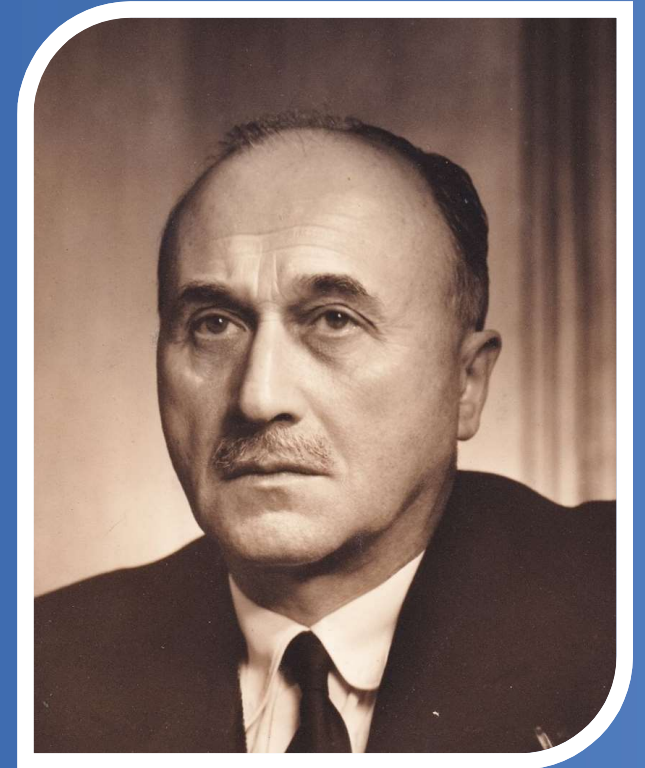




EUROPEAN UNION

Erasmus+ Jean Monnet Actions- Taiwan Experience

Marc Cheng
Executive Director
EUTW, National Taiwan University
marccheng@gmail.com



