

DRAFT Terms of Reference for Phase II Professional & Policy Fellowships in Bhutan

1. What is the Fleming Fund Fellowship Scheme?

The Fleming Fund brings evidence and people together to encourage action against drug resistance for a healthier world. The Fleming Fund supports low- and middle-income countries (LMICs) to generate, share and use data on antimicrobial resistance (AMR), and antimicrobial use and consumption (AMU/C).

The Fleming Fellowship Scheme offers a needs-driven programme of professional development for practitioners and influencers who are engaged in AMR initiatives in Fleming Fund Countries. The Fleming Fellowship Scheme supports individuals from within AMR/U/C surveillance systems across the One Health disciplines of human, animal and environmental health. We support two types of fellowship: a) Professional Fellowships, with a focus on technical skills development; and b) Policy Fellowships, with a focus on advancing AMR leadership and good governance in Fleming Fund countries.

These Terms of Reference (ToR) are for recruitment of up to 8 Fleming Fund Professional Fellows and 2 Fleming Fund Policy Fellows in Bhutan.

2. Background to Phase II Fleming Fund Fellowships

The design of Phase II Fleming Fund Fellowships builds on experience from Phase I (2016-2022). For Phase II, Fellowships will continue to be underpinned by the **Fleming Fund Principles** of: Country Ownership; One Health; Alignment of Approach and Sustainability; along with the principle of Gender and Equity.

As in Phase I, all Fellowships will be delivered by a 'Host Institution' (Section 4); Fellows will remain in the employment of their employers, called the 'Beneficiary Institution' (Section 5); and Fellowships will be delivered against approved costed workplans developed jointly by the Host Institution and the Fellow, with input from the beneficiary institution. The Host Institution will be accountable for management and delivery of the workplans. The fellowships are part-time programmes that will require a commitment of 20-30% of working hours.

Where appropriate, the Phase II Fellowships will advance the Fleming Fund's '**strategic shifts**' for 2023-2025. These involve a deeper / extended focus on: animal health, One Health, the environment, data use for practice and policy, the AMR economic case and burden of disease, gender & equity, private sector engagement and sustainability. It is not expected that each fellow will work in all of these areas, and the inputs from fellowships into these areas will be aligned with an overarching Country Investment Strategy for each country. For example, in a given country there may be a focus on understanding burden of disease related to AMR, and a corresponding fellowship will be used to support this initiative.

In addition, Phase II Fellowships have a number of design features, they are:

- Informed by evidence-based capacity development and capacity strengthening approaches – this means they are needs driven, country focused and promote sustainability by combining support to individuals, key institutions and the wider ‘enabling environment’.¹
- Intended to contribute to a coherent strategic approach to addressing AMR / AMU within Fleming Fund partner countries. This means that the specific objectives of Fleming Fund Fellowships will be aligned to the strategic priorities of Fleming Fund Country Investment Strategies (CIS), including Phase II strategic shifts.
- Designed to directly contribute to the intended results described in the theory of change (ToC) for the Fleming Fund Grants Programme. As such, they contribute to Outputs on laboratory capacity and surveillance systems; AMR workforce technical capacity; and improved awareness and understanding of AMR. They also contribute to Intermediate Outcomes on improved production and analysis of AMR/C/U and burden data and sharing of this data with decision-makers. The contributions to each area are laid out in the Country Investment Strategy.
- An important mechanism for programme sustainability. This means they are directly focused on building enduring AMR capacity and systems within key workplace settings. Sustainability will also be supported by connections to wider regional and global networks.

3. What these Terms of Reference cover

These ToR focus on Fleming Fund Professional and Policy Fellowships for Phase II. They have been developed as part of the Fleming Fund’s Country Investment Strategy and have been discussed with the respective Country Government Departments

These ToR describe the generic and specific objectives for a cohort of Professional Fellowships and a cohort of Policy Fellowships in Bhutan. Generic objectives are common to all Fellowships, while specific objectives are derived from the Fleming Fund’s Country Investment Strategy (Section 5).

