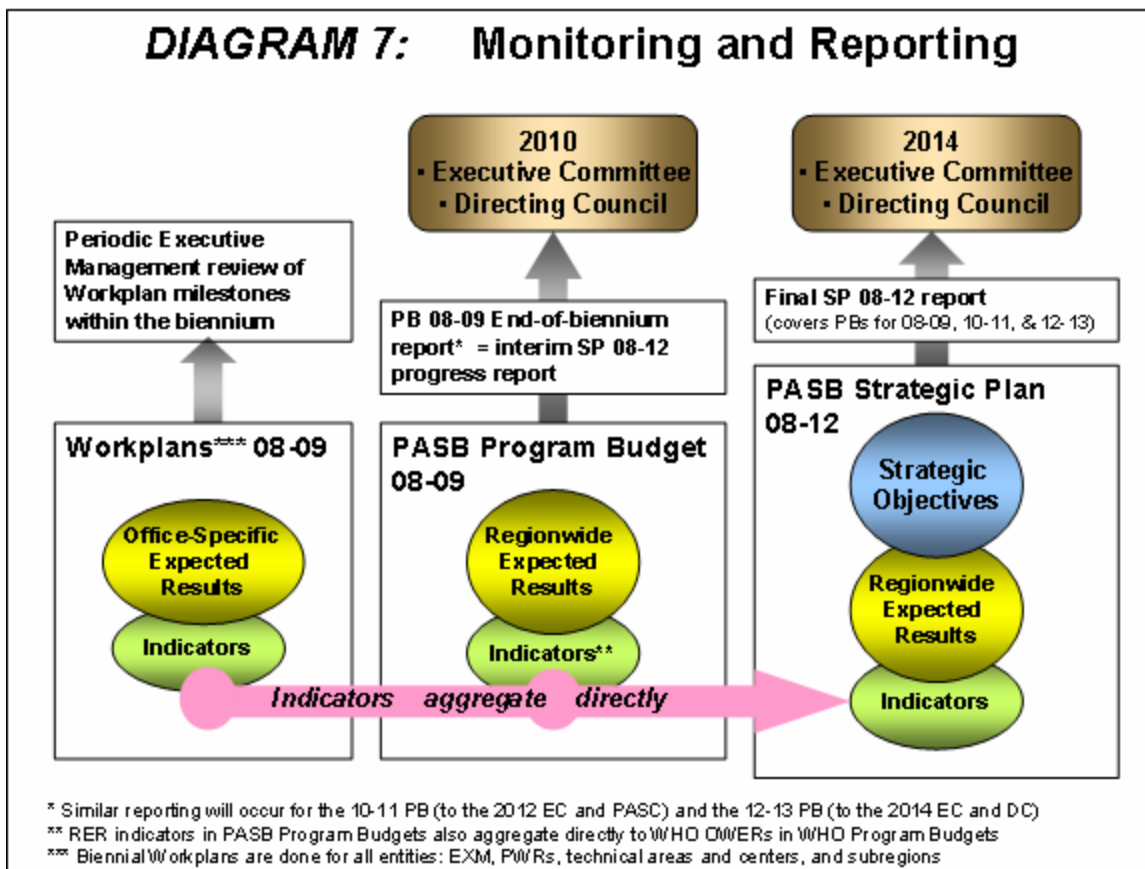


## **MONITORING, ASSESSMENT AND EVALUATION**

117. 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 Workplans differed from those in the 2006-2007 Program Budget, which in turn differed from those in the 2003-2007 Strategic Plan, as well the OWERs and indicators in the global WHO Program Budget for 2006-2007.

118. As discussed above, 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 PASB Strategic Plan to the respective Program Budgets and in turn to the Workplans (in the AMPES system). While this new system may have some negative aspects, notably a reduction in programming flexibility at country level, these are outweighed by the benefits: true corporate results-based planning, as well as the possibility of monitoring and reporting through direct aggregation of results.

119. This last point is the principal innovation for the 08-12 Strategic Planning period: 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. And since the Region-wide Expected Results in the Program Budgets will be exactly the same as those in this Strategic Plan, the end-of-biennium Program Budget reports will serve as interim progress reports for the Strategic Plan. 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.



120. As shown, programmatic monitoring and assessment will focus on entities' Workplans and, via aggregation, Program Budgets (2008-2009, 2010-2011 and 2012-2013). Significant time and effort has been dedicated to improving the AMPES system to incorporate the 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.

121. 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.

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

## **EVALUATION**

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