

# Technical and administrative support for the joint implementation of the Marine Strategy Framework Directive (MSFD) in Bulgaria and Romania – Phase 2

*Under Framework contract for services related to coordination between the different marine regions in implementing the ecosystem approach.*



Imagine the result

**CBE meeting 3-4-5**

**06-07/05 2015**

**Brussels**



**COWI**



**ARCADIS**

# Program CBE 3 Brussels 2015

## Agenda

### Wednesday 6<sup>th</sup> of May

9h00-9h30	Welcome and objectives
9h30-10h30	Short list measures and operational actions
10h30-10h45	Coffee break
10h45-11h30	Effectiveness and scoring
11h30-12h00	Cost Effectiveness Analysis (CEA) – reg. approach
12h00-12h30	CEA – best practices
12h30-13h30	Lunch
13h30-14h30	CEA approach + assumptions
14h30-14h45	Coffee break
14h45-17h00	CEA – practical session

### Thursday 7<sup>th</sup> of May

9h00-10h00	Outcomes of the day before
10h00-10h30	Cost-Benefit Analysis (CBA) - approach
10h30-10h45	Coffee break
10h45-12h30	Practical sessions - benefits
12h30-13h30	Lunch
13h30-14h00	CEA/CBA further planning
14h00-14h30	Template fact sheets – discussion and agreement
14h00-14h45	Coffee break
14h45-15h30	Needs and inputs in workplan
15h30-16h30	CEA/CBA continued

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# Objectives of the workshop

## *Inception report*

CBE 1: 24-25 Febr. 2015  
(Constanta)

## *Interim Report begin March*

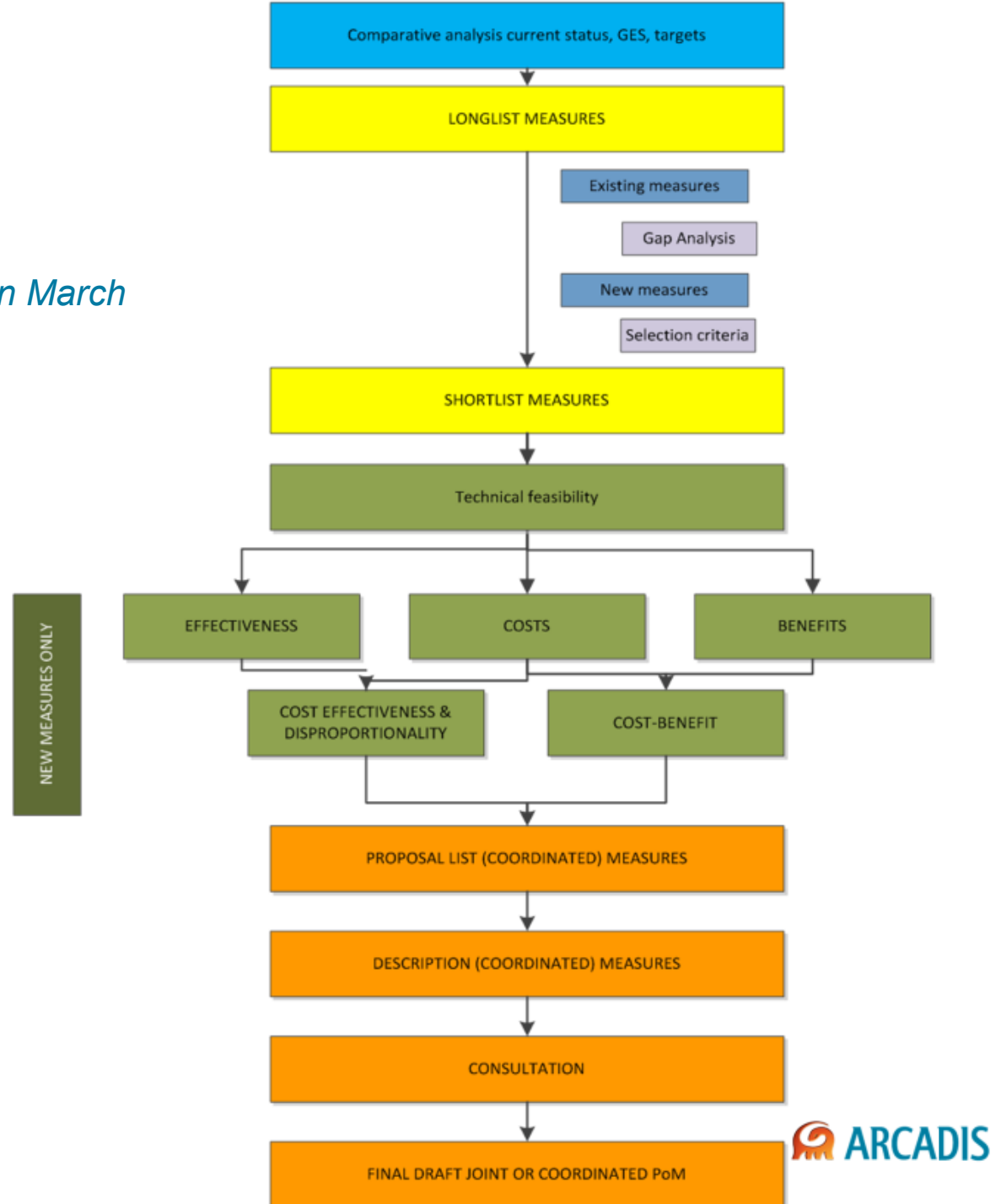
CBE 2: 25-26 March 2015  
(Varna)