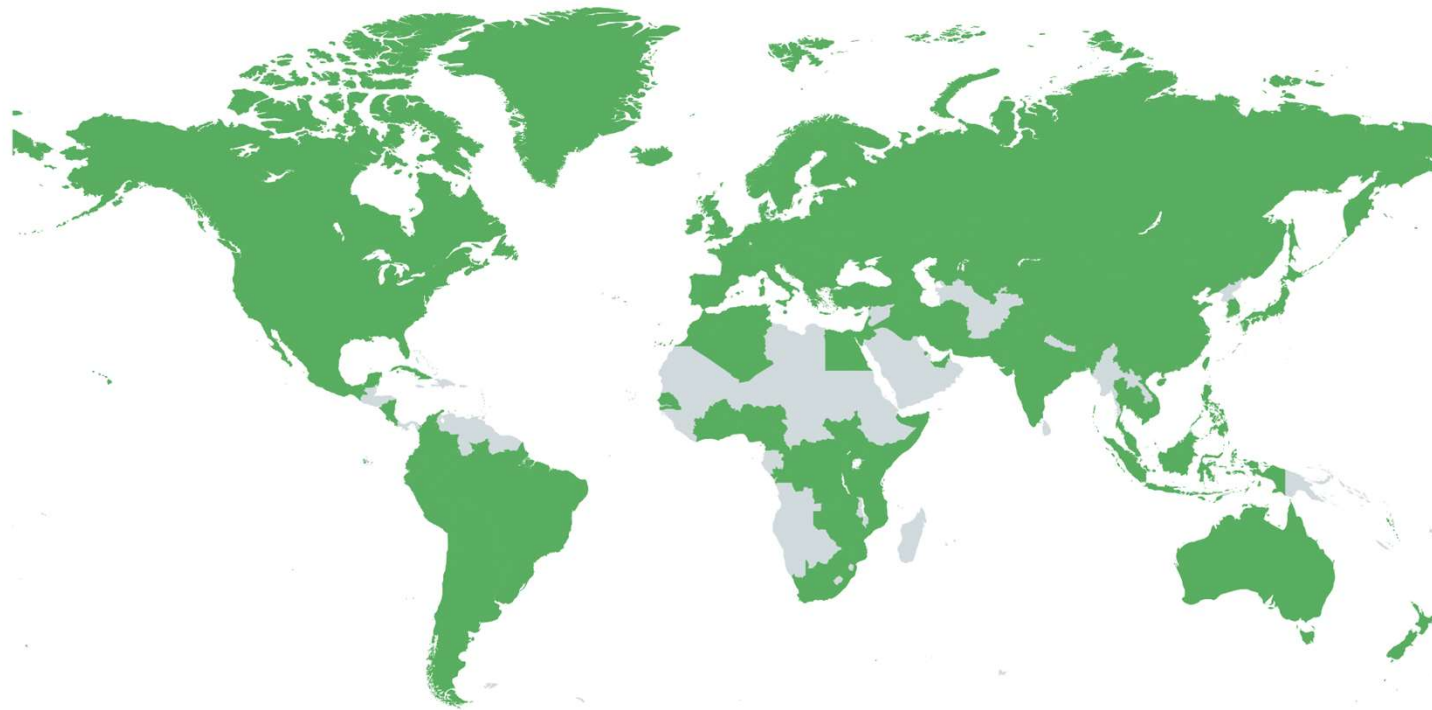
Erasmus+

Enriching lives, opening minds

2021-2027



Jean Monnet Actions: a worldwide network since 1989



- All countries highlighted in green have had at least 1 Jean Monnet action project since 1989.



European Union studies in Jean Monnet actions

1. Jean Monnet actions in the **field of higher education**
2. Jean Monnet actions in **other fields of education and training**
3. Jean Monnet **policy debate** (higher education and other fields of education and training)

Scope of Jean Monnet actions

- **EU Dimension Focus**

Jean Monnet activities should **promote active European citizenship and the founding values of the European Union** of respect for human dignity, freedom, democracy, equality, the rule of law and respect for human rights, including the rights of persons belonging to minorities (Article 2 of the Treaty on European Union).

- **EU Policy Focus**

Jean Monnet actions should **contribute to spreading knowledge about how these policies can benefit the daily lives of citizens in the EU and/or abroad**, and/or how these can influence the policymaking system, in similar fields, either at the Member State level or abroad at a national, regional or global level. A link should be displayed between the subject of the proposal and the relevant EU policy or topic(s).

- **Public Diplomacy Focus**

Jean Monnet actions also strive to **function as a vector of public diplomacy towards third countries**. They should promote EU values and enhance the visibility of what the European Union stands for and what it intends to achieve.



Jean Monnet actions in the field of higher education - Aims

- **Promoting excellence** in teaching and research in EU studies worldwide
- **Generating knowledge and insights;** supporting EU policy-making, while strengthening the role of the EU within Europe and the world
- **Reaching new people;** going beyond academia and specialised audiences, bringing EU knowledge closer to society in the process
- **Fostering dialogue** between academia and society, policymakers, civil servants, civil society, representatives of different levels of education, and the media
- **Functioning as a vector for public diplomacy** towards partner/third countries, promoting EU values while enhancing the visibility of its goals and achievements

What you can apply for Jean Monnet actions?

Higher Education Institutions

- Modules
- Chairs
- Centres of Excellence (COE)

Any higher education institution in the world can apply. The exceptions are higher education institutions from Belarus and the Russian Federation, which cannot apply.

Jean Monnet Policy Debate

- A) Network on internal EU issues on the thematic: Jean “An economy that works for people”
- B) Network on external policy issues on the following thematic: “EU-Latin America”
- C) Network on external policy issues on the thematic: “EU-Africa”

A minimum consortium of at least 12 higher education institutions from applicants.

Jean Monnet Action 2023 Selection Results



Total budget Available

26 mio EUR



Total applications received

1125



Total applications selected

402 (0.36%)

1. Actions in the field of higher education –

339

Modules selected:

231

Chairs selected:

69

Centres of Excellence selected:

39

2. Actions in other fields of education & training -

54

Teacher training:

10

EU Learning Initiative:

44

3. Jean Monnet Policy Debate -

9

Networks

9

Key Information: Jean Monnet actions in the field of Higher Education

Type of Action	Eligibility	Years (Duration)	Max. EU Grant (%)	Cost Type	Additional Information
Module	One higher education institution worldwide	3	35,000	Fixed Lump Sum type I	<ul style="list-style-type: none"> • Minimum 40 teaching hours per academic year at applicant higher education institution. • Direct contact hours (no individual tutorials)
Chair	One higher education institution worldwide	3	60,000	Fixed Lump Sum type I	<ul style="list-style-type: none"> • Permanent staff members at applicant institution • Teaching a min. 90 hours per academic year • Direct contact hours (no individual tutorials) • Additional hours and support of other staff possible
Centre of Excellence	One higher education institution worldwide	3	100,000 (80%)	Customised Lump Sum type II	<ul style="list-style-type: none"> • Only one at any given time per higher education institution • Should seek to become structured centres, providing EU specific high-level knowledge

Search projects

Example employment, climate change, etc...

