IMPACT

Improving Public Health Management for Action

August 21, 2015 - DRAFT

Overview and Competency Guide

Table of Contents

Acknowledgements

The organization and content of this guidance document draws from the programmatic framework of both the Public Health Prevention Service (PHPS) fellowship program and the Field Epidemiology Training Program (FETP). Technical references include the training efforts for Public Health Prevention Services (PHPS), Public Health Associate Program (PHAP), Presidential Management Fellows (PMF) Program, and Council of State and Territorial Epidemiologists (CSTE) Fellowship program.

Individual contributors include Allison Mauri, Susan O'Connell, Patrick McConnon, Kashef Ijaz, Shelly Bratton, Alison Johnson, Miranda Bodfish and Patricia Simone (CDC IMPACT Team). Other contributors include James (Bo) Barrow, Nancy Gathany, Bill Parra, Ron Stoddard, Cheryl Tryon, Yescenia Wilkins, Rebecca Cook (IMPACT Advisory Workgroup).

A thank you is also in order for the many staff in the Center for Global Health, the Sustainable Management Development Program, and elsewhere in CDC who contributed content and experience to help inform this effort.

About this handbook

This handbook is intended to describe how the IMPACT training program is structured to successfully prepare fellows for careers as public health managers. It explains the competency model in detail and serves as the foundation for all other supporting material. This document is intended as a starting point for any audiences interested in learning about the IMPACT program.

IMPACT Overview

Purpose

Improving Public Health Management for Action (IMPACT) will develop a cadre of highly trained public health managers in partner countries to work with scientists, advance public health agendas, and improve health outcomes using the newest tools of public health..

Program Overview

The IMPACT fellowship program is a competency-based, two-year training and service program. IMPACT provides fellows with experience in public health program planning, implementation, management, and evaluation through specialized hands-on training and mentorship. IMPACT fellows are assigned to a field site that provides opportunities to develop competence as a skilled program manager and to provide service applicable to projects that will improve public health.

In addition to meaningful and challenging on-the-job activities, IMPACT provides formal instructor-led training (also known as didactic training). Skills are further developed through hands-on developmental activities that enable IMPACT fellows to learn and practice skills essential to managing public health programs. Emphasis is placed on developing competence in program and operations planning, program management and evaluation, basic public health sciences, emergency preparedness and response, oral and written communication, team building, negotiation, and conflict resolution.

Graduation from the IMPACT program signifies that the fellow has gained extensive experience in public health and developed both the management and leadership competence needed to contribute to improving the health of populations at the national, state, district, and local levels. IMPACT graduates will be able to apply the experience, knowledge, and skills developed by the IMPACT program to address critical public health challenges and serve as public health leaders in their countries and beyond.

Background and Need

The tools of public health have advanced rapidly in recent years with the development of improved vaccines, pharmaceuticals, diagnostic techniques, combined interventions, communications, and technologies. Without strong public health management in low- and middle-resource countries, critical global health initiatives often fall short of their goals instead of significantly improving outcomes.

"In 60 years, [IMPACT] will be the same kind of signature program as Epidemic Intelligence Service and will address one of the major barriers in global health today – the gap between tools available and the delivery of those tools."

-Dr. William Foege, former CDC Director and Senior Gates Foundation Fellow

Since its establishment, CDC has effectively addressed and combatted public health challenges. Just as CDC successfully globalized its Epidemic Intelligence Service (EIS) through Field Epidemiology Training Programs (FETP), IMPACT will leverage CDC's experience developing large cadres of public health managers, known as Public Health Advisors (PHAs). CDC's PHAs work as indispensable partners with CDC scientists around the globe to successfully address public health challenges such as smallpox, polio, vaccine-preventable diseases, infectious diseases, and other public health priorities.

Through IMPACT, CDC will partner with selected Ministries of Health to develop a cadre of well-trained mid-level public health professionals who can improve public health program management.

Partnership with Selected Ministries of Health (MOH)

IMPACT will differ from existing management training programs by leveraging the resources available from CDC, building on CDC's strong relationships with MOH, and focusing on developing long-term, sustainable, country-owned programs.

Delivery of the two-year IMPACT training program is preceded by pre-launch activities by the CDC in partnership with the Ministry of Health. The details of these pre-launch activities are described in the IMPACT implementation guide. Before the training commences, the IMPACT program will be integrated physically and organizationally into the MOH with a full-time IMPACT Director.

CDC will provide a Resident Public Health Advisor and assist in securing training faculty during years 1 and 2 of the training. During subsequent years, CDC will provide only long distance consultation and one site visit per year. As part of these on-site visits an evaluation of IMPACT will be implemented to assist the Country IMPACT Director in reporting accomplishments to the stakeholders including the CDC Foundation, CDC, and funding organizations.

