

Management Response and action plan – A Decade of Emerging Voices: Looking at Past, Present and Future

Editor of the management response	EV governance team and secretariat	Date	August 2021
Other stakeholders involved:	Heleen Annemans – Monitoring and Evaluation Officer ITM		
Approved by (name and date)	EV governance team		
Approved by management committee on (date)	N/A		
ACTION PLAN TO BE REVIEWED ON (indicate multiple dates if necessary)			
ACTION PLAN FINALISED ON			

Title of Report	A Decade of Emerging Voices: Looking at Past, Present and Future		
Date of Report	March 2020	Time Period of the Project	October 2020 – March 2021
Partner institutions involved	The evaluation was based on desk review of documents from past EV ventures, and on interviews and workshops with current and former EVs, and members of the governance team and the EV secretariat (IPH Bangalore at the moment of writing). In addition, members of Health Systems Global were heard to obtain information about the positioning of EV in the wider Health Systems community.		
Name of Evaluator(s)/Researcher(s)	<i>Name the company and individual evaluators. Also, update the database for consultants with additional information about their capacity.</i> Capacity Development International,UK- Ema Kelly, Vicki Doyle dala! Consulting Services, South Africa- Allan Moolman		
Summary	<p>The objective of the evaluation was to assess the functioning of the Emerging Voices initiative over the past decade from the perspective of alumni, staff and stakeholders. This was done to obtain strategic recommendations for the shape and structure of the initiative moving forward. Over the last ten years, Emerging Voices grew, and transitioned from a training programme, to also become a network of alumni. With these growing numbers, questions arose about the direction the initiative should take in the future. Therefore, the evaluation’s key focus was on learning to make decisions to shape the future of the programme. This came timely, as EV planned a transition between secretariats and members of the governance team in 2021. Hence, one of the key recommendations from the evaluation was the development of a clear strategic plan in order to give direction to the new team.</p> <p>The evaluation covered all ten years of the initiative (with some emphasis on the past five years) and focused on the impact on the main beneficiaries of the programme, firstly alumni and secondly the wider health systems research/practice community. As fundraising (for fellowships & Secretariat) has never been straightforward, specific attention was given to fundraising and how EV4GH can remain relevant and innovative, reach the right people, and create a sustainable network structure.</p>		

To structure the evaluation, it was decided to evaluate along the lines of the DAC criteria for evaluation: relevance, coherence, effectiveness, efficiency, impact and sustainability. In addition, questions were asked about diversity and inclusion. In a first step, the evaluation questions formulated in the TOR were mapped to a Theory Of Change developed in a participatory manner with EV students, alumni and other relevant stakeholders. These were then further mapped to match the DAC criteria for evaluation. Working within this methodological framework proved valuable to get a very well structured report with clear recommendations and support to a number of hypotheses formulated in the TOC. The development of the TOC has the added advantage that it can be used by the (partly renewed) governance team to help define its strategic priorities. This definition of priorities was already started during the evaluation process, when alumni were asked through an e-survey to indicate their preferences in terms of future priorities for EV. It is now up to the governance team to take this further, as will be addressed in the response to the recommendations below.

The overall evaluation process went smoothly. Communication with the consultancy team went very well and they punctually respected deadlines. A steering committee composed of members of the EV governance team, secretariat and ITM followed the evaluation closely, helping with the identification of respondents etc. It deserves a special mention that after the evaluation CDI offered to facilitate the discussion on the strategic plan on a voluntary basis. This is most appreciated by the steering committee and the wider EV governance board and secretariat.

Overall, it can be said that the members of the steering committee are very satisfied with the outcome of the evaluation. The findings confirm a number of implicit thoughts and ideas which already circulated within the network, but they also highlight the key importance of certain aspects which might not have been as high on the agenda before. The evaluation findings give a strong incentive to push for profound strategic planning and orientation and to prioritize this. From the discussion per recommendation further in this document, it becomes clear that the EV governance team is very willing to operationalise the recommendations of the report.

Completeness Assessment

(0.5 pages)

The final evaluation report submitted by the consultancy team was very complete. After verification of the first draft, it was identified a list of figures and tables was missing, but this was corrected in the final version of the report.

On all sections assessed, the consultancy team did an excellent job taking into account all that was asked.

