Report
of the EVIPNet Europe Steering Group meeting

28 January 2015
Vilnius, Lithuania

Contents

Acknowledgements

Abbreviations

EACHR	European Advisory Committee on Health Research
EIP	Evidence-informed policy-making
EVIPNet	Evidence-informed Policy Network
KT	Knowledge translation
KTP	Knowledge translation platforms
M&E	Monitoring and evaluation
SA	Situation analysis
SG	Steering Group
ToR	Terms of reference

Executive summary

The EVIPNet Europe SG was established in July 2014. Eight individuals with extensive, internationally recognized experience in knowledge translation (KT) and evidence-informed policy-making (EIP) were selected to provide strategic advice as well as technical support to the WHO Secretariat of EVIPNet Europe. The SG has a consultative relationship with the European Advisory Committee on Health Research (EACHR).

On 28 January 2015, the SG had its first face-to-face meeting to follow up, coordinate and support the network's activities. The meeting was followed by a technical expert meeting on 29–30 January 2015.

Key outputs:
- amendments to the strategic plan, the operational plan and the SG terms of reference (ToR);
- recommendations on the functioning and the composition/membership of the virtual subnetworks;
- amendments to the manual for situation analysis (SA);
- creation of synergetic effects between EVIPNet Europe and stakeholders;
- overview on key KT and public health/health system events to attend, by whom and what to present; and
- overview of key technical, communication and financial stakeholders, with recommendations for engagement strategies.

The key short-term outcomes of the SG meeting included increased cohesion and knowledge on EVIPNet Europe, including its mandate, tools and methodologies. The long-term expected outcome of the SG group is for members to act as ambassadors for EVIPNet Europe and to support the work of the network and its members.

1 Introduction

Participants
<u>EVIPNet Europe SG members</u>: Guy Dargent, Gemma Derricks (partly via Skype), Mark Leys, Laura Rosen, Vasiliy Vlassov and Miroslaw Wysocki.
<u>Apologies</u>: John Lavis, Göran Tomson.
<u>Representatives from WHO Regional Office for Europe</u>: Tanja Kuchenmüller, Kalina Shtilianova, Ryoko Takahashi; Rapporteur: Olivia Biermann

Background
The EVIPNet Europe SG was established in July 2014 after an open call for expression of interest was widely circulated. Eight experts with extensive, internationally recognized experience in KT and EIP were selected to provide strategic advice as well as technical support to the WHO Secretariat of EVIPNet Europe. While the SG provides strategic advice to the WHO Secretariat of EVIPNet Europe, it is foreseen that the SG's subnetworks will provide operational

and technical support in their respective areas to lead and advance the implementation of activities related to EVIPNet Europe and its country teams.

The SG reports to the WHO Secretariat of EVIPNet Europe (Fig. 1) and has a consultative relationship with EACHR.
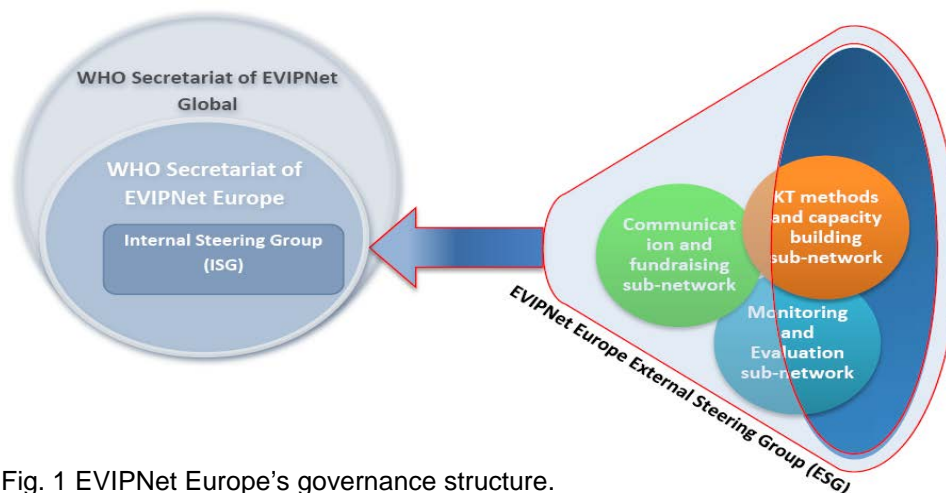
Fig. 1 EVIPNet Europe's governance structure.

