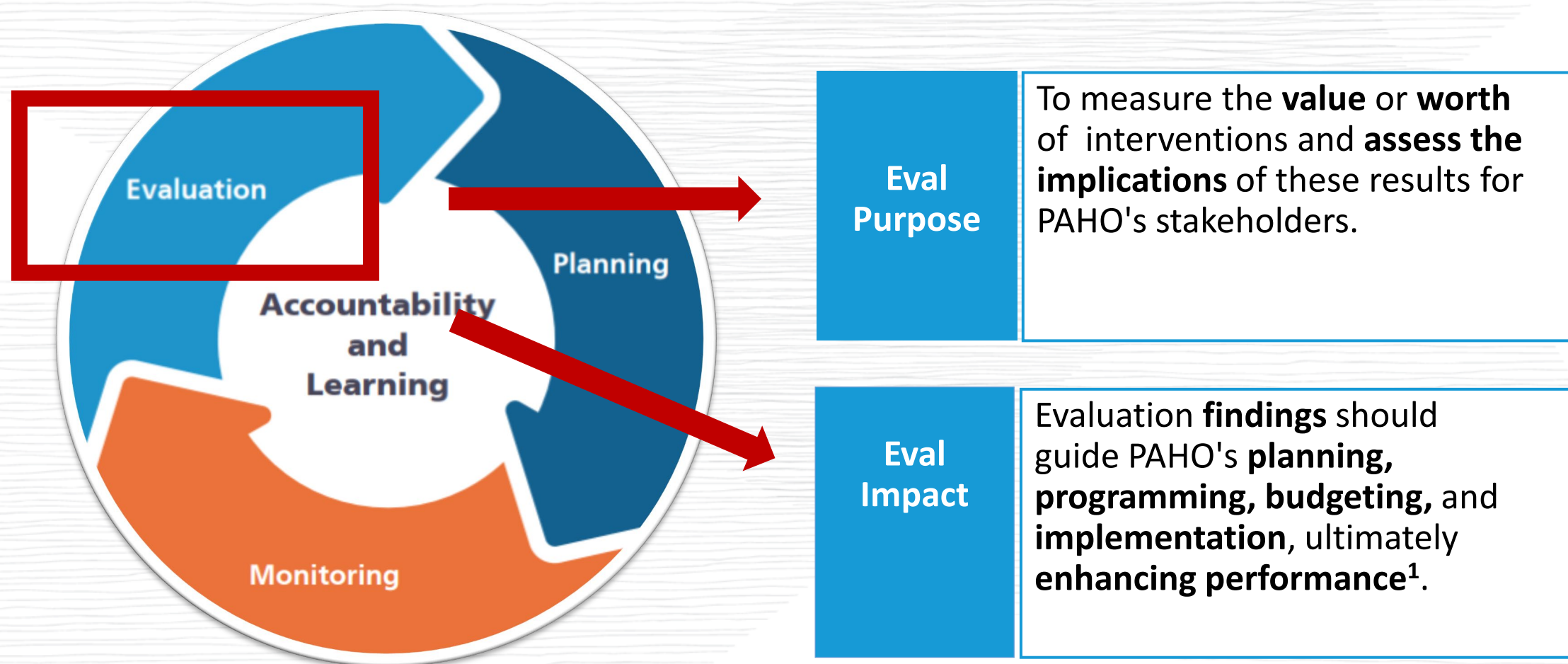
- Evaluation principles as a base for conducting evaluations
- Activity

Section 4: Conducting evaluations

- Preview on the evaluation process, actors and roles

PAHO Evaluation Function

Is a key component of the Organization's Results-based Management Framework



¹PAHO Evaluation Policy, Parr. 7

PAHO Forward and Evaluation

An organization-wide approach to strengthen efficiency, transparency, and accountability (ETA)



“Efforts in building an evaluation culture at PAHO are pivotal in guiding our new initiatives and has set a benchmark for excellence¹.”