Target Audience

The audience for the training program will be sub district, district, or county level public health professionals who:

1. aspire to work in public health program management or supervisory roles, or
2. are preparing for higher level management roles and are early in their careers.

This may include experienced front line staff or early career supervisory/management staff with little to no experience in program management or supervision. IMPACT will provide training and experience so that fellows become competent in these areas.

Fellows will be recruited and selected through a competitive process from various settings, including the current Ministry of Health workforce and those serving in other public health arenas. The recruitment and selection process and incentives for participation are described in the IMPACT implementation guide.

Responsibilities of the fellows during their training years may include designing, developing, implementing, and evaluating programs; supervising staff; establishing and maintaining community partnerships; managing timelines and project work plans; or other public health related duties as assigned. Special assignments and opportunities will be

made available either at their primary training site or elsewhere to provide for accelerated on-the-job learning.

Program Structure

The IMPACT Fellowship Program is a competency-based training and service program that will build public health systems capacity in the countries, by recruiting promising, early career health workers and building their competencies through on-the-job training and mentorship.

The three components of the program design are as follows:

1. Approximately 10-15% formal instruction (also known as didactic training)
2. Approximately 70-80% field assignments (also known as Core Activities for Learning)
3. Approximately 10-15% mentoring
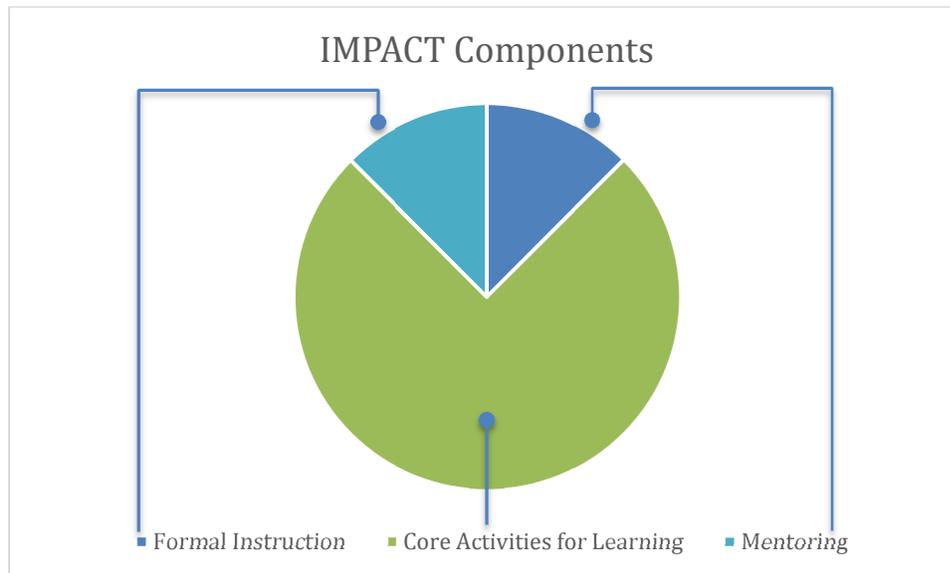
These components are further described next.

1. Formal Instruction

IMPACT is largely an applied on-the-job learning experience that also includes didactic activities designed to support the experiential learning and reinforce the competencies. Through didactic learning, the fellows learn from and interact with known experts in the public health and management fields and they interact with each other as they learn. Core course content on essential public health management skills is enhanced with context and examples relevant to their particular countries.

2. Core Activities for Learning

The hallmark of IMPACT is its experiential learning format that requires the fellows to apply what they learned in the didactic training during field assignments. Under the guidance of an experienced Resident Advisor and an assigned mentor, fellows begin by creating a 2-year work plan that outlines the hands-on work assignments and associated training that will lead to the attainment of the IMPACT competencies. These work assignments, known as Core Activities for Learning (CALs), are described in the following table. There are four

required 'capstone projects' which result in four major deliverables. There are also five 'developmental projects' which are also required, but may be included within or separate from the capstone projects.

Later in this guide, mentors are provided with guidelines with which they can evaluate and support the fellows' fulfillment of these required activities.

