

# SMDP News

## Sustainable Management Development Program

*Better management, stronger programs, healthier people*

DEPARTMENT OF HEALTH AND HUMAN SERVICES  
CENTERS FOR DISEASE CONTROL AND PREVENTION

### Welcome to the SMDP NEWS

SMDP News, the newsletter for CDC's Sustainable Management Development Program (SMDP) aims to:

- Inform members of the international health community about SMDP activities.
- Support graduates of SMDP's annual Management for International Public Health (MIPH) course.
- Facilitate country-to-country exchanges of information and experience in public health management development.

SMDP NEWS is published quarterly, and distributed to all MIPH graduates. Graduates are encouraged send articles, photos and updates on their activities, as well as corrections to addresses, phone numbers, email, for the mailing list.

Current and past editions of the SMDP NEWS can be viewed at our website: [www.cdc.gov/phppo/smdp](http://www.cdc.gov/phppo/smdp)

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**MIPH 2003: 27 graduates from 15 countries**

**Israel:** Rony Shtarkshall at Emory University, Atlanta

**Niger:** Sadi Moussa receives Foege Fellowship to attend Emory

**Botswana:** Training launched for HIV/AIDS program managers



### Management for International Public Health Class of 2003 Graduates

A total of 27 participants in the 2003 MIPH class—the largest class ever—came to Atlanta, Georgia, for six weeks of training from 15 countries and territories: Bangladesh, Botswana, Cambodia, Croatia, Ghana, Indonesia, Macedonia, Malawi, Mexico, Philippines, Taiwan, Thailand, Uganda, Vietnam, and Zambia. They were sponsored by nine organizations, including CDC's Global AIDS Program and the Division of Tuberculosis Prevention which together sponsored a total of 13 participants.

Offered each fall by SMDP, the Management for International Public Health (MIPH) course is now in its 12<sup>th</sup> year. And, based on feedback from each cohort of graduates, the course content, venue, and logistics are consistently improving. One change in 2003 was a move to the Midtown Residence Inn by

Marriott in the center of Atlanta's cultural district. Participants were able to take advantage of a number of theatrical and musical events during the course, just across the street at the Woodruff Arts Center, home to the High Museum, the Alliance Theater, and the Atlanta Symphony Orchestra.

This year's course featured new sessions on training-of-trainers, strategic communications, project and time management, and a complete [Healthy Plan-it™](#) workshop. Returning were popular sessions on leadership, collaboration and coalition building, health systems reform and health care financing, and advocacy.

Dr. Suzanne Smith, Acting Director of the Public Health Practice Program Office, praised SMDP as "an outstanding example of a CDC program com-

mitted to the highest standards of excellence in both training and teamwork.” She was speaking to the MIPH class of 2003 and invited guests gathered for the graduation ceremony on October 24, 2003.



Participants were also able to maintain contact with their families and colleagues through Internet access available throughout the course, and each received a set of CD-ROMs at graduation, containing all the country work plans and course materials for use in their home countries, including a new, interactive edition of SMDP’s Healthy Plan-*it*™.

The class of 2003 chose Fales Mwamba Zulu of Zambia (above) as its spokesperson, and the work plans prepared by participants from Uganda and Macedonia were selected as “best in the class.”

In her address to her classmates and those gathered to celebrate the graduation, Fales said, “We all had a dream that we would graduate and today is that day. But it doesn’t end here; it’s just begun. We now must return home, share with our colleagues, and work to improve health service delivery in our countries. We have been given the capacity to implement what we have learned here.”

Dr. Marguerite Pappaioanou congratulated the graduates on behalf of CDC’s Office of Global Health. “If there ever was a program that is a capacity-building program, it is MIPH.” She noted her feeling of kinship with Macedonia, as a Greek-American, and commented on the Macedonia country work plan. To Drs. Spasovski and Tozija she said, “You have presented a realistic example of planning and, even though you have described decentralization as a potential barrier, remember that it can also be viewed as an advantage.”

Since 1992, 235 participants from 55 countries have graduated from the MIPH course. They have, in turn, provided public health management training in their home countries to more than 2,000 workshop participants around the world.



