



Strategic Plan 2022-2026

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1. Introduction and operating context

Over the last years, Europe has witnessed an increasing frequency and intensity of natural and human-induced disasters, exacerbated by the impact of climate change. Wide-spread wildfires, extreme weather events, earthquakes, military aggressions have caused devastation of human life, property, environment, and cultural heritage. Both the COVID-19 pandemic and the Russian war of aggression against Ukraine have further highlighted this complexity: they underscored that systemic shocks require not only solidarity but also an integrated, multi-hazard and cross-sectoral approach for effective prevention, preparedness, and response to emergencies.

The European Union (EU) has always aimed to be at the forefront of this approach. This is why already during the 2019 revision of the Union Civil Protection Mechanism (UCPM) legislation¹, the concept of the Union Civil Protection Knowledge Network (the “Knowledge Network”) was first introduced with an intention to build up the EU’s overall ability and capacity to deal with disasters. As one of the tools at the disposal of the UCPM and its community, the Knowledge Network was set up to strengthen the efficiency and effectiveness of civil protection training and exercises, to promote innovation and dialogue, and to enhance cooperation in prevention, preparedness and response between Member States’ national civil protection authorities and services². In many instances, the Knowledge Network is to work closely with the UCPM’s Emergency Response Coordination Centre (ERCC).

1 [Decision \(EU\) 2019/420](#) of the European Parliament and of the Council of 13 March 2019 amending Decision No 1313/2013/EU on a Union Civil Protection Mechanism.

2 *Idem*, recital 23.

After almost two years of intense consultations and negotiations with the UCPM Member and Participating States, as well as with the European Commission services actively involved in shaping the EU policy in disaster risk management, the mandate and the organisational structure of the Knowledge Network were endorsed in November 2021³. While several of its activities have been already functioning for many years – the Knowledge Network builds on what exists and will expand incrementally with time, it was formally inaugurated on 7 December 2021 by the European Commissioner for Crisis Management Janez Lenarčič.

Commissioner Lenarčič defined the high level of ambition ahead of the Knowledge Network, calling it “a reserve of expertise, innovative solutions, training and learning opportunities in civil protection and disaster risk management”. He further emphasised that the Knowledge Network should be a hub that connects first responders, disaster risk managers, scientists, and decision-makers and matches their needs for expertise and good practices with state-of-the-art methodologies, tools, solutions, and resources. Finally, it should be an inclusive community whose members can learn from each other, share their knowledge, and work together.

With such an ambitious agenda, the Union Civil Protection Knowledge Network has the potential to bring a significant contribution to the sector in the coming years. While the beginning of this strategic planning window will be marked by integration, consolidation and strengthening of existing initiatives, gradual expansion in scope and deepening the level of interactions should result in the Knowledge Network's maturity by 2026. Ultimately, it will be in a position to help reinforce cooperation and upgrade knowledge, expertise, and know-how at all levels and across communities, organisations, and countries to strengthen the EU's overall disaster risk assessment and management capacity and resilience. In doing so, it will support achievement of the Union Disaster Resilience Goals.

The Knowledge Network's approach is closely aligned with and contributes to major EU priorities, which also shape the strategic agenda of the Directorate-General for European Civil Protection and Humanitarian Aid Operations (DG ECHO)⁴. The Knowledge Network's activities will contribute to “A Stronger Europe in the World” by ensuring that adequate and effective civil protection response and preparedness is provided to people in need in close cooperation with EU's partners. This will take the form of capacity development initiatives (e.g., training courses and exercises) to prepare for and test or validate different disaster scenarios as well as creation and dissemination of technical and scientific knowledge and tools. The Knowledge Network will also support “Promoting our European way of life” by enhancing the level of preparedness of emergency response operations managed by DG ECHO and offering measures to strengthen risk prevention and preparedness in the UCPM Member and Participating States. When undertaking its activities, the Knowledge Network will also aim at contributing to the Commission's environmental sustainability and climate goals reflected in the “European Green Deal”, which is a crosscutting issue.

3 [Commission Implementing Decision \(EU\) 2021/1956](#) of 10 November 2021 on the establishment and organisation of the Union Civil Protection Knowledge Network (notified under document C(2021) 7939).

