

## Management Response and action plan – FA3-III impact evaluation

<b>Name of editor of the management response</b>	Heleen Annemans	<b>Date</b>	30/10/2020
<b>Approved by manager (name)</b>	Jan Coenen	<b>Date</b>	02/11/2020
<b>Approved by management committee</b>	YES	<b>Date</b>	03/11/2020
<b>ACTION PLAN TO BE REVIEWED ON (indicate multiple dates if necessary)</b>		<b>ACTION PLAN FINALISED ON</b>	

<b>Title of Report</b>	Impact Evaluation of the Third Framework Agreement (FA3-III) between DGD and ITM		
<b>Date of Report</b>	28/10/2020	<b>Time Period of the Project</b>	June – October 2020
<b>Stakeholders involved</b>	<ol style="list-style-type: none"> <li>1. All partner institutes of the FA3 framework agreement where consulted for the conceptualisation of the evaluation questions, during the Joint Partner Meeting in 2016. They were also engaged during the implementation of the evaluation, through KIIs, surveys and in the validation meeting (selected partners).</li> <li>2. Members of the Commission Development Cooperation at ITM were consulted during the conceptualisation (TOR phase), design (feedback to inception report) and implementation (KIIs and validation meeting).</li> <li>3. ITM and ex-ITM staff that had a function as promotor under FA3 where engaged where available.</li> <li>4. DGD was consulted on the TOR prior to its publication</li> <li>5. The M&amp;E manager (under the Development Office) arranged the day-to-day follow-up of the evaluation.</li> <li>6. The management committee validated the final report and the present management response</li> </ol> <p><b>The detailed list of interviewees/engaged stakeholders can be found in annex 3 of the report.</b></p>		
<b>Name of Evaluator(s)/Researcher(s)</b>	<b>hera</b> <ul style="list-style-type: none"> <li>• Team leader – Leo Devillé</li> <li>• Core team – Josef Decosas</li> <li>• Social Network Analysis – Marieke Devillé</li> <li>• Gender Expert – Alice Behrendt</li> </ul>		

**Summary**

*Give a summary of the evaluation, including a general impression on the process and outcomes as well as level of agreement with the findings.*

The evaluation, conducted between June and October 2020, focused on the impact generated by the third framework agreement between DGD and ITM, with a specific focus on the implementation period 2014-2016. As impact cannot easily be measured over such a short time period (3 years) the evaluators broadened the horizon of the exercise to include the whole FA3 implementation period (2008-2016) where relevant and took into account to some extent elements of the fourth framework agreement (2017-2021).

The societal relevance of its research, education and service delivery (the academic triad) has always been a key concern for ITM. ITM believes that each world citizen should be able to enjoy a healthy life, and that scientific progress is a motor of societal development. To ensure we are on track in achieving this goal and vision through our international collaboration programmes and networks, it is important to regularly evaluate our partnerships and progress.

This evaluation comes at a moment when reflection starts on a new five-year framework with one of our key funders, DGD (Directore General for Development Cooperation of the Belgian Government). The recommendations given by the evaluation team serve to inform this new programme, helping ITM staff and partners to orient future interventions. For instance, networks were no longer part of the fourth framework agreement with DGD, as the legal framework surrounding Belgian Development Cooperation shifted to a more geographic, country specific approach. At present, there is an opportunity to widen this scope again by working through thematic joint strategic frameworks with other actors of the Belgian non-governmental cooperation. ITM therefore wanted evidence to support its ideas to revive or rethink its network approach.

Besides focussing on networks, and on the lasting impact of the cooperation programmes in terms of alignment with local priorities, involvement of partners, key achievements and sustained impact, the evaluation also focused on three other key concerns at ITM: Switching the Poles, Gender as a transversal topic, and improvement of results based management through improved monitoring. The focus on the concept of 'Switching the Poles' (= increased ownership by the partner institutions, compared to ITM) increases the societal relevance of the evaluation exercise, in a rapidly changing world where there is an increasing demand for local ownership and decolonization.

