Water4All
Water security for the planet

European Partnership

START-UP GUIDE FOR NEW WATER ORIENTED LIVING LABS

Deliverable D4.9

Co-funded by the European Union

OUTPUT SUMMARY PROJECT INFORMATION	
Project Title	European Partnership Water4All – Water security for the planet
Project Acronym	Water4All
Call Identifier	Horizon-CL6-2021-Climate-01-02
Contract Number	101060874
Starting Date	1 June 2022
End Date	31 May 2029
Web-Site Address	www.water4all-partnership.eu
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Deliverable Title	Startup guide for New WOLLs
Deliverable Number	D4.9
Work Package	WP4 - PILLAR D: Demonstration activities
WP leader	WE
Nature	R (Report)
Dissemination	P (Public)
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Acknowledgements

Water4All has received funding from the European Union's Horizon Europe Programme under Grant Agreement 101060874.

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LIST OF ACRONYMS

ACRONYM	FULL TITLE
EU	European Union
PPP	Public-Private Partnerships
TRL	Technology Readiness Level
WE	Water Europe
WOLL	Water-Oriented Living Lab
Water4All	European Partnership on Water Security for the Planet

ABSTRACT

This report is a living document first published in May 2025 following the second phase of the Water4All partnership. It is the deliverable D4.9 from the Water4All Pillar D task D2 – Support to the development of new Water Oriented Living Labs and Demos, subtask D2.5.

The document presents findings and current conclusions from the ongoing analysis of the development of Water Oriented Living Labs.

START-UP GUIDE FOR NEW WATER ORIENTED LIVING LABS

1. WHAT IS A WATER-ORIENTED LIVING LAB (WOLL)?

Imagine a space where researchers, businesses, governments, and citizens come together to solve real- world water challenges. That's in short what a Water-Oriented Living Lab (WOLL) is. These labs aren't just about theories; they test and implement innovative water solutions in real environments. Whether it's about managing flood risks, preventing water pollution, or making water systems more circular, WOLLs are at the forefront of hands-on, collaborative innovation.

Unlike traditional research projects, WOLLs operate outside controlled lab settings. They bring ideas to life in actual communities, ensuring solutions are practical, scalable, and make a tangible impact. Or, as Water Europe (WE) defines WOLLs:

" real-life, water-oriented and demo-type and platform-type environments with a cross-sector nexus approach, which involve and commit multiple stakeholders (including water authorities) and provide a 'field lab' to develop, test, and validate a combination of solutions as defined in the WE Vision, which include technologies, their integration as well as combination with new business models and innovative policies based on the value of water".

WOLLs generally emerge in three broad contexts: urban, rural, and industrial. But regardless of setting, what defines a WOLL isn't just the location or setup – it's the mindset and methods behind it. Becoming a WOLL means embracing this collaborative, real-world way of working that evolves with your local water- related challenges and opportunities.

"

So… is a WOLL something I buy? Rent? Subscribe to?"

Not at all. A WOLL is not a product or service. You don't adopt a WOLL, you become one. By embracing a set of key principles and collaborative practices, you can shape your water-related initiative into a WOLL that is more resilient, agile, and future-ready.

This transformation will not only strengthen your own setup but also connect you to a wider worldwide network of peers, experts, and policymakers. It's about growing through shared learning, practical experimentation, and mutual support.

If you're curious about how to get there – keep reading.

2. WHY BECOME A WOLL?

If you're serious about improving water systems, becoming a WOLL offers more than just a label. It offers a clear, practical framework to shape your project into a sustainable and future-proof initiative. Through our work within the Water4All partnership, we've studied and distilled the core structures that make a WOLL function smoothly and sustainably. These foundational elements will help you set up the right base and create the conditions for your WOLL to thrive. You'll find more detail on this setup in Chapter 5, but in short, this approach helps ensure:

- **Real Impact** – A WOLL allows you to address local water challenges in a way that's grounded, visible, and effective. You're not just solving problems by implementing short innovation cycles. You have a long-term mindset, building long-term solutions with lasting value.
- **Strong Partnerships** – Becoming a WOLL helps you build bridges with policy makers, research institutes, utilities, companies and societal communities. Through the Water4All network of WOLLs, you'll also be able to learn from peers, share results, access open data and collaborate more easily.
- **Funding Opportunities** – Having a clear framework, vision, and structure increases your chances of securing grants from the European Union (EU), national governments, or private investors. Whether it's start-up capital or scaling support, funders are more likely to invest in initiatives with a clear plan and long-term potential.
- **Cutting-Edge Innovation** – WOLLs provide space to test and demonstrate high Technology Readiness Level (TRL) solutions in real-world conditions. But innovation in WOLLs can go beyond technology. It includes social, regulatory, and governance innovation as well, including a user perspective that ensures a more lasting and profound impact.

