

CIVIL PROTECTION FINANCIAL INSTRUMENT

FINAL REPORT

March 2012

Project Title

A STAKEHOLDERS' LINKING FRAMEWORK FOR FLOOD MANAGEMENT FLINKMAN

PROJECT IDENTITY

Starting Date:	01/01/2010
Ending Date:	31/12/2011
Duration:	24 months
EC contribution (%) of Total eligible cost	75 %
Countries of implementation	Greece, Germany, The Netherlands, France

KEYWORDS AND ABBREVIATIONS

CB:	Coordinating Beneficiary
AB:	Associated Beneficiary
LP:	Lead Partner
DAMT:	Decentralized Administration of Macedonia and Thrace, CO (former RCM)
RCM:	Region of Central Macedonia
RNB :	Region of Noord Brabant, AB1
HMUELV:	Hessian Ministry of the Environment, Energy, Agriculture and Consumer Protection, AB2
AER:	Assembly of European Regions, AB3
SIGMA:	SIGMA Consultants Ltd, AB4
BEC:	Balkan Environmental Centre, AB5
CM:	Coordination Meeting
FMP:	Flood Management Plan
IEN:	Information Exchange Network
AF:	Application Form
ECU:	European Cluster Unit
EC:	European Commission

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1 GENERAL REMINDER

The main objective of the FLINKMAN project was to develop an appropriate framework promoting the stakeholders engagement through the preparation phase of a flood management plan in order to ensure their consistent and effective linking into each stage of the flood prevention-preparedness-response-remediation chain.

More specifically, the tasks that were realised intended to,

- a) Establish support tools based on Information Society applications that foster the collection, assessment and exchange of best practices across the EU
- b) Upgrade the existing civil protection modules taking into account the specified needs and initiating the proper participatory mechanisms.
- c) Promote the transnational cooperation with competent bodies all over Europe.

The Coordinating Beneficiary of the project was the Decentralized Administration of Central Macedonia and Thrace (*former* Region of Central Macedonia) (GR). The five Associated Beneficiaries of the project were the Region of Noord Brabant (NL), the Hessian Ministry of the Environment, Energy, Agriculture and Consumer Protection (DE), the Assembly of European Regions (FR), SIGMA Consultants Ltd (GR) and the Balkan Environmental Center (GR).

During the project management activities, networking, planning, capacity building, capitalization and dissemination activities were implemented. The realised actions were organised under the following five (5) Tasks: **Task A.** Management and reporting to the EC; **Task B.** Setting up a Knowledge Base and Information Exchange Mechanism; **Task C.** Development of Stakeholders' Engagement Plan; **Task D.** Launching a Participatory Process; **Task E.** Information, Dissemination and Capitalization Actions

The core outputs of the project which were produced from the implementation of the above are listed below:

Task A. One (1) kick-off and four (4) coordination meetings; Monitoring and Evaluation System; Organizational Structure;

Task B. Reports on past flood incidents, Knowledge base on Flood Management issues, Local, National and European Information Exchange Network;

Task C. Report on the key elements that constitute an Integrated Basin Flood Management Plan; Report on the stakeholders involved in Flood Management Plans including the description of their roles, responsibilities; Good Practice Guide for the development of Stakeholders Engagement Plan in Flood Management;

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Task D. Questionnaire addressed to consultees in order to express their opinions and proposals on the Good Practice Guide; Summary of Stakeholders' Proposals for the improvement of Engagement Plan; Improved Version of Good Practice Guide of a Stakeholder Engagement Plan;

Task F. Communication and Dissemination Handbook; Project Web Site; Informative workshops; Thematic Dossier on Stakeholders' Engagement Plan for flood disasters; Managerial Summary; Booklet of the project achievements; Final Conference, dissemination and publicity material (leaflets, newsletters, posters, folders, etc.).

2 GENERAL SUMMARY OF PROJECT IMPLEMENTATION PROCESS

2.1 General overview of the process

The present Final Report concerns the activities that were implemented in the framework of the project. The FLINKMAN project was successfully elaborated within the duration of 24 months from the 1st of January 2010 until the 31st of December 2011.

The project management structure, the responsibilities among the project partners' and the overall strategy for the implementation of the project was set and agreed during the 1st CM of the project in Den Bosch in December 2010. A monitoring and evaluation system was developed for the clear and exact tracking of the progress, the deliverables and the milestones of the project.

The partners' consortium developed a favorable transnational cooperation through the intense communication and regular meetings under the guidance of the CB. The project status in each participating country, the completed actions, the accomplished targets, the schedule of forthcoming events and activities as well as project management issues were analyzed during the CMs that followed. The CMs were hosted by the CB in Thessaloniki (July 2010), by the German partners in Wiesbaden (March 2011), and by the French partners in Strasbourg (June 2011). The final coordination meeting was combined with the final conference in Thessaloniki (December 2011). These events were opportunities for the accomplishment of high level know-how and experience exchange.

The project partners indicated their study areas within their regions. The Greek partners set as their study area the river basin of Strymonas, the Noord Brabant Region the Meuse river basin and the HMUELV identified the catchment area of Fulda River in Hessen as their pilot site.

A questionnaire was compiled which facilitated the partners to collect past flood incident data from respective records of competent authorities. Relevant reports were prepared by DAMT and RNB. A Knowledge base was developed accessible from the web link: www.flinkman-project.eu/kbase. Being a wiki, the Knowledge base could be edited by any user who registered to the system, provided that the modifications were accepted by the site's administrator. Articles, reports, and links have been collected in order to feed the Knowledge base. All partners agreed and disseminated FLINKMAN informative material to interested stakeholders in order to motivate them to join the project's Information Exchange Network. A 'Join the IEN' form was incorporated into the website in order to ease stakeholders to become members of the FLINKMAN Information Exchange Network.

Already existing Flood Management Plans in the partners' countries and other European countries (i.e. the United Kingdom) were identified and analyzed. Based on the outcomes of this analysis a deliverable concerning the key elements that constitutes a Flood Management Plan (FMP) was compiled. The Flood Directive 2007/60/EC was also taken into consideration. Based on the findings of the Key Elements deliverable the stakeholders involved in different FMP in Greece, Holland and Germany were depicted on a relevant report along with the description of their roles and responsibilities under a FMP. The application activities were

concluded with the development of the Good Practice Guide, a handbook which concentrates in a single document a set of good practices on Stakeholders' Engagement for the preparation of a Flood Risk Management Plan (FRMP) and can be used as a supporting tool, providing guidance for the engagement and linking of the involved stakeholders in the different phases of flood management.

A consultation process regarding the methodology adopted for the development of the stakeholder engagement plan as well as for its contents was conducted by the project partners. The group of key stakeholders was defined. The consultation process was realised either via specially oriented meetings or via e-mails. In both cases the Good Practice Guide was disseminated to the targeted stakeholders and their comments and reviews were selected and wherever applicable were integrated into the final tuning of the deliverables.

Dissemination and publicity actions on national and European level were elaborated throughout the duration of the project, and were based on the Communication and Dissemination Handbook. The Handbook was compiled under the CB's responsibility and adopted by all project partners. The main dissemination activities were the design, operation and frequent update of the FLINKMAN website, www.flinkman-project.eu, the publication of a Thematic Dossier, the Good Practice Guide, and informative leaflets, the release of articles in the press, the creation of a booklet with the project's achievements as well as other communication material such as posters, banners, folders, CDs, etc.

The final conference of the project was organized on the 9th of December 2011, in Thessaloniki by the CB. All project partners were present at the conference. They presented to an audience of 148 stakeholders the most important results of the FLINKMAN implementation at their regions. The importance of the established transnational co-operation was pointed out along with the willingness to extend this collaboration to future projects.

Via the application of the methodology and criteria of the monitoring and evaluation system, it was estimated that the FLINKMAN project succeeded to accomplish all its targets and objectives at a rate of 94,3 %.

As a conclusion, it is appraised that the FLINKMAN project was a bright venture which promoted significantly the transnational cooperation on the development of Flood Management Plans in favor of civil protection.

2.2 Comparative analysis of initial and actual time schedule

The FLINKMAN project was elaborated within the initially approved duration of 24 months, from the 1st of January 2010 until the 31st of December 2011. During the implementation of the foreseen tasks, some deviations from the time schedule of the Application Form were indicated. However these deviations did not affect the successful completion of the various Tasks and in certain cases they served the partners in order to realize the respective actions more efficiently.

Two were the main reasons which caused the above mentioned deviations:

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- a) There was a great delay in the procedures of the appointment of the external technical expert of HMUELV. The appointment of the expert was concluded in the beginning of 2011.
- b) In the summer of 2010 there was a fundamental change in the Greek administrative structure via Kallikratis law which caused a total rearrangement of the structure of the CB's workteam.

The initially planned outputs per Task via their actual realization are presented in the Tables below.

Task A

ACTIVITY - OUTCOME	Planned End	Actual End
Final Project Planning	31/1/10	31/1/10
Partnership Agreements	31/3/10	31/3/10
Monitoring and Evaluation System	31/3/10	31/3/10
1st meeting in Brussels	31/1/10	31/1/10
2nd Meeting in Brussels	31/1/11	cancelled
Co-ordination Meeting I in Den Bosch, Holland.	31/1/10	31/1/10
Co-ordination Meeting II in Thessaloniki, Greece	30/6/10	22/7/10
Co-ordination Meeting III in Hessen, Germany.	31/1/11	3/3/11
Co-ordination Meeting IV in Strasburg, France	30/6/11	9/6/11
1st Progress Report	31/8/10	31/8/10
2nd Progress Report	31/5/11	31/5/10
Final Report	31/3/12	31/3/12

There are no serious delays to be reported in the implementation of Task A. The majority of the outputs were realized according to the initial schedule.

Task B

ACTIVITY - OUTCOME	Planned End	Actual End
Compilation of structured questionnaire for past flood incidents data acquisition	28/2/10	31/3/10
Reports on past flood incidents	30/6/10	30/11/11
Creation, launch and updates of the Knowledge base	30/11/11	31/12/11
Creation and updates of the National and European Information Exchange Networks – List of members	30/11/11	31/12/11

The procedure for the collection of data on past flood incidents was launched with the compilation of the relevant questionnaire. The questionnaire was created and disseminated with no serious delays. The first versions of the past flood incidents reports were conducted in time. However, due to the limited range of collected data because of the lack of systematic recording and analysis of flood incidents, the partners decided to continue investigating for past flood incidents data during the overall project duration. Therefore, the final deliverables were concluded along with the finalization of the Task. The Knowledge Base and the IEN were created and continually updated according to the initial planning until the end of the project.

