

# Draft

## SPECIFIC EUROPE REGION PRIORITY TARGET 10

"Promote technology innovation, "Science - Policy Interface"  
and dialogue between researchers and water managers"

Report on the target, its action plan and its identified solutions and commitments

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## 1. Introduction

This report focuses on the transfer, practical use and exploitation of knowledge generated by water research activities conducted across Europe. It also refers to technology innovation promotion to support water management.

Within Europe EU water policies have ambitious goals, such as: defining and achieving good ecological status of surface and ground waters, adapting to global change, halting the loss of biodiversity, ensuring sustainable and equitable management of water resources, providing good governance frameworks of water and sanitation services. In particular the implementation of the Water Framework Directive (WFD) and its daughter directives, as well as the Floods Directive, depart from a "Business-as-usual approach" and constitute an exceptional challenge to water managers and governments across Europe. First assessments of the current status of implementation have shown that less than 50-60% of water bodies will meet the Good Ecological Status in 2015.

To address this challenge, the concept of Integrated Water Resource Management (IWRM) at basin scale has been emphasized as integrator of widely-ranging and complex issues and processes involving many different stakeholders. IWRM is essential in the perspective of decision-making and is well in line with sustainable development principles. Such kind of decision-making requires a large knowledge base which is permanently evolving in function of new research activities.

Moreover, water challenges cannot be resolved without innovative and effective partnerships between scientists, policy makers, water managers and all actors in the innovation value chain. Complex trans-disciplinary questions call for new modes of working between science and decision-making. New knowledge (being funded at EU or at Member-States levels) has to be transferred to practitioners. This transfer is all but an easy task, as recognised by many water managers, researchers and other stakeholders

Within Europe a number of initiatives are tackling science policy interface and technology innovation, including:

- The Science Policy Interface (SPI) activity of the Common Implementation Strategy (CIS) developed in the context of the Water Framework Directive (WFD). The SPI activity aims at making an inventory of research and implementation needs of relevance to the WFD, identifying available research and research gaps, and improving transfer and usability of research outputs;
- The Water Supply and Sanitation Technology Platform (WSSTP) operated by the European Water sector. WSSTP aims notably at accelerating knowledge and technology transfer, facilitating the coordination and communication efforts, enhancing synergy effects and mobilizing resources.
- The "European Innovation Partnership on Water" being currently developed by the European Commission.
- Several support actions launched in 2010 and 2011 by the European Commission in the context of the 7<sup>th</sup> Framework Programme for Research and technological

Development (FP7) for improving the dissemination and uptake of previous research outputs, by developing new approaches and tools: the AWARE, PSI-Connect, STEP-WISE, STREAM and WaterDiss2.0 projects

- A Joint Programming Initiative on “Water challenges for a changing world” between Member States research funding bodies is under construction

These projects and initiatives recognised that more should be done to maximize the impact of research on water management practices and improve the connection between the research, policy processes and implementation. The typical length of time needed to complete a development cycle in the water sector is reported to be of 10 years<sup>1</sup>. The members of Regional Target 10 are of the opinion that this time-lag of 10 years can be significantly reduced if more attention is given to the science-policy interface.

## 2. Background and rationale of the target

EU water policies have ambitious goals, such as defining and achieving good ecological status, adapting to global change, halting the loss of biodiversity, ensuring sustainable and equitable management of water resources, providing good governance frameworks of water and sanitation services. These goals pose questions that cannot be resolved without innovative and effective partnerships between scientists, policy makers and on-the-ground actors. These are complex multi-disciplinary questions that call for new modes of relations between science and decision-making. In particular a continuous transfer of knowledge must be ensured while, reciprocally, stakeholders must be actively involved in the formulation of research questions.

In order to increase the environmental, industrial, and societal impact of R&D projects, it is of paramount importance to involve stakeholders in the process of designing R&D projects and to make sure that projects' results are of practical use. To address the gap of technology transfer, there are needs for a better communication between “policy makers”, “scientists” and “practitioners”, who do use different glossaries and languages, as well as for education tools and campaigns to mainstream new water management technologies and practices.

Facilitating technology transfer is particularly challenging given that the water sector is broad, fragmented and diverse. This sector consists of a number of different stakeholders at various levels, from public institutions and utilities to industries, consultants and service providers, NGO's and trade associations, universities, research entities and the citizens. This variety of actors with specific interests is a key parameter to be taken into

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<sup>1</sup> FP6 FUNDETEC project, final report of Dec.2007, “

account when building a strong European research for the water sector and transferring research outcomes to local and regional users.

Cooperation in research funding and programme management was the central objective of the EU ERA-NET scheme to step up the cooperation and coordination of research activities carried out at national or regional level in the Member States and Associated States. This was performed by networking of research activities conducted at national or regional level, and mutual opening of national and regional research programmes. As an example of ERA-NET, the IWRM-net project (2006-2010) looked at sharing information on water research. This project made very clear that an effective science policy interface in the field of water is essential to leverage the impact of such ERA-NET coordination.

Technology transfer can strongly benefit from more intensive use of modern communication sciences and tools, and of training on practical uses of research outcomes. To be efficient, technology transfer requires a full understanding of the specific user profiles and the ability to translate research outcomes into a common language. Such knowledge transfer is a critical aspect for a successful implementation of the EU strategy 'Europe 2020', including its two related flagship initiatives 'Innovation Union'<sup>2</sup> and 'Water Efficient Europe'<sup>3</sup>.

Against this background, the central objective of the CIS-SPI activity is to set a stronger collaboration between major players of the water sector leveling Europe (e.g. policy-makers, researchers, industries and public authorities, including water managers) and key water research actors in Europe including the Joint Programming Initiative "Water challenges for a changing world", the Water supply and sanitation Technology Platform (WssTP) and the Eureka! cluster ACQUEAU, etc. This CIS-SPI activity constitutes a concrete example towards strengthening European collaboration and competitiveness.

A new European "Joint Programming Initiative" focusing on water research, the JPI "Water challenges for a changing world", will seek to improve and efficiently promote efficient Science Policy Interfacing (SPI) and Technology Transfer, in setting research agendas and programming research based on better definitions of research needs from decision-makers and managers, and inversely, in ensuring that R&D groups produce usable results, which can then be taken up by managers. Another goal of the JPI is to develop an active policy on common research in Europe to create a strong and coordinated, scientific and economic position in the global water sector on the protection

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<sup>2</sup> COM(2010) 546 final

<sup>3</sup> COM(2011) 21 final

and value of water, which would be of mutual benefit and interest and transferable to the rest of the world. Additionally, this can also contribute to meet the needs of developing countries via technology transfer for example.