The group meets regularly via teleconferences. On 28 January 2015, the SG had its first face-to-face meeting to follow up, coordinate and support the network's activities. The meeting agenda can be found in Annex I.

2 Meeting objectives

The objectives of the one-day EVIPNet Europe SG meeting were:

- tto review key strategic documents and tools;
- to jointly plan, strategize and brainstorm future directions for EVIPNet Europe; and
- to foster group cohesion and identity.

3 Deliberations and outputs of the meeting

The following subsections summarize the deliberations and outputs of the meeting related to the EVIPNet Europe strategic plan 2013–17, the operational plans for 2015 and 2016–17, monitoring & evaluation (M&E), the ToR of the SG, the SA Manual and the fostering of synergistic effects between EVIPNet and SG members. A list of all meeting documents can be found in Annex II. Moreover, a link to a Dropbox folder with the respective documents is provided.

3.1 Strategic plan 2013–17

The first session on the EVIPNet Europe strategic plan meeting consisted of a presentation by the Secretariat to familiarize SG members with the document. A summary of the strategic plan

can be found in Annex III. In addition, Dr Guy Dargent enriched the session with a presentation entitled: "*EVIPNet Europe – its potential for reverse innovation and reciprocal learning with western European Union countries".* The discussion that followed was guided by the following questions.

- Are there any gaps or required amendments to the strategy?
- Is there a need to deepen versus broaden the network – quo vadis?
- How can "reverse learning" be facilitated?

3.1.1 Main discussion points

Overall, the strategic plan was perceived as a valuable document and endorsed by SG members. The following elaborates on key discussion topics.

- Communication-related issues (see section 3.5 for more information related to communication):
    - importance of EVIPNet Europe communicating effectively how it will position itself in the EIP landscape in a way that complements (and does not compete with) the work of other KT stakeholders.
- Terminology:
    - how to refer to evidence use was discussed and the SG agreed to consistently use the term "evidence-informed" instead of "evidence-based".
- Participatory approach:
    - given that societies are evolving from using technocratic approaches in policy-making towards more participatory approaches, EVIPNet Europe's strategic plan needs to emphasize EVIPNet Europe's participatory approach towards EIP, including the establishment of necessary conditions (e.g. availability of platform, capacity, network).
- Phased approach:
    - the SG considered implementation and expressed support for a phased implementation approach and also stressed the importance of highlighting this strategy in the strategic plan.
- Network expansion:
    - implications for broadening the networks (i.e. expanding the network by additional countries) versus deepening the networks (i.e. focusing on those countries that are already part of the network) were discussed, as well as the need to add an "economies of scale" perspective (i.e. maximizing or synergistic impacts);
    - new opportunities for future strategic directions were deliberated with regard to launching a comparative study on how to initiate "reverse learning" and apply and adapt EVIPNet tools and approaches to the context of western Europe (two or three pilot countries, e.g. Belgium, Sweden, Spain); and
    - momentum to engage in more specific activities is needed (e.g. finding external resources; European Commission willing to seek collaboration and investigate potential funding opportunities).
- Modifications to the strategic plan:
    - content: catalysing KT at regional and national levels is currently part of EVIPNet Europe's strategic plan but should become an additional strategic direction;

- efficient use of available resources should get a stronger emphasis because of its importance for the network's development; and
- layout: there is a need to increase the strategic plan's user-friendliness.
- "Reverse learning":
  - there was a general consensus that (i) an expansion of EVIPNet Europe towards western Europe would be strategically important (in particular as some western European countries had already expressed interest); and (ii) reverse learning would be an important method to foster the network idea and interaction between EVIPNet Europe Member States. "Mutual learning", however, was seen as a more adequate terminology than "reverse learning" (exact terminology to be identified/determined by the SG).

