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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



University for Peace established by the

Belgrade, 11 October 2018

**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 Federation of Bosnia and Herzegovina, Ministry of Health and Social Welfare of the Republic of Srpska, University of Berlin (Germany), Long Island University (USA), VAMK University (Finland), Istituto Superiore di Sanità (Italy) and South-Eastern Europe Health Network (SEEHN)**, organizes

## **ECPD INTERNATIONAL SPECIALIST PROGRAM**

# **PREPARATION, PLANNING, EVALUATION, IMPLEMENTATION AND MANAGEMENT OF HEALTH SECTOR PROJECTS**

**(Herceg Novi - Mediterranean Center Igalo, 26 – 30 November 2018)**

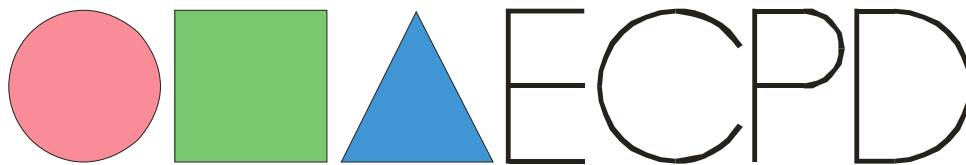
It is our pleasure to invite you to participate in this Specialist Program (hereinafter referred to as: the "Program"), dedicated to a highly topical issue and improvement of knowledge in the area of **preparation, planning, evaluation, implementation, and management of health sector projects**. Health sector development is essential for the social and economic progress of a country as health and well-being are pre-conditional for human capital formation and preservation. Strategic objectives of economic growth and human resource development are inextricably linked to a healthy nation.

**Co-directors** of the Program are **Prof. Dr. John Weiss**, the author of the World Bank Methodology of the Program Evaluation, Bradford University, Great Britain, **Prof. Dr. Miodrag Ivanović**, long-standing Professor at several Universities in Great Britain and Professor of the ECPD UN University for Peace, and **Prof. Dr. Jason Janish Madan**, Warwick University, Great Britain.

Technical and financial assistance to the South-east European countries in the past were mostly confined to macroeconomic stabilization, economic restructuring and balance of payment support so as to achieve a long-term economic growth and development. Sustained economic growth depends on an increase of efficient

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investments, especially in public sector. Investment in public projects, which is the main instrument of growth and development, has fallen in many countries across Eastern Europe. Absence of quality project feasibility studies results, as a consequence, 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.

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. This training Program is designed to improve the capacity of preparing such project plans and studies, so that the projects can attract funding from international financing agencies.

### Program

The program will be covering the following topics:

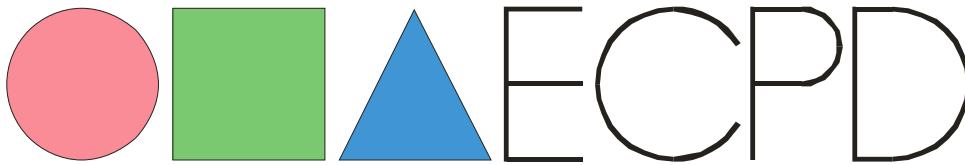
- **Introduction to the Program**
- **Identification of Projects**
- **Financial Mathematics and Introduction to Project Formulation**
- **Evaluation of Projects (Economic and Environmental)**
- **Evaluation of Projects (Financial)**
- **Uncertainty Analysis**
- **Project Implementation and Management**

### Objective

Project analysis, especially economic analysis of health sector projects, are meant to assist decision-making by selecting most efficient projects in economic, financial and technical sense, achieving desired health outcomes/benefits at the resources minimum cost. Economic analysis should be broad enough to consider macroeconomic and sector implications, economic equity considerations, and project sustainability. It is desirable for all health sector projects, in the initial stage, to assess the demand or need for the proposed project, and to consider alternative variants of the project, selecting the most appropriate one.

After completion of the Program, participants will be able to:

- **Comprehend the data and information required for identification, formulation, economic and financial appraisal, implementing and management of the projects**
- **Preparing their own feasibility study reports and critically examining Feasibility Study Reports submitted by Consultant's Organizations**
- **Planning and scheduling activities and tasks for projects implementation**
- **Planning sound project management organization during both construction and operational stages of projects**
- **Designing and implementing an efficient Project Management Information System (PMIS) to ensure periodical monitoring physical and financial progress and controlling TIME and COST over-run**
- **Exploring all possible sources of funding- public and private, and all**



**possible methods of construction, operation and maintenance including Public Finance Initiative (PFI) and Public-Private Partnership (PPP)**

### **Organization**

This Program, carried out within five working days (50 classes), 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 with numerical analysis.

