



**Pan American  
Health  
Organization**

*Regional Office of the  
World Health Organization*  
Country Support Unit  
Office of the Director

**MANUAL FOR THE ELABORATION OF PROJECTS OF  
TECHNICAL COOPERATION AMONG COUNTRIES (TCC)**

**AUGUST 2005**

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## PREFACE

This manual can be used by all staff in member countries interested in presenting proposals for TCC projects. Users of this manual can also be staff members at Ministries of Health, or any other Ministry, as well as teachers or researchers in Academic or Research Centers, local authorities, NGO staff or Pan American Health Organization/World Health Organization (PAHO/WHO) Representatives in Country Offices.

The manual describe the following aspects regarding TCC projects, based on the ***PAHO/WHO Logical Framework for Project Management***<sup>1</sup>:

1. Designing a TCC Project, including situation analysis, and project formulation and planning;
2. Executing or implementing a TCC Project;
3. Monitoring and Evaluating a TCC Project.

This manual is designed to provide the user with the flexibility that a process of cooperation between two or more countries requires. For this reason, the manual here described require constant revision. Nevertheless, the importance of the basic process of planning, formulation of expected results, budgeting, evaluation and final reporting of the TCC projects cannot be put aside.

Taking into account that the development of this manual depends on a continuing consultative process, any comments or suggestions by users of this manual within member countries in the Region, will be most welcome.

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<sup>1</sup> Document "Logic Framework for PAHO's Project Management". [www.paho.org](http://www.paho.org)

## INTRODUCTION

### 1. Definition of Technical Cooperation among Countries

Technical Cooperation among Countries (TCC) has been conceptualized as “*the execution and management of activities and development projects among countries, which involves the sharing of experiences and technical capacities as well as the countries’ own resources, with external assistance and financial support when necessary*”<sup>2</sup>.

*TCC presupposes a conscious, systematic, politically motivated process, Developed to create a web of multiple links among different countries*<sup>3</sup>.

The mission of the technical Cooperation among Countries (TCC) is to contribute to capacity building for National Health Development (NHD) in one or more countries, strengthen relations between them, increase the exchange, generation, dissemination and use of scientific and technical knowledge, in addition to training the countries’ human resources and strengthening their institutions.

### 2. The reason why there is Technical Cooperation among Countries

Countries in the Region of the Americas have experiences and lessons to share among them, in order to face the challenges related to the National Health Development process.

Technical Cooperation among Countries is important to:

- Promote the **sharing of experiences** among Member States to encourage the shared use of their own resources and the development of complementary capacities.
- Promote the **transfer of technologies and skills**, consistent with the resources and development potential of the participating countries.
- **Prepare the countries** to optimize their participation in international social and economic activities and expanding international cooperation in health.

### 3. Resources for Technical Cooperation among Countries

Ministries of Health, Reference Excellency Centers, NGOs’, and other institutions taking part in the projects contribute with their financial or human resources, expertise, premises and general facilities.

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<sup>2</sup> “Technical Cooperation among countries in the Region”, Doc CE136/11 rev.1. [www.paho.org](http://www.paho.org)

<sup>3</sup> Ministry of Foreign Affairs. International Cooperation Department. *Costa Rica and the TCDC. A proposal for the XXI Century*. Costa Rica. Feb,2000.

Since the biennium 1988-1989, PAHO/WHO allocates funds for TCC projects, through the regular funds allocated to the countries for specific use in the implementation of the technical cooperation program within the country (BPB)<sup>4</sup>. Each PAHO/WHO Country Office has access to this budget.

Country offices have access only when they submit projects for TCC that are duly endorsed by the countries involved and meet the criteria set for the presentation of TCC projects.

#### **4. Development of TCC projects**

In all cases, national authorities develop the TCC projects with support of PAHO/WHO Country Offices, which facilitates the consultative process and adds suggestions and comments made through Regional Technical Units.