Search

Filters

Project

Project Status

- Completed (27)
- Ongoing (67)

Actions

- Jean Monnet Activities (67)
- KA2: Cooperation for innovation and the exchange of good practices (34)


Action Types

Search results

Showing 1 - 10 of 67 projects , filtered by:

Ongoing ✕ Jean Monnet Activities ✕ 2023 ✕ (Coordinator) - Asia (Region 5) ✕ (Coordinator) - Pacific (Region 8) ✕ [Clear filters](#)

Sort by Updated (latest first) ▼

 Download results (XLS)
Limited to 1000 projects

View as  Grid  Map

EICHSSEP - Enhancing the Integration of Cultural Heritage and SDGs Strategies following EU Policy

Project Status:	Start date:	End date:
Ongoing	01 November 2023	31 October 2026

This programme of Enhancing the Integration of Cultural Heritage and SDGs Strategies following EU Policy (EICHSSEP) aims to

AU 11	THE UNIVERSITY OF ADELAIDE THE AUSTRALIAN NATIONAL UNIVERSITY UNIVERSITY OF SOUTH AUSTRALIA UNIVERSITY OF CANBERRA THE UNIVERSITY OF SYDNEY UNIVERSITY OF MELBOURNE ROYAL MELBOURNE INSTITUTE OF TECHNOLOGY
	THE AUSTRALIAN NATIONAL UNIVERSITY
CN 11	CHINA UNIVERSITY OF POLITICAL SCIENCE AND LAW UNIVERSITY OF INTERNATIONAL BUSINESS AND ECONOMICS BEIHANG UNIVERSITY SICHUAN UNIVERSITY TSINGHUA UNIVERSITY BEIHANG UNIVERSITY Renmin University of China JILIN CHEMICAL TECHNOLOGY ACHIEVEMENT TRANSFORMATION CENTER CO. LTD HUNAN NORMAL UNIVERSITY SICHUAN UNIVERSITY

IN 10	JAWAHARLAL NEHRU UNIVERSITY VELLORE INSTITUTE OF TECHNOLOGY SYMBIOSIS INTERNATIONAL UNIVERSITY CHITKARA UNIVERSITY
	UNIVERSITY OF CANTERBURY THE ASIA PACIFIC ASSOCIATION FOR EU THE RESEARCH TRUST OF VICTORIA UNIVERSITY OF WELLINGTON
	NATIONAL TAIWAN UNIVERSITY NATIONAL CHENGCHI UNIVERSITY NATIONAL CHUNG HSING UNIVERSITY PUBLIC INTEREST FOUNDATION CHUNG YUAN CHRISTIAN UNIVERSITY
KR 5	YONSEI UNIVERSITY KOREA UNIVERSITY SEOUL NATIONAL UNIVERSITY KYUNGPOOK NATIONAL UNIVERSITY HUFS RESEARCH & BUSINESS FOUNDATION

ID 3	UNIVERSITAS AIRLANGGA
	OTGONTENGER UNIVERSITY
MN 2	NATIONAL UNIVERSITY OF MONGOLIA
HK 2	HONG KONG BAPTIST UNIVERSITY
	POSTS AND TELECOMMUNICATIONS INSTITUTE OF TECHNOLOGY
VN 2	TRUONG DAI HOC KINH TE THANH PHO HO CHI MINH
JP	NATIONAL UNIVERSITY CORPORATION KYUSHU UNIVERSITY
PH	ATENEO DE MANILA UNIVERSITY
PK	INFORMATION TECHNOLOGY UNIVERSITY OF THE PUNJAB
SG	SINGAPORE MANAGEMENT UNIVERSITY
TH	BURAPHA UNIVERSITY
MO	UNIVERSIDADE DE MACAU