That being said, don't be afraid to ask yourself if your initiative needs to become a WOLL, ticking all these boxes. There are plenty of innovation forms like shared research infrastructures, short-term R&I projects, targeted policy labs, … that have their specific strengths and impact, playing a very important role in the broader innovation landscape.

Still convinced your initiative is a good fit to become a WOLL, but not sure where to begin? The next chapters give you a clear picture of what becoming a WOLL looks like in practice.

3. HOW THIS GUIDE HELPS YOU – INTRODUCTION TO THE WOLL PROCESS

Maybe you're just starting out, or perhaps you already have the first pieces in place. Either way, this guide will help you put the fundamentals in order so you can take the next step with clarity and confidence. Setting up a WOLL isn't a quick fix – it's a gradual process. It takes time, and it will evolve continuously. A WOLL is not a "final product", it is a real-life environment that grows stronger through learning and iteration. There's no fixed sequence of steps to follow; instead, think of the process as a set of building blocks you can combine and adapt based on your local context.

Here's how the process usually unfolds:

1. **Planning phase** – Outline your core elements: What is your water-related challenge? What are your objectives? Who are your stakeholders? Define your mission and vision.
2. **Setup phase** – Begin building based on your plan. Start forming partnerships, testing pilots, and setting up governance and funding structures. At this stage, it's not just about planning anymore, it's about making progress and showing early results.

These two phases are discussed in chapter 5 of this guide.

3. **WOLL Assessment** – When you're ready, you can submit your WOLL for assessment. The assessment tool will be provided upon submission of an application form. The assessment includes a set of documents with yes/no and open-ended questions. In chapter 5 of this guide, you'll be introduced to the key steps, and the guiding tools and templates that will help you prepare for a smooth and well-structured application. After the application, you'll either:

- Be recognised as a mature WOLL and added to the Water4all Atlas and network; or
- Receive tailored feedback with recommendations for improvement. Once addressed, you can reapply.

You can find more information on the assessment in chapter 6.

4. **Sustainability phase** – Once you're recognised, the work continues. Your WOLL will keep growing and improving over time. You'll gain access to more targeted knowledge, tools, and opportunities through the Water4All network of WOLLs.

We give you some insight in this in chapter 7.

This guide will walk you through each step, provide practical tools, and point you toward resources to strengthen your WOLL as it develops.

4. KEY PRINCIPLES OF A WOLL

Before diving into the practical setup of your WOLL, it's important to take a moment and absorb a few essential principles. These are not just checkboxes to tick off; they're the DNA of what makes a WOLL truly work. You'll see some of them pop up again later in the guide.

- **Water at the Core** – At its heart, every WOLL addresses a water-related challenge, whether it's technical, social, regulatory, or environmental.
- **Tackling Wicked Problems in Context** – WOLLs take on complex challenges that can't be solved in isolation or within a single project cycle. These issues are often deeply embedded in a specific territory and require coordinated, cross-sectoral responses.
- **Local and Practical** – A WOLL is grounded in a real-world setting and designed to produce practical, measurable results that benefit citizens, ecosystems, or local economies.
- **A broad Collaboration Model** – WOLLs bring together stakeholders from across the quadruple helix: government, industry, academia, and civil society. The mix may vary (triple or quintuple helix), but inclusion of those different perspectives helps make your WOLL more useful, balanced, and resilient.
- **Designed for the Long Haul** – WOLLs aren't tied to short-term funding cycles. They evolve over time and remain relevant by adapting to changing needs and contexts.
- **Innovation in the Real World** – WOLLs test and demonstrate high-TRL solutions in real environments. The goal isn't just to invent – it's to implement, validate, and scale.
- **A Clear Financial Plan** – Long-term success depends on financial sustainability. Without a sustainable business model, a WOLL won't last. It is essential to plan for funding beyond a single grant.

