The Management Development Institute

A Management Development Program
For Managers and Leaders of HIV/AIDS Organizations
The Management Development Institute (MDI) for HIV/AIDS service providers is a one-week intensive program designed to enhance the management skills of program managers and leaders of African organizations devoted to the care, treatment and support of people and their families living with this disease. Over 140 participants have graduated from this prestigious program, which has already had four successful sessions since its inception in 2008. The program has been designed by world-class management faculty from the esteemed University of California at Los Angeles (UCLA) and is delivered in conjunction with excellent instructors from African universities. The program is funded by Johnson & Johnson, one of the most admired companies in the world today, and is offered in cooperation with The African Medical and Research Foundation (AMREF), and The Ghana Institute of Management and Public Administration (GIMPA).

In 2008, there will be two sessions offered for East African leaders in Nairobi, Kenya: 13–19 April and 7–13 September. For the first time, there will be a session held in Accra, Ghana, 31 August–5 September 2008, geared toward West African organizational leaders. The curricula will be tailored to the unique needs and characteristics of each region.

Program NEED

The massive and global scale of the HIV/AIDS pandemic, its economic damage and the devastating consequences for the afflicted have prompted a major response by the developed world. Massive amounts of financial aid from the Global Fund and from PEPFAR (President’s Emergency Plan for AIDS Relief), along with drugs and other medical supplies from pharmaceutical and medical supply companies, are being donated.

Despite this response, for favorable health outcomes in the HIV/AIDS area to be achieved, sound management must be applied. The organizations that provide prevention, diagnosis and treatment services must apply management techniques to planning, accounting and finance, operations, human resources and other support functions. The need for management capacity-building has become even more urgent of late because of the efforts to scale-up HIV/AIDS programs, the new emphasis on complex-to-manage antiretroviral treatment (ART), the donors’ demands for greater transparency and accountability, and the increased decentralization of decision-making authority in the health systems of developing countries.

Program GOALS

Leaders of service organizations will learn management tools, frameworks and knowledge that will enable them to increase the quantity and quality of services they provide. The lessons will be practical and aimed towards successfully meeting the complex challenges faced by East and West African organizations in this area. The program will also assist organizations to be financially sustainable.

Curriculum

The Management Development Institute consists of six modules focusing on specific areas of management directly relevant to service providers in the HIV/AIDS area as they evaluate their vision and mission, scale-up services and expand their scope.

ORGANIZATIONAL PLANNING

- Creating a vision for the organization
- The six key components of planning, and the main ingredients of successful planning strategies
- The five essential elements of an effective planning process
- Assessing community needs
- Internal assessments of strengths and weaknesses, and assessing the external environment
- Partnerships in planning efforts
- Planning and budgeting

OPERATIONS MANAGEMENT

- Aligning operations with mission and strategy
- The importance of operations management in scaling up services
- Process analysis and effective operations management
- Service-process matrix
- How attention to process can increase capacity and patient services
- Inventory systems and policies

HEALTH INFORMATION SYSTEMS

- Collecting information related to HIV/AIDS care
- Clinical
- Financial
- Operations (population served, patients and visits, inventory and supplies)
- Analyzing data
- To support strategic, operational and financial decision making
- For program and services evaluations
- For accountability
- Using computers and the Internet to collect, analyze and report information

FINANCIAL MANAGEMENT

- Concepts of finance and accounting in health services
- Fundamentals of recording and reporting for HIV/AIDS health services providers
- Activity-based costing
- Budgeting
- Forecasting
- Differences between financial (external) and managerial (internal) accounting
- Recording and reporting non-cash contributions (human resources, medication, supplies)
- Compliance with funding agencies reporting requirements

LEadership & Human Resources

- Motivation and goal setting
- Human resources management
- Multiculturalism and diversity
- Organizational change
- Leadership
- Leading vs. managing
- Conflict, collaboration, communication, negotiation
- Teamwork

PROGRAM EVALUATION AND MONITORING

- Evaluation: Why?
- To identify ways to improve the existing program design
- To determine the effectiveness of the program
- To satisfy donor requirements
- For project sustainability
- For advocacy arguments
- Types and sources of data
- Conceptual framework design: health and economic outcomes
- Evaluation approaches
Who Should APPLY?