List of IMPACT Core Activities for Learning

Required capstone projects	Competencies Addressed
1. Design a major public health project or program including an operational plan and evaluation plan	1.2, 1.3, 1.4, 1.5, 2.1, 5.2, 5.4, 5.5
2. Design, conduct, and report an evaluation of an existing public health program or large project	1.4, 1.5, 2.1, 3.1, 4.1, 4.2, 5.5
3. Develop a health needs assessment that provides data on the factors contributing to health or identifies health service gaps in a community.	3.1, 3.2, 3.3, 4.1, 4.2, 5.5
4. Provide management/operations support for a field investigation or response to a potentially serious public health problem that requires a timely response	8.1, 8.2, 8.3, 8.4

Required developmental projects	Competencies Addressed
5. Provide verbal and written briefs on program and project plans and status to leadership	1.2, 2.1, 5.3, 5.5
6. Organize and facilitate effective large and small meetings of health professionals, community leaders and others resulting in documented outcomes	2.1, 2.2, 2.3, 2.4, 2.5, 2.6, 2.7
7. Develop and present a staffing plan and budget for a program or major project	1.1, 2.7, 7.1, 7.2, 7.3, 7.4
8. Facilitate or participate in consensus building activities within a multi-disciplined work group to prioritize at least 1-2 public health challenges and document the results	2.1, 2.5, 2.6, 5.2, 5.5
9. Communicate scientifically based prevention and risk concepts to public health staff, community leaders, and the public	2.1, 2.3, 2.4, 3.1, 6.1, 6.2

3. Mentoring

A key strategy of IMPACT is a skilled mentor who is supportive and available to the fellow. These mentors play a crucial role developing the future managers and leaders in their country. Mentors are asked to reinforce IMPACT competencies and provide opportunities to expand their fellow's knowledge of public health management in practice.

A formal program to recruit and support high quality mentors is a high priority for every management training program. The IMPACT implementation guide provides guidance for the recruitment and selection of mentors.

IMPACT Competencies

IMPACT is a competency-based program, similar in nature to many training programs at the U.S. Centers for Disease Control and Prevention. Under the IMPACT program, a competency is defined as a combination of knowledge, skills, and abilities that are critical to the effective and efficient performance as a public health manager. IMPACT competencies provide a framework for the training, assignments, and practical activities of the fellows and describe capabilities the fellow should be able to demonstrate following program completion. Competencies are also core to the program planning and evaluation process and will continue to evolve to meet the expanding mission of public health.

Development of the IMPACT Competencies

The IMPACT competencies were adapted from the Core Competencies for Public Health Professionals, which was created by a collaborative of 20 U.S. public health organizations, including the CDC. The collaborative is collectively known as the Council on Linkages between Academia and Public Health Practice, or the Council on Linkages.

In addition to the competencies defined by the Council on Linkages, an additional competency was added to the IMPACT program to address the critical issue of emergency preparedness and response in developing nations. This eighth competency is defined as Emergency Planning, Preparedness, and Response. The final modification that was made to the Council of Linkages competencies was that the Cultural Competency domain was not included.

The IMPACT program competencies target a mastery level equivalent to the Council of Linkages Tier 2 Core Competencies for Public Health Professionals, which is described as: "Program Management/Supervisory Level. Tier 2 competencies apply to public health professionals in program management or supervisory roles. Responsibilities of these professionals may include developing, implementing, and evaluating programs; supervising staff; establishing and maintaining community partnerships; managing timelines and work plans; making policy recommendations; and providing technical expertise."

Domains and Competency Statements

The IMPACT competencies are divided into 8 domains (skill sets):

1. **Program Planning and Management**
   1.1. Applies basic concepts of supervision, team building, and conflict resolution.
   1.2. Creates program plans, including tasks, resources, schedules, milestones, and outcomes.
   1.3. Develops concepts and strategies to implement program initiatives targeting general or specific audiences.
   1.4. Conducts systematic monitoring and evaluation methods to assess program processes, outputs, and outcomes.
   1.5. Summarizes and reports progress on program implementation.

2. **Communication**
   2.1. Effectively communicates both orally and in writing.

2.2. Selects and uses tools as appropriate to support program-level public health work including: email, voice, and electronic messaging, presentation and spreadsheet applications, and geographic information systems.

2.3. Develops and implements health promotion communications strategies within community based health education and community development activities.

2.4. Conveys accurate and objective knowledge about and understanding of health risk or hazards to diverse audiences including restatement of measures of risk such as probability, risk ratios etc.

2.5. Organizes and conducts effective meetings.

2.6. Develops talking points, Q and As, and other briefing documents that reflect a thorough understanding of program goals and objectives.

2.7. Applies communication and group dynamic strategies (e.g., principled negotiation, conflict resolution, active listening, risk communication) in interactions with individuals and groups.

3. **Community Partnership Development and Community Assessment**

3.1. Collaborates with community partners to develop, implement, and evaluate programs for the purpose of improving public health.

