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za mir i razvoj  
Terazije 41  
11000 Beograd, Srbija

**ECPD Headquarters**

European Center  
for Peace and Development  
Centre Européen  
pour la Paix et le Développement  
Centro Europeo  
para la Paz y el Desarrollo  
Европейский центр  
мира и развития



Belgrade, 18 November 2019

**The European Center for Peace and Development University for Peace established by the United Nations**, in the framework of the International Program of Transfer of Knowledge System, in cooperation with the **Ministry of Health of Montenegro, Ministry of Health of the Republic of Serbia, Ministry of Health of the Federation of Bosnia and Herzegovina, Ministry of Health and Social Welfare of the Republic of Srpska, University of Berlin (Germany), VAMK University (Finland), Long Island University (USA), Faculty of Medicine, University of Montenegro, Faculty of Medicine, University of Banja Luka, Faculty of Medicine, University of Kragujevac, Istituto Superiore di Sanità (Italy), National School of Public Health of Greece and South-Eastern Europe Health Network (SEEHN)**, organizes

## **ECPD INTERNATIONAL SPECIALIST PROGRAM PREPARATION, PLANNING, EVALUATION, IMPLEMENTATION AND MANAGEMENT OF HEALTH SECTOR PROJECTS**

**Belgrade, Basic Program 7 – 10 Decembar 2019**

**Advanced Course 11 – 13 Decembar 2019**

**Herceg Novi, Basic Program 20 – 23 January 2020**

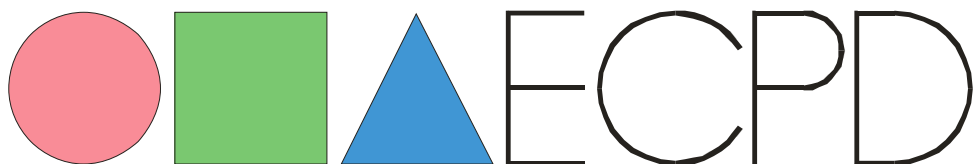
**Advanced Course 24 – 26 January 2020**

It is our pleasure to invite you to participate in the Specialist Program (hereinafter referred to as: the “Program”), aimed at improving the knowledge in the area of **preparation, planning, evaluation, implementation, and management of health sector projects**, in accordance with methodology, guidelines and standards of WHO, EU, IBRD and EBRD.

Health sector development is crucial for the social and economic progress of a country as health and well-being are pre-conditional for human capital formation and preservation. Health planning represents the first step to accomplish the things necessary to improve the health status of individuals and populations. The planning and evaluation cycle allows us to be successful in identifying and solving health problems. Efforts to understand health problems and approach their solutions in an

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orderly fashion are fundamental to successful disease control and prevention.

An effective public investment program depends to a large extent on the ability of the public sector to identify and formulate projects which are technically, economically, financially, environmentally and managerially sound to achieve national and sectoral objectives and priorities. Investment in public projects, which is the main instrument of growth and development, has fallen in many countries across Eastern Europe. Absence of well-prepared project proposals results in the lack of funding from international financial institutions such as the World Bank (IBRD), European Bank for Reconstruction and Development (EBRD), European Investment Bank (EIB) and others. Therefore, this training Program is designed to improve the capacity of preparing such project plans and studies, so that the projects can attract funding from national and international financing agencies.

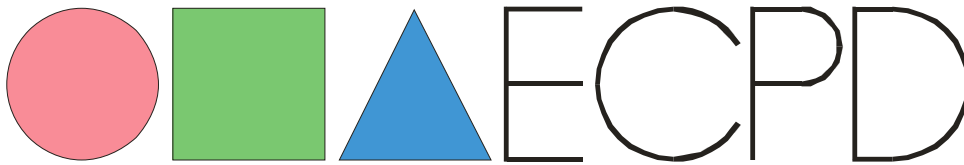
**Co-directors**, lecturers and mentors of theoretical and practical part of the Program are **Prof. Dr. Dušan Keber**, Professor of Medicine at Medical Faculty of Ljubljana, Professor of the ECPD UN University for Peace, international consultant and former Minister of Health of Slovenia, **Prof. Dr. Miodrag Ivanović**, long-standing professor at several universities in Great Britain and Professor at the ECPD UN University for Peace, **Prof. Dr. John Weiss**, the author of the World Bank Methodology of the Program Evaluation and Professor at the University of Bradford, Great Britain and **Prof. Dr. Jason Janish Madan**, Professor at the University of Warwick, Great Britain.

