

# Stakeholder panel discussion

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### Report

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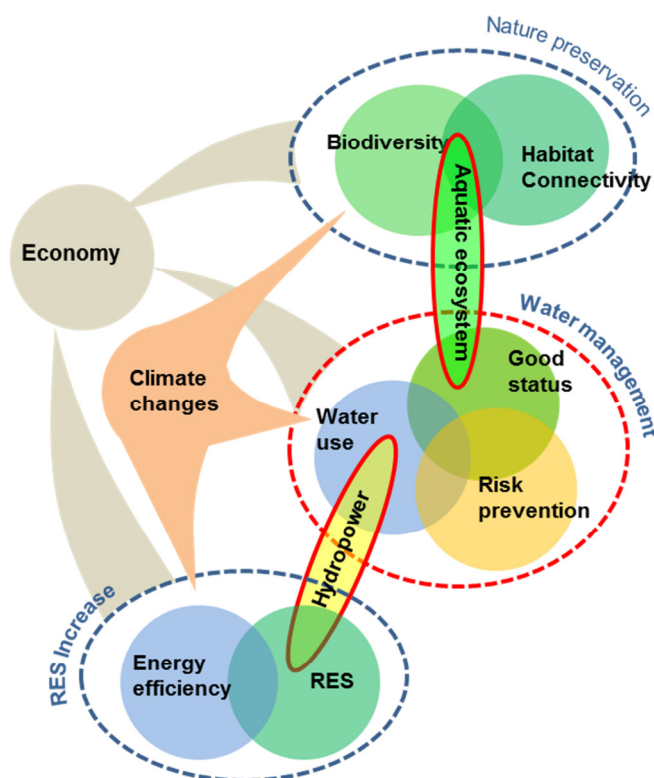
## Summary

Institute for Water of the Republic of Slovenia (IzVRS) participates in the project **Alpine Space in Movement; targeted to water and energy capitalization (AIM)**. The main objective of the project is to produce **guidelines for the transnational program Alpine Space (AS) in programming period 2014-2020** to define needs to improve comprehensive planning and cooperation among institutions in the field of water management and energy.

The first step in the process is an overview of previous experiences from six selected projects within program AS implemented in programming period 2007-2013 and identification of the needs from both sectors at national and local level in countries that are included to programme AS. For this purpose, stakeholders panel discussions from different disciplines and management levels is planned in all participating countries.

In Slovenia, stakeholders panel discussion was organized in February 2014. Program of the discussion with stakeholders was divided into three parts:

- introductory part with speeches and presentations,
- an interactive work in 4 groups on the basis of World Café approach,
- presentation of results by the groups and final discussion.



*Fig.1: Conceptual scheme of interconnection of discussed sectorial objectives (position of hydropower and aquatic ecosystem) with consideration of climate changes and economic principles*

At the discussion, beside the project members, **33 participants** had participated (Appendix I);

representatives of competent relevant ministries and institutes, hydropower companies, NGOs, partners involved in selected Alpine Space projects.

## Results

Interactive panel discussion was based on the method World Cafe with 4 thematic groups:

- A. Preservation and restoration of water ecosystems,
- B. Sustainable hydropower water use,
- C. Support to decision making processes,
- D. Active stakeholder involvement.

Each thematic group conducted four stages:

1. Needs
2. Measures
3. Key priorities and strategic orientation for the period 2014+
4. Summary

**The approach of the stakeholders panel discussion was based on thematic groups and stages of the brainstorming seminar organized within the AIM project in December 2013 in Vienna, Austria (being interpreted as a stakeholder panel discussion in Austria). The content and the structure of the stakeholder panel discussion in Slovenia was upgraded according to the analysis of the results and conclusions. Such upgraded approach provided an efficient comparison of the results on Alpine Space programme and international level. The discussion was organized in Slovene language, which ensured exact and relevant information and knowledge exchange.**

