

## PERSONAL INFORMATION


## Marcelline Bonneau



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## WORK EXPERIENCE

03/2013–Present **Policy co-creation expert and facilitator**

Resilia Solutions, Brussels (Belgium)  
resilia-solutions.eu

Services:

- Bridging academia and policies
  - **Research and analysis** (theoretical, evidence-based, ...)
  - **Communicating to a wider audience** (vulgarisation, adaptation to audience needs political, public and private, ...)
- Building capacity and empowering
  - **Fostering participation** (through collective intelligence methods, use of communication and transparency, ICTs and social media, role game, visualisation, ...)
  - **Co-creation facilitation** (design of methodologies, facilitation of events and momenta, experimentation, ...)
  - **Policy implementation** (strategy development, design of policy guidelines, training on the ground, support for realisation, ...)
  - **Set-up and implementation of trainings**
- Capitalising on existing experience
  - **Facilitation of learning and exchange** (engaging, following up)
  - **Evaluation of policies and programmes** (developing analytical frameworks, indicators, data collection methodologies, ...)
  - **Evaluation of projects**
  - **Technical assistance** to EU and national programmes

Areas of expertise:

- Sustainable food
- Consumption practices

- Social innovation
- Participatory approaches and methodologies
- Governance of sustainability
- Integrated and sustainable urban development
- City administration and planning

**Business or sector** Research and consultancy

**2017 H2020 Proposal evaluation expert**

The expert's role is to evaluate the proposals submitted for funding under the H2020 programme.

**Business or sector** European research programme

**09/2015–Present Validated Lead and Thematic Expert for the URBACT programme**

The expert role is to support beneficiaries in designing and implementing transnational learning activities, to foster the local level uptake of the learning developed in transnational activities, and more generally to help deliver expected results.

Validated expertise in: Research, Innovation and Knowledge Economy, environmental issues and sustainable food.

<http://urbact.eu/bonneau>

**Business or sector** European programme of integrated urban development

**05/2014–Present In-house consultant**

Strategic Design Scenarios, Brussels (Belgium)

[www.strategicdesignscenarios.net](http://www.strategicdesignscenarios.net)

**Business or sector** Design of public policies

**01/2014–2016 Associate**

CODUCO, Brussels (Belgium)

[www.coduco.be](http://www.coduco.be)

**Business or sector** Consultancy in sustainable consumption

**09/2012–03/2013 Senior Project Leader**

Significant GfK, Leuven (Belgium)

- Project manager
- Tender Leader
- Business Developer

**09/2007–08/2012 Consultant**

GHK, Brussels (Belgium)

<http://www.icfi.com/>

Five years of experience in management of evaluation projects and impact assessments of policies of the European Commission and Member States.

Development of key messages, conclusions and recommendations for future actions.

**Business or sector** Consultancy of public policies

- 02/2006–05/2006 **Intern – Russia and Eurasia Programme**  
Ifri, Paris (France)  
<http://www.ifri.org/>  
Researched and reported on energy related issues (Energy policies, competition, security of supply, external and foreign policies) in Russia, Central Asia, and on the EU Green Paper on Energy.  
Involved in the publication of the programme.  
**Business or sector** Think tank
- 10/2005–02/2006 **Intern – Russia and CIS programme**  
Chatham House, London (United Kingdom)  
<http://www.chathamhouse.org/>  
Researched on a variety of Russian and Eurasian-related topics (Energy, Politics, current economics issues). Researched on Russia-Asia (mainly Japan and China) relations, elections in Kazakhstan, gas issue between Russia and Ukraine.  
**Business or sector** Think tank

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**EDUCATION AND TRAINING**

- 09/2015 – 09/2016 **PhD** EQF level 8  
IGEAT , ULB, Brussels (Belgium)  
MENU for the future: Exploring a prospective METHodology supporting a goverNance towards sUustainable food practices  
The future of food is at the top of the political and social agendas. However, policy instruments seem to be inappropriate to operate behaviour changes amongst consumers. The practice approach enables shedding some light onto elements (material infrastructures, meanings and skills) linked to consumption behaviours outside of the traditional scope of a linear and rational act of consuming. This approach is, however, still rarely used in food future studies. We therefore propose to identify methodological needs of food governance as well as the added value of a practice approach in scenario-building exercises on food. Eventually, we shall seek a systematisation of this approach while developing a methodology for the operationalisation of the theory of practices in defining policy instruments for a transition towards alternative food systems. This work will combine inputs from a literature review, interviews with experts and stakeholders, foresight exercises, publications and research visits abroad.
- 09/2013–08/2014 **Master’s degree in management of the environment** EQF level 7  
IGEAT , ULB, Brussels (Belgium)  
Study of the protection, conservation and improvement of the natural environment within a context of growing anthropic pressure and a prospect of management of environment-related issues.  
Multidisciplinary approach covering ecology and biochemistry, policies, geohistory, judicial issues, agriculture, consumption and consumer behaviour, information and communication and economics.  
Analysis of integrated policies, transition towards a more sustainable society, priorities at local, national and EU/international levels. Focus on Brussels and its region.  
Dissertation: “Who are the members of the systems of vegetable boxes? A case study on L'Heureux Nouveau”. “Great Distinction”:  
[http://resilia-solutions.eu/wp-content/uploads/2014/09/Mémoire-paniers-bio\\_Final.pdf](http://resilia-solutions.eu/wp-content/uploads/2014/09/Mémoire-paniers-bio_Final.pdf)
- 09/2006–08/2007 **MSc in European Public Policy** EQF level 7  
University College London, London (United Kingdom)  
Analytical study of politics, political actors, institutions in Member States and in the EU. Normative assessment of the main issues currently facing European policy-makers in Member States and in the EU.