CBE 3, 4 & 5: 6-7 May  
2015  
(Brussels)

CBE 6 & 7: 16-18 June  
2015 (Constanta)

CBE 8: 8-9 Sept.2015  
(Varna)

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# CBE 3-4-5 (Brussels)

- Short list of measures and operational actions
  - *Is the short list of common/coordinated new measures complete ?*
  - *Is there a common understanding of the meaning of the measures ?*
  - *Are the operational actions complete and accurate enough ?*
- Effectiveness and scoring
  - *Calculation of effectiveness: agreement on effectiveness*
- Cost Effectiveness Analysis (CEA)
  - Regional approach, best practices, methodology, assumptions, practical session
- Cost Benefit Analysis (CBA)
  - Approach, practical session
- Template measure fact sheet
  - Presentation, discussion

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- Table CBE 1 (long list), Table CBE 2 (Short list) + comments/additions Dan Vasiliu/Violin Raykov

*Q2: Is there a common understanding of the meaning of the measures ?*

*Q4: Linking the measures to targets to benefits: is it clear how the measure will contribute to the target and which benefits can be derived from the measure ?*

## Imagine the result

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# Overall Effectiveness (1) – potential to reach target

- **Potential to reach target (value 1-5)**
  - ✓ Potential reduction of pressure as result of the measure (value 1-5)
    - ✓ Relative importance of driver/source/activity (size/intensity)
    - ✓ Relative impact of driver/source/activity (per unit of activity) to reduce pressure
    - ✓ Expected effectiveness of measure (e.g. prohibition vs awareness raising)
  - ✓ Geographical dimension of effect (local vs total area)
    - ✓ Local vs subregional vs wider scale

Detailed selection (only for preselected measures) (1): Overall effectiveness (1-5)										
Relative importance of driver/source/activity (size/intensity)		Relative importance (effect) of driver/source/activity (per unit of activity) to reduce pressure		Expected effectiveness of type of measure		Importance to reach target - Potential reduction of pressure as result of the measure (value 1-5)		Geographical dimension of the effect. 1 (local) to 5 (whole area)		Overall effectiveness
1-5		1-5		1-5		Mean	Round	1-5		1-5 (integrating Column N-O)
recreational trammel nets fisheries (150 ind; low)	1	Medium (~by-catch)	3	High (Prohibition)	5	3	3 or 2?	GS: ± 15 km² (of Belgian part North Sea)	1	to be decided



