



BRIDGE-BS

Blue Growth Incubators | Service Dynamics | Empowered Citizens

D8.2 GUIDING MANUAL FOR POLICY MAKERS AND KNOWLEDGE TRANSFER ACTIVITIES IN THE BLACK SEA



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EXECUTIVE SUMMARY

The present **Guiding Manual for policy makers and knowledge transfer activities in the Black Sea** aims to support **evidence-based policymaking for the development of a sustainable Blue Economy in the Black Sea** by bridging the gap between scientific research and policy processes. It is developed under the EU Horizon 2020-funded BRIDGE Black Sea (BRIDGE-BS) project¹.

Policymaking is a multifaceted process, that involves multiple actors and interconnected processes. **Evidence-based policymaking (EBPM)** is a process of policy development that prioritizes facts and data over political opinions or theories, aiming for impartial decisions aligned with local and national needs. EBPM contributes to coherence among national policies, supports future planning, mobilises stakeholders, and allows for policies to build on social and economic opportunities.

Effective evidence-based policymaking requires an active synergy between policymakers and evidence providers. Policymakers are distinguished between **technical policymakers** with scientific backgrounds (bottom-up approach) and **non-technical policymakers** such as diplomats, members of parliaments and senior officials (top-down approach). **Evidence providers** include individuals, organizations, or platforms generating scientific studies, data, and applied research.

Cooperation among policymakers and evidence providers is hindered by various challenges, mainly because of the different operational frameworks within which each group functions. Challenges include different operational timescales, information overload, political biases and difficulties in distinguishing credible scientific sources, especially as technological advancements evolve to generate easier information. These challenges feed a common misperception that science and policy processes operate independently, which affects the way scientific results are used to develop evidence-based policies. In reality, science and policy intersect at various stages along their processes, to support each other substantially.

The development of a **sustainable Blue Economy (BE) in the Black Sea** is a good example of the importance of well-informed policies grounded to scientific information and linked to actual national and regional priorities. Despite considerable progress across the Blue Economy sectors in the Black Sea, significant potential remains untapped, while the Black Sea ecosystems supporting the BE are threatened by multiple socioeconomic and environmental stressors. This indicates a gap in policy and decision-making processes, failing to identify current needs and subsequently, to allocate efforts and resources efficiently².

¹ <http://bridgeblacksea.org/>

² Chantzi, G., Besi, E., Perez, M., Fernandez, R., *Integrated Policy Review and Dialogue in The Black Sea*
DOI [10.5281/zenodo.14808148](https://doi.org/10.5281/zenodo.14808148)



➤ The Black Sea and the development of Blue Economy

The Black Sea is a semi-enclosed basin bordered by six countries, supporting unique habitats and over 160 million people in its watershed. The wider region³ covers nearly 20 million square kilometres with approximately 350 million inhabitants. The combined GDP of the Black Sea countries was USD 2.95 trillion in 2020, representing 4% of the global economy and 14% of Europe's GDP⁴.

Blue Economy (BE) has always been acknowledged as a key driver for economic development for the countries of the region. Established BE sectors i.e. coastal and maritime tourism, shipbuilding, fisheries, and maritime transport, show higher development capitalising on experience and existing infrastructure. Emerging sectors, like marine renewable energy and aquaculture, are affected by the lack of, or outdated infrastructure and facilities, and limited access to technology and funding. Blue biotechnologies are the least developed BE sector but with increasing scientific interest.

Not all Black Sea countries have adopted national strategies covering all Blue Economy sectors, but all have endorsed the two key regional documents, i.e. the Common Maritime Agenda for the Black Sea and Black Sea Strategic Research and Innovation Agenda. This is indicative of the countries' interest and engagement to address the socioeconomic and environmental stressors affecting the sustainable development of BE in the basin.

The Challenge

The Black Sea ecosystems face multiple human or nature-driven stressors (multistressors) (**Figure 1**). In addition to these multistressors, climate change also impacts the ecosystems.

Stressors affect all organisms, populations, communities, and entire ecosystems in some way. In the Black Sea, these multistressors change habitats, which in turn affect the ecosystem services the communities rely on. Understanding these multistressors is crucial for the sustainable management and resilience of the Black Sea ecosystems⁵.

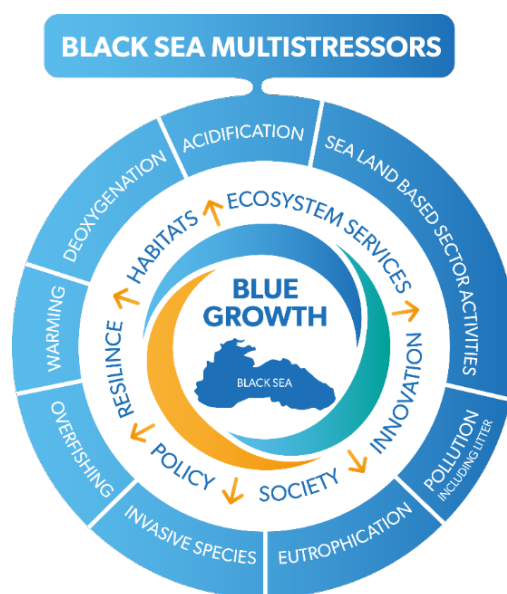


Figure 1: The multistressors graph by the BRIDGE-BS project.

³ Albania, Armenia, Azerbaijan, Bulgaria, Georgia, Greece, Republic of Moldova, Republic of North Macedonia, Romania, Russian Federation, Serbia, Türkiye and Ukraine

⁴ <https://bridgeblacksea.org/index.php/overview/>

⁵ Ibid; Chantzi, G., Besi, E., Perez, M., Fernandez, R., *Integrated Policy Review and Dialogue in The Black Sea* DOI [10.5281/zenodo.14808148](https://doi.org/10.5281/zenodo.14808148)

➤ The BRIDGE-BS project as evidence provider

The EU Horizon 2020-funded BRIDGE Black Sea⁶ project was designed to address the environmental and socioeconomic challenges affecting the development of a sustainable Blue Economy in the Black Sea. It ran from June 2021 to November 2025.

At **operational level**, BRIDGE-BS advanced knowledge and dialogue, and delivered research under three interlinked Nodes: Service Dynamics, Blue Growth Incubators and Empowered Citizens. At **policy level**, BRIDGE-BS was designed to facilitate the implementation of policies, strategies and initiatives at regional, European and international levels, feed a continuous exchange with policy stakeholders, and support science-based policymaking to meet European and international standards.

The project developed innovative tools within an ecosystem-based management framework and fostered an empowered Black Sea community of scientists, industry, policymakers, and society at large. Special emphasis was given on supporting evidence-based policymaking by facilitating science-policy dialogue, knowledge transfer and capacity building for policy stakeholders. In total, the project produced **38 Knowledge Outputs (KOs)** i.e. new tools and capabilities to predict the long-term impact and emerging risks from multistressors, to identify a safe operating space, and to respect ecosystem boundaries, within which a sustainable Blue Economy can flourish⁷.

As part of the project's activities to promote the **upskilling of policymakers to support science-based policymaking**, the present Guiding Manual aims to bridge the gap between scientific research and policy processes, supporting the effective use of science in the policy and decision-making processes in relation to the development of sustainable Blue Economy in the Black Sea.

The Guiding Manual draws on the insights gained from the extensive science-policy interaction that took place throughout the duration of the BRIDGE-BS project (2021-2025). The document consolidates the educational materials of the **BRIDGE-BS Winter School 'Science for Policy towards a Sustainable Blue Economy in the Black Sea'** (Athens, 19 – 20 March 2025)⁸, integrating the BRIDGE-BS results as included in the **'2030 Blue Roadmap for the Black Sea'**⁹.

Methodologically, the manual is based on the policy cycle framework developed by the International Organization for Migration (IOM)¹⁰, outlining seven stages of policymaking

⁶ <https://bridgeblacksea.org/index.php/overview/>

⁷ BRIDGE-BS Policy Brief Advancing Black Sea Research and Innovation for a Sustainable Blue Economy, EMB, November 2025 <https://www.marineboard.eu/publications/advancing-black-sea-research-and-innovation-sustainable-blue-economy>

⁸ <https://icbss.org/event/bridge-bs-winter-school-science-for-policy-towards-a-sustainable-blue-economy-in-the-black-sea/>

⁹ D8.4 2030 Blue Roadmap for the Black Sea will be available at <https://zenodo.org/communities/bridge-bs/records?q=&l=list&p=1&s=10>

¹⁰ <https://www.iom.int/>



and linking each stage to the required evidence and BRIDGE-BS products to support implementation.

➤ The seven stages of the policy cycle

The **policy cycle**¹¹ asserts that policy goes through a series of stages, including important processes and approaches to policymaking (**Figure 2**). The cyclical nature suggests that the process goes around and around until the policy is perfected, adapted or if needed, abolished. While policymaking can often be complex and not so clearly defined, the key principles that guide each stage contribute to effective outcomes.



Figure 2: The seven stages of the policy cycle. Source: International Migration Organization

In evidence-based policymaking, **data, research and analysis** are not only a specific stage of the policy cycle but also a continuous process that runs throughout the cycle to strengthen policy effectiveness, adoption and impact.

The type of evidence that is needed in each stage of the policy cycle may be different. As seen in **Table 1**, at each stage the role of evidence varies depending on the scope of the stage. Column three of includes examples of the relevant BRIDGE-BS Knowledge Outputs (KOs) that can support the evidence gathering in each stage of the policy cycle.

¹¹ <https://emm.iom.int/online-courses/policy-cycle-ii-7-stages-policy-cycle>

Table 1: Role of evidence at each stage of the policy cycle and relevant BRIDGE-BS Knowledge Outputs (KOs)

Policy Stage	Role of Evidence	BRIDGE-BS Knowledge Outputs (KOs)
1. Issue Identification	Identify new issues, their significance and urgency. Identify which data to collect and assess associated risks and benefits from their collection process.	KO_3.1 Interactions between multiple stressors KO_5.1 Improved knowledge and understanding on the state of ecosystem health and ecosystem processes and interactions in the Black Sea KO_6.2 2050 Stakeholders' vision and blue economy transformative pathways for the Blue Economy KO_6.3: Stakeholders engagement for developing Blue Economy sustainable development strategies KO_8.3: BRIDGE-BS International Policy Brief: Reinforcing the implementation of marine EU and international policies in the Black Sea Region
2. Data, Research & Analysis	Analyse the issue in more detail. Identify factors that will impact on the policy and decision-making processes. Support the development of potential policy options.	KO_1.1 Identification of information gaps and data readiness KO_1.2 Black Sea BRIDGE-BS Portal and Database KO_1.3 Black Sea Digital Twin Demonstrator KO_2.1 Black Sea physical, biogeochemical and ecosystem state under climate and non-climate, stressors including scenarios of changes KO_2.2 Simulated distributions of past and projected GES indicators for policy support
3. Policy Formulation	Support the various assessments required for the potential outcome of the policy, as well as its expected cost and impact.	KO_4.3 CEA-based risk assessment and scenario analysis KO_4.4 Recommendations for adaptive management, planning and policy implementation KO_6.1 Valuation of ecosystem services



		KO_6.2: 2050 Stakeholders' vision and blue economy transformative pathways for the Blue Economy
4. Consultation	For stakeholders, evidence will help to clarify the relevant perspectives of the policy under discussion, during the consultations. Such interaction can facilitate stakeholders' mobilisation and engagement at policy implementation level.	KO_1.6 Blue Economy Imaginaries KO_6.2 2050 Stakeholders' vision and blue economy transformative pathways for the Blue Economy KO_6.3 Stakeholders engagement for developing Blue Economy sustainable development strategies KO_7.3 (High Tech Summit for the Black Sea (HTS4BS)
5. Policy adoption	Provide comprehensive justification for the policy option to be adopted, to support the decision-making process.	
6. Policy Implementation	Improve the efficiency and impact of initiatives designed to implement the policy. Communicate the policy and its changes to relevant stakeholders and the public in a clear and engaging way.	KO_7.1 Business acceleration platform on Black Sea Blue KO_7.2 Business models and initiatives around BRIDGE-BS KO_7.3 High Tech Summit for the Black Sea (HTS4BS)
7. Policy Monitoring & Evaluation	Assess the effectiveness of the policy implementation phase. Review risks and benefits and identify potential gaps or issues. Update the entire policy process.	KO_1.2 Black Sea BRIDGE-BS Portal and Database KO_1.5 Black Sea Blue Economy Observatory

➤ **Capacity Building, Lifelong Learning and Ocean Literacy**

Evidence-based policymaking requires that policymakers remain up to date with the latest available information, know how to use new data and methodologies, and engage with stakeholders, to develop well-informed policies. Ocean literacy (OL) asserts that it is not only about understanding ocean knowledge but also how to govern marine ecosystems sustainably. Training and lifelong learning are essential for the policy and decision makers to remain effective and adaptive to a continuously evolving knowledge environment.



