Proposed Terms of Reference for

Policy Fellowships in Uganda

The Fleming Fund Management Agent proposes to fund Two Policy Fellowships for Uganda based on the assessments conducted in May 2020. The Fleming Fellowships address the priority areas of antimicrobial resistance (AMR) and antimicrobial use (AMU) surveillance, including evidence-based policy making.

Fleming Policy Fellows will be assigned to a Host Institution. These institutions have been selected by the Fleming Fund Management Agent to provide tailored professional development support for Policy Fellows. The professional development support will aim to deliver on the objectives and focus areas described in these terms of reference. Training offered by the Host Institutions is not intended to result in the award of a formal degree or a diploma.

Terms of Reference (ToR) for the proposed Fleming Fellowships in Uganda comprise two parts:

1. **General ToR** including eligibility criteria and information that apply to all Policy Fellowships
2. **Specific ToR** for individual Policy Fellowships.

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# General ToR for All Policy Fellowships

## Evidence-Based AMR Policies, One Health Collaboration and Networking

**A1. General objectives of Policy Fellowships**

In general, all Policy Fellowships will aim to provide support and mentorship for Fellows to:

1. **Assist National AMR Coordination Committees** by promoting strong leadership and vision in the continued development and delivery of AMR National Action Plans – especially by working collaboratively to identify and address barriers to progress and respond to emerging trends.
2. **Raise awareness within the national political and sectoral leadership on AMR themes** – especially the causes and implications of AMR, and options for control. Policy Fellows will support efforts to contextualise and situate AMR within national priorities and lobby for action as needed.
3. **Advance integrated, evidence-based AMR/AMU policy development across sectors** – especially by supporting data and evidence reviews incorporating evidence-based learning from the Professional Fellows, cross-sectoral collaboration and inclusive stakeholder engagement.
4. **Assist in building communities of practice among Fleming Fellows** – especially by facilitating the participation of Fellows in evidence-based advocacy efforts and national AMR governance mechanisms.

**A2. General eligibility criteria**

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

* Be a citizen or resident of Uganda
* Be endorsed and supported by a Beneficiary Institution through employment
* Be qualified to an appropriate level and/or be able to demonstrate appropriate professional experience
* Show evidence of leadership or leadership potential in a relevant sector or discipline
* Be available to participate in the Fellowship programme on a part-time basis over a period of 6-12 months
* Be working in a position that enables the candidate to develop and advise on AMR/AMC/AMU policy and actions in Uganda
* Be proficient in English
* Be proficient in the use of computers, standard Office software packages and have reliable access to the internet.

**A3. General selection criteria**

In addition to the above eligibility criteria, we will be assessing applicants against a number of selection criteria. In general, Policy Fellows will be respected leaders who have an ability to inspire others using a charismatic and inclusive approach. Other *general* selection criteria are listed below: [[1]](#footnote-2)

* A track record of achievement against objectives within their respective sector - especially through strategic, evidence-based advocacy;
* An ability to cultivate and maintain broad networks that cross organisational boundaries, using these to advance shared objectives;
* An ability to be an effective convenor who brings together diverse stakeholders and steers them towards consensus;
* 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 national governance arrangements, 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.

**A4. Language requirements**

The applicant 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.

The Management Agent *may* consider assistance with language training, or other forms of language / communication support for selected Fellows who meet all other criteria.

**A5. Beneficiary Institutions**

The term ‘Beneficiary Institution’ refers to the Fellow’s employing institution. The Beneficiary Institution must endorse the Fellowship application and agree to the terms of the Policy Fellowship.

Typically, candidates for Policy Fellowships will be key influencers, charismatic leaders, respected academics or policy advisors from the government departments, civil society organisations or professional associations. Beneficiary Institutions *are likely* to include line ministries (e.g. Ministries of Finance, Health, Agriculture etc) or a professional organisation (e.g. National Medical Councils, Veterinary Colleges) that has a significant stake in One Health policies and practice.

**A6. Fellowship duration and additional expectations**

Policy Fellowships are part-time (approx. 0.2 – 0.4 FTE). They are expected to be completed over a period of 6-12 months. Policy Fellows will continue their normal duties while participating in Fellowship activities. They are, therefore, are expected to remain in the employment of their Beneficiary Institution for the entire duration of the Fellowship.

