

INSTITUTIONAL STRENGTHENING OF EAST AEGEAN RIVER
BASIN DIRECTORATE IN BULGARIA FOR IMPLEMENTATION OF
SOME WFD REQUIREMENTS IN ARDA RIVER PILOT BASIN

Project Completion Report
January 2005 – August 2007

Beneficiary: East Aegean River Basin Directorate

Client: EVD – Netherlands Agency for International Business and
Cooperation

EVD Ref: MAT04/BG/9/3

August 2007



This report has been compiled in accordance with reporting guidelines provided by the EVD.

The present report has been prepared by the Euroconsult Mott MacDonald Consortium (the Consortium). The findings, conclusions and interpretations expressed in this document are those of the Consortium alone and should in no way be taken to reflect the policies or opinions of the EVD.

The implementation of this project would not have been produced the successes that it did without the strong support given to the Contractor and its experts not only by the main beneficiary, the ERBD, and the counterpart, the MoEW, but also by the EVD officials who supervised the various tasks and provided valuable advice. Thank is furthermore expressed to the consortium's local partner in Bulgaria, BB&T, for all logistical support provided. We gratefully acknowledge their contributions.

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A separate CD-rom with the main digital project outputs is an integral part of the present Project Completion Report

Abbreviations & Acronyms

AEC	ARCADIS Euroconsult (after 1/4/2007: Euroconsult Mott MacDonald)
AN	ARCADIS Netherlands
BAS	Bulgarian Academy of Sciences
BSBD	Black Sea Basin District
CIS	Common Implementation Strategy (a common approach of all European countries to implement the Water Framework Directive)
DANCEE	Danish Cooperation for Environment in Eastern Europe
DRBD	Danube River Basin Directorate
EMM	Euroconsult Mott MacDonald
ERBD	East Aegean River Basin Directorate
EVD	Agency for International Business & Cooperation (of Netherlands)
GD	Guidance Document (of the CIS)
GIS	Geographic Information System
GWB	Ground Water Body
HMWD	Heavily Modified Water Bodies
HPI	Human Pressures and Impacts
IWRM	Integrated Water Resources Management
LER	Laboratory for Ecological Risk Assessment (of the National Institute for Public Health & Environment of the Netherlands - RIVM)
MEP/GEP	Maximum Ecological Potential / Good Ecological Potential
MOEW	Ministry for Environment & Waters (Bulgaria)
PAC	Project Advisory Committee
PCR	Project Completion Report
PP	Public Participation
RBD	River Basin Directorate
RBMP	River Basin Management Plan
RfA	Request for Approval (to EVD)
RIVM	Rijksinstituut voor Volksgezondheid en Milieu, known in English as the National Institute for Public Health and Environment
TOR	Terms of Reference
WFD	Water Framework Directive (a directive of the European Community, 2000/60/EC)
WRBD	West Aegean River Basin Directorate
WICU	Water Framework Directive Implementation Coordination Unit (in Bulgaria)

1 Introduction

Project Title	Institutional strengthening of East Aegean Sea River Basin Directorate in Bulgaria for implementing some main requirements of the Water Framework Directive in the Arda pilot river basin
EVD Project Reference	MAT04/BG/9/3
Country	Bulgaria
Counterpart	Bulgarian Ministry of Environment & Water
Beneficiary	East Aegean River Basin Directorate
Duration	January 2005 – mid-August 2007 (including EVD approved 7.5 months extension)

ARCADIS Euroconsult (AEC) / Euroconsult Mott MacDonald (EMM)¹, together with ARCADIS Regio B.V. (in short, ARCADIS), has been implementing the contract *Institutional Strengthening of the East Aegean Sea River Basin Directorate in Bulgaria for Implementation of Some Main Requirements of the Water Framework Directive 2000/60/EC in the Arda Pilot River Basin*, awarded by the Netherlands Agency for International Business & Cooperation (EVD).

Responsibility for implementing the Water Framework Directive (WFD) in Bulgaria was with the Water Directorate of the Ministry of Environment & Water (MOEW), which was the project counterpart. Consistent with the WFD, management of the country's water resources has been given to four (4) River Basin Directorates (RBD), one of which, the East Aegean River Basin Directorate (ERBD), was the beneficiary of this EVD-funded assistance.

One of the EVD requirements, as outlined in the prescribed template for the Project Completion Report, is to present in an annex to the report a logical framework. Such framework should have been prepared as part of the project preparation (prior to project start) but it wasn't. A logical framework was neither prepared during project implementation. As discussed and agreed during the latest and final meeting of the Project Advisory Committee (PAC) of 17 April 2007, preparation of a logical framework in the final stage of the project was deemed not meaningful. Nevertheless the main project goal and objectives as defined during project implementation (and repeated in all subsequent periodical progress reports) are as follows:

Overall project objective (project goal): Contribute to accession of Bulgaria to the European Union, particularly by assisting with implementation of the Water Framework Directive (WFD).

Project purpose: Assist the East Aegean River Basin Directorate with formulation of a river basin management plan.

Specific project objectives:

- Result 1: Strengthened organisational structure of the ERBD for effective and efficient implementation of the WFD.

¹ Euroconsult departed from ARCADIS and joined Mott MacDonald on 1 April 2007.

- Result 2a: Adaptation and application of guidance documents of the WFD Common Implementation Strategy (CIS) in the Arda River sub-basin of the East Aegean Sea River Basin. The guidance documents² are:
 1. **N1: economics and the environment**³
 2. N2: identification of water bodies
 3. N3: analyses of human pressures and impacts
 4. N4: identification and designation of heavily modified water bodies
 5. **N7: monitoring under the WFD**
 6. **N8: public participation in relation to the WFD**
 7. **N9: implementation of GIS elements of the WFD**
 8. **N10: rivers and lakes – typology, reference conditions, and classification systems.**
- Result 2b: Formulation of a draft work programme for development of the Arda River Sub-basin Management Plan.
- Result 3: Formulated and implemented dissemination plan for the Maritza and Tundja River sub-basins as well as the other three RBDs.

This Project Completion Report covers the period January 2005 to mid-August 2007. It follows the prescribed EVD template for Project Completion Reports. As agreed during the final Project Advisory Committee meeting, held in Sofia on 17 April 2007, this report also includes a chapter (Chapter 2) on progress made during the second quarter of 2007. Chapter 3 reflects on the main project results (mainly on whether results were achieved or not and whether as planned or not), the project effect, impact and its sustainability. Chapter 4 presents lessons learned and recommendations. Appended are notes on the project budget and various declarations of the beneficiaries and accountants, and protocols for acquired goods.

In end-2006 the project was budget-neutrally extended by 6 months until end-June 2007. In end-June it appeared that no all ordered project monitoring equipment had been received. Therefore, at the request of the Contractor, the project was further extended by 6 weeks until mid-August 2007.

² As indicated in the Inception Report, emphasis was to be given to a subset of the guidance documents, as understanding by the ERBD regarding the other guidance documents is either well-advanced or no longer relevant. Emphasis was therefore to be given to the 5 guidance documents in **bold** font.

³ This guidance document was not initially included in the project Terms of Reference, but following a request by EVD, it was added to the overall scope of work, as presented in the Inception Report.

2 Progress during April-August 2007

Highlights of activities carried out during the reporting period are presented in this chapter, as well as resources used up to mid-August 2007, i.e. the end of the project.

2.1 Progress

2.1.1 Missions during the reporting period

Missions conducted by the project's international specialists during the reporting period April-mid-August 2007 are presented in Table 2.1.