Type	Year	Project Title	Coordinating organisation name	Country
Modules 7	2020	Education Policy in Practice: European education policy and national systems	UNIVERSITY OF MELBOURNE	AU
	2021	USYDJMM2021 - GLOBAL EU AT THE UNIVERSITY OF SYDNEY	THE UNIVERSITY OF SYDNEY	AU
	2021	OzEUGG - Australia and the EU: Bilateral Perspectives on Global Governance	UNIVERSITY OF CANBERRA	AU
	2020	European Integration and Mobility: Global Challenges	UNIVERSITY OF CANTERBURY 3	NZ
	2021	EUNZ - Teaching the EU in NZ		NZ
	2022	EFP - Teaching European Foreign Policy		NZ
	2023	NECOTE - New Challenges and Opportunities in a Transforming Europe	THE RESEARCH TRUST OF VICTORIA UNIVERSITY OF WELLINGTON	NZ
Centre 4	2021	Lead-EMERGE - Leadership Emerging from Migration, Ethnicity, Race and Gender in Australia and the EU	THE AUSTRALIAN NATIONAL UNIVERSITY	AU
	2021	JMCOE - Jean Monnet Centre of Excellence	UNIVERSITY OF SOUTH AUSTRALIA	AU
	2022	JMCOETE - Jean Monnet Centre of Excellence in Trade and Environment	THE UNIVERSITY OF ADELAIDE	AU
	2023	NEXT - Promoting EU Studies	UNIVERSITY OF CANTERBURY	NZ
Chairs 3	2021	JMCTE - Jean Monnet Chair in Trade and Environment	THE UNIVERSITY OF ADELAIDE	AU
	2022	DevelopEUinNZ - The Next Generation of EU Studies	UNIVERSITY OF CANTERBURY 2	NZ
	2023	EUENL30NZ - The European Union and Europeanisation of Wider Europe and the World after Covid-19 and the war in Ukraine		NZ
Networks 2	2020	SOCIAL AND SCIENTIFIC INNOVATION TO ACHIEVE THE SUSTAINABLE DEVELOPMENT GOALS	ROYAL MELBOURNE INSTITUTE OF TECHNOLOGY	AU
	2022	EUIP - What role for Europe in the Indo-Pacific? Identifying regional policy responses towards the EU's Indo-Pacific Strategy 2022-25	UNIVERSITY OF CANTERBURY	NZ



Projects 3	2020	Remembering Across Continents: European Politics of Memory from Australian Perspectives	THE AUSTRALIAN NATIONAL UNIVERSITY 3	AU
	2020	Culture in International Relations: Europe and the Indo-Pacific		AU
	2020	Liberal Democracy in Action		AU
Associations	2020	European Union Studies Association Asia Pacific	THE ASIA PACIFIC ASSOCIATION FOR EU	NZ



Martin Holland - University of Canterbury
 Serena Kelly - University of Canterbury
 Bruce Wilson - RMIT
 Anne McNaughton - Australian National University

ENFP TAIWAN/ National Taiwan University (NTU)

- EU Centre in Taiwan (EUTW)
- EU Centre of Excellence at NTU
- Three Jean Monnet Chairs
- Jean Monnet Module of European and EU Studies Program
- Double Master Degree with European Universities
- Host institute of EU Fellowship Programme