Its focus on gender mainstreaming follows a logic which is not only donor driven (gender is a priority for the Belgian Development Cooperation), but is also in line with internal developments at the institute. At present, a gender and inclusion policy is being drafted, which offers an opportunity to take the recommendations to heart.

Lastly the focus on improved RMB is part of the continuous goal of striving of excellence.

### **On the conclusions and recommendations**

In light of the above, ITM is pleased to take note of the evaluation conclusions and recommendations.

From the findings, it becomes clear that:

- ITM is on track to achieve its goal of 'Switching the Poles' and that partners feel valued and respected throughout the collaboration
- There is a considerable difference between partners, both within countries and in between countries, in terms of position, experience, sustainability, and management 'maturity'
- Partners recognise the 'win-win' in collaborating with ITM and that there is room for true exchange
- ITM efficiently manages its programmes
- ITM aligns its approaches with the needs and interest of its partners
- In terms of service capacity, research capacity and institutional training capacity strengthening ITM is positively evaluated by its partners

The institute also acknowledges that it still has work to do when it comes to:

- Mainstreaming gender into its international cooperation programmes and institutional policies, just as in research

- Improve institutional capacity strengthening in terms of management (specifically more sustainable financial management, HRM, acquisition of research funds, formulation of and succesful lobbying for policy advice
- Sustainability of the networks it supported
- Translating evidence into improved policies and practice'

#### **On the evaluation process**

The process surrounding the evaluation went well, with good communication between ITM and the evaluation team.

ITM is satisfied with the final product, in which we can find solid conclusions based on the evaluation findings. In addition, the formulated recommendations are clear, consize and to the point. Even though partners were not consulted again when drafting the TOR at this point, they gave inputs during the Joint Partner Meeting in 2016, when the programme finished. Partners, promotors, the advisory commission on development cooperation, the GDPR officer and other relevant stakeholders were all consulted at various points throughout the evaluation cycle in order to ensure high quality from conception, over inception, implementation until the validation of the final product.

#### **Completeness Assessment**

In terms of completeness, the final report scores well. However, it is important that it is publised and read in correspondance with the inception report, as the methodology and data collection tools with ethical principals used are not described in detail in the report. This can be a shortcoming for those wanting to get more information about the validity of data sources.

Also, the list of documents used for the desk review is not included in the annex of the report.

#### **Quality Assessment**

The quality of findings, conclusions are recommendations is high. The way hera structured the report permits the reader to find clear answers to the evaluation questions, and the clearly see the linkages between findings, conclusions are recommendations.

## RECOMMENDATIONS REGARDING INSTITUTIONAL COLLABORATION

### RECOMMENDATIONS TOWARD ITM AND PARTNERS

#### Report Recommendation 1

- Consider reviewing the approach and modality for project monitoring and learning. This would require:
  - Reviewing FA3-III and FA4 modalities used, such as logical frameworks, theory of change, output tables (including SMART indicators, assumptions, indicators to capture capacity strengthened or changes affected, policy influenced, etc.). See section 8.2.1.
    - Consider using some of the capacity development indicators suggested including joint research, access to additional research funds, policy influence, etc. (see section 8.2.2)
    - Mainstream gender in the logical and/or theory of change frameworks and indicators.
    - Develop logical or theory of change frameworks at sub-programme and programme level, in order for ITM management to be able to monitor overall programme performance.

#### Management Response: Recommendation accepted

Over the years ITM has made steady progress on its monitoring and learning. A quality difference can already be seen between the document of the third and fourth framework agreement with DGD.

This recommendation will be taken into account when drafting the next framework agreement for 2022-2026.

We will consider the use of the capacity development indicators where relevant and step up our efforts to increase gender sensitive reporting.

ITM commits to increasing its capacity on Theory of Change development, and will reflect on the inclusion of TOCs or pathways of change at various programme levels.

When speaking about pathways of change, these refer to a specific results chain under the overall programme theory of change, leading up to our final objective.