The above mentioned water research and technology activities can play an important role by feeding into the European Innovation Partnership, which aims to be an overarching initiative to develop innovative solutions.

The European Innovation Partnership on water (EIP) aims to:

1. Through innovation develop solutions for the many challenges Europe (and the world) is facing with regard to water quality and quantity. These water related challenges serve as the driver of interaction between policy and innovation.
2. Through boosting innovation, create a global leadership position for European water technology and services, in line with the objectives of the Europe 2020 strategy.
3. Through mobilisation of all relevant actors at EU, national and regional levels, remove any regulatory and market barriers, promote the integration of various policy and finance instruments and increase the demand for innovation, across all sectors and users of water.

From the societal point of view, the EIP will aim to provide innovative solutions with regard to water stress, both in quantitative as well as in qualitative terms. Water stress, within and outside the EU, will increasingly lead to social, economic, environmental and more frequently geo-political consequences.

From the economic point of view, the EIP will contribute to Europe's economic growth and competitiveness. There is strong economic potential for a well developed European water sector (technology development, utilities, efficiency gains in industry, better service provision, respond to consumer demands etc) that can drive economic growth, employment opportunities and market opportunities inside the EU and on a global level.

During the preparation process of the World Water Forum 6 in the European region, many conferences have been organised to meet the water managers, the researchers, the NGOs, the water users, etc ; Science-Policy interfacing, Innovation, and Dialogue between researchers and Water managers have been identified as key issues in most of them.

In particular the final Declaration of the European members of INBO, the International Network of Basin Organisations, (Euro-INBO) meeting in Oporto (PT) in September 2011, and the proceeding of the Conference on INTEGRATED WATER MANAGEMENT IN THE

BALKANS AND EASTERN EUROPE, held in March 2011 in Plovdiv (BG), report both the need for improved practices :

**« EUROPE-INBO 2011 » 9<sup>th</sup> EUROPEAN CONFERENCE ON THE WATER FRAMEWORK DIRECTIVE IMPLEMENTATION - OPORTO (PT) –SEPTEMBER 2011  
Oporto Final declaration (Excerpts)**

**It is necessary to promote technological innovation, a science-policy interface and dialogue between researchers and water managers**

The objectives of the WFD raise multi-disciplinary questions that cannot be solved without innovative and strengthened partnership between scientists, policy-makers and field practitioners.

These complex questions, to which quick answers must be given, require new modes of relations between scientists, policy-makers and field practitioners.

In particular, a continuous transfer of knowledge must be ensured and, conversely, the stakeholders should be actively involved in the formulation of research issues.

To facilitate technology transfer, it is necessary to have better communication between stakeholders who use different languages and glossaries.

Facilitating technology transfer is a challenge as the water sector is large, fragmented and diverse. It involves a large number of stakeholders at different levels.

This variety of stakeholders with different interests is a key parameter to consider in the construction of European and Mediterranean research in the water sector.

The development of a "Science-Policy" platform is thus needed, and it involves the creation or strengthening of standardized and integrated communication tools. In this regard, it should establish a single portal, "EU Water Platform," which would contain cartography of stakeholders of the sector and of their contacts. This platform could also provide access to relevant scientific and financial information and give easy access not only to European Union's users but also to users of the other interested countries.

The platform should also take their needs into account and guarantee the availability of information for all EU or non-EU interested parties and facilitate knowledge transfer.

Emphasis should be given on training in the practical use of research results. This requires a transcript of the research findings in everyday language.

The current Water Information System for Europe "Research and Technological Development" (WISE-RTD) should be strengthened. The WISE-RTD must be reshaped into an integrated platform for knowledge sharing and structured for giving greater access to the results of research projects, and linking these results to the monitoring data and to indicators to monitor the implementation of European directives on water and related fields.

These proposals should strengthen cooperation between the Working Group on Science and Policy Interface of the WFD Common Implementation Strategy (CIS-SPI) and the key stakeholders of the water sector.

**INTEGRATED WATER MANAGEMENT IN THE BALKANS AND EASTERN EUROPE -  
21-23 MARCH 2011, PLOVDIV, BULGARIA**

**Water Café question:** How to promote innovation and ensure cooperation between researchers and water managers ?

1. To create special website for research on water to benefits from practical innovation from scientists
2. Promote information feedback on practical innovation useful for specific regions
3. Collaboration between different stakeholders, research and policy makers

5. Water management administrations to participate in selection of important issues in science policy from the next period
6. Water management administrations to organise specific meeting (inviting researchers) to identify necessary researches in water management for the preparation of the 2nd RBMP and 1st FRMP
7. Initial assessment in each river basin district to assess gaps, problems, needed investigations
8. Identification of potential benefits from research and innovation at local level (municipalities)
9. Develop programmes for supporting innovation
10. Preliminary agreement between researchers and water managers before research or for common projects
11. Training of staff and relevant water managers by research agencies
12. Develop incentives from river basin organisations to involve researchers at local or regional level (A yearly Prize for best researcher for example)

#### Key references:

- EUROPEAN COMMISSION DRAFT CONSULTATION DOCUMENT for the stakeholders consultation on 20 October 2011 "*European Innovation Partnership on Water Efficiency: Every drop counts*" – European Commission DG ENV

- "*Water System Interfacing Science and Policy*", published by the "*Royal Society of Chemistry*", edited by Philippe Quevauviller in 2010. This book offers a unique opportunity to take stock of the progress made in recent years to promote more effective use of science to inform policy-making and implementation of regulations. The feedbacks collected from many initiatives at European, national or regional levels, which are reported in this book, demonstrate that current practices are not sufficient and that more efforts are needed to narrow the gap. The authors were able to identify key factors that have the potential to improve the effectiveness of the interface between research and water public policies, such as: the co-construction of research questions and associated R&D programs between scientists and the end-users, transparency, access to information and expertise, the role of new players, so-called "translators", who are able to translate scientific findings into usable information by decision makers, communication and education needs.

- Report of "*The water science meets policy event ("SPI event")*", 30 September 2010". The SPI event provided an arena to connect scientists and WFD end users, and to establish a list of the research and development needs for the implementation of the WFD. On many of the listed research needs, the observation was made that an extensive knowledge

already exist and what is needed is a new display of this existing knowledge. Many recommendations towards a better dissemination/transfer of research results have been provided during the workshop.

