



International Union Against  
Tuberculosis and Lung Disease

*Health solutions for the poor*

## THE INTERNATIONAL MANAGEMENT DEVELOPMENT PROGRAMME®





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## ABOUT THE UNION

The mission of the International Union Against Tuberculosis and Lung Disease (The Union) is to bring innovation, expertise, solutions, and support to address health challenges in low- and middle-income populations. Its scientific departments focus on tuberculosis, HIV, lung health and non-communicable diseases, tobacco control, and research. Each department engages in research, provides technical assistance, and offers training and other capacity-building activities leading to health solutions for the poor.

**The Core values of The Union are as follows:**

**Quality** - we deliver our services and products to the highest possible standards.

**Accountability** - we are responsible stewards of resources and deliver on our commitments.

**Independence** - we maintain the freedom to pursue innovation and are guided by the best evidence to improve the health of the poor.

**Solidarity** - we stand together as one Union to overcome the greatest challenges to improve health among the communities we serve.

# TRAINING LEADERS IN PUBLIC HEALTH

**Management** is the key component to any health project. A well-managed programme ensures that resources are properly allocated, funds are readily available, human resources are aligned with organisational goals, and leadership communicates effectively with staff to guarantee a cohesive and unified approach to any health programme endeavor.

The Union is helping health organisations meet their goals by training them in effective management practices. Throughout the year, health officials from all over the world receive training on how to manage and run successful health programmes with The Union's International Management Development Programme (IMDP). IMDP training guides health professionals through a series of competencies that can improve an organisation's output.

IMDP course skills focus on:

## Budgeting and Finance

Teaching the best practices in developing and monitoring budgets and working with finances.

## Human Resources

Training those in charge of human resources how to attract the most qualified staff and maintain high productivity.

## Project Management

Demonstrating the most effective ways to plan and monitor a health project throughout its life cycle.

## Strategic Planning

Guiding participants through the strategic planning process while using innovative thinking to develop contingency plans.

## Networking and Partnership

Showing the power of developing partnerships to help increase the scope of health projects.

## Leadership

Helping senior managers realise both their own potential as leaders and how to best shape the success of their health organisation.

## Communications

Giving health professionals the tools to create communications campaigns for their own health programmes.

## Supply-Chain Management

Working with participants to help them create solid logistics plans to prevent drug and resource shortages.



## IMDP VALUES

The Union's IMPD is guided by a vision of empowering individuals, organisations, governments, groups, and communities throughout the world in standing together to provide innovative health care solutions for the poor.

Our values are represented by the acronym “We Care.”

**W Wisdom**

**E Empowerment**

**C Commitment to Excellence**

**A Accountability**

**R Responsiveness**

**E Empathy**

## PREPARING FOR ACTION

The Union recognises that its courses are just the beginning of the training process. Upon completion of IMPD courses, participants are tasked with creating action plans employing what they have learned during the course once they return to their organisations. In the months that follow, participants receive advice on action-plan implementation and requests for updates. Mentoring from IMPD faculty is also available to all participants.

For more information, please visit [www.union-imdp.org](http://www.union-imdp.org).



5-10 March 2012  
Kuala Lumpur, Malaysia

## MANAGEMENT, FINANCE AND LOGISTICS

**Gain** an overview of how an effective health organisation is managed. In this foundation course, participants review core management topics, such as finance and supply-chain management, and discuss the various departments of a health organisation and how they interact in order to keep an organisation running smoothly while furthering its goals.

Issues such as drug shortages, logistics, and resource planning are presented in detail. This course also introduces participants to important financial concepts that help with calculating costs, project expenditures, and cash flow. Participants engage in real-world scenarios and class exercises that simulate how they can apply the course training in their professional careers.

### Benefits of Attending:

- Improve supply-chain management
- Exercise effective quality control
- Create budgets and monitoring plans
- Boost financial reporting skills
- Develop innovative ways to manage workloads
- Manage communications among multiple partners
- Gain an overview of health organisation management

### Who Should Attend:

Junior- to senior -level managers working in public health who oversee administrative aspects of programme development and implementation. Professionals from a variety of backgrounds may also benefit from this course, including physicians, nurses, educators, planners, and financial officers.