#### Action Plan

#	Actions planned	Deadline	Responsible Office/Unit/Department	Responsible Person/Role	Implementation stage (not started, underway, delayed, concluded)	Actions taken
1	TOC capacity development: <ul style="list-style-type: none"> <li>- Participation in TOC training sessions by the federations</li> <li>- Participation in individual TOC coaching provided by FIABEL</li> </ul>	February 2021	DO	Jan Coenen / Heleen Annemans	Under way	
2	Participate in skill development on monitoring provide by federations	April 2021	DO	Heleen Annemans	Not started	

3	Information session about the development of proper indicators for FA5 promotors / writers	April 2021	DO	Heleen Annemans	Not started	
3	Review of inclusion of capacity development and gender sensitive indicators and pathways of change in FA5 programme (where relevant)	June 2021	DO	Jan Coenen / Heleen Annemans	Not started	
5	Yearly follow-up of indicator values and TOC	Yearly March	DO	Jan Coenen / Heleen Annemans	Not started	

<b>Report Recommendation 2</b>	<b>Management Response: Recommendation partially accepted</b>
<ul style="list-style-type: none"> <li>● Consider giving more space to policy influence in the programme approach: <ul style="list-style-type: none"> <li>○ Integrate and measure policy impact as outcome indicator.</li> <li>○ Integrate knowledge translation and policy influence as a mandatory requirement to be assessed and if relevant, specified in the project/research proposals (the what, the how and the when).</li> </ul> </li> </ul>	<p>ITM acknowledges the need to measure policy influence and potential impact of our activities, and more specifically the policy impact as realized by the partner institutions. As policy impact is one of the most important indicators of the suggested strengthening of institutional capacity (IC) it can be considered as a useful indicator to measure the level of required and requested IC strengthening of different partners. In addition, knowledge translation should be encouraged to be included in a next programme both in country programmes and networks, to increase the developmental relevance of our research.</p>

Action Plan							
#	Actions planned	Deadline	Responsible Office/Unit/Department	Responsible Person/Role	Implementation stage	Actions taken	Supporting documents
1	Guidelines on inclusion of knowledge transfer and policy influence in international cooperation programmes developed	December 2020	DO	Tim Roosen	Under way		
2	Inclusion of policy measurement as outcome indicator in FA5 collaboration selection criteria	December 2020	COS / DO	Tim Roosen	Under way		
3	Inclusion of policy impact as outcome indicator in relevant institutional collaborations under FA5	June 2021	DO/ Promotors FA5	Tim Roosen / Promotors	Not started		

<b>Report Recommendation 3</b> <ul style="list-style-type: none"> <li>● In the collaboration with country partners and networks (see section 8.1), consider to: <ul style="list-style-type: none"> <li>○ Conduct an online survey with partners to learn more about their capacity in promoting gender equality and women’s empowerment.</li> <li>○ Disseminate the results of the survey, including good practices and tools from partners with strong capacity in gender. If there is interest, strong partners could pair up with partners of lower capacity to provide support for gender mainstreaming.</li> <li>○ Collaborate with partners in the development of a systematic approach to assessing gender mainstreaming in research. This could be led by a partner with strong gender expertise. It would also aid in identifying studies for which gender mainstreaming is not relevant.</li> </ul> </li> </ul>	<b>Management Response: Recommendation accepted</b> <p>ITM acknowledges that it needs to straighten its gender and inclusion capacity. Currently an ITM working group has been set-up to develop an institutional policy on these transversal topics. Conducting a survey among partners is an interesting suggestion to be taken into account. In terms of workload it has to be discussed internally whether this is still feasible to inform the next five year 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	Partner survey developed, implemented and analysed	April 2021	Do in discussion with WG Gender & Diversity		Not started		
2	Dissemination of results and discussion with partners and promoters on inclusion in FA5	April 2021	DO		Not started		
3	Development of a gender assessment template for research included in FA5 (plus throughout FA5 follow-up and supervision of gender assessments)	May 2021	Partner to be identified	TBD	Not started		

