

1st Pan-EU Drought Dialogue Forum

30-31 October 2012, Cyprus

Nicosia-Cyprus

Actions taken by science to support implementation of policy. The Jucar River Basin case of study

by J. Andreu, A. Solera & J. Paredes

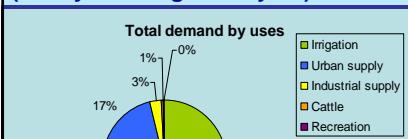
Water Resources Engineering Research Group,
Institute for Water and Environmental Engineering (IIAMA)
Universidad Politécnica de Valencia (SPAIN)

e-mail: ximoand@upv.es
www.upv.es/aquatool/

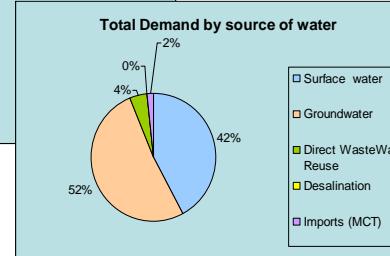
Júcar River Basin Authority (CHJ)

And Water Resource Systems

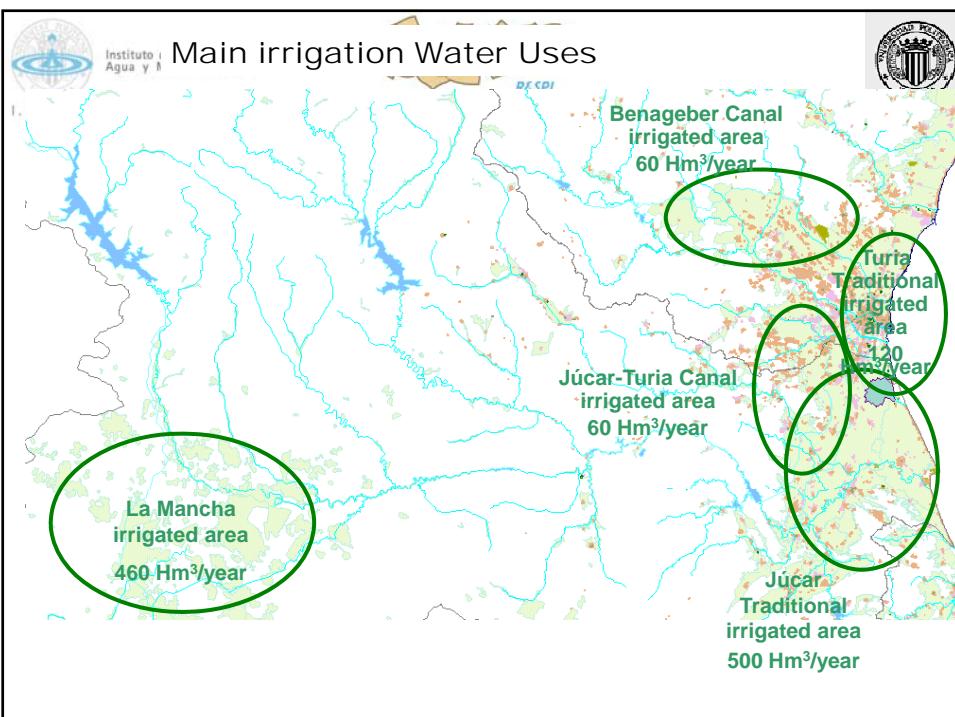
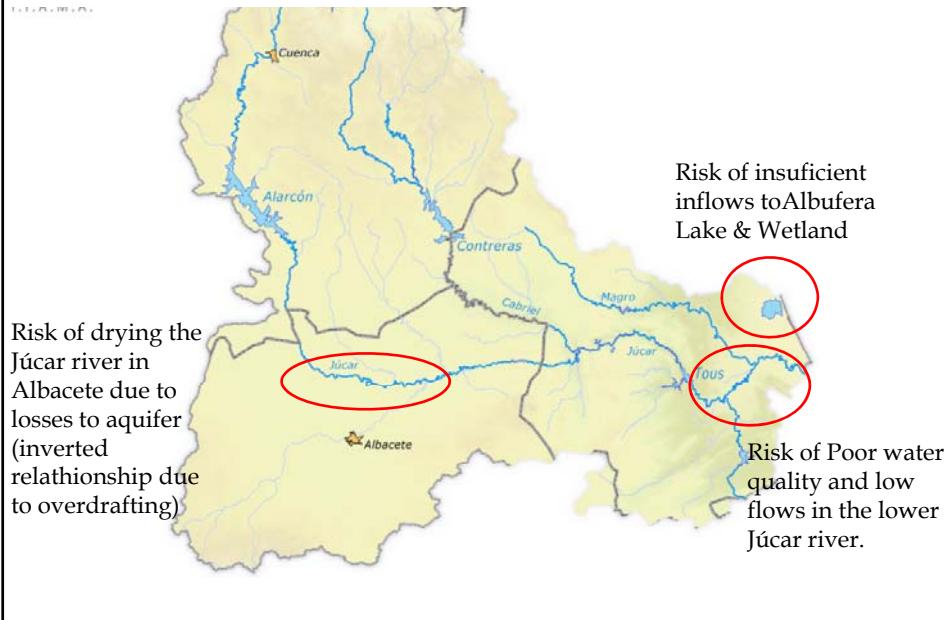
Surface (km ²)	43.000
Permanent population	4.792.528
Equivalent population due to tourism	367.322
Irrigation surface (ha)	347.275
Water demand (hm ³ /year) (Hm ³ /year = Gigaliters/year)	3.172

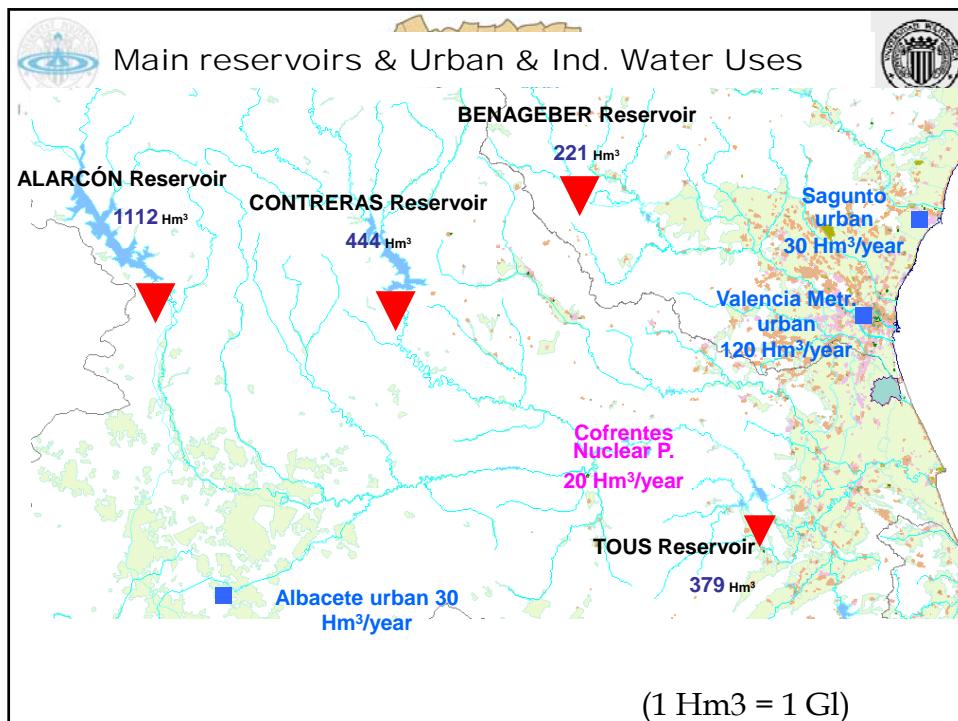


HALF OF THE AREA IS SEMIARID
+HIGHEST
VARIABILITY IN
EUROPE
(IN SPACE AND
TIME)



Júcar (& Turia) River Basin Water Resource System. Main Environmental Issues



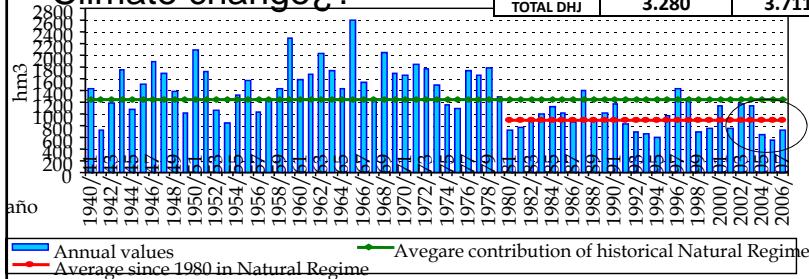


- Semi-Aridity (climate)
- Scarcity (Human needs)

SISTEMA	DEMANDA 2015	RECURSO EN RÉGIMEN NATURAL	DEMANDA / RECURSO
CENIA-MAESTRAZGO	117	312	0,38
MIJARES	300	531	0,56
PALANCIA	101	117	0,87
TURIA	666	496	1,34
JÚCAR	1.546	1.671	0,93
SERPIS	125	190	0,66
MARINA ALTA	94	222	0,42
MARINA BAJA	75	74	1,01
VINALOPÓ - ALACANTÍ	256	97	2,64
TOTAL DHJ	3.280	3.711	0,88

In Eastern & SE Spanish River Basin Plans for WFD,
 -water licenses (or water right allocation) and
 -ecological flows
 are key issues

- Semi-Aridity (climate)
- Scarcity (Human needs)
- High Space & Time hydrological variability:
Droughts (scale of years in WRS): long, intense and high magnitude
- Climate change?



