



LE GOUVERNEMENT
DU GRAND-DUCHÉ DE LUXEMBOURG

**LËTZ
PREPARE!**
STRATÉGIE NATIONALE DE RÉSILIENCE

NATIONAL RESILIENCE STRATEGY

**Together, for a
strong and resilient society.**

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Introduction

In this current era of multiple crises and global interdependences, as well as armed conflicts on Europe's borders launched by hostile actors such as Russia, it is essential to regularly assess Luxembourg's level of preparedness. Preparedness must be embedded in society, where each and everyone has a role to play – both in preventing and in responding to any type of disruptive event. Today's threats are evolving, complex and interconnected; the response must be proactive, integrated and coordinated at national level.

This level of preparedness on the part of the state and society to defend itself in the event of danger, disruption, disaster, crisis or armed conflict requires a holistic approach in order to best mitigate the effects of these new realities on the country and its population. Whether in times of peace, crisis or conflict, all of society's stakeholders must contribute to the defence of the societal functions of a state. A prepared society is one that is resilient to any kind of disruption.

In Luxembourg, this ability of the state and society to cope with any event that could be detrimental to the vital interests or essential needs of the country or its population is embodied in this National Resilience Strategy, which aims to federate, consolidate and unify all the public policies contributing to the preparedness of the Grand Duchy of Luxembourg.

With the European Union (EU) and the North Atlantic Treaty Organisation (NATO) placing the notion of resilience at the heart of their strategic ambitions, this strategy reinforces the consistency of Luxembourg's actions and ensures that its national measures are fully coordinated with current and future international measures. This strategy emphasises an integrated all-hazards approach and a whole-of-government approach involving all relevant actors, as well as a whole-of-society approach involving all of society's stakeholders.

The National Resilience Strategy proposes to agree to all the sectoral policies and strategies that currently contribute to Luxembourg's resilience. This comprehensive vision makes it possible to break down barriers between the approaches of different actors, strengthens civil-military cooperation and public-private partnerships, and provides a holistic view of current and future actions.

This strategy reflects the mutual interdependence of civil and military preparedness and is based on eight fundamental pillars that make up the concept of national resilience. It proposes tangible key measures to be implemented at national level, some of which are already being enacted by the respective public institutions and authorities.

The specific characteristics of the Grand Duchy of Luxembourg

The general presentation of the Grand Duchy of Luxembourg explains the national context around which this strategy is based.

Geography

Covering an area of 2,586 km², Luxembourg is located in central-western Europe and shares its borders with Belgium, France and Germany. This strategic geographical position places Luxembourg at the heart of Europe – at the crossroads of a number of human and economic flows. The country is divided into two geographical regions: the Oesling in the north and the Guttland in the centre and south. Because of its location, disaster and crisis management in Luxembourg has to take into account the cross-border dimension. In addition, the country's small size means that it sees a high density of economic activity and a concentration of critical entities, which requires meticulous planning to avoid saturation or major disruption in the event of a disaster or crisis.

Luxembourg also lies on the watershed between the Rhine and Meuse basins. This geography gives rise to specific hydrological characteristics: watercourses react quickly to rainfall, increase the risk of flash floods, are more sensitive to drought or pollution and can potentially reduce water availability.

Another particular feature is the river condominium between Luxembourg and Germany. The Moselle, Sûre and Our rivers form natural borders, and managing them requires close cross-border cooperation.

Finally, the Upper Sûre lake is Luxembourg's main source of drinking water and plays a crucial role in the country's water supply. However, two-thirds of the lake's catchment area is located in Belgium.

Demographics

The Grand Duchy of Luxembourg boasts significant cultural and linguistic diversity and is marked by a large international community. With 672,050 inhabitants as of January 1st, 2024 and a population density of 259.8 people per km², Luxembourg is one of the most densely populated regions in Europe. Its population growth is mainly due to high levels of immigration, with around 47.3% of the population being foreign citizens. In addition, 230,000 cross-border employees work in Luxembourg, making a significant contribution to the economy and the vitality of the Luxembourg labour market. This cross-border dynamic reinforces the importance of regional cooperation and the management of human and economic flows. Inclusive policies and social support, the continuity of public services and cross-border coordination are crucial to

effectively meet the needs of the population in the event of a disaster or a crisis.

Institutions

From an administrative point of view, the Grand Duchy of Luxembourg is a unitary state: it is divided into twelve cantons that do not have their own administrative structure and which serve as territorial entities to form the boundaries of the four electoral districts. The Grand Duchy is also divided into one hundred municipalities and two judicial districts. Luxembourg City is the capital of the Grand Duchy and the seat of its constitutional institutions and the government.

Luxembourg is a constitutional monarchy in which the Grand Duke exercises executive power jointly with the government. The acts of the Grand Duke are co-signed by a member of government, who assumes responsibility for them. Legislative power is exercised by the Chamber of Deputies and by the Grand Duke on the advice of the Council of State. Judicial power is exercised by the courts and tribunals. The Constitutional Court rules on the compliance of laws with the Constitution. The judiciary power consists of justices of the peace, district tribunals, the Court of Appeal and the Court of Cassation. The administrative jurisdiction consists of the Administrative Tribunal and the Administrative Court.

The Grand Duchy of Luxembourg has only one level of territorial decentralisation: municipal decentralisation. Municipalities are autonomous local authorities with their own legal personality and whose autonomy is regulated by law. Municipal administration is subject to oversight by the Grand Duke, by the Minister of Home Affairs and, in specific cases, by other members of government.

Located at the centre of Europe, the Grand Duchy of Luxembourg is a multicultural and multilingual country. As a founding member of the EU and NATO, it has always played an active role in the European construction. Luxembourg is one of the three institutional headquarters of the European Union. Furthermore, regarding NATO, Luxembourg is the Host Nation to the NATO Support and Procurement Agency (NSPA).

Given the diversity of national and international actors, it is essential to strengthen coordination between institutions and national and local authorities, as well as with European and international partners.

Economy

Luxembourg's economy is characterised by a strong financial sector and diversified industrial activities. Services, including trade and crafts, account for the majority of gross domestic product (GDP) – around 80% – followed by manufacturing and other industrial activities. The financial sector – comprising banks, insurance and other financial services – plays a crucial role in the Luxembourg economy, accounting for around 25% of GDP.

The openness of the Luxembourg economy is based on the four freedoms of the EU internal market, which are essential to its ability to function smoothly:

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- **Free movement of persons:** This freedom guarantees EU citizens the right to live, work and study throughout the EU without the need for visas or permits. The Grand Duchy is heavily dependent on its cross-border workforce, which accounts for almost half of its active population. This freedom also makes it possible to attract talents from other EU countries;
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- **Free movement of goods:** This freedom allows goods and merchandise to move between Member States without customs duties or quantitative restrictions. It facilitates the import and export of goods for Luxembourg companies, thereby strengthening their competitiveness and enabling Luxembourg to continue to play a key role in intra-European trade;

- **Free movement of services:** This freedom ensures that companies can offer their services throughout the Union. As an international financial centre, this freedom is vital for the country, as it allows banks, insurance companies and investment funds to operate on a European scale. It also encourages the development of Luxembourg companies by enabling them to provide their services throughout the EU;

- **Free movement of capital:** This freedom facilitates free movement of capital between Member States, encouraging cross-border investment and financing. The Grand Duchy is a major hub for international investments, particularly in investment funds, thereby benefiting from foreign direct investment and facilitating the financing of local businesses.

The fundamental freedoms of the EU enable the Grand Duchy of Luxembourg to take advantage of its geographical position, its political stability and international openness to build a diversified, competitive and resilient economy.

Driven by political impetus, Luxembourg is diversifying its economy by developing other sectors, in particular by promoting the space industry, the logistics sector, manufacturing, health technologies, and the information and communication (ICT) technologies sector. Agriculture and the food processing industry also play an essential role in supplying the population, especially in the event of a disaster or crisis.

Thanks to its small size and central location, Luxembourg has become a major European logistics hub. The country has a multimodal transport infrastructure that includes one of Europe's main freight airports, well-developed rail networks and a river port. These infrastructures facilitate the efficient and cost-effective management of supply chains – a key success factor for companies operating internationally. Luxembourg is integrated into European – and even global – value chains, which makes it essential to keep borders open.

**RESILIENCE
IS THE ABILITY OF A SYSTEM
TO RESIST, ADAPT AND RECOVER
FROM DISRUPTIONS.**

The objectives of the National Resilience Strategy

Resilience is the capacity of a system, community or society to withstand and absorb a disruption, adapt to its impact and recover quickly and effectively, in particular by preserving and restoring essential societal functions.

Taking a holistic approach and with a view to limiting the impact of current or potential risks and threats, this National Resilience Strategy endorses all sectoral policies that have contributed to Luxembourg's preparedness to date. This comprehensive vision will enable the various approaches taken by all stakeholders in society to be opened and harmonised, thereby strengthening the structural resilience of the Grand Duchy of Luxembourg.

In order to reinforce Luxembourg's state of preparedness, the measures proposed in this Strategy aim to:

- **guarantee** the functioning of the state and the protection of democracy and the rule of law;
- **consolidate** the crisis management cycle;
- **open and harmonise** the different approaches of the various civil, public and private stakeholders;
- **strengthen** civil-military cooperation;
- **ensure** vital societal functions;
- **foster** a culture of preparedness as well as individual and collective resilience;
- **consolidate** the public-private partnership;
- **increase** the resilience and competitiveness of the Luxembourg economy;
- **strengthen** Luxembourg's cyber resilience capabilities;
- **achieve** closer coordination with both allies and international/European organisations.

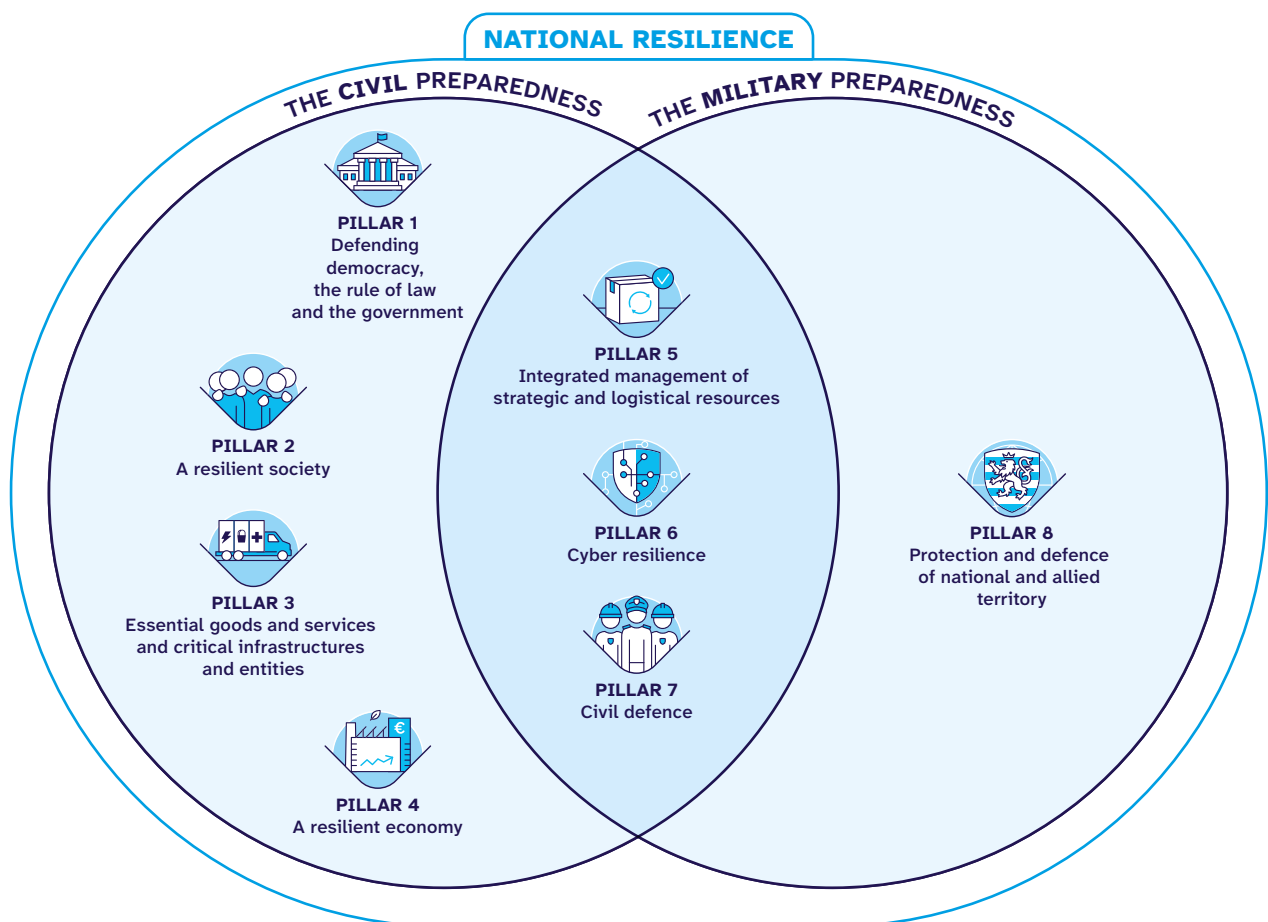
The National Resilience Strategy is based on the following principles:

- **An integrated all-hazards approach** that covers all the risks and threats that could affect the country and society;

- **A whole-of-government approach** that brings together all relevant actors across all levels of government, both local and national. This approach ensures the consistency and effectiveness of policies by involving all relevant parties;

- **A whole-of-society approach** that promotes an inclusive culture of preparedness and resilience with the involvement of all stakeholders in society.