Table 2-1: Missions during reporting period April-June 2007

Role in Project	Expert Name	Date	Purpose and Highlights
EMM / ARCADIS Experts:			
Project Manager / Institutional Expert	Wandert Benthem	15-20/4/07 11-16/6/07	Participate in PAC meeting Participate in Final Workshop
IWRM Expert / Training Coordinator	Klaartje Docters van Leeuwen	11-16/6/07	Participate in Final Workshop and final technical inputs
Environmental Quality Expert	Reinder Torenbeek	27/5 to 1/6/07	Stakeholder workshop on programme of measures, ecological objectives and selection of reference sites.
Monitoring Expert	Hans Aalderink	13-16/6/07	Participate in Final Workshop and final technical inputs
Public Participation / Dissemination Expert	Phil Malone	10-16/6/07	Participate in Final Workshop and final technical inputs
RIVM-LER Experts:			
Groundwater and Risk Assessment Expert	Willie Peijnenburg	13-16/6/07	Participate in Final Workshop and final technical inputs

2.1.2 5th and final PAC meeting

The 5th and final meeting of the Project Advisory Committee (PAC) was held in Sofia on 17 April 2007. Meeting minutes were prepared and these were distributed on 20 April 2007. Project progress during the previous 6 months was presented and remaining issues were discussed. These included:

- Reallocation of some time of international experts;
- Possibilities for after-project cooperation;
- Procurement of monitoring equipment;
- Final workshop;
- Project Completion Report.

2.1.3 Institutional strengthening of the ERBD (Project Result 1)

The IWRM Expert / Training Coordinator reviewed an in-depth institutional analysis that was prepared by Euroconsult Mott MacDonald for the Black Sea Basin Directorate, and summarized and adapted this analysis in consultation with ERBD employees to the East Aegean Basin situation.

2.1.4 Adaptation and application of Guidance Documents (Project Result 2)

The IWRM / Training Coordinator assisted the ERBD in finalizing guidelines for the preparation of the Arda River Basin Management Plan. For this Dutch guidelines were used (concept prepared in December 2006).

The Environmental Quality Expert assisted the ERBD in facilitating a stakeholder meeting in Kardjali during which the programme of measures and the ecological objectives and selection of reference sites were discussed.

2.1.5 Dissemination plan for River Basin Directorates (Project Result 3)

The Public Participation / Dissemination Expert assisted the ERBD in finalizing and improving of its website, in consultation with a sub-contracted local website development company (Nologo).

Four international experts prepared and gave presentations on their subject during the Final Workshop held in Koprivshitzta on 14 and 15 June 2007, i.e. the Institutional Expert, the Monitoring Expert, the Groundwater Expert, and the Public Participation/ Dissemination Expert. The IWRM / Training Coordinator assisted in the general organisation of the workshop.

2.1.6 Workshops

The following workshops were conducted during the reporting period:

- **28 and 29 May 2007 – Stakeholder meeting in Kardjali:** On programme of measures, ecological objectives and selection of reference sites.
- **14 and 15 June 2007 – Final Project Workshop in Koprivshitzta:** Over 65 officials and technicians invited: 49 and 41 participated on the two days, respectively.

2.1.7 Progress matrix

The matrix regarding project progress was updated and is presented in the following Table 2-2. The table includes comments made in previous progress reports (although revised and updated).

2.1.8 Letters of Satisfaction and Observation

By mid-April 2007 the project beneficiary, the East Aegean River Basin Directorate, and the project counterpart, the Ministry of Environment and Water, were requested to issue an EVD-prescribed Letter of Satisfaction and a Letter of Observation, respectively. The Letter of Satisfaction was received in mid-June, the Letter of Observation in mid-August 2007. Copies of these letters are provided in Annex 3 and 4, respectively.

Table 2-2
Project Progress Matrix (updated in June 2007)

Activity	Planned Start Date	Planned End Date	Started On	Completed Yes/No Date	In Progress	Delayed Yes/No	Adjusted Start Date	Adjusted End Date
Inception Phase:								
Inception Phase	Jan 05	Mar 05	Feb 05	Yes (Jun 05)				
Inception Phase Comment	Draft Inception Report submitted 8 Apr 05, and final submitted following month. Inception Report approved in Sep 05.							
Result 1: Strengthened organisational structure of the ERBD for effective and efficient implementation of the WFD:								
Act. 1.1: Assess current institutional situation against WFD implementation requirements and compare with similar mandates in other countries	Mar 05	Nov 06	Mar 05	Yes (Dec 06)		Yes	N/A	Dec 06
Act. 1.1 Comment	<ul style="list-style-type: none"> Obtained and reviewed ERBD staff list and organisation chart. Obtained and translated MOEW regulations regarding establishment of RBDs. MOEW- and ERBD GIS capacity and needs assessed (PRQ3/05, Appendix) Corporate planning concept prepared (PRQ4/05 – Annex 1; PRQ2/06 – App. 1) As part of Corporate Plan overview prepared by Institutional Expert, the ERBD is to conduct a 'self assessment' of their institutional setting with regard to WFD requirements. 							
Act. 1.2: Review previous outputs of related projects in Bulgaria, and liaise with ongoing projects, with regard to RBD institutional strengthening aspects	Mar 05	Sep 06	Mar 05	Yes	No	Yes	N/A	Apr 07
Act. 1.2 Comment	<ul style="list-style-type: none"> Contact was made with 4 other donor projects aimed at assisting Bulgaria with WFD implementation. Obtained reports prepared by other donor projects. One relevant report was identified that deals with <i>institutional strengthening</i> – it deals with preparation of a Strategic Development Plan for BSBD for the period 2005-2010. It provides some background regarding the situation with WFD implementation in Bulgaria as of early 2005, and concludes that considerable additional work needs to be conducted if RBDs in Bulgaria are able to meet an impending legislative mandate of implementing the WFD. Contact made with Danish-funded project at BSBD, which is providing “coaching” in preparation of Strategic Plan for BSBD; obtained copy of report of first coaching session. Institutional Expert liaised with EVD-funded project providing assistance to Black Sea Basin Directorate, which is conducting a similar analysis. Participated in workshop of West Aegean Directorate about modelling of point sources and creation of river basin development plan (10/05). A copy of the Black Sea Strategic Plan was obtained, and a relevant AEC report (of W. Bruinsma) was summarized. 							
Act. 1.3: Hold local workshops on institutional assessment	Oct 05	Oct 06	Oct 05	Yes (Oct. 06)		N/A	N/A	N/A
Act. 1.3 Comment	<ul style="list-style-type: none"> During initial meetings with Director of ERBD, it was agreed to approach assessment of institutional capacity via preparation of a Corporate Plan for ERBD. Such preparation would include identification of ERBD role, resource requirements, and resource gaps. Conducted workshop with ERBD on Corporate Planning at ERBD on 24-25 Oct. 2005. Institutional Expert prepared annotated outline of ERBD Corporate Plan, and discussed this with ERBD representatives in May 06, who agreed with overall approach. ERBD will compile and insert information as per the Plan outline (awaited). 							
Act. 1.4: Hold national workshop on institutional strengthening	Oct 05	Nov 06	Oct 05	Yes	No	Yes	N/A	Jun 07
Act. 1.4 Comment	<ul style="list-style-type: none"> Once a draft Corporate Plan has been prepared by ERBD, a national workshop on institutional strengthening will be conducted, if there is interest by other RBDs. A similar corporate planning exercise is being done at Black Sea Basin District, with donor funding assistance from Danish government via its DANCEE programme. Contact made with Danish-funded project at BSBD, which is providing “coaching” in preparation of Strategic Plan for BSBD; obtained copy of report of first coaching session. 							