Participators gave their knowledge, experiences and solutions which should be implemented to improve comprehensive planning and cooperation among institutions in the field of water management and energy. These results were also upgraded by additional interviews with colleagues at IzVRS. Summarization of all activities with stakeholders, following **key priorities and directions has been recognized:**

➤ **Elaboration of expert studies to support harmonization of national sectorial strategic documents:**

- Harmonization of interests and objectives of River Basin Management Plans, Natura2000 Management plans, Action Plan for Renewable Energy Sources RES. This would also improve and make more efficient administration processes in further steps of implementation and planning and also give better basis for proper/harmonized strategic planning and give better negotiation position toward EU and cross border objectives.
- Determination of needs for studies and preparation of working programme. In this phase decision makers and experts from relevant sectors and also stakeholders (local communities, NGOs, water users) must be selected and involved.

- Study (informatics geographic data base which can be easily verified and adopted) should give decision support to determine NO GO areas, and preferable areas for hydropower water use. Collaboration (not competitiveness) should be established.
- There is a recognized need in Slovenia to implement the process for recognition of exemptions to the environmental objectives. On the level of ministries competent for water management and RES must be agreed that if overall benefits (RES, food supply, flood protection, water scarcity mitigation etc.) are recognized with high importance considering sustainability and public interest the exemptions to the environmental objectives must be examined (Article 4.7 of WFD). Basis for such a study are CIS for WFD (Guidance document on exemptions to the environmental objectives no.20).

➤ **Information, education and involvement of stakeholders in all planning phases:**

- Information flow must be assured in both directions top-down and bottom-up within existing institutions or with establishment of mid institution (regional level). This would improve adoption of more harmonized strategic documents and simplify further steps in planning. All interested stakeholders should be involved in all planning phases, from objectives determination to decision making.
- Stakeholders should be educated (especially competent authorities and research institutions) in the field of harmonized planning (information tools for spatial analysis). Common terminology and intensive communication between decision makers and experts must be established to assure correct linkage of given information or decision. Decision makers must be trained to argue their decisions on profession basis what would also give them higher confidence to accept the responsibility (also expert and stakeholders must take an equal share of responsibility) for the decisions.
- Stakeholders and public must be constantly informed on contents and activities in the field of water management and its main objectives (good water and water ecosystem status, risk prevention and water use – hydropower is one of water uses) with promotion of national strategic needs and documents.

➤ **Comprehensive and systematic data collection:**

- Constant and comprehensive relevant data (data which is necessary for decision making in the field of water&energy) collection for entire territory of Slovenia (or region) by which data bases and results of supporting analyses must be useful and constantly verified and upgraded. What kind of data should be collected must be commonly decided (and supported by arguments) by experts and decision makers. Resources for data collection must be assured. Need for collection of certain data must be periodically verified.

➤ **Development and promotion of new technological solutions**

- New technical solutions for optimization of technical schemes, operation and restoration must be developed. Informatics tool application and development for evaluation of water ecosystem state, flow reductions and mitigation measures planning. Technological and environment friendly solutions represent a connection between hydropower development and ecosystem preservation objectives.
- Technical standards and guidance must be elaborated. They should be understandable (at least in introduction section) for non-professional readers. For example technical guidance

(with map support) for fish passes design is needed. Again systematic data collection is a basis for such a task.

➤ **Multipurpose principle and prioritization**

- Water use and measures planning must consider effects (benefits and costs) of multi sectorial objectives (also EU, national and local level). Measures and water use with highest multi sectorial impact should be prioritized. Investment costs must be shared among beneficiaries (user pay principle) to support the investment to be viable.