The sections included: Having a clear report structure; Executive Summary ; Background of Emerging Voices initiative ; Background to the evaluation (scope, methodology etc.); Methodology, Ethics, Findings, Conclusions and Recommendations. All these sections have underlying subsections which can be found in more detail in the assessment in annex.

Quality Assessment

(0.5 pages)

The quality of the evaluation report is very high. This assessment was based on the opinion of only one reviewer (M&E officer), however, it was discussed with other members of the steering committee who equally expressed their satisfaction with the quality of the report even though they did not use the quality assessment tool attached.

Some minor points for improvement could have been:

- The inclusion of more sources outside of EV, to gauge the 'constructively disruptive' nature within the Health Systems community and triangulate findings from the interviews with alumni and other EV stakeholders. However, it is discussed in the limitations of the evaluation that due to external factors it was not easy to obtain responses from other actors.
- On the sampling strategy a bit more information could have been given about the reasoning behind the numbers per group of respondents.

Between the first and the final draft of the report, a number of minor recommendations were given to further improve the quality of the report. For instance, the evaluation team was asked to give a more detailed conclusion section, and to repeat key recommendations at the end of the report, as people often tend to skip to these sections for key information. This recommendation was taken on.

<p>Report Recommendation 1</p> <p>Commission the facilitated development of a ten-year strategic plan, detailed financial model and associated fundraising strategy</p> <p>1.1 Review the purpose statement, feedback from survey respondents, and the ToC as part of a strategic review process</p> <p>1.2 Agree strategic commitment to innovation and risk within the content of the training programme</p> <p>1.3 Review existing and new potential channels in relation to either internal or external communication needs</p> <p>1.4 Develop an improved detailed financial model – including the monetary value of the volunteering and hidden subsidies e.g. HSG membership fees</p> <p>1.5 Develop fundraising strategy aligned to the strategy (including a donor database and communications plan)</p> <p>1.6 Investigate the possibility of restructuring and increased funding in the next round of DGD funding to support expansion plans</p> <p>1.7 Decide on optimum numbers for a venture in order to be able to give a gold standard experience and provide a target for fundraising for scholarships</p> <p>1.8 Conduct a scoping exercise to better understand the constraints and opportunities to fundraising within HSG</p> <p>1.9 Recruit a fundraiser</p> <p>1.10 Explore the possibility of setting up and building a reserve fund</p> <p>1.11 Explore the possibility of crowdfunding to resource components of the programme</p> <p>1.12 Assess alumni's appetite to make voluntary contributions towards EV4GH</p>	<p>Management Response: Partially Accepted</p> <p>The EV governance team indeed sees the point of an externally facilitated strategic plan, in order to avoid going into “discussion loops”. Still, meanwhile, strategy related discussions and decisions will also continue within the governance team. So in essence, EV4GH will go for a two-pronged approach: on the one hand, make use of the generous offer of the external evaluation team (Capacity Development International + dalal Consulting Services) to set up a few workshops (scheduled for 5 and 7 October) related to the medium and long term strategy, on the other hand, discussions have already started in EV governance (virtual meetings) and will continue to do so, including at a F2F governance meeting in November 2021.</p> <p>Meanwhile, the new EV secretariat (APHRC, based in Nairobi) is in place and getting used to its role as new host of the EV Secretariat (via a 6-month consultancy agreement), It's clear that the constellation of the new Secretariat (and resources foreseen in FA V in which funding for the new Secretariat is integrated) will also have some implications in terms of the medium-long term strategy of EV, even if ownership of EV clearly remains with the EV governance team.</p>
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Action Plan							
#	Actions planned	Deadline	Responsible Office/Unit/Department	Responsible Person/Role	Implementation stage	Actions taken	Supporting documents
1	Strategic discussions within EV governance team – during virtual EV governance meeting (end of April-early May), continuing in coming months, including at F2F governance meeting in November (Dubai)	December 2021	EV governance team (together with new Secretariat)	EV chair (Sara) & co-chairs	Underway		

2	Set up a few (virtual) workshops facilitated by the external evaluation team (mid-September/end of September) to assist with this strategic exercise (re Toc, key strategic priorities EV, Fundraising, financial model, ...)	Early October 2021	EV governance team & external evaluation team	EV chair & Vicky Doyle + team	Underway		
3	Draft a DGD FA V related proposal, whereby EV4GH is integrated under 'policy support'.	15 July 2021	Kristof (with help from Nandini/Monika)	Kristof	Completed (but waiting for final decision in December)		
4	Purpose Statement reviewed by the EV board and modified to emphasise that EV4GH is first of all a network, with a flagship program (EV venture)		EV governance team		Completed		
5	Strategic discussions also included in discussions regarding Secretariat Transition (APHRC), among others re financial model)	End of June 2021	EV governance team & new Secretariat	EV chair & APHRC focal persons	Completed		