Activity	Planned Start Date	Planned End Date	Started On	Completed Yes/No Date	In Progress	Delayed Yes/No	Adjusted Start Date	Adjusted End Date
	<ul style="list-style-type: none"> Institutional Expert prepared annotated outline of ERBD Corporate Plan, and discussed this with ERBD representatives in May 06, who agreed with overall approach. ERBD will compile and insert information as per the Plan outline. Once Plan is developed, a national workshop will be held with other RBD representatives, if desired by ERBD, to discuss Plan preparation and other RBD institutional strengthening issues. Part of the Final Workshop, of 14 and 15 June 2007, was reserved for institutional strengthening of the ERBD. 							
Act. 1.5: Review <i>River Basin Overview</i> Report, assess institutional implications, and discuss results at national workshop	Oct 05	Jun 06	Mar 05	Yes (Nov 06)		Yes	N/A	Nov 06
Act. 1.5 Comment	<ul style="list-style-type: none"> Start was delayed due to late receipt of translation of report, due to unforeseen length of document. English-language translation of River Basin Overview report was prepared and distributed on CD to relevant personnel. Need for a national workshop on ERBD River Basin Overview Report no longer seems relevant, and is to be cancelled. Topics of River Basin Overview were included in Monitoring Workshop, held 27 Nov 06. 							
Act 1.6: Conduct study tour to Netherlands and/or other pilot river basins in Europe to review institutional aspects of WFD implementation	Oct 05	May 06	Oct 05	Yes (Apr 06)		N/A	N/A	N/A
Act. 1.6 Comment	<ul style="list-style-type: none"> A study tour to the Netherlands was organized and conducted 18-27 April 2006. Highlights are presented in PRQ2/2006, Appendix 2. 							
Result 2: Adaptation and application of Guidance Documents of WFD CIS in Arda River Basin and a draft Work Programme for development of River Basin Management Plan formulated:								
Act. 2.1: Analyse WFD articles, annexes, and GDs	Mar 05	Nov 06	Mar 05	Yes	No	Yes	N/A	Jun 07
Act. 2.1 Comment	<ul style="list-style-type: none"> As evidenced from missions conducted during the Inception Phase, ERBD has already dealt with many issues addressed in the following 4 Guidance Documents during preparation of their March 2005 River Basin Overview report: <ul style="list-style-type: none"> N2 – identification of water bodies N3 – analysis of pressures and impacts N4 – identification and designation of heavily modified water bodies N10 – rivers and lakes typology, reference conditions, and classification systems. Hence, EVD-funded assistance focused on reviewing information presented in the Basin Overview report regarding these four topics, and to suggest improvements as appropriate, recognising that the Basin Overview is a living document that should be regularly updated. To this end, a Working Document regarding Result 2 has been developed and shared with personnel of ERBD and RIVM; this summarises key issues (including those raised by ERBD staff) that are to be addressed by relevant project experts. Mission by two experts from RIVM-LER during Q4/2005 to review current situation at ERBD regarding surface and ground water quality/quantity. Mission by expert from RIVM-LER during Q2/2006 included further evaluation with regard to groundwater, as part of Guidance Document N7: monitoring under the WFD. Mission by RIVM-LER expert during Q3/2006 included further evaluation with regard to hazardous substances and risk assessment – see Appendix 1 in PRQ3/06. GD on Economics and the Environment discussed during mission by expert Environmental Economics Expert in Nov 05. Clarification of this GD was prepared during course of Danida-funded project, and so not duplicated by this EVD-funded project. GD on Monitoring was discussed during WFD Monitoring Workshop, held 27 Nov 06. Also, clarification of this GD was provided by AEC, including Bulgarian translation, during current reporting period. GD on Public Participation was discussed during mission in reporting period by expert Public Participation Expert, including workshop on 6 Nov 06. As part of the EVD-funded project Support to the Black Sea River Basin Directorate for Implementation of WFD Coastal Water Monitoring, Institutional Expert prepared a report "Water Framework Directive Public Participation Strategy". This is available to all river basin directorates in Bulgaria, including ERBD. GD on GIS was discussed during missions by GIS Expert, and included in report on GIS and Data Base Management submitted to ERBD during the period Oct-Dec 06. GD on rivers and lakes discussed during various missions by ARCADIS experts, especially Monitoring Expert, and by RIVM-LER experts (see PRQ4/06, Appendix 1). 							

Activity	Planned Start Date	Planned End Date	Started On	Completed Yes/No Date	In Progress	Delayed Yes/No	Adjusted Start Date	Adjusted End Date
	<ul style="list-style-type: none"> A GD/Manual on defining environmental objectives was prepared under Act. 2.5. 							
Act 2.2: Inventory and assess guidelines prepared in Bulgaria with regard to applicability of relevant GDs	Mar 05	Jun 05	Mar 05	Yes (May 05)		N/A	N/A	N/A
Act 2.2 Comment	<ul style="list-style-type: none"> Within the framework of DANCEE assistance to BSBD, the following documents were prepared with regard to guidance for WFD implementation in Bulgaria: <ul style="list-style-type: none"> Guidelines for Bulgaria concerning Typology, Inter-calibration and Site Selection for the Inter-calibration Network (Oct 04) Economic Guidance (Jan 05). Guidelines for GIS in Bulgaria, Part 1: General Guidance for Implementing GIS (Dec 04). None of these have been translated into Bulgarian language, but have been used by staff of BSBD in Varna, and at least reviewed by staff of other RBDs. Mission by two experts from RIVM-LER during Q4/2005 to review current situation at ERBD regarding surface and ground water quality/quantity. 							
Act 2.3: Review experiences of integrated testing of GDs in other pilot river basins	May 05	Oct 06	May 05	Yes (Nov 06)		N/A	N/A	Nov 06
Act 2.3 Comment	<ul style="list-style-type: none"> Continuous ongoing activity, with project consultants introducing experience acquired in similar projects in Netherlands and elsewhere. Report on Experience of Testing WFD Guidance Documents in Pilot River Basins submitted to ERBD – details in PRQ4/06, Appendix 8. 							
Act 2.4: Adaptation of GDs to the Bulgarian context, preparation of concise guidelines, and translation into Bulgarian	May 05	Oct 06	May 05	Yes (Mar 07)		Yes	N/A	Mar 07
Act 2.4 Comment	<ul style="list-style-type: none"> Adaptation of the Guidance Documents was delayed because it was first necessary to understand how the ERBD applied WFD requirements in its <i>Basin Overview</i> report. This required an English-language translation of the Basin Overview. Work commenced on this activity during Q4/2005 during 2nd Mission of IWRM Management Expert, as well as 1st Missions by two experts from RIVM-LER to review current situation at ERBD regarding surface and ground water quality/quantity. Local Expert (Sveto Cheshmedjiev) conducted work on applying biological requirements of WFD monitoring guidance document to Arda River situation. Local Expert (Prof. Spasov) conducted work on hydrological analyses, as input to WFD monitoring and river basin planning (see PRQ3/2006, Appendix 5). Agreement reached with ERBD on guidance regarding WFD-related monitoring. Translation into Bulgarian carried out. Guidance Document (GD) on Economics and the Environment discussed during mission by Environmental Economics Expert in Nov 05. Clarification of this GD was prepared during course of Danida-funded project, and so not duplicated by this EVD-funded project. GD on Monitoring was discussed during WFD Monitoring Workshop, held 27 Nov 06. Also, clarification of this GD was provided by AEC and RIVM-LER, including Bulgarian translation, during current reporting period – more details in PRQ4/2006, Appendices 1 and 9. GD on Public Participation was discussed during mission in reporting period by Public Participation Expert, including workshop on 6 Nov 06. As part of the EVD-funded project <i>Support to the Black Sea River Basin Directorate for Implementation of WFD Coastal Water Monitoring</i>, Van Kempen prepared a report “Water Framework Directive Public Participation Strategy”. This is available to all river basin directorates in Bulgaria, including ERBD. GD on GIS was discussed during missions by GIS Expert, and included in report on GIS and Data Base Management submitted to ERBD during Oct-Dec 06 reporting period. GD on rivers and lakes was discussed during various missions by ARCADIS experts, especially Monitoring Expert, and by RIVM-LER experts. 							
Act 2.5: Prepare initial draft Work Programme for development of Arda River Basin Management Plan (RBMP), and discuss concise guidelines and RBMP Work Programme at internal ERBD workshop	Mar 06	Oct 06	Early 2007	Yes	No	Yes	N/A	May 07
Act 2.5 Comment	<ul style="list-style-type: none"> This is delayed due to delayed translation of <i>Basin Overview</i> report. A general work programme for preparation of RBMP for all three basins (Trudja, Maritsa, Arda) was prepared by ERBD and shared with the public. Needed measures for public consultation discussed with Public Participation Expert (Q3/2005). Information on existing surface and ground waters has been compiled by Local Expert (Spasov). 							