5. PLANNING AND SET-UP OF A WOLL STEP-BY-STEP

Ready to get started? Let's break the planning and set up phase down step by step.

In this chapter, we'll help you during the planning phase of your WOLL and give you a nudge in the right direction for the setup phase. Each step is important for building a strong foundation that supports development, growth, and long-term sustainability.

> *Note: No two WOLLs are the same. You may emphasize some elements more than WOLL X, Y or Z, but you should still work through each step, and consider whether less relevant parts are definitely not applicable to your WOLL, or if they might need to be developed further in later phases.*

Throughout this chapter, you'll find links to tools and templates included at the end of this guide. These don't need to be completed or submitted, they're meant as guided exercises to help you reflect on your WOLL, identify gaps, and prepare for the assessment. Use them as internal checklists or worksheets to structure your thinking. It's not necessary to fill out every template in full; just focus on the parts that help clarify areas where more work is needed.

STEP 1: IDENTIFY LOCAL AND CONTEXTUAL WATER CHALLENGES

Start by defining your local or regional water-related issues: governance, regulations, environmental concerns, or social needs. Co-create your mission, vision, and goals together with your stakeholders.

See Annex 1 template "Mission & Challenge Canvas" to guide this process.

STEP 2: SECURE FUNDING & RESOURCES

The implementation of a sustainable financial strategy is crucial for any WOLL seeking long-term stability and growth. A solid financial base allows your WOLL to:

- Efficiently allocate limited resources.
- Cope with unforeseen events and changing economic or social conditions.
- Create long-term value through investments that support social and environmental well-being.
- Strengthen competitiveness and reputation, staying relevant over time without compromising future generations.
- Increase independence by reducing reliance on external funding sources.

Your financial strategy goes beyond simply finding money. It includes selecting the right funding source for your activities, which can significantly influence the success and resilience of your WOLL. To do this, it's important to:

- Understand the nature of your activities and who benefits from them.
- Analyse the value created for different sectors of society.
- Choose financing methods that best fit your goals and stakeholder context.

This isn't always straightforward. Stakeholders and funding options are diverse, and the best choice will vary depending on the situation. In general, funding sources fall into four big categories:

1. **Own Revenues**
   These include tariffs, fees, or service provision. Generating income from your own activities reinforces autonomy but requires a solid understanding of the value you're delivering to your users and beneficiaries.
2. **Public Funds**
   Public support often comes through grants or procurement:
   - Grants are non-repayable funds offered through programs like Horizon Europe, LIFE, PRIMA, or Water4All.
   - Public procurement is a targeted form of public investment where governments pay for innovations aligned with public needs. National and regional funding opportunities also exist.
3. **Public-Private Partnerships (PPP)**
   These are collaborative agreements between public authorities and private organisations that combine resources, expertise, and/or investment to deliver shared outcomes. In the context of WOLLs, PPPs can help fund infrastructure, co-develop innovations, and ensure continuity beyond

project-based grants. They're especially useful for long- term support because they align the interests of multiple partners and distribute responsibilities. These partnerships can also take the form of Strategic Partnerships between private actors with complementary resources and goals.

4. **Impact Investors & Green Finance**
   These are investors and financial mechanisms that support projects with clear environmental or social benefits. They're interested in measurable impact, not just profit. For WOLLs, this can be a great fit – especially if your goals align with climate resilience, clean water access, or community development.

Ref. Annex 2: Use template "Funding Strategy Map" for a structured starting point.

STEP 3: DEFINE GOVERNANCE & ROLES

To stay organized, a WOLL needs:

- **A Coordinating Entity** – Decide who leads: a city, university, NGO, or consortium? You can also set up a separate legal entity to coordinate a WOLL. Make clear agreements on different roles and responsibilities to ensure smooth coordination.

  Tip: The involvement of governments in the governance structure is often a key to long-term success.

  Bonus tip: assign one party as the centralised point of contact. This streamlines communication and improves cooperation.

- **A Stakeholder Board** – Include members from government, research, private sector, and civil society – also known as the quadruple helix. This structure brings together different types of expertise and perspectives, which helps you design more balanced, inclusive, and sustainable solutions.