➤ **Strict implementation of adopted obligations:**

- Rules (regulations) in the field of environmental flow and longitudinal continuum establishment and supervision must be strictly implemented. In the process of adoption or amending of the regulations impacts on existing water or riparian uses must be thoroughly tested; compensation measures (reduction of “land tax”, land reclamation) due to the impacts on existing rights and ownerships must be predicted. At the same time, information and educational activities should be carried out (why measures/ restrictions are needed, what are new opportunities. Penalties (penalty should be proportional to the damage) are the last measure.
- It is necessary to provide broad professional competency to perform task and services in the field of monitoring, definitions of restrictions and measures planning in the field of nature preservation and improvement of aquatic ecosystems. For example with the establishment of the registry of qualified / licensed legal subjects. This would indirectly improve the professionalism and efficiency (possible selection of different consultants / contractors for market prices)
- Certain authority should nominate a person (coordinator) which is responsible to improve knowledge and information flow between experts and decision makers. Decision makers must be supported by proper content explanation and argumentation continuously during a process.

➤ **Additional:**

- Biological impacts (alien and invasive species): Improved activities in the field of regulation adoption (Regulation in the field of cleaning of vessels, clothes and equipment used in waters where alien species are present, Regulation in the field of import and sale of alien species) and in the field of information and education.
- Consistency in planning and implementation of watercourses restorations (entire amortization of investments must be considered). Use of so called “green infrastructure” (use of natural and live materials) should be prioritized.
- Standards and guidance must be prepared in the field of sediment and erosion risk management where also multisectoral benefits must be considered. (Comment: Project SedAlp has such an ambition.)
- Slovenian legislation defines a water as a public good, for which use water right (and payments) with limited duration must be granted. To control some trends which shows higher tendency the water should be privatized what could lead to limitation of water use for public services (drinking, bathing, free approach to water, irrigation of gardens for

personal use etc.) or could influent existing water rights, the amendments to the existing legislation must be carefully watched.

- Promotion of the content of the project should be more intensive instead of promotion of certain EU financial programme.

Records of panel discussion are also given in Appendixes:

- Preservation and restoration of water ecosystems (**Appendix A**),
- Sustainable hydropower water use (**Appendix B**),
- Active stakeholders involvement (**Appendix C**),
- Support to decision making processes (**Appendix D**).

## Evaluation of the event

At the end of the event participators also filled in questionnaires about the content, structure and organization of the event. The responses were positive and main conclusions are:

- Introduction and interactive work were well performed, overall picture and main issue was understood,
- Selection of thematic groups was appropriate,
- More NGOs, representatives of local communities and agriculture sector should participate,
- Results of AIM project are expected to offer a solid basis for better planning of AS programme in next financial perspective 2014 – 2020
- The most suitable ways to be informed about further project activities are e-mailings web page.

Slovenian project team concluded that evaluation of the stakeholders panel discussion gave a valuable additional feedback of stakeholders and it should be an integral part of further stakeholders consultation activities.

## Further work

The main objective of the project is to produce **guidelines for the programming period 2014-2020** to define needs to improve comprehensive planning and cooperation among institutions in the field of water management and energy. To support this task further activities are planned:

### ➤ National level:

- Additional interviews with competent authorities with current result presentation,
- Detailed overview of selected ongoing and finished project in the frame of Alpine Space programme connected to the Water&Energy nexus,
- Stakeholder information activities,



- Publication of the project brochure with main conclusions and directions focused to the Slovenian stakeholders.

➤ **EU, Alpine Space level:**

- Overview of relevant documents (focus on strategic level) on EU, Alpine Space level. On national levels also Action plans for RES and River Basin Management plans will be overviewed.
- Determination of common priorities on Alpine Space level.
- Panel discussions on other Alpine Space countries.
- **Guidelines for the programming period 2014-2020** in the field of capitalization of the water management and energy.
- Management of the project's web page <http://www.aim2014.eu/>.



## Appendix I

### List of Participants

Barbara Breznik, Vesna Kolar Planinšič, Branka Tavzes, Jure Likar  
(Ministry of Agriculture and the Environment)

Janja Knific Porenta, Dragica Tofant Jančič  
(Agency for the Environment of the RS)

Miha Naglič (The Institute of the RS for Nature Conservation)

Maša Čarf, Aljaž Jenič (Fisheries Research Institute of Slovenia)

Ana Vidmar, Tjaša Gregorič, Špela Komac

(Ministry of Infrastructure and Spatial Planning of the RS)

Karina Medved (Holding Slovenske Elektrarne d.o.o.)

