

# AFYA BORA CONSORTIUM FELLOWSHIP IN GLOBAL HEALTH LEADERSHIP

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## Application Process

- *March 1<sup>st</sup>, 2012— Application Deadline*  
Applications received prior to the deadline will be reviewed and applicants may be accepted on a rolling basis. Therefore, applicants are encouraged to submit their applications as early as possible.
- *Mid-April 2012– Notification of Acceptances*  
Accepted applicants will be notified.

## Training Start Date

- *July 12-13, 2012 – New Trainee Orientation in Gaborone, Botswana*  
New Trainee participants will be brought together for a 2-day orientation. Immediately following orientation are three 1-week course modules that will also be held in Gaborone.

## Submission Checklist

- 1. Application for Training
- 2. Statement of Training Objectives
- 3. Institution Nomination Form (*at least 2*)
- 4. Curriculum Vitae

In order to complete your applications, email or fax all materials on the *Submission Checklist* by **March 1, 2012** to:

Angela Shelton  
Program Manager  
University of Washington  
325 Ninth Ave, Box 359909  
Seattle, WA 98104  
Phone: 1 (206) 543-4278  
Fax: 1 (206) 543-4818  
Email: angshelt@uw.edu

For more information or technical assistance, contact Angela Shelton (above) or a Working Group Member from your corresponding institution/country contact (Item #6)



# Afya Bora Consortium Fellowship in Global Health Leadership

## 1. APPLICATION FOR TRAINING

### PERSONAL INFORMATION:

Name: (exactly as shown on passport)		
_____	_____	_____
Last	First	Middle
Gender: Male <input type="checkbox"/>	Female <input type="checkbox"/>	Date of Birth: _____
		Day Month Year
U.S. Citizen: Yes <input type="checkbox"/> No <input type="checkbox"/> If no, where do you hold your citizenship: _____		

### APPLICANT CONTACT INFORMATION:

Home Mailing Address:	_____
	_____
	_____
	_____
Mobile Telephone:	_____ - _____ - _____
	country code city code
Email Address:	_____

### INSTITUTIONAL CONTACT INFORMATION

Institution Name:	_____
Address:	_____
	_____
	_____
	_____
Telephone:	_____ - _____ - _____
	country code city code
Fax:	_____ - _____ - _____
	country code city code
Email Address:	_____

### EMERGENCY CONTACT

Name:	_____
Relationship to you :	_____
Mobile Telephone:	_____ - _____ - _____
	country code city code
Email Address:	_____

EDUCATIONAL BACKGROUND: (List most recent degree first)

<b>Institution City, Country</b>	<b>From</b> Month/Year	<b>To</b> Month/Year	<b>Degree Received</b>	<b>Major Field</b>

PROFESSIONAL POSITIONS: (Include *postdoctoral fellowships and residency training*, if applicable)

<b>Institution or Organization City, Country</b>	<b>Program Name</b> (if applicable)	<b>Dates</b> Month/Year	<b>Position Title</b>

REFERENCES: Please list names, titles, and emails of individuals from whom you have requested an Institution Nomination Form from (Note: Completed applications **must have 2** Institution Nominations Forms submitted by March 1, 2012)

<b>Name, Title, and Institution</b>	<b>Email</b>	<b>Dates Requested</b> Month/Year
1.		
2.		
3.		

QUESTIONNAIRE:

1. How did you hear about the Afya Bora Fellowship?
2. Please attach your Curriculum Vitae.

*US applicants only* (Please use a separate sheet to answer the following questions)

3. List your international experience.
4. Are you currently participating in a fellowship or residency program?
  - a. If yes, please provide
    - i. name of the program, dates of appointment, type of support provided by fellowship (i.e. stipend, insurance, etc.).
    - ii. documentation from the program Director that, if accepted to the Afya Bora Leadership Fellowship, you will have time to participate and your current fellowship stipend will continue during this period.

# **Afya Bora Consortium Fellowship in Global Health Leadership**

## **2. STATEMENT OF TRAINING OBJECTIVES**

**Please answer below or use a separate sheet to answer the following questions (maximum 500 words).**

1. Describe why you are applying and how your past experience qualifies you for this fellowship.
2. Describe how you will be able to use the knowledge and skills gained during the Fellowship program in your current or planned future positions.
3. Provide a specific example that demonstrates your leadership skills either in your current position or past experience.

