

SPEED POST

भारत सरकार
GOVERNMENT OF INDIA

वर्द्धमान महावीर मेडिकल कालेज एवं सफदरजंग अस्पताल
VARDHMAN MAHAVIR MEDICAL COLLEGE & SAFDARJUNG
HOSPITAL

नई दिल्ली - 110 029

NEW DELHI - 110 029

No.Acad/Misc/2007-08-Acad



Date: 03/04/08

To,
Mr. Arnab Roy
Project Director
CMU, ILGUS Bhavan,
HC Block, Sector-III
Salt Lake-700 106

Dr. Goswami
ay
9/4

Kind Attn:- Dr. Shibani Goswami, Senior Health Officer.

Sub: Submission of the proposal of Training on Public Health Management
For Health Officers & Asstt. Health Officers Working Under KUSP,
West Bengal.

Sir,

A training workshop entitled "Training on Public Health Management for Health Officers & Asstt. Health Officers Working Under KUSP, West Bengal is prepared by Dr. D.K. Raut, Professor, Department of Community Medicine, VMMC & Safdarjung Hospital, New Delhi is submitted herewith for your perusal and needful necessary action.

The funds for the said training workshop may be released in the name of "Medical Superintendent, Safdarjung Hospital, New Delhi, latest by 10th April 2008 so as to make necessary preparation for the training programme.

This is issued with the approval of Addl. DG, Principal and MS, VMMC & Safdarjung Hospital.

Thanking You

Yours sincerely,

(Dr. Sanjeev Bhalla)
Chief Medical Officer

Encl: A Copy of the proposal for training programme
Along with budget.

CC. Dr. D.K. Raut, Prof. Deptt. of Community Medicine for needful action.

GOVERNMENT OF INDIA

Ministry of Health & Family Welfare, Directorate General of Health Services,
DEPARTMENT OF COMMUNITY MEDICINE
Vardhman Mahavir Medical College & Safdarjung Hospital, New Delhi-110029

No.

Date: 03/4/2008

From
Dr. D. K. Raut
Professor

To
Mr. Amab Roy
Project Director
CMU, ILGUS Bhavan,
HC Block, Sector-III
Salt Lake- 700 106

Sub: Training On Public Health Management for Health Officers & Asstt. Health Officers Working Under KUSP, West Bengal (Fist Batch 05-09th May 2008)

Dear Sir,

This has reference to the discussion with Dr. (Mrs.) Shibani Goswami, Senior Health Officer at CMU on the above mentioned subject. As per the discussion a comprehensive training proposal has been prepared and the copy of the proposal along with budget for training of Health Officers and Asst. Health Officers is enclosed herewith.

We shall be able to organize the first training programme at New Delhi as suggested on 5-9th May 2008. The preparation for the training workshop has been initiated from our side. The dates and venue of remaining three training workshop other than New Delhi as requested will be informed in advance after discussion.

It is requested to sanction the necessary budget for the first training at the earliest. The cheque/ Demand Draft shall be issued in the name of the "Medical Superintendent, Safdarjung Hospital, New Delhi.

Submitted for perusal and necessary sanction at the earliest.

With kind regards.

Yours sincerely,


(Dr. D.K. RAUT)

Encl: A copy of the proposal for training programme along with budget.

**TRAINING ON PUBLIC HEALTH MANAGEMENT
FOR
HEALTH OFFICERS & ASSTT. HEALTH OFFICERS
WORKING UNDER KUSP, WEST BENGAL**

Programme Advisor

Dr. Jagdish Prasad,
Addl. DG, Principal & MS

Programme Coordinator

Dr.D.K.Raut, Professor
Mobile: 09911367336
Office: 011-26714819
E-mail: drdeepakraut@gmail.com

Programme
Co-coordinators

1. Dr. Saudan Singh, Professor & HOD
Mobile: 09871610158
Office: 011-26714819
2. Dr. Sanjeev Rasania, Professor
Mobile: 09810655998
Office: 011-26714819
3. Dr. Neelam Roy, Assistant Professor
Mobile: 09958738662
Office: 011-26714819

**Department of Community Medicine
Vardhman Mahavir Medical College & Safdarjung Hospital
New Delhi-110029
E-mail: drdeepakraut@gmail.com**



TRAINING ON PUBLIC HEALTH MANAGEMENT FOR HEALTH OFFICERS/ASSISTANT HEALTH OFFICERS OF WEST BENGAL


1 Introduction:

By the year 2000, about half of the global human population had become urban citizens, most of them living in the rapidly growing cities of Africa, Asia and Latin America. Living in an urban area does not mean "development" for many of these people. In most cases a majority live in "poverty", characterised by household and environmental deprivation and in circumstances of extreme social and economic stress. The attainment by all urban citizens of the highest possible level of health through the strengthening of urban health systems is therefore an important challenge, and a crucial element in the struggle against poverty, underdevelopment and political instability.

Cities offer the lure of better employment, education, health care, and culture; and they contribute disproportionately to national economies. However, rapid and often unplanned urban growth is often associated with poverty, environmental degradation and population demands that outstrip service capacity. These conditions place human health at risk. Reliable urban health statistics are largely unavailable in India and disaggregated intra-urban health data, i.e., for different areas within a city, are even more rare. However, data that are available indicate a range of urban health hazards and associated health risks: substandard housing, over crowding, air pollution, insufficient or contaminated drinking water, inadequate sanitation and solid waste disposal services, vector-borne diseases, industrial waste, increased motor vehicle traffic, stress associated with poverty and unemployment, among others.

Urbanization is rapidly spreading throughout the country and especially in big metro cities like Kolkata. An urban slum poses special health problems due to poverty, overcrowding, unhygienic surroundings and lack of an organized health Infrastructure and well managed public health services.

Public health initiatives in developing countries often fail not because of a lack of scientific knowledge but because of a lack of managerial competence.¹ Most training programs follow categorical funding and have a narrow focus on a particular disease or problem. Emphasis usually is placed on prescriptive management procedures oriented toward technical protocols designed by external experts (e.g., family planning logistics, vaccine cold chain maintenance, treatment protocols, agricultural protocols, infrastructure models). A successful program should equip frontline managers with crosscutting skills in priority setting, planning, and problem solving.²



Lack of management skills among the public workforce has been exacerbated in recent years by the global trend toward decentralization of services.^{3,4} In many countries, decentralization has occurred abruptly and without the benefit of planning for developing the management capacity of the local public workforce to assume their new roles and responsibilities.^{3,5}

Public health encompasses multi-sector interventions. To maximize the development impact of health outcomes in urban areas, comprehensive and concerted effort is required to (i) expand access to urban primary health care services; (ii) strengthen municipal public health governance (including institutions, policy, legal and regulatory frameworks, and financial capacity); and (iii) strengthen food and water safety, and improve management of solid waste, including hospital waste. Key issues are the multi-sector nature of public health in an increasingly complex urban physical space; prioritization of investments that balance preventive, promotive and health care needs of the urban poor; and ensuring a strong institutional, policy, legal and regulatory environment for enforcing good public health practices and building on the strengths of the private sector. Apart from institutional and financial issues, trained health care providers are important for sustaining the urban primary health care initiatives.


2 Urban Health Improvement Programme in West Bengal

In recent years areas in and around Kolkata have seen a tremendous increase in population, initially in the form of migration and later as increased industrial growth attracted people from neighbouring states looking for work. This led to the establishment of a large number of slums in these areas, bringing with it social problems such as poverty and illiteracy and health issues due to unhygienic conditions. Those most affected were women and children. To address these issues, the Health Department of the Government of West Bengal requested the Kolkata Municipal Development Authority (KMDA) to take up urban health services along with its other developmental activities.

Community based health programmes e.g. Calcutta Urban Development Programme – III or CUDP-III (between 1984 and 1992), Calcutta Slum Improvement Programme or CSIP (1992-98), India Population Project - VIII or IPP-VIII* (1994-2002) were initiated. Most recently the Urban Health Improvement Programme (UHIP) is functional since July 2002, to help set up necessary infrastructure to provide Reproductive and Child Health (RCH) services in the KMDA area.

The main features of the system were:

- (i) Honorary Health Workers (HHWs) who work as link workers and are the first point of contact between the public and the health system.
- (ii) Sub centres form the next level and are established for every five blocks. Five HHWs report to the supervisor (usually an upgraded HHW) who is based at the sub centre. Two part-time medical officers and the first-tier supervisor based here provide basic primary



health care services including antenatal and post natal care, immunisation of children and family planning services. They also organise periodic meetings for parents.

(iii) The Health Administrative Unit (HAU) has 6 or 7 Sub centres under it. One sub centre is located at the HAU building. A HAU is manned by a health officer, assistant health officer, part-time medical officer and second-tier supervisor. The HAUs ensure procurement of drugs, storage and distribution.

(iv) The next level is the Extended Specialised Outpatient Department (ESOPD) serving a population of 200,000 and offering specialist services and charging user fees. For more details see Documents and Illustrations below. In addition, a Regional Diagnostic Centre (RDC) has also been set up for a population of 400,000 providing services such as x-rays, ultra-sonography and other pathological tests. Here again user fees are levied at differential rates for those above and below the poverty line, but charges are slightly lower than the prevalent market rates as the RDC competes with other private diagnostic centers. Under the European Commission-assisted Urban Health Improvement Programme (UHIP), six municipalities were identified as pilot areas in order to integrate the existing health delivery system with other parallel departments and programmes.

The health infrastructure of Kolkata Urban Municipal areas started in 1985 as World Bank aided project "Calcutta Urban Development Project" in which one honorary health worker was recruited per hundred families to provide emergency primary medical care and used to pay home to home visit for awareness generation for prevention and control of diseases. World Health Organization evaluated the programme during 1990-91 & recommended establishment of one sub-centre for each 5000 population where there would be 5 honorary health workers- each looking after 1000 population- and one part-time medical officer to provide curative and preventive services. It was also recommended to set up specialized OPD's in these sub-centres and Municipal Maternity Homes for promoting Institutional Delivery. In World Bank aided IPP-VIII programme these curative and preventive services were extended to whole of the Calcutta Metropolitan Development Authority (CMDA) area covering a population of around 38 lakhs. The DFID had also recommended similar programmes to be instituted in 15 wards of Kolkata Municipal Corporation area in a participatory approach.

Presently under Kolkata urban services for the poor (KUSP), there is a plan to extend these programme in Kolkata Municipal Corporation areas and 40 adjoining municipalities. It is also a plan to extend this programme to another 21 municipalities through-out the state of West Bengal.

To extend the services to this vast number of population, it is important to augment the capacity of the municipal health infrastructure. It is also necessary to increase the knowledge among health officers of the municipal bodies regarding primary health care, Epidemiology, planning and management of health programmes.

The proposal on training workshop aims to improve the capacity of the municipal health officer and update their knowledge regarding the practice of community health and



develop the appropriate epidemiological and managerial skills for its practical application.

3 Justification for Training of Health Officers and Assistant Health Officers:

West Bengal has been successful at reducing poverty in recent decades, with the proportion of people below poverty line falling from 55% in 1983 to 36% in 1993-94. These figures are close to the National average, but leaving 25 million people in poverty. Govt. of West Bengal currently developing a comprehensive health sector strategy and operational plans for the state. Through the proposed Health Services development Initiative (HSDI), it is envisaged to improve health status of poor people in West Bengal through enhanced and equitable utilization of quality health services. The necessary funding for this programme is provided by DFID to implement "Kolkata Urban Services for the Poor"(KUSP). One of the important components under KUSP is to make available and accessible health services to the urban poor. Therefore it is proposed to conduct the training workshop for the health officers of municipality and corporation to build their capacity and strengthen their skills for providing necessary medical care to poor sections of the population and plan, manage and implement important National Public health programme in all the urban areas.

4 Aim of the Training workshop:

To improve the competencies of Health Officers and Assistant Health Officers to take on public health & managerial responsibilities and in turn improve the overall management of health care delivery services.

The following are the objective of the training programmes:

4.1 Objectives

At the end of the training workshop the participants should be able to:

1. Explain the National Health Policy, programme planning and implementation.
2. Apply principles and techniques of health management and public health for effective delivery of Urban Health care component under NRHM.
3. Explain the Principles of Epidemiology & disease causation and describe epidemiological study designs, the steps in epidemic investigation and methods for its prevention & control and disease surveillance.
4. Organise monitoring and evaluation of various health programmes.
5. Describe urban health care services under Reproductive & Child Health (RCH), RNTCP, NVBDCP and HIV/AIDS and principles of strengthening health services at different tier of service centres.

4.2 Main subjects:

1. Public Health : Evolution And Framework Of Health Policies In India, Health Care Delivery System and Policy in India
2. Basic Epidemiology
3. Basic Statistics: Rate, Ration, Proportion, Morbidity & Mortality Statistics
4. Advance Epidemiology: Epidemiological Study Design, Epidemic Investigation Bird Flu, Disease Surveillance
5. Management: Principles Of Management
 - 5.1 National Health Planning
 - 5.2 Goals & Objectives
 - 5.3 Decision Making & Problem Solving
 - 5.4 Implementation Planning
 - 5.5 Monitoring And Evaluation
 - 5.6 Logistics And Supplies
 - 5.7 Financial Management
 - 5.8 Health Management Information System
 - 5.9 Team Building
 - 5.10 Problem Solving
 - 5.11 Leadership And Supervision
 - 5.12 Behavioural Change Communication: Behavioral Style Analysis
6. Indian Public Health Standards, Essential Public Health Functions
7. NRHM, RNTCP, NVBDCP, IDSP, HIV/AIDS

4.3 Key Issues:

- I. *Evolution and framework of health policies in India, Health Care Delivery System in India and Public Health standards*
 - i) Historical perspective of Public Health in India
 - ii) National Health Policy
 - iii) Millennium Development Goals (MDG's)
 - iv) Indian Public Health Standards (IPHS)
 - v) Essential Public Health Functions
- II. *To explain the Principals of Epidemiology with respect to management of Public Health programme:*
 - i) Principles of Epidemiology
 - ii) Measurement of morbidity and mortality
 - iii) Epidemiological study designs with emphasis on observational studies for community diagnosis and health needs assessment of the people.
- III. *To describe surveillance and monitoring of diseases, steps in epidemic investigation and methods for its prevention & control.*
 - i) Steps in Epidemic investigation with reference to Bird Flu
 - ii) Surveillance and monitoring for diseases

- IV. To explain the components of important National Health Programmes for its implementation and management.**
- i) **Describe various important National Health Programmes and its planning, implementation and management.**
 - a) Integrated vector borne diseases including Malaria & Dengu (NVBDCP)
 - b) HIV/AIDS & STD
 - c) RCH-II
 - d) RNTCP
 - ii) **Develop linkages with municipal health services**
- V. To develop managerial skills for effective planning, implementation and evaluation of National Health Programmes**
- i) **Application of Epidemiology for planning and management**
 - a) Role of Epidemiology in health planning and management
 - b) Community Health needs assessment
 - c) Prioritization of health problems.
 - ii) **Health care planning and management**
 - a) Principles of planning and management
 - b) Nature and principles of planning and planning cycle
 - c) Managerial and supervisory skills for quality control and sustenance
 - iii) **Evaluation of health programmes**
 - a) Effectiveness of the programme
 - b) Efficiency of programme (cost-effective and cost-benefit analysis)
 - c) Impact of activities with respect to agreed goals and their achievements
 - iv) **Logistics and supplies**
 - a) Need and scope of materials management- its objectives, principles & methods
 - b) Material requirement planning (drugs, vaccines, medicines etc.), methods and techniques of forecasting the supply.
 - c) Purchasing procurement and inventory management
 - v) **Total Quality Management (TQM)**
- VI. To explain the disease surveillance & monitoring to improve health management information system to monitor, evaluation and control disease occurrence in the municipal areas.**
- i) Definition of HIMS and its components
 - ii) Overview of medical informatics
 - iii) Meaning and scope- data, information, data processing, data processing cycle and system.
 - iv) Computer software and data processing system with the use of available softwares -MS Excel, Access, Epi Info, SPSS etc.
 - v) Hands on training of computer.

4.3.1 Sub objectives of key subjects:

Behavioral Style Analysis

By the end of this session, participants will be able to—

- Understand the four basic behavioral styles and appreciate the strengths and limitations of each.
- Be able to recognize the behavioral styles of others and adapt their own style to that of others in order to improve communication and understanding.
- Appreciate the value of teamwork and diversity in improving the effectiveness of decision-making.

Supervision

By the end of this session, participants will be able to—

- Describe different supervisory roles.
- Identify necessary supervisory skills.
- Describe the conceptual model of Situational Supervision.
- Identify behaviors associated with both supervision styles and employee developmental levels.
- Identify an employee's preferred style of supervision.

Team Building

By the end of this session, participants will—

- Have an opportunity to get to know one another.
- Practice team-building activities as a group.
- Identify the characteristics of an effective and successful team.
- Understand the different roles in a team.
- Identify stages of team development.

Total Quality Management (TQM)

After completing the TQM session, participants will be able to implement the seven steps of process improvement in their own work environment. To meet this objective, participants will—

- Define a core process.
- Measure process performance.
- Analyze causes of variation.
- Generate and plan improvement ideas.
- Implement changes.
- Study the results of changes.

- Act accordingly: “rolling-out” improvement, revising idea, or abandoning idea.
- Apply at least ten process improvement tools to achieve the above objectives.

4.4 No. of participants:

Around 80-90 Health Officers and Assistant Health Officers are expected to participate in the training workshop.

4.5 No. of Training workshops:

It is proposed to organise around four training workshops of 20-25 participants per training programme.

4.6 Venue:

The workshops is proposed to be held at four different venues at reputed Medical colleges or Public Health Institutes of India of Delhi, Chennai/Thiruvananthapuram/Bangalore, Mumbai and Shimla.

4.7 Duration:

5 days excluding days of journey and return. Participants are suppose to report to the venue one day in advance.

5 Estimated Budget:

An estimated budget has been prepared keeping in view the outstation participants and making arrangements for their lodging and boarding. The detail description of various items and its break up per training workshop is given as follows.

1. DA for 5 nos. of outstations experts @ 1000 per day for 6 days	Rs. 30000
2. TA for 5 nos. of outstations experts @ 20000	Rs. 100000
3. DA for 5 no. of local experts @ 1000 per day for 5 days	Rs. 25000
4. TA for participants to be borne by KUSP	NIL
5. DA for participants to be borne by KUSP	NIL
6. Secretarial assistance @ 250 per day for 10 days	Rs. 2500
7. Training material(file, folder, bag, pen, photography etc.)	Rs. 20000
8. Banner decoration	Rs. 5000
9. Hospitality expenses	
a) Accommodation for 5 experts @ 2000 per day x 5 days	Rs. 50000
b) Accommodation for 25 participants @500 per day x 5 days	Rs. 62500
c) Lunch, tea, coffee for 40 persons @ 400 per day x 5 days	Rs. 80000
10. Educational expenses	
a) Conference hall for 40 persons @ 200 per day x 5 days	Rs. 40000
b) Audio-visual aid	Rs. 5000
c) Travel expenses for field visit	Rs. 5000
11. Consultancy and coordination expenses @ 2000 x 10 days	Rs. 20000
12. Report publication	Rs. 5000
13. Contingency expenses @ 5% of the total expenses	Rs. 22500
Sub Total	Rs. 472500
(Rupees four lakhs seventy thousand five hundred only) per workshop	
14. Total expenditure for conducting 4 training workshops (Rs. 472500 x 4)	
Grand Total	Rs. 1890000
(Rupees Eighteen lakhs ninety thousand only) for 4 training workshops.	

