



**Pan American  
Health  
Organization**



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

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

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# MANUAL FOR THE ELABORATION, MONITORING AND EVALUATION OF PROJECTS OF TECHNICAL COOPERATION AMONG COUNTRIES (TCC)

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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 describes 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 requires 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 continuous collaborative 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; train the countries’ human resources and strengthen 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 with one another, 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, Centers of Excellence, NGOs’, and other institutions taking part in the projects contribute with their financial or human resources, expertise, premises and general facilities.

Since the biennium 1988-1989 and up until the 2006-2007 biennium, PAHO/WHO allocated 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 (BWP)<sup>4</sup>. Each PAHO/WHO Country Office was given a portion of the designated funds to facilitate the implementation of TCC projects. Since the 2008-2009

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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.

<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 BWP – Biennial Work Plan). The BWP contains technical cooperation projects, and TCC activities are included within the expected results.

biennium, as recommended by the PAHO Subcommittee of Administration, Programs and Budgeting, TCC projects are financed through allotments of variable funds.

Country offices can only access these funds when the submitted TCC proposals are duly endorsed by the countries involved and meet the established criteria for the presentation of TCC projects.

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

In all cases, the national authorities are the ones who develop the TCC projects, with the support of PAHO/WHO Country Offices. The PAHO/WHO Country Offices facilitate the consultation and adjustment process with suggestions and comments from the corresponding 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).

### **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 a need within a country to address an issue or situation through a joint or complementary effort with another country or countries. The partner country is chosen based on their capacities and situation, recognizing that the exchange will bring added value to both sides in addressing a specific priority health situation. The issue or problem to be addressed by a TCC project must be based on a consensual agreement 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 health related situation.

It is important to note that in the early stages of the proposal, contact should be established with PAHO/WHO regional technical units in order to allow them to make suggestions that could 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 Affairs in the Ministries of Health** (or an equivalent office which handles international cooperation activities related to Health)<sup>5</sup>.

In the case of an NGO, a national institution or a collaborating center that takes the initiative to propose a TCC Project, it should be remembered that:

1. The topic to be addressed must meet the criteria mentioned in points 1.1 and 1.2
2. The proposal must have the political support of the Ministry of Health or of the pertinent national entities, as mentioned previously.
3. The PAHO/WHO Representative in the corresponding country must be aware of the participation of the institution in the TCC project proposal.
4. The institution must meet the following criteria<sup>6</sup>:
  - a) The institution's most recently audited financial statement shall be no more than two years old. The auditor's opinion shall reflect an "unqualified audit". If the opinion is other than unqualified, a formal review of the audit opinion shall be undertaken to determine whether the institution has the necessary financial controls and capacity to be included in the project.
  - b) Have a legal constitution
  - c) Provide a statement confirming compliance with national laws

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

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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.

<sup>6</sup> Criteria adapted according to defined guidelines for organizations and institutions eligible to sign Letters of Agreement with the Pan-American Health Organization.

### 1.3 Definition of common interests

The International Relations Offices or its equivalent office in the respective Ministry in charge of coordinating international cooperation in health sector activities establishes contact **with their analogous counterparts in the other countries** in order to explore if there is interest in jointly approaching the issue or problem identified, which will form the basis of the TCC project proposal.

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** accompany these initial stages of identifying common topics or issues, providing, among others:

- a) Information about countries involved in the project and their institutions;
- b) Technical support regarding the issue or problem identified;
- c) Facilitation in negotiating with other countries;
- d) Information, background or methodology for the drafting of the proposal;
- e) Information/results from other similar TCC projects

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.

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 for each project. This person will coordinate and facilitate the execution, monitoring and evaluation of the project, the 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 the final report once the project is finished.

Additionally, within each PAHO/WHO Country office a TCC focal point should be selected to support the preparation, coordination and follow-up for all TCC projects in which the Country Office is participating. This person will assure that all project designs meet the established requirements as stated in the manual. They will facilitate follow up of the various projects (including quarterly reviews, end-of-year evaluations, determining the funding requirements for each project for the next year) and they will also assist with the preparation of the final reports and ensuring their arrival, with the necessary annexes, to the CFS electronic inbox: [cfs@paho.org](mailto:cfs@paho.org).