- **Your local ecosystem** – Before setting up the board, take time to map your local ecosystem, identify key players in each sector and assess their potential roles, interests, and contributions. This step helps ensure that your stakeholder engagement is intentional and grounded in local realities. Once mapped, invite selected stakeholders to co-shape your WOLL's direction and priorities.

- **An Operational Team** – People who keep things running day-to-day. Make clear agreements on different roles.

- **Shared Ways of Working** – Set up standardised ways of working like shared platforms, common terminology, or agreed methods for data capture, this supports smooth collaboration. Interoperability between stakeholders ensures systems and processes are aligned, making it easier to share and integrate information.

- **Legal & Financial Framework** – Formalize your model with written agreements.

Annex 3A: Our template "Governance Planner" can help you draft this structure.

Annex 3B: Our template "Governance Agreement Template" gives you a very basic agreement format that you can use as a base to write one that meets your needs.

STEP 4: ENGAGE STAKEHOLDERS

As mentioned in the key principles of WOLLS, A WOLL thrives on broad and regular participation from citizens or communities, businesses, policymakers, and researchers. In the previous step it is also already mentioned that you need to have your local ecosystem on your side. Here's how to bring them all to the table:

- **Government & Policy Makers** – Align your WOLL with regional, national, and EU water policies, and collaborate with municipal authorities to embed it in the local context. People within these governments can have various roles: regulator, policymaker, implementer, or facilitator; and may be spread across different departments. It's especially useful to distinguish between those who set the rules and those who apply them, as both are key to driving innovation but operate with different mandates.
- **Industry & Private Sector** – Engage water utilities, technology providers, and others who stand to benefit from your WOLL innovations.
- **Academic & Research Institutions** – Universities and research centers can contribute expertise, data analysis, and innovative methodologies to your WOLL while gaining insights and practical experience by engaging with your WOLL as a real-life environment for applied research and co- creation.
- **Local Communities & Citizens** – Host public consultations and interactive workshops to ensure community needs are addressed and to build local support. Actively involve residents throughout the process, ensuring their voices are heard and valued.

→ **Ref. Annex 4: Not sure how to start mapping your stakeholders? Our template "Stakeholder mapping tool" can give you the right framework**.

STEP 5: DEVELOP A STRATEGIC FRAMEWORK

To become a successful WOLL it's good to take a step back to look at the bigger picture. This and making sure your efforts stay relevant, coordinated, and focused. What context to align to?

- Connect to EU Green Deals, EU Missions, SDGs, the Water Framework Directive, and other EU water-related directives, …
- Work within regional and national water governance strategies.
- Set clear KPIs to track performance and impact over time.

→**Ref. Annex 5: Use template "Strategic Planning Canvas" to structure this thinking.** As you work through it, make sure to investigate both opportunities and potential pitfalls. Capture them directly in the tool to help you build a clear and well-grounded strategic plan.

AND THAT'S IT! ONE FINAL TIP BEFORE MOVING FORWARD

Once you've worked through these steps and tools, and you've built your foundation, it's time to start the real work. Don't wait for the perfect moment, a WOLL remains a work in progress. Start your setup phase with what you have and improve as you go.

6. WOLL ASSESSMENT

After completing the foundational steps above and entering the setup phase, you will receive the WOLL assessment by applying here *https://watereurope.eu/wateroriented-living-labs/*. Your application will be assessed to determine whether your initiative is ready to be recognised as a WOLL and can be included in the official Water4all network of WOLLs and Water4all Atlas of WOLLs.

For the assessment, you'll complete a set of documents that include both yes/no and open-ended questions. The assessment focuses on six key areas, and the work you've done during the planning and setup phase should allow you to go through the questions with ease. These are the six areas:

- **Governance Structure** – Who leads and how decisions are made.
- **Service Offering** – What services, benefits, or innovations your WOLL provides.
- **Infrastructure** – The physical or digital tools and facilities your WOLL uses.
- **Methods & Tools** – The approaches and methodologies applied in your work.
- **User Involvement** – How stakeholders and end users are engaged.
- **Innovation Outcomes** – What tangible innovations or impacts your WOLL is delivering.

