

Fleming Fellowship Scheme

Description

The Fleming Fund

The UK Government's Department of Health and Social Care has established the Fleming Fund to respond to the global threat of antimicrobial resistance (AMR). The aim of the Fleming Fund is to address critical gaps in surveillance of antibiotic-resistant bacteria in low- and middle-income countries (LMICs) in Asia and Sub-Saharan Africa, which are set to bear the highest burden of antibiotic-resistant infections.

Political action has resulted in a roadmap for global response—the Global Action Plan on Antimicrobial Resistance (AMR)¹, published by the World Health Organisation (WHO). This is the blueprint for a multi-stakeholder global response to averting the burden of AMR, produced in collaboration with the United Nations Food and Agriculture Organisation (FAO) and the World Organisation for Animal Health (OIE), together with the WHO comprising the Tripartite Alliance.

Aligned with this Global Action Plan, various agencies including the Fleming Fund have supported the development of National Action Plans and the building of the evidence base and guidance for AMR surveillance, in participating countries. The Tripartite Alliance has also supported this work.

Mott MacDonald has been appointed as the Fleming Fund Management Agent and is responsible for the management of the Fleming Fund Grants Programme. The Fleming Fund Grants Programme provides financial support to strengthen capacity gaps identified in the National Action Plans of the participating countries. Support is provided via three funding channels, over a five-year period from 2017 to 2021:

- Country Grants – to support the implementation of national action plans for AMR
- Fleming Fellowship Scheme – to provide continuing professional development and leadership training opportunities for relevant fellows
- Regional Grants – supporting regional approaches to data sharing, use and response to AMR

This document provides a more detailed explanation of the Fleming Fellowship Scheme component.

The Fleming Fellowship Scheme

Aims and Objectives

The aim of the Fleming Fellowship Scheme is to advance the goals of the Fleming Fund by supporting the professional development of key practitioners and change-makers in selected countries.

The objectives are:

- to enhance investments made through Country and Regional Grants for improved AMR and Antimicrobial use (AMU) surveillance,
- Encouraging peer-to-peer learning and joint problem-solving through participation in One Health communities of practice
- Contribute to the global dialogue on combatting resistance.

The Fleming Fellowship Scheme focusses on professional development, capacity development and the promotion of a One Health approach.

¹ <http://www.who.int/antimicrobial-resistance/global-action-plan/en/>

Scope of the Fleming Fellowship Scheme

Initially the Fleming Fellowship Scheme will focus on 'Professional Fellows' from both the human health and animal health sectors who play an important role in implementing AMR and AMU surveillance in each eligible country. Professional Fellows will be drawn from laboratory technologists, medical and veterinary epidemiologists, clinical microbiologists or pharmacists.

The Fellowship scheme will provide mentoring and support to improve skills and leadership capacity in the following areas:

- Quality of AMR diagnostic data.
- AMR and AMU data collection, management and analysis.
- Use of surveillance results to guide decisions and actions relating to AMR and to respond to inappropriate AMU.

Professional Fellows

Professional Fellows will be drawn from designated 'Beneficiary Institutions' in their country. Beneficiary Institutions are institutions that play an important role in implementing or supporting AMR or AMU surveillance within national surveillance systems. The purpose of the Fellowships is to strengthen the Beneficiary Institutions' capacity to address AMR and AMU at the same time as providing professional development for the Fellows.

Fleming Fellowships will:

- Focus on advanced skills and leadership: to promote the application of best practice in workplace settings.
- Focus on capacity development: of key individuals in the context of strengthening capacity of the Beneficiary Institutions supported by the Fleming Fund.
- Utilise a One Health approach: Fellowships will incorporate learning activities that cross the human, animal, and environmental sectors.

The Fellowships will be implemented by selected Host institutions (see below) and paid for by the Fleming Fund. The Host Institutions will nominate mentors, who will be experts in the relevant fields. The mentors will work with the selected Fellows to plan and deliver personalised professional development workplans that could include:

- Mentorship: the mentor will be the Fellow's main point of contact within the Fellowship Scheme, providing a combination of remote and in-person support, including at the Beneficiary Institution.
- Secondments: Fellows may spend some time seconded into another workplace. Host Institutions will facilitate such secondments so that Fellows learn how other organisations work, and gain applied knowledge and skills that can be taken back to the Beneficiary Institution.
- Collaborative projects with colleagues and/or other Fellows: Host Institutions will work with Fellows, their Beneficiary Institutions and sometimes other Host Institutions to identify relevant projects for applied learning. Collaborative projects will include a One Health component and/or inter-disciplinary work within or between countries. Host Institutions will support the Fellows and collaborative project participants to design and implement these projects as an integral part of their applied learning programme.
- Specialised training: Fellows may also benefit from specialised training in laboratory systems, surveillance or data analysis methods, including One Health principles and approaches.

Fellowship packages delivered by Host Institutions will also provide institutional support and advice to the Beneficiary Institutions. Activities could include:

- Capacity building for senior managers: this could include participation in communities of practice, trainings or symposia, where this is feasible and cost-effective.
- Participation in consultation meetings or workshops with mentors and visiting experts: when practical, Host Institutions will assist other professionals from the Fellow's workplace to benefit from the guidance of mentors and technical experts during country visits, for example, by running seminars or providing practical support in the workplace setting.
- Contributions to journals, publications and symposia: where linkages with Host Institutions create opportunities for collaborative projects, efforts will be made to involve local professionals in uptake and dissemination of results, as well as the development of presentations and publications.

