

Eurovisioning Implementation

EIC Strategic Plan 2022 – 2026

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Introduction and context – Background to EIC

About the European Implementation Collaborative



EIC Founding Board and launch celebration, 2015



- Established in 2015 by a number of Europeans committed to improving implementation in Europe
- A network for anyone with an interest in enhancing the uptake of research findings in human service practice and policy
 - Practitioners
 - Policy makers
 - Researchers
 - Organisational leaders
 - Intermediary organisations
- **698 members from 21 European countries** (as of December 2021)
 - **2268** Twitter followers, **1123** Newsletter subscribers
- Governed by a Board of up to 7 Directors, representing different European countries and implementation networks in Europe
 - Current Board elected at the third EIC General Assembly, held on September 30th 2020
 - Scientific Secretary works part-time to support the EIC Board / EIC activities



The **landscape** for implementation in Europe has changed substantially since EIC was founded

- There are now 8 **national implementation networks** in Europe: <https://implementation.eu/networks/>
 - **Danish** Implementation Network
 - **German Speaking** Implementation Association
 - Implementation Network of **Ireland and Northern Ireland**
 - **Netherlands** Implementation Collective
 - **Nordic** Implementation Interest Group
 - **Norwegian** Network for Implementation Research
 - **Swiss** Implementation Science Network
 - **UK** Implementation Society
 - Networks in development (**Italy, Spain, ...**)
- There are many **more implementation researchers and implementation research centres** in Europe, particularly in Northern Europe and Scandinavia
- There are **more implementation specialists and people committed to ‘better implementation’** in government departments and institutions, funding agencies and non-profit organisations
- There are a **range of implementation science education and training** opportunities across Europe: <https://implementation.eu/training-and-education/>

Introduction and context – Context and environment



SWOT – Summary of the Strengths, Weaknesses, Opportunities and Threats for EIC*

Strengths (of EIC, internally)

- Enthusiasm about implementation science and practice within EIC
- Active and engaged Board
- Scientific secretary carries out key duties to ensure smooth functioning
- People / members are willing to engage and interested in being involved in the EIC
- Some internal infrastructure established (e.g. General Assembly, website, member communications)
- Some network building has been accomplished
- EIC has a good reputation and the resources it provides are appreciated by the community

Weaknesses (of EIC, internally)

- Financial sustainability of EIC
- Is the EIC / Board innovative enough? (future oriented, able to push the field forward)
- Time restrictions of Board Members
- Limited diversity at Board level
- Structures are not entirely in place and development needs energy
- Current structure does not meet all member needs (e.g., increased engagement)



SWOT – Summary of the Strengths, Weaknesses, Opportunities and Threats for EIC*

Opportunities (in the external environment)

- Momentum building about implementation science and practice, and the value of implementation is becoming more visible across fields and disciplines in Europe
- National / geographic implementation networks are developing in Europe, providing opportunities for EIC to connect more with them
- Growing body of implementation knowledge and resources available, that could be shared / disseminated by EIC
- There is a gap between the science and practice of implementation – EIC can help to reduce this gap
- Increase in funding opportunities for implementation, that could help support efforts of the EIC or its members
- Increase in education and training opportunities in implementation, that could be shared / disseminated by EIC
- COVID has provided an opportunity to reach larger audiences through the online environment

Threats (in the external environment)

- No common understanding in Europe (and internationally) of what implementation is
- Lack of common terminology and language across Europe, increasing the chances of people not being aware of relevant developments and resources
- The gap between implementation science and practice – the risk is that implementation science might become too rigorous
- Differences in knowledge about implementation work/ science/ practice between countries and groups
- Other networks might grow and EIC could miss the opportunity to connect with them, or the role of EIC could be too vague, less important
- Although funding opportunities for implementation in Europe have increased, they are still inadequate
- Have missed the opportunity for EIC members/ supporters to meet in person during COVID-19

Introduction and context – Strategy development

About this Strategic Plan



- **When EIC was established in 2015, the founders developed a number of governance and planning documents including:**
 - EIC Logic Model outlining the EIC's vision, outcomes and planned activities for EIC (2013 and 2015)
 - EIC By-Laws (revised in 2018)
 - EIC website: <https://implementation.eu/>
- **Since then, the EIC Board has agreed an annual / bi-annual work programme**
- **This is the EIC's first formal strategic plan.**
- **This five year strategic plan builds on progress made by the EIC during its first seven years, 2015 – 2021, and lays out our vision, goals and activities for the next phase of EIC, 2022 - 2026**
- **The following slide shows the process of how we developed this strategic plan**