These ToR provide you with information on fellowship objectives; the role of Host and Beneficiary Institutions; eligibility and selection criteria for fellows; recruitment steps; language requirements; development of costed fellowship workplans; administration of fellowship grants; fellowship timeframes; monitoring of both Professional and Policy Fellowships; key fellowship milestones, and sources of additional information / application instructions. For the rest of this document the term Fellows or Fellowships will refer to both Professional and Policy unless otherwise stated.

4. Role of Host Institutions

For the purposes of these fellowships, all Fellows will be assigned to a Host Institution. For Bhutan, the Host Institution for both Professional and Policy Fellowships will be the Peter Doherty Institute. The Host Institution has been selected and contracted by the Fleming Fund Management Agent, Mott MacDonald, to deliver all elements of the fellowship. Host Institutions are typically universities and academic institutions or consortia. All have a proven track record of successfully delivering high-quality Fleming Fund fellowships from Phase I.

Core responsibilities of the Host Institution include:

- Leading on development of customised costed workplans for each Fellowship, including inputs from Country and Regional grantees to develop coherence across the Fleming Fund within each country.
- Assignment of qualified and experienced mentors for each Fellowship – these mentors will provide academic inputs and oversee timely delivery of the approved fellowship workplans
- Administration of funds and logistical arrangements for each Fellowship
- Supervision and quality assurance across the country portfolio of Fellowships
- Submission of consolidated quarterly progress and financial reports for the country portfolio of Fellowships to the Management Agent

¹ See for example, UNDP’s Capacity Development Primer. Available at: <https://www.undp.org/publications/capacity-development-undp-primer>

- Participation in country-level planning and coordination with other Fleming Fund grantees, Governments, and other stakeholders as necessary.

5. Role of Beneficiary Institutions

Fellows will remain a staff member of their employing institution, here referred to as the Beneficiary Institution (BI). Before the fellowship can proceed, the BI must:

- Endorse the Fellowship application
- Agree to the terms of the Fellowship
- Agree to release of the Fellow for scheduled fellowship activities.

It is expected that Beneficiary Institutions will gain benefits from the award of Fellowships, e.g., through opportunities for staff training, institutional collaborations or raising of the institution's profile in AMR networks. There will also be opportunities for the supervisors or managers of Fellows to engage with the Host Institution more closely to jointly plan activities related to the fellowship and learning within the institution.

6. Objectives of the Fellowships

Generic objectives for Professional Fellows

In Phase II all Professional Fellows will seek to achieve five core objectives. These are to:

- Enhance knowledge of AMR and its economic and social impact
- Improve the ability of Fellows to generate and use country-level data on AMR
- Improve the use and interpretation of AMR and AMU data, including for practice and policymaking
- Improve the dissemination of relevant knowledge and skills in Beneficiary Institutions and more widely
- Strengthen One Health collaboration.

Generic objectives for Policy Fellows

In Phase II all Policy Fellows will seek to achieve three core objectives. These are to:

- Strengthen the Fellow's AMR knowledge and skill set for raising awareness and understanding of AMR as a global health priority, and for strengthening national AMR leadership and governance within a One Health framework.
- Work collaboratively with other Fellows and key stakeholders to support the production and analysis of quality data, and its use for evidence-based AMR decision-making and policy development across One Health sectors.
- Provide leadership in AMR workforce development and sustainable institutional / systems strengthening through training of peers and colleagues, and active participation in professional networks, conferences and communities of practice.

Specific Fellowship focus

In addition, to the above generic objectives, Fellows for Bhutan will be required to address sets of country-specific work areas. These are aligned to the Country Investment Strategy focus areas as shown in the table below and define the specific objectives for each Fellowship as detailed in Sections 15 and 16.

