



EMEG (Euro-Mediterranean Expert Group)

2nd EMEG meeting and report on “Euro-Mediterranean Research and Innovation policy and policy dialogue in relation to societal challenges”

Rationale and Guidelines for facilitators and group leaders

1. Introduction

In the first year of MedSpring, EMEG has worked on the uptake of research results, particularly topics in which there is urgent need of research valorization and the identification of solutions for innovation and market opportunities in the Euro-Mediterranean research cooperation in resource efficiency (water), high quality affordable food and energy.

In the second year of the Project, Task 2.2 of EMEG foresees the stocktaking of the Euro-Mediterranean policy dialogue on research and innovation, with the aim of identifying ways and means for policy and policy dialogue to ensure impact on the MedSpring thematic challenges in water, food and energy. The aim of the present document is to pave the way to the work to be carried out by EMEG in view of the 2nd EMEG meeting that is planned in Tunisia (Sousse) on 22-23 September 2014.

2. Background

In the last few years, the Euro-Mediterranean policy dialogue on Research and Innovation has been developed through some key initiatives, which have spelled out several objectives to be reached for building a strong and stable cooperation.

The first initiative is the **Euro-Mediterranean Ministerial Conferences on Higher Education and Scientific Research**, held in Cairo in 2007. It represents the highest level of research policy dialogue in the Mediterranean, since North and South ministers were directly involved and committed their countries to the achievement of concrete objectives. On this occasion, ministers recognized that Education, Research and Technical Development Infrastructure (RTDI) did not receive sufficient attention in the Euro-Mediterranean Partnership and agreed on the creation of a common research area through the enhancement of MPCs participation in the Framework Programmes, taking into account their particular needs, areas of mutual interest and benefits.

The second pivotal initiative is the **Euro-Mediterranean Conference on Research and Innovation**, held in Barcelona in April 2012, which put an emphasis on the need to establish a renewed partnership in R&I, based on co-ownership, mutual interest and shared benefits. Also, the Conference conclusions underline the importance of moving away from a “bilateral” approach and build on a more strategic “region to region” approach. On that occasion, the EC announced the preparation by interested EU Member States and South Mediterranean countries of a bi-regional programme based on Article 185 of the Treaty on the Functioning of the EU (TFEU), that would be a major initiative contributing to the implementation of the common agenda.

The policy dialogue framework is completed by the **Group of Senior Official (GSO) for Euro-Mediterranean Cooperation in RTD** (former MoCo), whose periodical meetings conclusions and recommendations represent a high level response to the challenges to be faced in order to boost cooperation. GSO/MoCo has also the task of making recommendations to the EU for the joint implementation of RTD policy priorities. The last MoCo/GSO meetings agreed on the need of revisiting the past achievements of cooperation on the basis of the principles of partnership, co-ownership, mutual interest and shared benefits. Also, Senior Officials highlighted the need to establish a medium/long term common R&I agenda.

Last but not least, an input to the development of Euro-Mediterranean research policy dialogue derives from the position paper circulated after the **1st EMEG meeting** (Lisbon, June 2013), which gives some recommendations on concrete actions to be adopted for ensuring a good governance of Euro-Mediterranean research cooperation.

3. Activities

The following main activities are envisaged (see also Figure 1):

Before EMEG meeting

a) Stocktaking of regional Euro-Mediterranean policy dialogue on Research and Innovation.

This activity will be carried out by the EMEG Co-ordination Team and EMEG members. This work will be furthered and discussed in the EMEG meeting. The stocktaking - conducted by the MedSpring coordinator team - will provide a comprehensive frame of policy objectives and targets agreed and outlined in major bi-regional and multi-lateral (north-south) policy dialogue events undertaken in the last 10 years.

Consequently, the analysis of policy dialogue in terms of real achievement and results will be conducted by the EMEG Co-ordination Team and EMEG members,

The following documents / material will be used:

- Literature review, including a stocktaking of FP7/H2020 (1st call) published topics
- Relevant outcomes from the MedSpring Open Consultation and 1st EMEG meeting: Position Paper (Lisbon 2013)
- Inputs deriving from MedSpring stakeholders meeting (Brussels, April 2014)
- Civil Society insights, collected through an Open Consultation via web (instant pools, live twitter, video-messages,...) launched through the Agora (June-July 2014)
- EMEG experts inputs, collected through the on line consultation as well as in validating its outcomes (from June 2014)
- Declarations and minutes of policy dialogue events.