MSc dissertation: "Think Tanks and the policy process: influence on a common European energy policy?" "Great Distinction"

09/2003–08/2006 **Bachelor's degree (DULCO) in Polish Language, Literature, and Civilisation** EQF level 6  
 INALCO, Paris (France)  
 Polish history, language and literature.  
 Erasmus Semester at Jagiellonski University, Cracow (Poland)

09/2001–08/2005 **MA (Maîtrise) in Russian Language, Literature, and Civilisation** EQF level 7  
 INALCO, Paris (France)  
 Russian and former USSR history, language and literature, laws and politics.  
 MA dissertation: "The Polish Community of Saint-Petersburg: various ways to preserve identity."  
 Semester at the State University of Saint Petersburg (Russia) for the study, research, analysis and preparation of the dissertation.

## PERSONAL SKILLS

Mother tongue(s) French

Other language(s)

	UNDERSTANDING		SPEAKING		WRITING
	Listening	Reading	Spoken interaction	Spoken production	
English	C2	C2	C2	C2	C2
Polish	C1	C1	C1	C1	B2
Russian	C2	C2	C1	C1	B2
Italian	A2	A2	A2	A2	A2

Levels: A1 and A2: Basic user - B1 and B2: Independent user - C1 and C2: Proficient user  
 Common European Framework of Reference for Languages

**Communication skills** Advanced experience in exchanging and learning within a team, as well as communicating within task delegation  
 Versatile and experienced researcher, comfortable in managing and working on projects of various complexities  
 Excellent verbal and written communication and presentation skills, in particular in respect of conveying key messages, conclusions and recommendations for further action  
 Transnational experience, especially through EU programmes.

**Organisational / managerial skills** 10-year experience of conducting and managing tenders and studies, evaluations and impact assessments of European Commission and national products, activities and policies.  
 Skills in organisation and structure validated by years of experience and borne responsibilities  
 Substantial experience in the design, implementation and coordination of interview programmes, expert panels, focus groups, workshops, conferences, mystery shopping and consumer journey, case studies and large-scale online surveys, covering diverse stakeholders (private enterprises, associations and public institutions) in several countries, including EU-wide surveys

**Job-related skills** Participatory and co-creation processes: collective intelligence.  
 Integrated approaches

Evaluations of public policies and programmes  
Policy recommendation and messages formulation  
Expertise in consumer behaviour, information and communication, sustainable food and consumption and environment  
Wide-ranging knowledge of social sciences theories and methodologies  
High level competences in data collection tools both quantitative and qualitative  
Design of proposals, tendering process  
Project management  
Operationalization of research questions  
Fluency in several EU languages  
Knowledge of the EU policy and social context  
Strong analytical skills (e.g. benchmarking, best practices identification, information mapping, content analysis, comparative and statistical analysis) and report writing

**Computer skills** MS Office, Excel, SPSS, Snap, SurveyMonkey  
**Other** Member of RABAD (Réseau des acteurs bruxellois pour l'alimentation durable) (<http://www.rabad.be/>)  
Initiator of the citizens' initiative "Embellissons le parc Faider" (<https://embellissonsleparcfaider.wordpress.com/>)

### Annex 1 – Publications

Bonneau M., Jégou F. (2017) *Local Authorities and their Development of New Governance Approaches: Distilling Lessons from a Social Innovation Project*, in Julia Backhaus et al. (Eds) (2017) *Social Innovation and Sustainable Consumption: Research and Action for Societal Transformation*, Routledge

Jégou, F., Bonneau, M. (2016) *REFILL network State of the Art*, URBACT Publishing, Paris [http://urbact.eu/sites/default/files/refill\\_160515\\_soa\\_final\\_to\\_be\\_published\\_0.pdf](http://urbact.eu/sites/default/files/refill_160515_soa_final_to_be_published_0.pdf)

Jégou, F., Bonneau, M. (2015) *Social innovation in cities: Special edition, URBACT II capitalisation*, URBACT Publishing, Paris. [http://urbact.eu/sites/default/files/03\\_socialinn-web.pdf](http://urbact.eu/sites/default/files/03_socialinn-web.pdf)

Jégou, F., Bonneau, M. (2014). *Social innovation in cities: State of the art, URBACT II capitalisation*, URBACT Publishing, Paris. [http://urbact.eu/sites/default/files/urbact\\_state\\_of\\_the\\_art\\_socinn.pdf](http://urbact.eu/sites/default/files/urbact_state_of_the_art_socinn.pdf)