## Program

The program will be covering the following topics:

### **PART I. BASIC PROGRAM**

1. PRINCIPLES OF HEALTH PLANNING AND PROJECT PREPARATION
  - **Analysis of health situation in the country, region or health institution as a basis for the projects**
  - **The basic principles of strategic planning**
  - **The basic principles of project preparation in health care**
  - **Logical model and its use in project preparation**
  - **European Commission Fund - How to prepare a project proposal**
2. TOOLS FOR HEALTH PLANNING AND PROJECT PREPARATION
  - **Health standards, values and indicators**
  - **Analysis of the business environment (PESTEL and SWOT analysis, health needs assessment, environmental scanning, horizon scanning)**
  - **Analysis of inputs (EFQM assessment, mandate analysis, risk assessment analysis, GAP analysis)**
  - **Quality of data**
3. MONITORING, EVALUATION AND REPORTING OF THE PROJECT
  - **Strategic and operational analysis of project management**
  - **Analysis of inputs, processes, outputs and outcomes**
  - **Presentations, reporting and promotion**
  - **Dissemination and promotion of project results and their use**
  - **Implementation of a project**



## **PART II. ADVANCED/PRACTICAL COURSE**

Participants will split in two groups and prepare in writing two draft projects of their choice, involving planning of health system, health services, health goals of population health. The work covering three full days will progress along the logical framework, encompassing the following steps:

- **Assessment of health situation**
- **Health needs assessment**
- **Setting clear cut objectives, targets and goals**
- **PESTEL, SWOT analysis**
- **Drafting logic framework (graphic and table)**
- **Selecting input and output criteria (data and indicators)**
- **SMART evaluation**
- **Assessment of resources (people, capital & finance, assets and medical equipment, knowledge, projects and image)**
- **Writing up a formulated plan**
- **Implementation (tasks, timetable, Gantt chart)**
- **Evaluation plan (resource, process and outcome evaluation)**

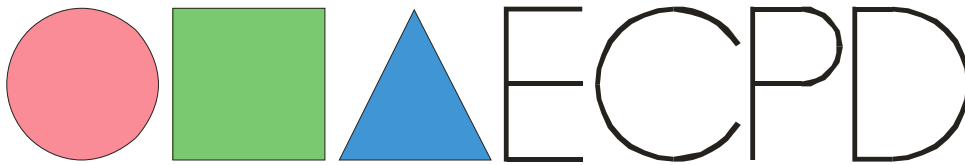
### **Objective**

This Program's ideas and recommendations are designed to provide insights into the health planning challenges, processes and outcomes, and to help those who lead or participate in health planning activities to select the appropriate framework for their work. After completion of the Program, participants will:

- **Understand how health economics, health statistics, management and finance can help participants to develop effective skills in health planning,**
- **Be able to analyze, understand and use the general principles of health planning,**
- **Know the difference between facts, evidence, data base and official health indicators to be able to create own health indicators,**
- **Achieve understanding of how indicators are applied in the preparation and monitoring of the project,**
- **Be able to use the logical model in the planning, implementation, management, monitoring and evaluation of projects,**
- **Learn the principles of analysis, interpretation and presentation of project results,**
- **Understand the importance of the validity, reliability and timeliness of information and their use in decision making,**
- **Know the structure and principles of writing project proposals and final reports,**
- **Familiarize with the methodology of preparing the project proposal according to EC requirements, and**
- **Practice on the preparation of a selected project of their choice.**

### **Organization**

This Program, carried out within seven working days, covers all the stages of planning, evaluation and realization, as well as the stages of implementation and



management of projects. At every stage of the Program, the lecturers will use case studies and exercises and discuss them with participants. Part II of the Program is entirely devoted to practical work, consisting of group drafting of selected project proposal, proposed either by participants or the mentors.

The participants will be provided with course handouts and manuals necessary for effective lecture attendance and study upon completion of the Program, as well as all presentations, authorized by the lecturers. In order to enable participants to master the lectures successfully, ECPD will **provide translation of lectures and exercises**.

### Certificate

Based on participation during the classes and acquired managerial knowledge and skills during the work of the Program, the participants will receive an **internationally valid and accredited Certificate of the ECPD UN University for Peace, VAMK University (Finland) and Istituto Superiore di Sanità, Italy**.

### Application Form and Participation Fee

**The participation fee** for the **Basic Program** of the specialist program (four days) is **590 EUR** per participant, for **Advanced Course** (three days) **490 EUR**, and for participants who decide to attend **both courses successively**, the registration fee is **reduced by 10%** and amounts to **972 EUR**. Participation fee can be paid in three installments, without interest.

