Policy Fellowships in Bhutan

Terms of Reference

The Fleming Fellowship Scheme addresses the priority areas of antimicrobial resistance (AMR) and antimicrobial use (AMU) surveillance, and includes evidence-based policy making. The Fleming Fund Management Agent proposes to fund two Policy Fellowships for Bhutan.

Each Fleming Policy Fellow will be assigned to a Host Institution. These institutions have been selected by the Fleming Fund Management Agent for their ability to provide tailored professional development support to Policy Fellows. The professional development support offered will aim to deliver on the objectives and focus areas described in these terms of reference. Please note, 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 Bhutan 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 Bhutan
* 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 Bhutan
* 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

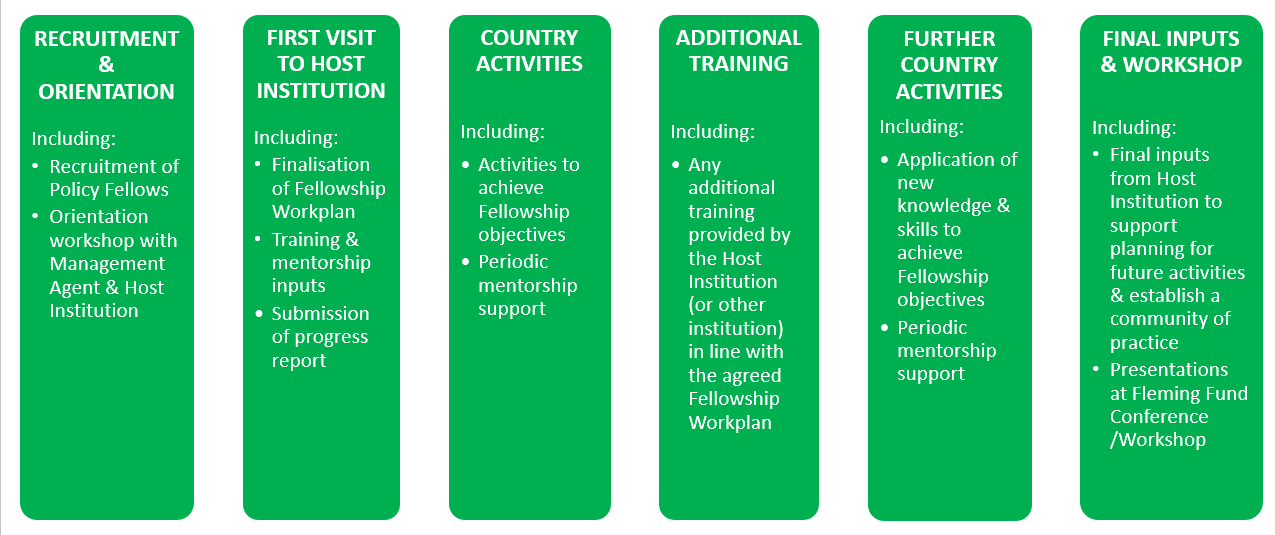
Following recruitment and orientation activities, selected Fellows will generally visit their assigned Host Institution (HI) to finalise the Fellowship Workplan and participate in initial training and mentorship activities. Each Fellow will receive mentorship support to conduct activities in line with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

### A8. Administration of the Fellowship award

The Management Agent will grant the Policy Fellowships for Bhutan 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 Bhutan, 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 | Mid-June 2020 |
| Selection of Host Institution(s) and Agreements signed | End June 2020 |
| Nomination and selection process completed with all required documentation in place | Mid-July 2020 |
| Within 1 month of selection: Online orientation session hosted by the Management Agent for new Fellows and Host Institutions | Mid-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 | Mid-September 2020 |
| Fellowship begins | End September 2020 |
| 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 | End October 2020 |
| Fellowship ends | End March /June 2021 |

# Specific ToR for Individual Fellowships in Bhutan (1)

## AMR Advocacy and Health Economics Fellowship – Human Health (BT31)

### Beneficiary Institution

*Ministry of Health*

### Specific objectives of this Fellowship

In seeking to deliver the general objectives for Policy Fellowships in Section A1 above, this Policy Fellowship will focus on the following specific objectives for Bhutan.

This Policy Fellowship will aim to:

1. Work with the AMRCC to support efforts to contextualise and situate AMR within national priorities (especially regarding AMR budgeting) and advocate for action as needed.
2. Raise awareness within the national leadership on AMR themes – especially on the economic implications of AMR, policy options, and the need to allocate adequate resources for implementation of the AMR National Action Plan.
3. Inform evidence-based policy making, budgeting and resource allocations for AMR-related activities in Bhutan.
4. Collaborate with other Fleming Fellows to advance a One Health approach across Bhutan based on inclusive, multisectoral working.

### 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:

* 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 National Action Plan (NAP), including undertaking budgeting and financial planning for NAP
* One Health approaches including AMR/AMU governance and leadership, multi-sectoral stakeholder engagement and collaborative working
* Facilitating cross-sectoral collaboration at the policy level, working to identify and address organisational barriers
* Leadership skills for effective national AMR responses, including evidence-based advocacy and policy influencing
* Technical and analytical skills – skills on the tools for policy assessment, including skills for undertaking both micro-level financial analysis and macro-level AMR economic analysis. There should be a particular focus on:
* Economic appraisal of policy options, including cost/benefit analyses
* Skills and knowledge to cost the National action plan on AMR
* Evidence-based good practice on budget allocations for addressing AMR
* Guidance to the Royal Government of Bhutan (RGOB) and the AMRCC on costs relating to AMR and AMU
* Identifying opportunities to support prudent AMR/AMU surveillance across sectors and promote demand for data in policy making
* Identifying and addressing barriers to progress, being aware of future trends and contextualising and situating AMR within national priorities
* Skills in building effective AMR-focused communities of practice – especially by facilitating the participation of Fleming Fellows (including the BT32 Policy Fellow) in evidence-based advocacy efforts, national AMR governance mechanisms and collaborative One Health working

