



## WP7 Expert Workshop on sustainability options Brussels, March 16<sup>th</sup> 2016

# Meeting minutes



Funded by  
the Health Programme  
of the European Union

Meeting minutes - Brussels, March 16<sup>th</sup> 2016

## Agenda:

09.45 – 10.10 Status of WP7 and organisation of Workshop

10.10 – 10.30 Presentation of the Results of WP7 Survey

10.30 – 11.30 Workshop on Sustainability Proposal

11.30 – 12.00 Introduction to Business Plan

*12.00 – 13.00 Lunch*

13.00 – 15.00 Workshop on Business Plan

*15.00 – 15.20 Coffee*

15.20 – 16.40 Workshop on the Network of Experts

16.40 – 17.00 Meeting conclusions

## Participants:

Todorka Kostadinova, Michel Van Hoegaerden, Caroline Hager, Galina Perfilieva, Walter Sermeus, Reijo Ailasmaa, Tjitte Alkema, Despena Andrioti, Zoltan Aszalos, Ronald Batenburg, Nina Bernot, Tom Clayton, Sarada Das, Isabelle Deve, Angel Dipchikov, Aneta Dokova, Eoin Dunleavy, Stijntje Dijk, Matt Edwards, Adriana Galan, Pascal Garel, Edmond Girasek, Stefan Hardt, Jacob Tina, Miloslava Kovacova, Eszter Kovacs, Marieke Kroezen, Kate Ling, Linda Mans, Paolo Michelutti, Carlos Moreno Sanchez, Emanuela Mutafova, Isabella Notarangelo, Stefanie Praxmarer, Nikolina Radeva, Damien Rebella, Carolina Rodríguez Gay, Maria Rohova, Cris Scotter, Steingberg Pascale, Mara Timofe, Marjukka Vallimies-Patomäki, Milena Vladimirova, Jamie Wilkinson, John Williams, Kostos Aligiannis, Nina Brkuljan

## MAIN TOPICS OF THE WORKSHOP:

- Presentation of WP7 Deliverables and status
- Results of the WP7 Sustainability survey
- Workshop on the Business Plan and introduction of the new version
- Workshop on Network of experts - variants for developing

## PRESENTATIONS & DISCUSSED TOPICS:

### 1. *Opening and start of the workshop*

- Michel Van Hoegaerden – Start of the meeting, welcome words, presentation of the updated agenda and organization of the Workshop
- Prof. Kostadinova – Welcome words and status of WP7
- Short introduction of all participants in the workshop

### 2. *Presentation on the status of WP7 (prof. Kostadinova)*

- Presentation of all documents in one panoramic slide - D071 – Sustainability plan, D072 Network of experts, D073/D074 - Concept of Technical Recommendations and Policy Recommendations, WP7 Report on Circular Migration of the Health Workforce
- **D071 Sustainability plan** – final version (validated in the beginning of the project)
- **D072 Network of experts** – Updated and extended Appendix 2b with more information in – Expert consent & auto-evaluation form, finalizing the third round of invitation. The last invitation to join the Network of experts was sent on 7<sup>th</sup> of January 2016 and the collecting of new auto-evaluation forms was until 22<sup>th</sup> of January. We have some changes and new registrations in the list, because we keep receiving new auto-evaluation forms. We will add all new registrations until the Executive Board in Helsinki, because it's a developing and living network. We planning the exchange among WP7 and reviewers in the end of March (28.03.2016) and we are preparing the document for Helsinki – 13-15 April 2016.
- **D073/D074 Concept of Technical Recommendations and Policy Recommendations** It's a new integrated document of technical & policy recommendations. We decided to integrated D073 and D074 in one document to be more visible and to propose to the future readers the possibility parallel examination of the two groups of recommendations.
- **WP7 Report on Circular Migration of the Health Workforce** - Version 03 Approved 27.01.2016 (Executive Board – Bremen)

### 3. Presentation on the Results of WP7 Sustainability Survey (Marieke Kroezen)

**Aim:** Gather the views of JAHWF partners and other experts on how to sustain the results of the Joint Action after its official ending

#### Three main parts of the WP7 Survey:

- Policy & Technical Recommendations (D073/D074);
- Actions and project proposals in the Sustainability Business Plan (a part of D073/D074)
- Network of Experts (D072)

#### Overall information:

- The survey period was a few short – only two weeks (from 26<sup>th</sup> of February to 11<sup>th</sup> of March)
- We received 24 completed and 2 partly completed surveys (total 26 surveys)
- Responses received from Ministries, professional organizations, academic sector, NGO - nice mix of different respondents.