Technical Cooperation among Countries is essentially a process whereby two or more countries work together to develop individual or collective capacity through cooperative exchanges of knowledge, skills, and technologies. Ideally, TCC activities should be initiated, organized and managed by the countries themselves, under the direction of the respective governments and with the participation of public and private institutions and organizations (UNDP 1998).

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<sup>4</sup> PAHO/WHO Country Office plans and executes the budget according to the scheduled agreed for technical cooperation for the biennium, based on the countries' national priorities in health for technical cooperation. This Schedule is described in the BPB – Biennial Program Budget). The BPB contains cooperation projects. TCC activities are included within the expected results.

## **1. DESIGNING A PROJECT**

### **1.1 Definition of the issue or problem**

The design phase is considered as an evaluation phase in which the idea of what will be proposed by a TCC project is analyzed. This idea must define the problem that the project will address, or the deficiency that the project will reduce, the target population, the way the project will be carried out, what will happen if nothing is done and the relationship between achievements and their costs.

The selection of the issue or problem for the implementation of a TCC project arises from the need of a country in addressing an issue or situation with another country or countries, recognizing in the other country certain capacities and mutual benefits from the exchange. This exchange would add value in facing specific/given health priorities. The identification of an issue or problem that will be addressed by a TCC project, must be based on the consensus of all parties involved.

This issue or problem comes from the pre-analysis stage in which countries identify weaknesses, strengths and mutual opportunities to develop their capacities and face a certain situation related to health.

It is important to note that at the very early stage of the proposal, contact should be established with PAHO/WHO regional technical units in order to allow them to make suggestions that would improve the content of the proposals. Regional technical units can contribute by incorporating the regional or subregional perspectives on technical cooperation needs/capacities among countries, on the problem that will be addressed and can formulate recommendations in order to provide consistency between the content of the proposal and the regional/subregional mandates and agreements.

### **1.2 Coherence with the national interest**

The country/countries must define whether the issue or problem addressed by a TCC Project is:

- Of interest of the country and on what aspects;
- Consistent with their respective foreign policy;
- A priority for international technical cooperation in health;
- Suitable for a TCC project.

Finally, the idea of carrying out a TCC project has to be supported by the technical level and the political level of countries involved.

Political support is expressed by Ministries of Health of participating countries or by national authorities who are in charge of the coordination of the international technical cooperation in health in the Ministries of Health. These functions are generally performed by the Offices of International Relations in the Ministries of Health (or an equivalent office which perform international cooperation activities related to Health)<sup>5</sup>.

Once stage 1.2 is accomplished, the country/countries identified that the issue or problem to be addressed by a TCC Project is of technical and political interest and as such, it can be presented to another county or countries.

In **Annex 1** a “Format for the presentation of TCC Projects” is presented.

### **1.3 Definition of common interests**

The International Relations Offices or its equivalent office in the respective Ministry, establishes contact with their counterparts in the other countries in order to explore if there is interest in approaching jointly the issue or problem identified.

The respective roles and the way each of the countries involved in a TCC Project will participate, have to be clearly established.

PAHO/WHO Country Offices participate at these stages, providing, among others:

- a) Information about countries involved in the project and their institutions;
- b) Technical support regarding the issue or problem identified;
- c) Information on budget and availability of funds for TCC in the countries involved;
- d) Facilitation in negotiating with other countries;
- e) Information, background or methodology for the drafting of the proposal.

Once stage 1.3 is accomplished, countries have identified and defined what is it that a TCC Project will address and the countries that contribute to this endeavor.

### **1.4 Identification of coordination mechanisms**

It is necessary to identify focal points for the project in each of the countries and institutions involved in the project.

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<sup>5</sup> Offices which deal with International Technical Cooperation in the Ministries of Health coordinate their activities within the foreign policy of the country and the criteria for technical cooperation agreed.

The PAHO/WHO Country Offices participating in each project, will define the leading country office for the project, which will be in charge of establishing contact with PAHO/WHO Headquarters Office. The country office leading will coordinate and update the information regarding content and format of the TCC project. It also makes sure that the project meets all formal requisites.

