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11000 Beograd, Srbija

ECPD Headquarters

European Center
for Peace and Development
Centre Européen
pour la Paix et le Développement
Centro Europeo
para la Paz y el Desarrollo
Европейский центр
мира и развития



University for Peace established by the United Nations

1 December 2025

The European Center for Peace and Development University for Peace established by the United Nations (ECPD), in the framework of the International Program of Transfer of Knowledge System, in cooperation with the **University of Berlin (Germany)**, **University of Warwick (Great Britain)**, **VAMK University (Finland)**, **Long Island University (USA)**, **Istituto Superiore di Sanità (Italy)**, and **South-Eastern Europe Health Network (SEEHN)**, organizes

ECPD INTERNATIONAL SPECIALIST PROGRAM

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

(Belgrade, 26 February – 1 March 2026)

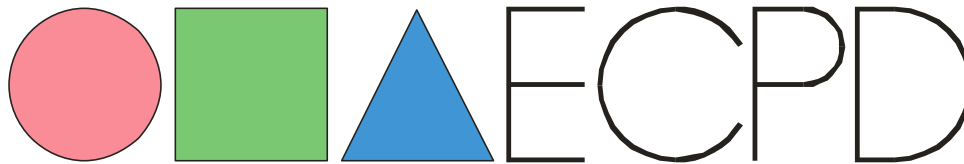
It is our pleasure to invite you to participate in the Specialist Program, aimed at improving the knowledge in the area of **preparation, planning, evaluation, implementation, and management of health sector projects**, in accordance with the **methodology, guidelines and standards of WHO, EU, IBRD and EBRD**.

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

Health sector development is crucial for social and economic progress of a country as health and well-being are pre-conditional for human capital formation and preservation. Health planning represents the first step to meeting the preconditions necessary to improve health status of individuals and populations. The planning and evaluation cycle allows us to be successful in identifying and solving health problems. Efforts to understand health problems and to approach their solution in an orderly fashion are fundamental to successful disease control and prevention. An effective public investment program greatly depends on the ability of the public sector to identify and formulate projects which are technically, economically, financially,

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environmentally and managerially sound to achieve national and sectoral objectives and priorities. Investment in public projects, which is the main instrument of growth and development, has fallen in many countries across Eastern Europe. Absence of well-prepared project proposals resulted in the lack of funding from international financial institutions such as the World Bank (IBRD), European Bank for Reconstruction and Development (EBRD), European Investment Bank (EIB) and others. Therefore, this training Program is designed to improve the capacity of preparing such project plans and studies, which may attract funding from national and international financing agencies.

Program

The program will be covering the following topics:

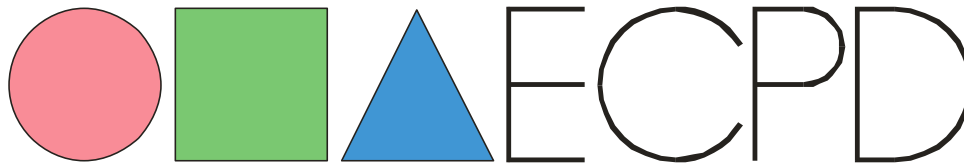
PART I - BASIC PROGRAM

1. PRINCIPLES OF HEALTH PLANNING AND PROJECT PREPARATION
 - **Analysis of health situation in the country, region or health institution as a basis for the projects**
 - **The basic principles of strategic planning**
 - **The basic principles of project preparation in health care**
 - **Logical model and its application in project preparation**
 - **European Commission Fund - How to prepare a project proposal**
2. TOOLS FOR HEALTH PLANNING AND PROJECT PREPARATION
 - **Health standards, values and indicators**
 - **Analysis of the business environment (PESTEL and SWOT analysis, health needs assessment, environmental scanning, horizon scanning)**
 - **Analysis of inputs (EFQM assessment, mandate analysis, risk assessment analysis, GAP analysis)**
 - **Quality of data**
3. MONITORING, EVALUATION AND REPORTING OF THE PROJECT
 - **Strategic and operational analysis of project management**
 - **Analysis of inputs, processes, outputs and outcomes**
 - **Presentations, reporting and promotion**
 - **Dissemination and promotion of project results and their use**
 - **Implementation of a project**

PART II - ADVANCED/PRACTICAL COURSE

The practical work refers to the development of project proposals and includes the following steps:

- **Assessment of health conditions**
- **Health needs assessment**
- **Setting clear cut objectives, targets and goals**
- **PESTEL, SWOT analysis**



- **Drafting logic framework (graphic and table)**
- **Selecting input and output criteria (data and indicators)**
- **SMART evaluation**
- **Assessment of resources (people, capital & finance, assets and medical equipment, knowledge, projects and image)**
- **Writing up a formulated plan**
- **Implementation (tasks, timetable, Gantt chart)**
- **Evaluation plan (resource, process and outcome evaluation)**

Objective

This Program's ideas and recommendations are designed to provide insights into the health planning challenges, processes and outcomes, and to help those who lead or participate in health planning activities to select the appropriate framework for their work. After completion of the Program, participants will:

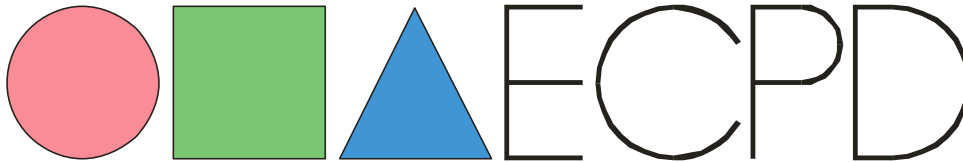
- **Understand how health economics, health statistics, management and finance can help participants to develop effective skills in health planning**
- **Be able to analyze, understand and use the general principles of health planning**
- **Know the difference between facts, evidence, data base and official health indicators to be able to create own health indicators**
- **Achieve understanding of how indicators are applied in the preparation and monitoring of the project**
- **Be able to use the logical model in the planning, implementation, management, monitoring and evaluation of projects**
- **Learn the principles of analysis, interpretation and presentation of project results**
- **Understand the importance of the validity, reliability and timeliness of information and their use in decision making**
- **Know the structure and principles of writing project proposals and final reports**
- **Familiarize with the methodology of preparing the project proposal according to EC requirements, and**
- **Practice on the preparation of a selected project of their choice.**

Organization

The participants will be provided with course handouts and manuals necessary for effective lecture attendance and study upon completion of the Program, as well as all presentations, authorized by the lecturers. In order to enable participants to master the lectures successfully, ECPD will **provide translation of lectures and exercises.**

Certificate

Based on participation during the classes and acquired managerial knowledge and skills during the work of the Program, the participants will receive an **internationally valid and accredited Certificate of the ECPD UN University for Peace.**



Application Form and Participation Fee

The participation fee for the Integral Program is 590 EUR per participant.

Applications should be sent to European Center for Peace and Development UN University for Peace, Terazije 41, 11000 Belgrade, Serbia; Tel: +381 11 3246 041; E-mail: office@ecpd.org.rs; Website: www.ecpd.org.rs

We are looking forward to your application and meeting you soon.

Sincerely yours,

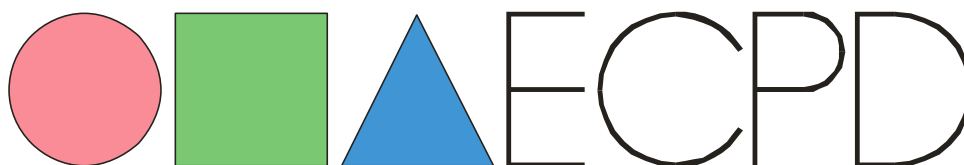
PROGRAM CODIRECTORS
(Prof. Dr. Jason Janish Madan)

(Prof. Dr. John Weiss)

(Prof. Dr. Miodrag Ivanović)

ECPD EXECUTIVE DIRECTOR
(Prof. Dr. Negoslav Ostojić)





EUROPEAN CENTER FOR PEACE AND DEVELOPMENT (ECPD)
UNIVERSITY FOR PEACE ESTABLISHED BY THE UNITED NATIONS

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

(Belgrade, 26 February – 1 March 2026)

APPLICATION FORM

1. Name and surname _____

2. Educational background _____

3. Specialty _____

4. Organization (name, address, phone) _____

5. Workplace or function _____

6. Address for correspondence (if different than the given one) _____

7. Phone _____ Fax _____

E-mail address _____

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

The participation fee should be paid through ECPD account. Regarding the payment instructions and issuing of pro-forma invoice, please contact ECPD Financial Department: Tel: +381 11 3246 041; E-mail: office@ecpd.org.rs; ecpd@eunet.rs

Place and date _____ Candidate _____