Table 1: Summary of country-specific work area by type of Fellowship

Code	Professional Fellowship	Key Work Area / Objective	Beneficiary Institution
BT41	AMR Surveillance Human Health	AMR Surveillance strategy and protocols developed	Jigme Dorji Wangchuk National Referral Hospital (JDWNRH)
BT42	AMR Surveillance Animal Health	AMR Surveillance strategy and protocols developed	National Center for Animal Health (NCAH)
BT43	AMR Surveillance One Health	AMR Surveillance strategy and protocols developed	Royal Center for Disease Control (RCDC)
BT44	AMR Surveillance Food	Laboratories produce quality data	National Food Testing Laboratory (NFTL)
BT45	Practitioner Antimicrobial Stewardship Human Health	Laboratories produce quality data	Jigme Dorji Wangchuk National Referral Hospital (JDWNRH)
BT46	Practitioner Antimicrobial Stewardship and Farm Biosecurity Animal Health	Laboratories produce quality data	Bhutan Food and Drug Authority (BFDA)
BT47	AMU/C Surveillance Human Health	AMU/C Surveillance strategy and protocols developed	Jigme Dorji Wangchuk National Referral Hospital (JDWNRH)
BT48	AMU/C surveillance Animal Health	AMU/C Surveillance strategy and protocols developed	Ministry of Agriculture and Livestock (MoAL)
Code	Policy Fellowship	Key Work Area / Objective	Beneficiary Institution
BT61	AMR Policy and Health Economics Human Health	AMR surveillance governance and leadership institutionalised	Ministry of Health (MoH)
BT62	AMR Policy and Health Economics Animal Health	AMR surveillance governance and leadership institutionalised	Ministry of Agriculture and Livestock (MoAL)

7. Eligibility and selection criteria

To be eligible for a Fellowship, candidates must meet the following **eligibility criteria**:

- Be a citizen or resident of the target country
- Be employed by the Beneficiary Institution in which the Fellowship sits*
- Be available and commit to participating fully in the Fellowship programme on a part-time basis (20-30% of working time), as agreed with their Beneficiary Institution, for the full duration (up to 24 months)
- Be proficient in communication and the use of computers - including basic word processing, spreadsheet software, and use of the internet

In addition, an interview panel will assess all eligible applicants against the following **selection criteria**.

All Fellows:

- A drive to address AMR and develop their technical skills
- Embracing the One Health approach
- Problem-solving and change management
- Training and coaching colleagues and junior staff to maintain best AMR practice – including building skills and competence to complete tasks to the highest standards of professional practice
- Evidence of basic technical knowledge and experience relevant to the specific objectives of the fellowship

Professional Fellowships

Evidence of skills / experience in:

- Providing AMR advice to senior officials based on sound knowledge and reliable evidence.
- Undertaking work relevant to the fellowship within the Beneficiary Institution as part of their normal duties.

Policy Fellowships

- Evidence that the applicant is a respected leader or potential leader who has the ability to inspire others
- A track record of strategy delivery and evidence-based influencing in their sector
- Evidence of broad networks that cross organisational boundaries, and an ability to use these to advance common goals
- Evidence of being an effective convenor who brings together diverse stakeholders and steers them towards consensus
- Evidence of strong communication and influencing skills – including an ability to understand the motivations of others and make well-reasoned decisions in the face of competing priorities
- A good understanding of the country's governance landscape, power relations and the wider political economy, including processes of policy reform
- A track record of engaging in new technical fields, sectors and stakeholder landscapes.

Additional note: The Management Agent strongly encourages Fellowship applications from eligible female candidates. The Management Agent will aim to respond flexibly to any obstacles inherent in the design of the fellowships that could prevent gender equality and social inclusion across applications.

**Note: A Fellow who leaves their role within their Beneficiary Institution, or leaves the Beneficiary Institution altogether, must inform their mentor and Regional Fellowship Scheme Officer immediately.*

8. Language requirements

To benefit fully from the fellowship opportunity, all applicants must be proficient in written and spoken English. This can be demonstrated by one of the following: a) successful completion of an academic course in

the language; b) a valid certificate of language proficiency; or c) an equivalent means of verification approved by the Fleming Fund Management Agent.

9. Key recruitment steps

These ToR have been developed in consultation with the selected Host Institution, key country stakeholders / institutions (AMRCC, BIs etc), and Fleming Fund Partners, including Country and Regional Grantees. The final version of the ToR has been approved by the Management Agent.