3.2. Identifies community assets and available key resources for services.

3.3. Conducts community health needs assessments using established guidelines.

4. **Analysis and Assessment**

4.1. Utilizes the public health information infrastructure to collect, process, maintain, and disseminate data.

4.2. Leads analysis of data to examine the effectiveness of programs and to inform decisions.

5. **Organizational Leadership and Systems Awareness.**

5.1. Contributes to implementation of organizational strategic plans.

5.2. Identifies and analyzes concerns and develops recommendations to resolve problems related to program operations.

5.3. Creates an individual development plan for increasing knowledge and developing skills to lead.

5.4. Recognizes and follows public health laws, regulations, policies, and procedures when managing a component of a public health program, intervention or research.

5.5. Navigates organizational interests and builds relationships to effectively work across agencies and organizations.

6. **Basic Public Health Sciences and Practices**

6.1. Identifies how their role inter-relates within the basic public health sciences (including, but not limited to epidemiology, laboratory science, environmental health sciences, health services administration, biostatistics, and social and behavioral health sciences) to effectively manage public health policies and programs.

6.2. Coordinates and/or manages health promotion, disease and injury prevention, and/or control programs.

7. **Budget and Financial Planning**

7.1 Operates within the budget and financial planning guidelines and processes set by the organization, donor, or other funding source.

7.2 Demonstrates knowledge of the overall staffing, budget and procurement processes.

7.3 Integrates financial data to guide program planning and decision-making.

7.4 Understands and utilizes work load analysis, financial report, and program and project budgeting.

8 **Emergency Planning, Preparedness, and Response**

8.1 Contributes expertise in logistics, operations, and risk communications to support the preparation for, conduct of, and completion of a public health investigation and threat response.

8.2 Contributes to, prepares for, and participates in national and local emergency response planning exercises.

8.3 Organizes, deploys, and protects the health and safety of staff as they participate in investigations and events affecting the public's health.

8.4 Recognizes and utilizes incident command practices, leadership strategies, and appropriate communications channels in order to facilitate collaboration, manage activities, and maintain situational awareness.

Competency Development Matrixes

Each competency is developed through a combination of mentoring, Core Activities for Learning, and mentoring. The following sections identify the components of the course curriculum that will support the development of each competency.

1.1 Applies basic concepts of supervision, team building, and conflict resolution.

Core Activities for Learning	*Associated Course Title(s)*
This competency will be developed throughout all of the Core Activities for Learning in how fellows interact with and oversee team members and stakeholders.	• Team Building for Public Health Professionals • Project Management Leadership Skills • Conflict Management • Intro to Leading Others • Managing through Meaningful Conversations • Delegation Is Succeeding Together • Performance Management • Practical Leadership Skills

Sample activities:

• Manages, guides and mentors a team of technical experts/ project staff.

• Manages HR issues including problem solving and defusing conflicts, finding solutions.

• Makes the case for innovative ideas from the team with own supervisor.

• Direct continuous learning (focused on public health practice, the evidence base, and the latest innovations) for CHA staff.

• Participate in yearly performance assessments of program staff, goal setting, and support professional development on an ongoing basis

1.2 Creates program plans, including tasks, resources, schedules, milestones, and outcomes.

Core Activities for Learning	Associated Course Title(s)
Design a major public health project or program including an operational plan and evaluation plan Provide verbal and written briefs on program and project plans and status to leadership	• Design a major public health project or program including an operational plan and evaluation plan • Provide verbal and written briefs on program and project plans and status to leadership • Program Planning • Project Management • Time Management • Planning for Risk, Managing Issues, and Ensuring Sustainable Outcomes • Budget and Financial Risk Management

Sample activities:
 	
    • Provides advice and support to the development and phased implementation of the Electronic Vaccine Intelligence Network (eVIN) that includes vaccine logistics and cold chain management on one single information system platform in the states of Madhya Pradesh.
    • Develops and effectively manages program timelines to ensure timely completion of program deliverables. Serves as the primary contact with partners/clients for all program related items.	

1.3 Develops concepts and strategies to implement program initiatives targeting general or specific audiences.

Core Activities for Learning	Associated Course Title(s)
Design a major public health project or program including an operational plan and evaluation plan	• Program Planning • Project Management • Values Based Decision Making • Successfully Engaging with Stakeholders • Planning for Risk, Managing Issues, and Ensuring Sustainable Outcomes • Budget and Financial Risk Management • Advocating for Your Health Program • Influencing without Authority • Public Health Ethics
Sample activities:	

• Partners with the state and district level immunization officials to assess and understand the capacity needs and support required for the effective and timely implementation of the eVIN in select states
• Provides solutions and guidance to the project team for meeting project results in a timely and cost effective manner, with complete buy-in of the MoHFW, donor and the national partners and in keeping with the key organizational mandate and principles of UNDP

1.4 Conducts systematic monitoring and evaluation methods to assess program processes, outputs, and outcomes.

Core Activities for Learning	*Associated Course Title(s)*
Design a major public health project or program including an operational plan and evaluation plan Design, conduct, and report an evaluation of an existing public health program or large project	• Design a major public health project or program including an operational plan and evaluation plan • Design, conduct, and report an evaluation of an existing public health program or large project • Project Management • Program Evaluation
Sample activities: • Lead the design and implementation of the monitoring and evaluation system for health programmes for refugees, returnees, and other persons of concern to UNHCR.	