Note: The proposed budget does not include the TA/DA of the participants as this will be paid by the KUSP seperately.

ences:

1. Condinelli DA. Why development projects fail: problems of project management in developing countries. *Project Management Quarterly*. 1976;7: 10-15.
2. Robbins A. Brundtland's World Health Organization: a test case for United Nations reform. *Public Health Rep*. 1999;114:30-39. [PubMed].
3. *Philippines Devolution and Health Services: Managing Risks and Opportunities*. Washington, DC: World Bank; May 23, 1994. Report 12343-PH.
4. Malison MD, Bull DL, Abamonte PA, Johnson SN, Lyons CC, Wilson GA. Management for international public health: CDC's Sustainable Management Development Program. *Leadership Public Health*. Spring 2000:24-28.
5. Fiske E. *The Politics of Decentralization* [Decentralization and Education Reform Program background paper]. Washington, DC: Human Development Department, World Bank; February 20, 1996.



KOLKATA URBAN SERVICES FOR THE POOR
CHANGE MANAGEMENT UNIT

Memo No. .. CMU-94/2003(Pt. VI)/275(40)

Dt. .. 25.04.2008

From : Arnab Roy
Project Director, CMU

To : The Mayor / Chairman

..... Municipal Corporation / Municipality

Sub. : Training of Health Officers and Asstt. Health Officers on Public Health Management under Health component of KUSP.

Sir,

This is to inform you that the above training programme has been arranged in order to strengthen capacity of Health Officers and Asstt. Health Officers of the ULBs. The 1st batch of training for 25 nos. of participants on Public Health Management is scheduled at New Delhi during 21-25 July, 2008. The said training programme will be co-ordinated by Dr. D.K. Raut, Prof. of Public Health, Dept. of Community Medicine, Vardhman Mahavir Medical College and Safdarjung Hospital, New Delhi.

You are requested to confirm the names of Health Officer and Asstt. Health Officer for participating in the said training programme through Fax positively by 10.05.2008. The list for 1st batch will be prepared on first come first serve basis. Only on receipt of confirmation letter from this end, you will proceed for purchase of to & fro tickets. Further details will follow in due course.

Thanking you.

Yours faithfully,


Project Director, CMU

Memo No. .. CMU-94/2003(Pt. VI)/275(40) /1(40)

Dt. .. 25.04.2008

Copy forwarded to :

HO & AHO,Municipal Corporation and Municipality.


Project Director, CMU



KOLKATA URBAN SERVICES FOR THE POOR
CHANGE MANAGEMENT UNIT

Memo No. CMU-94/2003(Pt. VI)/817

Dt.. 20.06.2008

From : Dr. Kallol Kr. Mukherjee
Project Manager, CMU

To : Dr. Jagdish Prasad
Addl. DG, Principal and
MS, VMMC & Safdarjung Hospital
New Delhi - 110 029.

Sub : Training of Health Officers and Assist. Health Officers (1st Batch)
on Public Health Management at Safdarjung Hospital under
Health Component of KUSP.

Dear Dr. Prasad,

Reference is invited to the communication bearing no. Acad/Misc/2007-08-Acad dt. 03.04.2008 from Dr. Sanjeev Bhalla, Chief Medical Officer, VMMC and Safdarjung Hospital on the above subject.

As requested the Demand Draft bearing no. 867975 dt. 18.06.2008 on PNB for Rs. 4,72,500/- (Rupees Four lacs seventy two thousand five hundred) only in favour of "Medical Superintendent, Safdarjung Hospital, New Delhi" is sent towards the expenses for organising the 1st batch of training for Health Officers and Asstt. Health Officers during 21 – 25 July, 2008.

You are requested to take further necessary action accordingly and to acknowledge the receipt of said DD.

Yours sincerely,

K. J. 20/06/08

Project Manager, CMU

Dt.. 20.06.2008

Memo No. CMU-94/2003(Pt. VI)/817/1/(1)

CC

Dr. D.K. Raut, Prof., Dept. of Community Medicine, VM Medical College &
Safdarjung Hospital, New Delhi for kind information and necessary action please.

Project Manager, CMU

Memo No. CMU-94/2003(Pt. VI)/817/2/(1)

Dt.. 20.06.2008

CC

Accounts Officer, CMU

K. J. 20/06/08

Project Manager, CMU



KOLKATA URBAN SERVICES FOR THE POOR
CHANGE MANAGEMENT UNIT

Memo No. CMU-94/2003(Pt. VI)/817

Dt.. 20.06.2008

From : Dr. Kallol Kr. Mukherjee
Project Manager, CMU

To : Dr. Jagdish Prasad
Addl. DG, Principal and
MS, VMMC & Safdarjung Hospital
New Delhi - 110 029.

Sub : Training of Health Officers and Assist. Health Officers (1st Batch)
on Public Health Management at Safdarjung Hospital under
Health Component of KUSP.

Dear Dr. Prasad,

Reference is invited to the communication bearing no. Acad/Misc/2007-08-Acad dt. 03.04.2008 from Dr. Sanjeev Bhalla, Chief Medical Officer, VMMC and Safdarjung Hospital on the above subject.

As requested the Demand Draft bearing no. 867975 dt. 18.06.2008 on PNB for Rs. 4,72,500/- (Rupees Four lacs seventy two thousand five hundred) only in favour of "Medical Superintendent, Safdarjung Hospital, New Delhi" is sent towards the expenses for organising the 1st batch of training for Health Officers and Asstt. Health Officers during 21 – 25 July, 2008.

You are requested to take further necessary action accordingly and to acknowledge the receipt of said DD.

Yours sincerely,

KJ
20/6/08

Project Manager, CMU

Memo No. CMU-94/2003(Pt. VI)/817/1/(1)

Dt.. 20.06.2008

CC

Dr. D.K. Raut, Prof., Dept. of Community Medicine, VM Medical College &
Safdarjung Hospital, New Delhi for kind information and necessary action please.

Project Manager, CMU

Memo No. CMU-94/2003(Pt. VI)/817/2/(1)

Dt.. 20.06.2008

CC

Accounts Officer, CMU

KJ
20/6/08

Project Manager, CMU

पंजाब नेशनल बैंक सेक्टर - 3, साल्ट लेक, कोलकाता
 punjab national bank Sector - 3, Salt Lake, KOLKATA - 700106

वि.सं. **1625**
 D.No.

मांगे जाने पर ON DEMAND PAY

दिनांक **18-06-2008**
 Date

MEDICAL SUPERINTENDENT, SAFDARJUNG HOSPITAL

या उनके आदेश पर OR ORDER

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****Four Lakh Seventy Two Thousand Five Hundred only****

प्राप्त मूल्य के बदले अदा करें
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शाखा क्रमांक Branch Serial No.
0116/2008

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प्राधिकृत हस्ताक्षरकर्ता जी.बी.पी.ए.सं.
 AUTHORISED SIGNATORY WITH GBPA No.

VALID FOR SIX MONTHS ONLY

⑈867975⑈ 000024000⑈

16 **DIPANKAR MUKHERJEE**
GBPA No. 20081



KOLKATA URBAN SERVICES FOR THE POOR
CHANGE MANAGEMENT UNIT

Memo No. .. CMU-94/2003(Pt. VI)/ 858

Dt. .. 25.06.2008

From : Arnab Roy
Project Director, CMU

To : The Chairman
Suri Municipality
Birbhum Collectorate Office,
P.O.- Suri,
Dist.- Birbhum,
PIN - 731 101.

Sub. : Participation of Dr. D. Banerjee, HO in the training programme on
Public Health Management at New Delhi during 21-25 July, 2008.

Sir,

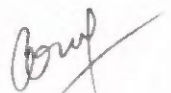
This is to intimate you that the 1st batch of training for HO & / or AHO on Public Health Management is scheduled at New Delhi during 21-25 July, 2008. HO of your ULB may participate in the said training programme. The participant is to reach New Delhi by evening of 20th July, 2008 as the training programme will start sharp at 10.00 a.m. on 21st July, 2008. Further details will be intimated to you in due course.

Railway ticket for to & fro journey (Kolkata to New Delhi and back) of the participant preferably in AC- III tier may kindly be arranged from your end. A feedback on railway reservation may please be forwarded to the undersigned by 30th June, 2008. The participant is entitled to get DA @ Rs. 230/- per diem and actual local travelling expenses in respect of journey from residence to Kolkata and back . The expenditure towards traveling (on the basis of actual), and DA are to be incurred from the existing KUSP fund already placed to you. The expenditure is to be booked under the A/C Head – “SHS – Training of HOs & AHOs”.

For further information, you may contact Dr. Shibani Goswami, Health Expert, CMU.

Thanking you.

Yours faithfully,


Project Director, CMU

Contd. to P-2.

Memo No. .. CMU-94/2003(Pt. VI)/ /1(1)

Dt. .. 25.06.2008

Copy forwarded to :

Health Officer, Suri Municipality



Project Director, CMU

Memo No. .. CMU-94/2003(Pt. VI)/ /2(4)

Dt. .. 25.06.2008

Copy forwarded to :

- 1) Project Manager, CMU
- 2) Accounts Officer, CMU
- 3) Financial Officer, CMU
- 4) Accounting Support Agency



Project Director, CMU

**Participation in the Training Programme on Public Health Management
at New Delhi during 21-25 July, 2008 (1st Batch)**

Sl. No.	ULB	Name	Designation	Sex	Train No. / Arrival at New Delhi on
1.	Baidyabati	Dr. P.S. Bhattacharya	HO	M	2301 / 20.07.08
2.		Dr. D.P. Mukherjee X	AHO	M	2301 / 20.07.08
3.	Barasat	Dr. Tapobrata Chowdhury	HO	M	9W913 / 20.07.08
4.		Dr. Swadesh Kr. Halder	AHO	M	9W913 / 20.07.08
5.	Bhadreswar	Dr. Suchita Nandy Majumder	HO	F	2301 / 20.07.08
6.		Dr. Sudipto Nandy	AHO	M	2301 / 20.07.08
7.	Bolpur O	Dr. Susmita Chowdhury	AHO	F	2301 / 20.07.08
8.	Champdani	Dr. Dilip Dey	AHO	M	2301 / 20.07.08
9.	Chandernagore	Dr. Sandip Ghosh	HO	M	2301 / 20.07.08
10.	Garulia	Dr. Sankar Mondal	AHO	M	2313 / 20.07.08
11.	Halisahar	Dr. Diganta Chatterjee	HO	M	2313 / 20.07.08
12.		Dr. Partha Roy	AHO	M	2313 / 20.07.08
13.	Jangipur O	Dr. Mita Banerjee	AHO	F	2301 / 20.07.08
14.	Konnagar	Dr. Deb Kr. Ghosh	HO	M	2301 / 20.07.08
15.	Madhyamgram	Dr. Chandan Chatterjee	HO	M	2313 / 20.07.08
16.		Dr. Sukumar Biswas	AHO	M	2313 / 20.07.08
17.	Naihati	Dr. Surya Kr. Bhattacharjee	HO	M	2313 / 20.07.08
18.	New Barrackpore	Dr. Sankar Singha Roy	HO	M	2313 / 20.07.08
19.		Dr. Debatosh Das	AHO	M	2313 / 20.07.08
20.	Rishra	Dr. Amar Nath Har	AHO	M	2301 / 20.07.08
21.	Serampore	Dr. Chandi Charan Mondal	AHO	M	2301 / 20.07.08
22.	South Dum Dum	Dr. Pankaj Kr. Gupta	HO	M	2313 / 20.07.08
23.		Dr. Rina Das	AHO	F	2313 / 20.07.08
24.	Suri O	Dr. Dilip Banerjee	HO	M	2313 / 20.07.08
25.	Uluberia	Dr. Swapan Kr. Mondal	HO	M	2301 / 20.07.08
26.	Uttarpara Kotrung	Dr. Samir Kr. Naskar	AHO	M	2301 / 20.07.08



KOLKATA URBAN SERVICES FOR THE POOR
CHANGE MANAGEMENT UNIT

Memo No. .. CMU-94/2003(Pt. VI)/ 859(2)

Dt. .. 25.06.2008
26.

From : Arnab Roy
Project Director, CMU

To : The Chairman
Bolpur / Jangipur Municipality

Sub. : Participation of AHO of your ULB in the training programme on Public Health Management at New Delhi during 21-25 July, 2008.

Sir,

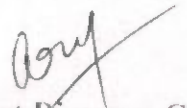
This is to intimate you that the 1st batch of training for HO & / or AHO on Public Health Management is scheduled at New Delhi during 21-25 July, 2008. AHO of your ULB may participate in the said training programme. The participant is to reach New Delhi by evening of 20th July, 2008 as the training programme will start sharp at 10.00 a.m. on 21st July, 2008. Further details will be intimated to you in due course.

Railway ticket for to & fro journey (Kolkata to New Delhi and back) of the participant preferably in AC- III tier may kindly be arranged from your end. A feedback on railway reservation may please be forwarded to the undersigned by 30th June, 2008. The participant is entitled to get DA @ Rs. 230/- per diem and actual local travelling expenses in respect of journey from residence to Kolkata and back . The expenditure towards traveling (on the basis of actual), and DA are to be incurred from the existing KUSP fund already placed to you. The expenditure is to be booked under the A/C Head – “SHS – Training of HOs & AHOs”.

For further information, you may contact Dr. Shibani Goswami, Health Expert, CMU.

Thanking you.

Yours faithfully,


Project Director, CMU

Contd. to P-2.



Memo No. .. CMU-94/2003(Pt. VI)/ /1(1)

Dt. .. 25.06.2008

Copy forwarded to :

Asst. Health Officer, Bolpur / Jangipur Municipality

A handwritten signature in black ink, appearing to be 'Anand', is written above the title 'Project Director, CMU'.

Project Director, CMU

Memo No. .. CMU-94/2003(Pt. VI)/ /2(4)

Dt. .. 25.06.2008

Copy forwarded to :

- 1) Project Manager, CMU
- 2) Accounts Officer, CMU
- 3) Financial Officer, CMU
- 4) Accounting Support Agency

A handwritten signature in black ink, appearing to be 'Anand', is written above the title 'Project Director, CMU'.

Project Director, CMU

Arrangement for pick-up of the participants for Training Program at VMMC & SJ Hospital Inbox

★ "Dr.Deepak Raut" [show details](#) 3:22 am (20 minutes ago) [↔ Reply](#)

Dear Dr. Shubani Goswami,

Kindly find the names and contact phone no. of the persons who will be arranging for pick-up from the New Delhi Railway station. The Bus will be waiting for the participants at Ajmeri Gate side of the New Delhi Railway station.

Participants should be informed to get down at **New Delhi Railways station and come outside off the station from Ajmeri Gate side** and then stand at the entrance of the **Metro Station at Ajmeri Gate**. They should not go to Pahadganj side.

1. Gaurav Rao: 9899466381
2. Nitin Nagrare: 9310738040
3. Raman Sahni: 9313379868
4. Deepak Bhardwaj: 9868036591

In case of problem they may contact above people.

Participants staying arrangements has been made at Maulana Azad Medical College (MAMC) Guest House, near MANC Library. MAMC is at Delhi Gate opposite to Feroz Shah Kotla Cricket ground which is 2-3 Kms. from New Delhi Railway Station from Ajmeri Gate side.

Wishing all participants safe journey to New Delhi

--

Warm Regards

Dr.D.K.Raut, MBBS,MD,FIPHA

Professor, Department of Community Medicine, Room No. 421

VM Medical College & Safdarjung Hospital, New Delhi-110029 (India)

Ph. (O) +91 11 2671 4819 (Tel/fax)

(M) +91 11 9911367336

(R) +91 11 2625 7911

E-Mail: drdeepakraut@gmail.com, drdeepakraut@yahoo.com

Former:

Professor & Head, Department of Epidemiology,

All India Institute of Hygiene & Public Health, Kolkata-700 073 (W.B.) INDIA



GOVERNMENT OF INDIA

Ministry of Health & Family Welfare, Directorate General of Health Services,

DEPARTMENT OF COMMUNITY MEDICINE

Vardhman Mahavir Medical College & Safdarjung Hospital, New Delhi-29

* * * * *

Training Workshop on Public Health Management for Health Officers and

Asst. Health Officers of Urban Local Bodies, West Bengal

CERTIFICATE

This is to certify that Dr. _____ has

participated in a Training Workshop on Public Health Management organized by Department of Community Medicine, VMMC & Safdarjung Hospital, New Delhi on 21-25 July 2008. The Programme was conducted in collaboration with Change Management Unit (CMU), Kolkata Urban Services for Poor, Govt. of West Bengal.

Dr. Deepak Raut
Program Coordinator
Professor

Dr. Saudan Singh
Professor & Head
Department of Community Medicine

Dr. Jagdish Prasad
Additional Director General, Principal &
Medical Superintendent

Public Health Management at New Delhi during 21-25 July

● **Shibani Goswami** Dear Dr. Raut. Sending the list of participants for the ensui 3:
 from ● **"Dr.Deepak Raut"** <drdeepakraut@gmail.com> [hide details](#) 3:55 am (5 i
 to ● **Shibani Goswami** <dfidhhw@gmail.com>
 date Jul 1, 2008 3:55 AM
 subject **Re: Public Health Management at New Delhi during 21-25 July, 2008**
 mailed-by gmail.com

Dear Dr. Shibani,

This is to acknowledge that we have received a demand draft bearing no. 867975 dt. 18.6.2008, on PNB for Rs. 4,72,500/- (rupees four lacs seventy two thousand five hundred only) only in favour of Medical Superintendent, Safdarjung Hospital, vide letter no. CMU-94/2003 (Pt. VI) 817 dt. 20.6.2008 for the purposed of the training.

The list of the twenty six participants has also been received. Kindly convey that arrangements will be made for pick from the New Delhi Railway station (Ajmeri Gate side) at the time of arrival. The details about contact person will be told in advance for the benefit of the participants.