Report Recommendation 2	Management Response: Accepted
Strengthen Initiative Monitoring and Evaluation	
2.1 Review and adapt the monitoring framework provided (See Output 3) 2.2 Develop an implementation strategy for collecting, recording and reporting on M&E 2.3 Create a standard format for the post venture evaluation that is integrated with the M&E framework 2.4 Track feedback given to participants to ensure equal experience and accountability	The EV governance team understands the importance of improving M&E, both for ease of reporting to funders and other partners (including HSG & ITM), and for fundraising. A dedicated taskforce, driven by the new EV secretariat, will work on this.

Action Plan							
#	Actions planned	Deadline	Responsible Office/Unit/Department	Responsible Person/Role	Implementation stage	Actions taken	Supporting documents
1	A task force set up by the new Secretariat will focus on compiling	March 2022	New EV secretariat	New EV secretariat +	underway		

	good M&E indicators (using a mix of HSG annual report indicators, indicators suggested in the external EV evaluation and indicators suggested by ITM's Development cooperation team for FA V)		(with help from EV governance team, including ITM liaison)	dedicated M&E taskforce			
2	Specific attention will be paid to M&E of EV participants (venture), in order to harmonize and streamline their feedback across ventures, in order to allow better comparison (with try-out after the F2F stage in Dubai)	December 2021	New EV secretariat (+ taskforce)	EV secretariat + taskforce	Not yet started		

<p>Report Recommendation 3</p> <p>Develop a partnership strategy that differentiates the different types of partners and highlights their added value</p> <p>3.1 As part of the broader strategy development consider what partnerships would be required to advance the initiative's objectives.</p> <p>3.2 Expand and clarify the typology proposed and map and assess current and potential partnerships.</p> <p>3.3 Develop a clearer understanding of the evolving role from local host to supporting partner.</p> <p>3.4 Consider what post-venture processes could be developed to improve strategic engagement between EV4GH and venture partners</p> <p>3.5 Create strategic partnerships with key global health institutions where EV4GH can benefit from professional opportunities (scholarships, internships, funding)</p> <p>3.6 Develop strategic relationships with other platforms (blogs, academic journals) to facilitate access for EV4GH alumni</p> <p>3.7 Look for opportunities to expand strategic partnerships that give alumni opportunities to further develop their skills.</p> <p>3.8 Explore with alumni, HSG (and TWGs), and other strategic partners, what additional mentoring support and/or access to alternative platforms for amplifying young voices</p> <p>3.9 Ensure ITM staff and departments are aware of how to reach out to EV4GH for potential collaborations.</p> <p>3.10 Develop strategic partnerships to share information on internships, scholarships and employment routes for early career researchers</p>	<p>Management Response: Accepted</p> <p>The EV governance team agrees it needs a more elaborated partnership strategy, differentiating between various types of partners, with a view on seeking better relationships with partners, aiming also for added value ("win-win") on both sides.</p> <p>A mapping of partners will be undertaken, and links strengthened with HSG, first of all (now that EV4GH was again accepted as a TWG for the coming five years, and there's a new HSG secretariat (CISH) as well).</p> <p>After the mapping, strategic discussions will then focus on how to improve relationships with various stakeholders (certainly including partner institutes), and boost partnerships with actors and platforms.</p>
Action Plan	

#	Actions planned	Deadline	Responsible Office/Unit/ Department	Responsible Person/Role	Implementation stage	Actions taken	Supporting documents
1	Mapping exercise of existing and former Partner Institutes (and other stakeholders and partners) to strengthen ties and/or explore opportunities	March 2022	Current EV secretariat + EV governance team	Aish & Sara	Completed (with exception of possibly new partners in Bogota/Medellin)		
2	Strategic discussions before, during and after mapping exercises planned within Governance board and with Secretariat with a view on boosting partnerships and more platforms, aiming for 'win-win' as much as possible	Mid-2022	EV governance team (+ Secretariat & liaisons with partners)	Sara (EV chair)	Ongoing		
3	Appointed one Governance member to lead engagements with and strengthen links with HSG	June 2021	EV governance team	Charles Ssemugabo (with assistance of Tatiana Paduraru for budget related issues)	completed		
4	Outreach on EV to whole of ITM (via debriefing session on EV external evaluation)	May 2021	ITM development cooperation team & ITM liaison EV	Heleen & Kristof	completed		