1.5 Summarizes and reports progress on program implementation.

Core Activities for Learning	*Associated Course Title(s)*
Design a major public health project or program including an operational plan and evaluation plan Design, conduct, and report an evaluation of an existing public health program or large project	• Project Management

Sample activities:
 	
    • Prepares periodic status reports, annual reports, case studies, etc. in a qualitative and timely manner.
    • Synthesize and document results and lessons from grants and contracts including preparing briefings and portfolio reviews to leadership.
    • Reviews and writes (as needed) reports on the program for management and for funders.	

2.1 Effectively communicates both orally and in writing.

Core Activities for Learning	*Associated Course Title(s)*
This competency will be developed throughout all of the Core Activities for Learning in how fellows communicate in writing and orally.	• IMPACT Strategic Communication for Fellows • Oral Presentation

	• Written Communication – Writing for the Public • Crisis and Emergency Risk Communication (CERC)
Sample activities: • Contribute to writing background documents, briefs, and presentations, including carrying out relevant literature reviews, landscape analyses, and data analysis. • Develop formal presentations and other materials for use during program-related events	

2.2 Selects and uses tools as appropriate to support program-level public health work including: email, voice, and electronic messaging, presentation and spreadsheet applications, and geographic information systems.

Core Activities for Learning	*Associated Course Title(s)*
Communicate scientifically based prevention and risk concepts to public health staff, community leaders, and the public	• Written Communication – Writing for the Public • Crisis and Emergency Risk Communication (CERC) • Public Health Ethics • Public Health 101: Intro to Public Health • Public Health 101: Prevention Effectiveness
Sample activities: • Disseminate up-to-date knowledge and findings in the various areas of specialization • After analyzing situations on the basis of the available evidence and knowledge, leads one's area of responsibility toward individual and collective actions. • Contribute to writing background documents, briefs, and presentations, including carrying out relevant literature reviews, landscape analyses, and data analysis.	

2.3 Develops and implements health promotion communications strategies within community based health education and community development activities.

Core Activities for Learning	*Associated Course Title(s)*
Design a major public health project or program including an operational plan and evaluation plan Communicate scientifically based prevention and risk concepts to public health staff, community leaders, and the public	• Oral Presentation • Written Communication – Writing for the Public • Effective Training from Start to Finish
Sample activities: • Engage, educate, and inform county-level and municipal policy makers • Develop plans for community-based health programs aimed at the prevention of disease and promotion of health.	

•	Help people understand their health condition(s) and develop strategies to improve their health and well being

2.4 Conveys accurate and objective knowledge about and understanding of health risk or hazards to diverse audiences including restatement of measures of risk such as probability, risk ratios etc..

Core Activities for Learning	*Associated Course Title(s)*
Communicate scientifically based prevention and risk concepts to public health staff, community leaders, and the public	• Written Communication – Writing for the Public • Crisis and Emergency Risk Communication (CERC) • Public Health Ethics • Public Health 101: Intro to Public Health • Public Health 101: Prevention Effectiveness
Sample activities: • Disseminate up-to-date knowledge and findings in the various areas of specialization • After analyzing situations on the basis of the available evidence and knowledge, leads one's area of responsibility toward individual and collective actions. • Contribute to writing background documents, briefs, and presentations, including carrying out relevant literature reviews, landscape analyses, and data analysis.	

2.5 Organizes and conducts effective meetings.

Core Activities for Learning	*Associated Course Title(s)*
Organize and facilitate effective large and small meetings of health professionals, community leaders and others resulting in documented outcomes	• Leading Effective Meetings
Sample activities: • Manage and coordinate programmatic meetings • Organize periodic technical reviews and planning meetings with project stakeholders for RMNCH project • Plan and coordinate partner consultations and meetings to advance understanding of key issues for the strategy	

2.6 Develops talking points, Q and As, and other briefing documents that reflect a thorough understanding of program goals and objectives.

Core Activities for Learning	*Associated Course Title(s)*
Provide verbal and written briefs on program and project plans and status to leadership	• Project Management • Practical Leadership Skills

	• Effective Training from Start to Finish
Sample activities • Verifies and promotes that action is taken in situations that will require future intervention, based on ongoing analysis. • Contribute to writing background documents, briefs, and presentations, including carrying out relevant literature reviews, landscape analyses, and data analysis.	