#### Questions:

##### I. D073/D074 Policy & Technical Recommendations

➤ **The Sustainability Vision of the JAHWF is relevant**

Strongly agree: 8

Agree: 17

Undecided: -

Disagree: 1

Strongly disagree: -

**Comments:**

- What is the role of the vision paper in comparison to the policy/technical recommendations?
- Relationship to Knoster model not clear, do not use multiple frameworks
- Please, be sure that the Sust. Vision is addressed to all the relevant stakeholders (not only "National governments" but also local and other national bodies)

➤ **The content of the Sustainability Vision is clear**

Strongly agree: 7

Agree: 15

Undecided: 1

Disagree: 2

Strongly disagree: -

### Comments:

- The relation of the Business Plan to the Sustainability Vision is not completely clear, as it should be the practical part of the vision, however the actions are not thematically grouped according to the vision's categories.
- Content not always clear, sometimes technical and policy headings mix
- The application of the Knoster model to the sustainability strategy requires explanation. This approach can be clear for experts involved in the process, but for a reader - the rationale is missing. The order of the components of the model (applied to the policy headlines) has been changed (vision follows incentives) and the logic is uncertain
- CPME:
  - \* We would welcome an explicit acknowledgment that mobility of professionals as such is not a negative phenomenon but beneficial not only to the individual professional, but the profession and consequently patient care as a whole.
  - \* The various sections include further reading recommendations, which also include publications outside the JA. We would like to ask how this selection was made and whether a reference to the JA reports would not be sufficient, as they have already processed these external publications.

#### ➤ **The structure of the D073/D074 document is clear**

Strongly agree: 6

Agree: 17

Undecided: 1

Disagree: 2

Strongly disagree: -

#### **Comments:**

- Highlight conclusions
- Shorten this part - Do not duplicate/repeat content from chapter 3 in chapters 4 and 5
- Im a bit confused with the different models, frameworks and their focus
- CPME: \* It is not clear who the target audience of the various sections is or in what format they are to be delivered in.
- \* The section on the history of the health workforce dossier could be annexed.
- \* Is there a reason why the order of the sections ('incentives', 'vision', etc.) is changed compared to the Knoster change model?

#### ➤ **The JAHWF deliverables are consolidated in the most optimal way in the D073/D074 document**

Strongly agree: 3

Agree: 18

Undecided: 3

Disagree: 2

Strongly disagree: -

### Comments:

- Strongly support combining all JAHW results: recommendations, business plan and network of experts in one document
- Deliverables should be referred to more times to support the information provided in this document
- It is not clear for someone, who did not take part, which is the document consolidating the deliverables (the questions suggests, that D073/D074)? I think, it is the final guide, and this one is the follow-up on recommendations and synchronising them to the vision of sustainability
- I'm a visual person - the text is good but it is 1 dimensionnal while the sustainability is either 3 dimensional (see Business Plan) or 5 dimensionnal (see Knoster Model). So it is good, but not fully my "language" as missing diagrams;
- CPME: \* there is overlap between the different sections, also the substance of the recommendations does not always relate to the heading it is grouped with. Examples include:
  - p. 33, point 1: the principles of health workforce planning would be better place in the 'vision' section. Also, we believe that the fundamental nature of the adoption of 'principles' would merit consultation with all JA partners.
  - p. 38, point 3: This relates to the availability of data and would be better suited to the data section.
  - p. 49, point 9: the recommendation relates to data analysis and would be better place the corresponding section.
    - \* We propose to consolidate all commentaries on 'Demonstrated added value of European cooperation and the JAHWF' as an introduction to the policy/technical recommendations and focus the specific sections on the recommendations.
    - \* As a general comment, we welcome the references to the need to respect national and European data protection laws in some of the data related recommendation, but would prefer a statement which confirms this for all recommendations relating to data collection, warehousing, linking etc.
    - \* We have specific questions pertaining to recommendations and their introductory commentary (as mentioned above, we would suggest to summarise these commentaries):
- p. 38, point 2: there is a list of required skills for HWF planning, which does not seem to relate to similar statements on profiles, such as the network of experts, we would therefore like to ask what this list is based on.
- p. 39, point 1: there are various references to possible tasks of the network of experts, however it is not clear how this is to be implemented, pending decisions on funding and management. We therefore would like to ask if these recommendations should be qualified so as to be appropriate for various scenarios.
- p. 47, bullet point 1: there is a reference to gender equality as one of the factors affected by working conditions, we would propose to omit this as it is not clear how this issue was selected above others.
- p. 47, bullet point 2: there is a list of several policy actions which HWF planning should be aligned with i.e. "EU and national educational policy, establishment of