Strategy Development Process (April 2021 – January 2022)



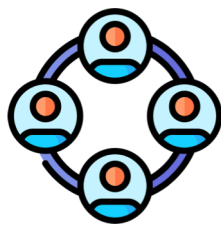
Review and summary of **EIC documentation**

April 2021



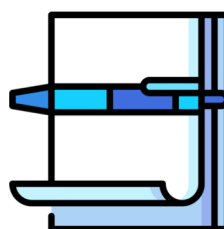
Quantitative data collection on **EIC statistics**

April 2021



Input from **National Implementation Networks**

May 2021



Online survey of **EIC members**

June 2021



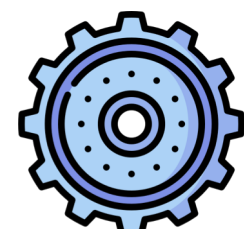
Interview with **EIC founder and past chair**

July 2021



EIC Member workshop

October 2021



Series of **4 EIC Board workshops**

June 2021 – Jan 2022

EIC achievements and progress since its foundation

The following slides identify the key achievements and progress by EIC against each of the original goals identified for EIC in 2015. The boxes highlight examples that best illustrate these contributions.



Original Goal 1: Building a European infrastructure for the implementation community

- EIC has regularly **communicated with members**, engaging with individuals interested in the field of implementation and connecting with new stakeholders.
- EIC has facilitated **networking opportunities** for individuals and networks from countries throughout Europe and around the world.
- EIC has built and currently maintains the EIC website, which contains valuable **Europe-specific resources** to support the implementation science knowledge base.

EIC highlights 2015-2021

- Monthly communication with members via EIC newsletter, more regular communication via social media
- In 2020, EIC circulated 14 newsletters to 530 members
- 2270 Twitter followers, 1125 Newsletter subscribers
- Nordic Implementation Conference Copenhagen, May 2018
- European Implementation Event 2021 online, May 2021
- Development of EIC repository of 20 implementation-related training and educational resources across Europe



Original Goal 2: Development and sharing of implementation knowledge

- EIC has developed and shared a **European knowledge base** to increase awareness of implementation science, provide learning opportunities and promote the **professionalisation** of implementation practice, through established relationships in Europe and internationally and through contributions to events (training, webinars, conferences).
- EIC has contributed to developing a **European perspective** on implementation science through contributing to European-relevant papers and publications, European projects and conferences.
- EIC has offered training, contributed to conferences, webinars, steering groups and collaborated with European funded projects to support **knowledge sharing** in the field of implementation in Europe.

EIC highlights 2015-2021

- 27 EIC Implementer portraits of implementation practitioners and researchers in Europe available on the EIC website
- EIC Chair and Board members represent EIC at international conferences (e.g., EUPHA)
- 6 publications stemming from EIC involvement
- Teaching of Implementation Module at Barcelona Technology School



Original Goal 3: Building implementation capacity within Europe by supporting the use of implementation resources

- EIC has increased **awareness of implementation science at a European level**, through contribution to European projects, reports, conferences and as Advisory Board and Expert Group membership.
- EIC has **published resources** (articles, blogs) independently and in collaboration with other organizations to increase awareness of the field and the need for **professionalisation** of the practice.
- EIC has developed relationships with high-level national policy makers, to help **strengthen networks between policy organizations and service providers** and bring implementation science into decision-making at policy and practice level.