In line with these principles, the Strategy is based on two blocks and eight interdependent pillars:



Keywords

Armed conflict	Situation of extended use of force or armed violence between states; or government authorities and organised armed groups; or between organised armed groups within a state.
Civil defence	Preparing civil public actors to protect the population and help safeguard essential societal functions in the event of disaster, crisis or armed conflict.
Civil-military cooperation (CIMIC)	Function intended, within the framework of crisis management, to establish, maintain and exploit relations between the armed forces and civil society stakeholders.
Civil security	Involves protecting people, animals, property and the environment against calamitous events, incidents and disasters, as well as informing and alerting the population and preparing and implementing appropriate measures and resources.
Continuity of constitutional bodies	Defined procedures that enable constitutional bodies to continue their essential activities in the event of disruption.
Crisis	Any event which harms, by its nature or effects, the vital interests or essential needs for all or part of the country or for the population, which requires urgent decisions and which requires coordination of the actions of the Government, and the public administrations, services and departments at the national level, and, if needed, also on the international level.
Country of origin / Sending Nation	A country that deploys its national teams and/or national components of multinational teams and requests to benefit from the logistical support – amongst others – provided by the Host Nation during transit or employment in its territory.
Critical entity	Critical infrastructure operator that provides essential services to safeguarding the vital interests or essential needs for all or part of the country or for the population.

Critical infrastructure	An asset, facility, network, system or piece of equipment, or an element of an asset, facility, network, system or piece of equipment, that is necessary for the provision of an essential service.
Cyber resilience	The ability to anticipate, withstand, recover from and adapt to cyber attacks and cybersecurity incidents.
Defence crisis	An incident or situation that jeopardises the security of one or more NATO member countries, but does not necessarily involve direct armed conflict.
Disaster	Serious disruption to the functioning of a community or a society at any scale due to hazardous events interacting with exposure, vulnerability and capacity conditions, leading to one or more of the following: human, material, economic and environmental losses and impacts.
Economic resilience	The capacity of countries, economies and financial systems to endure significant shocks and face long-lasting challenges such as demographic changes. This involves a multidisciplinary approach, integrating social and natural sciences as well as various methodologies to assess system resilience.
Economic security	Involves helping to protect the economic assets arising from critical industrial and technological activities and supporting the development of the companies concerned through awareness-raising and protective measures.
Essential good	Product considered essential to daily life and the fundamental well-being of society.
Essential service	A service that is crucial for maintaining essential societal functions or vital economic activities, public health and safety, or the environment.
Essential societal functions	Activities or services that are essential to the proper functioning of society and ensure the continuity of collective life, as well as the stability, security and resilience of the population.
Food security	Encompasses all food hygiene measures from farm to fork as well as food-related self-sufficiency – which includes bottled beverages – for the country's population.

Foreign Interference and Manipulation of Information (FIMI)	Interference through information operations carried out by malicious foreign actors. FIMI is a pattern of behaviour that threatens or has the potential to negatively impact values, procedures and political processes. This activity is manipulative, deliberate and coordinated, and can be carried out by both state and non-state actors.
Host Nation	Country that receives the national teams and/or national components of a Sending Nation's multinational teams that are to be stationed on its territory, carry out on-site operations or transit.
Host Nation Support (HNS)	Includes all civil and military assistance rendered in peace, crisis, and war by Luxembourg to allied forces and to the EU and NATO which are present on or in transit through Luxembourg's territory.
Hybrid campaign	A combination of harmful and/or hostile activities, coordinated using conventional and unconventional, military and non-military techniques, planned and carried out with malicious intent. Their aim is to damage a target, such as a state or an institution, by various – and often combined – means and/or vectors. Hybrid campaigns target the vulnerabilities of democracies, are ambiguous in nature, and fall below the threshold of war and detection in order to make them difficult to attribute to a specific source.
Internal security	Involves: ensuring respect for, and contributing to, the protection of individual rights and freedoms, fighting crime, maintaining public order, enforcing and ensuring compliance with general and municipal police laws and regulations, preventing offences and protecting persons and property, in accordance with the duties assigned to the Grand Ducal Police under the amended law of 18 th July 2018 on the Grand Ducal Police.
National protection	Involves preventing crises and protecting the country and its population from the effects of a crisis.
National resilience	The capacity of a system, community or society to withstand and absorb a disruption, adapt to its impact and recover quickly and effectively, in particular by preserving and restoring essential societal functions.
National security	Encompasses the independence and sovereignty of the state, the security and functioning of institutions, fundamental rights and civil liberties, the security of persons and property, and the economic interests and scientific and technical potential of the Grand Duchy of Luxembourg.
Post-crisis	A phase of the crisis management cycle: the post-crisis phase concerns the return to normality after any crisis and the lessons learned from that crisis.

Pre-crisis	A phase of the crisis management cycle: the pre-crisis phase involves preparing for and preventing any type of crisis.
Rule of law	Institutional system in which public authorities act within the limits set by law, in accordance with democratic values and fundamental rights, and under the control of independent and impartial jurisdiction.
State of crisis	In case of an international crisis, of real threats harming the vital interests of all or part of the population or of imminent danger resulting from serious attacks on public security, the Grand Duke, after having ascertained the urgency resulting from the impossibility of the Chamber of Deputies to legislate within the appropriate time limits, may take regulatory measures in all matters. The extension of a state of emergency beyond ten days may only be decided by one or more laws, which shall determine the duration of the extension, which may not exceed a maximum period of three months.
Transit Nation	Country through which territory a Sending Nation transports its assistance. It must ensure the smooth handling of customs formalities, visas and flight/land/rail transport permissions to prevent critical delays and prevent transport vehicles from potential parking.
Whole-of-government approach	Brings together all relevant actors across all levels of government, both local and national, to ensure the consistency and effectiveness of public policies.
Whole-of-society approach	Promotes an inclusive culture of preparedness and resilience with the involvement of all stakeholders in society.

National resilience at a glance

The civil preparedness



PILLAR 1

Defending democracy, the rule of law and the government

In light of new realities, the Grand Duchy must be prepared for all type of risks that would prevent its constitutional institutions from functioning normally. Malicious state and non-state actors are increasingly using hybrid methods and techniques that combine conventional and non-conventional techniques, ranging from information manipulation, cyber attacks and espionage to blackmail, sabotage and chemical, biological, radiological, nuclear or potentially explosive (CBRNe) attacks. Hybrid attacks of an ambiguous nature target the vulnerabilities of democracies and deliberately attempt to remain below detection thresholds, and even below the thresholds for recognition of an armed conflict under international humanitarian law, in order to make attribution and response difficult.

These authoritarian actors view democracy and the rule of law as existential threats to their grip on power and seek to increase extremism, radicalisation and polarisation in order to destabilise state institutions, government and society as a whole. Luxembourg, like other countries, is not immune to malicious interference attempts aimed at incapacitating businesses or administrations and undermining society's confidence in the state.

The consequences of climate change and other disasters or crises can also have a major impact on the functioning of the state. The COVID-19 pandemic demonstrated the impact of these risks on institutional continuity in Luxembourg when, in March 2020, the Grand Duke was forced to declare

a state of crisis, in accordance with Article 48 of the Constitution, in order to guarantee the continuity of the government's regulatory power.

The symbiotic relationship between existing and emerging risks and threats calls for thorough preparation in relation to these new realities that threaten the continuity of a state's functioning, including the preservation of the rule of law, democracy and human rights.



**A NUMBER OF KEY ACTIONS
are essential to ensuring a resilient
defence of democracy, the rule of
law and the government:**

- 1. Ensure that, in the event of an emergency, the government is authorised to take necessary, appropriate and proportionate regulatory measures** in accordance with the Constitution and in compliance with international law and obligations. These measures may derogate from existing laws in order to ensure the necessary political response to the crisis.
- 2. Organise an appropriate geographical separation between the main political authorities** to enable decisions to be taken at national level. In times of crisis, it is essential to guarantee a geographical separation between these persons.
- 3. Study the concept of a redundant structure for disaster and crisis management stakeholders.** It is necessary to ensure continuity if the national crisis centre and/or the operational response and management centres are not operational.
- 4. Continue to build up intelligence on hybrid threats**, including, in particular, cyber threats, sabotage, disinformation and foreign interference. These threats, which emanate from hostile states, aim to destabilise democracies and weaken their institutions.

- 5. Formalise a national strategy on hybrid threats.** This strategy aims to identify Luxembourg's socio-political vulnerabilities along with the means of anticipating and preventing this type of threat.
- 6. Combat disinformation and the manipulation of information.** Intensifying the fight against disinformation, in particular the dissemination of illegal content or false information, as well as the fight against the manipulation of information by malicious state or non-state actors.
- 7. Regularly re-evaluate the concept of national protection.** The existing legal framework for the concept of national protection should be analysed, or even reviewed, in order to better reflect the new security situation and emerging risks.
- 8. Establish a national prioritisation plan regarding critical institutional activities** that identifies and ranks public bodies, public services and essential functions by priority, and defines, amongst others, an order of succession.
- 9. Maintain democratic rule of law and guarantee the separation of powers in times of peace and crisis.** The Chamber of Deputies will determine its priorities for legislating, guiding the political debate and monitoring the government action. The jurisdictions and Prosecutor Generals Office will deal with cases independently after establishing an order of priority.
- 10. Implement business continuity plans (BCPs) for all public institutions and authorities.** BCPs document all the procedures serving as guidelines for stakeholders on responding to, restoring, resuming and returning to a predefined level of operation following a disruption due to an incident or event, regardless of the cause. This plan generally covers the technological means, resources, services and activities required to ensure the continuity of the functions identified as essential. BCPs must be reviewed periodically.

11. Appoint a “resilience officer” within all public institutions and authorities. This officer, nominated from among the staff, will be responsible for implementing the BCP and will serve as point of contact for all matters relating to national resilience. A network of national officers will, in the medium term, enable the development of a holistic view on the state of national socio-political resilience and, where appropriate, on the development of necessary and/or useful measures.

12. Expand secure digital and physical communications infrastructure with the aim of further developing centralised and secure communication capabilities in order to bring together crisis management bodies.

13. Protect the main remains which are part of Luxembourg’s heritage, or even its national memory, from malicious acts or disasters.

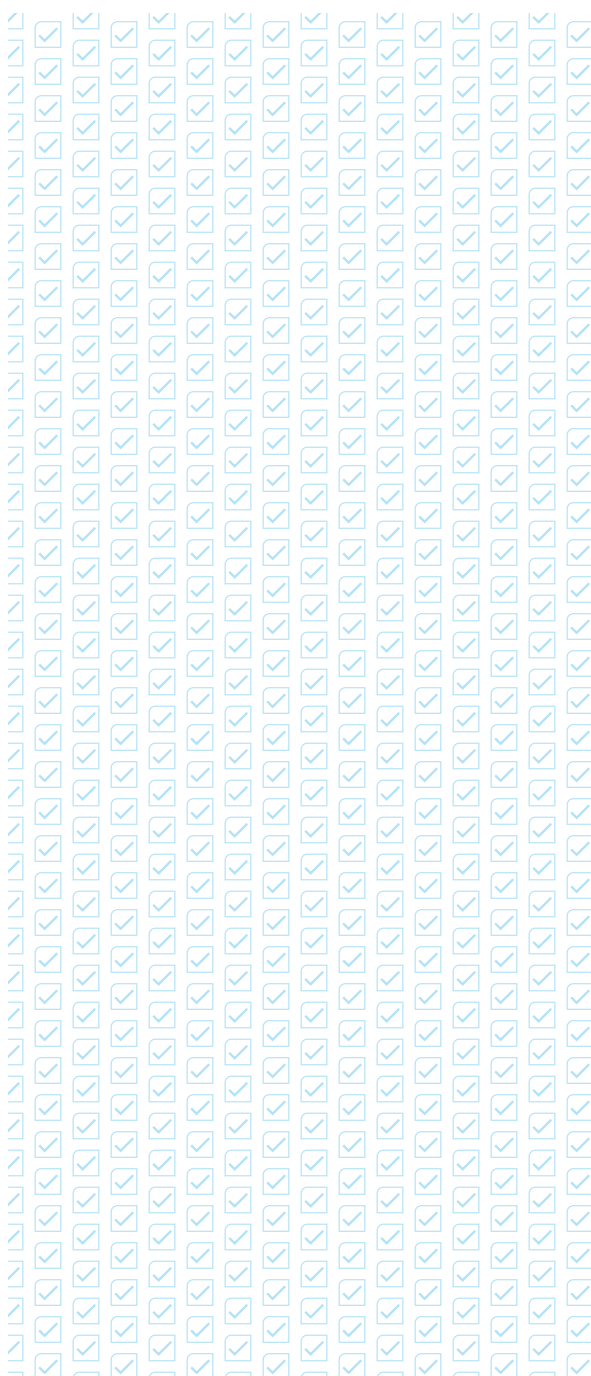
14. Maintain public confidence in government institutions and authorities. This confidence forms one of the cornerstones of a strong and functional democracy. While public confidence in the authorities is generally quite high in Luxembourg, public institutions and authorities can always strive to improve the quality and accessibility of public services and ensure transparent, participatory and effective governance. Civic education may be promoted and public information consolidated, in particular through the organisation of awareness campaigns in collaboration with the media as well as the publication of regular reports.

