

**2<sup>nd</sup> Batch of Training Programme on Public Health Management for HO & AHO  
at New Delhi during 21<sup>th</sup> -25<sup>th</sup> December, 2008**

**List of Participants**

Sl. No.	ULB	Name of participants	Male / Female	Designation	Train No. for Journey from Kol to N. Delhi / Date of Journey	Mobile Number
1	Barrackpore	Dr. Ashutosh Chowdhury	M	HO	2313 / 13.12.08	9433956830
2	Baranagar	Dr. Ajoy Kr. Mukhopadhyay	M	HO	Do	9830379515
3	Kanchrapara	<del>Dr. Goutam Kr. Saha Dr. Suyra Das</del>	<del>M M</del>	<del>HO AHO</del>	<del>Do</del>	<del>9830543373</del>
4	Khardha	Dr. Ratan Majumdar Dr. Debasish Chatterjee	M M	HO AHO	Do	9433737909 9830077913
5	Kamarhati	<del>Dr. Gopa Basu</del>	F	AHO	Do	9903051310
6	Panihati	Dr. Samir Kr. Sengupta	M	HO	Do	9433555866
7	Titagarh	Dr. G.L. Sharma Dr. S. Chakraborty	M M	HO AHO	Do	9831057904
8	BudgeBudge	Dr. P.S. Chowdhury	M	HO	Do	9830493325
9	Maheshtala	Dr. S.M. Ali Dr. Debasish Halder	M M	HO AHO	Do	9830574382
10	Rajpur Sonarpur	Dr. S.K. Debnath	M	HO AHO	Do	9433183123
11	Krishnagar	Dr. S.K. Ghosh	M	HO	Do	9932754430
12	Nabadwip	Dr. S. Pal	M	HO	Do	9433344837
13	Taherpur	Dr. D. Mallick	M	HO	Do	9334112009
14	Bankura	Dr. Abir Banerjee	M	HO	Do	9434183427
15	Howrah	Dr. S. Sarkar	M	HO	2301 / 13.12.08	9830517456
16	Habra	Dr. M. Das	M	HO	Flight	9434401039
17	Baduria	Dr. D. Biswas	M	HO	2313 / 12.12.08	9775123244

20  
16  
9/12/08  
3

18	Joynagar- Mazilpur	Dr. P.K.Halder	M	HO		9433347226
19	Diamond Harbour	Dr. S.K.Pramanik	M	MO		9474122799

- \* For Sl. No. 1 to 15 – Pick up arrangement may be arranged by VMMC on 14.12.08.
- \* For Sl. No. 16 – The participant will reach MAMC by hiring pre-paid taxi.
- \* For Sl. No. 17-19 – Pick up arrangement may be arranged by VMMC on 13.12.08



**Sub. : Training of HO & AHO at VMMC, New Delhi on Public Health Management during 15-19 December, 2008- Release of DD to the organizer.**

Training of HO & AHO on Public Health Management is scheduled at Vardhaman Mahavir Medical College & Safdarjung Hospital , New Delhi, during 15-19 December,2008.

Budget for this batch of training for Rs.472500/- ( Rupees four lakhs seventy thousand five hundred ) only is to be released in favour of " Medical Superintendent, Safdarjung Hospital, New Delhi " through Bank Draft payable at New Delhi immediately for taking necessary preparation by the Organiser.

Necessary action may kindly be taken towards preparation of Draft and onward dispatched to the address as mentioned below:

" Dr. D.K. Raut, MBBS, MD, FIPHA  
Professor, Department of Community Medicine,  
Room No. 421, VM Medical College & Safdarjung Hospital,  
New Delhi 110029"

Submitted.

PD, CMV

auj  
6/11

80522mm  
06.11.08

PM  
AO



db

**Fwd: @nd batch training at VMMC & Safdarjung Hospital New Delhi** Inbox X

from **Dr.Deepak Raut** <drdeepakraut@gmail.com> [hide details](#) 6:02 AM (20 hour)  
to **Shibani Goswami** <dfidhww@gmail.com>  
date **Tue, Nov 4, 2008 at 6:02 AM**  
subject **Fwd: @nd batch training at VMMC & Safdarjung Hospital New Delhi**  
mailed-by **gmail.com**

Dear Dr. Shibani Goswami,

As discussed with you the date of the Training for 2nd batch is proposed on 15-19 December 2008 at VMMC & Safdarjung Hospital. This is for your information and eneedful action at your side.

A line of confirmation will be appreciated.

Thanks

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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](mailto:drdeepakraut@gmail.com), [drdeepakraut@yahoo.com](mailto:drdeepakraut@yahoo.com)

Former:  
Professor & Head, Department of Epidemiology,  
All India Institute of Hygiene & Public Health, Kolkata-700 073 (W.B.) INDIA



KOLKATA URBAN SERVICES FOR THE POOR  
C H A N G E M A N A G E M E N T U N I T

Memo No. .. CMU-94/2003(Pt. VI)/2483(10)

Dt. .. 21.11.2008

From : Arnab Roy  
Project Director, CMU

To : The Chairman  
Chakdah / Krishnagar / Nabadwip / Santipur / Taherpur  
Baduria / Habra / Joynagar-Mazilpur / Diamond Harbour  
Bankura Municipality

Sub. : Participation of HO of your ULB in the training programme (2<sup>nd</sup> batch) on Public Health Management at New Delhi during 15-19<sup>th</sup> December, 2008.

Sir,

This is to intimate you that the 2<sup>nd</sup> batch of training for HO & / or AHO on Public Health Management is scheduled at New Delhi during 15-19<sup>th</sup> December, 2008. HO of your ULB may participate in the said training programme. The participant is to reach New Delhi by evening of 14<sup>th</sup> December, 2008 as the training programme will start sharp at 10.00 a.m. on 15<sup>th</sup> December, 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 28<sup>th</sup> November, 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(Tel:033-2359-3184).

Thanking you.

Yours faithfully,

  
Project Director, CMU

Contd. to P-2.

