

Proposed Terms of Reference for

Policy Fellowships in **Kenya**

The Fleming Fund Management Agent proposes to fund two Policy Fellowships for Kenya based on the assessments conducted in February 2021. 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 Kenya 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

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

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

* Be a citizen or resident of Kenya
* 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 the use of computers, standard Office software packages and have reliable access to the internet.

### A3. General selection criteria

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

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 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

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, are expected to remain in the employment of their Beneficiary Institution for the duration of the Fellowship.

**A7. Typical sequencing of Fellowship activities**

Following recruitment and orientation activities, selected Fellows will work with their assigned mentor to develop a costed Fellowship Workplan. This Workplan will be in line with objectives of the Fellowship terms of reference and the specific professional development needs of the Fellow. The Workplan will be reviewed and agreed by the Beneficiary Institution.

The Workplan (and budget) will then be submitted to the Fleming Fund Management Agent for approval. Once approved, Fellowship activities can commence.

Fellowship activities will generally include a visit to the Host Institution so that the Fellow can participate in face-to-face training and mentorship sessions. Visits to Host Institutions are likely to be three-six weeks in duration. If events, such as COVID-19 travel restrictions, prevent visits to the Host Institution then alternative arrangements will be agreed in consultation with the Management Agent.

In addition to the visit to the Host Institution, each Policy Fellow will be provided with opportunities to participate in online training modules and networking opportunities. They will also be given access to numerous resources and tools relevant to their Fellowship. Throughout their Fellowship, Policy Fellows will benefit from regular virtual coaching and mentorship support from their assigned mentor.

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.

**A8. Administration of the Fellowship award**

The Management Agent will grant the Policy Fellowships for Kenya 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 Kenya, we expect key milestones for implementation of Policy Fellowships to be as follows:

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| --- | --- |
| **Key milestones** | **Deadline** |
| Country reviews and specific ToR finalised / approved by Management Agent | February 2021 |
| Selection of Host Institution(s) and Agreements signed | February 2021 |
| Nomination and selection process completed with all required documentation in place | March 2021 |
| Within 1 month of selection: Online orientation session hosted by the Management Agent for new Fellows and Host Institutions | April 2021 |
| Within 1 month of orientation: 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 review and approval | May 2021 |
| Fellowship begins | May 2021 |
| Fellowship ends | January 2022 |

# Specific ToR for Individual Fellowships

## Policy Fellow-Human Health (MoH) KE31

### Beneficiary Institution

*Ministry of Health*

### 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 Kenya will aim to address the following specific objectives *in addition* to those listed in Section 1A above:

1. To improve AMR data use for evidence-based policy making and aligned strategic planning in all sectors under One Health framework
2. To advance leadership skills in AMR/AMU governance, collaborative working and evidence-based One Health advocacy.
3. 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 National Action Plans

#### 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 support robust AMR/ 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
* Facilitating cross-sectoral collaboration at policy level, working to identify and address organisational barriers
* Awareness raising at political and sectoral leadership level to provide for the government direct support in incremental terms to the AMR workstream within the context of health sector 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 of sustaining existing capacity and advocating for continuation of sustainable surveillance of AMR monitoring in Kenya
* One Health collaboration and networking:
* One Health collaboration between human and animal 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 others beyond the Fellow’s institution - linking with the National Antimicrobial Stewardship Interagency Committee (NASIC) to provide strong leadership in delivery of the National Action Plans.
* Building up a framework for donors that support AMR surveillance to meet and engage on topical issues of mutual interest to enhance value for money and coordination.

### 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
* 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 (MoH)

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

* Have experience of engaging stakeholders in the following sectors / institutions: Ministry of Health, National Public Health Laboratory (NPHL), Health Professional councils among others
* Be familiar with the National Action Plan on AMR and challenges to implementation

### Additional information and submitting applications

**Sources of additional information:**

Elinam Segbefia

Regional Fellowship Scheme Officer

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**Instructions for submitting applications:** Deadline for submission of application is 1st March 2021

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

## Policy Fellow-Animal Health (MOALF) KE32

### Beneficiary Institution

*Ministry of Agriculture, Livestock, and Fisheries (MOALF)*

### 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 Kenya will aim to address the following specific objectives *in addition* to those listed in Section 1A above:

1. To improve AMR data use for evidence-based policy making and aligned strategic planning in the animal and human health sectors.
2. To advance leadership skills in AMR/AMU governance, collaborative working and evidence-based One Health advocacy.
3. 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, 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 support robust AMU/C surveillance across sectors and contribute to enhancement of data use in policy discourse
* 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 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 and addressing barriers to progress, being aware of future trends and contextualising and situating AMR within national priorities
* One Health collaboration and networking:
* One Health collaboration between human and animal 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 others beyond the Fellow’s institution - linking with the National Antimicrobial Stewardship Interagency Committee (NASIC) to provide strong leadership in delivery of the National Action Plans.
* Building up a framework for donors that support AMR surveillance to meet and engage on topical issues of mutual interest to enhance value for money and coordination.

### 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
* 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 (MOALF)

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

* Have experience of engaging stakeholders in the following sectors / institutions: MOALF, Central Veterinary Laboratory (CVL) among others.
* Be familiar with the National Action Plan on AMR and challenges to implementation

### Additional information and submitting applications

**Sources of additional information:**

Elinam Segbefia

Regional Fellowship Scheme Officer

E[linam.Segbefia@mottmac.com](mailto:linam.Segbefia@mottmac.com)

**Instructions for submitting applications:** Deadline for submission of application is 1st March 2021