## Afya Bora Consortium Fellowship in Global Health Leadership

### 3. INSTITUTION NOMINATION FORM

**To be completed by at least 2 Deans, Senior Academic Administrative Officers or Director/Supervisors.**

Please email or fax this completed form and responses to questions below to Angela Shelton (email: angshelt@uw.edu or fax: +1 206 543 4818) by **March 1<sup>st</sup>, 2012**.

#### ***Nominator Contact Information***

Name: \_\_\_\_\_  
 Position: \_\_\_\_\_  
 Institution: \_\_\_\_\_  
 Address: \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 Telephone: \_\_\_\_\_  
 Email: \_\_\_\_\_  
 \_\_\_\_\_  
 Signature: \_\_\_\_\_

#### **1. Confidential Evaluation**

Please rank the applicant on the following characteristics considered critical to leadership in global health.

	Below Average	Average (top 50%)	Good (top 25%)	Excellent (top 15%)	Outstanding (top 5%)
Interpersonal skills					
Problem solving					
Communication					
Critical thinking					
Innovation					
Creativity					
Writing ability					
Ability to listen					
Ability to function effectively in interdisciplinary groups					
Leadership skills					
Leadership potential					
Commitment to global health					
Potential for success in this fellowship program					

#### **2. Recommendation Letter:**

On a separate sheet, please respond to A. and B. below (maximum 2 pages). Use specific examples when possible.

##### **A. Summary of Assessment:**

Please provide your overall assessment of the applicant including his/her qualifications, with specific focus on the applicant's potential for leadership in global health.

##### **B. Institutional Support and Mentoring:**

How will you personally support the applicant completing the fellowship? In what ways will you provide support for the applicant (time, mentorship, additional resources, assistance, or other aids, etc.) to ensure that the applicant is able to successfully complete the fellowship? What role do you foresee for the applicant after completing the Afya Bora Fellowship program? Please be as specific as possible.

## Afya Bora Consortium Fellowship in Global Health Leadership

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 Position: \_\_\_\_\_  
 Institution: \_\_\_\_\_  
 Address: \_\_\_\_\_  
 \_\_\_\_\_  
 Telephone: \_\_\_\_\_  
 Email: \_\_\_\_\_  
 \_\_\_\_\_  
 Signature: \_\_\_\_\_

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Ability to function effectively in interdisciplinary groups					
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# Afya Bora Consortium Fellowship in Global Health Leadership

## 4. DESCRIPTION OF PROGRAM

### Mission

To contribute to health systems strengthening in our African partner countries by developing a leadership training program targeting primarily African health professionals. The Afya Bora (“better health” in Swahili) fellowship model will focus on training leaders for HIV/AIDS prevention, care and research programs. Afya Bora’s long term goal is to establish a sustainable program that is owned, led, and conducted by a consortium of institutions in Africa and that addresses leadership and country ownership needs for critical health priorities and improved population health.

### Distinguishing features of this fellowship program

The program will create a unique model with potential for expansion to other African institutions. It may also serve as a template for similar consortium programs in other geographic areas. The model includes several distinguishing features:

1. **Africo-centric focus emphasizing HIV/AIDS:** The majority of trainees, training sites, faculty and mentors will be African or located in Africa. The use of training in research relevant to HIV/AIDS will provide skills that can be used to address the current AIDS pandemic in Africa as well as other major health challenges in developing countries.
2. **Emphasis on skills and experience to lead large, evidence-based programs:** The model fills a critical health leadership gap that currently exists in many African nations. It will deliver leadership training and relevant skills to a select group of Africans early in their career, creating a cadre of indigenous individuals who are essential if country ownership of large-scale programs is to become a reality. The program will prepare Fellows to design, implement, scale-up, evaluate and iteratively improve large scale programs that link research, preventive and curative health services, training and policy development.
3. **Targeting sustainable African training capacity, not just trainees:** Our goal is to increase the training capacity of African academic, governmental and non-governmental institutions and Ministries of Health, rather than adding one more program to turn out additional trainees. We view the fellowship program as a catalyst for institutional development in public health policy, clinical practice, research, and education.
4. **Links to future employment:** To pro-actively address the problem of “brain-drain” among this talented pool of future leaders, many trainees will be “embedded” at Attachment Sites, which are organizations or agencies that seek future leaders and could provide future employment. The potential for recruitment will provide an important incentive for the Attachment Sites. Furthermore, each trainee will have a Mentoring Committee with the responsibility to facilitate post-training placements.
5. **Interdisciplinary framework across medicine, nursing and other health-related disciplines:** We believe that training across disciplinary, geo-cultural and gender lines is critical to the development of effective health leadership in Africa and around the globe. Therefore, integrating trainees from Nursing, Medicine, Public Health and other relevant disciplines from the five participating countries to learn and work together is a crucial component of the program. In addition, about 20% of trainees will be from the U.S., which will further enhance the learning environment. In the 21<sup>st</sup> century, leaders of large-scale programs must be able to function seamlessly in developing and sustaining South-South and South-North collaborations.
6. **Network of global leaders:** Through ongoing support post-fellowship, graduates of the program will form a network of global leaders who will develop research, educational, and practice collaborations to improve public health and healthcare delivery globally and in their own countries.
7. **Collaboration across 8 premiere Africa and U.S. universities:** The involvement of multiple institutions that can pool intellectual, physical and financial resources will greatly strengthen the program and increase its sustainability. The inclusion of four African institutions will promote South-South collaborations and facilitate development of a self-sustaining program to train health leaders. The collaborating universities are: Johns Hopkins University, USA; Makerere University, Uganda; Muhimbili University of Health and Allied Sciences, Tanzania; University of Botswana, Botswana; University of California, San Francisco, USA; University of Nairobi, Kenya; University of Pennsylvania, USA; University of Washington, USA.

### Trainees

The one-year training program targets African and U.S. medical post-graduates, post-residency physicians, and graduate nurses with the majority of trainees from Africa. One important element of the program is the inclusion of both U.S. and African trainees who are both nurses and physicians. We believe that this mix will enhance the quality of the leadership training experience for all participants, and will help the trainees establish professional relationships that will have long-term benefits in their future careers. In addition, active participation of all academic partners will maximize the sustainability of our consortium. The annual cohort is proposed to be ~ 20 fellows per year (80% from African institutions).

### **Fellowship structure**

The one-year fellowship will impart skills and knowledge in several key areas, including leadership and management; health policy; delivery of preventive and curative health services; research in support of health programs; and education and training. The curriculum will include three phases:

***1<sup>st</sup> Phase:*** A didactic core of 9 one-week **Modules** taught through direct participation and web-based learning methods plus 3 distance learning modules.

***2<sup>nd</sup> Phase:*** A 9 month experiential, mentored component at a host organization “**Attachment Site.**”

***3<sup>rd</sup> Phase:*** After the one-year Fellowship, the Afya Bora Consortium will provide virtual and in-person opportunities that will enable "graduates" to continue to interact and collaborate with faculty, other graduates, and incoming fellows.

The schedule for the 1<sup>st</sup> and 2<sup>nd</sup> Phases of the Fellowship is summarized below.

<b>MODULES (1 week each)</b>	<b>ATTACHMENT SITE</b>	<b>MODULES (1 week each)</b>	<b>ATTACHMENT SITE</b>	<b>MODULES (1 week each)</b>
<b>3 weeks</b>	<b>4.5 months</b>	<b>4 weeks</b>	<b>4.5 months</b>	<b>2 weeks</b>

The ***1st Phase*** of the fellowship, conducted at the African partner institutions, will bring together each new cohort of African and U.S. trainees to participate in a core curriculum over three 3-4 week periods. The core curriculum will include: Leadership Skills; Program and Project Management; Implementation Science and Health Systems Research; Monitoring and Evaluation; Technology and Health Informatics; Communication and Media Skills; Global Health Policy, Resources and Governance; Challenges in HIV/AIDS Care and Prevention; Applied Epidemiology and Biostatistics; Human Resources and Budget Management, Effective Training, Education and Mentorship; and Ethics and Responsible Research Conduct. Courses will be taught by a variety of methods, including group problem-based learning, face-to-face didactics, asynchronous learning on-line, and lectures through video conferencing. Each Module will be taught by a different group of about 4 instructors who have relevant expertise, drawn mainly from our African partner institutions.