E:\Dr. Goswami\KUSP\Letter Head ULBs.doc



Memo No. .. CMU-94/2003(Pt. VI)/2483/1(1)

Dt. .. 21.11.2008

Copy forwarded to :

Health Officer, ..... Municipality

Project Director, CMU

Memo No. .. CMU-94/2003(Pt. VI)/2484/2(4)

Dt. .. 21.11.2008

Copy forwarded to :

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

Project Director, CMU

Received for  
 Krishnagar Municipality  
 Nambadeep Municipality  
 Eberpur Municipality

Dr. Shyamprasad Kumar Ghosh  
 21/11/08

Received  
 Dilip Datta  
 Hadem Municipality  
 27.11.08

Received  
 Adarsh  
 27/11/08  
 Badwaric Municipality





**Sub. : Training of Health Officers, Asstt. Health Officers & Medical Officers on Public Health Management under Health component of KUSP.**

Community Based Health Programmes are being implemented by each of the 125 ULBs in the state of West Bengal, with the objective of improving health status of poor people by reducing morbidity, mortality and fertility amongst the population particularly urban poor through delivery of primary health care services at door- step level by HHWs and at sub-centre level by the medical professionals, addressing public health care initiatives and implementing National Health Programmes.

In order to deliver such services qualitatively and effectively, the service providers i.e. Health Officers, Asstt. Health Officers & Medical Officers who are associated with planning , implementing, monitoring and supervising need to update their technical skill and to improve managerial capacity. One of the important objectives of KUSP is capacity building of the ULBs. The capacity building is required to improve the competencies of Health Officers and Assistant Health Officers and Medical Officers to take on public health & managerial responsibilities and in turn improve the overall management of health care delivery services. In earlier occasion training of Health Officer and Asstt. Health Officer in public health had been organized for 40 KMA and 22 Non-KMA ULBs by All India Institute of Hygiene & Public Health (AIHH&PH) wherein Dr. D.K.Raut, Prof. & Head of Dept. of Epidemiology was the course Co-ordinator. The training was held in 3 batches , one in Maulana Azad Medical College , Delhi; the 2<sup>nd</sup> one at Institute of Health Management & Research , Jaipur; and 3<sup>rd</sup> at National Tuberculosis , Bangalore. The said course was highly appreciated by the participants . Hence, Dr. D.K. Raut, Prof. of Public Health, Dept. of Community Medicine, Vardhman Mahavir Medical College and Safdarjung Hospital, New Delhi was further contacted by the undersigned for proposed training workshop. Accordingly, Dr. Raut has submitted proposal and budget for such training ( copy enclosed at C/P-1).

The key issues to be covered in the training programme are as under:

- Evolution and framework of health policies in India, Health Care Delivery System in India and Public Health standards.
- Explain the Principals of Epidemiology with respect to management of Public Health programmes.
- Describe surveillance and monitoring of diseases, steps in epidemic investigation and methods for its prevention & control.
- Explain the components of important National Health Programmes for its implementation and management.
- Develop managerial skills for effective planning, implementation and evaluation of Public Health issues, National Health Programmes and others.





- \* Explain the diseases surveillance & monitoring to improve health management information system to monitor, evaluate and control disease occurrence in the municipal area.

It is felt that a residential course outside the State of West Bengal would result in uninterrupted, cohesive and interactive training utilizing cross sharing with the participants of other ULBs, Public Health Institutes, Medical Colleges of other states in planning, implementing and monitoring of Public Health Programmes. From previous training programme it is experienced that the participants would utilize the time beyond schedule class doing group exercises, discussions, preparation of presentations.

Each batch will consist of 25 nos. of participants (approx.), to be facilitated by 5 nos. of outstation Experts, 5 nos. of local Experts both in class room and field sessions. Duration of training will be for 5 days excluding both way journey. Estimated total no. of participants – 80 in KMA ULBs and 85 in non-KMA ULBs out of which 22 are in position. (63 ULBs are yet to engage HO).

The tentative Budget estimate (enclosed at C/P-2) as indicated is Rs.472500/- (Rupees four lakhs seventy two thousand five hundred) i.e. approximately Rs.18,900/- per participant for 5 days training.

In this connection it is to state that there will be no difference in the budget estimate for such training programme within the State excepting TA of the medical professionals.


Submitted for kind approval.

D, C.M.V

S. S. Sharma  
27.2.08



## 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

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

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Former:

Professor & Head, Department of Epidemiology,

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

INDIA



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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](mailto: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.<sup>1</sup> 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.<sup>2</sup>

Lack of management skills among the public workforce has been exacerbated in recent years by the global trend toward decentralization of services.<sup>3,4</sup> 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.<sup>3,5</sup>

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 Principles 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**

B / 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/Thrubanathapuram/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
<b>Sub Total</b>	<b>Rs. 472500</b>
(Rupees four lakhs seventy thousand five hundred only) per workshop	
14. Total expenditure for conducting 4 training workshops (Rs. 472500 x 4)	
<b>Grand Total</b>	<b>Rs. 1890000</b>
(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:**

1.  
Rondinelli 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.





# HOWRAH MUNICIPAL CORPORATION

PERSONNEL DEPARTMENT  
4, Mahatma Gandhi Road, Howrah – 711 101

No: 427 P.D/08-09

Date: 27/11/08



To  
The Project Director  
C.M.U, Ilgus Bhavan  
HC Block, Sector- III  
Bidhan Nagar, Kolkata – 700106

*Dr. Goswami*  
*ay*  
*5/12*

Sub : Training of Health Officer and Assistant Health Officer on Public Health Management under K.U.S.P.

Sir,  
In terms of your letter vide No. CMU-94/2003(Pt.VI)/2263(22) dated 04/11/2008 on the above noted subject, I am directed to inform you that Dr. Subhasish Sarkar , Assistant Health Officer & Health Officer (Acting) of this Corporation will participate in the 2<sup>nd</sup> batch of training for H.O &/or AHO on Public Health Management under K.U.S.P. to be held on and from 15/12/08 to 19/12/08 at New Delhi

This issues as per decision taken in the MIC meeting held on 21/11/08.