Dr. Jarbas Barbosa, PAHO Director

¹60th Directing Council of PAHO, 75th Session of the Regional Committee of WHO for the Americas. Washington, D.C. Sep 2023

PAHO Forward & Evaluation

Evaluation function main areas of work and outcomes

Systems and Tools



More **efficient** operations to support results-based management within PAHO

EFFICIENCY

Capacity Building



Increased **capacity** for the conduct and management of evaluations within the Organization

Evaluation and learning culture



Increased **awareness** of and engagement of all PAHO entities in evaluations

Support to implementation



Evidence provided to enable **organizational learning** and **improvement**

TRANSPARENCY

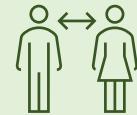
Conducting Evaluations



Increased **transparency** and accountability to Member States and stakeholders

ACCOUNTABILITY

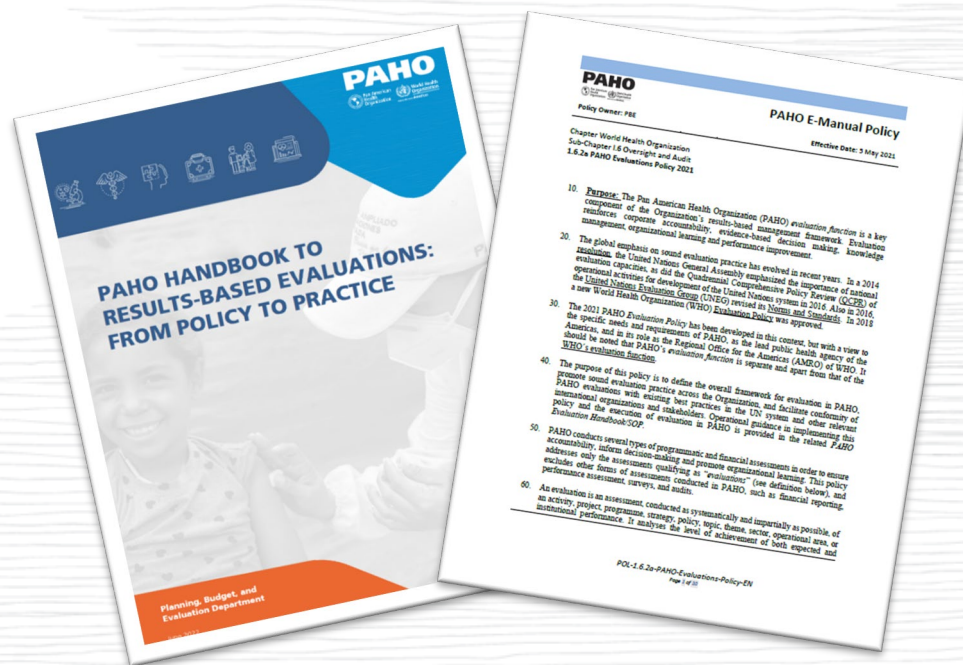
Communication and visibility



Increased **credibility** among Member States and relevant stakeholders

2021 PAHO Evaluation Policy context

The policy defines the framework for Evaluation in PAHO



- Promotes sound evaluation practice across the Organization
- Facilitates conformity and quality of all PAHO evaluations
- The Evaluation Policy encompasses the **principles that must be considered during evaluations**

Other Evaluation Tools:

- [PBE Evaluation Intraner Web](#)
- [Evaluation Platform](#)

Types of evaluation – as per policy

PAHO undertakes the following evaluations

Corporate Evaluations

WHO corporate evaluations (Type I)



**World Health
Organization**

- Commissioned by WHO headquarters with participation/support from PAHO

PAHO corporate evaluations (Type II)

