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Consensus Document for Country Community the Netherlands

Co-Creation Session 1: Understanding the landscape: National Networks and Associations

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RM ROADMAP

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Understanding the landscape: National Networks and Associations

Contents

1. Introduction

This is an important moment for the research management (RM) community in Europe. The European Commission (EC) and countries across Europe want to better understand the current research management landscape to further strengthen the European Research Area (ERA).

Research management includes a broad range of professionals supporting researchers to achieve excellence in research. For the purpose of this co-creation exercise, Research Managers (RMs) are to be considered as broad as possible including: research policy advisers, research managers, financial support staff, data stewards, research infrastructure operators, knowledge transfer officers, business developers, knowledge brokers, innovation managers, ete. For simplicity, we use the term research management but this exercise coveres also other terms such as research support, research management and administration, professionals at the interface of science and other terms which are used as the norm in the national landscapes across Europe.

The RM Roadmap Knowledge and Community Platform (KCP) brings research managers together to shape the future of the profession and support the strengthening of an inclusive research management community in Europe. The KCP is a place where research managers share their views and introduce issues for discussion in a solution-focused endeavour. RM Roadmap Ambassadors lead the discussions for each country on the Knowledge and Community Platform, supported by national and regional RM networks.

This co-creation exercise is the biggest collaboration between RM networks ever to take place in Europe. With a focus on learning insights from RMs, the co-creation exercise seeks to establish a robust framework that can support professional growth and collaboration across the EU and associated countries.

By 2023, 40 country communities have been established within the RM Roadmap Ambassador Network. The RM Roadmap project will use the outcomes from this co-creation exercise to make a roadmap for the future of research management in Europe and to build and exchange solid knowledge on career framework opportunities, upskilling and networking for research managers. RM Roadmap will ultimately build a value proposition for policy makers and institutional leaders who want to strengthen and modernise their research support departments.

This **consensus document for Country Community The Netherlands** contains the outcomes of the **First Co-Creation Session** - **Understanding the landscape: National Networks and Associations.**

A short summary of the main outcomes from the co-creation exercise is included in section 2. More information about the topic of RM National Networks and Associations is detailed in section 3. Recommendations about best practices, challenges and lessons learnt about (formal or informal) national networks, associations, communities are provided in section 4.

For more information about the RM Roadmap initiative, the reader can consult the following website: www.rmroadmap.eu

2. Summary of Co-Creation Session 1

For Co-Creation Session 1, the RM Roadmap Country Community for The Netherlands counted 104 registered members. Those members provided 44 comments, and the community area was visited 842 times. Members providing input were mainly form Research Support Offices, being either Project Managers, Grant Advisors, EU Liaison Officers, or RSO managers (in total 25). In addition, there was 1 reaction form the KTO community, input from 1 consultant (former RM) and 1 research policy advisor. Affiliations of RMs were mainly universities and university medical centers, and in addition 2 university of applied sciences, 1 NGO and 1 consultant.

Answers to the questions "If you have a national network (formal or informal), how did it help you? If you don't, please say how you have built your (internal) network and are using it.", mainly addressed the following key points: a) Community Support and Recognition Support and Recognition; b) Knowledge and Best Practices Sharing; c) Professional Development; d) Policy Engagement and Advocacy; and e) Building a Community and Networking. These key points are illustrated in more detail in section 3.

Answers to the questions "What challenges do RM networks and associations encounter in contributing to national and European R&I systems? If there are no networks, please elaborate if there have been networking initiatives and if not, please state why you think that is the case.", mainly addressed the following key points: a) Time as limiting factor; b) No or limited recognition (and reward) of the profession(s) (and their added value); c) Limited resources or capacity in one or more ways as a limiting factor and d) Limited engagement with stakeholders (e.g. ministries, funding organisations) as a present status to be improved to enable optimal RM contribution to the R&I ecosystem. These key points are illustrated in more detail in section 3.

Several formal and informal networks and associations for research managers in the Netherlands and abroad were mentioned, including ARMA-NL, UNL, NFU, UASNL, DTIS, LCRDM, EARMA, ASTP, and 4TU.

There is limited awareness of specific policy documents and funding related to research management in the Netherlands. Mentioned documents include the House of Representatives' Action Plan on Innovation and Valorization, a letter from UNL and NWO addressing system pressure, and documents on data stewardship and recognition of professional support roles.