In Eastern & SE Spanish River Basin Plans for WFD, **water licenses (or water right allocation) and ecological flows are key issues**

Long tradition of

- Water Resources Planning : 80's, 90's, 2000's
- Adaptation to drought

But, until recent times:

- Drought: CRISIS MANAGEMENT (reactive approach)

Since 2001 (after big drought 1992-1995):

- Big effort to pass from reactive approach to PROACTIVE approach:
- Special Drought Management Plans (finished in 2007)

High interaction between Research & Science and Policy Makers

RESEARCH & SCIENCE CONTRIBUTION TO POLICY MAKING

Water Resources Planning : 80's, 90's, 2000's:

-**Improvement of knowledge** about the WRS:

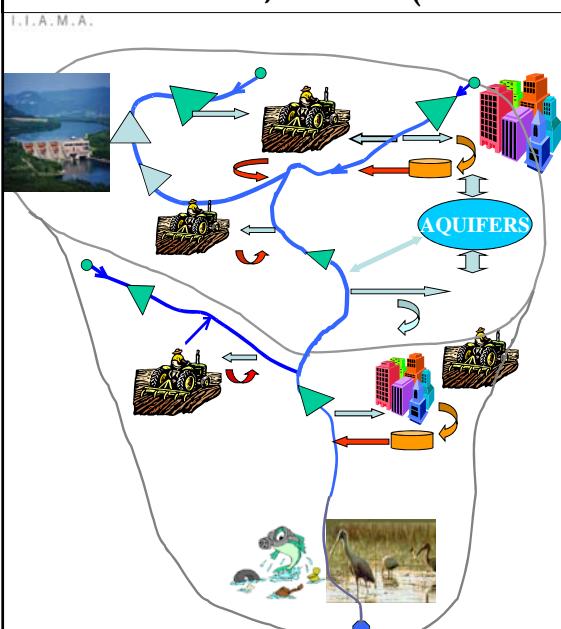
>All kind of **Models** (since 80's)

-**Closing the gap** between R&S and PM:

>**Decision Support Systems (DSS)** (since 90's)

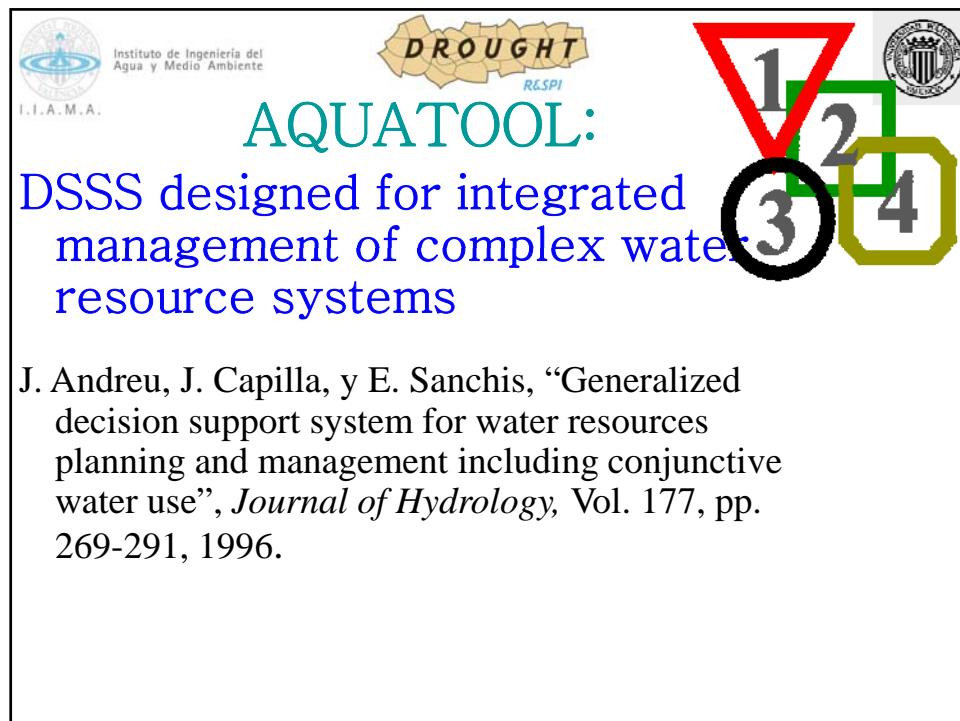
> ...

WR Systems INTEGRATE at the BASIN SCALE: WaterBodies, W.Uses (Demands), Infrastructures

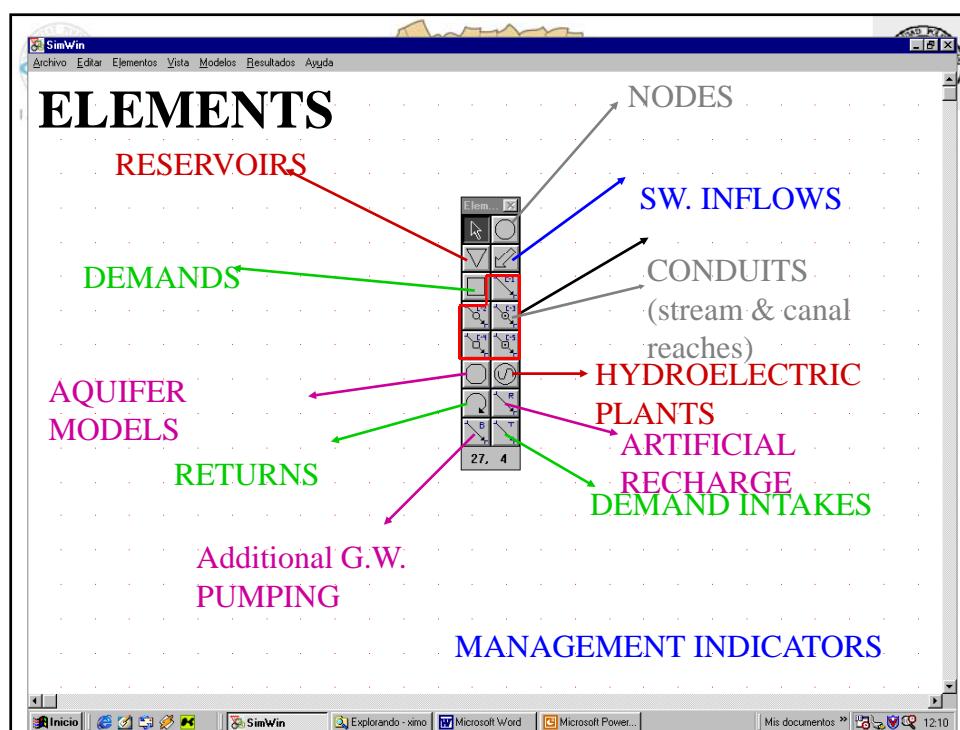


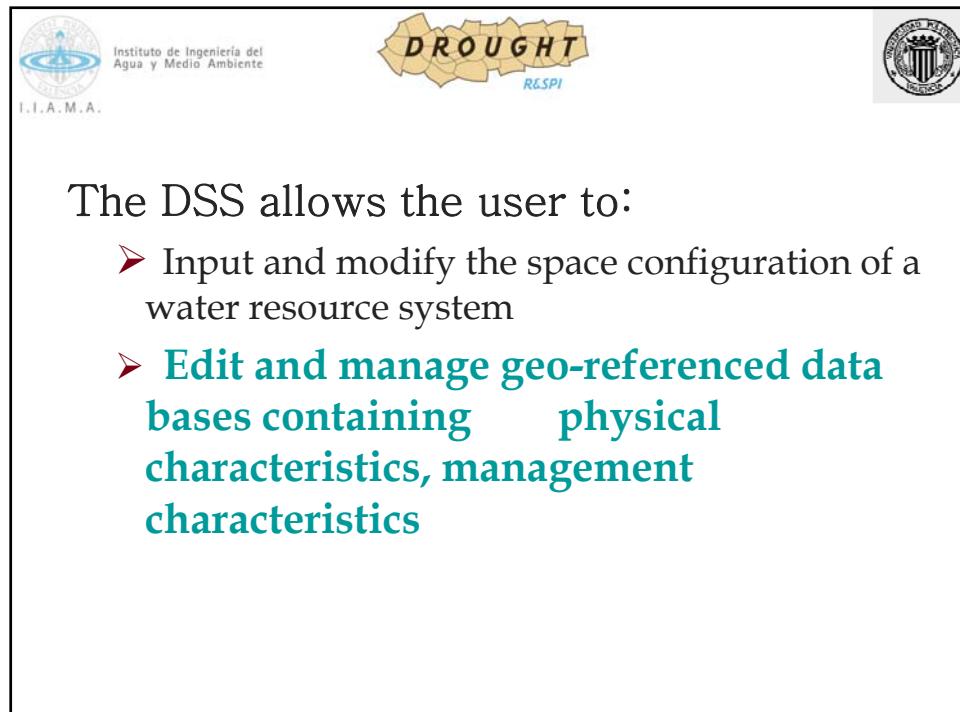
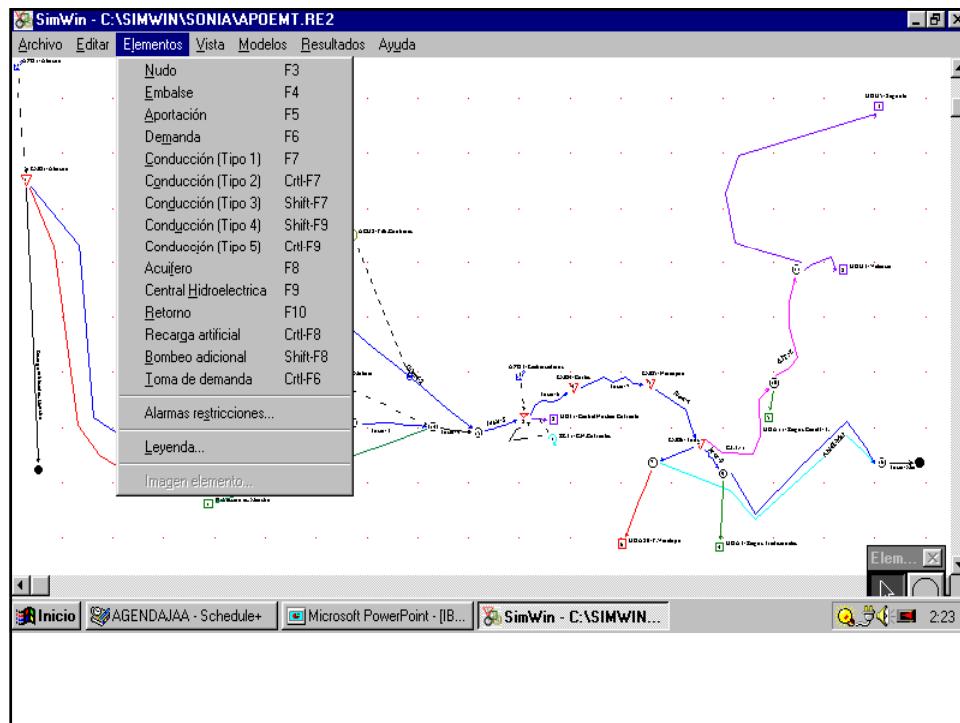
Complex
relationships that
affect water
availability both in
SPACE & TIME

Implications on all
aspects (w.
quality,
environment,
economy, ...) can
only be captured
by means of
adequate
integrated
modeling