The main outcome of such analysis will consist of a systematized overview and a prioritization of main problems and results (the latter being not necessarily achievements) of Euro-Mediterranean RDI policy dialogue, which will serve as a base for the identification of objectives, or still non-achieved objectives to be focused in the EMEG meeting.

During EMEG meeting

b) Identification of ways and means to address or re-address policy and policy dialogue, particularly regarding objectives and expected impacts, accounting the current scenarios.

This activity will be developed at the 2nd EMEG meeting. In particular, EMEG experts, within their respective thematic sub-groups, will be asked to:

- discuss the list of prioritized problems identified in activity a)
- assess how the outcomes highlighted in activity a) may be considered as achieved.

This work will lead to the identification of new (or renewed) **Policy Objectives** and expected **Impacts** of Euro-Mediterranean R&I policy dialogue and cooperation, which will be presented by each EMEG sub-group in a plenary session, followed by a discussion.

After this session, a key-note speech will be given by a highly reputed expert on policies and socio-economic issues to “inspire” EMEG in the identification of variables (here meant as *positive factors* and/or *barriers*) key to the successful achievement of the policy objectives previously outlined by EMEG groups. This is intended to be a real “innovative” output by EMEG as Euro-Mediterranean think-tank, aiming at merging research and policy in water, food and energy, taking into account the current frame of Euro-Mediterranean social and economic context.

The EMEG members will be then asked to provide suggestions for possible **Actions**, which are keys to enhance factors and overcome barriers. These actions should be considered as possible solutions, which could provide useful inputs for the orientation of national and international research programmes (e.g. H2020).

After EMEG meeting

Following the meeting, a **position paper** (under the title “*Stocktaking of policy dialogue*”) will be drafted. It will be articulated as follows:

- Main problems and results in R&I policy dialogue
- Policy objectives and expected impacts (per EMEG sub-groups, with the identification of overarching “paradigms”)
- Variables to improve effectiveness of policy dialogue
- Recommendations to policy and policy dialogue.

The draft version of the position paper will be shared among EMEG members, MedSpring partners and via web before submission to and discussion with the European Commission.

4. Methodology/Work-flow

The purpose of Task 2.2 is to assess how Euro-Mediterranean policies can synergize to support research and innovation in the societal challenges of the region. To this end, a sort of “shared strategic vision” should be defined. Such vision should move from an analysis of current RDI policies, taking into account strengths and weakness of national/regional programmes, in order to identify objectives and expected impacts for the development of effective policies to overcome barriers and enhance positive factors.

This section should describe in detail the single steps and methodology for the implementation of EMEG activities (Figure 1).

In view of the 2nd EMEG meeting, the following preparatory actions should be undertaken:

Before the meeting

- a) A **Preliminary analysis** will be carried out by the partners involved Task 2.2 (April-June 2014). It will consist of a critical stocktaking of multilateral cooperation and policy dialogue on research in the Euro-Mediterranean Region. Such analysis will be conducted at national/regional level on the basis of a literature review.

Other inputs for the preliminary analysis will be provided by:

- Outcomes from the Open Consultation and 1st EMEG meeting (Lisbon, 2013),
 - Suggestions from Stakeholders meeting (Brussels, 2014)
 - Consultation via web (instant pools, live twitter, video-messages, ...) launched through the Agora (from June to July 2014)
 - EMEG experts inputs.
- b) On the base of the above mentioned outcomes, an assessment of **Main Objectives** and **Main Problems** and **outcomes** in multilateral cooperation and policy dialogue on research in the Euro-Mediterranean Region will be provided by the Task 2.2 responsible (TESR, CIHEAM, FCT, ISERD). Furthermore, problems and achievements will be divided in macro-categories.

Prioritization of Problems and definition of macro-categories - (from June to July 2014) – web open consultation

Total time: about 1 month

Specific objective:

- Prioritize main objectives of Euro-Mediterranean cooperation and policy dialogue in R&I and define most important problems in their effective achievement
- Organizing main problems accordingly their perceived importance and grouping them together into 3-4 problems categories.