Listings of the requested known networks and policy documents are provided in section 3.

A limited interaction leading to discussion was observed, potentially as a result of time constraints at the individual respondent's level. Furthermore, it was observed that only a limited number of registered group members provided input, indicating interest but not leading to any further contribution.

3. Discussion Outcomes of Co-Creation Session 1

This consensus document for Country Community The Netherlands contains the outcomes of the First Co-Creation Session - Understanding the landscape: National Networks and Associations.

1. If you have a national network (formal or informal), how did it help you? If you don't, please say how you have built your (internal) network and are using it.

Summary: A total of 25 of 27 respondents provided an informative answer to the question, whereas 2 respondents did not know or did not have an opinion.

Top key points of a discussion are summarised here:

A. Community Support and Recognition:
- The sense of belonging to a national or international network is highly valued.
- Feeling reassured and comforted by the knowledge that others in the profession share similar struggles and challenges.
- The network provides a platform for mutual support, recognition, and visibility.

Quotes:

"As a result of the phenomenon of 'system pressure' in our national R&I ecosystem, we encounter pressure on systemic, institutional, and individual levels... ARMA-NL has been the first beginnings of recognition of our group in terms of added value and relevance."

"Getting to know these networks gave me confidence and the strength to know that my struggles were not unique to me."

"Just the fact that the research managers pull together is fantastic. We support each other and help improve the profession in its visibility and recognition."

The ARMA-NL network is an excellent way to connect with your peers. First of all, it gives you a 'I'm not alone' feeling. You can talk about problems, challenges, best practices, etc. with people who understand."

B. Knowledge and Best Practices Sharing:
- Networks facilitate the exchange of knowledge, best practices, and lessons learned.
- They serve as a platform for sharing experiences, challenges, and solutions within the research management profession.

Quotes:

"A (national) network is a valuable resource in several ways. The exchange of best practices, the establishment of a professional network, and the sharing of ideas contribute to building new initiatives."

"Internationally, the ARMA-NL network is an enriching source of knowledge and best practice exchange, peer support, and for building connections."

"About a year after I started as a grant advisor, I became involved in the Netherlands Liaison Officers (NLLO) and NLLO-Health networks. These are very helpful in getting insights into the processes that take place at the funders and help create opportunities to jointly provide feedback and ask questions to the funders."

"Over 20 years ago, I started as a do-it-yourself RM and self-learned in the job since at that time RM was new, undefined and without training. In 2007, the informal network EUPMAN started and there we experienced how important networking, sharing and exchanging is for our professional development."

C. Professional Development:

- Networks contribute to the professionalization of research management.
- They offer opportunities for continuous learning, skill development, and access to training.

Quotes:
"Through the national networks, I got an opportunity to learn more about the larger RMA field, but it's also where I found the vacancy for my current position that allowed me to get a permanent position."

"A (national) network, either formal or informal, is a valuable resource in several ways."

"Internationally, the ARMA-NL network is an enriching source of knowledge and best practice exchange, peer support, and for building connections."

"When I started working at Utrecht University as a project manager, I contacted the RSOs of the departments and of the university and became a member of their mailing lists and communities."

"ARMA-NL helped me getting to know the network, building my own network and strengthening my (inter)national network."

D. Policy Engagement and Advocacy:

- Participation in networks enables engagement in policy discussions at various levels (regional, national, and EU).
- Networks contribute to policy making and agenda-setting in the broader research landscape.

Quotes: "High-level representatives from both ministries and funding organizations are increasingly appreciating ARMA-NL as a relevant partner and stakeholder."

"Internationally, the ARMA-NL network is an enriching source of knowledge and best practice exchange, peer support, and for building connections."

E. Building a Community and Networking:

- Networks help in building a community of professionals with similar roles and challenges.
- They provide opportunities for networking, collaboration on projects, and the establishment of connections within and outside the organization.

Quotes:

"It was very reassuring to discover that us research managers fit into a whole group of other professionals out there, and this knowledge alone is very comforting that we are not alone and that we have whole communities that have similar struggles and challenges that we go through."

"The ARMA-NL network is an excellent way to connect with your peers. First of all, it gives you a 'I'm not alone' feeling. You can talk about problems, challenges, best practices, etc. with people who understand."

"Networks help to exchange knowledge on how-to and contribute to policy making."