### 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 focus areas for professional development listed above and 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 the objectives of this Policy Fellowship, 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 the general eligibility and selection criteria listed in Sections A2 and A3 above, candidates for the AMR Policy Advocacy and Health Economics Fellowship must meet the following specific criteria:

* Full time employee of the beneficiary institute, and working at the mid to senior level management/technical role within the BI
* Have experience of managing/lead national programmes
* Have professional experience in budget and financial planning of health programmes
* Have experience of engaging stakeholders in the following sectors / institutions: Inter-ministerial Committee on One Health (IMCOH), Gross National Happiness Commission (GNHC), Royal Monetary Authority, and Policy & Planning Division within MOH
* Be familiar with the Royal Government of Bhutan’s National Action Plan on AMR and challenges to implementation
* Be working in a position that enables the candidate to develop and advise on AMR/AMU policy and actions in Bhutan
* Have submitted a full application form including the section acknowledging support by the relevant Beneficiary Institution, with all required documentation attached, including two reference letters and forms

### Additional information and submitting applications

**Sources of additional information:** contact South Asia Fellowship Scheme Officer, Garima Singh at [Garima.Singh@mottmac.com](mailto:Garima.Singh@mottmac.com)

**Instructions for submitting applications:** Complete the application form and send to Garima Singh ([Garima.Singh@mottmac.com](mailto:Garima.Singh@mottmac.com)) along with the documents requested on the application checklist by [DATE]

# B: Specific ToR for Individual Fellowships in Bhutan (2)

## AMR Advocacy and Health Economics Fellowship – Animal Health (BT32)

### Beneficiary Institution

*Ministry of Agriculture and Forestry*

### Specific objectives of this Fellowship

In seeking to deliver the general objectives for Policy Fellowships in Section A1 above, this Policy Fellowship will focus on the following specific objectives for Bhutan.

This Policy Fellowship will aim to:

1. Work with the AMRCC to support efforts to situate AMR and animal health (AH) themes within national priorities (especially regarding AMR budgeting) and advocate for an action as needed.
2. Promote strong leadership within Ministry of Agriculture (MOA), Department of Animal Husbandry (DAH) and other AH institutions, and raise awareness on AMR themes – especially the causes and implications of AMR, and options for control.
3. Advocate for more resource allocations tor AMR within the AH sector based on robust economic analysis and assessment of the evidence-base.
4. Collaborate with other Fleming Fellows to advance a One Health approach across Bhutan based on inclusive, multisectoral working.

### 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:

* 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 National Action Plans
* One Health approaches including AMR/AMU governance and leadership, multi-sectoral stakeholder engagement and collaborative working
* Facilitating cross-sectoral collaboration at the policy level, working to identify and address organisational barriers and support development of a sustainable AMR plan for the AH sector
* Collaborating with the BT31 Policy Fellow to support robust AMR budgeting and NAP reviews to adequately incorporate the AH sector
* Leadership skills for effective national AMR responses, including evidence-based advocacy and policy influencing
* Technical and analytical skills – skills on the tools for policy assessment, including skills for undertaking both micro-level financial analysis and macro-level AMR economic analysis.
* Promoting a vision for development and delivery of sustainable AMR-related activities within the AH health sector– especially by working collaboratively with AMRCC & MOH to identify and address barriers to progress and respond to emerging trends
* Identifying opportunities to support prudent AMR/AMU surveillance across sectors and promote demand for data in policy making
* Identifying and addressing barriers to progress, being aware of future trends and contextualising and situating AMR within national priorities
* Skills in building effective AMR-focused communities of practice – especially by facilitating the participation of Fleming Fellows in evidence-based advocacy efforts, national AMR governance mechanisms and collaborative One Health working (with emphasis on closer collaboration between the human and animal health sectors)
* Supporting data and evidence reviews incorporating evidence-based learning from the AH Professional Fellows, cross-sectoral collaboration with MOH (and with other stakeholder such as Gross National Happiness Commission) and inclusive stakeholder engagement (such as FAO, and other stakeholders).

### 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 focus areas for professional development listed above and 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 the objectives of this Policy Fellowship, 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 the general eligibility and selection criteria listed in Sections A2 and A3 above, candidates for the AMR Policy Advocacy and Health Economics Fellowship must meet the following specific criteria:

* Full time employee of the beneficiary institute, and working at the mid to senior level management/technical role within the BI
* Have experience of managing/lead national programmes
* Have professional experience in budget and financial planning of health programmes
* Have experience of engaging stakeholders in the following sectors / institutions: Inter-ministerial Committee on One Health (IMCOH), Gross National Happiness Commission (GNHC), Royal Monetary Authority, and MOH. Be familiar with the Royal Government of Bhutan’s National Action Plan on AMR and challenges to implementation
* Be working in a position that enables the candidate to develop and advise on AMR/AMU policy and actions in Bhutan
* Have submitted a full application form including the section acknowledging support by the relevant Beneficiary Institution, with all required documentation attached, including two reference letters and forms

### Additional information and submitting applications

**Sources of additional information:** contact South Asia Fellowship Scheme Officer, Garima Singh at [Garima.Singh@mottmac.com](mailto:Garima.Singh@mottmac.com)

**Instructions for submitting applications:** Complete the application form, along with documents requested on the application checklist, and send to Garima Singh ([Garima.Singh@mottmac.com](mailto:Garima.Singh@mottmac.com)) by [DATE]

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