EIC highlights 2015-2021

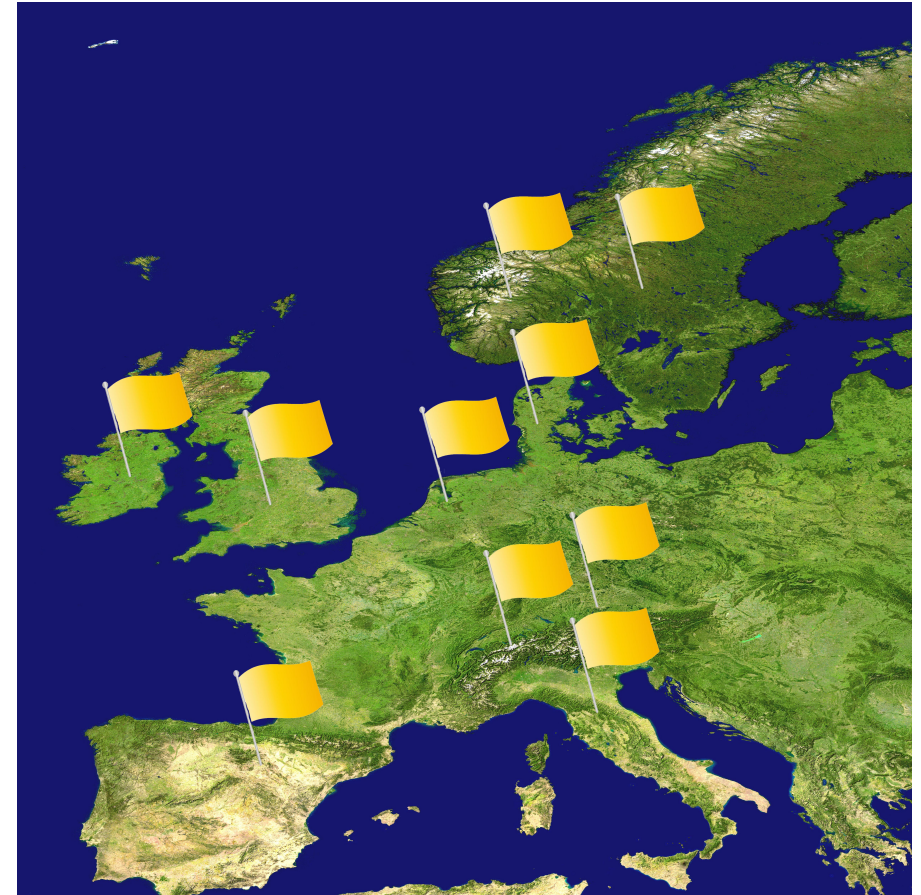
- EIC workshop and report for the European Monitoring Centre for Drugs and Drug Addiction (EMCDDA)
- Consultancy advice to EIC on influencing the European Commission (EC)
- EIC Chair was a member of the Advisory Group for ImpleMentAll EU-funded project
- EIE2021 launched by Dr. Erik Gerritsen, Secretary General Dutch Ministry

Key messages from stakeholder consultation – National implementation networks



National Implementation Network perspectives on the future of the EIC

- Meeting held on 25 May 2021, prior to the EIE2021, with 18 National Implementation Network representatives
 - Presentation of main results of the “European Network Report” summarising **governance, finances, membership, activities, communications, obstacles, facilitators, and lessons learned** from all national implementation networks within Europe, data was collected via a survey and follow-up interviews [2020]: <https://implementation.eu/resources/>
- Perspectives on the future role of the EIC for National Implementation Networks:
 - To **exchange knowledge and share experiences on network building**, with a focus on: development, organisation, and sustainment
 - To **meet more regularly in workshops and/or working groups**, with a focus on: diversity (gender, race/ethnicity), capacity building, methodological advancements, students and/or early career



Key messages from stakeholder consultation – EIC members and stakeholders



EIC Member/Stakeholder perspectives on the future of the EIC – survey findings

- Online survey conducted in summer 2021 of EIC Members and Stakeholders (n=75)
- *Description of sample:* Over half work in health fields, over half have > 10 years of professional experience with one third > 10 years in implementation, half are researchers, half indicate being a member of* or connected to the EIC
- **Top 5 Most Relevant EIC Actions:**
Bi-annual conference (80%), Newsletters (75%), Webinars (75%), Website online resources (70%), Website training repository (60%)
- **Top 3 Most Valued New EIC Actions:**
Working Groups to facilitate collaboration (75%), Webinars/workshops to provide training opportunities (70%)*, Networking events (70%)
- **Top 3 Most Interesting Topics for Working Groups:**
Knowledge exchange (80%), Implementation tools and methods (80%), Implementation science and research (75%)
- **Top 4 Most Interesting Topics for Webinars:**
Implementation theories (75%), Insights on change management (65%), Scientific methods in implementation (60%), Sharing experiences (60%)



EIC Member/Stakeholder Feedback on draft EIC Strategic Plan – **member workshop**

- Member workshop conducted in October 2021 (n=13)
- *Description of sample:* 12 of the 13 living in Europe, over half very experienced in implementation
- EIC as a network should be ...
 - ... collaborative and connected, building community*
 - ... inclusive across researchers, practitioners, policy makers, funders, and other stakeholders*
 - ... a European organisation with impact beyond Europe*
- **Key activities regarding knowledge and resources:**
(1) Increase literature, training, and links available on website; (2) Organise regular webinars/trainings; (3) Publish reviews or policy briefs
- **Key activities regarding connecting others:**
(1) Host working groups; (2) Promote members and their outputs; (3) Use the newsletter to connect
- **Key activities for promoting equity:**
(1) Encourage south eastern European membership activity and diversify sectors; (2) Actively reach out to support establishment of new networks

EIC strategy 2022-2026 – Our vision



Our vision

A connected European implementation community

A connected European community of practitioners, researchers, and policy makers with contemporary implementation skills and expertise, improving the quality of life for all people.