**Wamuyu Maina (Uganda)—**  
*“The MIPH course offers a practical and simple approach to ensuring quality in our public health projects.”*

**Chisala Chabala (Zambia)—**  
*“I’ve gained the knowledge and techniques that I can use to improve both my personal and my management skills.”*



**Dr. Marguerite Pappaioanou of the CDC Office of Global Health chats with 2003 graduates (from left) Dr. Nguyen Mai Ahn and Dr. Pham Houang Yen.**

## Hanoi Conference Rescheduled for March 8-13, 2004

Mark your calendars and register now for the SMDP’s second biennial Conference on Strengthening Public Health Management Training Capacity. Awards to be presented at the conference include two for Applied Learning Projects and one for Management Training Excellence. The conference capacity is limited, so please register early.

The conference is sponsored by the CDC in collaboration with the Vietnam National Institute of TB and Respiratory Disease and the Hanoi School of Public Health. An updated application form and conference information are available on the SMDP website: [www.cdc.gov/phppo.smdp](http://www.cdc.gov/phppo.smdp).





**Sadi Moussa ('95)**, pictured above, MIPH graduate from Niger, is in Atlanta to earn a masters degree in public health at the [Rollins School of Public Health](#), Emory University. He is one of the first cohort of recipients of the William H. Foege fellowship at the Rollins School. Sadi has been director of the Carter Center Guinea Worm Eradication Project in Niger for 10 years, and, as director, each year he brought 40 supervisors to the capital city for four days of training in using data for decision making. This training, he said, was based on his MIPH experience.

The Foege Fellowship, granted to four scholars each year, is named for retired CDC Director Dr. William H. Foege. Dr. Foege now serves as an advisor to the Bill and Melinda Gates Foundation, which gives more than \$1 billion each year to public health efforts around the world and funds the Foege fellowship program.

**Ronny Shtarkshall ('98)** (below) is in Atlanta from August 2003 to January 2004, dividing his time between research at the Emory Rollins School of Public Health and study at Atlanta's Behavioral Medicine Institute. Ronny teaches at the Hebrew University Haddasah, Braun School of Public Health and Community Medicine in Jerusalem, Israel.

Since graduating from the MIPH course, Ronny's interest in developing countries has grown. "I worked in public health before my MIPH experience, teaching in the school of public health, but most of my work focused on behavior and less was on the macro aspects of organizing, evaluating, or developing leadership capability. Following the MIPH course, I became more interested in capacity development. I had taught courses in Israel on developing culturally appropriate programs for HIV prevention. These courses were for public health professionals in developing countries who would come individually to my university, but following MIPH, I rethought the whole concept and began looking to teach these skills in a target country."

He was first invited to South Africa through a collaboration between Hebrew



University and a university in Kwazulu, Natal, to develop a course similar to that offered at Hebrew University. He explained, "In Israel, we could bring in one or two people from each country, but working in South Africa, we could build a whole cadre of trained trainers." A team from Hebrew University is currently working with a team from the Nelson Mandela School of Medicine's department of community health to create and teach a course on culturally appropriate responses to HIV prevention and to train others to carry out similar programs.

A downloadable Acrobat-readable PDF version of Ronny's paper on migrant populations is available from the UNAIDS website—"Migrant Populations and HIV/AIDS: the development and implementation of programmes: theory, methodology, and practice," report 1/6/2000, UNAIDS, UNESCO (see [www.unaids.org](http://www.unaids.org)). For a longer version of this interview, please visit [the SMDP website](#).

**Keerti Bhusan Pradhan (MIPH '01)** was invited by the Bangladesh office of Sight Savers International to conduct a capacity-building training program for 15 of the eye care partner's organizational staff. The workshop was held October 14-22, 2003. Keerti and two of his colleagues from LAICO planned, designed, and carried out this highly successful program that included leadership skills, team work, planning and management of community outreach, MIS, TQM, and flow analysis.

### UNAN School of Medicine Incorporates Total Quality Management

The National Autonomous University of Nicaragua (UNAN) is working with the SMDP and CARE, through the Management Training for Health Workers in Nicaragua, a project funded through the American Teachers of Preventive Medicine, to provide management training to fifth-year medical students. The 44-hour course, entitled Introduction to Total Quality Management, consists of 17 hours in the classroom followed by 27 hours of practicum. A total of 127 students, divided into 27 work groups, comprised the first cohort. The team of instructors who worked with them on their practicums included six UNAN professors and MIPH alumni Mario Jimenez ('00) and

Armando Ulloa ('01), Department of Preventive Medicine, UNAN School of Medicine; and Harold Rugama ('01) manager, Management Training Unit.