- Report of "Towards a Water Efficient Europe" (WssTP event, 17-18 May 2011) in order to increase the industrial, commercial and societal impact of R&D projects, it is of paramount importance to involve stakeholders in the process of designing R&D projects and to make sure that the projects are of practical use. WssTP triggered a discussion with stakeholders to provide first recommendations on how to better address this gap in future EU initiatives. It concluded that streamlining education and the training process is essential in order to ease public and political acceptance (update water managers and stakeholders in general about best-practices and latest progresses)

- (2010) Water Challenges for a Changing World - Joint Programming Initiative

- « EUROPE-INBO 2011 » 9th EUROPEAN CONFERENCE ON THE WATER FRAMEWORK DIRECTIVE IMPLEMENTATION - OPORTO (PT) –SEPTEMBER 2011 - Final declaration

- proceeding of the Conference on INTEGRATED WATER MANAGEMENT IN THE BALKANS AND EASTERN EUROPE, held in March 2011 in Plovdiv (BG)

## Target action plan and commitments

The target is as follows:

To develop a leadership in science-policy interface and dialogue between researchers and water managers, technology innovation, dissemination and exploitation of research results for European growth and competitiveness by 2020

Innovation from Europe in the field of water management is currently hampered by a relative lack of integration between research results and technology transfer. This barrier to effective innovation also reduces strong collaboration between water players in Europe. Cooperation between stakeholders is a key mechanism to overcome fragmentation in the water sector and to accelerate innovation and dissemination of research results.

Knowledge transfer and exchange of best practices are essential for the implementation of EU policies such as the Water Framework Directive (WFD) and the Innovation Union flagship initiative, or new activities under development such as the Blueprint for Safeguarding Europe's Water or the European Innovation Partnership on water.

Specific gaps and shortcomings:

- Lack of standardized and integrated communication tools devoted to water research and innovation that target the wide range of stakeholders (industrial actors, researchers, utility operators, water managers or policy makers).
- Research projects in general suffer from too limited involvement of end-users and utility operators and too limited communication and knowledge transfer activities.
- Lack of a general and integrated vision on how to reap best benefit of modern methodologies in communication science and knowledge transfer for water management.

It is crucial to promote effective dialogue between the research, industry and policy makers communities. This interfacing between "science" and "policy" is already integrated in many European activities and the main goals of the action plan will be to address several targets:

1. Display: showcase the capacity of the European Water sector to bring research to the market and to launch new types of innovation, eco-innovation, environmental technologies...;
2. Coordinate: Set a standardized communication framework to support research activities in disseminating their results and reaching different targets ;
3. Integrate: Facilitate knowledge sharing and integration with a focus on usability also at the local scale

4. Innovate: To adapt/use communication tools from social sciences, to measure impacts of research, take-up success and general awareness by policy makers, utility operators, water managers and the citizens.

Some concrete actions are already identified:

- a. Support the mapping of water actors to be made accessible through a single portal (the European Water Community) and give access to scientific information, funding information and networking contacts.
- b. Extend the current WISE-RTD platform into a water knowledge portal intelligently linking guidelines both policy and technical, such as the CIS-guidance documents, to research information, knowledge, and experiences.
- c. Promote the link of the WISE-RTD portal to a network of national and regional 'knowledge' centres that exchange information regarding research projects
- d. Increase the support for science policy interface activities (provision of resources) starting with the Common Implementation Strategy (CIS), but expanding to support activities and networking of national activities, providing the link between regional and national research activities and European goals.



TARGET ACTION PLAN:

	<u>IMPLEMENTATION OF THE TARGET</u> Expected results Indicators of Success	<u>PRACTICAL STEPS</u> Activities to be done/	<u>RESPONSIBLE PARTIES</u>		<u>KEY-REQUIREMENTS/ASUMPTIONS</u>	<u>ESTIMATED BUDGET</u>
			Lead institution	Main partners		
<u>Milestone 1:</u>						
March 2012	Existing solutions are displayed  Major EU actors commit for a strengthened effort towards science to policy interfacing in the water sector	World Water Forum session to exchange experiences	EC DG Research and Innovation	CIS-SPI members, WSSTP, ...		
<u>Milestone 2:</u>						
November-December 2012	Research needs for the Water Framework Directive Implementation, Available research and Research gaps are jointly agreed between research and policy making communities at the EU level	A report is produced outlining research needs for the Water Framework Directive Implementation, available research and research gaps within the CIS-SPI activity. It gets validation from EU Water Directors.	Onema and DG RTD	CIS-SPI members		



	<b><u>IMPLEMENTATION OF THE TARGET</u></b> Expected results Indicators of Success	<b><u>PRACTICAL STEPS</u></b> Activities to be done/	<b><u>RESPONSIBLE PARTIES</u></b>		<b><u>KEY-REQUIREMENTS/ASUMPTIONS</u></b>	<b><u>ESTIMATED BUDGET</u></b>
			Lead institution	Main partners		
November – December 2012	A platform fed by RTD projects and used by research and policy communities is maintained and updated with temporal continuity	Promotion of WISE RTD (STEP-WISE project)	WISE RTD	DG Research and Innovation, EEA		
mid 2013	Availability of the tools developed by WaterDiss2.0	Dissemination of the tools and recommendations	WaterDiss consortium	DG Research and Innovation		
<b><u>Milestone 3:</u></b>						
2015	EU Water Directors commit for a strengthened effort towards science to policy interfacing in the water sector to accompany the completion of the 1 <sup>st</sup> River Basin Management Plan and preparing future rounds.	A renewed mandate is provided by EU Water Directors for a SPI activity within the Common Implementation Strategy at their meeting in late 2012	Onema and DG Research and Innovation			
TOTAL						

## 4. Solutions

Solutions collected :

Common Implementation Strategy-SPI

Joint Programming Initiative 'Water challenges for a changing world'

WssTP and ACQUEAU

European Innovation Partnership on Water

Projects:

- STEP-WISE <http://www.wise-rtd.info/>
- PSI-Connect <http://www.psiconnect.eu/>
- WATERDISS 2.0. <http://www.waterdiss.eu/>
- AWARE <http://www.aware-eu.net/>
- WaterRtoM <http://waterrtom.org/>
- KNOSSOS <http://www.unep.org/research4policy>
- IWRM.Net-SCP <http://www.iwrn-net.eu>  
<http://www.europeanwatercommunity.eu>

The activity on water science policy interface (CIS - SPI) aims to support the milestones of EU water policies by linking research needs identified by relevant end-users with scientific research outputs, by providing a dynamic interface within the Common Implementation Strategy of the Water Framework Directive. It has and will continue to facilitate:

- the provision of relevant scientific and technical tools and methods users of research (policy makers, basin managers...);
- the translation of operational problems into research questions to alert the adequate funding organisms and research partners.