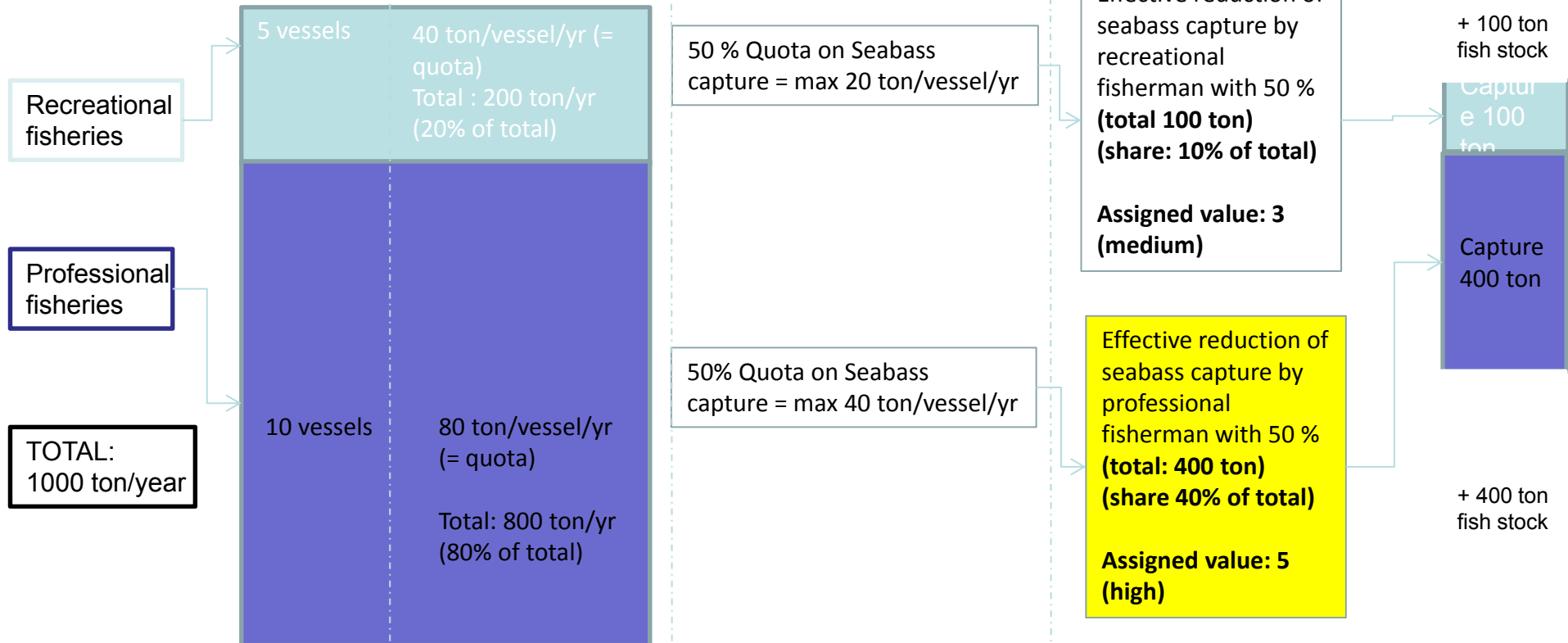
# Schematic representation Overall Effectiveness – Importance to reach target

Potential reduction of pressure (e.g. fish stock, sea bottom) as result of one measure on 2 drivers (Example: 50% Reduction of Seabass capture (quota))

**Driver, Source, Activity:** Seabass fisheries  
**Pressure/effect:** Reduction fish stock

**Measure:**  
50% Reduction of Seabass capture (quota)

**Potential reduction of pressure:**



**Relative importance driver (size):**

Recreational: low (1)  
Professional: high (5)  
Imagine the result

**Relative importance driver on pressure (effect / unit per activity):**  
Recreational: medium  
Professional: high (5)

**Expected effectiveness measure (~ type)**

Legal measure (prohibition)  
(expected to result in effective reduction of 50% as legally binding) (high = 5)

**Potential reduction of pressure**

Recreational: medium (3)  
Professional: high (5)

# Schematic representation Overall Effectiveness – Importance to reach target

Potential reduction of pressure (e.g. fish stock) as result of two measure on 1 driver  
(M1: 50% Reduction of Seabass capture (quota) vs M2: Awareness actions)

**Driver, Source, Activity: Pressure/effect :**  
**Seabass fisheries Reduction fish stock**

5 vessels	40 ton/vessel/yr (= quota) Total : 200 ton/yr (20% of total catch)
10 vessels	80 ton/vessel/yr (= quota) Total: 800 ton/yr (80% of total)

Recreational fisheries

TOTAL:  
1000 ton/year

**Relative importance driver (size):**

Recreational: low (1)

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**Relative importance driver on pressure (effect / unit per activity):**  
Recreational: medium (3)