A focal point at PAHO/WHO Country Office in the leading country will be selected. This person will coordinate and facilitate the execution, monitoring and evaluation of the project, presentation of the final version of the proposal, as well as the verification of all documents, letters of approval from countries and institutions involved, progress reports and final report once the project is finished.

## **1.5 Title, justification and project background**

The TCC proposal must have a **Title**, which has to clearly define the main issue of the project. Besides, the proposal must include background information about the origin of the proposal and a situation analysis related to the issue or problem to be approached by the project, as well as a summary of what the health sector response has been to this issue or problem.

What is being requested by a TCC project and the contribution of each country involved has to be clearly defined.

In the case of a subsequent TCC project, the achievements of the previous project have to be summarized and the final report annexed to the new project.

The background information in the proposal must show technical consistency with global, regional, subregional and national mandates.

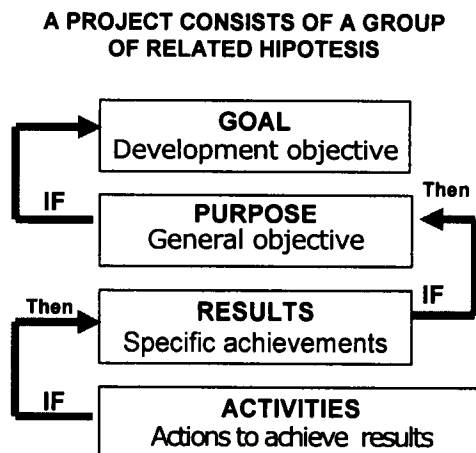
## **1.6 Definition of the goal, purpose and expected results**

### **1.6.1 The Logical Framework**

As it was mentioned before, the **PAHO's Logical Framework for Project Management** is the basic tool for the presentation of projects supported by the Organization. This methodology is used in order to develop a Project in logical sequence.

The Logical Framework is based on the concept that the use of inputs and activities are contributions to goal (purpose) and immediate objectives (expected results). This framework helps define four levels of objectives and to organize them in a logical cause-effect sequence. The project designers should think that if they carry out specific activities, certain results will be achieved. If these results are achieved, then the purpose of the project will be reached and consequently, the project itself will be accomplished.

The better the cause-effect sequence is designed, the better will the project design be.



### 1.6.2 Goal (Development Objective)

The goal would be the most general development objective, at sectoral or intersectorial levels to which the project will contribute. Generally, this goal is defined by country plans for the health sector or by any other specific sector.

This goal is not necessarily what the project will address. The achievement of the goal would imply a greater effort and depend on many other factors such as governmental policies, inversions and other external factors or conditions, or it may even require the formulation of subsequent projects.

### 1.6.3 Purpose

On the other hand, the ***proposal can be accomplished with country contributions and the support of PAHO/WHO.***

The purpose defines what is expected to be achieved through the TCC project. A well defined purpose is the key element for the success of a TCC project. The identification of results, activities, etc. are derived from the purpose.

The adequate formulation of the Purpose of the project facilitates its execution and management processes. As general rule one single purpose should be established. It should represent the change in the systems, institutions, or programs that the project intends to reach and that contribute to the goal.

The formulation of only one purpose can be a complex task, because TCC implies a joint work of at least two countries which have different development stages. This task

can be less difficult if the three cooperation modalities are taken into account: *contribution, interchange and reciprocity*<sup>6</sup>.

#### **1.6.4 Expected Results**

Expected Results lead to the achievement of the TCC Project proposal. The expected results relate to the products the project must produce in order to reach the purpose.

The executors of the project are the responsible ones to guarantee that the expected results are delivered. The expected results must be clearly defined in a concrete and quantifiable way (achievement indicators). In sum, the expected results must reflect what is expected to achieve through specific activities.

The expected results can be agreed jointly by countries or can be identified by each country separately. Again, the predominant modality of cooperation has an impact in the formulation of expected results.

The most usual thing is that each TCC project has two to four expected results. People in charge of the design of the project have to make sure all expected results are related to the achievement of the purpose.

Including the monitoring, evaluation and the production of the final report as one of the expected results of the TCC Project is a requisite.