The ***2nd Phase*** will include experiential work within a health research, health delivery or health policy organization or agency in Africa targeting HIV/AIDS (Attachment Site). Each trainee will identify a focus area for this phase of the program such as: Program management and evaluation; Public health and disease prevention; Health policy formulation; Health systems research; and Clinical trials and human subject research. This phase of the fellowship will address a research or evaluation question, gap, or need identified by the organization or institution hosting the trainee. The project should contribute to the needs of the host site, which may also be a place of future employment. The training project will result in a deliverable product such as a report, policy statement, evaluation, or publishable manuscript. Examples of potential organizations and sites in Africa include: Ministries of Health; non-governmental organizations; PEPFAR missions; CDC field stations; USAID missions or offices; WHO regional offices or Universities. Because AIDS is currently such a cross-cutting, salient problem in our African partner countries, many of the training projects will involve HIV/AIDS.

Trainees will spend a total of 9 months at their Attachment Sites and may select two 4.5-month assignments with different agencies, or an assignment with the same organization for two or all three of the periods. In addition to their project, Fellows may also continue their training via distance learning programs or other activities compatible with their primary responsibilities. At their Attachment Sites, Fellows will be closely supervised by a Mentoring Committee that includes a Primary Mentor (a member of the ABC working group), a Site Mentor, and several members who can provide expert guidance on the Fellow's project. The fellows in each country will be brought together on a regular basis by email or in person to review their projects, share experiences, and receive mentorship and group instruction. This will forge bonds among the trainees, and will also provide evaluation and feedback within the group. In addition, there will be an annual meeting of trainees, where each individual will present a short report of their activities.

The ***3rd Phase*** will provide a mechanism for ongoing support and networking among this select group of future leaders following completion of their training. An ABC website will provide day-to-day connectivity for graduates and faculty, and a special session at the annual trainee meeting will offer opportunities for more in-depth training updates and personal networking. Former trainees will remain closely linked to the program and may serve as mentors for incoming fellows.

### **Certificate program and other training options**

All trainees who successfully complete the one-year fellowship will receive a Certificate.



# Afya Bora Consortium Fellowship in Global Health Leadership

## 5. FREQUENTLY ASKED QUESTIONS

### **What institutions are part of the Afya Bora Consortium?**

The Afya Bora Consortium is a partnership of 8 academic health centers, four in Africa and four in the United States.

The four pairs are:

- Makerere University, Kampala, Uganda, and Johns Hopkins University
- Muhimbili University of Health and Allied Sciences, Dar es Salaam, Tanzania, and the University of California, San Francisco
- University of Botswana, Gaborone, Botswana, and the University of Pennsylvania
- University of Nairobi, Nairobi, Kenya, and the University of Washington

### **Does the applicant have to be involved with one of the eight institutions in the Consortium?**

US trainees – Yes.

African trainees – No, but the applicant must be a citizen of Kenya, Botswana, Tanzania, or Uganda.

### **What is the timeline for the application process?**

- *March 1, 2012* — Application Deadline  
Applications received prior to the deadline will be reviewed and applicants may be accepted on a rolling basis. Therefore, applicants are encouraged to submit their applications as early as possible.
- *Mid-April, 2012*– *Notification of Acceptances*  
Accepted applicants will be notified.
- *July 12-13, 2012* – *New Trainee Orientation in Gaborone, Botswana*  
New Trainee participants will be brought together for a 2-day orientation on the University of Botswana campus. Immediately following orientation are three 1 week course modules that will also be held in Gaborone.

### **Who is eligible to apply?**

- Medical applicants with a M.D. or MBChB with a MMed, MPH or Masters degree in related field.
- Nursing applicants with a Masters degree in Nursing, Public Health or a related field (PhD preferred).
- Other Public Health professionals with a PhD in Public Health or a related field.