**A7. Typical sequencing of Fellowship activities**

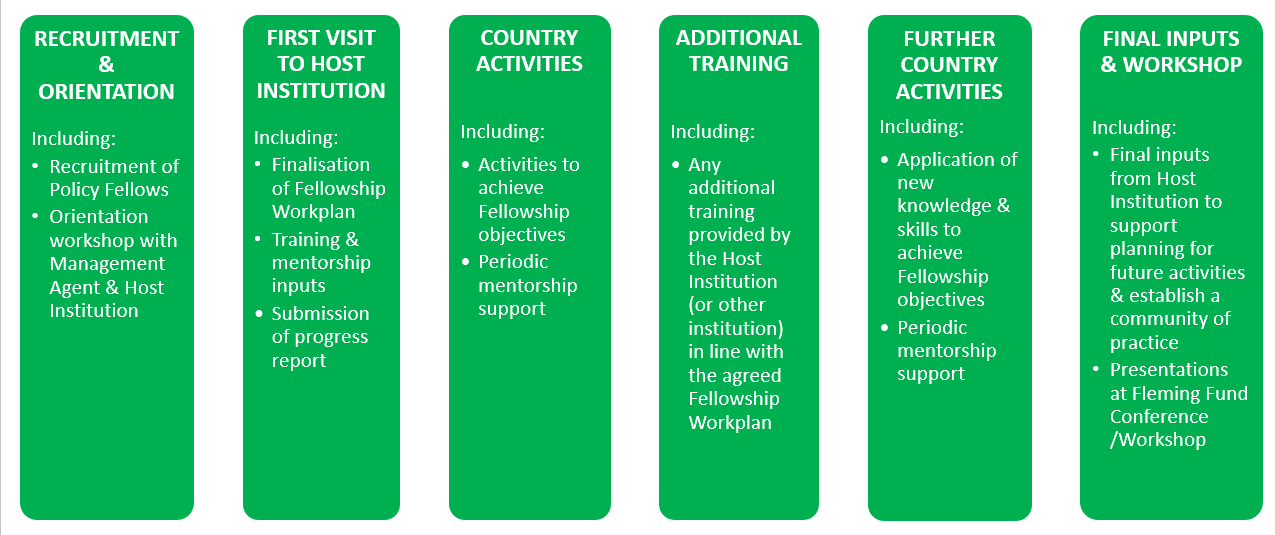
Following recruitment and orientation activities, selected Fellows will generally visit their assigned Host Institution (HI) to finalise the Fellowship Workplan and participate in initial training and mentorship activities. Each Fellow will receive mentorship support to conduct activities in line with the objectives defined in the Fellowship terms of reference.

In the course of conducting these activities, Policy Fellows may be offered opportunities to participate in additional training opportunities. Where training opportunities require Fellows to undertake travel away from their home base and/or internationally – these trips may be up to three or four weeks depending on the circumstances.

Final inputs from the Host Institution will include support for joint planning activities and development of country community of practice for Fleming Fellows. At the end of the Fellowship, a certificate of completion signed by the UK Government Department of Health and Social Care, Mott MacDonald (the Management Agent) and the Fellow’s Host Institution will be presented at a suitable event marking successful completion of the Fellowship.

Figure 1 below shows a typical sequencing of Policy Fellowship activities as a series of *indicative* steps.

*Figure 1: Indicative steps for a typical Policy Fellowship*



Note: the above steps may be adjusted over time to ensure: a) Fellowships remain tailored to the needs of each Policy Fellow and b) all parties remain pragmatic in delivering a successful Policy Fellowship. The COVID-19 pandemic may also affect some of the above steps, especially if overseas travel is not possible. In these cases, an alternative means of delivering the Fellowship will agreed after the Fellow has been recruited.

**A8. Administration of the Fellowship award**

The Management Agent will grant the Policy Fellowships for Uganda to an internationally-recognised Host Institution. The Host Institution will then be responsible for administering the Fellowship award and matching the successful applicant to an appropriate mentor(s). All funds will be held by the Host Institution and cover the following respective costs:

***Policy Fellow***

* All materials required specifically for the Fellow to complete their workplan activities
* All travel and subsistence costs to national and international meetings related to activities identified on the Fellow’s workplan
* All 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 flights, accommodation and participation costs to attend a facilitated international workshop with Fellows from across the Fleming Fund Fellowship Scheme

***Host Institution***

* Mentorship time, travel and administration costs

**A9. Schedule of key milestones**

The Fleming Fund Management Agent will be responsible for overseeing a fair, transparent and robust recruitment process for all Policy Fellowships. The Management Agent will also be responsible for matching selected Policy Fellows to a suitable Host Institution and for providing an orientation session for all parties.

In addition, the Management Agent will give final approval for customised Fellowship Workplans and will monitor Fellowship performance – both by the Host Institution and the Policy Fellows.