Task C

ACTIVITY - OUTCOME	Planned End	Actual End
Report with descriptions of all the key elements that constitute an Integrated Flood Management Plan	30/4/10	30/8/11
Report with a list of stakeholders involved in Flood Management Plans including the description of their roles, responsibilities, capacities	30/9/10	30/8/11
Good Practices' Guide for the development of Stakeholders Engagement Plan in Flood Management	31/1/11	31/10/11

The initial versions of the Key Elements and the List of Stakeholders reports were completed according to the foreseen timetable. A template of the Good Practice Guide was agreed by the consortium in March 2011. However the final versions of the three deliverables were concluded towards the end of the project in order to include the contribution of the German partner which was delayed since the appointment of the partner's external expert was completed in the beginning of 2011. Furthermore, the finalization of the Good Practice Guide was made after the realization of the consultation process.

Task D

ACTIVITY - OUTCOME	Planned End	Actual End
Invitation Letter and Structured Questionnaire of Consultation Process	31/3/11	31/7/11
Summary of Stakeholders' Proposals for the improvement of Good Practice Guide of Stakeholders' Engagement Plans	31/8/11	31/12/11
Final Version of Good Practice Guide on Stakeholders' Engagement Plans for Flood Management	31/10/11	31/12/11

There was a four month reallocation in the implementation of the foreseen activities of Task D due to the aforementioned delay in the completion of the three core deliverables of FLINKMAN. The final version of the Good Practice was concluded after the realization of the consultation process.

Task E

ACTIVITY - OUTCOME	Planned End	Actual End
Communication and Dissemination Handbook	28/2/10	28/2/10
Informative workshop in Greece presenting FLINKMAN actions, goals and anticipated results	31/3/10	28/4/10
Informative workshop in Holland, presenting FLINKMAN actions, goals and anticipated results	31/3/10	6/9/10
Informative workshop in Germany, presenting FLINKMAN actions, goals and anticipated results	31/3/10	28/10/10
Material for information and publicity actions (press releases in all participating countries, leaflets, brochures, folders, newsletters)	30/4/10	31/12/11
Launch of Project web site	31/3/10	31/3/10
Update of Project web site	31/12/10	31/12/10

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Update of Project web site	30/6/11	30/6/11
Thematic Dossier on Stakeholders' Engagement Plan for flood disasters	31/10/11	31/8/11
Informative workshops in Greece, presenting FLINKMAN results, issued guidelines and other informative material	30/11/11	1/6/11
Informative workshops in Holland, presenting FLINKMAN results, issued guidelines and other informative material	30/11/11	22/3/11
Informative workshops in Germany, presenting FLINKMAN results, issued guidelines and other informative material	30/11/11	14/11/11
Managerial summary	30/11/11	31/12/11
Update of Project web site	31/12/11	31/12/11
Booklet of the project achievements	31/12/11	2/12/11
Final Conference held in Central Macedonia	31/12/11	9/12/11

No serious deviations were indicated in the timetable of Task E. The most important difference in comparison to what was initially foreseen was the fact that material for information and publicity actions was being produced on a continuous basis until the end of the project and was not completed within the first months of 2010. This was considered to be necessary by the consortium, since the material had to be formulated according to the progress of the project and should depict the results and outcomes until the completion of all activities.

2.3 Comparative analysis of planned and used resources

The planned resources are described in the F forms and include costs for personnel, travel and subsistence, and sub-contracting. In June 2010 the consortium submitted a budget reallocation request which was within the 10% and 30.000,00 € flexibility limits and therefore no formal changes in the grant agreement were applied. The budget changes were accepted by the FLINKMAN responsible Desk Officer.

Full details of the actual expenditures are detailed in the financial statement and excel workbook which is attached to the Final Report. An overview is provided below.

Table of Expenditures

BUDGET LINE	Expenses according to 1st reallocation request	Actual Expenses
Personnel	356.465,00	358.348,04
Travel and subsistence	49.940,00	33.841,06
Sub-contracting / External assistance	122.132,00	90.219,05
Indirect costs / overheads	21.213,00	18.761,69
TOTAL ELIGIBLE COSTS	549.750,00	501.169,84

The expenditures' table shows that there was an overall saving in the actual expenditures of approximately 48.000,00€. This saving is mostly attributed to the lower levels of budget absorption by AB1. The partner needed fewer hours than initially estimated in order to respond to all activities and deliverables. Furthermore, the partner did not use the entire budget on sub-contracting due to the fact that the preparation of the report on past flood incidents was appointed to permanent personnel instead of an external expert.

However, all the foreseen activities were successfully completed according to the work plan of the AF mainly due to the maturity and experience of the partners and the involved staff in European co-financed ventures generally and flood management issues projects in particular.

Regarding the involved permanent and contracted staff some changes occurred compared to the staff declared in the AF. These changes did not affect the smooth elaboration of the various tasks, since the new staff members that entered the consortium, as additional or replacement staff members, were of competent skills adequate to come up with the requirements of the project. All staff members and the duration of their involvement in the project are presented in the Financial Forms attached to the Final Report.

2.4 Comparative analysis of expected and actual results

The 'expected results' correspond to the results included in the T forms of the AF. All of the initially foreseen results were successfully achieved. More specifically:

- *Increase of transnational project management capacity*

The transnational project management capacity was successfully increased throughout the implementation of the FLINKMAN project via a. the formation and function of efficient administrative, technical and financial units, b. the development and operation of the project monitoring and evaluation system, c. the frequent and effective internal communication between the CB and the project partners, and d. the reporting of the project's technical and financial progress according to the instructions of the Programme's managing authority.

- *Assessment of the region's baseline conditions referred to the potential risk on citizens and environment that can be created in case of flood incidents*

This result was achieved via the assessment of the key stakeholders' views and knowledge on past flood incidents and the elaboration of the relevant reports at regional level. An important outcome that came up during this process was the lack of sufficient tracking on past events and the necessity of a more systematic recording and analysis of flood incidents at regional level.

- *Ensuring solid coordination with regional and national key actors on flood management and prevention.*

During FLINKMAN implementation, the European Information Exchange Network was established. The members of the network were stakeholders stemming from local, regional, national and European clusters of

each project partner and their continuous and substantial involvement in the various actions of the project led to the achievement of the foreseen result.

- *Creation of an IT tool and establishment of broad European partnership in order to acquire and record, manage and disseminate easily and effectively valuable information regarding flood prevention and management*

This result has been successfully achieved via the development of a Knowledge base accessible from the following link: www.flinkman-project.eu/kbase. The Knowledge base is an IT platform which hosts the IEN and is an efficient communication channel among the registered members of the Network. During the project, an exhaustive set of information relevant to flood risk management and stakeholders' engagement were gathered and uploaded to the Knowledge Base.

- *Identification and presentation of effective engagement mechanisms of competent, public and private authorities involved in flood management.*

The FLINKMAN partnership developed two distinctive deliverables for the identification and investigation of mechanisms for the engagement of competent authorities in flood management. The first deliverable concerned the deployment of core aspects of a Flood Management Plan. The second deliverable was the Good Practice Guide for the development of Stakeholders Engagement Plan in Flood Management. Both deliverables were compiled based on the experience and contribution of the Greek, Dutch and German partners. The international experience was also investigated.

- *Investigation of stakeholders involved in Flood Management to comprehend their engagement and develop the necessary capacities in technical means and human resources.*

One of the core deliverables of FLINKMAN project was the report on the stakeholders who are involved in the prevention and response against flood management incidents. The roles of the individual parties, at international level, were identified and the extent and means of their engagement was comprehended. The deliverable was compiled based on the experience and contribution of the Greek, Dutch and German partners.

- *Initialization of a closer cooperation of stakeholders involved in Flood Management and other disasters via a participatory process and testing the applicability of the developed support tools and the effectiveness of the civil protection communication lines.*

A participatory process was organised for the assessment of the Good Practice Guide from the national key stakeholders. During the participatory process the applicability of the principles described in the deliverable were examined and commented. The views expressed during the participatory procedure were integrated in the final versions of the Guide.

- *Paving the way for international cooperation and experiences exchange and promoting the reproduction potential and transferability of the project's outputs to other geographical areas facing similar risks.*

These are both on-going results that are achieved through the continuous function of the FLINKMAN European Cluster Unit. The ECU has been established at the premises of the CB in Thessaloniki and it is supported by the FLINKMAN consortium. The ECU provides a focal point for European bodies interested to undertake initiatives and to improve their flood management tools and structures. Additionally, the multiple communication initiatives of the FLINKMAN partners on national and European level during the implementation of the project helped towards the accomplishment of the wide dissemination and future sustainability of the FLINKMAN outputs.

3 EVALUATION OF PROJECT MANAGEMENT/ IMPLEMENTATION PROCESS

3.1 Positive aspects / opportunities

The positive aspects and opportunities indicated are the following:

- The experience and managing ability of the Coordinating Beneficiary led to the successful completion of the project with minor deviations concerning the expenses allocation and the time schedule.
- The EC 'kick-off' meeting offered the Project Team an opportunity to network with the EC officers as well as with other project leaders and facilitated the knowledge exchange among the European projects.
- The coherent organizational set-up facilitated the accurate administrative, technical and financial coordination of the project and gave the project partners the opportunity to exploit their resources in the best way.
- The experienced and high educated staff that was involved in the implementation of the various Actions on behalf of the project partners achieved a high quality of deliverables and an excessive know-how exchange during the project.
- The Flood Management Authorities, at regional and national level, were successfully engaged in the project providing a substantial support over the creation of the ECU, the realization of the informative workshops and the execution of the participatory process.
- The translation of the Good Practice Guide into the Greek language broadened the impact of the deliverable as it became a useful tool to a larger number of stakeholders.
- The successful motivation of the stakeholders by the project partners in each region, which resulted into their willingness to attend and actively participate in the frequent events of the project.

3.2 Internal and external difficulties encountered

The internal and external difficulties encountered are as follows:

- In Greece the governmental change, after the election of October 2009, led to core administrative rearrangements via the "Kallikratis" law. These rearrangements had an impact on the structure of the Lead Partner. As a consequence the initial members of the working team of the CB as well as the project coordinator were replaced. As a consequence, a delay in the implementation of FLINKMAN activities was caused. However, the new members of the working team as well as the new project coordinator managed to respond directly and efficiently to the requirements of the project. Due to their competent skills the project was smoothly completed.

- The economic crisis in Greece led to a gradual increase of the goods and services' VAT from 19% to 23%. Since the overall budget of the Greek partners was not increased, these modifications had as a result the actual decrease of their available sources until the completion of the project. However, this reduction did not affect the smooth completion of the partners' obligations.
- There was a serious delay in the appointment of the external expert of HMUELV. The partner managed to complete the process only a year after the project launch. The consequent delay in the implementation of the foreseen activities on behalf of the German partner was overcome via the efforts of the involved staff and the competent skills and knowledge of the contractor that resulted into the integrated completion of all tasks.

3.3 Partnership cooperation

The Partnership Agreements between the CB and each AB were prepared and signed, pursuant to the CIVIL PROTECTION program guidelines and template. The documents were sent by the CB to the Civil Protection Unit.