Outcomes of activity:

- List of prioritized objectives
- List of prioritized problems grouped into 3-4 problems categories
- List of possible solutions

Once defined main problems in multilateral cooperation and policy dialogue, a prioritization exercise could be performed through the Agora community support. A sort of instant-poll could be organized in order to collect opinions of people on the web (e.g. Please rank from 1-low to 5-high accordingly the importance of the following problems...). In this way it will be possible to organize the problems according their perceived importance, grouping them together into 3-4 categories.

EMEG experts will be asked to validate and organize solutions coming from on-line open consultation accordingly with selected problems categories (with an *ad-hoc* questionnaire); such a work will be aimed to prepare the material for the following activities to be performed during the meeting.

During the meeting

1st day – Monday 22 September

EMEG members will be divided in groups accordingly with the societal challenges

- c) In each group, on the base of problems outlined in research and cooperation policies, EMEG members are asked to define:
 - **Specific Problems** (deriving from contextualization of the Main problems according with the specific societal challenge) and their clusterization into 4 problems categories
 - **Specific Policy Objectives** (deriving from “Specific problems”)
 - **Expected Impacts** (deriving from “achievements”)

For each problems category, a number of different **Specific Policy Objectives** are expected to be identified. These objectives will be prioritized in order to identify the 2 most important ones for each category.

Activity 1 – Identifying Specific Policy Objectives - (1st day, morning) h10.00-12.30 - Parallel working groups

Total time: 2,5 hours

Specific objective:

- Identifying Specific Policy Objectives for each main problems category.

EMEG experts are asked to elaborate in a comprehensive, logical and justified way each Specific Policy Objective. Therefore a comprehensive “statement”!

Outcome of activity:

- 2 prioritized Specific Policy Objectives for each problems category.

Activity	Time	Material/supplies for each group
Participants for each group will be seated in circle. Ice-breaker: <ul style="list-style-type: none">• Participants are asked to present themselves and their expectations in 60”.	15’	1 table + 20 chairs; n.1 copy of the annotated agenda for each participant
Prepare the ground: The facilitator explain rules, objectives and work steps	5’	paperboard with rules (Panel 1) and main objectives (Panel 2)
Analyzing inputs from preliminary analysis: <ul style="list-style-type: none">• Debate between experts: the group leader summarizes the results from preliminary analysis (Objectives, Problems and Outcomes);• Moving from such outcomes, the EMEG experts are asked to contextualize and formulate the Main Bottlenecks/Problems according with the specific societal challenge (water, food, energy). In this way we’ll obtain a frame of Specific Problems (7). (see table Main Objectives vs. Main problems).• Facilitator write Specific problems on white rectangular cards and stick them in the first column of the Table 1	50’	n.1 .ppt presentation for group leader n.1 copy of “Objectives/Problem/Outcomes” table for each participant n.10 White rectangular cards n.4 colour markers (2 red, 2 black) large tip;

Main Objectives vs. Main Problems (coming from the Open Consultation)

Main Objectives	Main Bottlenecks/Problems
A. Fostering long-term and stable cooperation	- Differences in EU/MPCs approaches to cooperation
B. Ensuring a participatory approach in national and EU research programme designing	- Low policy-makers awareness on societal needs - Poor involvement of stakeholders in the process
C. Developing programmes tailored on country needs	- Low programmes adaptability to Countries' specificities
D. Encouraging MPCs participation in EU research framework programmes	- Bureaucracy and administrative procedures
E. Ensuring North-South co-ownership in programmes' designing and implementation	- Ineffective communication/definition of common priorities among EU and MPCs - Discrepancies between planned and implemented project activities

