



# Proposed Terms of Reference for Policy Fellowships in Timor-Leste

The Fleming Fund Management Agent proposes to fund two Policy Fellowships for Timor-Leste based on the assessments conducted in June-August 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 Timor-Leste comprise two parts:

- A. General ToR including eligibility criteria and information that apply to all Policy Fellowships
- B. Specific ToR for individual Policy Fellowships.

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# A. General ToR for All Policy Fellowships

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

### A1. General objectives of Policy Fellowships

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All Fellowships will provide support and mentorship for Policy 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

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

- Be a citizen or resident of Timor-Leste
- 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 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

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In addition to the eligibility criteria above, we will be assessing applicants against a number of selection criteria. In addition to the specific selection criteria listed in the ToR for individual Fellowships, we will be considering the following general selection criteria for Policy Fellowships.

In general, Policy Fellows should be respected leaders who have an ability to inspire others using a charismatic and inclusive approach. They should also have:

- 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

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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

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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 central 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

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Policy Fellowships will be part-time (approx. 0.2 – 0.4 FTE) and will be completed over a period of 6-12 months. Policy Fellows will continue their normal duties when not participating in Fellowship activities and are, therefore, expected to remain in the employment of their Beneficiary Institution for the duration of the Fellowship.

#### A7. Typical sequencing of Fellowship activities

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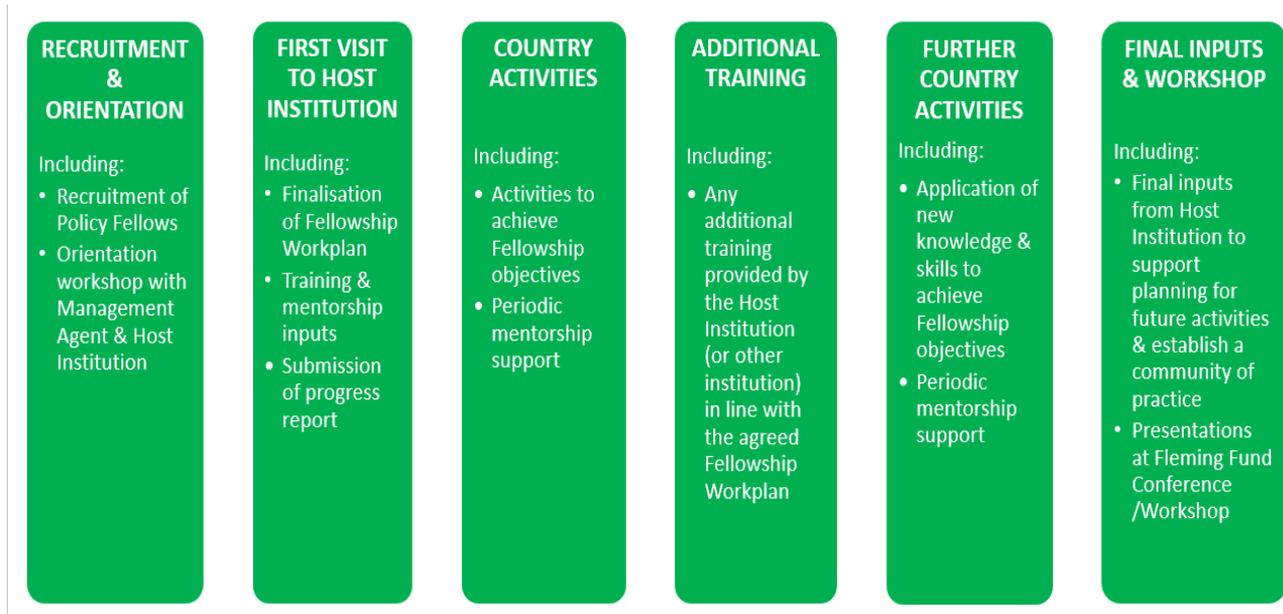
Following recruitment and orientation activities, selected Fellows will generally visit their assigned Host Institution (HI) to finalise the Fellowship Workplan and participate in initial training and mentorship activities. Each Fellow will receive mentorship support to conduct activities in line with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

## A8. Administration of the Fellowship award

The Management Agent will grant the Policy Fellowships for Timor-Leste 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

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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 Timor-Leste, 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	September 2020
Selection of Host Institution(s) and Agreements signed	October 2020
Nomination and selection process completed with all required documentation in place	October 2020
<u>Within 1 month of selection:</u> Online orientation session hosted by the Management Agent for new Fellows and Host Institutions	November 2020
<u>Within 2 months of selection:</u> 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	December 2020
Fellowship begins	December 2020
<u>Within 3 months of selection:</u> 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	December 2020
Fellowship ends	November 2021

## B. Specific ToR for Individual Fellowships

### AMR Advocacy – Human Health (NDPM) TL31

#### Beneficiary Institution

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*National Directorate for Pharmacy and Medicine (NDPM)  
Ministry of Health (MoH)*

#### Specific objectives of this Fellowship

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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 Timor-Leste will aim to address the following specific objectives:

- To improve AMR data use for evidence-based policy making and aligned strategic planning in the human and animal 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.
- To initiate the drafting of the National AMR/AMU policy document for Timor-Leste using a One Health approach in collaboration with the AMR Policy Fellow – Animal Health.
- To drive and support the implementation of the National Action Plan within and across sectors using a One Health approach in collaboration with the AMR Policy Fellow – Animal Health.