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Actions for capacity building and lifelong learning:

- ⇒ Regular training workshops in science-policy communication and data analysis.
- ⇒ Mobility schemes and exchanges between research institutes and government agencies.
- ⇒ Ensuring allocation of resources to support a long-term institutional development.

BRIDGE-BS Knowledge Outputs to support capacity building, lifelong learning and ocean literacy include:

- KO_9.1: Science-Technology-Policy English language MOOC on Blue Economy.
- KO_9.4: The Black Sea Literacy Network.

The present Guiding Manual for policy makers and knowledge transfer activities in the Black Sea is primarily targeted at marine and maritime policy stakeholders in the Black Sea. Additionally, it can be a useful guide for marine scientists to understand policymaking processes and their role in them.



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1. INTRODUCTION AND SCOPE

The present **Guiding Manual for policy makers and knowledge transfer activities in the Black Sea**, developed within the EU Horizon 2020-funded BRIDGE Black Sea (BRIDGE-BS) project, aims to support evidence-based policymaking for the development of a sustainable Blue Economy in the Black Sea by bridging the gap between scientific research and policy processes.

1.1. The importance of evidence-based policymaking

Evidence-based policymaking (EBPM) is a process of policy development that prioritises the use of facts and relevant data in decision-making processes, as opposed to relying on political opinions or theoretical ideas. In an everchanging and complex world, evidence-based policymaking aims for decisions to be impartial and guided by local or national needs, rather than being driven by political motivations.

The process facilitates coherence among the various national policies and strategies across the governmental structures, and supports result-oriented future planning, while it can mobilise stakeholders and resources for the implementation of policies. The absence of evidence-based policies may lead to social and economic opportunities being lost or disregarded.

Policy and decision-making are complex, multifaceted processes that require the involvement of multiple actors across different governmental structures. These processes are further complicated if the need for robust evidence is added in the equation. Effective evidence-based policymaking depends on a continuous and interactive synergy between policymakers and evidence providers.

Technical and operational policymakers with scientific backgrounds, involved in science-based policymaking and advocacy (bottom-up).

Non-technical policymakers, such as diplomats, senior officials, members of parliament, who need understanding of science for policy and decision-making (top-down).

Evidence providers can refer to people, organisations, or platforms that generate, publish, and supply different types of evidence, such as scientific studies, data, applied or experimental research findings, etc.

Given that there are **operational differences** between policy and science processes, several challenges emerge that hinder their effective cooperation. Policy and science operate on different timescales; the research processes can be lengthy while policymakers usually work under tight schedules.



Policymakers often face an overload of information; they receive many reports and briefings about potential risks and listen to many opinions before making a decision. This may result in failing to prioritise early on, or knowing where to put efforts. An additional risk comes with political influence, i.e. policy actors being more interested in evidence that is closer to their political ideology, resulting in some evidence being disregarded.

At the same time, the rapid evolvement of digital technologies allows for easier creation and share of information, often at the cost of credibility. It becomes increasingly difficult for non-scientists to distinguish between a good and a bad scientific source.

These challenges feed a common misperception that science and policy processes operate independently, which affects the way scientific results are used to develop evidence-based policies. In reality, science and policy intersect at various stages along their processes, to support each other substantially.

The case of the development of **sustainable Blue Economy (BE) in the Black Sea** is a good example of the importance of well-informed policies that rely on up-to-date evidence and are linked to actual local needs and priorities. Despite recent years' progress¹², there is still significant potential for Blue Economy in the Black Sea that remains untapped, while socioeconomic and environmental stressors threaten the resilience of the Black Sea ecosystems. This reflects a gap in the policy and decision-making processes to identify current needs and subsequently, to allocate efforts and resources efficiently.

The present Guiding Manual aims to bridge the gap between scientific research and policy processes, supporting the effective use of science in the policy and decision-making processes in relation to the development of sustainable Blue Economy in the Black Sea. It is developed within the framework of the **EU Horizon 2020-funded project BRIDGE-BS**¹³ as part of the project's activities to promote the upskilling of policymakers to support science-based policymaking.

The manual builds upon the policy cycle framework, developed by the International Migration Organization of Migration (IOM)¹⁴, as a useful guide on how science and policy can complement each other throughout the policymaking process. The document outlines the seven stages of the policy cycle and links each stage with the evidence needed, and how to be acquired, in order to support an evidence-based process. It then references the relevant BRIDGE-BS products that can support and/or facilitate the implementation of each stage.

The Guiding Manual is addressed primarily to marine and maritime policy stakeholders in the Black Sea. Additionally, it can be a useful guide for marine scientists, as it provides a

¹² Chantzi, G., Besi, E., Perez, M., Fernandez, R., *Integrated Policy Review and Dialogue in The Black Sea*

DOI [10.5281/zenodo.14808148](https://doi.org/10.5281/zenodo.14808148)

¹³ <https://bridgeblacksea.org/>

¹⁴ <https://www.iom.int/>



comprehensive outline of how the policy process works and where their intervention would be needed.

1.2. Methodology

The Guiding Manual draws on the insights gained from the **extensive science-policy interaction** that took place throughout the duration of the BRIDGE-BS project (2021-2025). To support productively this interaction, the project implemented a number of tailor-made activities facilitating **science-policy dialogue** [Science – Policy Dialogue Forum for a Sustainable Blue Economy (Thessaloniki, 29 March 2023)]¹⁵, **knowledge transfer** [Workshop on Coastal Observation Systems (Online, 27 February 2024)]¹⁶, Policy Workshop for a ‘2030 Blue Roadmap for the Black Sea’ (Athens, 1 July 2025)¹⁷ and **capacity building** for policy stakeholders [Training Webinars ‘Sustainable Tourism Models: Understanding New Tourism Models in a Changing Era’ (1-22 October 2024)]¹⁸, Winter School ‘Science for Policy towards a Sustainable Blue Economy in the Black Sea’ (19-20 March 2025)].

For the purposes of this Guiding Manual, the document consolidates the educational materials of the **BRIDGE-BS Winter School ‘Science for Policy towards a Sustainable Blue Economy in the Black Sea’** (Athens, 19 – 20 March 2025)¹⁹, integrating the BRIDGE-BS results as included in the **‘2030 Blue Roadmap for the Black Sea’**²⁰.

The **BRIDGE-BS Winter School** was an awareness and training workshop specifically designed for **early career policymakers and scientists** about the value of their interaction for delivering successful science-based policymaking, and how this interaction can be implemented during their careers. The course built on the methodology and training materials of the Science for Policy (originally published on 04 May 2021), under the Knowledge4Policy (K4P), the EU Commission's platform for evidence-based policymaking, led by the Joint Research Centre²¹.

This two-day training included interactive sessions, case studies, and expert talks to highlight the importance of mutual understanding and collaboration between research and policy. This approach aimed to help participants to effectively navigate the complexities of their respective fields, combining research, policymaking, management,

¹⁵ <https://icbss.org/event/science-policy-dialogue-forum/>

¹⁶ https://icbss.org/wp-content/uploads/2024/04/BRIDGE-BS_Webinar-on-CoastalObsSystems-2024_Report.pdf

¹⁷ <https://icbss.org/event/bridge-bs-policy-workshop-for-a-2030-blue-roadmap-for-the-black-sea/>

¹⁸ <https://cpmr-balkan-blacksea.org/event/bridge-bs-project-upskilling-policy-makers-to-support-policy-making-on-sustainable-tourism-models/>

¹⁹ <https://icbss.org/event/bridge-bs-winter-school-science-for-policy-towards-a-sustainable-blue-economy-in-the-black-sea/>

²⁰ D8.4 2030 Blue Roadmap for the Black Sea will be available at <https://zenodo.org/communities/bridge-bs/records?q=&l=list&p=1&s=10>

²¹ https://knowledge4policy.ec.europa.eu/dataset/k4p-dataset-44904_en



and communication skills to enhance the value and applicability of research in policy development.

Key outcomes:

- Familiarised scientists and policymakers with science language, policy processes, and the different paradigms in which scientists and policymakers operate.
- Equipped participants with the necessary skills to foster effective communication and collaboration between policy and science, ensuring that research is effectively integrated into policy development.

The '**2030 Blue Roadmap for the Black Sea**' provides a structured framework for the comprehensive implementation and exploitation of the BRIDGE-BS outputs by policy and decision makers. The document aims to maximise the impact of the project's results, ensuring they inform evidence-based policymaking, support adaptive governance, and contribute to improving the environmental status of the Black Sea in line with regional and European priorities.

1.3. Terminology

The following terminology was used throughout the document.

Adaptive management: an approach that involves learning from experience and adjusting management practices. It entails a long-term vision, continuous monitoring, considering different factors, and involving various stakeholders. Integration is important in adaptive management, both across disciplines and sectors, bringing together planning and decision-making across sectors to promote sustainability and consider cumulative effects and trade-offs.

Blue economy²²: Blue economy refers to any economic activity relating to oceans and seas. It covers a broad range of established and emerging sectors²³.

Cumulative effects analysis: an approach to environmental assessment concerned with appraising the collective effects of human activities and natural processes on the environment. Specifically, it is defined as a systematic procedure for identifying and evaluating the significance of effects from multiple pressures and/or activities on single or multiple receptors.

Evidence-based policy making (EBPM): refers to the method of policy development that consults facts and credible, relevant evidence to make decisions, over political opinion, or theory²⁴.

²² https://www.un.org/regularprocess/sites/www.un.org.regularprocess/files/rok_part_2.pdf

²³ https://oceans-and-fisheries.ec.europa.eu/ocean/blue-economy/sustainable-blue-economy_en

²⁴ <https://onlinecourses.bsg.ox.ac.uk/blog/guide-to-evidence-based-policymaking>



Ecosystem: a biological community of interacting organisms and their physical environment; (in general use) a complex network or interconnected system.

Ecosystem services: Ecosystem services are the benefits that humans derive from natural ecosystems (Millennium Ecosystem Assessment (2005). Ecosystems and Human Well-being: Synthesis. Island Press).

These services are typically categorized into four main types:

1. Provisioning Services – Products obtained from ecosystems (e.g., food, water, timber, medicinal resources).
2. Regulating Services – Benefits obtained from ecosystem regulation (e.g., climate regulation, flood control, water purification).
3. Cultural Services – Non-material benefits (e.g., recreation, aesthetic value, spiritual enrichment).
4. Supporting Services – Fundamental processes that maintain ecosystems (e.g., soil formation, nutrient cycling, photosynthesis).

Ecological resilience: the capacity of a system to withstand disturbances without losing its function, structure and feedback (Folke, 2006).

Foresight: the ability to see what will/might happen in the future and to use this to prepare for the future²⁵.

Good Environmental Status: the environmental status of marine waters where these provide ecologically diverse and dynamic oceans and seas which are intrinsically clean, healthy and productive, and the use of the marine environment is at a level that is sustainable, thus safeguarding the potential for uses and activities by current and future generations (European Commission, 2008).

Knowledge Output (KO): A unit of knowledge or learning generated by or through research activity. Knowledge Outputs are not limited to new discoveries but may also include new methodologies, processes, adaptations, insights, and/or alternative applications of already existing knowledge²⁶.

Marine: of or relating to the sea.

Maritime: of or relating to navigation or commerce on the sea.

Multistressors: factors that impact in a synergistic way on ecosystem conditions and resilience. In the Black Sea context, these factors are -as defined in the Black Sea Strategic Research and Innovation Agenda (SRIA)- warming, deoxygenation, acidification, overfishing, invasive species, eutrophication, pollution (including litter), sea/land-based sector activities.

²⁵ [https://www.europarl.europa.eu/RegData/etudes/BRIE/2021/690529/EPRS_BRI\(2021\)690529_EN.pdf](https://www.europarl.europa.eu/RegData/etudes/BRIE/2021/690529/EPRS_BRI(2021)690529_EN.pdf)

²⁶ COLUMBUS Blue Society Knowledge Transfer Handbook
https://www.columbusproject.eu/D8.5%20Handbook_v2_Final.pdf



Paradigm: a distinct set of concepts or thought patterns, including theories, research methods, postulates, and standards for what constitute legitimate contributions to a field.

Politics: political actions, practices, or policies; of or relating to government, a government, or the conduct of government.

Policymaking: the process of formulating new policies²⁷.

Pressure-state indicators: tools for monitoring and evaluating the potential change, resilience and health of the Black Sea ecosystems in response to multistressors and their interaction. They consist of specific metrics to detect changes in ecosystem functions and states as response to changes in specific drivers, stressors or their combination.

Risk-based framework: an approach to assess and manage risks in decision making, typically consisting of three phases: risk identification (characterising elements), risk analysis (estimate the level of risk), and risk evaluation (compare the estimated risk against established criteria to determine its significance).

Socio-ecological systems: Social-ecological systems are complex adaptive systems in which people and nature are inextricably linked, in which both the social and ecological components exert strong influence over outcomes. The social dimension includes actors, institutions, cultures and economies, including livelihoods. The ecological dimension includes wild species and the ecosystem they inhabit (IPBES, Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services).