- Our vision statement articulates the **vision we, the EIC, have for the world of implementation** in Europe.
- The vision statement is our **long-term ambition** which we aim to **achieve collaboratively**.
- The **goals and activities** [see slide 23 – 31] as set out by the EIC are **designed to lead towards this vision**.
- Our vision statement aims to draw a visionary image of the future of the European implementation community while promoting **inclusivity and equity** as core values.

EIC strategy 2022-2026 – Our strategic goals



Our strategic goals

GOAL 1: *Offer Expertise*

Be the “go to” network for knowledge and resources on European implementation science and practice

GOAL 2: *Connect Within*

Connect individuals, groups, networks, and organisations, reducing the implementation science – practice gap

GOAL 3: *Promote Equity*

Actively promote equity in implementation science and practice

GOAL 4: *Collaborate Externally*

Collaborate with organisations, networks, and groups outside the EIC to push forward implementation science and practice

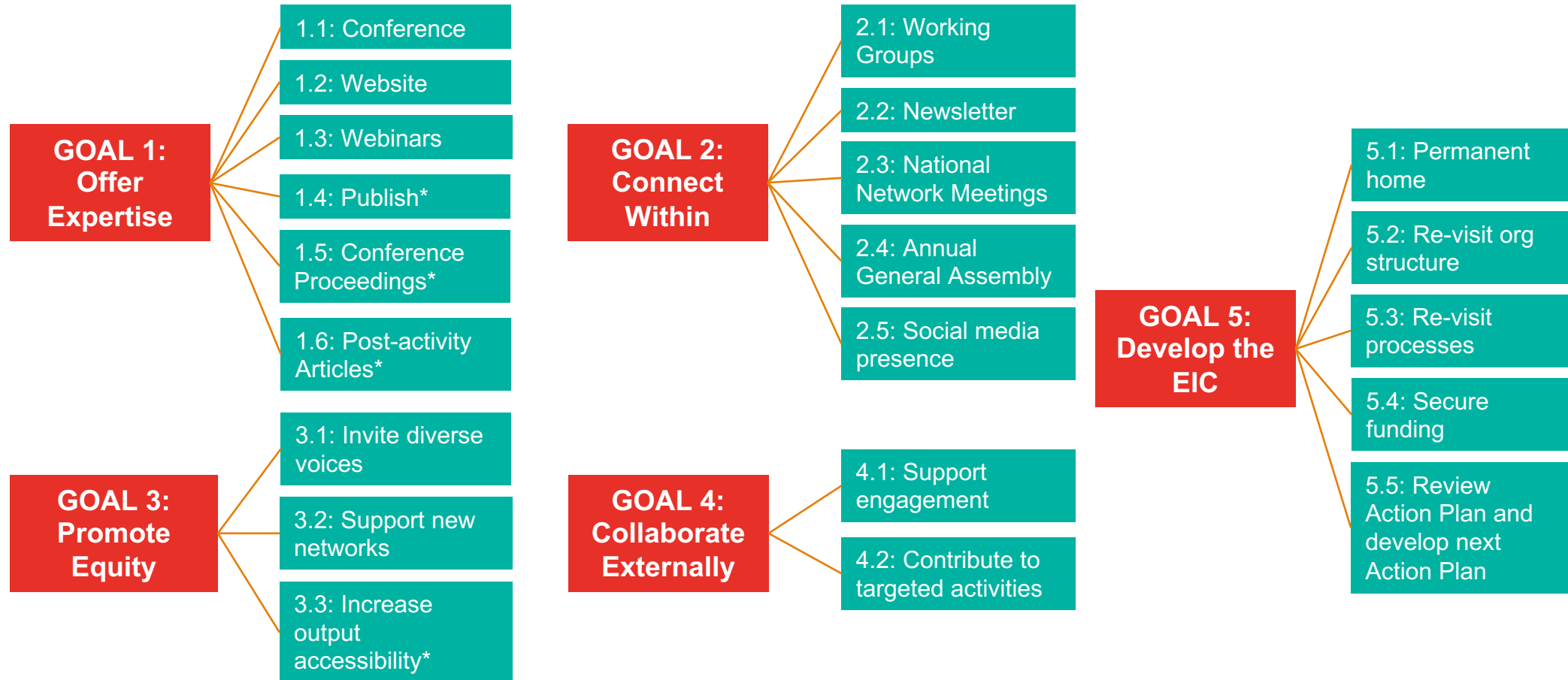
GOAL 5: *Develop the EIC*

Sustain, manage, and develop the EIC, optimizing available resources

EIC strategy 2022-2026 – Activities for 2022-2023



Our strategic goals & activities 2022-2023



GOAL 1: Offer expertise

Be the “go to” network for knowledge and resources on European implementation science and practice