4 [Strategic Plan 2020-2024](#), Directorate-General European Civil Protection and Humanitarian Aid Operations – DG ECHO.

2. Strategy

The Strategic Plan 2022-2026 outlines the position of the Knowledge Network within a broader civil protection and disaster risk management system and defines its vision, mission, and strategic goals to be pursued in the next five years. It also defines a set of specific objectives under each of the strategic goals and accompanying performance indicators (annex 1), which will allow to measure the success in implementation of the strategy.

2.1 Vision and mission

The vision of the Knowledge Network is that the Union Civil Protection Mechanism and its community have the knowledge and expertise to effectively prevent, prepare for and respond to current and emerging risks and challenges in disaster risk management.

The Union Civil Protection Knowledge Network's **mission** is to:

- Bring together civil protection and disaster risk management experts and organisations **(partnership facilitator)**,
- Make relevant knowledge on civil protection and disaster risk management accessible to all **(knowledge broker)**, and
- Foster innovation for more efficient and effective civil protection systems **(innovation catalyst)**.

2.2 Goals and objectives

Throughout the next five years, the Knowledge Network will pursue its roles in the civil protection and disaster risk management sector by fulfilling three strategic goals through the following specific objectives:

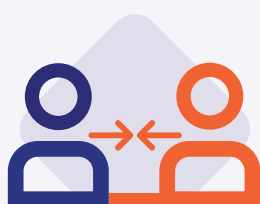


**Goal 1:**

Enhance collaboration between scientists, practitioners, policy- and decision makers in civil protection and disaster risk management

Stronger Community**Specific objectives:**

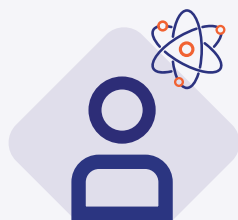
- 1.1** To facilitate communication and partnership building between civil protection and disaster risk management actors, at different levels and across disciplines.
- 1.2** To enable an inclusive civil protection and disaster risk management community, offering peer support and cooperation beyond formal structures.
- 1.3** To create a dedicated space for civil protection and disaster risk management actors to communicate, interact, and collaborate.

**Goal 2:**

Support knowledge sharing and learning to strengthen the collective capacity to prevent, prepare for and respond effectively to emergencies

Shared Knowledge for Action**Specific objectives:**

- 2.1** To enable civil protection and disaster risk management actors to develop and share their knowledge, expertise, lessons learnt and good practices in an effective and efficient way.
- 2.2** To provide a high-quality training offer that responds to the needs of the civil protection and disaster risk management community.
- 2.3** To enhance coordination, cooperation, compatibility, and complementarity of UCPM actors and capacities to prepare for multi-hazard, cross-sectoral and cross-border disaster scenarios, also in view of emerging and future risks.
- 2.4** To promote disaster risk management policies and practices at the European, regional, national and community level and support disaster risk communication and awareness for an overall more resilient society.
- 2.5** To support higher visibility of and facilitate access to relevant activities and results of the EU funded projects.

**Goal 3:**

Strengthen application of research in civil protection and disaster risk management planning and operations

Research that Matters**Specific objectives:**

- 3.1** To link the scientific community with operational actors within the UCPM and enable an effective feedback mechanism between them.
- 3.2** To identify and feed the scientific and research needs of the civil protection and disaster risk management community into the national and international research agendas.
- 3.3** To strengthen the development, sharing and use of scientific knowledge in all phases of disaster risk management.
- 3.4** To make the scientific knowledge easily accessible and operational, so that it can respond to the needs of different actors.



Goal 1: Stronger Community

Enhance collaboration between scientists, practitioners, policy – and decision makers in civil protection and disaster risk management

The complexity and the trans-boundary character of hazards and disasters are such that no pool of expertise, knowledge and good practices is exhaustive. In fact, they are dispersed on many levels: across the EU Member States, at the EU level, within other international governmental and non-governmental organisations or third countries. Only through building strong, meaningful, and effective partnerships and by sharing resources can we fully harvest this richness of knowledge and experience.