Thanks

- Show quoted text -

--

Warm Regards

Dr.D.K.Raut, MBBS,MD,FIPHA

Professor, Department of Community Medicine, Room No. 421

VM Medical College & Safdarjung Hospital, New Delhi-110029 (India)

Ph. (O) +91 11 2671 4819 (Tel/fax)

(M) +91 11 9911367336

(R) +91 11 2625 7911

E-Mail: drdeepakraut@gmail.com, drdeepakraut@yahoo.com

 Former:

Professor & Head, Department of Epidemiology,

All India Institute of Hygiene & Public Health, Kolkata-700 073 (W.B.) INDIA

To Jalle 21/9/08 Dr. Raut



KOLKATA URBAN SERVICES FOR THE POOR
CHANGE MANAGEMENT UNIT

Memo No. .. CMU-94/2003(Pt. VI)/858A

Dt. .. 25.06.2008

From : Arnab Roy
Project Director, CMU

Attn: E.O. Konnagar Mpl

To : The Chairman
Konnagar Municipality
73, G.T. Road,
P.O.- Konnagar,
Dist.- Hooghly,
PIN - 712 235.

Sub. : Participation of HO in the training programme on Public Health Management at New Delhi during 21-25 July, 2008.

Sir,

This is to intimate you that the 1st batch of training for HO & / or AHO on Public Health Management is scheduled at New Delhi during 21-25 July, 2008. HO of your ULB may participate in the said training programme. The participant is to reach New Delhi by evening of 20th July, 2008 as the training programme will start sharp at 10.00 a.m. on 21st July, 2008. Further details will be intimated to you in due course.

Railway ticket for to & fro journey (Kolkata to New Delhi and back) of the participant preferably in AC- III tier may kindly be arranged from your end. A feedback on railway reservation may please be forwarded to the undersigned by 30th June, 2008. The participant is entitled to get DA @ Rs. 230/- per diem and actual local travelling expenses in respect of journey from residence to Kolkata and back. The expenditure towards traveling (on the basis of actual), and DA are to be incurred from the existing KUSP fund already placed to you. The expenditure is to be booked under the A/C Head - "SHS - Training of HOs & AHOs".

For further information, you may contact Dr. Shibani Goswami, Health Expert, CMU.

Thanking you.

Yours faithfully,


Project Director, CMU

Contd. to P-2.

Memo No. .. CMU-94/2003(Pt. VI)/858A

Copy forwarded to :

Health Officer, Konnagar Municipality

Dt. .. 25.06.2008



Project Director, CMU

Dt. .. 25.06.2008

Memo No. .. CMU-94/2003(Pt. VI)/858A

Copy forwarded to :

- 1) Project Manager, CMU**
- 2) Accounts Officer, CMU**
- 3) Financial Officer, CMU**
- 4) Accounting Support Agency**



Project Director, CMU



KOLKATA URBAN SERVICES FOR THE POOR
CHANGE MANAGEMENT UNIT

Memo No. .. CMU-94/2003(Pt. VI)/858A

Dt. .. 25.06.2008

From : Arnab Roy
Project Director, CMU

To : The Chairman
Konnagar Municipality
73, G.T. Road,
P.O.- Konnagar,
Dist.- Hooghly,
PIN - 712 235.

Sub. : Participation of HO in the training programme on Public Health Management at New Delhi during 21-25 July, 2008.

Sir,

This is to intimate you that the 1st batch of training for HO & / or AHO on Public Health Management is scheduled at New Delhi during 21-25 July, 2008. HO of your ULB may participate in the said training programme. The participant is to reach New Delhi by evening of 20th July, 2008 as the training programme will start sharp at 10.00 a.m. on 21st July, 2008. Further details will be intimated to you in due course.

Railway ticket for to & fro journey (Kolkata to New Delhi and back) of the participant preferably in AC- III tier may kindly be arranged from your end. A feedback on railway reservation may please be forwarded to the undersigned by 30th June, 2008. The participant is entitled to get DA @ Rs. 230/- per diem and actual local travelling expenses in respect of journey from residence to Kolkata and back . The expenditure towards traveling (on the basis of actual), and DA are to be incurred from the existing KUSP fund already placed to you. The expenditure is to be booked under the A/C Head – “SHS – Training of HOs & AHOs”.

For further information, you may contact Dr. Shibani Goswami, Health Expert, CMU.

Thanking you.

Yours faithfully,


Project Director, CMU

Contd. to P-2.



- 2 -

Memo No. .. CMU-94/2003(Pt. VI)/858A

Dt. .. 25.06.2008

Copy forwarded to :

Health Officer, Konnagar Municipality

Project Director, CMU

Memo No. .. CMU-94/2003(Pt. VI)/858A

Dt. .. 25.06.2008

Copy forwarded to :

- 1) Project Manager, CMU**
- 2) Accounts Officer, CMU**
- 3) Financial Officer, CMU**
- 4) Accounting Support Agency**

Project Director, CMU

Telephone No. 2561-5061

Email chairman_garulia@rediffmail.com

Fax No. 033-2540-8432

Office of the Councillors, Garulia Municipality

P.O. Garulia, Dist. North 24-Parganas

Sri Amal Kumar Chatterjee

Chairman, Garulia Municipality

Memo No. 25

Date: 24-06-2008

To
The Project Director
CMU, KUSP,
ILGUS BHAVAN,
HC - BLOCK, SECTOR - 3
BIDHANNAGAR, KOL - 700106

Dr. G. G. Ghosh
ay
27/6

Sub : Confirmation towards participation of H.O. & A.H.O. in the training programme on Public Health Management at New Delhi during 21st to 25th July '2008 /

Ref : No. CMU-94 / 2003 (DT VI) / 482 (17) dt. 14-05-08.

Sir,

With reference to the above noted subject I am to inform you that the Railway Tickets have been booked for to & fro journey (Kolkata to New Delhi and back) by train no. 2313 dt. 19-07-08, Sealdah Rajdhani Express for participation training programme on Public Health Management at New Delhi during 21st to 25th July 2008 to your end necessary action.

Thanking you,

Yours faithfully,

[Signature]

Chairman
Garulia Municipality

Phone No. : 2588-8414

2585-3172

Fax No. : 2585-0226

Office of The Board of Councillors
HALISAHAR MUNICIPALITY

P.O. HALISAHAR, NORTH 24 PARGANAS, PIN - 743134

No.....198-09

Date18/6/08.....

To: The Health Officer,
Halisahar Municipality

To: The Project Director, CMU
KUST
ILGUS Bhawan
Kolkata - 700107



Re: your Memo no. CMU-94/2003(PT-VI)/482(17) dt. 14.05.08
Attention: Dr. Sibani Goswami
Health Expert, CMU.

Sir, The undersigned has been authorized to inform you that railway reservation has been confirmed for both H.O. & Asst. H.O. for outward and return journeys on 19.07.2008 & 25.07.2008 respectively by Sealdah Rajdhani Express.

Thanking you,

Yours sincerely,
Ananta Chatterjee
Health Officer,
Halisahar Municipality

Memo No. 23/06/08/117-81/KM/07-08

Kamarhati Municipal Office

Phone : 2564-8660
2564-8646

1, M. M. FEEDER ROAD,
(Rahtala)
KOLKATA-700 066

Ref. No. _____

Date 20.6.2008

To
The Project Director, CMU,
KUSP
ILGUS BHAVAN.



Sir,

I am very much sorry to mention that due to unavoidable circumstances I will not be able to attend the Training Programme at Delhi in July '08

May I please request you to acknowledge & oblige .

Thanking you .

Yours Sincerely ,

sw

Kamarhati Municipality
ORIP / EMDA
Kamarhati Municipality



KOLKATA URBAN SERVICES FOR THE POOR
CHANGE MANAGEMENT UNIT

Memo No. .. CMU-94/2003(Pt. VI)/812

Dt. .. 20.06.2008

From : Arnab Roy
Project Director, CMU

To : The Mayor
Durgapur Municipal Corporation
P.O.- Durgapur,
Dist.- Burdhaman,
PIN - 713 201.

Sub. : Participation of Dr. P. Bhattacharjee, HO in the training programme on
Public Health Management at New Delhi during 21-25 July, 2008.

Sir,

This is to intimate you that the 1st batch of training for HO & / or AHO on Public Health Management is scheduled at New Delhi during 21-25 July, 2008. HO of your ULB may participate in the said training programme. The participant is to reach New Delhi by evening of 20th July, 2008 as the training programme will start sharp at 10.00 a.m. on 21st July, 2008. Further details will be intimated to you in due course.

Railway ticket for to & fro journey (Kolkata to New Delhi and back) of the participant preferably in AC- III tier may kindly be arranged from your end. A feedback on railway reservation may please be forwarded to the undersigned by 26th June, 2008. The participant is entitled to get DA @ Rs. 230/- per diem. The expenditure towards traveling (on the basis of actual), and DA are to be incurred from the existing KUSP fund already placed to you. The expenditure is to be booked under the A/c Head – "SHS – Training of HOs & AHOs".

For further information, you may contact Dr. Shibani Goswami, Health Expert, CMU.

Thanking you.

Yours faithfully,

Project Director, CMU

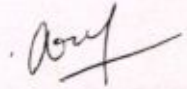
Contd. to P-2.

Memo No. .. CMU-94/2003(Pt. VI)/812/1(1)

Dt. .. 20.06.2008

Copy forwarded to :

Health Officer, Durgapur Municipal Corporation.



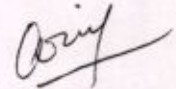
Project Director, CMU

Memo No. .. CMU-94/2003(Pt. VI)/812/2(4)

Dt. .. 20.06.2008

Copy forwarded to :

- 1) Project Manager, CMU**
- 2) Accounts Officer, CMU**
- 3) Financial Officer, CMU**
- 4) Accounting Support Agency**



Project Director, CMU



Office of the

MADHYAMGRAM MUNICIPALITY

P.O. : Madhyamgram, Dist. : North 24 Parganas
Kolkata - 700129

Dr. Datta
18.6.08

Phone : 2538-3683 (Direct)

2538-2664 / 0203

Fax : 2538-6442

Ref. No.

Date ..17.6.2008

Dr. Mrs. Sibani Goswami,
Project Officer, Health Wing,
State Urban Development Agency,
Ilgus Bhaban, HC Block. Kop. 106

Dear Madam,

In connection with attending training programme, on Public Health, at Delhi from 21st July to 25th. July, I am furnishing here under the necessary information as has been asked for:

- 1) Attending persons: a) Dr. Chandan Chatterjee H.O.
- b) Dr. Sukumar Biswas A.H.O

Date of Journey onward :- 19.7.2008.

Name of Train Sealdah - New Delhi Rajdhani Express
2313 Exp

Class of Accommodation: AC 2 Tier

PNR NO: 611-5522739. Fare Rs 2030/- each

Dt of Return Journey : 25.7.2008

By Air Indigo : Time of departure 18.20 PM

PNR NO - 1Q5ADE Fare Rs 3445/- each,

Kindly record & order accordingly & Oblige,
Thanking you,

Yours faithfully,
Chandan Chatterjee
H.O

Rational Business Corporation

DEP. TIME PRINTED IS LIABLE TO CHANGE

		शुभ यात्रा				HAPPY JOURNEY				
पी.एन.आर.नं. PNR NO.		गाड़ी नं. TRAIN NO.	तिथि DATE	कि.मी. K.M.	वयस्क बच्चे ADULT CHILD	TICKET NO. टिकट नं. KKKC90731059				
611-5522739		2313	19-07-2008	1453	2	0	/90731059			
CLASS श्रेणी 2 वाता सियालदह		JOURNEY CUM RESERVATION TICKET				PAS-CAI से आरंभित				
SDAH		NEW DELHI		RESV. UPTO		184				
कोच COACH	सीट/बर्थ SEAT/BERTH	लिंग SEX	आयु AGE	यात्रा अधिकार पत्र T.AUTHORITY	रियायत CONC.	आ. शु. R.FEE	स. शु. S.CH.	पु. शु. SF.CH.	वाउचर रु. VOUCH. RS.	कु. नकद रु. T. CASH RS.
A3	43	LB	M	56	NV					4060
A3	45	1B	M	51	NV					Rs.FOUR ZERO SIX ZERO ONLY

EASTERN RAILWAY

(NEW TIME TABLE FROM 01-07-2008) SDAH RAJDHANIEXP BOARDING SDAH 19-07-2008
 184 21-05-2008 08:43 RSR0 3 VIA DKAE-DHN -GAYA-HGS -ALD -CND



IQ5QDE CONFIRMED

Please check-in with a valid photo ID for all passengers

Date	From	To	Departs	Arrives
26 Dec 2013	Delhi	Kolkata	6:20 PM	9:20 PM

Seat(s)
06E
YCC



Passengers
Adult 1
Adult 2

DR CHANDAN CHATTERJEE
DR S BISWAS

Rs 998.00
Rs 450
Rs 4700
Rs 300
Rs 100
Rs 341.88
Rs 6389.88

Conditions

Bookings must be made at LEAST 2 hours prior to departure.
www.goindigo.in is available. This option is for cabin baggage only. Not available for customers with special requirements.
 If you do not check-in by the scheduled departure time will result in your booking being cancelled and the applicable change fees referred to.
 Passengers must arrive at the airport at least 30 minutes prior to the scheduled time of departure. Please report to your departure desk at least 15 minutes prior to departure. Passengers failing to report in time, may be refused boarding privileges.
 Passengers must arrive at the airport at least 1 hour prior to departure with payment of change fee and applicable taxes.
 Changes and cancellations are not permitted.
 Complimentary food and beverages are provided on all flights. Complimentary food and beverages include: soft drinks, crossbuns, dalchatti, soft drinks, mango, grapes, freshly made curries, and soft beverages. Complimentary food and beverages may be purchased onboard.

		शुभ यात्रा				HAPPY JOURNEY				
पी.एन.आर.नं. PNR NO.	गाड़ी नं. TRAIN NO.	तिथि DATE	कि.मी. K.M.	वयस्क ADULT	बच्चे CHILD	TICKET NO. टिकट नं. KKKC82280074				
224-9421407	2314	26-07-2008	1454	2		/82280074				
CLASS श्रेणी 3वाता नयी दिल्ली		JOURNEY BY RESERVATION TICKET		RESV. UPTO		381				
कोच COACH	सीट/बर्थ SEAT/BERTH	लिंग SEX	आयु AGE	यात्रा अधिकार पत्र T.AUTHORITY	रियाजत CONC.	आ. शु. R.FEE	स. शु. S.CH.	सु. शु. SF.CH.	वाउचर रु. VOUCH. RS.	कु. नकद रु. T. CASH RS.
84	57	LB	56							
84	58	MB	16							
(NEW TIME TABLE FROM 01-07-2008) SEALDAH RAJDHANY BOARDING NO. 26-07-2008										

381 29-05-2008 09:50 NKS 11 VIA CNB -MGS -DHN -ASN -0-

		शुभ यात्रा				HAPPY JOURNEY				
पी.एन.आर.नं. PNR NO.	गाड़ी नं. TRAIN NO.	तिथि DATE	कि.मी. K.M.	वयस्क ADULT	बच्चे CHILD	TICKET NO. टिकट नं. KKKC82280075				
611-5782520	2313	19-07-2008	1453	2		/82280075				
CLASS श्रेणी 3वाता सिफलदह		JOURNEY BY RESERVATION TICKET		RESV. UPTO		184				
कोच COACH	सीट/बर्थ SEAT/BERTH	लिंग SEX	आयु AGE	यात्रा अधिकार पत्र T.AUTHORITY	रियाजत CONC.	आ. शु. R.FEE	स. शु. S.CH.	सु. शु. SF.CH.	वाउचर रु. VOUCH. RS.	कु. नकद रु. T. CASH RS.
88	1	LB	56							
88	2	MB	16							
(NEW TIME TABLE FROM 01-07-2008) SDAH RAJDHANYEXP BOARDING SDAH 19-07-2008										

184 29-05-2008 09:51 NKB 11 VIA DKAE-DHN -GAYA-MGS -ALD -CNB

1) Dr P K Gupta } South Dum Dum mty.
2) Dr Reas Das }

Phone No. : 2588-8414

2585-3172

Fax No. : 2585-0226

Office of The Board of Councillors
HALISAHAR MUNICIPALITY

P.O. HALISAHAR, NORTH 24 PARGANAS, PIN - 743134

No. 99-09

Date 6/5/08

From : The Chairman,
Halisahar Municipality.

To : The Project Director,
CMU, KUSP, ILGUS Bhavan,
Block - HC, Sector-3,
Kolkata - 700 106.



Ref : Your Memo No. CMU-94/2003(Pt-VI)/275(40)
dt. 25.04.2008.

Sub : Training of Health Officers & Asstt. Health
Officers.

Sir,

With reference to the above memo regarding Training of Health Officers & Asstt. Health Officers in New Delhi from 24th to 25th July, 2008 the following names are hereby being forwarded from this ULB :-

1. Dr. Diganta Chatterjee : Health Officer
2. Dr. Partha Roy : Asstt. Health Officer

Thanking you,

Yours faithfully,

A handwritten signature in black ink, appearing to be "D. Chatterjee".

Chairman,
Halisahar Municipality.

or

OFFICE OF THE MUNICIPAL COUNCILLORS, KONNAGAR

73, G. T. ROAD (W), KONNAGAR, (Pin - 712235), HOOGHLY, West Bengal

Sri Samir Banerjee
Chairman

Office : 2674-0210/2123
Residence : 2674-5300
Ambulance : 2674-7545
Hospital : 2674-7740
Fax : 2674-0210 (Office)

Ref. No. Admn/28/KUSP/144

Dated 06-5-08

To
The Project Director,
Change Management Unit, KUSP
'ILGUS BHAVAN', H.C. Block,
Sector-3, Bidhannagar,
Kolkata-106.



Sub : Training of Health Officers & Asst. Health
Officers on Public Health Management at
New Delhi - regarding.

Ref : Your office memo no. CMU-94/2003 (Pt.VI)/275(40)
dt. 25.04.2008.

Sir,

With reference to the above, I hereby confirm that Dr. Deb Kumar Ghosh, H.O. ~~Chatterjee, H.O.~~, Konnagar is going to take part in the above training programme to be held during 21 - 25 July, 2008 on behalf of Konnagar Municipality.

This is for your kind information & taking necessary action.

Thanking you,

Yours faithfully,

S. Banerjee
Chairman
Konnagar Municipality

No. Admn/28/KUSP/144 (5)

Dt. 06-5-08

- Copy to :
- 1) H.O., K.M.
 - 2) A.H.O., K.M.
 - 3) A & FC, K.M.
 - 4) The Vice-Chairman, K.M.
 - 5) Urban Planner, K.M.

S. Banerjee
Chairman

(J) Phone no: - 2632-3429.

Fax No: - (033) - 2632-6257.

Email: chai6257@dataone.in

OFFICE OF THE MUNICIPAL COUNCILLORS' OF CHAMPDANY
1, POURA BHABAN ROAD, CHAMPDANY
P.O:- BAIDYABATI, DIST: - HOOGHLY, PIN: - 712222

Memo No. 315/W/CMU-T

Dated..26.5.08.

From: Sri Suresh Mishra, Chairman,
Champdany Municipality



Dr. Goswami
ay
28/5

To
Arnab Roy
The Project Director, C.M.U.