A key factor for success is the combined involvement of scientists, policy-makers and local managers and the so-called "translators": it means that SPI should be regarded as a full time job well embedded across the science and policy communities. Various options have been formulated such as the establishment of an 'evidence department' looking systematically for research insights, or of a dedicated Help-Desk for policy-makers to better formulate their needs (requiring 7+ years of anticipation) and to find existing information. It was identified that a network of dissemination from Europe to National to the River Basin level and then to the local level is required. For instance, farmer's advisory services and farmers associations can be used to disseminate information to the local level. Also communication will have more impact if it comes from within the community. Especially, in Europe, translations in different languages are required.

Research, Development and Innovation programmes from a number of European Union Member States and Associated Countries (14 countries + 6 observers) have voluntarily decided to participate in the Joint Programming Initiative 'Water challenges for a changing world'. These initiatives were formulated by the European Commission and are being organized by European Countries. The purpose is to harmonize research agendas and to develop joint activities (projects, mobility actions and infrastructure). The JPI stems from the definition of a grand societal challenge: "Achieving Sustainable Water Systems for a Sustainable Economy in Europe and Abroad". Six objectives have been identified by the participating countries to be accomplished by 2020:

- Involving water end-users for effective RDI results uptake.
- Attaining critical mass of research programmes.
- Reaching effective, sustainable coordination of European water RDI.
- Harmonizing National water RDI agendas in Partner Countries.
- Harmonizing National water RDI activities in Partner Countries.
- Supporting European leadership in science and technology.

The challenges identified in this JPI cannot be fully addressed by any individual partner country alone. Although the National and Framework Programmes have provided relevant funding to European water research, the wide variety of situations and issues to be tackled and their complex dimension have limited the deployment of successful solutions, such as technologies and policies. The Water JPI provides an opportunity for economies of scale, larger critical mass of resources and for enhanced cross-border programme collaboration. This JPI will permit to widen up the scope of European proposals, and increase the impact of research by exploiting the multiplying effect of trans-national & multi-disciplinary cooperation in Europe and beyond. In addition to this, confronting the wide variety of water ecosystems in Europe already constitutes a relevant added value.

The European Innovation Partnership on water (EIP) aims to :

1. Through innovation develop solutions for the many challenges Europe (and the world) is facing with regard to water quality and quantity. These water related challenges serve as the driver of interaction between policy and innovation.
2. Through boosting innovation, create a global leadership position for European water technology and services, in line with the objectives of the Europe 2020 strategy.
3. Through mobilisation of all relevant actors at EU, national and regional levels, remove any regulatory and market barriers, promote the integration of various policy and finance instruments and increase the demand for innovation, across all sectors and users of water.

If adopted, the EIP would support the development of innovative solutions to water related problems, bring down barriers to bring these solutions to the market, disseminate these solution throughout Europe (and beyond) and support to take the global market opportunities for these solutions.

The European Commission is currently developing the concept of this EIP and consulting widely. All relevant stakeholders need to be involved to guarantee success: Member States, the European Parliament, regional authorities, municipalities and river basin authorities, as well as regulators and environment agencies, and the private sector (water services industry, major water using industries, water technology producers and small and medium enterprises which are active throughout the value chain). The various research and technology institutes and networks need to be involved, as well as major water user groups such as agriculture organizations and energy producers. In addition, involvement will be required from NGO's, consulting engineers and practitioners in the field, as well as the banking, financial and insurance sectors.

WssTP is the Water supply and sanitation Technology Platform. It was initiated by the European Commission in 2004 to promote coordination and collaboration of Research and Technology Development (RTD) in the water industry and to enhance its competitiveness.

WssTP is led by industries in collaboration with academics, research organisations, policy makers and water users to improve efficiency and financial opportunities in the sector. Since inception WssTP has been recognized as a key facilitator for optimised RTD in the water sector. WssTP works with National Representatives through the Mirror State Members Groups including government representatives. Through its pilot programmes and task forces WssTP delivers and maintains a strategic research agenda and produces a number of evidenced based reports identifying future research needs. From fundamental research to implementation, WssTP is proactive in identifying future challenges.

ACQUEAU is the first EUREKA Cluster dedicated to environmental and water related technologies. It aims at promoting innovation and market driven solutions to develop new technologies in the water sector, by initiating and helping to administer market-driven, pan-European collaborative RTD projects for the benefit of the European industry. Taking the WssTP Strategic Research Agenda as a starting point, ACQUEAU has identified a number of key water sector themes and has launched calls related to these themes. ACQUEAU awards the EUREKA ACQUEAU label to project proposals that meet the required criteria, helps these projects to access national funding streams and encourages the dissemination of the project results across the European water sector and beyond.

WssTP and ACQUEAU jointly recognize the need to promote effective dialogue between the research, industry and policy maker communities.

WISE-RTD is an innovative knowledge portal seeking to enhance interfacing between policy making/implementation, and research and technology development. It intelligently links water directives, with research results and technologies in support of improving the status of our water systems. All parties interested in water may use WISE-RTD, i.e. policy-makers, water managers, researchers, SMEs and industries. Project summaries are available in simple English to help non-scientific users. It provides guided searches, gap analysis between policies and RTD-results and e-market possibilities linking policies with RTD results and technology development. WISE-RTD has collected and still collects water knowledge from FP3-FP7 water projects as well as LIFE projects. Once finalised (by the end of 2012), WISE-RTD will hold information of over 1000 water-related European research and application projects. These projects and their results are/will be linked through intelligent algorithms and keywords to the EU water policies and related policy implementation activities creating a valuable resource web of water knowledge and links.

PSI-Connect aims to improve the quality of “evidence based water management” in the context of climate change. To generate insight into how the science-policy gap can be bridged different types of knowledge brokering instruments are developed and applied in concrete policy trajectories at the European, national and regional level.