Yours faithfully

*[Signature]*  
Personnel Officer

Howrah Municipal Corporation.

*27-11-08*

✓ Bolep. - 100.			- 1 - 2313	
✓ Bonaryu - 100			- 1 - 2313	
✓ Kanchrapara - 100.	AHO		- 2 - 2313	
✓ Kharadh - 100	AHO		- 2 - 2313	
✓ Kamarbhi -	AHO		- 1 - 2313	
✓ Parbatti - 100			- 1 2313 - 13.12.08	
✓ Titrajah - 100	AHO		- 2 - 2313	13.12.18
✓ Bude - 100			- 1 - 2313	13.12.18.
✓ Mahubha - 100	AHO		- 2 - 2313	
Pujat			<del>AHO - 1</del>	
✓ Rijpur. 100			- 1 - 2313	
<u>Korral</u> 100	AHO		<del>1</del> / 15	
<hr/>				2301 13.12.08
✓ Krishnagar. 100.			- 1 - 2313	13.12.18
✓ Andradip 100	9433344837.		1 - 2301	13.12.08
<del>Shantipur. 100</del>			<del>- 1 - X</del>	
✓ Tahurpur. 100			- 1 - 2313.	13.12.08.
Do. Daspole Mulide	933 411 2009		- 1 - 230	12.12.08
Budwria. 100				
Habra. 100			1 - Flight Jet	
Jaynagar. 100			1 - 2313	12.12.08
Diamond. 100			- 1 - 2313	12.12.08
Banlenu. 100			- 1 - 2313	13.12.18



**STATE URBAN DEVELOPMENT AGENCY****HEALTH WING  
"ILGUS BHAVAN"****H-C BLOCK, SECTOR-III, BIDHANNAGAR, CALCUTTA-700 091  
West Bengal**

Ref No. ....SUDA-Health/63 ULBs/Accts./08/320

Date .....05.12.2008

**From : Director, SUDA****To : The Chairman  
Egra Municipality****Sub. : Release of 4<sup>th</sup> installment of fund of FY 2008-09 worth Rs. 8,26,000.00  
towards expenditure in connection with Community Based Primary Health  
Care Service.****Ref. : Your requisition submitted under memo no. EM-760/CBPHCS-01/06  
dt. 10.11.2008.**

Sir,

With reference to above, an A/C payee demand draft bearing no. 760925 dt. 04.12.2008, on SBI, Salt Lake for an amount of Rs. 8,26,000/- (Rupees Eight lakhs twenty six thousand) only is released to meet up concomitant expenditure in connection with Community Based Primary Health Care service in your ULB. The said fund is released under the following A/C heads :

<b>Item of Expenditure</b>	<b>Amount released (in Rs.)</b>
Honorarium	4,02,000.00
Salaries	3,78,000.00
Rent	6,000.00
IEC	10,000.00
Operating Cost	30,000.00
<b>Total</b>	<b>8,26,000.00</b>

You are requested kindly to send your authorized representative along with money receipt to collect the said draft from the A/C section of SUDA.

You are also requested kindly to submit monthly Statement of Expenditure (SOE) along with receipted copies of bills & vouchers and quarterly Utilisation Certificate (UC) as laid down in the Financial Guideline.

Yours faithfully,

**Director, SUDA**

Dt. .. 05.12.2008

SUDA-Health/63 ULBs/Accts./08/320/1(1)

Cashier, SUDA

**Director, SUDA**

# BARRACKPORE MUNICIPALITY

I. P. P.—VIII KMDA

Health, Administrative Unit

P. O. TALPUKUR, BARRACKPORE, NORTH 24 PARGANAS.

MEMO No. 114/HAU/CUDP/1/BKPMU/08



DATE 2/12/08

To

DR. S. GOSWAMI  
CMU/KUSP.  
H.C. BLOCK, Sector-3,  
Bidhan Nagar.  
Kolkata - 700-064.

Sub :- Training of HO & AHO in the training Programme on  
Public Health Management at New Delhi. during  
15-19 Dec 2008.

Madam,

With reference to Your letter No. CMU-94/2003  
(Pt-VI) 2263(22) dt. 4.11.2008. received by me 8.11.08  
I Write to inform you that railway reservation of myself  
has been Completed from Our end as detailed below.

Sealdah to New Delhi by Rajdhani Express 13.12.2008  
New Delhi to Sealdah by Rajdhani Express 19.12.2008 .  
This is for your information & Necessary action

Encl :


Xerox Copy of  
Railway Ticket  
Enclosed.

Thanking you,

*Asmita Choudhury*  
Health Officer, 2/12/08  
Barrackpore Municipality.



DEP. TIME PRINTED LIABLE TO CHANGE

		<b>शुभ यात्रा</b>		<b>HAPPY JOURNEY</b>					
		को. एन. आर. नं० PNR NO.	गाड़ी नं० TRAIN NO.	दिव DATE	कि०मी० K.M.	बयस्क ADULT	बच्चे CHILD		
622-1287822		2313		13-12-2008 1453		1	1	TICKET NO.	फार्म नं० FORM NO.
CLASS श्रेणी 3वां शिपलदर 3rd SEALDAH		नयी दिल्ली NEW DELHI		JOURNEY CUM RESERVATION TICKET		PRS नं० 14835625		RESV. UPTO शिपलदर रायधानी SEALDAH RAJDHANEE	
कोच COACH	सीट/बद SEAT/BERTH	लिंग SEX	आयु AGE	यात्रा अधिकार का T. AUTHORITY	रिजर्व CONC	आंगुं R. FEE	सुंरं S. CH	सुंरं SF CH	बाउचर का RS. I. CASH RS.
ML/76	ML/44	M	58	NV	1535	RS. ONE FIVE THREE FIVE ONLY			

SDAH RAJDHANEXP BRD SEALDAH  
 SCH DEP 13-12 16:40 ARR 14-12 10:35  
 514-2-1-3488 00147 FP 0 VIA BKAL DHN GWA NS ALD GND