Activity	Planned Start Date	Planned End Date	Started On	Completed Yes/No Date	In Progress	Delayed Yes/No	Adjusted Start Date	Adjusted End Date
Art. 2.6: Review progress on WFD implementation to-date, and refine Work Plan as necessary	Oct 05	Sep 06	Mar 05	Yes (Dec 06)		Yes	N/A	Dec 06
Act 2.6 Comment	<p>Progress on WFD implementation has been reviewed as follows:</p> <ul style="list-style-type: none"> Prepared English-language translation of <i>Basin Overview</i> report, in order to enable assessment of how ERBD has characterised its existing situation in accordance with WFD requirements. Upon availability of the translation, project experts have commented as appropriate during missions. Attended relevant WFD implementation workshops by other donor-funded projects: 19 May 05 workshop to initiate support to the Danube RBD in developing "System B Typology, organised by the Phare (German) Twinning Project (Institutional Strengthening of River Basin Authorities in Bulgaria for Implementation of the EU Water Framework Directive in the Danube River Basin. Participated at 27 Oct 05 workshop by Phare (German) Danube Twinning Project on methodology for WFD Risk Assessment. Mission during Q4/2005 by two experts from RIVM-LER to review current situation at ERBD regarding surface and ground water quality/quantity. Local Expert (Prof. Spasov) conducted work on hydrological analyses, as input to WFD monitoring and river basin planning (see PRQ3/2006, Appendix 5). Local Expert (Prof. Spasov) conducted work on hydrological analyses, as input to WFD monitoring and river basin planning (see PRQ4/2006, Appendix 6). 							
Art 2.7: Provide feedback to other experts regarding public engagement/dissemination, as well as training needs regarding institutional strengthening	May 05	Oct 06	May 05	Yes (Dec 06)		Yes	N/A	Dec 06
Act 2.7 Comment	<ul style="list-style-type: none"> Workshop on Public Participation in Nov 2006; other RBD were invited (PRQ4/2006, App. 5). Findings of Public Participation Expert were distributed to other project experts. Questionnaire on significant water management issues produced and distributed (2000 copies produced). Leaflet on WFD developed/distributed (2000 copies produced) Recommendations prepared by Public Participation Expert to improve website (technical note dated 9/06). Other experts received copy of PRQ2/2006 that included report of mission by Public Participation / Dissemination expert. 							
Art 2.8: Distribute concise guidelines and results of workshop on RBMP preparation, to other RBDs in Bulgaria and seek comments/consensus	Oct 06	Nov 06		Yes	No	Yes	May 07	Jun 07
Act. 2.8 Comment	<ul style="list-style-type: none"> This activity followed Activity 2.5. Hence, the guidelines and workshop results were distributed following the stakeholder meeting in end-May 07. 							
Art. 2.9: Review characterisation of water bodies that are 'at risk' of not achieving WFD environmental objectives	Apr 05	Sep 06	Apr 05	Yes	No	Yes	N/A	Jun 07
Act. 2.9 Comment	<ul style="list-style-type: none"> A graduate student intern worked with ERBD from Feb-Jun 2006 on monitoring and water quality monitoring through installation and operating a surface water model called MONERIS (meaning MOdelling Nutrient Emissions to River Systems) for the Arda river basin. The MONERIS model supports the identification of key polluters (nutrient sources) and possible measures (Programme of Measures) as part of the River Basin Management Plan to improve the ecological status. Also made presentation on application of model to representatives of all RBDs in May 2006. Student intern finalised report on MONERIS model, summary of which was included as PRQ3/2006, Appendix 4, and full report on http://members.chello.nl/v.vandenbosch. RIVM also contributed to this activity through tasks regarding (i) advice on surface water models, (ii) assessment of quantitative and qualitative status of ground water bodies, and (iii) assist with examples of risk assessment. RIVM is to provide examples of how other countries have reported ecological assessment of rivers and lakes, including the approach used by Netherlands. This include an English-language summary of the "Dutch Approach to Risk Assessment" from the website www.kaderrichtlijnwater.nl. Participated at 27 Oct 05 workshop by Phare (German) Danube Twinning Project on methodology for WFD Risk Assessment. Mission during Q4/2005 by two experts from RIVM-LER to review current situation at ERBD regarding surface and ground water quality/quantity. 							

Activity	Planned Start Date	Planned End Date	Started On	Completed Yes/No Date	In Progress	Delayed Yes/No	Adjusted Start Date	Adjusted End Date
Act. 2.10: Review definition of environmental objectives and classification system in collaboration with LER and CLGE	May 05	Sep 06	May 05	Yes	No	Yes	N/A	May 07
Act. 2.10 Comment								
Act. 2.11: Support development of monitoring system for Arda River Basin water bodies	May 05	Nov 06	May 05	Yes	No	Yes	N/A	Mar 07
Act. 2.11 Comment								
Act. 2.12: Assess monitoring and GIS data requirements and archiving needs	Mar 05	Oct 06	Mar 05	Yes (Mar 07)		Yes	N/A	Mar 07
Act. 2.12 Comment								