Knowledge Brokering Instruments (KBIs) are methods or tools which aim to increase the quality of science-policy interactions. PSI-connect has brought together scientists, policy makers and stakeholders to experiment with four different types of knowledge brokering instruments in real life policy situations:

- Group Model Building – this entails a collaborative analysis of the system or construction of a model to allow stakeholders to grasp a problem and explore alternative options for its solution. It is an instrument that puts people in a position to learn about the complexity of the problem.
- Scenario Planning - this is a method to understand the nature and impact of the most uncertain and important driving forces affecting our world in the future. They help to develop a common language, exchange knowledge and to develop a mutual deeper understanding of central issues.
- Role Playing Game – in a role playing game each participant can take a role to address specific issues and experience the effects of their actions and decisions. This helps to gain a better understanding of the roles and positions of the involved actors, and the complexity of several types of issues.

- Community of Practice – this is an overarching communication strategy rather than an instrument. It represents a network of people who share a common interest and common practices.

The general objective of WaterDiss2.0 is to speed-up the transfer of research outputs to water management institutions (a basin authority or a city) with a targeted time lag of only 3 - 5 years. The concept of the project is to add an intermediate step after research, like a marketing team in the industry.

For this, a process, specifically tailored to each of the following target groups is developed:

- the practitioners, with decision-makers (basin authorities, municipalities), and “doers”, (suppliers of technologies, consultancies, operators).
- the researchers, as individual knowledge holders, and as members of European consortiums, and the research funding bodies, at national level.

This “step-further” will be developed closely with the stakeholders, thanks to a toolbox (potential future analysis grid and Individualised Dissemination Strategy), and by involving them within a social network, the European Water Community (EWC) ; the project will promote exchanges (virtual and face-to-face during brokerage events, seminars, summer schools) between scientists and “end-users” of the water research project outputs.

At the end, a toolbox and its associated methodology will be available for projects coordinators to anticipate the future uptake of their results.

The project AWARE developed a new way of connecting scientists, decision-makers, lay citizens, and relevant stakeholders: knowledge brokerage activities take place at the local and at the EU level with all involved actors. To begin with, a European level workshop gathers all project partners as well as a team of scientists and a 10-person citizens’ panel randomly selected from each case study; this sets all participants on an equal footing with respect to knowledge of the topic and of the relevant EU legislation. This initial workshop is then followed by a set of workshops and a public conference in each of the case study regions to enable each group of citizens to produce a local declaration on the management of specific environmental and societal challenges – coastal water quality in the case of AWARE. Interactive discussions between the citizens, the scientific teams and various local stakeholders and decision-makers support the citizens’ deliberations. The local citizen declarations are then combined into one set of common recommendations during a final European workshop. The resulting European Citizen Declaration on better management of the environmental and societal challenges

is discussed at the European level is presented at a final European conference attended by stakeholders and decision-makers.

The general objective of the project WaterRtoM (Research to Market) is to speed-up the transfer of research outputs to practitioners, by targeting specifically the SMEs by proactively digging, assessing and promoting the research and demonstration outputs, with the development of a standardized method for an in-depth assessment of the potential benefits and their distance-to-market of emerging tools / methods, and the promotion of innovation precursor. The solution is expected to be sustainable as a service for the practitioners and the researchers.

The project is funding by EC in the frame of the LIFE+ program.

KNOSSOS, KNOwledge from Science to SOcieties, is a project, funded by the European Commission, which addresses the gap between science and society in the field of environmental research with a focus on policy makers. The initial phase of the project has been to take stock of the available environmental research results that are useful for policy makers. This information is added to the web platform, a knowledge management system which guarantees fast and easy access to relevant information. KNOSSOS also produces policy briefs every three months to coincide with the environmental policy cycle. The first brief summarises the current situation of water scarcity – particularly in Europe. It highlights the key research findings and presents sound, research-based policy options. KNOSSOS also puts an emphasis on disseminating research findings by organising policy dialogues to discuss these briefs and "Knowledge Fairs" as side events of international conferences. These collaborative workshops and policy dialogues bring researchers and policy makers together to discuss the latest policy briefs and potential policy-making options.

The IWRM-Net Scientific Coordination Project provides continued support of 6 water research projects in both administrative and scientific terms. The projects were funded through the partners of the IWRM-Net eranet project launched in 2006 and which ended in 2010. During this time two calls for research to support public policies in the field of water were organised. The first began in October 2007 and the second appeal was launched in late 2009 with the following themes (1) The impact of climate change and adaptation of the Integrated Water Resources Management (2) Water scarcity and drought; (3) Economics for IWRM: social and environmental assessment for decision making.

This work will be delivered through the promotion of interdisciplinary scientific exchanges and synergies and facilitated by Office International de l'Eau. The scientific results will be disseminated to potential users of the knowledge. In support these goals there are three meetings proposed; a kick off meeting, a midterm and final event common to all projects.

An important aspect of the scientific coordination project is the further development of an online scientific community for water research. Trans-disciplinary and thematic discussions will be organized to support the science policy interface for the WFD, including the CIS-SPI ad-hoc group and the water Joint programming initiative. To initiate this community and assist in its role of scientific expertise, IOW has organised a group of experts to participate in working groups, write articles and support the conferences.

## 5. Recommendations for follow-up

In view of making the projects undertaken in the field of water management even more efficient and useful it is recommended to ensure a solid science-policy interfacing. This interfacing consists in operational and sustainable long-term exchanges between research domain and policy making domain. This process requires a long-term support and relies both on solid political and scientific backing, and collective commitment.

But it is difficult to set a good and firm connection between science and policy making. Among others timing, understanding of policy-makers' needs and what science can offer, as well as priority setting are important factors in bridging the gap. Knowledge brokering is therefore a real "profession" or an "art", which should be acknowledged.

Accordingly, the first recommendation is that actors involved in connecting policy and science should be trained in communication and facilitation skills. These activities could be done at the level of each research project, mutualized at program level in order to provide a transversal vision to all the projects funded and gain in terms of synergies, or both ; it could either be run by the research consortiums (or the research funding bodies), or subcontracted to a knowledge intermediaries.

The second recommendation is to aim for integrated approaches to tackle complex problems. From the science perspective this calls for interdisciplinary research: a new type of collaboration between different scientific disciplines is needed to analyse problems and "solutions". From the policy point of view, making a new way of dealing with the bio-physical or socio-ecological system is needed taking into account system dynamics holistically and overcoming sectoral boundaries.

