



# Fellowship Focus

'TRAINING HIV/AIDS PROGRAM MANAGERS IN KENYA'

## UoN HIV Fellowship Program



**Closing out 'UoN HIV Fellowship Program';  
Welcoming 'UoN HIV Capacity Building  
Fellowship'!**





## Fellowship Focus

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UoN HIV Fellowship Program

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## Message from the Vice-Chancellor



**Prof. George A. O Magoha,**  
Vice-Chancellor  
EBS.MBS, MBBS (Lagos), FRCS, FWACS, FICS. MCIS,  
FCS (ECSA), FKNAS, FMCS (Urol)

### Fellowship Wins VC's Acknowledgement

The UoN HIV Fellowship program is a collaboration between the University of Nairobi (UoN) and the University of Washington (UW); funded by U.S. President's Emergency Plan for AIDS Relief – (PEPFAR), through the Centers for Disease Control and Prevention (CDC).

It is competency-based and designed to creatively combine class based training with experiential learning and mentorship.

To date, the program has trained a total of 33 long-term fellows and 116 medium-term fellows.

So far 1,400 participants across the country have been trained on various face-to-face short courses and 600 participants have undergone online short courses.

The world of training and learning has been fast changing in technology and skills. This creates a need to come up with novel ideas that meet and even surpass the needs of the time and thereby continuously place us, as an academic institution ahead of the competition.

I am glad to say that the UoN HIV Program has proven itself to be such an idea. Its fellows have moved forward and occupied positions of influence both in the public and private health sector.

Some have come up with ideas and projects that have improved the way we do things while others have joined the other capacity building initiatives that continue to further the course that the program aims to meet.

This has strengthened the linkages and collaborations with other institutions of higher learning, development partners and the industry.

All in all, the Fellowship Program has played a major role in building the capacity of our personnel and systems in the health sector and therefore contributing greatly to the well-being and economy of our nation Kenya. It is in this spirit that we endeavor to have a sustainable plan for the long term continuity of this effort.

**'...the Fellowship Program has played a major role in building the capacity of our personnel and systems in the health sector and therefore contributing greatly to the well-being and economy of our nation Kenya.'**



## Message from the Principal

### A Time for Reflection!

This period marks a time for reflection. A reflection for what we have achieved so far; what impact we have had to our beneficiaries and Kenya at large, what we did well and what could call for improvement.

UON HIV Fellowship Program is hosted by UNITID college of Health Sciences in collaboration with the University of Washington. The fellowship reinforces the good reputation of the University in innovative teaching and research.

As the first fellowship training of its kind in Kenya, it has so far opened doors to other fellowships in the University tailored to providing competency-based training. Through it, we have strengthened the institutional and management capacity of most of the organization's overseeing HIV prevention, Care and treatment.

This has enabled organizations to utilize funds as well as apply achieved experience



Prof. Isaac O. Kibwage , PHD, HSC

Principal College of Health Sciences

and technologies to create sustainable response to the HIV/AIDS epidemic.

Sincere acknowledgement goes to Centers for Disease Control (CDC) for funding us to undertake this important activity and the University of Nairobi management for the continued support of the program.

I also take this opportunity to congratulate the faculty members in the College of Health Sciences and in the University of Washington that have worked tirelessly to make this fellowship a success.



*Prof. Isaac Kibwage gives speech during the 1st Cohort Graduation Ceremony*

To the fellows who have portrayed commitment during the training session, may you continue with the same spirit in improving the day to day activities and conditions in your work-places.



## Word from the Director, UNITID



**Prof. Walter Otieno Mwanda, MBChB, MRC Path, MD  
Director UNITID**

As you may have known by now, this is a pioneering program in the University of Nairobi and the first fellowship of its kind in Kenya. The success of this program has therefore laid a background for other fellowship programs to be launched at the University.

Being a competency based program, this fellowship has gone a long way in assisting its graduands in gaining the necessary knowledge required for their day to day activities at their places of work.

The success of this program is evident

in that many of the graduated fellows are currently placed in various influential positions of decision and policy making.