The established transnational cooperation of the six project partners, at regional level in Greece, Germany, and the Netherlands as well as at European level via AER's participation, was proven to be a successful consortium. The effective collaboration is attributed mostly to the maturity and experience of the involved partners in the execution of partnership projects. The direct response to every request appointed by the CB facilitated the management and elaboration of the various tasks, as well as the reporting to the European Commission.

According to the project management scheme, which was described in the approved FLINKMAN proposal, the project management structure was formed and staffed. The CB and each of ABs appointed representatives to the five management units, a. Lead Partner; b. Coordination Office; c. Steering Committee; d. Working Group; e. Regional Management, that were established.

The communication between the Coordination Office and the Regional Managers was based mostly on e-mails and phone calls. The Regional Managers and their working teams responded directly to each request appointed by the Lead Partner.

Four coordination meetings were realized: the 1st CM in Den Bosch, NL, in January 2010, the 2nd CM in Thessaloniki, GR, in July 2010, the 3rd CM in Wiesbaden, DE, in March 2011, the 4th CM in Strasburg, FR, in June 2011. A final coordination meeting was organized in Thessaloniki in combination with the final conference of December 2011. The coordination meetings provided the chance for in depth discussion regarding technical, managerial and financial issues.

As far as the elaboration of the project's activities is concerned, the full involvement by each project partner throughout the duration of the project was acknowledged. During the kick - off meeting there was a scheduling of tasks' allocation to each partner, according to the approved application form of the project.

DAMT, HMUELV, NBR and SIGMA were mostly engaged into the implementation of technical tasks and dissemination activities at national level, while AER and BEC undertook the responsibility mainly for dissemination and networking activities at EU level.

Each partner was set as responsible for the compilation of one or more core deliverables of the project. For each deliverable a template was drafted initially. The partners were asked to work on the template by contributing their knowledge, experience and research results. The compilation of the different parts was made by the partner responsible for the specific deliverable. Any comments, corrections and additions expressed on behalf of the consortium were integrated into the final tuning of the deliverable.

3.4 Cooperation with the Commission

- The two interim reports of the progress of the project, including summaries of the project expenditures, were submitted to the Commission in August 2010 and May 2011 according to the EC guidelines.
- The EC gradually received the deliverables produced during the project with the submission of the two interim reports and the final report.
- Whenever necessary the CB addressed the EC desk officers, responsible for the FLINKMAN project, for any financial and technical advice and kept them informed for any changes considered. The officers' response was always direct and prompt.
- The EC's support has been reflected on all the deliverables of FLINKMAN, while a direct link to the EC was foreseen on the project's website.
- The kick-off meeting of the project in Brussels gave the opportunity of a bilateral meeting between the FLINKMAN project team and the EC responsible desk officers. This bilateral meeting helped towards the clarification of various administrative and financial issues.
- Mrs. Biljana Zuber, who was appointed as the desk officer responsible for the FLINKMAN project, attended the final conference in Thessaloniki, on the 8th and 9th of December 2011. Mrs Zueber took an active role in the event by presenting the principles of the Civil Protection Financial Instrument to the attendees and by participating to the final discussions and conclusions' briefing.

3.5 Comments on European value added

The FLINKMAN project addressed the issue of floods, the hazard type with the largest economic costs in EU-27, which is expected to occur more frequently in the future, due to climate change consequences. Via the activities that were implemented at transnational level, FLINKMAN provided important tools in order to face the lack of a consistent knowledge base, the limited or non existing links among the various actors and policy areas, the lack of prevention measures regarding certain specific disasters, i.e. flooding and technological accidents.

The concept of the European added value of FLINKMAN was dominant throughout the duration of the project.

The European added value derived from the following four main axes:

1. *Project Management*

The project management was elaborated as a transnational activity. Each partner delegated one representative to the Steering Committee for the monitoring and guiding of the project's implementation. Additionally, each Regional Management team undertook the organization of one CM with the presence of the rest of the project partners. These events were of major importance since they were an excellent opportunity for the joint scheduling of future activities, the presentation and evaluation of completed outputs, as well as for knowledge exchange.

2. *Common planning and implementation of activities*

The main deliverables of the project were produced on transnational level taking into consideration the experience from each partner's region as well as the international practices. The implemented activities were always based on the common planning, base lines and standards of the Working Group that consisted of one technical representative on behalf of each partner.

As already mentioned, the technical and dissemination products were revised by all partners and the final versions were produced after integrating their views and proposals. This practice ensured an in depth cooperation among the different European countries and facilitated the osmosis of good practices from places of higher competence in the field of flood management to areas of limited capacity.

Furthermore, the Knowledge Base Platform was an important output that reinforced the European added value of the project since it gathered, highlighted and made available to the broad public at European level the existing best practices as well as challenges and difficulties concerning the Floods prevention, preparedness, response and remediation measures in each of the participating countries.

3. *Elaboration of dissemination activities at European level*

During the project there was a special provision for the realization of dissemination activities at European level. These activities included:

- A common dissemination strategy that was depicted in the FLINKMAN Communication and Dissemination Handbook;
- The project website, which was created in the English and Greek language, and provided information about the project's identity and objectives, the partners' profile, contact details, a calendar of events and announcement of meetings, workshops, seminars and conferences, the presentation of the project's results, links to other relevant websites, collection of the frequently asked questions (FAQ's) etc;
- The issuing of the Thematic Dossier by AER in summer 2010 that covered the topic of stakeholders' engagement plan in flood management on a more general level (i.e. as part of Emergency Planning). The

Thematic Dossier was disseminated to all European members of AER that is more than 250 regions from 35 EU countries. The deliverable was produced in 3 languages, English, French and German.

- The participation of a FLINKMAN representative to the 5th International Conference on Flood Management (ICFM5) in Tsukuba-Japan on 27-29 September 2011. FLINKMAN was presented via a poster which summarised the background, the identity and the core activities of the project.
- The kick-off meeting at Brussels with the EC desk officers and at the presence of the coordinating beneficiaries and work teams of other Civil Protection projects;
- The final conference of the project at the region of Central Macedonia with Greek-English interpretation services;
- The creation and dissemination of a booklet (in English) containing the project achievements that was distributed to the attendants of the final conference;
- The issuing of dissemination material (leaflets, folders, posters) in the Greek and English language;

4. *The institution of the European Cluster Unit.*

The FLINKMAN consortium proceeded with the creation of a European Cluster Unit. The ECU will stay active after the official closure of the project. This Unit is responsible for coordination and technical support actions at European level and more specifically a) the supervision of the regional clusters which are promoting the implementation of the Flood Management Plans, b) the coordination and elaboration of know how and experience exchange, research and technology transfer, c) the networking with other relevant initiatives and institutions and d) the expansion of the cooperation in other geographical areas facing similar problems and risks.

3.6 Lessons learnt and possible improvements

The project was completed successfully in terms of technical and financial issues. There were certain aspects which enforced the right achievement of the foreseen results. These aspects are deriving from the section 4.1 of the present report.

- The effective and well organised project management is the key issue for the successful implementation of a project.
- The early warning of the EC and open discussion with the EC Desk Officers for any potential changes or occurring problems either at the technical implementation of the Tasks or the budget allocation is of crucial importance.
- The creation of a management tool like the Monitoring and Evaluation Tool facilitates the Lead Partner to follow easily the progress of the project and early identify potential deviations.

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- One CM at least every six months helps the consortium to evolve and establish communication procedures.
- The early identification of the key policy makers and their involvement in the project implementation, since the continuation of the results of the project rely mostly on their initiatives and positive assents.

Apart from the positive features of the project, some aspects which could have enabled the project to be even more effective were indicated.

The possible improvements include the following:

- The whole interface of the website could have been developed not only in English and Greek, but also in the other languages of the project partners, i.e. German and French. However, all the project outputs (even if created in other languages) were normally uploaded.
- A certain amount in the budget of the project should have been allocated to the translations of certain deliverables. Wherever necessary, the translations were mostly conducted by the staff of each partner.
- As soon as the problem of the late appointment of the German external expert appeared and the consequent delay of foreseen tasks on behalf of HMUELV, it might have been constructive the CB to pay a visit at the partner's premises in order to clarify the situation directly, provide possible solutions and avoid any unnecessary inconvenience. However, the problem was faced adequately due to the good communication between the CB and AB2 even via emails.
- A second progress meeting at Brussels with the EC and the rest of the Working Teams of the 2008 Civil Protection projects might have been useful in terms of dissemination as well as direct clarification of possible questions. However, the good communication with the EC desk officers via emails covered this gap.

4 ACTIVITIES

4.1 Comparison between initially planned and actually implemented activities, including monitoring, evaluation and dissemination

The actually implemented activities were in accordance to the initially planned tasks as they were described in the approved AF. More specifically:

Task A. Management and reporting to the EC

The Actions under Task A were implemented successfully according to the AF. There were only the following two deviations:

- The second progress meeting in Brussels was not realized after relevant decision of the EC.
- Two progress reports (August 2010, May 2011) were submitted, instead of four progress reports every 6 months, according to relevant guidelines of the EC.

Any deviations concerning the actual timetable of the activities have been described under section 3.2 of the present report. A detailed description of the Actions and the deliverables produced are included in the following chapter.

Task B. Setting up a Knowledge Base and Information Exchange Mechanism

The Actions under Task B were implemented successfully according to the AF. Some deviations were indicated. AB1 and AB2 are already implementing regional policies in line with EU Flood Risk Management Directive. Within this framework preliminary flood risk assessments existed both for Hessen and for the Region of Noord Brabant. Therefore it was considered not necessary for the two partner to produce reports on past flood incidents, according to Action B1. However, they both prepared reports based on a literature review while the data of their preliminary flood risk assessment and the corresponding flood hazard maps, were made available to included in presentations which were prepared for the sake of dissemination and informative events.

Any of the deviations concerning the actual timetable of the Task have been described under section 3.2 of the present report. A detailed description of the Actions and the deliverables produced are included in the following chapter.

Task C. Development of Stakeholders' Engagement Plan

The Actions under Task C were implemented successfully according to the AF. No deviations were indicated. Any deviations concerning the actual timetable have been explained under section 3.2 of the present report. A detailed description of the Actions and the deliverables produced are included in the following chapter.

Task D. Launching a Participatory Process

The majority of the Actions under Task D were implemented according to the AF. In Greece the participatory process was conducted during a meeting especially dedicated to this purpose, while in Netherlands and Germany the process was implemented during regular meetings of the partners' organizations with stakeholders regarding flood management issues.

Any deviations concerning the actual timetable have been explained under section 3.2 of the present report. A detailed description of the Actions and the deliverables produced are included in the following chapter.

Task E. Information, communication and capitalization measures

The Actions under Task E were implemented successfully according to the AF. Slight deviations were indicated regarding mostly the type of organization of the informative workshops. In Greece two informative workshops were organized, according to the AF. In Netherlands and Germany the partners exploited the opportunity of the regular meetings of their organizations with stakeholders in order to disseminate the activities of FLINKMAN.

Any deviations concerning the actual timetable have been described under section 3.2 of the present report. A detailed description of the Actions and the deliverables produced are included in the following chapter.