After over 20 years, the Union Civil Protection Mechanism and its community are at a critical junction. With the view of strengthening the Mechanism and the EU's overall ability and capacity to deal with disasters, the Union Civil Protection Knowledge Network was created to gather civil protection and disaster risk management actors to work together, collaborate and learn from each other. As a partnership facilitator, it will enable interactions and collaboration between the community members. It will also seize available opportunities – and create new ones – to interact with and nurture the community in which different actors, be it institutional or individual, can connect, share, and grow.

In pursuit of this strategic goal, the Union Civil Protection Knowledge Network will fulfil three specific objectives:

1. To facilitate communication and partnership building between civil protection and disaster risk management actors, at different levels and across disciplines.
2. To enable an inclusive civil protection and disaster risk management community, offering peer support and cooperation beyond formal structures.
3. To create a dedicated space for civil protection and disaster risk management actors to communicate, interact, and collaborate.



At the initial stage, the Knowledge Network will focus on working closely with its primary audience, that is the civil protection and disaster risk management actors of the UCPM Member and Participating States: relevant authorities at different levels, first responders' organisations, universities, research and training centres, and civil society organisations. A dedicated stakeholder engagement strategy will guide the way in which the Knowledge Network interacts with different groups through planning and implementing activities for the community. Along with its growing maturity, a gradual expansion in the scope of its engagement will follow, to include a broader set of stakeholders, e.g., from other sectors, relevant international organisations and actors from third countries. The latter will include, in particular, relevant actors from the Enlargement as well as the European Neighbourhood Policy countries.

The Knowledge Network will continue providing opportunities for networking, collaboration and partnership building among civil protection and disaster risk management actors. Funded as projects, the Knowledge Network Partnerships (first piloted in 2020) currently focus on developing and supporting thematic and risk-based communities as the powerbase of the Knowledge Network – by working together, diverse groups of actors produce, exchange, disseminate and apply knowledge, good practices, skills, and expertise in disaster risk management. In a similar manner, the UCPM Prevention and Preparedness Projects in Civil Protection promote cross-border collaboration for disaster resilience. In the future, a revised framework for transnational prevention and preparedness funding support under UCPM will be developed to ensure the highest added value to the community, streamlined information sharing and transparency, and to avoid duplication and overlapping of activities.

Equally important will be the support of the Knowledge Network to the individuals working and/or interested in civil protection and disaster risk management, as they are the ultimate users of knowledge. The Knowledge Network is in a unique position to offer a wide and comprehensive array of products, tools, methodologies, and services for the benefit of the community. This will include not only more traditional activities, such as training courses and capacity building opportunities or networking events, but also a dedicated framework enabling peer support, a common sense of identity and belonging, informal knowledge sharing and relationships building: the Knowledge Network community.

Envisaged as a community of practice⁵, the Knowledge Network community will offer an informal space for practitioners, policymakers, and researchers to connect, share and grow their knowledge, with the view of strengthening the UCPM at the grassroots level. It will also establish effective mechanisms to innovate and to collect and process the feedback, lessons learnt and good practices that support community growth.

To support its work with and for the community, the Knowledge Network is gradually developing a dedicated online platform: it will ultimately serve as the information and collaboration hub for the civil protection and disaster risk management community in Europe. Practitioners, researchers, policy makers, volunteers and many other actors from the sector will find there news and community updates, knowledge and training repositories, as well as numerous possibilities to make contacts and new connections, and work together on areas of common interest. It will be the space for practitioners to come together across risk-based themes, share their expertise, learn from others, debate on issues of importance for the community, and build new synergies and projects. Bringing together information, activities and opportunities currently spread across different places, the platform will become the heart of a lively and active network of practitioners. Further supported by a set of targeted communication activities, this will give more visibility to the work of community members and help increase the collective impact of their work.

⁵ Community of practice is "a group of people who share a concern or a passion for something they do and learn how to do it better as they interact regularly" (Wenger-Trayner, 2015).