A National Hub of Erasmus+ in Taiwan

Jean Monnet Chairs



Prof. Hungdah Su of NTU



Prof. Chin-Peng Chu of NDHU



Prof. Ming-yan Hsieh of NTU



Prof. Kuo-Chun Yeh of NTU



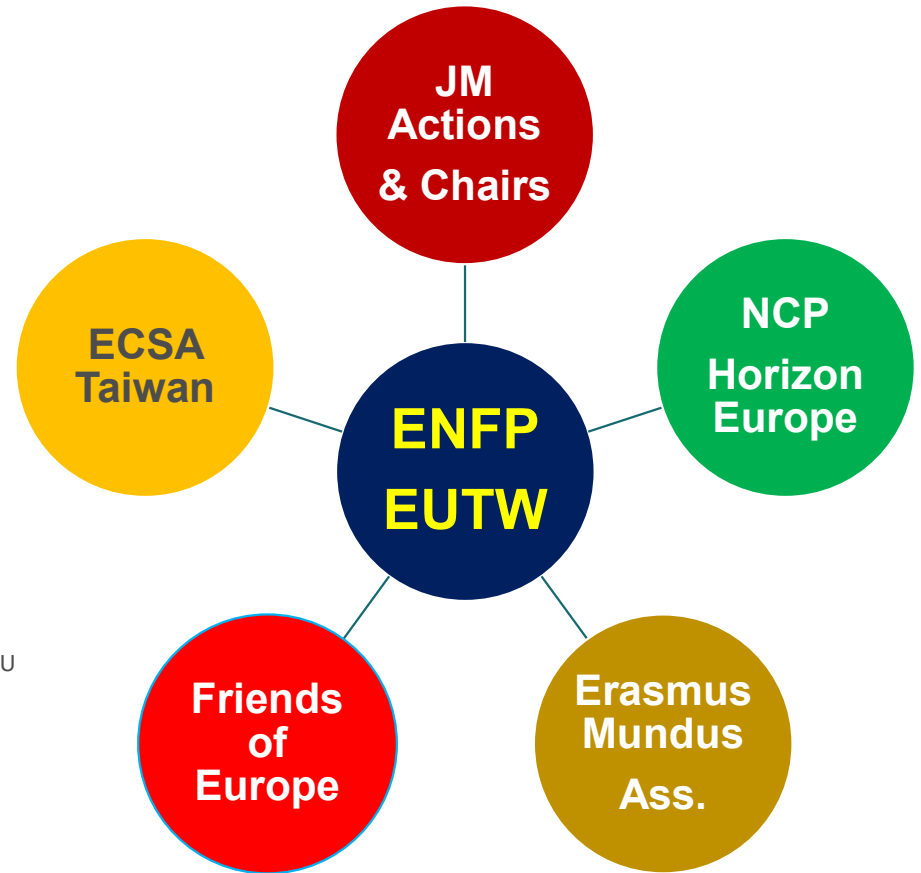
Prof. Li-juan Chen of TKU



Prof. Kuey-Ying LI of SCU



Prof. Chi-mei Luo of NTPU

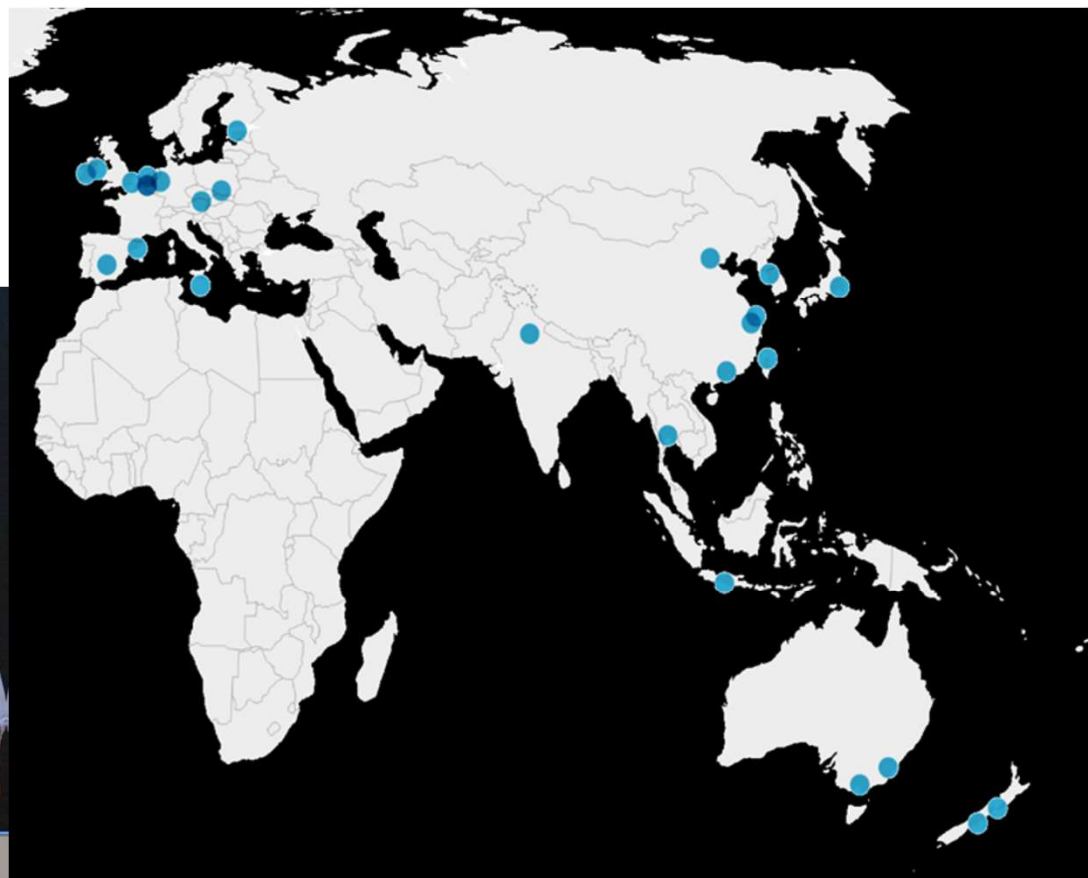




Jean Monnet Network: What role for Europe in the Indo-Pacific?

Identifying regional policy responses towards the EU's Indo-Pacific Strategy 2022-25(EUIP)

It's all about partnership!



New Zealand, Australia, Japan, Korea, China, Indonesia, India, Taiwan, Thailand



HUI-EU Doctoral Workshop on 1-3 November 2023. The HUI-EU Jean Monnet Project, supported by the *Erasmus+ Programme of the European Union*, have brought together early-stage Doctoral students in the field of EU studies in a series of inter-institutional regional workshops across the Asia-Pacific.