4.2 Qualitative evaluation of the activities

To avoid repetition, and for ease of reading, the evaluation of each of these activities has been dealt together with the evaluation of each of the deliverables, in chapter 5.

5 PRESENTATION OF THE TECHNICAL RESULTS AND DELIVERABLES

The T forms have been used in this section as the main source when referring to the initially planned activities and deliverables.

In accordance with the technical report guidelines, each deliverable is documented in a separate sub-section and includes information on:

- description of individual deliverables;
- purpose of the deliverable;
- evaluation of the deliverable;
- value-added of the deliverable - in particular European value-added and transferability;
- dissemination (where applicable)

5.1 Task A: *Management and Reporting to the EC*

Deliverables:

- Final project planning
- Project's organizational structure
- Coordination Meetings
- Project Monitoring and Evaluation System
- Progress reports

Final project planning

Description: Just after the approval of the proposal, the Coordinating Beneficiary reformulated the project planning and responsibilities assignment according to the comments that were appointed by the Commission, especially after the kick-off meeting which was held in Brussels and the 1st CM of the project partners in Den Bosch. The Final Project Planning was actually depicted on the revised T forms that were submitted along with the 1st Progress Report of the project.

Purpose: The purpose of the deliverable was the detailed definition of activities and obligations of the project partners according to the approved working plan and timetable, taking into consideration all necessary parameters that were specified in the Grant Agreement.

Evaluation: The deliverable was accepted by the project partners and was estimated as precise and detailed. The deviations from the originally approved technical forms were very limited.

Value-added: The pattern of the specific project planning appears as appropriate for the design and implementation of future European projects by international consortiums.

Dissemination: The deliverable was disseminated to the project partners and the responsible EU desk officers.

Project's organizational structure

Description: The deliverable was accomplished by the CB with the contribution of all Associated Beneficiaries (AB). According to the project management scheme that was described in the approved FLINKMAN AF, the project management structure was formed and staffed. All partners appointed representatives to the five management Units, a. Lead Partner; b. Coordination Office; c. Steering Committee; d. Working Group; e. Regional Management, that were established. The project management structure was finalized during the 1st Coordination Meeting.

Purpose: The purpose of the deliverable was the establishment of the appropriate organisational infrastructure and its effective function in order to assure the successful elaboration of the project.

Evaluation: The organisational structure of FLINKMAN was estimated by the project partners as effective, flexible, and appropriately staffed since all necessary tasks were carried out successfully and any difficulties were smoothly overcome.

Value-added: The pattern of the specific organizational structure appears as appropriate for the design and implementation of future European projects by transnational consortiums.

Dissemination: The deliverable was disseminated to the project partners and the responsible EU desk officers.

Coordination Meetings

Description: Five coordination meetings were realized: The 1st CM was hosted by AB1 in Wiesbaden (January 2010), the 2nd CM by CB in Thessaloniki (July 2010), the 3rd by AB2 partners in Wiesbaden (March 2011), the 4th by AB3 in Strasburg (June 2011). A final coordination meeting was combined with the final conference in Thessaloniki (December 2011). The outputs of each CM were the agenda, the list of participants, the presentations, the minutes of the meeting and a number of photos.

Purpose: The purpose of the deliverable was the smooth and direct communication among the project partners.

Evaluation: The coordination meetings were always perceived as successful. The success was attributed to the fact that a. there was always sufficient representation of each project partner; b. their results had always a positive impact on the technical, financial and administrative progress of the project; c. they were excellent opportunities for experience and know-how exchange among the participants.

Value-added: The direct monitoring of the project via organizing one CM every six months appears as appropriate for the implementation of any European project by international partnerships. In case of larger partnerships even more frequent meetings would be advisable. Additionally, as already stated above, the CMs were organised in such a way so as to endeavour the harmonization of the participating countries on civil protection issues.

Dissemination: The outputs of the CMs were communicated by the CB to the project partners and the responsible EU desk officers. They were also published on the FLINKMAN website.

Project Monitoring and Evaluation System

Description: This deliverable is a supportive tool for the monitoring and evaluation of the project execution. Time, cost and target's achievement were tracked and assessed via the use of specific measurable indicators. These data provided the necessary input for project evaluation and subsequent actions. The Monitoring and Evaluation System consists of the following modules:

- Gantt Chart, for the time monitoring of the Project execution
- Table of Project Deliverables and Milestones (including scheduled and actual completion dates, calculation of probable delays, identification of responsibilities).
- Project Evaluation Spreadsheet. The evaluation of the project will be implemented at a separate spreadsheet using a series of progress indicators. For each indicator, the target will be defined, and at a different column the realized quantity will be noted. The evaluation of the related activity will result from the following three constituents:

Realization: The realization factor can take the value of 1 and 0 (according to the accomplishment of the relevant activity).

Rating: The rating factor can take the values from 0 to 5, and results from the quality of the output, the duration and the cost of the relevant activity (compared to the foreseen ones).

Weightiness: The weight factor indicates the importance of the relevant activity (compared to the other activities of the same tasks, as well as to the activities of the whole Project).

For the evaluation of each activity, the above mentioned factors have to be multiplied. The overall assessment of the Project results as a sum of separate products. The factor ranges were selected properly, so as the excellent implementation of the Project to be rated with 100 and the worst with 0. The actual overall grade of the Project is given out as a percentage of the theoretically perfect score.

The deliverable was successfully completed by the CB with the contribution of all ABs. The tool was continuously applied by the Coordination Office during the project in order to track the progress of the activities and recognize delays or miss-estimations.

Purpose: The purpose of the deliverable was the continuous evaluation of the project's progress and technical completion as well as the early determination of potential deviations or inconsistencies and designation of proper support and corrective actions.

Evaluation: The deliverable was accepted by the project partners and considered as a useful tool that efficiently served the purpose of its formulation.

Value-added: The Monitoring and Evaluation System appears to be appropriate for the implementation of any European project by international consortiums.

Dissemination: The monitoring and evaluation system was communicated by the CB to the project partners and the responsible EU desk officers.

Progress Reports

Description: Two progress reports and one final report were prepared by the CB and were submitted to the project EU desk officers. Each progress report covered an 8-month period, while the final report covers the whole duration of the project. The reports followed the relevant specifications and templates of the Grant Agreement. The deliverables that were completed by the time of submission of the progress reports were attached to them.

Purpose: The purpose of the deliverable was to meet the requirements of the Grant Agreement and to provide proper reporting to the European Commission.

Evaluation: The progress reports and the final report were submitted in time according to the deadlines set by the Grant Agreement. They included all necessary information so as to give in a precise and inclusive way the progress of the project, the main outcomes, the occurred problems and the future activities.

Value-added: The reports were the direct way of providing information on the project evolution to the EC.

Dissemination: The progress reports were communicated by the LP to the project partners and the responsible EU desk officer. The final report is expected to be published on the Civil Protection Financial Instrument website after its approval by the Commission.

5.2 Task B: Setting up a Knowledge Base and Information Exchange Mechanism

Deliverables:

- Questionnaire for data acquisition on past flood incidents
- Reports on past flood incidents
- Knowledge base on Flood Management issues
- Local, National and European Information Exchange Network – List of members

Questionnaire for data acquisition on past flood incidents

Description: A questionnaire was compiled by AB5 in order to collect past flood incident data from respective records of competent authorities. Due to the maturity in flood risk assessment both in the Netherlands and in Germany, the questionnaire served mostly to the collection of existing data in the Region of Central Macedonia and Thrace. The targeted information via the questionnaire was:

- A. General information about the organisation, the area of responsibility and characteristics of the corresponding river basins;
- B. History of past flood incidents, the extent of disaster in terms of human, financial and environmental losses;
- C. Existing flood management and planning. Stakeholders involved and the actions implemented at the prevention, preparedness response and remediation level.

AB1 and AB2 contributed their experience to the development of the questionnaire. The original version of the questionnaire, in English, was adapted to the specificities of Greece. The questionnaire was also translated into Greek and an electronic version (e-survey: www.flinkman-project.eu/survey) was uploaded on the project's website. A paper copy of the questionnaire was presented and distributed to stakeholders at the 1st and 2nd informative workshop organized in Serres and Thessaloniki (Greece) respectively as well as during additional meetings that were realised with the competent authorities which are keeping flood incident records.

Purpose: The purpose of the deliverables was to provide a tool for the assessment of existing data on past flood incidents.

Evaluation: The questionnaire was appraised as a useful tool with well-aimed questions for the acquisition of data in the framework of flood risk assessment. It was structured in a comprehensive way which did not deter the users from its completion.

Value-added: The Deliverable was structured based on an international literature study, as well as on the contribution of the German and Holland partners. Therefore the final output was a result of knowledge exchange. Regarding the Greek partners, this questionnaire could serve as a tool towards the implementation of the EU Flood Risk Management Directive. Furthermore, the deliverable was an excellent communication channel for the dissemination of FLINKMAN project since it was distributed to key stakeholders for the acquisition of the past flood incident data.

Dissemination: The questionnaire was circulated among the project partners and was communicated to the responsible EU desk officer. An electronic version (e-survey: www.flinkman-project.eu/survey) was uploaded on the project's website. Finally it was distributed at the informative workshops and meetings with stakeholders that were realised in the framework of FLINKMAN project.

Reports on past flood incidents

Description: Based on the outcomes of the survey of past incidents, the Greek partners produced a relevant report in which the answers to the distributed questionnaire were summarised. AB1 and AB2 produced reports in which the most important floodings of the last 2000 years were described. The reports were based on literature review. As stated above, AB1 and AB2 are already implementing regional policies in line with EU Flood Risk Management Directive. Within this framework preliminary flood risk assessments already exist both in Hessen and in the Region of Noord Brabant., and the relevant data is depicted on flood hazard maps. Therefore it was considered not necessary for the two partners to produce reports on past flood incidents.

Purpose: The purpose of this deliverable was the recording and analysis of stakeholders' involvement and actions implemented during past flood incidents.

Evaluation: The report that stemmed from the survey in the Greek region was evaluated as insufficient. The reason was the lack of systematic recording and analysis of flood incidents, occurred in the past. The limited number of answers that were collected to the distributed questionnaire and the results of the discussions that were made with the competent authorities justified this shortness.

Value-added: The knowledge that was contributed to the consortium by Netherlands and Germany was important and served as a good practice for the development of similar processes in Greece as well. The report depicting the data from the Region of Central Macedonia and Thrace is an important step towards the systematic recording and assessment of flooding, which could be an integrated part of the implementation of the EU Flood Directive. The lack of available data was highlighted with every

opportunity during the meetings with the competent bodies, therefore increasing their sensitization towards this important issue.

Dissemination: The reports were circulated among the project partners and were communicated to the responsible EU desk officer. They were also uploaded on the project's website. The results of the reports as well as the flood hazard and risk maps of Germany and the Netherlands were presented by the partners to all FLINKMAN dissemination events.