The program like any other pioneer program has had to deal with teething problems and it is the way we meet and

resolve these challenges that matters the most. The program is now at an advanced stage of converting the fellowship curriculum to an electronic format which is a novel idea to ensure sustainability beyond donor funding.

Therefore, as we continuously graduate fellows it is our joy that we are not only meeting the goals and objectives of the program but we are positively changing lives of individuals, organizations, communities and the nation as a whole using a unique method that there before was not common in the field of teaching and learning.

**'The success of this program has therefore laid a background for other fellowship programs to be launched at the University.'**



*Prof. Mwanda gives speech during the Stakeholder's Forum*



*Prof. Mwanda awards a certificate to a Medium Term fellow*



## PROGRAM DIRECTOR

### What the UoN HIV Fellowship Program is All About

Most are the times when majority of the people relate fellowship to religion or Christianity background. But fellowship in educational context can be defined as a forum of sharing similar interests, ideals, or experiences, as by reason of profession.

Similarly, a fellow is often part of an elite group of learned people who work together as peers in the pursuit of knowledge or practice.

Established 5 years ago, the fellowship program was developed as a strategic plan to strengthen the capacity of the Kenyan health work force through a competency based in service training program. Competency-based training can be defined as a cluster of related knowledge, skills, and attitudes that affects a major part

of one's job (a role or responsibility), that correlates with performance on the job, that can be measured against well-accepted standards, and that can be improved via training and development."

The goal of the program is to increase the number of skilled personnel who can effectively manage comprehensive HIV/AIDs prevention, treatment and care interventions in the country.

This goal is achieved through the implementation of four (4) pronged training approaches that entail: post-masters two year fellowship, post graduate six months fellowship, face-to-face short courses, and self-paced webcast courses.

The program has so far trained 33 fellows in the two year program. Most of them have been recruited as program managers and co-coordinators of programs involved in HIV prevention, care and treatment while the rest have either been promoted or assigned extra duties in their respective organizations.

In the last one year, the program has recruited 116 fellows to undertake six month fellowships

in Quality Management (QM) as well as Monitoring & Evaluation of Health Programs (M&E).

These fellows are in three cohorts admitted at different times in the year.

To date the program has partnered with 22 prominent organizations involved in various HIV/AIDs interventions. These organizations provide avenues for our fellows/trainees to gain hands on experience in program management through a structured mentored process. They in return gain from Capacity- building programs initiated by the

fellows and also improvement of service delivery through implementation of problem-based projects

that address various programs' gaps.

The evidence of the successes of these efforts is showing with most of our fellows placed in various positions of decision and policy making.

The program has also strengthened the institutional and management capacity of the organizations implementing HIV prevention, care and treatment.



## Program Manager

The overall goal of this Program is to groom and nurture a cadre of transformative leader-managers who can think critically, have a high level of interdisciplinary and can effectively work with and through teams to lead and manage programs.

UoN HIV Fellowship Program has made significant strides over the past five years, and continues to be a major player in the field of program leadership and management capacity building in Kenya. Many of the Fellows who have graduated from the program have taken on senior positions in national and international agencies, including working as Program Managers, Technical Advisors, and Monitoring and Evaluation Specialists, among others.

The program's strengths lie in its use of a hands-on training approach coupled with a high

level of mentorship and stakeholder involvement to build Fellows' competencies both professionally and academically.

Our all-round and open approach of working in close collaboration with other organizations ensures that all activities implemented by Fellows are consistent with national and organizational priorities.

I must stress that institutional capacity building is pivotal to health systems management in Kenya. New challenges are cropping up and the swiftness with which we need to handle them requires new skills, knowledge, and competencies which this program provides.

Finally, I wish to thank our development partners, CDC in particular; the Fellows, host institutions, well wishers and UoN HIV Fellowship staff for their support.