Jégou, F., Bonneau, M. (2014). *Social innovation in cities : what's beyond the city scene ?*, URBACT II capitalisation, URBACT Tribune, Paris. [http://urbact.eu/sites/default/files/the\\_tribune\\_2014\\_02.pdf](http://urbact.eu/sites/default/files/the_tribune_2014_02.pdf)

### Annex 2 – Conferences and presentations

Bonneau M. (2017) *Politicians and employees of public administration are citizens like others...*, Hack Belgium, 4 May Brussels

Bonneau M. (2017) *How can the temporary use of vacant spaces support the retail sector in city centres? Learnings from the REFILL network*, RetailLink transnational meeting, Liberec, 7 February 2017

Bonneau M. (2016) *(Sustainable) food networks of knowledge and skills & co-sourcing in Brussels*, SIC Launch session: Collaborative Economy & Social innovation, 26 September 2017, Brussels

Bonneau Marcelline (2015) *Le rôle des paniers bio pour une transition vers une alimentation plus durable*, 2ème Congrès Interdisciplinaire du Développement Durable, 21-22 mai 2015, Louvain la-Neuve (UCL), Belgique <http://cidd2015.sciencesconf.org/51654/document>

Bonneau M., Jégou F. (2015). *City administrations' adaptation to new governance models*, in Lorek, S., Backhaus J. (Eds). 2015. 'Beyond' Transition? Understanding and Achieving Sustainable Consumption through Social Innovation. Proceedings of the SCORAI Europe Workshop held on the 17. November 2015, Vienna, Austria. Sustainable Consumption Transitions Series, Issue 5. <http://scorai.org/vienna-2015/>

### Annex 3 – Relevant projects

Within Resilia Solutions

2017	<p><b>URBACT</b></p> <p><b>Support to the MAPs network</b></p> <p>Marcelline is supporting the MAPS network for the implementations of the cities' IAPs.</p>
2017	<p><b>URBACT</b></p> <p><b>Facilitation of two panels during the 2017 URBACT City Festival in Tallinn</b></p> <p>During the <u>URBACT City Festival</u> in Tallinn, on 5-6 October 2017, panels are organised for sharing the experience of Good Practices. Marcelline designed the methodology and worked closely with both the URBACT Secretariat and cities in order to make the panel interactive and empowering.</p>
2017	<p><b>European Commission, Executive Agency for Small and Medium-sized Enterprises (EASME)</b></p> <p><b>CIRC-01-2017 Systemic, eco-innovative approaches for the circular economy: large-scale demonstration projects.</b></p> <p>Marcelline is an evaluator of the projects submitted under this call. This implies some individual evaluation, as well as joint reporting and participation in evaluation committees.</p>
2017	<p><b>Inspirons le Quartier – Conseil des Quartier Durables Citoyens</b></p> <p>Marcelline was part of the jury for granting the participatory budget within the « Inspirons le quartier » fund. She reviewed and assessed all the projects submitted and exchanged her with the 10 other assessors (composed of representatives from Public administration, NGOs and citizens).</p>
2016, 2017	<p><b>IGEAT, ULB</b></p> <p><b>Class on the theory of practices: theory and practice with the case of anti food waste practices, @Tom Bauler</b></p> <p>Marcelline organised a class on the theoretical framework of the practice approach. She also supported it and made it concrete for the students while showing its application on the work of the "Fridge Masters" and collaboration of the Regional Ministry of the environmental to support not only consumers' transition towards more sustainable food practices, but also public administration towards innovative public policies.</p>
2016- 2017	<p><b>European Commission, DG REGIO</b></p> <p><b>REGIO Communities of Practitioners' Manager</b></p> <p>DG REGIO has recognized the need to support managing authorities in exchanging knowledge and good practice between themselves. There is a lot of potential in wider sharing of the rich experience on practical implementation that exists among the practitioners in the administrations managing the funds in the Member States. The REGIO Communities of Practitioners have been initiated as a pilot to explore solutions together with representatives for managing authorities on how this can be done. These are informal groups with members from different Member States which focus on finding solutions on specific issues or problems linked to the implementation of the programmes and projects funded under the ERDF and/or the Cohesion Fund.</p> <p>Marcelline is responsible for managing these communities both online and offline throughout the EU. This is an experimentation for a project which would be later institutionalised.</p>
2016	<p><b>URBACT</b></p> <p><b>Facilitation of ULG@work sessions during the 2016 URBACT Summer University</b></p> <p>During the <u>URBACT Summer University</u>, participants worked in Local Groups in order to go through all the steps from problem identification to the Integrated Action Plan. Each Local Group belonged to a Lab dedicated to a policy theme. Marcelline worked in the Community Cohesion Lab and trained a group of 9 participants to the various URBACT tools over three days.</p>
2016	<p><b>Brussels environnement/Refresh</b></p> <p><b>Set-up and support of the "Fridge Masters" network</b></p> <p>As a follow-up of the training of "Fridge Masters", Resilia Solutions is, together with Refresh, supporting the creation and implementation of the networks of Fridge Masters. This project encompasses the co-creation of tools for holding stalls at events as well as the development of individual projects. It will be a mixture of one-off and continuous support to the group of certified Fridge Masters.</p>