The third recommendation is to firmly embed science policy interface processes into institutions as knowledge brokering strategies and instruments alone are not sufficient to foster change in water policy-making and management. From a management

perspective these “bottom – up” strategies and instruments should be combined with a “top – down” approach which entails facilitative institutional structures and leadership. It is then recommended that research funding bodies make compulsory for the projects they support, to focus on active dissemination, uptake of their results, and information exchange with potential users inside and outside the scope of their project. These activities should be implemented during the lifetime of the projects, not only at their end ; the budget dedicated to these tasks should be in the range 10-20% of the total budget of the project.

For WISE-RTD Water Knowledge Portal to continue to provide actual knowledge, it will be necessary to include upcoming water-related projects and results. For this to happen, it is recommended to make it a requirement to all EU newly-funded projects. It should be compulsory that the project coordinator enters and links the project in WISE-RTD. Moreover, the project-website must be sustained well after the project is finalised.

The fourth recommendation calls for the involvement of stakeholders in the research process to account for the different perspectives on a problem. This helps to define research aims and produce relevant results.

1. Bring citizens, scientists, stakeholders, and decision-makers together in a participatory knowledge brokerage process to improve decision-making at the local level and increase ownership of challenges affecting citizens across Europe.
2. Take into account cultural and empowerment differences when implementing a knowledge brokerage process, especially to ensure a fair level of trust in the process outcomes.
3. Involve a team of scientists throughout the knowledge brokerage process. ‘Scientific ambassadors’ could communicate critical information to citizens, business representatives and policy-makers alike.

## 6. Conclusion

Promoting Innovation, “Science – Policy Interface” and dialogue between researchers and water managers is feasible provided that all partners are committed to the same objective.

Some experiences exist to facilitate science-policy interface. In some cases, they have produced operational tools that should be spread out and possibly reproduced in Europe or beyond.

## Session outline

Given the similarity between the objectives of the CS3-target 1 and the Specific Europe region priority target n°10, organising a unique, common session for the two targets appears to be the optimal approach.

Title: "Science and Water Policy Interface: When Science and Innovation Meet Water Policy"

Topic of the session: To formulate an action plan that strengthens the scientific knowledge base for public water policy, establishes and improves effective science-policy interfacing and is reported on at the 7th World Water Forum.

*Main session's topics and expected outcomes:*

*Why the science-policy interface is important in the water sector?*

The session will begin with a moderated debate, involving senior level science providers and users addressing the question "Why the SPI is important in the water sector?" and "How to get enduring political, policy and scientific support and involvement in SPI implementation?"

The questions to be addressed are:

- How to get policy makers involved in the scientific process to serve policy's needs?
- How to strengthen science and innovation with a view to meeting water policy's needs?
- The need for bridging mechanisms and intermediaries

Expected outcomes: Recommendations based on existing experience

*Experiences and solutions (tools and methods) for a long-lasting and efficient SPI implementation*

Expected outcomes: solutions to ensure enduring political and scientific support and involvement based on existing and new experience

*Action plan formulation*

Expected outcomes: to feed the action plan milestones with the outcomes from roundtables.

With the aim to improve research outputs delivery for water governance and to establish effective science-policy interfaces, the action plan to develop consists of 4 steps to cross in order to get a strong and permanent science-policy interface in every country.

For action plan elaborating the session will help write recommendations and identify actions and solutions to implement in order:

1. to form a solid international scientific community on water and to implement a process aiming to elaborate common (international/regional) research agendas - 2013
2. to implement tools aiming to evaluate priority research needs meeting water policy needs – 2013
3. to elaborate guidance on effective research dissemination practices and instruments to support water policy – 2014
4. to implement those preferred practices and instruments for delivery of research for water governance and policy – end 2015

Finally the session will aim to identify who could commit to participate in this action plan implementation.

### Session Outline Form

#### Part 1:

Reference number <i>(for example 1.1.1, or 1.1.4 + CS2.4 if combined)</i>	CS3  Regional process Europe SERPT 10
Target(s)/PFA/CS/ Region	CS3-target 1  SERPT10
Session title <i>(to be published on the programme, please kindly use media- friendly language)</i>	Science and Water Policy Interface: When Science and Innovation Meet Water Policy
Session teaser/description <i>(150 words, please kindly use media-</i>	The goals associated with water management pose challenges that cannot be resolved without a robust scientific basis coupled innovatively with effective partnerships among scientists, policy makers and on-the-ground actors. These are complex multi-disciplinary challenges that call

<p><i>friendly language)</i></p>	<p>for new modes of relations between science and decision-making. In particular a continuous transfer of knowledge must be ensured while, reciprocally, stakeholders must be actively involved in the formulation of research questions so that research remains policy-relevant. Also of importance is the sharing and spreading of knowledge and know-how. Such a context helps in devising public water policies on the basis of solid scientific knowledge (evidence-based policies).</p> <p>Not only must research need to be delivered effectively towards water policy makers but also the delivery mechanisms to water governance must be improved. By doing so decision makers will have a better capacity to decide.</p> <p>Establishing effective science-policy interfaces helps in achieving this goal.</p> <p>Many examples of the water science and policy interface exist globally. Thus a first objective of the session is to share such experiences with the aim to improve one's own practices and to assist the others wishing to implement such processes to gain relevant knowhow. A second objective for this session is to formulate an action plan (to report to the 7th WWF) aiming to improve the delivery of research for water governance to increase capacity/strengthen leadership of decision makers at various levels through establishing effective science-policy interfaces.</p> <p>Given the similarity between CS3-target 1 objective and SERPT10 one organising a common session for the two targets appears to be relevant.</p>	
<p>Duration</p>	<p>4 hours</p>	
<p>Contact details of the Coordinator(s) convening the session</p>	<p>Frédérique Martini – ONEMA <a href="mailto:Frederique.martini@onema.fr">Frederique.martini@onema.fr</a></p> <p>Gilles Neveu – OIEau <a href="mailto:G.Neveu@oieau.fr">G.Neveu@oieau.fr</a></p>	
<p>Objectives and outputs</p>	<p><u>General objectives of the session</u></p>	<p><u>Expected outputs</u></p> <p>■ Finalise the Target Action Plan</p>