For Uganda, we expect key milestones for implementation of Policy Fellowships to be as follows:

|  |  |
| --- | --- |
| **Key milestones** | **Deadline** |
| Country reviews and specific ToR finalised / approved by Management Agent | May 2020 |
| Selection of Host Institution(s) and Agreements signed | May 2020 |
| Nomination and selection process completed with all required documentation in place | July 2020 |
| Within 1 month of selection: Online orientation session hosted by the Management Agent for new Fellows and Host Institutions | August 2020 |
| Within 2 months of selection: Drafting of costed Policy Fellowship Workplan by Host Institution and Fellow (by Skype or similar) in consultation with Beneficiary Institution; submitted to Management Agent for initial review | October 2020 |
| Fellowship begins | December 2021 |
| Within 3 months of selection: First visit to Host Institution. Within first two weeks of visit, finalisation of Policy Fellow Workplan and Budget, sharing with Beneficiary Institution and submission for final approval by Management Agent | March 2021 |
| Fellowship ends | September 2021 |

# Specific ToR for Individual Policy Fellowships

## Policy Fellow - Human Health (MoH) UG31

### Beneficiary Institution

**Ministry of Health (MoH)**

### Specific objectives of this Fellowship

Following scoping exercises and consultations with key national stakeholders, a number of priority objectives for Policy Fellowships have been agreed.

With training and mentorship support from the assigned Host Institution, the selected Policy Fellow for Uganda will aim to address the following specific objectives:

* To improve AMR data use for evidence-based policy making and aligned strategic planning across all sectors under a One Health framework
* To advance leadership skills in AMR/AMU governance, collaborative working and evidence-based One Health advocacy
* To increase the effectiveness of Fellowship communities of practice for strengthening the national AMR response.

### Focus areas for professional development

Under this Fellowship, the Host Institution will provide the Policy Fellow with training and mentorship opportunities designed around the objectives of the Fellowship. These will cover:

**General areas of professional development**, with training inputs focusing on:

#### AMR epidemiology and evidence in the human and animal health sectors

#### AMR policy and programme review – including the Global Action Plan, the Global Antimicrobial Resistance Surveillance System (GLASS) and strengthening implementation of the National Action Plan

#### One Health approaches including AMR/AMU governance and leadership, multi-sectoral stakeholder engagement, collaborative working and evidence-based advocacy

**Specific areas of professional development**, with mentorship inputs focusing on:

* One Health collaboration and networking:
* One Health collaboration across the human and animal health sectors – especially playing a role in developing communities of practice amongst Fleming Fellows and ensuring these communities are integrated into (and an influential voice within) existing AMR governance mechanisms
* Networking on AMR with others beyond the Fellow’s institution - linking with the national AMR Coordination Committee to provide strong leadership in delivery of the National AMR Action Plan
* Establishing a mechanism for donors that support AMR to meet and engage on topical issues of mutual interest to enhance value for money working and coordination
* Catalysing AMR-sensitive policy development and delivery:
  + Identifying opportunities to support prudent AMU surveillance across sectors and promote demand for data in policy making
  + Collating, synthesizing, analysing and disseminating AMR data at the national level to influence decision making in a One Health environment
  + Facilitating cross-sectoral collaboration at policy level, working to identify and address organisational barriers
  + Sensitising political and sectoral leadership to AMR, its causes and implications, options for control, and lobbying for action/next steps as appropriate
  + Awareness raising within the political and sectoral leadership level to support government-led efforts to advance One Health strategic planning and budgeting
  + Identifying and addressing barriers to progress, being aware of future trends and contextualising and situating AMR within national priorities
* Identifying a model for sustaining existing capacity and advocating for sustainable surveillance of AMR in Uganda

### Fellowship success

The Fleming Fund Management Agent will monitor the performance of the Policy Fellowship. This will be done through quarterly progress reports submitted by the Host Institution, as well as periodic self-assessment forms / questionnaires and a final Fellowship report submitted by the Policy Fellow.

The Management Agent expects that, by the end of the Fellowship, the Policy Fellow will have:

* Received high quality professional development inputs from the Host Institution in line with the agreed Policy Fellowship 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
* Provided evidence of contributions made to each of the agreed objectives from these terms of reference, along with a short account of lessons learnt and recommendations for next steps
* Played a role in developing an effective and sustainable community of practice among Fleming Fellows – this should be supported by a joint action plan that defines the Policy Fellow’s ongoing tasks in AMR policy development, One Health collaboration, AMR advocacy and networking.