15. Develop a guide on disinformation aimed at raising public awareness of the phenomenon of targeted disinformation, drawing in particular on international efforts in this area, and explaining the potential risks and consequences.

16. Conduct national and cross-sectoral simulations and exercises based on realistic scenarios of hybrid activities. These exercises, organised in close collaboration with the “resilience officers”, will, in the medium term, raise awareness of the hybrid threat at national level and test BCPs in the event of disruptions to government operations.

17. Work with European and international institutions to create a contingency plan that ensures the continuity of these institutions.

18. Continue to strengthen international cooperation, both bilaterally and multilaterally, and within the scope of the EU and NATO, in the field of security. This cooperation enables the exchange of essential information and strengthens situational awareness of malicious actors and potential threats.





PILLAR 2

A resilient society

It is essential to strengthen collective resilience, as this will limit the negative impact of any disruptive events and enable a rapid return to normality.

An exceptional situation can generate anxiety, a need for assistance and social unrest. But at critical times like these, public institutions and authorities will not necessarily be able to provide the immediate support that everyone expects. The ability of society to temporarily function in an autonomous, self-sufficient and supportive manner can therefore be decisive in mitigating the immediate effects of a crisis and facilitate crisis management for the authorities. Societal resilience relies on the ability of individuals and communities to anticipate, absorb and overcome disasters or crises and ensure a return to normality. To achieve this, it is necessary to develop a culture of resilience and solidarity, which requires a collective mobilisation of the society. It is crucial to strengthen social cohesion by ensuring that the society itself is based on principles of inclusion, equity, recognition and respect for diversity; to promote a culture of resilience in everyday life by raising awareness among different population groups about risks and encouraging behavioural change and lasting awareness; and to foster reflexes of mutual aid and solidarity.

Municipalities play a key role in integrating and involving the population in anticipating, preventing and responding to disasters or crises and in returning to normal, as well as in strengthening societal resilience. The COVID-19 pandemic is one example of a situation where municipalities played a crucial role.



A NUMBER OF KEY ACTIONS are essential to ensuring the resilience of society:

- 1. Assess regularly the public's perception of risks** in order to understand how society feels about risks and threats.
- 2. Develop a national communication strategy that is transparent, consistent and accessible.** This strategy should raise public awareness of the potential risks and threats, as well as the measures put in place by the authorities and the actions to be taken individually, in order to promote a greater level of anticipation and response in the event of a crisis. It will steer public institutions and authorities, private stakeholders, research, the media and civil society organisations towards seamless collaboration, enabling the adoption of an integrated approach.
- 3. Use reliable, redundant and interoperable communication and warning systems** that are capable of ensuring continuous communication, both between crisis managers and with the population, in all circumstances, including in the event of armed conflict. Accurate and transparent communication goes hand in hand with early and informed alerts of the population, whether via the national warning and information system LU-Alert or other channels.

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- 4. Diversify the channels used to disseminate alerts and information messages** in order to reach as many people in Luxembourg as possible, combining text messages, notifications via the LU-Alert app, social media, television, radio and sirens. Alerts and information messages may be displayed in stations, at tram and bus stops and on motorways as an additional channel for informing and alerting the population quickly.
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- 5. Ensure that alert and information messages are accessible to the entire population**, in particular to the most vulnerable. The integration of technologies such as text-to-speech, sign language interpreters and multilingual support is essential. The implementation of a translation mechanism could increase the responsiveness of communicators and public understanding.
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- 6. Establish a national network of crisis communicators** to link public and private stakeholders and thus ensure better coordination of crisis communication.
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- 7. Promote and strengthen the role of municipalities as key local actors in crisis management**, due to their direct and immediate contact with citizens and their knowledge of the specific needs of their municipalities. A tool is the working group “Resilient Municipalities”, of the national platform for disaster risk reduction, which facilitates the exchange of information and best practices, the coordination between local and national actors, and the implementation of local resilience plans.
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- 8. Produce and launch a “Lëtzt prepare!” awareness campaign.** This campaign will support the organisation of exercises, training and other educational and awareness initiatives at both local and national level. Particular emphasis could be placed on the development and implementation of new particularly school and/or after-school, initiatives, that promote resilience and strengthen young people’s engagement regarding solidarity and preparedness actions in the aftermath of disasters and crises, thereby consolidating social and intergenerational cohesion.
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- 9. Raise public awareness on having a survival kit.** It is essential to raise public awareness of the importance of individual preparedness in the event of a disaster or crisis. These kits should include basic necessities.
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- 10. Promote media literacy** by providing advice for action or recommendations to the population from an early age so that they are more resilient to disruption. Media literacy is an integral part of raising public awareness. The aforementioned advice and recommendations can be incorporated into school and university curricula and disseminated via websites, social media and other popular channels.
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- 11. Train citizens in first aid**, emergency management, self-sufficiency and in the manner of helping each other and supporting the authorities in critical situations. Raising awareness of communication tools such as the *infocrise.lu* and *lu-alert.lu* websites, social media and other digital tools is essential.
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- 12. Evaluate and develop training programmes and tools made available to the entire school community**, including Mental Health First Aid (MHFA) training courses or Recognising Signs of Distress (RSD) training courses, in order to promote mutual support in dealing with mental health issues, to prevent their worsening, and to support the development of resilience, both individually and collectively.
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- 13. Develop and adapt the active presence of educational and psychosocial staff within schools** in order to help strengthen a climate of trust, solidarity and stability. These interventions focus more on major disruptions or disasters in order to reduce individual and collective anxiety, and encourage a more resilient psychological response, helping young people to cope with greater insight, autonomy and responsibility.
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14. Maintain and continuously evaluate the provision of specific teams, like the *équipe de post-vention (EPV)*, within the school community, that are mobilised in the event of a critical incident such as, in particular, an unexpected death, to coordinate emergency situations likely to cause disruption in the functioning of schools.

15. Establish appropriate monitoring of school curricula in order to strengthen educational and societal resilience. School curricula are constantly under review. The reform of the basic education curriculum will be structured around four educational pillars – well-being, participation, digitality, multilingualism – and will emphasise the development of key competences of the 21st century, including critical thinking, creativity, cooperation, personal resilience and digital literacy. There are plans to hold a national consultation with secondary education stakeholders in order to identify areas requiring modernisation. The aim of this approach will be to ensure a more resilient and equitable school system that is in step with contemporary challenges, including ecological, digital and social transitions. Particular care will be given to ensuring the adaptability of courses and the inclusion of modules on crisis management, democratic culture, media literacy and resilience.

16. Strengthen the physical and mental resilience of the population in order to help people become more autonomous. The physical and mental qualities acquired when learning to prepare for emergency situations are undeniably beneficial. Committed citizens of all ages, particularly those engaged in sport, develop reflexes that can prove crucial in an emergency situation. Sport teaches values that are essential when it comes to crisis management: resilience, teamwork, self-improvement, stress management and anxiety reduction.

17. Ensuring the continuation of social, educational and cultural life in order to safeguard the daily activities that contribute to mental well-being.

18. Get civil society more involved at local level. Locally-based structures, such as associations and civil society organisations, enjoy the trust

of citizens and can support administrations in preparing for and managing disasters and crises. They play a particular important role in strengthening the social fabric and preventing community tensions, with a view to fostering inclusion, mutual support and dialogue, as well as mutual respect, especially regarding vulnerable people and those at risk of exclusion. Civil society plays a central role in organising solidarity and support activities during disasters or crises, which strengthens social ties and cohesion within the community.

19. Coordinate spontaneous civilian efforts. During a disaster or crisis, spontaneous civil efforts, such as collecting donations of food, clothing or medicine, are often organised to facilitate a rapid response to the immediate needs of the population. In order to ensure an appropriate coverage of needs, these efforts must be coordinated with the local authorities and emergency services. This coordination can be achieved through advanced action planning that ensures people will know how to respond appropriately.

20. Develop a national concept for setting up shelter and/or reception and evacuation centres in the event of a disaster or crisis. The organisation of existing structures could be reviewed and, if necessary, new structures defined – both at national and local level.

21. Make buildings more resilient. Design buildings with hazard resilience – particularly to floods and flash floods – in mind, and adapt existing buildings to reduce the risk of damage to people and property.

22. Strengthen resilience in the light of instrumentalised and non-instrumentalised migration flows. In order to minimise disruption to daily life, the country must be able to accommodate large groups of people at any given moment. A sectoral contingency plan for dealing with a massive influx of migrants at the borders and within the territory is drawn up and kept up to date. This preparation for mass influx situations goes hand in hand with the introduction of integrated border management and return policies aimed at organising and controlling migration flows.

23. Strengthen integration and social cohesion towards migration. This system should be complemented by appropriate policies on integration, coexistence, employability and language learning.

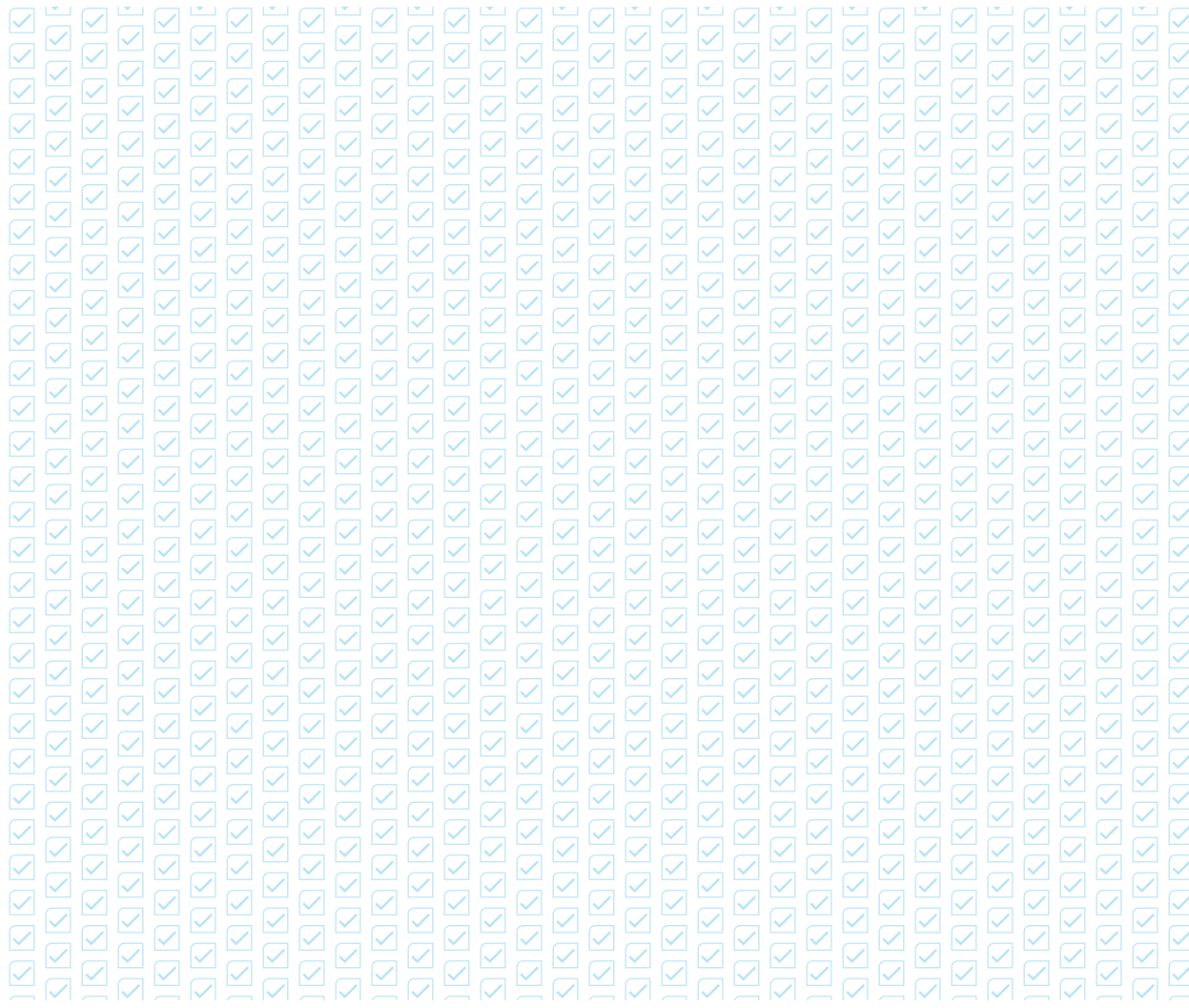
24. Continue to strengthen scientific collaboration. It is essential to continue strengthening the integration and consideration of scientific expertise in the political decision-making process regarding disaster or crisis management: both upstream, during the prevention, anticipation and preparation phases; and during the emergency situation itself, in order to ensure an adequate response and a return to normality.