3.1.2 Action points
- Secretariat/SG to identify funding opportunities to broaden the network.
- Secretariat to modify the strategic plan:
  - add a new strategic direction (i.e. catalysing KT at regional and national levels);
  - emphasize the efficient use of available resources;
  - increase user-friendliness (e.g. increase font size, include infographics, add a two-page summary that can be disseminated separately from the full report);
  - emphasize EVIPNet Europe's participatory approach towards EIP; and
  - highlight further EVIPNet Europe's phased implementation strategy.
- Secretariat/SG to find appropriate terminology for "reverse learning".

3.2 Operational plans (2015 and 2016–17) and M&E
While the strategic plan provides the vision, direction and goals for EVIPNet Europe, the operational plan translates the strategies into everyday implementation tactics. The EVIPNet Europe operational plans for 2015 and for 2016–17 include actions related to the strategic areas listed in Table 1.

Table 1 Operational actions related to strategic areas

Strategic area	Operational action
Institutionalizing KT through a network infrastructure	Establishing and interlinking KT platforms
Enhancing capacity in KT	Organizing, implementing and evaluating workshops
Developing, providing access to, supporting the implementation of and evaluating resources, tools and innovations	Developing the M&E framework
Catalysing KT at regional and country levels	Publishing peer-reviewed articles

Since the strategic and operational plans build on and complement each other, both were discussed in order to solicit meaningful recommendations. Further, the purpose and content of the operational plans and how they link with M&E work was presented during this session. EVIPNet Europe's overall M&E approach will be summarized and elaborated in a

comprehensive M&E framework – developed by the Secretariat in the first semester of 2015 – that will provide a conceptual and practical basis for conducting M&E. The framework will focus on the relationship between the inputs, activities, outputs and outcomes at three major levels of the EVIPNet Europe's structure: (i) the EVIPNet Europe Secretariat; (ii) KT platforms (KTPs) at the national or subnational level; and (iii) the network of KTPs in the European Region.

Discussion about the operational plan was guided by the following questions.
- What should be the outputs and outcomes for 2015 and the next biennium?
- Would there be any activities that the SG members would like to take over, or any activities that third parties would particularly be interested in?

3.2.1 Main discussion points
- Comprehensive discussions around the operational plans for 2015 and 2016–17 should take place once the SG members have reviewed the plans.
- Potentially, postdoctoral or doctoral students could become involved in EVIPNet Europe activities at the Secretariat through research projects.

3.2.2 Action points
- SG members to review the operational plans to identify activities they could engage in, including the development of the M&E framework.
- SG members to respond to the Secretariat with areas in which they (as well as their own support structures and networks, e.g. staff or doctoral students) can contribute and support the network.
- Secretariat to further develop the M&E part of the operational plans.

3.3 ToR of the SG
The ToR presented at the meeting provided a background for both the SG as well as potential future subnetworks focusing on KT methods, M&E, communication and fundraising. The ToR document spells out the purpose, membership, required skills, functions and operational procedures of both the SG and any subgroups. The discussion was guided by the following questions.
- Is the SG ToR agreeable to SG members?
- Are the virtual subnetworks necessary and do they complement the work of the SG?
- What would be an incentive for experts to engage in a virtual subnetwork?
- Would SG members know of any experts who could be interested in serving on the virtual subnetworks?

3.3.1 Main discussion points
- The ToR document was examined and it was clarified that the SG should not speak *on behalf* of EVIPNet but *about* EVIPNet (page 4).
- The development of subnetworks was discussed and it was agreed that, instead of establishing additional structures (which would require supplementary administrative work), for the time being the technical work would be executed by SG members.

- General incentives for experts to engage in EVIPNet Europe's activities were examined and could include publications and financial support (offering per diem remuneration and coverage of travel expenses by the Secretariat).
- The role of the SG members as ambassadors for EVIPNet Europe was emphasized.

3.3.2 Action points
- SG members to give feedback if the ToR is acceptable.
- SG members to provide feedback on the potential development of subnetworks, including by themselves or other individuals becoming involved; for the time being, technical work will be executed by SG members.

3.4 SA Manual
In 2014, EVIPNet Europe drafted the SA Manual to support countries in assessing their EIP context and identifying opportunities to establish a KTP. SA is used to document a country's national health research system, policy processes, EIP opportunities and examples, while also analysing key EIP stakeholders.