9-14 April 2012 Kuala Lumpur, Malaysia  
21-23 May 2012 Chicago, USA

## INFLUENCING, NETWORKING & PARTNERSHIP

**Network** with other health professionals in order to push through important initiatives. The success of public health projects is always contingent on partnerships of some kind. To develop such partnerships, leaders must constantly work to build consensus among many different stakeholders who often have opposing interests, expectations, and goals. This course trains participants in network building and establishing strong partnerships with other individuals or organisations to help with the implementation of their health initiatives.

The course guides participants through conflict management, relationship nurturing, and coalition building.

### Benefits of Attending:

- Develop useful networks among health organisations
- Create partnerships to expand a project's reach
- Build group consensus to achieve greater results
- Use the art of focused conversation to win support
- Manage conflict through improving facilitation skills
- Balance relationships to create high-performing teams
- Enhance coaching skills to boost employee performance

### Who Should Attend:

Middle- to senior-level managers working in public health, as well as managers who oversee personnel across multiple levels, divisions, and locations.

**This course is offered twice during the year.  
See above for dates and locations.**



**21-25 May 2012**  
**Kuala Lumpur, Malaysia**

## **MASS MEDIA & COMMUNICATIONS**

**Communications** has become a necessary component to any health programme. In order to effectively disseminate project information to the public or partner organisations, a communications plan is a necessity.

During this five-day course, participants will receive training on how to write a professional press release, develop promotional tools, conduct media outreach, and discover how to build positive public awareness around an organisation's work. Learning directly from experts working in mass communications, participants will engage in class exercises and real-life simulations that improve participants' knowledge of communications.

### **Benefits of Attending:**

- Develop a communications plan for a health organisation
- Increase advocacy through strategic communications
- Create powerful health-education messages
- Pitch health stories to the media for greater coverage
- Write professional press releases
- Discover how to manage a communications crisis
- Conduct confident interviews with journalists

### **Who Should Attend:**

Middle- to senior-level managers working in public health with management responsibilities in programme implementation, such as PR and communications officers, or anyone involved with organisational promotion and internal or external outreach.

A portrait of Dr. Amgalan Badamjav, a woman with dark, wavy hair, wearing a blue top with a teal necklace. The background is a wall with several framed drawings or posters.

# Dr Amgalan Badamjav

## PARTICIPANT PROFILE

Dr Amgalan Badamjav attended the IMDP course on Strategic Planning and Innovation while working for World Vision, Mongolia. She describes how she used her training in her work.

"The course enhanced my knowledge and skills for strategic planning, and upon my return from the course, I revised the organisational strategy for the TB and HIV/AIDS programmes.

"I changed the field staff training curriculum for TB and HIV/AIDS based on lessons learned from the course and organised two trainings among field health coordinators. Moreover, about 90% of our field offices put in their annual plan a specific component for advocacy, communication, and social mobilisation for TB activities, which was one of my action plan objectives", said Amgalan.

Amgalan's action plan addressed the issues of partnership and innovation in TB control. In March of 2011, just before World TB day, she and her colleagues organised a national TB forum under the theme of "Let's Fight TB Collectively by Innovative Ways".

"We organised this forum in close cooperation with the World Health Organization, Ministry of Health, National Tuberculosis Programme, and invited health and non-health partners working in TB. I understood from the course the need to decide an innovative approach for my programme, especially in the area of improving coordination and partnership with organisations", she added.

# TOBACCO CONTROL

**The Union** is dedicated to creating a global tobacco control infrastructure in order to strengthen health systems. Tobacco control organisations and ministries of health are the front line when it comes to developing and adopting legislation to reduce tobacco use and disseminating information about the dangers of tobacco. These actions have a ripple effect in health systems leading to increased life span in populations, due to fewer cases of lung disease, and fewer sick days.

To better serve tobacco control organisations and ministries of health, The Union has created a separate set of IMDP courses customised for a tobacco control audience. These courses create an infrastructure for tobacco control activities in priority countries with the highest burden of tobacco use.

This infrastructure is made up of organisations that The Union trains to be sustainable by:

- Training them to develop their human resources and attract, train, and retain qualified staff for tobacco control.
- Improving their budget planning abilities, enabling them to establish a firm financial foundation.
- Creating organisations that have strong leadership who can maintain operations while making correct strategic decisions for the organisation and its implemented tobacco control policies.
- Helping participants to create coalitions and partnerships to carry out and strengthen their work.
- Training attendees to become facilitators themselves and to carry out future trainings in their organisations when they return home.