EASTERN RAILWAY



# BUDGE BUDGE MUNICIPALITY

Phone : 2480-2204 (OH)

From : 21, Mahatma Gandhi Road, Budge-Budge, 24-Parganas (S)  
To : Buran Choudhury  
W.B.B.S.  
Health Officer  
Budge-Budge Municipality

Residence :  
128, Oxy Town  
Biren Ray Road (West)  
Kolkata - 700 061  
Ph. : 2488-1193 (R)

Dated 01-12-08

DR. SITANI GOSWAMY  
Project Officer, CMU.  
Markam,

I am confirming our participation in the Public Health Training at New Delhi from 15.12.08 to 18.12.08 by Rajdhani Express (Sealdah - New Delhi)

- 1. Date of Journey = Start Arrived  
13.12.08 - New Delhi at 10-35 AM  
4:40 PM on 14.12.08
- 2. Train = 2313 Sealdah - New Delhi Rajdhani Express  
ATC III Tier; Coach = B-4.

### Participants -

- ① DR. P.B CHANDHURY - Ho Budge B.
- ② DR. S.M ALI - Ho Markam
- ③ DR S. DEBNATH - Ho Rajdhani
- ④ Dr. D. HALDER - Apto. Markam

Thank you  
PSM



Faxed on 28.11.08 at 4:45 pm

S.T.D. No. : 953216

Phone : Office Hab. 270572



# HABRA MUNICIPALITY

(ESTD.- 1979)

POURA BHAWAN

PROMODE DASGUPTA SARANI, P. O. HABRA, NORTH 24 PARGANAS, PIN - 743263

Ref. No. HM/1170/KUSP/08 Date 02-12-08



To  
Arnab Roy  
Project Director, CMU

Ref. No. - CMU-94/2003(Pt.VI)/2483(10)

Dated... 21.11.2008

Railway reservation not available. Health Officer is allowed to attend the training programme at Delhi by air.

For information and necessary action please.

*Setta*  
28/11/08

Chairman

Habra Municipality

CHAIRMAN  
HABRA MUNICIPALITY

Arrival at Delhi: Evening of 14.12.2008

Departure: Evening of 19.12.2008.

TRANSMISSION REPORT

28-11-08

16:45:15

FAX ID.:

TIME:

28/11/08  
4:45 pm

DATE	START TIME	DURATION	REMOTE ID.	TOTAL PAGES
28-11-08 RESULTS:	16:43:45	01'24"	91 37 23377318	01
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KOLKATA URBAN SERVICES FOR THE POOR  
C H A N G E M A N A G E M E N T U N I T

Memo No. .. CMU-94/2003(Pt. VI)/ 2654

Dt. .. 03.12.2008

From : Arnab Roy  
Project Director, CMU

To : The Chairman  
Diamond Harbour Municipality  
Diamond Harbour Main Road,  
P.O.- Diamond Harbour,  
Dist.- 24 Pgs. (South),  
PIN - 743 331.

Sub. : Training of HO/AHO (2<sup>nd</sup> batch) on Public Health Management at  
New Delhi during 15<sup>th</sup> - 19<sup>th</sup> December, 2008.

Ref.: Communication of the Vice-Chairman, Diamond Harbour  
Municipality dt. 28.11.2008.

Sir,

This is to intimate you that M.O, Diamond Harbour Municipality may attend training on  
Public Health Management at New Delhi during 15<sup>th</sup> - 19<sup>th</sup> December, 2008.

Railway ticket for two and fro journey of the Medical Officer preferably in AC 3 tier may be  
kindly arranged from you end. A feedback on Railway Reservation may please be forwarded to the  
undersigned by 8<sup>th</sup> December, 2008.

Thanking you.

Yours faithfully,

Project Director, CMU

Memo No. .. CMU-94/2003(Pt. VI)/  
Copy forwarded to :

Dt. .. 03.12.2008

1. Vice-Chairman, Diamond Harbour Municipality
2. Medical Officer, Diamond Harbour Municipality

Project Director, CMU

To reply



## ডায়মণ্ডহারবার পৌরসভা

ডায়মণ্ডহারবার, দক্ষিণ ২৪ পরগণা

এস. টি. ডি. - ৯৫৩১৭৪

ফোন : ২৫৫৩৪৬/ফ্যাক্স : ২৫৫২৫৭

পত্রাক নং .....

তারিখ .....

To,  
Dr. Shikari Goswami,  
Health Expert,  
CMU

Respected Madam, I would like to inform you that we yet to recruit H.O. in our Municipality. In this regard, please give your consent to attend our M.O. in the Training programme (2nd batch) on Public Health Management at New Delhi during 15th - 19th December, 2008.

Thanking you in anticipation,  
Yours truly

Please inform me  
by FAX (03174-258-543)

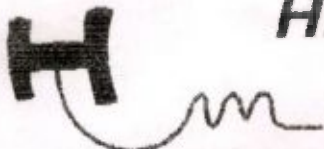
স্ব. ১৬ ডি. নিক  
২৪/১১/০৮

Vij Chandra  
Diamond Harbour Municipality



S.T.D. No. : 953216

Phone : Office Hab. 270572



# HABRA MUNICIPALITY

POURASHAWAN

PROMODE DASGUPTA SARANI, P. O. 327, NORTH 24 PARGANAS, PIN - 743263

Ref. No. ....

Date .....

To  
Arnab Roy  
Project Director, CMU

Ref. No. - CMU-94/2003(Pt.VI)/2487/11

Dated... 21.11.2008

*Dr. Gromant*  
*ay*  
*1/12*

Railway reservation not available. Health Officer is allowed to attend the training programme at Delhi.

For information and necessary

*\*070.c*  
*28/11/08*  
Chairman  
Habra Municipality

# 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.: 5426 IV-B/MM/24

Date: 12.11.08



*Dr. Goswami*  
*26/11*

To  
✓ The Project Director, CMU,  
ILGUS Bhavan, HC Block, Sector-3,  
Bidhannagar, Kolkata- 700016

**Sub- Participation of HO & AHO in the Training Programme  
on Public Health Management at New Delhi during 15-19 Dec  
2008.**

Sir,

With reference to your office letter Memo No CMU-94/ 2003 (pt.VI) /2263(22), dtd. 6/11/08, this is to inform you that the HO & AHO of this Municipality will participate in the above Training Programme.

