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**Insert name of institution + reporting year**

<Please insert latest revision date>

**Annual Progress Report**

 **(APR)**

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# Overview

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| General |
| Name institution:  |  |
| Programme coordination level |
| Spokesperson/Representative: |  |
| Operational (contact person): |  |
| Summary of progress made: *Summarize the most important achievements of the programme during the reporting year* (Max. 10 lines) |
|  |
| Reporting year  | 20xx |

# Changes in programme context

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| --- |
| **Institutional level:** *Describe important developments and/or changes in the institution(s) that are relevant to the Global Minds programme (if any). How did the position of the Global Minds programme within the institution(s) evolve? Any important contributions to your institutional policies and/or strategies (education, research, sensitization, development cooperation, country policy, …) ?* |
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| **Management:** *Please comment on the general management of the Global Minds programme (in terms of collaboration, communication, etc.). Describe any important developments or changes in management (if any).*  |
|  |

# Progress Theory of Change

*Reporting guideline: we advise to start updating the information in your Excel-monitoring file (Logical Framework, Operational Planning and Risk management matrix) before writing the narrative in this APR format. Report on progress made during the reporting year. The objective is to present a clear* ***story*** *of change: how is the change process - envisaged during formulation - developing?*

## Specific objective level

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| --- |
| 1. **Progress of indicators**
 |
| Cf. annex 1: LFM – OP – RM*Update your indicators at the level of this specific objective(s) (indicator values of reporting year) in the Excel file containing the Logical Framework. Do not copy-paste the information here.* |
| 1. **Progress made towards specific objective(s)**
 |
| *Explain to what extent the programme is progressing towards the specific objective(s) of strengthened capacity in order* to do effective university development cooperation*. Is progress as expected? Major issues? To what extent – and how – are the different intermediate results contributing to the specific objective(s)? Any unexpected positive (e.g. spin-offs) or negative effects (staff retention)? Also consider early signs of change in the change process: changes in attitudes, culture, work ethics, international integration, etc.* |
| 1. **Transversal themes**
 |
| *Explain (if relevant) how you have integrated the priority themes of the Belgian development cooperation (gender, environment, Digitalisation for development (D4D) and Private sector development).* |

## Intermediate results level

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| * 1. **Progress of indicators**
 |
| Cf. Annex 1: LFM – OP – RM*Update your indicators at the level of intermediate results (indicator values of reporting year) in the Excel file containing the Logical Framework Matrix. Do not copy-paste the information here.* |
| * 1. **Progress made towards intermediate results**
 |
| *Explain to what extent you are making progress towards the intermediate results. Is progress as expected? Major issues? Hindering/Enabling factors? Unexpected results? To what extent – and how – are the different main activities contributing to the intermediate results?* *Structure this chapter per intermediate results or in other clusters to structure your analysis. Please provide sufficient detail* |
| * 1. **Progress of main activities**
 |
| *Do not write your comments or copy-paste the OP here in the text box. Please comment on the progress of activities in the Operational Plan (OP) in the Excel follow-up file ‘*Annex 1: LFM – OP – RM’. *Add a column to the right of the OP and briefly indicate the state of affairs (completed? ongoing? delayed? etc.).*  |

# Programme synergy

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| **Programme synergy** **(internal):** *How did the synergy between the various Global Minds components evolve during the past year? Were any important milestones taken?*  |
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| **Programme synergy (external):** *What synergies (and/or complementarities) with other VLIR-UOS supported interventions or the interventions of other development actors (Belgian actors in particular) have been realised?*  |
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# Risk management

*Update the risk management matrix in your Excel follow-up file* ‘Annex 1: LFM – OP – RM’. *What do we expect?*

* *Register any new risks that have risen, analyse them and formulate a response to those risks.*
* *Follow-up on risks identified earlier and comment on how the programme has responded to the risk (successful or not)*
* *Adapt risk levels of identified risks if changed*

# Important reorientations of the programme

*Please include and comment on major, strategic reorientations of the programme requiring validation by VLIR-UOS.* *These reorientations with consequences for the design of the programme are to be discussed with VLIR-UOS before they occur and will –if considered acceptable- need to find formal approval as part of the APR. (if any! Ideally, the textbox below remains empty (implementation as planned)).*

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| **Major reorientations of the programme:*** Important changes/change requests to the Logical Framework (changes in results, indicators, baseline/target values): please include a new version of the proposed logical framework in annex + an adapted operational and budgetary plan for the partner programme phase *(including an updated AP for the ongoing activity year)*
* A budget shift impacting the overall programme budget. This should be discussed with VLIR-UOS as soon as possible in order to formalise the request in the AP/APR documents. We only consider budget shifts exceeding the following limits: a shift in the total budget line for personnel costs that is higher than € 10.000 and amounts to more than 30% as compared to the initial total budget line (for the whole partner programme phase).
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# Annexes to be added

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| Annex 1 - LFM – OP - RM | Updated Logframe, operational plan and risk management |
| Annex 2 - mobility | Overview mobility (incoming (e.g. scholars), outgoing (e.g. staff mobility, travel grants)) |
| Annex 3 - Calls | (if applicable)- Overview of selected projects within the framework of a Global Minds call organised by the institution |
| Optional Annex 4 - communication material | Communication resources (photos, blogs, websites, etc.). Preferably with short description and if relevant reference to date and location.  |