2016	<p><b>Brussels environnement/Refresh</b></p> <p><b>Training for « Fridge Masters »/ « Maîtres frigo »</b></p> <p>Refresh is a small restaurant in Brussels proposing dishes cooked out of unsold products. Thanks to a funding from Brussels environnement and within its activities, it organized a training for “ambassadors” of anti food waste practices throughout the city. This project was a pilot experimentation to assess the tools and methods which could be co-created in order to fully equip such ambassadors.</p> <p>Presentation of the training : <a href="https://youtu.be/n1PZkUX21x8">https://youtu.be/n1PZkUX21x8</a></p>
2016	<p><b>Almata</b></p> <p><b>EMBALLALMATA: Encore moins d’emballages chez Almata !</b></p> <p>Thanks to a funding from the Regional ministry for the Environment, Brussels environment, Resilia Solutions is supporting Almata, an organic shop opened in September 2014, to reduce the packages it proposes through new product development as well as through interaction with its clients: through a series of communication, auction and experimentations with the clients, solutions will be co-created and tested out.</p> <p><a href="http://resilia-solutions.eu/wp-content/uploads/2016/02/Emballalmata.pdf">http://resilia-solutions.eu/wp-content/uploads/2016/02/Emballalmata.pdf</a></p>
2016	<p><b>RABAD (Réseau des acteurs bruxellois pour l’alimentation durable)</b></p> <p><b>Coordination of the RABAD living lab within the frame of ULB-led “Choud’Bruxelles”</b></p> <p>The RABAD is a partner in a project led by the QALINQA unity of ULB. Thanks a funding from the Innoviris programme, this project is identifying problems and experimenting solutions in addressing the logistics of Short Food Supply Chains in the Region of Brussels-Capital. The RABAD will be the first living lab of this project: following the ENOLL methodology it will be a platform for co-creation bringing together stakeholders of the SFSC in the region and beyond.</p>
2015-2016	<p><b>SPF Justice</b></p> <p><b>Workshops on “The sustainable city”</b></p> <p>As part of its “Days of Sustainable Development”, Resilia Solutions has organized varied activities for employees of SPF Justice. A workshop was a mix of a lecture on the concepts and concrete examples relate to “sustainable city”; interaction and discussion; as well as a role game on “what sustainable city are you” (<a href="http://resilia-solutions.eu/2015/11/what-is-your-sustainable-city-at-spf-justice/">http://resilia-solutions.eu/2015/11/what-is-your-sustainable-city-at-spf-justice/</a>).</p> <p>A visit of a sustainable neighborhood plan (Contrat de quartier durable) also showed the concrete strategies set up by boroughs to engage with citizens in proposing integrated approaches to local urban planning issues.</p>
2015	<p><b>Etterbeek <i>commune</i> council</b></p> <p><b>“Sustainable table” toolkit</b></p> <p>Thanks to a funding from the regional “Sustainable food” call for projects, the <i>commune</i> has launched the preparation, piloting and distribution of a kit for inhabitants to organize an evening event around the theme of sustainable food. The kit encompasses a methodological guide, 8 brochures on sustainable food, some kitchenware and tools, as well as the right to benefit from a coaching in cooking.</p>
<b>Within the company Strategic Design Scenarios</b>	
2016	<p><b>Innoviris – Co-create 2016 - funded project</b></p> <p><b>VILCO</b></p> <p>SDS is part of a consortium composed of Brulocalis, Bruxelles environnement, 21 Solutions and Fondation pour les Générations Futures, in order to research and experiment collaboration between public authorities and citizens’ initiatives in order to improve the resilience of local dynamics protecting the environment. During three years, the project will co-create analysis and solutions within Living Labs composed of public authorities and citizens’ initiatives. Marcelline is in particular in charge of coordinating the Work Package on Research and Analysis.</p>
2016	<p><b>Brulocalis (Association of the city and <i>communes</i> of the Brussels Capital region)</b></p> <p><b>Training on the development of urban strategies</b></p>