Sub: Confirmation towards participation of HO and A.H.O. in the training programme on Public Health Management at New Delhi during 21 - 25 July, 2008.

Ref : Your memo no. CMU -94/2003 (Pt.VI) / 275(40) dt. 25.04.2008.

Sir,

In reference to above subject I am to inform you that Railway reservation of **Dr. Dilip Dey, A.H.O.** for attending the above noted Training programme has been confirmed as per guideline as mentioned in the above noted referred letter.

It is for your information & further necessary instruction from your end please.

Thanking you,

Yours faithfully,

Chairman,
Champdany Municipality

Office of the Councillors,
Rishra Municipality,
Rishra, Hooghly, West Bengal



Phone : 2672-1373
Fax : 2672-0306
E-mail : rishramunicipality@yahoo.com

Ref. No. 229/M



Dated Rishra the 07.05.2008

From :

Dilip Sarkar
Chairman

To :

To
The Director,
SUDA, ILGUS Bhavan,
Bidhannagar,
Kolkata-700 091.

Sub: - Training of Asstt. Health Officer in Public Health Management under Health Component of KUSP

Dear Sir,

With reference to your letter under Memo No. CMU-94/2003(Pt.VI)/275(40) Dt. 25.04.08, it is learnt that the 1st Batch of training is scheduled at New Delhi during 21-25 July, 2008.

In this connection, I do, hereby confirm that DR. AMAR NATH HAR, Asstt. Health Officer of this Municipality will participate in the said training programme.

Thanking you,

Yours faithfully,


Chairman

Rishra Municipality.

P. Seal.

7/5/08

P.O. (H)
13/05



Phone : 2537 5408, Fax : 2537 1006

**OFFICE OF THE NEW BARRACKPORE MUNICIPALITY
NEW BARRACKPORE, NORTH 24-PARGANAS**

**Chairman : Mrinalendu Banerjee
Vice-Chairman : Hiran Kumar Sen**

No.: NBM/Health/25/08

Date : 03-5-2008



To
Project Director,
CMU, KUSP,
ILGUS Bhavan,
HC Block, Sector-3,
Bidhannagar, Kolkata - 700106.

Ref : CMU-94/203(Pt.VI)/275(40) dated 25-4-08 relating to Training Programme of Health Officer & Asstt. Health Officer at Delhi.

Sir,


This is to inform you that Dr. Sankar Singha Roy, Health Officer & Dr. Debatosh Das, Assistant Health Officer of this Municipality will attend the above training programme during 21 - 25th July, 2008 at Delhi.

Thanking you,

Yours faithfully,

Chairman
New Barrackpore Municipality

Chairman
New Barrackpore Municipality

शुभ यात्रा  **HAPPY JOURNEY**

150 GLOBIOUS YEARS

TICKET NO. टिकट नं. **KKKC 87170 048**
187170048

वी.एन.आर.नं. PNR NO. **641-3461741** ट्रेन नं. TRAIN NO. **2310** तिथि DATE **19-07-2008** कि.मी. KM **1450** वयस्क बच्चा ADULT CHILD **2**

CLASS श्रेणी **उत्कृष्ट सिवालधर** JOURNEY CUM RESERVATION TICKET **सियालधर रजधानी ए**

नयी दिल्ली RESV. UPTO **187**

कोच	सीट/बर्थ	लिंग	वयस्क	यात्रा अधिकार पत्र	तिथि	आ. शु.	स. शु.	सु. शु.	वाचन र.	कु. नकद र.
COACH	SEAT/BERTH	SEX	AGE	T. AUTHORITY	CONC.	R. FEE	S. CH.	SF. CH.	VOUCH. RS.	T. CASH RS.
B:8	33	LB	M	49	NV					
B:8	36	LB	M	57	NV					


Rs. THREE ZERO SEVEN ZERO ONLY **3770**

DEP. TIME PRINTED IS LIABLE TO CHANGE

NEW TIME TABLE FROM 01-07-2008! SDAN RAJGHANTEX BOARDING SDAN 19-07-2008
64 29-05-2008 00:00 00: 3 VIA SKAG-DNR -JAYP-RSE -ALD -DMS

Rational Business Corporation

EASTERN RAILWAY

शुभ यात्रा  **HAPPY JOURNEY**

150 GLOBIOUS YEARS

TICKET NO. टिकट नं. **KKKC 87170 049**
187170049

वी.एन.आर.नं. PNR NO. **251-1769925** ट्रेन नं. TRAIN NO. **2314** तिथि DATE **25-07-2008** कि.मी. KM **1450** वयस्क बच्चा ADULT CHILD **2**

CLASS श्रेणी **उत्कृष्ट रजधानी** JOURNEY CUM RESERVATION TICKET **सियालधर**

सियालधर RESV. UPTO **187**

कोच	सीट/बर्थ	लिंग	वयस्क	यात्रा अधिकार पत्र	तिथि	आ. शु.	स. शु.	सु. शु.	वाचन र.	कु. नकद र.
COACH	SEAT/BERTH	SEX	AGE	T. AUTHORITY	CONC.	R. FEE	S. CH.	SF. CH.	VOUCH. RS.	T. CASH RS.
B:8	33	LB	M	49	NV					
B:8	36	LB	M	57	NV					

Rs. THREE ONE ONE ZERO ONLY **3110**

DEP. TIME PRINTED IS LIABLE TO CHANGE

NEW TIME TABLE FROM 01-07-2008! SEADAN RID-AN: BOARDING NDLB 25-07-2008
667 29-05-2008 00:00 00: 3 VIA DAB -RSE -DNR -RER -D-

Rational Business Corporation

EASTERN RAILWAY

TO, DR. S. GOSWAMI
HEALTH EXPERT
CMU KUSP
ILGUS BHAVAN
PANNO. 2334 7805

XEROX COPY OF TICKETS
OF DR. SANKAR SINGH ROY &
H.O.
DR. DEBATOSH DAS A.H.O. 57

Office of the Municipal Councillors of Barasat

Rishi Bankim Chandra Chatterjee Street

Barasat, North 24 Parganas

Kolkata - 700124.



To
Sri Arnab Roy,
Project Director, CMU
Ilgus Bhavan, Salt Lake City,
Kolkata.

Sir,

In reference to your letter No.CMU-94/2003 (Pt-VI)/482(17) dated 14th. May, 2008 we have arranged our ticket for journey from Kolkata to Delhi and return for Training Programme on Public Health Management scheduled to be held on 21-25 July, 2008.

Particulars of ticket and date of journey are given below :-

<u>Date of Journey</u>	<u>Flight No.</u>	<u>Departure time</u>
20 th . July 2008 from Kolkata to Delhi	9W-913	17-25 P.m.
25 th . July, 2008 from Delhi to Kolkata	IT-605	19-50 P.m.

This is for your kind information and necessary action please.

Thanking you,

Yours faithfully,

Dated the Barasat, 10th. June, 2008.

Tapobrata Chowdhury.
Dr. Tapobrata Chowdhury,
H.O., Barasat Municipality

Swadesh K. Halder.
Dr. Swadesh Kumar Halder
A.H.O., Barasat Municipality.

Memo No. 06 -BM/ 16/IPP-VIII & CUDP-III/2008-09.

dt - 13 - 5 - 2008

Phone No. 25523211

25623535

Fax : 25626900

Office of the Municipal Councillors of Barasat

Rishi Bankim Chandra Chatterjee Street
Barasat, North 24 Parganas
Kolkata - 700124.



From : Sri Pradip Chakraborty,
Chairman,
Barasat Municipality.

Dated, Barasat the, 9th May, 2008.

To : The Director, SUDA
Ilgus Bhavan, HC-Block,
Sector -III, Bidhannagar,
Kolkata- 700106.



P.O.(H)
13/5/08

**Sub : Training of Health Officers and Asstt.
Health Officers on Public Health Management
Under Health Component of KUSP.**

Sir,

With reference to your Memo No. CMU-94/2003(Pt. VI)/275(40) dated 25th April, 2008 I am forwarding herewith the Name of Health Officer and Assistant Health to join the above mention Training Programme.

Name of Doctors :-

1. Dr. Tapobrata Chowdhury- H.O.
2. Dr. Swadesh Kr. Halder - A.H.O.

Thanking you,

Yours faithfully,

P. Chandra
Chairman,
Barasat Municipality.

Office of the Municipal Councillors of Barasat

Rishi Bankim Chandra Chatterjee Street
Barasat, North 24 Parganas
Kolkata - 700124.

To
Sri Arnab Roy,
Project Director, CMU
Ilgus Bhavan, Salt Lake City,
Kolkata.



Sir,

In reference to your letter No. CMU-94/2003 (Pt-VI)/482(17) dated 14th. May, 2008 we have arranged our ticket for journey from Kolkata to Delhi and return for Training Programme on Public Health Management scheduled to be held on 21-25 July, 2008.

Particulars of ticket and date of journey are given below :-

<u>Date of Journey</u>	<u>Flight No.</u>	<u>Departure time</u>
20 th . July 2008 from Kolkata to Delhi	GW-913	17-25 P.m.
25 th . July, 2008 from Delhi to Kolkata	IT-605	19-50 P.m.

This is for your kind information and necessary action please.

Thanking you.

Dated the Barasat, 10th. June, 2008.

Yours faithfully,

Tapobrata Chowdhury
Dr. Tapobrata Chowdhury,
H.O., Barasat Municipality

Swadesh Kr. Halder
Dr. Swadesh Kumar Halder
A.H.O., Barasat Municipality.

OFFICE OF THE MUNICIPAL COUNCILLORS SERAMPORE

1, N.S. Avenue, Serampore, Dist. Hooghly, West Bengal, Pin- 712 201

Website : www. seramporemunicipality.net. ★ Email : seramporemunicipality@hotmail.com

Office Phone : 2662 - 0310 , Office Fax : 2662 - 3651, Resi. : 2672 - 0000

Dr. Gromal
27
3/6

From

Pri Amiya Mukherjee
Chairman

To

The Project Director,
Change Management Unit, S.P.
KUSP, ILGUS BHAVAN,
Bidhannagar,
Kolkata.



Ref. No.

348(r) | HS-98 | KUSP

Dated, Serampore the

28.5.08

Ref: Your Memo No. CMU/94/2003(Pt-VI)/482(17)
dated 14.5.08.

Sub: Confirmation towards participation of AHO in
the training programme on Public Health
Management at New Delhi during 21-25 July'08.

Sir,

Dr.C.C.Mondal, AHO of this municipality has been nominated and has been selected to take part in the 1st Batch of training scheduled on 21-25 July'08 at New Delhi.

The Railway Ticket of Dr.C.C.Mondal has been confirmed (Xerox copy enclosed).

This is for your kind information.

Yours faithfully,

Pri Amiya Mukherjee
Chairman.

cc. Dr.C.C.Mondal, AHO,
FAC for information
and necessary action.

OFFICE OF THE MUNICIPAL COUNCILLORS BAIDYABATI
P. O. SHEORAPHULI, Dist. HOOGHLY, PIN-712 223

Ref. No.

To
The Health Expert
CMU, KUSP.



SUB: CONFIRMATION OF TICKET OF TO AND FRO JOURNEY
TO NEW DELHI OF H.O'S & AHO'S IN GROUP TICKET
PARTICIPATION ON PUBLIC HEALTH MANAGEMENT.

Sir,

This is for your information and necessary action that as per your letter no CMU-94/2003(Pt.VI)/482(17) dt 14-05-2008 the following H.O's & AHO's here purchased group reservation ticket as follows :-

A. ON WARD JOURNEY.

TRAIN NO. 2301 up Rajdhani exp. CLASS- 3TR AC DT/Journey- 19-07-08.

B. RETURN JOURNEY.

TRAIN NO- 2302 IN RAJDHANI EXP. DT/JOURNEY- 27/7/08.

SL NAME OF PASSENGERS

DESIGNATION.

PLACE OF WORK.

1. Dr. P.S. Bhattacharya.	H.O.	Baidyabati Municipal
2. Dr. D.P. Mukherjee.	A.H.O.	-do-
3. Dr. C.C. Mondal.	A.H.O.	Sreerampore Municipal.
4. Dr. S.K. Naskar.	A.H.O.	Uttarpara Municipal.
5. Dr. A.M. Harj	A.H.O.	Rishra Municipal.
6. Dr. D.K. Ghosh.	H.O.	Konnagar Municipal.

Please arrange their proper accomodation for staying and feeding from date of arrival at New Delhi till date of ~~departure~~ ^{departure} from thatplace .

Thanking you.

Yours faithfully,

CHAIRMAN
BAIDYABATI MUNICIPALITY.

CHAIRMAN,
Baidyabati Municipality

B.D.

UTTARPARA KOTRUNG MUNICIPALITY

To,

Sri Arnab Roy,
Project Director, CMU,
H.G.U S Bhaban,
HC Block, Sector III,
Bidhannagar,
Kolkata 700106.

No. 1/941
dt 02/6/08

Dr. Groment
ay
2/6

Sub: Participation of H.O. and A.H.O in the training Programme on Public Health Management at New Delhi during 21.07.08 to 25.07.08.

Sir,

With reference to the correspondence ending with your Memo No. CMU 94/2003 (P.VI)/482(17) dated 14.05.2008 on the subject mentioned above this is to inform you that railway tickets for to and fro journey with reservation (Kolkata to New Delhi and back) by Rajdhani Express for Dr. Samir Kumar Naskar, AHO of this Municipality have already been booked, details of which are indicated below. Photocopy of each of the up and down journey is also enclosed.

Details of the reservation:

• Seat number (upward journey)	B6-41B
• Birth Number	--DO--
• Seat Number (downward journey)	B6-53MB
• Birth Number	--DO--
• Date of outward journey	19/07/2008
• Date of downward journey	27/07/2008
• Fare including reservation charge for each of the journey	Rs.1540/-

Yours faithfully,

[Signature]
Chairman

Uttarpara Kotrung Municipality

641-3236732

CLASS

SWITCH

COACH	SEAT	BERTH	SEX	AGE	T.AUT/MORNY	COND.	RFEE	S. CH	SP. CH	VOUCH	RS	T. CASH	RS
	1	45	M	43	VG								
	2	46	F	38	VG								
	1	18	M	72	VR								