PAHO



Pan American
Health
Organization



World Health
Organization
REGIONAL OFFICE FOR THE
Americas

- Commissioned by PAHO at Regional level

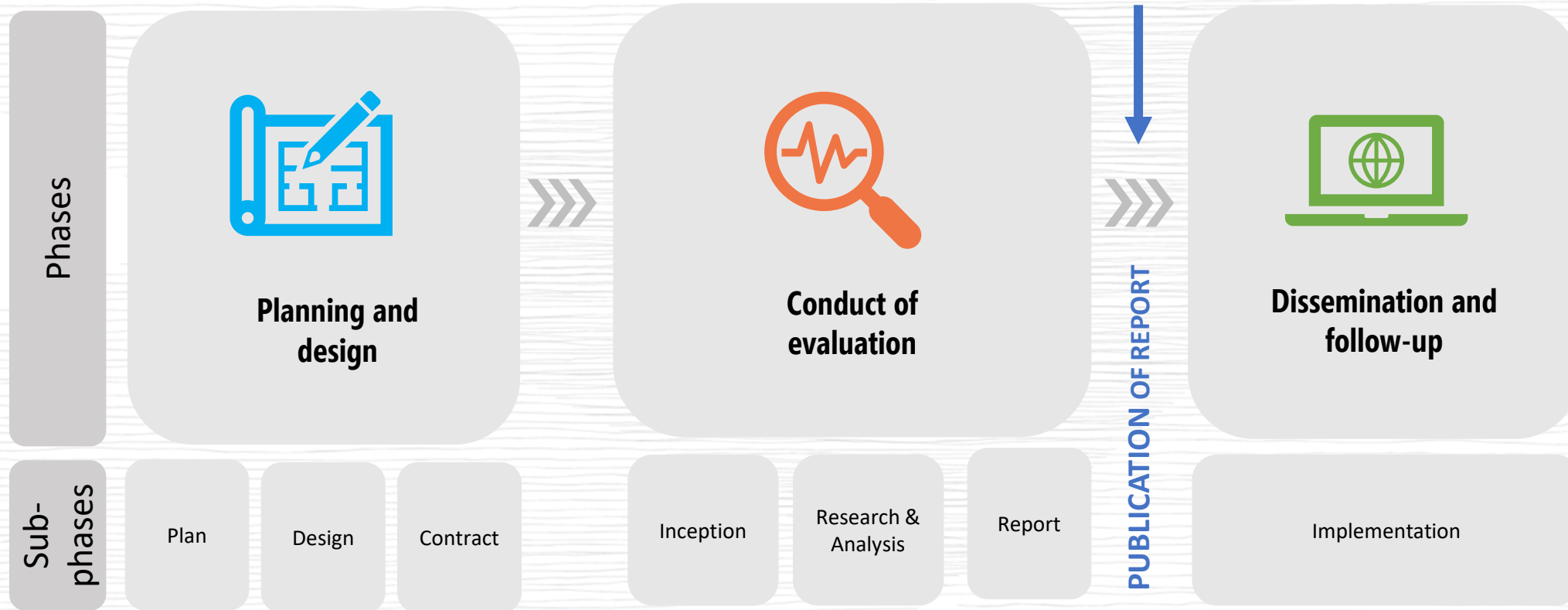
Decentralized Evaluations

Country-specific programmatic evaluations



- PBE provides guidance and support to evaluations commissioned and conducted by PAHO country offices

The evaluation process



Evaluation principles are consistently applied throughout the entire evaluation process

PBE provides **guidance** through the whole process and **reports** progress to EXM

Role of Program Officers (POs) and Administrators in evaluations

POs and Administrators role

- Support technical advisors in the planning, execution, and M&E of regional health initiatives.
- **Play a crucial role** in integrating experience and knowledge to improve operations at local and regional levels.



¹ WHO- Practical guide to evaluation for programme managers and evaluation staff (2023).