Alida Rejec, Iztok Pahor (Soške elektrarne Nova Gorica d.o.o.)

Boštjan Pišotek (Hidroelektrarne na Spodnji Savi d.o.o.)

Alojz Preglau, Vladimir Krajcer (Dravske elektrarne Maribor d.o.o.)

Natalija Likar Koselj (Savske elektrarne Ljubljana d.o.o.)

Silvo Smonkar, Jure Šimic (HSE Invest d.o.o.)

Primož Škrt (Soča Valley Development Centre)

Saša Kek (Association of Municipalities and towns of Slovenia)

Irena Kavčič (WWF)

Tomaž Kralj, Katja Novak (Triglav National Park)

Jože Papež (Hidrotehnik d.d.)

Anton Brancelj, Nataša Mori (National Institute for Biology)

Anamarija Jere (CIPRA Slovenia)

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## Appendix A

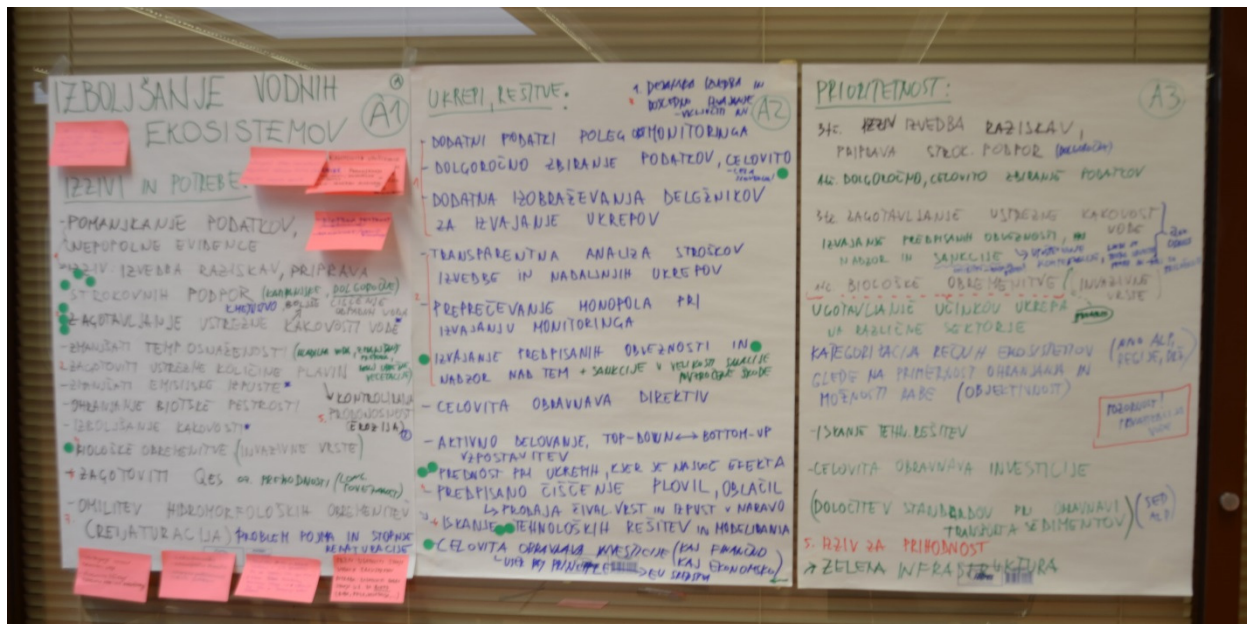


Fig.2: Flipchart group A

	Preservation and restoration of water ecosystems
<b>Needs and challenges</b>	<p>A. Need for establishment of long-term support researches and technical support supported by collection of comprehensive data records.</p> <p>B. Assuring good water quality (emission discharges , agriculture, urban waste water )</p> <p>C. Reduction and management of temperature pollution (use of water for cooling, instream flow reduction, less riparian vegetation) .</p> <p>D. To assure adequate quantities of sediment transport.</p> <p>E. Conservation of biodiversity.</p> <p>F. Control over biological loads; invasive species.</p> <p>G. Assurance of a defined ecologically acceptable flow (EAF) in practice and the establishment of longitudinal connectivity streams. Monitoring of the effectiveness on the aquatic ecosystem state.</p> <p>H. Mitigation of hydro-morphological pressures -&gt; denaturation. When applying the concept of denaturation it should be considered whether it is a return to a some past previous hydro-morphological state or into some new hydro-morphological condition, which improves the current state of the aquatic ecosystem.</p>
<b>Measures, solutions</b>	<p>Ad. A</p> <ul style="list-style-type: none"> <li>- Data must be collected continuously on national level; this should be assured by public funds. It would be suitable to collect additional data beside data for obliged monitoring.</li> <li>- Stakeholders (especially competent authorities and expert institutions) should educate in the field of measures planning (e.g. informatics tools for spatial analysis).</li> </ul> <p>Ad. B in G</p> <ul style="list-style-type: none"> <li>- It is necessary to strictly implement the statutory obligations and assure the supervision of their implementation. When regulations are under preparation their influence / impact on existing rights must be checked (e.g. reduction in crop yields due to fertilizer prohibition in riparian areas) and if so compensatory measures must be predicted (e.g. reduction of land</li> </ul>

	<p>use compensations). Adoption of regulations without pre-check how effective their implementation in practice would be is risky and does not have a positive real effect. Preparation of legislation should include a transparent cost-benefit analysis of the performance or implementation of a specific action or proposed limitations.</p> <ul style="list-style-type: none"> <li>- At the same time adequately inform and educate the public and stakeholders about the reasons for the adoption of measures and restrictions, and to identify what are the emerging opportunities. The sanctions, which should be equal to the remediation of the damage caused is the last extreme measure.