In addition, Union tobacco control courses bring together tobacco control professionals and officials from many different countries to learn from each other and expand their networks and resources. In the past year IMDP courses for tobacco control have brought together individuals working in universities, NGOs, hospitals, and government agencies from more than 17 countries to work and learn from each other.

For more information on The Union's tobacco control initiatives, please visit **[www.tobaccofreeunion.org](http://www.tobaccofreeunion.org)**.

# Dr Natalia Celauro

A portrait of Dr. Natalia Celauro, a woman with dark hair, wearing a patterned top and a necklace, smiling slightly. The background is a lush green outdoor setting with trees and foliage.

## PARTICIPANT PROFILE

Dr Natalia Celauro is president of the organisation ‘Tobacco Free’ in Asunción, Paraguay. She spoke with us about her work and how her IMDP training has played a role in helping her achieve some of her organisational goals.

"The knowledge from the courses gave us the tools to implement successful projects in our work. It was also helpful to learn about the larger scope of working in tobacco control, not only in my country, but also on a regional level", she said.

In 2010, Dr Celauro worked to prevent a law that was not correctly aligned with the guidelines specified in the WHO Framework Convention on Tobacco Control (FCTC). "We had to justify why the law should be vetoed and present one that was in line with the FCTC."

Tobacco Free's work was instrumental in submitting an improved piece of legislation that will help lead to a 100% smokefree Paraguay. Tobacco Free has continued to work with specialists from The Union who have been providing technical support and training to staff members to further refine their management skills.

"When we initiated our work two years ago we didn't have any idea of the challenges we would face, and that we had to be managers, administrators, leaders, and communicators. Attending The Union's courses gave us the necessary tools to solve these situations", she said.



**9-14 July 2012**  
**Kuala Lumpur, Malaysia**

## LEADING MANAGEMENT TEAMS

**Leadership** is a comprehensive process that calls on leaders to manage not only their teams, organisations, and customers, but also themselves. This course first focuses on the leader's individual development, addressing the different professional competencies required for the successful executive, and then progresses into the leader's role managing teams.

The second half of the course addresses the leader's responsibilities managing at the organisational level. The relationship between a leader and external customers such as grantees, donors, or the public in general, is also covered in order to present participants with the full extent of the role a leader plays within a health organisation.

### Benefits of Attending:

- Realise the key attributes of a leader
- Understand the power of time management
- Confidently approach decision making
- Develop competencies of employees for improved output
- Become a force that drives outcomes in an organisation
- Build coalitions through relationship building
- Deliver value to customers
- Negotiate with a wide range of stakeholders

### Who Should Attend:

Middle- to senior-level managers working in public health, as well as managers who oversee personnel across multiple levels, divisions, and locations.



**20-25 August 2012**  
**Kuala Lumpur, Malaysia**

## STRATEGIC PLANNING AND INNOVATION

**Plan** strategy that anticipates challenges in health programmes. Leading teams that work within critical areas of health care is a considerable challenge to any national health programme manager who is expected to develop and adhere to strategies for a country's health projects. Become a stronger leader within your health organisation who is able to foresee potential challenges and meet them confidently by developing successful health programme strategies.

This course focuses on creating a learning organisation that has the capacity to identify key issues blocking organisational progress whether operational, strategic, or policy-related.

### Benefits of Attending:

- Grasp the steps of the strategic planning process
- Monitor strategies to measure effectiveness
- Innovate operations through brainstorming techniques
- Boost creativity to cope with unforeseen challenges
- Develop contingency plans for when strategies fail
- Create a culture of sustainable innovation
- Establish new strategies with new ways of thinking

### Who Should Attend:

Middle- to senior-level managers working in public health, as well as managers who oversee personnel across multiple levels, divisions, and locations.



**17-22 September 2012**  
**Kuala Lumpur, Malaysia**

## BUDGET AND FINANCIAL MANAGEMENT

**Budgeting** is one of the central elements that keeps a health project functioning. It touches all aspects of a health programme and can affect the outcome of any planned endeavor. Yet despite this, it is often misunderstood and not properly utilised.