RS. NINE TWO FOUR ZERO ONLY

9240

02-06-08 06:09 0001 VIA TRAE-DK -RTP -G, JA

		HAPPY JOURNEY	
परीचय संख्या PDR NO.	यानिका TRAIN NO.	दिनांक DATE	कि.मी. वयस्क K.M. ADULT CHILD
27-8-884844	0302	01-07-2008 1447	6 8
CLASS (श्रेणी)		TICKET NO. टिकट नं.	
CLA S (श्रेणी)		K00C71476 082	
		771476082	
JOURNEY OR RESERVATION TICKET			
आगमन स्थान ARRIVAL STATION		निर्गमन स्थान DEPARTURE STATION	
राजस्थान		कोलकाता शहराजी	
REMARKS (टिप्पणी)			
NONE			
वर्ग CLASS	कुर्ची/बेड SEAT/BERTH	लिंग SEX	आयु AGE
1A	7A	M	41
1A	7B	M	41
1A	7C	M	41
1A	7D	M	41
1A	7E	M	41
1A	7F	M	41
1A	7G	M	41
1A	7H	M	41
1A	7I	M	41
1A	7J	M	41
1A	7K	M	41
1A	7L	M	41
1A	7M	M	41
1A	7N	M	41
1A	7O	M	41
1A	7P	M	41
1A	7Q	M	41
1A	7R	M	41
1A	7S	M	41
1A	7T	M	41
1A	7U	M	41
1A	7V	M	41
1A	7W	M	41
1A	7X	M	41
1A	7Y	M	41
1A	7Z	M	41
1A	7AA	M	41
1A	7AB	M	41
1A	7AC	M	41
1A	7AD	M	41
1A	7AE	M	41
1A	7AF	M	41
1A	7AG	M	41
1A	7AH	M	41
1A	7AI	M	41
1A	7AJ	M	41
1A	7AK	M	41
1A	7AL	M	41
1A	7AM	M	41
1A	7AN	M	41
1A	7AO	M	41
1A	7AP	M	41
1A	7AQ	M	41
1A	7AR	M	41
1A	7AS	M	41
1A	7AT	M	41
1A	7AU	M	41
1A	7AV	M	41
1A	7AW	M	41
1A	7AX	M	41
1A	7AY	M	41
1A	7AZ	M	41
1A	7BA	M	41
1A	7BB	M	41
1A	7BC	M	41
1A	7BD	M	41
1A	7BE	M	41
1A	7BF	M	41
1A	7BG	M	41
1A	7BH	M	41
1A	7BI	M	41
1A	7BJ	M	41
1A	7BK	M	41
1A	7BL	M	41
1A	7BM	M	41
1A	7BN	M	41
1A	7BO	M	41
1A	7BP	M	41
1A	7BQ	M	41
1A	7BR	M	41
1A	7BS	M	41
1A	7BT	M	41
1A	7BU	M	41
1A	7BV	M	41
1A	7BW	M	41
1A	7BX	M	41
1A	7BY	M	41
1A	7BZ	M	41
1A	7CA	M	41
1A	7CB	M	41
1A	7CC	M	41
1A	7CD	M	41
1A	7CE	M	41
1A	7CF	M	41
1A	7CG	M	41
1A	7CH	M	41
1A	7CI	M	41
1A	7CJ	M	41
1A	7CK	M	41
1A	7CL	M	41
1A	7CM	M	41
1A	7CN	M	41
1A	7CO	M	41
1A	7CP	M	41
1A	7CQ	M	41
1A	7CR	M	41
1A	7CS	M	41
1A	7CT	M	41
1A	7CU	M	41
1A	7CV	M	41
1A	7CW	M	41
1A	7CX	M	41
1A	7CY	M	41
1A	7CZ	M	41
1A	7DA	M	41
1A	7DB	M	41
1A	7DC	M	41
1A	7DD	M	41
1A	7DE	M	41
1A	7DF	M	41
1A	7DG	M	41
1A	7DH	M	41
1A	7DI	M	41
1A	7DJ	M	41
1A	7DK	M	41
1A	7DL	M	41
1A	7DM	M	41
1A	7DN	M	41
1A	7DO	M	41
1A	7DP	M	41
1A	7DQ	M	41
1A	7DR	M	41
1A	7DS	M	41
1A	7DT	M	41
1A	7DU	M	41
1A	7DV	M	41
1A	7DW	M	41
1A	7DX	M	41
1A	7DY	M	41
1A	7DZ	M	41
1A	7EA	M	41
1A	7EB	M	41
1A	7EC	M	41
1A	7ED	M	41
1A	7EE	M	41
1A	7EF	M	41
1A	7EG	M	41
1A	7EH	M	41
1A	7EI	M	41
1A	7EJ	M	41
1A	7EK	M	41
1A	7EL	M	41
1A	7EM	M	41
1A	7EN	M	41
1A	7EO	M	41
1A	7EP	M	41
1A	7EQ	M	41
1A	7ER	M	41
1A	7ES	M	41
1A	7ET	M	41
1A	7EU	M	41
1A	7EV	M	41
1A	7EW	M	41
1A	7EX	M	41
1A	7EY	M	41
1A	7EZ	M	41
1A	7FA	M	41
1A	7FB	M	41
1A	7FC	M	41
1A	7FD	M	41
1A	7FE	M	41
1A	7FF	M	41
1A	7FG	M	41
1A	7FH	M	41
1A	7FI	M	41
1A	7FJ	M	41
1A	7FK	M	41
1A	7FL	M	41
1A	7FM	M	41
1A	7FN	M	41
1A	7FO	M	41
1A	7FP	M	41
1A	7FQ	M	41
1A	7FR	M	41
1A	7FS	M	41
1A	7FT	M	41
1A	7FU	M	41
1A	7FV	M	41
1A	7FW	M	41
1A	7FX	M	41
1A	7FY	M	41
1A	7FZ	M	41
1A	7GA	M	41
1A	7GB	M	41
1A	7GC	M	41
1A	7GD	M	41
1A	7GE	M	41
1A	7GF	M	41
1A	7GG	M	41
1A	7GH	M	41
1A	7GI	M	41
1A	7GJ	M	41
1A	7GK	M	41
1A	7GL	M	41
1A	7GM	M	41
1A	7GN	M	41
1A	7GO	M	41
1A	7GP	M	41
1A	7GQ	M	41
1A	7GR	M	41
1A	7GS	M	41
1A	7GT	M	41
1A	7GU	M	41
1A	7GV	M	41
1A	7GW	M	41
1A	7GX	M	41
1A	7GY	M	41
1A	7GZ	M	41
1A	7HA	M	41
1A	7HB	M	41
1A	7HC	M	41
1A	7HD	M	41
1A	7HE	M	41
1A	7HF	M	41
1A	7HG	M	41
1A	7HH	M	41
1A	7HI	M	41
1A	7HJ	M	41
1A	7HK	M	41
1A	7HL	M	41
1A	7HM	M	41
1A	7HN	M	41
1A	7HO	M	41
1A	7HP	M	41
1A	7HQ	M	41
1A	7HR	M	41
1A	7HS	M	41
1A	7HT	M	41
1A	7HU	M	41
1A	7HV	M	41
1A	7HW	M	41
1A	7HX	M	41
1A	7HY	M	41
1A	7HZ	M	41
1A	7IA	M	41
1A	7IB	M	41
1A	7IC	M	41
1A	7ID	M	41
1A	7IE	M	41
1A	7IF	M	41
1A	7IG	M	41
1A	7IH	M	41
1A	7II	M	41
1A	7IJ	M	41
1A	7IK	M	41
1A	7IL	M	41
1A	7IM	M	41
1A	7IN	M	41
1A	7IO	M	41
1A	7IP	M	41
1A	7IQ	M	41
1A	7IR	M	41
1A	7IS	M	41
1A	7IT	M	41
1A	7IU	M	41
1A	7IV	M	41
1A	7IW	M	41
1A	7IX	M	41
1A	7IY	M	41
1A	7IZ	M	41
1A	7JA	M	41
1A	7JB	M	41
1A	7JC	M	41
1A	7JD	M	41
1A	7JE	M	41
1A	7JF	M	41
1A	7JG	M	41
1A	7JH	M	41
1A	7JI	M	41
1A	7JJ	M	41
1A	7JK	M	41
1A	7JL	M	41
1A	7JM	M	41
1A	7JN	M	41
1A	7JO	M	41
1A	7JP	M	41
1A	7JQ	M	41
1A	7JR	M	41
1A	7JS	M	41
1A	7JT	M	41
1A	7JU	M	41
1A	7JV	M	41
1A	7JW	M	41
1A	7JX	M	41
1A	7JY	M	41
1A	7JZ	M	41
1A	7KA	M	41
1A	7KB	M	41
1A	7KC	M	41
1A	7KD	M	41
1A	7KE	M	41
1A	7KF	M	41
1A	7KG	M	41
1A	7KH	M	41
1A	7KI	M	41
1A	7KJ	M	41
1A	7KK	M	41
1A	7KL	M	41
1A	7KM	M	41
1A	7KN	M	41
1A	7KO	M	41
1A	7KP	M	41
1A	7KQ	M	41
1A	7KR	M	41
1A	7KS	M	41
1A	7KT	M	41
1A	7KU	M	41
1A	7KV	M	41
1A	7KW	M	41
1A	7KX	M	41
1A	7KY	M	41
1A	7KZ	M	41
1A	7LA	M</	

Office of the Municipal Councillors

BHADRESWAR, DIST. HOOGHLY.

From : Dr. S.Nandi Majumder, Health Officer.

~~Chairman/Vice-Chairman/Councillors~~, Bhadreswar Municipality

Memo No.: Health/3171

Dated, Bhadreswar the 26th May, 2008

To,
The Project Director,
KUSP CMU Ilgus Bhavan,
Bidhannagar,
Kolkata - 106.



Dr. Browan
28/5

Sub.:- Confirmation towards participation of H.O. & A.H.O.
in the Training Programme on Public Health Management
at New Delhi during 21st July, 2008 to 25th July, 2008.

Sir,

In reference to memo no. CMU-94/2003(Pt.VI)/482(17) I am to inform

you that we (H.O. & A.H.O.) have already bought ticket for New Delhi

1) Arival at New Delhi on 20/07/2008 at 10.15 a.m. by Howrah Rajdhani
(III tier).

2) Departure from New Delhi on 25/07/2008 at 4-45 p.m. by Sealdah
Rajdhani (III tier).

There may be 'time' change from 1st July and will be confirmed by
05/07/2008 to you.

Thanking you,

Yours faithfully,

S. Nandi Majumder
26/5/08

Health Officer
Bhadreswar Municipality.

Ph. : 2553-2909/2563-4457
Fax : 2553-1487

From: Sri. Charan Chakrabarti
Chairman,

Office of
The Municipal Councillors
of Panihati

NO: PM/Health/08/122

PANIHATI, KOLKATA - 700 114

To:
The Project Director, CMU,
" ILGUS Bhavan ", HC-Block,
Sector-3, Bidhan Nagar,
Kolkata - 700 106.



Dated, 12.05.2008.

Sub: Confirmation letter for -
Training of Health Officer and Asstt. Health
Officer of Panihati Municipality on Public Health
Management under Health component of KUSP.

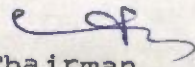
Ref: Memo No. CMU-94/2003 (Pt-VI)/275(40) dt.25.4.08.

Sir,

Reference to above memo, the Health Officer and Asstt. Health Officer of this Municipality ~~will~~ participate in the above Training Programme to be held on 21.- 25 July, 2008 at New Delhi.

The names of the Officers with contract Nos. are mentioned hereunder for favour of kind information and necessary action.

Yours faithfully,


Chairman
Panihati Municipality.

1. Dr. Samir Kr. Sengupta - H.O.
(Mobile No. 9433555866)
2. Dr. Pranab Majumder - A.H.O.
(Mobile No. 9433223089).

UTTARPARA KOTRUNG MUNICIPALITY

Memo No. 1/851

Dated: 05/5/08

To,

The Project Director, CMU, KUSP
SUDA, Health,
ILGUS Bhaban,
HC Block, Sector III,
Bidhannagar,
Kolkata 700106.



Dr. Chowdhury
9/5

Sub: Training of Health Officers and Assistant Health Officers on Public Health Management under Health Component of KUSP.

Sir,

With reference to your letter no. CMU 94/2003 (Pt VI)/1275 (40)/1(40) dated 25/04/2008 on the subject mentioned above I am to confirm you that **Dr. Samir Kumar Naskar**, aged 53 years, **Assistant Health Officer** of this municipality will attend the proposed **Public Health Management Training** under the Health Component of KUSP, scheduled to be held from 21/07/2008 to 25/07/2008 at New Delhi.

Yours faithfully,

P. D. Ghosh

Chairman
Uttarpara Kotrung Municipality

OFFICE OF THE MUNICIPAL COUNCILLORS SERAMPORE

1, N.S. Avenue, Serampore, Dist. Hooghly, West Bengal, Pin- 712 201

Website : www. seramporemunicipality.net. ★ Email : seramporemunicipality@hotmail.com

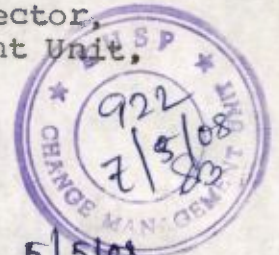
Office Phone : 2662 - 0310 , Office Fax : 2662 - 3651, Resi. : 2672 - 0000

From

Pri Amiya Mukherjee
Chairman

To

The Project Director,
Change Management Unit,
KUSP,
ILGUS Bhavan,
Bidhannagar,
Kolkata-700106.



Ref. No.

220(1) | HS-38 | KUSP

Dated, Serampore the

5/5/08

Sub: Training of the Asstt: Health Officer
on Public Health Management under Health
Component of KUSP.

Ref: Your Memo No. CMU-94/2003(Pt.VI) | 275(40)
dated 25.04.08.

Sir,

Kindly refer to above.

I am to inform you that Dr. Chandi Charan Mondal,
Asstt. Health Officer of this Municipality has been
nominated to attend the said Training Programme. An early
confirmation in this regard is requested.

Yours faithfully,

Pri Amiya Mukherjee
Chairman.

Copy to: Dr.C.C.Mondal,
A.H.O.,

for information and necessary action.

Memo No.

SDDM/Health/15/08.09

2551 2357

Phone: 2551 2743

2549 8388

Office of the Councillors of South Dum Dum Municipality

Nager Bazar, Kolkata-74

From :

Sri Srihir Bhattacharjee

Chairman

SOUTH DUM DUM MUNICIPALITY

To The Project Director,

CMU, KUSP, Salt Lake, Kol.

Dated 6.5.08 200

Dear Sir,

Sub: Training of H.O. & AHO on
Public Health Management
under Health Component of KUSP.

Ref: Memo No. CMU-94/2003(ptVI)/275(40)
date: 25-4-08.

With reference to your letter under Memo No. mentioned above I am to confirm the name of following Officers to participate in Public Health Management to be scheduled during 21 - 25th July-08

1. Dr. Pankaj Kr. Gupta. H.O.
2. Dr. Rina Das. AHO.

Kindly acknowledge receipt,

Thanking you,

Yours faithfully,

Sri Srihir Bhattacharjee

Chairman.

T.S.

Office of the Councillors,
Rishra Municipality,
Rishra, Hooghly, West Bengal



Phone : 2672-1373
Fax : 2672-0306
E-mail : rishramunicipality@yahoo.com

Ref. No. 229 VII

Dated Rishra the 07.05.2008.

From :

Dilip Sarkar
Chairman

To :

Mr. S. Chowdhury.
h
7/5

To
The Director,
SUDA, ILGUS Bhavan,
Bidhannagar,
Kolkata-700 091.

Sub: - Training of Asstt. Health Officer in Public Health Management under
Health Component of KUSP

Dear Sir,

With reference to your letter under Memo No. CMU-94/2003(Pt.VI)/275(40)
Dt. 25.04.08, it is learnt that the 1st Batch of training is scheduled at New
Delhi during 21-25 July, 2008.

In this connection, I do, hereby confirm that DR. AMAR NATH HAR,
Asstt. Health Officer of this Municipality will participate in the said training
programme.

Thanking you.

Yours faithfully,

Chairman

Rishra Municipality.

7/5/08

P.Soul

Phone : 2537 5408, Fax : 2537 1006

**OFFICE OF THE NEW BARRACKPORE MUNICIPALITY
NEW BARRACKPORE, NORTH 24-PARGANAS**

Chairman : Mrinalendu Banerjee
Vice-Chairman : Hiran Kumar Sen

No.: NBM/Health/251/08

Date : 03-5-2008

Dr. Groswood
5/5

To
Project Director,
CMU, KUSP,
ILGUS Bhavan,
HC Block, Sector-3,
Bidhannagar, Kolkata - 700106.



Ref : CMU-94/203(Pt. VI)/275(40) dated 25-4-08 relating to Training Programme of Health Officer & Asstt. Health Officer at Delhi.

Sir,

This is to inform you that Dr. Sankar Singha Roy, Health Officer & Dr. Debatosh Das, Assistant Health Officer of this Municipality will attend the above training programme during 21 - 25th July, 2008 at Delhi.

Thanking you.

Yours faithfully,

[Signature]
Chairman
New Barrackpore Municipality

nbakohealth

Chairman
New Barrackpore Municipality

OFFICE OF THE :



Phone : 2538-3683 (Direct)

2538-2664 / 0203

Fax : 2538-6442

E-mail : madhyamgrammunicipality@vsnl.net

MADHYAMGRAM MUNICIPALITY

P.O. : Madhyamgram

Dist. : North 24 Parganas, Kolkata - 700129

Ref. No. MM/Chair/725/2008Date 09.05.2008

The Project Director,
Change Management Unit,
Kolkata Urban Service for the Poor,
Ilgus Bhavan, HC Block, Sector-3,
Bidhan Nagar, Kolkata-106.

Dr. S. Goswami.
h
9/5

Sub : Training of Health Officers & Asst. Health Officers.

Sir,

I do hereby confirm the participation of Health Officers & Asst. Health Officers in the ensuing training programme on Public Health Management, Scheduled to be held at New Delhi during 21st - 25th July 08.

The names of the designated officers are as here under.

1. DR. CHANDAN CHATTERJEE : HEALTH OFFICER
2. DR. SUKUMAR BISWAS : ASST. HEALTH OFFICER.

Thanking you,

Yours faithfully,

h
9/5/08

Chairman

Madhyamgram Municipality

Kamrath Municipal Office



Office No. 157709
M.M. PUNDE ROAD
Kamrath
KILKATI-200105

Ref No. 82/111/P/1110 8/KM/09-09

Date 9-05-08

A.O.(H)
12/05/08

To
The Project Director, CMU
Kamrath.

Subj:- Training of Health Officers
and Asst. Health Officers
on Public Health Management
under the plan component of
KUSP.

Sir,
As per your order vide No. (MU-94/2001) dt. 23.04.2006 that for strengthening capability of Health Officers and Asst. Health Officers of U.M.S. on Public Health Management, a total of 15 nos. of participants is mentioned to be sent during 21-25 July 2006.

So please accept the recommendation & confirmation letter for participants Smt. Gopa Dasu, A.O. of Kamrath Municipality for participating in the training course as
outlined.

Thanking you.

Yours sincerely,

Health Officer
Kamrath Municipality

Phone No. : 2588-8414

2585-3172

Fax No. : 2585-0226

Office of The Board of Councillors
HALISAHAR MUNICIPALITY

P.O. HALISAHAR, NORTH 24 PARGANAS, PIN - 743134

No. 99-09

Date 6/5/08

From : The Chairman,
Halisahar Municipality.

To : The Project Director,
CMU, KUSP, ILGUS Bhavan,
Block - HC, Sector-3,
Kolkata - 700 106.

Ref : Your Memo No. CMU-94/2003(Pt-VI)/275(40)
dt. 25.04.2008.

Sub : Training of Health Officers & Asstt. Health
Officers.

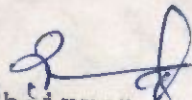
S i r ,

With reference to the above memo regarding Training
of Health Officers & Asstt. Health Officers in New Delhi
from 21 to 25 th July, 2008 the following names are hereby
being forwarded from this ULB :-

1. Dr. Diganta Chatterjee : Health Officer
2. Dr. Partha Roy : Asstt. Health Officer

Thanking you,

Yours faithfully,


Chairman,
Halisahar Municipality.
a

Telephone No. : 2561-5061

Fax No. 2540-8432(033)

No. 12

Office of the Councillors, Garulia Municipality

From :

Sri Amal Kumar Chatterjee

CHAIRMAN, GARULIA MUNICIPALITY

P.O. Garulia, Dist. North 24 parganas.

To Project Director, Change Management Unit, Kolkata Urban
Service For the poor, 'R.GUS BHAVAN', HC-Block, Sector-3,
Bidhan Nagar, Kolkata - 700 106.

Dated, Garulia 12.05.2008,

Sub : Training of Health Officers and Asstt. Health
Officers on Public Health Management under
Health Component of KUSP.

Ref : Your letter Memo No. CMU.94/2003(Pt.VI)/275(4)
dt. 25.04.2008.

Sir,

With reference to the above I am to inform you that
Dr. M. Manju, H.O. and Dr. Sankar Mondal, A.H.O. will part
cipate in the public Health Management training programme
which is scheduled at New Delhi during 21st-25th July, 2008

A line of confirmation letter is waiting from your
end to proceed for purchase of tickets etc.

Thanking you,

Yours faithfully,

(Signature)
Chairman
Garulia Municipality



HELP LINE : 12666

033 { 2683-0772 / 2562 (Offi.)
2683-6133 (Resi.)
FAX : 2683-5068

E-mail : chandernagorecorporation@yahoo.co.in
Website : www.chandernagore.org



Chandernagore Municipal Corporation, 712 136

From : **Amiya Das**
Mayor



May 09, 2008.

Dr. Greenwood
af
13/5

No. IA/3M/2008/99

To,
The Project Director,
C.M.U,
Bidhannagar,
Kolkata - 700 106

Sub :- Confirmation of attending the Training Programme to be held at New Delhi from 21 – 25 July, 2008 by Dr. Sandip Ghosh, Health Officer, C. M .C.

Ref :- Your Memo No. CMU-94/2003(Pt VI)275 (40) dt. 25.04.2008.

Sir,

This is to confirm that Dr. Sandip Ghosh, Health Officer of Chandernagore Municipal Corporation will attend the training programme on Public Health Management for capacity building to be held at New Delhi from 21-25 July, 2008.

Thanking you,

Yours faithfully

Amiya Das
09/05/2008

Mayor
Chandernagore Municipal
Corporation.

Memo No. 06 -BM/ 16/IPP-VIII & CUDP-III/2008-09.

Phone No. 25523211
25623535
Fax : 25626900**Office of the Municipal Councillors of Barasat**Rishi Bankim Chandra Chatterjee Street
Barasat, North 24 Parganas
Kolkata - 700124.*Dr. S. Chowdhury. M.C.*
h
*9/5*Dated. Barasat the, 9th May, 2008.From : Sri Pradip Chakraborty,
Chairman,
Barasat Municipality.To : The Project Director, CMU
Ugus Bhavan, HC-Block,
Sector -III, Bidhannagar,
Kolkata- 700106.**Sub : Training of Health Officers and Asstt.
Health Officers on Public Health Management
Under Health Component of KUSP.**

Sir,

With reference to your Memo No. CMU-94/2003(Pt. VI)/275(40) dated 25th April, 2008
I am forwarding herewith the Name of Health Officer and Assistant Health to join the
above mention Training Programme.**Name of Doctors :-**

1. Dr. Tapobrata Chowdhury- H.O.
2. Dr. Swadesh Kr. Halder - A.H.O.

Thanking you,

Yours faithfully,

*P. Chatterjee*Chairman,
Barasat Municipality.
Barasat Municipality

C. U. D. P.-III Health Programme

BAIDYABATI MUNICIPALITY

P. O. Sheoraphuli, Hooghly
PIN-712223

Ref. No.....