</li> <li>- It is necessary to provide broad professional competency to perform tasks and services in the field of monitoring, definitions of restrictions and measures planning in the field of nature preservation and improvement of aquatic ecosystems. For example with the establishment of the registry of qualified / licensed legal subjects. This would indirectly improve the professionalism and efficiency (possible selection of different consultants / contractors for market prices)</li> </ul> <p>Ad. C in G</p> <ul style="list-style-type: none"> <li>- Researches in the field of new technological solutions and schemes with application of modelling to support optimization and evaluation of effects of flow reductions and mitigation measures planning (hydraulic, ecosystem / habitat modelling).</li> </ul> <p>Ad. D</p> <ul style="list-style-type: none"> <li>- When measures for erosion and sedimentation risk prevention are planned it should be considered that some amounts of sediment flow in water ecosystems must be preserved.</li> </ul> <p>Ad. F</p> <ul style="list-style-type: none"> <li>- Regulation in the field of cleaning of vessels, clothes and equipment used in waters where alien species are present.</li> <li>- Regulation in the field of import and sale of alien species.</li> <li>- Information and education activities.</li> </ul> <p>Ad. G</p> <ul style="list-style-type: none"> <li>- Elaboration of technical guidance for fish passes design with map support where (on which watercourses) where and what type of fish passes are most efficient. Monitoring of fish passage efficiency.</li> </ul> <p>Ad. H</p> <ul style="list-style-type: none"> <li>- Denaturalisation measures must be actually realized (they must be included in financial and economic analysis of the main investment), maintenance during the entire period amortization period has to be assured.</li> </ul> <p>Common:</p> <ul style="list-style-type: none"> <li>- When use and mitigation measures are planned effects and influences (costs, benefits) to all sector objectives must be considered (on local, national and EU level). Measures and use with highest and widest effect should be prioritized. User pay principle must be applied when financial construction is defined and adopted.</li> <li>- Better information flow in both directions (bottom-up and top-down) must be assured (e.g. intermediate body).</li> </ul>
<b>Priorities and directions for 2014+</b>	<ul style="list-style-type: none"> <li>- Adopted regulations on EAF, emissions, agriculture pollution must be fully implemented in practice.</li> <li>- Expert support researches (long term) must be prioritized. New outcomes or verifications should support adoptions or upgrades of current expert support.</li> <li>- Measures and use with highest and widest effect should be prioritized.</li> <li>- Investments (with measures) must be comprehensively evaluated from the benefit/cost point of view, who are beneficiaries, stakeholders or impaired must be clearly defined.</li> <li>- Information and education in the field of alien and invasive species.</li> </ul>