In this session, SG members reviewed and appraised the draft SA Manual, while becoming familiarized with the national SAs conducted in the Republic of Moldova, Slovenia and Tajikistan. Four additional countries will enter the pilot phase in 2015: Hungary, Kazakhstan, Lithuania and Poland. The draft SA Manual is currently under review.

This session was guided by two main questions.

- What amendments do you suggest for the SA Manual, for example in terms of its scope, purpose, structure, content and tools?
- How can the usefulness and user-friendliness of the Manual be improved?

3.4.1 Main discussion points
- The SA Manual was discussed; while it was perceived to be a useful tool, there is room for improvement in terms of its user-friendliness (see section 3.4.2).
- A pre-assessment (e.g. of a country's capacity, buy-in, interest, conditions, opinion leaders, and context) is needed before engaging a country in an SA. Once this is complete, a timeframe for a country's activities related to EVIPNet Europe could then be estimated.
- A number of factors were considered as important in ensuring a high-quality, competent consultant:
    - the consultant's qualifications are key for successfully conducting an SA;
    - a future EVIPNet Europe virtual forum (or a similar mechanism) could provide consultants with opportunities for peer-to-peer learning; and
    - the EVIPNet Europe national champion should collaborate with the consultant from the start in order to increase ownership for a successful SA.
- Interviews could complement and triangulate findings from the review of the SA Manual.

3.4.2 Action points
- SG to peer-review the SA Manual and to provide feedback.
- Secretariat to review the SA Manual with regard to:

- reviewing survey questions in terms of how the results that they generate are going to be used in the future (non-analysable questions should be discarded); and
- increasing user-friendliness by (i) shortening the Manual without forfeiting in-depth analysis, (ii) dividing the Manual into different modules/levels to make content more "digestible" (e.g. parts could be put in an annex), and (iii) developing an executive guide on how to use the Manual.

3.5 Synergies and creativity

To foster the development of EVIPNet Europe, session 5 was aimed at strategizing around future synergies, with a focus on communication (see Annex II for a link to EVIPNet Europe's draft communication strategy), with the following questions forming the basis for the discussion.

- How, when and where can we best communicate about and advocate for EVIPNet Europe? For example, what are key KT and public health/health systems events to attend?
- Who are key stakeholders and how and when could we collaborate?
- How can we create synergetic effects?

The presentation and discussion concentrated on communication, advocacy and collaborations with key stakeholders. Overall, the session gave SG members the opportunity to bring in their valuable experiences from synergies and creativity within their own professional networks, while opening doors for future communication about advocacy for EVIPNet Europe.

3.5.1 Communication tools

In order to support SG members in communicating about EVIPNet Europe, the Secretariat presented a variety of different communication products, which currently include a brochure, a flyer, the report of the second multicountry meeting (2013), a collection of questions and answers, and two-page summaries of meetings and workshops (Fig. 2).

Fig. 2 EVIPNet Europe communication products.

3.5.2 Virtual forum

A protected virtual forum for EVIPNet Europe was requested by the network's members. The forum would offer a platform to connect EVIPNet Europe partners on country and regional levels. A forum would also complement EVIPNet Europe's existing communication strategy by providing an informal yet professional networking space.

The overall goal of the virtual forum would be to increase communication and exchange among new as well as established EVIPNet Europe members.

The objectives of the virtual forum are:

- to foster peer-support and interactively sharing of knowledge, opinions and lessons learned;
- to provide an internal repository; and
- to strengthen the network identity of EVIPNet Europe in order to increase trust and engagement.

3.5.3 Main discussion points

- It was considered that SG members are in a unique position to become ambassadors for EVIPNet Europe, to communicate about and raise interest for EVIPNet Europe in their respective areas and with key people in their professional networks. Communication products can be used for these purposes. As noted, it will be important to communicate EVIPNet Europe's complementarity, rather than competition, with other initiatives in EIP.
- Other fora for communication suggested were public health/health systems conferences and events (Table 2).