Understanding the Essence of Evaluation

Clarity on what it is and isn't

Evaluation

PROCEDURES AND
PRINCIPLES DEFINED IN
PAHO'S EVALUATION
POLICY AND HANDBOOK



Reviews
Reports
Assessments
Audits

PMA* = ASSESSMENT
CCS* = REVIEWS

*PMA: Performance, Monitoring & Assessment

*CCS: Country Cooperation Strategy

Understanding the Essence of Evaluation

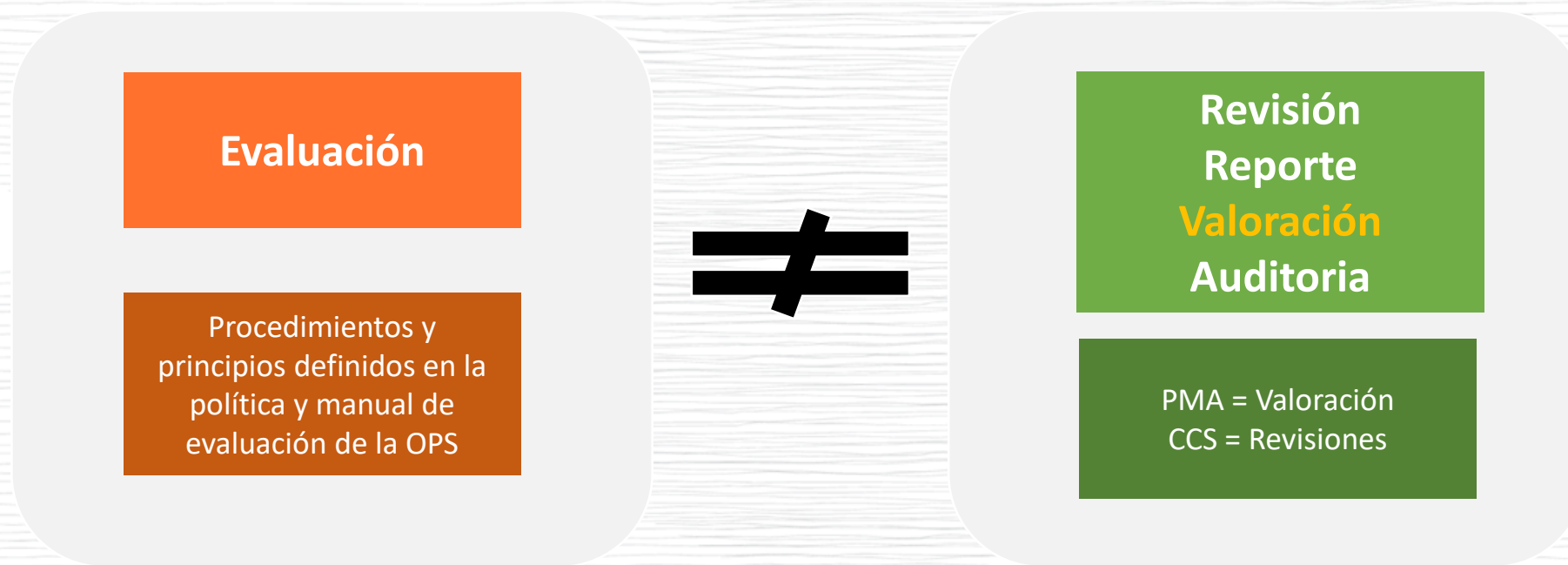
Clarity on what it is and isn't



*PMA: Performance, Monitoring & Assessment
*CCS: Country Cooperation Strategy

Understanding the essence of evaluation

Clarity on what it is and isn't at country level



In Spanish, EVALUATION and ASSESSMENT may be translated as **EVALUACIÓN**.
But when talking about PMA, it means Performance Monitoring ASSESSMENT and not EVALUATION.

Definition of evaluation

What?

An **assessment** carried out systematically and impartially, of an activity, project, program or strategy.

How?

It analyses the **achievement** of **results intended** and **unintended** examining **processes, contextual factors, and causality**.

Why?

Provides **timely insights** for PAHO's decision-making through **findings, recommendations, and lessons learned**.

Q&A: any questions so far?

For the next section of the presentation...

We anticipate your active participation, and the chat is open for your engagement and questions.

Esperamos su participación activa, y el chat está abierto para su interacción y preguntas.



8 Principles of evaluation



- **Internationally recognized principles** with emphasis on **gender & human rights**¹.
- Principles must be applied at all phases of an evaluation.

¹Adapted from the UNEG Evaluation Norms and Standards (2016).

Impartiality



Implying that evaluators must not have been (or expect to be soon) directly responsible for the policy setting, design or management of the evaluation subject, nor are they unduly influenced by individuals carrying out these roles.

- **Objectivity, professional integrity, and absence of bias.**
- **AT ALL STAGES: from planning to formulating recommendations.**

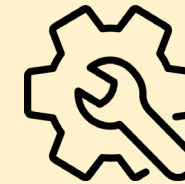
Independence

The independence of the evaluation function comprises two key aspects:



1. **Behavioral independence:** Ability to evaluate without undue influence by anyone.
2. **Organizational independence:** Operate without undue interference and with adequate resources.

Utility



Relates to the **impact of the evaluation on decision-making.**

- Requires that evaluation findings be relevant, timely and useful, presented concisely, and monitored for implementation.

Transparency



Ensures **stakeholder awareness** of evaluation purpose, selection criteria, and application of findings.

- **Fosters trust**, boosts confidence, and amplifies **stakeholder ownership**.
- Elevates **public accountability**.

Quality



Accurate use of evaluation criteria, impartial presentation and analysis of evidence, and coherence between findings, conclusions, and recommendations.

- Adheres to (PAHO's) **evaluation methodology** and quality assurance mechanisms.