	<p>SDS was commissioned to organize and facilitate a half-day training on the development of urban strategies with the prospect of putting together EU projects. The training is addressed at all civil servants from Brussels Capital region's <i>communes</i> willing to take part.</p>
2016	<p><b>Brulocalis (Association of the city and <i>communes</i> of the Brussels Capital region)</b></p> <p><b>Training on the development of transversality</b></p> <p>SDS was commissioned to organize and facilitate a half-day training on the development of transversality related to EU programmes and funding. The training is addressed at all civil servants from Brussels Capital region's <i>communes</i> willing to take part.</p>
2016	<p><b>H2020-funded project</b></p> <p><b>COMPASS – Evidence and opportunities for responsible innovation in SMEs</b></p> <p>The project's objectives are to :</p> <ul style="list-style-type: none"> <li>• Provide evidence for better uptake of RRI in industrial R&amp;D&amp;I <ul style="list-style-type: none"> <li>○ Gather evidence from previous projects &amp; bottom-up case studies</li> </ul> </li> <li>• Foster cross-sector, multi-stakeholder collaboration in key innovation fields for improved RRI processes and outcomes <ul style="list-style-type: none"> <li>○ Co-creation processes in three European regions/three innovation fields</li> <li>○ Visions, roadmaps, pilot testing</li> </ul> </li> <li>• Promote responsible and sustainable R&amp;D&amp;I governance for improved performance and competitiveness in highly innovative businesses <ul style="list-style-type: none"> <li>○ "One-stop shop" web portal</li> <li>○ Teaching and training materials</li> <li>○ Multiplier programme</li> </ul> </li> </ul> <p>SDS is in charge of developing the methodology for stakeholder's co-creation of RRI roadmaps.</p> <p>The project is run in partnership with Wirtschaftsuniversität Wien (WU) - coordinator, De Montfort University (DMU), University of Central Lancashire Cyprus (UCLan CY), La Caixa Banking Foundation (FBLC), European Business and Innovation Centre Network (EBN) and Stichting B Lab Europe (B Lab Europe).</p>
2015-2016	<p><b>URBACT</b></p> <p><b>REFILL network</b></p> <p>In many European cities one of the positive side-effects of the financial-economic crisis is the growth of innovative forms of solidarity and commitment at local level. Pioneering and bottom-up civic initiatives instigate transition in our society and co-create solutions for social challenges in an urban context, often perceived as a laboratory. Governments are no longer the only actor to solve complex challenges faced in cities.</p> <p>Therefore, temporary use is a powerful tool to make our cities "future fit". Since the concept of temporary use is interacting with many other urban dynamics it creates the right environment for social innovation to develop. The network outlines the concept of temporary use as: the use of vacant buildings and land by urban pioneers, entrepreneurs and bottom-up initiatives, often resulting in facing various societal challenges and in creating possibilities for social innovation to develop in cities.</p> <p>The cities involved in this network already experimented with the concept of temporary use of vacant places for several years. Through REFILL all partners aim to capitalise on this communal expertise by focusing on 3 main objectives:</p> <ol style="list-style-type: none"> <li>1. Exchange and evaluation of local supporting instruments</li> <li>2. Ensuring long lasting effects of temporality</li> <li>3. Build a more flexible, collaborative public administration</li> </ol> <p><a href="http://urbact.eu/refill">http://urbact.eu/refill</a></p>



2015	<p><b>Brussels Institute for the Management of Environment (IBGE)/Bruxelles environment</b></p> <p><b>Support to the co-construction of a Strategy on Sustainable Food and Urban Agriculture in the Brussels capital region</b></p> <p>Together with Ecores, SDS was commissioned to carry out a participatory and co-construction process for the design of a new strategy on sustainable food and urban agriculture in the Brussels capital region. This work builds on that of consultations throughout the Employment-Environment Alliance, and various previous studies and research. Through a launching event and 6 co-construction workshops, SDS and Ecores are designing tools, methodologies (visioning and backstaging, participatory and co-creation methods, work in groups) and implementing them in order to build a strategy that fits the reality and needs of those first concerned by it.</p>
2014-2015	<p><b>URBACT Secretariat</b></p> <p><b>Capitalisation process – Social innovation in cities</b></p> <p>URBACT II (2007-2013) is a European exchange programme promoting sustainable and integrated urban development in line with the objectives of the Europe 2020 strategy. It enables European cities to work together and to develop effective and sustainable solutions to major key urban challenges. Each project brings together 6 to 12 cities or other partners during two to three years and focuses on a specific urban issue.</p> <p>SDS carried out a study looking through experiences from cities taking part in URBACT programme and outside, which are exemplary in developing and promoting the use of social innovation in their governance. The project in particular seeks to provide readily available concrete information to support other cities which wish to follow similar approaches. The project used various online tools and methods such as an online questionnaire, online chat sessions and a blog. It also developed offline methodologies such as presentations, keynotes, speeches, roundtables to world cafes, living exhibitions, co-construction in groups of two and three.</p> <p>The results of the project were disseminated during the Open Sharing Event on 8 October 2014 in Brussels (<a href="http://www.sustainable-everyday-project.net/urbact-socialinnovationincities/2015/05/09/home-after-an-intense-city-festival-full-of-new-energy/">http://www.sustainable-everyday-project.net/urbact-socialinnovationincities/2015/05/09/home-after-an-intense-city-festival-full-of-new-energy/</a>), during the 4th Informed Cities Forum in Rotterdam on 26-27 March (<a href="http://www.sustainable-everyday-project.net/urbact-socialinnovationincities/2015/04/02/civil-servants-collaborating-with-citizens/">http://www.sustainable-everyday-project.net/urbact-socialinnovationincities/2015/04/02/civil-servants-collaborating-with-citizens/</a>), and at the First URBACT City Festival on 5-7 May 2015 in Riga (<a href="http://www.sustainable-everyday-project.net/urbact-socialinnovationincities/2015/05/09/home-after-an-intense-city-festival-full-of-new-energy/">http://www.sustainable-everyday-project.net/urbact-socialinnovationincities/2015/05/09/home-after-an-intense-city-festival-full-of-new-energy/</a>).</p> <p><a href="http://www.sustainable-everyday-project.net/urbact-socialinnovationincities/">http://www.sustainable-everyday-project.net/urbact-socialinnovationincities/</a></p>
<b>Within the company CODUCO</b>	
2013-2014	<p><b>Brussels Institute for the Management of Environment (IBGE)/Bruxelles environment</b></p> <p><b>Benchmarking study of existing systems for the disposal of tap water in restaurants</b></p> <p>Within the scope of the implementation of the Plan for the management of water, the Region wished to offer tap water in Brussels' restaurants. The study analysed approaches undertaken in a selection of EU countries (UK, France, Spain, Czech Republic and the Netherlands) as well as those already existing in Belgium in order to propose recommendations for the most suitable approach to be undertaken in Brussels.</p>
<b>Within the company GfK Significant</b>	
2013	<p><b>European Commission, DG SANCO</b></p> <p><b>Consumer market study on environmental claims for non-food products</b></p> <p>This study sought to provide a comprehensive and in-depth picture of the environmental claims that currently exist in the European market for non-food products. It was composed on five areas: Development of an inventory of environmental claims for goods and services on the market, Assessment of selected green claims and labels for compliance with EU legislation, including an inventory of available guidance documents, investigation of consumer understanding, trust and behaviour in relation to green claims, study of the enforcement and self-regulatory instruments, provision of recommendations to improve the Guidance document of Directive 2005/29/EC and for possible future policies. Six data collection tools were being used: an experts' group, a Multi-Stakeholder Dialogue, a stakeholders' consultation, desk research, a consumer survey and behavioural experiment; and, a Mystery Shopping exercise. GfK was leading a team composed of BIO IS, time.lex, Milieu Ltd and Ecologic.</p>
<b>Within the company GHK</b>	
2011-2012	<p><b>European Commission, DG ENV</b></p> <p><b>Benefits of achieving the EU biodiversity objectives in the Labour Market and identification of shortcomings in the current workforce</b></p>