→ **Ref. Annex 6 and Annex 7: Use template "Adapted Business Model Canvas for WOLLs" and "SWOT Reflection Tool" to bring all your input together and prepare for the WOLL Assessment**. You can also have a look at the KPI framework on WOLL maturity for insight in the assessment details.

7. WOLL ROADMAP: LONG-TERM SUCCESS

Passing the WOLL assessment is a major milestone and marks the moment your WOLL moves beyond the startup phase, and with that, you have outgrown this startup guide. From here, you'll be ready to follow the official and cyclical WOLL roadmap for sustainability and growth: an objective-oriented, KPI-based strategic planning process for leveraging WOLL maturity and impact to drive measurable outcomes. While we won't dive into every detail of the roadmap here, we do like to give you a little preview of what you can expect along the way. As your WOLL grows, you'll want to keep strengthening your foundation and adapting your strategy. Here are a few key areas you'll likely return to:

- Funding – Broaden your sources to reduce risk. Look into EU programs, PPPs, or service-based revenue models.
- Monitoring – Track your impact using clear indicators and feedback loops to stay on course and attract new funds.
- Scaling – Build on what works and consider how to transfer it to other areas or partners.
- Networking – Stay active in the WOLL community to share, learn, and find new opportunities.
- Adapting – Remain flexible and responsive to new challenges, insights, and stakeholder needs.

Remember that WOLLs grow step by step through testing, refining, and scaling.

8. COMMON PITFALLS AND HOW TO AVOID THEM

Even the most promising WOLLs face challenges. Here are a few common stumbling blocks and how to avoid them:

Pitfall	**Why It's a Risk**	**How to Avoid It**
Relying on a single funding source	Makes your WOLL vulnerable to sudden funding loss or political shifts.	Plan from the start for multiple income streams, including public and private options.
Waiting too long to involve stakeholders	Misses early buy-in and valuable input, creating resistance or gaps later.	Engage your quadruple helix partners early. Their input strengthens your approach.
Rigid plans that don't allow for change	Innovation happens in real time. If you can't adapt, you risk becoming irrelevant.	Build in flexibility. WOLLs are living systems that need to adapt.
Lack of clarity in governance	Creates confusion, slows decisions, and damages trust between partners.	Clearly define who is doing what and formalize it in a governance agreement.
Losing momentum after initial funding	Risks the WOLL fizzling out before it reaches maturity.	Plan for the long term. Keep your vision alive through sustained partnerships and iterative learning.

Use these as checkpoints as you move forward. A little foresight now can save you from major headaches later!

9. CONCLUSION

Starting a WOLL may feel ambitious, but you're not starting from scratch. With each step, conversation, and experiment, you're already shaping a more resilient and innovative water future.

Most importantly: remember that you don't need to have everything figured out to start. Begin where you are, with what you have. Use this guide as a foundation, reach out to others, and take the first steps. The WOLL community is growing, and there's space for your ideas, your local challenges, and your vision.

Good luck!

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- Annex 1. Mission & Challenge Canvas
- Annex 2. Funding Strategy Map
- Annex 3A. Governance Planner
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- Annex 4. Stakeholder Mapping Tool
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- Annex 6. Adapted Business Model Canvas for WOLLs
- Annex 7. Swot Reflection Tool
- Annex 8. RESOURCES

1. Mission & Challenge Canvas

	Guiding Questions	*Your Responses*
1. Define the context	What water-related issue are you addressing? Is it environmental, social, regulatory, or technical?	
	Why is this issue particularly relevant in your area or community?	
2. Understand complexity	What deeper causes are driving or sustaining this issue? (e.g. governance gaps, lack of funding, public awareness)	
	Are there interdependencies or system dynamics that make this issue difficult to tackle?	
3. Identify who is affected	Who are the main groups impacted by this issue, directly and indirectly? What are their needs?	
4. Frame the ambition	What would a successful solution look like for your WOLL?	
	What kind of change or value would your WOLL ideally bring?	
5. Test for 'wickedness'	Can this problem be solved by a single actor or within a project lifetime?	
	If not, what makes it complex, long-term, and in need of collaborative innovation?	