**Measure 1:**  
**M1 50% Reduction of Seabass capture (quota)**

50 % Quota on Seabass capture = (max 20 ton)

**Measure 2:**  
**M2 Increased awareness on negative effect of decrease Seabass fish stock for future fishing potential**

Training, education of fishermen

**Expected effectiveness measure ( ~ type)**

Legal measure (prohibition) (5)

Awareness measure (1)

**Potential reduction of pressure:**

Effective reduction of seabass capture by recreational fisherman with 50 % **(total 100 ton) , (share: 10 % of total)**

**Assigned value: 3 (medium)**

Effective reduction of total seabass capture by recreational fisherman with max. 10 % **(total: 180 ton), overall effect red 10 %**

**Assigned value: 1 (low)**

**Potential reduction of pressure**

Legal: medium (3)

Awareness: low (1)

20 (M2) to 100 (M1) ton fish stock

Capture 100 (M1) to 180 ton (M2)

Capture 800 ton

# Overall Effectiveness (2)

- ✓ Scoring expected effectiveness of measures
  - ✓ 5 Legislative measures: Prohibition
  - ✓ 5 Technical measures: Implementation
  - ✓ 3 Legislative/ Management: Enhancing control & enforcement
  - ✓ 3 Economic/Technical: Stimulating alternative techniques (economic incentives)
  - ✓ 3 Spatial & temporal distribution controls: to influence where or when an activity is allowed or not
  - ✓ 1/3 Management coordination (depending on credibility, complexity)
  - ✓ 1 Communication/ education / awareness
  - ✓ 1 Monitoring/ research: Feasibility studies, Monitoring
- ✓ Scoring: Relative importance of driver/source/activity (size/intensity) \* 2
- ✓ **Sum** of criteria

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# Overall Effectiveness (4)

**Sum of criteria**

= Relative importance of driver/source/activity (size/intensity)

+ Relative impact of driver/source/activity (per unit of activity) to reduce pressure

+ Expected effectiveness of measure (e.g. prohibition vs awareness raising)

\* Geographical scope

# Calculation

**Importance to reach target (rounded, 1-5) =**

*Relative importance of driver/source/activity (size/intensity)*

+

*Relative importance of driver/source to reduce pressure*

+

*Expected effectiveness of type of measure*

**Overall effectiveness (rounded, 1-5) =**

*Importance to reach target (x 2 ?)*

+

*Geographical dimension of the effect*

See excell sheet MED +BS

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# Background info

The following slides are included as reference.

# Terminology (1)

- **A joint measure** is a common action (in time, in place) taken by BG and/or RO (e.g. the implementation of a transboundary marine spatial plan, joint monitoring surveys).
- **Coordinated measures** are measures addressing transboundary pressures and impacts, implemented separately in BG and/or RO, but which are fine-tuned with respect to methodology and/or procedures (e.g. harmonization of Environmental Impact Assessment procedures).

# Terminology (2)

- **Existing measures (Art 13.1 & 13.2) are:**
  - Category 1.a: Measures relevant for the maintenance and achievement of GES under the MSFD, that have been adopted under other policies and implemented;
  - Category 1.b: Measures relevant for the maintenance and achievement of GES under the MSFD that have been adopted under other policies but that have not yet been implemented or fully implemented;
- **New measures (Art 13.3) are:**
  - Category 2.a: Additional measures to maintain and achieve GES which build on existing implementation processes regarding other EU legislation and international agreements but go beyond what is already required under these;
  - Category 2.b: Additional measures to maintain and achieve GES which do not build on existing EU legislation or international agreements.