**'I must stress that institutional capacity building is pivotal to health systems management in Kenya. New challenges are cropping up and the swiftness with which we need to handle them requires new skills, knowledge, and competencies which this program provides.'**



*The UoN HIV Fellowship Program Secretariat poses for a photo with the PI (Second from the left)*



## Training Coordinator

The HIV Fellowship of UoN is uniquely designed to build the capacity of public health professionals to provide effective leadership and management of the public and private health sectors. This goal is continuously being achieved through the post-masters two year long term fellowship, the post-graduate six month short fellowship, short face-to-face courses, online courses and coming soon we will be offering self-paced distance learning through an electronic platform.

The fellowship experience is a rich one in that fellows go through an experiential skill-based adult learning training.

The faculty consist of medical doctors, epidemiologists, biostatisticians, management specialists, leadership consultants, education specialists, health economists, journalists, health informaticians, lawyers and many others.

### **The programme outcomes: careers and otherwise**

The evidence of the successes of this efforts are now showing with most of our fellows now placed in various positions of decision and policy making. We have also continuously refined our ways so as to make ourselves more competitive by bench marking other similar fellowships in the region such as the MAKSPH-CDC HIV/AIDS Fellowship Program being offered in Makerere University and by constantly reviewing our curriculum using industry and

Academic professionals in our technical review committees.

After completion of the projects fellows gain knowledge and skills in their different tracks and in management. The projects from the fellows improve the quality and effectiveness of systems in their organisations. Some have led to organisation expansion and improved resource management and even further funding of projects and programs within organisations.

The capacity building experience of our fellows has been a huge success. This is evident in many ways including:

- Upward career mobility of a good percentage of our fellows. Some have totally churned new career paths in line with their fellowship training while others have acquired greater responsibilities and rank in their places of work.



*Stephen Odindo, MSC CBIS, FUoN Training Coordinator*

- Many have presented project papers, concepts and reports in international and local conferences
- Fellow projects have not only been adopted but some are being rolled out enterprise wide
- Some have since published articles of their projects and other related academic discourse in respected journals
- To date the program has trained a total of 30 long term fellows (12 in the graduating class, 13 in the 2nd cohort and 5 in the 3rd cohort) and 116 short term fellows. Over 1,200 participants across the country have been trained on various short courses.



## MY STORY



**Meshack Kawinzi MSc – ISE  
Health Informatics Fellow-3<sup>rd</sup> Cohort**

administrative work, indeed, I did not think about it beyond class work, plenty of CATS and assignments.

Now I know better. The knowledge have gained through experiential learning is indescribable. I cannot find an appropriate adjective to describe my encounters at UNITID HIV Fellowship program. It was AWESOME.

The webcast sessions by the University of Washington were just informative moments. It was a period that provided me with an understanding; that knowledge doesn't reside in books but in actual practice.

### **Grounded in UNITID HIV Fellowship Program and CHAK**

The two year Fellowship period has immensely build my competencies in Health informatics in regard to HIV/AIDS program. Thanks to PEPFAR and UNITID Fellowship. When I joined the program in November 2011, I didn't have much idea on what really goes on. Having had taken some duration of time in University teaching and

Just a background of my host institution! Christian Health Association of Kenya (CHAK) is a Faith Based Organization (FBO) with the vision of providing efficient and high quality care that is accessible, equitable, affordable and sustainable, as a witness to the healing ministry of Christ.

It has over the years grown, to include health service delivery, as part of its healing ministry. It has a mission of facilitating MHUs in their provision of quality healthcare services through advocacy, health system strengthening, and networking and innovative health programs. CHAK supports its MHUs with

resources from multiple sources namely: revenue generated from patient fees, donations to special programs such as HIV/AIDS and government grants. Advocacy to the government and donors, based on achievements of previous and ongoing programs, is a key factor. But the tools providing this valuable information were inadequate. This was the push to automate and make the performance appraisal tool for MHUs web-based.

I cannot exhaust the details of my fellowship here but will echo Albeit Einstein words: "try not to become a man of success but rather a man of value". Thanks to architects and partners of UNITID Fellowship Program. Thumbs-up!!!!



