

Proposal For
Indian Technical & Economic Cooperation (ITEC) Scheme (FY 2026-2027)

**Title: International Public Health Management Development Program
(IPHMDP)**

Context and Need for intervention

*“Health initiatives in developing countries often fail not because of lack of scientific knowledge
but because of lack of managerial competence”*

The public health challenges faced by the developing countries and continents call for positioning qualified and skilled professionals, who can plan, execute and monitor national health programmes and public health initiatives in order to improve effectiveness and efficiency of health care delivery system. These management competencies are absolutely essential for a good manager for enhancing the performance and productivity of organizations. It is a usual practice that Healthcare Managers are designated to higher ranks based on their seniority without consideration of managerial and administrative capabilities. Further there are no formal management trainings in government and private health organizations before taking up senior management positions. Most of the existing courses on Public Health Management are theoretical, extensively elaborative, and does not comprehensively cover various aspects in a single program. Thus, there is a need to devise programmes which will impart the skills required to effectively manage the existing and emerging public health challenges and in-turn enhance the capacity of the public health managerial workforce.

The ITEC countries, like India, are struggling with dual burden of emerging and re-emerging infectious diseases (T.B, Malaria and HIV) and non-communicable diseases (diabetes, cardiovascular diseases and Stroke). Further, these countries particularly African nations have many diseases (Ebola, yellow fever, filiovirus, Vibrio cholerae O139, and penicillin-resistant Streptococcus pneumoniae etc.) including Neglected Tropical Diseases which are uncommon in other regions of world. As a region, Africa, Latin America and many parts of Asia is characterized by the greatest infectious disease burden and, overall, the weakest public health infrastructure among all regions in the world. Besides, the level of support for planning, monitoring, and training on tackling public health challenges are extremely limited. Thus, there is

an immense need to train health professionals working in national health programmes of these countries on public health management in order to tackle these emerging public health challenges. In an India-Africa Health meet (1-3rd September 2016), Dr. Soumya Swaminathan, then Director General Indian Council of Medical Research (ICMR) and Secretary of Department of Health Research, Government of India has also highlighted education and capacity building of doctors and professionals working in national health programs.

Goal

Enhance the skills and competencies of middle and senior level program managers in leadership, team building, planning, monitoring, evaluation, project management, resource allocation, budgeting, financial reporting, total quality management and public health communication for addressing public health challenges and strengthening efficiency of organizations in limited resource settings of ITEC countries.

Aim and Objectives

1. To build capacity of middle and senior level managers in designing, implementing, monitoring and evaluating program/ project operations in context to their respective countries.
2. To illustrate with relevant context-specific case studies, how the managerial functions can be leveraged to improve the overall competitiveness within and outside the organizations.
4. To equip participants in leadership skills and to appreciate gaps in the current health scenario in their countries and envision future trends in health care management for effective decision making.

Program Strategy

The program faculty shall be eminent healthcare management professionals and experts from various public and private healthcare organizations, health care program leaders from national and international agencies, faculty from 'Centres of Excellence' in healthcare and management sector, and grass-root community health senior program managers involved in innovative healthcare initiatives. A blend of teaching methods will be used to address different learning styles and course needs. It would be a mixture of lectures, case studies, problem-based learning, group discussions, assignments and participants presentations. The courses also involve the use of LCD projector, whiteboard and the virtual learning environment. The result is a rich learning experience that is relevant, practical and up-to-date.

Key Highlights of the Program

The key highlights of the program are; its design which focus on learning through a mix of traditional formal learning methods (lecture, power point presentations, case studies) and informal learning methods (exercises, real case scenarios, management games, videos, mobile applications); its concept wherein emphasis will be on application based learning in which the participants will prepare an action plan for their organization during the program which will be implemented within 3 months of completion of program; and facilitation by an elite panel of experts and facilitators from lead academic and management institutes of the country. **The main goal of the program is to ensure that the learning during the program are translated to implementation at workplace.**

Target Audience

Essential Qualification- Graduates and above

Desirable Qualification- Working in health care program/ projects.