Goal 2: Shared Knowledge for Action

Support knowledge sharing and learning to strengthen the collective capacity to prevent, prepare for and respond effectively to emergencies

Effective disaster risk management builds on the transformative power of knowledge. Good understanding of key disaster risks and risk drivers (e.g., climate change, urbanisation etc.) helps design prevention policies and actions that can reduce the impact of adverse events. When acquired and shared by the experts in preparedness activities, knowledge can support innovation and improve the overall response to disasters. If the challenges and gaps encountered during the response phase translate into lessons learnt and good practices and then feed into prevention and preparedness activities, the response operations are improved, and resilience is enhanced.

The Union Civil Protection Knowledge Network will address the fundamental questions on how to better prevent, prepare for and respond to disasters by putting knowledge and knowledge-sharing at the forefront of disaster risk management. It will convene and leverage a wide, multi-hazard, multi-sectoral and multi-disciplinary knowledge and expertise to make the most effective use of available human and material resources and achieve a higher level of risk prevention and preparedness. It will act as a knowledge broker that promotes an integrated approach in managing knowledge and optimising the sharing and uptake of experiences, good practices and lessons learnt.

In pursuit of this strategic goal, the Union Civil Protection Knowledge Network will fulfil five specific objectives:

1. To enable civil protection and disaster risk management actors to develop and share their knowledge, expertise, lessons learnt and good practices in an effective and efficient way.
2. To provide a high-quality training offer that responds to the needs of the civil protection and disaster risk management community.
3. To enhance coordination, cooperation, compatibility, and complementarity of UCPM actors and capacities to prepare for multi-hazard, cross-sectoral and cross-border disaster scenarios, also in view of emerging and future risks.
4. To promote disaster risk management policies and practices at the European, regional, national and community level and support disaster risk communication and awareness for an overall more resilient society.
5. To support higher visibility of and facilitate access to relevant activities and results of the EU funded projects.



As dissemination of knowledge and capacity development⁶ are at the heart of the Knowledge Network, it will promote and create opportunities for civil protection and disaster risk management actors to share their knowledge and abilities at different levels, across sectors and disciplines. While they will include the well-known formats of workshops, seminars, training courses, exercises, exchanges of experts, projects, peer reviews and advisory missions, the creation of the Knowledge Network is a unique opportunity to revisit them and to consider how to use them in a more coherent way. This will also extend to the capacity building activities implemented by projects supported by the Knowledge Network, both the UCPM Prevention and Preparedness Projects in Civil Protection and the Knowledge Network Partnerships.