## PROJECT



**Racheal Musitia, Health Economist Fellow**

### **An Evaluation of The Prevention of Mother-to-Child Transmission of HIV Program in New Nyanza Provincial General Hospital: Efficiency and Effectiveness (E2) Framework**

The project evaluates the performance of the Prevention of Mother-To-Child Transmission of HIV program in New Nyanza Provincial General Hospital. The evaluation used the efficiency and effectiveness framework to examine how the PMTCT protocol has contributed towards reducing mother-to child transmission rates during pregnancy, delivery,

and breastfeeding. The project evaluates the performance of the Prevention of Mother-To-Child Transmission of HIV program in New Nyanza Provincial General Hospital. The evaluation used the efficiency and effectiveness framework to examine how the PMTCT protocol has contributed towards reducing mother-to child transmission rates during pregnancy, delivery, and breastfeeding.

First, this study provides a comparative analysis of indicators used which include: number of newly registered cases, cases counseled and tested for HIV out of registered, cases detected HIV positive out of those tested, total number of live births to HIV positive mothers, number of children traced and detected positive at 18 months. The analysis serves

as a means to gain a better understanding of the degree of transmission of HIV from mother to child. Then, it analyzes three best practices within the provincial General Hospital that may have had an effect on the output (child survival) within the efficiency and effectiveness framework. The role of supporting partners-KEMRI/CDC, disability main-

rates of HIV and thus, in turn, contribute towards the target of reducing new childhood HIV infections.

The results are supported by best practices like making informed decisions based on data collected out of the collaboration between NPGH and KEMRI/CDC. Embracing 'others2mothers' (m2m) model where trained mothers/fathers living with HIV themselves



*3rd Cohort Fellows; Racheal Musitia (2nd from right)*



## The Short Courses E-Conversion Seminar



*Content and E-Conversion Experts following a presentation during the E- Conversion Seminar at Nyeri*

The E- Conversion Seminar took place at Nyeri from 13<sup>th</sup> January to 18<sup>th</sup> January 2014. It involved conversion of 5 modules:

- Grant Writing and Resource Mobilization
- Development and Implementation of M&E Plans
- ICT Enabled Health Data Management
- Improving Efficiency in Health Care
- Epidemiology.



*Joshua Orina, E-Conversion Expert*

Prior to the 13<sup>th</sup> January E-Conversion, several other modules were converted. This included:

- Health Care Financing,
- Health Leadership
- Management and Biostatistics.

So far a total of 8 Modules have been converted.

The three stage e-conversion involves three processes: Curriculum review, Content writing and uploading the content on an e-platform.



*Content and E-Conversion Experts get down to work during the E-Conversion Seminar*



## Fellowship Program Summative Evaluation



*The Summative Inception Forum chaired by Prof. Kiarie and Dr. Gichangi – CDC*

Summative evaluation of any program or project remains fundamental in looking at the impact of various interventions introduced after baseline of any launched program/project activities. It assesses specific achievements at the end of the program and provides a means to find out whether a program/project reached its goals.

The purpose of the evaluation was to perform an overall review of the fellowship program in terms of its inputs, processes, outputs, impact and efficiency.

Specifically, the consulting firm evaluated whether: appropriate trainees were being selected for the fellowship and short course trainings in terms of geographic representation of the country, gender, source, institutions, positions and academic qualifications; the course work offered was appropriate in scope and



*Prof. Kiarie and DR. Gichangi during the Summative Inception Forum*

focus; the program met its targets in terms of number of trainees, diversity of courses and completion rates and whether the course delivery approaches are appropriate.

At the end of the summative evaluation, the following key questions were to be answered:

- What were the areas of weakness and strength in the program?
- What were the priority strategic next steps in development of the program?
- What should be UoN HIV Fellowship 'metrics' of success be?
- In what ways could the program address the capacity building needs for HIV Programs?
- What sustainability measures could be put in place?



*Mr. James Van-Heyden and Dr. Vincent Oeba—Delf System Evaluation Team during the Summative Inception Forum*



## SHORT COURSES TRAINING

### Resource Mobilization Grant Proposal Writing Training

The Resource Mobilization Grant Proposal Writing Short-Course training took place on 17<sup>th</sup>-21<sup>st</sup> February 2014. The training was held at Nyeri County, University of Nairobi Extra-Mural Centre.