harmonized criteria for productivity and quality of labour, establishment of a common system for licensing and registering practices, establishment of a common model of remuneration and development of a catalog of the health professions, etc.”. We would welcome clarification on the source of this listing and the meaning of the ‘common’ dimension of policies. CPME does not support an EU level models and practices in these areas.

- p. 50, point 4: the point states that “It is recommended that the models start from a current imbalance between supply and demand.”, however it is our understanding that the models used in the Italian pilot, for example, assume equilibrium as the status quo. We would be grateful for clarification as to this point in case we misunderstand the premise the pilot is based on.
- p. 51, bullet point 1: the commentary on the use of ‘language of skills and competences’ is not clear, we would propose to omit this.
- p. 52, bullet point 4: there is a commentary on the impact of technology on the workforce, we would propose to add a qualification that while technology has the potential to improve care, but must always be seen as complementary to the patient-doctor relationship and must be proven to improve patient care, rather than an option which is economically convenient.
- p. 54, the section mixes the needs for education & training in HWF planning skills and the alleged needs for future health professional training. This causes confusion. We suggest omitting all references to the education & training of health professionals, as it is not pertinent to the heading and it is unclear what the statements are based on.
- p.55, point 5: this section is not clear, we would welcome clarification, e.g. which documents should be synchronized.

#### Comments and suggestions on D073/D074 Policy & Technical Recommendations:

- Some of the recommendations are not always related to heading they are under
- Overlap between groupings
- Who is the target audience and what exactly is the role of sections of document
- There is some overlap between sections in the document
- Why the order of the sections (incentives, vision, etc.) is changed compared to the Knoster change model?

## II. Sustainability Business Plan

- Participants selected their top 5 of proposed actions as listed in the Sustainability Business Plan
- Scoring system:
  - 1<sup>st</sup> priority: 5 points
  - 2<sup>nd</sup> or 3<sup>rd</sup> priority: 3 points
  - 4<sup>th</sup> or 5<sup>th</sup> priority: 1 point
- Based on scoring, actions divided in three categories:



- Top scores → to be worked out further
- Intermediate scores → assessing the strengths and weaknesses
- Lower scores → exclude or is there room for improvement?

**Question: The proposed action- and project list cover the most relevant policy and technical recommendations issued by the Joint Action**

Strongly agree: 4

Agree: 16

Undecided: 4

Disagree: -

Strongly disagree: -

**Additional actions which were suggested:**

- Something on impact on quality and patient safety
- Capacity building; develop and introduce educational programs on HWF policy and planning, short- or long-term/Master training courses
- Establish European Observatory on HRH (recommendation from Green Paper)
- Country clusters for learning and experimentation
- Take costs into account in all actions
- There is overlap in the actions

**All options for development of the Business plan are described in point 6 (Workshop on improving the Business Plan)**

Do you support Joint Action on HWF planning & forecasting?

Yes: 22

No: 1

### III. D072 Network of Experts

In the beginning of the idea for the Network of experts we created only one variant for future development. After the Executive Board in Bremen and the discussions there we formulated more two variants for sustainability options of the Network.



- Variants for future sustainable development of the Network of experts:
- **A - minimal variant** → *voluntary, without extra funding, Linked-in group*
  - **B - middle variant** → *variant A + one FTE to work in EC office as Coordinator of the Network*
  - **C - maximum variant** → *long term, additional funding required, own structure, organisation, interaction via platform*

### Questions:

Do you endorse the need for a supported Network of Experts after the ending of the Joint Action?