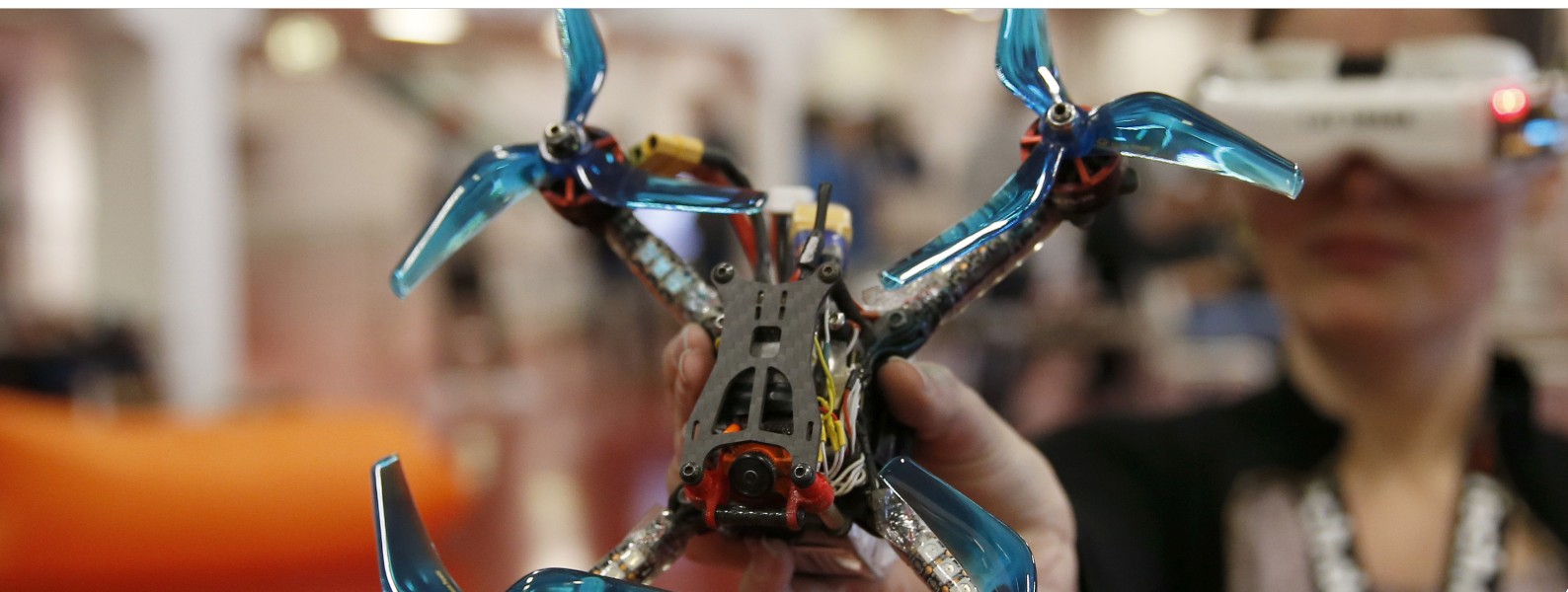
This approach is already ongoing by seeking synergies among the programmes previously implemented by DG ECHO to better streamline their contribution to the capacity development process. Revised and enriched in response to the user needs and trends of the sector, the new UCPM Training and Exercises Programme will be launched in 2023. It will bring forward innovative solutions, both digital and methodological, and cater to the needs of the community with more flexibility, with targeted learning paths and ad hoc training opportunities. It will also continue offering a diverse set of civil protection exercises – modules field and table-top exercises (EU MODEX), UCPM full-scale exercises, as well as plug-in and host nation support table-top exercises. They will not only allow to stress test the risk-based scenarios at the EU level and related operational procedures, but also reinforce coordination and interoperability between intervention teams and improve the competence of experts. Effectively, they will test and improve the capacity of national civil protection systems to prepare for and respond to disasters.

Through the UCPM Lessons Learnt Programme, the Knowledge Network will facilitate, and support collection and exchange of good practices and lessons learnt in a more systemic way. Through the online collaborative platform, it will also create knowledge management tools (e.g., knowledge library) and processes that make relevant information, knowledge, activities, and project results more visible and accessible to civil protection and disaster risk management actors and immediately applicable in their work. Easier access to relevant data and knowledge will improve disaster risk awareness and understanding, it will help identify main drivers for risks and support anticipatory action, disaster risk assessment and management processes, including reporting activities of the UCPM Member and Participating States. Similarly, a dedicated working space and streamlined visibility of knowledge created through EU-funded projects will contribute to their sustainability, by supporting engagement and links with other stakeholders and uptake of research results.

The Knowledge Network will be actively involved in promoting disaster risk management policies at different levels, through dedicated projects, training, and awareness raising activities. With time, it will also build its capacity to support risk awareness raising activities towards citizens implemented by both the European Commission and the UCPM Member and Participating States (e.g., showcasing successful campaigns as good practices, knowledge transfer, development of common awareness raising products and toolkits).

Importantly, relevant knowledge exists on many levels, including beyond the UCPM. Fostering fruitful collaboration with international actors to exchange knowledge, experience, and good practices and to plan joint activities will be necessary for the Knowledge Network to fully perform the role of the knowledge broker. In close cooperation with international organisations, the Enlargement and the European Neighbourhood Policy countries, the Knowledge Network will ensure that the knowledge knows no borders and that it serves all people in need.

⁶ 'Capacity development' is understood as "a process whereby people, organisations and society as a whole unleash, strengthen, create, adapt, and maintain capacity over time" (OECD, 2006).