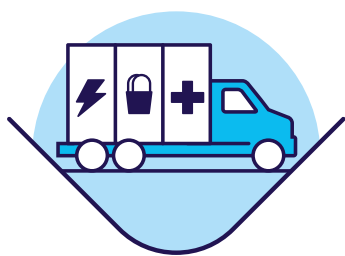
25. Keep pace with climate change by implementing the strategy for adapting to the effects of climate change, with a view to increasing Luxembourg's resilience and reducing its vulnerability to climate change. This strategy highlights

the areas where action is needed to manage the inevitable effects of climate change, paying particular attention to the risks to human health from heatwaves, risks to food and water security, and damage caused by flooding.

26. Strengthen the resilience of cities and urban areas by protecting people and infrastructure from natural hazards. Building with natural hazards in mind and adapting urban planning to reduce the risk of damage to people and property. Eliminating heat islands and sealed surfaces, in particular through urban greening, increases resilience to heatwaves and flooding.

27. Strengthen ecosystems and the services they provide through restoration and renaturation, particularly of watercourses and forests, in order to make them more resilient to all kinds of disturbances.





PILLAR 3

Essential goods and services and critical infrastructures and entities

Critical entities are public or private entities that provide at least one essential service and operate at least one critical infrastructure. Designating an entity as a “critical entity” means recognising it as being essential to safeguarding the vital interests or essential needs of the country and its population. Essential goods and services include the supply of food, drinking water and energy, wastewater treatment, health services, transport, banking services and communication services, as well as certain public administration services such as those concerning defence, national security, internal security, civil security or social security, all of which are essential for day-to-day functioning and resilience in the face of disasters and crises.

It is essential to protect the security, freedom, prosperity and values of society by ensuring the continuity of essential goods and services and minimising risks. Inadequate supplies of essential goods and services and the failure of critical infrastructures will disrupt the smooth functioning of society. By strengthening the resilience of critical entities, in particular by reducing dependencies and ensuring diversification and redundancy when it comes to the supply of essential goods and services, Luxembourg is preparing for future challenges and for ensuring the essential needs of its population are met. The COVID-19 pandemic has highlighted the importance of the supply of essential goods and services, revealing the extent to which their smooth functioning is vital to the continuity of economic and societal activities.



A NUMBER OF KEY ACTIONS are essential to ensuring the resilience of essential goods and services and critical infrastructures and entities:

- 1. Implement a national strategy to strengthen the resilience of critical entities.** The strategic objectives of this strategy overlap with the objectives of this present national strategy. The future law on the resilience of critical entities will serve as a legal framework for coordination between the respective competent authorities, under the future laws on the resilience of critical entities and on cybersecurity, for the purposes of sharing information on risks, threats and incidents in the cyber and non-cyber domains, and exercising supervisory tasks. The policy measures to be implemented will integrate seamlessly with existing policies and build on the relevant national strategies.
- 2. Continue to strengthen the resilience of critical entities.** Critical infrastructures must be robust and able to withstand disruption, regardless of intent – accidental or malicious – and origin: natural, technological, economic, physical or cyber. It is crucial to continue strengthening its capacity to withstand any and all risks. Essential goods and services, such as healthcare, including routine hospital care and emergency care, the supply and distribution of food, drinking water, energy and communications, as well as wastewater treatment, must also be sufficiently robust, redundant and diversified in order to minimise disruption and, where necessary, support military operations. It is necessary to regularly review and improve the ability of critical entities to continue providing their essential services and to recover quickly following a disruption or crisis.

3. Develop an action plan for promoting a culture of resilience within critical entities. More events will be organised for critical entities to meet and exchange ideas in order to strengthen networking between crisis managers from all critical sectors.

4. Reduce the dependencies of critical entities. Critical infrastructures often operate as part of an interdependent and complex network involving numerous stakeholders. The failure or shutdown of one critical infrastructure can have transnational consequences. National structures will be strengthened to keep pace with the increase in the exchange of information on cross-border threats and dependencies. Notifications of cross-border incidents between Member States' single points of contact will be consolidated.

5. Assess risks and prioritise critical infrastructures. The risk assessment process will be developed to better understand the dependencies, interdependencies, threats and vulnerabilities of critical entities and infrastructures. Prioritising critical infrastructures according to their importance to the vital interests and essential needs of the country and its population ensures an effective response in the event of a disruption or crisis by determining which infrastructures must be protected as a priority in order to maintain essential services. This strategic approach will ensure the optimum availability and utilisation of resources in order to minimise the impact on society and support national and international operations. Better targeting of threats to critical infrastructures will be supported by enhanced physical and cyber protection of critical infrastructures to mitigate the effects of a physical or cyber attack. Critical entities need to diversify supply chains and build strategic capacities such as stocks and reserves.

6. Ensure the cybersecurity of critical entities in order to mitigate threats to networks and information systems used to provide essential services in key sectors and to ensure the continuity of these services in the event of an incident.

7. Identify essential goods and services that go beyond the sectors currently considered critical and which are essential to the continuity of economic and social activities, such as food, medicines and other medical countermeasures¹, and stocks of essential raw materials.

8. Concentrate development in the most appropriate locations and reduce land artificialisation in order to reserve the space needed for food production and climate regulation through a concerted territorial development strategy. Land-use planning identifies Development and Attraction Centres (DACs) in which essential services must be located to guarantee access for the entire population, especially in crisis situations. Concentrating development in these areas, and combining this approach with a reduction in land consumption, helps to preserve land free from construction, allowing it to be used for agri-food production. In addition to surface water, soil also plays an important role in climate regulation: not only is it capable of absorbing large quantities of CO₂, but it also helps to limit the formation of heat islands.

9. Develop a system for assessing the performance of critical entities. A multi-year programme will be established that includes the conducting of stress tests and cross-sectoral crisis exercises with critical entities and sectoral and functional authorities. Entities will be encouraged to carry out annual exercises and to participate in international exercises.

¹ The term "medical countermeasures" covers pharmaceutical products (vaccines, antidotes, antibiotics, etc.), medical devices (tests, respirators, infusion equipment, etc.), personal protective equipment (masks, gloves, etc.), blood products and derivatives, and non-pharmaceutical products (antiseptic solutions, disinfectants, etc.).

10. Strengthen public-private partnerships in order to increase the resilience of the supply and distribution chain regarding essential goods and services. Flexible, targeted and temporary measures and/or emergency regulatory provisions should be assessed and considered where appropriate in order to better enable the private sector to play a role in preparing for and responding to disasters or crises.

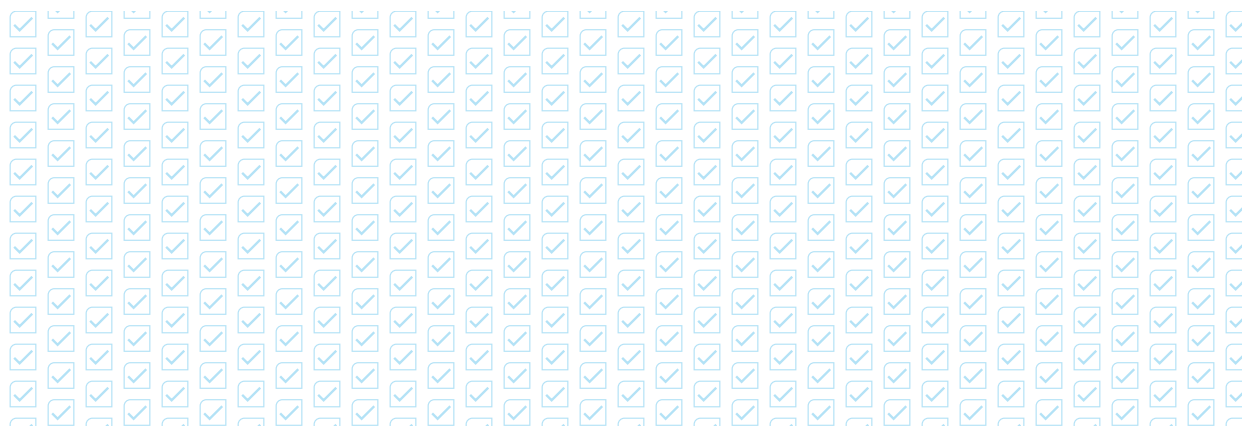
11. Ensure a resilient energy supply. In order to increase the resilience of the energy sector, it is important to develop renewable energies, increase energy efficiency, improve internal energy networks and interconnections between Luxembourg and neighbouring countries, and consolidate the European energy market. Energy systems are key and must be continually strengthened to ensure continuity regarding the supply of oil, gas, hydrogen and electricity, even in times of disruption or crisis. Relevant sectoral plans and procedures concerning risk preparedness and crisis management will be developed, tested and subject to regular review.

12. Ensure access to resilient drinking water resources. This includes protecting water sources and the water network, monitoring and analysing drinking water quality, and securing supply chains in order to avoid any disruption in times of disaster or crisis. It is important to diversify drinking water resources, ensure their protection and identify new sources of drinking water. Collaboration with local producers and distributors is essential to ensuring the continuous availability of drinking water. A national drinking water supply strategy will be drawn up that sets out usage priorities in order to ensure long-term drinking water supply.

13. Implement integrated water resource management strategies and provide the means to purify water in order to ensure its availability in times of crisis. The proper functioning of wastewater treatment plants in the event of a crisis is essential to preventing water pollution or contamination and protecting public health.

14. Implement food security strategies to guarantee and ensure the production and processing of foodstuffs. This strategy should ensure access to resilient food resources. It is crucial to work with the agri-food sector to analyse areas for improvement in order to identify critical dependencies on other sectors and initiate discussions on the creation of strategic stocks with the various operators in the food chain.

15. Develop plans for business continuity in agriculture. These contingency plans will establish clear decision-making procedures for the distribution of agricultural products, food and water in the event of a crisis. These plans, drawn up in collaboration with the relevant stakeholders, will focus on potential vulnerabilities concerning infrastructure, storage and cold chains, transport and the supply chain.



16. Ensure an effective and redundant network of public and private laboratories for all kinds of essential sample testing as well as the secure supply of chemical products in the event of a disaster or crisis. The means of interdisciplinary collaboration should be assessed in order to increase analysis and research capabilities in the event of a crisis.

17. Ensure resilient health services and a steady provision of medical supplies. Guaranteeing high-quality, accessible healthcare services is essential to meeting the needs of the population. Ensuring continuity of care by providing public healthcare services is vital. Regular care must be maintained alongside the ability to cope with a large number of casualties. It is necessary that the civilian and military sectors cooperate to the greatest extent possible in order to effectively organise the distribution of patients and the provision of care. At the same time, blood donations and critical medical supplies, including pharmaceuticals and medical equipment, must be continuously maintained.

18. Ensure that healthcare facilities are prepared for and ready to manage exceptional health situations, taking into account the changing nature of risks and threats and the lessons learned from crises or events encountered in recent years. The aim here is to adapt hospital's contingency plans concerning exceptional health situations in order to provide a response strategy for the reception of a large number of victims, the postponement of hospital admissions, and the continuity of care.

19. Seek civil-military synergies in the field of medical capability development. As part of NATO's defence planning process and the medical capability objectives assigned to Luxembourg, it is important to ensure that opportunities for cooperation between the relevant civil and military services are identified and acted on.

20. Ensure resilient information and communication systems. The availability and continuity of information and communication systems and infrastructures must be ensured – both in peacetime and in times of disaster or crisis. It is essential that the population, public institutions and authorities have access to reliable communication services such as satellite services, telecommunications and internet access. Robust systems must be in place to ensure that these services remain operational. The LU-Alert system, for example, is an indispensable tool for communication between the authorities and the population, enabling citizens to prepare for foreseeable and unforeseeable events and to take the precautions required to protect themselves and their property. Satellite communication systems could serve as a fallback for public services.