EUSAAP Conference 2024 Indonesia

Monday 20 and Tuesday 21 May 2024

Universitas Gadjah Mada, Bulaksumur, Yogyakarta, Indonesia

17 *european union studies association* **Revisiting EU – Asia Pacific Relations**

Jean Monnet Actions - Award Criteria (2021-2027)

Although there are slight differences between Jean Monnet actions, to be considered for funding proposals must score at least 70/100 points in total and 15/25 points in each award criterion. There are four award criteria and each is worth a maximum of 25 points.



TECHNICAL DESCRIPTION (PART B)

COVER PAGE

Part B of the Application Form must be downloaded from the Portal Submission System, completed and then assembled and re-uploaded as PDF in the system. Page 1 with the grey IMPORTANT NOTICE box should be deleted before uploading.

Note: Please read carefully the conditions set out in the Call document/Programme Guide (for open calls: published on the Portal). Pay particular attention to the award criteria; they explain how the application will be evaluated.

PROJECT	
Project name:	[project title]
Project acronym:	[acronym]
Coordinator contact:	[name NAME], [organisation name]

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#@APP-FORM-ERASMUSLSJMO@#
#@PRJ-SUM-PS@# [This document is tagged. Do not delete the tags; they are needed for the processing.]

PROJECT SUMMARY

Project summary (in English)

See Abstract (Application Form Part A)

#\$PRJ-SUM-PS\$# #REL-EVA-RE@# #PRJ-OBJ-PO@#

1. RELEVANCE

1.1 Background and general objectives

Background and general objectives

Please address all guiding points presented in the Programme Guide under the award criterion 'Relevance'.

Describe the background and rationale of the project.

How is the project relevant to the scope of the call? How does the project address the general objectives of the call? What is the project's contribution to the priorities of the call?

Insert text

1.2 Needs analysis and specific objectives

Needs analysis and specific objectives

Describe how the objectives of the project are based on a sound needs analysis in line with the specific objectives of the call. What issue/challenge/gap does the project aim to address?

The objectives should be clear, measurable, realistic and achievable within the duration of the project. For each objective, define appropriate indicators for measuring achievement (including a unit of measurement, baseline value and target value).

Insert text

#@COM-PL-CP@#

1.3 Complementarity with other actions and innovation— European added value

Complementarity with other actions and innovation

Explain how the project builds on the results of past activities carried out in the field and describe its innovative aspects (if any). Explain how the activities are complementary to other activities carried out by other organisations (if applicable).

Illustrate the trans-national dimension of the project; its impact/interest for a number of EU countries; possibility to use the results in other countries, potential to develop mutual trust/cross-border cooperation among EU countries.

etc. ↕

Insert text ↕

↕

#§COM-PL-CP§# #§PRJ-OBJ-PO§# #§REL-EVA-RE§# #@QUA-LIT-QL@# #@CON-MET-CM@#

2. QUALITY ↕

2.1 PROJECT DESIGN AND IMPLEMENTATION ↕

2.1.1 Concept and methodology ↕

Concept and methodology ↕

Please address all guiding points presented in the Call document/Programme Guide under the award criterion 'Quality of the project design and implementation'. ↕

Outline the approach and methodology behind the project. Explain why they are the most suitable for achieving the projects objectives. ↕

Insert text ↕

↕

#§CON-MET-CM§# #@PRJ-MGT-FM@#

2.1.2 Project management, quality assurance, and monitoring and evaluation strategy ↕

Project management, quality assurance and monitoring and evaluation strategy ↕

Please address the specific conditions set out in the Call document/ Programme Guide. ↕

Describe the measures foreseen to ensure that the project implementation is of high quality and completed in time. ↕

Describe the methods to ensure good quality, monitoring, planning and control. ↕

Describe the evaluation methods and indicators (quantitative and qualitative) to monitor and verify the outreach and coverage of the activities and results (including unit of measurement, baseline and target values). The indicators proposed to measure progress should be relevant, realistic and measurable. ↕

Insert text ↕

#§PRJ-MGT-PM§# #@CON-SOR-CS@#

2.1.3 Project teams, staff and experts ↕

Project teams and staff ↕

Describe the project teams and how they will work together to implement the project. ↕

List the staff included in the project budget (budget category A) by function/profile (e.g. project manager, senior expert/advisor/researcher, junior expert/advisor/researcher, trainers/teachers, technical personnel, administrative personnel etc. and describe shortly their tasks. Provide CVs of all key actors (if required by the Call document/Programme Guide). ↕

