



AREF Tender Additional Information

The information below should be used in conjunction with the details provided in the AREF Call To Tender found on [AREF's website](#).

Impact Report Deliverables

Upon completion of the work, AREF requires the following deliverables to be submitted:

1. Eight short 2/3 page reports on the topics listed below. Kindly note that these will be published as follows:
 - o January: A report on AREF's alumni body
 - o February: A report on AREF's history
 - o March: A report on AREF's women alumni and the impact on women researchers
 - o April: A report on the Research Development Fellowships
 - o May: A report on AREF's partnership with Institutions & its institutional capacity building programmes
 - o June: A report on AREF's Donors
 - o July: A report on Grant Writing Programmes
 - o August: A report on Leadership Programmes
 - o September: launch of final designed report
2. The final report (a 40-50 page document)
3. Please note that the above timeline is for AREF's publishing purposes and the final report which will include all the above topics should be delivered to AREF by 31 May 2025.

Budget

A budget of £25,000 - £30,000 (negotiable) has been allocated for this project.

Methodological Preference

We would prefer that the realist evaluation methodology is employed as we feel it would be more appropriate for our setting; however, we would appreciate each consultant's



perspective on their preferred methodology, and this will be taken into account before the final decision on which methodology to be used will be taken.

Proposal Page Limit

Following a review of the tender requirements, applicants can submit up to a 4-page bid proposal. This excludes:

- A summary of relevant experience and technical knowledge to undertake this project.
- Total cost and breakdown of costs (for each task) including a statement on VAT.
- Brief CVs of key personnel proposed for this project, including relevant experience and qualifications.

However, the full application should be no longer than 10 pages.

AREF Programmes

AREF's [Theory of Change](#) can be found on our website and below additional information can be found on AREF's programmes.

Introduction

AREF's mission is to nurture, mentor, and support a community of researchers across Africa to become research experts and leaders, capable of tackling African and global health challenges. AREF Programmes are designed to support researchers in Africa to compete successfully for national and international funding, to produce research publication for top tier journals and to become research leaders. These programmes are interactive and designed so that researchers are utilising skills as they are developing them to produce drafts of work, which are honed throughout the course resulting in substantial work toward either a grant proposal or a publication by the end of the course.

In addition to providing scientific writing programmes, providing transformational leadership development programmes, addressing a range of critical leadership skills is central to this mission. AREF Leadership programmes are designed to specifically address key leadership



issues that impact emerging research leadership in Africa, building their skills so that they are able to excel in their research careers in Africa, for Africa.

There are virtual and face-to-face options available for each course, and hybrid options can also be explored.

AREF Grant Writing Programme

Duration: 4 days face to face, 8 half days virtually (with 4-week break between session 5 and session 6 to enable participants to write a draft proposal and receive feedback on it).

Target Audience: postdocs or early academics at the stage where they are writing their first major research grant or fellowship.

Successful grant writing is fundamental for success as an academic researcher. This course is designed to support researchers who are post-doctoral or clinician scientists at a stage in their career where they are preparing to win funding for their own research. This course will be eight virtual sessions lasting three hours each, delivered over two weeks. A four-week gap between the first week and the second week is necessary to enable participants to utilize skills and knowledge gained in the first week to prepare drafts of proposal writing and then to have this writing peer reviewed by AREF facilitators and fellow participants. The feedback from the peer review exercise will then be utilized in the second week as participants gain further skills and incorporate feedback, increasing quality of the drafts. By the end of this intensive training course participants should have completed a substantial portion of a grant proposal.

Publication Programme

Duration: 3 months virtually

Target Audience: Can be tailored for PhDs, postdocs or early academics.



This course is designed to support researchers in the early stages of their research career to publish successfully and impactfully, covering publication planning, writing, peer review and promotion. Participants will also learn about different styles of publication for different audiences, including interdisciplinary or intersectoral audiences. This course is delivered as 6 half day session virtual course, ideally with a four week break inbetween the first four sessions and the last two sessions, allowing researchers to write a draft of a paper and to receive feedback from course facilitators and participants.

Towards Leadership Programme

Duration: 1 year, consisting of 3 weeks of intensive workshops (see individual workshop descriptions below), linked with support and professional development activities.

Target Audience: postdocs or early academics who are beginning to establish their research groups.

AREF Towards Leadership Programme comprises a comprehensive suite of workshops specially designed for the research context. Together, Towards Leadership covers individual leadership qualities, team, institution and disciplinary leadership strategies and skills necessary for larger scale impact and innovation. Towards Leadership is typically delivered as three weeks of training over the course of a year. However, the offering is modular, therefore, individual courses can be delivered separately if desirable. There are virtual and face-to-face options available for each course, and hybrid options can also be explored. This is a flexible offering that can be tailored to the specific needs of your cohorts and can be delivered as a whole or in part depending on the scope of the project. This programme can be designed to suite various stages of the research journey, inclusive of doctoral students, postdoctoral researchers, and early-stage academics. These workshops can be delivered as hybrid virtual/face-to-face courses as well.