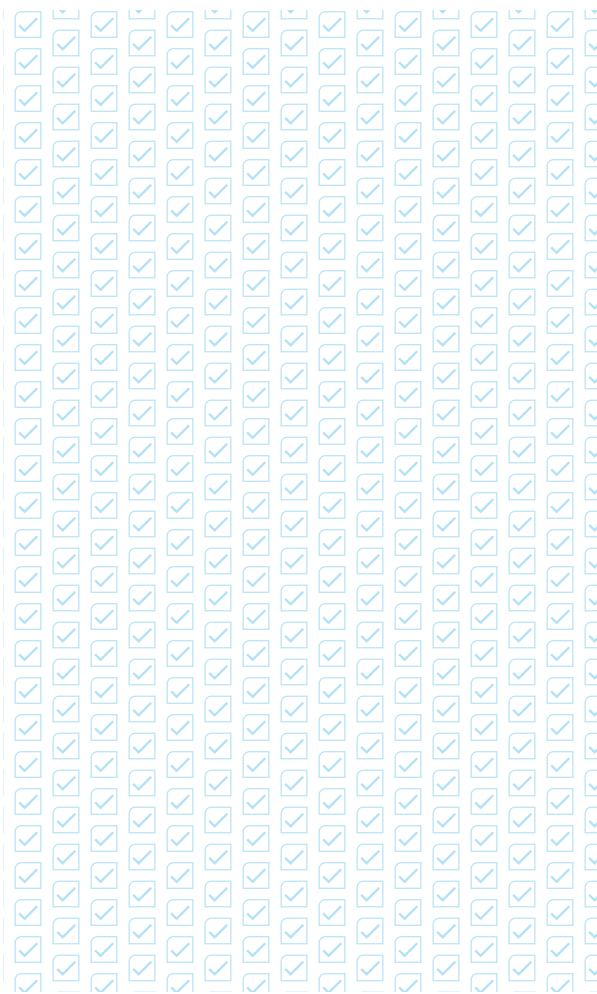
21. Ensure resilient transport systems. These systems – road and railway networks, the airport as well as the transport services – are essential for the mobility of people, goods and the military. It is important to maintain and strengthen these systems to ensure their continuity, whether in times of peace, disruption or crisis. Given Luxembourg's cross-border interdependence, close collaboration with neighbouring regions is essential here.

22. Ensure the continuity of banking services. It is crucial to guarantee access to, and the operation of, banking services – such as bank account management, cash withdrawals and transfers – at national level and, where necessary, to define which services could be considered essential.

23. Ensure access to housing. It is important to guarantee the availability of safe and affordable housing throughout the country. This includes building low-cost housing, renovating existing infrastructure and supporting vulnerable people. Cooperation between the public and private sectors is crucial to develop innovative and sustainable solutions. In times of crisis, emergency and temporary housing measures must be put in place to ensure continued access to housing.

24. Ensure effective waste disposal and waste-water management. Efficient systems for collecting, treating and disposing of waste and wastewater play a vital role in maintaining public health and safety and protecting the environment. It is important to continue to raise public awareness about reducing waste production, sorting waste, the separate collection of bio-waste and the circular economy. Waste collection and treatment entities will be supported in their resilience efforts – in particular in view of the ban on the landfilling of household municipal waste from 2030 onwards – in order to guarantee reliable waste treatment in times of crisis. Support will be provided to encourage the development of innovative waste recovery solutions.

25. Ensure the protection or even evacuation of cultural assets prioritised in advance. A safeguarding plan for major incidents must be developed to protect the main cultural assets in the state's collections. This plan is to be drawn up jointly by both the main cultural institutes and establishments housing public collections and the civil security authorities. Resilience against cyber attacks on the digital inventories of public collections needs to be strengthened.





PILLAR 4

A resilient economy

In order to guarantee the security, prosperity and well-being of its citizens, a resilient economy must be able to adapt quickly to disruptions, maintain the supply of essential goods and services – amongst others, by diversifying the economy – and meet the basic needs of the population.

To strengthen the resilience, inclusiveness and competitiveness of Luxembourg's economy, it is crucial to understand and detect cyclical trends and to better anticipate political, economic, technological, societal and environmental developments. Innovation, the availability of skilled labour, and an awareness of risks and threats, such as rising inequality and a growth rate that lags behind the eurozone, are facilitating the development of new entrepreneurial opportunities, which in turn is helping to ensure the country's attractiveness and the quality of life it offers.

The success of the Luxembourg model is based on four fundamental freedoms of the European Union: the free movement of persons, goods, services and capital. Maintaining an open and competitive internal market and strengthening resilience in key sectors such as food, health, IT, finance, defence and energy are of paramount importance.

Economic diversification and smart, sustainable and inclusive growth ensure a resilient economy and a strong welfare state alongside efficient infrastructure and a high quality of life.

Productivity and competitiveness are key factors in Luxembourg's success. Optimising productivity and reducing the administrative burden on businesses is essential. The financial sector will continue to play a fundamental role, as will the government's efforts to further economic diversification and promote both the digital and environmental transition.

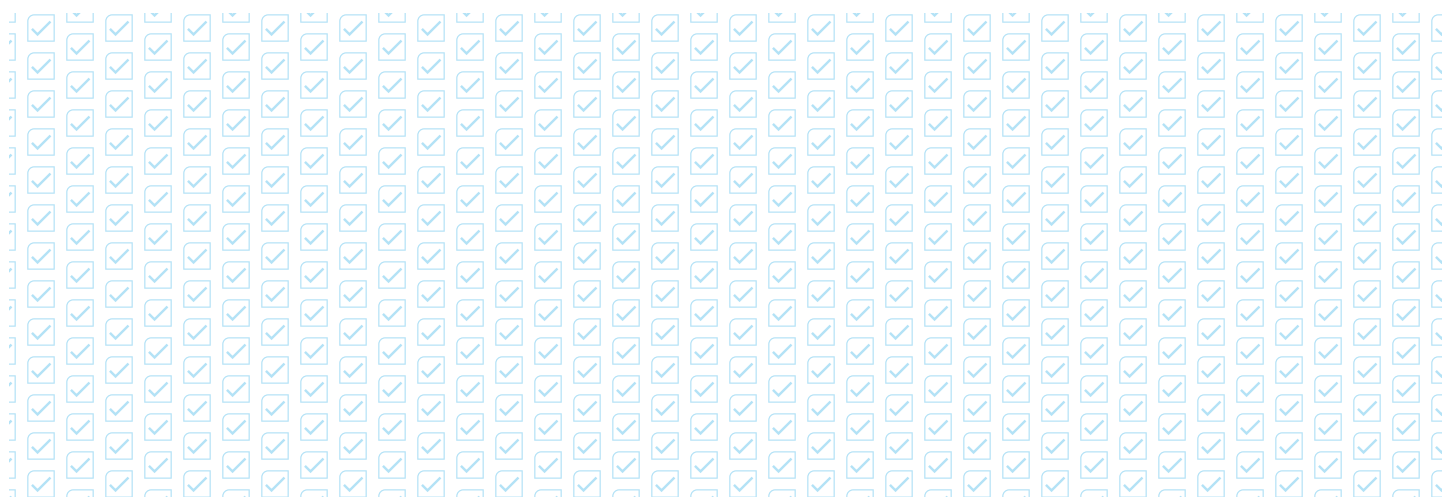


A NUMBER OF KEY ACTIONS are essential to ensuring the resilience of the economy:

- 1. Maintain the resilience of public finances to ensure the ability to respond in the event of socio-economic shocks.** Luxembourg will continue to pursue a responsible and sustainable budgetary policy.
- 2. Ensure the continuity of the four freedoms of the EU internal market.** The free movement of persons, goods, services and capital is vital to Luxembourg's prosperity. Maintaining an open and competitive internal market and strengthening resilience in key sectors such as health, information technology and energy are important.
- 3. Diversify the economy.** Stimulating domestic production and investing in advanced technologies will enable the country to reduce its dependence on imports in strategic areas. Support for start-ups and small and medium-sized enterprises (SMEs), as well as the development of the circular economy, are important. A de-risking strategy and supply chain transparency will help to reduce critical dependencies. Luxembourg will diversify its markets, strengthen its economic relations with neighbouring regions, and support Luxembourg companies in foreign markets.

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- 4. Diversify the financial sector to deliver a framework that is conducive to the development of the financial centre.** The financial industry will invest in digitalising its services and integrating new technologies, such as artificial intelligence and the blockchain, into its processes. It will also ensure it is equipped to tackle the growing problem of cybersecurity threats. It is imperative that every effort be made to ensuring Luxembourg's financial centre becomes a key element in the future Savings and Investments Union, which is intended to enable capital from any source to be better channeled within Europe.
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- 5. Strengthen financial robustness for a resilient economy.** Strengthening financial infrastructures is fundamental to ensuring the continuity of financial services in times of crisis. Solid financial systems ensure smooth transactions and facilitate economic recovery. Effective supervision of the financial sector is essential to maintaining stability and confidence. Greater collaboration between the public and private sectors will play a vital role in encouraging innovative financing approaches such as blended finance² and social impact investing.
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- 6. Strengthen economic security to protect critical activities.** Economic security should be further developed, in particular by making progress in the monitoring and implementation of economic security initiatives launched at European Union level, primarily within the framework of the foreign direct investment screening mechanism. In this context, the interministerial coordination working group on economic security has been called upon to facilitate the formulation of consistent national positions on these initiatives. At the same time, it is important to raise awareness among companies about the various economic security risks they could encounter, while providing information and advice on how to protect themselves against these risks.
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- 7. Invest in the future to deliver a sustainable and digital economy.** Maintaining high levels of public investment is essential to being able to meet demographic challenges and negotiate the twin green and digital transition. Corporate taxation will be adjusted to support these investments and the competitiveness of companies.
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- 8. Reduce dependence on fossil fuels.** Investing in renewable energies and improving energy efficiency reduces dependence on fossil fuels. Luxembourg's ambitious investment policy makes it possible to pursue decarbonisation while still delivering economic progress. Promoting sustainable practices across all economic sectors will ensure environmentally-friendly growth and a fair transition that will help protect both the climate and society.
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- 9. Encourage public-private partnerships.** Cooperation between the government and companies should be promoted in order to maintain production and the continuity of vital economic processes in times of crisis. This will enable companies to continue operating by adapting their production processes, thus ensuring the availability of essential goods and services. Encouraging companies to be flexible and adaptable will play a vital role in building an economy that is capable of withstanding disruption while protecting social standards. Anticipation and speed are key to this process: planning for the long term, constantly adapting to rapid change and monitoring developments will help to mitigate threats and increase economic opportunities.
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- 10. Strengthen economic relations to deliver sustainable growth.** Particular attention must be paid to countries and sectors that are priorities when it comes to the country's economic growth, all while taking into account the values of sustainable development, social policy and governance. Supporting an open and sustainable trade policy that creates jobs and protects European standards is conducive to a resilient economy.
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² Blended finance is an approach to financial structuring that combines public and private capital to finance sustainable development projects. It helps attract commercial investment to projects that contribute to Sustainable Development Goals (SDGs) while offering financial returns to investors.



11. Ensure the continuity and circularity of production. Maintaining sufficient reserves of critical raw materials and equipment enables economic actors to increase their production capacity. Circularity³ and sobriety enable environmental and financial constraints to be met while keeping energy and raw material usage down. Diversification and the building up of stocks of essential goods and services ensure a higher degree of adaptability and a greater ability to cope with disruptions.

12. Evaluate the regulatory framework for public procurement in respect of the exceptional or simplified procedures applicable in disaster or crisis situations in order to assess their effectiveness in enabling the rapid acquisition of essential goods and services.

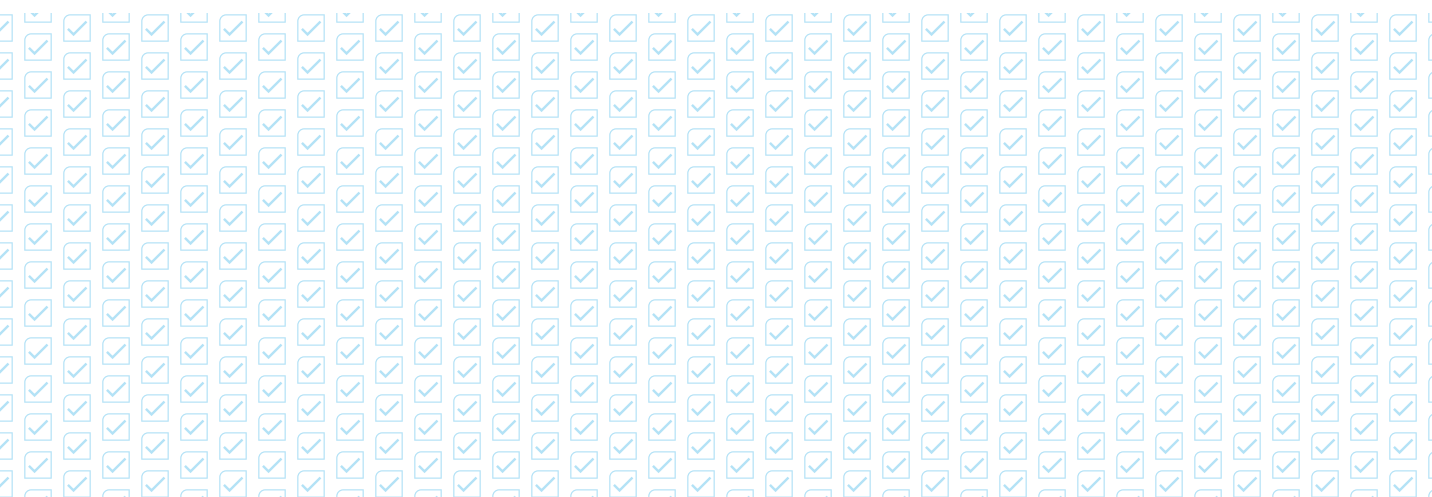
13. Support the space industry. The space industry will be supported with an ambitious investment and industrial policy in partnership with subsidy programmes from Luxinnovation, the Luxembourg Space Agency and other institutions. An assessment of the national regulatory framework will be carried out in light of technological and regulatory developments at European and international level. Luxembourg's "Space Campus", the development of which was recently formalised, will stimulate innovation and strengthen the nation's capabilities. Collaboration with the defence sector will optimise the development of military capabilities in the fields of space and secure satellite communications.