Yes: 23

No: 2

The results of this question show the positive opinion for supported Network of Experts after the ending of the Joint Action

*All the respondents with positive votes had the option to choose of the three variants and the score is:*

### Votes:

**Minimal variant A – 3 votes (14%)**

**Middle variant B – 13 votes (59%)**

**Maximum variant C – 6 votes (27%)**

### Comments & suggestions about D072 Network of experts:

#### Proposed activities:

- Need for defined and strong structure with related investments (goodwill is not enough)
- Take into account both policy relevance and feasibility
- Focus on a limited (feasible) number of tasks
- Coordination with existing bodies (EU Expert Group HWF)
- Event organization
- Networking
- Collaboration and information sharing on successful initiatives

The most preferred variant is the Middle variant B - variant A + one FTE to work in EC office as Coordinator of the Network.

During discussions it was decided to choose the middle variant and to be developed.

## 4. Presentation on D073/D074 Concept of the technical recommendations & recommendations towards policy making (prof. Kostadinova)

Additional clarification – the results of the survey presents that some of the recommendations are overlapping. We would like to clarify that this is not copy and paste from the document. We elaborated and presented the main groups during the General Assembly in Madrid and in many internal workshops, so the texts of the recommendations from the different documents of the other work packages are selected and then a little bit rewritten and modified, not very much but to clear from which document there are.

JAHWF recommendations formulated by the various JAHWF Work Packages have been divided in:

- **Policy recommendations** (Chapter 4)
- **Technical recommendations** (Chapter 5)

They are presented separately to better serve the different target audiences. (We need more improvement in this. Which target groups? )

Each chapter follows a set structure:

- **Recommendation group**
- **Demonstrated added value** of European cooperation and the JAHWF
- **Supportive recommendations** from all Work Packages of the JAHWF

The model used in the selection and creation of the policy recommendations is the Knoster model of change with its five groups – **Vision, Incentives, Skills, Resources, Action plan**.

For the technical recommendation we have six main groups based on multi-level concurrence of expert opinion - **Data & Analysis, Health Systems, Implementation, Competence Dimension, Education & Training, Cross-border Mobility**

We are working in progress, we are not at the end still, we have few months and now we are working in finalizing the supportive policy and technical recommendation. After the workshop we have much more orientation from the different sides and opinions.

In the end of presentation: Discussion about the problem with the lack of data from the sending country, but also for the receiving country.

It's easier to have data from the receiving countries because they register everyone who start working. The question is how we can structure the data collection on national level?

## **5. Workshop on Sustainability Proposal (Michel Van Hoegaerden)**

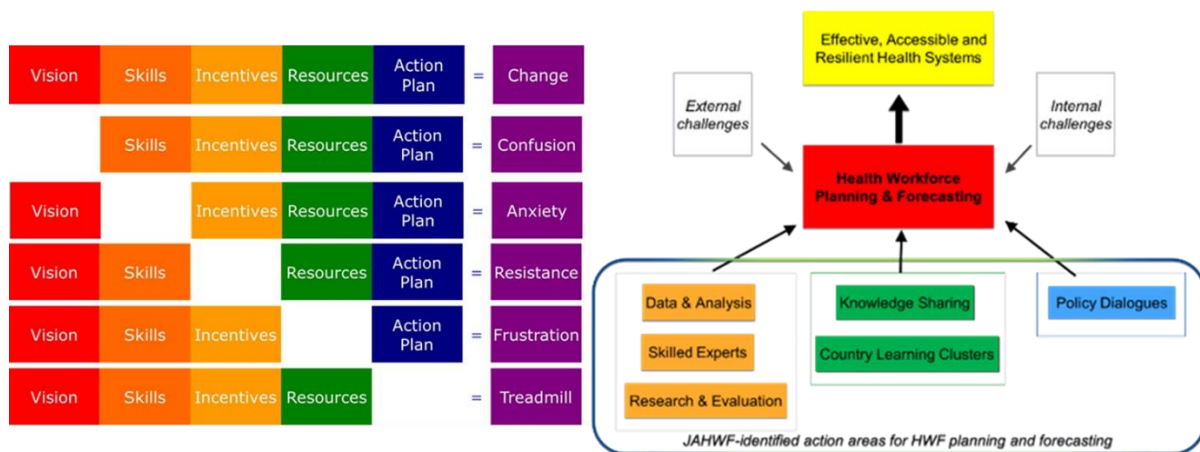
Divided in two groups:

- **Group 1 – Sustainability Vision** (Moderators – prof. Sermeus, Marieke Kroezen)

- How to improve the link between Knoster model and Sustainability Vision?
- **Group 2 - Ch. 4 & 5 – Policy & Technical Recc’s** (Moderators – prof. Kostadinova and Michel Van Hoegarden)
- Is this the right format to present all recommendations from all other Deliverables?
- Do we want a heading “Demonstrated added value of European cooperation and the JAHWF” before each group of recommendations or should we make this just one starting paragraph for Ch 4 and Ch 5 (as now there is repetition)?
- Should the original recommendations be rewritten so they make a more coherent whole in this document?
- What would be the ideal reading path(s) for these chapters?
- Should there be clearer links between Policy (Ch 4) & technical part (Ch 5)?

## I. Outcomes group discussion on use of Knoster model

### Discussion on Knoster model - Group 1



#### Recap of discussion:

The figure on the right is good, but it should not make the link to the Knoster model in this way.

Knoster model is not a real model, but a framework. It should be applied to each individual part of the elements in the right figure. You cannot put the whole process of HWF planning in the Knoster framework.

So we will make a general statement that for each element needed for proper HWF planning & forecasting, the Knoster framework should be applied.

Also, the Knoster framework should be applied to all levels, so EU level, at Ms level, and also for different actors within countries (planning agencies, MoH0

There was a discussion on ‘incentives’, we should call this drivers. Drivers for implementing/improving HWF planning could be evidence on how the HWF situation improves, but could also be political leadership, this is also needed.

Question we need to think about: how do we translate vision to our countries? And then we need to see how this vision can be translated to country level?

## II. Outcomes group discussion on Policy & Technical Recommendation

### Proposals and conclusions during the discussions in - Group 2

#### Questions and opinions:

- Which is exactly the target group and in which contexts
- Shorter and more clear presentation of the Policy recommendation
- To revise the document to make it more readable
- There is some overlaps between Chapter 3 and Chapter 4/5
- Demonstrated added value – shorter
- Where the document will be published and who will be able to use it?
- We can separate the document in two parts – first part like intro message to the audience and for the policy makers, and second with the explanation and methodology.
- To make a summary of the document – It could be done in the info sheet
- The vision is the most important for the policy recommendations and we should seek for support on EU level
- If the document is addressed to politicians, we should make it shorter and more clear
- 

**Conclusions:** We should think about the creation of info sheet. According to the opinions of the audience that is the best way to present the recommendations in shorter and clear format. We should write more information about the target groups and who will be able to use the document.

### 6. Workshop on improving the Business Plan (Michel Van Hoegaerden, prof. Sermeus, Marieke Kroezen)

- A list of 22 initiatives
- With 4 categories of projects
- Sorted in 3 dimensions of JA outputs
- To be updated by the workshop

- PRIORITY
- USEFULNESS
- A first guess of the feasibility

Workshop divided in three groups depending on the classification of the action from the WP7 Survey results.

- **1<sup>st</sup> group – Top scoring proposals**
- **2<sup>nd</sup> group – Actions with lower scores**
- **3<sup>rd</sup> group – Intermediate score actions**

#### Main questions:

- Further define the top score projects. Is there a possible consortium for doing those? (Refined portfolio)
- Should the unselected projects be left out or redefined? Should new proposals be incorporated? (A purified list)
- Assessing the strengths and weaknesses of the projects in between. (Container for opportunities)

## Outcomes group discussions on Sustainability Business Plan Actions

### GROUP 1 - TOP SCORING PROPOSALS

Moderator: Michel van Hoegaerden

The 4 following proposals have been top scored by the survey:  
1,2,3 and 10

After three successive group discussions it is clear that there is a strong support for those initiatives when grouped with similar ones.