Expected results can be expressed using the following verbs (which indicate achievement): Example; *Improve, diminish, reduce, put into practice, implement, strengthen, eliminate, interrupt, develop, start, install, etc.*

The goal, the purpose and expected results must be specified in the proposal and in the final report of the TCC Project.

### **1.7 Selection of activities, Activities' Plan or Work Plan of a TCC Project**

#### **1.7.1 Activities**

The activities refer to the means by which the project will be carried out and which are needed in order to deliver the results.

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<sup>6</sup> See document "Technical Cooperation among Countries in the Region" [www.paho.org](http://www.paho.org)

There can be many activities, but it is important to take into account that only those which are relevant to accomplish the expected results are the ones that have to be included as part of the project.

An activity can be formulated using verbs like: *buy, hire, execute, do, make, distribute, write, prepare, reproduce, organize, (workshops, courses, etc.)*.

### **1.7.2 Activities' Plan or Work Plan of a TCC Project**

The work plan of the TCC Project is the reference framework for the execution of the project. The Plan will establish a deadline for the acquisition of inputs and for the realization of the different activities, including orientation regarding disbursement of funds.

PAHO/WHO Country Offices can help speed up this process keeping all Regional Technical Units informed about the state of a TCC proposal.

An early contact with PAHO/WHO Regional Technical Units facilitates the consultative process and the exchange of information regarding technical aspects of the TCC proposal and prevents the process from being delayed.

## **1.8 Budget definition**

### **1.8.1 Criteria for the use of PAHO/WHO TCC funds**

PAHO/WHO TCC funds can be used as follows:

- Projects related to national priorities and programs;
- Projects that enable the transfer of knowledge within a critical perspective that can generate innovation;
- Projects that deal with: consultancies, training of human resources, technology transfer, training on services, exchange of technical and scientific information, among others.
- Projects that have a multiplier effect because of the learning sharing among two or more countries.

The resources can be considered as a "seed fund", to encourage larger investments by the countries themselves or even from donors.

Some restrictions have to be taken into account:

- Funds can be programmed to be used only within a given/specific biennium;
- Generally, materials, equipment and infrastructure are not included due to the small amount of resources and the nature of TCC itself.

### 1.8.2 Budget

The Budget includes:

- Estimates of direct costs of activities: experts, travel, meetings, etc.
- Over these estimates, PAHO contribution is calculated and it is then distributed among the different TCC allotments of the countries involved.
- The project budget also included calculations of the cost of participating staff and, where relevant, certain infrastructure costs (equipment and fixed, or non-consumable materials), and supplies (such as reagents and fuel) covered by the participating countries. These costs are the counterpart funds, or the contributions of each country.

In **Annex 2** see the format for the presentation of work plan and budget.

### 1.9 Preliminary version of TCC Project

The preliminary version of the TCC project (agreed among involved parties and by PAHO/WHO Country Offices) is sent for the consideration of national authorities responsible of international cooperation or the pertinent authorities in each country.

When the design phase is finished there should be:

- Preliminary version of the TCC Project agreed by consensus among technical staff, national authorities of countries involved and PAHO/WHO country offices.
- Verification documents, national endorsements and commitments from national authorities which have to be sent to PAHO/WHO Representatives expressing the interest of the country in carrying out the TCC and the need for the project.
- Leader country defined (agreed among Country offices involved) and focal points in PAHO/WHO Country offices designated.

### 1.10 Analysis of the TCC project and final consultations with Regional Technical Units

The preliminary version of the project has to be sent to the PAHO/WHO Country Representative of the leading country office in agreement with Representatives in the other countries involved. Generally, this preliminary version is sent by e mail attached to

a communication sent to the Country Support Unit (CSU), which is PAHO/WHO focal point for TCC projects at the Regional level.

Once the proposal is sent to CSU, the respective Country Program Analyst (CPA) analyses the proposal and makes consultations with the Regional Technical Units related to the issues of the TCC. This ensures the coherence between the content of the TCC Project itself and the technical and methodological contents that conform the Regional Programs. The TCC projects which imply participation of three or more countries or whose TCC funds are superior to US\$50,000, are also reviewed as "Extra Budgetary Initiatives" according to the established procedure.