Name and function ↕	Organisation ↕	Role/tasks/professional profile and expertise ↕
↕	↕	↕
↕	↕	↕

↕	↕	↕
↕	↕	↕

Outside resources (subcontracting, seconded staff, etc) ↕

If you do not have all skills/resources in-house, describe how you intend to get them (contributions of members, partner organisations, subcontracting, etc). ↕

If there is subcontracting, please also complete the table in section 4. ↕

Insert text ↕

#§CON-SOR-CS§# #@FIN-MGT-FM@#

2.1.4 Cost effectiveness and financial management ↕

Cost effectiveness and financial management (r/n/a for Jean Monnet Chairs, Jean Monnet Modules and Jean Monnet Learning EU initiatives) ↕

Describe the measures adopted to ensure that the proposed results and objectives will be achieved in the most cost-effective way. ↕

Indicate the arrangements adopted for the financial management of the project and, in particular, how the financial resources will be allocated and managed within the consortium. ↕

⚠ Do NOT compare and justify the costs of each work package, but summarize briefly why your budget is cost effective. ↕

Insert text ↕

↕

#§FIN-MGT-FM§# #@RSK-MGT-RM@#

2.1.5 Risk management ↕

Critical risks and risk management strategy ↕

Describe critical risks, uncertainties or difficulties related to the implementation of your project, and your measures/strategy for addressing them. ↕

Indicate for each risk (in the description) the impact and the likelihood that the risk will materialise (high, medium, low), even after taking into account the mitigating measures. ↕

Note: Uncertainties and unexpected events occur in all organisations, even if very well-run. The risk analysis will help you to predict issues that could delay or hinder project activities. A good risk management strategy is essential for good project management. ↕

Risk No ↕	Description ↕	Work package No ↕	Proposed risk-mitigation measures ↕
↕	↕	↕	↕
↕	↕	↕	↕

#§RSK-MGT-RM§# #@CON-SOR-CS@#

2.2 PARTNERSHIP AND COOPERATION ARRANGEMENTS ↕

2.2.1 Consortium set-up ↕

Consortium cooperation and division of roles (if applicable)↵

Please address the points presented in the Call document/Programme Guide under the criterion 'Partnership and Cooperation arrangements.'↵

Insert text↵

↵

2.2.2 Consortium management and decision-making ↵

Consortium management and decision-making mechanisms(if applicable) ↵

Not applicable ↵

#§CON-SOR-CS§# #§QUA-LIT-QL§# #@IMP-ACT-IA@#↵

3. IMPACT↵

3.1 Impact and ambition↵

Impact and ambition ↵

Define the short, medium and long-term effects of the project. ↵

Who are the target groups? How will the target groups benefit concretely from the project and what would change for them?↵

Insert text↵

↵

#§IMP-ACT-IA§# #@COM-DIS-VIS-CDV@#↵

3.2 Communication, dissemination and visibility↵

Communication, dissemination and visibility of funding↵

Describe the communication and dissemination activities which are planned in order to promote the activities/results and maximise the impact (to whom, which format, how many, etc.). Clarify how you will reach the target groups, relevant stakeholders, policymakers and the general public and explain the choice of the dissemination channels.↵

Describe how the visibility of EU funding will be ensured.↵

Insert text↵

↵

↵

#§COM-DIS-VIS-CDV§# #@SUS-CON-SC@#↵

3.3 Sustainability and continuation↵

Sustainability, long-term impact and continuation ↵

Describe the follow-up of the project after the EU funding ends. How will the project impact be ensured and sustained?↵

What will need to be done? Which parts of the project should be continued or maintained? How will this be achieved? Which resources will be necessary to continue the project? How will the results be used?↵

Are there any possible synergies/complementarities with other (EU funded) activities that can build on the project results?↵

Insert text↵

↵

↵

#§SUS-CON-SC§#↵

↵

Tips for Applications

- **Be Clear!**

Read the questions carefully, provide information in the correct order as indicated in the form.

- **Keep it simple!**

Use short sentences, vary the length if you wish to make it more interesting but keep it simple and focused.

- **Be Concrete!**

Use examples, justify your claims, provide evidence.

- **Be realistic!**

The application is the basis of your project to be; it is also the cornerstone of the commitment you will sign.

- **Be Coherent!**

Avoid contradictions and “cut and paste” style applications

- **Double-check your proposal!**

Make sure you have followed all instructions and the proposal meets all mandatory requirements.