²⁷ [https://www.europarl.europa.eu/RegData/etudes/BRIE/2021/690529/EPRS_BRI\(2021\)690529_EN.pdf](https://www.europarl.europa.eu/RegData/etudes/BRIE/2021/690529/EPRS_BRI(2021)690529_EN.pdf)



2. THE BRIDGE-BS AS EVIDENCE PROVIDER FOR SCIENCE-BASED POLICYMAKING

The BRIDGE Black Sea (BRIDGE-BS) is an EU Horizon 2020 project designed to **address the environmental and socioeconomic challenges affecting the development of a sustainable Blue Economy in the Black Sea**. During its 54-month duration (June 2021 – November 2025), the project developed innovative tools and capabilities, establishing an ecosystem-based management framework within which sustainable blue economy can flourish²⁸.

About the Black Sea

The **Black Sea** is a distinctive semi-enclosed basin with 10 large rivers flowing into a highly coupled coastal-deep-sea system. With unique habitats, abundant resources, and rich cultural heritage, the Black Sea is vital to its coastal communities and the broader population of over 160 million inhabiting its watershed²⁹.

It is bounded by six riparian countries, i.e. the Republic of Bulgaria, Georgia, Romania, the Russian Federation, the Republic of Türkiye, and Ukraine, and is connected to countless others via rivers and tributaries.



Figure 3: The Black Sea region snapshot by BRIDGE-BS project.

²⁸ BRIDGE-BS Policy Brief Advancing Black Sea Research and Innovation for a Sustainable Blue Economy, EMB, November 2025 <https://www.marineboard.eu/publications/advancing-black-sea-research-and-innovation-sustainable-blue-economy>

²⁹ <https://bridgeblacksea.org/index.php/overview/>



The wider Black Sea region³⁰ covers an area of nearly 20 million square kilometres, home to approximately 350 million people. The Black Sea countries, with a combined GDP of USD 2.95 trillion (as of 2020), represent 4% of the global economy and generate 14% of Europe's GDP³¹.

The Blue Economy in the Black Sea

Blue Economy (BE) has always been acknowledged as a key driver for economic development for the countries of the region. The Black Sea countries place importance on blue economy as an important driver for sustainable development and economic growth.

Indicatively, the littoral countries can target many commercial service exports in the region. With 57 commercial ports, the merchant fleet of the Black Sea countries represents 4% of the world total³². Another important economic activity is small-scale fisheries which accounts for 84.1% of the vessel units operating in the Black Sea and plays an essential role in generating livelihoods in the region³³. Concerning tourism, the region welcomed 143 million international tourists in 2018, with an estimated EUR 62 billion in international tourism receipts, representing 10% of the world's arrivals³⁴.

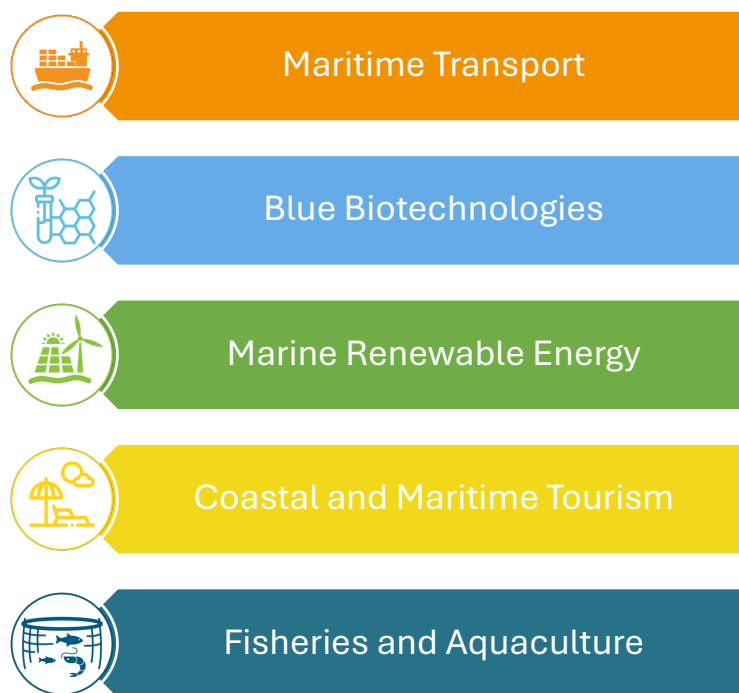


Figure 4: The Blue Economy sectors.

³⁰ Albania, Armenia, Azerbaijan, Bulgaria, Georgia, Greece, Republic of Moldova, Republic of North Macedonia, Romania, Russian Federation, Serbia, Türkiye and Ukraine

³¹ https://icbss.org/wp-content/uploads/2021/11/Food-for-thought-paper_Regional-Cooperation-on-Tourism_ICBSS_Nov-2021.pdf

³² https://icbss.org/wp-content/uploads/2024/04/2024_ICBSS-Paper-for-EIR.pdf

³³ The State of Mediterranean and Black Sea Fisheries 2022 <https://doi.org/10.4060/cc3370en>

³⁴ <http://core.bsec-organization.org/UploadedFiles/OtherFiles/20191217-bsec-unwto-brochure-november-2019-1e23yd5m.pdf>

Regarding the pace of progress of the BE sectors, it is observed that some sectors are more developed than others. **Established Blue Economy sectors** i.e. coastal and maritime tourism, shipbuilding, fisheries, and maritime transport, show higher development, mainly due to existing infrastructure, countries' long experience, and high profit that feeds further development. (Figure 4)

Most prominent **emerging sectors** with strong potential that require further support in order to boost their activity are marine renewable energy and aquaculture. Challenges in these sectors are related to lack of, or outdated infrastructure and facilities, access to technology and funding. The **least developed sector**, but with increasing interest among the scientific communities, is blue biotechnologies, due to lack of legal framework, funding, awareness about the sector, scientific knowledge, and skilled workforce³⁵.

At policy level, not all countries have adopted national strategies and policies targeting all blue economy sectors. However, this is not indicative of their interest in investing in the blue economy potential, rather than a gap in going forward with knowledge-based policy making. Besides, all Black Sea countries have endorsed the two most inclusive and representative regional documents, the **Common Maritime Agenda for the Black Sea** (CMA) and the **Black Sea Strategic Research and Innovation Agenda** (Black Sea SRIA)³⁶.

The Challenge

The geographic position of the Black Sea basin makes it vulnerable to a number of stressors that combine to impact the Black Sea; forming “multistressors” (Figure 5). In addition to these multistressors, climate change also impacts the ecosystem.

Stressors in natural systems can be caused by natural processes or by direct influence of human activities and can be -loosely- defined as processes that damage ecosystem health, harm organisms, and hurt the well-being of coastal populations. These stressors can impact all organisms, their populations, communities, landscapes, and seascapes in some way.

Although the Black Sea was naturally eutrophic due to permanent nutrient input from

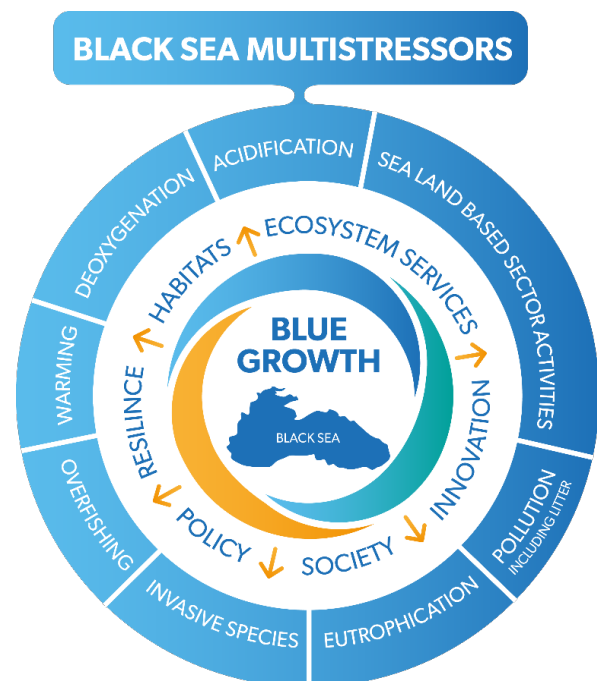


Figure 5: The multistressors graph by the BRIDGE-BS project.

³⁵ Chantzi, G., Besi, E., Perez, M., Fernandez, R., *Integrated Policy Review and Dialogue in The Black Sea* DOI [10.5281/zenodo.14808148](https://doi.org/10.5281/zenodo.14808148)

³⁶ ibid

its major rivers (Danube, Dnieper, Dniester etc.), until the end of 1960s it was one of the most productive seas with luxuriant pelagic fauna. However, in the 1970s, the Black Sea underwent a dramatic change, due to the multistressors that caused the degradation of its marine ecosystem.

The services that Black Sea ecosystems provide to people are closely tied to the fact that multistressors change habitats. The study of this issue in the Black Sea creates knowledge that is applicable all over the world, as species and service dynamics are linked to the availability and quality of habitats that support them (e.g. the availability of good places for fish to spawn, the production of food in upwelling areas, the storage of carbon in areas with high productivity etc.). The support of healthy, well-kept habitats ensures the resilience of the ecosystems that can produce ecosystem services in a sustainable way³⁷.

The BRIDGE-BS project

The **BRIDGE-BS project** is an EU Horizon 2020 project, launched to advance the science-based development of blue economy in the Black Sea, through an inclusive and impact-targeted strategy, combining research, dialogue and capacity building activities. In parallel, throughout its duration, the project supported the development of an informed, well connected, and empowered Black Sea community, including scientists, the industry, policymakers, and the society at large. Special emphasis was given on supporting evidence-based policymaking in the Black Sea by facilitating science-policy dialogue, knowledge transfer and capacity building for policy stakeholders. BRIDGE-BS ran from June 2021 until November 2025, and it involved 31 partners from 14 European and Black Sea countries.

At **operational level**, the BRIDGE-BS advanced knowledge and dialogue, and delivered research under three Nodes: Service Dynamics, Blue Growth Incubators and Empowered

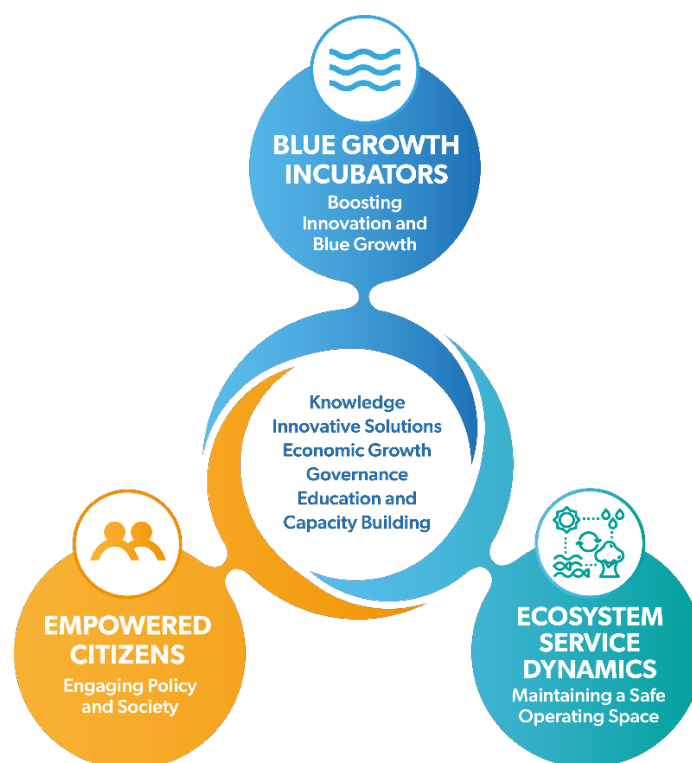


Figure 6: The BRIDGE-BS Three Nodes

³⁷ Chantzi, G., Besi, E., Perez, M., Fernandez, R., *Integrated Policy Review and Dialogue in The Black Sea*
DOI [10.5281/zenodo.14808148](https://doi.org/10.5281/zenodo.14808148)

Citizens. The Nodes were highly interlinked, feeding on and into each other (**Figure 6**).³⁸

At **policy level**, BRIDGE-BS was designed to facilitate the implementation of policies, strategies and initiatives at **regional**, (e.g. Bucharest Convention, EU Black Sea Strategy, EU Danube Strategy, Black Sea Synergy, Common Maritime Agenda, Black Sea Strategic Research and Innovation Agenda and Implementation Plan) **European** (e.g. EU Ocean Pact, EU Water Resilience Strategy, European Green Deal, EU Biodiversity Strategy, Marine Strategy Framework Directive, Marine Spatial Planning Directive, Nature Restoration Regulation, Birds and Habitats Directives, Mission Restore our Ocean and Waters) and **international** level (e.g. the Kunming-Montreal Global Biodiversity Framework, the UN Decade of Ocean Science for Sustainable Development, the Sustainable Development Goals), feed a continuous exchange with policy stakeholders and support science-based policymaking to meet European and international standards.