	<p><b>skills to reap these benefits and achieve these targets</b></p> <p>The study aims to establish the impact of the implementation of the biodiversity strategy and reach of targets on existing and new jobs. It in addition assessed the need for skills and competences to achieve those, as well as the extent to which adequate education and training are currently being provided to help Europeans find a job in the near future in protecting Europe's natural capital. It will also attempt to determine the benefits of achieving the biodiversity target for the EU Labour's market.</p> <p><a href="http://ec.europa.eu/environment/pubs/pdf/biodiversity/Biodiversity%20and%20Jobs_final%20report.pdf">http://ec.europa.eu/environment/pubs/pdf/biodiversity/Biodiversity%20and%20Jobs_final%20report.pdf</a></p>
2011	<p><b>European Commission, DG COMM</b></p> <p><b>Mid-term evaluation of Europe Direct Information Centres (2009-2012)</b></p> <p>This evaluation, undertaken for the European Commission's DG for Communication, examined the effectiveness and efficiency of the Europe Direct Information Centres (EDICs) in the period 2009-2012. Specifically, it assessed the extent to which the EDICs comply with their mission to promote an informed and active European citizenship and the extent to which the recent changes to the EDICs' management system have contributed to the efficiency and effectiveness of their operations.</p>
2011	<p><b>European Commission, DG COMM</b></p> <p><b>Interim evaluation of Euranet – The European Radio Network</b></p> <p>The aim of this study was to evaluate the relevance, effectiveness, efficiency and overall results of the European Radio Network – a network which aims at supporting the audiovisual strategy of the European Commission. The methodology includes mapping and expert assessment of the radio programs produced, user survey, focus groups and case studies.</p>
2011	<p><b>European Commission, DG ECFIN</b></p> <p><b>Evaluation of the Joint Harmonised EU Programme of Business and Consumer Surveys</b></p> <p>The evaluation assesses the effectiveness, efficiency and utility of the survey programme. It seeks to identify areas of improvement to the survey programme so that it better meets users' needs and to raise the efficiency of DG ECFIN's management of the survey. The study methodology entails stakeholder consultations, user surveys, survey of participating institutes, literature review and benchmarking analysis.</p> <p><a href="http://ec.europa.eu/economy_finance/evaluation/pdf/report_evaluation_bcs_2011_en.pdf">http://ec.europa.eu/economy_finance/evaluation/pdf/report_evaluation_bcs_2011_en.pdf</a></p>
2011	<p><b>European Commission, DG ELARG</b></p> <p><b>Thematic Evaluation of Pre-accession communication activities</b></p> <p>The aim of this evaluation was to support the development and implementation of information and communication activities financed under the Instrument for pre-accession assistance (IPA) and implemented in the EU candidate countries (Croatia, The former Yugoslav Republic of Macedonia and Turkey) and potential candidate states (Albania, Bosnia and Herzegovina, Montenegro, Serbia and Kosovo). The evaluation was covering communication policies and activities undertaken both at decentralised/Delegation level and at centrally by DG Enlargement. More specifically the study was assessing the coherence and logic of the communication strategy as well as the relevance, effectiveness, efficiency and sustainability communication activities undertaken.</p>
2011	<p><b>European Commission, DG ENV</b></p> <p><b>Combined Impact Assessment and ex-ante evaluation of the LIFE Regulation</b></p> <p>GHK was commissioned to undertake the combined Impact Assessment and ex-ante evaluation of the LIFE Regulation, the EU's main environmental fund. The main purpose of the study was to assist the Commission in carrying out an assessment of different options for the development of a financial instrument that focuses exclusively on the environment. It provided advice on whether to replace, modify or continue the existing LIFE+ Regulation or whether to cease having such an instrument.</p> <p><a href="http://ec.europa.eu/environment/life/about/documents/LIFE_IA_ghk_full.pdf">http://ec.europa.eu/environment/life/about/documents/LIFE_IA_ghk_full.pdf</a></p>
2011	<p><b>European Commission, DG ENV</b></p> <p><b>Design, Implementation and Cost Elements of Green Infrastructure Projects</b></p> <p>This project aimed to support the development of an EU-wide strategy for green infrastructure as part of the EU's post-2010 biodiversity policy by improving the understanding of green infrastructure projects in terms of their design, implementation, funding process and cost-and benefit ratios. More specifically, the project aimed to identify all kinds of green infrastructure projects and measures, both in rural and urban areas in the EU,</p>