## 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. The proposal must also include background information explaining the origin of the project and a situational analysis related to the issue or problem to be approached by the project, which should include a summary of what the health sector (and other related actors) response has been to this issue or problem in each of the countries. The specific requests from each country should be clearly defined, as should the reciprocal support being offered by each.

In the case of a subsequent phase or a continuation of a previous TCC project, the achievements of the previous project should be summarized and the final report should be included as an annex to the proposal.

The background information in the proposal must demonstrate the technical coherence of the proposal with global, regional, subregional and national mandates and agreements.

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

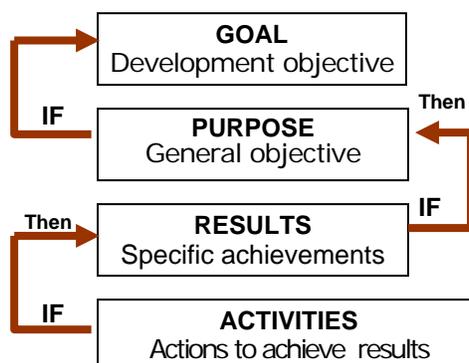
### 1.6.1 The Logical Framework

As previously mentioned, **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 inputs and activities of a project contribute directly to the achievement of the principle objective, which defines the purpose and scope of a project, as well as contributing to more immediate outcomes (the expected results). The Logical Framework helps to define the four levels of objectives and to organize them in a logical cause-effect sequence. Those designing the projects should demonstrate how the specific project activities will lead to the desired results. If the desired results are achieved, then the principle objective of the project will be reached and consequently progress will be made towards the larger scale end goal.

The stronger the correlation between the cause and effect sequence, the better the project design.

#### A PROJECT CONSISTS OF A GROUP OF RELATED HYPOTHESES



### 1.6.2 End Goal (Development Objective)

The end goal should be understood as the broader development objective, usually at the sectorial or inter-sectorial level, to which the project is proposing to contribute. Generally, this development goal is articulated in the national health plan or the specific subsector and is usually considered to be a long term effort.

By its very definition the end goal cannot be controlled exclusively by this project. The achievement of the end goal would imply a greater effort and depend on many other factors such as governmental policies, capital investments and other external factors or conditions. It may even require the formulation of other converging or complementary projects.

### 1.6.3 Principal Objective (Purpose)

On the other hand, the ***principle objective of a project can be accomplished with country contributions and the support of PAHO/WHO.***

The principle objective (or purpose) of a project defines what is expected to be achieved. A well defined principle objective is the key to the success of a TCC project. All other elements of the project (results, activities, inputs etc.) are derived from the principle objective.

The clear formulation of the principle objective of a project facilitates its execution and management. As general rule one single principle objective or purpose should be established per project, and that objective should represent or reflect the change in the system, institution, or programs that the project intends to bring about, which in turn will contribute to the end goal.

The selection of only one principle objective can be a complex task, given that TCC implies a joint effort by at least two countries with diverse contexts and varying levels of development. This task can be made simpler by considering the predominant modality of cooperation between the countries: *contribution, exchange or reciprocity.*<sup>7</sup>

### 1.6.4 Expected Results

Expected Results are what lead to the successful completion of a TCC Project principle objective. These are the tangible products that the project creates to be able to fulfill its purpose.

The expected results are controlled by the project itself and as such the teams involved in the implementation of the project are responsible for meeting the expected results. The expected results should be clearly defined in concrete and verifiable terms, such that each has a quantitative indicator to measure its success. The expected results are the desired outcomes of certain, specific activities.

The expected results can be the same for each participating country or they can be individualized per country. Again, the agreed upon model of cooperation will affect the selection process of the expected results for each country involved.

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<sup>7</sup> See document "Technical Cooperation among Countries in the Region" [www.paho.org](http://www.paho.org)

Generally a TCC project will have two (2) to four (4) expected results. Careful attention should be paid to ensure that the expected results are described in detail and are related to the achievement of the principle objective of the project. In addition, the expected results should have a direct correlation with one of the programmatic components of the Biannual Work Plans of the participating Country Offices. In the project proposal, the OSERs to which the project will contribute should be clearly identified.