After this activity coffee break could be suggested by Group Leader

Activity	Time	Material/supplies for each group
<p>Clusterization in problems categories:</p> <ul style="list-style-type: none"> the Group Leader in collaboration with the Facilitator, will try to group together/clusterize the suggested Specific Problems into the following 4 problems categories (already used in Lisbon): <ol style="list-style-type: none"> Networking & Communication Management & Institutional responsibility Resources (financial/human) & Capacity Responsiveness to users' needs 	30'	n.1 paper board with Table 1 (empty); n.4 colour markers (2 red, 2 black) large tip; n.15 markers (black) small tip; yellow rectangular post-its;
<ul style="list-style-type: none"> The Group Leader presents the clusterization of specific problems in the 4 Specific Problems categories to be validated by the group. 	10'	n. 4 cards with the 4 problems categories n.2 glue sticks.
<ul style="list-style-type: none"> Each expert will stick the post-its with the Specific Policy Objectives (2) on the second column of the table 1, in correspondence with the Specific Problems to which they are connected. We'll have 2 x 15 = 30 post-its as a maximum. The facilitator reads the proposed objectives and pin them on the paper board; similar objectives can be grouped together. 	20'	
<p>Once the second column of Table 1 will be completed (with the proposed Specific Policy Objectives), the participants, using sticky-dots are asked to vote accordingly the following steps:</p> <ul style="list-style-type: none"> Prioritization: each group member will express max 3 votes for the chosen objectives, using sticky dots; The specific policy objectives will be listed according to their scores in the same problem category; The first 2 Specific Policy Objectives (for each problems category) will 	20'	n.50 Sticky-dots; n.4 colour markers (2 red, 2 black) large tip; n.30 white rectangular cards (10x21 cm); n.15 markers (black) small tip; n.2 glue sticks.

Activity	Time	Material/supplies for each group
<p>be chosen. At the end of this exercise we'll obtain 2 x 4 = 8 Specific Policy Objectives</p> <ul style="list-style-type: none"> The facilitator write the 2 chosen objectives on white rectangular cards and pin them on the Table 1 (second column). 		

During the lunch break the facilitators collect outcomes from the groups and update electronic version of Table 1 (to be printed later on, used for the flash report).

After the lunch, if necessary, the morning activities should continued (h15.00-16.00)

Coffee break (h16.00-16.15)

Activity 2 – Identifying expected impacts - (1st day, afternoon) h16.15-17.15 - Parallel working groups

Specific objective:

- Identifying expected impacts for each Specific Policy Objective.

Outcome of activity:

- a number (possibly limited) of expected impacts for each Specific Objective.

Activity	Time	Material/supplies for each group
<ul style="list-style-type: none"> Metaplan: the experts will identify expected impacts linked to the selected Specific Objectives. Each expert is asked to write a maximum of 1 expected impacts on yellow post-it (one impact/one post-it) for 2 Specific Policy Objectives (from 1 to 2 expected impact for each expert). The facilitator reads the proposed impacts and pin them on the paper board; similar impacts can be grouped together. 	60'	paperboard with rules (Panel 1) and main objectives (Panel 3) n.15 markers (black) small tip; yellow rectangular post-its

At the end of this session we expect to have, for each group (societal challenge) and for each problem category, maximum 2 Specific Policy Objectives and a number (possibly limited) of expected impacts as in the following Table 1.

Table 1 – Objectives and Impacts

PROBLEMS CATEGORIES	SPECIFIC POLICY OBJECTIVES	EXPECTED IMPACTS
1. Networking & Communication (Specific Problems)	1.a specific objective	Impact, Impact, impact
	1.b specific objective	Impact, Impact, impact
2. Management & Institutional responsibility (Specific Problems)	2.a specific objective	Impact, Impact, impact
	2.b specific objective	Impact, Impact, impact
3. Resources (financial/human) & Capacity (Specific Problems)	3.a specific objective	Impact, Impact, impact
	3.b specific objective	Impact, Impact, impact
4. Responsiveness to users' needs (Specific Problems)	4.a specific objective	Impact, Impact, impact
	4.b specific objective	Impact, Impact, impact

After this session (h17.15-18.00), in plenary, the **group leaders** present the key results of works (Table 1) (10')

- Specific Problems (linked to the societal challenge) for each category
- Specific Policy Objectives for each problems category
- Expected impacts for each Specific Objective (just few of them as an example)

After the presentation, an open debate among participant will follows.

Closure of 1st day – (1st day afternoon) h18.00 - Plenary session

The coordination team prepares the electronic version of Table 1.

It is of paramount importance to collect all the proposed impacts separately for each specific objective, to be used for further elaborations.