	<ul style="list-style-type: none"> <li>- Researches in the field of new technological solutions and in the field of application of state of the art informatics tools</li> <li>- Constant and spatially comprehensive data collection, which gives a support for proper spatial and model analyses and indirectly to the decision making</li> </ul>
<b>Summary, concnsions</b>	<ul style="list-style-type: none"> <li>- Data collection should be financed by national, EU budgeted. For example like establishment of hydrological monitoring system (called "Bober") also other data in the field of water and nature management must be collected if they are necessary for proper decision making.</li> <li>- Comprehensive researches to support decision making must be performed. Within the nexus "water&amp;energy" a clear need to prepare a decision support map for determination of watercourses by their suitability for HP use was stated. Such a map should cover entire region or state and by its preparation both main sectors (water and energy) must collaborate.</li> <li>- Investments (with measures) must be comprehensively evaluated from the benefit/cost point of view, who are beneficiaries, stakeholders or impaired must be clearly defined. User pay principle must be applied when financial construction is defined and adopted.</li> <li>- Standards and guidance must be prepared in the field of sediment and erosion risk management. Project SedAlp has such an ambition.</li> <li>- Mitigation measures (also others) must fully consider use of so called "green infrastructure"</li> <li>- Slovenian legislation defines water as a public good and for water use concessions or water right with defined duration must be inquired. So a fear that water will become privately owned in Slovenia is more or less irrational. Nevertheless changes in legislation in the field of consideration of water as a public good must be observed and controlled to prevent "shifting" toward private interests.</li> </ul>

## Appendix B



Fig.3: Flipchart group B

	SUSTAINABLE HYDROPOWER WATER USE
<b>Needs and challenges</b>	<ul style="list-style-type: none"> <li>- Resolving of conflicts with ecosystem objectives</li> <li>- Water pollution, eutrophication</li> <li>- Hydro morphological alterations and prevention of self-cleaning biological processes which take place in sediments (some extend of sediment transport must be preserved)</li> <li>- Connectivity with ground water (settled silt in accumulation prevents water flow)</li> <li>- Strategic level for decision making is inadequate, priorities must be defined before detailed spatial planning process takes place</li> <li>- Complicated and time consuming administrative processes</li> <li>- Expert basis work to support decision support</li> <li>- Education and information (also in the field of efficient energy consumption)</li> <li>- Collaboration and establishment of partnership between state and local level</li> <li>- Assurance of EF (efficient control)</li> <li>- Need for innovative solutions</li> <li>- Need for integrated watercourses management, clear determination who is responsible or competent for maintenance, restoration activities and who pays for it</li> <li>- Flood mitigation measures must be fully considered when hydropower water use is planned</li> <li>- Bottom and bank erosion must be better managed</li> </ul>
<b>Measures, solutions</b>	<ul style="list-style-type: none"> <li>- Efficient inspector's control should be established (highest problems in the cases of small hydropower plants)</li> <li>- Determination of new curves for water level changes in reservoirs with harmonization of</li> </ul>

