

# AFYA BORA FELLOWSHIP TO TRAIN LEADERS IN GLOBAL HEALTH

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## Application Materials

1. Application for Training
2. Statement of Training Objectives
3. Institution Nomination Form
4. Description of Program
5. Frequently Asked Questions
6. Institutional/Country Contact

## Application Process

- *November 3, 2010 — 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-November 2010– Notification of Acceptances*  
Accepted applicants will be notified.

## Training Start Date

- *January 7-8, 2011 – New Trainee Orientation in Nairobi, Kenya*  
New Trainee participants will be brought together for a 2-day orientation on the University of Nairobi campus. Immediately following orientation are three 1 week course modules that will also be held in Nairobi

In order to complete your application please submit the attached documents and your Curriculum Vitae by **November 3, 2010** to:

Angela Shelton  
Program Coordinator  
University of Washington  
325 Ninth Ave, Box 359909  
Seattle, WA 98104  
Phone: 1 (206) 543-4278  
Fax: 1 (206) 543-4818  
Email: [angshelt@u.washington.edu](mailto:angshelt@u.washington.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 Fellowship**  
**1. APPLICATION FOR TRAINING**

TRAINING TRACK:

\_\_\_ African Trainee

\_\_\_ full 7.5 months training with attachment site rotations

\_\_\_ two 3-week course modules only

\_\_\_ US Trainee

\_\_\_ full 7.5 months training with attachment site rotations

\_\_\_ 3 month condensed version (start dates in January or May 2011)

PERSONAL INFORMATION:

|                                                                               |       |                 |
|-------------------------------------------------------------------------------|-------|-----------------|
| <b>Name:</b> (exactly as shown on passport)                                   |       |                 |
| Last                                                                          | First | Middle          |
| Gender: Male ___ Female ___                                                   |       |                 |
| Date of Birth: _____                                                          |       |                 |
|                                                                               | Day   | Month      Year |
| U.S. Citizen: Yes ___ No ___ 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<br/>City, Country</b> | <b>From</b><br><small>Month/Year</small> | <b>To</b><br><small>Month/Year</small> | <b>Degree<br/>Received</b> | <b>Major Field</b> |
|--------------------------------------|------------------------------------------|----------------------------------------|----------------------------|--------------------|
|                                      |                                          |                                        |                            |                    |
|                                      |                                          |                                        |                            |                    |
|                                      |                                          |                                        |                            |                    |
|                                      |                                          |                                        |                            |                    |

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

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

**QUESTIONNAIRE:** (Please use a separate sheet to answer the following questions)

1. How did you hear about the Afya Bora Fellowship?

*US applicants only*

2. List your international experience.
3. 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.
  - b. If no, and you are interested in this fellowship program, please indicate how you will be able to secure funding and time to participate in the fellowship.

## **Afya Bora Fellowship**

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

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

1. Describe why you are applying for this Fellowship, and how you will be able to use the knowledge and skills gained during the Fellowship program in your current or planned future positions.
2. Please describe and provide a specific example that has demonstrated your leadership skills either in your current position or past experience.

**Afya Bora Fellowship**  
3. INSTITUTION NOMINATION FORM

**To be completed by the Dean or Senior Academic Administrative Officer or Director/Supervisor.**

Please send this completed form and responses to questions below to Angela Shelton (email: angshelt@u.washington.edu or fax: 1-206-543-4818) by **November 3, 2010**.

***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 Fellowship to Train Leaders in Global Health

## 4. DESCRIPTION OF PROGRAM

### Mission

To contribute to health systems strengthening in our African partner countries by developing a leadership and research training program targeting African and US health professionals. The initial leadership fellowship model will focus on HIV/AIDS research, prevention and care programs. Its long term goal is to establish a sustainable program led and conducted by a consortium of institutions in Africa.