# Outcomes CBE 1 = Longlist

Descriptor	GES	Pressure (P: primary; S: secondary)	Importance pressure	related environmental targets	Long-list measures (outcome of CBE1)	Valid for By/Ro/both
D 1.2.4 - Fish/shellfish					Promotion and stimulation (including financial) of environmental friendly collection - diving traps of Rapana/shellfish	both
D 1.4 - Fish/shellfish					Precise the spatio-temporal bans and closures for fish species (not commercial)	both
D 1.4 - Marine Mammals				common target on indicator: 1.1.1 Target - Preserve the existing distribution range of the three species of marine mammals by implementing appropriate	joint monitoring of marine mammals by using common sea survey methods, including the "European Seabirds at Sea" (Tasker et al., 1984) distance method close to the border between BGS&RO and methodology followed by ACCOBAMS	both
D 1.4 - Seabirds		P	driving forces (tourism, recreational sports, urbanization); pressures (fishery - fishing bycatch, illegal hunting, oil spills, coastal urbanization, coastal		coordinated annual campaigns for observation of habitat and status of population of non-breeding seabird species Yelkouan Shearwater (Puffinus yelkouan) by using common sea survey methods including the "European Seabirds at Sea" (Tasker et al., 1984) distance method close to the border between BGS&RO	both
D 1.4 - Seabirds			driving forces (tourism, recreational sports, urbanization); pressures (fishery - fishing bycatch, illegal hunting,		Amendment of national legislation (BS or RO and RO) related to requirements for coordination of investment intentions that might effect the marine environment according to the defined eleven Descriptors under MSPD 2009/59/EO	both
D 1.4 - Seabirds			bycatch, illegal hunting,		researches for determination of rest and feeding areas of non-breeding seabird species Yelkouan Shearwater (Puffinus yelkouan) in coastal, territorial waters and EEZ of BS countries	both
D 1.4.6 Seabed habitats					Creating a coherent and representative networks of marine protected areas	both
D 1.4.6 Seabed habitats					Develop an inventory, classification and a mapping system for BS habitats (GIS maps and list of BS threatened habitats)	both
D 1.4.6 Seabed habitats					update of developed GIS maps and list of BS threatened habitats every 5 years and national and regional levels	both
D2- Non-indigenous species		P	introduction of invasive non-indigenous species into the Black sea		Ratification of the BWM Convention by the BS countries	both
D2- Non-indigenous species		P	introduction of invasive non-indigenous species into the Black sea environment by ship ballast waters discharges		Exchange of ballast waters only into the Black sea related to implementation of the restrictions to the special areas	both
D2- Non-indigenous species		P	introduction of invasive non-indigenous species into the Black sea environment by ship		Control on implementation of a Ballast Water Management Plan and Ballast Water Record Book by the vessels (question on terms of implementation??)	both
D2- Non-indigenous species		P	introduction of invasive non-indigenous species into the Black sea environment by ship ballast waters discharges		Control on implementation of ballast water management system (BWMS) by the vessels to perform the standard for numbers of organisms required per unit of volume (number/m3) by using the Guidelines for approval of ballast water management systems	both
D1.2- Non-indigenous species to be consolidated		P	introduction of invasive non-indigenous species into the Black sea environment by ship ballast waters discharges		Update of Regional Black sea Red Data Book based on the National Red Data Book (regional and national checklists for Black sea phytoplankton, zooplankton, macrophytobenthos, macrozoobenthos and fish species) every 5 years	both
D3- Commercial fish-stocks		P	significant quantities of bycatch and discard of other fish species, such as whiting during the commercial sprat fishing		Amendment of the existing legislation regarding control activities and data collection on the catch and landings at fishing portlandings spots and observation on board at-sea observers to quantify the amount of bycatch and discarding (za prediznane!!)	both



➡ 76 potential common measures

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➡ 76 potential common measures

# Pre-selection

- ≠ research ➡ XX
- ≠ monitoring as such ➡ XX

Total = XX common measures (existing & new)

- Still gaps ?

**TIME FOR DISCUSSION & VALIDATION**  
(handouts table)

Rem: Only new & common measures cost-benefit !

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# Shortlist PoM

# CBE 2 = short listing

- **Multi-criteria analysis: an approximation, no exact science** (~limited timing + based on expert judgement, semi-quantitative scaling)
- Initial selection: **MSFD relevance criteria** (Y/N)
- Detailed selection including effectiveness & other relevant criteria
  - ✓ According to PoM: **CE only on new measures, but initial EF used here as a help to shortlist measures (incl. existing ones)**
  - ✓ **Overall Effectiveness** (scale 1-5)
  - ✓ **Overall Acceptance** (scale 1-5)

# Initial selection: MSFD relevance criteria

- **MSFD relevance criteria (Y/N)**
  - ✓ Related to common targets
  - ✓ Priority pressure
  - ✓ Affected sector by measure
  - ✓ Link MPA
  - ✓ Link relevant EC directives