Report Recommendation 4	Management Response: Partially Accepted
<p>Restructure the board, secretariat and taskforces to create more delineation between operational and strategic roles</p> <p>4.1 Resolve the secretariat transfer issue as a matter of priority</p> <p>4.2 Develop a framework to support the transfer of the secretariat functions</p> <p>4.3 Consider changing to a smaller strategic board with a focus on skills supported by a regionally representative advisory committee</p> <p>4.4 Develop clear procedures for the Board</p>	<p>The EV governance team agrees with the general recommendation to restructure the board, secretariat and taskforces, but much will depend on resourcing (human resources & budget) in the coming months, especially for the new EV secretariat. This will, among others, be key to streamline and professionalize taskforces, and allow for more delineation between operational and strategic roles of the EV governance team. The Secretariat transfer is indeed a top priority for the moment, and will normally be finalized by end of June 2021. The</p>

<p>4.5 Refocus the taskforces once the strategic review has taken place and require them to have an annual plan with clear targets/outputs</p> <p>4.6 Develop a framework for which decisions can be made at secretariat level and which need to go to board level</p> <p>4.7 Consider a broader set of paid roles for a project/network manager, fundraiser and communications role</p> <p>4.8 Reflect on widening representation to include other marginalised geographies and groups and ensure representation of southern-based alumni as well as diaspora</p> <p>4.9 View the cohort rather than regional structure as a more organic organising unit for collaboration</p>	<p>transition is currently in full swing (via the 6-month consultancy agreement).</p>
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Action Plan

#	Actions planned	Deadline	Responsible Office/Unit/Department	Responsible Person/Role	Implementation stage	Actions taken	Supporting documents
1	Appointed one Governance member to oversee Secretariat Transition and lead concrete transition discussions	End of June 2021	EV governance team (+ ITM liaison) and the new EV secretariat (APHRC)	Charles Ssmegabu (with help from Sara, Tatiana & Kristof)	Completed		
2	Hold strategic discussions to decide on Board restructuring/re-organization (with aim for strategy/governance related taskforces to be led by governance members, and other taskforces no longer by them, but by EV alumni steered on by EV secretariat based project manager)	End of 2021	EV governance team + new EV secretariat	EV chair	Under way		
3	Internal survey on Task forces (which ones, deliverables, timeline, ...) to be sent out to governance members, in order to facilitate abovementioned discussion in EV governance team	End of June 2021	EV governance team	Radhika Arora	Completed		
4	Align with HSG's regional structure as much as possible	April 2022	EV governance team + regional	EV governance team	Not yet started		

			leads HSG (and EV alumni in HSG board)				
5	Preparing operational transition (+ transition package) for new Secretariat	End of June 2021	Former EV secretariat (IPH Bangalore)	Harish & Aish	Completed		

<p>Report Recommendation 5</p> <p>Expand the volunteer base and consider a limited incentives and awards scheme within available resources</p> <p>5.1 Agree the optimal balance between facilitators and participants</p> <p>5.2 Ensure clear planning for ventures which includes work in the intermediate year</p> <p>5.3 Develop clear terms of reference for volunteers that specify the expected outputs of the assignments as well as the reporting and accountability processes that will govern volunteers' work</p> <p>5.4 Strengthen communication on number and type of volunteer roles required</p> <p>5.5 Have different levels of volunteer engagement/tasks for alumni with less availability</p> <p>5.6 Ensure that there is communication and transparency about gaps and the need for volunteers as well as the numbers of volunteers</p> <p>5.7 Expand the number of volunteering options by developing small task-based opportunities</p> <p>5.8 Use internships to capture case studies, stories and narratives</p> <p>5.9 Consider a limited incentive scheme within the limits of available resources accompanied by clear policy to ensure equitable implementation</p> <p>5.10 Recognise alumni achievements through EV4GH awards</p>	<p>Management Response: Partially Accepted</p> <p>The EV governance team agrees that in order to strengthen and capitalize on the network, the volunteer base should be expanded and terms of reference specified for volunteers, also with a view on decreasing some of the burden on the governance team (which has had to take up large operational roles in the past). On a limited incentives and awards scheme, there's also quite some agreement, but this still has to be discussed through in the EV governance team. Some of the subrecommendations under this recommendation also depend on the human resources available at the new Secretariat (still to be approved of in FA V). But the aim is to get to at least 20-30 volunteer 'drivers' of the network & venture.</p>
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#	Actions planned	Deadline	Responsible Office/Unit/Department	Responsible Person/Role	Implementation stage	Actions taken	Supporting documents
1	Develop Terms of Reference for volunteers with set timelines, deliverables, etc	End of 2021	EV governance team + EV secretariat	To be decided	Not yet started		
2	Internal survey re taskforces (see above) to feed governance discussion re taskforces (including ToR but also	End of June 2021	EV governance team	Radhika	Completed		