Goal 3: Research that Matters

Strengthen application of research in civil protection and disaster risk management planning and operations

Innovation cannot happen without exploring new ideas and technologies: scientific research plays a pivotal role in this process. It also has a strong role to play in the UCPM, as it provides evidence to support coherent planning and decision-making processes. However, integrating and applying scientific knowledge in the various phases of the disaster risk management cycle is not always straightforward. Scientific knowledge is often fragmented among different national, scientific, and technical communities. Frequently, they do not or cannot coordinate with decision makers at the different institutional levels where disaster risks are managed. In a similar manner, operational actors at times struggle with information overload, accessing the right knowledge at the right time, or selecting what is the most relevant for their work.

There is a need for bringing science even closer to the UCPM and supporting its translation into practice. The Union Civil Protection Knowledge Network should thus be a collaborative and neutral space to connect the scientific community to the operational actors within the Mechanism; a space for developing tools, concepts, methodologies, scenarios, forecasts, and undertaking other studies that would provide evidence for and inform future policy and decision-making. Only then could we ensure that decision makers benefit from existing scientific knowledge and that the researchers benefit from operational experience, which allows to improve existing knowledge and to develop innovative technologies.

In pursuit of this strategic goal, the Union Civil Protection Knowledge Network will fulfil four specific objectives:

1. To link the scientific community with operational actors within the UCPM and enable an effective feedback mechanism between them.
2. To identify and feed the scientific and research needs of the civil protection and disaster risk management community into the national and international research agendas.
3. To strengthen the development, sharing and use of scientific knowledge in all phases of disaster risk management.
4. To make the scientific knowledge easily accessible and operational, so that it can respond to the needs of different actors.

At the initial stage, the Knowledge Network will focus on integrating and consolidating scientific activities already developed by the Commission's Disaster Risk Management Knowledge Centre (DRMKC) through closer engagement of the UCPM Member and Participating States. This will include further development of the Risk Data Hub, a geographic web platform with pan-European data and methodologies for disaster risk assessment and management, so that it can also support disaster loss and risk data collection and analysis at national level. With time, additional tools, solutions, and data to facilitate evidence-based decision-making and operations at various stages of the disaster risk management cycle will be developed to address specific needs of the UCPM and its community. They will provide support to risk assessments, disaster risk management plans, capabilities assessments, vulnerabilities assessments and other national reporting obligations that the UCPM Member and Participating States have at EU level.

Through targeted activities of its Science pillar, the Knowledge Network will provide additional opportunities for the scientific community, practitioners, policy- and decision makers to engage in a constructive dialogue. This will include the well-known format of the DRMKC Annual Seminar but also other workshops, seminars, and hands-on training sessions, such as the new iterations of the Evidence for Policy School in Disaster Risk Management successfully piloted in 2020. Special focus will be given to promoting and organising capacity development initiatives on communicating science as well as on the application of scientific outcomes in policymaking and operations. This should not only enable an effective communication between different stakeholders but also support creation of a robust feedback mechanism.