<b>Report Recommendation 4</b> <ul style="list-style-type: none"> <li>In order to increase efficiency of implementation and avoid duplication and possibly competition for scarce human resources, consider supporting south partners in the coordination of funding partners (e.g. ensuring that all support is integrated in the institutional strategic plan) and the development of institutional procedures to be agreed to by all funding partners (e.g. related to salaries, bonuses, per diems).</li> </ul>	<b>Management Response: Recommendation partially accepted</b> <p>ITM supports partners to increase their institutional capacity. However, this capacity support was often more focused on research than on management, as the latter is not part of ITM's core business.</p> <p>In each partnership, ITM includes components of organisational strengthening such as on administration and finance, and in FA4 institutional strengthening for new partners has been intensified. However, it needs to be the partners' own wish to align its internal policies for all funders. ITM already aligns its procedures to the institutional procedures of partners (eg. local part of the sandwich scholarship fee), but the coordination with other funding partners may depend heavily on their willingness to adapt.</p>
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Action Plan							
#	Actions planned	Deadline	Responsible Office/Unit/Department	Responsible Person/Role	Implementation stage	Actions taken	Supporting documents
1	Include suggestion to align institutional procedures for all funding partners in institutional strategic plans in guide for partners on FA5	June 2021	Projecten-beheer	Rebecca De Backer	Not started		
2	Collect information at the level of partners to take hight of their interest in ITM engagement in their institutional strategic plans	April 2021	DO / Promotors		Not started		
3	Where partners show interest: include support to development of internal administrative procedures in programme documents and budgets FA5	June 2021	Promotors		Not started		

**RECOMMENDATIONS TOWARD ITM**

<p><b>Report Recommendation 5</b></p> <ul style="list-style-type: none"> <li>Consider promoting collaboration between a south partner and several ITM departments, whenever relevant and fitting the scope of collaboration. This may enrich the institutional collaboration.</li> </ul>	<p><b>Management Response: Recommendation accepted</b></p> <p>ITM acknowledges that collaboration with various departments can increase the sustainability of its partnerships, as relationships will no longer be based on individual contacts, but switch from the individual to the institutional level of interaction. In addition, it has the added advantage of creating better linkages between departments and researchers within ITM, leading to cross-fertilisation of research projects and innovative, more comprehensive and interdisciplinary thinking about global health challenges.</p>
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**Action Plan**

#	Actions planned	Deadline	Responsible Office/Unit/Department	Responsible Person/Role	Implementation stage	Actions taken	Supporting documents
1	In discussion surrounding FA5, encourage interdepartmental country programme proposals	February 2021	COS	COS	Under way		

<p><b>Report Recommendation 6</b></p> <ul style="list-style-type: none"> <li>Continue promoting south-south collaboration among partners during implementation of IC projects, in joint research, in organising training and through networking and colloquia.             <ul style="list-style-type: none"> <li>Analyse lessons learnt from successes and failures in south-south collaborations, to adapt future collaborations.</li> </ul> </li> </ul>	<p><b>Management Response: Recommendation accepted</b></p> <p>ITM explicitly asked for the evaluation of its network approach, as this is a key element of the global scientific community, in which science has to take a place as a societal relevant discipline. We strongly believe that South-South collaborations bring added value, as different partners can recognize similar challenges in their context, and find common solutions.</p> <p>Even though this recommendation is not specifically focused on the networks, but rather on IC projects, the added value for joint research, training etc. is acknowledged. Furthermore, it can be interesting for partners to learn from others interventions by doing peer to peer visits and analysing and giving feedback to each other's projects.</p>
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**Action Plan**



#	Actions planned	Deadline	Responsible Office/Unit/Department	Responsible Person/Role	Implementation stage	Actions taken	Supporting documents
1	Analyse lessons learnt from two failed networks to better inform new networking initiatives, with a specific view on potential synergy between partners	May 2021	DO	Heleen Annemans			
2	Encourage inclusion of activities and related budgets on south-south collaboration and exchange in FA5 – this option should also be considered for peer evaluation of comparable projects at midline review	December 2021	COS	COS			
23	To include networking again as a project modality in the FA5 programme	May 2021	DO / COS	DO			