	on possible incentive schemes, certificates, awards, ...)						
3	Set up new configuration of taskforces (depending on funding & human resources for new EV secretariat), ideally allowing for more streamlined taskforces and more separation between governance & operational roles governance team	End of 2021	EV governance team & EV secretariat	EV secretariat	Underway		
4	A new survey to EV alumni (and other TWG members) will be sent out to expand volunteer base for various taskforces	End of December 2021	EV governance team (alumni lead)	Radhika	underway		

<p>Report Recommendation 6</p> <p>Make strategic decisions about criteria for EV4GH recruitment in relation to diversities</p> <p>6.1 Decide on where EV4GH focus on diversity will be in the next few ventures given that it is impossible to be truly diverse in small participant numbers.</p> <p>6.2 Use opportunities of the location of the conference to expand specific diversities; geographic, institutional, activist groups.</p> <p>6.3 In addition to the focus on young researchers, decide on whether the focus is on activists or research activists and/or policy makers and then address the advertising, application, potential partnerships and course content to meet the specific needs of these groups.</p> <p>6.4 Retain focus on individual applications and individual capacity strengthening rather than building critical mass institutionally</p> <p>6.5 Complete a needs assessment and design bespoke elements of the programme if future ventures focus on having participation from non-research focussed participants</p>	<p>Management Response: Accepted</p> <p>The EV governance team agrees that the strategic exercise also has to encompass a thorough examination of the criteria for EV recruitment, in order to allow for diversity and inclusiveness. The approach of the past ten years did have its merits, though: although the issue of ‘cherry-picking’ certainly remains something to be considered, the aim was always to have a mix of Emerging Voices in a cohort, with some of the relatively more experienced ones also assisting some of the ones relatively early in their career. The EV governance is of the view that aiming for a good mix thus remains important, but will certainly reassess how inclusiveness can be further improved, perhaps via quota or other means to allow for more representation from the marginalized. The strategic exercise will also examine whether the focus should remain (or even more emphasized) on activist researchers focused on health equity. And how to make EV more relevant for the ‘activists’, ‘policy brokers’, ... who will still be another track.</p>
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Action Plan							
#	Actions planned	Deadline	Responsible Office/Unit/Department	Responsible Person/Role	Implementation stage	Actions taken	Supporting documents
1	Inclusiveness & diversity of the new EV cohort (Bogota venture) is already added as key agenda item for the next governance meeting	End of June 2021	EV governance team	Yinzi Jin	Completed		
2	Discussion on diversity quota depending on the region of the Symposium	End of December 2021	EV governance team	Sara (chair EV, from Latin America)	Underway		
3	Strategic discussion on continued EV focus on “Activist researchers” (+ ...?) and what this would imply in terms of content offered (cfr: more content needed on KM, activism, ...)	End of December 2021	EV governance team	Sara & Yinzi	underway		