The Effective Research Leader

Duration: 3 days face to face, 5 half days virtually (with follow up active learning group work)

Target Audience: Can be tailored for PhDs, postdocs, or early academics, however, all participants within a cohort should be at a similar stage.

This course develops individual leadership style and skills, empowering and enabling researchers to be more effective in leading their research and proactive in developing themselves as research leaders. Key themes include: Self leadership, leadership styles, leadership in the research context, personal effectiveness, project and time management, reflective practice, research integrity, building your research profile, professional and career development visioning, and planning, identifying opportunities.

The Influential and Inspiring Research Leader

Duration: 3 days face to face, 5 half days virtually (with follow up mentoring sessions)

Target Audience: Can be tailored for PhDs, postdocs or early academics, however, all participants within a cohort should be at a similar stage.

This course develops researchers' leadership ability within the context of research teams, institutions, and their specific discipline. Key themes include: understanding team dynamics, leading within teams, team working/managing/roles, interpersonal communication and understanding, mentoring and coaching, giving and receiving feedback, difficult conversations, leading in meetings and committees, successful presentations, getting the most out of academic conferences, effective and equitable research collaborations.



The Engaging and Impactful Research Leader

Duration: 3 days face to face, with evening networking session, 6 half days virtually (ideally, with a week break between session 4 and 5 for participants to create an engagement presentation or activity to share and get feedback on during session 5).

Target Audience: Can be tailored for PhDs, postdocs or early academics, however, all participants within a cohort should be at a similar stage.

Increasingly being a research leader means engaging and influencing across traditional boundaries of discipline, nation and sector. This course is designed to support the development of skills and understanding necessary for researchers to successfully engage and collaborate with a wide range of people, as well as to lead innovation and change in areas related to their research. Key themes include: Presentation skills for different audiences, networking/network building, working with and within different cultures, interdisciplinary research, Theory of Change, Impact pathways, Impactful public engagement, working with and within other sectors, entrepreneurship, influencing policy.

Women in Research Leadership Programme

Duration: 3 months, virtual

Target Audience: Can be tailored for PhDs, postdocs or early academics, however, all participants within a cohort should be at a similar stage.

Women scientists in Africa face additional barriers to research independence and have unique needs in terms of research leadership development (Vitae, 2020, Pathway to Leadership in Africa). To support women researchers in Africa to thrive as they progress to research leadership, AREF has designed this virtual leadership programme, addressing key challenges and obstacles identified by African women researchers. This programme will consist of virtual workshop sessions, individualized professional development goals/assignments, online



resources/reading, inspirational seminar talks, supportive action learning groups and mentoring. The three months will have the following leadership themes.

- Month 1: Understanding Yourself as a Leader
- Month 2: Leading in Teams and Departments
- Month 3: Building Your National and International Reputation

Excell Institutional Development Leadership Programme

Duration: 3 years.

Target Audience: Research intensive institutions in Africa.

The Excell programme has dual areas of focus 1) developing key leadership skills of talented emerging research leaders so that they can thrive as health-transforming research leaders of tomorrow and 2) embedding capacity-building support for early-stage researchers into research institutions, to ensure sustainable support for future research leaders.

The Excell programme is unique in its approach to institutional capacity building, in that institutional projects are developed and embedded within the institution by research academics at the given institutions who are best placed to identify the specific capacity building needs of their research context. AREF then provides financial, developmental, and advisory support to ensure projects succeed. In parallel, AREF provides comprehensive leadership development for those researchers involved in the project development and implementation. In this way, partner institutions not only gain sustainable capacity building resource/infrastructure to meet the unique needs of their research context and culture, but also have a cohort of emerging research leaders to mentor and support continued development within the institution.



AREF Research Development Fellowships

Duration: 3-9 months, at a host institution in Africa or Europe

Target Audience: postdocs or early academics at the stage where they are transitioning to research independence.

AREF Research Development Fellowships support African early career scientists to spend 3 to 9 months in a European (including UK) or African centre of research excellence (outside their own country). This fellowship programme focuses not only on building research skills and capacity, but also on developing critical professional and leadership skills, so that by the end of the fellowship programme researchers return to their African institution with new technical knowledge and skill, along with the leadership ability to grow their research team and embed innovation into their institution and community. To do this, the programme integrates the following three elements:

- a Placement for each Fellow with research and training at an International Centre of Excellence
- Mentorship support for Fellows from a research leader in Africa, focused on the career development of the fellow.
- An opportunity to undertake the AREF grant writing programme, so that they can capitalise on the outputs and outcomes of the fellowship to bid for substantial funding to build their independent research group.

The location of the fellowship is specified by the applicant (proposed Fellow) jointly with two sponsors, one each at their host and home institutions. The sponsors' role is to enable and advise, helping the applicant to tailor the placement to the applicant's needs and the available opportunities. AREF provides comprehensive transition support pre-placement and post-placement to ensure maximum productivity and knowledge transfer to the home institution in Africa. There is the option for this programme to include a SEED fund for researchers to apply to at the end of their fellowship experience.