In total, the project developed **38 Knowledge Outputs (KOs)** i.e. new tools and capabilities, to predict the long-term impact and emerging risks from stressors, to identify a safe operating space, and to respect ecosystem boundaries, within which a sustainable blue economy can flourish. The KOs include innovative environmental monitoring, data integration, climate scenario modelling, analysis of the resilience of Black Sea ecosystems, their ecosystem services and tipping points, and risk assessments to support ecosystem-based management.³⁹

The complete list of the BRIDGE-BS Knowledge Outputs, together with a comprehensive framework for their exploitation and implementation, is included in the '**2030 Blue Roadmap for the Black Sea**'. The 2030 Blue Roadmap provides guidelines and suggests concrete actions to enable science-based governance and blue economy development, allowing policy and decision-makers to effectively translate scientific advances into actions⁴⁰.

For the purposes of the present Guiding Manual, a number of BRIDGE-BS Knowledge Outputs have been identified to support an evidence-based policymaking process for a sustainable Blue Economy in the Black Sea.

³⁸ <https://bridgeblacksea.org/>

³⁹ BRIDGE-BS Policy Brief Advancing Black Sea Research and Innovation for a Sustainable Blue Economy, EMB, November 2025 <https://www.marineboard.eu/publications/advancing-black-sea-research-and-innovation-sustainable-blue-economy>

⁴⁰ D8.4 2030 Blue Roadmap for the Black Sea will be available at <https://zenodo.org/communities/bridge-bs/records?q=&l=list&p=1&s=10>



3. THE SEVEN STAGES OF THE POLICY CYCLE

The **policy cycle**⁴¹ asserts that policy goes through a series of stages (**Figure 7**), including important processes and approaches to policymaking. The cyclical nature suggests that the process goes around and around until the policy is perfected, adapted or if needed, abolished. While policymaking can often be complex and not so clearly defined, the key principles that guide each stage contribute to effective outcomes.

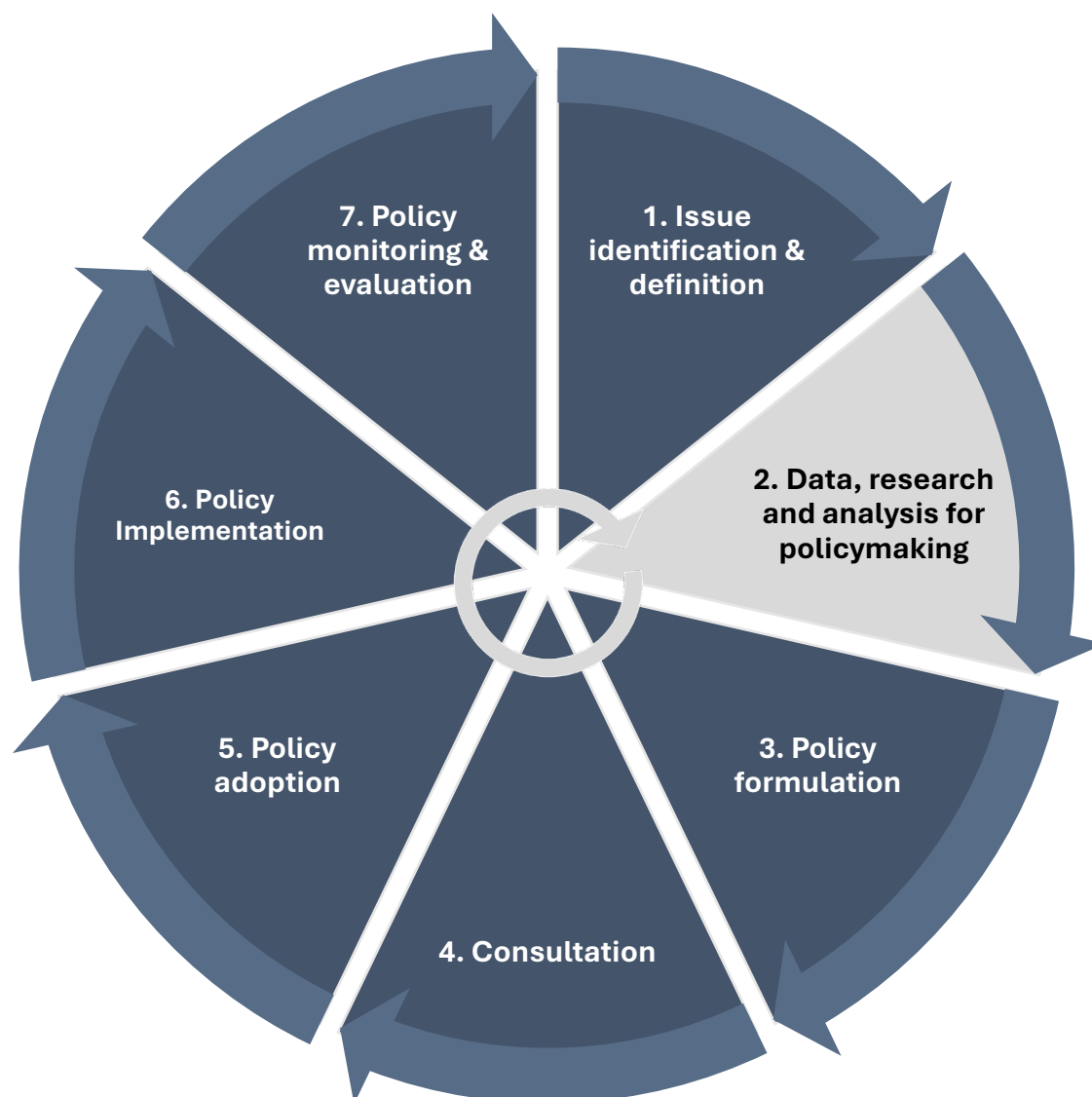


Figure 7: The seven stages of the policy cycle. Source: International Migration Organization

⁴¹ <https://emm.iom.int/online-courses/policy-cycle-ii-7-stages-policy-cycle>

In evidence-based policymaking, **data, research and analysis** are not only a specific stage of the policy cycle but also a continuous process that runs throughout the cycle to strengthen policy effectiveness, adoption and impact.

Sound evidence is needed at the outset, in order to clearly establish the policy question at stake, and then to establish what additional evidence is needed to address it. It is important to seek evidence to inform potential policy options, and to avoid seeking evidence to simply justify policies already decided (Boswell, 2009)⁴².

The type of evidence that is needed in each stage of the policy cycle may be different (see **Table 2**). For instance, the evidence relating to the implementation of a policy (stage 6) is usually more practice oriented and often involves the measurement of results. In contrast, in the first stages of the cycle, research and analysis can provide background and insights on the issue itself⁴³.

Table 2: Type of required evidence at each stage of the policy cycle

Stage of the policy cycle	Role of evidence	Type of required evidence
1. ISSUE IDENTIFICATION AND DEFINITION	Identify new issues, their significance and urgency. Identify which data to collect and assess associated risks and benefits from their collection process.	Evidence to support the assessment of the scale and urgency of the issue. Evidence to analyse risks and benefits from addressing the issue. Identification of data gaps in relation to the issue.
2. DATA, RESEARCH & ANALYSIS	Analyse the issue in more detail. Identify factors that will impact on the policy and decision-making processes. Support the development of potential policy options.	Scientific data pertinent to the issue from national, regional and international sources. Guidelines, agreements, strategies, and relevant evidence from national, regional and international sources. Knowledge from case studies or good practices from other sea-basins and/or countries.
3. POLICY FORMULATION	Support the various assessments required for the potential outcome of the policy, as well as its expected cost and impact.	National and international legal precedents. Expert reports about the policy options in relation to potential outcomes, i.e. impact, legal implications, compliance with international standards, financial implications, acceptance by the public, implementation timeframes.

⁴² <https://emm.iom.int/index.php/handbooks/stage-2-data-research-and-analysis-policymaking#introduction>

⁴³ <https://emm.iom.int/handbooks/stage-2-data-research-and-analysis-policymaking#introduction>



4. CONSULTATION	For stakeholders, evidence will help to clarify the relevant perspectives of the policy under discussion, during the consultations. Such interaction can facilitate stakeholders' mobilisation and engagement at policy implementation level.	Evidence supporting the perspectives of different stakeholders for the policy options under discussion.
5. POLICY ADOPTION	Provide comprehensive justification for the policy option to be adopted, to support the decision-making process.	Research and analysis (reports, briefs, academic papers) that support the policy to be adopted.
6. POLICY IMPLEMENTATION	Improve the efficiency and impact of initiatives designed to implement the policy. Communicate the policy and its changes to relevant stakeholders and the public in a clear and engaging way.	Comprehensive explanatory reports presenting the evidence behind the policy rationale. Operational knowledge, such as upskilling of existing workforce, to facilitate the implementation of the new policy provisions.
7. POLICY MONITORING & EVALUATION	Assess the effectiveness of the policy implementation phase. Review risks and benefits and identify potential gaps or issues. Update the entire policy process.	Objective, clear and systematic monitoring reports. Recommendations on whether the new policy should be modified, extended, or discontinued, and guidance on the appropriate course of action based on the results.



3.1. ISSUE IDENTIFICATION AND DEFINITION – AGENDA SETTING

Issue identification and definition is the first stage of the policy cycle. It involves the identification and diagnosis of a problem, opportunity or objective that requires a policy response.

Issues for policymaking can be identified proactively, such as those articulated in a national strategy or a new international agreement, or they can be identified reactively because of a crisis or problem raised (see Figure 5). In any case, a clear statement describing the issue at stake is fundamental for the policymaking process.

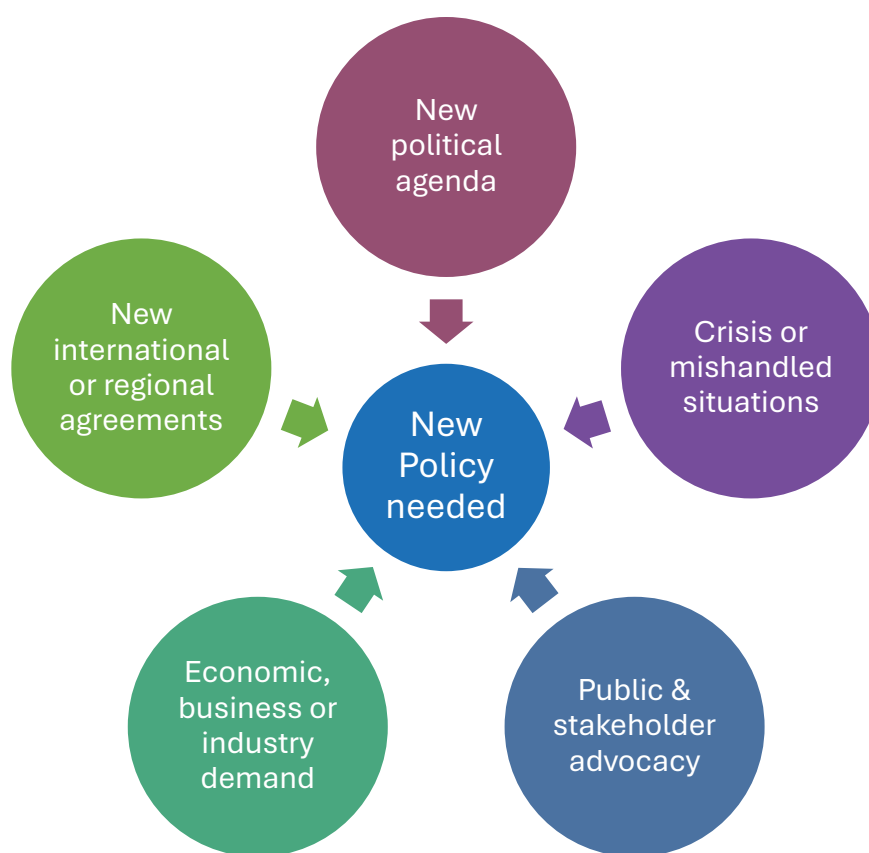


Figure 8: Issues that can generate the need for a new policy.

It is important to re-examine whether the findings from this stage continue to hold true as policymaking proceeds. The subsequent stages of the cycle, including data, research and analysis, policy formulation and consultation provide further opportunities to re-test assumptions, sharpen understandings, and ensure the issue has been appropriately scoped and defined.

THREE STEPS TO ISSUE IDENTIFICATION AND DEFINITION

1. Identify the problem or opportunity that needs attention.



2. Diagnose the issue:

- ⇒ Clarify how the issue might prevent the achievement of broader national objectives.
 - ⇒ Consider whether it is possible to establish, without further in-depth analysis, if policy action is even needed (perhaps it is an implementation or communication issue).
 - ⇒ Identify gaps in understanding to inform next steps: for example, what research or data are needed to better understand the issue and potential options.
 - ⇒ Map stakeholders and consider how and when they will be engaged. If the policy is significant or wide reaching, targeted consultative processes for whole-of-government and whole-of-society could be established to accompany the policy process right from the start. If stakeholders brought the issue to the attention of government or the public, they should be engaged at this early stage to ensure the problem is clearly unpacked (See Stage 4 Consultation).
3. Develop clear, straightforward statements that describe the issue that needs to be addressed. A well-defined problem statement helps clarify the objectives and the necessary interventions.