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 end goal, principle objective 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 tasks through which the project will be carried out and which are needed in order to accomplish the expected results.

There can be many activities, but it is important that only those which are necessary to achieve the expected results in the desired timeframe are included as part of the project.

An activity can be formulated using action verbs like: *buy, hire, execute, make, visit, distribute, write, prepare, train, 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 framework for the project's implementation. The work plan will establish a time frame for the acquisition of inputs and for completing the various activities, including the sequence of activities and will guide the disbursement of funds for each activity. The work plan should specify a start date and an end date for the entire project. Scheduling the project is particularly important if the project extends beyond one year and into the next calendar year.

PAHO/WHO Country Offices can help to accelerate this process by keeping all **Regional Technical Units** involved with the various aspects of the proposal informed about its contents.

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 knowledge sharing but with a critical perspective that can stimulate innovation and internalization of the knowledge ;
- Projects that integrate basic components such as: consulting, training of human resources, capacity building, technology transfer, exchange of technical and scientific information and bibliographic information.
- Projects that have a multiplier effect because of the knowledge sharing and learning 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; if the programmed activities surpass the biennium in progress, the budget should be divided by each year of the project's implementation
- Generally, materials and permanent equipment are not included due to the small amount of resources. It does not cover infrastructure contraction either.
- It should also be noted that TCC funds do not include salaries either. TCC funds should be used to promote the exchange of experiences, technology and ability transfers as well as strengthen training activities which then enable a multiplier effect for national development in health.

### 1.8.2 Budget

The Budget includes:

- Estimates of direct costs of joint activities: travel, meetings, etc. Based on these estimates, the proposed PAHO contribution is calculated. The funds are then distributed among the different TCC countries involved.
- A prorated calculation of the costs of the participating personnel (their salaries, which are not going to vary whether the project is carried out or not) and where relevant, the costs of infrastructure and equipment (and non-expendable material), or supplies (such as reagents, fuel, etc.) already covered by the participating countries. These costs constitute the contribution of the counterparts, or contributions of each country.
- Experts can be contracted for specific issues or topics, so long as it responds to or contributes to an expected result for the project. This can be prorated in the budget as part of the direct costs of joint activities.

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 should be sent by the PAHO/WHO Country Representative of the leading country office, in agreement with the Representatives in the other countries involved, to the Country Focus Support office (CFS), which is the PAHO/WHO focal point for TCC projects at the Regional level. This preliminary version should be sent electronically (by e-mail) to the CFS inbox: [cfs@paho.org](mailto:cfs@paho.org).

Once the proposal is sent to CFS, the respective Country Program Advisor (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 guide the Regional Programs.

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

The comments and suggestions on the TCC proposal are sent, from Headquarters by CFS to the Country Office in the leading country. 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 and recommendations sent by CFS and the relevant Regional Technical Units and how best to incorporate them into the TCC proposal.

Once this analysis is finished, the PAHO/WHO country office in the leading country will write a final version of the TCC, including the arguments and reasoning (evidence based) regarding the changes that were not applicable according to their criteria.

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

The final version should be agreed upon by all parties involved. The PAHO/WHO country office in the leading country will then send the final version to electronically to the CFS inbox, including all observations or comments in the case where not all recommendations or suggestions were incorporated into the final proposal.

### 1.13. Resources allocation for TCC projects

CFS analyzes the political and technical consistency of the TCC project, ensuring its connection with the BWP of the involved Country Offices and confirming the existence of available funding for the project, and then prepares the recommendation 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, funding availability and the compliance with the established criteria agreed upon for TCC projects. The decision of PAHO/WHO Director is based on this analysis and the recommendations contained therein.

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 (and their relation to Biannual Work Plans of the Country Offices)
  - Activities
  - Work Plan (including start and end dates)
  - Budget
  - Focal point in the leading PAHO/WHO Country Office
- 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) and form part of the Biannual Working Plan (BWP)<sup>8</sup>, under the corresponding RER related to the topic and purpose of the project.