<b>Report Recommendation 7</b>				<b>Management Response: Recommendation accepted.</b>			
<ul style="list-style-type: none"> <li>Assess the advantages and disadvantages of embedding e-learning modalities in ITM training courses and joint training courses. Consider promoting e-learning with south partner training institutions.</li> </ul>				<p>This recommendation has already been taken into account under FA4. At present, during the global COVID-19 pandemic, teaching has made a swift shift towards e-learning which will continue for both for ITM and its partners as long as the pandemic lasts. After this the modalities will be evaluated, and the most appropriate methods chosen to ensure e-learning is used in the most appropriate way.</p>			
<b>Action Plan</b>							
#	Actions planned	Deadline	Responsible Office/Unit/Department	Responsible Person/Role	Implementation stage	Actions taken	Supporting documents
1	Add the development and implementation of e-learning modules to FA5 programme approaches	December 2020	COS / DO				

<p><b>Report Recommendation 8</b></p> <ul style="list-style-type: none"> <li>● Consider developing a guideline for institutional collaboration and for institutional strengthening. This could help north and south promoters to agree on what profile and steps the institutional collaboration would entail, with clear benchmarks and end goals, and (where necessary) a sustainability plan. It would also clarify the estimated timeline to achieve the joint goals of the collaboration and generate critical evidence about project timeframes in negotiations with DGD. <ul style="list-style-type: none"> <li>○ For partnerships that include institutional strengthening among the agreed goals, consider outsourcing the management strengthening component and budget it in the project proposal.</li> </ul> </li> </ul>	<p><b>Management Response: Recommendation partially accepted</b></p> <p>As identified in its institutional policy plan, ITM engages with its partners from a Switching the Poles perspective.</p> <p>ITM will consider developing a double approach, combining Institutional Strengthening and Institutional scientific Collaboration, depending on the partners' capacity. The Development section of the IPP already hints to this transition. FA5 may include a balanced mix of both approaches based on assessment of partners capacity and needs as well as context. With some partners the cooperation programme may include both aspects.</p> <p>Where possible we engage in institutional collaboration, but we do not shy away from working with new partners or in more fragile settings. One of the KPIs for our international cooperation even refers specifically to working in these more precarious contexts. In this case, it is to be expected that partners might need additional strengthening, for instance in terms of management and administrative support. However, as this is not ITMs core business, this would entail a strategic discussion on how far this new component can be inserted into the country programmes. As supporting institutions to strengthen their capacity will also help increase programme effectiveness and efficiency, this approach can be considered, and has indeed partially been effective so far in the FA4 programming. The basic approach of this capacity developments needs to be in line with the Switching the Poles logic.</p>
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Action Plan							
#	Actions planned	Deadline	Responsible Office/Unit/Department	Responsible Person/Role	Implementation stage	Actions taken	Supporting documents
1	Organise internal discussion on policy line concerning institutional collaboration vs. strengthening	December 2020	COS				
2	Develop guidelines or criteria for institutional collaboration and strengthening, with clear goals and benchmarks	March 2021	COS DO				
3	Help promoters identify the right track for their partners towards FA5 (in dialogue with the partners)	April 2021	COS				

4	Evaluate whether there is (sufficient) in house expertise to support institutional capacity strengthening	March 2021	COS				

<b>Report Recommendation 9</b>	<b>Management Response : Partially accepted</b>
<ul style="list-style-type: none"> <li>● Consider mainstreaming gender in the ITM policy and research plans. <ul style="list-style-type: none"> <li>○ Organise participatory sessions with staff to analyse the areas of support and resistance for gender equality and women’s empowerment in ITM. The results of this work could be used to review the current institutional policy plan with the objective of consistently mainstreaming gender while building on the strengths of the institution.</li> <li>○ Further develop the institutional level actions in the draft gender and diversity policy plan.</li> <li>○ Add a chapter on gender mainstreaming at programme level to the draft gender and diversity policy plan</li> </ul> </li> </ul>	<p>As a signatory party to the gender charter for actors of the non-governmental cooperation of the Belgian government, ITM recognises the need to step up its game with regard to gender and inclusion. A revision of the current policy plan however, is not at the order at the moment as a new version was just published in 2020. This does not mean ITM does not take gender seriously. A gender and inclusion policy is being developed, in which issues such as human resources, an inclusive working environment and appropriate mechanisms to fund and monitor actions toward increased equality are addressed. It is an option to expand this document with a specific chapter on gender mainstreaming at programme level, but this could also be done through a separate guideline. If the former option is chosen, this would mean that additional chapters should also be written specifically for education, research and clinical service delivery.</p>