- The first grouping is related to the core data collection and implementation: group proposal 1 with proposal 4 and 7
- The second grouping is related to the specific mobility data collection and implementation: group proposal 2, 6 and 5
- The third grouping is related to the data collection and implementation related to the common challenges of labor market & economic determinants: group 3, 10 and 9

Data should be understood as a collection of information (not only numeric) monitoring the current and past values, enriched with informations that allow to draw future trends and measure the evolution of determinants. This definition integrates the need for forecasting and horizon scanning, that are most relevant for the countries where monitoring is already a systematic process.

The projects need redrafting to enhance the common added value. The following parameters have been highlighted to measure this common value.

I / as already present in some definition, the possibility to synchronize with current work within international organization, benefits from transversal initiatives,

II / the proposals should increase the country ownership and allow most of the action to be done locally.

III / the proposal should better create a consistency through the partners potentially involved

IV / there should be a tangible and clear gap between the new deliverables and what the Joint Action and other studies has already produced.

The groups have mixed opinions on the need to retain estimates within the business plan :

- There is an agreement to keep a duration
- There is a small majority in favor of dropping the estimate.

## GROUP 2 - ACTIONS WITH LOWER SCORES

**Moderator: prof. Walter Sermeus**

### #8 EU Balanced Scorecard for Implementation of WHO Code of Practice

- It is an important action, a balanced score card is easy to build, but difficult to sustain
- We have avoid duplication to WHO
- It should include targets + reasons why these targets are not met (in-depth information)
- Added value is mainly in understanding reasons why some member states are not following the WHO code
- An important role for the JA is in encouraging member states to submit their report, might be rephrased in “encouraging member states ...”
- Avoid a shame and blame culture around implementation of WHO code

### #18 Library on Health Workforce Issues

- What is the difference with the online platform? Merge with #5- Data sharing & collaboration
- To keep a library up-to-date requires a lot of work, impact is rather small
- What would this look like? Repository? Openly accessible? Including good practices and publications? It should bridge JA to international publications (evidence based)
- This could be an activity of the Network of Experts

### #9 Impact of Salary

- Should be merged with #3- Recruitment and Retention Determinants or #10 (impact of working conditions), is one of the main drivers of mobility
- Hot topic - but perhaps out of scope
- too discrete issue, avoid duplication with other research groups



### #16 Horizon Scanning on EU Demography Impact

- Merge with #15- Horizon Scanning on eHealth Impact
- Not clear whether this would be a study/research? Too broad, very complex. Too costly
- Risk of duplication of efforts to other research groups
- What competencies would be required?
- Main emphasis should be on capacity building on horizon scanning (member states learning how to do it themselves) and make use of the methods that are in the JA now
- Not all countries are ready and on the same level

### #7 Joint Questionnaire Dynamic

- Merge with #1 Data Compendium? Or #4 or #5?
- Question is: why are some MSs currently not filling in the Questionnaire?
  - o Match training/occupation
  - o Feedback

### #12 Opening the Handbook to the World

- Making the current handbook available to the world (disseminating activity)
- Use models from other regions
- It should be interesting to translate the handbook to other EU languages (a version is already available in Russian, Italian,...)
- Can also be merged with #11

### #6 Activities of Foreign Trained HWF

- Should be merged with #2
- Is about mutual recognition of qualifications and related legislation

### #14 Extending the Handbook with Mathematical Forecasting

- Should be merged with #13
- Can also be merged with #11

### #20 Joint Horizon Scanning

- The main impact is on neighboring countries
- Might be merged with #6
- Cross-border patient mobility is generally too low (1-2%) to make it a priority ?

## GROUP 3 - INTERMEDIATE SCORE ACTIONS

Moderator: Marieke Kroezen

### #5 Data Sharing & Collaboration

- More focus on bilateral agreements needed in description
- It is unclear about on which data this action focuses. If it's only about mobility data, the action should be merged with action #2. If not, please specify what it's about.
- More attention should be paid to confidentiality issues, this could be a huge barrier

### #22 Research exercise on cross-professions planning and multi professional teams and skills mix

- This action should have higher priority



- It is not feasible to do this at European level, only at national level
- If only done at national level because of huge variety in terms of professionals titles, skills and roles between EU countries, what is the benefit of knowledge sharing between MSs on this topic?
- Because of huge variety (also within countries) a focus on skills is required, before a focus on skill-mix can be done
- Skill-mix is related to working conditions, should be acknowledged in action description
- Include some contextual remarks from WP6 in action description

### #21 EU Health Workforce Forecast

- There should be more description on the 'how'. How will these numbers be calculated?
- Explain the 'why' clearer (e.g. mention that many policy decisions are based on this number)
- There are some doubts whether this is something which the JAHWF should do

### #13 Roll-out of Planning

- Include stakeholder engagement in description of action
- Mention not only national implementation, but also regional and local implementation
- Include something about peer-support between countries; how will this be shaped?