Date 05/4/08

To
The Project Director
EMU, KUSP.

Sub: Confirmation for Training of Health
officer and Asst. Health officers on Public Health Management.

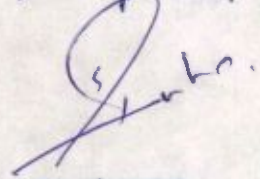
Sir, As per your letter no EMU-94/2003 (PT VI)/275(40)
dated 25/04/08, I hereby confirm the name of
Health officer & Asst. Health officer as participant
to be scheduled at New Delhi,

now please do me needful for your end
and do me needful.

Thanking you,

AHO → Dr. D. P. Mukherjee

Yours faithfully



Chairman
Baidyabati Municipality

Chandana
Chakrabarti

Phone : { STD Code 033
Office : 2633 5283
Resi : 2633 5264

Office Of The Municipal Councillors

BHADRESWAR, DIST. HOOGHLY

From : *Sri Debajopal Chakrabarti*
Chairman / Vice-Chairman / Councillors, Bhadreswar Municipality

Dated, Bhadreswar the **Date: 05/05/08..200**

Memo No : A- 228

To,
The Project Director
CMU
Salt Lake, Kolkata



Dr. Goswami
[Signature]

Sub: Training of HO & AHO on Public Health Management under
Health Component of KUSP vide memo no – CMU-94/2003/(Pt.
VI)/275(40) dated 25.04.08.

Sir,

This is to confirm the participation of HO & AHO of our municipality for the above training programme.

Health Officer – Dr Sucheta Nandy Mazumdar

Asstt. Health Officer – Dr Sudipto Nandy

Looking forward for your approval & necessary action.

Thanking you,

Yours faithfully,

Debabrata
05.5.08.

Chairman,
Bhadreswar Municipality

Phone : { STD Code 033
Office : 2633 5283
Resi : 2633 5264

Office Of The Municipal Councillors

BHADRESWAR, DIST. HOOGHLY

From : *Sri Debajyoti Chakrabarti*
Chairman / Vice-Chairman / Councillors, Bhadreswar Municipality

Memo No : A- 228

Dated, Bhadreswar the Date:-05/05/08..200

To,
The Project Director
CMU
Salt Lake, Kolkata

Sub: Training of HO & AHO on Public Health Management under
Health Component of KUSP vide memo no - CMU-94/2003/(Pt.
VI)/275(40) dated 25.04.08.

Sir,

This is to confirm the participation of HO & AHO of our municipality for the above training programme.

Health Officer - Dr Suchita Nandy Mazundar

Asstt. Health Officer - Dr Sudipto Nandy

Looking forward for your approval & necessary action.

Thanking you,

Yours faithfully,

[Signature]
Chairman,

Bhadreswar Municipality

Dr. S. Ch
Dr. S. Goswami, Pl.
h
5/05/08

Rational Business Corporation

DEP. TIME PRINTED IS LIABLE TO CHANGE

150 GLOBIOUS YEARS		शुभ यात्रा		HAPPY JOURNEY					
पी.एन.आर.नं. PNR NO.	गाडी नं. TRAIN NO.	तिथि DATE	कि.मी. K.M.	वयस्क बच्चे ADULT CHILD	TICKET NO. टिकट नं. KKK C71476 081				
641-3238732	2301	19-07-2008	1446	6 0	771476081				
CLASS श्रेणी		JOURNEY CUM RESERVATION TICKET							
3वाता रावडा जं.		नयी दिल्ली		RESV. UPTO					
कोच COACH	सीट/बर्थ SEAT/BERTH	लिंग SEX	आयु AGE	यात्रा अधिकार पत्र T. AUTHORITY	रिवाजत CONC.	आ. शु. R. FEE	स. शु. S. CH.	वाउचर रु. VOUCH. RS.	कु. नकद रु. T. CASH RS.
B6	2 MB	M	45 VG						
✓ B6	3 UB	M	38 VG						
B6	1 LB	M	72 VG		NOCONG				
B6	4 LB	M	53 VG						
B6	5 MB	M	54 VG						
B6	6 UB	M	54 VG						
(NEW TIME TABLE FROM 01-07-2008) CAL RAJDHANI					BOARDING HHH 19-07-2008				
697 22-05-2008 08:09 BMB 1 VIA DKA-E-DHN -MZP -ALJN									

FAST TRACK RAILWAY

FAST TRACK RAILWAY

Rational Business Corporation

DEP. TIME PRINTED IS LIABLE TO CHANGE

150 GLOBIOUS YEARS		शुभ यात्रा		HAPPY JOURNEY					
पी.एन.आर.नं. PNR NO.	गाडी नं. TRAIN NO.	तिथि DATE	कि.मी. K.M.	वयस्क बच्चे ADULT CHILD	TICKET NO. टिकट नं. KKK C71476 082				
214-8834844	2302	27-07-2008	1447	6 0	771476082				
CLASS श्रेणी		JOURNEY CUM RESERVATION TICKET							
3वाता नयी दिल्ली		रावडा जं.		RESV. UPTO					
कोच COACH	सीट/बर्थ SEAT/BERTH	लिंग SEX	आयु AGE	यात्रा अधिकार पत्र T. AUTHORITY	रिवाजत CONC.	आ. शु. R. FEE	स. शु. S. CH.	वाउचर रु. VOUCH. RS.	कु. नकद रु. T. CASH RS.
B6	50 ME	M	45 VG						9240
✓ B6	51 UB	M	38 VG						
B6	52 LB	M	72 VG		NOCONG				
B6	53 MB	M	53 VG						
B6	54 UB	M	54 VG						
B6	55 SL	M	54 VG						
(NEW TIME TABLE FROM 01-07-2008) KOLKATA RAJDHANI					BOARDING NDLS 27-07-2008				
086 22-05-2008 08:09 BMB 1 VIA DNB -MGS -DHN									

Dr. D.P. Mukherjee

A.H.O., Baidyabati



Office : 2632-6554
2632-0443

Satyajit Roy Bhawan : 2632-3605

Fax : 91-33-2632-0443

OFFICE OF THE MUNICIPAL COUNCILLORS BAIDYABATI

P. O. SHEORAPHULI, Dist. HOOGHLY, PIN-712 223

Ref. No.

Date

To
The Health Expert
CMU, KUSP.

**SUB: CONFIRMATION OF TICKET OF TO AND FRO JOURNEY
TO NEW DELHI OF H.O'S & AHO'S IN GROUP TICKET FOR
PARTICIPATION ON PUBLIC HEALTH MANAGEMENT.**

Sir,

This is for your information and necessary action that as per your letter no CMU-94/2003(Pt.vI)/482(17) dt 14-05-2008 the following H.Os & AHOs here purchased group reservation ticket as follows :-

A. ON WARD JOURNEY.

B. RETURN JOURNEY.

TRAIN NO. ~~2301~~ up Rajdhani exp. CLASS- 3TR AC TRAIN NO- ~~2302~~ EN RAJDHANI EXP.

DT/Journey- 19-07-08.

DT/JOURNEY- 27/7/08.

SL NAME OF PASSENGERS.

DESIGNATION.

PLACE OF WORK.

1. Dr. P.S. Bhattacharya.	H.O.	Baidyabati Municipality
2. Dr. D.P. Mukherjee.	A.H.O.	-do-
3. Dr. C.C. Mondal.	A.H.O.	Sreerampore Municipal.
4. Dr. S.K. Naskar.	A.H.O.	Uttarpara Municipal.
5. Dr. A.W. Har.	A.H.O.	Rishra Municipal.
6. Dr. D.K. Ghosh.	H.O.	Konnagar Municipal.

Please arrange their proper accommodation for staying and fooding from date of arrival at New Delhi till date of ^{departure} departure from that place .

Thanking you.

Yours faithfully,

CHAIRMAN
BAIDYABATI MUNICIPALITY.

CHAIRMAN,
Baidyabati Municipality

B.D.

Pujali Municipality

73376229

23377318

Office of the Councillors

P.O. : P. Nischintapur, P.S. : Budge Budge, South 24 Parganas, Kol - 700138
Phone : 2482 2267, 2482 0252 (O), 2482 3422 (R), Fax : 033- 4820252.

Fazlul Haque
Chairman



Resi : Bet Moni Road,
Pujali, Budge Budge
South 24 Parganas.

Memo No. : 597/101/Health/08

Date 12/05/08

*Attention -
Dr. S. Guemai
Health Exp.*

To
The Project Director, CMU
ILGUS BHAWAN, H.C BLOCK
Sector-3 BIDHANNAGAR
Kolkata-700106

Dr. Guemai
ay
KS

Sub: Training of Asst. Health officer Dr. ASOK KUMAR KHANRA on Public Health Management under Health Component of KUSP

Sir,

With reference to your letter dated on 25/04/2008, I am pleased to inform you that our A.H.O. DR. ASOK KUMAR KHANRA will participate in the above-mentioned training programme, which is scheduled at New Delhi during 21-25 July 2008.

Thanking You,

Yours Faithfully

Dr. Guemai
KS

Chairman
PUJALI MUNICIPALITY
South 24 Parganas

FAX : (033) 2470-1540

PHONE : 2470-1885/1224

OFFICE OF THE COUNCILLORS
BUDGE BUDGE MUNICIPALITY

71, Mahatma Gandhi Road, Budge Budge, 24-Parganas.(s)
 Pin- Kolkata - 700137

From :

BHULU KANTI SARKAR

CHAIRMAN

BUDGE BUDGE MUNICIPALITY

Ref. No. 361

Residence :

17/4, A.M. Ghosh Road,
 P.O. & P.S. - Budge Budge,
 Dist. - South 24-Parganas.
 Phone : 2480 2140

Dated 13/5/08*CMU*

To
 The Project Director, CMU
 Kolkata Urban Services for the Poor.
 ILGUS BHAVAN, HC BLOCK KOL - 700106

Dr. Grosnoan
19/5

Sub :- Training of Health Officer of Budge Budge Municipality on Public Health Management.

Dear Sir ,

Ref. your letter memo no CMU - 94 / 2003 (Pt VI) / 275 / 49 dated 25.04.08 on the subject mentioned above, I am confirming the Participation of our Health Officer on the above training programme during 21-25 July / 08.



Thanking You ,

B. K. Sarkar

Chairman, 13.5.08

Budge Budge Municipality.

PS

Pujali Municipality

Office of the Councillors

P.O. : P. Nischintapur, P.S. : Budge Budge, South 24 Parganas, Kol - 700138

Phone : 2482 2267, 2482 0252 (O), 2482 3422 (R), Fax : 033- 4820252.

23376229

23377318

Fazlul Haque

Chairman

Resi : Bet Moni Road,
Pujali, Budge Budge
South 24 Parganas.



Memo No. : 544/PM/Health-V/08.

Date : 12/05/08.

To

The Project Director, CMU
ILGUS BHAWAN, H.C.BLOCK
Sector-3 BIDHANNAGAR
Kolkata-700106

Attention.

Dr. S. Gowarri,
Health Exp.



Dr. S. Gowarri M
h
21/5

Sub: Training of Asst. Health officer Dr. ASOK KUMAR KHANRA on Public Health Management under Health Component of KUSP

Sir,

With reference to your letter dated on 25/04/2008, I am pleased to inform you that our A.H.O. DR. ASOK KUMAR KHANRA will participate in the above-mentioned training programme, which is scheduled at New Delhi during 21-25 July 2008.

Thanking You,

Yours Faithfully

for *Siddhartha Dasgupta*

Chairman
PUJALI MUNICIPALITY
South 24 Parganas



HOWRAH MUNICIPAL CORPORATION

Central Office : 4, MAHATMA GANDHI ROAD, HOWRAH - 711 101

Tele : 2660-3211 - 12, 2641 6550 Fax : (91-033) 2641-2214/2641-3636/2641-5218

*Mr. S. Goswami pl.
h
2015.*

To
Arnab Roy,
Project Director,
C. M. U.

Sir,

I would like to inform you that due to some personal problem, Dr. Subhasis Sarkar, Asst. Health Officer of this Corporation will not be able to attend the Public Health Training Programme, to be held in New Delhi for 21.07.08. Dr. Sarkar will attend the Training in next batch.

Thanking you,

Yours truly,

Deputy Mayor,
 Howrah Municipal Corporation

✓ M.No. 33(H)/08-CJ
 20.05.08.
Copy to : Dr. Sibani Goswami,
 Medical Expert - for information.

Mawika Goswami
 20.05.08
 Deputy Mayor,
 Howrah Municipal Corporation
 Dy. Mayor,
 Howrah Municipal Corporation



HOWRAH MUNICIPAL CORPORATION

Central Office : 4, MAHATMA GANDHI ROAD, HOWRAH - 711 101

Tele : 2660-3211 - 12, 2641 6550 Fax : (91-033) 2641-2214/2641-3636/2641-5218

Memo No - 33(H)/08-09 dt 20/05/08

To
 Arnab Roy,
 Project Director,
 C. M. U.

Sir,

I would like to inform you that due to some personal problem, Dr. Subhasis Sarkar, Asst. Health Officer of this Corporation will not be able to attend the Public Health Training Programme, to be held in New Delhi for 21.07.08. Dr. Sarkar will attend the Training in next batch.

Thanking you,

Yours truly,

Manika Dasgupta
 20.05.08

Deputy Mayor,
~~Dr. Mayor~~
 Howrah Municipal Corporation
 Howrah Municipal Corporation

Copy to : Dr. Sibani Goswami,
 Medical Expert - for information.

Deputy Mayor,
 Howrah Municipal Corporation



HOOGHLY - CHINSURAH MUNICIPALITY



Pipulpati
P.O. & Dist. : Hooghly
Phone : 2680-2319/3166
Fax No. 2680 - 6091

From : Sri Asit Kumar Chakraborty
Chairman
Hooghly-Chinsurah Municipality

Memo No. 2081 /HD-HC/HCM
Date. 15.5.2008

To
Project Director,
Change Management Unit
HC - Block, Sector -3
Bidhan Nagar, Kol-700106

Dr. S. Goswami M.
15/5/08

Sub: Tranning of Health Officers and Asstt. Health Officer on Public Health Management Under Health component of KUSP

Ref. Your letter Vide Memo No. - CMU-94/2003(Pt.VI)/275(40) dated 25/04/2008

Sir

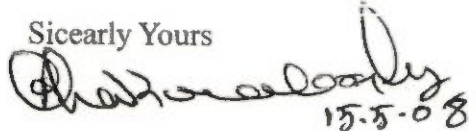
With reference to the said memo no dated 14/03/08 the undersigned is sending a list of following Medical Personnel attached to our Municipal Health Projects.

1. Dr. P.K.Bose Health Officer, HCM
2. Dr. M.K.Roy Asst. Health Officer, HCM

This is for your information and taking necessary action please.

Thanking you,

Sincerely Yours


15.5.08

(Asit Kumar Chakraborty)

Chairman

Hooghly-Chinsurah Municipality


Memo No. 2081/3 /HD-HC/HCM

Dated 15.5. /2008

Copy forwarded to The :

1. Dr. S. Goswami, Health Expert, KUSP, SUDA Bhavan, Saltlake, Kol-106
2. Dr. P.K.Bose, Health Officer, HCM
3. Dr. M.K.Roy, Asst. Health Officer, HCM

For information and taking necessary action please.


15.5.08

(Asit Kumar Chakraborty)

Chairman

Hooghly-Chinsurah Municipality

Fax & (2)
Office : (953217) 234 481 / 233 324
Resi. : (953217) 233 285
Guest House : (953217) 233 328
Night Shelter : (953217) 234 007

OFFICE OF THE MUNICIPAL COUNCILLORS OF TAKI

P.O. : TAKI * DIST. : NORTH 24 PARGANAS

No. 218/T.M.

Dated, Taki 20-5-2008

From : Dilip K. Banerjee
Chairman
Taki Municipality



To :
The Director SUDA
H.C. Block, Sector-III
ILGUS BHAVAN
Bidhangar,
Kolkata - 700091


**Sub:- Consent letter regarding Training of Medical Officer
to promote Public Health Programme**

Sir,

In reference to your letter no.- CMU/94/2003 dated-25/04/2008 I am eagerly interested to take training on above mentioned subject of our Medical Officer Dr.Abir Datta.

So, you are requested to make necessary arrangement so that Dr. Abir Datta may participate in the training programme and after getting training, he successfully initiates the health programme of this ULB.

Thanking you,


(D. K. Banerjee)
CHAIRMAN
Taki Municipality



Fax No. : 2358-4235
Telephone No. : 2334-9540
(PBX) : 2334-2492

BIDHANNAGAR MUNICIPALITY
POURA BHAWAN, FD-415A, SEC-III
KOLKATA - 700 106

Dr. S. Goswami .M
h

Memo No...*31.29/AM...*

Date :27.05.2008

To
Sri Arnab Roy
The Project Director
CMU,
ILGUS Bhawan,
Salt Lake City

Sub: Training of Health Officer & Asst. Health Officer on Public Health Management Under Health Component of KUSP.

Sir,

This is to inform you that we are forwarding the names of Dr. Suniti Mondal and Dr. Rajoshri Sen as participants in the above mentioned training.

Thanking you,

Yours faithfully

Dr. Biswajiban Majumder
Chairman, Bidhannagar Municipality



KOLKATA URBAN SERVICES FOR THE POOR
CHANGE MANAGEMENT UNIT

Memo No. .. CMU-94/2003(Pt. VI)/1035(19)

Dt. .. 15.07.2008

From : Arnab Roy
Project Director, CMU

To : The Mayor / Chairman
Chandernagore Municipal Corporation
Baidyabati / Bhadréswar / Bolpur / Champdani / Garulia / Halisahar / Jangipur /
Konnagar / Madhyamgram / Naihati / New Barrackpore / Rishra / Serampore / South
Dum Dum / Suri / Uluberia / Uttarpara Kotrung Municipality

Sub. : Training of HO & AHO on Public Health Management at New Delhi
during 21-25 July, 2008.

Sir,

Further to this office earlier communication on the subject matter, this is to inform you that the participants after reaching at New Delhi railway station on 20.07.2008 will proceed for Ajmir Gate of railway station and to wait near enquiry where representative of Safderjung Hospital will remain present for picking up. The names & mobile no. of the contact person are as under :

Mr. Gourav Rao	09899466381
Mr. Nitin Nagrare	09310738040
Mr. Dipak Bhardwaz	09868036591
Mr. Raman Sahani	09313379868

The HO & AHO may be instructed accordingly. Hope. the training will be fruitful to them.