Action Plan							
#	Actions planned	Deadline	Responsible Office/Unit/Department	Responsible Person/Role	Implementation stage	Actions taken	Supporting documents
1	Workshop with staff on gender equality conducted and conclusions inserted into the GI policy	February 2021	WG D&G				
2	Development of ITM’s diversity and gender plan	March 2021	WG D&G HR				

<b>Report Recommendation 10</b>	<b>Management Response : partially accepted</b>
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<ul style="list-style-type: none"> <li>Negotiate with DGD appropriate timeframes for continuing institutional strengthening with selected south partners (as from the start of the collaboration), in order to avoid abrupt ends of institutional strengthening without sustainability planning.</li> </ul>	<p>ITM recognises the need for certainty to establish partnerships based on mutual trust and understanding. Negotiations with DGD on extended timeframes for funding however, are not evident, as there are both political and legal barriers to this. Legal, as it is embedded in Belgian legislation that funding comes in cycles of five years, and political, as in Belgium policy accents are defined by each new minister, and funding for international cooperation has never reached the internationally agreed target of 0.7% of the country’s GDP. The present government declaration reconfirms the 0,7% ambition.</p> <p>DGD can not commit beyond the funding periods. But ITM can engage in principle agreements with partners beyond the 5 year period of the present DGD-funded Multiyearprogrammes, subject to DGD-funding after the initial MYP (as do VLIR-UOS for its IUC-programmes).</p> <p>Other ways of long term cooperation are already in place. Where possible ITM has, under its FA4, continued as many relevant partnerships as possible, such as for instance the creation of ‘the alliance’ as an umbrella network to remain engaged with former partner institutions.</p> <p>We do recognise the need for partners to know where they are headed. Therefore, the development of sustainability and exit strategies for partners should be considered at the start of country programmes.</p>
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**Action Plan**

#	Actions planned	Deadline	Responsible Office/Unit/ Department	Responsible Person/Role	Implementation stage	Actions taken	Supporting documents
1	Include the issue of sustainability from the programme design phase – discuss with partners what goals and targets to set, and how the programme design best fits their needs in terms of engagement and collaboration	July 2021	COS / DO				

**RECOMMENDATIONS REGARDING NETWORKS**

**RECOMMENDATIONS TOWARD ITM AND PARTNERS**

<p><b>Report Recommendation 1</b></p> <ul style="list-style-type: none"> <li>Identify topics on which there is currently no network and where partners have a lot of interest to collaborate on.</li> </ul>	<p><b>Management Response : Recommendation accepted</b></p> <p>The new thematic approach to the Joint Strategic Framework ITM develops with Ares and VLIR-UOS on Higher Education and Science for Sustainable Development (HES4SD), together with the rich expertise within the institute on international collaboration covering many countries, offers options to explore innovative network topics of interest to all stakeholders. This identification of new (or revitalisation of old) network topics if much of interest during the development of a new framework agreement with DGD. It is crucial that the chosen topics are a 'win-win-win', where partners have interest to collaboration, ITM wishes to deepen its expertise, and DGD can be supported with policy advise.</p>
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**Action Plan**

#	Actions planned	Deadline	Responsible Office/Unit/Department	Responsible Person/Role	Implementation stage	Actions taken	Supporting documents
1	Map network interest at partner level (this also includes at the level of potential new partners)	February 2021	All departments	Programme promotors	Not started		
2	Inclusion of network component in FA5 programme	June 2021	All departments	Programme promotors	Not started		

<p><b>Report Recommendation 2</b></p> <ul style="list-style-type: none"> <li>Identify institutions that are able to contribute to the network in terms of time and resources. This process should be bottom up, allowing all partners to express their interest and willingness.</li> </ul>	<p><b>Management Response : recommendation accepted</b></p> <p>.</p> <p>ITM will engage in a process of identifying institutions among its partners and beyond to launch relevant network projects.</p>
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**Action Plan**

