

On behalf of



Federal Ministry
for Economic Cooperation
and Development

inWent

Capacity Building International, Germany

Course Announcement and Call for Applications 2010

**InWEnt – Internationale Weiterbildung und Entwicklung gGmbH
Capacity Building International, Germany**

Health Division

International Leadership Training (ILT) on Hospital Management

2010-2011

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InWEnt – Internationale Weiterbildung und Entwicklung gGmbH

Capacity Building International, Germany

InWEnt – Capacity Building International, Germany, is a non-profit organisation with worldwide operations dedicated to human resource development, advanced training and dialogue. Our capacity building programmes are directed at experts and executives from politics, administration, the business community and civil society. We are commissioned by the German Federal Government to assist with the implementation of the Millennium Development Goals of the United Nations.

Further information: www.inwent.org

Training Objectives

The training course is designed to enable leading health personnel in partner countries to become familiar with modern management instruments needed in guaranteeing effective, efficient and needs-oriented management in health care facilities. The participants are supposed to take on a multiplier role in implementing reform in the hospital sector in their own countries.

On completion of the course, participants will be able to

- understand and apply resource management concepts (personnel, finance, and material resources) and the processes and strategies needed in specific hospital sectors,
- communicate effectively and develop their leadership and teambuilding abilities,
- apply modern change management and innovation management concepts to optimise structures,
- analyse existing hospital service policies and enhance their alignment within the local and national context.

Target Groups

The challenges ahead in the hospital sector of many countries require a minimum number of hospital managers who have looked beyond their own borders and traditions, and have the capacity of implementing reforms. Thus, the target groups comprise future top-level managers in a number of facilities in the health sector. After returning to their jobs, they will not only be capable of taking on an expert and innovative management role, but play their part as centres of excellence, pools of ideas and initial contacts for the hospital management of the future. As counterparts of InWEnt's capacity building programmes, target institutions should fulfil the following requirements:

- be interested in knowledge transfer and co-operation with German institutions and hospitals,
- agree formally with InWEnt on the re-integration and continued employment of trained staff at home institutions,
- become partners of InWEnt for a longer period of time with the commitment of continuously improving hospital management through this partnership.

Required profile of participants

Participants are expected to be qualified young professionals (between 32 and 45 years of age) with the requisite academic background (BA, MA, advanced diploma or university degree in a field relevant to hospital work). They should be able to show relevant and practical health sector experience of at least 5 years. Their work should be related to hospital management. Applications from female candidates are expressly encouraged.

Admission requirements

The employer of the applicant must support the advanced professional training plans of the employee and supply him/her with a written statement guaranteeing professional reintegration after the programme. Furthermore, the support of the participant's family in his/her home country must be ensured during the preparatory course and the stay in Germany. The programme is funded by the German Ministry of Economic Co-operation and Development (BMZ) and directed at participants coming from the African partner countries of German development co-operation in the health sector: Cameroon, Kenya, Malawi, Rwanda and Tanzania. The number of participants is limited to 20 persons per year. However, there is no specific quota for the individual countries taking part in the programme. The applicant must be physically suited for the programme and undergo a medical test.

Course outline and components

The training components consist of different training activities which are related to each other. Each module aims at a specific learning objective, enabling participants to subsequently develop the necessary comprehensive abilities.

German language course (Introductory course in Africa and 3.5 months in Germany)

Participants will be given the opportunity to gain sound proficiency of the German language and thereby enhance their professional and intercultural competence. In order to reap all gains from the stay in Germany, it is essential to achieve proficiency in the German language. This will broaden the scope of interaction with German people in general and in the professional context and allow the understanding of a different culture. The successful completion of the preparatory language course is prerequisite to acceptance in the following training units in Germany.

International management competence courses (3 weeks in total)

Three modules of management skills training (before, during and at the end of

the professional training) aim at improving participants' competence in self and work organisation, presentation, communication and networking, dealing with the management challenges of globalization.

Hospital management course (4 months)

The technical training course is tailor-made to fit the needs in the African hospital sector. The curriculum is based on a specific needs assessment but, at the same time, allows the flexibility to adjust to changing necessities and the particular needs of institutions and trainees. The curriculum includes the following topics:

- German health care and hospital system,
- basics of management, process and strategic management,
- accounting and finance,
- human resources,
- quality and material management,
- health economics

Vocational work experience (3 months)

Each participant will be able to gain first-hand experience of hospital management practices in Germany. To this end, InWEnt arranges for an internship in different sections of a German hospital with an emphasis on management. Participants should be prepared to acquire necessary knowledge and skills in a different work environment and afterwards adapt it to the conditions in their home countries.

Transfer project (during the whole training and after return)

As part of their application candidates are asked to provide ideas on possible transfer projects that they plan to implement after the completion of this programme. Employers are also asked to state their support for such a project. The transfer project is designed and further developed during the training in Germany, taking advantage of the knowledge, skills and attitudes acquired by the participants during the different training components. The scope of the transfer project guides the individual training design. The

implementation of the transfer project takes place within six months after return of the participants to their home organization.

Tentative Schedule

Preparation in home countries

- Assessment Workshop, Tanzania (1 week in April/May 2010)
- German Language Course (six weeks in August/September 2010)

Training in Germany

October 2010 – September 2011

- Introduction Workshop and German Language Course (continued)
- International Management Competence I
- Hospital Management Course
- International Management Competence II
- Vocational Work Experience
- International Management Competence III, Evaluation

Transfer phase home countries

October 2011 - March 2012

- Implementation of transfer projects

This schedule may be subject to modifications.

The methods of learning

The different components, learning objectives and subjects of the course imply the use of mixed methods of learning:

- Self-determined and interactive learning:
Participants need to be conscious of their own aims and learning process. Instead of being “passive students” they actively support the training activities through their own

contributions, interchange with teachers/trainers and other participants in lectures, group-work and all training activities.

- Practical project work:
Project work will be guided by experts, but requires responsible and self-reliant work and the ability to integrate into existing project teams, time schedules and working processes.
- International and intercultural character:
The international orientation of the training course additionally supports intercultural learning and interaction. Working with colleagues from different countries and cultures on a common subject favours the understanding of global thinking and “North-South and South-South co-operation”.

Scholarship

InWEnt bears the costs related to the assessment workshop (international travel costs, food and accommodation) and German language course in Africa. InWEnt does not cover the costs for travelling within the home country. InWEnt will grant the selected and invited participants a scholarship for the 12 months of the training in Germany. This scholarship covers course fees and materials, food and accommodation, a per diem allowance and course-related travel expenses. Travel expenses to and from Germany are supposed to be met by the sending organisations as a contribution towards the advanced training. Exceptions may be made at the discretion of InWEnt.

Admission procedure

Based on the application forms received electronically by 20 March 2010, InWEnt will carry out a pre-selection. Then, around 40 qualified professionals will be invited to an assessment centre in Tanzania consisting of selection interviews and group work. The best 20 participants will be invited for the German language course, which concludes with a final exam. Given satisfactory results, they will be accepted as participants of the ILT Hospital Management and invited to Germany. A medical examination is required and final admission to the programme in Germany is granted if there are no medical objections.

Further information on this training opportunity is available on the Internet at: gc21.inwent.org/ilt-hospital

Application

Please fill in the application forms and send them back by e-mail to:

hospitalafrica@inwent.org

with reference to "ilt hospital 2010"

Please be aware that only complete application forms which will have arrived by 20 March 2010 will be regarded.