Eligible applicants should seek an application pack through their employers or contact the Regional Fellowship Scheme Officer (details at the end of this document) if the pack is not available. Each application must respond directly to the generic objectives listed in Section 6 and the specific objectives listed in Section 15 for Professional Fellowships and Section 16 for Policy Fellowships, they must also be approved by the applicant's Beneficiary Institution.

Valid applications will be reviewed by the Management Agent's Regional Team, as well as the Host Institution. The Management Agent's UK team will conduct secondary reviews and approvals so that interviews can proceed. It is anticipated that Fellowship interviews will take place within four weeks of application submission. Selection of Fellows for each Fellowship should then be completed within three weeks of final interviews.

Once selection of Phase II Fellows for Bhutan is complete, the Host Institution will convene a joint Orientation Workshop. Refer to the schedule of milestones in Section 14 for the projected timeline for this and other key steps in the process. As far as possible, the Orientation Workshop will be an in-person event of 3-5 days that will result in a draft workplan (with Stage 1 more fully elaborated). A final version of the workplan and budget with Stage 1 fully costed, must be submitted to the Management Agent within two weeks of the end of the Orientation Workshop. The Management Agent will aim to give final approval of the costed workplan within a further two weeks.

10. Development of costed workplans

Following the recruitment of Fellows, the Host Institution will lead on the assignment of mentors, orientation activities, and development of costed workplans that are both consistent with these ToR and tailored to the Fellow's specific needs.

The final fellowship workplan must be reviewed and agreed by the Beneficiary Institution and appropriate National AMR Committee where there is one. The workplan and budget can then be submitted to the Fleming Fund Management Agent for quality assurance and final approval. Once formally approved, fellowship activities can commence.

All Fellowships will be built around the following elements:

- **One or more visits to the Host Institution** for face-to-face fellowship activities. These visit usually last 2-3 weeks but may be longer. As far as possible, they should be scheduled for early in the fellowship programme to lay the foundation for subsequent fellowship activities and collaborations. If events, such as health concerns or travel restrictions prevent a visit to the Host Institution, then alternative arrangements can be discussed with the Management Agent.
- **Opportunities for training:** All Fellows will be given opportunities for online and face-to-face training that is tailored to their professional development needs. For **Professional Fellows** training is likely to include technical and skills-building courses to strengthen AMR expertise. For **Policy Fellows** training is likely to include courses in data use, advocacy and policy development, as well as technical courses to strengthen AMR expertise. For all Fellows training will include modules relating to Phase II strategic shifts, such as gender and equity themes in AMR. For Phase II, we will aim to share a database of suitable courses

available across Host Institutions and Regional Grantees. Fellows will also be given access to numerous resources and tools relevant to their training needs.

- **Coaching and mentorship support:** Each Fellow will be assigned one or more specialist mentors by their Host Institution. These staff will provide dedicated mentorship and learning support and oversee implementation of the fellowship workplan – again this may be provided online or in-person. If mentors are able to visit the Fellow's country, the visit should be used as an opportunity for the mentor to support applied learning, offer training to BI colleagues, and meet key role-players in the Fellow's work environment.
- **Opportunities for networking and participation in communities of practice:** Each Fellow will be provided with opportunities to expand their professional networks across AMR and One Health sectors, both in-country and globally. It is anticipated that these networks / communities of practice will continue beyond the fellowship programme to support ongoing knowledge exchange and sharing of lessons / experience.
- **Opportunities to participate in a collaborative project:** The Host Institution will work with the country portfolio of Fleming Fellows to design and implement a collaborative project based on a research theme that is: a) of shared interest within a One Health framework and b) contributes to the evidence base for country decision-making on AMR. Collaborative projects should be seen as an opportunity for joint working and building research skills; they may also provide opportunities for conference presentations and publications.

In Phase II, Fellowship workplans will be organised around three stages – see Box 1 below for an *indicative* overview of the three stages.