The Management Development Institute is designed for top management of African organizations dedicated to providing prevention, treatment, care and support services in the area of HIV/AIDS.

Preference will be given to individuals who are in the greatest need of management development and who have the greatest potential to positively impact the quantity and quality of services their organizations provide. The training will be most effective when the person attending is in a position to return to her/his organization and share the knowledge learned and begin to implement the knowledge gained in the Institute.

We recommend that at least two managers attend from the same organization. The probability of the organization making significant changes as a result of the program is enhanced if there is more than one person equipped with the new management knowledge and enthusiasm.

Depending on the country, candidates might have the following titles:
- Project Manager
- Executive Director
- Managing Director
- Director of Operations
- Finance Director
- Chief Medical Officer
- Chief Nurse

Candidates would likely come from the following types of organizations:
- Local, National or International
  - Non-Governmental Organization
- Faith-Based Organization
- Community-Based Organization
- Educational Institution
- Hospital
- Local, Regional or National Health System
- Other

Selection Process: HOW TO APPLY

Thirty participants will be selected for each session. For an application form or further information on the MDI, visit our web site at http://www.anderson.ucla.edu/mdi.xml.

You will send the completed application to:

Project Coordinator
AMREF
Lang’ata Road, Opposite Wilson Airport
P.O. Box 00506 27691
Nairobi, Kenya

Phone: (254) 020 6993219
Email: nkiambi@amrefhq.org

Along with your application, include a letter of recommendation from your organization to ensure their commitment to having you and your colleague attend one of the MDI program sessions. If you are an East African organization, the sessions are in Nairobi, Kenya, from 13–19 April 2008, or from 7–13 September 2008. If you are a West African organization, the session is 31 August–5 September 2008.

Special Program Feature
The Community Healthcare Improvement Project (CHIP)

The Community Healthcare Improvement Project is the practical application or experiential component of the program, allowing the participants to immediately translate the UCLA program curriculum to improve performance at their own organizations. Participants routinely meet in learning groups to discuss and complete the CHIP workbook. The CHIP provides a process for conducting environmental analysis, identifying critical issues and/or key problems, reaffirming mission, formulating goals, objectives and strategic options. Through a peer-and-faculty consulting process, participants develop the strategic plan to resolve a significant issue or obstacle in their organization. On the final day of the program, participants present their CHIPS to faculty and to the class.

Schedule and Logistics

For East African Organizations

In Nairobi, Kenya, the program opens with an afternoon reception on Sunday, 13 April 2008 (Session I), or Sunday, 7 September 2008 (Session II). The program will provide daily bus transportation to the AMREF headquarters where all classes will be held. Classes will be conducted each of the following weekdays (Monday through Friday) from 9:00 a.m.–5:30 p.m. There will be a closing reception and dinner on Saturday, 19 April 2008, or Saturday, 13 September 2008.

For West African Organizations

In Accra, Ghana, the program opens with an afternoon reception on Sunday, 31 September 2008 at the Ghana Institute for Management and Public Administration. This is the location where participants will reside and all classes will be held. Classes will be conducted each of the following weekdays (Monday through Friday) from 9:00 a.m.–5:30 p.m. There will be a closing reception and dinner on Friday, 5 September 2008.
Victor Tabbush, Ph.D., Program Director
Dr. Victor Tabbush is an adjunct professor in Business Economics at UCLA Anderson School of Management, where he also serves as senior associate dean and director of the school's MBA programs for employed professionals (The Fully Employed MBA and the Executive MBA Programs). A specialist in health care economics and management, he is the co-founder of the UCLA Health Care Management Center and the originator of several executive education programs for health care providers, including the Johnson & Johnson/UCLA Health Care Executive Program. Tabbush is a regular speaker in numerous health care programs conducted by the Anderson School, as well as the Wharton School, and is also an adjunct professor in the UCLA Geffen School of Medicine. He has been a faculty member at the University of Nairobi.

