

*executive committee of
the directing council*

PAN AMERICAN
HEALTH
ORGANIZATION



*working party of
the regional committee*

WORLD
HEALTH
ORGANIZATION



82nd Meeting
Washington, D.C.
June-July 1979

Provisional Agenda Item 16

CE82/9 (Eng.)
30 April 1979
ORIGINAL: ENGLISH

EVALUATION OF PAN AMERICAN CENTERS

Progress Report

Resolution XXXI of the XX Pan American Sanitary Conference called upon the Director to commence an evaluation of the Pan American Centers, to prepare a schedule of Centers to be evaluated, and to design an evaluation protocol for the Executive Committee.

A plan has been formulated by the Secretariat for an evaluation of the 10 Pan American Centers, based on a five-year cycle which calls for a review of two Centers per year. In drafting a schedule of Centers to be reviewed under this program, it was determined by the Secretariat that the first Center to be reviewed would be the Caribbean Epidemiology Center (CAREC). The selection of this Center, located in Port-of-Spain, Trinidad, was based on the most propitious timing regarding a requirement established in the Basic Agreement for CAREC. This requirement called for a mid-term review of the Center's operations, scheduled for December 1979. As a result, the Secretariat is combining the mid-term review of the Center activities with an evaluation of the overall program of epidemiology and related activities carried out by PAHO.

With the expectation that this initial analysis of CAREC could serve as a model for future reviews of the other Centers, the Director appointed a Study Team to advise him on the design of an evaluation protocol and to implement the necessary review process at CAREC.

The Study Team was convened in Washington, D.C., on 26 and 27 March and developed, with the Secretariat, the plan of action for the Study.

The plan adopted by the Team was to initiate a self-audit phase related to the objectives and commitments of the bilateral and multi-lateral agreements involving PAHO and the Member Governments in the Caribbean and the Host Government of Trinidad and Tobago.

Resolution XXXI stresses the need for the Centers to relate their activities to the total PAHO program. As a result, the Team developed a self-audit questionnaire accompanied by the appropriate background documents.

The key to this first phase (29 March 1979-4 June 1979) is the flexibility and latitude provided to the Center Director and his staff in developing the self-audit component within the broad parameters and guidelines established for the total program and policies of the Organization.

The second phase (4 June 1979-1 September 1979) will focus on the specific inputs and self-appraisal of the Center staff in relation to the policies and plans of the Headquarters technical and administrative management. In addition, during this period objective inputs will be obtained by the Team from various government officials and appropriate subregional groups in the Caribbean. At this time, a status report will be prepared for the Directing Council.

The third phase will involve a site visit by the Team and discussions with appropriate officials of the Governments utilizing CAREC support. The final report of the CAREC Study Team will be completed by late December 1979 and presented to the Director in early January 1980.

Recommended Schedule for Review of Centers

- | | |
|-----------|--|
| 1979/1980 | Review of disease prevention and control program and evaluation of CAREC to be completed by 31 December 1979. This initial effort will serve as a model for other Center reviews. |
| | Review of maternal and child health program and evaluation of CLAP to be initiated in January 1980 using the model established above and based on recommendations of the Executive Committee and Directing Council |
| 1980/1981 | Review of environmental health program and evaluation of CEPIS and ECO |
| 1981/1982 | Review of the PAHO program in education and training and the evaluation of BIREME and CLATES |
| 1982/1983 | Review of the nutrition program and evaluation of CFNI and INCAP |
| 1983/1984 | Review of animal health and infectious diseases and evaluation of PANAF'TOSA and CEPANZO |

Discussion

The evaluation program as described in Document CSP20/31 is a periodic review focusing on a specific Center's role as a means of carrying out a PAHO program. The evaluation of a Center would be within the context of the appropriate PAHO program, incorporating internal inputs and self-appraisal of the Technical Divisions and the Center staff along with external inputs from a team of advisers appointed by the Director of PASB. The effort for a total evaluation could vary from 2-3 months to as long as 5-6 months depending on the scope of the program and role of the Center.

Evaluation efforts, as mandated by the XX Pan American Sanitary Conference, will be extensive, ongoing activities requiring a coordinating focal group (joint evaluation unit) to constantly monitor and carry out this periodic review function. To review all 10 Centers in the coming year would require a considerable investment of PAHO resources. To ameliorate this impact, two Centers per year will be reviewed and their selection, as indicated above, is based on the sequential development of the appropriate PAHO/WHO medium-term programs.

Annex

SELF AUDIT
OF
CARIBBEAN EPIDEMIOLOGY CENTER (CAREC)

INTRODUCTION

The attached Self-Audit Outline for you and your senior staff should be completed and returned to the Director by 4 June 1979. The CAREC Review Team appointed by the Director believed that your review of your own programme would be more valuable to the future of the Centre than a completely external review, which could at best be superficial. This approach will be presented to the PAHO Executive Committee between 25 June - 6 July 1979 and to the Conference of Caribbean Ministers Responsible for Health between 10 - 12 July 1979.