THE BRIDGE-BS AS EVIDENCE PROVIDER

The Table below outlines the type of evidence needed to support this policy stage, as well as an indicative list of BRIDGE-BS knowledge outputs that can help gather and/or provide this evidence. (**Table 3**)

Table 3: Type of required evidence and examples of BRIDGE-BS knowledge outputs to support evidence collection

STAGE 1. ISSUE IDENTIFICATION AND DEFINITION – AGENDA SETTING	
Role of evidence	Type of required evidence
Identify new issues, their significance and urgency. Identify which data to collect and assess associated risks and benefits from their collection process.	Evidence to support the assessment of the scale and urgency of the issue. Evidence to analyse risks and benefits from addressing the issue. Identification of data gaps in relation to the issue.
BRIDGE-BS KNOWLEDGE OUTPUT (KO)	
Title	Description



This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 101000240

KO_3.1: Interactions between multiple stressors	This analysis explores how multiple environmental pressures interact to affect ecosystem structure, function, and resilience in the Black Sea. It investigates the combined effects of climate-related drivers (e.g. warming, acidification) and human activities (e.g. overfishing, eutrophication, invasive species) on key ecological indicators. These outputs offer a practical toolset for monitoring change, assessing management scenarios, and supporting more spatially informed decision-making across marine and coastal policy domains.
KO_5.1: Improved knowledge and understanding on the state of ecosystem health and ecosystem processes and interactions in the Black Sea	This result advances multidisciplinary understanding of ecosystem health, stressor interactions, and environmental processes in the Black Sea. This knowledge provides a basis for future early warning and improved decision-support systems.
KO_6.2: 2050 Stakeholders' vision and blue economy transformative pathways for the Blue Economy	A transformative pathway refers to a trajectory of change that leads to a fundamental and significant shift in a system, process, or situation moving away from current unsustainable practices towards a desirable and sustainable future. At pilot site level, transformative pathways were co-designed with local stakeholders through a participatory approach to form a roadmap for the sustainable development of the blue economy in each pilot site, grounded in the principle of maintaining or achieving good environmental status of marine and coastal ecosystems. These results can inform policy at both national and regional levels, contributing to the implementation of mission-driven strategies and reinforcing alignment with long-term goals under the EU Mission Ocean, the European Ocean Pact, the Common Maritime Agenda, and other relevant frameworks.
KO_6.3: Stakeholders engagement for developing Blue Economy sustainable development strategies	The document provides a comprehensive set of guidelines and practical recommendations for implementing participatory co-design processes that foster local ownership, improve legitimacy, and support transformative change in marine and coastal governance. These guidelines address the dynamic and evolving nature of participation, highlighting the need to adapt engagement formats over time and foster shared learning, particularly in areas where institutional trust may be low, or stakeholder groups are underrepresented.
KO_8.3: BRIDGE-BS International Policy Brief: Reinforcing the implementation of marine EU and international	The BRIDGE-BS International Policy Brief summarises key knowledge generated by the project and provides recommendations for its implementation in support of marine policies in the Black Sea. It is expected to contribute to the development of more resilient management practices, better aligned national and regional strategies,

policies in the Black Sea Region	and steady progress toward biodiversity, climate, and sustainability goals.
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3.2. DATA, RESEARCH AND ANALYSIS FOR POLICYMAKING

While data, research and analysis constitute a specific stage of the policy cycle, they are also relevant to all stages. It is important that they be not seen as a stage that is “done” before moving on the next, but rather as requirements for informing each stage from issue identification, through policy formulation, implementation and evaluation.

THREE STEPS TO EFFECTIVE EVIDENCE COLLECTION

1. Identify and collect the evidence needed.

Identify what type of information will be required (see table 1 above), as well as the evidence providers that can provide it.

A challenge often related with evidence collection from international or other countries' sources is Data comparability, as in some cases different definitions and concepts are being used. Adopting standardized concepts and definitions, but also maintaining an active communication with evidence providers early in the process can facilitate the process.

2. Assess information gaps.

Collect and evaluate existing data from research, monitoring programmes, and traditional knowledge sources. Identify potential data gaps and if necessary, arrange for additional studies to be elaborated.

3. Ensure that the evidence is credible.

As digital technologies evolve rapidly, creating and sharing information has become easier, thus making it difficult for non-scientists to make the difference between a good and a bad scientific source. Having irrelevant or low-quality evidence is as ineffective as having too little evidence. To avoid the credibility traps, it is important to a) build your network of evidence providers at an early stage, b) use credible source of data, internationally acknowledged and referenced.

THE BRIDGE-BS AS EVIDENCE PROVIDER

The Table below outlines the type of evidence needed to support this policy stage, as well as an indicative list of BRIDGE-BS knowledge outputs that can help gather and/or provide this evidence. (**Table 4**)



Table 4: Type of required evidence and examples of BRIDGE-BS knowledge outputs to support evidence collection

STAGE 2. DATA, RESEARCH & ANALYSIS	
Role of evidence	Type of evidence
Analyse the issue in more detail.	Scientific data pertinent to the issue from national, regional and international sources.
Identify factors that will impact on the policy and decision-making processes.	Guidelines, agreements, strategies, and relevant evidence from national, regional and international sources.
Support the development of potential policy options.	Knowledge from case studies or good practices from other sea-basins and/or countries.
BRIDGE-BS KNOWLEDGE OUTPUT (KO)	
Title	Description
KO_1.1 Identification of information gaps and data readiness	This result provides a systematic assessment of the availability, accessibility, and suitability of data needed to analyse key marine stressors in the Black Sea. It involves the compilation of a detailed inventory of datasets from project partners, EU infrastructures, and regional initiatives. At the regional level, it helps to identify opportunities for strengthening alignment between national datasets and European data infrastructures, contributing to better integration and interoperability. These steps are essential for improving the consistency of environmental assessments and supporting joint planning across Black Sea countries.
KO_1.2 Black Sea BRIDGE-BS Portal and Database	The BRIDGE-BS Portal is built as a comprehensive web platform developed to serve as a central hub for consolidating and making available essential knowledge about the Black Sea ecosystem for public use, providing access to historical and harmonized data and methods. The BRIDGE-BS Portal includes a multidisciplinary environmental database, designed to store and manage physical, chemical, biological, and socio-economic data relevant to the Black Sea, structured according to FAIR principles and international standards, including ISO 19115, SeaDataNet protocols, and WoRMS identifiers for biological records.
KO_1.3 Black Sea Digital Twin Demonstrator	The BRIDGE-BS Digital Twin of the Black Sea (DT-BS) is a proof-of-concept platform developed to support informed decision-making through integrated data, models, and scenario analysis. As one of the first demonstrators of a Digital Twin Ocean, and the first focused on the Black Sea, it offers a dynamic, virtual representation



	of the basin, combining environmental observations, numerical models, and stakeholder-defined priorities. The platform allows to simulate interactions between land-based and marine systems, as well as the cumulative impact of multiple stressors – such as eutrophication, deoxygenation, overfishing, and pollution – on ecological functions and services. The DT-BS demonstrator is expected to support policy implementation by making complex environmental dynamics and risks more visible, testable, and manageable. It enables policy and decision makers to explore cause-effect relationships, test adaptive responses, and identify trade-offs between conservation and development goals in a structured, transparent environment.
KO_2.1 Black Sea physical, biogeochemical and ecosystem state under climate and non-climate, stressors including scenarios of changes	BRIDGE-BS delivers an advanced suite of coupled models that simulate the evolution of the Black Sea under the combined influence of climate change and human-induced pressures. These interconnected physical, biogeochemical, and ecosystem models cover the full marine system, from hydrodynamics and thermohaline circulation to nutrient cycles, fish population dynamics, and key ecosystem services. By addressing persistent gaps in regional modelling capacity, this result creates the conditions for a more adaptive and forward-looking marine policy. It provides researchers and decision-makers with the tools to better understand long-term dynamics, assess trade-offs, and develop management strategies that respond to both current pressures and future risks.
KO_2.2 Simulated distributions of past and projected GES indicators for policy support	This result provides long-term simulations of Good Environmental Status (GES) indicators for the Black Sea, derived from BRIDGE-BS coupled models. The simulations cover both historical reconstructions (1950–present) and future projections under different climate and management scenarios, offering a detailed assessment of how key ecosystem parameters have evolved and may change in the coming decades. Their use strengthens the science-policy interface and facilitates more dynamic and informed marine governance in the Black Sea region.

3.3. POLICY FORMULATION

Policy formulation is the process of examining evidence and designing policies. In practice, consideration is given to policy options that are the best fit for the particular problem or opportunity. Coherence with other national policies, feasibility issues and compliance with international obligations are also considered. Policy formulation also



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anticipates the subsequent stages, i.e. how the policy will be adopted and implemented, and later monitored and evaluated.

THREE STEPS TO POLICY FORMULATION

1. Assess policy options using evidence.

Use collected evidence to determine if policy is justified, evaluate options, and predict possible outcomes.

2. Generate policy options.

At this point, experts' engagement could help strengthen and refine ideas. Dialogue with target stakeholders' groups could support the policy's link to society and later commitment to implementation.

3. Determine the policy's course of action.

Draft the policy implementation framework, i.e. how it will be adopted and implemented, and later monitored and evaluated. Consider financial implications, enforcement mechanisms, and acceptance by the society.

THE BRIDGE-BS AS EVIDENCE PROVIDER

The Table below outlines the type of evidence needed to support this policy stage, as well as an indicative list of BRIDGE-BS knowledge outputs that can help gather and/or provide this evidence. (**Table 5**)

Table 5: Type of required evidence and examples of BRIDGE-BS knowledge outputs to support evidence collection

STAGE 3. POLICY FORMULATION	
Role of evidence	Type of evidence
Support the various assessments required for the potential outcome of the policy, as well as its expected cost and impact.	National and international legal precedents. Expert reports about the policy options in relation to potential outcomes, i.e. impact, legal implications, compliance with international standards, financial implications, acceptance by the public, implementation timeframes.
BRIDGE-BS KNOWLEDGE OUTPUT (KO)	
Title	Description
KO_4.3 CEA-based risk assessment and scenario analysis	A Cumulative Effects Assessment (CEA) framework was applied to identify and quantify key anthropogenic and climate-related risks to the Black Sea marine environment. The analysis integrates spatially explicit data with scenario-based projections to evaluate current



	conditions and explore future risks across three pilot sites: Bosphorus area, Varna and Burgas Bay, and the Danube Delta, as well as at the basin scale. Development scenarios are projected to 2050 and used to assess the effectiveness of potential management responses. These outputs can be directly applied to strategic processes such as Marine Spatial Planning (MSP), MSFD implementation, and the development of National Plans under the new Nature Restoration Regulation. They also help identify where key ecosystem services are under pressure and which policy levers are most likely to reduce cumulative risk (e.g. reducing land-based inputs, adjusting fishing practices, or expanding marine protected areas).
KO_4.4 Recommendations for adaptive management, planning and policy implementation	A consolidated set of recommendations for adaptive management is delivered to support sustainable Blue Economy development in the Black Sea. These recommendations address both local and regional scales, and are tailored to area-specific conditions, ecosystem-based priorities, and Blue Economy sectoral needs. They are based on the integration of findings from across the project (models, decision support tools (DSTs), and stakeholder engagement activities) and reflect both current risks and future scenarios. These recommendations provide a science-based foundation for more strategic, adaptive, and inclusive marine governance in the Black Sea. They also foster collaboration between science and policy communities, encourages the uptake of decision-support tools, and contributes to capacity building among future marine managers—supporting the transition to a more resilient, knowledge-driven management culture in the region.
KO_6.1 Valuation of ecosystem services	An ecosystem services (ES) valuation exercise was conducted at three BRIDGE-BS pilot sites – Bosphorus area (TK), Danube Delta (RO), and Batumi (GE) – to better understand how local communities perceive the benefits provided by marine ecosystems and how much they are willing to pay (WTP) for their protection. The assessment focused on three categories of ES: wild capture fisheries (provisioning), tourism (cultural), and lifecycle maintenance and habitat protection (regulating). By translating ecological benefits into economic terms, the study provides a replicable framework for integrating societal values into marine management. It also serves as a decision-support tool to inform cost–benefit assessments, improve communication with stakeholders, and shape policies aligned with both ecological priorities and public preferences. These findings contribute to improve the alignment between environmental policy and public expectations in the Black Sea region, supporting more equitable and legitimate marine governance, where protection efforts are not perceived as constraints, but as shared commitments to long-term well-being.