Nzomo Mwita, Program Coordinator
Nzomo Mwita is currently the regional training coordinator at AMREF Head Office based in Nairobi-Kenya. Mwita is involved in developing curricula and materials design, development and review. He is a distinguished trainer in primary health care, community-based health care approaches, community development, project planning, monitoring and evaluation. Mwita worked with AMREF- Kenya as a PHC/CBH Training Coordinator and Project Manager for Water and Sanitation and, jointly with colleagues at AMREF. He made significant contributions in developing the training of facilitators and trainers courses for health and development workers in the African region. He has done consultancy work for many agencies in eastern and southern Africa and has published two books; How to Assess the Impact of Training and Starting a Community Based Development Programme. Mwita holds a bachelor’s degree in sociology from Kenyatta University- Kenya, and an MSc in community health and health management from University of Heidelberg in Germany. He is currently pursuing doctoral training in medical education, focusing on mechanisms for the monitoring and evaluation of CME.

Mbithe Anzaya, Ph.D., Faculty Coordinator
Dr. Mbithe Anzaya is an assistant professor of management, School of Business, United States International University (USIU) in Nairobi, Kenya. She lectures in communications, strategic management, and managerial ethics and values. In 2005, Anzaya joined the team of USIU professors who are developing MBA teaching cases, based on Kenyan companies, for the Global Business School Network, funded by the International Finance Corporation. She has consulted for highly reputable organizations, such as SmithKline Beecham International, Danish Development Agency (DANIDA), and the Medical Assistance Program International. She is also a member of the Academy of Human Resource Development (AHRD) and the Society for Human Resource Management (SHRM). Anzaya received her Ph.D. in philosophy from the University of Illinois in 2004, during which time she simultaneously executed a Staff Evaluation Project for the State of Illinois Board of Education.

David Boateng, Ph.D., MBA
Dr. David Boateng is a lecturer at the Ghana Institute of Management and Public Administration. He teaches corporate finance and management accounting for the executive masters in business administration and for undergraduate students. He obtained his Ph.D. in finance from the University of Southampton and his MBA, also in finance (with distinction), from the University of Hull. Previously, he worked for KPMG Ghana as an associate auditor.

Wisdom Gagakuma, MBA
Wisdom Gagakuma is a senior lecturer and consultant for the Ghana Institute of Management and Public Administration. He received his MBA at the Norwegian School of Management (BI) in Norway. He has been engaged in consulting assignments for clients for the past 14 years within the public and private sectors as well as non-governmental organizations. Currently, he is a senior consultant for GIMPA and for the president of Ghana Institute of Management (GIM). He is also a member of a team coordinated by the Ministry of Trade, Private Sector Development and President’s Special Initiatives (MOTIPS/PSI) responsible for the development of an agenda for the establishment of quality awards for Small Medium Enterprises (SMEs) in Ghana.

Ruth Kiraka, Ph.D.
Dr. Ruth Kiraka is a senior lecturer at the Faculty of Commerce, Strathmore University, in Nairobi, Kenya. She lectures in business management subjects, specifically entrepreneurship skills development, strategic management, business planning, total quality management, management of service organisations and business research methods. She is also a faculty member of the Strathmore Business School and is involved in the curriculum development and training of executive education programs at the school. She is the project manager of the Global Business Schools Network project at Strathmore University, and has been actively involved in the development of local case studies at the University. Kiraka undertook her doctoral degree in international development and management at Victoria University, Melbourne Australia. Her doctoral dissertation assessed the management of development organizations and examined stakeholder factors that affect these organizations.
Afua Kufuor, Ph.D., MSc

Dr. Afua Kufuor is a faculty lecturer in human resources management and organisational behaviour at the School of Business at the Ghana Institute of Management and Public Administration. Previously, she was a part-time lecturer in management at Greenwich University, Medway Campus, UK. She also worked as a research officer for a funded project with the Defence Evaluation and Research Agency (DERA), UK, in collaboration with Cranfield University. Kufuor earned her Ph.D. in change management and organisational behavior and her MSc in computer applications in management systems from Cranfield University, UK. She is currently developing cases for teaching from the Ghanaian context in management and leadership.

