

*directing council*

*regional committee*



PAN AMERICAN  
HEALTH  
ORGANIZATION

XXVI Meeting

WORLD  
HEALTH  
ORGANIZATION



XXXI Meeting

Washington, D.C.  
September-October 1979

INDEXED

Provisional Agenda Item 22

CD26/21 (Eng.)

2 August 1979

ORIGINAL: ENGLISH

EVALUATION OF PAN AMERICAN CENTERS

In response to Resolution XXXI of the XX Pan American Sanitary Conference, the Director appointed an Evaluation Team to advise him on the review process for the 10 Pan American Centers and to develop a model procedure which might be used in evaluating these Centers over the next five years. The model procedure, based on a self-audit by the Director and staff of each Center, is being field-tested first at CAREC, to coincide with the five-year review of that Center scheduled for 31 December 1979.

The Team met on 26-27 March 1979 and developed the self-audit questionnaire, based on the goals and objectives of the bilateral and multilateral agreements on which the work of CAREC is based. This questionnaire was sent to CAREC, and a constructive response was received from the Director and staff of the Center. The Team met for the second time on 4-6 June 1979 and reviewed the self-audit information with the Director of CAREC. The question of the future of the Center, both operationally and by sources of funding, is dependent on the as yet undeclared intentions of the Caribbean Governments and organizations involved.

A progress report (see Annex I) was made to the 82nd Meeting of the Executive Committee, which, in Resolution XVI (see Annex II), approved the model procedure for all the Pan American Centers and the interim report on CAREC. The CAREC review, as part of the review of the whole communicable disease/epidemiological surveillance program of PAHO, will be made in four phases:

- I. Self-audit. This was completed on May 28, 1979, and reviewed by the Team with the Center Director on 4-6 June 1979. Out of this review several important policy issues were identified by the Team (set out in the Attachment to Annex III).

- II. Headquarters program and management review of the Center in the context of the overall PAHO program of which the Center is a part.
- III. Evaluation of the services rendered by the Center to the countries, by the countries themselves. The basis for this evaluation was the documentation prepared in phases I and II, specifically including critical policy issues identified by the Evaluation Team. Views and comments were sought (see letter of 1 August 1979, from the Director, Annex III), from governments, subregional groups (CARICOM), the CAREC Council and Scientific Advisory Committee (through their Chairman), the United Kingdom Overseas Development Ministry/Medical Research Council, and national personnel.
- IV. The responses from phase III will be organized in Washington, D.C., on 6-7 December 1979, preparatory to a field visit on 10-14 December. The widest possible participation in the analysis and interpretation of these responses was considered vital--Host Government, other governments, CARICOM, designated individuals, CAREC Council, Advisory Committee, and CAREC staff, etc.

The Evaluation Team will prepare a report to the Director by 15 January 1980. A final report will be presented to the 84th Meeting of the Executive Committee.

Annexes

*executive committee of  
the directing council*

PAN AMERICAN  
HEALTH  
ORGANIZATION



*working party of* CD26/21 (Eng.)  
*the regional committee* ANNEX I

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 PANAFTOSA 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
<b>TOTAL</b>	<b>100.00</b>	<b>52,939</b>	<b>74,416</b>	<b>94,796</b>	<b>102,173</b>	<b>108,527</b>

*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*



EXECUTIVE COMMITTEE OF  
THE DIRECTING COUNCIL

PAN AMERICAN  
HEALTH  
ORGANIZATION

82nd Meeting

WORKING PARTY OF  
THE REGIONAL COMMITTEE

WORLD  
HEALTH  
ORGANIZATION



82nd Meeting

## RESOLUTION XVI

### EVALUATION OF PAN AMERICAN CENTERS

THE EXECUTIVE COMMITTEE,

Having examined the progress report on the evaluation of Pan American Centers (Document CE82/9) submitted by the Director in compliance with Resolution XXXI of the XX Pan American Sanitary Conference;

Bearing in mind that this Resolution emphasizes the need for the Centers to relate their activities to the total PAHO program; and

Noting with satisfaction that the Director has appointed a Study Team to advise him on the design of an evaluation procedure which could serve as a model for future reviews of all Centers and to implement the initial analysis of the Caribbean Epidemiology Center (CAREC),

#### RESOLVES:

1. To thank the Director for the progress report on the evaluation of the Pan American Centers (Document CE82/9).

2. To approve the model for future reviews of the Centers presented by the Director and the review schedule, which conforms to the development of medium-term programming in the Region.

3. To take note of the progress being made in applying this model procedure to the detailed review of CAREC.

4. To commend the Director for the early implementation of the evaluation of the Centers, in keeping with the recommendations of the report on Pan American Centers submitted to the XX Pan American Sanitary Conference in Document CSP20/3.