2.7 Applies communication and group dynamic strategies (e.g., principled negotiation, conflict resolution, active listening, risk communication) in interactions with individuals and groups.

Core Activities for Learning	*Associated Course Title(s)*
This competency will be developed throughout all of the Core Activities for Learning in how fellows interact with individuals and groups.	• Conflict Management • Team Building for Public Health Professionals • Crisis and Emergency Risk Communication (CERC) • Performance Management • Practical Leadership Skills • Effective Training from Start to Finish • Prioritizing Public Health Problems
Sample activities: • Embraces and leads consensual decision-making, that is, leading the fulfillment of team decisions, even when they may not fully coincide with one's own opinions or proposals. • Manage difficult team situations and promotes consensus building.	

3.1 Collaborates with community partners to develop, implement, and evaluate programs for the purpose of improving public health.

Core Activities for Learning	*Associated Course Title(s)*
Design a major public health project or program including an operational plan and evaluation plan Develop a health needs assessment that provides data on the factors contributing to health or identifies health service gaps in a community.	• Community Health Needs Assessment • Values Based Decision Making
Sample activities: • Manages specific community health programs from planning and design through implementation and evaluation.	

- Facilitate small and large group meetings, internally and externally. This may also include facilitating on site community meetings.
- Recommend community health initiatives, policy implications and best practices after reviewing health literature and statistics.
- Maintain key links to community providers, symptomatic clients, their families and associates, as well as community institutions where outbreaks occur.

3.2 Identifies community assets and available key resources for services.

Core Activities for Learning	Associated Course Title(s)
• Develop a health needs assessment that provides data on the factors contributing to health or identifies health service gaps in a community. • Organize and facilitate effective large and small meetings of health professionals, community leaders and others resulting in documented outcomes	• Community Health Needs Assessment

Sample activities:

- Facilitate small and large group meetings, internally and externally. This may also include facilitating on site community meetings
- Coordinate with the Project team to ensure continued strengthening of local partners' organizational and technical capacity, effective community mobilization and identification of local civil society organizations (formal and informal)
- Mobilize community partnerships and action to identify and solve health problems.

3.3 Conducts community health needs assessments using established guidelines.

Core Activities for Learning	Associated Course Title(s)
Develop a health needs assessment that provides data on the factors contributing to health or identifies health service gaps in a community.	• Community Health Needs Assessment • Values Based Decision Making

Sample activities:

- Diagnose and investigate health problems and health hazards in the community
- Participates in Oneida County Health Department's community health assessment and health improvement planning and intervention activities.

4.1 Utilizes the public health information infrastructure to collect, process, maintain, and disseminate data.

Core Activities for Learning	Associated Course Title(s)
Design, conduct, and report an evaluation of an existing public health program or large project Develop a health needs assessment that provides data on the factors contributing to health or identifies health service gaps in a community.	• Program Evaluation • *Prioritizing Public Health Problems* • *Public Health 101: Prevention Effectiveness* • *Public Health 101: Surveillance* • *Public Health 101: Epidemiology* • *Public Health 101: Laboratories* • *Technology for Public Health* • *Written Communication – Writing for the Public* • *Community Health Needs Assessment*

Sample activities:

- Assists with technical analysis of health status indicators and demographic data in the Asia and Middle East region
- Disseminate up-to-date knowledge and findings in the various areas of specialization
- Conduct and coordinate basic research activities to support program and portfolio development

4.2 Leads analysis of data to examine the effectiveness of programs and to inform decisions.

Core Activities for Learning	Associated Course Title(s)
Design, conduct, and report an evaluation of an existing public health program or large project Develop a health needs assessment that provides data on the factors contributing to health or identifies health service gaps in a community	• Program Evaluation • *Program Planning* • *Community Health Needs Assessment* • *Values Based Decision Making*

Sample activities:

- Facilitate the inclusion of UNHCR programmes in inter-agency assessment and evaluation efforts.
- Ensure programmatic excellence through development and implementation of innovative performance and outcomes measures.
- Assists missions and the Asia and Middle East Bureaus in the analysis of data and programs towards the design, development and evaluation of PHN sector activities.