	<p>including e.g. the restoration of nature, management of floodplains, sustainable urban drainage systems or cooling systems using green spaces, improving natural water retention and purification by reforestation, wetland restoration or soil management. The study focused on projects of EU relevance that are local/regional, national or transnational, exploring how they have been designed and promoted and looking at how planning co-ordination between actors and cross-border cooperation, if applicable, have been achieved.</p> <p><a href="http://www.ecologic.eu/files/attachments/Projects/2346_gi_dice_finalreport_16dec11.pdf">http://www.ecologic.eu/files/attachments/Projects/2346_gi_dice_finalreport_16dec11.pdf</a></p>
2011	<p><b>European Commission, DG ENV</b></p> <p><b>Green infrastructure implementation and efficiency</b></p> <p>The study aims to support the development of the Green Infrastructure strategy by assessing the effectiveness and efficiency of Green Infrastructure measures in terms of biodiversity and broader ecosystem service benefits, using, inter alia, information gathered through in-depth case analysis of the most advanced approaches. The study will produce policy recommendations to support the implementation of Green Infrastructure measures and will support a potential impact assessment of a future European Green Infrastructure strategy.</p> <p><a href="http://www.ecologic.eu/files/attachments/Projects/2350_gi_implementation_efficiency_finalreport.pdf">http://www.ecologic.eu/files/attachments/Projects/2350_gi_implementation_efficiency_finalreport.pdf</a></p>
2010	<p><b>European Commission DG SANCO</b></p> <p><b>Evaluation of the European Consumer Centres' network (ECC-Net)</b></p> <p>GHK was contracted by DG SANCO to carry out an evaluation of the European Consumer Centres' Network (ECC-Net) in cooperation with Civic Consulting and Van Dijk Management consultants. The network provides information on consumers' rights when shopping cross borders; advises and supports consumers in obtaining redress and reaching an amicable solution with a trader in another Member State; or helps the consumer reach an out-of-court agreement. The purpose of the evaluation was to assess the performance, achievements and fulfilment of objectives of ECCs and provide recommendations for future orientations and eventual improvements of the work of the service and its future development. The results of the evaluation will contribute to the definition of the future strategic objectives for the network.</p> <p><a href="http://ec.europa.eu/transparency/regdoc/rep/eims/SANCO/136904/Technical Annex to the ECC-Net Evaluation Report.pdf">http://ec.europa.eu/transparency/regdoc/rep/eims/SANCO/136904/Technical Annex to the ECC-Net Evaluation Report.pdf</a></p>
2009	<p><b>European Commission, DG Communication</b></p> <p><b>Evaluation of the Europe Direct Contact Centre</b></p> <p>EPEC evaluated the ability of the EUROPE DIRECT Contact Centre (EDCC) to address the information needs of the European Public with regards to information about Europe. More specifically this study assessed:</p> <ul style="list-style-type: none"> <li>• The effectiveness and efficiency of the EDCC with regards to answering EU related questions from the public about the EU and its ability to guide and signpost citizens towards the relevant sources of information and advisory services;</li> <li>• The visibility of the EDCC, awareness of the service among target audiences and its reach into the public sphere;</li> <li>• The contribution of the EDCC to the overall Commission efforts to inform and communicate the EU to European citizens.</li> </ul> <p><a href="http://ec.europa.eu/transparency/regdoc/rep/eims/COMM/136156/EPEC-EDCC_evaluation_final_report.%20june%202010.pdf">http://ec.europa.eu/transparency/regdoc/rep/eims/COMM/136156/EPEC-EDCC_evaluation_final_report.%20june%202010.pdf</a></p>
2009	<p><b>European Commission, DG Enterprise and Industry</b></p> <p><b>Interim evaluation of the Competitiveness and Innovation Framework Programme (2007-2013)</b></p> <p>The interim evaluation was structured around evaluation issues relating to relevance, coherence, efficiency and effectiveness of intervention. It combines summative and formative approaches. The study methodology involves desk-top review of monitoring data, literature review, and stakeholder consultations across 27 Member States and business survey.</p> <p><a href="http://ec.europa.eu/cip/files/docs/interim_evaluation_report_march2010_en.pdf">http://ec.europa.eu/cip/files/docs/interim_evaluation_report_march2010_en.pdf</a></p>
2009	<p><b>European Commission, DG Enterprise and Industry</b></p> <p><b>Interim evaluation of preparatory action "European Destinations of Excellence" (EDEN)</b></p> <p>GHK has been commissioned to undertake a study of the European Destination of Excellence to assess the relevance, effectiveness, efficiency, utility and sustainability of the initiative. The results of the study will feed into the design of a new Multi-Annual programme.</p> <p><a href="http://ec.europa.eu/enterprise/dg/files/evaluation/report_edn_en.pdf">http://ec.europa.eu/enterprise/dg/files/evaluation/report_edn_en.pdf</a></p>