Table 2 Public health/health systems conferences and events (listed by date)

Event	Date	Place	Attending	Link
European Health Management Association	15–17 June, 2015	Breda, the Netherlands	TK?	http://www.ehma.org/?q=node/3
Council on Health Research for Development Global Forum on Research and Innovation for Health 2015	24–27 August, 2015	Manila, Philippines	-	http://www.forum2015.org/
18th European Health Forum Gastein	30 September to 2 October, 2015	Gastein, Austria	ML, MW, TK?	http://www.ehfg.org/home.html
23rd Cochrane Collaboration Meeting	3–7 October, 2015	Vienna, Austria	VV	https://colloquium.cochrane.org/
World Health Summit	11–13 October, 2015	Berlin, Germany		http://www.worldhealthsummit.org/
European Public Health Association Conference	14–17 October, 2015	Milan, Italy	GD (?), MW	http://www.eupha.org/
Annual Forum KnowHealth	2015	Poland	MW	http://knowhealth.pl/english/
EVIPNet's 10th	2015		To be	

anniversary			confirmed	
4th Global Symposium on Health Systems Research	15-18 November, 2016	Vancouver, BC, Canada	ML, TK	http://www.csih.org/en/events/

- Key stakeholders/institutions to reach out to:
    - decision-makers, including policy-makers;
    - international agencies;
    - professional medical societies;
    - opinion leaders;
    - civil society groups, nongovernmental organizations;
    - councils (e.g. Council on Health Research for Development); and
    - individuals, SG members suggesting the individuals listed in Table 3 as potential stakeholders.

Table 3 Individual stakeholders

Name	Organization	Potential Network
Lucy Gilson	London School of Hygiene & Tropical Medicine and the School of Public Health and Family Medicine at the University of Cape Town	Link to health policy and systems research
Martin McKee	European Public Health Association	Key public health meeting
Helmut Brand	European Health Forum Gastein	Key public health meeting
Vytenis Andriukaitis	European Commissioner for Health and Food Safety	Link to European Commission

- Potential funders to consider engaging with and to add to the EVIPNet Europe donor matrix (see Annex II for the link to EVIPNet Europe's donor matrix):
    - International Development Research Centre (IDRC);
    - Horizon 2020, Call for Twinning (deadline: 17:00, 7 May 2015, Brussels local time);
    - European Commission Directorate-General for Health and Food Safety (DG Santé); and
    - Wellcome Trust.

- Virtual forum:
    - it is not of major importance *where* the forum will be hosted (e.g. WHO-forum or *LinkedIn* group);
    - requires technical skills and dedication from network members; and
    - provides a promising tool for communication and exchange that is worth further exploration.

3.5.4 Action points
- SG to promote EVIPNet Europe.

- SG to identify additional stakeholders/institutions, individuals, funders, conferences and events relevant to the work of EVIPNet Europe.
- SG to consider whether and how they would like to get involved in a virtual forum (e.g. as facilitator during a time period).
- Secretariat to follow up with SG regarding the distribution and use of EVIPNet Europe communication products, funding opportunities and conference visits/contributions.

4 Summary of action points

The following action points were generated from the SG meeting. Action points are divided into those relevant to SG members and those for the Secretariat.

4.1 Summary of action points for SG members

To identify funding opportunities to enlarge the network in collaboration with the Secretariat

To find appropriate terminology for "reverse learning" in collaboration with the Secretariat

To review operational plans to identify activities they could engage in, including development of the M&E framework

To respond to Secretariat with areas in which they (as well as their own support structures and networks, e.g. staff or PhD students) can contribute and support the work

To provide feedback if they are amenable to ToR

To provide feedback on the potential development of subnetworks, including themselves or individuals, to become involved; for the time being, technical work will be executed by SG members

To peer-review the SA Manual and provide feedback

To promote EVIPNet Europe

To identify additional stakeholders/institutions, individuals, funders, conferences and events relevant to the work of EVIPNet Europe

To consider whether and how they would like to get involved in a virtual forum (e.g. as facilitator during a time period)

4.2 Summary of action points for the Secretariat

> To identify funding opportunities to enlarge the network in collaboration with the SG

> To modify strategic plan
>
> • Add new strategic direction (cataliysing KT at regional and national level)
> • Emphasize the efficient use of available resources
> • Increase user-friendliness of the report
> • Emphasize EVIPNet Europe's participatory approach towards EIP
> • Highlight further EVIPNet's phased implementation strategy