2nd day – Tuesday 23 September

Activity 3 – Key-note speech - (2nd day, morning) h09.00-10.00 – Plenary session

Total time: 1,00 hour

Specific objective:

- To provide guidance in defining variables for a successful implementation of policies on R&I in Euro-Mediterranean Countries.

Outcome of activity:

- n/a.

In plenary, a **key-note speech** (J. Spangenberg, UFZ Helmholtz Centre for Environment Research) will be given to “guide” EMEG in the identification of variables for the achievement of policy objectives in the Euro-Mediterranean region.

After the speech, an open debate among participant will follows.

Activity 4 – Developing a scheme of variables and factors necessary to enhance successful policy dialogue - (2nd day, morning) h10.00-12.30 – Parallel working groups

Total time: 2,5 hours

Specific objectives:

- To identify, systematize and validate a comprehensive frame of variables (main barriers and positive factors to enhance successful policy dialogue and cooperation) able to hinder or facilitate the achievement of the identified specific policy objectives and expected impacts.

Outcome of activity:

- Matrix with barriers/positive factors for the prioritized specific objectives.

During this activity, EMEG members will be asked to identify **variables** for a successful policy dialogue and cooperation. In the 1st EMEG Rationale, variables were intended as *«main barriers and positive factors to effective dissemination and results valorization»*. In the case of policy dialogue they could be defined as **barriers** and/or **enhancing factors** able to hinder or facilitate the achievement of the identified Specific Policy Objectives and expected impacts.

The suggestions provided in the key-note speech will constitute a valuable guidance in defining realistic variables for the improvement of policy dialogue in the Euro-Mediterranean Region.

Before starting the activity, the coordination team will pin on the wall the Table 1 (completed)

Activity	Time	Material/supplies for each group
Prepare the ground: The facilitator explain rules, objectives and work steps.	10'	paperboard with rules (Panel 1) and main objectives (Panel 4)
Define/validate variables: <ul style="list-style-type: none"> Brainstorming – After the keynote speech, under the facilitator’s guidance, draft lists of barriers and positive factors to enhance policy dialogue and cooperation, will be collected from participants. These two list will remain well visible during the next steps. 	20'	Flipchart board n.4 colour markers (2 red, 2 black) large tip.
<ul style="list-style-type: none"> Integration/validation: the experts have to write on 2-colour post-it (one for barriers/one for positive factors) their proposals, pinning post-its in correspondence of max 2 specific objectives on the related columns in Table 2. Each expert could write a maximum of 2 post-it (one for barrier + one for positive factor) for 2 specific objectives = 4 post-it (2 variables x 2 objectives x 15 = 60) 	30'	2-colour post-its (1 for barriers, 1 for positive factors); n.15 markers (black) medium tip;
<ul style="list-style-type: none"> The facilitator reads the proposed variables, grouping together similar issues; he/she writes the chosen ones on the yellow post-it and paste them on the related columns on Table 2. The final version of Table 2 will include, per each chosen objectives, a number of barriers/positive factors. 	20'	n.60 yellow rectangular post-it.

Coffee available during the sessions

At the end of this session, the table will be composed as follows :

Table 2 – Variables

PROBLEMS CATEGORIES	SPECIFIC POLICY OBJECTIVES	VARIABLES	
1. Networking & Communication (Specific Problems)	1.a specific objective	<i>Enhancing factors</i>	<i>barriers</i>
	1.b specific objective	<i>Enhancing factors</i>	<i>barriers</i>
2. Management & Institutional responsibility (Specific Problems)	2.a specific objective	<i>Enhancing factors</i>	<i>barriers</i>
	2.b specific objective	<i>Enhancing factors</i>	<i>barriers</i>
3. Resources (financial/human) & Capacity (Specific Problems)	3.a specific objective	<i>Enhancing factors</i>	<i>barriers</i>
	3.b specific objective	<i>Enhancing factors</i>	<i>barriers</i>
4. Responsiveness to users’ needs (Specific Problems)	4.a specific objective	<i>Enhancing factors</i>	<i>barriers</i>
	4.b specific objective	<i>Enhancing factors</i>	<i>barriers</i>

(h12.30-13.00) Plenary session: the group leaders present the key results of work (30’).

During the Lunch break, coordination team collect outcomes from the three groups and prepare electronic version of Table 2 (completed).