5.1 Contributes to implementation of organizational strategic plans.

Core Activities for Learning	Associated Course Title(s)
The activities will vary based on each MoH's strategic plans and priorities.	• Influencing without Authority • Leading Teams Through Change • Values Based Decision Making
Sample activities: • Participates in the preparation of strategic plans, providing input about their impact, quality, critical points, and risks • Develop and ensure implementation of UNHCR's Strategic Plan for HIV and RH	

5.2 Identifies and analyzes concerns and develops recommendations to resolve problems related to program operations.

Core Activities for Learning	Associated Course Title(s)
• Design, conduct, and report an evaluation of an existing public health program or large project • Develop a health needs assessment that provides data on the factors contributing to health or identifies health service gaps in a community • Provide verbal and written briefs on program and project plans and status to leadership • Facilitate or participate in consensus building activities within a multi-disciplined work group to prioritize at least 1-2 public health problems and document the results	• Practical Leadership Skills • Values Based Decision Making • Prioritizing Public Health Problems • Project Management • Supply Chain Management • Performance Management • Advocating for Your Health Program • Influencing without Authority
Sample activities: • Promote the development of technical and management guidelines and best practice standards for the strengthening of neonatal, perinatal, child health programs, and services delivery, including the incorporation of risk approach and appropriate technology for improving program efficiency and effectiveness; • Selects priority ideas for executing the interventions after anticipating their potential problems and solutions.	

5.3   Creates an individual development plan for increasing knowledge and developing skills to lead.

Core Activities for Learning	Associated Course Title(s)
Development of the IMPACT work plan and participation in the program will provide an opportunity to practice this	• The IMPACT Work Plan and Performance Requirements • IMPACT Strategic Communication for Fellows • Performance Management • Effective Training from Start to Finish

Sample activities:

- Develops an understanding of own strengths and development needs
- Demonstrates openness to change and ability to manage complexities
- Maintains awareness of new developments in own area of expertise and promotes this knowledge with others who may benefit
- Assumes responsibility for own professional growth and development by pursuing education, participating in professional committees and work groups, and contributing to a work environment where continual improvements in practice are pursued

5.4   Recognizes and follows public health laws, regulations, policies, and procedures when managing a component of a public health program, intervention or research.

Core Activities for Learning	Associated Course Title(s)
This competency will be developed throughout all of the Core Activities for Learning	• Public Health Ethics • Guest speakers from MoH

Sample activities:

- Promote and support the establishment of policies, norms, and standards for the design, organization, and functional programming and operation of health systems
- Support the governance and development of social protection systems and other institutional and nongovernmental sectors, in the context of national health policies and plans, as part of the development and strengthening of the steering role of the sector and health care systems
- Adhere to administrative and recordkeeping guidelines to support accurate bookkeeping and documentation activities
- Develops an understanding of Agency strategies and approaches, and develops analytic, strategic, and program recommendations which demonstrate and/or take into consideration Agency policies and approaches
- Promote and undertake key actions that favor the implementation of community family health policies, taking into consideration existing legislation

5.5 Navigates organizational interests and builds relationships to effectively work across agencies and organizations.

Core Activities for Learning	Associated Course Title(s)
This competency will be developed throughout all of the Core Activities for Learning in how the fellows interact across agencies and organizations in their work	• Prioritizing Public Health Problems • Influencing without Authority • Team Building for Public Health Professionals • Advocating for Your Health Program • Leading Teams Through Change • Practical Leadership Skills • Values Based Decision Making • Public Health 101 (all modules)
Sample activities: • Work in a multi sectorial and co-ordinated approach in co-operation with UN agencies, donors, non-governmental organisations (NGOs) and other humanitarian partners, including relevant IASC mechanisms. • Engage in national- and state-level relationship building to increase CHA's visibility and ensure strategic programmatic and organizational growth.	

6.1 Identifies how their role inter-relates within the basic public health sciences to effectively manage public health policies and programs.

Core Activities for Learning	Associated Course Title(s)
This competency will be developed throughout all of the Core Activities for Learning in how the fellows interact across agencies and organizations in their work	• Public Health 101 (all modules) • Supply Chain Management • Practical Leadership Skills
Sample activities: • Ensures programs are leveraging expertise, relationships and other commonalities across programs across other functional components of the organization • Enhance organizational excellence by ensuring alignment with the public health evidence base, emerging trends, and the relevant literature. • Work closely with other members of the RMNCH health service delivery team and implementing partners to ensure effective integration of MCH activities into other project-supported interventions	

6.2 Coordinates and/or manages health promotion, disease and injury prevention, and/or control programs.

Core Activities for Learning	Associated Course Title(s)
This competency will be developed throughout all of the Core Activities for Learning	• Program Planning • Program Evaluation • Practical Leadership Skills • Project Management • Project Management Leadership Skills

Sample activities:
 	
    • Develops and/or coordinates CHA and IPHi programmatic activities
    • Program manager / program coordinator	

7.1 Operates within the budget and financial planning guidelines and processes set by the organization, donor, or other funding source.