	<p>operation of hydropower plants or HP schemes (chain of HPP)</p> <ul style="list-style-type: none"> <li>- Improvement of Natura2000 areas management</li> <li>- Harmonization of interests / objectives on state strategic level (Water management plan and Action Plan for RES must be harmonized)</li> <li>- Technological improvements on existing water use technical schemes can overcome the gaps between hydropower and ecology objectives</li> <li>- Determination of NO GO areas and preference areas for hydropower water use</li> <li>- Consideration and planning of sustainable multipurpose infrastructure and schemes (hydropower, irrigation, tourism, fish farming, water supply, ...)</li> </ul>
<b>Priorities and directions for 2014+</b>	<ul style="list-style-type: none"> <li>- Consideration and planning of sustainable multipurpose infrastructure and schemes (hydropower, irrigation, tourism, fish farming, water supply, ...)</li> <li>- Water management plan and Action Plan for RES must be harmonized</li> <li>- Efficient solutions for reaching good status of water ecosystems</li> <li>- Determination of NO GO and preference areas / watercourse sections for hydropower water use</li> </ul>
<b>Summary, conclusions</b>	<ul style="list-style-type: none"> <li>- As a problem administrative obstacles are recognized, but main reason for that is the strategic level objectives are not harmonized; un-harmonized legislation is one of the main problems.</li> <li>- Natura2000 management must consider that Natura2000 areas are also defined in areas which are important for safe hydropower management and operation (planned compensation reservoirs, ...); on the other side areas outside of Natura2000 are ignored</li> <li>- On strategic level it must be determined the extend of energy production from water, the NO GO areas must be jointly (by all affected sectors) agreed to avoid analyses and planning in this areas; this also leads to adoption and harmonization of cross border and EU legislation</li> </ul>



## Appendix C



Fig.4: Flipchart group C

	ACTIVE STAKEHOLDER INVOLVEMENT
<b>Needs and challenges</b>	<ul style="list-style-type: none"> <li>- Involvement of stakeholders in pre stage and in early stages of planning</li> <li>- Lack of NGOs and their poor involvement</li> <li>- Poor informal connections</li> <li>- Improvement of media recognition of projects</li> <li>- Proactivity and sustainability</li> <li>- Determination of prioritization of objectives (preservation Vs. development)</li> <li>- Poor connection between stakeholders (improvement of communication on level that different levels (professions) of stakeholders could understand the objectives, methods etc.</li> <li>- Communication should base on expert/profession starting points (backgrounds) and must be continuous during the duration of projects and different relevant stakeholders should be considered equally</li> <li>- Stakeholders are not sufficiently formally involved</li> </ul>
<b>Measures, solutions</b>	<ul style="list-style-type: none"> <li>- Assurance of equal status of stakeholders in the process of decision making</li> <li>- Clear definition of objectives at the start phase of project when also stakeholders should be already involved</li> <li>- Education system -&gt; knowledge to support proactive collaboration</li> <li>- Adequate individuals within organizations must be selected to represent their needs</li> <li>- Approach on individual level</li> </ul>

	<ul style="list-style-type: none"> <li>- Networking</li> <li>- Stakeholder must also take a responsibility</li> <li>- Politics awareness arising that stakeholders should be involved in the process in early or start stages</li> <li>- Strategic documentation elaboration where also stakeholders must be involved</li> </ul>
<b>Priorities and directions for 2014+ and Summary, conclusions</b>	<ul style="list-style-type: none"> <li>- From general to concrete</li> <li>- Stimulation of education in the field of communication</li> <li>- Terminological harmonization to improve communication between different stakeholders, decision makers and experts</li> <li>- Clearly defined objectives</li> <li>- Constant public awareness arising</li> <li>- Efficient promotion of national documents (their preparation) and projects with focus on their content and objectives</li> <li>- Focus on stakeholders who want to find solutions</li> </ul>