Charles Mayaka, MBA

Charles Mayaka is an assistant professor of marketing at United States International University (USIU), Nairobi, Kenya. He also serves as the project manager in the Case Development Project which is sponsored by IFC and GBSN, and the coordinator of marketing, management and international business subject areas in USIU’s School of Business. Mayaka is currently at Alliant International University in the final stages of writing his dissertation, “The Adoption and Use of ICT by Companies in the Hospitality Industry in Kenya.” He has wide teaching experience having taught in Kenyan universities for over 18 years and in the U.S.A. as an adjunct professor at Alliant International University and National University, in San Diego, California from 2000–2002. He is actively involved in developing and conducting short courses for business executives in Kenya using the case method. He has trained and assisted other faculty at USIU in developing web content for on-line teaching.

Phares Ochola, MSc

Phares Ochola is a lecturer in management science/operations research at Kenyatta University Business School. He is also the founding and current chairman of the Department of Management Science. He has served in various capacities including: chairman of the Department of Business Administration, coordinator of the Institute of Business currently School of Business, and coordinator of MBA program. A specialist in management science/operations research, Ochola is at the final stage of his doctoral program in the area of adoption and diffusion of e-commerce among the SMEs in Kenya. He has been involved in various health systems projects including development of a SIDA funded strategic plan as well as a study of decentralization of the Ministry of Health (MoH) functions to the districts, both supported by the Institute of Policy Analysis. He was also involved in the USAID supported basic health package costing through Policy Project (Kenya). Ochola wrote a proposal that lead to the selection of Kenyatta’s School of Business to participate in the Global Business School Network, and he also serves as coordinator of the GBSN Case Study writing project. Ochola has written a number of operations research modules for teaching MBA and undergraduate students taking courses in the University’s Open Learning program.

Alfred E. Osborne, Ph.D.

Alfred E. Osborne, Jr. is senior associate dean of UCLA Anderson School of Management. Osborne is also the founder and faculty director of the Harold Price Center for Entrepreneurial Studies and an associate professor of business economics at UCLA Anderson. The Price Center serves to organize all faculty research and student activities and curricula related to the study of entrepreneurship and new business development at UCLA Anderson. He also serves as faculty director of the Head Start/Johnson & Johnson Management Fellows Program conducted at UCLA and has led the development of several management training programs in the early childhood education field.

David Wangombe, MBA

David Wangombe has lectured accounting and finance courses both at the university and tertiary level for over 10 years. He is a BA (Hons) and MBA graduate of the University of Nairobi, and a Certified Public Accountant of Kenya (CPA (K)). Currently he is faculty manager at the Faculty of Commerce, Strathmore University. Previously he lectured at the Kenya College of Accountancy and the Africa Nazarene University. He has authored several books used for both university and professional accounting studies. His recent work is the textbook, “Advanced Accounting, Theory and Practice.” Wangombe has written several cases for teaching business executives and has also been involved in consultancy training for informal sector businesses and also finance for non-finance managers.