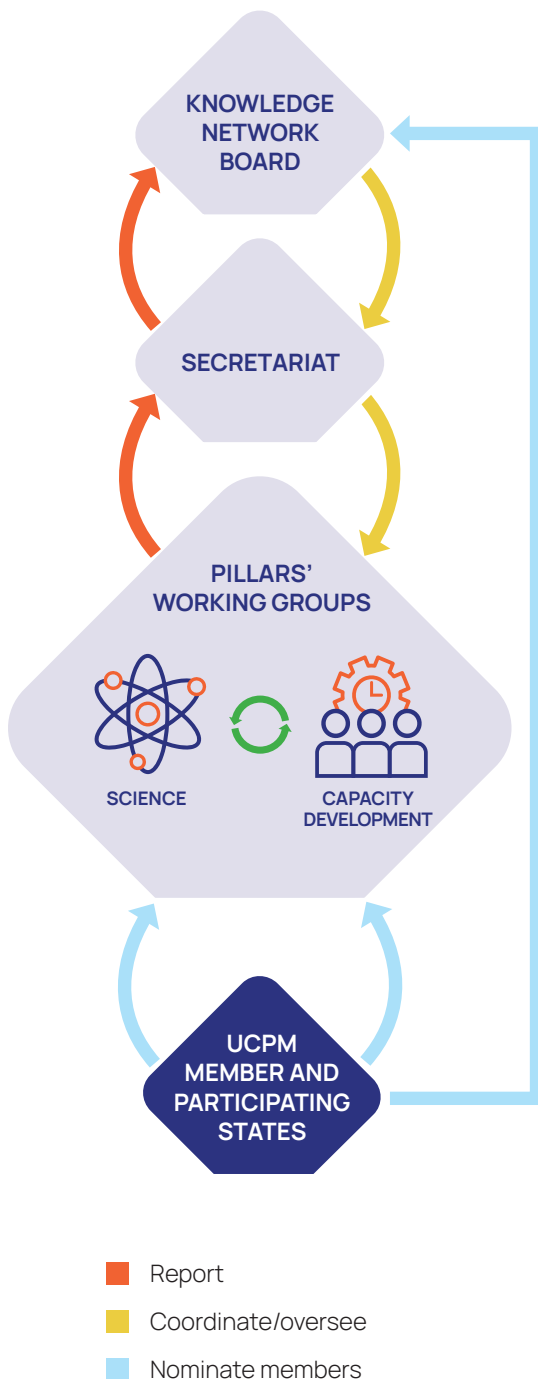
The Knowledge Network will incrementally build up its capacity to channel relevant scientific expertise to support development of the EU policy in disaster risk management and to advance methods and frameworks for improved cross-sectoral and cross-border crisis management. This will include, e.g., support in developing a framework for defining, measuring, and monitoring Union Disaster Resilience Goals, input to the development of realistic future risk scenarios based on available historical data and projections, as well as risk analysis and strategic foresight for better anticipatory action, prevention, preparedness, and response. Its work will be complementary to the Scientific and Technical Advisory Facility supporting the ERCC.

The Knowledge Network will also support generating and managing relevant scientific knowledge, e.g., through curating repository of research results, creating and collecting synthetic and action-oriented products summarising science results and recommendations, and conducting studies to further enhance disaster risk management. Collaboration with and between existing scientific networks and communities in the UCPM Member and Participating States will be a key prerequisite for this process to succeed.

To this end and to ensure a more consistent and coherent approach of integrating UCPM relevant policies into the Horizon Europe programming, the Knowledge Network will form a close partnership with relevant programmes that are funding Research and Innovation Actions, such as the Horizon's Cluster 3, Civil Security for Society. Through regular engagement with the UCPM Member and Participating States, it will also support identifying and channelling their research needs to the EU level. In addition, the Knowledge Network will provide its own funding opportunities for small-scale projects and cooperate with relevant disaster risk management project consortia, in particular those active in the Community for European Research and Innovation for Security (CERIS), by focussing, whenever possible, on promoting the implementing their results in the field of civil protection.

These interactions will facilitate the transfer of research and innovation results and enable testing of new approaches, tools, and technologies, as well as raising awareness about and promoting tested solutions in the civil protection and disaster risk management planning and operations. Effectively, it will position the Knowledge Network as the innovation catalyst for the UCPM and its community.

3. Organisation of the Knowledge Network



The governance structure of the Union Civil Protection Knowledge Network is defined by the Commission Implementing Decision 2021/1956⁷. It is composed of advisory bodies (Knowledge Network Board and Pillar's working groups) and a secretariat. Together, they advise on and ensure the smooth running of the network.

The Knowledge Network Board acts primarily as a strategic forum, advising the Commission on the strategic orientation of the Knowledge Network, and overseeing the Network's functions. It is composed of a Commission representative and a representative from each Member State, with representatives of the Participating States of the UCPM being granted observer status. The Board is chaired by the Commission and co-chaired by the Member State holding the preceding rotating presidency of the Council of the EU. It reviews, monitors and ensures that the members comply with the Knowledge Network's rules and policies, and endorses the annual report.

The pillars' working groups, composed of representatives of the UCPM Member and Participating States, will steer the work of the Knowledge Network's two pillars: the Capacity Development Pillar and the Science Pillar. The pillars are where activities are initiated, planned, designed and implemented and their working groups will support the technical work of the Knowledge Network.