### **1.11 Incorporation of country adjustments**

The comments and suggestions on the TCC proposal are sent, from Headquarters by CSU to the Country Office in the leader country previously selected. These comments and suggestions must be shared by all parties involved in the TCC project. PAHO/WHO Country Offices coordinate the analysis of the suggestions/recommendations sent by CSU and the Regional Technical Units involved, in order to have a final TCC proposal

Once this analysis is finished, the PAHO/WHO country office in the leading country elaborates a final version of the TCC.

### **1.12 Final version of TCC project sent to Headquarters**

The final version is agreed by all parties involved. PAHO/WHO country office in the leader country sends the final version to CSU electronically, including all observations or comments in case not all recommendations suggested have been included in the final proposal.

### **1.13. Resources allocation for TCC projects**

CSU verifies the political and technical consistency of the TCC project, and prepares the Approval Memorandum to be submitted for PAHO/WHO Director's approval.

In this Memorandum the relevance of the proposal is highlighted, as well as the regional endorsement, funds availability, and the accomplishment of the criteria agreed for TCC projects. The decision of PAHO/WHO Director regarding the approval of the Project is based on this analysis. The Director also makes recommendations or suggestions to improve the project.

In summary,

- The planning of the TCC Project is done taking into account common agreement of all parties involved, following the guidelines of PAHO/WHO Logical Framework for Projects' Management.
- A TCC proposal must have:
  - Goal
  - Purpose
  - Expected results
  - Activities
  - Work Plan
  - Budget
- The preliminary proposal must have the endorsement of Ministries of Health and other institutions involved in the project.
- A TCC project must always include the monitoring, the evaluation and the preparation of the final report within the expected results of the Project.
- The TCC request must be presented by the PAHO/WHO Representative in the leading country to the Director through CSU.
- CSU, the Regional technical Units and Project Support Unit (when appropriated, analyze the proposal and make comments and suggestions.
- PAHO/WHO Country Offices in the countries involved in the project incorporate the suggestions and prepare the final version of the TCC project to be sent to CSU.
- CSU and Project Support Unit (if required) analyze the final version, its technical, political and administrative consistency and CSU prepares de Memorandum to be submitted for the Director's Approval.

## 2. EXECUTING A PROJECT

Once final approval of the TCC Project has been obtained from PAHO/WHO Director, TCC funds are allocated to each country involved through the PAHO/WHO Country Office and the execution of the work plan established in TCC begins. The resources are entered in the American Region Planning, Programming, Monitoring and Evaluation System (AMPES). That is, under the TCC project or National Health Development and management of the technical cooperation program. These funds are part of the Biennial Program Budget, (BPB)<sup>7</sup>.

### 2.1 Project execution

Technical staff at THE PAHO/WHO Country Offices are responsible for the management of TCC component related to the BPB project under his/her responsibility,

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<sup>7</sup> The BPB is conformed by cooperation projects, whose expected results may be achieved totally or partially through Technical Cooperation among Countries when there are strengths to share between countries, always aligned with the priorities established for technical cooperation in Health.

as well as its monitoring and evaluation. Administrative staff report to the TCC focal point regarding the execution of the project.

Besides, technical and administrative staff in PAHO/WHO Country Offices monitor and provide support for the execution process – responsibilities that include coordinating the travel of experts and organizing meetings, if programmed.

A TCC project can be carried out through many kind of activities, within the different technical Cooperation modalities (reciprocity, interchange and contribution)<sup>8</sup>:

- **Training internships for technical cooperation:** Experts' trips from one country to another, observation visits or reception of technical staff from other countries.
- **Interchange of experiences on methods, techniques or models,** through joint visits or meetings.
- **Joint research projects:** Transfer or interchange of knowledge and experiences or development of joint research between participating countries.
- **Participation in events:** Organization of seminars, workshops, conferences or meetings carried out among various countries focusing on areas of interest.
- **Communication and information sharing:** Editing, publication and sharing of documents, related to the results achieved through the different activities of horizontal cooperation among countries, as well as technical documents produced.