14. Support the digital industry. The digital industry will be supported through existing partnerships in order to strengthen and develop Luxembourg's autonomy and promote the European Union's strategic autonomy. Small and medium-sized businesses in the digital sector will receive particular support with strengthening their cyber resilience.

15. Strengthen startups, scaleups and SMEs to deliver a flexible and adaptable economy. It is vital to raise these companies' awareness of risks and encourage public-private cooperation. SMEs must be prepared to address crises and provide essential goods and services such as food, water, healthcare and transport. Simplifying administrative procedures and optimising the *myguichet* platform will facilitate exchange between businesses and public authorities. Initiatives targeting the energy transition, decarbonisation and digitalisation of SMEs will be put in place to improve their competitiveness.

16. Create new products, services and businesses by converting scientific and technological research findings into economic returns. In order to reduce dependence on third-country technologies, it is important to draw on national and European technologies produced as a result of excellent research activities and to utilise existing technical infrastructures within research institutions.

³ The Product Circularity Data Sheet (PCDS) is an initiative launched by the Ministry of the Economy. Its objective is to provide clear and standardised information on the circular properties of products.



17. Draw up an inventory of research infrastructures relevant to crisis management. Public research institutions have state-of-the-art technical laboratories, testbeds for rapid prototyping, and the skills needed to experiment with new technologies at their disposal. When combined with the innovative capabilities of startups, these infrastructures can enable rapid development cycles by integrating different technologies that are then tested in laboratories to meet emerging needs in crisis situations.

18. Develop appropriate tools concerning labour market mobility before and during a crisis. It would be appropriate to explore government support for the labour market in moments where the disruption of certain sectors leads to job losses or, conversely, creates an increased need for workers. Measures taken in this context require close cooperation and agreement with employer and employee representatives, implementing organisations and other authorities. Particular attention will need to be paid to the situation of cross-border workers in order to find flexible solutions together with the authorities of neighbouring countries and regions in times of crisis.

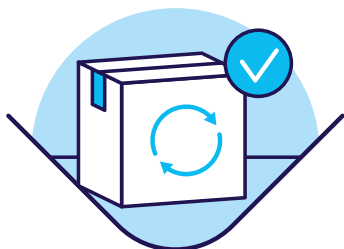
19. Provide appropriate tools for ensuring labour market flexibility in times of crisis. It is essential to adapt, or even develop, the existing, or new, legal framework by incorporating exceptional provisions, in particular the use of teleworking, to ensure the continuity of the labour market in sectors essential to the country's continuity.

20. Promote economic policies that encourage diversification and resilience to climate disruptions by supporting sustainable sectors and green technologies.

21. Encourage businesses to adopt resilient practices in the face of environmental risks and promote investment in sustainable solutions.

22. Ensure the availability of essential services provided by natural ecosystems which guarantee the natural resources necessary for the proper functioning of the economy. Sustainable management of these resources is crucial to ensuring resilience in the face of economic and climate-related challenges.

The transversal pillars



PILLAR 5

Integrated management of strategic and logistical resources

In the event of a disaster or crisis, the country's resilience also depends on the effective management of logistical and strategic resources. Integrated management of strategic and logistical resources is not just about optimising material and human flows; it entails a systemic and dynamic vision of anticipating future needs, adapting to changes in the environment and guaranteeing the continuity of operations in the event of disruptions. By integrating logistical and strategic dimensions, this model aims to coordinate civil-military efforts regarding planning, procurement, distribution and inventory management, while ensuring the flexibility and agility needed to respond rapidly to crisis situations.

Establishing resilient logistics requires strengthening local production and storage capacities to the greatest extent possible in order to reduce dependence on external suppliers. It is necessary to develop and maintain strategic stocks of essential goods distributed geographically across the country.

Efficient and circular resource management improves organisational resilience.



A NUMBER OF KEY ACTIONS are essential to ensuring the integrated management of strategic and logistical resources:

- 1. Develop a national management plan for logistical and strategic resources.** Together with all relevant stakeholders, this plan will analyse the existing national framework and use a holistic approach to identify and quantify needs regarding the acquisition, storage and distribution of essential goods and services.
- 2. Promote decentralised and diversified distribution networks and storage sites** to ensure redundant logistical supply in the event of a disaster or crisis.
- 3. Establish an order of priority regarding socio-economic categories.** A prioritisation methodology must be established for allocating resources in accordance with a given disaster or crisis scenario and the needs of different segments of the population, with a particular focus on ensuring vulnerable groups of people, such as the elderly, people with disabilities, the sick, the homeless and people seeking international/temporary protection, are looked after and cared for. Critical entities must also have priority access to essential goods.

4. Promote the creation of strategic stockpiles to ensure the continuity of the economy. It is important to work alongside relevant economic actors to determine the possibility of establishing sufficient reserves of the raw materials and material capacities – including critical capacities – that are necessary for economic viability. It will also be necessary to identify the most influential private stakeholders in the food chain who are capable of supporting the creation of national stocks.

5. Establish strategic personnel reserves. It is appropriate to analyse the need to establish reserves of strategic personnel, including rapid response teams, such as medical staff, food producers and logistics and cybersecurity experts. These reserves can be mobilised rapidly to respond to emergencies and support critical operations. These reserves will also have to learn to work together; thematic exercises will be organised to this end.

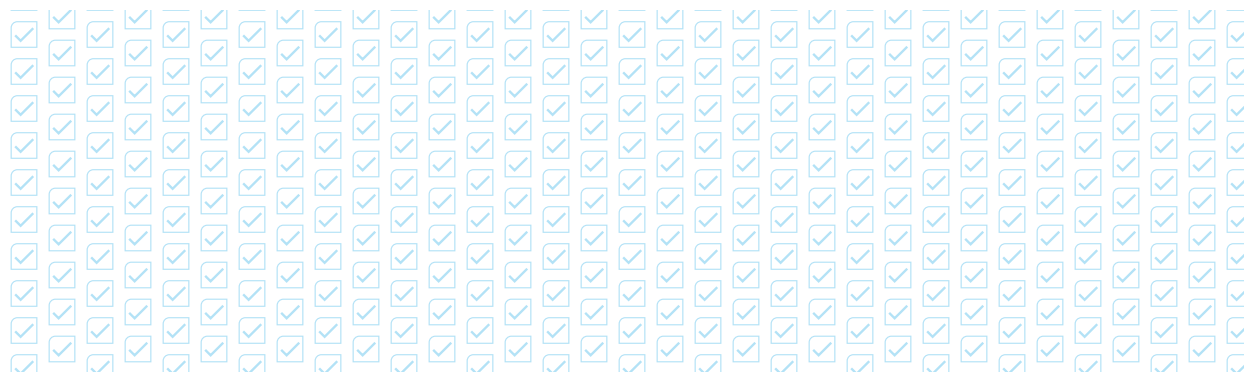
6. Finalise the creation of the National Purchasing and Logistics Centre (Centrale Nationale d'Achat et de Logistique, CNAL). The continuity of supply regarding medical countermeasures, assistance, care and critical products must be guaranteed at all times. The CNAL's role will be to act as a centralised hospital pharmacy and purchasing centre. The CNAL will also be able to help build up European stocks of medical countermeasures, aid and care. It is important to ensure that all health, support and care services can continue to function virtually independently for a period of seven to eight weeks, without the urgent need to import equipment, for all types of target groups.

7. Set up the national reserve of specific capacities (réserve de capacités spécifiques nationale, RESC-LU). RESC-LU enables the Grand-Ducal Fire and Rescue Corps (CGDIS) to intervene in support of local and national authorities when a national crisis or the consequences of an accident, incident or disaster exceed their own response capacity. RESC-LU is a system that is integrated at all relevant levels of the CGDIS in order to strengthen its capacity to anticipate and respond to any natural disasters, incidents, or crises that impact the country.

8. Coordinate logistical efforts between civil and military authorities. A coordinated analysis of civil-military logistical efforts will help strengthen civil support for military activities on the one hand, and military support for civil activities on the other. Logistics play a key role in the implementation of Host Nation Support / Transit Nation Support concepts, particularly in the context of military deployment and international disaster relief.

9. Maintain bilateral, regional and multilateral cooperation. There are cooperation agreements and strategic reserves at bilateral, regional and multilateral level that Luxembourg can either draw upon or contribute to.

10. Assess the storage capacities of critical entities and infrastructures providing essential needs. As part of developing the security and business continuity plan, critical entities and suppliers of essential goods will reassess their strategic stocks. These assessments will be collated and compared with needs in order to address any discrepancies through an appropriate national framework.





PILLAR 6

Cyber resilience

Luxembourg's society, economy and institutions are more dependent than ever on digital technologies – making cybersecurity a strategic priority. But beyond simply preventing cyber attacks, it is cyber resilience – the ability to anticipate, resist, recover from and adapt to cyber attacks and security incidents – that is now vital to ensuring the country's stability, the continuity of essential services and the confidence of citizens.

There has been a significant increase in cyber threats worldwide in recent years. These attacks, which are becoming increasingly sophisticated and more regularly orchestrated by state actors or organised crime groups, target public institutions and authorities, businesses and individuals alike. They often form part of a hybrid threat strategy – one that combines information warfare, economic pressure and cyber attacks.

Cyber resilience is not limited to the deployment of technical capabilities; rather, it is based on a systemic and coordinated approach. The ability to deal with cyber attacks depends on governance, a crisis management culture and the ability to communicate effectively, as well as the availability of technical resources for protecting and defending networks and information systems.



A NUMBER OF KEY ACTIONS are essential to ensuring cyber resilience:

- 1. Review the National Cybersecurity Strategy.** This strategy works to strengthen public confidence in the digital world and the protection of human rights online; consolidates the security and resilience of digital infrastructures; and helps to develop a reliable, sustainable and secure digital economy.
- 2. Consolidate the Interministerial Cyber Prevention and Cybersecurity Coordination Committee (CIC).** The CIC ensures the consistency of national actions and initiatives in these areas, in particular as part of the development and implementation of the National Cybersecurity Strategy. It also coordinates initiatives launched as well as policies and measures adopted at European and international level in the field of cybersecurity and cyber defence.
- 3. Continue to strengthen cybersecurity governance at national level.** It is important to continue strengthening the governance and coordination of the national cybersecurity ecosystem in order to optimise the structure and harmonisation of cybersecurity efforts at national level. This is done by involving the public institutions and authorities in charge of cybersecurity and cyber defence, as well as critical entities, companies and citizens.

4. Continue to develop cyber resilience expertise in collaboration with public research institutions. Maintaining a high level of expertise and independent mastery of cybersecurity skills is essential. Constantly evolving cyber threats and rapid advances in digital technologies demand continuous adjustment and adaptation. The development of expertise in emerging technologies, autonomous tools for small and medium-sized enterprises – in particular through research partnerships and international collaborations – and artificial intelligence factories play a key role in cyber resilience and post-quantum cryptography. The complex and multi-dimensional challenge of skills shortages in the cybersecurity sector will be addressed in cooperation with all stakeholders.

5. Promote education, training and awareness raising regarding information system security. This can be achieved by creating information and awareness campaigns, as well as specific programmes to be inserted into school and university curricula. An assessment should be made as to the possibility of setting up a dedicated cybersecurity training centre.

6. Ensure that cybersecurity measures are properly implemented. Care should be taken to ensure that the various cybersecurity measures that are regulated or recommended by all relevant stakeholders are properly implemented.

7. Optimise cyber simulation exercises. An analysis of existing national and international exercises will enable decision-making chains, inter-institutional coordination and crisis communication to be tested and improved where necessary.

8. Strengthen civil-military cooperation.

Luxembourg will strengthen its ability to protect against, detect, fight off and deter cyber attacks, making full use of the defensive options available to the civilian and military communities, in accordance with European and international legal frameworks. Civil-military cooperation in the field of cyber resilience will be strengthened through integrated crisis management mechanisms, information sharing, the development of interoperable standards, joint risk assessments, and the organisation of joint exercises. Utilising a whole-of-government approach, duplication will be avoided and synergies promoted with existing initiatives.

9. Safeguard critical information systems. The operational capabilities of the Computer Security Incident Response Team (CSIRT) will be consolidated and strengthened. In close cooperation with the private sector and critical infrastructure operators, advanced detection capabilities will be put in place on a national scale. The development of shared situational awareness, the dissemination of early warnings, and the systematic sharing of actionable information on threats, attacks and intrusion attempts will ensure that critical information systems are well protected against known and emerging threats. Public institutions and authorities will cooperate with all relevant national stakeholders to significantly increase the level of preparedness regarding the management of major incidents and cyber crises.