	<p>- exchange of existing or new experiences in interfacing science and policy and in sharing knowledge globally ; with the aim to improve one's own practices and to assist the others wishing to implement such processes to gain relevant knowhow</p> <p>- formulation of an action plan aiming to improve the delivery of research for water governance to increase capacity/strengthen leadership of decision makers at various levels through establishing effective science-policy interfaces ; identify bottlenecks and key success factors for implementation of different solutions</p>	<ul style="list-style-type: none"> <li>■ Share promising solutions</li> <li>■ Work on commitments</li> <li>■ Enrich the report and its conclusions</li> <li>■ Other, please specify: share ideas on implementing an intergovernmental scientific mechanism for water</li> </ul>	
<p>Format/Logistics request</p> <p><i>(please note that room settings that are not standard cinema seating reduce the overall number of seats available in the room)</i></p>	<p><u>Estimated number of seats needed</u></p> <ul style="list-style-type: none"> <li>■ Less than 200</li> <li><input type="checkbox"/> 200-400</li> </ul>	<p><u>Preferred room set-up</u> <i>(not guaranteed by the IFC)</i></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Oval/Square seating</li> <li>■ Roundtable seating</li> <li><input type="checkbox"/> Standard cinema seating</li> </ul>	<p><u>All rooms will be equipped with:</u></p> <ul style="list-style-type: none"> <li>- a computer</li> <li>- a video projector</li> <li>- a screen</li> <li>- 2 microphones</li> <li>- simultaneous translation in French and English</li> </ul>
<p>Extra requirements for innovative sessions (professional facilitation, additional technical requirements, etc)</p>	<p>The session will consist of round-tables discussions. The room should be organised with 6 separated spaces where people could seat to take part in the 6 round-tables. Count around 15 people at each round-table. A paper board should be available at each of the 6 spaces.</p> <p>Moreover a scene where moderators and speakers will act and speak should be provided.</p> <p>A professional facilitation is also requested.</p>		

	A lunch (buffet) will be served in the room from 1pm to 2:30pm. How can the catering be organised?
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Part 2:

Note: some speakers are still to be confirmed

Secretariat recommendations	<p>- At least 50% of your session's time should be devoted to interactive and fruitful exchanges with the audience</p> <p>- You are kindly encouraged to include a political representative and representatives of donors and NGOs as speakers in your session</p>		
Session plan detailing its schedule	<u>Time</u> (minutes)	<u>Descriptions of items/presentations</u>	<u>Confirmed speakers</u>
	<p><b>1. 11h-11h30</b></p> <p><i>General session introduction – 5' (Patrick Lavarde - Directeur général Office national de l'eau et des milieux aquatiques - ONEMA)</i></p> <p><i>Part I</i></p> <p><i>Moderator: Alex Bielak - United Nations University - Institute for Water, Environment &amp; Health (UNU-INWEH)</i></p> <p><i>Total duration: 25'</i></p> <p>Two keynote speakers will engage in a moderated discussion of how and why policy makers need a robust science base, how they can influence research questions being asked, and the importance of linkage and interfacing between science and policy.</p> <p>Key note speakers</p> <ul style="list-style-type: none"> <li>- <b>Dominique Ristori</b> Director General Joint research centre – European Commission DG-JRC</li> <li>- <b>John Tubbs</b> Deputy Assistant Secretary for Water and Science in the Department of the Interior of the United States (tbc)</li> </ul> <p><b>Main objectives: identify key points about needs for science-policy interface</b></p>		
		<p><b>2. 11h30-13h00</b></p> <p><i>Part II: interactive session based on roundtables discussions</i></p> <p><i>Moderator: Luisa Prista - Head of Environmental technologies unit -</i></p>	