Credibility



Credibility is grounded on **independence, impartiality,** and a **rigorous methodology.**

- Key elements of credibility include **transparent evaluation processes, inclusive approaches** involving **relevant stakeholders** and **robust quality assurance systems.**

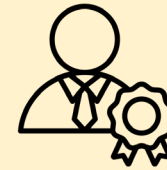
Ethics



Conducted with the **highest standards of integrity** and **respect for the beliefs, manners, and customs** of the social and cultural environment:

1. For *human rights and gender equality*.
2. For the *“do no harm” principle* for humanitarian assistance.

Professionalism



Prioritizes **access to knowledge, education, training, and adherence to ethics, policies, SOPs, and guidelines.**

- Emphasizes the use of evaluation competencies and mandates **relevant knowledge, skills, and experience.**

**Let's
practice**



Utility/Utilidad



- a. A complex evaluation report on a mental health program aimed at experts and researchers uses very technical language that sometimes is complex for other staff categories.
- b. An evaluation that involves users in the development of its final report and provides clear and actionable recommendations for the Organization.
- c. A high-quality report on a vaccination campaign is delivered after the planning of new vaccination initiatives in the country.

Choose the best example of the application of this principle



- a. Un informe de evaluación complejo sobre un programa de salud mental dirigido a expertos e investigadores utiliza un lenguaje muy técnico que a veces resulta complejo para otras categorías de personal.
- b. Una evaluación que implica a los usuarios en la elaboración de su informe final y ofrece recomendaciones claras y aplicables para la Organización.
- c. Un informe de alta calidad sobre una campaña de vacunación se entrega tras la planificación de nuevas iniciativas de vacunación en el país.

Credibility/Credibilidad



- a. An independent team of experts evaluates a community health program using surveys and interviews with stakeholders and regularly engages with participants and community leaders.
- b. An evaluator involved in developing a nutrition program assesses its outcomes using an informal and untested method without seeking input from participants or stakeholders.
- c. A health agency internally evaluates its policy implementation without involving external stakeholders or experts.

Choose the best example of the application of this principle



- a. Un equipo independiente de expertos evalúa un programa de salud comunitaria utilizando encuestas y entrevistas con las partes interesadas y se comunica regularmente con los participantes y los líderes de la comunidad.
- b. Un evaluador que participa en el desarrollo de un programa de nutrición evalúa sus resultados utilizando un método informal y no probado sin solicitar la opinión de los participantes o las partes interesadas.
- c. Un organismo sanitario evalúa internamente la aplicación de sus políticas sin implicar a partes interesadas o expertos externos.

Quality/Calidad



Choose the best example of the application of this principle



- An evaluation of a healthcare program does not use relevant criteria, employs biased evidence analysis, and lacks coherence in findings.
- A government evaluation of environmental policies neglects established methodologies and quality assurance mechanisms, resulting in inconsistent data collection and anecdotal conclusions.
- An independent evaluation employs impartial evidence analysis and uses findings to provide actionable recommendations for a community health education program.

- La evaluación de un programa de atención sanitaria no utiliza criterios pertinentes, emplea un análisis sesgado de las pruebas y carece de coherencia en sus conclusiones.
- Una evaluación gubernamental de las políticas medioambientales descuida las metodologías establecidas y los mecanismos de garantía de calidad, lo que da lugar a una recopilación de datos incoherente y a conclusiones anecdóticas.
- Una evaluación independiente emplea el análisis imparcial de pruebas y utiliza los resultados para ofrecer recomendaciones prácticas para un programa de educación sanitaria comunitaria.

Impartiality/Imparcialidad



Choose the best example of the application of this principle



- A program manager assumes the role of lead evaluator, resulting in a tendency to overlook negative comments and overemphasize positive aspects.
- A health department is highly committed to evaluating a project and hires an outside firm known for its competence and impartiality. Conveniently, the owner is the spouse of the project coordinator.
- A university hires a team of independent experts to evaluate its promotion processes. Their findings lead to recommendations for improving transparency and fairness in promotions.

- Un gestor de programas asume el papel de evaluador principal, lo que da lugar a una tendencia a pasar por alto los comentarios negativos y a exagerar los aspectos positivos.
- Un departamento de salud está muy comprometido con la evaluación de un proyecto y contrata a una empresa externa conocida por su competencia e imparcialidad. Convenientemente, el propietario es el cónyuge del coordinador del proyecto.
- Una universidad contrata a un equipo de expertos independientes para evaluar sus procesos de promoción. Sus conclusiones dan lugar a recomendaciones para mejorar la transparencia e imparcialidad de las promociones.

Q&A: any questions so far?