This course provides participants with advanced training in the budget development process for national health programmes. Throughout the week, participants will learn how to develop, manage, and monitor a budget, as well as understand how to cope with issues such as variance analysis, cash flow, and expenditures. In addition, the course equips participants with useful financial information such as how to prepare for an audit and important accounting principles.

### Benefits of Attending:

- Create budgets specific for health programmes
- Understand and learn how to explain variance analysis
- Design financial reports
- Explore financial management concepts
- Monitor budgets throughout a project cycle
- Comprehend cost allocation and cost drivers
- Create cash flow analyses and budget forecasts

### Who Should Attend:

Junior- to senior-level managers working in public health, as well as managers who oversee personnel across multiple levels, divisions, and locations.



**15-20 October 2012**  
**Kuala Lumpur, Malaysia**

## PROJECT MANAGEMENT

**Project** planning is one of the fundamental steps in managing any health programme. Great care and attention must be paid during this crucial stage of a health project to ensure that activities run smoothly and stay on track. Fortunately, good project management skills can be learned.

This six-day course demonstrates to participants useful project management techniques to improve work flow. Participants are exposed to a variety of perspectives on public health and are guided to higher levels of expertise and confidence in their project management skills.

### Benefits of Attending:

- Implement monitoring and evaluation plans for projects
- Link schedules to resources for greater cost effectiveness
- Identify key stakeholders in a project design
- Develop a project using the Logical Framework Analysis tool
- Learn to perform a workload analysis
- Plan and schedule projects in a timely manner
- Properly mobilise resources to match a project's needs

### Who Should Attend:

Junior- to senior-level managers working in public health, as well as managers who oversee personnel across multiple levels, divisions, and locations.



**3-8 December 2012**  
**Kuala Lumpur, Malaysia**

## HUMAN RESOURCES MANAGEMENT

**Human** resources management plays an important role in health organisations. The difference between the success and failure of a health programme is often dictated by how well an organisation utilises its human resources. Just as good leadership is vital to fulfilling an organisation's mission, so is the manner in which employees are managed and developed.

Participants in this course will learn about various human resources strategies in order to meet a health organisation's HR needs, as well as practice common staff and performance management tasks such as hiring, appraisals, and managing different types of employees.

### Benefits of Attending:

- Determine an organisation's human resources needs
- Align human resources with organisational strategy
- Recruit, develop, and retain the most qualified staff
- Carry out a comprehensive organisational HR audit
- Navigate the recruitment process confidently
- Design and evaluate your own training programmes
- Match employees with appropriate career paths

### Who Should Attend:

Middle- to senior-level managers working in public health, as well as managers who oversee personnel across multiple levels, divisions, and locations.

## ADMINISTRATIVE INFORMATION

## CONTINUING EDUCATION WITH THE UNION

### Custom-Designed Courses

The Union provides business experts and instructors to create custom-designed courses that fit your organisation's individual programme needs. Combine the eight courses presented here or focus on one or two skills. Existing courses can also be delivered in-house, exclusively for your organisation or programme. For further information please email [imdp@theunion.org](mailto:imdp@theunion.org).

### Application and Selection Process

In addition to a completed application form, applicants are requested to provide a curriculum vitae. All courses are conducted in English (unless otherwise indicated), and a participant's command of the language must be at the conversational level. Applications must be submitted by the deadline stated on the website, and may be completed online at [www.union-imdp.org](http://www.union-imdp.org), emailed to [imdp@theunion.org](mailto:imdp@theunion.org), faxed or mailed. Application forms may be found on the IMDP website or on The Union website at [www.theunion.org](http://www.theunion.org) under "Courses".

### Course Cost

Course fees include lodging, breakfast, lunch, refreshments, course materials, and travel to and from the airport. All courses are 1,400 euros except the USA course 'Influencing, Networking and Partnership' which is 900 US\$ and does not include lodging, breakfast, or travel to and from the airport.

### Continuing Education

Education with the IMDP continues outside of the classroom. Visitors on the IMDP website may access dozens of free online tutorials on a variety of subjects in health programme management. In addition, participants in IMDP courses receive a free subscription to Harvard ManageMentor, an online,

management-education learning centre that features many management tutorials which can be applied directly to public health. All participants receive complimentary, annual Union memberships. With a Union membership, participants will receive the online edition of the *International Journal of Tuberculosis and Lung Disease*. In addition, participants have the option of joining a scientific section of their choice.