In July 2003, the 127 students concluded their applied learning projects and presented their results. These projects allowed students to apply management skills to address public health delivery in hospitals and health centers.

Introduction to Total Quality Management has been fully integrated into the curriculum of the health administration

course of medicine in UNAN-Managua. The Unit draws upon materials and techniques from the annual MIPH course in Atlanta.



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## Botswana Launches Management Training for HIV/AIDS Program Managers

MIPH graduates from Botswana developed and carried out a training program for 15 HIV/AIDS program managers in 2003. They assessed management training needs, developed a curriculum, conducted workshops, and supervised applied learning projects. The graduates who conducted the management training program were Audrey Kgosidintsi ('00), Martin Mosima ('01) and Othilia Phumaphi ('02), of the Institute of Development Management ([IDM](#)); and Mary Grace Alwano ('95) and Ronald Molosiwa ('01) of [BOTUSA](#) (a collaboration of the Botswana Government and the CDC). From SMDP, Brian Robie and Janna Brooks provided technical assistance.

The 15 workshop participants came from the Botswana Family Welfare Association (BOFWA), Botswana Christian AIDS Intervention Program (BOCAIP), Tirisanyo Catholic Mission, Lab Services, and the Tebelopele Voluntary Counseling and Testing (VCT) Clinics; in addition, one was a district AIDS coordinator.



Training began with a two-week workshop in June that covered these topics:

- Team-building
- Leadership
- Planning, time and change management, flow analysis
- Conflict management
- Presentation skills
- Total Quality Management
- Monitoring and evaluation

Following the June workshop, participants formed quality improvement teams at their worksites and carried out applied learning projects that addressed a number of topics,

including low percentage of blood samples sent for quality assurance; insufficient mobile testing visits to catchment areas; low attendance of persons living with AIDS at support group programs; and low numbers of clients accessing the HIV/AIDS VCT center services.

MIPH graduates and SMDP staff provided onsite supervisory visits in August, and the MIPH graduates followed up with additional onsite visits, phone calls, and email contact.

During a final one-week workshop and graduation in November, participants learned about budgeting, marketing, and project management.

Speaking at the graduation ceremony, Dr. James Othwolo, Head of the Ministry of Health's Primary Healthcare Department said, "I am happy that this training did not focus just on theory, but was a programmatic approach with projects that were monitored and supported. The challenges of HIV are so great that those combating it must have effective management skills."

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## Mamadou Dravé, M.D., M.Sc., Joins SMDP as Newest Career Development Fellow

Dr. Mamadou Dravé (MIPH '98) joined SMDP in August 2003 as a Career Development Fellow of the Association of Teachers of Preventive Medicine (ATPM). Previously, Mamadou worked for Health Canada in Quebec as a Program Manager. He is originally from Mali, where he worked for the Ministry of Health. He has also worked with such international and bilateral organizations as WHO, UNICEF, the UN Population Fund, UNAIDS, the World Bank, West African Health Organization, French Cooperation, USAID, CIDA, Dutch Cooperation, and Swiss Cooperation.

Mamadou received his medical degree from the Institute of Medicine of Crimea in the Ukraine, and holds a master of science degree in community health from the University of Montréal. As Regional

Health Director in Sikasso, Mali, he managed epidemiology, reproductive health, and categorical disease programs. He also led the team that created the five-year strategic plan for socio-sanitary



development of the Sikasso Region 1990–1994. He has worked as a clinician in both Mali and neighboring Côte d'Ivoire, and represented Mali on the Transitional Working Group of the Global Fund to fight AIDS, Tuberculosis, and Malaria. During his ATPM fellowship, he will assist MIPH graduates in Africa and the Caribbean to create and implement public health management training programs.

Mamadou said, "I have been looking forward to working more closely with francophone countries and helping MIPH graduates on projects and program management.

"I am very happy to join the team. I am looking forward in the next two years to implementing modern management techniques for public health management around the world."