This program is designed for middle and senior level healthcare managers, organizational leaders, hospital administrators, faculty of medical colleges and management institutes who are working in Public Health and responsible for effective and efficient delivery of healthcare program and projects through formulation and implementation of organizational strategies.

The program capacity is 25-50 participants only within an age bracket of 25-45 years.

Program Content

- MODULE:1-Public Health Management Principles
- MODULE:2- Leadership and Management
- MODULE:3- Health system Strengthening
- MODULE:4- Strategic Planning and Management
- MODULE:5- Organisational Behaviour
- MODULE:6- Human Resources Management
- MODULE:7- Supply Chain Management
- MODULE:8- Financial Management
- MODULE:9- Quality Assurance and Accreditation
- MODULE:10- Public Health Communication and Advocacy
- MODULE:11- Monitoring and Evaluation
- MODULE:12- AI In healthcare

- MODULE:13- Digital Health
- MODULE:14- Ethics in healthcare

The detailed schedule of program is attached as **Annexure-1**

Each module shall be covered in half working day, thus the entire program shall be of **2 weeks duration**. The field visit shall either be conducted at Shimla (Himachal Pradesh) or Kasuali (Himachal Pradesh) to observe the functioning of different levels of health care facilities, best practices and their Health Management Information Systems.

Program Schedule for FY 2026-2027

20th May-29th May 2026

18th November- 27th November 2026

Program Outcomes

At the end of the program, the participants will be able to

1. Create innovative strategies that provide a framework for future action in their settings.
2. Develop performance indicators, analyse data and quality reporting.
3. Design and use program budget, manage financial reporting systems to apply to organizations.
4. Learn application of Logical Framework Analysis technique for planning and successfully managing projects.
5. Enhance performance by building leadership competencies and strengthening leadership qualities.
6. Develop in-depth understanding of effective communication, change management strategies for public health advocacy and dissemination of health education messages.

Benefits to Organization

1. Health care managers can be effectively designated to senior leadership positions.
2. Improved managerial capabilities for dealing with public health management challenges.
3. Enhanced decision making in routine and crisis situations faced by organizations.
4. Overall increased performance and productivity of organizations in attaining top ranked position.

Program evaluation and follow-up

The participants will be evaluated on short and long term basis

1) SHORT TERM-

- Pre and Post Program assessment of knowledge on various dimensions of Public Health Management
- Feedback of participants regarding their satisfaction on various components of program along with fulfilment of their expectations.



2) LONG TERM –

- Development of individual Action Plans related to their work profile and submission of Action Plan Implementation Report at the end of 3 months post completion of program.

Program utility for ITEC participants

ITEC scheme will make it more affordable for the participants who have the ability but not resources to fund their education. Further, this collaboration will boost cultural (Chandigarh being a beautiful cultural destination) and medical tourism (PGIMER is an institute of excellence with all medical superspeciality) besides promoting aviation sector. In addition, participants will learn from other’s experience and expertise in health management of respective countries, which is of utmost importance in emerging area of health management. Summarily, it will help in establishing relations of mutual concern and inter-dependence which is the ultimate goal of ITEC Scheme. We are also open to any modifications in the program as per need of international participants or requirements under ITEC Scheme.

Annexure ‘1’

<u>TENTATIVE PROGRAM SCHEDULE</u>			
		INTERNATIONAL PUBLIC HEALTH MANAGEMENT DEVELOPMENT PROGRAM	
			
Day & Date	Time	Topic of Presentation	Resource Persons
Day 1 (Tue)	09:00-09:30 AM	REGISTRATION	
	09:30-11:00 AM	INAUGURAL SESSION AND HIGH TEA	
	11:00-11:15 AM	Tea Break	
	11:15-12:45 PM	MODULE:1- Introduction to Public Health Management	Dr. Sonu Goel, Professor,DCM&SPH, PGIMER
	12:45-01:45 PM	Lunch Break	
	01:45-02:15 PM	Game/ energiser	
	02:15-03:45 PM	MODULE:2- Leadership and Management-	Dr. Sanjiv Kumar, 3 Domain