Activity 5 - Suggesting possible ways (actions) to enhance successful policy dialogue and cooperation in R&I - (2nd day, afternoon) h15.00-16.30 – Parallel working groups

Time: 1,30 hours

Specific objectives:

- To identify ways (actions) to enhance positive factors / overcome barriers in achieving a successful policy dialogue and cooperation.
- To provide inputs for the position paper

Outcomes of activity:

- A final matrix with actions to be implemented to enhance positive factors/overcome barriers for each selected problem category.
- Recommendation (position note) for the 3 societal challenges

This last exercise will be aimed at collecting suggestions for possible **Actions** able to build on enhancing factors and overcome barriers.

Each group of Experts (water, food, energy) will be divided in 4 sub-groups (one for each problem category).

EMEG experts, starting from the above Table 2 as well as from the inputs coming from the open consultation (clusterized solutions), are asked to provide suggestions for actions. Experts should answer to the following question: “*what could be the most effective action to enhance positive factors or to overcome barriers?*”. More actions could be indicated for each variable, and the same action could address more variables at the same time.

Actions will be written directly on the electronic version of Table 2 and then collected by the facilitator. We suppose that each sub-group could develop coordinated actions for each problem category able to achieve the specific objective(s) as well as to fit to variables. Therefore, each action should be elaborated in a comprehensive way indicating means and tools to be used and possibly examples.

Activity	Time	Material/supplies for each group
Prepare the ground: The facilitator explain rules, objectives and work steps. <ul style="list-style-type: none"> • Divided into sub-groups, Experts (collectively) are asked to provide suggestions for actions enhancing positive factors/overcoming barriers. <i>The EMEG experts should reply to the following question: “what would be the most important action to enhance positive factors /to overcome barriers in achieving successful policy dialogue?”</i> The printed version of Table 2 will be available for participants. Suggestions provided from the open consultation (solutions) will be also available for participants	10’	paperboard with rules (Panel 1) and main objectives (Panel 5). n.4 copies of Table 2 (with empty column for actions); Table 2 with barriers /positive factors as provided by Activity 4 still remain on the wall.
Metaplan: <ul style="list-style-type: none"> • In each sub-groups, experts starting from the above Table 2 have to write actions directly on the printed version of Table 2, accordingly to the related specific objective. • Such a work will be performed, at the same time, for each problems category (4). For each sub-group 1 or 2 action will be provided for each specific objective included into the problem category. • The facilitator reads the proposed actions. 	50’	n.15 copies of the list of suggestions (solutions) coming from open consultation;

The facilitator will collect the final actions proposed.

Afterwards, the following tables will be presented:

Table 3 – Actions

PROBLEMS CATEGORIES	SPECIFIC POLICY OBJECTIVES	SUGGESTED ACTIONS
1. Networking & Communication (Specific Problems)	1.a specific objective	<i>Action, action</i>
	1.b specific objective	<i>Action, action</i>
2. Management & Institutional responsibility (Specific Problems)	2.a specific objective	<i>Action, action</i>
	2.b specific objective	<i>Action, action</i>
3. Resources (financial/human) & Capacity (Specific Problems)	3.a specific objective	<i>Action, action</i>
	3.b specific objective	<i>Action, action</i>
4. Responsiveness to users' needs (Specific Problems)	4.a specific objective	<i>Action, action</i>
	4.b specific objective	<i>Action, action</i>

Following the previous exercise, the group members are asked to prepare **recommendations** to be included, in the plenary session, into a position note.

The works could continue during the coffee break (h16.30-17.00).

Closure of the 2nd day/End of the Meeting (2nd day, afternoon) h17.00-18.30 - Plenary session

Plenary session: presentation of the whole log-frame: **Problems/objectives/actions** by Group leaders, preparation of overarching recommendations and conclusions.

After the meeting

Recommendation will be produced in electronic format to be shared on the Agora.

A flash report containing: inputs coming from open consultation, main outputs of workgroups, recommendations will be uploaded on the EMEG session of www.medspring.eu.