### Network with the IMDP

IMDP participants enjoy access to unique online opportunities for networking and information exchange in public health among previous participants and instructors. Follow the IMDP on Facebook and Twitter ([twitter.com/#!/TheUnionIMDP](https://twitter.com/#!/TheUnionIMDP)) to receive free information on management education.

**The Facebook Challenge:** The IMDP will award scholarships to IMDP courses to two lucky people who are among the first 500 people to "like" the IMDP on Facebook. It's easy, just visit the International Management Development Programme page on Facebook and hit "like"!

### Accreditation

IMDP participants are eligible for continuing medical education credits (CME) upon the completion of courses. The IMDP has also been approved as an Authorized Provider by the International Association for Continuing Education and Training (IACET). In obtaining this approval, the IMDP has demonstrated that it complies with the IACET standard which is widely recognised as a standard of good practice internationally. As a result of provider status, the IMDP is authorised to offer IACET CEUs for its programmes.



# FACULTY AND STAFF

## José Luis Castro

Management Training Programme Director  
Budget planning, finance, and management

## Holly Burkett, MA, PhD

Human resources management

## Frank G Colella, JD, LL.M., CPA

Budget planning, finance, and management

## Manuela Coletti, BED, DTEFLA

Project management, monitoring, and evaluation

## Pritha Dutt, MBA

Human resources management

## S D Gupta, MD, PhD

Project management, monitoring, and evaluation

## Dennis F Jennings, BS, M Div

Strategic planning, networking, and partnership

## Vishnuvardhan Kamineni, MBBS, DTM

Project management, monitoring, and evaluation

## Rajesh Kapoor, MBA

Management and strategic planning

## G R Khatri, MD, DPH

TB control programme management, logistics, and procurement

## Indu Kholi, MSc, MBA

Cross-cultural and interpersonal skills

## Marty J Lentz, JD

Communication and presentation skills

## Jayson Miller, BA

Marketing and development officer

## Sandra Mullin, MSW

Mass media and communications

## Andrew S Rendeiro, JD

Management, finance, and team building

## R Sankarasubramanian, MBA

Human resources development and change management

## P R Sodani, PhD

Healthcare finance and cost analysis

## Susan Rhodes, MA, MPH

Leadership and human resources management

## Nadia Vinegas, BS

Training coordinator

## G Viswanath, BSc, MBA

Strategic planning, networking, and partnership

## Judy Weddle, BS, MEd

Strategic planning, networking, and partnership

## Ron Wehrens, MBA, MSc

Operations and supply-chain management

## Elsie Zamora, BsD, MPA

Leadership and human resources management

# DONORS AND PREVIOUS PARTICIPANTS

## The Union's management courses have been supported by funds from:

- Bloomberg Philanthropies
- Canadian International Development Agency (CIDA)
- US Centers for Disease Control and Prevention (CDC)
- Norwegian Agency for Development Cooperation (NORAD)
- TB Collaboration and Coordination; Access to TB Services for All People; Responsible and Responsive Management Practices; and Evidence-Based Project M&E (TBCARE) with funding from the US Agency for International Development (USAID)
- World Lung Foundation

## Previous governments and organisations that have participated in Union courses:

### Ministries of Health

Afghanistan  
Armenia  
Cambodia  
Cameroon  
China  
Egypt  
Fiji

India  
Indonesia  
Iraq  
Kenya  
Macedonia  
Malawi  
Mongolia

Myanmar  
Nepal  
Nigeria  
Pakistan  
Philippines  
South Africa  
Sri Lanka

Sudan  
Tanzania  
Thailand  
Uganda  
Viet Nam  
Zambia  
Zimbabwe

### Other Organisations

- Bangladesh Health Foundation
- BRAC
- China Centre for Disease Control and Prevention
- Damien Foundation
- The Global Fund to Fight AIDS, Tuberculosis and Malaria
- International Committee for the Red Cross
- KNCV
- MedAir
- Southeast Asia Association for Regional Cooperation (SAARC)
- Tuberculosis Research Centre, Chennai, India
- United Nations Population Fund
- World Health Organization
- World Vision International



# International Union Against Tuberculosis and Lung Disease

*Health solutions for the poor*

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