Initial selection: MSFD relevance criteria (Y/N)									
Nr	Description measure	Reference to plans, legislation, others.	Related env (common) target(s)	Priority pressure	Affected sector(s) (Driver)	Link MPA	Link EcAP or other EC Directives	Existing or new	Preselection for detailed analysis
			Y/N	Y/N	which?	Y/N	Y/N	E/N	Y/N
1	Prohibition recreational trammel net fisheries to reduce by-catch		Y	Y	Recreational fisheries	N	?	?	Y

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# Overall Effectiveness (1) – potential to reach target

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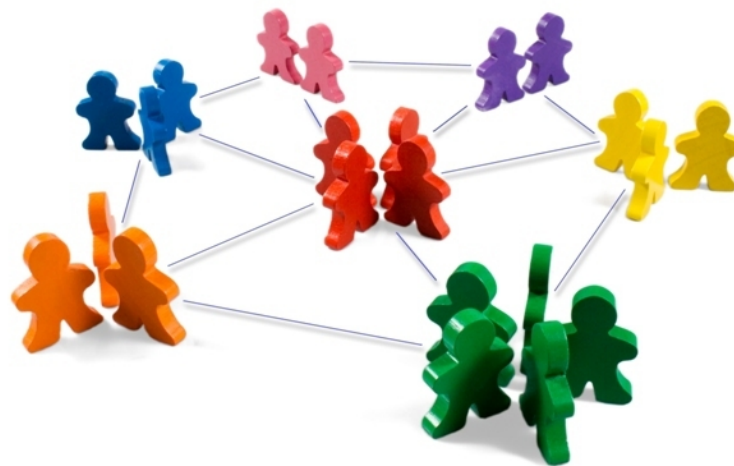
# Overall Acceptance (1)

➤ **Overall Acceptance (based on other selection criteria) (scale 1-5)**

- ✓ Sensitivity of target area
- ✓ Stakeholder acceptance
- ✓ Multiple benefits for other directives
- ✓ Operational feasibility
- ✓ Others?

Detailed selection (only for preselected measures) (2): Additional selection criteria (1-5)						
<i>Sensitivity of target area</i>	<i>Stakeholder acceptance</i>	<i>Multiple benefits for other directives</i>	<i>Operational feasibility (capacity, material) of coordinated measure (excl. of legal framework, financial)</i>	<i>Others?</i>	<i>Overall acceptance</i>	<i>Selected for shortlist</i>
1-5	1-5	1-5	1-5		1-5 (integrating Column Q-U)	Y/N (based on column P & V)
3	3	3	5		to be decided	Y

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## **Initial steps CBE/CBA (Brussels, 6-7 May 2015)**

# Technical feasibility

➤ **ONLY for NEW measures**


- ✓ (5) Frequently applied, Best Available Technologies (BAT)
- ✓ (4) Frequently applied; extensive experience / evidence of good practice
- ✓ (2) Applied; limited experience / uncertainties
- ✓ (1) New development



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# Cost-effectiveness & benefits

- **ONLY for NEW measures**
- **Cost Effectiveness**
  - ✓ Effectiveness (see earlier)
  - ✓ Cost

Costs					Cost-effectiveness score (CE)	
Individual Costs				Total annual costs		
Investment Costs	Operational Costs	Maintenance costs	Costs for monitoring / inspection	Amount	Cost score	
switch over to other type of recreational fisheries: € XXX			Control: € XXX		3	2
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# Cost-effectiveness & benefits

## ✓ Cost estimate

- ✓ Basis: use of cost ranges (to be determined)
- ✓ Illustrative example (to be decided on regional scale)
  - (5) € < 10,000 (low cost)
  - (4) € 10,000 – 50,000
  - (3) € 50,000 – 200,000
  - (2) € 200,000 – 1 Million
  - (1) € > 1 Million (High cost)

## ✓ Cost-effectiveness

		Effectiveness				
		5	4	3	2	1
Cost	1	3	3	2	1	1
	2	3	3	3	2	1
	3	4	4	3	2	2
	4	5	4	3	3	3
	5	5	5	4	3	3