KO_6.2: 2050 Stakeholders' vision and blue economy transformative pathways for the Blue Economy	A transformative pathway refers to a trajectory of change that leads to a fundamental and significant shift in a system, process, or situation moving away from current unsustainable practices towards a desirable and sustainable future. At pilot site level, transformative pathways were co-designed with local stakeholders through a participatory approach to form a roadmap for the sustainable development of the blue economy in each pilot site, grounded in the principle of maintaining or achieving good environmental status of marine and coastal ecosystems. These results can inform policy at both national and regional levels, contributing to the implementation of mission-driven strategies and reinforcing alignment with long-term goals under the EU Mission Ocean, the European Ocean Pact, the Common Maritime Agenda, and other relevant frameworks.
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3.4. CONSULTATION

Stakeholder partnerships are very important in policymaking. Stakeholders will bring important contributions to each stage of the policy cycle, though consideration needs to be given to targeting this engagement.

THREE STEPS TO IMPACTFULL CONSULTATION PROCESS

1. Stakeholders' identification and mapping.

An important selection criterion is whether the stakeholder is involved in, or has an interest in, the sector targeted by the new policy, and/or will be impacted by the new policy implementation.

A **quadruple-helix** collaboration ('QHC') is a form of collaboration in research and development between the four major sectors of society: industry, government, research institutes, and the public.⁴⁴

2. Assess the impact of stakeholders.

A **stakeholder impact matrix**, also known as a power-interest grid, is a structured visual tool designed to categorize stakeholders according to their level of influence and interest.

The matrix utilises a four-quadrant framework: High Power/High Interest (Manage Closely), High Power/Low Interest (Keep Satisfied), Low Power/High Interest (Keep Informed), and Low Power/Low Interest (Monitor)⁴⁵. (Figure 9: Stakeholder impact matrix. Source: EU-funded Toural project 2025)



Figure 9: Stakeholder impact matrix. Source: EU-funded Toural project 2025

3. Design and conduct consultations.

Consultations can be formal and informal and can vary in approach. Informal consultation may take place throughout the policy process, particularly with stakeholders actively involved in the outcome of the policymaking.

⁴⁴ Riconfigure project, D6.4 Quadruple Helix Collaborations in Practice: Stakeholder Interaction, Responsibility and Governance, 2021, <https://ec.europa.eu/research/participants/documents/downloadPublic?documentIds=080166e5e4d98f00&appId=PPGMS>

⁴⁵ <https://wikis.ec.europa.eu/spaces/ExactExternalWiki/pages/170888241/Stakeholder+Analysis>

**FORMAL**

- Advisory Committees
- Working groups
- Policy meetings

INFORMAL

- Workshops, Living labs, conferences
- Coffee breaks, lunches, airplanes



In the real world, people do not have the time, resources, and cognitive ability to consider all information, all possibilities, all solutions, or anticipate all consequences of their actions. Stakeholder interaction requires strong communication skills and the ability to engage with people with diverse backgrounds, often on short notice and within limited time. (See ANNEX I. How to Communicate your Message to Others) Training programs can enhance these

soft skills, enabling policymakers to foster result-oriented interactions.

When time and resources are limited, people resort to informational shortcuts. However, while potentially beneficial, informal processes for consultation may not be representative of diverse stakeholder interests and may not result in the required commitment for policy adoption or implementation. Formal consultations processes can recur based on need, and they may work separately or in combination⁴⁶.

THE BRIDGE-BS AS EVIDENCE PROVIDER

The Table below outlines the type of evidence needed to support this policy stage, as well as an indicative list of BRIDGE-BS knowledge outputs that can help gather and/or provide this evidence. (**Table 6**)

Table 6: Type of required evidence and examples of BRIDGE-BS knowledge outputs to support evidence collection

STAGE 4. CONSULTATION	
Role of evidence	Type of evidence
For stakeholders, evidence will help to clarify the relevant perspectives of the policy under discussion, during the consultations. Such interaction can facilitate stakeholders' mobilisation and engagement at policy implementation level.	Evidence supporting the perspectives of different stakeholders for the policy options under discussion.

⁴⁶ https://knowledge4policy.ec.europa.eu/dataset/k4p-dataset-44904_en

BRIDGE-BS KNOWLEDGE OUTPUT (KO)

Title	Description
KO_1.6 Blue Economy Imaginaries	Four foresight scenarios for the sustainable development of the Blue Economy in the Black Sea by 2050 are provided in a comprehensive report. Each scenario reflects a different pathway toward sustainability, illustrating how socio-political choices influence the evolution and impact of maritime sectors and the communities that depend on them. While the analysis is conducted at the sea-basin level, it allows stakeholders to reflect on how shared drivers and challenges could affect national and local contexts. Used as a strategic tool, the scenarios can help to improve the quality of planning processes by identifying emerging risks, revealing opportunities for innovation, and clarifying trade-offs between economic development and environmental protection.
KO_6.2: 2050 Stakeholders' vision and blue economy transformative pathways for the Blue Economy	A transformative pathway refers to a trajectory of change that leads to a fundamental and significant shift in a system, process, or situation moving away from current unsustainable practices towards a desirable and sustainable future. At pilot site level, transformative pathways were co-designed with local stakeholders through a participatory approach to form a roadmap for the sustainable development of the blue economy in each pilot site, grounded in the principle of maintaining or achieving good environmental status of marine and coastal ecosystems. These results can inform policy at both national and regional levels, contributing to the implementation of mission-driven strategies and reinforcing alignment with long-term goals under the EU Mission Ocean, the European Ocean Pact, the Common Maritime Agenda, and other relevant frameworks.
KO_6.3 Stakeholders engagement for developing Blue Economy sustainable development strategies	The document provides a comprehensive set of guidelines and practical recommendations for implementing participatory co-design processes that foster local ownership, improve legitimacy, and support transformative change in marine and coastal governance. Building on co-design activities and living lab experiences across Black Sea pilot sites, these guidelines identify effective approaches and tools to engage diverse stakeholder groups, including local communities and small-scale fishers, youth, public authorities, scientists, and private actors, in decision making processes. The adoption of these participatory guidelines can lead to more inclusive and effective marine governance in the Black Sea region. Incorporating local knowledge and stakeholder priorities into policy development, authorities are better equipped to design strategies that reflect local realities and generate stronger public support. This



	contributes to more socially accepted, resilient, and actionable Blue Economy policies.
KO_7.3 High Tech Summit for the Black Sea (HTS4BS)	The High Tech Summit for the Black Sea (HTS4BS) has been set up as a research-based innovation forum focused on digitalisation, marine technologies, and Industry 4.0 applications in the Blue Economy. Designed as a strategic interface between science, policy, and industry, it aims to accelerate the uptake of sustainable, digital, and circular economy solutions by fostering collaboration and showcasing real-world innovation. The HTS4BS plays an enabling role for shaping a forward-looking innovation landscape in the region, helping to close the gap between technological development and market application.

3.5. POLICY ADOPTION

Policy adoption is the process of agreement and passage of a new policy by relevant institutions of government so that, after all considerations in previous stages, the selected policy option is put into effect⁴⁷.

3.6. POLICY IMPLEMENTATION

It is the initial implementation phase where the main objective is to put the new policy in place and manage the change that this requires. In reality, implementation is usually a lengthy process stretching from the design phase through to the achievement of the desired results. However, it is the initial phase of implementation that calls for the most careful application of planning and effort.

Policy implementation can be challenging, especially if the policies are complex and multifaceted, and require coordination among diverse groups of actors. Effective policy implementation depends on strong governance, detailed planning, and continued stakeholder engagement⁴⁸.

THE BRIDGE-BS AS EVIDENCE PROVIDER

The Table below outlines the type of evidence needed to support this policy stage, as well as an indicative list of BRIDGE-BS knowledge outputs that can help gather and/or provide this evidence. (**Table 7**)

⁴⁷ <https://emm.iom.int/handbooks/stage-5-policy-adoption#introduction>

⁴⁸ <https://emm.iom.int/handbooks/stage-6-policy-implementation/preconditions-policy-implementation>



Table 7: Type of required evidence and examples of BRIDGE-BS knowledge outputs to support evidence collection

STAGE 6. POLICY IMPLEMENTATION	
Role of evidence	Type of evidence
Improve the efficiency and impact of initiatives designed to implement the policy. Communicate the policy and its changes to relevant stakeholders and the public in a clear and engaging way.	Comprehensive explanatory reports presenting the evidence behind the policy rationale. Operational knowledge, such as upskilling of existing workforce, to facilitate the implementation of the new policy provisions.
BRIDGE-BS KNOWLEDGE OUTPUT (KO)	
Title	Description
KO_7.1 Business acceleration platform on Black Sea Blue	The Black Sea Accelerator (BSA) is designed to foster innovation and sustainability, providing tailored support to early-stage entrepreneurs and research-based solutions that address key challenges in sectors such as coastal tourism, fisheries, marine biotechnology, renewable energy, and sustainable shipping. By offering mentoring, service acquisition, access to finance, and networking opportunities, the BSA helps promising ideas progress through proof-of-concept to proof-of-business stages. The program fosters institutional learning and cross-sector synergies, contributing. This contributes to building a more resilient, interconnected innovation environment in the Black Sea and strengthens the capacity of public institutions to engage with private-sector actors on sustainability challenges.
KO_7.2 Business models and initiatives around BRIDGE-BS	A comprehensive review of existing and emerging business models across key Blue Economy sectors in the Black Sea was conducted to assess innovation potential, environmental performance, and investment readiness. The analysis covers both well-established and emerging sectors, and explores they are positioned in terms of market dynamics, regulatory context, innovation uptake, and integration of sustainability principles. This report provides strategic guidance for policy alignment and funding coordination, helping to direct investments toward high-potential sectors of the Black Sea Blue Economy.
KO_7.3 High Tech Summit for the Black Sea (HTS4BS)	The High Tech Summit for the Black Sea (HTS4BS) has been set up as a research-based innovation forum focused on digitalisation, marine technologies, and Industry 4.0 applications in the Blue Economy. Designed as a strategic



interface between science, policy, and industry, it aims to accelerate the uptake of sustainable, digital, and circular economy solutions by fostering collaboration and showcasing real-world innovation.

The HTS4BS plays an enabling role for shaping a forward-looking innovation landscape in the region, helping to close the gap between technological development and market application.

3.7. POLICY MONITORING AND EVALUATION

Most policies are complex, multifaceted and respond to and impact other national and international policy domains. Monitoring and evaluation help to establish whether a policy meets its objectives and to inform future policymaking.

Monitoring provides operational data on outputs and performance, that are useful for potential adjustments during implementation, or if needed to policy redesign⁴⁹.

Evaluation provides insights regarding the effectiveness of a new policy, which can lead either to adjustments or improvements, or if needed, to the redesign of the policy⁵⁰.

THREE STEPS TO POLICY MONITORING AND EVALUATION

a) Integrate Adaptive Management measures.

Design policies to be flexible in order to enable evaluation and adjustment as new evidence emerges or conditions change.

b) Design for monitoring and evaluation processes.

- ⇒ Set clear baselines and indicators; define who and how will do the monitoring and evaluation processes.
- ⇒ Define measurable indicators linked to policy objectives.

c) Report and Review.

- ⇒ Regularly review progress with stakeholder input.
- ⇒ Document lessons learned and share best practices.
- ⇒ Revise policies as new information emerges or when situations change.

THE BRIDGE-BS AS EVIDENCE PROVIDER

⁴⁹ <https://emm.iom.int/handbooks/stage-7-policy-monitoring-and-evaluation/what-monitoring>

⁵⁰ <https://emm.iom.int/handbooks/stage-7-policy-monitoring-and-evaluation/what-evaluation>



The Table below outlines the type of evidence needed to support this policy stage, as well as an indicative list of BRIDGE-BS knowledge outputs that can help gather and/or provide this evidence. (**Table 8**)

Table 8: Type of required evidence and examples of BRIDGE-BS knowledge outputs to support evidence collection

STAGE 7. POLICY MONITORING & EVALUATION	
Role of evidence	Type of evidence
Assess the effectiveness of the policy implementation phase. Review risks and benefits and identify potential gaps or issues. Update the entire policy process.	Objective, clear and systematic monitoring reports. Recommendations on whether the new policy should be modified, extended, or discontinued, and guidance on the appropriate course of action based on the results.
BRIDGE-BS KNOWLEDGE OUTPUT (KO)	
Title	Description
KO_1.2 Black Sea BRIDGE-BS Portal and Database	The BRIDGE-BS Portal is built as a comprehensive web platform developed to serve as a central hub for consolidating and making available essential knowledge about the Black Sea ecosystem for public use, providing access to historical and harmonized data and methods. The BRIDGE-BS Portal includes a multidisciplinary environmental database, designed to store and manage physical, chemical, biological, and socio-economic data relevant to the Black Sea, structured according to FAIR principles and international standards, including ISO 19115, SeaDataNet protocols, and WoRMS identifiers for biological records.
KO_1.5 Black Sea Blue Economy Observatory	The Black Sea Blue Economy Observatory (BS-BEO) for the Black Sea region, is an online platform designed to improve access to harmonised socio-economic information related to marine and maritime activities. The observatory is intended as a single-entry point to support socioeconomic data accessibility and comparability in the region, allowing users to visualise trends, identify monitoring gaps, and access relevant BRIDGE-BS outputs. The observatory can serve as a catalyst for strengthening data infrastructures and fostering more coordinated monitoring of blue economy developments.