Upon completion of Self Audit, the Divisions of Administration and Disease Control will review it with you, circulate their comments to you and your staff, the SAC, the CAREC Council, and the CAREC Review Team for further input by 1 August 1979. A report on the preliminary audit will be made to the PAHO Directing Council between 24 September and 5 October 1979.

After receipt of comments from the above groups by 1 November, the CAREC Review Team will site visit December 10 - 13 and prepare a final report to the Director of PASB by 15 January 1980 for presentation to the appropriate advisory bodies.

SELF-AUDIT OUTLINE

The aims and functions of the Centre, as described in the Multi-lateral Agreement for the Operation of the Trinidad Regional Virus Laboratory are:

1. To serve as a specialized technical resource, particularly in the field of communicable diseases and their surveillance and to cooperate in the programmes being developed by the Governments.
2. To achieve the reduction of mortality and morbidity associated with communicable diseases in the area.
3. To act as a centre for epidemiological surveillance for all countries in the Caribbean, which are or will be participating in, or cooperating with, the Centre.
4. To assist and advise Governments in the development of effective surveillance.
5. To assist and advise Governments by providing visiting staff experts in the surveillance, diagnosis, and control of communicable diseases.
6. To assess the resources and needs of laboratories within the area and assist in their development.
7. To promote collaborative relations with laboratories which may serve the area.
8. To provide selected diagnostic laboratory services and facilities needed for surveillance.
9. To collaborate closely with Universities of the area; particularly the faculties of medicine and agriculture; the Commonwealth Caribbean Medical Research Council (CCMRC), and the Secretariat of the Caribbean Health Ministers Conference (CHMC).
10. To provide training in epidemiological surveillance and laboratory diagnosis, and their field application for personnel at various levels in health and other related services.
11. To maintain facilities for the investigation of selected animal viruses.
12. To continue:
 - 12.1 To carry out research both in the Centre and in the field on disease problems important to the Caribbean.

- 12.2 To assist the Universities with teaching.
- 12.3 To provide facilities for visiting workers.
- 12.4 To study virus diseases and their ecology.

For each of these Aims and Functions, answer the following questions, keeping in mind the appropriate Draft Medium-Term Programming documents of PAHO/WHO:

- a) *Describe the achievements for the past five years.*
- b) *Is this an Aim or Function that should be continued? Why?*
 - (1) *If your answer to b) is YES, describe your quantifiable goals for the next five years with a calendar of achievements.*
 - (2) *If your answer to b) is NO, describe alternatives if such are appropriate.*
- c) *Are there other Aims or Functions that should be included?*

The Organization and Administration is described as:

1. Legal Capacity

The Centre shall have the capacity of a legal person to perform any legal act which may be appropriate for the execution of its functions, as laid down in this Agreement.

2. Administration

2.1 PAHO/WHO shall designate a director who shall be the chief technical and administrative officer of the Centre, and who shall be responsible to the Director of the Pan American Sanitary Bureau (PASB) through appropriate channels.

2.2 PAHO/WHO shall establish the policies and procedures governing the conditions of employment of the staff of the Centre.

3. The Council

3.1 There shall be a Council composed of one representative for each of the following Governments and Organizations, except as specified in 3.1.1.2. The composition of the Council may, in future, be modified by decision of the Caribbean Health Ministers Conference.

3.1.1 Governments

3.1.1.1 The Minister of Health of the Host Government, Trinidad and Tobago, or his representative.

3.1.1.2 Two representatives, other than from Trinidad and Tobago, who

shall be designated by the Caribbean Health Ministers Conference to serve for specific periods.

3.1.2 Caribbean Organizations

3.1.2.1 The University of the West Indies

3.1.2.2 The Commonwealth Caribbean Medical Research Council

3.1.3 International Organizations

3.1.3.1 The Pan American Health Organization/World Health Organization

3.1.4 Other

3.1.4.1 The Ministry of Overseas Development Administration

3.1.4.2 The Scientific Advisory Committee

3.2 The Director of the Centre shall serve as Secretary to the Council and may participate in the deliberations, but without vote.

3.3 The Council shall meet annually:

3.3.1 To review the Annual Report and submit it with any comments to the Director of PASB.

3.3.2 To review and make recommendations on the proposed programme and budget of the Centre to the Director of PASB, for transmittal to the CHMC.

3.3.3 To recommend to the Director of PASB for transmittal to the CHMC.

3.3.3.1 Any modification in or extension of the scale of quota contributions for participating Governments.

3.3.3.2 Policies concerning the future operation of the Centre, including provision for service to, and participation of other governments and organizations.