Activities 2022-2023*:



1. Organize and plan the bi-annual conference in collaboration with a national implementation network
2. Expand the EIC website knowledge repository
3. Organize and plan regular webinars / trainings
4. Publish scientific review or synthesis papers, policy briefs, consensus statements, and/or opinion articles
5. Increase the impact of the EIE by publishing conference proceedings
6. Synthesize and disseminate post-activity articles

GOAL 2: Connect within

Connect
individuals,
groups,
networks, and
organisations,
reducing the
implementation
science –
practice gap

Activities 2022-2023*:



1. Host Working Groups for EIC members that may be led/chaired by EIC members
2. Contact EIC members monthly via the newsletter
3. Hold regular meetings with national network representatives to coordinate national network endeavours and share lessons learnt
4. Have a bi-annual General Assembly attended by EIC members
5. Post regularly to social media networks (LinkedIn, Twitter) to provide content to EIC members

GOAL 3: Promote equity

Actively promote equity in implementation science and practice

Activities 2022-2023*:



1. Promote diverse voices and perspectives at EIC events and activities, increasing their visibility and impact
2. Offer support, encouragement, and know-how to key individuals in European countries interested in formalizing a network
3. Make EIC outputs more accessible (e.g., offered in European languages via local channels, adapted to specific EIC member needs) to ensure inclusivity and reach

GOAL 4: Collaborate externally

Collaborate
actively with
organisations,
networks, and
groups outside the
EIC to push forward
implementation
science and
practice

Activities 2022-2023*:



1. Respond positively to invitations from those who reach out to EIC – deciding the mechanisms for engagement in each case
2. Actively contribute to targeted activities [attendance at conferences, seminars, round tables, webinars] to highlight the importance of implementation science and practice for national and European policy

