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the directing council*

PAN AMERICAN
HEALTH
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*working party of
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WORLD
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PROPOSED CRITERIA FOR MULTINATIONAL CENTERS

The Directing Council at its XIX Meeting approved Resolution XXXVII, in paragraph 2 of which the Director was requested to appoint a study group to draw up a set of general guidelines for the establishment and operation of multinational centers. The staff group appointed for this purpose reviewed the entire subject, and their recommendations are contained in this document. In this connection it should be mentioned that the Government of Argentina submitted for study by the group its opinions on this matter, which were fully taken into account and proved most helpful.

Resolution XXXVII is quoted below:

"THE DIRECTING COUNCIL,

Having considered Resolution XII approved by the Executive Committee at its 61st Meeting and the information provided by the Director on the present status of multinational centers;

Bearing in mind the extent of health problems in the Americas as compared with the limited funds available to the Organization for dealing with them;

Bearing in mind the importance of the efforts of the countries as a basic contribution to the solution of their problems, through programs in which the fundamental purpose of the Organization's participation is to promote and coordinate those efforts; and

Bearing in mind also the possibilities that the countries have of assuming more responsibility,

RESOLVES:

1. To declare that multinational centers are needed and useful, provided their policy continues to be designed to benefit all the countries, and to support the steps taken by the Organization to develop and improve existing centers, which constitute an effective means whereby PAHO exercises its functions of stimulating and coordinating multinational programs for the improvement of health. In future, multinational centers should be established in accordance with the pertinent guidelines to be approved by the XVIII Pan American Sanitary Conference pursuant to operative paragraph 2 of this Resolution.
2. To request the Director to appoint a study group to draw up a set of general guidelines setting down the basic conditions for the establishment and operation of multinational centers, in the light of the observations set forth in Resolution XII adopted by the Executive Committee at its 61st Meeting and in this Resolution.
3. To recommend to the Member Countries which are the seat of multinational centers receiving funds from the PAHO budget that they study the possibility of assuming a progressively larger share of the operating budget of those centers, while maintaining their multinational character, within the ambit of the set of guidelines which in the last instance will be approved by the XVIII Pan American Sanitary Conference pursuant to operative paragraphs 1 and 2 of this Resolution.
4. To recommend to the Member Governments that they consider the possibility of national centers of recognized standing extending their services to the countries of the Continent, in the first place to other countries in the Zone, without necessarily using the funds of the Pan American Health Organization.
5. To recommend to the Director that the funds made available as a result of the implementation of the recommendations set forth in operative paragraphs 3 and 4 be primarily used for aiding those countries that request more assistance, bearing in mind the funds available to them, the program for which assistance is requested, and the effort that has been or will be made by the requesting country."

Definition

For purposes of the general guidelines to be developed and recommended in this document, a multinational center is defined as an institution or center administered by international staff, supported to a significant degree by international funds, and providing services for all countries in the Region or a group of them in a particular area. Multinational centers logically form an integral part of the total health program, which includes national institutions serving only their own country, as well as those which also serve other countries. It is the purpose of this document to examine how multinational centers relate to the whole program as a basis for recommending guidelines for their establishment.

Program Planning

PAHO/WHO has for many years developed its program of collaboration with Governments on the basis of needs expressed by them to meet their health problems. The planning process has the objective of diagnosing health problems and determining what facilities, services, and activities are needed to deal with them, as well as the best utilization of available human and financial resources. The preparation of four-year projections now under way is expected to improve planning, both with respect to national health services and to the delineation of international cooperation and assistance.

National Programs

The diagnosis of health conditions and resources leads to a determination of health problems and their relative priority. This in turn provides the basis for planning a country health program as well as for determining the scope and nature of international collaboration which should be requested. On this basis Governments formulate their requests for PAHO/WHO collaboration in country projects.

In addition to programs for health activities to be carried out at local and national levels, the diagnosis of health conditions often discloses problems which can only be met by training and research. The first step in such circumstances is to assist in the creation or expansion and improvement of national educational and research institutions, subject to the availability of adequate national financial and human resources. Country projects may be thus developed for PAHO/WHO assistance to national institutions for services within their own country.

National Centers and Institutions Providing Services for Other Countries

The diagnosis of health conditions in the several countries usually discloses need for training, research, and technical services which exceed the capacity of national institutions and can best be provided on an international basis.

Many national educational institutions of high standard have for years opened their facilities to students and research workers from other countries. Access to them has been available to PAHO/WHO fellows, usually with only the payment of a tuition fee. Consequently, the first step in obtaining services on an international basis is to turn to those institutions whose facilities are available without assistance, except for normal tuition payments.

Where national institutions do not have adequate capacity or standards to offer their services and facilities on an international basis, it is the policy of PAHO/WHO to assist in developing them, in specific fields, to serve better their own country and also to assist other countries that do not have the financial and technical possibility of organizing similar establishments. PAHO/WHO, upon request of the Government, cooperates in the development of a center or institution whose declared intention is to provide services for programs within the country, as well as for other countries. The same principles and program priorities are applied as to any other project, including a plan of operation outlining the objectives, methods to fulfill them, assignment of executive responsibility, financial contribution of the Government and the Organization, and its chronological development. The financial capacity of the Government and the ratio of national to international activities affect the type, amount, and duration of assistance from international sources.