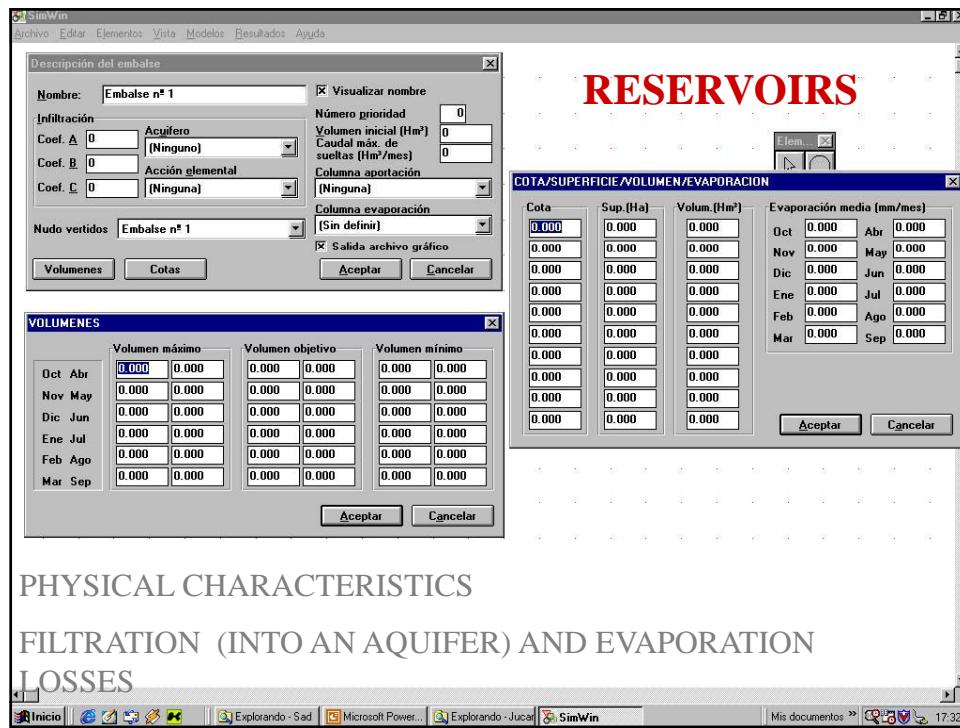
J. Andreu, J. Capilla, y E. Sanchis, “Generalized decision support system for water resources planning and management including conjunctive water use”, *Journal of Hydrology*, Vol. 177, pp. 269-291, 1996.





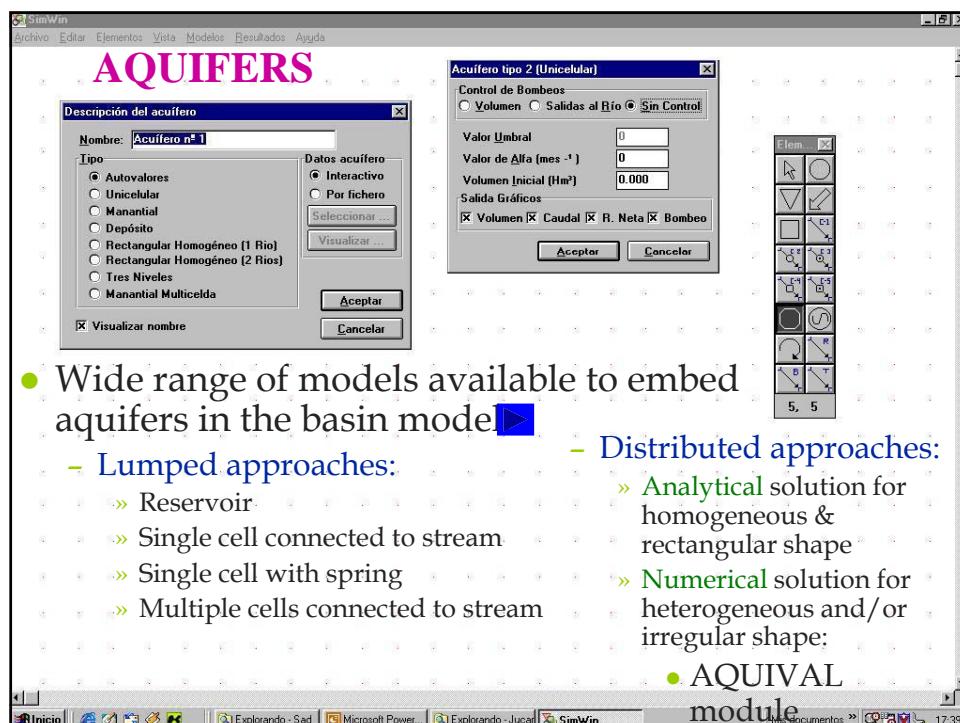
The DSS allows the user to:

- Input and modify the space configuration of a water resource system
- **Edit and manage geo-referenced data bases containing physical characteristics, management characteristics**



PHYSICAL CHARACTERISTICS

FILTRATION (INTO AN AQUIFER) AND EVAPORATION LOSSES



- Wide range of models available to embed aquifers in the basin model

Lumped approaches:

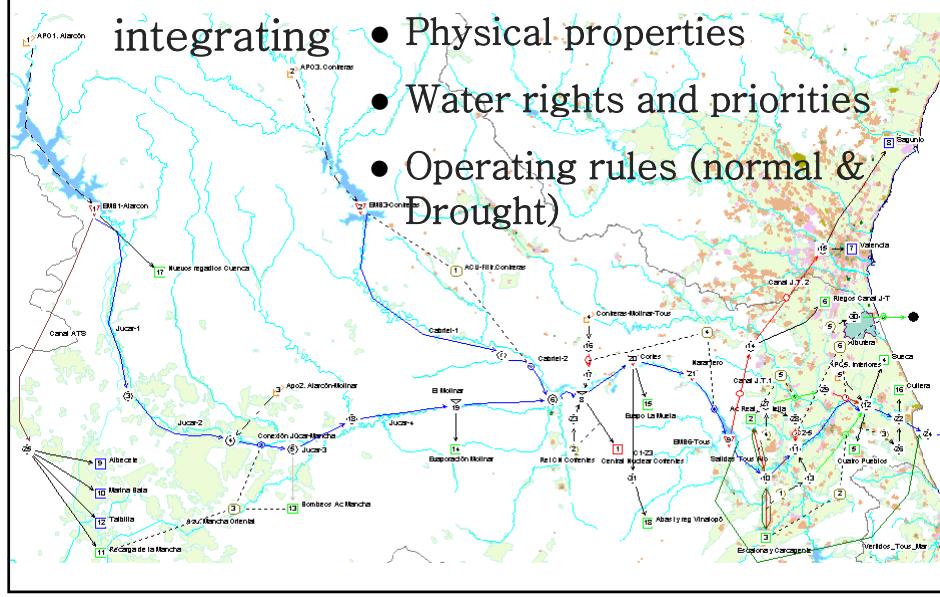
- Reservoir
- Single cell connected to stream
- Single cell with spring
- Multiple cells connected to stream

Distributed approaches:

- Analytical solution for homogeneous & rectangular shape
- Numerical solution for heterogeneous and/or irregular shape;

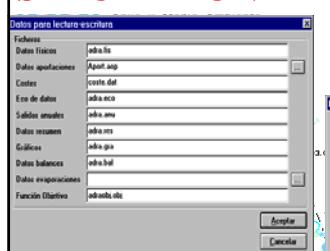
AQUIVAL module

● Integrated Basin model: Jucar Basin



SIMULATION

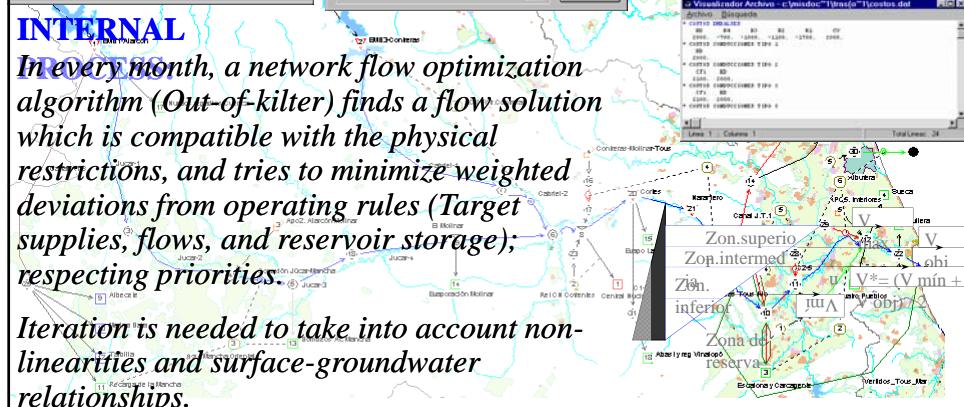
for given hydrologic inflows scenarios^{SPI}



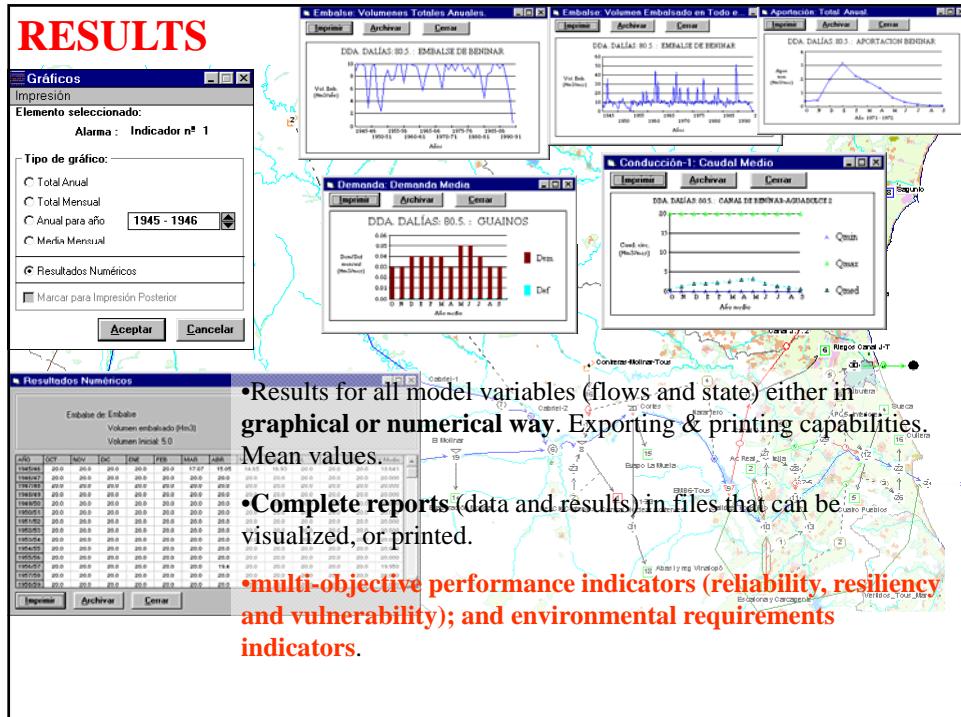
INTERNAL

In every month, a network flow optimization algorithm (Out-of-kilter) finds a flow solution which is compatible with the physical restrictions, and tries to minimize weighted deviations from operating rules (Target supplies, flows, and reservoir storage); respecting priorities.