You are requested to include their names in the 2<sup>nd</sup> batch of above Training Programme.

Yours faithfully.

*[Signature]*  
Chairman.

Maheshtala Municipality.

Memo No-

IV-B/MM/24

Dt.

Copy forwarded for information and necessary action to :-

1. Dr. Shibani Goswami, Health Expert, CMU
2. V.C - Maheshtala Municipality
3. CIC (H) - Do
4. F.O - Do
5. H.C - Do

*sd/-*  
Chairman

Maheshtala Municipality





# HOWRAH MUNICIPAL CORPORATION

PERSONNEL DEPARTMENT  
4, Mahatma Gandhi Road, Howrah - 711 101

No: 427 P.D/08-09

Date: 27/11/08

To  
The Project Director  
C.M.U. Ugas Bhavan  
HC Block Sector- III  
Bidhan Nagar, Kolkata - 700106

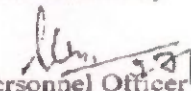
Sub : Training of Health Officer and Assistant Health  
Officer on Public Health Management under  
K.U.S.P.

Sir,

In terms of your letter vide No. CMU-94/2003(Pt.VI)/2263(22) dated 04/11/2008 on the above noted subject, I am directed to inform you that Dr. Subhasish Sarkar, Assistant Health Officer & Health Officer (Acting) of this Corporation will participate in the 2<sup>nd</sup> batch of training for H.O &/or AHO on Public Health Management under K.U.S.P. to be held on and from 15/12/08 to 19/12/08 at New Delhi.

This issues as per decision taken in the MIC meeting held on 21/11/08.

Yours faithfully

  
Personnel Officer

Howrah Municipal Corporation.

27.11.08



KOLKATA URBAN SERVICES FOR THE POOR  
C H A N G E M A N A G E M E N T U N I T

Memo No. CMU-94/2003(Pt. VI)/ 2507

Dt. 24.11.2008

25

From : Arnab Roy  
Project Director, 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 (2<sup>nd</sup> 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. You may be aware that 2<sup>nd</sup> batch of training for HO & AHO will be held at safdarjung Hospital during 15-19 December, 2008.

Accordingly, the Demand Draft bearing no. 474372 dt. 22.11.2008 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 2<sup>nd</sup> batch of training for Health Officers and Asstt. Health Officers.

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

Yours sincerely,

  
Project Director, CMU

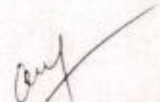
Memo No. CMU-94/2003(Pt. VI)/ 1/(1)

Dt. 24.11.2008

CC

2507

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

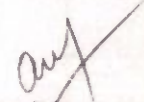
  
Project Director, CMU

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

Dt. 24.11.2008

CC

Accounts Officer, CMU

  
Project Manager, CMU





KOLKATA URBAN SERVICES FOR THE POOR  
CHANGE MANAGEMENT UNIT

Memo No. ... CMU-94/2003(Pt. VI)/2483(10)

Dt. .. 21.11.2008

**From : Arnab Roy**  
Project Director, CMU

**To : The Chairman**  
Chakdah / Krishnagar / Nabadwip / Santipur / Taherpur  
Baduria / Habra / Joynagar-Mazilpur / Diamond Harbour 2  
Bankura Municipality

**Sub. : Participation of HO of your ULB in the training programme (2<sup>nd</sup> batch) on Public Health Management at New Delhi during 15-19<sup>th</sup> December, 2008.**

Sir,

This is to intimate you that the 2<sup>nd</sup> batch of training for HO & / or AHO on Public Health Management is scheduled at New Delhi during 15-19<sup>th</sup> December, 2008. HO of your ULB may participate in the said training programme. The participant is to reach New Delhi by evening of 14<sup>th</sup> December, 2008 as the training programme will start sharp at 10.00 a.m. on 15<sup>th</sup> December, 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 28<sup>th</sup> November, 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(Tel:033-2359-3184).

Thanking you.

Yours faithfully,

**Project Director, CMU**

Contd. to P-2.



**Memo No. .. CMU-94/2003(Pt. VI)/2483/1(1)**

**Dt. .. 21.11.2008**

**Copy forwarded to :**

**Health Officer, ..... Municipality**

**Project Director, CMU**

**Dt. .. 21.11.2008**

**Memo No. .. CMU-94/2003(Pt. VI)/2483/2(4)**

**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)/ 2507

Dt.. 24.11.2008

25

From : Arnab Roy  
Project Director, 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 (2<sup>nd</sup> Batch)  
on Public Health Management at Safdarjung Hospital under  
Health Component of KUSP.

Dear Dr. Prasad,

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Accordingly, the Demand Draft bearing no. 474372 dt. 22.11.2008 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 2<sup>nd</sup> batch of training for Health Officers and Asstt. Health Officers.

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

Yours sincerely,

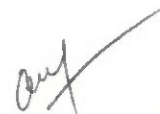
  
Project Director, CMU

Dt.. 24.11.2008

Memo No. CMU-94/2003(Pt. VI)/ /1/(1)  
2507

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 Director, CMU

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

CC

Accounts Officer, CMU

Dt.. 24.11.2008

  
Project Manager, CMU



## কাঁচরাপাড়া পৌরসভা

৪২, লেনিন সরণি (পূর্ব), কাঁচরাপাড়া

উত্তর ২৪ পরগণা, পিন ৭৪৩ ১৪৫

ফোন : (০৩৩)২৫৮৫ ৪৩৫৪ ; ফ্যাক্স : (০৩৩) ২৫৮৫ ৮২৪৭

নং : ৪০৪৭

তাং, কাঁচরাপাড়া, ১১ই নভেম্বর, ২০০৮।

প্রেরক : শ্রী শংকর লাল বসাক  
পৌরপ্রধান, কাঁচরাপাড়া পৌরসভা।

প্রতি : শ্রী অর্ণব রায়, আই. এ. এস.  
প্রজেক্ট ডিরেক্টর, সি.এম.ইউ., কে.ইউ.এস.পি  
ইলগাস ভবন, এইচ. সি. ব্লক, সেক্টর ৩  
বিধাননগর, কোলকাতা ৭০০ ১০৬।