<p>Report Recommendation 7</p> <p>Choose one or two core focal areas and one biennial topic to harness a collective EV4GH voice</p> <p>7.1 EV4GH should select one or two core focal areas to develop thought leadership, a collective voice and collaborative action</p> <p>7.2 Engage new cohorts to select one biennial topic for action between ventures</p> <p>7.3 Ensure all collective outputs are clearly branded with EV4GH and provide an electronic branding pack for use by individual alumni</p>	<p>Management Response: Accepted</p> <p>The EV governance team discussed this recommendation as well and wholeheartedly embraces it. One of the aims of the new EV governance team is indeed to harness a bit more also a collective EV4GH voice, including in terms of advocacy for global health equity. The new 2020 cohort will indeed be encouraged to come up with a common theme for the coming year (after the F2F stage in Dubai). As for the recommendation on a collective voice for the entire TWG, some more discussion is needed on how to go about this, but in principle the idea is taken up as well (for example on issues like Decolonize global health, progressive work environments for young researchers, planetary health, ...). However, in order to play a ‘constructively disruptive’ role vs the mainstream global health discourse, it’ll also be necessary to define what is meant by ‘mainstream global health discourse’. Clarification of what ‘constructive disruption’ entails is also needed. Finally, to facilitate a collective voice, branding should also be professionalized.</p>
Action Plan	

#	Actions planned	Deadline	Responsible Office/Unit/Department	Responsible Person/Role	Implementation stage	Actions taken	Supporting documents
1	The new EV cohort will choose a common theme to work on, at the final plenary at the end of F2F in Dubai	End of November 2021	EV governance team	Goran & Nandini (+ Sara)	Not yet started		
2	Strategic discussion on how to boost collective voice of EV (via dedicated taskforce, ...)?	End of November 2021	EV governance team	Sara et al	Underway		
3	Professionalizing EV branding (via package etc)	End of December 2021	EV secretariat	To be decided	Not yet started		

<p>Report Recommendation 8</p> <p>Recognise that influence through activism and advocacy is understood in different ways and encourage EVs to use these different models to have an impact</p>	<p>Management Response: Accepted</p> <p>The EV governance team agrees that influence through activism and advocacy is understood in different ways, and emphasizes that with this in mind, knowledge translation (catered to various audiences and settings) has always been a core component of the training programme. However, it acknowledges that in the external view of EV4GH, sometimes there can be an impression that the more ‘vocal advocacy’ & “rock stars” get most of the EV attention. The EV governance team will make a deliberate effort to correct that impression via a number of actions in the pipeline. In addition, EV4GH will also make a more deliberate attempt at ‘collective advocacy’ in the coming years, with focus on health equity at all levels.</p>
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#	Actions planned	Deadline	Responsible Office/Unit/Department	Responsible Person/Role	Implementation stage	Actions taken	Supporting documents
1	Streamlining more regular internal news for EV TWG (via more regular	End of December 2021	New secretariat + dedicated	Gloria & Topistar (APHRC)	Under way		

	but lighter Newsletter, notice board, ...), with key role for new Secretariat		taskforce (alumni)				
2	EV annual awards to recognize the work of both vocal EV activists and (more silent) EVs who have influence behind the scenes, through other strategies	End of December	New secretariat (+ taskforce)	To be decided	Not yet started		
3	New taskforce (with focus on collective activism (under EV umbrella) will be set up		EV governance team & new EV secretariat		Not yet started		

<p>Report Recommendation 9</p> <p>Launch a quarterly webinar series to promote cross cohort interaction, career advice, skills sharing and collaborative action</p> <p>9.1 Create opportunities to get to know alumni across cohorts through webinars and improved database facility</p> <p>9.2 Include career hacks or advice from emerged alumni at regular between venture webinars</p>	<p>Management Response: Accepted</p> <p>The EV governance team considers this another excellent idea, in order to boost the network and strengthen links between cohorts of EV alumni, as well as allow for more engagement of other TWG members. A decision was taken to go for 6-monthly webinars (with the first one coinciding with part of the final event at the EV 2020 F2F in Dubai). The suggestions on career hacks, getting to know the new cohort, brainstorming on a common theme for the whole network, ... are all taken on board. The same goes for the revamp and update of the EV database, which will get priority by the new Secretariat (and is part of the deliverables of the 6-month consultancy agreement).</p>
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#	Actions planned	Deadline	Responsible Office/Unit/Department	Responsible Person/Role	Implementation stage	Actions taken	Supporting documents
1	Set up 6-monthly webinar	End of November 2021 (1st one)	EV governance team (+ Secretariat)	Goran & Nandini	underway		