> To find adequate terminology for "reverse learning" in collaboration with the SG

> To further develop the M&E framework for the operational plan

> To review the SA Manual
>
> • Review survey questions with regards to how the results that they generate are going to be used in the future (non-analysable questions should be discarded)
> • Increase user-friendliness of the Manual: (i) shortening the Manual without forfeiting in-depth analysis; (ii) dividing the Manual into different modules/levels to make content more "digestable" (e.g. parts could be put in the annex); and, (iii) developing an executive guide on how to use the Manual

> To follow up with SG regarding the use of EVIPNet Europe communication products, funding opportunities and conference visits/contributions

5 Conclusion

After the establishment of the EVIPNet Europe SG in the summer of 2014, the SG meeting in January 2015 was a milestone in EVIPNet Europe's history. It was a unique opportunity for SG members to generate rich and diverse ideas in a dynamic exchange. Further, the face-to-face meeting enhanced group cohesion and identity by providing SG members with a chance to meet and get to know one another. During the meeting, key strategic documents and tools were reviewed, future directions for EVIPNet Europe were jointly strategized and group cohesion and identity were fostered.

The SG meeting preceded an EIP technical expert meeting to enhance EIP in the European Region. SG members attended both meetings and were able to expand their networks and contribute to the EIP agenda beyond EVIPNet Europe-related activities.

The EVIPNet Europe SG and the Secretariat are looking forward to putting the discussed points into action and contribute to further develop EVIPNet Europe.

Annex I Meeting agenda

Welcome and introduction	
Description	Brief welcome
Facilitator	Tanja Kuchenmüller
Format	Presentation
Objective	To put the meeting into context
Questions to be discussed	− What are your expectations of this meeting? − Do you have any questions before we start?
Tools/resources	Meeting programme
Expected outputs	Understanding and agreement on what this meeting is about and what is expected from it
Session 1: EVIPNet Europe strategy 2013–17	
Description	Discussion of the strategy
Facilitator	Mark Leys/Tanja Kuchenmüller/Guy Dargent
Format	Presentation and discussion
Objectives	To review and appraise the network's strategy
Questions to be discussed	− Are there any gaps in the strategy/any amendments required? − Deepening versus broadening the network − How to best facilitate reverse learning?
Tools/resources	EVIPNet Europe strategy, two-pager on reverse learning
Expected outputs	Recommendations and endorsement of the strategy
Session 2: EVIPNet Europe operational plan 2015–17	
Description	Discussion of the operational plan, which will form the basis of the network's M&E work
Facilitator	Mark Leys/Tanja Kuchenmüller
Format	Presentation and discussion
Objectives	To review and appraise the network's draft operational plan
Questions to be discussed	− What shall be the outputs and outcomes for 2015 and the next biennium? − Would there be any activities that the SG members would like to take over, or any activities that third parties would particularly be interested in?
Tools/resources	EVIPNet Europe operational plan
Expected outputs	Recommendations and endorsement of the operational plan
Session 3: ToR of the EVIPNet Europe SG and its virtual subnetworks	
Description	Presentation of the SG's virtual subnetworks. Discussion of and agreement on: (i) the ToR of the SG (ii) the ToR of the virtual subnetworks, and their potential composition/membership
Facilitator	Mark Leys/Tanja Kuchenmüller
Format	Presentation and discussion
Objectives	To approve the ToR of the SG and the virtual subnetworks, and to identify potential members of the virtual subnetworks
Questions to be discussed	− Is the SG ToR agreeable to you? − What do you consider crucial for the functioning of the SG? − Are the virtual subnetworks necessary and do they complement the work of the SG? − What would be an incentive for experts to engage in a virtual subnetwork? − Would you know of any experts who could be interested serving on the virtual subnetworks?