#	Actions planned	Deadline	Responsible Office/Unit/Department	Responsible Person/Role	Implementation stage	Actions taken	Supporting documents
1	Identify possible networks and partners interested to become active members (see also actions planned under previous recommendation)	February 2021	COS / Promotors				

### Report Recommendation 3

- Identify an institution in the South that could lead or co-manage the network

### Management Response : Recommendation partially accepted

Depending on the type and topic of the network, South leads can be foreseen in the network approach. ITM also looks at a mixed approach, where the institute itself can take lead of some networks, while other are led by partners in the South, depending on the topic and modalities. Potential types of networks can be about exchange, joint or comparative research and / or policy influencing and support.

### Action Plan

#	Actions planned	Deadline	Responsible Office/Unit/Department	Responsible Person/Role	Implementation stage	Actions taken	Supporting documents
1	Once the direction for the inclusion of networks is refined, a specific partner can be selected to lead or co-lead the network. It is important to take into account that the partner should be acceptable to all, have sufficient capacity in terms of human resources, and is motivated to take on this role.	June 2021	COS / Promotors		Not started		

### Report Recommendation 4

- Ensure south-south collaboration is one of the main aims of the network, and progress towards achieving it is therefore also monitored.

### Management Response : Recommendation accepted

South-South collaboration is among the main aims we promoted through our FA3 networks. The inclusion of indicators to monitor this progress is therefore evident.

Action Plan							
#	Actions planned	Deadline	Responsible Office/Unit/Department	Responsible Person/Role	Implementation stage	Actions taken	Supporting documents
1	Inclusion of specific indicators on South-South collaboration in FA5 theories of changes	May 2021	DO / Promotors		Not started		
2	Inclusion of sufficient and appropriate activities and budgets in FA5 to ensure South-South collaboration is feasible	June 2021	Promotors		Not started		

<b>Report Recommendation 5</b> <ul style="list-style-type: none"> <li>Ensure that gender is mainstreamed in the functioning, operations and deliverables of the network.</li> </ul>	<b>Management Response : Recommendation accepted</b> <p>Just as the inclusion and monitoring of south-south collaboration, gender should also be considered when drafting new network programmes. The chosen networks should incorporate this aspect in their functioning, operations and deliverables. The inclusion of the transversal topic gender is in line with the institutes vision, just as with that of the funding agency.</p>
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Action Plan							
#	Actions planned	Deadline	Responsible Office/Unit/Department	Responsible Person/Role	Implementation stage	Actions taken	Supporting documents
1	Inclusion of gender mainstreaming in FA5 theories of changes	May 2021	DO / GI WG		Not started		
2	Inclusion of sufficient and appropriate activities and budgets in FA5 to ensure gender is not seen as an 'add on' to the network, but an integral part of the philosophy behind the intervention	June 2021	DO / GI WG		Not started		

<b>Report Recommendation 6</b>				<b>Management Response : recommendation accepted</b>			
<ul style="list-style-type: none"> <li>If no budgets for networking are available, ITM could consider including resources in the IC of a Southern Institution willing to take on the coordination for the management of the network under 'collaborative research'.</li> </ul>				<p>During FA4, ITM already used this approach to continue partnerships which could no longer be included in the institutional collaboration programmes (such as India, Indonesia,...), or for networks which 'out grew' the need for ITM as a leading actor (such as Emerging Voices). This approach has proven very fruitful, both for partners and individuals engaged in the networks, as for ITM. We are willing to continue on this track.</p> <p>In FA5 ITM anticipates to dedicate part of the budget to selected specific network projects.</p>			
<b>Action Plan</b>							
#	Actions planned	Deadline	Responsible Office/Unit/Department	Responsible Person/Role	Implementation stage	Actions taken	Supporting documents
1	Incorporate findings from the evaluations of Be-Cause Health and Emerging Voices in a new FA5 programme	April 2021	Policy Support / DO	Tim Roosen Kristof Decoster	Not started		
2	Identify potential interested partners to lead networks (related to recommendations 2 and 3)	April 2021	Promotors		Not started		

Signature: \_\_\_\_\_

Name and Position: \_\_\_\_\_

Date: \_\_\_\_\_