Knowledge base on Flood Management issues

Description: A Knowledge base was developed by AB5 and is accessible from the following link: www.flinkman-project.eu/kbase. The global structure of the Knowledge base was setup and an exhaustive set of information relevant to flood risk management and stakeholders' engagement were gathered and uploaded. Being a wiki, the Knowledge base can keep on being edited in the post project period by any user who registers to the system. The website's administrator has the possibility to reject erroneous information when required. The Knowledge base includes information relative to the following topics:

- Water and Flood institutional and regulatory framework
- Flood Risk Management Planning
- Flood Risk Mapping
- Flood Early Warning, Alert, and Information Systems
- Good Practices in Flood Risk Management Planning
- Participatory Planning and Implementation Processes, Stakeholders Engagement, Stakeholders roles, responsibilities, capacities
- Financial Issues and Cost Based Actions and Measures
- Health and Safety issues
- Information and awareness activities
- Information Exchange Network list of members (IEN)
- List of links to flood related projects and databases
- List of events related to Flood Risk Management
- Glossary and list of acronyms
- Help section

The concept and functionalities of the Knowledge base were presented to all beneficiaries during the Coordination Meetings and various dissemination events. These actions warranted the capacity of stakeholders' to contribute to the Knowledge base in the future. The Knowledge base will be maintained for 5 years after the end of the project.

Purpose: The purpose of the development of the knowledge base was to identify and highlight best practices as well as challenges and difficulties concerning the prevention, preparedness, and response and remediation measures.

Evaluation: The FLINKMAN Knowledge Base was successfully completed in terms of structure and content development. It is an IT tool easily reachable via which any interested party may acquire or record, manage and disseminate easily and effectively valuable information regarding Flood Management. Further more, it is a dynamic environment that will stay active and continually updated even after the foreseen duration of FLINKMAN project.

Value-added: The FLINKMAN Knowledge Base contributes to the enhancement of information exchange between stakeholders and other interested bodies in European level. All project partners provided information to the various fields of the Knowledge Base, while other European and international competent bodies were also invited to add their work. This tool is a live field of experience and knowledge exchange that may generate new ideas and new co-operations for the implementation of future ventures.

Dissemination: The knowledge base is available via the web link: www.flinkman-project.eu/kbase. The concept and functionalities of the Knowledge base were presented to all beneficiaries during the 2nd coordination meeting, held in Thessaloniki, Greece (22/7/2010), the 3rd coordination meeting in Wiesbaden, Germany (3-4/3/2011), at the 2nd stakeholders' informative workshops in Greece (1/6/2011) and at the final conference in Thessaloniki, Greece (8 - 9/12/2011).

Local, National and European Information Exchange Network – List of members

Description: Stakeholders' clusters were formulated by the project partners. The members of the local clusters were the key representatives of the bodies which are directly involved in the FLINKMAN project as well as in the activities of flood management at the study regions of the project. The local clusters comprised the European Information Exchange Network.

The members of IEN represented the following sectors:

- national administrations responsible for natural resources management, land use management, environmental management, and civil protection management
- local authorities from the flood-prone communities as well as from other basin communities
- scientific institutions
- NGOs and voluntary organizations - professional associations, federations and chambers
- private sector businesses

The procedure for the establishment of the clusters mainly involved personal contacts with the interested parties during the dissemination events of FLINKMAN. Additionally, an electronic form was available on the Knowledge Base, via which any involved stakeholder could register as member of IEN.

IEN was also expanded to the already existing networks of each FLINKMAN project partner. As a result, new connections with other national and EU projects, such as FLODD-WISE project, the Dutch Delta Programme, and REISE project were made. Additionally, AB3 realized networking activities with the standard members of AER that come from 270 regions from 34 countries and 16 interregional organisations

Purpose: The establishment of an Information Exchange Network aimed at ensuring the networking of key actors in order to facilitate their interaction with the anticipated project tasks.

Evaluation: The deliverable was evaluated as efficient for the purposes of the project since it involved all those stakeholders that were considered not only appropriate recipients of the FLINKMAN results but also active decision makers and potential partners of future projects.

Value-added: The creation of local, regional, national and European clusters is an approach that has already been applied by the project partners in other European projects, where it was considered of great importance to implicate stakeholders into the implementation of various initiatives. The current groups of stakeholders have the potential to expand their capacity to future projects, as it has already been foreseen by the FLINKMAN project, through the European Cluster Unit (Task E).

Dissemination: The web link <http://www.flinkman-project.eu/kbase/doku.php?id=ien> leads to FLINKMAN Information Exchange Network.

5.3 Task C: Development of Stakeholders' Engagement Plan

Deliverables:

- Analysis of Flood Management Plans' Key Elements
- Identification of stakeholders involved in Flood Management Plans
- Good Practice Guide for the development of a Stakeholders' Engagement Plan

Analysis of Flood Management Plans' Key Elements

Description: The deliverable concerning the Key Elements of Flood Management Plans was composed taking into consideration already existing Flood Management Plans in a) the partners' countries and b) other European countries (i.e. the United Kingdom).

The compilation of the deliverable was undertaken by AB4. The CB, AB1 and AB2 contributed with available material. The contribution of CB and AB4 stemmed for relative literature research at national

and international level. The German partner introduced the 1st Flood Risk Management Plan of Hessen into the project emphasizing the communication and information strategy of the plan. The Netherlands partner introduced the practices applied in the Region of Noord Brabant.

The plans were analyzed in order to identify: a) the elements that constitute each Flood Management Plan (FMP) and their similarities; b) the stakeholders involved in the planning process, implementation phase and the remediation actions; and c) the methods used for the communication of a FMP to the involved stakeholders. The analysis of a FMP was made taking into consideration the Flood Directive 2007/60/EC.

The identified key elements of a Flood Risk Management Plan were the following:

- Establishment of the institutional context, framework that the Regional Management Plan will be developed and implemented. During this stage it is crucial to identify the involved stakeholders and the way they will communicate and cooperate effectively.
- Assessment of the severity and probability of the identified risks.
- Setting of the Regional Management Plan objectives for risk reduction.
- Designation of the measures which will minimize the risk probability and mitigate the consequences of any undesired event that may occur.
- Communication of the risk assessment and management to all involved stakeholders and consultation on the Regional Management Plan elements and processes.
- Monitoring of the effectiveness of the measures taken and the efficiency of implemented procedures of the management plan.
- Identification of potential deficiencies, proposal of corrective actions and review of the Regional Management Plan.

Purpose: The purpose of the deliverable was the in depth investigation of the Basin Flood Management Plan structure in order the key elements that constitute each discrete phase to be analytically identified and described. The interconnections among the elements and different phases were also defined and examined.

Evaluation: The deliverable was completed successfully. The initial version produced by AB4 was revised by the rest of the partners, incorporating into the final version their corrections and additions. Therefore a high quality in terms of content development and editing was guaranteed.

Value-added: The deliverable is based on international principles; therefore it is a product of substantial experience exchange. It may serve either as base line for the development of new Flood Risk

Management Plans, or provide guidance for the optimization of existing ones. Additionally, it may provide information of direct benefit to policy makers and bodies involved in the preparedness, prevention and response tasks against flood incidents.

Dissemination: The deliverable was circulated among the project partners and delivered to the FLINKMAN EU desk officers. It was also uploaded on FLINKMAN website;

Identification of stakeholders involved in Flood Management Plans

Description: Based on the findings of C.1 action the stakeholders involved in different Flood Management Plans, in Greece, Holland and Germany were identified. From the study conducted it was concluded that different stakeholders are involved in the Flood Management Plans of the different countries, due to the different administrative organization existing at each country. The same conclusion stands for the assigned responsibilities and roles undertaken by the involved stakeholders. Nevertheless, it was also concluded that the best method for the communication of a Flood Management Plan to the stakeholders involved and interested in is the elaboration of a wide, participatory consultation process. AB1 realised the compilation on of the deliverable by integrating the individual reports of Greece, Germany and the Netherlands. The deliverable was prepared according to the Flood Risk Management Cycle and the EU Flood Directive.

Purpose: The purpose of the deliverable was the Identification of all potential stakeholders involved in prevention, planning, response and remediation procedures related to Flood Management.

Evaluation: The deliverable was completed successfully. The initial version produced by AB1 was revised by the rest of the partners, incorporating into the final version their corrections and additions. Therefore a high quality in terms of content development and editing was guaranteed.

Value-added: The deliverable is based on international principles; therefore it is a product of substantial experience exchange. In the view of introducing a Flood Risk Management Plan this deliverable may be a useful tool for approaching and involving competent bodies in the framework of realisation of a participatory consultation process.

Dissemination: The deliverable was circulated among the project partners and delivered to the FLINKMAN EU desk officers. It was also uploaded on FLINKMAN website;

Good Practice Guide for the development of a Stakeholders' Engagement Plan

Description: The Good Practices Guide is a core deliverable of the FLINKMAN project. This handbook concentrates in a single document a set of Good Practices on Stakeholders' Engagement for the preparation of a Flood Risk Management Plan and can be used as a supporting tool, providing guidance for the engagement and linking of the involved stakeholders in the different phases of flood management.

During the FLINKMAN project the key elements of a Flood Risk Management Plan were identified and analytically described. Each Good Practice that was identified and included in the handbook is directly related to at least one key element of a Flood Risk Management Plan. Additionally, an inventory of the stakeholders involved in Flood Risk Management within the project partners' regions and based on the 'Flood risk management cycle', was effectuated.

FLINKMAN project partners initially searched, traced and recorded a number of practices, referred to stakeholders' engagement, already completed and implemented at local, regional, national and international level in the project partners' and other European countries. Then the FLINKMAN Working Group selected and identified as Good Practices those ones that can provide effective guidance in stakeholders' engagement and linking during the different phases of a Flood Risk Management Plan.

Among the selected ones there are practices stemming from not only flood management projects but also from other environmental and civil protection fields, such as the coastal erosion management.

Information regarding each Good Practice is summarized in two separate tables. In the first table the reader may find, in a short glimpse, all those details that will advise him on:

- the TYPE of the engagement – partnership process (i.e. types of Communication between the stakeholders or ways for the Identification of potential stakeholders) and the country where the good practice took place,
- the ELEMENT of the Flood Risk Management Plan,
- the stakeholders' group TARGETed,
- the administrative and/or spatial LEVEL (i.e. national, regional, local), the Good Practice refers to. In this way each interested reader can decide quickly and effectively whether or not the Good Practice is of any interest.
- the PROJECT title during which the Good Practice was implemented,
- the LOCATION and PERIOD of development and implementation of the Good Practice,
- the CONTACT details of the person and authority/institution that was involved in the PROJECT and can provide him with additional information.

In the second table the reader, who is really interested in a specific Good Practice, may find analytical descriptions of:

- the PROJECT and the LEGAL OBLIGATION under which the Good Practice was developed and implemented,
- the CURRENT STATUS (i.e. finalized, revised) of the Good Practice ,

- the OBTAINED RESULTS,
- the SUCCESS FACTORS and the INDICATORS used to measure the results,
- the TOTAL COST for the implementation of the Good Practice,
- REPEATABILITY and APPLICABILITY of the Good Practice actions and results,
- Further REFERENCES where the reader can find additional information on the project, during which the Good Practice was developed and implemented.