Starting from the rough material produced during the 2nd EMEG meeting, the following steps are foreseen:

1. Organize/clusterize workgroups outcomes in order to classify them into 2 categories:
 - a) horizontal: objectives, impacts, variables and actions to be implemented to ensure effective policy dialogue, regardless the sector of application;
 - b) specific: objectives, impacts, variables and actions to be implemented in the frame of policies addressed to specific societal challenges (water, food, energy).
2. Drafting of the **position paper**.

It could be organized as follows:

- Main Problems and Outcomes in R&I policy dialogue
- Policy objectives and expected impacts (per problems categories)
- Variables to improve effectiveness of policy dialogue
- Recommendations

The draft version of the position paper will be shared among EMEG members, MedSpring partners and via web before submission to and discussion with the European Commission.

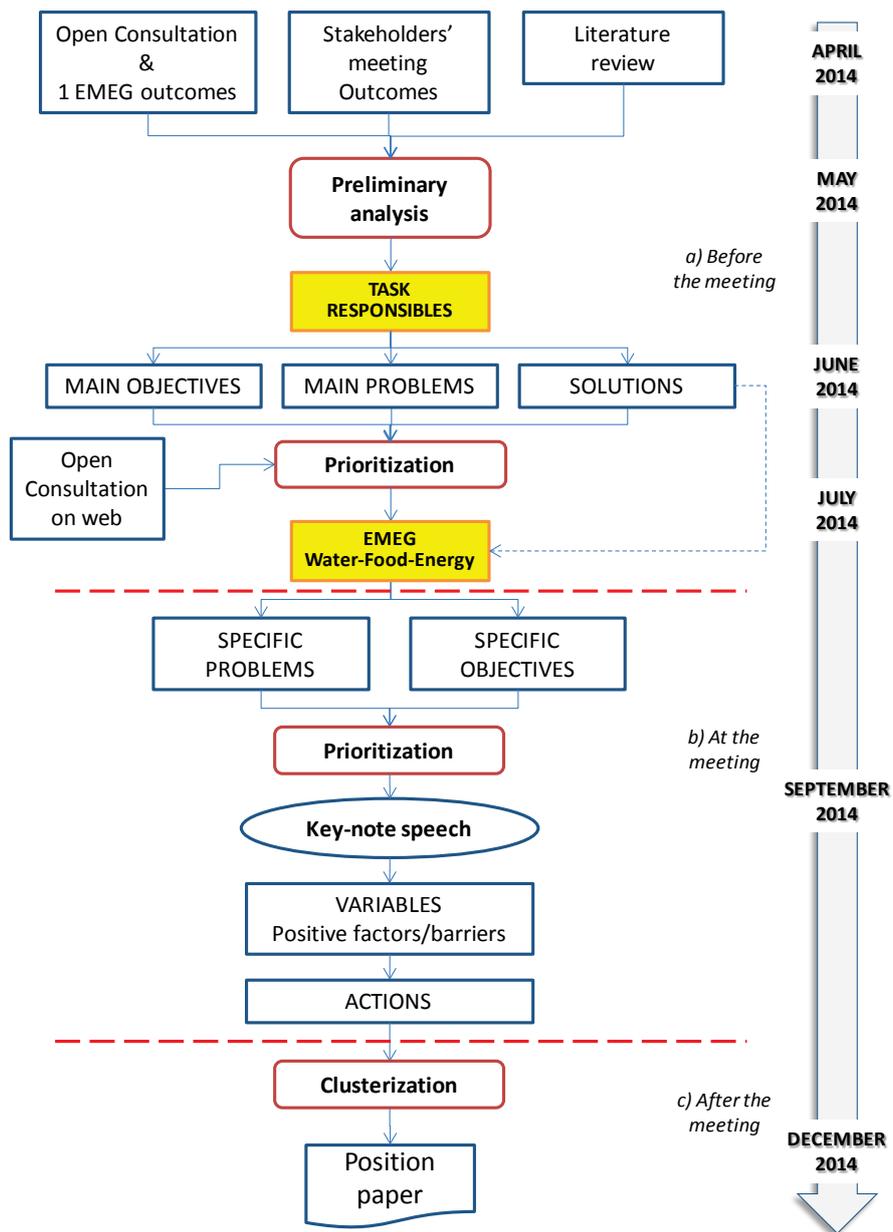


Figure 1 – Methodological approach