- The approval of a TCC Project depends on PAHO/WHO Director's decision, based on CSU's analysis and technical opinion from Regional Technical Units CSU, and Project Support Unit if necessary.
- PWR informs the Ministry of Health when the TCC Project is approved.
- National staff and PAHO/WHO consultant responsible of the TCC project start working on the Work Plan scheduled.

### 3. MONITORING AND EVALUATING A TCC PROJECT

#### 3.1 Follow up activities

The information regarding follow up of the TCC project must be included in the mid term evaluation of the BPB which the PAHO/WHO Country Office presents to the Regional Office<sup>9</sup>.

<sup>8</sup> See document "Technical Cooperation among Countries in the Region" , [www.paho.org](http://www.paho.org)

<sup>9</sup> In case there should be any inconvenient for the development of the Project, Country Office will inform CSU.

Besides, countries involved must follow up on the activities developed in order to make sure expected results are achieved. Progress reports and activities related to the final evaluation of the project must be considered within the expected results, among others.

### 3.2 Evaluation and final report

Each TCC project must have a final evaluation. This final evaluation involves participating institutions responsible for the project. The mechanisms to get the final evaluation can be: meetings, exchange of communications through e mail and any other mechanism which may facilitate reflection on the project results and achievements. Besides, all factors which may have facilitated or any limitations during the development of the project, must be discussed.

The final report must be done according to the "Summary Sheet" presented in **Annex 3**. PAHO/WHO Country Office in the leader country should send this final report to CSU. CSU analyzes the report and distributes it among the different technical units involved. CSU also disseminates the "Summary Sheet" of the Project and publishes it on PAHO/WHO website, so all countries can have access to the information.

MINIMUM REQUISITES FOR A TCC PROJECT FINAL REPORT	
•	General Information
•	• Project title
•	• Participating countries
•	• Leading country
•	• Project's start date
•	• Project's end date
•	Project background and origin
•	• Context
•	• Purpose
•	• Expected results
•	Project Execution
•	• Achievement of the expected results
•	• Specific products
•	• Additional achievements
•	• Limitations
•	• Total budget and amount spent
•	Stakeholders involved (e.g. Ministries, Institutes, Foundations, NGOs)
•	Lessons Learned
•	Conclusions and Recommendations

## ANNEX 1

### FORMAT FOR THE PRESENTATION OF TCC PROJECTS

#### 1. General information

- a) Title of the Project
- b) Countries involved
- c) Leader country
- d) Duration of project (starting and ending date)

#### 2. Background and origin of the Project

- a) Context
- b) Goal
- c) Purpose
- d) Expected Results

#### 3. Activities (see Annex 2)

#### 4. Work Plan

#### Budget (see Annex 2)

## ANNEX 2

### CHRONOGRAM OF ACTIVITIES

Expected Result "M"	Activity	Task	Focal Point	Country "A"	Country "B"	PAHO Country A (Regular)	PAHO Country B (Regular)	TCC Country "A"	TCC Country "B"
1.-									
	Total								

### Summary

#### OPERATIONAL BUDGET TCC "X"

Expected Results	Budget TCC – Country "A"	Budget TCC – Country "B"	PAHO/ Country "A"	PAHO/ Country "B"	Country A (*)	Country B (*)
Total						

\* The amount in these columns represents the infrastructure, inputs, and human resources devoted by the institutions so that the project is sustained in the time

#### Summary of the resources:

#### TOTAL BUDGET TCC "X"

TCC Budget – Country "A"	
TCC Budget – Country "B"	
PWR Country "A"	
PWR Country "B"	
Budget Country A	
Budget Country B	
Other budget <sup>70</sup>	
Total US\$	

<sup>70</sup> In this category other sources of financing can be comprised: Centers of excellence, Collaborating Centers, other UN Agencies of A, private funding, etc.