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"Internationally, the ARMA-NL network is an enriching source of knowledge and best practice exchange, peer support, and for building connections."

"Our networks help to exchange knowledge, build collaboration on projects, but most importantly offer to build a community and feeling of belonging in our area of expertise."

Collectively, we see that the participants appreciate the importance of networks in building a supportive community, facilitating knowledge exchange, contributing to professional development, and enabling engagement in policy matters.

2. What challenges do RM networks and associations encounter in contributing to national and European R&I systems? If there are no networks, please elaborate if there have been networking initiatives and if not, please state why you think that is the case.

Summary: A total of 23 of 27 respondents provided an informative answer to the question, whereas 2 respondents did not know or did not have an opinion. Of the 23 informative answers, the majority addressed multiple dimensions or sub-challenges.

Top key points of discussion are summarised here:

A. Time as limiting factor (mentioned 18 times):
- Time for individual members to invest in networks on a voluntary basis.
- Time in the sense of setting up and further develop a organization for (and by) professionals.
- Time to be recognized by internal management as a group of professionals with added value.
- Time to be recognized by external stakeholders as a group of professionals with added value.

Quotes:

"*RM's are all stretched to the max and therefore time dedicated to feeding back and contributing to national and European R&I systems loses the battle of gaining priority*".

"*It takes time to convince colleagues and their management at their organizations that it is worthwhile to invest time in building such an organization*".

"*I would love to contribute more, but finding the time and space to do so gets tricky when you also have your own work to do - and that's true for everyone in the networks*".

"*It takes time and effort, RM's in networks and associations are most of the time volunteering. It needs time and strategic social engineering and making strategic choices to be able to contribute to the system*".

"*Dedicated time and money, but especially time. It is not part of our jobs to network as for researchers, but it should be, to collaborate outside our own institution in order to grow our knowledge and profession*".

"*The biggest challenge is resources (volunteers) and time to build and sustain a RM network. Most volunteers do not get time nor reimbursement by their employers to participate in activities and take up leading positions in the network*".

"*Most of the networks (if not all) rely on the voluntary contribution of the people. It can be difficult for individuals and therewith for the networks to have enough capacity available as these activities tend to exist in the margins of our professions without (much) dedicated time*".

B. No or limited recognition (and reward) of the profession(s) (and their added value) (mentioned 18 times):
- By internal management and at organisational level thus forming an important obstacle for optimal engagement and potential contribution at the individual RM level as well as at association level.
- Externally at stakeholder level thus forming an important obstacle for optimal engagement and potential contribution at the individual RM level as well as at association level.
- Lack of adequate rewards and career opportunities as well as professional development opportunities.

Quotes:

"Improved recognition of the profession (and participation in respective networks) at management level within each organization, alongside the provision of additional capacity for networking would boost contributions and network success".

"Slowly funders and organizations are getting to know us and our potential, our knowledge, expertise, and experience. They are beginning to realize it is good to get to know, work and understand each other and together we can bring the R&I forward. We have the same goals".

"It is a good time for the start of recognition and reward for R&I support professionals. This too needs coordination and social engineering and a joined effort by multiple people and stakeholders".

"It is of great benefit to RMAs when their managers and organizations realize the importance of networks and RMA associations. That it is beneficial to the professionals and to the organizations they work at".

"The contribution to the professional network is not recognized and valued (not only by the peers but by the supervisors/ team leaders!), work of the RM is often "not visible", in policy world mostly the scientific leaders are visible".

"I think it can be challenging for RM networks to be appreciated as a valuable contribution to ongoing operational and strategic discussions, both with funders and (academic) institutions. Some people still think this is a merely administrative profession".

"The professional recognition of RMA in the R&I systems. While engagement in professional associations is a no-brainer for scientists and invited lectures and board positions are seen as tokens of peer recognition, this is not seen as such for RMs. Scientists and RMs are partners in crime in daily practice, but there is inequality and inequity in their professional development opportunities".

C. Limited resources or capacity in one or more ways as a limiting factor (mentioned 12 times):
- Capacity for the individual RM to invest in participation in networks as allowed by own manager or management, competing claims and lack of recognition.
- Capacity for the networks because of limited participation and / or commitment by members, taking into account voluntary basis.

Quotes:

" Networks are based on the voluntary contribution of the RM or enthusiasm for a specific topic and combination with daily activities can be challenging."