Box 1: Fellowship Workplans: A three-stage approach

Workplan Stage 1: up to 6 months

- Core courses and training in AMR and relevant strategic shifts
- Review of previous work in-country - including that of Phase I Fellows
- Visit to the Host Institution and mentoring
- Development of the Stage 2 workplan
- Commencement of cross-cohort collaborative project discussions

Workplan Stage 2: approximately 6 months

- Activities around specialist areas / strategic shifts such as standard operating procedures, policy papers and protocols
- Contributions to institutional / organisational learning environments through training, supervision and / or mentorship of colleagues
- Participation in expert meetings, such as AMR/AMU surveillance reviews, technical working groups etc. and One Health collaboration events
- Host Institution mentoring
- Networking with others outside the Fellow's own country e.g., professional meetings, conferences
- Development and submission of collaborative project proposal and ethics approvals

Workplan Stage 3: usually final 12 months

- Commencement of the collaborative project logistics, write up and dissemination (noting that field / laboratory work should be completed 6 months before the end of the fellowship)
- Host Institution mentoring
- Participation in expert meetings and One Health collaboration events
- Networking beyond the Fellow's own country e.g., professional meetings, conferences etc.

Although Fellowships will not result in the award of a formal academic qualification or diploma, it is sometimes possible for Host Institutions to align fellowship training and activities with accredited courses or nationally recognised qualifications.

At the end of the Fellowship, Fellows who have completed an approved number of their workplan activities, will be presented with a **Certificate of Completion**, others will receive a **Certificate of Enrolment**. Certificate will be signed by the UK Government Department of Health and Social Care, Mott MacDonald (the Management Agent) and the Fellow's Host Institution. The certificate will be presented at a suitable event.

11. Administration of Fellowship Grants

The Management Agent will set up a formal Grant Agreement with the Host Institution based on the approved budget for delivering a portfolio of fellowships for the assigned partner country.

Funds held by the Host Institution will cover their mentorship time, travel and administration costs as well as the following costs for each fellowship:

- All materials required specifically for the Fellow to complete their workplan activities including the collaborative project
- All travel and subsistence costs to national and international meetings related to activities identified on the Fellow's workplan
- All economy flights, accommodation and subsistence costs for the Fellow to work with their mentor(s) and others at the Host Institution
- All course fees, materials, certificates and conference registration fees as appropriate to achieve the workplan activities
- All economy flights, accommodation and participation costs to attend a facilitated international workshop with Fellows from across the Fleming Fund Fellowship Scheme

The Host Institution will be accountable for meeting the costs associated with implementing each fellowship, and for submitting complete financial reports on a quarterly basis with all required supporting documentation.

12. Fellowship timeframes

Fellowships will be part-time (up to 0.2 - 0.3 FTE) and will be completed in a timeframe of up to 24 months. This timeframe will generally include some blocks of time for a visit to the Host Institution and periods of focused effort. *Alternatively*, a Fellow may prefer to negotiate a sabbatical with their Beneficiary Institution in order to complete parts of the fellowship during a period when they can be released from normal duties. Please note that the fellowship scheme cannot offer salary compensation for this and the Fellow will need to be continually supported by their employer. Work on the Collaborative Project particularly, must include periods of time working together with other Fellows across the Professional and Policy cohorts.

For Phase II, the Management Agent has limited the time inputs required for Fellowships. This is in recognition of the fact that workplace-based Fellows often have many competing demands on their time. The duration of Fellowships has also been extended to give Fellows more scope for aligning their activities across the Fellowship cohorts and with the Country and Regional Grantees.

13. Monitoring Fellowships

The Management Agent will monitor the performance of the country portfolio of Fellowships and will respond to any concerns about individual Fellows. This will primarily be done through review of the quarterly progress reports submitted by the Host Institution. The Management Agent will also seek feedback from Fellows themselves through periodic self-assessment forms and short verbal / written feedback reports, as well as through satisfaction questionnaires that will also be sent out to Beneficiary and Host Institutions. The Management Agent expects that, by the end of their Fellowship, Fellows will have:

- Received high quality professional development inputs from the Host Institution in line with the agreed Fellowship objectives and workplan
- Successfully completed required training assessments and assignments
- Contributed to One Health workshops, conferences, meetings or other activities focusing on national and global AMR responses
- Played a role in a relevant collaborative project and community of practice that contributes to AMR policy development, One Health collaboration, AMR advocacy and networking.