Applications should be sent to European Center for Peace and Development UN University for Peace, Terazije 41, 11000 Belgrade, Serbia; Tel: +381 11 3246 041, Fax: +381 11 3240-673, +381 11 3234-082; E-mail: office@ecpd.org.rs; Website: www.ecpd.org.rs

We are looking forward to your application and meeting you soon.

Sincerely yours,

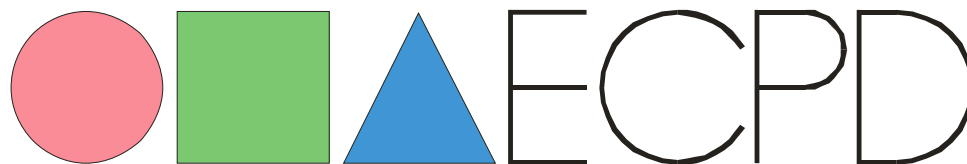
PROGRAM CODIRECTORS  
(Prof. Dr. Dušan Keber)

(Prof. Dr. Miodrag Ivanović)

(Prof. Dr. John Weiss)

ECPD EXECUTIVE DIRECTOR  
(Prof. Dr. Negoslav Ostojić)





EUROPEAN CENTER FOR PEACE AND DEVELOPMENT (ECPD)  
UNIVERSITY FOR PEACE ESTABLISHED BY THE UNITED NATIONS

## **ECPD INTERNATIONAL SPECIALIST PROGRAM PREPARATION, PLANNING, EVALUATION, IMPLEMENTATION AND MANAGEMENT OF HEALTH SECTOR PROJECTS**

**Belgrade, Basic Program 7 – 10 Decembar 2019  
Advanced Course 11 – 13 Decembar 2019**

### **APPLICATION FORM FORM**

	<b>Program</b>	<b>Participants</b>	<b>Date</b>	<b>Fee</b>
Part I	Basic Program	Beginners	7-10 Decembar	<b>590 EUR</b>
Part II	Advanced/ Practical Course	Participants who already attended the Basic Program	11-13 Decembar	<b>490 EUR</b>
Part I and II	Both programs in succession	Participants who wish to attend both parts of the program	7-13 Decembar	<b>972 EUR</b>

1. Name and surname \_\_\_\_\_

2. Educational background \_\_\_\_\_

3. Specialty \_\_\_\_\_

4. Organization (name, address, phone) \_\_\_\_\_  
\_\_\_\_\_

5. Workplace or function \_\_\_\_\_

6. Address for correspondence (if different than the given one) \_\_\_\_\_  
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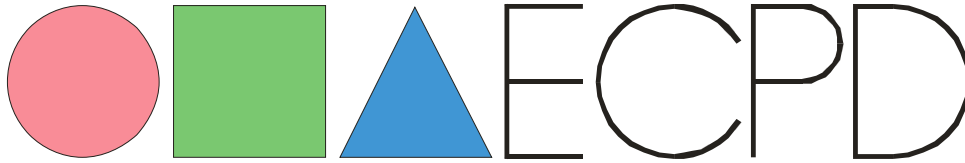
7. Phone \_\_\_\_\_ Fax \_\_\_\_\_

E-mail address: \_\_\_\_\_

The Application Form should be submitted to the European Center for Peace and Development University for Peace, Terazije 41, 11000 Belgrade, Tel: +381 11 3246 041; Fax: +381 11 3240 673; E-mail: office@ecpd.org.rs; ecpd@eunet.rs

The participation fee should be paid through ECPD account. Regarding the payment instructions and issuing of pro-forma invoice, please contact ECPD Financial Department: Tel: +381 11 3246 041; E-mail: office@ecpd.org.rs; ecpd@eunet.rs

Place and date \_\_\_\_\_ Candidate \_\_\_\_\_



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**Belgrade, Basic Program 20 – 23 January 2020  
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### **APPLICATION FORM FORM**

	<b>Program</b>	<b>Participants</b>	<b>Date</b>	<b>Fee</b>
Part I	Basic Program	Beginners	20 – 23 January	<b>590 EUR</b>
Part II	Advanced/ Practical Course	Participants who already attended the Basic Program	24 – 26 January	<b>490 EUR</b>
Part I and II	Both programs in succession	Participants who wish to attend both parts of the program	20 – 26 January	<b>972 EUR</b>

1. Name and surname \_\_\_\_\_

2. Educational background \_\_\_\_\_

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