Iteration is needed to take into account non-linearities and surface-groundwater relationships.



RESULTS

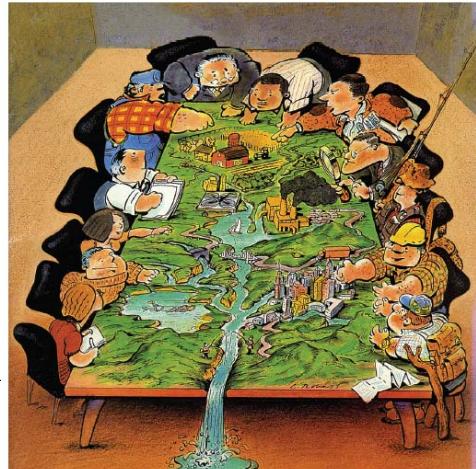


VARIABLES RELATED TO FAILURE & DROUGHT

- Failure (operative drought):** When supply < demand
- Intensity, duration, magnitude
 - **Reliability:** Probability of satisfactory supply (not in failure).
 - **Risk** es la probabilidad de faiulre.
 - **Resiliency:** Average probability of system recovering when in failure. (Related to the inverse of time to get back to satisfaction situation after a failure).
 - **Vulnerability:** Expected value of the deficits (or of the costs associated) (average deficit or average cost).

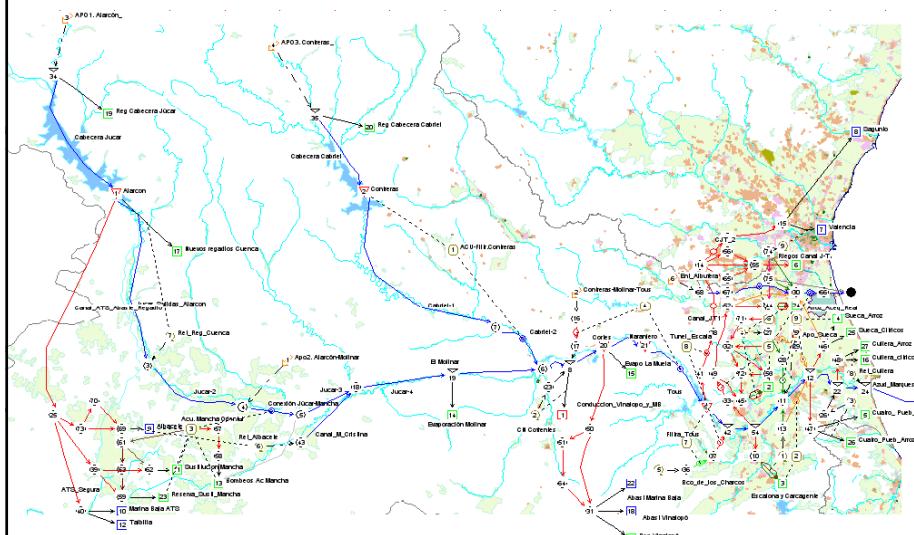
DSS in Planning Phase of IRBP&M

- transparency, participation, negotiation, and conflict resolution are essential factors
- use of Integrative DSS, for evaluation of alternatives, as **shared vision** of the system, generally **as a result of joint model and DSS building**, enhances very much this process: **Júcar-Vinalopó participatory water conflict solution** (CHJ, 2005b)



JOINT DSS DEVELOPMENT AND USE

DSS including a Simulation model of Júcar RB management



RESEARCH & SCIENCE CONTRIBUTION TO POLICY MAKING

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-Improvement of knowledge about the WRS:

>All kind of Models (since 80's)

-Closing the gap between R&S and PM:

>Decision Support Systems (DSS) (since 90's)

>**KNOWLEDGE BROKERING (since 2000's)**

Contribution to Special Drought Management Plans:

DROUGHT MANAGEMENT PLANS



Entities in charge: River Basin Authorities (All Spanish River Basins have Drought Man. Plans since 2007)

Objective: minimize environmental, social and economic impacts of drought situations

Contents: includes diagnosis of situation (historical droughts, vulnerability of basin), indicators system (precipitation, river inflows in natural regime, stored volume in surface reservoirs, water levels in aquifers), programme of measures to be applied in each drought phase according to the drought status, management and follow-up system.

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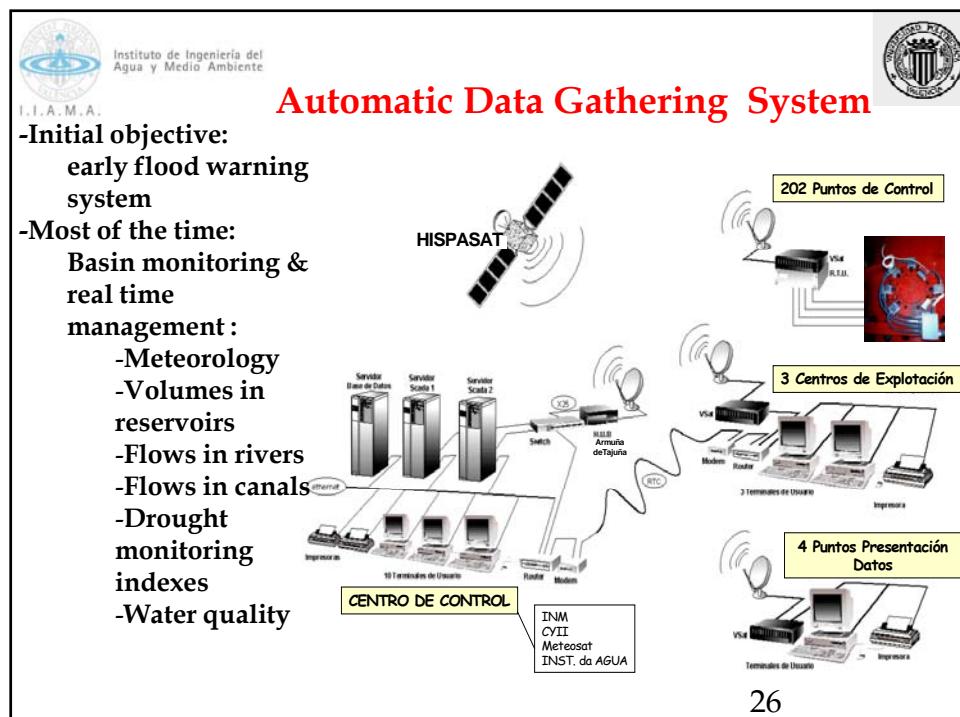
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Contribution to Special Drought Management Plans:

-Design of Drought Monitoring Indicators for WRS

-Definition of states (Abundance, normality, pre-alert, alert and emergency)

-Design of operating rules





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DROUGHT MONITORING:

Use of different traditional types of indicators:

- 1) Meteorological drought (SPI)
- 2) Agricultural drought (Palmer)
- 3) Hydrological drought (historical position)
- 4)

And use of institutional indicators:

CHJ Operative Drought Indicators



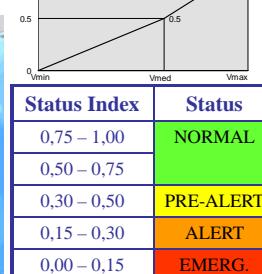
Indicator Evaluation and Threshold Definition



Weighted combinations of standardized values of key variables related to water availability:

34 individual indicators:

- 9 reservoir volume
- 9 piezometric level
- 9 fluvial networks
- 7 pluviometers



SISTEMA EXPLOTACIÓN	Ind Estado 31/03/2008	ÍNDICE SIST. EXPLOTACIÓN
Cenia-Maestrazgo	0,99	0,66
	0,52	
	0,74	
	0,39	
Mijares-Plana de Castellón	0,82	0,67
	0,66	
	0,66	
	0,35	
Palancia-Los Valles	0,70	0,57
	0,61	
	0,32	
	0,10	
Turia	0,04	0,33
	0,19	
	0,39	
	0,45	
Júcar	0,53	0,14
	0,00	
	0,00	
	0,35	
Serpis	0,14	0,72
	0,20	
	0,58	
	0,16	
Marina Alta	0,18	0,82
	0,73	
	0,14	
	0,58	
Marina Baja	0,82	0,88
	0,53	
	0,80	
	0,79	
Vinalopó-Alacantí	0,70	0,73
	0,70	

Drought indicators JRBA (31 March 2008).

Continuous monitoring
(Published in web page)

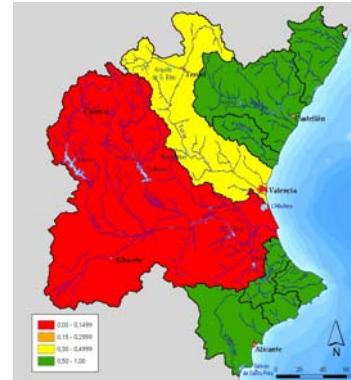
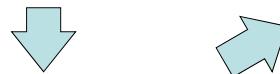


SCENARIOS

Sistema	Jun	Jul	Ago	Sep	Oct	Nov	Dic	Ene	Feb	Mar
Cenia-Maestrazgo	0.67	0.63	0.61	0.64	0.7	0.59	0.74	0.69	0.66	0.66
Mijares-Plana de Castellón	0.66	0.66	0.65	0.72	0.73	0.66	0.68	0.67	0.66	0.67
Palancia-Los Valles	0.66	0.61	0.55	0.64	0.67	0.59	0.68	0.61	0.58	0.57
Turia	0.44	0.39	0.38	0.4	0.44	0.45	0.43	0.39	0.37	0.34
Júcar	0.29	0.26	0.23	0.23	0.22	0.19	0.16	0.14	0.14	0.14
Serpis	0.41	0.43	0.45	0.5	0.69	0.63	0.78	0.70	0.67	0.72
Marina Alta	0.51	0.51	0.55	0.69	1.00	0.92	0.96	0.89	0.90	0.82
Marina Baja	0.80	0.80	0.80	0.85	1.00	1.00	1.00	0.92	0.92	0.88
Vinalopó-Alacantí	0.74	0.73	0.83	0.95	1.00	0.86	0.87	0.80	0.82	0.73