## Appendix D



Fig.5: Flipchart group D

	SUPPORT TO DECISION MAKING PROCESSES	
<b>Needs and challenges</b>	A.	Lack of cooperation (also inflexibility) between decision makers from different sectors (environment, spatial planning, ...). Too excessive administrative procedures (to slow) at legislation preparation where also expert comments and contributions are more or less neglected.
	B.	Data bases are not user friendly. Experts are paid for the product not for its popularization. Experts are academically closed; the products should be also presented in more popular manner. Decision makers are influenced by politics which is too much concerned by itself. Policies are not confronted and harmonized on strategic level, what is left to more detailed design levels.
	C.	Problem is that the initiative success depends on affiliation to a political party.
	D.	Lack of political awareness on importance of EU projects.
	E.	Lack of politics involvement into project process (politicians are also stakeholders). Only outputs reach them, lack of reverse information flow.
	F.	Water management projects: problem of administrative dispersion, many policy makers on a single watercourse
	G.	Upgrade from pilot case area to bigger area, if decision maker is interested for.
	H.	Lack of very clear, short and comprehensive objectives of state, region or local level in the field of development and preserving of water and water environment / land. In this decision experts and also economy sector must contribute.
	I.	Interaction between experts and decision makers is weak – experts should introduce the

	<p>project to each decision maker on personal level. Documentation in the process of project must be presented to the Decision makers should be informed (and active) on project progress continuously.</p>
<b>Measures, solutions</b>	<p>Ad. A: Pre communication and harmonization meetings for proper preparation of Terms of references. Clear determination what kind of expert support (studies) are needed on national level; so the expert can orientate their researches. Politics and decision makers must consider expert opinions, which must be more actively involved in the process of national priorities determination. Simplification of decision processes (one place, reduction of duplication)</p> <p>Ad. B: User friendly and toward practical purposes established data basis and viewers, data must be continuously updated. Detailed documentation on past events and experiences must be prepared. Decision support tools for different data analysis could also be available; this requires personal education (from expert persons or institutions) of decision makers.</p> <p>Ad. G: Improvement of communication between experts and decision makers. Certain authority should nominate a person (coordinator) which is responsible to improve knowledge and information flow between experts and decision makers. Decision makers must be supported by proper content explanation and argumentation. Reorganization of the authorities competent for water management.</p> <p><u>Common suggestion:</u> Establishment of the registry of needs (overview of needs and potential companies) what could give better efficiency and expert knowledge. Elaboration or adoption of technical standards, which should has summary, clear definitions and be transparent.</p> <p><u>Additional comments:</u> Clear determination of priorities. Understandable knowledge flow from experts to decision makers. Education of decision makers is required. Bottom up approach must be assured. Different sectorial objectives should not compete among each other but collaborate. Employment of competent persons on decision making workplaces. Public pressure on politics, and also public awareness arising.</p>
<b>Priorities and directions for 2014+</b>	<p>User friendly and toward practical purposes established data basis and viewers, data must be continuously updated. Detailed documentation on past events and experiences must be prepared. Decision support tools for different data analysis could also be available; this requires personal education (from expert persons or institutions) of decision makers.</p> <p>Improvement of communication between experts and decision makers. Certain authority should nominate a person (coordinator) which is responsible to improve knowledge and information flow between experts and decision makers. Decision makers must be supported by proper content explanation and argumentation continuously during a project.</p> <p>Pre communication and harmonization meetings for proper preparation of Terms of references.</p> <p>Clear determination what kind of expert support (studies) are needed on national level; so the expert can orientate their researches.</p>

	Decision makers must be supported by proper content explanation and argumentation continuously during a project.
<b>Summary, conclusions</b>	<ul style="list-style-type: none"> <li>- Communication between decision makers, experts and economy sector is very important but in the moment weak (mistrust between professions and decision makers)</li> <li>- Linkage of different competent authorities and administration.</li> <li>- Lack of expert knowledge on the side of decision makers and administrative persons (persons are changed every couple of years).</li> <li>- To many “middle mans” between experts (professions) and decision makers so the information get “deformed” or sometime even do not reach final decision maker.</li> </ul>



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