Gamel Wiredo, Ph.D., MSc

Dr. Gamel Wiredo is a lecturer of management information systems in the School of Technology at the Ghana Institute of Management and Public Administration (GIMPA). He received his Ph.D. in information systems from the London School of Economics and Political Science (LSE), UK, and prior to that, he earned his masters in science in analysis, design and management of information systems, also from LSE. After being awarded his Ph.D., Wiredo undertook post-doctoral research on computer science and information systems at the University of Limerick in the Republic of Ireland.
**Important DATES**

**FOR EAST AFRICAN ORGANIZATIONS**

The April 2008 program in Nairobi, Kenya
29 February 2008 • applications due
14 March 2008 • applicants will be informed of acceptance
13–19 April 2008 • MDI program in Nairobi

The September 2008 program in Nairobi, Kenya
28 July 2008 • applications due
11 August 2008 • applicants will be informed of acceptance
7–13 September 2008 • MDI program in Nairobi

**FOR WEST AFRICAN ORGANIZATIONS**

The September 2008 program in Accra, Ghana
21 July 2008 • applications due
4 August 2008 • applicants will be informed of acceptance
31 August–5 September 2008 • MDI program in Accra

Applicants will be reviewed by both AMREF and UCLA. Applications received after these deadlines will be considered on a space-available basis.

**Cost & CERTIFICATION**

There is no participant fee for this program. Participants who attend all the sessions and complete the program successfully will receive a Certificate of Completion from the University of California.

**How To FIND OUT MORE**

Please visit our web site: [http://www.anderson.ucla.edu mdi.xml](http://www.anderson.ucla.edu/mdi.xml)

Or contact:

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**Program SPONSORS**

**African Medical and Research Foundation**

AMREF’s mission is to improve health and health care in Africa. We aim to ensure that every African can enjoy the right to good health by helping to create vibrant networks of informed and empowered communities and health-care providers working together in strong health systems. Our extensive experience in the development of human resources for health targets a diverse range of health professionals, from primary health-care workers to field surgeons. AMREF has a strong regional presence and close working relationships with communities, governments, key development agencies, academic institutions and the private sector with a current funding base of over $52m annually.

**Ghana Institute of Management and Public Administration**

GIMPA, established in 1961, is the leading management development institute in Ghana and West Africa. As a top-most Ghanaian management development institute, GIMPA aims to be a world-class centre of excellence for training, consultancy and research in leadership, business management and public administration, using top class and motivated staff with state-of-the-art facilities. GIMPA’s mission is to remain a Center of Excellence for training in public and business administration by continuously enhancing the capability of middle and top level executives in the public and private sectors, as well as Non-Governmental Organizations (NGOs) both in Ghana and internationally to manage their institutions and enterprises efficiently and effectively. GIMPA’s overall goal is to become the best management development institution in Sub-Saharan Africa, known for quality program delivery in leadership, management and administration.

**UCLA Anderson School of Management**

The UCLA Anderson School of Management is recognized as one of America’s premier business schools. Its preeminent position is based on internationally acclaimed research, an innovative and distinguished faculty, excellent degree programs, and exceptionally bright, highly motivated students chosen from one of the largest and finest application pools in the nation.

The MDI is conducted under the auspices of the Harold and Pauline Price Center for Entrepreneurial Studies, a recognized leader in entrepreneurial education and research. The Price Center oversees all teaching, research, extracurricular and community activities related to entrepreneurship at UCLA Anderson, and maintains a strong commitment to serving the non-profit and small business communities through management development programs. These venues allow participants such as community health care executives, Head Start directors, early childcare professionals and owners of developing businesses to direct and grow their organizations with a focused, well-managed, entrepreneurial vision.

**The Johnson & Johnson Family of Companies**

Johnson & Johnson is the world’s largest and most comprehensive manufacturer of health care products serving the consumer, pharmaceutical and professional markets. The company has its worldwide headquarters in New Brunswick, New Jersey, where the business was founded over a century ago.

Johnson & Johnson’s Corporate Contributions program is recognized for its impact on health care. Support is directed to special efforts including the Head Start - Johnson & Johnson Management Fellows Program, Johnson & Johnson LIVE FOR LIFE® School Nurse Fellowships, the Johnson & Johnson - Wharton Nurse Fellows Program, the Johnson & Johnson Community Health Care Program, the Johnson & Johnson HIV/AIDS Management Development Institute and other initiatives.