10. Support the implementation of the European cybersecurity certification framework. An integrated and consistent approach to implementing European regulations is crucial for both public institutions and regulated entities.

11. Promote innovation in the field of cybersecurity and accelerate the deployment of Luxembourgish or European tools through funding or support programmes in the areas of digitalisation, cybersecurity, quantum computing and artificial intelligence.

12. Promote the European Union's strategic autonomy in the digital space. Within European fora, Luxembourg will promote a gradual reduction in technological dependence on external suppliers and the strengthening of European or national solutions.

13. Solidify Luxembourg's position on international law and cyber diplomacy. A national position on the application of international law and international humanitarian law to the cyber domain will be developed. Luxembourg's diplomatic representatives will continue to participate in multilateral processes aimed at consolidating the United Nations' framework of responsible state behaviour in cyberspace.

14. Formalise and publish cooperation arrangements between public stakeholders and regulated entities through the development of recommendations and tools to support regulated entities – particularly small and medium-sized enterprises (SMEs).

15. Implement integrated cyber crisis management. A consistent cyber crisis management system will be integrated into national and sectoral crisis management mechanisms. This system must form part of an proactive and inclusive approach that involves all public and private sectors as well as the military and civil society. Preparedness is a fundamental pillar that is based, amongst others, on proactive monitoring, the organisation of regular exercises and the structured sharing of information between stakeholders. This anticipation increases the ability to quickly detect threats, coordinate responses and limit the impact on critical entities, essential services and national security.

16. Store personal data in a secret, secure and offline location to mitigate the loss of such data in the event of attacks on data centres.

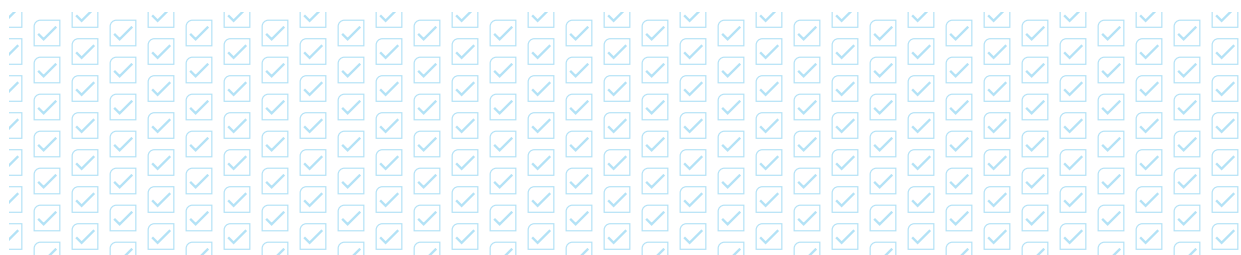
17. Strengthen the operational autonomy of critical information systems in the event of a prolonged Internet outage – whether caused by a power cut, a malicious act, disruption to physical infrastructure or a strategic decision – by adapting security and business continuity plans. It is important to organise regular simulation exercises to test the robustness of these systems.

18. Expand the scope of classified information systems in order to strengthen their resilience against threats and ensure better continuity of critical operations. This expansion will ensure that highly sensitive information is exchanged securely and reliably.

19. Further develop the functionalities of the government's sovereign cloud in order to enable access to innovative technologies while guaranteeing digital sovereignty.

20. In collaboration with the government's Computer Emergency Response Team and in accordance with its missions, implement a Security Information and Event Management (SIEM) system at the Government IT Centre (Centre des technologies de l'information de l'État, CTIE) in order to strengthen the government's overall anomaly detection capabilities and significantly improve its cybersecurity posture.

21. Strengthen the state's perimeter protection systems to cope with the constant evolution of digital threats. This includes the deployment and upgrading of devices such as firewalls, web application firewalls (WAFs) and distributed denial-of-service (DDoS) protection systems. These tools filter malicious traffic and block intrusion attempts at the network perimeter.





PILLAR 7

Civil defence

Civil defence is an essential pillar of national resilience. It encompasses a range of public and civil society stakeholders who work in tandem to protect and defend the population in the event of a disaster, crisis or armed conflict. Among these stakeholders, the Grand-ducal Fire and Rescue Corps (CGDIS), the High Commission for National Protection (HCPN), the Grand Ducal Police and the Customs and Excise Agency (ADA) play a crucial role in safeguarding essential societal functions. The HCPN is responsible for national protection, the Grand Ducal Police for internal security, and the CGDIS for civil security, in particular: the protection of people, animals, property and the environment; the protection against calamitous events, incidents and disasters; informing and alerting the population; and preparing and implementing appropriate measures and resources. The Customs and Excise Agency is responsible for regulating the flow of goods as well as cross-border controls.

In the event of a disaster, crisis or armed conflict, these stakeholders work together with the armed forces, pooling human, material and capacity-related resources and, where necessary, prioritising between civilian and military needs.

In times of disaster or crisis, the armed forces provide support – particularly in terms of logistics – to civil public actors. It goes without saying that, in the event of a defence crisis or armed conflict, these civil public actors also help to protect the population while ensuring that essential societal functions are maintained by supporting the armed forces.

Together with the armed forces, these actors guarantee the protection, security and stability of the Grand Duchy of Luxembourg, and must be able to ensure the continuity of their services.



A NUMBER OF KEY ACTIONS are essential to ensuring the resilience of civil defence:

- 1. Optimise crisis anticipation.** Risk analyses identify, qualify and quantify the risks that could lead to a crisis. This type of analysis provides a holistic view that complements sectoral analyses. The risk analysis is accompanied by risk monitoring, of which the purpose is to monitor potential threats in real time in order to anticipate current and emerging risks.
- 2. Improve crisis planning.** The operational effectiveness of national emergency response plans (ERPs) needs to be strengthened. Sectoral strategic and operational plans translate national measures into tangible actions. Thanks to the ongoing adaptation of surveillance capabilities and response measures in relation to emerging risks, these systems guarantee optimum protection for the population of Luxembourg.
- 3. Adopt an integrated approach in order to strengthen crisis management.** A whole-of-government and whole-of-society approach will be needed to ensure an effective response to emergency situations. It is important to strengthen cooperation between public institutions and authorities and to break down barriers between their respective roles and missions. An interdepartmental coordination unit will enable more effective crisis management.

4. Analyse the current legislative framework with a view to the possible introduction of exceptional measures in the event of a disaster, crisis or armed conflict. An analysis of the current legislative framework should be carried out to assess whether the regulatory framework allows for an adequate response to all kind of emergencies, including those relating to internal security.

5. Establish a culture of civil-military cooperation. It is necessary to promote the exchange of expertise and to develop a structured programme of cross-sectoral training and exercises that covers security, defence, health, crisis management and resilience. This programme will strengthen trust, encourage collaboration between civilian and military actors, and promote interaction between public and private stakeholders, in particular by encouraging the participation of public authorities, including the military, in exercises organised by critical entities.

6. Consolidate civil-military cooperation, ensuring that civilian and military actors can support one other and act in a coordinated and transparent manner, including when preparing for the most serious disaster or crisis scenarios. This civil-military cooperation extends to many areas, in particular: staff sharing, logistical support, including medical capabilities, cybersecurity, digital infrastructure, and the strengthening of ties with the private sector, security and intelligence. An assessment still needs to be carried out as to the possibility of effective information – including classified information – sharing between military and civilian public authorities and private actors as part of the process of ensuring optimal coordination and rapid response to disasters and crises.

7. Identify military support requirements for civil defence in the event of a disaster or crisis and determine the methods and means of providing this support. This mainly concerns the logistical needs of civil defence that the armed forces can provide outside the context of a defence crisis or armed conflict.

8. Implement a civilian Host Nation Support concept. To facilitate the reception and transit of international assistance during a disaster or crisis, Luxembourg will develop a Host Nation Support (HNS) framework⁴. To increase the Grand Duchy's responsiveness in the event of a disaster or crisis, the HNS concept must not only plan the establishment of HNS units at strategic, operational and tactical levels in order to coordinate the arrival and integration of foreign teams but also provide for simplified customs and administrative arrangements in order to avoid critical response delays.

9. Develop a deconfliction plan in relation to military and civilian movements. It is crucial to analyse the options for prioritising military and civilian transport and logistics needs in the event of a deployment of armed troops. Streamlined bureaucracy, specific diplomatic authorisations for military logistics, and the coordination and differentiation of traffic flows enable both the smooth flow of military movements and the continuity of civilian traffic. Rigorous planning is needed to minimise delays and avoid any prolonged disruption that could pose a risk to public order and safety. In this context, enhanced coordination between the Grand Ducal Police, the Army, Customs and the rescue services is essential to ensure efficient flow management and optimum responsiveness in the event of a crisis.

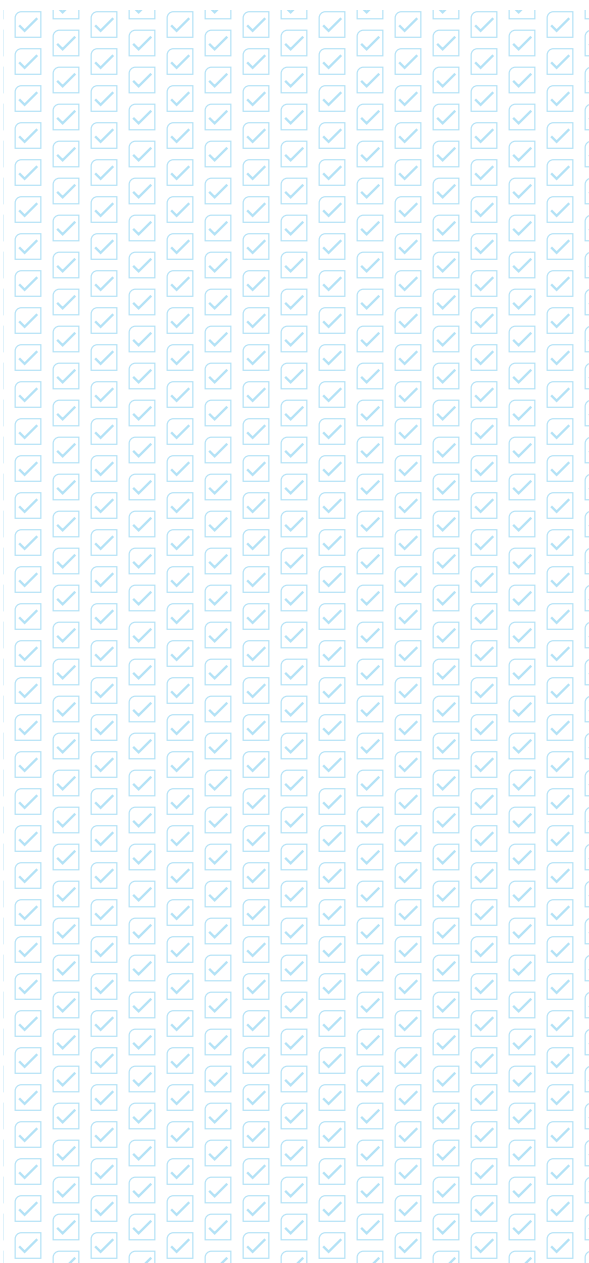
⁴ This includes managing the arrival, transit, logistics and security of foreign teams and equipment – both civilian and military.

10. Take stock of human and operational capacities for rapid mobilisation in the event of a disaster or crisis. In order to guarantee rapid mobilisation in times of need, it is essential to analyse and, where necessary, adapt the existing legal and operational frameworks in order to increase the capacity for integrating civilian and military resources, in particular infrastructure, equipment and personnel, into disaster and crisis management.

11. Conduct national and cross-sectoral simulations and exercises based on disaster or crisis scenarios. These exercises will, in the medium term, raise awareness of disaster and crisis management at national level and test sectoral operational plans, business continuity plans and emergency response plans.

12. Strengthen civil-military cooperation between the EU and NATO. Luxembourg remains committed at international level to improve cooperation between the EU and NATO, in particular by strengthening synergies between NATO and the EU's respective resilience objectives. Luxembourg will promote joint exercises between the EU and NATO in order to improve the resilience strategies and mechanisms of both organisations.

13. Cooperate with allies. Cooperation with strategic partners – both bilaterally and within the EU and NATO – remains essential to ensure national security.



The military preparedness



PILLAR 8

Protection and defence of national and allied territory

The international environment has been shaken by a series of major geopolitical events, marking a sharp shift in the security situation of the Euro-Atlantic area, particularly along its eastern flank. This geopolitical instability is compounded by multifaceted and interconnected threats, such as cyber-attacks, information manipulation and other types of foreign interference, all of which make societies more vulnerable.

Faced with the increasing deterioration of the international security environment, Luxembourg must readjust its defence policy. To ensure credible collective deterrence and defence, it is imperative to strengthen military preparedness for deterrence, conflict preparedness and anticipation by adapting to emerging threats while at the same time carrying out national missions.