System	Risk Valuation	Scenario
Cenia-Maestrazgo	LOW	NORMAL
Mijares-Plana de Castellón	LOW	NORMAL
Palancia-Los Valles	LOW	NORMAL
Turia	MEDIUM	PRE-ALERT
Júcar	VERY HIGH	EMERGENCY
Serpis	LOW	NORMAL
Marina Alta	VERY LOW	NORMAL
Marina Baja	VERY LOW	NORMAL
Vinalopó-Alacantí	VERY LOW	NORMAL

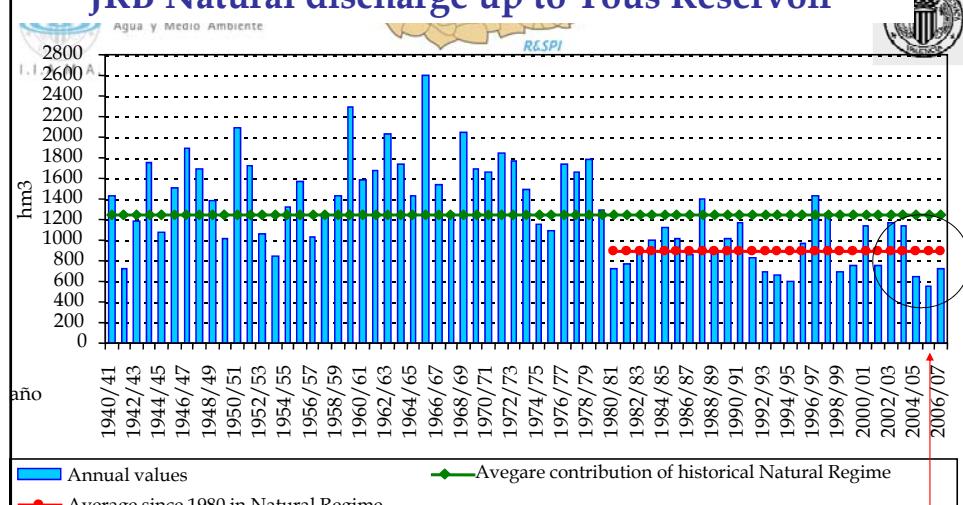
Drought status indicator per exploitation system



Status Index Values

Scenario Inputs		Scenario outputs	
During	Condition	Condition	Output Scenario
Normal	-	≥ 0.50	-
Pre-alert	3 months in a row	$[0.5 - 0.30]$	3 consecutive months $le \geq 0.50$ → Normal
Alert	2 months in a row	$[0.3 - 0.15]$	2 consecutive months $le \geq 0.50$ 6 consecutive months $le [0.5 - 0.30]$ → Pre-alert
Emergency	2 months in a row	< 0.15	2 consecutive months $le [0.5 - 0.30]$ 6 consecutive months $le [0.3 - 0.15]$ → Alert

JRB Natural discharge up to Tous Reservoir



Four consecutive years of intense drought

2005/06: Worse in rec.
hystory

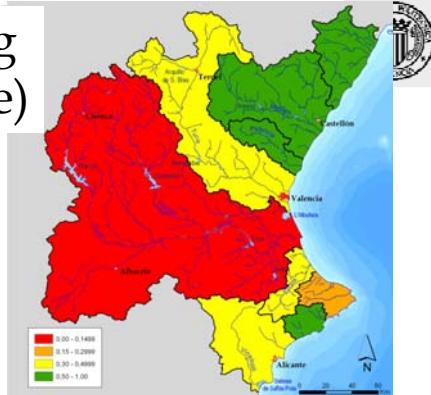
2006/07: third lower



Continuous monitoring (Published in web page)

Drought indicators CHJ
(31 January 2006)

Júcar => emergency
Marina Alta => alert



System	Valuation risk	State Index	State
Cenia-Maestrazgo	LOW	0.55	STABLE
Mijares-Plana de Castellón	LOW	0.51	STABLE
Palancia-Los Valles	LOW	0.52	STABLE
Turia	MEDIUM	0.38	INITIAL ALERT
Júcar	VERY HIGH	0.13	EMERGENCY
Serpis	MEDIUM	0.32	INITIAL ALERT
Marina Alta	HIGH	0.28	ALERT
Marina Baja	LOW	0.58	STABLE
Vinalopó-Alacanti	MEDIUM	0.49	INITIAL ALERT

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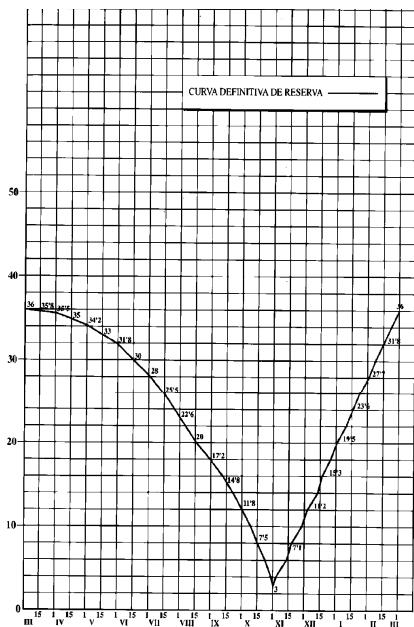
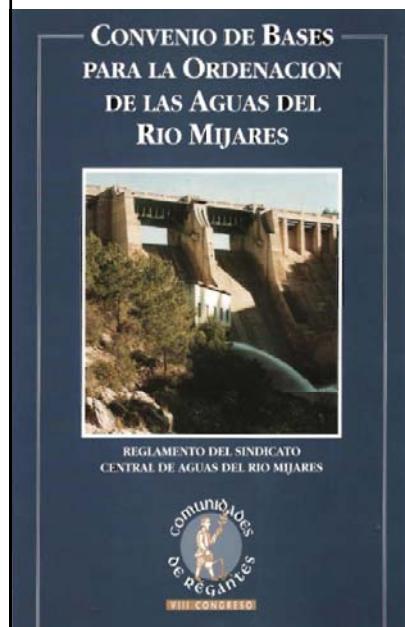
-Design of operating rules

WATER ALLOCATION IN REAL TIME: OPERATING RULES



- Water allocation committee (WAC)
- Operating rules designed and “optimized” using DSS and indicators
- Negotiated among stakeholders, desirable consensus.
- Include different situations
- Orientative values, adapted to circumstances by the WAC

CHJ tradition of using Operating Rules: MIJARES RIVER OPERATING RULES & USER'S ORGANIZATION





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I.I.A.M.A.



DROUGHT



no	ESCENARIO 2015		P.SEQUIA SOLO BAJO ALERTA-2 (C.ALARCON)				EMERGENCIA
	ABUNDANCIA	NORMALIDAD	PREALERTA	ALERTA-1	ALERTA-2 (C.ALARCON)		
Escalona	22.9	19.7	19.2	18.5	17.9	17.2	
Carcaixent	13.7	11.8	11.5	11.1	10.7	10.3	
ARIyAntella	212.0	182.3	178.1	171.7	165.4	159.0	
R-ALTA-Tota	248.6	213.8	208.8	201.4	193.9	186.5	
RA-Pozos se	0	0	0	0	25	30	
RA-Superfici	248.6	213.8	208.8	201.4	168.9	156.5	
R-BAJA My-A	236.0	203.0	198.2	191.2	184.1	177.0	
RB-Rebombé	0	0	0	0	30	60	
RB-Superfic	236.0	203.0	198.2	191.2	154.1	117.0	
(Inv.R.B.)	76	76	76	76	76	76	
TOTAL RIBER	560.6	492.8	483.1	468.5	454.0	439.5	
TOTAL PS+Ri	0	0	0	0	55	90	
TOTAL RIB-SI	560.6	492.8	483.1	468.5	399.0	349.5	
al			85	65	45	33.33	
MO-Total	396.0	340.6	332.6	320.8	308.9	297.0	
MO-Superf	93.0	80.0	68.0	52.0	36.0	26.7	
MO-Subt	303.0	260.6	264.7	268.8	272.9	270.3	
CJT-Total	70.0	60.2	58.8	56.7	54.6	52.5	
CJT-Superf	70.0	43.0	36.6	28.0	19.4	14.3	
CJT-Pozos Se	0	0	0	8	12	12	
CJT-RESTOS	0.0	17.2	22.3	20.8	23.3	26.2	
CJT-Subt.tot.	0.0	17.2	22.3	28.8	35.3	38.2	

RESEARCH & SCIENCE CONTRIBUTION TO POLICY MAKING (Cont.)

Contribution to Real Time Drought Management:
-Support to Permanent Drought Committee & Technical Drought Office.

Composition of the Commission: RD 1265/2005

Delegate board from the Governing Board of CHJ (JRBA)

Entitled to vote (13):

- President of JRBA
- JRBA (3) : Commissary, Technical Director, Head of Planning Office.
- Spanish Ministries (2): Industry (IGME) and Environment
- Autonomous Regional Governments (4)
 - Urban users representative (Valencia Metr. Area W. Supply)
 - Agricultural users representative (Real del Júcar Ditch).
 - Industrial users representative (Iberdrola, S.A.)