4. CAPACITY BUILDING, LIFELONG LEARNING AND OCEAN LITERACY

Evidence-based policymaking requires that policymakers remain up to date with the latest available information, know how to use new data and methodologies, and engage with stakeholders, in order to develop well-informed policies.

Training and lifelong learning are essential for the policy and decision makers to remain effective and adaptive to a continuously evolving knowledge environment. By investing in their ongoing development, policymakers enhance their ability to navigate emerging challenges and shape more resilient and effective policies that respond to current needs.

Ocean literacy (OL) is defined as *“the understanding of our individual and collective impact on the Ocean and its impact on our lives and wellbeing”*⁵¹. It is not only about understanding ocean knowledge but also how to govern marine ecosystems sustainably. Ocean literacy can help develop public marine policy, promote a more responsible behaviour towards the ocean and encourage young people to start a career in the blue economy or in marine science⁵².

Actions for capacity building and lifelong learning:

- ⇒ Regular training workshops in science-policy communication and data analysis.
- ⇒ Mobility schemes and exchanges between research institutes and government agencies.
- ⇒ Ensuring allocation of resources to support a long-term institutional development.

THE BRIDGE-BS CONTRIBUTION

The Table below an indicative list of BRIDGE-BS knowledge outputs that can support policymakers upskilling and life-long learning in relation to Blue Economy. (**Table 9**)

Table 9: Examples of BRIDGE-BS knowledge outputs to support capacity building, lifelong learning, and ocean literacy

CAPACITY BUILDING, LIFELONG LEARNING AND OCEAN LITERACY

BRIDGE-BS KNOWLEDGE OUTPUT (KO)

⁵¹ <https://bridgeblacksea.org/index.php/ocean-literacy-network/>

⁵² Chantzi, G., Besi, E., Perez, M., Fernandez, R., Integrated Policy Review and Dialogue in The Black Sea <https://zenodo.org/records/14808149>



Title	Description
KO_9.1 Science-Technology-Policy English language MOOC on Blue Economy	An open-access Massive Open Online Course (MOOC) has been developed to enhance awareness and understanding of the Blue Economy in the Black Sea, connecting scientific research, technological development, and policy relevance. Structured around BRIDGE-BS's three thematic nodes, Service Dynamics, Blue Growth Incubators and Empowered Citizens, the course integrates key knowledge outputs from the project and demonstrates their practical relevance in policy and innovation contexts. The MOOC offers thematic modules covering ecosystem health and multi-stressor analysis, monitoring tools, biodiversity and ecosystem services, participatory governance, and business innovation. Each module draws directly on results from BRIDGE-BS.
KO_9.4 Black Sea Literacy Network	The Black Sea Literacy Network (BSLN), launched under BRIDGE-BS, is a regional platform that brings together marine scientists, educators, policymakers, industry actors, and community leaders to foster ocean literacy and promote shared responsibility for the protection and sustainable management of the Black Sea. By strengthening connections across countries and sectors, the network supports a culture of stewardship grounded in science, education, and civic engagement. Positioned at the interface between science, policy, and society, the BSLN acts not only as an awareness-raising platform but also as a strategic enabler of more inclusive, informed, and responsive policymaking in the region.



5. CONCLUSIONS

The present Guiding manual aims to bridge the gap between science and policy processes to support evidence-based policymaking for the development of a sustainable Blue Economy in the Black Sea. The rationale behind the document stems from the insights gained from a four-year science-policy dialogue process, that took place as part of the EU Horizon 2020-funded BRIDGE Black Sea (BS) (2021-2025).

The project was designed to address the environmental and socioeconomic challenges affecting the development of a sustainable Blue Economy in the Black Sea. To realise its objectives, BRIDGE-BS followed an inclusive, participatory and interactive approach, fostering an active science-policy dialogue, supported by knowledge transfer and the upskilling of policy stakeholders to be able to use the scientific results generated under the project in the policy and decision-making processes.

As a result of this interactive approach, several challenges were highlighted mainly in relation to the different operational frameworks within which science and policy operate, that hinder the effective use of evidence in policymaking. In this context, and as part of the upskilling actions of the BRIDGE-BS, the present manual provides a comprehensive guide on how science and policy can complement each other throughout the policymaking process,

The manual uses the seven stages of the policy cycle framework by IOM, which assert that throughout the policy development process, data, research and analysis are needed for policies to be grounded to actual facts and linked with national and regional priorities. The document simplifies the complex process of policy development, providing useful steps for each stage of the policy cycle, referencing the relevant BRIDGE-BS products that can support and/or facilitate the implementation of each stage.

The Guiding Manual is primarily addressed to marine and maritime policy stakeholders in the Black Sea, but it can be a useful guide for marine scientists to understand policymaking processes and their role in them.



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ANNEX I. HOW TO COMMUNICATE YOUR MESSAGE TO OTHERS

INTERACTING WITH STAKEHOLDERS

When we are communicating a message to other people our objective is to get our ideas into their heads. However, along the way some information often gets lost due to distractions, overly complex or lengthy messages, or lack of interest from the listener.

**“It is OUR GOAL,
as communicators, to
INCREASE THE EFFECTIVENESS
so, a LARGER PERCENTAGE
of the information
IS TAKEN UP”**



A. CREATING A KEY MESSAGE

There are 3 things to consider when creating a key message⁵³:

- Who is your audience?
- How will I get them hooked to my story?
- What is your message?



WHO IS YOUR AUDIENCE?

AUDIENCE ANALYSIS

How can I **solve** their **problem**?

Why are they here?

How can you best **reach** them?

What **are** they like?

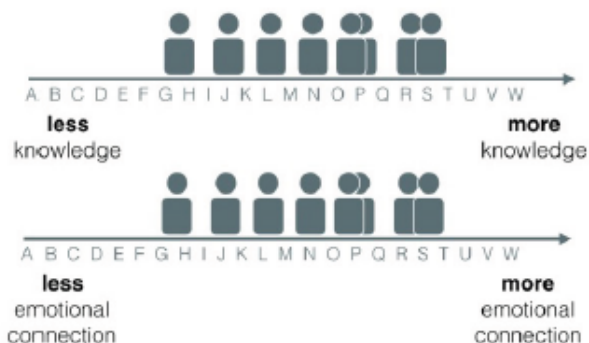
How might they **resist**?

What **keeps** them up at night?



▶ **know your audience**

AUDIENCE MAP



⁵³ https://knowledge4policy.ec.europa.eu/dataset/k4p-dataset-44904_en

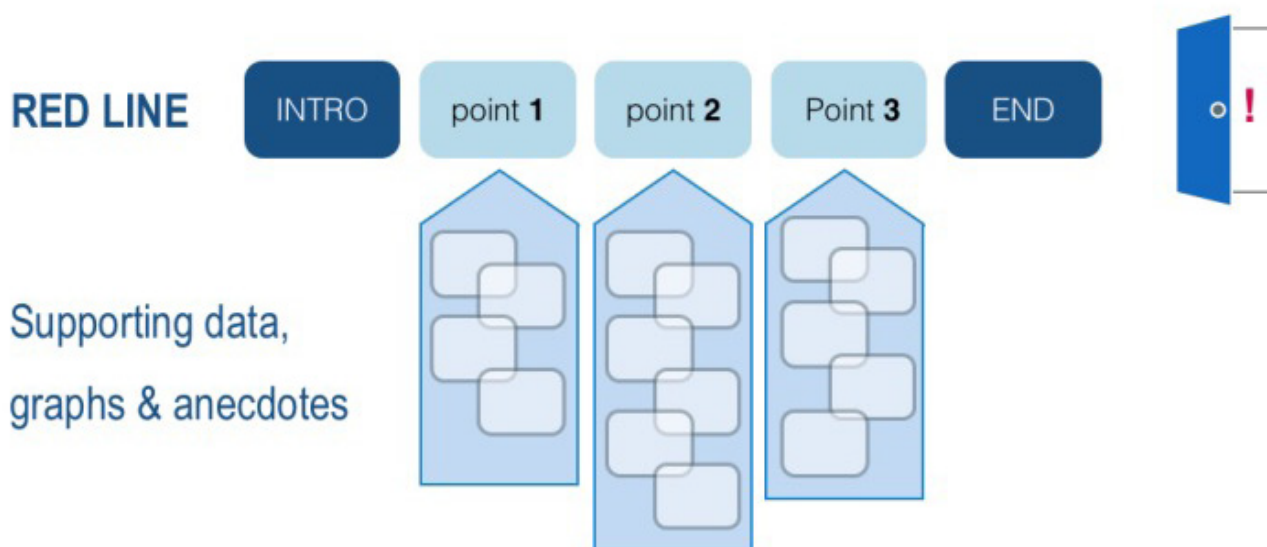


WHAT IS YOUR MESSAGE?

“IT IS ALL ABOUT PRIORITIZING”

An employee was asked to give a presentation for the management board about a new programme the company would develop. In advance she was informed that she had 20 minutes to share it with the board. Upon arrival she learned that she only had 5 minutes. She froze and walked out without providing the members without any insight. The employee had prepared a linear presentation with no clear points to make. If she couldn't go through it a linear way, she wasn't able to tell her story.

When making your message it is important to identify a number of key points you want to transmit. Once you have identified your key messages, you can then support them with data, graphs, and anecdotes. When provided with little time you can then focus on your key messages and then leave or add more data when the time allows it⁵⁴.

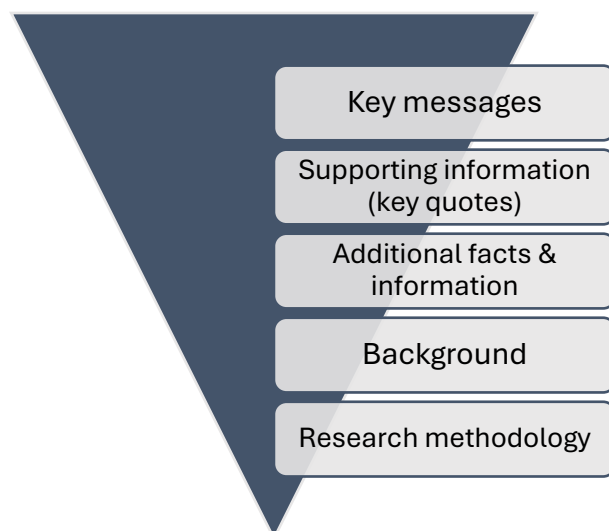


⁵⁴ https://knowledge4policy.ec.europa.eu/dataset/k4p-dataset-44904_en



The inverted pyramid

This tool can help to structure our message⁵⁵.



The KISS METHOD

KEEP

IT

SHORT &

SOPHISTICATED

(SEXY, STUPID)

UNDERSTANDABLE

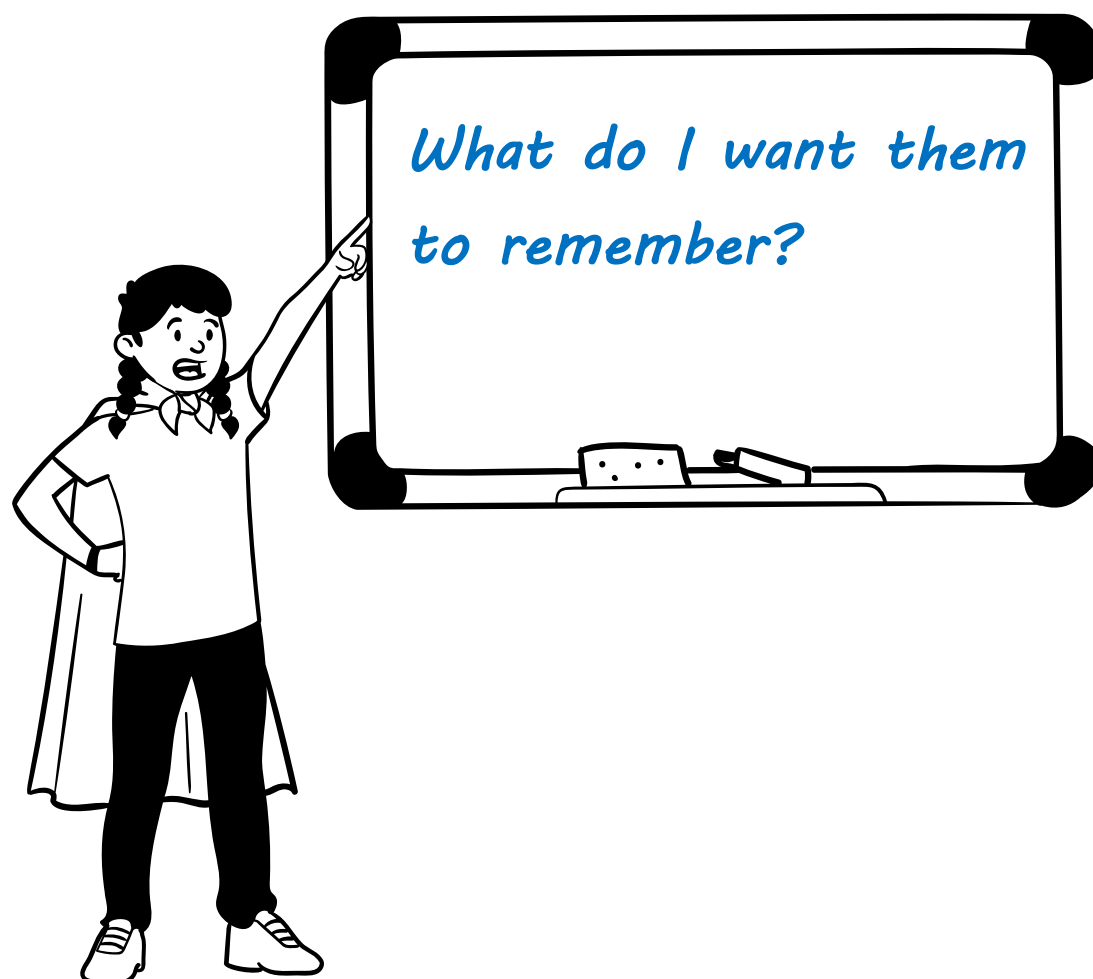


⁵⁵ https://knowledge4policy.ec.europa.eu/dataset/k4p-dataset-44904_en

B. BE A BORN STORYTELLER

TELL YOUR STORY WITH THE END IN MIND.