*Dr. Ghoseani*  
*ay*  
*19/11*

মহাশয়,

আপনার স্মারক সংখ্যা সি এম ইউ-৯৪/২০০৩(পিটি ৬) ২২৬৩(২২) তাং ০৬.১১ ২০০৮-র পরিপ্রেক্ষিতে জানাচ্ছি এই যে আমাদের পৌরসভার স্বাস্থ্য আধিকারিক ডাঃ গৌতম কুমার সাহা ও সহঃ স্বাস্থ্য আধিকারিক ডাঃ শুভ্র দাস আগামী ১৫ - ১৯ শে ডিসেম্বর, ২০০৮ নয়া দিল্লীতে অনুষ্ঠিতব্য “পাবলিক হেলথ ম্যানেজমেন্ট” শীর্ষক পাঁচ দিনের প্রশিক্ষণ কর্মসূচিতে অংশগ্রহণ করবেন।

অনুগ্রহ করে ডাঃ সাহা ও ডাঃ দাস -এর অংশগ্রহণের বিষয়ে সদর্থক ব্যবস্থা গ্রহণে বাধিত করবেন।

ধন্যবাদান্তে,

আপনার বিশ্বস্ত,  
*Shankar Lal Basak*  
(শংকর লাল বসাক)  
পৌরপ্রধান  
কাঁচরাপাড়া পৌরসভা





OFFICE OF THE MUNICIPAL COUNCILLORS OF KHARDAH  
KHARDAH MUNICIPAL OFFICE  
B.T.ROAD, KHARDAH, 24-PARGANAS (NORTH)

No: KDM:M/701/08



Date: 12.11.08

From: Sri Braja Gopal Saha  
Chairman, Khardah Municipality,

To,  
The Project Director,  
Change Management Unit  
K.U.S.P  
ILGUS Bhavan, Salt Lake City  
Kolkata - 700091

*Dr. Goswami*  
*17/11*

Sub: Participation of H.O and A.H.O in the training programme on Public Health Management at New Delhi during 15-19 December 2008.

Ref: Your Memo No - CMU-94/2003(Pt-IV)/2236(22) dt: 4-11-2008

Dear Sir,

In connection with the above mentioned subject, this is to inform you that Dr. Ratan Majumder, Health Officer and Dr. Debasis Chatterjee A.H.O will participate in the training on Public Health Management to be held at New Delhi during 15-19 December 2008.

Thanking you,

Yours faithfully,

*Braja Gopal Saha*  
Chairman  
Khardah Municipality

PHONE: 2577-6595/0012

Fax: 2577-1071

Email: purosabha\_baranagar@yahoo.co.in

# BARANAGAR MUNICIPALITY

87, DESHBANDHU ROAD ( East) KOLKATA - 700035



Memo No :- 1187

Date :- 11.11.08

To,  
The Project Director  
C.M.U., KUSP,  
ILGUS Bhawan,  
HC Block, Sector - 3,  
Bidhannagar,  
Kolkata - 700 106

*Dr. G. S. Ghosh*  
*AJ*  
*11/11*

Sub : Training programme on Public Health Management  
at New Delhi during 15 - 19 December, 2008.

Sir,

Please refer to your Memo No. CMU-94/2003 (Pt VI)/2263 (22) dt. 04.11.08  
and 06.11.08.

Dr. Ajay Mukhopadhyay, H.O. of this municipality is requested to  
participate the said training programme.

This is for your information <sup>and</sup> necessary action at your end.

Thanking you,

Yours faithfully,

*Ajay*  
Chairman  
Chairman  
BARANAGAR MUNICIPALITY

Memo No :-

Date :-

Copy to :

Dr. A. Mukhopadhyay, H.O.

*Ajay*  
Chairman  
Chairman  
BARANAGAR MUNICIPALITY



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

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

Ref. No. ....

Dated : .....

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

*cmw*

*Dr. Grosswani*  
*any*  
*17/11*

Sub :- Training of Health Officer of Budge Budge Municipality on Public Health Management/at New Delhi during 15- 19 December / 2008.

Dear Sir ,

Ref. your letter me: no no CMU -- 94 / 2003 ( Pt VI ) / 2263/ (22) dated 06.11.08 on the subject: mentioned above, I am confirming the Participation of our Health Officer on the above training programme during 15- 19 December / 2008.

Thanking You ,

*B. K. Sanyal*  
 Chairman , *11-11-08*  
 Budge Budge Municipality.

*17*

**MAHESHTALA MUNICIPALITY****OFFICE OF THE BOARD OF COUNCILLORS**

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

Phone : 2490-2280, 2490-1851, 2490-3389

Ref. : \_\_\_\_\_ IV-B/MM/24

Date : \_\_\_\_\_



To  
The Project Director, CMU,  
ILGUS Bhavan, HC Block, Sector-3,  
Bidhannagar, Kolkata- 700016

**Sub-Participation of HO & AHO in the Training Programme  
on Public Health Management at New Delhi during 15-19 Dec  
2008.**

Sir,

With reference to your office letter Memo No CMU-94/ 2003 (pt.VI) /2263(22), dtd. 6/11/08, this is to inform you that the HO & AHO of this Municipality will participate in the above Training Programme.

You are requested to include their names in the 2<sup>nd</sup> batch of above Training Programme.

Yours faithfully.

*Sd/-*  
Chairman.  
Maheshtala Municipality.