In advisory capacity (4)

- Environmental Interest Defence: Agró
- Entrepreneurial Representation: AVA
- Labor Unions representation: CCOO
- Local Entities representative: Albacete municipality

Numerous “guests”

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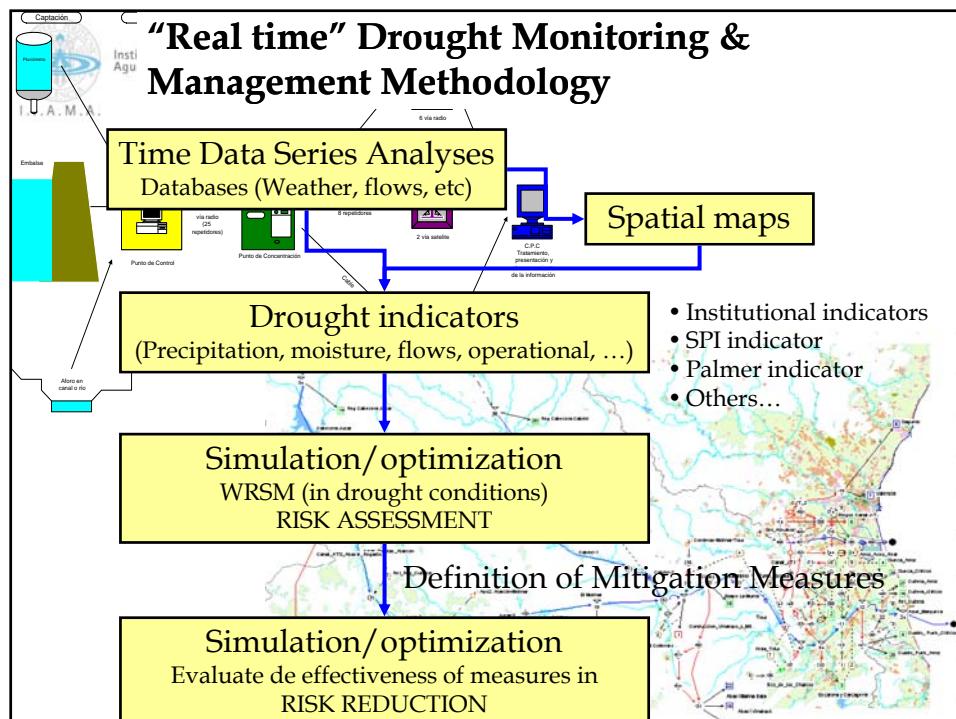
Meeting Calendar

	1) 1 st December 2005
	2) 21 st December 2005
	3) 21 st January 2006
	4) 13 th February 2006
	5) 15 th March 2006
	6) 18 th April 2006
	7) 22 nd May 2006
	8) 27 th June 2006
	9) 19 th July 2006
	10) 24 th August 2006
	11) 12 th September 2006
	12) 28 th September 2006
	13) 15 th November 2006
	14) 15 th December 2006
	15) 15 th February 2007
	16) 20 th April 2007
	17) 18 th July 2007
	18) 17 th September 2007
	19) 31 st October 2007
	20) 12 th December 2007
	21) 15 th February 2008
	22) 14 th March 2008
	23) 18 th April 2008
	24) 12 th June 2008
	25) 16 th September 2008
	26) 17 th October 2008
	27) 22 nd December 2008
	28) 12 th March 2009

RESEARCH & SCIENCE CONTRIBUTION TO POLICY MAKING (Cont.)

Contribution to Real Time Drought Management:

- Support to Permanent Drought Committee & Technical Drought Office. Use of DSS for
 - >**Drought Risk assessment** in WRS
 - >Forecasting of WRS evolution during the near future
 - >**Design of measures**
 - >



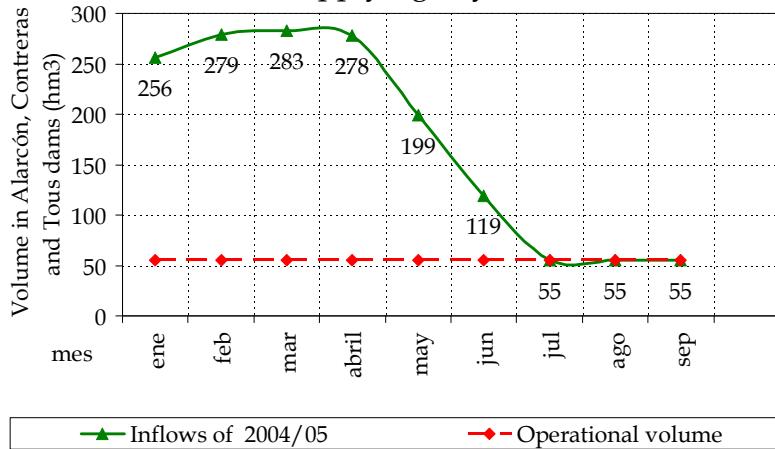
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February 2006 forecasts



Deterministic forecast: Future reservoir storage evolution

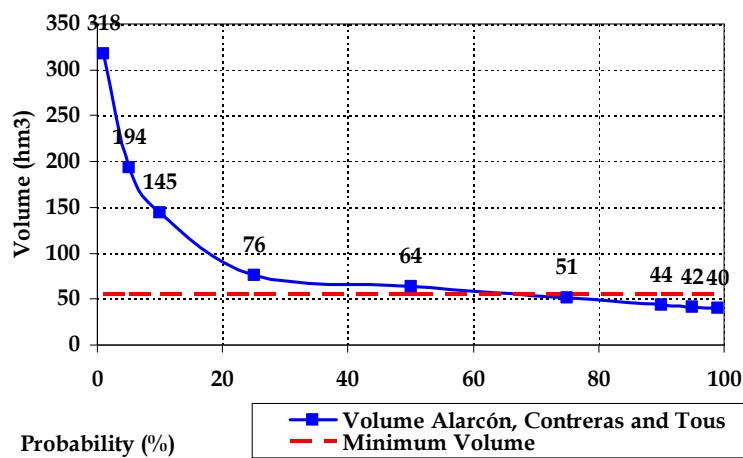
Using same Inflows of last year (2004/05)
without applying any measures



February 2006 Stochastic (Risk) forecast (for 1 October 2006 storage)

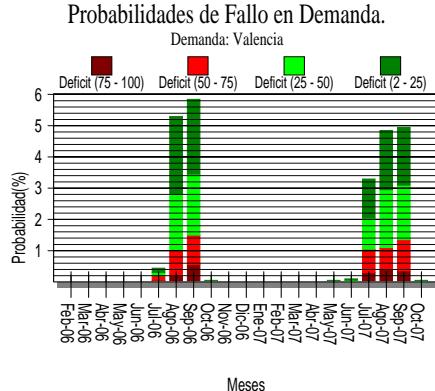
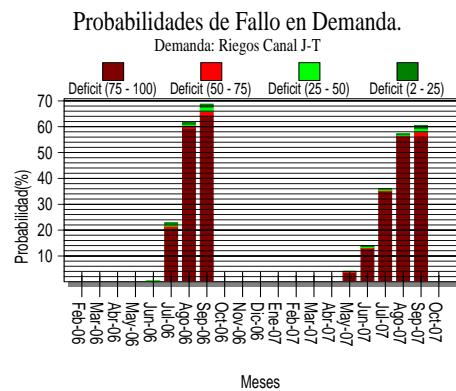


(If the Supply to demands is the same as 2004/05)





Probability of failure in urban and agricultural areas



- Use of drought wells (Conjunctive use)
- Reuse of waste water
- Water rights purchase to increment environmental flows
- Application of measures to save water: irrigation reduction, and alternative urban supply
- Conjunctive management of Turia and Jucar Basins
- Public education through media (Newspapers, ...) in order to reduce urban consumption
- Intensive monitoring and surveillance
- Other ...

RESEARCH & SCIENCE CONTRIBUTION TO POLICY MAKING (Cont.)

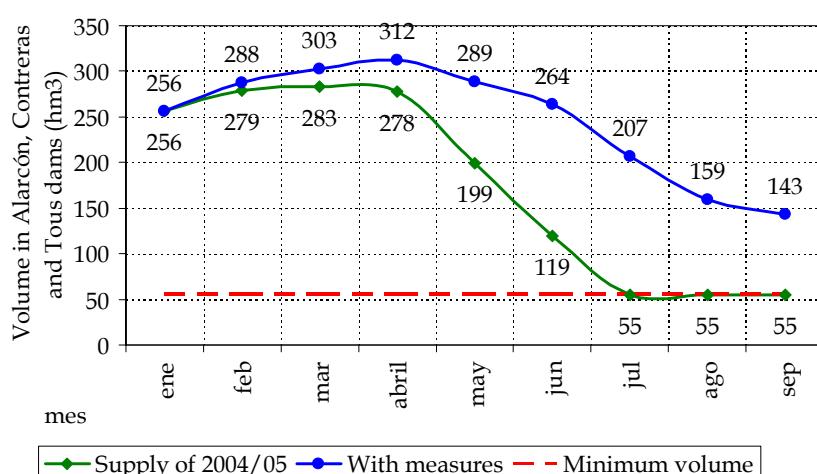
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 - >Forecasting of WRS evolution during the near future
 - >Design of measures
 - >**Assess the effectiveness of measures**
 - >**Providing grounds for conflict negotiation and consensus achievement**
 - >**KNOWLEDGE BROKERING**

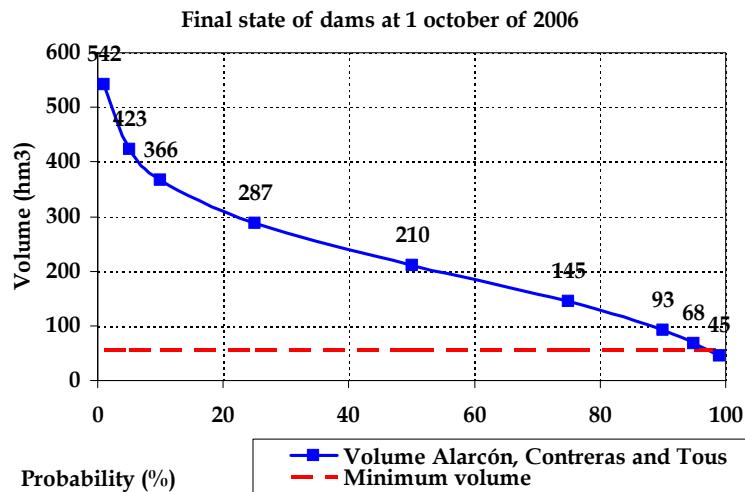
Effectiveness of the measures

 February forecasts (if measures are applied)

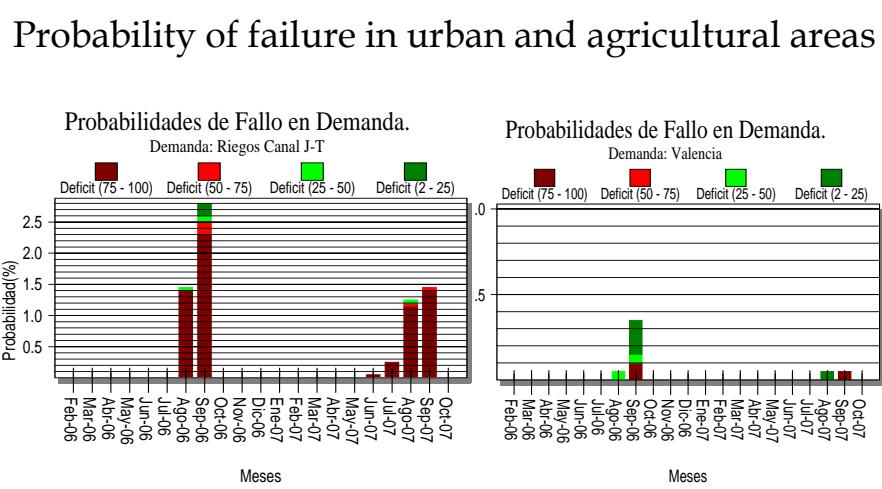
Deterministic forecast: Future volume reservoir evolution
Using same Inflows as last year (2004/05)