	<p><i>Directorate general research and innovation – European Commission - DG-RTD</i></p> <p><i>Total duration 90'</i></p> <p><b>Main objective: to identify key recommendations to implement science-policy interface</b></p> <p>A/ Presentation of the main recommendations outlined in the Targets' reports:</p> <p>"To ensure a robust science-policy interface with a view to increasing the capacity of decision makers, we need:</p> <ul style="list-style-type: none"> <li>- Enduring support – with political and scientific commitment - to a process aiming to increase attention paid to science-policy interface</li> <li>- To learn from existing experiences – publicize and promote, and monitor these experiences</li> <li>- To implement a scientific intergovernmental panel for water – consisting of recognised scientists"</li> </ul> <p><i>Duration: 10'</i></p> <p><i>Speaker: Frédérique Martini</i></p> <p>B/ A set of questions will be addressed by 6 roundtables.</p> <p><b>6 roundtables will be led by 6 panellists who have an in-depth experience related to the questions, which they will present briefly at the beginning of their roundtable. Each table should identify 2 additional recommendations to answer its question.</b></p> <p><i>One rapporteur per table</i></p> <p><i>Duration 40'</i></p> <ul style="list-style-type: none"> <li>o Question1: How to get policy makers involved in the scientific process to serve water policy's needs, allowing for exchange and co-evolution of scientific and policy knowledge? <ul style="list-style-type: none"> <li>§ Table 1: A research service within the political process: example from the <b>US congressional research service (Betsy Cody)</b></li> </ul> </li> <li>o Question 2: how to strengthen the scientific quality process by allowing critical assessment of scientific outputs in light of users needs and of other types of knowledge (extension of the peer community)? <ul style="list-style-type: none"> <li>§ Table 2: An ad-hoc activity dedicated to science-policy interface within the decision-making process : example from the ad-hoc activity "science-policy interface" of the <b>Common implementation strategy of the water framework directive - CIS-SPI (Michel</b></li> </ul> </li> </ul>
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	<p style="text-align: center;"><b>Schouppe)</b></p> <ul style="list-style-type: none"> <li>○ Question 3: how to alert decision-makers about emerging issues? <ul style="list-style-type: none"> <li>§ Table 3: An independent institute advising policy makers: example of <b>Pacific institute (Peter Gleick)</b></li> </ul> </li> <li>○ Question 4: how to strengthen science and innovation with a view to meeting water policy's needs? Examples of science and innovation dynamics for meeting water policy needs with more efficiency <ul style="list-style-type: none"> <li>§ Table 4.1: Encourage partnerships: example of <b>EIP for water efficiency in the EU (Robert Schroder)</b></li> <li>§ Table 4.2: Gather research and technology holders to serve water policy challenges: example of <b>WsstP (Durk Krol)</b></li> <li>§ Table 4.3: stimulate water enterprises innovation to meet society needs: example of <b>Ea-eco enterprises (Christian Laplaud)</b></li> </ul> </li> </ul> <p><b>Outcomes: new or further recommendations to get enduring political and scientific support and involvement = 2 recommendations per table, i.e. 12 recommendations</b></p> <p><b>C/ Wrap-up segment of part II</b></p> <p>The six rapporteurs report back two recommendations per table in plenary <i>3-4' each; duration 25'</i></p> <p><i>Discussion with the audience - 15'</i></p> <p>(may continue during lunch break)</p> <p style="text-align: center;"><b>3. 13h00-14h30 - Lunch break</b></p> <p>Buffet</p> <p style="text-align: center;"><b>4. 14h30- 16h10</b></p> <p><i>Part III: interactive session based on roundtables discussions</i></p> <p><b>Main objectives: identify tools and methods to facilitate science-policy interface and implement recommendations; identify or consolidate solutions; feed the 4 milestones of the action plan with the outcomes from the roundtables.</b></p> <p><i>Introduction and explanation: 5' (FM/GN - tbc)</i></p> <p><i>Moderator: Matthew Mc Kinney- Center for Natural Resources &amp;</i></p>
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	<p><i>Environmental Policy, university of Montana, (tbc)</i></p> <p>A/ Presentation of existing solutions from the targets' reports introducing the topics to be addressed in roundtables</p> <p><i>Duration: 10'</i></p> <p><i>Speaker: Gilles Neveu</i></p> <p>B/ 6 roundtables will be led by 6 panellists accompanied by 6 European projects. The 6 panellists have an in-depth experience on possible solutions and concrete proposals to facilitate SPI and the six projects are illustrations of solutions implementation. All this will serve as an introduction to briefly initiate the discussion in the roundtable.</p> <p>Each table should exchange on, gather and improve experiences and solutions (tools and methods) for a long-lasting and efficient SPI implementation, and identify 2 additional solutions to address the topic and cross the related action plan milestone as specified below.</p> <p>Presentations of pre-identified milestones:</p> <ol style="list-style-type: none"> <li>1. To form a solid international scientific community on water and to implement a process aiming to elaborate common (international) research agendas – 2013</li> <li>2. to implement tools aiming to evaluate priority research needs meeting water policy needs – 2013</li> <li>3. To elaborate guidance on effective research dissemination practices and instruments to support water policy – 2014</li> <li>4. To implement those preferred practices and instruments for delivery of research for water governance and policy – end 2015</li> </ol> <p><i>One rapporteur per table + one project's representative</i></p> <p><i>Duration 40'</i></p> <ul style="list-style-type: none"> <li>○ Table 1 - Stimulate research, education and capacity building activities/provide education activities: focus on developing countries with UNESCO-IHE (Uta Wehn de Montalvo) and example of IWRM.net (Natacha Amorsi) – solutions/recommendations related to milestone 1</li> <li>○ Table 2 - Inform and guide policy and programmes on water at the national and local levels with effective knowledge management. Experience of The Water Community in Solution Exchange (WCSE), India (Nitya Jacob) and example of WISE-RTD (xx) - solutions/recommendations related to milestone 1</li> <li>○ Table 3 - Develop research agenda: innovative solution of Joint programming initiative Water challenges for a changing world - JPI water (Enrique Playan) and example of KNOSSOS (Thierry Lucas) - solutions/recommendations related to</li> </ul>
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	<p><b>milestone 2</b></p> <ul style="list-style-type: none"> <li>○ Table 4 – Provide strategic tools for exchanging information and knowledge experience of <b>Africa water information system AWIS (Kabou Kadio KAMBOU)</b> and <b>EuroMediterranean water information system - EMWIS (Eric Mino)</b> and example of <b>WaterDiss2.0 (Gilles Neveu)</b> - <b>solutions/recommendations related to milestone 3</b></li> <li>○ Table 5 - Tools to bridge science-policy gaps: experience of <b>UNU-INWEH (Alex Bielak)</b> and example of <b>PSI-Connect (Adriaan Slob - tbc)</b> <b>solutions/recommendations related to milestone 3&amp;4</b></li> <li>○ Table 6 - New modes of relations between science and politics: how to create enabling conditions to knowledge transfer targeting policy makers and water industry. Experience of <b>Asian Development Bank (Thomas Panella)</b> and example of <b>AWARE (xx)</b> - <b>solutions/recommendations related to milestone 4</b></li> </ul> <p><b>Outcomes: new or further solutions to facilitate SPI = 2 solutions per table, i.e. 12 solutions</b></p> <p><b>C/ Wrap-up segment of part III session: the six rapporteurs report back two solution proposals per table in plenary to feed the action plan</b></p> <ol style="list-style-type: none"> <li>1. To form a solid international scientific community on water and to implement a process aiming to elaborate common (international) research agendas – 2013</li> <li>2. to implement tools aiming to evaluate priority research needs meeting water policy needs – 2013</li> <li>3. To elaborate guidance on effective research dissemination practices and instruments to support water policy – 2014</li> <li>4. To implement those preferred practices and instruments for delivery of research for water governance and policy – end 2015</li> </ol> <p><b>7-8' each table; max. total duration 50'</b></p> <p><b>5. 16h10-16h25</b></p> <p><b>Part IV: pledges of implementation</b></p> <p><b>Total duration: 15'</b></p> <p><b>Moderator + speaker: professional moderator (tbc)</b></p> <p>Coming back to the action plan the audience will focus on commitments and pledges of implementation going through each milestone. With the facilitation of a professional moderator the organisations ready to involve in the action plan implementation will be invited to express themselves.</p>
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	<p>Conclusion and closing 5'</p> <p><i>Speaker: (tbc)</i></p>
<p>Targeted audience in view of commitments</p>	<p>Organisations ready to involve in the action plan implementation</p>
<p>Other Information <i>(if you have additional information or special requests about your session)</i></p>	<p>The session will consist of round-tables discussions. The room should be organised with 6 separated spaces where people could seat to take part in the 6 round-tables. Count around 15 people at each round-table. A paper board should be available at each of the 6 spaces.</p> <p>Moreover a scene where moderators and speakers will act and speak should be provided.</p> <p>A professional facilitation is also requested for all the session, particularly for the last parts (pledges of implementation and closing).</p> <p>A lunch (buffet) will be served in the room from 1pm to 2:30pm. How can the catering be organised?</p>