What is in it for your reader? What do you want them to remember?



4 Story lines

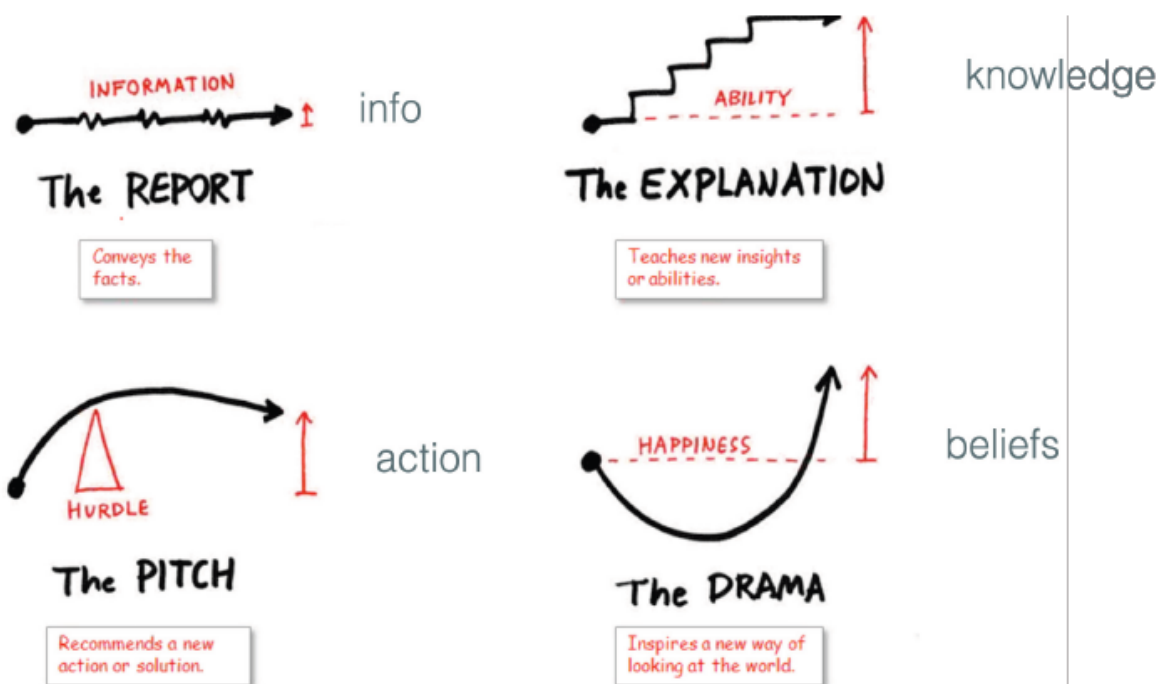


Image from: Dan Roam: Show and Tell : How Everybody Can Make Extraordinary Presentations



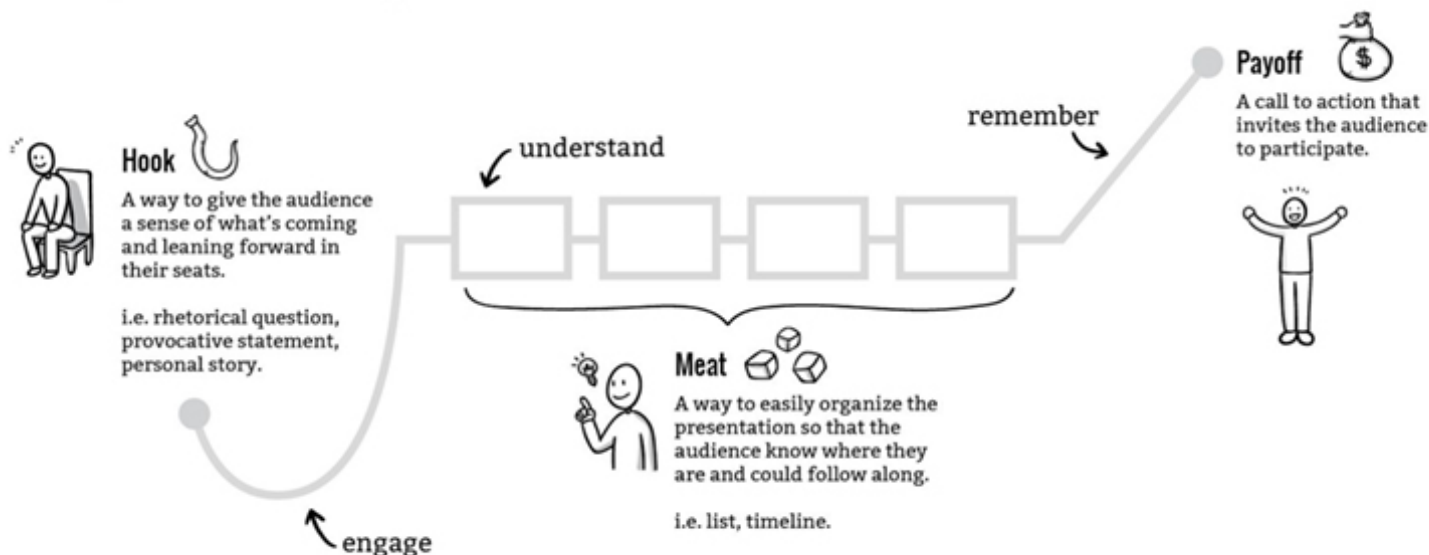
A POWERFUL STORY COMBINES DIFFERENT STORYLINES⁵⁶

- The **REPORT** format conveys the facts.
- The **EXPLANATION**, meanwhile, teaches new insights or abilities.
- The **PITCH** recommends a new action or solution.
- The **DRAMA** inspires a new belief or way of looking at the world.

⁵⁶ https://knowledge4policy.ec.europa.eu/dataset/k4p-dataset-44904_en



HOOK, MEAT AND PAYOFF



<https://www.fassforward.com/our-thinking/story-structures-how-to-make-your-messages-work>



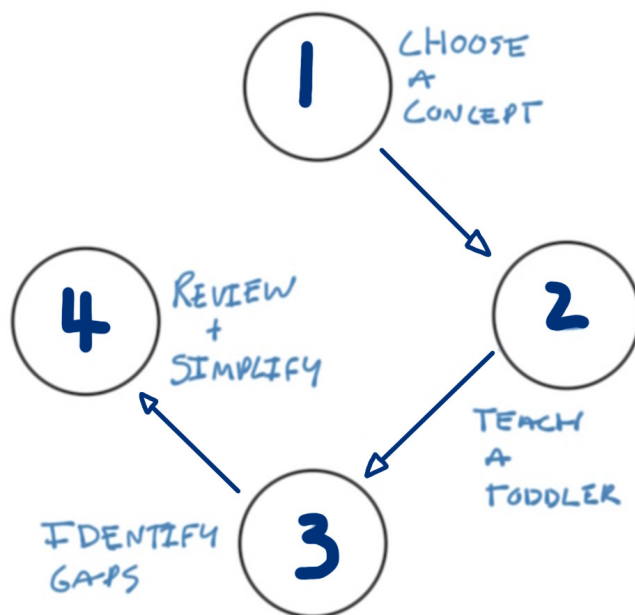
THE FEYNMAN TECHNIQUE

The **Feynman Technique** is a Mental Model named after Richard Feynman, a Nobel Prize Winning Physicist.

It is quite simple. First you identify what you want to talk about. Then explain it to a toddler or somebody who has no background on the subject. Keep on going until they don't understand anymore what you are saying. Stop and rework that part. Continue this process until your message is crystal clear for somebody who is no expert at your subject⁵⁷.

<https://icanread.org/2017/04/try-the-feynman-technique/>

THE FEYNMAN TECHNIQUE



⁵⁷ https://knowledge4policy.ec.europa.eu/dataset/k4p-dataset-44904_en



C. VISUALS AND WRITING



GRAPHS⁵⁸

Less is more, so think about...

- ⇒ Getting rid of superfluous information.
- ⇒ Horizontal versus vertical sorting?
- ⇒ Labelling data directly.
- ⇒ Getting rid of shade.
- ⇒ Getting rid of colours.
- ⇒ Getting rid of axis.
- ⇒ Getting rid of borders.



LESS is MORE

PRIORITIZE

AVOID using ACRONYMS.

CLEAR writing.



WRITING⁵⁹

When writing:

Avoid jargon, empty phrases, obsolete words, management speak, needless repetition, wordy phrases, and clauses. Try to remain as close as possible to the basic structure of a text. Most texts, when stripped of jargon and empty phrases, could be summarized in

⁵⁸ https://knowledge4policy.ec.europa.eu/dataset/k4p-dataset-44904_en

⁵⁹ *ibid*



50 words. The rest were just hollow words, empty sentences, with very little or no meaning.

Do not use jargon when you have to write a policy brief or a press release. And if you need to use unfamiliar words or terms, please explain them. Your reader is no expert. You can help them to understand you by giving specific examples of your findings⁶⁰.

MESSAGES YOU WANT TO CONVEY:

Awareness

If stakeholders are not aware that a problem exists, they will not do anything about it.

Importance

Information about the scale of the problem. How big is it?

How many people are affected? How are they being affected?

Analysis

Provide background, causes and effects of the problem. Why does the problem exist? Where does it come from? What are its effects?

Options

What are the policy options for solving the problem? What are the strengths and weaknesses of each option? What is the science that support the options?

Recommendations

Evidence in favour of a particular option.

Why is this option better than the others?

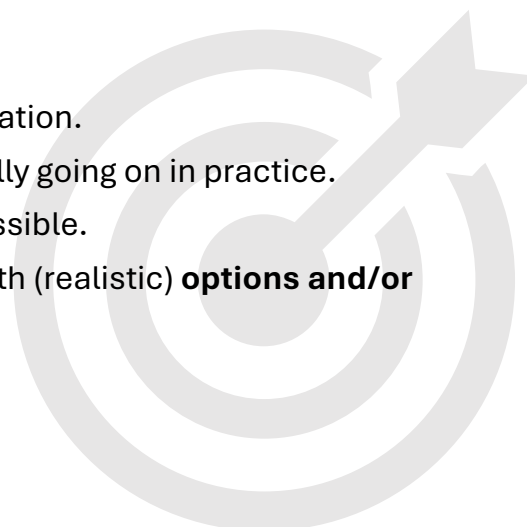
Give evidence to show that that it will be effective (and cost effective).

⁶⁰ https://knowledge4policy.ec.europa.eu/dataset/k4p-dataset-44904_en



KEEP IN MIND

- Look for **common grounds** while addressing your audience.
- **Limit the number** of issues addressed.
- Start with **current** situation.
- Use concrete **examples** in your presentation.
- Give **empirical insights** into what is really going on in practice.
- Make your presentation as **visual** as possible.
- Do not dump a problem but come up with (realistic) **options and/or recommendations**.
- Get the **timing** right.
- Ask about need for a **follow-up**.



GOOD PITCH

- One clear message
- Starting with current situation
- Using concrete examples
- Giving empirical evidence
- Making good use of visual presentation
- Offering solution

BAD PITCH

- Not explicitly relating to their public
- Offering unrealistic solution
- Including apolitical message
- Not clarifying different policy options
- Not asking about needs for a follow-up



BRIDGE-BS

Blue Growth Incubators | Service Dynamics | Empowered Citizens

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