To ensure the effective and efficient organisation of its activities, the Knowledge Network has a secretariat, which is provided by the Commission. The Secretariat's key role is to support the work of the Knowledge Network bodies to ensure their coordination, coherence, and information sharing. This coordination role will extend to ensuring that the input from and to relevant Commission Expert Groups⁸ not directly linked with the Knowledge Network is maintained. The Secretariat is also responsible for monitoring and reporting on the implementation of the strategic plan, as well as direct implementation of some of the foreseen activities (e.g., the online platform).

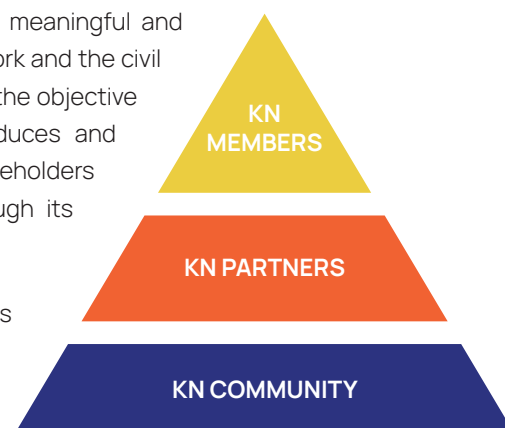
⁷ [Commission Implementing Decision \(EU\) 2021/1956](#) of 10 November 2021.

⁸ Non-exhaustive list of Commission Expert Groups and other groups: Commission Expert Group on Capacities; Experts group on Lessons Learnt from the handled emergencies; Expert group for Early Warning and Alert Tools; Expert Group for Disaster Prevention and Risk Management; National Training Coordinators meeting; EU Forest Fire Prone Countries Expert meeting; Annual forest fire meeting; Task teams in the framework of rescEU.

4. Stakeholders of the Knowledge Network

It is paramount to define a framework that will enable meaningful and collaborative interactions between the Knowledge Network and the civil protection and disaster risk management actors. This is the objective of the Stakeholder Engagement Strategy as it introduces and outlines different roles for categories of institutional stakeholders with whom the Knowledge Network will interact through its governance structure and activities.

Three groups of the Knowledge Network stakeholders were identified. They can be graphically represented as a pyramid whereby position closer to the top depicts closer relationship with the Knowledge Network:



- Knowledge Network **members**, that is the national civil protection authorities of the UCPM Member and Participating States and the European Commission. The members are actively involved at the governance level (Board, Pillars' working groups, secretariat), where strategic planning and defining priorities take place, and they contribute to implementation of different activities.
- Knowledge Network **partners** include all institutional stakeholders who are involved in the development and implementation of the Network's activities, from the training programme to different capacity building and research projects. The partners are usually members of consortia linked with the European Commission by contractual obligations. This role can also be extended to international organisations with a strategic role in the sector, as well as to civil protection and disaster risk management authorities of third countries (including of the European Neighbourhood Policy countries and of the beneficiaries of the Instrument of Pre-Accession Assistance).
- Knowledge Network **community**, a broad category of civil protection and disaster risk management organisations with an interest in and willingness to contribute to the Knowledge Network and its activities, but without contractual or legal obligations. This could include, but is not limited to, first responders' organisations, universities, research and training centres, civil society organisations, private sector actors, as well as actors representing other sectors, international organisations and third countries. In addition, the Knowledge Network will engage directly with the individuals working or interested in the civil protection and disaster risk management domain – first responders, policy makers, researchers, volunteers etc. The Knowledge Network community will be a natural space for this engagement.

5. Way forward

The Union Civil Protection Knowledge Network Strategic Plan 2022-2026 defines the high level of ambition for its development, in line with the expectations of its key stakeholders. Its implementation will depend on the level of engagement of the Knowledge Network members, partners and community, at both institutional and individual level, and on the extent of addressing their needs throughout the process.

It is very important to monitor sectoral developments and assess the changing needs on a frequent basis, translating them into new priorities and activities. For this reason, the document will be accompanied by a set of annual plans describing the activities in more detail. It will also be subjected to a mid-term review in 2024.



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