

COUNTRY PROGRAM SUPPORT

3.1 EMERGENCY AND HUMANITARIAN ACTION (EHA)

Support to countries in disaster preparedness and emergency relief, and in mitigating and reducing their vulnerability to natural and man-made disasters.

ISSUES AND CHALLENGES

- > The Region of the Americas is prone to a range of natural disasters. In addition, bioterrorism is emerging as a priority. The economic and social cost of disasters is significant and the recovery phase can be prolonged, often delaying development goals.
- > The poorest segments of the population are disproportionately affected because of inappropriate location and construction of housing. A rapid multisectoral response capacity is needed to provide humanitarian assistance, prevent the spread of communicable diseases, and maintain the mental health of populations in stressful post-disaster environments.
- > In-country capacity has improved, especially at the technical level. However, there is still a long way to go before disaster reduction is institutionalized and adequately resourced.
- > Disaster mitigation remains even more of a challenge, as countries do not see benefits unless a disaster has just occurred. Mitigation needs to focus on water utilities as well as health infrastructure and services. It has to be part of the development process.

AREA OF WORK GOAL/AREA OF WORK OBJECTIVE(S)

AREA OF WORK GOAL

Vulnerability and impact of disasters on health and on health-related systems reduced.

AREA OF WORK OBJECTIVE(S)

Countries demonstrate increased national and intersectoral capacity for preparedness for natural and manmade disasters and are able to assess their post-disaster health needs and efficiently manage the aftermath of disasters.

STRATEGIC APPROACH

- > Policy support to enhance mitigation, including sensitization of policy-makers.
- > Cross-sectoral training of human resources development in health, environment, and other related sectors and agencies supported by updated materials and guidelines.
- > Development of inter-country SUMA teams as an expression of Pan Americanism and promotion of SUMA/LSS.
- > Strengthening of the capacity of local communities and PASB country offices to manage disaster response and integrate a disaster management approach into emerging efforts to combat bioterrorism.
- > Expanded partnerships at all levels.

EXPECTED RESULTS

INDICATORS

1. Strengthening of disaster management systems at the national level.

- Health sector plans at national and subregional levels developed and evaluated.
- Inter-country cooperation and mutual assistance initiatives increased.
- Manuals and training materials developed or updated and nationals from related sectors at the national and sub regional levels trained.

2. Greater awareness of mitigation issues and increased capacity to manage this will exist in countries.

- More publics, such as, government and private sector institutions, professional associations, the media, and beneficiaries aware of disaster mitigation and its link to development.
- Methodologies for conduct of vulnerability analysis of priority health facilities and water and sanitation systems promoted throughout the Region.
- Training materials for mitigating the effects of natural hazards on health facilities and water and sanitation systems designed.
- Nationals from related sectors and staff from PAHO country offices trained in disaster mitigation.

3. PASB would have responded effectively and efficiently to disasters.

- Appropriate financial and human resources mobilized and international health assistance at all levels coordinated, in response to disasters within 48 hours.
- PAHO's post disaster supply management system (SUMA) adapted and adopted by humanitarian agencies at global and regional level and SUMA deployment supported in emergency situations.
- Emergency health information disseminated to a wide range of publics in a timely manner.

4. Support for disaster management mobilized internally and externally.

- Capacity for strengthening disaster management built in PAHO country offices and centers and more components of disaster management integrated into other technical programs.
- Agreements/projects with a wider range of actors in the disaster community at all levels.

RESOURCES (US\$)

		Regular budget	Other sources	All funds
Total 2002-2003		987,800	11,681,700	12,669,500
Total 2004-2005		1,435,200	1,790,700	3,225,900
Percentage of estimated expenditure	Country	100%	100%	100%
	Intercountry	-	-	-
	Regional	-	-	-

COUNTRY PROGRAM SUPPORT

3.2 STRENGTHENING COUNTRY PRESENCE (CPS)

Ensuring continuous country presence and the required organizational infrastructure for the optimal delivery of technical cooperation at the national level.