Next Clinic

Process and conduct of evaluations

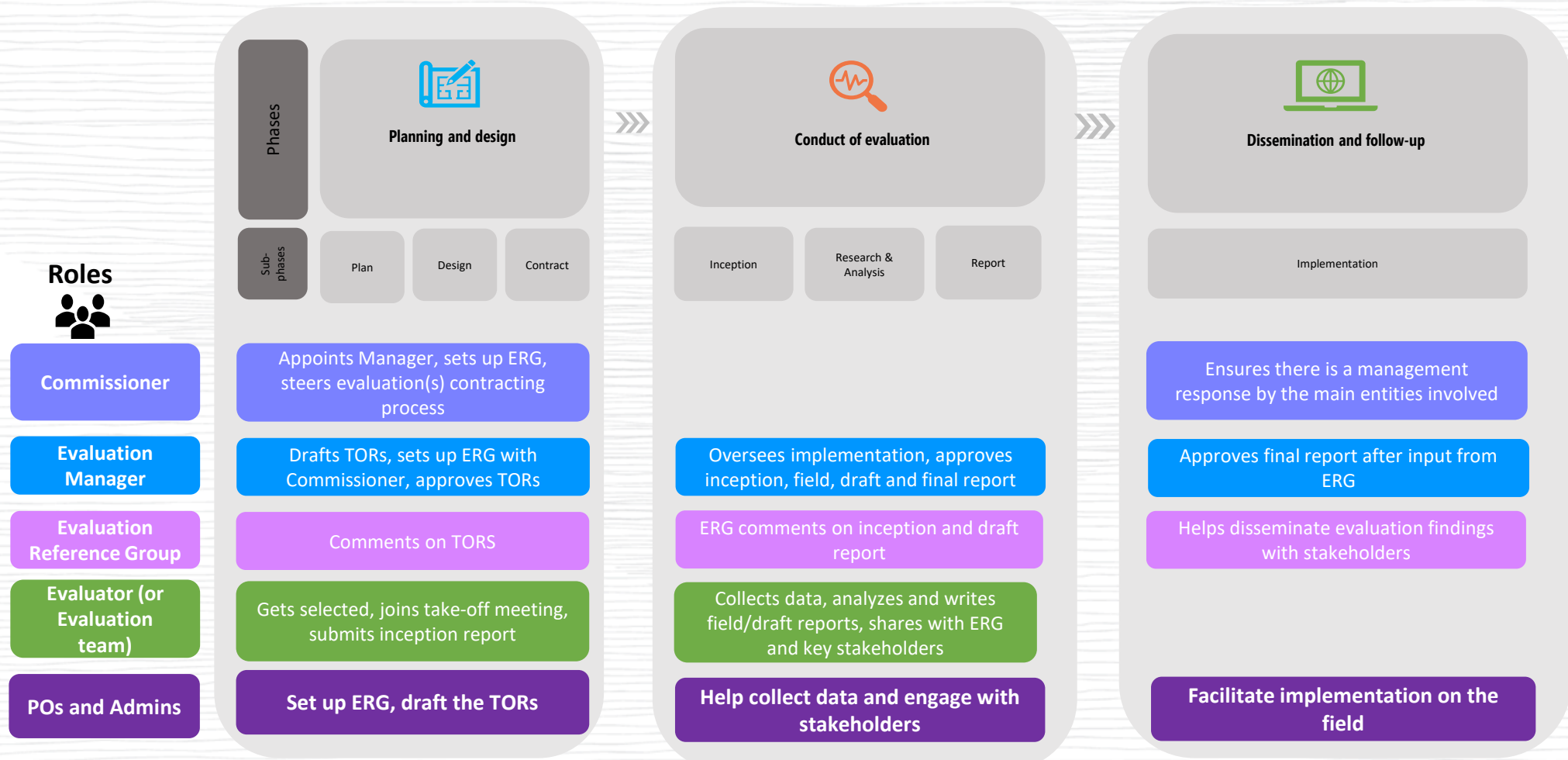
Section 1: Evaluation process: **just a preview today!**

Section 2: POs and Admins in the evaluation process

Section 3: Case study

Section 4: Activity

Who is who in the evaluation process?



Evaluation principles are consistently applied throughout the entire evaluation process

Closing remarks

- Please take 2 min to answer the final survey

Thank you!



PAHO

Evaluation Resources

1. [PAHO Evaluation Handbook](#)
2. [Evaluation Policy](#)
3. [Evaluation of response to COVID-19 \(final report\)](#)
4. [Evaluation in the Intranet](#)