

## MODALITIES OF TECHNICAL COOPERATION RELATED TO HEALTH

### RECOMMENDATION 1:

#### **Innovate and support the new modalities of hemispheric cooperation**

- PAHO must be more flexible if it is to continuously adapt to national changes, since global changes in the socioeconomic, environmental, and political sphere have varied considerably. Thus, PAHO must step up its participation as an active partner of the countries in the technical cooperation process and promote cooperation among them, taking advantage of existing cooperation mechanisms and coordinating them.
- PAHO could seek support, or serve as support for our countries: in the search for strategic partnerships with other influential entities or institutions that have opened the way in international health in recent years (for example, academic institutions, international agencies, and foundations); and in the identification, building, and, utilization of our countries' capabilities and strengths, known as "best practices," serving as a mechanism that promotes and supports cooperation among countries.
- It must change the way it classifies countries, using as the criterion their level of well-being (based, for example, on the Gross Domestic Product-GDP or the use of certain indicators, such as maternal and infant mortality), or geographic location, since the countries' situations and needs are not identical. It would be a good idea to classify the countries on the basis of their different variables, competencies, and needs, avoiding the use of just a single variable, since each country shows different degrees of progress or delay in certain areas and has different needs or challenges that it must deal with, regardless of the region or subregion to which it belongs.
- PAHO could provide significant support and guidance to the countries in the creation of networks devoted to certain common areas, problems, or successful experiences. It could offer the countries specific recommendations, facilitating and providing substantial assistance for the efforts and decisions of the governments, which are the ultimate policymakers and with whom it is therefore necessary to maintain strong ties.

### RECOMMENDATION 2:

#### **Promote implementation of Country Cooperation Strategy**

- The Country Cooperation Strategy (which takes into account and is based on each government's health policies and plans) is a mechanism that could help the countries, should they deem it necessary, to define and satisfactorily program PAHO's cooperation, which the Organization provides by conducting an internal analysis—however, with the active participation of the various sectors involved in health—of the countries' challenges, weaknesses, and needs. This strategy will make it possible to better allocate or channel resources, not only from PAHO but from other technical or financial cooperation agencies or actors from this Hemispheric or beyond.

- In addition to identifying the countries' internal weaknesses, to which cooperation should be channeled, the active participatory preparation of this strategy can, in turn, be an instrument for defining or identifying the countries' greatest strengths or the areas in which they can maximize their own cooperation--that is, it can help identify "best practices" in the countries.

### **RECOMMENDATION 3:**

#### **Situations to bridge the gap between the current and future realities desired**

- To tackle the new challenges or realities it is extremely important and necessary to visualize: where we want to go; what tools we have at our disposal; what we need to develop; who will participate; and what could be viable mechanisms to achieve our goals.
- In addition to academic or research institutions, organized civil society, and the media (which considerably aid in health promotion and disease prevention by molding the behaviors and attitudes of the people), it is essential not to exclude but rather, gradually involve the Ministries of Economy, Environment, Planning, Education, or even Culture in discussions and definitions in the field of health to foster greater awareness in this area. This will lead to a more integrated vision of health, which could promote greater real sustainable development.
- It is also important for the countries: to delineate the role of institutions working in this area to monitor and follow up policies and to evaluate health system performance in the context of a series of relevant processes (such as State reform or technological change); to provide the authorities working directly or indirectly in health with conceptual, methodological, instrumental, and technological frameworks for monitoring the policies and activities that have been or will be implemented. For success in this area, these current and future changes must be accompanied by the development of the sector's human resources.

### **RECOMMENDATION 4:**

#### **Improve the mechanisms for hiring, assigning, and adapting the work force at PAHO Headquarters and the Representative Offices**

- PAHO Headquarters staff should be distributed so that it better reflects the geographical and epidemiological diversity that PAHO represents at the regional level and increases knowledge about the situation in the countries. At the country level, PAHO staff should be assigned so as to meet the health needs and challenges identified by the countries themselves, taking the existing local technical capacity very much into account. This means that the staff in the different Representative Offices can by no means be identical, and there should be a clear understanding that each Office will be working and coordinating with the local human resources.
- In order to facilitate the work it is necessary: for the PAHO Representative Offices in the countries to count on clearly identified and well-trained counterparts; to assign staff in the Representative

Offices in a democratic manner; to identify and continuously evaluate the competencies of its human resources; to establish continuous evaluation systems (surveys, for example) as a mechanism for supervising contract personnel (especially short- and medium-term consultants); and to establish efficient mechanisms to evaluate, supervise, and monitor the activities supported or carried out by human resources, both internal and external.

- - -