Activity	Planned Start Date	Planned End Date	Started On	Completed Yes/No Date	In Progress	Delayed Yes/No	Adjusted Start Date	Adjusted End Date
	<ul style="list-style-type: none"> Final report of GIS and data management included in PRQ1/2007. GIS equipment (hardware and software) was delivered in Apr 2007. 							
Result 3: Formulated and implemented dissemination plan for the Maritza and Tundja rivers sub-basins, as well as the other three River Basin Directorates:								
Act. 3.1 Comment	<ul style="list-style-type: none"> Public Participation Expert conducted first mission May 06 (see PRQ2/2006, Appendix 4), which includes the stakeholder analysis. 							
Act 3.2: Review ERBD public engagement procedures and prepare a Communication Strategy	Aug 05	Sep 06	Mar 05	Yes (Dec 06)			May 06	Dec 06
Act. 3.2 Comment	<ul style="list-style-type: none"> Initial review of ERBD public engagement procedures commenced during Inception Phase, during discussion with ERBD director and press officer. Need for improved public participation was agreed. Arrangements made for project manager to brief Basin Council on importance of involving public during WFD implementation. Briefing was subsequently given in Sep 05. PP Expert commented on ERBD public engagement procedures and initiated preparation of Communication Strategy during May 06 (see PRQ2/2006, Appendix 4). PP Expert carried out internal workshop with ERBD staff on communication during Sep 06 (see PRQ3/2006, Appendix 3). Main findings were to improve two way communication, increase flexibility, simplify technical language and build up trust with stakeholders. PP Expert finalised work on preparation of Communication Strategy during Sep 06 (see PRQ3/2006, Appendix 3). As part of the EVD-funded project <i>Support to the Black Sea River Basin Directorate for Implementation of WFD Coastal Water Monitoring</i>, Institutional Expert prepared a report "Water Framework Directive Public Participation Strategy". This is available to all river basin directorates in Bulgaria, including ERBD. 							
Act. 3.3: Propose means of disseminating RBMP Work Programme	Mar 06	Sep 06	May 06	Yes	No	Delayed	May 06	Jun 07
Act. 3.3 Comment	<ul style="list-style-type: none"> PP Expert commented on ERBD public engagement procedures and initiated preparation of Dissemination Plan during May 06 (see PRQ2/2006, Appendix 4). PP Expert continued preparation of Dissemination Plan during Sep 06 (see PRQ3/2006, Appendix 2). PP Expert continued preparation of Dissemination Plan during Nov 06 (see PRQ4/2006, Appendix 3). The website was improved by a subcontracted local company (Nologo) with assistance of the Public Participation / Dissemination Expert.. 							
Act. 3.4: Disseminate project aims, activities, and outputs to other sub-basins in ERBD, and other three RBDs	Mar 06	Sep 06	May 06	Yes	No	Delayed	May 06	Jun 07
Act. 3.4 Comment	<ul style="list-style-type: none"> Public Participation Expert continued dissemination of project activities during Sep 06 (see PRQ3/2006, Appendix 2). Project aims and activities were stated to other RBDs during stakeholder consultation workshop in Nov 06 (see PRQ4/2006, Appendices 3 & 5). CD-rom with all project results was disseminated to all RBDs. National final project workshop was held in mid-June 2007. 							
Act. 3.5: Inform general public about project aims, activities, and outputs	May 05	Sep 06	May 06	Yes	No	Yes	N/A	May 07
Act. 3.5 Comment	<ul style="list-style-type: none"> Presentation made to Basin Council about project aims, activities, and outputs, in Sep 05. Council contains a wide spectrum of stakeholders, including water users, academics, and non-governmental organisations. PP Expert commented on ERBD public engagement procedures and continued project activities regarding informing public about project activities (see PRQ2/2006, Appendix 5). PP Expert continued project activities regarding informing public about project activities (see PRQ3/2006, Appendix 2). PP Expert continued project activities regarding informing public about project activities (see PRQ4/2006, Appendices 3 & 5). Presentation about communication strategy laid before last Basin Council meeting One more stakeholder workshop for Arda basin was held in end-May 07. 							
End Phase:								
End Phase								
End Phase Comment	A final workshop was held were all project outputs were presented and discussed. A Project Completion Report (present report) was prepared and disseminated.							

2.2 Resource Utilisation

Utilisation of resources up to end of June 2007 is presented in Table 2-3.

Table 2-3: Summary of resource utilisation up to end June 07

Expert Name	Role in Project	Work-day Allocation and Utilisation					
		Days Allocated*		Days Spent to Date**		Days Remaining	
		Home	Bulgaria	Home	Bulgaria	Home	Bulgaria
Result 1: Strengthening organisational structure of the ERBD for effective and efficient implementation of the WFD:							
Van Kempen >> Benthem	Project Manager*** / Institutional Expert	10	15	10	15	0	0
De Blois >> Nieuwenhuis >> Docters van Leeuwen	IWRM Expert & Training Coordinator	2	6	2	6	0	0
Result 2: Adaptation and application of 8 Guidance Documents of WFD CIS in Arda River Basin and a draft Work Programme for development of River Basin Management Plan formulated:							
Van Kempen >> Benthem	Project Manager*** / Institutional Expert	21	32	21	32	0	0
Aalderink	Monitoring Expert	2	14	2	14	0	0
De Blois >> Nieuwenhuis >> Docters van Leeuwen	IWRM Expert & Training Coordinator	17	31	17	31	0	0
Gylstra	GIS Expert	2	30	2	30	0	0
Jansen	Info. Technology / Database Expert	5	31	5	31	0	0
Swenne	Water Quality Expert	2	35	2	35	0	0
Torenbeek	Environmental Quality Expert	0	14	0	14	0	0
Fischer	Environmental Economics Expert	0	12	0	12	0	0
Result 3: Formulated and implemented dissemination plan for the Maritza and Tundja rivers sub-basins, as well as the other three River Basin directorates:							
Van Kempen >> Benthem	Project Manager*** / Institutional Expert	6	17	0	0	0	0
Phil Malone	Public Partic. / Dissemination Expert	3	36	3	36	0	0

* As indicated in the latest budget overview provided by Euroconsult Mott MacDonald of 31 December 2006

** Approximately, as per end June 2007. Accurate inputs will only be available when all invoices have been received and processed.

*** Time for the Project Manager includes time for general project management.

By the end of the reporting period, RIVM (not indicated in Table 2.3 in previous Progress Reports) had spent all available time on their agreed Tasks 1-10 as specified in the Inception Report.

3 Project Outcome

This Chapter presents conclusions of the project outcome as per the prescribed structure enclosed in the EVD guideline for a Project Completion Report. Detailed accounts on project activities are enclosed in the project's Inception Report and the subsequent seven (7) Quarterly Progress Reports.

3.1 Results

For all Results 1-3 the planned start date, the planned end date, actual start and actual completion date are already provided in Table 2.2. In the following sections brief comments are made where relevant on why implementation differed from the planning.

3.1.1 Result 1 – Institutional Strengthening of the ERBD

Activity 1.1 (assessing the current institutional situation), **Activity 1.2** (review previous relevant projects), **Activity 1.3** (hold local workshop), and **Activity 1.4** (hold national workshop on institutional strengthening), were considered “completed” about two years after the planned completion date. This had to do with the fact that the Consultant agreed with the ERBD that the latter would continue to develop the concept Corporate Plan that had been prepared and provided by the Consultant, but this further development did not materialize. The reason for this is that, reportedly, the ERBD did not have the resources (manpower) available to further develop the plan. Although the task could have been taken up by the Consultant himself, it was explicitly agreed not to do that, because it was widely felt that an important part of the strengthening of the ERBD would be through “learning-by-doing”.

Activity 1.5 (review River Basin Overview Report) was also delayed due to late availability of the translated document. **Activity 1.6** (study tour to the Netherlands) was organized on schedule.

3.1.2 Result 2 – Adaptation and Application of Guidance Documents

Activities of Result 2 that were implemented more or less according to the planning were **Activity 2.2** (inventory of guidelines), **Activity 2.3** (review of experience of GDs), **Activity 2.6** (review progress on WFD implementation), and **Activity 2.7** (feedback to other experts).

All other Result 2 activities got delayed. **Activity 2.1** (analyse WFD articles, annexes and GDs) because late availability of the Basin Overview Report. **Activity 2.4** (adaptation of the GDs to the Bulgarian context) and **Activity 2.5** (prepare an initial draft Work Programme for development of the Arda River Basin Management Plan) because it was first necessary to understand how the ERBD applied WFD requirements in its Basin Overview report. This required translation of the lengthy document. **Activity 2.8** (distribute concise guidelines and results of the RBMP preparation) because this activity depended on the result of Activity 2.5. **Activity 2.9** (review characterisation of water bodies at risk), **Activity 2.10** (review definition of environmental objectives and classification system), **Activity 2.11** (support to development of monitoring systems) and **Activity 2.12** (assess monitoring and GIS data requirements) because more elaborate inputs were needed than was anticipated.

Advisory documents on Risk Assessment and Implementation of the Ground Water Directive of the WFD have been adapted. As far as Activity 2.5 (work programme for Arda RBMP) is concerned: a basic time

schedule for the preparation of a River Basin Management Plan had already been prepared by the ERBD and is presented on their website. However, this was only done on a basic Chapter-level. ERBD indicated the need for more guidance on what exactly should be included in each chapter. This has resulted in a guidance document provided by the technical assistance team.