GOAL 5: Develop the EIC

Sustain, manage, and develop the EIC, optimizing available resources

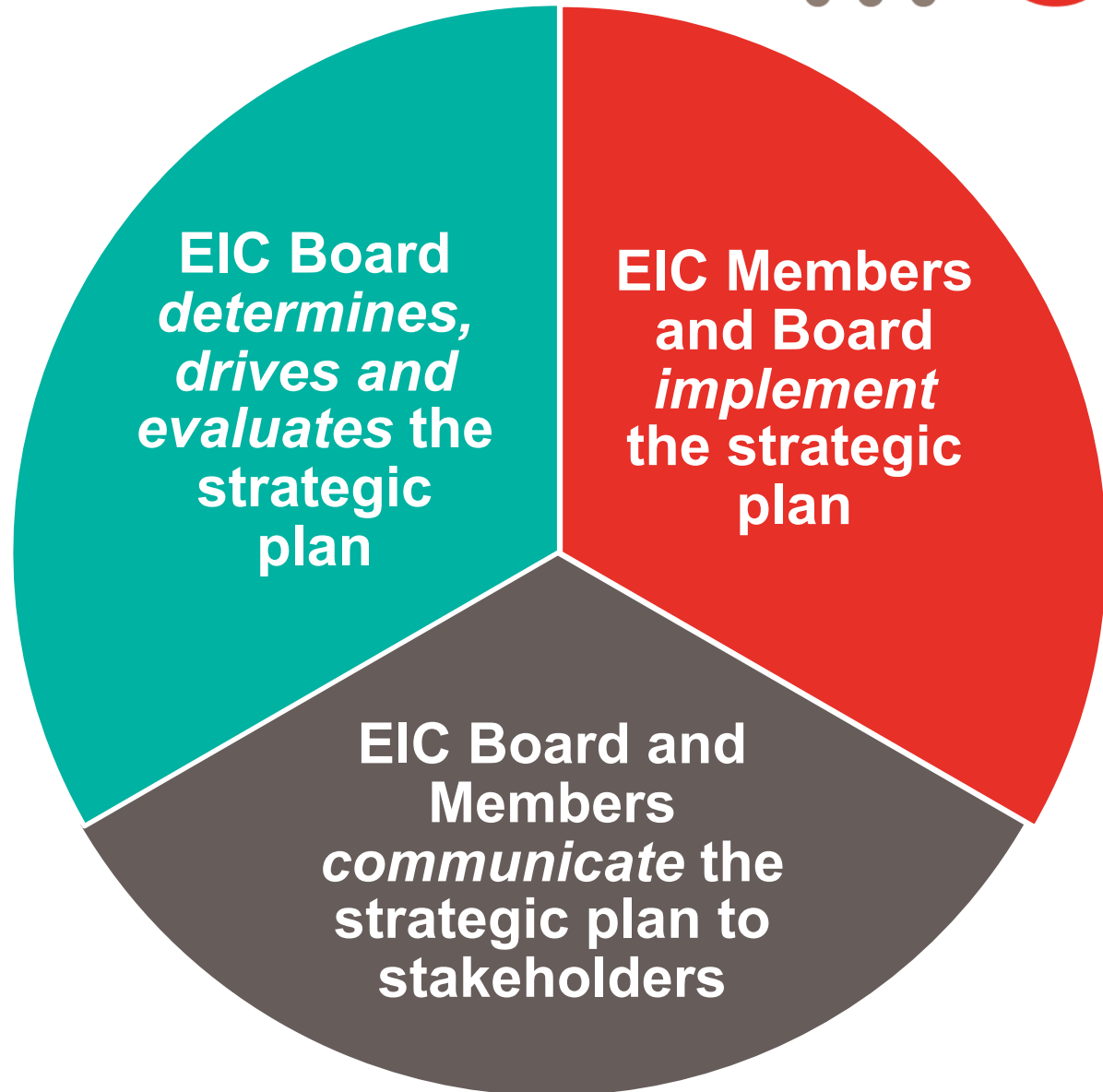


Activities 2022-2023*:

1. Consolidate a permanent home for the EIC, including identifying a long term fiscal address/office/secretariat
2. Re-visit the organizational structure of the EIC and alignment with strategic goals through 2026, including the roles of board members, length of board term, secretariat duties and decision-making strategies
3. Re-visit and further develop processes around nomination and selection of potential Board Member candidates
4. Secure diverse, sustainable funding for EIC [e.g., explore membership fees, network member fees, participation in funded projects and EU funding]
5. Review Action Plan 2022-2023 and develop next Action Plan (2024-2025)

Implementing the Strategic Plan

Implementing the EIC's Strategic Plan





Determining, driving and evaluating the Strategic Plan

- The Strategic Plan 2022-2026, developed by the EIC Board in consultation with EIC members, guides the activities to be delivered in the coming years.
- The EIC Board leads the implementation via 2-year Action Plans.
- The 2022-2023 Action Plan, developed by the EIC Board in consultation with EIC members, identifies how the activities identified for each strategic goal will be delivered. It should be reviewed in Autumn 2022 and 2023.
- The 2024-2025 Action Plan will be developed in Autumn 2023, to align with goals and progress.
- Responsibility for different actions, detailed in the Action Plan, is allocated to the Board collectively, Chair of the Board, individual Board Members and the Scientific Secretary.
- Other groups (for example, topical working groups, communities of practice and subgroups established by the Board and members) will share responsibility for actions.
- Responsibility for sourcing and managing the resources needed to implement the Action Plan lies with the EIC Board.



EIC Members implementing the Strategic Plan

- As a network with limited resources and staffing, EIC needs its members to help deliver on its vision, strategic goals and activities.
- Members are motivated to be actively involved in EIC activities and see the EIC as a great mechanism for connecting up across countries, sectors and roles (researchers, practitioners, policy makers, funders...).
- EIC provides the infrastructure for members to initiate and implement activities in line with the Strategic Plan.
- The EIC Board will facilitate member engagement and empowerment, e.g., members can propose to lead a working group.
- The EIC will provide regular EIC newsletters and social media posts to keep members up-to-date on how they can take a more active role in EIC activities.
- Members can actively reach out to the EIC Scientific Secretary to suggest additional opportunities for engagement.



Communicating the Strategic Plan

- Communication is a key enabler of implementation.
- EIC's strategic ambitions should be communicated using language and formats that are accessible, inclusive, useful, and relevant to different stakeholder groups.
- EIC's Strategic Plan is available to all stakeholders on the EIC website (<https://implementation.eu/about/>) and via the EIC newsletter
- The EIC Strategic Plan will be formally launched at the EIC General Assembly in March 2022.
- National Implementation Network representatives and EIC members are EIC ambassadors. These individuals will communicate the EIC Strategic Plan within their groups and organisations.
- The EIC Board welcomes feedback from members and stakeholders on the EIC Strategic Plan. You can email us at info@implementation.eu.