Thanking you.

Yours faithfully,


Project Director, CMU

Memo No. .. CMU-94/2003(Pt. VI)/1035(19)/1(19)

Dt. .. 15.07.2008

Copy forwarded to :

1. Health Officer & Assist. Health Officer,

..... Municipal Corporation / Municipality


Project Director, CMU



KOLKATA URBAN SERVICES FOR THE POOR
CHANGE MANAGEMENT UNIT

Memo No. .. CMU-94/2003(Pt. VI)/482(17)

Dt. .. 14.05.2008

From : Arnab Roy
Project Director, CMU

To : The Mayor / Chairman
Chandernagore / Howrah Municipal Corporation
Bhadreswar / Baidyabati / Barasat / Champdany / Garulia / Halisahar /
Kamarhati / Madhyamgram / New Barrackpore / Naihati /
Rishra / South Dum Dum / Serampore / Uttarpara – Kotrung /
Uluberia Municipality

Sub. : Confirmation towards participation of HO and AHO in the training programme on Public Health Management at New Delhi during 21-25 July, 2008.

Ref. : This office earlier communication bearing no. CMU-94/2003 (Pt. VI)/275(40) dt. 25.04.08.

Sir,

Reference is invited to this office earlier communication bearing no. CMU-94/2003 (Pt. VI)/275(40) dt. 25.04.08 and your reply thereof.

The 1st batch of training for HO & / or AHO on Public Health Management is scheduled at New Delhi during 21-25 July, 2008. Participation of HO & / or AHO, as nominated by you, are confirmed by this end in the said training programme. The participants are to reach New Delhi by evening of 20th July, 2008 as the training programme will start sharp at 10.00 a.m. on 21st July, 2008. Further details will be intimated to you in due course.

Railway ticket for to & fro journey (Kolkata to New Delhi and back) of the participants preferably in AC- III tier may kindly be arranged from your end. A feedback on railway reservation may please be forwarded to the undersigned by 1st week of June, 2008. Each participants are entitled to get DA @Rs.230/- per diem. The expenditure towards traveling (on the basis of actual), and DA are to be incurred from the existing KUSP fund already placed to you. The expenditure is to be booked under the A/c Head – “SHS – Training of HOs & AHOs”.

Contd. to P-2.

E:\Dr. Goorami\KUSP\Letter Head ULBa.doc



KOLKATA URBAN SERVICES FOR THE POOR
CHANGE MANAGEMENT UNIT

- 2 -

For further information, you may contact Dr. Shibani Goswami, Health Expert, CMU.

Thanking you.

Encl: List of participants.

Yours faithfully,


Project Director, CMU

Memo No. .. CMU-94/2003(Pt. VI)/482(17)/1(17)

Dt. .. 14.05.2008

Copy forwarded to :

HO & AHO,Municipal Corporation and Municipality.



Project Director, CMU

Memo No. .. CMU-94/2003(Pt. VI)/482(17)/2(4)

Dt. .. 14.05.2008

Copy forwarded to :

- 1) Project Manager, CMU
- 2) Accounts Officer, CMU
- 3) Financial Officer, CMU
- 4) Accounting Support Agency


Project Director, CMU

1. Chandrasen.

Dr. Sucheta Nandy ✓
Mujir Deor.

Arrival:
20.7.08
10-15 am.

(2)

Dr. Subho Nandy ✓

2. Baidy Sati

2301

(2)

3. Sermayur.

2301

(1)

4. Uthasani.

2301

(1)

5. Rishra.

2301

(1)

6. Konnagar.

2301

(1)

7. Barasat

9W-913.
20.7.08.
17-25 pm.

(1)

(2)

8. NCH Bksp

2313.

(2)

9. Champdey * AHO - Dripip Day ✓

??

(1)

10. Anischar.

?? 2313

(2)

11. South Dhm Dm (to morning at will come) / ^{inform} / ^{at}

??

(2)

12. Chandernagore * ^{Dr. Subho Nandy} / ^{Dr. Sucheta Nandy} / ^{Dr. Sandip Ghosh} / ^{Chandray Rajshon Das}

13. Gaurdia (1)

on doctor will go - ⁶⁴¹⁻³¹⁸⁴³⁵⁷ / ²⁸⁵⁰⁻⁸¹³³ at
not yet done.
will inform within 2/3 days

14. Kamarhati (1)

15. Madhyam - Ho, AHO

16. Nairhati - ^{one}

17. Uluberia

(2661-0274)

2301 Bksp

21-28 July

at Safdarjung Hosp
New Delhi

Durgam
Siryur. → Dr. M. A.
Tanderson.
2 hrs.

Total = 24 Participants
except - Kamarhati.

**1st Batch of Training Programme on Public Health Management for HO & AHO
at New Delhi during 21-25 July, 2008**

List of Participants

Sl. No.	ULB	Name of participants	Designation
1	Bhadreswar	Dr. Suchita Nandy Mazumder Dr. Sudipto Nandy	HO AHO
2	Baidyabati	Dr. P.S. Bhattacharjee Dr. D.P. Mukherjee	HO AHO
3	Barasat	Dr. Tapobrata Chowdhury Dr. Swadesh Kr. Halder	HO AHO
4	Chandernagore	Dr. Sandip Ghosh	HO
5	Champdany	Dr. Dilip Dey	AHO
6	Garulia	Dr. M. Manju Dr. Sankar Mondol	HO AHO
7	Howrah	Dr. Suvasis Sarkar	HO
8	Halisahar	Dr. Diganta Chatterjee Dr. Partha Roy	HO AHO
9	Kamarhati	Dr. Gopa Basu	AHO
10	Madhyamgram	Dr. Chandan Chatterjee Dr. Sukumar Biswas	HO AHO
11	New Barrackpore	Dr. Sankar Singha Roy Dr. Debatosh Das	HO AHO
12	Naihati	Dr. Sujoy Kr. Bhattacharjee Dr. Nityananda Saha	HO AHO
13	Rishra	Dr. Amarnath Har	AHO
14	South Dum Dum	Dr. Pankaj Kr. Gupta Dr. Rina Das	HO AHO
15	Serampore	Dr. Chandi Charan Mondol	AHO
16	Uttarpara - Kotrung	Dr. Samir Kr. Naskar	AHO
17	Uluberia	Dr. Swapan Kr. Mondol	HO

**1st Batch of Training Programme on Public Health Management for HO & AHO
at New Delhi during 21-25 July, 2008**

List of Participants

Sl. No.	ULB	Name of participants	Designation
1	Bhadreswar	Dr. Suchita Nandy Mazumder ✓ Dr. Sudipto Nandy ✓	HO AHO
2	Baidyabati	Dr. P.S. Bhattacharjee ✓ Dr. D.P. Mukherjee ✓	HO AHO
3	Barasat	Dr. Tapobrata Chowdhury ✓ Dr. Swadesh Kr. Halder	HO AHO
4	Chandernagore	Dr. Sandip Ghosh ✓	HO
5	Champdany	Dr. Dilip Dey ✓	AHO
6	Garulia	Dr. M. Manju ✕ Dr. Sankar Mondol ✓	HO AHO
7	Howrah	Dr. Suvasis Sarkar	HO
8	Halisahar	Dr. Diganta Chatterjee ✓ Dr. Partha Roy ✓	HO AHO
9	Kamarhati	Dr. Gopa Basu	AHO
10	Madhyamgram	Dr. Chandan Chatterjee ✓ Dr. Sukumar Biswas ✓	HO AHO
11	New Barrackpore	Dr. Sankar Singha Roy ✓ Dr. Debatosh Das	HO AHO
12	Naihati	Dr. Sujoy Kr. Bhattacharjee Dr. Nityananda Saha	HO AHO
13	Rishra	Dr. Amarnath Har ✓	AHO
14	South Dum Dum	Dr. Pankaj Kr. Gupta ✓ Dr. Rina Das	HO AHO
15	Serampore	Dr. Chandi Charan Mondol ✓	AHO
16	Uttarpara - Kotrung	Dr. Samir Kr. Naskar ✓	AHO
17	Uluberia	Dr. Swapan Kr. Mondol	HO

Konwger - ✓

HO.



Memo No. .. CMU-94/2003(Pt. VI)/574

Dt. .. 19.05.2008

From : Arnab Roy
Project Director, CMU

To : The Chairman
Konnagar Municipality
73, G.T. Road,
P.O.- Konnagar,
Dist.- Hooghly,
PIN - 712 235.

Sub. : Confirmation towards participation of HO in the training programme on Public Health Management at New Delhi during 21-25 July, 2008.

Sir,

Reference is invited to this office earlier communication bearing no. CMU-94/2003 (Pt. VI)/275(40) dt. 25.04.08 and your reply thereof.

The 1st batch of training for HO & / or AHO on Public Health Management is scheduled at New Delhi during 21-25 July, 2008. Participation of HO as nominated by you, are confirmed by this end in the said training programme. The participant is to reach New Delhi by evening of 20th July, 2008 as the training programme will start sharp at 10.00 a.m. on 21st July, 2008. Further details will be intimated to you in due course.

Railway ticket for to & fro journey (Kolkata to New Delhi and back) of the participant preferably in AC- III tier may kindly be arranged from your end. A feedback on railway reservation may please be forwarded to the undersigned by 1st week of June, 2008. The participant is entitled to get DA @ Rs. 230/- per diem. The expenditure towards traveling (on the basis of actual), and DA are to be incurred from the existing KUSP fund already placed to you. The expenditure is to be booked under the A/c Head – “SHS – Training of HOs & AHOs”.

For further information, you may contact Dr. Shibani Goswami, Health Expert, CMU.

Thanking you.

Yours faithfully,

Encl. : List of Participants.


Project Director, CMU

Contd. to P-2.



- 2 -

Memo No. .. CMU-94/2003(Pt. VI)/574/1(1)

Dt. .. 19.05.2008

Copy forwarded to :

Health Officer, Konnagar Municipality.

Project Director, CMU

Memo No. .. CMU-94/2003(Pt. VI)/574/2(4)

Dt. .. 19.05.2008

Copy forwarded to :

- 1) Project Manager, CMU**
- 2) Accounts Officer, CMU**
- 3) Financial Officer, CMU**
- 4) Accounting Support Agency**

Project Director, CMU



**1st Batch of Training Programme on Public Health Management for HO & AHO
at New Delhi during 21-25 July, 2008**

List of Participants

Sl. No.	ULB	Name of participants	Designation
1	Bhadreswar	Dr. Suchita Nandy Mazumder Dr. Sudipto Nandy	HO AHO
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4	Chandernagore	Dr. Sandip Ghosh	HO
5	Champdany	Dr. Dilip Dey	AHO
6	Garulia	Dr. M. Manju Dr. Sankar Mondol	HO AHO
7	Howrah	Dr. Suvasis Sarkar	HO
8	Halisahar	Dr. Diganta Chatterjee Dr. Partha Roy	HO AHO
9	Kamarhati	Dr. Gopa Basu	AHO
10	Madhyamgram	Dr. Chandan Chatterjee Dr. Sukumar Biswas	HO AHO
11	New Barrackpore	Dr. Sankar Singha Roy Dr. Debatosh Das	HO AHO
12	Naihati	Dr. Sujoy Kr. Bhattacharjee Dr. Nityananda Saha	HO AHO
13	Rishra	Dr. Amarnath Har	AHO
14	South Dum Dum	Dr. Pankaj Kr. Gupta Dr. Rina Das	HO AHO
15	Serampore	Dr. Chandi Charan Mondol	AHO
16	Uttarpara – Kotrung	Dr. Samir Kr. Naskar	AHO
17	Uluberia	Dr. Swapan Kr. Mondol	HO
18	Konnagar	Dr. D.K. Ghosh	HO



KOLKATA URBAN SERVICES FOR THE POOR
CHANGE MANAGEMENT UNIT

Memo No. .. CMU-94/2003(Pt. VI)/482(17)

Dt. .. 14.05.2008

From : Arnab Roy
Project Director, CMU

To : The Mayor / Chairman
Chandernagore / Howrah Municipal Corporation
Bhadreswar / Baidyabati / Barasat / Champdany / Garulia / Halisahar /
Kamarhati / Madhyamgram / New Barrackpore / Naihati /
Rishra / South Dum Dum / Serampore / Uttarpara – Kotrung /
Uluberia Municipality

Sub. : Confirmation towards participation of HO and AHO in the training programme on Public Health Management at New Delhi during 21-25 July, 2008.

Ref. : This office earlier communication bearing no. CMU-94/2003 (Pt. VI)/275(40) dt. 25.04.08.

Sir,

Reference is invited to this office earlier communication bearing no. CMU-94/2003 (Pt. VI)/275(40) dt. 25.04.08 and your reply thereof.

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Contd. to P-2.



KOLKATA URBAN SERVICES FOR THE POOR
CHANGE MANAGEMENT UNIT

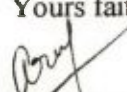
- 2 -

For further information, you may contact Dr. Shibani Goswami, Health Expert, CMU.

Thanking you.

Encl: List of participants.

Yours faithfully,


Project Director, CMU

Memo No. .. CMU-94/2003(Pt. VI)/482(17)/1(17)

Dt. .. 14.05.2008

Copy forwarded to :

HO & AHO,Municipal Corporation and Municipality.


Project Director, CMU

Memo No. .. CMU-94/2003(Pt. VI)/482(17)/2(4)

Dt. .. 14.05.2008

Copy forwarded to :

- 1) Project Manager, CMU
- 2) Accounts Officer, CMU
- 3) Financial Officer, CMU
- 4) Accounting Support Agency


Project Director, CMU

**1st Batch of Training Programme on Public Health Management for HO & AHO
at New Delhi during 21-25 July, 2008**

List of Participants

Sl. No.	ULB	Name of participants	Designation
1	Bhadreswar	Dr. Suchita Nandy Mazumder Dr. Sudipto Nandy	HO AHO
2	Baidyabati	Dr. P.S. Bhattacharjee Dr. D.P. Mukherjee	HO AHO
3	Barasat	Dr. Tapobrata Chowdhury Dr. Swadesh Kr. Halder	HO AHO
4	Chandernagore	Dr. Sandip Ghosh	HO
5	Champdany	Dr. Dilip Dey	AHO
6	Garulia	Dr. M. Manju Dr. Sankar Mondol	HO AHO
7	Howrah	Dr. Suvasis Sarkar	HO
8	Halisahar	Dr. Diganta Chatterjee Dr. Partha Roy	HO AHO
9	Kamarhati	Dr. Gopa Basu	AHO
10	Madhyamgram	Dr. Chandan Chatterjee Dr. Sukumar Biswas	HO AHO
11	New Barrackpore	Dr. Sankar Singha Roy Dr. Debatosh Das	HO AHO
12	Naihati	Dr. Sujoy Kr. Bhattacharjee Dr. Nityananda Saha	HO AHO
13	Rishra	Dr. Amarnath Har	AHO
14	South Dum Dum	Dr. Pankaj Kr. Gupta Dr. Rina Das	HO AHO
15	Serampore	Dr. Chandi Charan Mondol	AHO
16	Uttarpara – Kotrung	Dr. Samir Kr. Naskar	AHO
17	Uluberia	Dr. Swapan Kr. Mondol	HO

(J) Phone no: - 2632-3429.
Fax No: - (033) - 2632-6257.
Email: chai6257@dataone.in

2nd
batch

OFFICE OF THE MUNICIPAL COUNCILLORS' OF CHAMPDANY
1, POURA BHABAN ROAD, CHAMPDANY
P.O:- BAIDYABATI, DIST: - HOOGHLY, PIN: - 712222

Memo No.....75.....

Dated.. 6th May '08

From: Sri Suresh Mishra, Chairman,
Champdany Municipality



Dr. Gromwain
my
9/5

To
The Project Director, C.M.U.

Sub: Training of Health officer's and Asst. Health officer's on Public Health Managements under Health Component of K.U.S.P.

Ref : CMU -94/2003 (Pt.VI) / 275(40) dt. 25.04.2008.

Sir,

I am sending herewith the name of Asst. Health Officer, Dr. Dilip Dey for participating in the aforesaid Traning Programme which is scheduled to be held during 21st - 25th July'2008.

Thanking you,



Yours faithfully,

Chairman,
Champdany Municipality

Chairman
CHAMPDANY MUNICIPALITY

Copy forwarded for information to :-

1. Dr. Dilip Dey for information.

Chairman,
Champdany Municipality

Office of the Councillors,
Rishra Municipality,
Rishra, Hooghly, West Bengal



Phone : 2672-1373
Fax : 2672-0306
E-mail : rishramunicipality@yahoo.com

Ref. No. 56/vii

Dated Rishra the 07.04.2008.

From :

Dilip Sarkar
Chairman

To :

The Director,
SUDA , Ilgus Bhavan,
Bidhannagar,
Kolkatta -700091.

Sub - Training pf A.H.O at Delhi from
5th May 2008 to 9th May 2008.

Dear sir,

In reference to your telephonic message received by A.H.O
I do hereby confirm that DE AMAR NATH HAR, our A.H.O will attend
the above mentioned training.

Thanking you,

Your's Faithfully,


Chairman.

(Rishra Municipality).

10

MAHESHTALA MUNICIPALITY

OFFICE OF THE BOARD OF COUNCILLORS

P.O. - MAHESHTALA, DIST. : SOUTH 24 PARGANAS, PIN - 700 141

Phone : 2490-2280, 2490-1651, 2490-3389

Ref : 1737/ IV B\ MM\24

Date : 02.04.08

To
Dr. Shibani Goswami,
Health Expert, CMU,
ILGUS Bhavan, H.C Block Sector-III,
Bidhannagar, Kol-106.



Sub:- Participation in the Training Programme

Madam,

This is to inform you that we are interested to participate in the Training Programme (Routine Immunisation) to be held on 16th & 17th April'08 at CMU . We also want to participate in the 2nd batch of the training programme to be held outside our state along with the H.O & A.H.O of Rajpur-Sonarpur, Budge Budge & Pujali Municipality (as per discussion in the meeting held on 26.3.08).

You are requested to take necessary action in this regard.

Your's faithfully

Sush.
17/08
Health Officer & Assistant Health Officer
Maheshtala Municipality

Public Health Management Training for HO & AHO [Inbox](#)

◊ ◊ "Dr.Deepak Raut" [show details](#) Apr 6 (2 days ago) ↩ [Reply](#)

Dear Dr. Goswami,

The letter as suggested by you has been despatched on Saturday and will be received at Mr. Arnab Roy's Office with in few days.

The tentative date of the first training is from 5-9th May. The participants accommodation has been arranged at the following address.

VIP Guest House Near MAMC Library,
Maulana Azad Medical College,
LNJP & GB Pant Hospital Campus
Bahadurshah Zafar Marg
New Delhi-110002

The training sessions will be conducted at the VMMC & Safdarjung Hospital. There will be vehicle at the disposal of the participants to carry them to and from the venue.