" The fact that much work for those associations has to be done outside of working hours and that it is not seen as a (valuable) part of the job - it very much depends on your line manager whether they encourage you to be involved, but it is (at least in my case) not part of my yearly assessment."

"These networks and associations are mainly dependent on volunteers, who are often not compensated for this in time or money by their employer. This prevents many people from becoming active and that limits the association in its possibilities."

"Main issues in the maintenance of our RM network are the need of people. The network is for and by members. And you need volunteers to build the network, but you need even more to sustain and grow the network. Important aspect is that the members all have busy jobs and do not have enough time to take up extra tasks. Currently there are just enough hands to organise our network events and professional development activities. If the network needs to contribute to the national and EU R&I systems even more, the lack of hands is a showstopper."

"The biggest challenge is resources and time. You need volunteers to build and sustain a RM network."

"Most of the networks (if not all) rely on the voluntary contribution of the people. It can be difficult for individuals and therewith for the networks to have enough capacity available as these activities tend to exist in the margins of our professions."

D. Limited engagement with stakeholders (e.g., ministries, funding organisations) as a present status to be improved to enable optimal RM contribution to the R&I ecosystem (mentioned 6 times):

Quotes:

"Limited engagement with governments and policy groups restricts direct impact on R&I policies, and insufficient integration into R&I platforms limits broader influence. Mere existence doesn't guarantee opportunities for R&I contributions, strategic engagement is vital."

"Being a relatively new network, it takes time that umbrella organizations, funders and ministries will get to know the association. We need to connect with them and go to them as well."

"Slowly funders and organizations are getting to know us and our potential, our knowledge, expertise and experience. They are beginning to realize it is good to get to know, work and understand each other and together we can bring the R&I forward. We have the same goals.

"The largest struggle is getting seen as a strategic partner by funding organizations. If the funders work more closely with the RMA communities processed would be much smoother and it can create a win-win situation."
"I think it can be challenging for RM networks to be appreciated as a valuable contribution to ongoing operational and strategic discussions, both with funders and (academic) institutions. Some people still think this is a merely administrative profession."

"Lack of scale and thus not strong enough to be always heard."

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3. List all of the formal and informal networks and associations of research managers in your country and link to their websites or online groups.

Summary: A large number of formal and informal networks relevant to RMs were mentioned by the respondents, of which the most relevant are listed below (because of limited space) with direct relevance to RMs with respect to their profession and professional development. Certain types of networks are described in general terms because of their generic nature. ARMA-NL (and working groups) is mentioned most often, reflecting the composition of the group of respondents in terms of sub-type of RM, followed by EU-LO, NFU-LO, and NL-LO.

- ARMA-NL (Association of Research Managers and Administrators – The Netherlands; https://armanl.eu):
    - Learning Communities (https://armanl.eu/events/2nd-learning-community-for-research-support-services-event/)
    - NL/EU RM Roadmap Working Group (https://armanl.eu/standingcommittees/)

ARMA-NL aims to enhance excellent research and innovation in the Netherlands, by supporting Research Managers and/or Administrators (RMAs) in their profession, specifically and in a broad sense. We offer an expertise network and platform, knowledge exchange opportunities, stimulate professional development and represent its members. ARMA-NL strives to be a vibrant and accessible association. ARMA-NL encourages its members to take an active role in the association to contribute to the RMA professional development and network.

- UNL (Universities of The Netherlands; https://unl.nl);
    - Learning Communities (https://www.universiteitenvannederland.nl/en_GB/nieuws-detail/nieuwsbericht/862-p-learning-community-research-support-offices-p.html
    - KTO Directors Forum (with NFU and UAS)
    - EU-LO (EU Liaison Officers)
    - NL-LO (NL Liaison Officers)
    -

In Universities of The Netherlands (UNL), Dutch universities work together towards a strong university sector. The 14 Dutch universities within Universities of The Netherlands show the outside world how they fulfil their social function, formulate shared ambitions relating to academic education and research and valorisation, and lobby for the preconditions needed to realise these ambitions.

The EU LO working group brings together EU funding/programme professionals who join to exchange information, best practices, inform each other of new developments, takes joint actions towards national government or EU institutions and stakeholders in order to represent the (technical) universities and UMCs community in Brussels and Europe and improve participation of Dutch universities and UMCs in EU funding programmes (focus is on research, innovation, education and training in all disciplines).