2009	<p><b>European Commission, DG ENV</b></p> <p><b>Preparation actions for Natura 2000: the economics and social benefits associated with the Natura 2000 network</b></p> <p>The study aims to support the European Commission in obtaining an accurate estimate on the costs of managing the EU Natura 2000 network, increasing awareness of the socio-economic benefits associated with the network, and developing a methodology for the systematic updating and refinement of the costs and benefits linked to Natura 2000. Understanding the costs will support deliberations on scale and priorities in securing financing of Natura 2000 in the future. Understanding the benefits will help integrate biodiversity conservation efforts into other sectors and tie it to sustainable development goals and growth.</p> <p><a href="http://ec.europa.eu/environment/nature/natura2000/financing/docs/natura2000_costs_benefits.pdf">http://ec.europa.eu/environment/nature/natura2000/financing/docs/natura2000_costs_benefits.pdf</a></p>
2008	<p><b>European Commission, DG ENTR</b></p> <p><b>Interim Evaluation of the Entrepreneurship and Innovation Programme</b></p> <p>The interim evaluation was structured around evaluation issues relating to relevance, coherence, efficiency and effectiveness of intervention. The evaluation focused on the two following specific issues: the performance of the former Euro Info Centres (EIC) and Innovation Relay Centres (IRC) and of the setting-up of the Enterprise Europe Network; and the impacts of the Financial instruments. It combined summative and formative approaches. The study methodology involved desk-top review of monitoring data, literature review, and stakeholder consultations across 27 Member States and business survey.</p> <p><a href="http://ec.europa.eu/enterprise/dg/files/evaluation/100315-cip_finalreport_mar_2010_en.pdf">http://ec.europa.eu/enterprise/dg/files/evaluation/100315-cip_finalreport_mar_2010_en.pdf</a></p>
2008	<p><b>European Commission, DG ENTR</b></p> <p><b>Evaluation of DG Enterprise and Industry's policies in view of the new Commission</b></p> <p>The objective of the study was to collect, analyse and report on external stakeholders' views of DG ENTR's policy actions and achievements under the 2004-2009 European Commission and of the priorities for the EU's enterprise and industry policy from 2009 onwards. The work included in-depth interviews with key external stakeholders and a web-based survey. The evaluation synthesized different opinions and also covered the key arguments supporting stakeholders' views, e.g. reference to economic and societal trends and recent policy developments.</p> <p><a href="http://ec.europa.eu/enterprise/dg/files/evaluation/ext_stakeholders_study_final_report_en.pdf">http://ec.europa.eu/enterprise/dg/files/evaluation/ext_stakeholders_study_final_report_en.pdf</a></p>
2008	<p><b>European Commission, DG ENV</b></p> <p><b>Evaluation of the communication of LIFE for the period 2000-2007</b></p> <p>The purpose of this project was to evaluate the relevance and impact of the communication activities undertaken regarding the LIFE programme during the period 2000-2007. As a conclusion to the study a series of recommendations were presented to the European Commission in order to improve the next phase of the programme.</p> <p><a href="http://ec.europa.eu/dgs/environment/pdf/epec_report_life.pdf">http://ec.europa.eu/dgs/environment/pdf/epec_report_life.pdf</a></p>
2008	<p><b>European Commission, DG Transport and Energy</b></p> <p><b>Impact Assessment Study on Possible Energy Labelling of Tyres</b></p> <p>The study involved an impact assessment of the options to shift the new and second hand tyre market towards greater use of low rolling resistance tyres (LRRT). The specific objective of this study was to maximise the use of LRRT subject to minimum safety, durability and noise standards.</p> <p><a href="http://ec.europa.eu/energy/demand/legislation/doc/consultation_forum/2008_05_27/2008_07_31_epec_report_annexes_en.pdf">http://ec.europa.eu/energy/demand/legislation/doc/consultation_forum/2008_05_27/2008_07_31_epec_report_annexes_en.pdf</a></p>
2007-2008	<p><b>European Commission, DG Communication</b></p> <p><b>Feasibility study, Streamlining European Commission communication Networks</b></p> <p>GHK was commissioned by DG COMM to undertake a feasibility study of a merger or streamlining of existing communication networks within the EU.</p>