(Approved at the tenth plenary session,  
29 June 1979)

Letter sent by the Director

(copy)

1 August 1979

Sir,

As you may recall, the Multilateral Agreement between PAHO and the signatory governments in the Caribbean calls for a mid-term review of the Caribbean Epidemiology Center operations by December 31, 1979.

Also, Resolution XXXI of the XX Pan American Sanitary Conference mandated the commencement of an evaluation of the Pan American Centers, preparation of a schedule of Centers to be evaluated, and the design of evaluation protocol for the Executive Committee.

The 82nd Executive Committee approved the selection of CAREC as the first Center to be evaluated and to use the process developed as a model for the evaluation of the other nine centers.

I have appointed a Study Team to advise me on the design and development of an evaluation protocol and to implement the necessary review process at CAREC. My guidance to the Evaluation Team was based on the following principles: 1) The centers in this region are a good illustration of the concept of Technical Cooperation among Developing Countries. 2) While a fundamental duty of the Organization is to provide needed services upon request, when a Center renders such a service, its objective should be to establish and foster a national capability which will endure. 3) There is a continuing role for PAHO to assist the countries in the most cost effective manner in performing and/or providing needed services.

The plan approved by the 82nd Executive Committee includes a self-audit phase related to the objectives and commitments of the bilateral and multilateral agreements involving PAHO, the Member Governments in the Caribbean, and the Host Government of Trinidad and Tobago.

The key to the Self-audit Phase (29 March 1979-4 June 1979) was the flexibility and latitude provided to the Center Director and his staff in developing the self-audit component. This phase was based on the Center's perspective in relating the basic agreements through a constructive self-review of their own performance, judged against stated objectives.

The second phase, the Headquarters Program and Management Review, began on 4 June 1979 and is focusing on the specific inputs and self-appraisal of the Center staff in relation to the policies and plans of the Organization. This phase is still underway within PAHO and should be completed by August 1, 1979.

The third phase is Evaluation of Services by Countries Served. Emphasis in this phase is based on the perspective of the countries served and their expressed needs. During this phase, the focus will be placed on seeking the widest possible dissemination of the self-audit document and the issues raised during the review process. These are now being sent to you for the purpose of receiving your inputs. These should reach the Secretariat by November 1, 1979.

External Review is the fourth phase. The team of external advisors will study all of the inputs provided from the first three phases and will discuss the implications of the contributions from center, headquarters, field personnel, and nationals. A comprehensive report will then be developed and submitted to me in accordance with the instructions of the XX Pan American Sanitary Conference. A component of this phase will be a field visit by the Team in early December to meet with Center personnel, to see the Center in operation first hand, and to provide further opportunity for input by the Host Government.

Your assistance in responding by November 1 to the issues attached, as well as any other items you may deem pertinent, will be most appreciated.

Sincerely,

(signed)

Héctor R. Acuña  
Director

Attachment

Distribution

Caribbean Governments  
Host Government  
Subregional Group (CARICOM)  
CAREC Council (Chairman)  
CAREC Scientific Advisory Committee (Chairman)  
Overseas Development Ministry/Medical Research Council



KEY ISSUES REGARDING CAREC IDENTIFIED BY THE STUDY TEAM  
REQUIRING INPUTS FROM PARTICIPATING GOVERNMENTS AND ORGANIZATIONS

1. What are the most cost-effective ways of strengthening professional managerial skills in CAREC?
2. How can interrelationships of CAREC with other Caribbean governments and intergovernmental groups be expanded and improved?
3. In view of the considerable training activities already carried out by CAREC in the past five years, and planned through the next five years (to 1984), to what extent will there be a continuing need for organized training in communicable diseases in the Caribbean after 1984? If any, elaborate. If none, how can training needs best be met?
4. To what extent can training needs in the Caribbean be met by strengthening existing national institutions in Barbados, Curaçao, Grenada, Guyana, Jamaica, and Trinidad which now provide or could provide training of health auxiliaries?
5. Should PAHO have any role in providing academic undergraduate training in community health?
6. Is it reasonable to anticipate by 1985 the transfer of all of CAREC's laboratory activities to a subregional body (such as CARICOM) to function as a reference center?
7. To what extent could an expanded staff in the PAHO Caribbean Program Coordinator's Office be a nucleus for the provision of consultation services in communicable diseases?
8. What impact would an expansion of existing or planned academic facilities in the Caribbean have on the future of CAREC?
9. CAREC's 1974 mandate should be achieved by 1984. Are provisions being made in national budgets to continue the development of national communicable diseases resources in the Caribbean?
10. Given the increasing importance of extrabudgetary funds, what role do you anticipate for these funds in the future financing of the Center?