The NL-LO working group is comparable with the EU-LO working group but with a focus on national funding.

- NFU (Netherlands Federation of University medical centers; https://nfu.nl);
  - NFU-LO (https://www.nfu.nl/en/themes/research-and-innovation/europe)
  - NL-LO Health
  - JOAZ (includes a KTO Chapter)
  - Platforms Science Policy Advisors; Recognition & Rewards, Clinical Studies & Biobanks, Platform Graduate Schools, Libraries, HR
  - KTO Director Forum (with UNL and UAS)

The NFU binds and supports the university medical centres in the Netherlands (UMCs) in their core common tasks. NFU plays an intermediary role in overarching agreements and promote the collaboration between the individual UMCs. They also stimulate the formation of partnerships with other healthcare parties and scientific institutes on the regional, national and international levels.

The NFU LO working group brings together all EU liaison officers / EU Grant Advisors from the individual university medical centers to exchange information, best practices, inform each other of new developments, takes joint actions towards national government or EU institutions and stakeholders in order to represent the UMC community in Brussels and Europe and improve participation of UMCs in EU funding programmes (focus is on research, innovation, education and training in the area of health and healthcare).

The KTO director forum is a platform that brings together KTO directors from NFU, UNL and UAS (Universities of Applied Sciences). Four times a year, relevant developments, mostly related to funding & policies, in knowledge transfer are discussed, partly with participation of representatives of the Ministry of Economic Affairs and the Ministry of Education, Culture and Science. From this group input is given to for instance to the societally responsible licensing toolkit, a multi-stakeholder initiative to improve the process of academia-industry licensing (MVL_Toolkit_2020_NFU_VSNU.pdf) . Also, several guidelines (richtsnoeren) have been published on the way of working and practices to further explain knowledge transfer policies and processes, such as start-up creation Dealterm Principles UNL.pdf (universiteitenvannederland.nl). Finally, the forum organizes the bi-annual KTO Masterclass for all KTO personnel, a full day program / seminar with presentations, panel discussions and networking opportunities.

- UASNL (Universities of Applied Sciences Netherlands; https://vereniginghogescholen.nl);
  - KTO Directors Forum (with UNL and NFU)
  - SHOP (platform for UAS subsidy advisors)

UASNL is a collaboration of 17 Dutch Universities of Applied Sciences (UAS), who work together to strengthen their European research profile. Through the EU office in Brussels, UASNL contributes to policy developments, builds European partnerships, and shows the value of applied research in answering the challenges Europe faces. In UAS, knowledge valorisation, applied scientific research and educational activities are strongly intertwined. Labs, projects, internships, and workplace learning are often implemented in research programmes.

- DTIS (Data Stewards Interest Group; https://dtls.nl/events/data-stwards-interest-group-meeting/);

The Data Stewardship Interest Group meets every two months in person at the beginning of the DTL Programmers meeting. The aim of the Interest Group is to establish a community hub for Data Stewardship that enables informal and inclusive knowledge and experience exchange by:

- *Providing a platform for Data Stewards and like-minded in the Netherlands (and abroad) to share the experience.*

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RM-ROADMAP project has received funding from the European Union's Horizon Europe programme under grant agreement number 101058475.

- *Fostering the national implementation of Data Stewardship.*
- *Joining efforts to produce hands-on solutions.*

The IG is open to everyone that is interested in Data Stewardship and is not limited to a specific academic discipline, nor the Netherlands.

- LCRDM (National Coordination Point Research Data Management; https://lcrdm.nl);

The National Coordination Point Research Data Management (LCRDM) is a national network of experts in the field of research data management (RDM). The LCRDM forms the link between policy and solution. Within the LCRDM, experts work together to put RDM topics on the agenda that require a joint national approach.

- EARMA (European Association of Research Managers and Administrators)
  - Impact thematic group
  - ERION: Research Integrity Officer Network

Note by ambassadors: *of course, we are aware of the fact that EARMA (and her Standing Committees) is not national, but since they were explicitly mentioned by respondents and contribute to shaping European as well as national R&I ecosystems, we felt it appropriate to mention them here.*

- ASTP (Association of European Science & Technology Transfer Professionals; https://astp4kt.eu);

Their mission is the promotion and professionalisation of knowledge transfer practice and practitioners. ASTP strives to shape the future profession of knowledge and technology transfer while increasing the attraction and credibility of the profession.