### #11 Modelling System Changes

Has not been discussed.

### #4 National Implementation of Data Collection

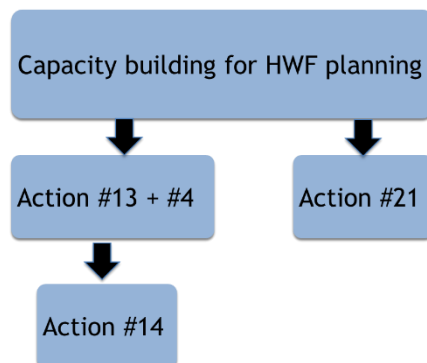
- Should be merged with #13

### #17 Increase HWF Management Knowledge

- Explain the context of this action
- Include capacity building in this action

### #14 Extending the Handbook with Mathematical Forecasting

- Show the progressive sequence with #13 (and possibly other actions). #13 - implementation of planning methodologies - can already happen at this moment. #14 - further developing the handbook with mathematical forecasting - is a next step for the future.
- An example of what this may look like is shown below:



### #15 Horizon Scanning on eHealth Impact

- Not something for the JAHWF to do, there is already a European eHealth Governance Initiative
- This topic is also already done/been worked on by many other EU bodies

### #19 Involve Future Generations

- This is also important because of:
  - o Capacity building of future generations
  - o Attracting young people to healthcare (related to this, it is noted that #3 on recruitment & retention should take future generations more into account)

## 7. Workshop on European Network of Health Workforce Planning Experts

- The European Network of Health Workforce Planning experts (ENHWoPE) aims at being a leading think tank providing European policy makers with sound base for policy decisions: up-to-date information, analysis, good practices, experiences, trends and recommendations on Health Workforce development.
- It should play a proactive advisory role by organizing conferences and network meetings, as well as promoting intelligence and results through a web portal.
- While focused on the specific challenges of the European Region, the European network will welcome worlds experience and build the link for a global knowledge management. Viewing health workforce planning as an important part of health systems planning, it affiliates and seeks synergies with the other EU networks and organizations.
- The network will involve experts with different levels of competences identified in the documents of the initial Joint Action (List of experts – WP7).

There is three variants for the future developing of the network. Regarding the results of the WP7 Survey, the most preferable option is Variant B:

- *Use/utilization of the available resources (without extra funding) for communication among the experts and available experts group.*
- *Uploading of the list of experts on the existing website of the JA.*
- *Setting up a group of experts in Linked-in.*
- *Voluntary maintenance.*
- *Opening 1 or ½ FTE to work in the office of the European Commission acting in the role of a Coordinator of the network activities.*

For all variants for future development, please see last section of the survey (page 9)

### Conclusions from the discussions:

- Variant C – The maximum variant could be implemented only if we decided to organize all the activities. This variant also will allow more people to work and so the network will be more sustainable.
- We should think for creation of an extended Variant B. Option is the opening 1 FTE to work in the office of the European Commission acting in the role of a Coordinator of the network activities with the support of Member States to govern network rotation principle.
- If the Member States take place in the organization of the network they could be more involved in the activities.
- The rotation of the government of the network can be unstable and better option is the creation of office on EU level.
- The Member States can support the work in the EU office.
- Which countries will have the possibility manage this kind of network?
- There is inequalities between development and organizations in the countries. We could explore the existing institutions and databases before start creating new ones.
- We should prepare and adopt in the document a list of skills and competences.
- The main idea of the network is the exchange of knowledge.
- A good option for the future development of the Network is to attract the support of governments and the Network would need political governance.
- The network will need funding and the idea for sustainable developing without funding is complicated.
- We could find EU funding, but with co-funding and also we will need the support of at least half of the Member States.