2. Funding Strategy Map

	Guiding Questions	*Your Responses*
1. Define your funding needs	Are you looking for short-term, one-time funding or a long-term, ongoing financial base?	
	What specific activities or milestones do you need to fund in the next 6–12 months?	
2. Clarify your funding type	What type of financing do you foresee? Own resources, public funds, PPP, investors?	
	Can you combine different sources to balance flexibility and stability?	
	Are there opportunities to access resources through partnerships; whether public, private, or mixed? (resources can also mean expertise, infrastructure, co-development, ...)	
3. Identify opportunities	What specific grants, programs, or partners could support your startup phase? (e.g. Horizon Europe, Water4All, regional calls)	
	For long-term resilience, which options are worth exploring? (e.g. PPPs, service-based models, green finance)	
4. Spot risks and gaps	Are there critical phases or elements with no funding plan yet?	
	What risks could threaten your financial sustainability, and how might you address them?	
5. Plan your next steps	What actions will you take in the next 3-6 months to secure funding or improve your funding mix?	
	What next steps do you foresee to take to secure long term financial sustainability?	

3A. Governance Planner

	Guiding Questions	*Your Responses*
1. Identify the lead	Who will coordinate the WOLL on a daily basis? (e.g. city, university, NGO, consortium, ...)	
	What makes them best positioned to take the lead?	
2. Build your stakeholder board	Who represents the key perspectives from government, academia, civil society, and industry?	
	How will you involve them meaningfully in the WOLL's direction?	
3. Define roles & responsibilities	What roles are essential (e.g. facilitator, coordinator, evaluator, SPOC)?	
	Who will take on each role and what are their responsibilities?	
4. Set up governance agreements	How will decisions be made and documented?	
	Will there be formal agreements (e.g. MoUs, consortium contracts)?	
5. Organise communication & reporting	What shared tools, terminology, or workflows will you use to ensure smooth collaboration and data interoperability between stakeholders?	
	How will you share updates, align actions, and track progress?	
	What are your main channels and responsibilities for communication?	

3B. Governance Agreement Template

Use this template to draft a basic governance structure and collaboration agreement for your WOLL. It helps clarify expectations and responsibilities across partners. You can tailor the sections based on your level of formality and governance complexity.

WOLL GOVERNANCE & COLLABORATION AGREEMENT

Between: [Name of Coordinating Entity] and [Partner Names]

Date: [Insert Date]

1. Purpose of this Agreement

Explain what this WOLL is aiming to achieve, and what the agreement helps formalize.

Example: "This agreement outlines the shared goals and operating principles of the GreenPort WOLL, focused on tackling stormwater runoff in the port area of Antwerp."

2. Roles & Responsibilities

Define who is doing what, including leadership, operational support, and coordination.

Example: "City of X leads coordination and communication. University Y supports monitoring. NGO Z engages citizens."

3. Organisational Structure

Describe the structure of the WOLL: who leads, who supports, and how different bodies interact.

Example: "The WOLL is coordinated by a lead partner, advised by a stakeholder board with quarterly meetings. An operational team oversees daily work."

4. Communication & Coordination

How will updates be shared, decisions made, and work coordinated?

Example: "Monthly check-ins and biannual steering meetings. Shared documents in a central cloud workspace."

5. Legal & Financial Arrangements

Include any financial responsibilities or legal commitments, if relevant.

Example: "Funding from EU LIFE Grant is allocated 50/30/20 across partners. A consortium agreement is signed to formalize cost sharing."

6. Timeline & Phases

Sketch a timeline or stages of development, even if informal.

Example: "Initial pilot phase (Year 1), evaluation (Year 2), adaptation and scaling (Year 3+)."

7. Monitoring & Learning

Describe how you will track progress and improve the WOLL over time.

Example: "A shared dashboard tracks KPIs. An annual reflection workshop is held to adjust strategies."

Signatures

[Partner names and signature lines]

4. Stakeholder Mapping Tool

	Guiding Questions	*Your Responses*
1. Identify government actors	Which government bodies or public authorities are currently involved? If none, are you planning to engage them, or should you consider doing so?	
2. Identify industry partners	Which businesses, utilities, or private actors are involved or should be in the future?	
3. Identify academic stakeholders	Are universities, researchers, or knowledge institutions contributing now, or could they in the future?	
4. Identify civil society actors	Which community groups, NGOs, or citizen representatives are (or could be) engaged?	
5. List specific actors per group	What organisations, departments, or individuals fall under each of the groups above?	
6. Define their roles	How can each stakeholder contribute to your WOLL? (e.g. funding, knowledge, community connection, infrastructure)	
	What do they stand to gain from participating?	
7. Map your engagement strategy	What is the best way to engage each actor? (e.g. co-creation workshops, interviews, formal partnerships)	
	How often will you engage them, and through what channels?	