Note by ambassadors*: again here, we realize that this is not a national network, nonetheless, given the absence of a formal Dutch KTO network, the ASTP network is very important to the Dutch KTO community.*

- 4TU (Dutch Technical Universities Federation; https://4tu.nl); subset of UNL

The universities of technology, plan to educate and deliver sufficient excellent engineers and technological designers, to deliver internationally renowned and societally relevant research, and to stimulate cooperation between research institutes, industry, and public organisations.

Furthermore, a number of European university / institutional associations (e.g., LERU, The Guild) and alliances (e.g., EWUU) were mentioned as examples of platforms where in multiple and various ways, e.g., through dedicated working groups, best practices between RMs of member organisations are shared, resources shared (e.g., training and workshop open to members), contributing to professional development.

In addition, internal networks at organisation level are mentioned by a number of respondents from a limited number of organisations. These internal networks are in place at different universities and university medical centers, in a varying way with different levels of development and maturity. They all, by means of e.g., sharing best practices, exchanging knowledge and expertise, standardization of processes and material, structuring and nurturing an internal RM-community, joint training and workshops, contribute to professional development.

It goes beyond the scope of this Co-Creation session to list all known European associations, alliances, and internal networks at organisational level with relevance to professional development.

4. List of and link to any policy documents and funding which mentions research management or the equivalent national name(s) for research management.

15 out of 27 respondents provided information on policy documents.

The discussion revolves around the identification of policy documents and funding related to research management in the Netherlands. Participants express uncertainty and lack of awareness regarding specific documents or programs.

One participant outlines the role of a research manager, detailing responsibilities such as proposal development, grant management, project coordination, compliance, and communication.

Another participant mentions a letter addressing actions to mitigate system pressure, involving Research Support Offices (RSOs). Various links are provided, including a plan to lower system pressure, actions proposed by UNL and NWO, and strengthening University Research Support Services. Furthermore, there is a mention of Kamerbrief met Actieplan innovatie en valorisatie.

Some participants are not aware at all there are relevant documents, funding opportunities, or national programs targeting research management.
There is a mention of Widening calls and the absence of specific funding for research management in Dutch schemes are highlighted.
Overall, participants share limited awareness and uncertainty regarding existing policies and funding related to research management in the Netherlands.

Please find below the list of all relevant (policy) documents mentioned as well as list of different titles tasks of the research manager fall into in the Netherlands:

1. House of Representatives of the Netherlands Actiion plan innovation en valorisation
   - Link to Document (Dutch)

2. Letter from Universities of the Netherlands (UNL) and the Netherlands Scientific Council (NWO) to the Ministry of Education, Culture and Science addressing actions to be taken to adapt to or mitigate the negative consequences of the so-called 'systems pressure'.

   - Link to Document
   - "Section 2c: Strengthening the University Research Support Services: NWO and the Universities jointly improve the information provision of Research Support Offices so that institutions gain insight into the applications that have been submitted done."

3. Professionalising data stewardship in the Netherlands. Competences, training and education. Dutch roadmap towards national implementation of FAIR data stewardship
   - Link to Document (available on Zenodo)

4. Recognizing and rewarding professional support roles- an experiment into understanding the status quo Position paper

- Link to Website (English) ; scroll down to download the PDF document with the results.

5. Utrecht University - From Academic Staff (WP) and Support Staff (OBP) to Colleagues
   - Link to Website (English)

6. Erkennen en waarderen in de praktijk - Utrecht University
   - Link to Website to videos in Dutch

4. Recommendations

1. If associations or networks do exist in your country, what recommendations would you share to support colleagues in setting one up in countries without associations or networks?

   - Check if there are other complementary or overarching groups that are already organized on the national level.
   - Check if there are associations of your organizations (for instance University network) where you can start a working group.
   - Convince and invite all internal and external stakeholders to support, endorse, facilitate, and engage.
   - Check if there are international associations that can help you.
   - Provide an overview of other countries' associations to your internal management and ask support to engage in these.

2. If your country does not have any informal/formal network or association, what kind of support would you need?
   - Financial support to fund setting up an association.
   - Blueprint on how to get started: from informal to formal networks.

5. References

Not applicable.

6. Acknowledgements

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