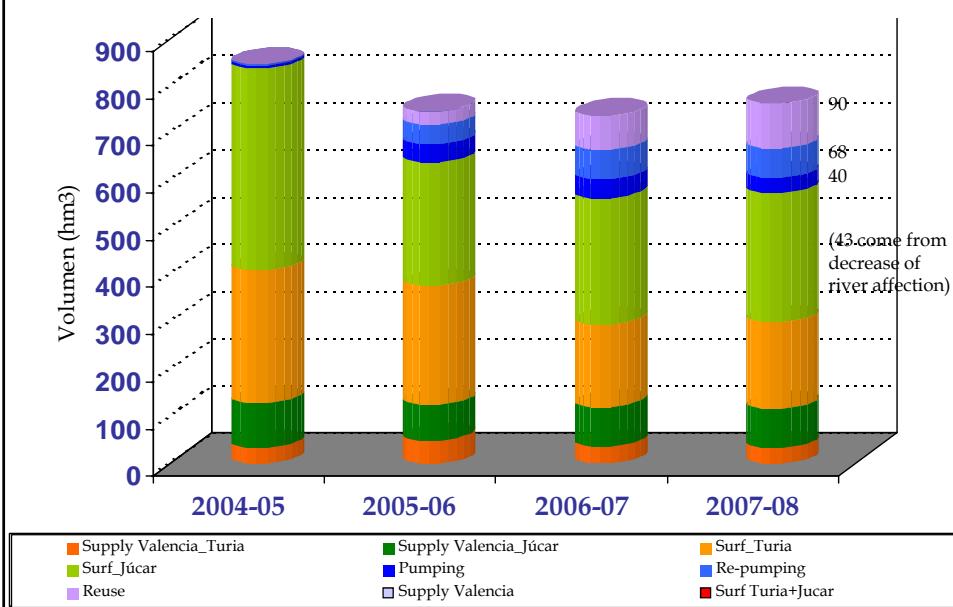
New February Stochastic forecast for 1 October 2006 (if measures are applied)



New values for Risk of failures in demands

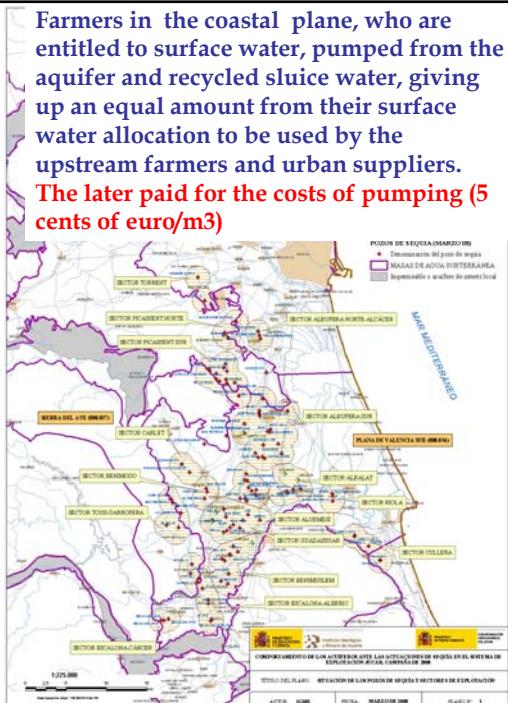


Total annual supplies by origins and destinations



CONJUNCTIVE USE OF SURFACE AND GROUND WATER (Alarcon's agreement + Drought wells) and RECYCLING in the irrigation system

2008	Wells	Recycl. pumps
Real del Júcar Ditch	66	2
Real de Escalona Ditch	7	
Real de Carcaixent Ditch	3	
Sueca irrigation union		8
Cullera irrigation union	6	8
Mayor de la Villa and Honor de Corbera Ditch	4	1
General Community from Canal Júcar-Turia	40	
Total	126	19





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DIRECT REUSE OF RECLAIMED (TREATED) WASTEWATER



Volumes of Direct re-use of treated wastewater during drought

EDAR	Pinedo II. Extension	Quart-Benatger	Carraixet	Paterna-Fte. del Jarro		TOTAL
UDA	Tradit. I. Vega de Valencia. Rest of Ditches	Del Oro Ditch	Tradit. I. Vega de Valencia. Rest of Ditches	Tradit. I. Vega de Valencia. Rest of Ditches	Tradit. I. Vega de Valencia. Real Ac de Moncada	
User	Favara Ditch (B)	Del Oro Ditch (G)	Ditches of Andarella (B), Xirivella (B), Benager (B), Faitanar (B) y Favara (G)	Rascanya Ditch (B)	Tormos Ditch (G)	
	(Hm ³)	(Hm ³)	(Hm ³)	(Hm ³)	(Hm ³)	(Hm ³)
2005/06	6.015	22.156	0	0	0	28.171
2006/07	6.781	50.153	9.008	3.791	0.603	71.165
2007/08	9.946	66.857	12.782	3.444	0.214	94.157



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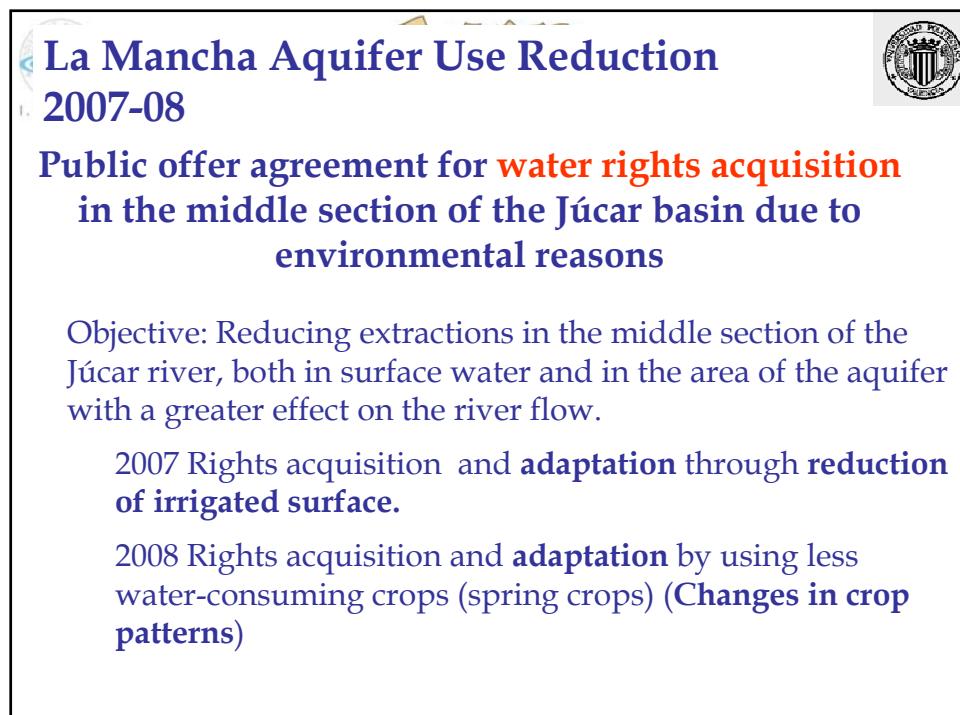
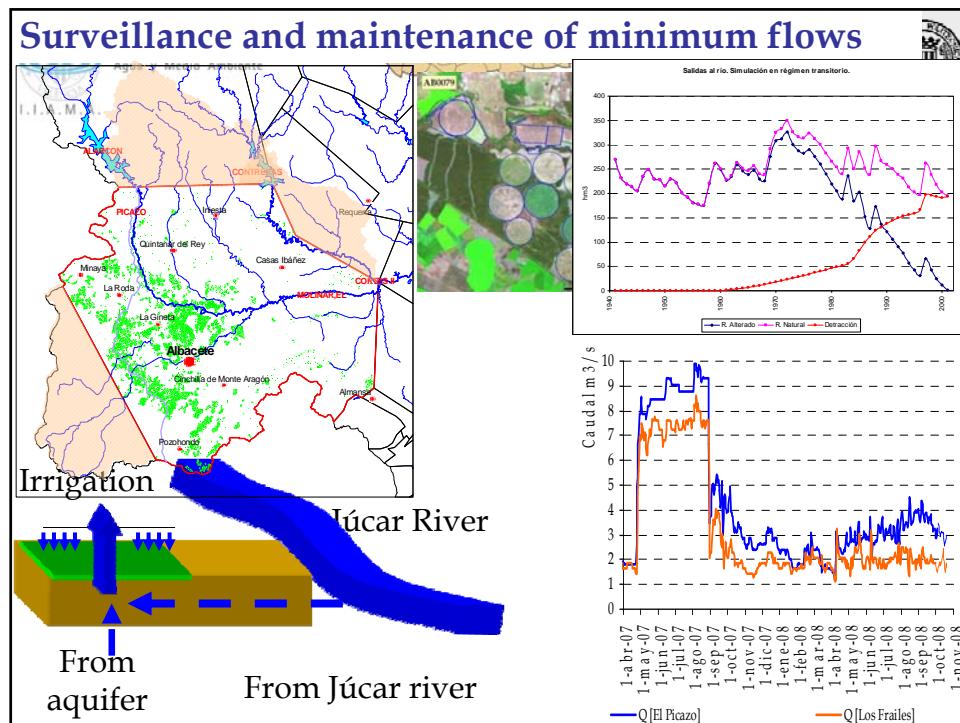
Environmental measures

Albufera Lake Ramsar Wetland



Monitoring network:

- Lake level
- Outflow in the 5 canals
- Inflow in some ditches



Selection criteria (model based):

1. Effects on river (0-20 points)
2. Offered price (0-20 points)

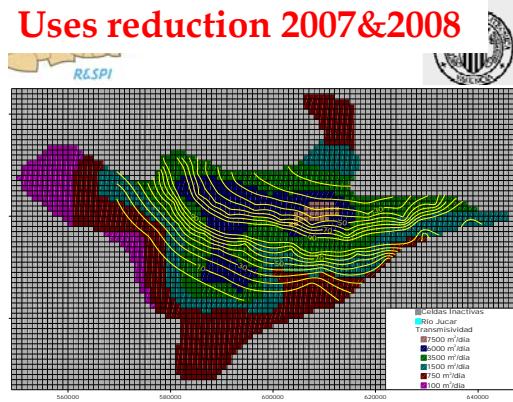
Extension: 28.000 has

W. Rights volume: 148 hm³

Time frame: seasons 2007-08

Maximum amount 07	Minimum amount 07	Maximum amount 08	Minimum amount 08
0,1957 €/m ³	0,13 (€/m ³)	0,25 €/m ³	0,20 (€/m ³)