### Specific selection criteria for this AMR Policy Fellowship

In addition to those in Section A, candidates for AMR Policy Fellowship (MoH) must meet the following criteria:

* Have experience of engaging stakeholders in the following sectors / institutions: Ministry of Health, Health Professional councils among others
* Have relevant experience of One Health working and coordination in Uganda
* Be familiar with the National Action Plan on AMR and challenges to implementation

### Additional information and submitting applications

**Sources of additional information:**

Loice Epetiru,

Regional Fellowship Scheme Officer

[loice.epetiru@mottmac.com](mailto:loice.epetiru@mottmac.com)

**Instructions for submitting applications:** Deadline for submission of application is 10th July 2020

**B. Specific ToR for Individual Policy Fellowships**

## Policy Fellow - Animal Health (MAAIF) UG32

Beneficiary Institution

**Ministry of Agriculture, Animal Industry and Fisheries (MAAIF)**

### Specific objectives of this Fellowship

Following scoping exercises and consultations with key national stakeholders, a number of priority objectives for Policy Fellowships have been agreed.

With training and mentorship support from the assigned Host Institution, the selected Policy Fellow for Uganda will aim to address the following specific objectives:

* To improve AMR data use for evidence-based policy making and aligned strategic planning in the animal and human health sectors.
* To advance leadership skills in AMR/AMU governance, collaborative working and evidence-based One Health advocacy.
* To increase the effectiveness of Fellowship communities of practice for strengthening the national AMR response.

### Focus areas for professional development

Under this Fellowship, the Host Institution will provide the Policy Fellow with training and mentorship opportunities designed around the objectives of the Fellowship. These will cover:

**General areas of professional development**, with training inputs focusing on:

#### AMR epidemiology and evidence in the animal and human health sectors.

#### AMR/AMU policy and programme reviews – with a focus on reporting of AMU data to the World Organisation for Animal Health (OIE) and the role of the livestock/animal health and fisheries sectors in implementing the National AMR Action Plan.

#### One Health approaches including AMR/AMU governance and leadership, with emphasis on greater involvement and responsibilities for the Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) and other actors from livestock sector.

**Specific areas of professional development**, with mentorship inputs focusing on:

* Catalysing AMR-sensitive policy development and delivery:
  + Identifying opportunities to advocate for/establish active AMR/AMU surveillance across the livestock, animal health and fisheries sectors – especially in ways that are rationalised/cost-effective (e.g. through integration with routine bio-security and food safety surveillance).
  + Identifying, gathering and disseminating AMR/AMU data and facilitating its utilisation for decision-making - both within the livestock/animal health and fisheries sectors, and through linkages to the human health sector.
  + Facilitating cross-sectoral collaboration, especially with the animal health research sector, to strengthen research uptake and evidence-based policies, regulations and guidelines on AMR/AMU.
  + Sensitising political and sectoral leadership to AMR/AMU, especially on cost-effective options for improved practice in the livestock/animal health and fisheries sectors (e.g. through a focus on: cost-effective alternatives to AMU; the regulatory environment; quality standards and use of ‘fully integrated systems models’).
* One Health collaboration and networking:
  + Advocating for improved financial and human resources to support improved participation by the livestock, animal health and fisheries sectors in One Health initiatives.
  + Networking on AMR with others beyond the Fellow’s institution - linking with the national AMR Coordination Committee to provide strong leadership in implementation of the animal health components of the National Action Plan.
  + Support for coordination of all AMR and AMU activities at the MAAIF level, and through and through support for effective communities of practice among Fleming Fellows.

### Fellowship success

The Fleming Fund Management Agent will monitor the performance of the Policy Fellowship. This will be done through quarterly progress reports submitted by the Host Institution, as well as periodic self-assessment forms / questionnaires and a final Fellowship report submitted by the Policy Fellow.

The Management Agent expects that, by the end of the Fellowship, the Policy Fellow will have:

* Received high quality professional development inputs from the Host Institution in line with the agreed Policy Fellowship 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
* Provided evidence of contributions made to each of the agreed objectives from these terms of reference, along with a short account of lessons learnt and recommendations for next steps
* Played a role in developing an effective and sustainable community of practice among Fleming Fellows – this should be supported by a joint action plan that defines the Policy Fellow’s ongoing tasks in AMR policy development, One Health collaboration, AMR advocacy and networking.

### Specific selection criteria for this AMR Policy Fellowship

In addition to those in Section A, candidates for AMR Policy Fellowship (MAAIF) must meet the following criteria:

* Have experience of engaging stakeholders in the following sectors / institutions: MAAIF, National Animal Disease Diagnostics and Epidemiology Centre (NADDEC) Laboratories among others.
* Be familiar with the National Action Plan on AMR and challenges to implementation

### Additional information and submitting applications

**Sources of additional information:**

Loice Epetiru,

Regional Fellowship Scheme Officer

[loice.epetiru@mottmac.com](mailto:loice.epetiru@mottmac.com)

**Instructions for submitting applications:** Deadline for submission of application is 10 July 2020

1. Please refer to Section B for more specific selection criteria for this Policy Fellowship opportunity. [↑](#footnote-ref-2)