Implementing the Strategic Plan – Action Plan 2022 - 2023

GOAL 1: <i>Offer expertise</i> <i>Activities</i>	Key tasks	Responsibility (Lead responsibility in bold)	Measure(s) / Key Performance Indicator(s)	2022				2023			
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1.1 Organize and plan the bi-annual conference in collaboration with a national implementation network	<ul style="list-style-type: none"> Organise EIE2023 with partner in Switzerland (IMPACT) Identify national network to co-host EIE2024 Organise EIE2024 with partner (TBD) 	EIE co-chairs (EIC Board and partner organisation/network)	No. of EIE participants EIC net income						May 2023		
1.2 Expand the EIC website knowledge repository	<ul style="list-style-type: none"> Member needs analysis Update current EIC repositories <i>Develop new repositories*</i> 	EIC Board Member , Scientific Secretary, External	Use (number of clicks) Frequency of updates								
1.3 Organize and plan regular webinars / workshop	<ul style="list-style-type: none"> Plan and organise at least 1 webinar per year <i>Organise additional webinars*</i> 	EIC Board Member , Scientific Secretary	Frequency Relevance No. of participants								
If EIC has available resources*											
1.4 Publish scientific review or synthesis papers, policy briefs, consensus statements, and/or opinion articles	<ul style="list-style-type: none"> Coordinate process to produce EIC papers and/or briefs Produce and communicate EIC papers and/or briefs 	EIC Board Member, External	Number of papers and/or briefs Reach and visibility								
1.5 Increase the impact of the EIE by publishing conference proceedings	<ul style="list-style-type: none"> Coordinate process to produce EIE conference proceedings Produce and communicate EIE conference proceedings 	EIE Scientific Program Committee	Published EIE conference proceedings Reach and visibility								
1.6 Synthesize and disseminate post-activity articles	<ul style="list-style-type: none"> Coordinate process to produce post-activity articles Produce and communicate post-activity articles 	Lead organiser for relevant activities, Scientific Secretary	Number of post activity articles Reach and visibility								

GOAL 2: <i>Connect within</i> <i>Activities</i>	Key tasks	Responsibility (Lead responsibility in bold)	Measure(s) / Key Performance Indicator(s)	2022				2023			
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
2.1 Host Working Groups for EIC members, led/chaired by EIC members	<ul style="list-style-type: none"> • Host Early Career Implementation Professional EIC Working Group • Promote and manage applications for new member-led EIC Working Groups • Provide infrastructure for EIC Working Groups • <i>Chair EIC Working Groups*</i> • Facilitate good two way interaction between EIC Working Groups, Board, etc. to improve processes 	Scientific Secretary , EIC Board Members, External	Number of relevant and active EIC Working Groups								
2.2 Contact EIC members monthly via the newsletter	<ul style="list-style-type: none"> • Produce and disseminate the EIC monthly newsletter 	Scientific Secretary , EIC chair	Number of newsletters Reach, Response								
2.3 Hold regular meetings with national network representatives to coordinate national network endeavours and share lessons learnt	<ul style="list-style-type: none"> • Hold annual meetings of national network representatives • Promote and manage online communication space for national networks to share info and resources 	EIC Board Member (contact point for National Networks), Scientific Secretary	Number of annual meeting Number networks represented at meetings		May 2022				May 2023		
2.4 Have an annual General Assembly attended by EIC members	<ul style="list-style-type: none"> • Plan and organise biannual General Assembly • Organise and host elections for EIC Board when needed 	Scientific Secretary , EIC chair	Number of members attending the General Assembly	Mar 2022					TBD		
2.5 Post regularly to social media networks (LinkedIn, Twitter) to provide content to EIC members	<ul style="list-style-type: none"> • Recruit external support / EIC members to develop social media content • <i>Review and update social media schedule*</i> • <i>Implement social media schedule*</i> 	EIC Board Member , External social media provider (e.g. EIC Member), Scientific Secretary	Social media reach (Twitter, LinkedIn)								