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<sup>8</sup> The BWP is conformed by cooperation projects, whose products and services 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.

## 2.1 Project execution

Technical staff at the PAHO/WHO Country Offices are responsible for the management of the TCC component related to the BWP project under his/her responsibility, as well as its monitoring and evaluation. They must report to the TCC focal point regarding the implementation of the project.

In addition, technical and administrative staff in PAHO/WHO Country Offices assist with follow up and provide support for the implementation process, including coordinating the travel of experts and organizing meetings, if programmed.

A TCC project can be carried out through many kinds of activities within the different technical cooperation modalities (reciprocity, interchange and contribution)<sup>9</sup>:

- **Training internships for technical cooperation:** Sending experts from one country to another for capacity building, observation visits or the reception of technical staff from other countries.
- **Interchange of experiences on methods, techniques or models,** through joint visits or meetings.
- **Joint research projects:** Transfer and exchange of knowledge and experiences or the 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 common interest.
- **Communication and information sharing:** Editing, publication and sharing of documents demonstrating the results achieved through the different activities of horizontal cooperation among the participating countries, as well as technical documents produced.

- The approval of a TCC Project depends on PAHO/WHO Director's decision, based on previous analysis by CFS and the technical opinion from Regional Technical Unit related to the topic of the project.
- 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 BWP which the PAHO/WHO Country Office presents to the Regional Office.<sup>10</sup>

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<sup>9</sup> See document "Technical Cooperation among Countries in the Region", [www.paho.org](http://www.paho.org)

<sup>10</sup> In case there should be any inconvenient for the development of the Project, Country Office will inform CFS.

Similarly, countries involved must perform their own follow up on the activities undertaken in order to make sure the expected results are achieved. This can be done with progress reports and activities related to the joint final evaluation of the project, among other mechanisms.

### 3.2 Evaluation and final report

Each TCC project must have a final evaluation. This final evaluation should involve all participating actors and institutions responsible for the project. The mechanisms to perform the final evaluation can be: meetings, exchange of communications through e-mail and any other mechanism which may facilitate reflection on the project's achievements, advances, inputs and follow up. Equally important to the evaluation, any enhancing or limiting factors that affected the project should also be discussed.

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

Additionally, the PAHO/WHO Country Offices should prepare an annual report regarding the implementation of TCC projects that should be shared with the national authorities, including the Ministries of External Relations/Foreign Affairs.

#### MINIMUM REQUIREMENTS 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) Leading country and focal point
- d) Duration of project (starting and ending date)

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

- a) Context
- b) Goal
- c) Purpose
- d) Expected Results (and relation to BWP)

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

#### 4. Work Plan

#### 5. Budget (see Annex 2)

**ANNEX 2**

CHRONOGRAM OF ACTIVITIES

Expected Result	Activity	Task	Focal Point	Country "A"	Country "B"	PAHO Country A (Regular)	PAHO Country B (Regular)	TCC Country "A"	TCC Country "B"
1.-									
	<b>Total</b>								

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 (*)
<b>Total</b>						

\* 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"

	Año 1	Año 2
TCC Budget – Country "A"		
TCC Budget – Country "B"		
PWR Country "A"		
PWR Country "B"		
Budget Country A		
Budget Country B		
Other budget <sup>11</sup>		
<b>Total US\$</b>		

<sup>11</sup> In this category other sources of financing can be included, such as: Centers of excellence, Collaborating Centers, other UN Agencies, private funding, etc.

**ANNEX 3**

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

<b>PWR:</b>	<b>TCC PROJECT FINAL REPORT INFORME FINAL DE PROYECTO CTP</b>	<b>No.</b>	<b>Date: Fecha:</b>
<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>			
			<b>Report Date / Fecha del Reporte:</b>
<b>1. GENERAL INFORMATION / INFORMACIÓN GENERAL</b>			
<b>Project title/ Título del proyecto:</b>		<b>Country Office Leading / Oficina de País Líder:</b>	
<b>Participating countries/ Países participantes</b>		<b>Start date / Fecha de inicio:</b>	
		<b>End date / Fecha de finalización</b>	
<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.