Tools/resources	ToR of the SG and its virtual subnetworks
Expected outputs	− Recommendations and endorsement of the SG ToR − Recommendation on the future functioning and composition/membership of the virtual subnetworks
Wrap up	
Description	Summary of sessions 1–3 including action points
Facilitator	Tanja Kuchenmüller/Mark Leys/Olivia Biermann
Session 4: EVIPNet Europe – SA as a first step towards the establishment of a KTP	
Description	Review and appraisal of the SA Manual
Facilitator	Mark Leys/Tanja Kuchenmüller
Format	Presentation and discussion
Objectives	To review and appraise the Manual and familiarize with the national SAs
Questions to be discussed	− What amendments do you suggest for the Manual, e.g. in terms of its scope, purpose, structure, content and tools? − How can the usefulness and user-friendliness of the Manual be increased?
Tools/resources	Overview document to the SA Manual, flow chart
Expected outputs	Recommendations for amendments of the Manual
Session 5: Next steps – synergies and creativity	
Description	Communication and advocacy and collaboration/partnerships with key stakeholders (Who? How? When?)
Facilitator	Mark Leys/Tanja Kuchenmüller/Olivia Biermann
Format	Discussion and mind-mapping of (i) conferences/events to attend, (ii) communication strategy, (iii) stakeholder engagement
Objectives	To plan and strategize around future synergies
Questions to be discussed	− How can the Secretariat support you in promoting EVIPNet? − How, when and where can we best communicate and advocate for EVIPNet Europe (e.g. what are key KT and public health/health system events to attend)? − Who are key stakeholders and how and when could we collaborate? − How can we create synergetic effects?
Tools/resources	EVIPNet Europe communication products and strategy, concept note on the establishment of a virtual forum, donor matrix, flipcharts and markers
Expected outputs	− Overview of key KT and public health/health systems events to attend, by whom and what to present − Recommendations on how to create synergetic effects − Overview of key stakeholders and recommendations of engagement strategies
Conclusion	
Description	Summary of key agreements, key actions and key next steps
Facilitator	Mark Leys/Tanja Kuchenmüller/Olivia Biermann

Annex II List of meeting documents

All documents can be accessed from Dropbox
- Presentation on strategic plan 2013–17
- Strategic plan 2013–17
- Presentation on reverse learning
- Concept note on reverse learning

Operational plan
- Operational plan 2015, operational plan 2016–17
- Monitoring and evaluation (M&E) chapter

ToR
- Presentation on the ToR of the SG
- ToR of the SG

SA
- Presentation on SA process
- SA Manual
- Overview document on the SA Manual
- Summary feedback of SA Manual utilization (from the Republic of Moldova, Slovenia and Tajikistan)
- Situation analysis findings

Synergies and creativity
- Communication strategy (draft)
- Communication products
    o Brochure
    o Flyer
    o Multicountry meeting report, October 2013, Izmir, Turkey
    o Questions & answers
    o Two-page summaries of meetings and workshops
- Donor matrix
- Concept note on the establishment of a virtual forum

Other
- Commentary on the Training-the-Trainer workshop
- EVIPNet Global – strategic plan 2012–15
- EVIPNet Global – factsheet

Annex III Summary of the strategic plan

In support of WHO's new European policy framework Health 2020, over the 2013–17 period EVIPNet Europe will strive to:

- support KT networks by assisting the establishment of KTPs, which are national networks dedicated to strengthening innovative health partnerships among researchers, policy-makers and civil society in their respective countries in order to enhance EIP. These country-level KTPs will be complemented wherever required and made feasible by the establishment and/or strengthening of regional and subnational networks;
- strengthen KT capacity, which EVIPNet Europe recognizes as being limited in the region, by providing technical assistance, mentorships, exchanges and routine capacity-building workshops to improve the skill base of its network members; and
- support KT innovations by developing KT strategies and tools tailored to the priorities of the countries in the WHO European Region

To accomplish these objectives, EVIPNet Europe will employ three cross-cutting strategies:

- improve access to relevant national and international knowledge resources;
- advocate for the value of KT in health systems research and policy; and
- share experiences and self-evaluation of KT models to ensure that EVIPNet Europe continually learns from its experience.

Taken together, over the five years of this strategic plan, EVIPNet Europe anticipates the following results:

- vibrant community of KTPs where institutions and individuals actively exchange knowledge and experiences in their networked response to complex health systems research, policy and practice issues;
- effective KT networks specific for issues, stakeholders or languages;
- innovative KT methods and techniques adapted to the European context; and
- skilled KT practitioners and institutions.