Memo No- 5426/11 (5) IV-B/MM/24

Dt. 12.11.08

Copy forwarded for information and necessary action to :-

1. Dr. Shibani Goswami, Health Expert, CMU
2. V.C - Maheshtala Municipality
3. CIC (H) - Do
4. F.O - Do
5. H.C - Do

*Sd/-*  
Chairman  
Maheshtala Municipality



# OFFICE OF THE GAYESHPUR MUNICIPALITY

P. O. KATAGANJ, DIST. NADIA.

From :  
CHAIRMAN  
EXECUTIVE OFFICER  
Gayeshpur Municipality

Ref No. GM/SI/W-24pt(IV)/2610/2008.

PO(H)  
11/11

Date 11/11/08

To

The Project Director, CMU,  
K.U.S.P.  
ILOJIBHAVAN, HC-block,  
Sector-III, dichannagar,  
Kolkata-700106.

Attm: Dr. Shrabani Ghoshdomi

Sub: Participation of AHO in the training programme on  
Public Health Management at New Delhi during 15-19  
Dec, 2008./

Ref: Your Office Memo No. CMU-94/2003(pt-VI)/2263(22)  
Dt. 14/11/2008

Sir,

With reference to the above cited subject, this is to inform you that Dr. Shrabani Pal Choudhury, AHO of the Gayeshpur Municipality is unable to participate at the aforesaid training programme at New Delhi due to training programme for grass root level health functionaries on vector borne disease control will be held on 15/12/2008 to 18/12/08 which is communicate to you vide this office Memo No. GM/SI/Health/2574/2008 dt. 5/11/2008.

This is for your kind information and taking necessary action please.

Thanking you,

Yours faithfully,



Chairman,  
Gayeshpur Municipality.

Gayeshpur Municipality  
P.O. Kataganj, Nadia



KOLKATA URBAN SERVICES FOR THE POOR  
CHANGE MANAGEMENT UNIT

Memo No. .. CMU-94/2003(Pt. VI)/2263(22)

Dt. .. 04.11.2008  
6

From : Arnab Roy  
Project Director, CMU

To : The Mayor / Chairman

.....*Gayashree*..... Municipal Corporation / Municipality

**Sub. : Participation HO &/or AHO in the training programme on Public Health Management at New Delhi during 15-19 December, 2008.**

Sir,

This is to intimate you that the 2<sup>nd</sup> batch of training for HO & / or AHO on Public Health Management is scheduled at New Delhi during 15-19 December, 2008. HO &/or AHO of your ULB may participate in the said training programme. The participant is to reach New Delhi by evening of 14<sup>th</sup> December, 2008 as the training programme will start sharp at 10.00 a.m. on 15<sup>th</sup> December, 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 30<sup>th</sup> November, 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 travelling (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.

You are requested to confirm participation of HO &/or AHO in the said training programme by 12<sup>th</sup> November, 2008.

Thanking you.

Yours faithfully,

*Arnab Roy*  
Project Director, CMU

Memo No. .. CMU-94/2003(Pt. VI)/2263 (22)/1(22)

Dt. .. 04.11.2008  
6

Copy forwarded to :

HO & / or AHO *Gayashree* Municipal Corporation / Municipality

*Arnab Roy*  
Project Director, CMU





KOLKATA URBAN SERVICES FOR THE POOR  
CHANGE MANAGEMENT UNIT

Memo No. .. CMU-94/2003(Pt. VI)/2263(22)

Dt. .. 04.11.2008  
6

From : Arnab Roy  
Project Director, CMU

To : The Mayor / Chairman

.....*Gajendra*..... Municipal Corporation / Municipality

**Sub. : Participation HO &/or AHO in the training programme on Public Health Management at New Delhi during 15-19 December, 2008.**

Sir,

This is to intimate you that the 2<sup>nd</sup> batch of training for HO & / or AHO on Public Health Management is scheduled at New Delhi during 15-19 December, 2008. HO &/or AHO of your ULB may participate in the said training programme. The participant is to reach New Delhi by evening of 14<sup>th</sup> December, 2008 as the training programme will start sharp at 10.00 a.m. on 15<sup>th</sup> December, 2008. Further details will be intimated to you in due course.

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You are requested to confirm participation of HO &/or AHO in the said training programme by 12<sup>th</sup> November, 2008.

Thanking you.

Yours faithfully,

*Arnab Roy*  
Project Director, CMU

Memo No. .. CMU-94/2003(Pt. VI)/2263 (22)/1(22)

Dt. .. 04.11.2008  
6

Copy forwarded to :

HO & / or AHO ..*Gajendra*..... Municipal Corporation / Municipality

*Arnab Roy*  
Project Director, CMU



Memo No. .. CMU-94/2003(Pt. VI)/2263(22)

Dt. .. 04.11.2008  
6

From : Arnab Roy  
Project Director, CMU

To : The Mayor / Chairman

..... Municipal Corporation / Municipality

**Sub. : Participation HO &/or AHO in the training programme on Public Health Management at New Delhi during 15-19 December, 2008.**

Sir,

This is to intimate you that the 2<sup>nd</sup> batch of training for HO & / or AHO on Public Health Management is scheduled at New Delhi during 15-19 December, 2008. HO &/or AHO of your ULB may participate in the said training programme. The participant is to reach New Delhi by evening of 14<sup>th</sup> December, 2008 as the training programme will start sharp at 10.00 a.m. on 15<sup>th</sup> December, 2008. Further details will be intimated to you in due course.

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

You are requested to confirm participation of HO &/or AHO in the said training programme by 12<sup>th</sup> November, 2008.

Thanking you.