The Management Agent's assessment of performance, delivery, and overall satisfaction ratings across the country portfolio of Fellowships will contribute to an assessment of the success of the Fellowship Scheme in that country.

It is also important to note that the Management Agent, Mott MacDonald, observes a robust Safeguarding Policy. This allows Fellows or anyone involved in the Fellowships to contact a member of Fleming Fund's Senior Management Team, or a professional independent mediator through the confidential Speak Up help line at [EthicsPoint - Mott MacDonald Limited](#), if a major concern remains unresolved.

14. Schedule of milestones for all Fellowships

For Bhutan, it is anticipated that milestones for implementation of all Fellowships to be as follows:

Key steps	Deadline
Final approval of ToR completed and call for applications launched	19 March 2024
Closing date for All Fellowship applications	11 April 2024
<u>Within 4 weeks of application submission</u> : interview of all successful Fellowship applicants	April 2024
<u>Within 3 weeks of final interview</u> : selection process completed, and successful applicants notified	April 2024
<u>Within 5 weeks of final selection</u> : Host Institution convenes an Orientation Workshop to draft fellowship workplans	May 2024
<u>Within 2 weeks of the Orientation Workshop</u> : Host Institution submits finalised Stage 1 costed workplan for all Fellowships	May 2024
<u>Within 2 weeks of costed workplan submission</u> : Management Agent approves final version of the costed workplan; Award Letters issued, and implementation of all Fellowships starts.	June 2024
Fellowship ends and Award Ceremony scheduled	December 2025

15. Specific Objectives for Professional Fellowships

BT42

**AMR Surveillance Animal Health
National Center for Animal Health (NCAH)**

Objective

- To strengthen capabilities on AMR Surveillance and analysis of quality data produced in animal health

Focus areas for development of this Fellowship

The Fellowship will provide training and mentoring specific to the needs of the Beneficiary Institution and the Fellow in:

- Strengthening competency in managing, maintaining and ensuring AMR surveillance systems are used properly in NCAH
- Produce Standard Operating Procedures for AMR Surveillance in NCAH
- Strengthen the collection and flow of AMR data from veterinary laboratories and field sites and improve interpretation of the data
- Strengthening laboratory diagnosis, data recording and interpretation, and laboratory systems (LQMS)
- Strengthening improved quality control in the laboratory, including supporting training and mentoring activities for others in the surveillance system
- Understanding the principles of running a secure inventoried biorepository of microbial isolates

Fellowship success

By the end of the Fellowship, the Fellow will have:

- Received mentoring/training in their workplace provided by the Host Institution
- Carry out and support capacity building activities for their Beneficiary Institution and others, using knowledge and techniques gained through the Fellowship
- Contributed to the support of AMR surveillance by helping answer specific questions on spread of AMR in Bhutan and by working collaboratively with other Policy and Professional Fellows
- Contributed to One Health workshops, conferences, meetings or other activities focusing on advancing antimicrobial resistance surveillance and prudent antimicrobial use

Specific selection criteria for the AMR Surveillance Animal Health at NCAH

In addition to eligibility criteria in Section 7, candidates for this Fellowship must meet the following selection criteria:

- Hold a microbiology or laboratory-related qualification, and/or relevant professional experience
- Be working in a position that enables the candidate to strengthen laboratory quality management systems
- Show evidence of experience and leadership potential in the field of quality management systems especially pertaining to bacterial culture and antibiotic susceptibility testing
- Basic knowledge of epidemiology, statistics and/or relevant professional experience.
- Experience and leadership potential in the field of surveillance, data management, data analysis and interpretation, as applied to AMR

Additional information and submission of applications

Sources of additional information: Please contact the Regional Fellowship Scheme Officer, Garima Singh garima.singh@mottmac.com

Instructions for submitting applications: Please send complete application to Regional Fellowship Scheme Officer, Garima Singh garima.singh@mottmac.com by 22 March 2024