### **What type of funding is available in the program?**

#### *African trainees*

- roundtrip airfare (home-Botswana- attachment sites - Kenya - attachment site- Uganda - home)
- monthly stipend equivalent to \$1500 per month
- evacuation insurance if stationed outside home country
- accommodations and per diem up to \$70 per day, if attending didactic sessions outside of home country
- reimbursement for visa cost

#### *US Trainees*

- roundtrip airfare (home-Botswana- attachment sites - Kenya - attachment site- Uganda - home)
  - existing fellowship stipend
- OR
- monthly stipend equivalent to \$1500 per month (if no existing US stipend)
  - evacuation insurance
  - accommodations and per diem up to \$70 per day, when attending didactic sessions
  - reimbursement for visa cost

### **Does the applicant applying from a US institution have to be a US citizen or have a Green card?**

Yes.

**Do I apply for consideration for the program individually or must I have the support of my home institution?**

All applications to the program must include a Nomination Form from the Dean or Senior Academic Administrative Officer or Director/Supervisor of the applicants' home institution. In addition US applicants must provide all information on application from regarding funding during the fellowship period.

**What factors will the Afya Bora Consortium take into consideration in the final decisions accepting applicants into the program?**

Many factors are considered including leadership potential, professional training, work experience, and potential job placement after completion of the fellowship. Also, we try to balance the trainee group by the inclusion of both nurses and physicians.

**How many fellowship positions are available?**

There will be approximately 20 fellowship opportunities available. There will be slots for 16 African trainees and 4 US Trainees.

**How long is the fellowship?**

About 12 months, July 12, 2012 – June 26, 2013

**If I am unable to participate for the whole fellowship can I still apply?**

No.

**Will the inability to speak a foreign language be a problem for Scholars or will it adversely affect his/her prospects for selection?**

Generally not. Most foreign sites are located in areas where English is predominantly spoken.

**Is international experience required to apply?**

No, however it is recommended.

**I would like find out more information on possible attachment sites and projects that trainees might be assigned to. Where can I find more information on this?**

Information on specific attachment site and projects will be discussed after your application is submitted. For general information, visit our website at [afyaboraconsortium.org](http://afyaboraconsortium.org). For information on different attachment sites please contact Angela Shelton at [angshelt@uw.edu](mailto:angshelt@uw.edu)

**Upon my acceptance into the program, will I be assigned another mentor?**

Yes. Each trainee will be assigned a primary mentor, who will aid in development of an appropriate attachment site project. In addition, each trainee will have a mentoring committee that will include an Attachment Site mentor in addition to the primary mentor.

**Will trainees be covered under their current health insurance while on assignment abroad during the fellowship?**

Fellows are responsible for their health insurance. If they are not covered by their government, institution, or fellowship programs, then they are responsible for purchasing private insurance. General health insurance is not covered for US or African fellows. Only evacuation insurance will be provided to US trainees and for African fellows when outside their home country.

**Can I apply for Afya Bora Fellowship if I have a family (spouse, children, etc)?**

Yes, persons with families are welcome to apply. However, if the fellow plans to bring their family with them to their site they are responsible for the associated costs (travel, insurance, housing, etc).

**Does the Afya Bora Consortium have a website?**

Yes, [afyaboraconsortium.org](http://afyaboraconsortium.org)

**If I am interested, how do I start the application process?**

See the application materials on our website. Also, you should notify Angela Shelton at [angshelt@uw.edu](mailto:angshelt@uw.edu).

# Afya Bora Consortium Fellowship in Global Health Leadership

## 6. INSTITUTION/COUNTRY CONTACT

### UNITED STATES

University of Washington	Angela Shelton, Program Manager Department of Epidemiology 325 Ninth Avenue Box 359909 Seattle, WA 98104-2499 Email: angshelt@uw.edu	Carey Farquhar, MD, MPH Associate Professor Department of Medicine, Epidemiology, and Global Health Seattle, WA, E-mail: cfarq@u.washington.edu
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Johns Hopkins University	Bob Bollinger MD, MPH Professor Departments of Infectious Diseases and International Health Baltimore, MD, United States E-mail: rcb@jhmi.edu	Nancy Glass, FAAN, RN, MPH, PhD Associate Professor Department of Community and Public Health, School of Nursing, Baltimore, MD, United States E-mail: nglass1@son.jhmi.edu
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<b>UGANDA</b>		
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