5. Strategic Planning Canvas

Use this canvas to zoom out from your pilot phase and position your WOLL in a wider strategic ecosystem. It's useful for both internal planning and external communications. Tracking outcomes and KPIs can also be a powerful way to demonstrate value to potential funders or investors. If you identify clear impacts and strategic alignment, consider circling back to your Funding Strategy Map (template 2) to refine your long-term financial approach.

	Guiding Questions	*Your Responses*
1. Define your ambition	What is your WOLL aiming to achieve in the next 5-10 years?	
	How does this ambition relate to your mission and water challenge? (see template 1)	
2. Connect to policy goals	Which local, regional, national, or EU strategies does your WOLL align with? (e.g. SDGs, Green Deal, national water plans, ...)	
	How will you communicate this alignment to funders or policy stakeholders?	
3. Describe your intended outcomes	What societal, environmental, or economic benefits do you aim to deliver?	
	Who are the intended beneficiaries, and how will they experience the change?	
4. Set early indicators	What KPIs or metrics could help you monitor progress in the short to medium term? *Tip: check the KPI framework on WOLL maturity if unsure what to focus on.*	
5. Identify opportunities and risks	What current trends, partners, or policy windows can support your goals?	
	What internal or external risks should you prepare for?	
6. Map strategic partnerships	Which organisations or individuals are essential to achieving your ambition? (see template 4)	
	Are these stakeholders already engaged? If not, what's your plan to involve them?	

6. Adapted Business Model Canvas for WOLLs

This canvas helps you define the key building blocks of your WOLL in a clear, accessible way, while also addressing *the six WOLL assessment dimensions*.

	Guiding Questions	*Your Responses*
1. Challenge & Purpose *(Service Provided)*	What water challenge are you addressing, and why is it important in your local context?	
2. Stakeholders & Value *(User Involvement)*	Who are your stakeholders (quadruple helix), and what value do they gain and offer through the WOLL?	
3. Key Activities *(Innovation Outcomes)*	What are the core activities or services your WOLL delivers to address the challenge?	
4. Governance & Partnerships *(Governance Structure)*	How is the WOLL coordinated? Who are your main partners, and how are decisions made?	
5. Tools & Methods *(Methods & Tools)*	What co-creation methods, facilitation tools, or evaluation techniques are used?	
6. Infrastructure *(Infrastructure)*	What physical, organisational, or digital infrastructure supports your activities?	
7. Results & Outcomes *(Innovation Outcomes)*	What measurable outcomes do you aim for (technical, social, environmental)?	
8. Financial Sustainability	How is your WOLL currently funded, and how will you maintain long-term financial viability?	
9. Scaling & Learning	How will lessons be shared, and how can this model grow or be replicated elsewhere?	

This canvas can be used as a synthesis tool, helping you consolidate what you've developed across the previous templates and get ready for assessment, funding proposals, or internal planning.

7. SWOT Reflection Tool

This template helps your team take a step back and assess your WOLL's position with a broader lens. Use it after completing the other templates or before a strategic planning session.

	Guiding Questions	*Your Reflections*
Strengths	What internal assets, capabilities, or partnerships set your WOLL apart?	
Weaknesses	Where are your current limitations, gaps, or missing capacities?	
Opportunities	What emerging trends, policies, or alliances could help you scale or gain momentum?	
Threats	What risks, tensions, or external factors could disrupt or block your progress?	

Use this tool to align your team's perspective, prepare for uncertainty, and sharpen your strategy.

8 Resources

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Library of other resources and reports: (Pillar D - Demonstration activities | European Partnership Water4All)
KPI framework on WOLL maturity: Deliverable D4.10 Migration roadmap for demonstration of innovation



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Grant Agreement n° 101060874



Co-funded by
the European Union