ISSUES AND CHALLENGES

- > There are 50 countries served by 27 country offices and the border office in El Paso Texas, and the PAHO/WHO country presence needs to complement or supplement the relative capacity already developed by the countries and ensure the principle of equity in the distribution of PAHO/WHO resources, both technical and financial.
- > The local environment for the execution of TC differs in each case. The efficiency of the execution of the TC programs depends on the administrative support available. Country offices need to be developed to support the technical cooperation demands ensuring the best use of physical, human, and financial resources to effectively and efficiently implement the approved technical cooperation program.
- > The use of electronic information and communication technology must be expanded to improve the corporate efficiencies as well as to expand the coverage and impact of TC. It will be important to ensure the involvement of the country offices in the broader area of PAHO/WHO institutional development.
- > Increasing recurrent costs and general operating expenses reduce the funds available for technical work. In addition management has to address the different needs of donors for execution and reporting on EB projects and numerous unplanned demands.
- > Close collaboration is needed among several offices at Headquarters to provide timely and appropriate support to country offices.

AREA OF WORK GOAL/AREA OF WORK OBJECTIVE(S)

AREA OF WORK GOAL

Approved country technical cooperation programs executed effectively and efficiently.

AREA OF WORK OBJECTIVE(S)

PAHO/WHO country presence is relevant, adequate, and receives the necessary political, technical, administrative and managerial support from all levels of the Secretariat.

STRATEGIC APPROACH

- > Facilitate the appropriate mix of political, technical, and managerial perspectives in the formulation and execution of corporate policies that have implications for country presence.
- > Engage in analysis, facilitation, negotiation, coordination, and the proposal of recommendations, to ensure optimal country support and PAHO/WHO country presence.

- > Provide institutional memory and act as an information clearinghouse regarding technical issues and administrative procedures.
- > Develop and share sound and agile administrative mechanisms and procedures to support decentralized technical cooperation and encourage team approach for results-based management.

EXPECTED RESULTS

INDICATORS

1. Country offices supervised and supported in the design, implementation, and evaluation of the technical cooperation programs.

- Comprehensive and updated country office profile maintained for each country office.
- Each one of the countries BPBs reviewed for coherence and adequacy to agreed country technical cooperation program and country cooperation strategy and execution monitored.

2. Support to country offices provided and future development planned.

- For each country office ensured development plan, orientation to bridge the gap between the current state of the Organization's presence in the country and the desired state in terms of the CCS cooperation strategy and program, plan reviewed annually, and resources mobilized for implementation.
- For each administrative CO, efficiency and effectiveness of operations, as defined in the management protocol monitored annually.

RESOURCES (US\$)

		Regular budget	Other sources	All funds
Total 2002-2003		18,531,800	1,009,900	19,541,700
Total 2004-2005		19,386,200	540,100	19,926,300
Percentage of estimated expenditure	Country	100%	100%	100%
	Intercountry	-	-	-
	Regional	-	-	-

COUNTRY PROGRAM SUPPORT

3.3 SUPPORT TO NATIONAL HEALTH DEVELOPMENT (NHD)

Coordination of the PAHO/WHO Technical Cooperation Program at the country level. Strengthening the national capacity to coordinate international and national efforts in technical cooperation in health and position health at the center of the national development agendas.

ISSUES AND CHALLENGES

- > The health development process is challenged by: increased inequalities in the health situation; mixed and complex epidemiological profile; transitional stages of health sector reform: unclear roles of different institutions as a result of decentralization; proliferation of actors and stakeholders; reduction of resources; and the impact of integration processes.
- > Country offices must take the lead in helping countries to establish policy coherence, forge cooperative and collaborative mechanisms, and maintain useful partnerships with other UN and bilateral agencies. This challenge is particularly important for the five key countries in the Region: Bolivia, Guyana, Haiti, Honduras and Nicaragua.
- > It is essential to increase the health ministries' knowledge and ownership of the Organization (PAHO and WHO) in order for them to participate effectively in the governance and normative functions of the Organization. The role and capacity of offices of international relations in the ministries of health (in LAC) varies considerably and tend to be weakest in the priority countries.
- > The various reform processes taking place make more complex the planning and execution of technical cooperation: a) The UN reform seeking for closer coordination and harmonization of all UN agencies country programs; b) the WHO reform seeking to strengthen organizational presence and performance at country level; b) the state and health systems reforms advancing decentralization and recognizing the multiplicity of players including civil society and the private sector.
- > Country offices must assist countries to integrate the proliferation of planning frameworks and parallel projects competing for human resources—UNDAF, CDF, PRSP, CCS, sector-wide approach (SWAP)—and to participate in the complex negotiations with financial partners.
- > Decreased financial resources for technical cooperation (WHO/PAHO budgetary constraints; external cooperation changing focus; international financing institutions' conditions and policies), require that Country Offices increase support to efforts aimed at mobilizing external as well as internal resources for health, particularly but not only in the priority countries.
- > A considerable and increasing amount of time and resources are spent to ensure meaningful participation of PAHO/WHO in UNAIDS, UN system technical or thematic groups, and other activities to promote synergy among a wide range of agencies.
- > The increased momentum in the subregional health integration processes provide an opportunity for addressing health issues of common concern such as harmonization of norms and standards aimed at decreasing barriers to trade.
- > PAHO has a key role to play in keeping national health authorities apprised of and to assist countries in the planning and monitoring of international commitments and mandates related to health that are made now at many levels and within various sectors, for example the Millennium Development Goals.