3.1.3 Result 3 – Dissemination Plan for River Basin Directorates

Activities of Result 3 that were implemented on schedule were **Activity 3.1** (Analysis of Arda basin stakeholders) and **Activity 3.2** (review ERBD public engagement procedures).

All other Result 3 activities were delayed, because much of the project results and outputs became only available at the end of the project, such as the improved ERBD website, and workshops held in the final stage of the project (stakeholder workshop and final project workshop). This was valid for **Activity 3.3** (means of dissemination of RBMP work programme), **Activity 3.4** (Disseminate project aims and activities), and **Activity 3.5** (inform general public).

Perhaps the name of this result was a little confusing as the WFD asks for more than just informing the public, but wants both consultation and active participation. In the case of ERBD, this has started to become a reality, with lessons learned from activities in the Arda basin ready to be rolled out to the Maritza and Tundja River sub-basins.

3.2 Project Effect

The project beneficiary, the East Aegean River Basin Directorate, located in Plovdiv, better understands (i) the requirements for implementation of the Water Framework Directive in Bulgaria, (ii) the limitations that the ERBD has in implementation of the WFD, and (iii) is better equipped to articulate needs, both towards stakeholders and the general public at large and the national government bodies, as well as to potential donor agencies. This is particularly true for Result 2 and 3 of the project, i.e. the adaptation and application of the guidance documents, the formulation of a work programme for the development of the Arda River Sub-basin Management Plan, as well as the dissemination of relevant information to other river basin authorities, respectively. To a lesser extent the ERBD capitalized on provided assistance in strengthening of the ERBD institution, for example by further developing the provided concept corporate plan (that did not materialize due to workload and capacity constraints), although some of the Result 1 activities yielded clear benefits, e.g. the study tour to the Netherlands and lessons learnt from related projects elsewhere in the region.

Various outputs were produced by this technical assistance project with which the ERBD, and the other river basin directorates in Bulgaria, can continue, such as:

- The concept corporate plan for the ERBD that now needs further detailing;
- The Guidance Documents that were revised and adapted to the Bulgarian situation;
- The work done by the two national experts on applying biological requirements and hydrological analyses;
- Recommendations for further improvement of the work programme for the Arda River Basin Management Plan;
- The outline provided for the Programme of Measures;
- The toolkit for identifying pressures and measures;
- The guidelines provided for modelling and monitoring of surface and ground waters;
- Tools and recommendations provided for GIS and its applications;
- The guidelines provided for Public Participation.

Throughout the project, the ERBD has displayed a willingness to consider and implement innovative ideas regarding water management. This is particularly demonstrated in three cases directly associated with project activities:

1. **Study Tour:** The study tour to the Netherlands, conducted in April 2006, provided tour participants with a good insight as to how water resources management, including within the context of the WFD, is conducted in the Netherlands. From discussions with ERBD tour participants, four important and lasting observations were made from the tour that ERBD would like to see implemented in Bulgaria: (i) financial independence; (ii) public involvement and accountability of water managers; (iii) involvement of scientific community; (iv) public availability of data. These issues are further detailed in Quarterly Progress Report no 4.
2. **Corporate Planning:** The philosophy of good corporate governance (being the process by which organisations are directed, controlled, and held accountable, and underpinned by principles of openness, integrity, and accountability), and the preparation and publication of a Corporate Plan as part of good governance, is new to most Bulgarian agencies and authorities. Through this EVD-funded project, ERBD has been exposed to good corporate governance principles, and has embraced the idea of preparing a Corporate Plan.
3. **Environmentally Friendly City:** As part of this EVD-funded project, discussions were held with ERBD representatives about developing a partnership with a small- to medium-sized city, which lies within their boundary, to implement environmentally friendly practices. The aim would be to identify and implement practices that would primarily result in (but not necessarily be limited to) improved water quality and reduced water consumption. The implemented practices would then be demonstrated to other municipalities within the ERBD boundary, as well as elsewhere in Bulgaria. ERBD has agreed to explore this idea, and identified a possible partner municipality. Initiating of this partnership would be a tremendous advance in the outcomes of Result 2 (being adaptation of water management guidance documents and preparation of a work programme for a river basin management plan).

3.3 Project Impact

Among the main positive impacts the project has had is the fact that the River Basin Directorates cooperate better than before – they come together frequently to share ideas and experiences (such as during the various workshops) and work out together specific subjects such as monitoring, the programme of measures. Also the public engagement and participation, being a new concept to Bulgaria, has been introduced successfully by the project, a subject that has truly been embraced by the ERBD.

While the EVD-funded assistance appeared to be very helpful to ERBD, and there was a good spirit of cooperation between ERBD and the EVD-funded consultant, overall implementation of the WFD in Bulgaria, and hence by ERBD, is still hampered by several issues that were previously identified in the various project progress reports:

- A revised Water Law, making Bulgaria's water statutes fully consistent with the WFD, has yet to be enacted. Hence, ERBD currently is not legally authorised to implement WFD provisions.
- RBDs are not funded to the degree necessary to perform their current legal mandate, or that will be required when revisions are made to the Water Law.
- Other entities still do not readily make available data needed by ERBD to assess water quality conditions and prepare a river basin management plan. To partly address this, the EVD-funded project worked with ERBD to develop a Corporate Plan to better inform other entities about the ERBD data requirements.

- Many stakeholders are poorly informed about their obligations under the WFD to implement measures needed in order to ensure that 'good ecological status' of water bodies is achieved. To partly address this, the EVD-funded project worked with ERBD to develop better-informed stakeholders, via the Corporate Plan, a stakeholder awareness workshop, and a public information/consultation programme.
- The WFD Implementation Coordination Unit (WICU), conceived in 2004 as a mechanism to coordinate donor-funded WFD activities and also assist the development of a common approach to WFD implementation, has yet to be activated.

The impacts with stakeholders have started to be felt, but the feeling with many stakeholders is that Bulgaria has been, and is continuing to go, through a period of change. Much of this has been to comply with preparing for EU Accession and generally bringing Bulgaria in line with international standards. For many of the stakeholders economic issues are the main priority and impacts on the environment are seen as the preserve of richer EU countries. In particular there are matters of national politics where Ministries and State Companies which are among the main water users tend to ignore the weaker organisations responsible for implementation of WFD.

Efforts have been made by the ERBD to involve stakeholders through the stakeholder workshops in Sliven and Kardjali. There have also been questionnaires devised and distributed. The upgrade of the website is designed to be more participatory and provide information that the public and stakeholders will need. One of the biggest challenges is going to be agreement on the programme of measures and which of these will be backed by water users, municipalities and potential funders.

One of the main achievements of the project has been the ability to produce materials about WFD which are understood by non-experts. Although there is resistance among water professionals to the idea of involving others, WFD insists that the planning process must be put into the context of other development and environmental plans.

3.4 Sustainability

As noted before a main achievement of the project has been to facilitate the cooperation between the river basin directorates. The project supported the institutional strengthening of the directorates. Through its implementation and discussions about the implementation of the WFD, the parties concerned gained more confidence which will help in the implementation of the WFD.

For true sustainability it is necessary for a stronger relationship to be developed between ERBD and stakeholders. The reason is that whatever is decided in the River Basin Management Plan, it will be the stakeholders who will implement any agreed measures. The role of ERBD and the other directorates has to be more of conductor of the orchestra, rather than one of the main instrumentalists. Much effort has to go into involving people in the planning process and again others can help to make this happen, especially local government and in some cases NGO's. There is a big cultural change needed to explain to people and organisations that they can participate and that it is possible to suggest alternatives.