Purpose: The handbook aims to constitute a supporting tool, providing guidelines to all stakeholders involved in different phases of Flood Risk Management Plan.

Evaluation: The deliverable was completed successfully. The initial version produced by AB2 was revised by the rest of the partners, incorporating into the final version their corrections and additions. Therefore a high quality in terms of content development and editing was guaranteed. All Good Practices were documented using a specific format aiming to help each interested end user to easily and quickly identify the Good Practice(s) that better suits his needs.

Value-added: The deliverable is based on international principles; therefore it is a product of substantial experience exchange. The important idea that comes out from the FLINKMAN Good Practice Guide is that those partners and stakeholders who wish to build an effective stakeholders' engagement have to pro-actively engage themselves in the flood management process. In addition, commitment and openness must be exhibited from all involved partners. Regular communication and meetings, clear agreed objectives and agreed methods of working are recommended to build and enhance relationships and trust between partners and stakeholders.

Dissemination: The deliverable was circulated among the project partners and delivered to FLINKMAN EU desk officers. It was also uploaded on FLINKMAN Knowledge Base; The Handbook was printed in hard copies and it was disseminated at the final conference.

5.4 Task D. *Launching a Participatory Process*

Deliverables:

- Consultation Process
- Improved Version of Good Practice Guide

Consultation Process

Description: A consultation process regarding the methodology adopted for the development of the stakeholder engagement plan as well as for its contents was implemented within the project participating regional areas of Greece, Holland and Germany.

In the Region of Central Macedonia the consultation process was realised in the form of an especially dedicated workshop. The attendees of the workshop were regional stakeholders. An invitation letter was distributed in which the purpose of the Stakeholder Engagement Plan was explained and the stakeholders were asked to participate in the consultation process and express opinions and proposals on the Good Practice Guide for the development of the stakeholders' engagement plan. The workshop was realised on 2 December 2012 at the presence of 25 participants. For the needs of the consultation process, a questionnaire was structured in the Greek language. The questionnaire was oriented under four main axes relevant to: 1. the FLINKMAN Good Practice Guide; 2. a future Communication and Cooperation Plan; 3. Flood Management Plans; 4. the Consultation Process. The opinions that were expressed during the process were integrated into the final tuning of the Good Practice Guide. What stood out as an absolute need was the translation of the Guide in the Greek language so as to broaden the range of stakeholders that could benefit from its content.

In the Netherlands and in Germany the consultation process took place within the occasion of regular meetings of RNB and HMUELV with stakeholders and experts involved in Flood Management Plans. During these meetings the partners explored the stakeholders' views regarding Good Practices for the development of the stakeholders' engagement plan. The outcomes of the meetings in RNB were the Best Practices that were introduced by the project partner AB1 and which were included in the final version of the Good Practice Handbook. The outcomes of the meetings in Hessen concerned at the first place the template that was used for the development of the Good Practice Guide. After the completion of the Guide the German stakeholders ended up with the proposition of an additional Good Practice which was included in the final version of the Guide.

Purpose: The initialisation of a participatory mechanism that will raise the awareness of the stakeholders and will retrieve their feedback and consent on the engagement plan developed.

Evaluation: The consultation process was implemented successfully. This was depicted on the satisfactory participation of stakeholders in qualitative and quantitative terms and the fruitful results of the discussions that were integrated in the final version of the Good Practice Guide. Additionally, the structured questionnaire was appraised by the partners as including well aimed and to the point questions.

Value-added: The elaborated consultation process could be implemented on a regular scale in order to improve the established structures and plans concerning flood management. The proposed questionnaire could be translated and disseminated as a prototype to relevant procedures. Additionally, the selected approach could serve as a good practice during the implementation of other European

projects which deal with civil protection and environmental disasters' issues. This approach could also be adopted by other regions in Greece, the Netherlands, Germany and in the European Union generally.

Dissemination: The products related to the consultation process (presentations, agendas, questionnaire, minutes, list of participants, photos) were circulated among the project partners and were also communicated to FLINKMAN EU desk officers. The questionnaire and photos of the consultation process in Greece were uploaded to the project website.

Improved Version of Good Practice Guide of a Stakeholder Engagement Plan

Description: As mentioned under the consultation process description, the views of stakeholders on the Good Practice Guide of a Stakeholder Engagement Plan were included and integrated into the final version of the deliverable. The final tuning of the Guide was made by AB3.

The sections "Purpose", "Value-Added" and "Dissemination" correspond to the ones already described under the deliverable ***Good Practice Guide of a Stakeholder Engagement Plan***.

5.5 Task E. Information, Dissemination and Capitalization Actions

Deliverables:

- Communication and Dissemination Handbook
- Project's website
- Informative workshops
- Thematic Dossier on Stakeholders' Engagement Plan for flood disasters, Articles and Publications
- Booklet of the project achievements
- Final Conference
- European Cluster Unit

Communication and Dissemination Handbook

Description: The Communication and Dissemination Handbook was created by the LP in the beginning of the project and was adopted by the partnership. The Handbook described in detail the activities, participants' roles and measures applied during the project for the effective dissemination of its achievements. The target groups were also defined as well as regulations for editing the FLINKMAN outputs. The Handbook was created in English.

Purpose: The purpose of the deliverable was to create a "corporate identity" and a common communication strategy on behalf of the project in order to maximise the impact of the outcomes of the project.

Evaluation: The partnership qualified the deliverable as concise and accurate since it described thoroughly the dissemination tasks that should be realised. No declinations compared to the approved AF were indicated.

Value-added: The structure and context of the Communication and Dissemination Handbook can be applied as a template for future projects which involve soft dissemination activities within the European territory.

Dissemination: The Communication and Dissemination Handbook was circulated among the project partners and was communicated to the responsible EU desk officer.

Project web site

Description: The project website, www.flinkman-project.eu, was launched (in English) in the beginning of the project containing information on aspects like: tasks' description and foreseen results, partners profile, contact details, announcement of meetings, workshops, seminars and conferences, deliverables achieved, photos, links to other relevant websites, collection of the frequently asked questions (FAQ's) etc, communication form, etc. The website also included a link to FLINKMAN Knowledge Base. Towards the end of the project, a Greek version of the website was also created. More than 16.400 visits were realised until the submission of the final report.

The website was maintained up-to-date during the project implementation and will stay active for 5 years after its completion. The website will be the main communication channel between the FLINKMAN European Cluster Unit and the European stakeholders as well as the broad public.

Purpose: The purpose of the project website was to disseminate and promote to all related bodies and target groups, at EU and international level, the concept, methodology and results of the project.

Evaluation: The FLINKMAN website is easy, dynamic and flexible to use. It illustrates precisely the project's identity. It operates in a user friendly environment while the core data is achievable through various paths.

Value-added: The website is a substantial tool which promotes not only the FLINKMAN project but also the Civil Protection Financial Instrument and the European grant opportunities. The website will stay active after the completion of the FLINKMAN activities and will support the operation of the European Cluster Unit that was instituted towards the end of the project.

Dissemination: The website was available without any restrictions to the broad public. Its operation was presented in each one of the FLINKMAN events – coordination meetings, informative workshops, final conference – while the web link appeared on each of the produced dissemination material in the framework of the project. Finally, links to the FLINKMAN website were present on the websites of the project partners.

Organisation of Informative Workshops and participation to national and international events

Description: During the project the partners organised informative workshops for the dissemination of FLINKMAN activities and outputs. On 28th of April 2010, AB4 organised the first informative workshop in Greece. The event took place in the city of Serres at the Hotel Elpida Resort & Spa. The number of attendees was 70 persons. The scope of this informative workshop was to raise the awareness of the Greek stakeholders on the initiatives of FLINKMAN project. Additionally, it was an opportunity to distribute the questionnaires regarding the assessment of past flood incidents.

A second informative workshop was organised by the LP in Thessaloniki, on the 1st of June 2011. 90 stakeholders attended the event which took place at the exhibition centre of HELEXPO. The core deliverables and the forthcoming activities towards the completion of the project were presented during the workshop.

The outputs of the two workshops were the agendas of the events, photos, lists of participants, presentations, minutes and the dissemination - informative material that was produced.

AB1, AB2 and AB3 exploited the opportunity of regular meetings and events of their organisations with their co-operators and stakeholders in order to present the principles and objectives of FLINKMAN project.

AB1 organized the informative workshops with the Brabant Water Council (Regiegroep Water) on the 6th of September 2010 and the 22nd of March 2011. Both events were regional meeting where the policy of the Province of Noord-Brabant regarding the Flood Risk Management and the EU Flood Directive were discussed. A representative of AB1, Mrs Marja Segers, participated to the 5th International Conference on Flood Management (ICFM5) where she presented FLINKMAN project via a specially structured poster. The conference was realised on 27-29 September 2011 in Tsukuba-Japan. More than 450 participants from 41 different nations participated in the conference.

FLINKMAN was presented during the Symposium on Flood Management in Hessen by AB2 on the 28th of October 2010. Furthermore, on the 14th of November 2011, AB2 organised an informative workshop for FLINKMAN in Wiesbaden

The member regions of the AER Social Policy and Public Health Committee 2, which is the Committee that deals with issues of emergency planning and represents AER in this project, have been updated on the FLINKMAN project in Barcelona, May 2010 and Brussels, October 2010, at the occasion of its spring and autumn plenary sessions respectively. On 10-11 November 2010 in Istanbul, within the framework of the AER General Assembly all AER projects had the possibility to showcase their activities on a common stand. Alongside with a general outline of the FLINKMAN project, the FLINKMAN website was presented to the members of AER.

Purpose: The purpose of the informative workshops was to introduce the FLINKMAN project to the local-regional stakeholders and create the necessary networking conditions for the establishment of the regional clusters.

Evaluation: The events that were dedicated to FLINKMAN project workshops were organised successfully. Their success is depicted a. on the total number of participants, 180 attendees; b. the representation of bodies-services which are directly involved in the issues tackled by the project; c. the active participation of regional civil protection representatives. Furthermore, FLINKMAN representation to the large scale events that were described above was considered of crucial importance for the dissemination purposes of the project. The impact of these events was important considering their variety, their dispersion during the project life time and the vast number of attendees.

Value-added: The informative workshops and international events provided the opportunity for the establishment of co-operation bonds between the project partners and the different flood risk management and planning bodies that might turn into fruitful co-operations under the future initiatives of FLINKMAN ECU concerning new European transnational projects.

Dissemination: The outputs of the informative workshops were circulated among the project partners and delivered to FLINKMAN EU desk officers. They were also published on the project website as well as on the websites of the project partners.