2	Revamp & update database	End of December 2021 (cfr consultancy agreement)	New EV secretariat	To be decided	Not yet started		
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<p>Report Recommendation 10</p> <p>Focus on innovation in online and face to face learning communities, both for the venture and the network</p> <p>10.1 Identify spaces for sharing, discussion and community creation as part of a review of online innovation</p> <p>10.2 Identify funding to review and update the online learning platform, for user friendliness and ability to innovate, linked to an upgraded alumni platform</p> <p>10.3 Decide within the strategic review whether or not to have a more formal mentorship scheme or less formal buddy system to follow up on agreed goals</p> <p>10.4 Increase the time for peer sharing and learning in the programme (virtual or face to face)</p> <p>10.5 In the medium to long term consider engaging with newly selected participants to ensure their voice feeds into the design and content of the learning programme</p> <p>10.6 Ensure horizon scanning for innovation in communication techniques between ventures</p> <p>10.7 Continue to support EVs to use effective and where appropriate innovative formats to communicate to non-academic audiences</p> <p>10.8 Create a directory where alumni can contact each other and update their own details</p> <p>10.9 Look at the option of an opportunities noticeboard</p> <p>10.10 Separate out mailings that are internal to EV4GH from the Google Group</p> <p>10.11 Explore options for supporting academic writing via a community of practice combined with mentoring support</p> <p>10.12 Look for cost-effective ways of engaging additional early career researchers at HSRS to broaden reach and counter danger of exclusivity</p>	<p>Management Response: Partially Accepted</p> <p>The EV governance team agrees innovation in online and F2F learning communities should remain a priority, both for the venture and network, but also reckons that 'effective communication' sometimes trumps 'cutting edge' innovation (see the Prezi experiment in the past) and to some extent, synergies will have to be found with platforms used by the new Secretariat, also for budget reasons.</p>
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#	Actions planned	Deadline	Responsible Office/Unit/Department	Responsible Person/Role	Implementation stage	Actions taken	Supporting documents
1	Explore options of transitioning to a new learning platform for the online phase of the venture based on	End of June 2021	IPH Bangalore	Harish	completed		

	alternatives to Moodle compiled by the previous Secretariat						
2	Discuss with the new Secretariat APHRC possibility of synergies with their own platforms	End of December 2021	EV governance team & EV secretariat	To be decided	Under way		
3	Share details of Website management under new host APHRC	End of June 2021	Current EV secretary & new EV secretariat	Aish	Completed		
4	Exploring Informal ("light" 6 month mentorship programme for the new cohort	End of November 2021	EV governance team (+ taskforce)	EV chair	Underway		
5	Suggest database updates to navigate among EVs based on interests, topics, regions etc	End of December 2021 (is part of consultancy agreement)	New EV secretariat + EV governance team	To be decided	Not yet started		
6	Separate mailings to EV alumni & broader EV TWG (via Googlegroup)	End of November 2021	New EV secretariat	To be decided	Under way		
7	Set up activity(ies) for early career researchers (from broader TWG, but not EV alumni) at biannual symposia (with try-out in Bogota)	October 2022	EV governance team	To be decided	Not yet started		

<p>Report Recommendation 11</p> <p>Engage with HSG to better understand how HSG and EV4GH can complement their evolving strategic thinking including regionalisation</p> <p>11.1 HSG's regionalisation agenda may open up new opportunities to expand diversity in the medium-term; leverage these rather than setting up parallel structures.</p> <p>11.2 Focus on evolving and creatively stimulating the relationship with HSG rather than reaching out to new platforms</p> <p>11.3 Develop training materials/packs to help alumni cascade training to institutions and/or projects in their region</p>	<p>Management Response: Accepted</p> <p>The EV governance agrees that HSG remains a preferential partner, and perhaps the key partner for the coming years, certainly now that EV4GH has again been accepted as a TWG for the coming five years. Now that there's also a new HSG secretariat (CSIH) and partially new HSG board (with quite a few EV alumni), the discussion with HSG will be picked up to ensure smooth collaboration, more win-wins, regional synergies, and ideally also more collaboration in terms of fundraising.</p>
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Action Plan							
#	Actions planned	Deadline	Responsible Office/Unit/ Department	Responsible Person/Role	Implementation stage	Actions taken	Supporting documents
1	Appointed one Governance member to lead engagements with and strengthen links with HSG (+ plan first meeting with HSG Secretariat in June)	End of June 2021	EV governance team (+ HSG Secretariat & board)	Charles Ssemugabo (with help Tatiana for budget related matters)	Underway		
2	Align as much as possible with HSG regional efforts		EV governance team & regional HSG hubs & networks	EV board regional representatives	Underway		