At national level more needs to be done to share experiences on the WFD and to demonstrate how Bulgaria will implement the WFD in a way which will help both economic development and the environment. In terms of budgeting, it would be helpful if money was allocated for development and amendments to the River Basin Management Plans and especially organisation of meetings, websites, leaflets, etc.

4 Lessons Learned and Recommendations

The following lessons learned were in part (i) expressed by representatives of the project counterpart, the Bulgarian Ministry of Environment and Water, and the main project beneficiary, the East Aegean River Basin Directorate, during the 5th and final meeting of the Project Advisory Committee in April 2007; and (ii) noted by members of the Consultancy team.

- **Lesson 1 – ‘Dutch approach’ very useful:** The Dutch approach for the implementation of the WFD was considered by the Bulgarian parties as very useful because at the moment ERBD does not have sufficient information, and therefore it is important that an exchange of good practices, experience and expertise was realized within the project. More emphasis is, however, to be placed on fundamental geochemical and spatial differences between the Dutch and Bulgarian river basins, requiring tailor-made approaches for Bulgaria. This kind of projects should focus on concrete outputs and products that can be used by the beneficiary.
- **Lesson 2 – ERBD resources:** The ERBD must save money, time and efforts to effectively implement the requirements of the WFD. There is a need for ERBD to work with others so that costs can be shared or even borne by other organisations. The ERBD (and the other Basin Directorates) has problems finding the resources to implement a monitoring programme – the latter is a WFD requirement.
- **Lesson 3 – Cooperation with scientific institutes:** Cooperation between ERBD and scientific institutes is essential and a basis for sustainable development after the end of the project. In adherence with the Water Act the ERBD is the institution that has to implement the WFD, but as far as it is only an administrative structure, it needs to closely cooperate with the Bulgarian Academy of Sciences (BAS) and other scientific institutes in order to implement the activities, and to achieve the objectives laid down in the WFD. It is impossible to implement the WFD without having an established cooperation with the scientific institutes.

The current situation in Bulgaria with regard to the cooperation between BAS scientific institutes and the ERBD is difficult. BAS has an academic autonomy, and as far as funds allocated for development of scientific activities in Bulgaria are not enough, BAS institutes require fees in order to provide scientific information, the latter being problematic taking into consideration that the ERBD does not have funds allocated for such an activity.

- **Lesson 4 – Political will but insufficient action:** With respect to the cooperation issue, there is a Memorandum of Understanding signed by all Ministries for the implementation of the WFD, but this remains largely on paper. There is a political will but no action. The WFD calls for “active participation” in the planning process. WFD can only be successful if it is accepted in the spirit of the directive rather than as a proscriptive law. Again this is new for Bulgaria.
- **Lesson 5 – Lack of trust between the different State bodies responsible for WFD and regulating the users of water in Bulgaria:** This applies for the Ministry, the municipalities, the River Directorates and NGO’s. In particular there are two constraints to the effectiveness of implementing

WFD – one is lack of funding for the River Basin Directorates, especially for budgets to encourage “active participation” of stakeholders and secondly the perception that the same organisation that can fine polluters and give licences is asking for information from stakeholders. Sometimes there is a need for the River Basin Directorates to work more closely with others, and realise that it cannot carry out all of the tasks of WFD. Indeed, WFD needs a sharing of information with other planning bodies, with industry and with other water users. This project has shown how the lessons learned at local level then have to be replicated at basin and national level. In terms of spreading this to the other River Basin Directorates, a national seminar would be helpful. This was attempted a number of times during the project, but there was resistance at national level.

- **Lesson 6 – River Basin Directorate’s Annual Activity Plans:** The 4 Bulgarian River Basin Directorates, and their structure, responsibilities and regulations were established under the Water Act. According to the Water Act in the end of January of each year the RBDs should submit the so-called Annual Activity Plan (AAP) to the MoEW. However, as the RBDs, and in particular the ERBD, face difficulties in finding finances for their activities, it is difficult to prepare an AAP. Furthermore, ERBD would like to have a framework for the AAP, i.e. outlining what indicative activities are to be included. It would be useful if ERBD learns from the BSBD experience in preparing such a plan.
- **Lesson 7 – River Basin Directorate’s Corporate Plan:** For successful elaboration of the Corporate Plan, it is very important to establish sustainable cooperation between all the RBDs, and between the RBDs and the MoEW. Although BSBD has elaborated such a plan, it should not be considered as an excellent example, but mainly as a useful experience. The ERBD would like to use the experience of the BSBD because they have elaborated such a plan within the framework of another project (Danish).
- **Lesson 8 – Lack of personnel, and high staff turnover:** As has been mentioned on various occasions, ERBD does not have sufficient staff to perform its legal mandate. Furthermore, as with many government agencies in Bulgaria and countries in similar circumstances, there is a relatively high staff turnover together with difficulty in filling available positions, which are mostly due to the large disparity between the government and private sectors regarding employee remuneration. This means that when experts undertake missions, at times there were no counterparts at ERBD to work with.
- **Lesson 9 – Need for full-time local project coordinator:** A full-time local project coordinator should have been appointed, but this was not the case. It appeared that a project coordinator is very important for the successful implementation of project activities.
- **Lesson 10 – Lack of English-speaking senior staff:** ERBD has only two senior level managers with good English-language skills with whom EVD-funded experts could interact – these are the managers of the Planning Department and the Monitoring Department. These managers are extremely busy with their routine duties, and perform considerable extra effort to make themselves available to project experts. This situation became more difficult with demands of two other donor-funded projects (i) EU-Phare project on Arda River water quality management, and (ii) Japanese-funded project on application of geographical information systems and data management for RBDs. To partly overcome this situation, AEC/EMM used local translators so as to enable better interaction between visiting project experts and non-English speaking staff at ERBD.
- **Lesson 11 – Project teams must consist of both national and international experts:** Within the project ERBD has established very good relations with the RIVM (National Institute for Public Health

and Environment, Netherlands). For implementation of a project of this nature, the most effective and efficient team should consist of local and international experts, as was the case.

- **Lesson 12 – Procurement of project equipment:** EVD regulations for equipment procurement are at project level experienced as lengthy and overly bureaucratic. Much of the anyway limited time of key beneficiary staff and the international Project Manager was needed to fulfil the EVD requirements – time that better could have been used for technical inputs. In some cases the resources spent by project staff on these procurement procedures may have exceeded the value of the goods to be purchased.

Appendix 1: Logical Framework

No Logical Framework had been made during preparation of the project and such framework was not prepared during project implementation.

As agreed during the 5th and final meeting of the Project Advisory Committee, in the Ministry Environment and Water in Sofia in April 2007, preparation of a Logical Framework in the final stage of the project was not deemed meaningful. Therefore such project tool was not developed.

Appendix 2: Budget Realisation

An oversight of the budget realisation will be sent separately, together with the final invoice.

Appendix 3: Letter of Satisfaction



**EAST AEGEAN RIVER BASIN DIRECTORATE
PLOVDIV, BULGARIA**

26 Bulair str., 4000 Plovdiv, Bulgaria, tel./fax: +35932 628083 ; 633298; e-mail: bd_plovdiv @abv.bg; bd_plovdiv_plan @abv.bg

To: Project officer
Department for International Public Co-operation
EVD International business and co-operation
Agency of the Ministry of Economic Affairs
Ms. Marijke Wolfs
P.O. Box 20105
3500 EC THE HAGUE
The Netherlands

Plovdiv, [13 June 2007]

Re: **East Aegean Project, Bulgaria – Letter of Satisfaction**

Dear Ms Wolfs,

In this letter we would like to express our gratitude for the assistance that was provided by the Dutch government to our institution. In this letter we describe the contributions the project has made to operation of the East Aegean Basin Directorate.