AREA OF WORK GOAL/AREA OF WORK OBJECTIVE(S)

AREA OF WORK GOAL

Health positioned at the center of the national development agenda, coordinating national and international efforts for the achievement of the national health objectives.

AREA OF WORK OBJECTIVE(S)

Country offices leading strategic collaborative efforts to assist the health sector in its steering role and in coordination of international support to optimize TC available for addressing national health priorities.

STRATEGIC APPROACH

- > Country Cooperation Strategies (CCS) will be developed to define strategic cooperation for PAHO/WHO and linked to AMPES to ensure optimal support for the national health development process.
- > Support will be provided to MOH to play new roles, especially the lead role in coordinating international cooperation.
- > Country Representatives will be encouraged to negotiate and cultivate support to countries from the global/regional levels and among country offices and Specialized Centers in order to promote country specificity and sensitivity in responding to country needs and corresponding TC programs.
- > Advocacy and consensus building among national and international partners for addressing health priorities.

EXPECTED RESULTS

INDICATORS

1. Increased capacity to manage and coordinate national and international cooperation to advance national health development.

- At least half of the MOHs including those in the Key Countries have plan which identifies priorities for international development support.
- National databases developed to enable countries to monitor external cooperation and resources,
- Staff trained in areas relevant to the increased work with NGOs, partners in the UN and other sectors.

2. Advocacy and/or planning with health development partners at country and regional levels .

- National inter-agency mechanisms to develop policies for common approaches to address relevant health and related national goals functioning in 1/3 of the countries in the Region, including the Key Countries.
- Regional inter-agency mechanisms (UN and Inter-American) to develop policies for common approaches to address relevant health and related regional goals functioning.
- PAHO participating in at least 2 UN inter-agency groups in support of general or health development planning in each country

<p>2. Information shared with a wide range of counterparts.</p>	<ul style="list-style-type: none"> • National authorities briefed about plans for, and proceedings of meetings of the Governing Bodies. • New Ministers briefed on PAHO's current policies within 1 year of assuming office. • Mechanisms for sharing technical and policy related information, including but not limited to, websites, documentation centers and Virtual Health Libraries, functioning in all countries
<p>4. Strategic focus for PAHO/WHO program of technical cooperation developed and implemented in selected countries.</p>	<ul style="list-style-type: none"> • Country Cooperation Strategy developed for each of the priority countries, and for at least 5 other countries where conditions are optimal for collaboration with health sector and partners. • Implementation of BPBs reflect CCS and the increased support to countries from each level of the WHO/PAHO Secretariat..
<p>5. Sub-Regional health integration processes supported</p>	<ul style="list-style-type: none"> • Health implications of sub-regional integration processes monitored and results shared with national counterparts , other partners and within the Secretariat. • Technical cooperation provided for advancing the Agendas of the Central American, Caribbean, Andean and Southern Cone Health Fora.

RESOURCES (US\$)

		Regular budget	Other sources	All funds
Total 2002-2003		17,430,300	55,900	17,486,200
Total 2004-2005		20,129,500	-	20,129,500
Percentage of estimated expenditure	Country	100%	-	100%
	Intercountry	-	-	-
	Regional	-	-	-

COUNTRY PROGRAM SUPPORT

3.4 TECHNICAL COOPERATION AMONG COUNTRIES (TCC)

Promotion and support of activities of technical cooperation among countries within the scope of the different areas of work of the Organization.