Core Activities for Learning	Associated Course Title(s)
This competency will be developed throughout all of the Core Activities for Learning	• Project Management • Budget and Financial Management • MoH Guest Speakers

Sample activities:
 	
    • Adhere to administrative and recordkeeping guidelines to support accurate bookkeeping and documentation of activities
    • Supports the Country Director in the management of human and financial resources, with particular attention to ensuring systems of accountability as per UNFPA policies, rules, and procedures
    • Guarantees and leads on assuring the integrity of financial systems, review of budget requirements, and the consistent application of rules and regulations	

7.2 Demonstrates knowledge of the overall staffing, budget and procurement processes.

Core Activities for Learning	Associated Course Title(s)
Develop and present a staffing plan and budget for a program or major project	• Project Management • Budget and Financial Management • Supply Chain Management
Sample activities: • Assesses additional resource requirements for the Country Programme and contributes to resource mobilization plan and activities	

- • Adhere to administrative and recordkeeping guidelines to support accurate bookkeeping and documentation of activities
- • Manage, lead, and implement all planning, budgeting, implementing, and monitoring processes of the project, and track use of financial resources in accordance with UNDP rules and regulations
- • Work closely with the Technical Advisor – Essential Medicines and supply chain management people with regard to MCH drugs and related stocks supply
- • Participate in planning and budgeting activities, especially in regard to maternal and child health services

7.3   Integrates financial data to guide program planning and decision-making.

Core Activities for Learning	Associated Course Title(s)
Design a major public health project or program including an operational plan and evaluation plan Develop and present a staffing plan and budget for a program or major project	• Project Management • Budget and Financial Management • Budget and Financial Risk Management
Sample activities: • Monitors and manages potential risks to the project delivery and is responsible for taking immediate corrective measures to provide timely guidance to project team to mitigate these risks. Escalates issues to UNDP management as needed.	

7.4   Understands and utilizes work load analysis, financial report, and program and project budgeting.

Core Activities for Learning	Associated Course Title(s)
Design a major public health project or program including an operational plan and evaluation plan Develop and present a staffing plan and budget for a program or major project	• Project Management • Budget and Financial Management • Budget and Financial Risk Management
Sample activities: • Collaborate with the Country Office in the preparation of biennial programs and budgets, semiannual work plans, and periodic evaluations for assigned projects • Collaborates in activities such as time studies that contribute to the development of budgets and the efficient use of resources	

8.1 Contributes expertise in logistics, operations, and risk communications to support the preparation for, conduct of, and completion of a public health investigation and threat response.

Core Activities for Learning	Associated Course Title(s)
Provide management/operations support for a field investigation or response to a potentially serious public health problem that requires a timely response	• Crisis and Emergency Risk Communication (CERC) • Budgeting for Security • *Local Training on Logistics and Operations for Emergencies*
Sample activities: • Maintain a thorough understanding of the and overall emergency response and preparedness priorities and gaps throughout the country. • Support the development and adaptation of tools and modules for maternal, neonatal, and child health care during emergency situations and disasters	

8.2 Contributes to, prepares for, and participates in national and local emergency response planning exercises.

Core Activities for Learning	Associated Course Title(s)
Provide management/operations support for a field investigation or response to a potentially serious public health problem that requires a timely response	• Megatrends • Introduction to Public Health Emergencies and Preparedness • Basics of Disaster Epidemiology • Transforming Assessment Information into Strategies and Response Plan • Decision Making and Problem Solving with Tabletop Activities
Sample activities: • Participates in Department and community emergency response training and drills in support of public health emergency and disaster preparedness	

8.3 Organizes, deploys, and protects the health and safety of staff as they participate in investigations and events affecting the public's health.

Core Activities for Learning	Associated Course Title(s)
Provide management/operations support for a field investigation or response to a potentially serious public health problem that requires a timely response	• Psychological First Aid for Responders • Staff Allocation Decision Guide • Budgeting For Security • Acceptance In Action

Develop and present a staffing plan and budget for a program or major project	• *Local Security Training*

Sample activities:
•   Performs public health emergency response duties as assigned and consistent with training provided

8.4 Recognizes and utilizes incident command practices, leadership strategies, and appropriate communications channels in order to facilitate collaboration, manage activities, and maintain situational awareness.

Core Activities for Learning	*Associated Course Title(s)*
Provide management/operations support for a field investigation or response to a potentially serious public health problem that requires a timely response	• An Introduction to the Incident Command System • International Guidelines and Standards • *Local Logistics and Operations Challenges in Emergencies*

Sample activities:
•   Performs public health emergency response duties as assigned and consistent with training provided   •   Participates in Department and community emergency response training and drills in support of public health emergency and disaster preparedness