It was officially opened by DR. Charles Githinji the Nyeri County Minister for Health and Cecilia Ndung'u the Nyeri County Secretary for Gender, Culture and Social Development.



*Mr. Kamau Mubuu during one of the lectures*

DR. Githinji emphasized to the participants that he was going to give them assignments on health programs grant writing to help boost the development of the county's public health programs.

The training focused on:

- Assessing public health needs techniques
- Resource Mobilization strategies
- Stakeholder and risk analysis
- Project prioritization



*Resource Mobilization Grant Proposal Writing participants at Nyeri*

- Building alliances and partnerships
- Advocacy and lobbying
- Resource Mapping rationale and tools
- Identifying, determining and selecting appropriate sponsors, donors and partners
- Contact and rapport building
- Grant proposal writing process
- Essentials of a grant proposal
- Budgeting
- Submission and presentation of grant proposals
- Evaluation of proposals



*Resource Mobilization Grant Proposal Participants following lectures*



## FROM OUR GALLERY



1

*1. Prof. James Kiarie addresses audience and participants during the stakeholders' forum.*

*2. Audience following Prof. Mwanda's as he addresses them during the Stakeholder's Forum*

*3. Prof. Mwanda awards a Medium-term fellow a certificate during graduation*

*4. Ms Agnes Koome, Kenya Red Cross Training Coordinator addresses the audience during the stakeholders' forum*



2

*5. UoN HIV Fellowship Secretariat. From left: Stephen Odindo, Prof. James Kiarie, Mustapha Ali Boru, Elizabeth Kisyang'a, Kipruto Tallam, Paul Mburu and Sospeter Ndaba*



4



3



5

## FROM OUR GALLERY



**6. Dr. Rose Misati presents during Quality Management Project Proposal Presentation**



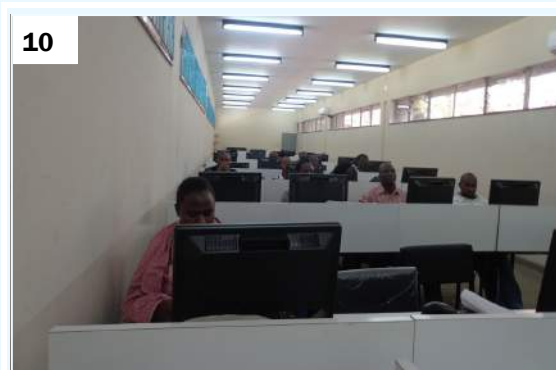
**7. Mr. Lang'at presents during Quality Management Project Proposal Presentation**



**8. Dr. Charles Githinji, Nyeri County Minister for Health addresses the participants during Resource Mobilization Grant Proposal Writing Training**



**9. Cecilia Ndung'u, Nyeri County Secretary for Gender, Culture and Social Development addresses the participants during Resource Mobilization Grant Proposal Writing Training**



**10. Monitoring and Evaluation Medium-Term Fellows at the CHS e-learning Centre**



## Stakeholders' Forum and Medium Term Fellowship Graduation



*Medium Term fellows pose for a photo with Prof. Mwanda and Prof. Kiarie after receiving their certificates*

The ceremony also involved show casing of innovative projects to stakeholders, these projects were carried out by 8 long term fellows.



*Prof. Walter Mwanda awards a certificate to a medium-term fellow*



*Participants following a presentation during the stakeholders' Forum*

During the Stakeholders' Forum, The UoN HIV Fellowship once again crowned more Fellows while the 2nd cohort fellows showcased their innovative projects to stakeholders.

Held on 04 Dec, 2013 at Silver Springs Hotel, the fellowship program graduated 26 medium term Fellows who went through an intensive 6 month training in Monitoring & Evaluation and Quality Management of Health Programs at a ceremony held at the Silver Springs Hotel.



*Dr. Carol Odula presents her project during the Stakeholders' Forum*



*Audience follows Samuel Kanga's presentation during the stakeholder's forum*



## ICT Enabled Health Data Management Short Course Training

The ICT Enabled Health Data Management short course training took place at Machakos County from 24th to 28th February 2014.