The participants will be provided with course handouts, 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 simultaneous translation.

### **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 European Center for Peace and Development (ECPD) University for Peace established by the United Nations and VAMK University (Finland).**

### **Application Form and Participation Fee**

**The participation fee** for the ECPD International Specialist Program is **590 EUR** per participant, and can be paid in multiple installments.

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

### **Hotel Accommodation**

The European Center for Peace and Development University for Peace established by the United Nations has provided accommodation for participants at the **Mediterranean Center in Igalo** ([www.igalospa.com](http://www.igalospa.com); tel. + 382 31 658 555, 658 999; fax: + 382 31 332 725; e-mail: [marketing@igalospa.com](mailto:marketing@igalospa.com)), the venue of the School, at preferential rates.

Accommodation on a full board basis will be charged at the reduced price of:

- **49 EUR** per day for a single room and
- **39 EUR** for a double room, per person.

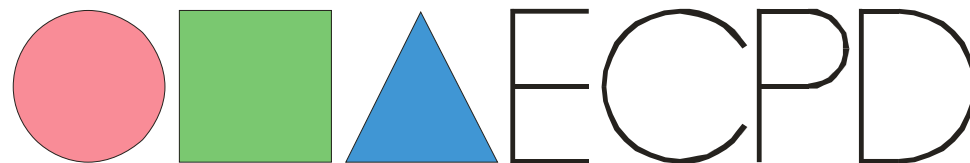
We enclose hereto the hotel booking form and suggest you to make a reservation of your accommodation through the ECPD Secretariat.

Looking forward to your application and meeting you soon, we remain,

Sincerely yours,



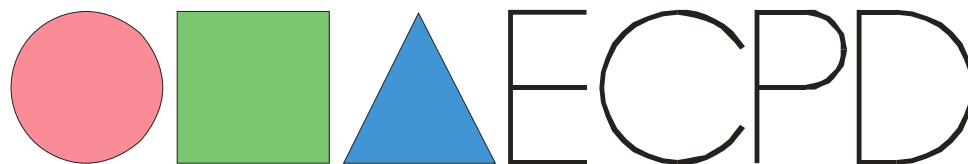
ECPD EXECUTIVE DIRECTOR  
(Prof. Dr. Negoslav P. Ostojić)



# PROGRAM

## PREPARATION, PLANNING, EVALUATION, IMPLEMENTATION AND MANAGEMENT OF HEALTH SECTOR PROJECTS

| Monday<br>26 November 2018  | Tuesday<br>27 November 2018.   | Wednesday<br>28 November 2018  | Thursday<br>29 November 2018   | Friday<br>30 November 2018  |
|---|--|--|--|---|
| <p><b>Introduction to the Program:</b><br/>rationale, aim and course structure</p> <ul style="list-style-type: none"> <li>- Definition, significance and the project role</li> <li>- Health system: national, sector and project plans</li> <li>- Importance of projects: why are the projects useful? Is there any connection between better health and economic development?</li> </ul>   | <p><b>Financial arithmetics and analytics:</b></p> <ul style="list-style-type: none"> <li>- Cost evaluation with variable error margins</li> <li>- Benefit estimation in currency value</li> <li>- Reports on money flow</li> <li>- Exercise</li> </ul> <p>Traditional methods of evaluation – reimbursement period</p> <ul style="list-style-type: none"> <li>- Exercises</li> </ul>  | <p><b>Preparation and project planning:</b></p> <ul style="list-style-type: none"> <li>- Operational and strategic methods (SWOT, TOWS, PESTLE, Situational analysis, Analysis of 5 forces, Stakeholder analysis and Gap analysis)</li> <li>- Vision, mission, aims, plans and projects</li> </ul>   | <p><b>Implementation, coordination and communication:</b></p> <ul style="list-style-type: none"> <li>- Project coordination (project plan, Budget, HR plan, structure of the management, project team and meetings),</li> <li>- Project documentation</li> </ul>             | <p><b>Analysis, evaluation and promotion of results:</b></p> <ul style="list-style-type: none"> <li>- Identification of key evaluation points,</li> <li>- Evaluation issues, indicators and targets</li> </ul> <p><b>Project results promotion</b></p> <ul style="list-style-type: none"> <li>- Strategies, methods and promotion efficiency</li> </ul> |
| <p><b>Economical – financial aspects of project management:</b></p> <ul style="list-style-type: none"> <li>- Project cycle</li> <li>- Project sustainability study and according reports. Characteristics of succesful projects in the health sector</li> <li>- Project identification, demand, market and elasticity</li> <li>- Definition, importance and analysis of: expences, time, resources and quality.</li> <li>- Exercises</li> </ul> | <p><b>Calculation of interest and discounting</b></p> <p><b>DCF</b> – techniques of discounted money flow</p> <ul style="list-style-type: none"> <li>- Net present value (NPV), intern reimbursement rate, (IRR) and the balance of benefits and costs (B/C) as criteria for independent, mutually excluding projects, as well as in situations of rationing of the capital</li> <li>- Using a unique sum and annuity factors</li> <li>- Capital reimbursement and the factor of amortization fund</li> </ul> <p>Comparing alternatives with different plan life-spans</p> | <p><b>Project plan basic elements:</b></p> <ul style="list-style-type: none"> <li>- Background, rationale, scientific and professional accountability (evidence based),</li> <li>- Aim and goals (SMART approach)</li> <li>- Target group /population,</li> <li>- Approach and methods (Scope, CSF, GANT, Partnership and synergy)</li> <li>- Results and services</li> <li>- Analysis and evaluation</li> <li>- Results promotion (Dissemination planning)</li> </ul> | <p><b>Communicational plan – techniques and methods of communications:</b></p> <ul style="list-style-type: none"> <li>- Models and techniques of communication</li> <li>- Execution of the communication plan</li> <li>-Implementation monitoring and controlling</li> </ul> | <p><b>Course Recapitulation: Discussion, questions and answers</b></p>  |