		similarities and differences	Leadership Foundation, New Delhi
	03:45-04:00 PM	Discussion and Feedback	Participants
Day 2 (Wed)	09:00-09:30 AM	Recap Session	Participants
	09:30-11:00 AM	MODULE:3- Advancing Health Systems in LMICs: Strategies for strengthening health system towards SDGs"	Dr. Sanjiv Kumar, 3 Domain Leadership Foundation, New Delhi
	11:00-11:30 AM	Tea Break	
	11:30-12:45 PM	Participant Reflection /Feedback/ Social Media time	Participants
	12:45-01:45 PM	Lunch Break	
	01:45-02:15 PM	Game/ energiser	Participants
	02:15-03:45 PM	MODULE:4- Leveraging and optimising Health Workforce for Health System strengthening : Good Replicable and Innovative Practices from LMICs	Dr. Ashoo Grover, Scientist F, ICMR, New Delhi
	03:45-04:00 PM	Discussion and Feedback	Participants
Day 3 (Thur)	09:00-09:30 AM	Recap Session	Participants
	09:30-11:00 AM	Module 5: Ethics in healthcare (through case studies from LMICs)	Dr Mahesh Devnani, Medical Superintendent , AIIMS, Jodhpur
	11:00-11:30 AM	Tea Break	
	11:30-12:45 PM	Participant Reflection /Feedback/ Social Media time	Participants
	12:45-01:45 PM	Lunch Break	
	01:45-02:15 PM	Game/ energiser	Participants
	02:15-03:45 PM	MODULE:6- Integrating Health Technology Assessment in health system: models from LMICs	Dr. Shankar Prinja, Professor, DCM&SPH, PGIMER, CHD
	03:45-04:00 PM	Discussion and Feedback	Participants
Day 4 (Fri)	09:00-09:30 AM	Recap Session	Participants
	09:30-11:00 AM	MODULE 7- Sustainable models of Supply Chain Management in health: ingenious practices from LMICs	Dr. Manjushri Sharma, Assistant Professor, Panjab University, CHD
	11:00-11:30 AM	Tea Break	
	11:30-12:45 PM	Participant Reflection /Feedback/ Social Media time	Participants
	12:45-01:45 PM	Lunch Break	
	01:45-02:15 PM	Game/ energiser	Participants
	02:15-03:45 PM	MODULE:8- Team building (through gamification)	Dr. Shiv Goel , Motivational Speaker, Shimla, HP
	03:45-04:00 PM	Tea Break	
Day 5 (Sat)	09:00-09:30 AM	Recap Session	Participants
	09:30-11:00 AM	MODULE:9- Public Health Communication and advocacy (through gamification)	Prof. Amarjeet Singh, Professor,
	11:00-11:30 AM	Tea Break	
	11:30-12:45 PM	Participant Reflection /Feedback/ Social Media time	Participants
	12:45-01:45 PM	Lunch Break	
	01:45 PM	STUDY TOUR TO SHIMLA (TRAVEL)	
Day 6 (Sun)	09:30-04:00 PM	STUDY TOUR	
	07:00-10:00 PM	CULTURAL NIGHT	

Day 7 (Mon)	09:30-01:00 PM	STUDY TOUR	
	2:00 -06:00 PM	BACK TO CHANDIGARH (TRAVEL)	
Day 8 (Tue)	09:00-09:30 AM	Recap Session	Participants
	09:30-11:00 AM	Module 10: Motivation and Morale	Mr. Vivek Atray, Motivational Speaker, Chandigarh/ Dr. S K Chadha, Former Chairman, UBS, Panjab University, CD
	11:00-11:30 AM	Tea Break	
	11:30-12:45 PM	Participant Reflection /Feedback/ Social Media time	Participants
	12:45-01:45 PM	Lunch Break	
	01:45-02:15 PM	Game/ energiser	Participants
	02:15-03:45 PM	MODULE11- Quality Assurance models in health programs: experiences from LMICs	Dr. Praveen Kumar, Professor and Head, Neonatology Dept., PGIMER, CHD
	03:45-04:00 PM	Discussion and Feedback	Participants
Day 10 (Wed)	09:00-09:30 AM	Recap Session	Participants
	09:30-11:00 AM	MODULE12- AI in healthcare- innovations from LMICs	Dr. SN Panda, Professor and Director Research, Chitkara University, Punjab
	11:00-11:30 AM	Tea Break	
	11:30-12:45 PM	Action plan presentation	Action plan presentation
	12:45-01:45 PM	Lunch Break	
	01:45-02:15 PM	Game/ energiser	Game/ energiser
	02:15 onwards	VALEDICTORY CEREMONY	VALEDICTORY CEREMONY