The training was held at the University of Nairobi, Machakos Extra-Mural Centre.

ICT Enabled Health Data Management course is geared towards building the capacity of data handlers within the health care system to effectively manage data and information using modern ICT tools.



*A participant receives the ICT Enabled Health Data Management Certificate*



*A participant briefs the fellows on the previous day's events*



*A participant demonstrates to the rest during training*

The training focused on:-

- Data Processing
- Legal, Social and Ethical Professional Issues in Health Data Management
- Managing Electronic Data as a Critical Resource
- Data analysis for Evidenced Based Decision-Making



*Participants follow training keenly during lectures*



## Fellowship Experience

‘During the UoN HIV Fellowship Program training, I have acquired knowledge and skills in integration of policies and goals from the international and national HIV/AIDS response local programming; planning, implementation, monitoring and evaluations of innovative evidence-informed HIV/AIDS programs; development and implementation of supply chain management systems for essential commodities to support HIV Programs and mobilization and management of resources for efficient HIV program development and management.’

-DR. Amos Omondi Oyoko MPH; MBCHB  
Program Management Fellow-3<sup>rd</sup> Cohort



Fellowship Program. Thumbs-up!’  
-Meshack Kawinzi MSc – ISE  
Health Informatics Fellow-3<sup>rd</sup> Cohort

‘The two year Fellowship period has immensely built my competencies in Health informatics in regard to HIV/AIDS program. Thanks to PEPFAR and UNITID Fellowship. When I joined the program in November 2011, I didn’t have much idea on what really goes on. Having had taken some duration of time in University teaching and administrative work, indeed, I did not think about it beyond class work, plenty of CATS and assignments. Now I know better. The knowledge have gained through experiential learning is indescribable. I cannot find an appropriate adjective to describe my encounters at UNITID HIV Fellowship program. It was AWESOME. The webcast sessions by the University of Washington were just informative moments. It was a period that provided me with an understanding: that knowledge doesn’t reside in books but in actual practice. I cannot exhaust the details of my fellowship here but will echo Albert Einstein words: “try not to become a man of success but rather a man of value. Thanks to architects and partners of UNITID

‘The QM fellowship was an eye opener to me; as a healthcare manager I learnt to apply a systems approach in understanding and managing inter-related processes towards improving efficiency and effectiveness in the various aspects of healthcare delivery. During project implementation, I applied the wealth of knowledge acquired in the didactic learning to achieve set objectives; particularly involvement of people through formation of Quality Improvement Teams. People are the essence of any organization and their involvement through sharing knowledge, encouraging and recognizing their contribution, utilizing their experience and operating with integrity enables their abilities to be used for the benefit of the organization. The mentorship aspect of this program was very useful to me as I benefited immensely from the wealth of experience from my mentor Dr Anne Mungai and supervisor Dr Atieno Adede. I can say without a shadow of doubt that the experience has not only been transformative but it has also given me a competitive edge as a healthcare manager and not even the sky is the limit for me. I will forever be grateful to UNITID for enabling me to pursue this very wonderful program.’

-DR. Rose Kwamboka Misati  
B. Pharm, Msc. (Public Health)  
Quality Management Fellow





## Fellowship Experience



'I must stress that institutional capacity building is pivotal to the attainment of the national health sector strategic priorities. The Monitoring and Evaluation Medium Term Fellowship Program has enabled me to further build my capacity in M & E and thus providing me with technical skills that have greatly and positively enhanced my service delivery.'

-Rosemary T. A. Kombo  
MPH; PGD Global Health and Epidemiology; BA (Social Work)  
Monitoring and Evaluation Medium Term Fellow  
3<sup>rd</sup> Cohort

'The fellowship opened a new chapter in my career growth path through experiential learning and has equipped me with skills to resolve real issues in the health domain. Before the Fellowship I was an IT Support Supervisor but presently I am a Technical Advisor – Standards.'

-Samuel Kang' a MSc-IT  
Health Informatics -2<sup>nd</sup> Cohort



-Barmao Joy Chepkurui



## Fellowship Focus

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