A priority for the Fleming Fellowship Scheme is the effective collaboration and building of networks and communities of practice amongst Fellows, Beneficiary Institutions and Host Institutions, across sectors, disciplines and countries. The Fleming Fund Management Agent will lead on facilitating this process with the support of the Host Institutions. This could include:

- Capacity building for colleagues of Fellows by supporting others at the Beneficiary Institution to become mentors or trainers, or to implement lessons learnt by the Fellow on quality procedures, systems or processes.
- Thematic meetings, workshops and symposia: these may take place locally or regionally and will primarily support knowledge and skills exchange, sharing of lessons, and presentation of relevant data. This will include supporting opportunities for Fellows to share their work with policy makers and other stakeholders nationally, regionally and globally.
- Virtual networking and information exchange: This will mainly involve facilitated participation in communities of practice hosted using an online Fellowship portal. Virtual networking will also support information exchange through resource sharing, social networking, blogs, webinars and access to key publications, including clinical and operational research and data maps.

Identification of Beneficiary Institutions and Fellowships

The Fleming Fund Management Agent will identify proposed Beneficiary Institutions and Fellowships through assessments of the priority needs and gaps in AMR and AMU surveillance conducted during the positioning activities in each country. Priority will be given to Beneficiary Institutions and Fellowships that will enhance the activities supported through the Fleming Fund Country Grant.

The Management Agent will propose:

- The types of Fellowships to be supported by the Fleming Fellowship Scheme;
- A Beneficiary Institution for each Fellowship;
- The objectives and major activities associated with each Fellowship.

Agreement to the Fellowships will be made in consultation with the AMRCC, and final approval will be provided by the UK Department of Health and Social Care.

The Beneficiary Institutions will be organisations identified through consultation with national stakeholders during positioning activity visits which will:

- Receive support through the Country Grants Programme and/or;

- Add strategic value and complementarity to achieve the Fleming Fund aims in that country, and;
- Are likely to derive sustainable benefit from the Fellowship activities.

Selection of Host Institutions

Host Institutions have been selected by the Fleming Fund Management Agent for their ability to deliver professional development across a broad range of disciplines of relevance to the Fleming Fellowship Scheme. Preference has been given to Host Institutions that facilitate a One Health approach to AMR and AMU surveillance. Each Fellowship will be matched with a Host Institution according to the professional development needs defined and agreed at the country level.

Selection of Fellows

A call will be made for applications from within the Beneficiary Institutions identified in each country. Application forms must be countersigned by an authorised representative of a Beneficiary Institution, agreeing to the candidate's application and to support the Fellowship programme.

Selection of Fellows from the applicants will be made by the Fleming Fund Management Agent in consultation with the selected Host Institutions and the AMRCC; final approval will be provided by the UK Department of Health and Social Care.

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

- Be a citizen or resident of the country.
- Hold a degree(s) in a related subject or have at least five years' relevant professional experience.
- Show evidence of leadership or leadership potential in the area addressed by the Fellowship.
- Be endorsed by and accountable to a Beneficiary Institution which has authority and responsibility for the Fellow, and will benefit from the proposed Fellowship activities.

To satisfy these requirements, candidate Fellows will usually (but not always) be employees of a Beneficiary Institution.

Fellowship Implementation

- Fellowships are for approximately 18 months. Fellows will be based in their own countries for the majority of their programme, although placements of one to three months at the Host Institutions or other institutions in the region or internationally may be involved.
- Fellowship activities will generally be planned to fit alongside normal work responsibilities, but some travel will be required.
- The Fleming Fellowship Scheme is designed to result in improved capacity at the Beneficiary Institutions, and collaboration between Fellows and other institutions on collaborative projects and both national and regional activities is strongly encouraged.
- It is therefore important that applications are strongly supported by the designated Beneficiary Institution. The applicant and the Beneficiary Institution must clearly understand and acknowledge that some changes to the applicant's working pattern, responsibilities and duties may be required during the period of the Fellowship, if they are selected.
- For each Fellowship, the successful Fellow will work with the Host Institution to develop a personalised Fellowship Workplan that describes the activities that will be supported.

- The Fellowship Workplan will be based on the specific purpose, objectives and activities in the Fellowship TOR
- All Fellowship Workplans must be approved by the Fleming Fund Management Agent before the Fellowship grant agreement is signed. The Host Institution and the Fleming Fund Management Agent will be the parties to the grant agreement. This is the final step confirming appointment of Fleming Fellows.
- Fellows will be responsible for their own usual living costs and arrangements for the duration of the Fellowship, except when the Fellow is away from their usual place of work. It is expected that the Beneficiary Institution will continue to pay the Fellow's normal salary and work-related expenses. The Host Institution will pay all other expenses associated with implementation of the activities in the Fellowship Workplan except for the Fellow's usual living costs when they are at home, their salary and usual work-related compensation.
- Participation in a collaborative project is a requirement of all Fellowships. Host Institutions will mentor and supervise the Fellows and collaborators in the design, implementation and reporting of each project.
- The Host Institution and the Fleming Fund Management Agent will monitor progress in delivery of each Fellowship. If there are serious failings then a Fellowship may be terminated; In exceptional circumstances, Fellows may withdraw from the Fellowship Scheme if their circumstances demand it.
- Each Fellow will be required to submit standard reports specified in the Fellowship Workplan to the Host Institution and the Fleming Fund Management Agent.

Criteria for successful completion of the Fellowship

The successful completion of the Fellowship and the award of a Fellowship Certificate will be assessed on:

- Active participation in and satisfactory completion of all activities specified in the Fellowship Workplan.
- Evidence that all objectives listed in the Workplan have been achieved to an acceptable standard.
- Satisfactory participation in and completion of the design, implementation, analysis, reporting and dissemination of results to stakeholder for a collaborative project.
- Acceptance of all reports specified in the Fellowship Workplan, including a Final Report by the Fellow on their Fellowship achievements.