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**

**(Herceg Novi - Mediterranean Center Igalo, 26- 30 November 2018)**

**APPLICATION FORM**

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) \_\_\_\_\_  
\_\_\_\_\_
  7. Phone \_\_\_\_\_ Fax \_\_\_\_\_
- E-mail address: \_\_\_\_\_

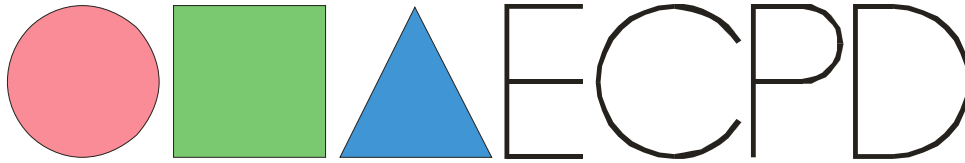
The Application Form should be submitted to the European Center for Peace and Development (ECPD) University for Peace, Terazije 41, 11000 Belgrade, Tel: +381 11 3246 041; Fax: +381 11 3240 673; E-mail: office@ecpd.org.rs and ecpd@eunet.rs

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 and ecpd@eunet.rs

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

Candidate \_\_\_\_\_

(Signature)



## INFORMATION ON THE ACCOMMODATION OF PARTICIPANTS

### ECPD INTERNATIONAL SPECIALIST PROGRAM

### PREPARATION, PLANNING, EVALUATION, IMPLEMENTATION AND MANAGEMENT OF HEALTH SECTOR PROJECTS

(Herceg Novi - Mediterranean Center Igalo, 26 – 30 November 2018)

**The European Center for Peace and Development (ECPD) established by the University for Peace of the United Nations, the organizer of the ECPD International Specialist Program: Preparation, Planning, Evaluation, Implementation and Management of Health Sector Projects** has provided, at reduced prices, accommodation for the participants at the Mediterranean Center in Igalo:

| ROOM TYPE   | TYPE OF SERVICE | PRICE OF ACCOMMODATION<br>PER PERSON |
|-------------|-----------------|--------------------------------------|
| Single room | Full board      | 57 EUR                               |
| Double room | Full board      | 45 EUR                               |

We kindly ask you to forward the application for Hotel reservation to the Secretariat of ECPD, Terazije 41, Fax: +381 11 3240 673, E-mail: office@ecpd.org.rs or ecpd@EUnet.rs

ECPD SECRETARIAT

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Kindly make your reservation for accommodation in due time by forwarding the following details:

Name and Surname: \_\_\_\_\_

I wish accommodation in 1/1 room  or 1/2 room

Date of arrival: \_\_\_\_\_, flight: \_\_\_\_\_, airport \_\_\_\_\_

Date of departure: \_\_\_\_\_, flight: \_\_\_\_\_, airport \_\_\_\_\_

Place and date

Signature

\_\_\_\_\_

\_\_\_\_\_