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# **PART II:**

## **Practicalities, further Planning**

# CBE planning

Item	Task	Month										Location	Date
		1 JAN	2 FEB	3 MRT	4 APR	5 MAY	6 JUN	7 JUL	8 AUG	9 SEPT	10 OCT		
Official start project (01/01/2015)													
Template fact sheet PoM	1.1												
Overview tables comparative analysis (Article 8, 9, 10 and 11)	1.1												
Long list of measures	1.1												
Operational public MSFD web page for BG & RO	1.4												
Shortlist of proposed candidates for joint or coordinated POM	1.1												
Draft document PoM implementation needs	1.3												
Factsheets for proposed joint or coordinated measures	1.1												
Final document PoM implementation needs	1.3												
Draft joint or coordinated PoM (in English)	1.1												
Draft joint or coordinated PoM (Translation BG & RO)	1.1												
Public consultation PoM (outside scope project)													
(timing to be discussed)													
Final draft joint or coordinated PoM (after public consultation)	1.1												
(timing to be discussed)													
CBE's													
Finalised document planning events	2												
CBE 1: Brainstorm long list / gap analysis	2											24-25/02/2015	Constanta (RO)
CBE 2: Brainstorm short list / selection criteria / description measures	2											31/3-1/4/2015	Varna (BG)
CBE 3: Financial assessment and potential funding opportunities to address needs	2											6-7/05/2015	Brussels (BE)
CBE 4: Cost-effectiveness analysis POM (to be further defined)	2											6-7/05/2015	Brussels (BE)
CBE 5: Review and prioritization PoM implementation needs BG & RO												6-7/05/2015	Brussels (BE)
CBE 6: Sectorial consultation PoM	2											16-17/06/2015	Constanta (RO)
CBE 7: Drafting work plan PoM	2											16-17/06/2015	Constanta (RO)
CBE 8: Finalisation work plan & roof report	2											8-9/09/2015	Varna (BG)
MEETINGS													
Kick-off meeting (SGM1)		1 M										15/01/2015	Brussels (BE)
Steering Group meeting (SGM 2)												5/05/2015	Brussels (BE)
Final Steering group meetings (SGM3)										9 M		14/10/2015	Brussels (BE)
REPORTING													
Draft inception report		2 wk										6/01/2015	
Final inception report			5 wk									27/01/2015	
Draft interim report			2 M									24/03/2015	
Interim report				3 M								31/03/2015	
Progress report												1/05/2015	
Draft final report										9 M		30/09/2015	
Final report											10 M	30/10/2015	

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# Reimbursement issues



Please mention the name of the **bank account holder!** (if the name on the invoice is not the same as the name on the bank account number, the hotel sends the money back to us minus extra costs!)

Only if the name your mentioned on the invoice has a VAT-number. If not: please put 'not applicable'

Name:	[fill in]	Company VAT [fill in]
Street + nr:	[fill in]	
City:	[fill in]	
Country:	[fill in]	
Bank account nr. (IBAN)	[fill in]	
BIC code	[fill in]	

IBAN number + BIC number from the person mentioned above.  
Same bank account number as below!

Name:	[fill in]	Company VAT [fill in]
Street + nr:	[fill in]	
City:	[fill in]	
Country:	[fill in]	
Bank account nr. (IBAN)	[fill in]	
BIC code	[fill in]	

ARCADIS Belgium NV  
Posthofbrug 12  
2600 Berchem  
VAT: BE0426.682.709

**Draft to be sent to:** Annemie Volckaert [a.volckaert@arcadisbelgium.be](mailto:a.volckaert@arcadisbelgium.be)  
Wouter Rommens [w.rommens@arcadisbelgium.be](mailto:w.rommens@arcadisbelgium.be)  
Inge Claeys [i.claeys@arcadisbelgium.be](mailto:i.claeys@arcadisbelgium.be)

**Final (in pdf + signed) to be sent to (after approval of draft by Arcadis):** Annemie Volckaert [a.volckaert@arcadisbelgium.be](mailto:a.volckaert@arcadisbelgium.be)  
Wouter Rommens [w.rommens@arcadisbelgium.be](mailto:w.rommens@arcadisbelgium.be)  
Inge Claeys [i.claeys@arcadisbelgium.be](mailto:i.claeys@arcadisbelgium.be)

**Project XXX Implementation MSFD in Mediterranean member states – EC (phase II)**

Description : reimbursement of travel, accommodation and daily subsistence allowance for participation of  
(Fill in: CAM XX – Date CAM event + location)