Examples of projects in this group are:

Venezuela-4802	Center on Hospital Maintenance and Engineering
Mexico-3301	Training Center in Immunology
Panama-4700	Food and Drug Control
Colombia-6203	Center for Teaching Pathology
Chile-6700	Population Dynamics

Multinational Centers

When the diagnosis of health conditions reveals training, research, and technical problems of common interest to several countries which can most effectively be dealt with by PAHO/WHO cooperation, and for which there is no adequate existing institution, the need arises for a multinational center. It is the responsibility of PAHO/WHO to respond by planning and assisting to establish such a center, in consultation with Governments, to provide education, research, and technical services for all countries or a group of them in a particular area.

The location of a multinational center is normally determined by relative suitability and availability of host government facilities and contribution of personnel, materials, or funds, as well as any other factors which affect ability to serve countries.

The objective of a multinational center is to support, assist, and supplement national programs in the same or related subject matter, as well as to promote international cooperation on common problems. Its activities should continue as long as the need exists, or until there is a national institution which can provide facilities and services in the same subject matter adequate to meet the needs of Governments. In general, an institution established on an international basis should be regarded as a long-term activity, subject to periodic review in the light of changing circumstances.

Since the creation and operation of multinational centers arises from the program planning process, it follows that such projects should be and are presented as an integral part of the program and budget. The budget estimates should reflect the proposed contribution of the host government and any available extra-budgetary resources, in addition to financial requirements under the regular budget. Projects for multinational centers are considered by the Directing Council or Conference for approval as part of the program and budget.

Multinational centers in operation are briefly described below:

The Institute of Nutrition of Central America and Panama (INCAP) was created by an agreement signed by the Governments of the area. It was decided that it should be administered by PAHO/WHO. In its 20 years of existence it has evolved as a high quality regional center serving the Americas as well as other countries of the world.

The Pan American Zoonoses Center deals with problems of zoonoses of interest to a large number of countries, concentrating its activities on a regional basis on rabies, tuberculosis, brucellosis, and hydatidosis. It is supported by funds from PAHO/WHO, from UNDP, and from the Government of Argentina.

The Pan American Foot-and-Mouth Disease Center was started as an OAS Technical Cooperation project with PAHO as the administering agency, later taken over as a PAHO program by resolution of the Directing Council. The problems of international control of animals and meat products make obvious the need for action on a multinational basis. The high infant and early childhood mortality in Latin America related to protein-calorie malnutrition, and the heavy economic losses due to preventable zoonoses, explain the urgency of concerted activities for the solution of these problems.

The Pan American Center for Health Planning began as a PAHO training course. It has been expanded as a center financed by the addition of funds from UNDP. Emphasis has been given by the Organization and the respective Governments to the formulation of health plans as an integral part of the national plans for development. Consequently, the training and operational research activities respond to the priority program requirements of Governments throughout the Region.

The Caribbean Food and Nutrition Institute is intended primarily to serve the English-speaking countries and territories of the Caribbean. It conserves human and financial resources by providing high quality service to countries whose individual resources would not justify a similar national institution.

Some centers have been planned with the objective of providing service to several or all countries, but their initial activities relate mainly to the country of location. Examples of such multinational centers in process of development are:

Argentina-4803	Latin American Center for Medical Administration (CLAM)
Brazil-6221	Regional Library of Medicine

Proposed Guidelines

Bearing in mind the conditions under which multinational centers are developed within the program planning process, the following guidelines are submitted for consideration of the Conference:

- a) The need for and development of multinational centers shall continue to be based on the system of planning used for the entire PAHO/WHO program, starting with a diagnosis of national health problems made by the individual countries and leading to a determination of the extent and nature of international collaboration which will best serve to support the health programs of Member Countries.
- b) Where health problems require institutions for education, research, and technical services of a standard and capacity not available within the country and whose creation would not represent a feasible or desirable expenditure of funds and manpower, priority shall continue to be given to obtaining such services on an international basis from existing national institutions in other countries. PAHO/WHO shall continue the policy

of promoting national institutions in specific fields by identifying and assisting to develop those of high quality for the country of location, as well as to serve other countries that do not have the financial and human resources to organize similar establishments.

- c) Multinational centers should be planned and promoted in consultation with Governments when there are educational, research, and technical problems of common interest which can be dealt with most effectively by PAHO/WHO cooperation, and for which there are not sufficient adequate institutions.
- d) The continuing objective of multinational centers shall be to support, assist, and supplement national programs in the same or related subject matter, as well as to promote international cooperation on common problems.
- e) Recognizing that multinational centers are institutional in character and are created only when there is no adequate existing institution, the international financial assistance is considered as a long-term commitment. Nevertheless, each multinational center should be reviewed periodically, as part of the program planning process, to determine the appropriate scope and nature of its activities and whether circumstances have changed so that its functions could be carried out adequately by a national institution.
- f) In planning a multinational center, the Director should continue to seek financial and other support from extra-budgetary sources, in addition to the regular budget. The host government should provide physical facilities and, to the extent permitted by its resources, should also contribute materials, personnel, and funds. The choice of a location should take into account the resources of a potential host government as well as any other factors affecting service to countries.
- g) Proposals for multinational centers shall continue to be presented as part of the PAHO/WHO Program and Budget, for consideration and approval by the Directing Council or the Conference.