ISSUES AND CHALLENGES

- > Many countries have developed capacity for addressing some of the common health problems and are willing to share information and expertise with sister countries. PASB needs to continue to explore innovative and effective ways to nurture these expressions of solidarity in the collective quest for reduced inequities in health.
- > The subregional integration processes in Central America, the Caribbean, Andean and Southern-Cone regions are opportunities to ensure the full and collective participation in the formulation of health policies within the general development policies.

AREA OF WORK GOAL/AREA OF WORK OBJECTIVE(S)

AREA OF WORK GOAL

In any country, national health development supported by other countries and the advancement of subregional health agendas through the various integration process, and country groupings.

AREA OF WORK OBJECTIVE(S)

TCC understood and used routinely as one of the technical cooperation modalities for health development.

STRATEGIC APPROACH

- > Continue promoting horizontal cooperation as an expression of Pan Americanism and support country offices to identify opportunities for technical cooperation among countries (TCC).
- > Strengthen national capacity for TCC, linking health and external affairs interests to (1) address the technical cooperation needs in the countries, and (2) influence and support the integration process.
- > Support the integration processes and the country offices that serve these institutions.
- > Promote inter-regional collaboration and participation in WHO global action.

EXPECTED RESULTS

INDICATORS

1. Initiatives in health in subregional integration processes or among other groups of countries monitored and supported.

- Technical cooperation provided for the Caribbean Cooperation in Health.
- Technical cooperation provided as requested for MERCOSUR and SGT-11.
- Technical cooperation provided as requested for Andean health agenda.
- Technical cooperation provided as requested for Central America health agenda.
- Technical cooperation for health development provided as requested to groups of countries such as Small Island Developing Countries, Association of Caribbean States, US-México Border, etc. and plans monitored.

2. Technical Cooperation among Countries initiatives supported

- Development and execution of TCC projects facilitated, monitored, and reported, and selected ones evaluated.

RESOURCES (US\$)

		Regular budget	Other sources	All funds
Total 2002-2003		3,468,400	77,200	3,545,600
Total 2004-2005		3,298,900	-	3,298,900
Percentage of estimated expenditure	Country	100%	-	100%
	Intercountry	-	-	-
	Regional	-	-	-

COUNTRY PROGRAM SUPPORT

3.5 REGIONAL DIRECTOR'S DEVELOPMENT PROGRAM (RDP)

Supporting innovative technical cooperation initiatives at regional, subregional and country levels that will contribute to the goals of the Organization.

ISSUES AND CHALLENGES

- > Though PAHO has an advanced planning, monitoring, and evaluation system, unforeseen needs arise after the biennial program budget has been approved and during its implementation.
- > PAHO needs to be a responsive and flexible agency that can address new issues and urgent situations.
- > New initiatives are developed periodically that are worthy of support before they can be incorporated into the regular program budget process.
- > Established initiatives may prove to be as effective or productive as to warrant additional support beyond that provided in the approved program budget.
- > Opportunities for partnerships may arise to address priority needs that require additional resources beyond those available in the regular program budget.

AREA OF WORK GOAL/AREA OF WORK OBJECTIVE(S)

AREA OF WORK GOAL

Critical and emerging issues in health and development addressed in a timely fashion.

AREA OF WORK OBJECTIVE(S)

Valuable models and/or opportunities for TC seized and unforeseen needs addressed.

STRATEGIC APPROACH

- > Ongoing monitoring of external environment to alert Directorate to emerging challenges.
- > Motivate continuous development of new initiatives and increased coverage of programs that have proven to be effective by evaluation and that would yield significantly greater results with additional resources.
- > Early response to emergency situations that cannot be addressed adequately within planned resources to allow time for mobilization of external resources.
- > Emphasis will be placed on partnerships with other institutions, especially those that can match the resources provided by the Organization.

EXPECTED RESULTS

1. Critical projects supported by the Regional Director's Development Program.

INDICATORS

- Member States are satisfied that the RD's funds have been used appropriately for seizing opportunities, responding to emergencies and accelerating use of effective programs.

RESOURCES (US\$)

		Regular budget	Other sources	All funds
Total 2002-2003		1,683,500	-	1,683,500
Total 2004-2005		1,580,000	-	1,580,000
Percentage of estimated expenditure	Country	100%	-	100%
	Intercountry	-	-	-
	Regional	-	-	-