### Distinguishing features of this leadership fellowship program

The proposed pilot program will create a unique model with potential for expansion to other African institutions, which may also serve as a template for similar consortium programs in other geographic areas. The model includes six 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 and will serve as an entry point to address other health challenges in developing countries.
2. **Emphasis on knowledge, skills and experience to lead large, evidence-based programs:** The model provides an integrated program to fill a critical health leadership gap that currently exists in many African nations, including the four African partner countries. It will deliver leadership training and relevant skills to a select group of African and US health professionals early in their career to prepare them 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. **Links to future employment:** A key component of the model to pro-actively address the problem of “brain-drain” among this talented pool of future leaders is the inclusion of experiential learning assignments during which trainees may be “embedded” at organizations or agencies that would provide future employment. This will be coupled with the clear responsibility of mentoring committees to facilitate post-training placements.
4. **Targeting sustainable African training capacity, not just trainees:** The focus will be on developing the training capacity of African institutions, rather than just one more program to turn out additional trainees. We view the leadership fellowship program as a catalyst for institutional development in research, education, clinical practice and policy development. To this end, most of the training will take place in the African partner countries.
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.
6. **Collaboration across 8 premier Africa and US 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 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, and 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 first cohort is proposed to be ~ 20 fellows (75% from African institutions) and fellows will be nominated by representatives from each of the eight participating institutions: University of Washington, University of

Nairobi, University of Pennsylvania, Botswana University, University of California, San Francisco, Muhimbili University, Johns Hopkins University, and Makerere University.

### **Leadership Fellowship structure**

The leadership fellowship will impart knowledge and skills in several key areas: leadership and management; health policy; preventive and curative health services delivery; research in support of health programs; and education and training.

The leadership fellowship will 7.5 months duration in the initial pilot year from January 7 – August 5, 2011. The curriculum will include three phases:

**First Phase:** A 6 week didactic core taught through direct participation and distance web-based learning methods;

**Second Phase:** A 6 month experiential, mentored component in which fellows will be attached to a host organization

**Third Phase:** Virtual and in-person opportunities to continue to interact and collaborate with faculty, other fellowship graduates and incoming fellows.

The **First Phase** of the leadership fellowship, conducted at the African partner institutions, will bring together the new cohort of African and U.S. trainees to participate in a core curriculum over two 3 week periods. The core curriculum will include: Leadership Skills; Project and Program Management; Implementation Science and Health Systems Research; Monitoring and Evaluation; Technology and Bioinformatics; Communications and Media Skills. Courses will be taught by a variety of methods, including group problem-based learning, asynchronous learning on-line, lectures through video conferencing, and face-to-face didactics.

The **Second Phase** of the leadership fellowship will include both course work, and experiential work within a health research, health delivery or health policy organization or agency in Africa targeting HIV/AIDS. Each trainee will identify a particular focus area for this phase of the program. Focus areas include: Clinical trials and human subject research; Public health and disease prevention; Health policy formulation; Health systems research; and Program management and evaluation. The second phase of the fellowship will be in two 3 month periods, and will focus on a research or evaluation question, gap, or need identified by the organization or institution hosting the trainee. The training project will result in a deliverable product such as a publishable manuscript, policy statement, evaluation, or report.

Experiential learning attachments will link to one or more of the consortium institutions, and the site will provide the platform for the trainee's project. The project should contribute to the needs of the host site, and the site might also be a place of future employment. Examples of potential organizations and sites in Africa include: Ministries of Health; Non Government Organizations; PEPFAR missions; CDC field stations; USAID missions or offices; WHO regional offices or sites and Universities. Because AIDS is currently such a cross-cutting, salient problem in our African partner countries, all of the training projects will involve HIV/AIDS. Our goal is to train fellows to lead health programs, whether they are focused on individual important diseases or on strengthening health systems.

The fellows will come together on a quarterly basis by email or in person to review their projects, share experiences, receive mentorship and group instruction. This will forge bonds among the trainees, and will also provide evaluation and feedback within the group. One of these occasions will be a more formal meeting of trainees, where each individual will present a short report of their activities.

The **Third Phase** of the leadership fellowship will provide a mechanism for ongoing support and networking among this select group of future leaders following completion of their training. A list-serve and chat room will provide day-to-day connectivity for graduates and faculty, and a special session at the 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 programs**

All trainees who successfully complete the leadership fellowship will receive a Global Health Leadership Fellowship Certificate from the 8 participating universities.

# Afya Bora Fellowship

## 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?**

- *November 3, 2010* — 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-November 2010*– *Notification of Acceptances*  
Accepted applicants will be notified.
- *January 7-8, 2011* – *New Trainee Orientation in Nairobi, Kenya*  
New Trainee participants will be brought together for a 2-day orientation on the University of Nairobi campus. Immediately following orientation are three 1 week course modules that will also be held in Nairobi.

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

- Medical resident/fellows, Nurses with graduate degrees, PhD students in Nursing, and post-doctoral fellows in Nursing and Public Health
- Physicians, nurses or Public Health professionals with graduate degrees who are junior or mid-career.

**Note:** Stipends are NOT available for US trainees, so it is recommended that US trainees be participating in a program that currently covers their stipend or that the applicant have independent sources of support.