Annexure ‘2’

Organizational Capacity: PGIMER, Chandigarh

The Postgraduate Institute of Medical Education and Research (PGIMER) is based in Chandigarh and was established in 1962 by then Prime Minister of India, Pt. Jawahar Lal Nehru. It was declared as an “Institute of National Importance” by an Act of Parliament of India on 1st April 1967 and is currently an autonomous body functioning directly under the Ministry of Health and Family Welfare, Government of India. PGIMER has almost all specialities and super-specialities departments. PGIMER has completed over 1000 research projects and more than 500 research articles are published every year in national and international indexed journals.

The Department of Community Medicine was instituted in 1977 with the purpose of developing effective models of health service delivery for rural communities and for providing community health orientation to public health professionals. To address emerging challenges in public health education and research, the Department was upgraded to School of Public Health (SPH) in the Tenth Five Year Plan of India (2002-06). It has a WHO supported Learning Resource Centre within the premises. SPH also offers regular PhD, MD, Post Graduate Diploma in Public Health Management (PGDPHM), and Master of Public Health (MPH), along with

various short-term courses in areas of epidemiology, health management, health promotion, communicable and non-communicable diseases. SPH is also involved in several research projects in collaboration with national and international organizations and state governments. Each year nearly 45 training programs are conducted with an average attendance of 30 participants per course. Department also works in coordination with several leading national and international agencies such as DBT, ICMR, WHO, UNICEF, UNFPA, DFID, MOH&FW, and MOE&F that financially support research and training projects covering most public health areas

Annexure '3'

Prior Experience of Prof. Sonu Goel

Dr. Sonu Goel, M.D., Ph.D. is a Professor in the Department of Community Medicine & School of Public Health at the Post Graduate Institute of Medical Education and Research (PGIMER), Chandigarh, India. With over 25 years of professional experience, he is a renowned public health expert specializing in health systems research, tobacco control, and public health management. He holds a Ph.D. in Health Systems Research from Maastricht University, Netherlands, an M.D. in Community Medicine, and an MBBS from Indira Gandhi Government Medical College, Shimla.

Dr. Goel has held multiple prestigious roles, including Adjunct Clinical Associate Professor at the University of Limerick, Ireland, and Honorary Professor at Swansea University, UK. He also serves as the Director of the e-Resource Centre for Tobacco Control and the e-Learning for Public Health initiatives. Throughout his career, Dr. Goel has been the Principal Investigator for more than 50 research projects funded by esteemed organizations such as WHO and ICMR. He has published over 150 peer-reviewed manuscripts and authored nine textbooks, including editions with Elsevier and Oxford University Press. Recognized for his contributions to public health, Dr. Goel has received numerous accolades, including the Young Researcher Award by IAPSM-Ford Foundation, the Public Health Excellence Award from the Ministry of Health and Family Welfare, and the Best Researcher Award from PGIMER. He is also a certified expert in global tobacco control and health management, having completed advanced programs at Johns Hopkins University and the World Bank Institute. Dr. Goel is the founder of the Strategic Institute of Public Health Education and Research (SIPHER), an advocacy-based civil society organization that has conducted over 60 national consultations on critical public health issues. A dedicated educator and social advocate, he has created public health handbooks, contributed 300+ articles to newspapers, and worked extensively in India's North-East states to strengthen immunization programs.

DECLARATION AND ATTESTATION

1. All necessary Institutional facilities will be provided if the proposals are approved for financial assistance.
2. I/We agree to submit within one month from the date of termination of the training the final training report
3. I/We agree to submit utilisation certificate and statement of expenditure duly signed by accounts department of the institute.
4. It is certified that the equipment's are not available in the Institute/Department or these are available but cannot be spared for the project

Signature: Principle investigator with seal

Signature: Head of institute with seal