Institutional Strengthening/ project results

At the time of the start of the project, January 2005, Bulgaria was still in the process of accession to the EU. Since January 1st 2007, Bulgaria has succeeded to the EU. The project has assisted with implementation of the acquis communautaire, and in particular the Water Framework Directive (Directive 2000/60/EC) for which the East Aegean Basin Directorate was appointed as the Competent Authority in the East Aegean River Basin. This is in line with the overall objective of the project.

The specific objective of the project was: 'to assist the East Aegean Sea River Basin Directorate (ERBD) with the formulation of a river basin management plan, in the Arda River Basin, in line with the Water Framework Directive (WFD)';

Before a river basin management plan can be prepared, many other activities have to be done first. Following the schedule with required dates for implementation as set by the EU for the different components of the WFD, the project has provided advice on monitoring networks (deadline as set by the EU is 2006), public participation and consultation (deadlines 2006-2009), definition of the significant water management issues (Deadline 2007), approach to selecting programme of measures to reach the environmental objectives (deadline 2009) and preparation of the River Basin Management Plan (deadline 2009).

Activities have focused on the Arda Basin (one of the three river basins in the East Aegean Basin), because it is the smallest of the three, and relatively little population and the pressures from the industry is not so severe. The experience learned in this basin can in the future be used for the other basin (Maritsa and Tundja).

Planning: the project experienced some delay, because of the change in project experts. Also the ERBD was busy with many other tasks, various urgent activities (requested by the Ministry of Environment and Water) had to be carried in the same time. Also other international project were implemented at the same time, that dealt with the same employees in the same departments (Planning and Monitoring).

Especially the delivery of the equipment took a lot of time, but much progress was

made in the last stage of the project.

From this project we appreciated mostly the hands-on experience from the experts: they showed us the practical approaches that were used in the Netherlands. Together we looked which methods we could also use in Bulgaria. In workshops we also shared this with the other three Basin Directorates in Bulgaria.

Because of the length of the project, it was needed to keep in close consultation with the project experts, to make sure their activities are in line with our needs and that they do not focus on outdated activities.

In conclusion we consider that the project has achieved its project purpose.

Sustainable relationships and cooperation

The relationship that was established with the Dutch Public Counterpart RIVM can be described as useful: the assistance given by RIVM's experts was very important and came just in time for the preparation of the monitoring programmes. Their contribution to the study tour was also much welcomed. We hope to continue working with the RIVM in the future, especially in the field of groundwater models and learn from their involvement in the Working groups of the EU.

The cooperation with the Netherlands contractor (The consortium of Euroconsult Mott MacDonald and ARCADIS) can be described as very positive, the implementation was well organised and our expectations were met.

The cooperation with the EVD was only during Project Advisory Committee meeting. The EVD representative provided constructive comments during these meetings. We consider the relation with EVD satisfactory. This also applies for the other member of the Project Advisory Committee.

Other Observations and recommendations

The procedure for procurement of equipment could be a bit more flexible, to be more in accordance with the Bulgarian procedures (which are sometimes conflicting with the Dutch procedures).

The change of project experts during the course of the project caused some delay, because handing over was not done completely.

To ensure continuity, help with the administrative procedures and relief the pressure on the ERBD employees that act as counterpart for the project (who have many other duties and our organisation is understaffed), it would have been good to have a deputy team leader appointed within the Basin Directorate.

Looking forward to more cooperation with the Netherlands in the future,

With kind regards,

N. Kuzholski
Director of the East Aegean River Basin Directorate



Appendix 4: Letter of Observation

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REPUBLIC OF BULGARIA



MINISTRY OF ENVIRONMENT AND WATER

June 21th, 2007

to: / 2007-09	from: izist	to: Mrs. Marijke Wolfs
to: / 2007-09	from: / 2007-09	Project Officer
to: / 2007-09	from: / 2007-09	EVD, Agency for International
to: / 2007-09	from: / 2007-09	Business and Cooperation
to: / 2007-09	from: / 2007-09	Department for International
to: / 2007-09	from: / 2007-09	Public Cooperation
to: / 2007-09	from: / 2007-09	PO Box 20106
to: / 2007-09	from: / 2007-09	2500 EC The Hague
to: / 2007-09	from: / 2007-09	The Netherlands
to: / 2007-09	from: / 2007-09	Fax: + 31 70 335 29 62
to: / 2007-09	from: / 2007-09	Fax: + 31 26 357 75 77

SUBJECT : MAT04/BG/9/3 "Institutional Strengthening of the East Aegean River Basin Directorate in Bulgaria for the implementation of some main requirements of the Water Framework Directive 2000/60/EC in the Arda pilot river basin"

LETTER OF OBSERVATION

On behalf of the Ministry of Environment and Water of the Republic of Bulgaria I would like to confirm that the results as agreed upon in the inception report of the project MAT04/BG/9/3 "Institutional Strengthening of the East Aegean River Basin Directorate in Bulgaria for the implementation of some main requirements of the Water Framework Directive 2000/60/EC in the Arda pilot river basin" has been reached.

The Ministry of Environment and Water being the Counterpart of the project considers that the results reached could be used in the process of the implementation of Water Framework Directive 2000/60/EC requirements.

The Beneficiary of the project - East Aegean Sea River Basin Directorate has gained knowledge and experience how to deal with several main topics of the WFD such as monitoring programs for surface and groundwaters, public participation in the process of Programs of measures' preparation etc. The contacts established between the Beneficiary and the Contractor as well as with the Netherland's scientific institutes and Agencies working in the field of the implementation of WFD requirements could serve as a basis for future activities.

I really hope that there will be successful cooperation between the Ministry of Environment and Water and the Netherland's Agency for International Business and Cooperation in the future.

DEPUTY MINISTER:


LUBICA KATCHAKOVA

GB,G3

Appendix 5: Protocols of Receipt of Goods & Protocols of Operation

The following goods were procured under the EVD project. The original signed Protocols of Receipts of Goods and Protocols of Operation have been sent to the EVD separately:

Date	RfA	Goods	Euro
Sep05	004	2 HP Compaq laptops and external drives	2,514
Sep06	014	GIS hardware PC and monitor	1,182
Sep06	015	GIS software ArcView 9.2	3,840
Mar07	021	A3 Colour printer	2,923
May07	022	Monitoring equipment – inflatable boat and outboard engine	3,882
May07	022	Monitoring equipment – Electrofisher (2 sets)	600
May07	022	Monitoring equipment – wetsuits, boots, nets, life jackets	756
May07	022	Monitoring equipment - laptop	564
		Total	16,261

All items were procured in accordance with EVD regulations which basically meant that for each item the following chain of events was to be followed:

1. Inventory of needs by beneficiary;
2. Selection of goods and supplier by beneficiary;
3. Preparation and submission of Request for Approval for procurement by EMM to EVD;
4. Approval by EVD to EMM;
5. Request for submission of proforma invoice from supplier by local support partner;
6. Receipt of proforma invoice;
7. Payment by EMM to supplier;
8. Delivery of goods by supplier to beneficiary;
9. Collection of final invoice by local support partner;
10. Preparation and collection of Protocol of Receipt of Goods from beneficiary;
11. Preparation and collection of Protocol of Operation from beneficiary;
12. Submission of payment voucher(s), invoices and protocols by EMM to EVD.

Appendix 6: Accountant's Report on Total Project Costs

The accountant's report on the total project costs will be sent separately, together with the final invoice.

Appendix 7: Accountant's Report on Sub-Contractors

The accountant's report on sub-contractors will be sent separately, together with the final invoice.

Colophon

Project Title	Institutional strengthening of the East Aegean Sea River Basin Directorate in Bulgaria for the implementation of some main requirements of the Water Framework Directive 2000/60/EC in the Arda pilot river basin.
Report Title	Project Completion Report, August 2007
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