#### Focus areas for professional development

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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:

5. AMR epidemiology and evidence in the human health, animal health and environment sectors.
6. AMR policy and programme review – including the Global Action Plan, the Global Antimicrobial Resistance Surveillance System (GLASS) and strengthening implementation of National Action Plans.
7. 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:

- Catalysing AMR-sensitive policy development and delivery:
  - Identifying opportunities to advocate, establish and support prudent AMU surveillance system across sectors and promote demands for data in policy making.
  - Facilitating cross-sectoral collaboration at the 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.
  - Identifying strategies and addressing barriers to progress, being aware of future trends and contextualising and situating AMR within national priorities.
  - Engaging relevant stakeholders and partners to develop and implement a policy for AMR detection and emergency in Timor-Leste.

- One Health collaboration and networking:
  - One Health collaboration between human health, animal health and environment sectors - 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 all relevant stakeholders and others beyond the Fellow's institution - linking with the national AMR Coordination Committee to provide strong leadership in delivery of the AMR National Action Plans.

## Fellowship success

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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 Fellowship Workplan.
- Successfully completed training assignments and assessments as required.
- Actively contributed to One Health workshops, conferences, meetings or other related activities focusing on national, regional and global AMR responses. Provided evidence of contributions made to each of the agreed objectives from these terms of reference
- 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/AMU policy development, One Health Collaboration, AMR advocacy and networking.

## Specific selection criteria for the AMR Advocacy Fellowship (NDPM)

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In addition to those in Section A, candidates for the AMR Advocacy Fellowship in NDPM must meet the following criteria:

- Have experience of engaging stakeholders in the following sectors / institutions: National Directorate for Pharmacy and Medicine (NDPM) from the Ministry of Health (MoH).
- Be familiar with the Timor-Leste's National Action Plan on AMR and challenges to implementation.
- Be endorsed by and accountable to the National Directorate for Pharmacy and Medicine (NDPM), Ministry of Health (MoH) through full-time employment.
- Be working in a senior leading management position that initiates the process of AMR policy development and decision making; and enables access to information on AMR/AMU surveillance activities in the data analysis.
- Show evidence of experience and leadership potentials in the field of data management, data analysis and interpretation applied to AMR.

## Additional information and submitting applications

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Sources of additional information:

Cheewarat Kaewsangkwan, Regional Fellowship Scheme Officer at [Cheewarat.K@mottmac.com](mailto:Cheewarat.K@mottmac.com)

Instructions for submitting applications:

Please read the guidance note and submit the complete application along with required documents to: [Cheewarat.K@mottmac.com](mailto:Cheewarat.K@mottmac.com) and [flemingfundSEA@mottmac.com](mailto:flemingfundSEA@mottmac.com) by 18<sup>th</sup> October 2020

## B: Specific ToR for Individual Fellowships

### AMR Advocacy – Animal Health (NDV) TL32

#### Beneficiary Institution

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*National Directorate for Veterinary (NDV), Ministry of Agriculture and Fisheries (MAF)*

#### Specific objectives of this Fellowship

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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 Timor-Leste 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.
- To initiate the drafting of the National AMR Policy documentations for Timor-Leste using a One-Health approach in collaboration with the AMR Policy Fellow – Human Health.
- To drive and support the implementation of the National Action Plan for Timor-Leste within and across sectors using a One-Health approach in collaboration with the AMR Policy Fellow – Human Health.

#### Focus areas for professional development

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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:

5. AMR epidemiology and evidence in the animal and human health sectors.
6. 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 animal health/livestock and fisheries sectors in implementing the National AMR Action Plan.
7. One Health approaches including AMR/AMU governance and leadership, with emphasis on greater involvement and responsibilities for the Ministry of Agriculture and Fisheries (MAF) and other actors from livestock and animal sector.

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

- Catalysing AMR-sensitive policy development and delivery:
  - Identifying opportunities to advocate/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 biosecurity and food safety surveillance).
  - Identifying, gathering and disseminating AMR/AMU data and facilitating its utilisation for decision-making - both within the animal health/livestock 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 MAF level, and through support for effective communities of practice among Fleming Fellows.

## Fellowship success

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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 Fellowship Workplan
- Successfully completed training assignments and assessments as required
- Actively contributed to One Health workshops, conferences, meetings or other related activities focusing on national, regional and global AMR responses
- Participated in networks to advance AMR policy development / implementation and/or One Health collaboration
- Produced the first draft of the National AMR/AMU Policy documentation in collaboration with the Human Health Policy Fellow; provided evidence of contributions made to each of the agreed objectives from these terms of reference.
- 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 Advocacy Fellowship (NDV)

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In addition to those in Section A, candidates for AMR Advocacy Fellowship in NDV must meet the following criteria:

- Have experience of engaging stakeholders in the following sectors / institutions: National Directorate for Veterinary (NDV), Ministry of Agriculture and Fisheries (MAF) among others.
- Be familiar with the National Action Plan on AMR and challenges to implementation
- Be endorsed by and accountable to the National Directorate for Veterinary (NDV), Ministry of Agriculture and Fisheries (MAF) through full-time employment.
- Be working in a senior leading management position that initiates the process of AMR policy development and decision making; and enables access to information on AMR surveillance activities in the data analysis.
- Show evidence of experience and leadership potentials in the field of data management, data analysis and interpretation applied to AMR.

## Additional information and submitting applications

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