**ANNEX 3**

**FORM FOR THE PRESENTATION OF TCC PROJECTS FINAL REPORTS**

PWR:	TCC PROJECT FINAL REPORT INFORME FINAL DE PROYECTO CTP	No.	Date: Fecha:
<i>Pan American Health Organization/Organización Panamericana de la Salud</i> <b>TCC FINAL REPORT / INFORME FINAL DE PROYECTO CTP</b> <b>SUMMARY SHEET / RESUMEN</b>			
			Report Date / Fecha del Reporte:
<b>1. GENERAL INFORMATION / INFORMACIÓN GENERAL</b>			
Project title/ Título del proyecto:		Country Office Leading / Oficina de País Líder:	
Participating countries/ Países participantes		Start date / Fecha de inicio:	
		End date / Fecha de finalización	
<b>2. PROJECT BACKGROUND AND ORIGIN / ANTECEDENTES Y ORIGEN DEL PROYECTO</b>			
a) Context/ Contexto			
b) Purpose/ Propósito			
c) Expected results/ Resultados esperados			
<b>3. PROJECT EXECUTION / EJECUCIÓN DEL PROYECTO</b>			
a) Achievement of the expected results / Logros de los resultados esperados			
b) Specific products / Productos específicos			
c) Additional achievements / Logros adicionales			
d) Limitations / Limitaciones			
e) Total budget and amount spent / Presupuesto total y ejecutado			
<b>4. STAKEHOLDERS INVOLVED, E.G. MINISTRIES, INSTITUTES, FOUNDATIONS, NGOS / ACTORES INVOLUCRADOS, EJ: MINISTERIOS, INSTITUTOS, FUNDACIONES, ONGS.</b>			
<b>5. LESSONS LEARNED / LECCIONES APRENDIDAS</b>			
<b>6. CONCLUSIONS AND RECOMMENDATIONS / CONCLUSIONES Y RECOMENDACIONES</b>			

## ANNEX 4

### ROLES IN THE DEVELOPMENT OF TCC PROJECTS

The entities that participate in the design of a project TCC are:

- **The originator:** entity that identifies the issue or problem as possible subject of cooperation with another country. Among these they are: the Ministries of Health, the Universities, Research Centers, the local Governments, the Nongovernmental Organizations, the Scientific Societies, other Ministries, and the several levels of PAHO/WHO, among others.
- **The Ministries of Health,** through the specific entities responsible for the programming and political aspects in health at the national level. That is, the technical programs/entities and those in charge of coordinating the activities of the health sector with regard to international cooperation should develop the terms of technical cooperation in accordance with the country's international policy and its sectoral prioritization.
- **The Country Offices of PAHO/WHO:** cooperates in the definition of the issue or problem, in the identification of own potentialities, and of other countries and in facilitating the negotiation with the country.

#### Country Representative:

- Identify the country priorities for technical cooperation, at the regional and subregional levels, for the development of TCC projects.
- Promote the sharing of experiences and possibilities of TCC projects as mechanism of cooperation among countries.
- Confirm the compliance with the organization's standards, guidelines, and procedures upon sending the TCC projects to the Country Support Unit.
- Supervise the activities of the focal point of the project and/or technical personnel involved in the TCC projects.

#### TECHNICAL PERSONNEL OF THE COUNTRY OFFICES AND FOCAL POINT OF THE PROJECT:

- Identify the opportunities for TCC in order to meet the country's technical cooperation needs.
- Identify the capacities and needs of technical cooperation in other countries of the region.
- Support the counterparts of the country in the preparation of TCC projects (Logical Framework)
- Ensure compliance with the work plan, the monitoring, the evaluation and the TCC project final report in accordance with the guidelines and procedures defined by PAHO/WHO.

#### REGIONAL PROGRAMS AND SPECIALIZED CENTERS:

- Identify potentials for capacities and needs between countries.
- Alert technical staff members in the country offices on opportunities for TCC.
- Review the projects sent by the Country Offices, making sure that they maintain consistency with the organizational policies.
- Accompany the development, monitoring, and evaluation of the TCC projects.