Dates:	(Fill in)	Price	Scan #
Travel cost	Airline company, from .....to.....(Fill in)	...	...
	Airport transport, from .....to.....(Fill in)	...	...
Daily Subsistence Allowance		...	...
(flat-rate payment)	# nights :	92 euro (rate Belgium)*	
	# nights :	(rate Croatia to be provided)*	
	# nights :	93 euro (rate Cyprus)*	
	# nights :	95 euro (rate France)*	
	# nights :	82 euro (rate Greece)*	
	# nights :	95 euro (rate Italy)*	
	# nights :	90 euro (rate Malta)*	
	# nights :	70 euro (rate Slovenia)*	
	# nights :	87 euro (rate Spain)*	
	# nights :		
Hotel cost		(real costs up to hotel ceiling)	
	# nights :		
(or 'Not Applicable' in case paid by ARCADIS)		(or 'Not Applicable' in case paid by ARCADIS)	
140 euro (rate Belgium)*, 145 euro (rate Cyprus)*, 150 euro (rate France)*, 140 euro (rate Greece)*, 135 euro (rate Italy)*, 115 euro (rate Malta)*, 110 euro (rate Slovenia)*, 125 euro (rate Spain)*			
To be paid on bank account n° ..... within 3 weeks			
TOTAL INVOICE:		... euro	SIGNED
			XXXXX

Imagine the result

Same bank account number as above!

To be paid on bank account n° ..... within 3 weeks	
TOTAL INVOICE:	... euro
	SIGNED XXXXX

Name:	[fill in]	Company VAT [fill in]
Street + nr:	[fill in]	
City:	[fill in]	
Country:	[fill in]	
Bank account nr. (IBAN)	[fill in]	
BIC code	[fill in]	
ARCADIS Belgium NV Posthofbrug 12 2600 Berchem VAT: BE0426.682.709		
Draft to be sent to:	Annemie Volckaert Wouter Rommens Inge Claeys	<a href="mailto:a.volckaert@arcadisbelgium.be">a.volckaert@arcadisbelgium.be</a> <a href="mailto:w.rommens@arcadisbelgium.be">w.rommens@arcadisbelgium.be</a> <a href="mailto:i.claeys@arcadisbelgium.be">i.claeys@arcadisbelgium.be</a>
Final (in pdf + signed) to be sent to (after approval of draft by Arcadis):	Annemie Volckaert Wouter Rommens Inge Claeys	<a href="mailto:a.volckaert@arcadisbelgium.be">a.volckaert@arcadisbelgium.be</a> <a href="mailto:w.rommens@arcadisbelgium.be">w.rommens@arcadisbelgium.be</a> <a href="mailto:i.claeys@arcadisbelgium.be">i.claeys@arcadisbelgium.be</a>
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Daily Subsistence Allowance		... ..
(flat-rate payment)	# nights : 92 euro (rate Belgium)* # nights : (rate Croatia to be provided)* # nights : 93 euro (rate Cyprus)* # nights : 95 euro (rate France)* # nights : 82 euro (rate Greece)* # nights : 95 euro (rate Italy)* # nights : 90 euro (rate Malta)* # nights : 70 euro (rate Slovenia)* # nights : 87 euro (rate Spain)*	
*Please use the rate of the country in which the meeting takes place		
* fill in the # of nights, the price & delete the non-relevant rows		
Hotel cost	(real costs up to hotel ceiling)	... ..
(or 'Not Applicable' in case paid by ARCADIS)		
140 euro (rate Belgium)*, 145 euro (rate Cyprus)*, 150 euro (rate France)*, 140 euro (rate Greece)*, 135 euro (rate Italy)*, 115 euro (rate Malta)*, 110 euro (rate Slovenia)*, 110 euro (rate Spain)*		
To be paid on bank account n° ..... within 3 weeks		
TOTAL INVOICE:	... euro	
	SIGNED XXXXX	

Imagine the result

## Reimbursement notes

3 weeks to reimburse (starts when we received the correct, signed pdf + all the documents to proof the expenses)

Reimbursement template send to:

[i.claeys@arcadisbelgium.Be](mailto:i.claeys@arcadisbelgium.Be),

[w.rommens@arcadisbelgium.Be](mailto:w.rommens@arcadisbelgium.Be) and

[a.Volckaert@arcadisbelgium.be](mailto:a.Volckaert@arcadisbelgium.be)

Imagine the result