4. Scientific Advisory Committee

4.1 There shall be a Scientific Advisory Committee to advise PAHO/WHO and the Council of the Centre on the planning and management of the Centre.

4.2 The membership of the Scientific Advisory Committee shall be composed as follows:

- 4.2.1 Three members designated by the Faculty of Medicine, U.W.I.
- 4.2.2 One member designated by the Faculty of Agriculture, U.W.I.
- 4.2.3 Two members designated by the CHMC, of which one shall be Trinidad and Tobago.
- 4.2.4 Five members designated by the Director of PASB, of which four shall be independent scientists of international reputation in relevant disciplines, from outside the area served by the Centre.

Have there been changes in the above? Describe and justify.

What changes are desirable in the next five years? Describe and justify.

In particular, to what extent is a change in managerial arrangements desirable?

The Financial Support is described as:

The financial support of the Centre shall consist of contributions set forth in the following table for a five-year period, plus any additional contributions which may be received from Governments, Organizations, or individuals.

	<u>Source of Funds (U.S.\$)</u>				
	<u>1975</u>	<u>1976</u>	<u>1977</u>	<u>1978</u>	<u>1979</u>
PAHO	94,897	104,555	111,675	119,370	127,590
ODA	70,000	77,000	84,700	93,170	102,487
Trinidad and Tobago	102,764	144,454	184,015	198,337	210,671
Other Countries (see "Scale of Annual Contributions" in the next page)	<u>52,939</u>	<u>74,416</u>	<u>94,795</u>	<u>102,173</u>	<u>108,527</u>
TOTAL	<u>320,600</u>	<u>400,425</u>	<u>475,185</u>	<u>513,050</u>	<u>549,275</u>

SCALE OF ANNUAL CONTRIBUTIONS

(Adjusted to United Nations Scale)
(In US\$)

<u>Country</u>	<u>%</u>	<u>1975</u>	<u>1976</u>	<u>1977</u>	<u>1978</u>	<u>1979</u>
Antigua	1.23	651	915	1,166	1,257	1,335
Bahamas	8.22	4,352	6,117	7,792	8,398	8,921
Barbados	12.88	6,819	9,586	12,210	13,159	13,978
Belize	1.23	651	915	1,166	1,257	1,335
Bermuda	1.45	768	1,079	1,375	1,482	1,574
British Virgin Islands	0.26	138	193	246	266	282
Cayman Islands	0.26	138	193	246	266	282
Dominica	1.23	651	915	1,166	1,257	1,335
Grenada	1.23	651	915	1,166	1,257	1,335
Guyana	16.99	8,994	12,644	16,106	17,358	18,439
Jamaica	50.70	26,840	37,730	48,061	51,801	55,022
Montserrat	0.41	217	305	389	419	445
St. Kitts- Nevis-Anguilla	1.23	651	915	1,166	1,257	1,335
St. Lucia	1.23	651	915	1,166	1,257	1,335
St. Vincent	1.23	651	915	1,166	1,257	1,335
Turks & Caicos Islands	0.22	116	164	209	225	239
TOTAL	100.00	52,939	74,416	94,796	102,173	108,527

What deviations, if any, have there been from the planned and approved budget? Explain and justify.

What extrabudgetary funds have been received over the past five years? What have been the sources and for what purposes? What relevance have the projects had to the Aims and Functions described above?

Describe how you best see the development of future funding by source of funds, keeping in mind the Report PAN AMERICAN CENTERS (CSP 20/3), particularly page 23 (Annex 1), and the commitment of PAHO to administer the Center only through 1984.

In the light of past budgetary experience and anticipated future limitations, project and justify a core budget for the next five years.

Project extrabudgetary funds by source for the next five years, relating the projects to the Aims and Functions and draft Medium-Term Programming documents.

Personnel

Describe and justify staffing patterns by year during the five years, by professional, technical, and support staff, by country of nationality and/or origin.

Project and justify such staffing by program area for the next five years.

To what extent can the Center be staffed by regional personnel by 1984?

Project training needs, both managerial and technical, for the next five years.

List training provided to staff.

List and attach reprints.

Facilities

Describe existing facilities with photographic support.

What outside reviews have been conducted to determine safety and functioning of the facility, as well as protecting the environment?

a) What deficiencies have been corrected?

b) For those not corrected, describe what resources and what priorities and time table will be necessary.

Do you have a Safety Committee? If so, what is the composition and submit minutes if available.

If programme and budget for the next five years as projected were approved, what would your facility needs be?

Relationship to Trinidad Public Health Laboratory (TPHL)

In the past five years, what services have been assumed by TPHL that have been previously provided by CAREC or its predecessor?

In the next five years what additional services can be transferred?

In the next five years to what extent can TPHL assume regional services?

March 1979