Thematic Dossier, Articles and Publications

Description:

- The FLINKMAN logo was created by the Working Group and approved by the Steering Committee. The FLINKMAN logo appears on every deliverable and output of the project.
- Four informative leaflets were issued and printed in Greek and English. Approximately 800 copies of the leaflets were disseminated to the informative workshops, consultation process, technical seminar and final workshop.

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- AER prepared a Thematic Dossier “REGIONS TACKLE NATURAL DISASTERS”, No 28 Summer 2011, dedicated to project FLINKMAN. The Dossier was disseminated to the members of AER in three languages, English, French and German.
- AER included Special references about FLINKMAN in i) monthly newsletters ii) the Quarterly Reports of March and September 2010, and March, June, September and December of 2011 iii) in the Annual Reports of 2010 and 2011. All reports and newsletters were sent to all AER members and were available on the AER website (<http://www.aer.eu/publications/aer-quarterly-reports.html>).
- Two press releases were issued by the LP in view of the final conference in Greece. The press entries were made in two daily newspapers of wide circulation, “Aggelioforos” and “Nautempotiki”.
- A technical article dedicated to the presentation of FLINKMAN project was entered in the issue 412 of February 2011 of the Greek Technical Chamber magazine, as well as in the Greek newspaper “Aggelioforos”, issue of the 23/12/2010. The article was prepared by the LP in cooperation with AB4.
- The final version of the Good Practice Guide was printed in English. 100 copies were produced. The Guides were disseminated to participants of the final conference. A brief summary of the Guide was translated in Greek and printed in 50 copies for the needs of the consultation process in the Region of Central Macedonia.
- The Booklet of the project achievements was produced in 500 copies by LP. The copies were all in English and were disseminated during the final conference. Apart from the final conference, the project partners would disseminate the booklet to the stakeholders of their local networks.
- Folders, notepads, budgets, pens, posters, banners and supportive material of the various dissemination events (Coordination Meetings, informative workshops, training seminars, pilot exercise and final conference) were produced by the project partners.
- AER has a page dedicated to emergency planning issues. This page contains information on the FLINKMAN project, as well as a link to the project website <http://www.aer.eu/main-issues/emergency-planning.html>.
- Continuous information at regional and national level via the Hessian Flood Forecast Centre. See <http://www.hlug.de/start/wasser/hochwasser.html>.

Purpose: The purpose of the deliverables was in line with the general purpose of Task F, i.e. to disseminate and promote to all related bodies and target groups, at EU and international level, the concept, methodology and results of the FLINKMAN project.

Evaluation: The produced dissemination deliverables were in accordance to the specifications of the FLINKMAN Communication and Dissemination Handbook as well as the specifications of the European Commission. Their quality was appraised as excellent in terms of context, editing and dissemination impact. Through the implementation of the above mentioned dissemination methodology, the FLINKMAN partnership managed to communicate the project's identity, the purpose, objectives and results to a wide range of stakeholders.

Value-added: The activities that were realised for the promotion of the FLINKMAN project could be a well applied methodology for the dissemination approach of future projects. The produced informative material is available through the FLINKMAN European Cluster Unit to all interested parties even after the completion of the project. Generally, the informative material of the project will continue to promote not only the FLINKMAN project and its achievements but also the Civil Protection Financial Instrument and the European grant opportunities.

Dissemination: The recipients of the deliverables were mentioned previously in the "Description" section. Additionally the dissemination material was uploaded to the FLINKMAN website.

Booklet of the project achievements

Description: AB4 created a booklet which consists of the following parts: Project Identity, Activities, Core Deliverables and Project Results. 500 copies of the Booklet were produced. The language of the Booklet is English.

Purpose: The purpose of the deliverable was in line with the general purpose of Task F, i.e. to disseminate and promote to all related bodies and target groups, at EU and international level, the concept, methodology and results of the project.

Evaluation: The deliverable was of high quality in terms of content, editing and printing.

Value-added: The Booklet of the project's achievements is an output which promotes not only the FLINKMAN project but also the Civil Protection Financial Instrument and the European grant opportunities in general at international level. Its template may well be applied for the production of dissemination material in future projects.

Dissemination: The Booklet of the project's achievements was distributed to the participants of the final conference. Multiple copies were also given to the project partners in order to disseminate them to their national stakeholders. Finally, the deliverable was uploaded to FLINKMAN website.

Final Conference

Description: FLINKMAN was successfully completed with a two-day event in Thessaloniki during which the technical and administrative results and achievements of the project were presented. The event was organised by the LP on the 8th and 9th of December 2011 in Thessaloniki. All project partners actively participated at the closure of the project by presenting mainly the technical outputs and conclusions of their activities in the framework of the project, as well as good practices applied in their regions. Present to the 2-day event was also Mrs Biljana Zuber EU Civil Protection Financial Instrument officer responsible for FLINKMAN project.

During the first day, 8 December, the LP in cooperation with AB4 and AB5 organised a technical workshop at “Petrino” in the University Farm of School of Agriculture of Aristotle University of Thessaloniki. The total number of attendees was 42. The workshop was divided in two parts the Managerial and the Technical Session.

The Managerial Session included presentations about the River Basin Plan by the Decentralised Administration of Central Macedonia – Thrace, the Delta programme (The Netherlands) by the Region of Noord Brabant and the Fulda River Flood Management Plan by Kassel University on behalf of HMUJELV.

During the Technical Session the following topics were presented: i) The Flood Risk Assessment - Making Flood Scenarios by the Region of Noord Brabant, ii) Making Flood Hazard and Risk Maps by Professor J. Ganoulis from the Dept. Of Civil Engineering, AUTH, and iii) Examples for flood protection measures in Germany by Dr. Klaus Träbing, Unger ingenieure, Germany on behalf of HMUJELV.

After the completion of the technical workshop the project partners continued with the realisation of a coordination meeting for the final settlement of financial and administrative issues.

The final conference was realised in Thessaloniki on the 9th of December 2011 at Conference Center “Ioannis Vellidis”. The conference was attended by 148 persons. During the 1st session of the conference, the identity of FLINKMAN and the core deliverables produced were presented and discussed. Additionally Mrs Zueber presented the facts and figures as well as the financing opportunities of the Civil Protection financial instruments.

The second session involved presentations about the international experience on Flood Management by external speakers especially invited by the FLINKMAN consortium. More specifically, M. Vafiadis, Associate Professor, Dept. of Civil Engineering, Aristotle University of Thessaloniki presented the “Lessons drawn from major flood events in Greece”; Mrs Mary-Jeanne Adler, Director at Ministry of Environment and Sustainable Development, Romania presented the “Danube Floodrisk project and implication in stakeholders consultation for flood risk mapping presentation”; Mr Ramon Toldrà Sabaté,

General Directorate for Civil Protection Ministry of the Interior, Government of Catalunya presented the "Flood risk management in Catalonia".

The Booklet of the Project Achievements, a 3-folded leaflet as well as the Handbook of Good Practice Guide was disseminated to the attendees of the event. The conference was covered by the local media. Statements about the FLINKMAN initiative were made by Mr. P. Georgiadis the General Director of Spatial and Environmental Policy of DAMT and Mr. K. Kokolakis, the General Director of Civil Protection of DAMT.

Purpose: The purpose of the 2-day event was in line with the general purpose of Task F, i.e. to disseminate and promote to all related bodies and target groups, at EU and international level, the concept, methodology and results of the project.

Evaluation: The technical workshop and the final conference were appraised as successful organizations by all attendees. The success of the event is depicted on the extended participation of stakeholders and the fruitful discussions that followed the completion of all sessions.

Value-added: The technical workshop and the final conference promoted not only the results of FLINKMAN project but also the Civil Protection Financial Instrument and generally the European grant opportunities. The presentation of the FLINKMAN outcomes generated new ideas for future projects and co operations.

Dissemination: The outputs of the final conference – agenda, presentations, list of participants, minutes, photos - were uploaded to the FLINKMAN website.

European Cluster Unit

Description: The project partners instituted the European Cluster Unit after the completion of the consultation process and the revision of the Information Exchange Network. The ECU is responsible for the provision of coordination and technical support to local and regional bodies, from the public and private sector involved in civil protection and flood management issues. More specifically, the aims of the new unit are: i) the coordination on items like know how and experience exchange, research and technology transfer, common resources use etc. ii) the expansion of the cooperation in other geographical areas facing similar potential problems.

The Unit is operating at the premises of the Water Directorate of the Decentralised Administration of Central Macedonia and Thrace, where all the FLINKMAN deliverables and supporting material have been gathered. The LP appointed two persons, one scientific expert and one administrative assistant for the operation of the Unit. Each partner appointed one scientific expert.

The Unit exploits the established IEN contact points for the distribution of newsletters on topics relevant to the aims of the Unit. All interested parties may address questions and requests to the Unit via the contact form on FLINKMAN website:

http://www.flinkman-project.eu/index.php?option=com_contact&view=contact&id=1%3Awebmaster&catid=12%3Acontacts&Itemid=69&lang=en.

Purpose: The purpose of establishment of the FLINKMAN ECU is for providing a focal point for European bodies interested to undertake initiatives and to improve their competences on flood risk management and civil protection.

Evaluation: The initial structure of the European Cluster Unit is considered as accurate and well organized. There is a strong intention on behalf of the partnership to maintain this quality during the whole operation of the unit in the forthcoming years.

Value-added: The European Cluster Unit ensures the sustainability of FLINKMAN results. Additionally, as mentioned above, the target of the Unit is the expansion of the cooperation in other geographical areas facing similar problems. Therefore, it may motivate future European projects of transnational consortiums.

Dissemination: Each partner informed their regional-national members of the Information Exchange Network about the establishment and operation of the European Cluster Unit. A link that leads directly to the special structured request form was placed on the FLINKMAN website.

6 EVALUATION OF THE TECHNICAL RESULTS AND DELIVERABLES

In this section of the report, project's lessons learnt will be presented, together with conclusions and recommendations.

6.1 General lessons learnt

The general lessons learnt are identified in the fields of Management, Communication and Technical results of the project as follows:

Project Management

1. Maintain a clear management structure and decision making process. The roles, responsibilities and contributions of each project partner should be thoroughly defined, and periodically updated.
2. Setting a realistic timetable: The project coordinators should make adequate provision in their planning for the time required to evaluate options, make decisions and take action to achieve the project's objectives. Allowance should also be made for the effect of unforeseen risks and obstacles, which inevitably arise in such projects.
3. Ensure precise allocation of the budget per expenses' category. Margins should be foreseen at personnel costs, in the case that the realization of an action – deliverable is delayed.
4. During the project planning phase investigate and understand the communication structures and channels. Ensure you know how the project will interact with and impact on key actors and target groups.
5. Be clear on the objectives and the target groups. Define measurable targets and tangible performance indicators.
6. Ensure that all the project participants have a certain capacity in terms of human resources, premises and equipment.
7. Monitor outputs carefully. Use a strong, clearly defined monitoring system – tool. The Project Coordinator should promote the well understanding of a Monitoring and Evaluating system as a project management tool and as an integral part of the project cycle. All partners should be acquainted to the adopted system.
8. The adopted Monitoring and Evaluating System should be streamlined, technically simplified and made user friendly. It should focus on corrective actions to address problems rather than collecting data for the sake of completing a checklist.