Indicative Roadmap – Jean Monnet Call 2024

STEPS	DATES*
Publication of the call 2024	November 2023
Deadline for submission of applications	1 February 2024
Evaluation period	April – June 2024
Notification of results to applicants	Max. 6 months after submission deadline
Preparation of Grant Agreement/Decision	Max. 9 months after submission deadline

^{20*} To be confirmed in the Erasmus+ Programme Guide

Apply for a Jean Monnet Action!

- **Relevant Documents**

The Erasmus+ Programme Guide, relevant Call documents and the applications forms are published in the Funding and Tender Opportunity Portal:

<https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/home>

- **eGrants Application**

Complete Part A, Part B and Part C



Useful Links

- **Erasmus+ Programme: Jean Monnet Actions overview**

Link: <https://erasmus-plus.ec.europa.eu/opportunities/opportunities-for-organisations/jean-monnet-actions>

- Jean Monnet Actions: 2023 call documents and application forms are on the **EU Funding and Tender Opportunity portal**

Link: <https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/home>

- **Erasmus+ platform for dissemination of project results**

Link: <http://ec.europa.eu/programmes/erasmus-plus/projects/>

- **Jean Monnet Activities Database research tool**

Link: https://www.eacea.ec.europa.eu/grants/2021-2027/erasmus/jean-monnet-activities-database_en

- **EACEA Jean Monnet team functional mailbox**

Link: EACEA-AJM@ec.europa.eu



歐盟新伊拉斯莫斯計畫 國家據點

Erasmus+ National Focal Point (ENFP)

Erasmus+



Marc

WhatsApp 連絡人



Thank You 敬請指教

- Marc Cheng
- marccheng@gmail.com



歐盟新伊拉斯莫斯計畫
國家據點

Erasmus+ National Focal Point (ENFP)



歐盟新伊拉斯莫斯計畫國家據點
Erasmus+ National Focal Point (ENFP)
at National Taiwan University



EU
OFFICE
European
Economic
& Trade
Office
歐洲經濟辦事處



Participation in Jean Monnet Actions

The Experience of the European Union Centre of Excellence at RMIT

Bruce Wilson

February 2024



Acknowledgement of Country

RMIT University acknowledges the people of the Woi wurrung and Boon wurrung language groups of the eastern Kulin Nation on whose unceded lands we conduct the business of the University.

RMIT University respectfully acknowledges their Ancestors and Elders, past and present.

RMIT also acknowledges the Traditional Custodians and their Ancestors of the lands and waters across Australia where we conduct our business.

Our Experience

Be clear about the focus of Jean Monnet Actions, and the Action Criteria

Our Strategy and Outcomes

Some Highlights of our Experience

Collaboration with EU Delegation and
EACEA



The focus of Jean Monnet Actions

Higher education

A very clear focus on studies of European integration, and enhancing the quality of teaching and research in the field of European studies

Promote the values of the EU

Public diplomacy: spread awareness about the benefits of EU policies, not only for Europe, but at the global level

Actively influence policy making

Policy Debate

Networks of institutions and researchers engaging with critical policy issues



Our Strategy and Outcomes

An initial exploration: a module – Regional Development in Europe and Asia

2017: how to build research and engagement capability?

Multiple initiatives: Centre of Excellence, [plus Projects], Networks (previous program) – allowed us to build a team of staff over three years of funding, and then win new grants

Key topics: Regional Policy and Smart Specialisation; Trade; Sustainable Development Goals – also an ongoing focus on EU politics and initiatives

Co-Financing – address through the appointment of the Centre Director

Collaboration with other institutions to bring together key staff

Strong ongoing emphasis on public profile – seminars, conferences, publications

Supplemented by funding for local projects



Some Highlights of our Experience

Jean Monnet has provided connections with a global community of researchers

Collaboration with key colleagues developed in greater depth through funded projects

Our dissemination activities have facilitated a broad range of stakeholder linkages

Our SDGs Network was cited in the Times SDGs universities ranking as an exemplar of SDG No. 17, partnerships

Victorian Government Regional Policy aligned with Smart Specialisation



Collaboration with EU Delegation and EACEA

Jean Monnet actions have facilitated close cooperation with the European Union Delegation to Australia – particularly relevant in relation to negotiations on a Trade Agreement between the EU and Australia; also facilitating exchange in relation to the Indo-Pacific and other aspects of the EU-Australia Framework Agreement

Close relationships with Education and Culture officers, with excellent support from the Education and Culture Executive Agency

- in general in providing information related to grant management and amendment; and

- particularly throughout the pandemic which caused considerable disruption to planned Action initiatives ranking