Necessary arrangement will also be made for the pick up of the participants from New Delhi Railway station.

Venue details are as follows

Department of Community Medicine, Room No. 421
VM Medical College & Safdarjung Hospital, New Delhi-110029 (India)

Looking forward for the confirmation of the dates of the training.

Thanks

--

Warm Regards

Dr.D.K.Raut, MBBS,MD,FIPHA

Professor, Department of Community Medicine, Room No. 421

VM Medical College & Safdarjung Hospital, New Delhi-110029 (India)

Ph. (O) +91 11 2671 4819 (Tel/fax)

(M) +91 11 9911367336

(R) +91 11 2625 7911

E-Mail: drdeepakraut@gmail.com, drdeepakraut@yahoo.com

PHONE: 2477-9245

RAJPUR-SONARPUR MUNICIPALITY
P.O. HARINAVI, SOUTH 24 PARGANAS

Ref. No :- HAU/258 / RSM

Date...28/3.....20.08....



Dr. Grewson
ay
3/3

To

The Project Director

CMU, ILGUS BHAVAN, HC-BLOCK, KOLKATA-700106

Sub:- Training on Public Health of Health Officer and Asst. Health Officer

Sir,

As per discussion by Dr. Shibani Goswami, Health Expert CMU in the meeting held on 26.03.08 at your Office regarding the above mentioned subject I am forwarding herewith name of our Health Officer and Asst. Health Officer for the proposed training.

- 1) Health Officer -----Dr. Subhas Kr. Debnath, 49 yrs/Male
- 2) Asst. Health Officer--- Dr. Madhusudan Mandal, 52yrs/Male

Thanking you,

*Pl. Consider the names for
2nd Batch*

(Signature)
(Kamal Ganguli)
Chairman
Rajpur-Sonarapur Municipality.

Training on Public Health Management of HO & AHO under KUSP [Inbox](#)

★ "Dr.Deepak Raut" [show details](#) Jan 1 (2 days ago)  Reply

Dear Dr. Shibani Goswami

Wishing you all Happy, Prosperous, Peaceful, Health and Successful New Year 2008.

With reference to your earlier mail, kindly find copy of the proposal for conducting training Workshop for Health Officers and Asstt. Health Officers of KUSP.

This time new topics e.g. MDG's, Public Health standards, Behaviour change communication, Urban Health issues of NRHM and many important topics related to Management are included in the training programme. This is a draft copy so as to include or delete topics as per your suggestions. The budget I have kept as it is, similar to our previous training programmes.

You may like to give your suggestions for further modifications and also to include new topics as may be suggested. Submitted for your necessary action please.

Thanks

--

Warm Regards

Dr.D.K.Raut, MBBS,MD,FIPHA

Professor, Department of Community Medicine, Room No. 622 421

VM Medical College & Safdarjung Hospital, New Delhi-110029 (India)

Ph. (O) +91 11 2671 4819 (Tel/fax)

(M) +91 11 9911367336

(R) +91 11 2625 7911

E-Mail: drdeepakraut@gmail.com, drdeepakraut@yahoo.com

Former:

Professor & Head, Department of Epidemiology,

All India Institute of Hygiene & Public Health, Kolkata-700 073 (W.B.)

INDIA



Trg on Public Health Management_dkraut.doc

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Draft

**TRAINING ON PUBLIC HEALTH MANAGEMENT
FOR
HEALTH OFFICERS & ASSTT. HEALTH OFFICERS
WORKING UNDER KUSP, WEST BENGAL**

**Programme Coordinator:
Dr.D.K.Raut
Professor of Public Health
Department of Community Medicine
Vardhman Mahavir Medical College & Safdarjung Hospital
New Delhi-110029
E-mail: drdeepakraut@gmail.com**

TRAINING ON PUBLIC HEALTH MANAGEMENT FOR HEALTH OFFICERS/ASSISTANT HEALTH OFFICERS OF WEST BENGAL

Introduction:

By the year 2000, about half of the global human population had become urban citizens, most of them living in the rapidly growing cities of Africa, Asia and Latin America. Living in an urban area does not mean "development" for many of these people. In most cases a majority live in "poverty", characterised by household and environmental deprivation and in circumstances of extreme social and economic stress. The attainment by all urban citizens of the highest possible level of health through the strengthening of urban health systems is therefore an important challenge, and a crucial element in the struggle against poverty, underdevelopment and political instability.

Cities offer the lure of better employment, education, health care, and culture; and they contribute disproportionately to national economies. However, rapid and often unplanned urban growth is often associated with poverty, environmental degradation and population demands that outstrip service capacity. These conditions place human health at risk. Reliable urban health statistics are largely unavailable in India and disaggregated intra-urban health data, i.e., for different areas within a city, are even more rare. However, data that are available indicate a range of urban health hazards and associated health risks: substandard housing, over crowding, air pollution, insufficient or contaminated drinking water, inadequate sanitation and solid waste disposal services, vector-borne diseases, industrial waste, increased motor vehicle traffic, stress associated with poverty and unemployment, among others.

Urbanization is rapidly spreading throughout the country and especially in big metro cities like Kolkata. An urban slum poses special health problems due to poverty, overcrowding, unhygienic surroundings and lack of an organized health Infrastructure and well managed public health services.

Public health initiatives in developing countries often fail not because of a lack of scientific knowledge but because of a lack of managerial competence.¹ Most training programs follow categorical funding and have a narrow focus on a particular disease or problem. Emphasis usually is placed on prescriptive management procedures oriented toward technical protocols designed by external experts (e.g., family planning logistics, vaccine cold chain maintenance, treatment protocols, agricultural protocols, infrastructure models). A successful program should equip frontline managers with crosscutting skills in priority setting, planning, and problem solving.²

Lack of management skills among the public workforce has been exacerbated in recent years by the global trend toward decentralization of services.^{3,4} In many countries, decentralization has occurred abruptly and without the benefit of planning for developing

the management capacity of the local public workforce to assume their new roles and responsibilities.^{3,5}

Public health encompasses multi-sector interventions. To maximize the development impact of health outcomes in urban areas, comprehensive and concerted effort is required to (i) expand access to urban primary health care services; (ii) strengthen municipal public health governance (including institutions, policy, legal and regulatory frameworks, and financial capacity); and (iii) strengthen food and water safety, and improve management of solid waste, including hospital waste. Key issues are the multi-sector nature of public health in an increasingly complex urban physical space; prioritization of investments that balance preventive, promotive and health care needs of the urban poor; and ensuring a strong institutional, policy, legal and regulatory environment for enforcing good public health practices and building on the strengths of the private sector. Apart from institutional and financial issues, trained health care providers are important for sustaining the urban primary health care initiatives.

Urban Health Improvement Programme in West Bengal

In recent years areas in and around Kolkata have seen a tremendous increase in population, initially in the form of migration and later as increased industrial growth attracted people from neighbouring states looking for work. This led to the establishment of a large number of slums in these areas, bringing with it social problems such as poverty and illiteracy and health issues due to unhygienic conditions. Those most affected were women and children. To address these issues, the Health Department of the Government of West Bengal requested the Kolkata Municipal Development Authority (KMDA) to take up urban health services along with its other developmental activities.

Community based health programmes e.g. Calcutta Urban Development Programme – III or CUDP-III (between 1984 and 1992), Calcutta Slum Improvement Programme or CSIP (1992-98), India Population Project - VIII or IPP-VIII* (1994-2002) were initiated. Most recently the Urban Health Improvement Programme (UHIP) is functional since July 2002, to help set up necessary infrastructure to provide Reproductive and Child Health (RCH) services in the KMDA area.

The main features of the system were:

- (i) Honorary Health Workers (HHWs) who work as link workers and are the first point of contact between the public and the health system.
- (ii) Sub centres form the next level and are established for every five blocks. Five HHWs report to the supervisor (usually an upgraded HHW) who is based at the sub centre. Two part-time medical officers and the first-tier supervisor based here provide basic primary health care services including antenatal and post natal care, immunisation of children and family planning services. They also organise periodic meetings for parents.
- (iii) The Health Administrative Unit (HAU) has 6 or 7 Sub centres under it. One sub centre is located at the HAU building. A HAU is manned by a health officer, assistant

health officer, part-time medical officer and second-tier supervisor. The HAU's ensure procurement of drugs, storage and distribution.

(iv) The next level is the Extended Specialised Outpatient Department (ESOPD) serving a population of 200,000 and offering specialist services and charging user fees. For more details see Documents and Illustrations below. In addition, a Regional Diagnostic Centre (RDC) has also been set up for a population of 400,000 providing services such as x-rays, ultra-sonography and other pathological tests. Here again user fees are levied at differential rates for those above and below the poverty line, but charges are slightly lower than the prevalent market rates as the RDC competes with other private diagnostic centers. Under the European Commission-assisted Urban Health Improvement Programme (UHIP), six municipalities were identified as pilot areas in order to integrate the existing health delivery system with other parallel departments and programmes.

The health infrastructure of Kolkata Urban Municipal areas started in 1985 as World Bank aided project "Calcutta Urban Development Project" in which one honorary health worker was recruited per hundred families to provide emergency primary medical care and used to pay home to home visit for awareness generation for prevention and control of diseases. World Health Organization evaluated the programme during 1990-91 & recommended establishment of one sub-centre for each 5000 population where there would be 5 honorary health workers- each looking after 1000 population- and one part-time medical officer to provide curative and preventive services. It was also recommended to set up specialized OPD's in these sub-centres and Municipal Maternity Homes for promoting Institutional Delivery. In World Bank aided IPP-VIII programme these curative and preventive services were extended to whole of the Calcutta Metropolitan Development Authority (CMDA) area covering a population of around 38 lakhs. The DFID had also recommended similar programmes to be instituted in 15 wards of Kolkata Municipal Corporation area in a participatory approach.

Presently under Kolkata urban services for the poor (KUSP), there is a plan to extend these programme in Kolkata Municipal Corporation areas and 40 adjoining municipalities. It is also a plan to extend this programme to another 21 municipalities through-out the state of West Bengal.

To extend the services to this vast number of population, it is important to augment the capacity of the municipal health infrastructure. It is also necessary to increase the knowledge among health officers of the municipal bodies regarding primary health care, Epidemiology, planning and management of health programmes.

The proposal on training workshop aims to improve the capacity of the municipal health officer and update their knowledge regarding the practice of community health and develop the appropriate epidemiological and managerial skills for its practical application.

Justification for Training of Health Officers and Assistant Health Officers:

West Bengal has been successful at reducing poverty in recent decades, with the proportion of people below poverty line falling from 55% in 1983 to 36% in 1993-94. These figures are close to the National average, but leaving 25 million people in poverty. Govt. of West Bengal currently developing a comprehensive health sector strategy and operational plans for the state. Through the proposed Health Services development Initiative (HSDI), it is envisaged to improve health status of poor people in West Bengal through enhanced and equitable utilization of quality health services.

The necessary funding for this programme is provided by DFID to implement "Kolkata Urban Services for the Poor"(KUSP). One of the important components under KUSP is to make available and accessible health services to the urban poor. Therefore it is proposed to conduct the training workshop for the health officers of municipality and corporation to build their capacity and strengthen their skills for providing necessary medical care to poor sections of the population and plan, manage and implement important National Public health programme in all the urban areas.

Aim of the Training workshop:

To improve the competencies of Health Officers and Assistant Health Officers to take on public health & managerial responsibilities and in turn improve the overall management of health care delivery services.

The following are the objective of the training programmes:

Objectives

At the end of the training workshop the participants should be able to:

1. Explain the National Health Policy, programme planning and implementation.
2. Apply principles and techniques of health management and public health for effective delivery of Urban Health care component under NRHM.
3. Explain the Principles of Epidemiology & disease causation and describe epidemiological study designs, the steps in epidemic investigation and methods for its prevention & control and disease surveillance.
4. Organise monitoring and evaluation of various health programmes.
5. Describe urban health care services under Reproductive & Child Health (RCH), RNTCP, NVBDCP and HIV/AIDS and principles of strengthening health services at different tier of service centres.

Main subjects:

1. Public Health : Evolution And Framework Of Health Policies In India, Health Care Delivery System and Policy in India
2. Basic Epidemiology
3. Basic Statistics: Rate, Ration, Proportion, Morbidity & Mortality Statistics
4. Advance Epidemiology: Epidemiological Study Design, Epidemic Investigation Bird Flu, Disease Surveillance
5. Management: Principles Of Management
 - 5.1 National Health Planning
 - 5.2 Goals & Objectives
 - 5.3 Decision Making & Problem Solving
 - 5.4 Implementation Planning

- 5.5 Monitoring And Evaluation
- 5.6 Logistics And Supplies
- 5.7 Financial Management
- 5.8 Health Management Information System
- 5.9 Team Building
- 5.10 Problem Solving
- 5.11 Leadership And Supervision
- 5.12 Behavioural Change Communication: Behavioral Style Analysis
- 6. Indian Public Health Standards, Essential Public Health Functions
- 7. NRHM, RNTCP, NVBDCP, IDSP, HIV/AIDS

Key Issues:

- I. Evolution and framework of health policies in India, Health Care Delivery System in India and Public Health standards**
 - i) Historical perspective of Public Health in India
 - ii) National Health Policy
 - iii) Millennium Development Goals (MDG's)
 - iv) Indian Public Health Standards (IPHS)
 - v) Essential Public Health Functions

- II. To explain the Principals of Epidemiology with respect to management of Public Health programmes.**
 - i) Principles of Epidemiology
 - ii) Measurement of morbidity and mortality
 - iii) Epidemiological study designs with emphasis on observational studies for community diagnosis and health needs assessment of the people.

- III. To describe surveillance and monitoring of diseases, steps in epidemic investigation and methods for its prevention & control.**
 - i) Steps in Epidemic investigation with reference to Bird Flu
 - ii) Surveillance and monitoring for diseases

- IV. To explain the components of important National Health Programmes for its implementation and management.**
 - i) Describe various important National Health Programmes and its planning, implementation and management.**
 - a) Integrated vector borne diseases including Malaria & Dengu (NVBDCP)
 - b) HIV/AIDS & STD
 - c) RCH-II
 - d) RNTCP
 - ii) Develop linkages with municipal health services**

- V. To develop managerial skills for effective planning, implementation and evaluation of National Health Programmes**

- i) Application of Epidemiology for planning and management**
 - a) Role of Epidemiology in health planning and management
 - b) Community Health needs assessment
 - c) Prioritization of health problems.
- ii) Health care planning and management**
 - a) Principles of planning and management
 - b) Nature and principles of planning and planning cycle
 - c) Managerial and supervisory skills for quality control and sustenance
- iii) Evaluation of health programmes**
 - a) Effectiveness of the programme
 - b) Efficiency of programme (cost-effective and cost-benefit analysis)
 - c) Impact of activities with respect to agreed goals and their achievements
- iv) Logistics and supplies**
 - a) Need and scope of materials management- its objectives, principles & methods
 - b) Material requirement planning (drugs, vaccines, medicines etc.), methods and techniques of forecasting the supply.
 - c) Purchasing procurement and inventory management
- v) Total Quality Management (TQM)**

VI. To explain the disease surveillance & monitoring to improve health management information system to monitor, evaluation and control disease occurrence in the municipal areas.

- i) Definition of HIMS and its components
- ii) Overview of medical informatics
- iii) Meaning and scope- data, information, data processing, data processing cycle and system.
- iv) Computer software and data processing system with the use of available softwares -MS Excel, Access, Epi Info, SPSS etc.
- v) Hands on training of computer.

Sub objectives of key subjects:

Behavioral Style Analysis

By the end of this session, participants will be able to—

- Understand the four basic behavioral styles and appreciate the strengths and limitations of each.
- Be able to recognize the behavioral styles of others and adapt their own style to that of others in order to improve communication and understanding.
- Appreciate the value of teamwork and diversity in improving the effectiveness of decision-making.

Supervision

By the end of this session, participants will be able to—

- Describe different supervisory roles.
- Identify necessary supervisory skills.
- Describe the conceptual model of Situational Supervision.
- Identify behaviors associated with both supervision styles and employee developmental levels.
- Identify an employee's preferred style of supervision.

Team Building

By the end of this session, participants will—

- Have an opportunity to get to know one another.
- Practice team-building activities as a group.
- Identify the characteristics of an effective and successful team.
- Understand the different roles in a team.
- Identify stages of team development.

Total Quality Management (TQM)

After completing the TQM session, participants will be able to implement the seven steps of process improvement in their own work environment. To meet this objective, participants will—

- Define a core process.
- Measure process performance.
- Analyze causes of variation.
- Generate and plan improvement ideas.
- Implement changes.
- Study the results of changes.
- Act accordingly: “rolling-out” improvement, revising idea, or abandoning idea.
- Apply at least ten process improvement tools to achieve the above objectives.

No. of participants:

Around 80-90 Health Officers and Assistant Health Officers are expected to participate in the training workshop.

No. of Training workshops:

It is proposed to organise around four training workshops of 20-25 participants per training programme.

Venue:

The workshops is proposed to be held at four different venues at reputed Medical colleges or Public Health Institutes of India of Delhi, Chennai/Thrubananthapuram/Bangalore, Mumbai and Shimla.

Duration:

5 days excluding days of journey and return. Participants are suppose to report to the venue one day in advance.

Budget:

1. DA for 5 nos. of outstations experts @ 1000 per day for 6 days	Rs. 30000
2. TA for 5 nos. of outstations experts @ 20000	Rs. 100000
3. DA for 5 no. of local experts @ 1000 per day for 5 days	Rs. 25000
4. TA for participants to be borne by KUSP	NIL
5. DA for participants to be borne by KUSP	NIL
6. Secretarial assistance @ 250 per day for 10 days	Rs. 2500
7. Training material(file, folder, bag, pen, photography etc.)	Rs. 20000
8. Banner decoration	Rs. 5000
9. Hospitality expenses	
a) Accommodation for 5 experts @ 2000 per day x 5 days	Rs. 50000
b) Accommodation for 25 participants @500 per day x 5 days	Rs. 62500
c) Lunch, tea, coffee for 40 persons @ 400 per day x 5 days	Rs. 80000
10. Educational expenses	
a) Conference hall for 40 persons @ 200 per day x 5 days	Rs. 40000
b) Audio-visual aid	Rs. 5000
c) Travel expenses for field visit	Rs. 5000
11. Consultancy and coordination expenses @ 2000 x 10 days	Rs. 20000
12. Report publication	Rs. 5000
13. Contingency expenses @ 5% of the total expenses	Rs. 22500
Sub Total	Rs. 472500
(Rupees four lakhs seventy thousand five hundred only) per workshop	
14. Total expenditure for conducting 4 training workshops (Rs. 472500 x 4)	
Grand Total	Rs. 1890000
(Rupees Eighteen lakhs ninety thousand only) for 4 training workshops.	

Note: The proposed budget does not include the TA/DA of the participants as this will be paid by the KUSP seperately.

References:

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