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## **THE ROLE OF THE TEAM FOR SUCCESSFUL PROJECT MANAGEMENT IN WATER SECTOR**

Project management is a manager responsible activity related to the correct and accurate planning of resources, their targeting and absorption at each stage of the project according to the planned activities, control and correction of possible deviations to achieve optimal final project objectives and results.

Penchev (1998) considers that the team of experts, which is formed by the project manager has a key role in the implementation of the project. A similar position is shared by Buttrick (2010). The author emphasizes the importance of managerial skills and the creation of effective team in project management. Heagney (2011) also shares the opinion that team work is an important factor for project success and special attention should be paid to the functions of project manager as a leader.

Project management focuses on: 1) applying individual techniques and skills 2) specialization of managers. According to Wilson (2012) project management should use instruments and techniques to increase team efficiency and minimize the resource use. Kendrick (2010) considers that the key factors for successful project management are good organization of the project manager, effective leadership and delegation of authority. Effective project management depends on abilities, managerial skills and broad knowledge as well. Campbell (2009) shares a similar opinion and he emphasis on the manager's individual abilities. The author considers that on first place for the successful project management is the communication between the project team and the management of the communicational processes.

The projects in water sector require considerable time and highly qualified team of specialists and the integration of sustainability in their management, which affects the organization and management of the project team. The social aspects of sustainability, such as equal opportunities and personal development can be incorporated into project management practices. The need to create a multidisciplinary team for management of water projects provides the opportunity to find solutions that are sustainable from an economical, ecological and social aspect (Tayler , Goldstein , 2010).

The analyzes in the paper is a part of the results of scientific project (Stoyanova, Z. et al, 2015). In the period July-September 2016 was conducted a survey. For the purpose of the project were organized structured interviews with experts from municipalities and Basin directorates in Bulgaria. The respondents are beneficiaries of projects under of the OPE 2007-2013, axis Water. The aim of the paper is to evaluate the role of the team for project management and on this basis to make recommendations for improvement the management of water projects.

Table 1 presents respondents' assessments of the importance of project team for achieving successful project management in the water sector according to studied factors.

Respondents consider that “Coordination and communication in the team” is one of the most important factors for successful project management in water sector. 90% of them defined the factor as definitely important. Of particular importance are the factors as “Awareness” - 70%, “Management of the team” - 65%, “Communication with stakeholders” - 60%. A minor part of the respondents (5%) shared a view that “Team management” is a factor that is not important at all. Regarding the factor “Leadership”, respondents' opinions are diverse, ranging from rather non-important (30%) to rather important (25% of the experts).

*Table 1*

**Evaluation of the importance of factors related to the project team  
for achieving successful project management**

Factor	Important	Rather unimportant	No opinion	Rather important	Definitely important
Coordination and communication	0%	0%	5%	5%	90%
Leadership	0%	30%	10%	25%	35%
Awareness	0%	0%	5%	25%	70%
Team management	5%	0%	5%	25%	65%
Stakeholder communication	0%	0%	5%	35%	60%

*Source: own survey*

The assessment of the difficulties related to team management are different for the studied activities (Table 2). “Creation of project team” is not a factor that constrains a large part of the beneficiaries. Respondents shared a view they have common minor difficulties with “Team coordination”. Between 20% and 35% of the beneficiaries consider they didn’t have any difficulties with activities as “Creation of project team”, “Organization and management of project”, “Providing experts for project activities”, “Team coordination”. Respondents consider that they have usual minor difficulties with activities “Team coordination” - 47%, “Providing experts for the project activities” -45%, “Creation of project team” -40%. 10% of the respondents had significant difficulties that affect the quality of the activity because of the factor “Creation of a project team”.

*Table 2*

**Assessment of difficulties related to team management, %**

Project activities	1	2	3	4	5
Creation of project team	35%	40%	15%	10%	0%
Organization and project management	30%	35%	30%	5%	0%
Providing experts for the project activities	20%	45%	25%	10%	0%
Team coordination	32%	47%	16%	5%	0%

*Legend: 1-No difficulties; 2-Usual minor difficulties;3- Some difficulties, that did not affect the quality of the activity; 4-Significant difficulties that affected the quality of the activities 5- Difficulties that lead to unsuccessful results of the activities.*

*Source: own survey*

The factors “Coordination and team communication”, “Awareness” and “Project management” are the most important for the successful project management in water sector. Some of the difficulties related to a project team could be overcome as the functions of each of the team members be defined and identified the processes that require external assistance. The project team should become familiar with the established rules, instructions and

procedures. Schemes could be drawn up for verification of funds, preparing the request for funds, conducting on-site checks, etc. Improving the management of water projects could be achieved by increasing awareness within the project team and creating a culture of thinking about the environment and people. The project management process in the water sector will be positively influenced by the participation of the project team in trainings for improvement the project management skills during the application and implementation phase of water projects. Specific programs could be encouraged and undertaken that will support beneficiaries to increase their qualifications on cost-benefit analysis, legislation in the water sector, implementation of the Public Procurement Act, preparation of infrastructure projects for application for grants.

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## MODERNIZATION OF AGRICULTURAL HOLDINGS IN BULGARIA

The Bulgarian agrarian sector and its development are of great importance for the country. Through technical and technological upgrading, it can lead to increased labor productivity in the agrarian sector, its efficiency and the competitiveness of farms. Analyzes of the number and age of registered machines (over 90% of the machines are over 10 years old) and of the building fund show the necessity of investments for their renovation and modernization. Data from recent years indicate a renewed trend for machine-tractor fleet renewal and an increase in the percentage of new tractors, combine harvesters and other types of machinery. The necessity of modernization of the agricultural holdings in order to