GOAL 3: <i>Promote equity</i> <i>Activities</i>	Key tasks	Responsibility (Lead responsibility in bold)	Measure(s) / Key Performance Indicator(s)	2022				2023			
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
3.1 Promote diverse voices and perspectives at EIC events and activities, increasing their visibility and impact	<ul style="list-style-type: none"> Develop strategies, processes, and evaluation criteria for inclusiveness Implement, evaluate, and improve processes 	EIC Chair / Board Member , Scientific Secretary, EIE Scientific Program Committee	Diversity and inclusiveness of EIE and other activities								
3.2 Offer support, encouragement and know-how to key individuals in European countries interested in formalizing a network	<ul style="list-style-type: none"> Identify European countries and points of contacts with an interest in implementation work and networks Support and encourage people/organisations in European countries and invite them to attend EIC events and become a member Stimulate a national meeting in those countries, attended by EIC representative 	EIC Board Member , student / intern	Countries in Europe with new implementation networks								
If EIC has available resources*											
3.3 Make EIC outputs more accessible (e.g., offered in European languages via local channels, adapted to specific EIC member needs) to ensure inclusivity and reach	<ul style="list-style-type: none"> <i>Review existing materials with the view to make them more accessible*</i> <i>Increase accessibility of new materials*</i> 	EIC Member / Board Member, Scientific Secretary	Accessibility of EIC materials								

GOAL 4: <i>Collaborate externally</i>	Key tasks	Responsibility (Lead responsibility in bold)	Measure(s) / Key Performance Indicator(s)	2022				2023			
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<i>Activities</i>											
4.1 Respond positively to invitations from those who reach out to EIC – deciding the mechanisms for engagement in each case	<ul style="list-style-type: none"> Agree processes for assessing requests for collaboration Implement, evaluate, and improve processes <i>Decide if/how EIC actively reaches out to engage with other entities*</i> 	EIC Chair / Board Member , Scientific Secretary	<p>EIC process in place to assess requests for collaborations</p> <p>Number of external collaborations</p>								
4.2 Actively contribute to targeted activities [attendance at conferences, seminars, round tables, webinars] to highlight the importance of implementation science and practice for national and European policy	<ul style="list-style-type: none"> Respond to invitations to speak or present on implementation at other conferences/seminars EIC Board members identify opportunities from their networks 	EIC Board including the Scientific Secretary	Annual number of sessions by EIC at external events								

GOAL 5: <i>Develop the EIC</i> <i>Activities</i>	Key tasks	Responsibility (Lead responsibility in bold)	Measure(s) / Key Performance Indicator(s)	2022				2023			
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
5.1 Consolidate a permanent home for the EIC, including identifying a long term fiscal address/office/secretariat	<ul style="list-style-type: none"> Develop and sign agreement with Institute for Implementation Science at Zurich University (IfIS) Put in place legal and financial requirements (e.g., registration in Switzerland, banking) 	EIC Chair , IfIS, EIC Treasurer, Scientific Secretary, EIC Board	Documented organizational status in CH Bank account								
5.2 Re-visit the organizational structure of the EIC and alignment with strategic goals through 2026, including roles of board members, length of board term, secretariat duties and decision-making strategies	<ul style="list-style-type: none"> Update EIC Bylaws Identify paid resources needed by EIC (e.g., Scientific Secretary, external advice and support) 	EIC Chair , EIC Treasurer, Scientific Secretary, EIC Board, General Assembly	Approved bylaws								
5.3 Re-visit and further develop processes around nomination and selection of potential Board Member candidates	<ul style="list-style-type: none"> Define required characteristics (e.g., gender, skill-set, competencies) desired for future board based on strategic goals Organise, promote, and conduct next election to EIC Board 	Scientific secretary , EIC Chair, EIC Board	Diversity of panel of Board nominees Diversity of Board Members						TBD		
5.4 Secure diverse, sustainable funding for EIC [e.g., explore membership fees, network member fees, participation in funded projects, and EU funding]	<ul style="list-style-type: none"> Determine need for funding beyond EIE income Develop funding strategy 	EIC Chair , Scientific Secretary, EIC Board, EIC Members	Financial solvency Funding Strategy								
5.5 Review this Action Plan and develop next Action Plan (2024-2025)	<ul style="list-style-type: none"> Systematically identify and review all EIC resources used to deliver this Action Plan Estimate resources required for next 2-year Action Plan (2024-2025) 	EIC Board Member , Scientific Secretary	Annual report of EIC Activities and effort/euro Action Plan 2024-2025								

Please join us



... in bringing to life the *Eurovision of Implementation!*

Let us know how you would like to contribute to make this happen – we are standing by.

- Email us at info@implementation.eu
- EIC website <https://implementation.eu/>