Yours faithfully,

Project Director, CMU

Memo No. .. CMU-94/2003(Pt. VI)/2263 (22)/1(22)

Dt. .. 04.11.2008  
6

Copy forwarded to :

HO & / or AHO ..... Municipal Corporation / Municipality

Project Director, CMU



**STATUS OF NO OF TRAINEE AT DELHI TRAINING (2<sup>ND</sup> BATCH,15-19 DEC'08 )**

SL. NO.	AREA	NAME OF MUNICIPALITY	CONTACT WITH PHONE	NO. OF PERSONS CONFIRMED (WILLING TO GO)
1	KMA	BHATPARA	YES	0
2	KMA	BARRACKPUR	YES	1 (HO)
3	KMA	BIDHANNAGAR	YES	0
4	KMA	BARANAGAR	YES	1 (HO)
5	KMA	DUMDUM	YES	0
6	KMA	KANCHRAPARA	YES	2 (HO & AHO)
7	KMA	KHARDAHA	YES	2 (HO & AHO)
8	KMA	KAMARHATI	YES	1 (AHO)
9	KMA	NORTH BKP	YES	0
10	KMA	NORTH DUMDUM	YES	0
11	KMA	PANIHATI	YES	1 (HO)
12	KMA	RAJARHAT GOPALPUR	YES	0
13	KMA	TITAGARH	YES	2 (HO & AHO)
14	KMA	BUDGE BUDGE	YES	1 (HO)
15	KMA	MAHESHTALA	YES	2 (HO & AHO)
16	KMA	PUJALI	YES	0
17	KMA	RAJPUR	YES	1 (HO)
18	KMA	BALLY	YES	0
19	KMA	HOWRAH	YES	2 (HO & AHO)
20	KMA	GAYESHPUR	YES	0
21	KMA	KALYANI	YES	0
22	KMA	BANSBERIA	YES	0
			<b>TOTAL</b>	<b>16</b>

**STATUS OF NO OF TRAINEE AT DELHI TRAINING (2<sup>ND</sup> BATCH, 15-19 DEC'08 )**  
**- NON KMA**

SL. NO.	DISTRICT	NAME OF MUNICIPALITY	CONTACT WITH PHONE	NO. OF PERSONS CONFIRMED (WILING TO GO)
1	9932754430. NADIA	BIRNAGAR	YES	YET TO REPLY
2		<del>CHAKDAHA</del>	<del>YES</del>	<del>1 (HO)</del>
3		COOPERS CAMP	YES	YET TO REPLY
4		KRISHNANAGAR <i>Dr. Shyamal</i>	<i>YES</i>	1 (HO)
5		NABADWIP	YES	1 (HO)
6		RANAGHAT	YES	NO DOCTOR AT PRESENT
7		SHANTIPUR	YES	<del>YET TO REPLY</del>
8		TAHERPUR	YES	<del>YET TO REPLY</del>
9	NORTH 24 PGS	ASHOK-KALYANGARH	YES	NO DOCTOR AT PRESENT
10		BADURIA	YES	<del>YET TO REPLY</del>
11		BONGAON	YES	NO DOCTOR AT PRESENT
12		GOBORDANGA	YES	NO DOCTOR AT PRESENT
13		HABRA	YES	1 (HO)
14		TAKI	YES	0
15	HOOGHLY	ARAMBAG	YES	YET TO REPLY
16		TARAKESWAR	YES	0
17	MURSHIDABAD	DHULIAN	YES	<del>YET TO REPLY</del> <i>will not attend</i>
18		MURSHIDABAD	YES	NO DOCTOR AT PRESENT
19	9433347226	<i>Sushrta</i> Dr. Prady Kr. Halder		1
20	9474122799	<i>Diamond</i> Dr. Sumit Kr. Banerjee	<i>Yes</i>	1
21		<i>Coch Behar</i>		<i>will confirm within 24 hours.</i>
22		<del><i>Krishnagar</i></del>	<del><i>YES</i></del>	<del>1</del>
		<i>Bankura</i>	<i>yes</i>	1
		<del><i>Bishnupur</i></del>	<del><i>yes</i></del>	<del>1</del>

*To contact  
at 5 PM*

*upto 19/11/08*  
Sumit **19 9**



- ✓ Briatpara - AHO - 1 X
- ✓ Baraekpur - HO - 1 confirmed 1
- ✓ Bidhanagar - AHO - 1 X
- ✓ Baranagar - HO - 1 confirmed 1
- ✓ Dum Du - HO - 1 X
- ✓ Kamalchrapan - HO - 1 ANO - 1 confirmed 2
- ✓ Khurdah - HO - 1 AHO - 1 confirmed 2
- ✓ Kamarhati - AHO - 1 confirmed 1
- ✓ Ashok Bhp - AHO - 1 X
- ✓ Ashok Dum Du - HO - 1 X AHO - 1 X
- ✓ Ashok Hati - HO - 1 confirmed - 1
- ✓ Rajarhat Gopalpur - HO ~~1~~ X AHO - 1 X confirmed 1
- ✓ Titagarh - AHO - 1 AHO - 1 confirmed 2
- ✓ Bridge Bridge - HO - 1 confirmed
- ✓ Maheshbala - HO - 1 AHO - 1 confirmed - 2
- ~~✓ Rajahat AHO - 1~~
- ✓ Rajpro - HO - 1 AHO - 1 X confirmed 1
- ~~✓ Bally HO - 1 mile N.AX~~
- ✓ Howrah - HO - 1 (X) AHO - 1 confirmed 2
- ~~✓ Gayerhat AHO - 1~~
- ~~✓ Kalyani AHO - 1~~
- ~~✓ Bansberia AHO - 1 X~~

confirmed 16

Total 30

upto 19.11.08 = confirmed 17

Sola. (220683)

Name of U/A - Subpartur  
 Name of Model Officer - Dr Pralay

- i) Barani Sarkar - MP BA
- ii) Preeti Brajkanya - BA HS
- iii) Subala Nanda - HS
- iv) Chandana Deka - BA.

10)

List :-

- 1) Lensha Laha - XI (PTS)
- 2) Sanban Das - MP (Approved) (HHD)
- 3) Shyamoli Bagchi - IX (PTS)
- 4) Namika Prasad - BA (PTS)
- 5) Sumita Saha - IX (HHD)
- 6) Munna Banerjee - BA (PTS)
- 7) Rina Chak - MP (PTS)
- 8) Kalpana Chakrabarty - XI (PTS)
- 9) Chintu Sikder - MP (HHD)
- 10) Soumya Chak - XI (HHD)
- 11) Tinku Saha - BA (PTS)
- 12) Roha Das - XI (HHD)