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

US trainees

- roundtrip airfare (home-Nairobi-attachment sites-Dar es Salaam-attachment site-home)
- living allowance to cover housing and transportation while overseas up to \$350 per month
- evacuation insurance while overseas
- reimbursement for visa cost
- reimbursement for vaccinations

African trainees

- roundtrip airfare (home-Nairobi-attachment sites-Dar es Salaam-attachment site-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

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

Not necessarily. Non-US citizens will be considered on a case-by-case basis.

**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 and past experiences. One important element of the program is the inclusion of both nurses and physicians. Achieving the desired mix of nurses, physicians, and other training backgrounds for this year's cohort of fellows will also be considered.

**How many fellowship positions are available?**

There will be approximately 20-24 fellowship opportunities available. There will be slots for 16 African trainees and 4-8 US Trainees. In addition, there will be opportunities for 4 additional African trainees to participate in the two 3 week didactic sessions only.

**How long is the fellowship?**

7.5 months, January 2011-August 2011

**If I am unable to participate the whole 7.5 months can I still apply?**

Yes. US fellows who are only able to participate for a shorter duration due to constraints of their current training program may be able to participate for 3-4 months during; January – April 2011 or May – August 2011.

**What does it mean to participate in the two 3 week didactic sessions only? Is it possible to do only one 3 week block?**

There are opportunities for African trainees to participate in the two 3 week curriculum modules held in January and May 2011 without doing the attachment site rotations. It is not possible to do only one of the two 3 week blocks.

**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 on different attachment sites please contact Angela Shelton at [angshelt@u.washington.edu](mailto:angshelt@u.washington.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.

**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 of 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).

**Afya Bora Fellowship**  
**6. INSTITUTION/COUNTRY CONTACT**

**UNITED STATES**

|                                            |                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                  |
|--------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| University of Washington                   | Angela Shelton<br>Program Coordinator<br>University of Washington<br>325 9 <sup>th</sup> Ave. Box 359909<br>Seattle, WA 98104<br>United States<br>Phone: 1-206-543-4278<br>E-mail: angshelt@u.washington.edu                                                                          | Carey Farquhar, MD, MPH<br>Associate Professor<br>Department of Medicine,<br>Epidemiology, and Global Health<br>University of Washington<br>325 9 <sup>th</sup> Ave. Box 359909<br>Seattle, WA 98104<br>United States<br>Phone: 1-206-543-4278<br>E-mail: cfarq@u.washington.edu |
| Johns Hopkins University                   | Nancy Glass, FAAN, RN, MPH, PhD<br>Associate Professor<br>Department of Community and Public<br>Health<br>School of Nursing<br>Johns Hopkins University<br>525 North Wolfe Street<br>Baltimore, MD 21205<br>United States<br>Phone: 1-410-614-2849<br>E-mail: nglass1@son.jhmi.edu    | Bob Bollinger MD, MPH<br>Professor of Infectious Diseases and<br>International Health<br>Director, Center for Clinical Global<br>Health Education<br>Johns Hopkins University<br>600 N. Wolfe Street, Phipps 521<br>Baltimore, MD 21205<br>United States<br>E-mail: rcb@jhmi.edu |
| University of Pennsylvania                 | Neal Nathanson, MD<br>Associate Dean, Global Health Programs<br>School of Medicine<br>University of Pennsylvania<br>1007 Blockley Hall<br>Philadelphia, PA 19104-6021<br>United States<br>Phone: 1-215-898-0848<br>E-mail: nathansn@exchange.upenn.edu                                | Marjorie Muecke, FAAN, RN, PhD<br>Assistant Dean, Global Health Affairs<br>School of Nursing<br>University of Pennsylvania<br>Room 457 Fagin Hall<br>418 Curie Blvd.<br>Philadelphia, PA 19104-4217<br>Phone: 1-215-573-3050<br>Email: muecke@nursing.upenn.edu                  |
| University of California,<br>San Francisco | Christopher Stewart, MD<br>Associate Professor<br>Department of Pediatrics<br>School of Medicine<br>University of California, San Francisco<br>50 Beale Street, Suite 1200<br>San Francisco, CA 94105<br>United States<br>Phone: 1-415-206-6723<br>E-mail: cstewart@sfgHPeds.ucsf.edu |                                                                                                                                                                                                                                                                                  |

## **KENYA**

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## **TANZANIA**

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## **UGANDA**

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## **BOTSWANA**

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