Communication and Dissemination

9. Ensure strong communication with the Project's Desk Officer for the early identification and direct solving of any queries or misinterpretations.
10. Create and support communication and effective relationships between partners, stakeholders. Ensure good communication as to their roles and responsibilities.
11. Use meetings as the main source of information sharing among partners. One co-ordination meeting at least every six months is a necessity for multinational projects.
12. Create local – national – EU networks at the early stage of the project. The members of the networks will be the core recipients of the dissemination activities.
13. Effective dissemination often means iterative follow up and support. This possibility should always be taken into consideration, especially at the early stages of the project.
14. Use a multi targeted strategy to disseminate information and wherever possible translate the deliverables in the national languages of the project partners.
15. Update the project's website regularly, with all new deliverables and information. Each update should be combined with a Newsletter addressed to the members of the local – national – EU stakeholders.

Technical Results

16. The levels of a stakeholders' engagement plan should:
 - i) provide the stakeholders with balanced and objective information to assist them in understanding the problem, alternatives, solutions, etc.
 - ii) obtain stakeholder feedback on analysis, alternatives, decisions, etc.
 - iii) work directly with the stakeholders throughout the process to ensure that public concerns are consistently understood and considered
 - iv) partner with the stakeholders in each aspect of the decision including the development of alternatives and the identification of the preferred solution,
 - v) place final decision-making in the hands of the stakeholders.
17. The preliminary assessment of baseline conditions of a region is a key aspect for the development and implementation of an integrated flood risk management plan. The lack of available information is a substantial obstacle that needs to be overcome.

18. The climate change and the population growth should be considered in the framework of a flood risk assessment. The implemented standards should be based on cost-benefit analysis and life safety analysis.
19. Land use planning is a core element of flood risk management that should be equally taken into consideration along with the protection and emergency response in the framework of a flood risk management plan.
20. The key elements of a flood risk management plan can be developed based on the Plan – Do – Check – Act cycle.
21. The future protection standards against flood incidents should be set at national level while at regional level the current conditions of flood protection should be considered.
22. Capacity building activities of key stakeholders should be realized at a regular basis in order to keep them updated with the latest legislation and international experience. These activities may include the creation and distribution of Support Tools, like the FLINKMAN Good Practice Guide, informative workshops and training seminars.
23. In case of trans-boundary river basins between neighboring countries, concrete regional action plans, flood hazard maps, flood risk maps and international exercises are of vital importance for further cross border cooperation.
24. Bi-lateral staff exchanges and study visits between partners are necessary elements in order to transfer knowledge and learn from each other.
25. The benefits of stakeholder engagement include building trust, gaining access to additional local knowledge, and increased chances of stakeholder acceptance of proposed outcomes and options.

6.2 Strengths

The strengths of the technical results and deliverables of the FLINKMAN project include the following:

- Development and operation of the Information Exchange Network at European level, as well as the European Cluster Unit. Future international cooperations in strategic projects may originate from these structures.
- Involvement of high skilled experts in the working groups of the FLINKMAN project partners and exploitation of their knowledge and experiences in the elaboration of the project deliverables, meetings and events.
- Development of a knowledge base which gathers best practices as well as challenges and difficulties concerning the floods prevention, preparedness, response and remediation measures at international level. Being a “wiki”, the Knowledge base can keep on being edited in the post project period by any user who registered to the system.
- Creation and operation of a website which gathers all the outputs of the project, provides frequent informing on all latest news and upcoming events, and gives the opportunity for easy access and communication with the European Cluster Unit.
- Achievement of all the deliverables and project objectives according to the approved timetable of the AF and to a level of high quality, as was described in detail in Chapter 5.
- Creation of the majority of the project deliverables in English as well as in the national languages of the project partners, thus achieving a wider impact and multiplying the opportunities to disseminate the project findings and tools to a broader range of events.
- The substantial collaboration of the partners (Associated Beneficiaries) with the Lead Partner and the successful implementation of their obligations despite of the various problems that they had to come up with during the project.
- The outputs of the Key Elements and the Good Practice Guide which provide useful information towards the development of a Flood risk management plan and a stakeholders' engagement plan.

6.3 Possible challenges and/or improvements to be tackled through further action

The following challenges have been identified and mainly concern the sustainability of the FLINKMAN outputs:

- Maintain the operation of the FLINKMAN website for at least five years after the completion of the project. The operation of the website will be the LP's responsibility. The challenge would

be not only to maintain the operation but also to update the context of the website frequently with topics and news alerts of events relevant to the FLINKMAN issues.

- Continuous update of the Knowledge Base with legislation, best practices, articles, etc and expansion of the registered users. The maintenance of the Knowledge Base will be the task of AB5 in cooperation with LP and AB4 and with the support of the rest of the project partners.
- Maintain the coherence and strengthen the European Cluster Unit. The regular revision of the ECU is of major importance in order to keep this structure alive and promote civil protection initiatives and policy proposals through its members. The LP will be responsible for the management and co-ordination of the ECU.
- Claim new grants for the implementation of follow up activities. These activities could either transfer the impact of the project outputs to other regions of the FLINKMAN participating countries or continue the efforts of the involved regions to improve the quality of their prevention, preparedness and emergency response structures against flood incidents.

6.4 Recommendations to stakeholders, partners, authorities in charge, National and EU Institutions

The FLINKMAN project team has indicated the following recommendations which are mainly addressed to the national authorities in charge as well as to the National and EU institutions.

- Joint development of flood risk management plans at interregional and cross border basis for the integrated management of river basins.
- Establishment of the stakeholders' consultation process as a standard process in the framework of planning, developing, assessing and reviewing regional strategies.
- Undertake initiatives for the continuation of the efforts towards the capacity building and awareness raising of the local and regional authorities through pilot exercises and trainings dedicated to civil protection practices and implementation of emergency response plans.
- Raising the awareness of the citizens potentially affected by floods and allowing them to access environmental data as well as relevant information about potential risks, hazards and the consequences of emergencies and disasters is a core feature in implementing a flood risk management plan at regional level.
- Promote the use of FLINKMAN Support Tools by the staff members and experts who are involved in the implementation of flood management at regional level. The FLINKMAN support tools are comprehensive and provide easy references to world applied techniques.

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- Promote FLINKMAN website, www.flinkman-project.eu. The website includes the whole deliverables' package of the project that could be exploited as a template or reproduced in the framework of civil protection, flood and water management projects of other European regions.
- There are many EU projects which run simultaneously and concern the management of river basins. The outcomes of these projects should be joined together under a common data base in order to enforce the impact of their results and cover the gaps of data availability.
- Exploit the knowledge and experience that was collected during the FLINKMAN project towards the development and implementation of Flood Management Plans in the framework of the Flood Directive (2007/60/EC).

7 FOLLOW-UP

7.1 Comparison between initial and current follow up measures

The FLINKMAN consortium indicated certain measures that will have to be applied in order to further promote the initial aim of FLINKMAN project, the enhancement of collaboration and mainly coordination of stakeholders involved in flood prevention and management, as well as to promote the recommendations that were elaborated in Section 6.4 of the present report towards the stakeholders, partners, national and European authorities. These measures are the following:

- The creation of the European Cluster Unit which will continue its operation after the completion of the project and will be responsible for coordination and technical support actions such as a) the supervision of the exploitation of the Good Practice Guide for the further development of Stakeholder Engagement Plans b) the coordination and elaboration of know how and experience exchange, research and technology transfer, c) the networking with other relevant initiatives and institutions and d) the expansion of the cooperation in other geographical areas facing similar problems and risks.
- The maintenance of the FLINKMAN website. The project website will remain active at least 5 years after the project conclusion. During these years its contents will be updated. Moreover the website will be used as a communication tool for FLINKMAN partners and as an information provider for the identified stakeholders involved in flood management at each participating country.
- The maintenance and broadening of the established partnership and the information exchange networks at local, national and European level.
- The maintenance and enrichment of the knowledge base with updated information on Flood management issues.
- The continuation of information provision to identified stakeholders involved in Flood Management plans.

These initiatives are in line with those initially foreseen and the basis for their realisation is already set. More specifically, the ECU has been established and operates under the responsibility of the Lead Partner with the contribution of specially appointed staff members of all project partners. The ECU will provide scientific and technical support for the implementation and monitoring of European Union strategies and assists in policy-making in the area of flood management based on approaches which are consistent across the Europe.

The website was lately updated with the final versions of the core deliverables and the material that was produced for the needs of the final conference. Responsible for the website operation is the Lead Partner. The website will continue to be hosted on the server of Aristotle University of Thessaloniki that is in close cooperation with the Balkan Environmental Centre (AB5).

The Information Exchange Network was revised after the realisation of the consultation process and the completion of the final conference so as to ensure its operation in the future with members willing and positive to be involved in further initiatives of the ECU.

The dynamic Knowledge Base will remain active and wiki under the responsibility of AB5 and in cooperation with the ECU as well as the rest of the project partners.

The Good Practice Guide was issued in hard copies so as to be broadly disseminated. Further more, it was translated in the Greek language in order to reach a broader range of stakeholders in the Greek area. The Good Practice Guide is a source of information to identified stakeholders involved in Flood Management plans.

7.2 Additional follow-up approaches

Additional follow-up approaches include the following:

- DAMT, SIGMA and BEC representatives will attend the final conference of the COASTANCE project in November 2012. COASTANCE project is funded by programme MED and deals with coastal erosion due to climate change. During the conference the FLINKMAN representatives will disseminate information material regarding FLINKMAN results and will initiate discussions with COASTANCE Steering Committee on joint ventures.
- After the closure of the project and the realization of the final conference, an article will be released in national press by the Lead Partner. The article will concern a brief summary of FLINKMAN main activities.
- In March 2011, a leaflet dedicated to the completion of FLINKMAN project will be issued in the English language. The leaflet will be available for distribution at the premises of the project partners. It will also be disseminated to any event relevant to FLINKMAN issues which will be attended by FLINKMAN partners.
- The project partners continue to maintain on their individual websites active links to FLINKMAN website.
- The successful completion of FLINKMAN project will be included in the 1st quarterly report of AER for 2012 which will be communicated to AER members.

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- The Noord Brabant Region and HMUELV will continually promote the principles of the core deliverables of FLINKMAN project during their regular meetings with their key stakeholders regarding regional issues on flood management.
- FLINKMAN results will be presented by NBR during the 3rd FLOOD-WISE Political Expert Forum (PEF) which will take place during the FLOOD-WISE partner meeting from April 18-20, 2012 in Slovenia
- The FLINKMAN ECU is exploring the possibilities for new funding opportunities that will set up new co operations in the area of flood management and will expand the networks established in FLINKMAN project to further European regions.

On behalf of the FLINKMAN partnership

Dr. Panagiotis Georgiadis

Project Coordinator