Several initiatives are currently being evaluated aimed at strengthening military preparedness while promoting an integrated whole-of-government and whole-of-society approach. Luxembourg is strengthening its defence posture by significantly increasing its budget, modernising its capabilities and developing new resources in line with NATO's defence planning and EU priorities. The Luxembourg Defence Guidelines emphasise the development of land, air, space and cyber capabilities.

The missions of the Luxembourg Army are defined by the law on military organisation. In a particularly demanding security environment, its primary role is deterrence and defence preparedness throughout the stages of peace, crisis and defence crisis, as well as defence in times of armed conflict.

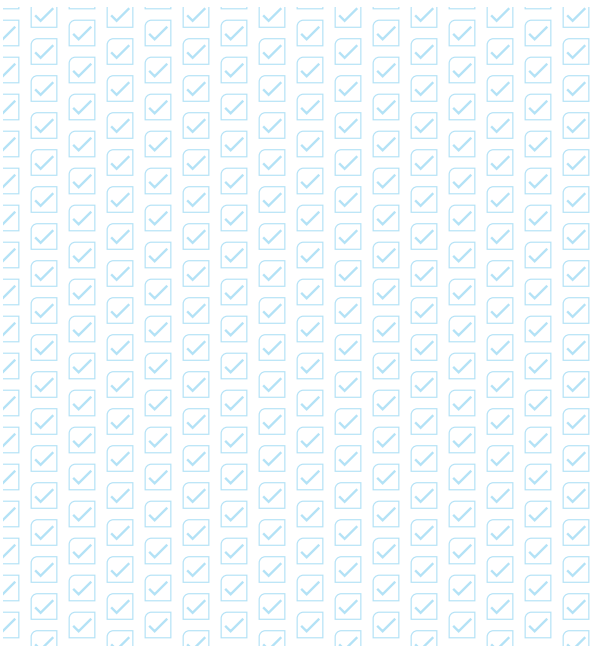
These roles apply both to national territory and to territories within NATO's area of responsibility.

As part of its NATO commitments in the event of a defence crisis or armed conflict, and in the event that the Luxembourg Army is no longer able to carry out its civilian support missions, the effort of managing disasters or crises must be shared among all civil society stakeholders involved in crisis management. Indeed, given the limited size of the Army, the aforementioned Guidelines have highlighted that not all missions, both national and international, will be able to be carried out if the majority of the Army's forces are deployed abroad. As a result, the Army will only be able to provide limited support regarding its national missions.

A resilient nation is one that, in the event of a defence crisis or armed conflict, supports its Army through the cooperation of public administrations and civil society.

Situated in the heart of Europe, Luxembourg is hosting various European and international institutions and plays an important role within NATO as a transit country for military equipment and troops via its motorway and rail network, its international airport and its river port. The role of transit country can be put to the test when transporting military equipment and troops that have been activated as part of deterrence and defence plans. Various potentially significant impacts are possible on road, air, rail and even river transport routes, which are among the multimodal corridors used for military mobility, as well as on the flow of imported and exported goods.

Luxembourg must remain a committed and reliable actor when it comes to collective defence and international security within multilateral organisations. NATO remains the cornerstone of collective defence in Europe. At the same time, in line with the transition of the conventional deterrence burden from the United States to the European allies, it is important to respect the framework of NATO's defence planning process, which makes it possible to identify required capabilities and allocate them to the allies, as well as to assess whether and how civilian financial and capability efforts will be taken into account in the new planning cycle. In addition, the Directorate of Defence and the Luxembourg Army must also adapt and strengthen their capabilities to deal with the security risks associated with global environmental changes, in particular climate change.



A NUMBER OF KEY ACTIONS

are essential to ensure the protection and defence of national and allied territory:

- 1. Increase the defence efforts.** It is imperative that the strategic growth trajectory of defence efforts continues substantially in order to make long-term commitments and maintain a realistic level of ambition, while ensuring an economic return for Luxembourg.
- 2. Strengthen Luxembourg's defence posture.** Capability building is crucial here. The Luxembourg Defence is continuing its commitment to multinational capability programmes, in line with NATO and EU guidelines. It is strengthening its cooperation with Belgium⁵ and France⁶ with a view to modernising its land capabilities. The emphasis regarding the air domain is on interoperability, collective defence and resource optimisation alongside European and NATO partners⁷. In the areas of space defence and cybersecurity, Luxembourg is strengthening its commitment to developing cutting-edge strategic and operational specialisations. Automated systems, as well as innovative materials and production technologies, will also be supported.
- 3. Facilitate the transit and reception of allied forces.** Luxembourg will develop a Host Nation Support / Transit Nation Support (HNS/TNS) concept to facilitate the reception and transit of the armed forces of allied nations.

5 A joint Belgian-Luxembourg reconnaissance battalion will be created through recruitment efforts and budgetary harmonisation.

6 Cooperation with France will be strengthened through the Motorised Capability (CaMo) and SCORPION programmes.

7 Luxembourg continues to participate in the A400M, A330 MRTT and AEW&C programmes while also exploring opportunities for modernisation and cooperation with its allies.

4. Identify civil support requirements for the Luxembourg Army. It is essential to identify the Army's needs in terms of civil support in the event of a defence crisis or armed conflict and to determine the methods and means of providing such support. This encompasses a number of key sectors, such as transport, food and drinking water, infrastructure, healthcare, energy supply, and communication channels and flows. Given the need to establish priorities and trade-offs, it will also be necessary to analyse the interdependencies between the Army and other strategic areas, such as civil security, the police and customs, in order to optimise coordination and resource allocation.

5. Define national tasks for ensuring optimal military preparedness. It is essential to identify in advance the types of tasks that the Army could or should be called upon to perform on national territory before and during a conflict – without prejudice to the national missions laid down by existing law or any possible new law on military organisation. It is also necessary to identify existing gaps and determine ways to address them. Administrative and political agreements may be established, taking into account operational capabilities. A review of the regulatory framework may be planned in order to eliminate obstacles to the preparation of troop deployment, in particular the deconfliction of civilian and military movements, the expansion and preparation of training grounds and military infrastructures, and the purchase and maintenance of military equipment.

6. Implement the Defence Space Strategy. This strategy will consolidate national and international capabilities by focusing on dual-use technologies and cooperation with partners. The Directorate of Defence is continuing its efforts in the field of satellite communications and participates in international programmes.

7. Implement the Cyber Defence Strategy. The Cyber Defence Strategy aims to strengthen the resilience of Luxembourg's defence by protecting its assets and capabilities against malicious cyber activity. It will be appropriate to maintain operational defence capability while taking into account the need for operational robustness.

8. Develop and implement the strategy for the Luxembourg defence industry, with the aim of promoting entrepreneurship in the field of defence within Luxembourg and strengthening the capabilities of existing sectors, in particular space, cybersecurity, automated systems and innovative production materials and technologies. It is also necessary to put in place the ecosystem and infrastructure needed to enable the creation and establishment of businesses in the sector.

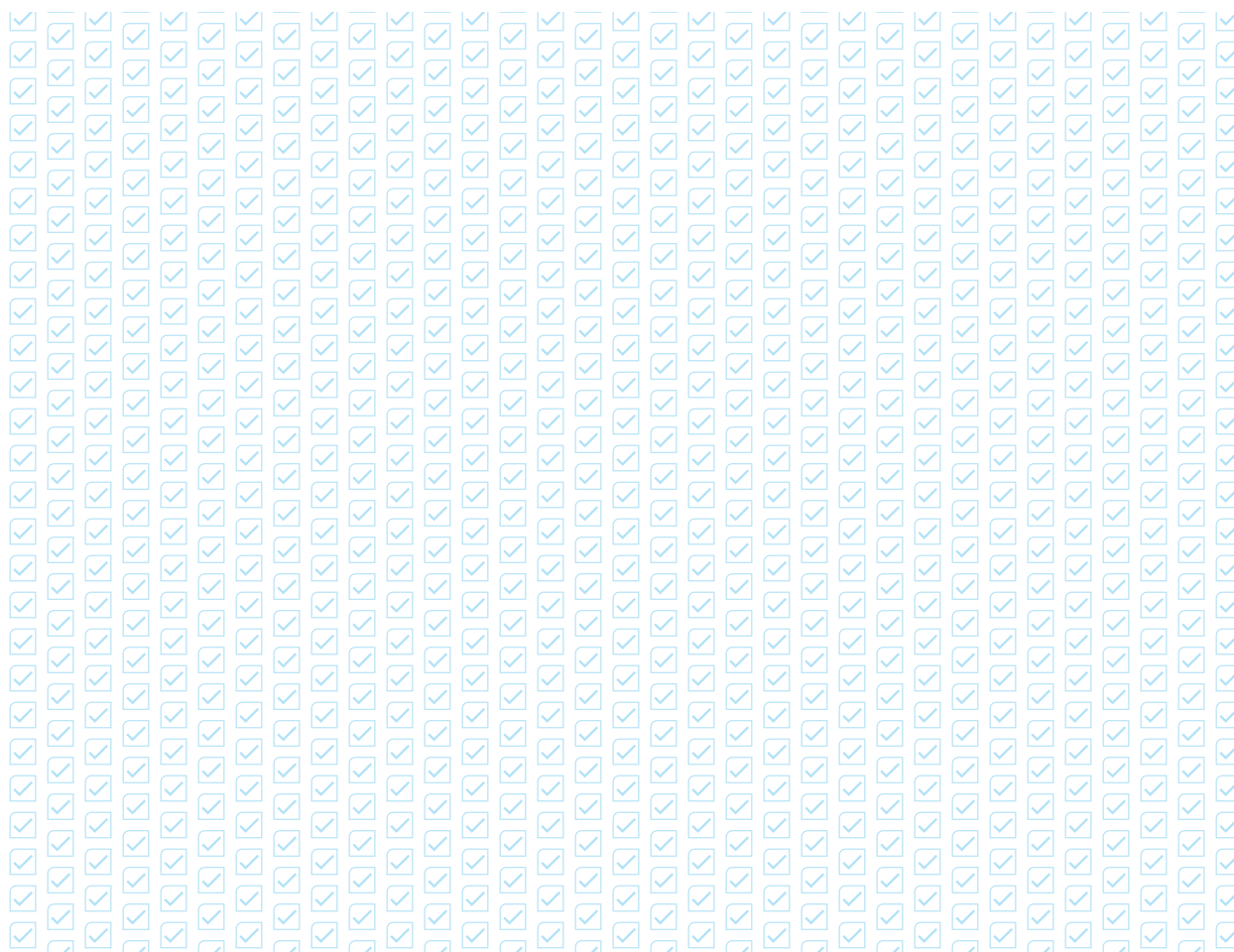
9. Adapt the legislative framework. In order to respond to the specific nature of the military profession and the need for continuous adaptability – both in organisational, operational and capability terms – in the face of evolving security threats, it is essential to put in place an appropriate legislative and regulatory framework enabling the armed forces to effectively meet their obligations and contribute to deterrence. Where necessary, it is crucial to anticipate, clarify and, if necessary, extend the political, administrative and operational responsibilities and powers applicable in a conflict situation.

10. Stimulate defence innovation and research, particularly in the area of dual-use capabilities. Certain critical and fundamental technologies, such as artificial intelligence, quantum technologies, biotechnology, robotics and hypersonics, represent essential levers for long-term economic growth and military pre-eminence. The Luxembourg Defence plans to strengthen civil-military synergies and public-private cooperation.

11. Strengthen the Army's operational capabilities through targeted engagement with the public in order to address personnel shortages. It is crucial to promote greater social commitment to defence. The introduction of a service model specifically geared towards strengthening military capabilities would enable the Army to adjust its personnel levels according to operational requirements linked to threats.

12. Incorporate climate threats into defence assessments. The Luxembourg Defence will draw up a strategic document that specifies the four strategic axes and their respective responsibilities.

13. Draw on the multilateral mechanisms of the EU and NATO. NATO plays a key role in deterrence and collective defence. These efforts are not limited to military aspects; rather, they require the coordinated mobilisation of the state's civilian resources and effective burden-sharing. The EU is also a major player when it comes to tackling hybrid threats such as cyber attacks and economic blackmail, and, in line with the mutual defence clause, is consolidating its defence pillar by strengthening existing initiatives and developing new forms of industrial and capability-oriented cooperation.



Next steps

The National Resilience Strategy aims to strengthen the level of preparedness of the Grand Duchy of Luxembourg. By setting out tangible actions to be implemented in the short, medium and long term, this document aims to strengthen Luxembourg's resilience.

These actions will be set out in a national implementation plan that will bring together all relevant stakeholders, along with the measures to be implemented. The actions contained in the National Resilience Strategy will be evaluated and budgeted in accordance with the chosen trajectory and the budget proposals, and

an estimate and order of priority may be established where appropriate. The measures contained in this strategy that have already been adopted and incorporated into a Grand-Ducal law or regulation will be taken into account as part of the multi-annual budgetary planning process. New or enhanced measures will be subject to the usual budgetary procedure. Progress on implementation at national level will be coordinated at interministerial level.

Finally, the country's level of resilience should be regularly assessed, and this strategy updated if necessary.

**TOGETHER,
LËTZ PREPARE!**