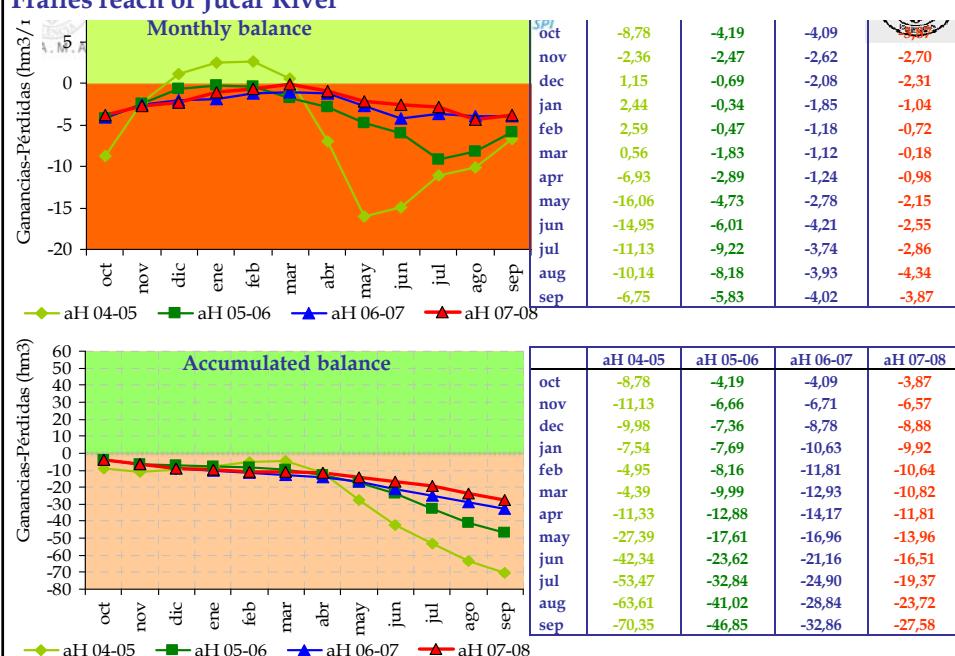
Uses reduction 2007&2008



2007 2008

	Total	Total
HGU Presented requests:	119	234
Right volume (hm ³)	56,8	109,6
Renounced volume (no economic compensation) (hm ³)	22,9	12,5
Offered volume (hm ³)	27,3	50,6
Materialised budget (million€)	5,5	12,7
Reserved volume (hm ³)	6,6	46,5

Monitoring the effectiveness of the measure: Balance for the Picazo-Los Frailes reach of Júcar River





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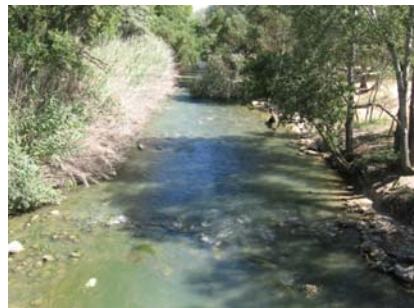


Surveillance middle section of Júcar river

Objective: flow maintenance downstream from Alarcón reservoir



Júcar river in summer 1995



Júcar river in summers 2006 and 2007



Groundwater Basic Monitoring Network

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River

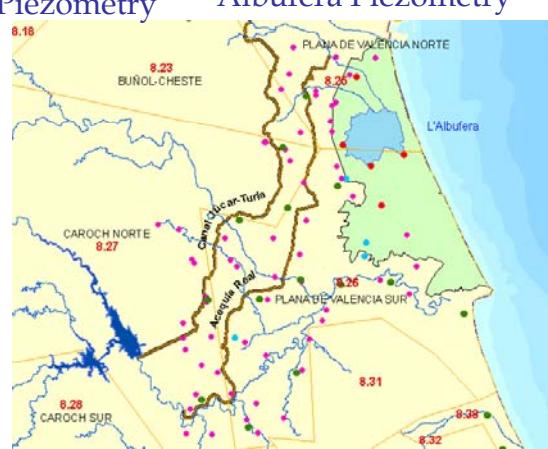
State

General Piezometry

Albufera Piezometry

Hydrometry

- Specific drought network

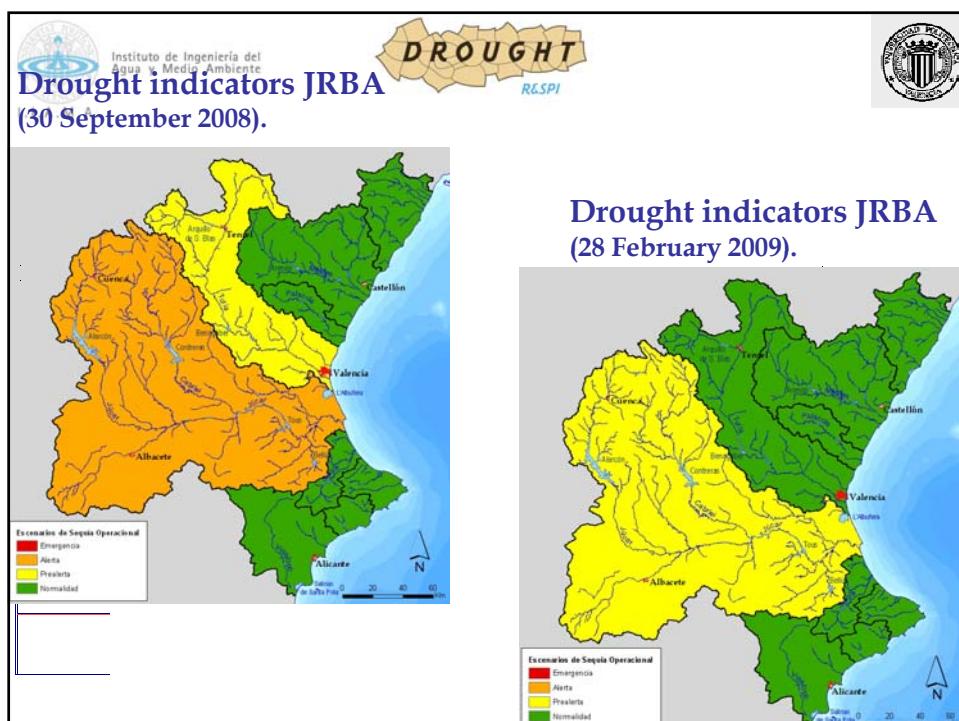


Piezometry	46	Piezometry = 72
Piezometry and Quality	26	
Quality	7	Quality = 33
Hydrometry	4	Hidrometry = 4

Transparency: Public information on CHJ web page

WWW.CHJ.ES

The screenshot displays the official website of the Confederación Hidrográfica del Júcar (CHJ). At the top right is the seal of the organization. Below it, a red arrow points from a sidebar menu labeled 'Funcionarios Internos' to the main content area. Another red arrow points from a sidebar menu labeled 'INFORME DE SEGUIMIENTO DEL ÍNDICE DE ESTADO DE LA RED BÁSICA DE PEZOMETRÍA EN EL ÁMBITO TERRITORIAL DE LA CONFEDERACIÓN HIDROGRÁFICA DEL JÚCAR' to a detailed report page titled 'Enero de 2009'.





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SUMMARY AND CONCLUSIONS



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DROUGHTS:

- Permanently prepared for droughts.
- New drought management policy:
 - Planning and proactive vs. Emergency and reactive
 - Special Drought Plans
- Continuous monitoring and risk assessment (Anticipation)
- Permanent Conservation measures
- Drought = conflict: participation, negotiation, transparency, tools and knowledge available to the stakeholders, ...
- Thrust atmosphere, cooperation, consensus, ...



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DSS



- DSS are essential for the purpose of providing
 - Integration,
 - Transparency
 - easiness of use by PMA and
 - shared vision for conflict resolution.
- They are also very valuable for
 - sensitivity analysis
 - risk assessment
 - Trade-off assessment



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DSS USE DURING NEGOTIATIONS PROVIDES MANY ADVANTAGES:

- ◆ Development of MODELS, SHARED by the technicians, stakeholders, and policy makers: SHARED VISION OF the SYSTEM
- ◆ OBJECTIVE FRAMEWORK AND REFERENCE that allows each group to evaluate the consequences of the alternatives that are proposed by them and by the others.
- ◆ TOOL FOR the RATIONAL ANALYSIS OF MANAGEMENT AND OPERATION POLICIES of resulting systems (CRUCIAL FOR REACHING AGREEMENTS AND TO AVOID FUTURE CONFRONTATIONS)
- ◆ OBJETIVITY OF TECHNICAL ASPECTS that allows negotiations to be developed IN SOCIAL AND POLITICAL TERMS THAT ALLOW EQUITABLE AGREEMENTS.

RESEARCH & SCIENCE CONTRIBUTION TO POLICY MAKING

Water Resources Planning : 80's, 90's, 2000's:

-**Improvement of knowledge** about the WRS:

>All kind of **Models** (since 80's)

-**Closing the gap** between R&S and PM:

>**Decision Support Systems (DSS)** (since 90's)

>**KNOWLEDGE BROKERING** (since 2000's)

Contribution to Special Drought Management Plans:

-Design of **Drought Monitoring Indicators** for WRS

-Definition of states (Abundance, normality, pre-alert, alert and emergency)

-Design of operating rules

RESEARCH & SCIENCE CONTRIBUTION TO POLICY MAKING (Cont.)

Contribution to Real Time Drought Management:

-Support to Permanent Drought Committee & Technical Drought Office. Use of DSS for

>**Drought Risk assessment** in WRS

>Forecasting of WRS evolution during the near future

>**Design of measures**

>**Assess the effectiveness of measures**

>Providing grounds for **conflict negotiation and consensus achievement**

>**KNOWLEDGE BROKERING**

RESEARCH & SCIENCE CONTRIBUTION TO POLICY MAKING (Cont.)

Contribution to POST-DROUGHT ANALYSIS:

- Indicators for performance of measures
- Updating the Special Plans for Drought
- Modification of the Special Plans for Drought
 - >

About KNOWLEDGE BROKERING:

- Link between Research & Science and Policy Makers
- Central component of Knowledge transfer
- Encourages the use of
 - >Research in Planning & Implementation
 - >Evaluation activities to identify successes or improvements

INDIVIDUALS serving as Knowledge Brokers:

- Must understand:
 - >Research process
 - >Decision making process
 - >Stakeholders behavior and needs
- must anticipate research needs for PM
- they are the ones to jump from Science to the train of P Making, and viceversa.

