

**PHARE BG2004/016-711.11.02. Phase 1 /**  
**Year 2004**

***Support for preparing good quality strategic documents,  
promotion of partnership and cooperation  
and assistance for project development  
capacity***

**Colm McClements  
Project Pipeline Manager**

**October 31, 2007  
Sofia**

# Our Target

- Terms of Reference stipulate that the Contractor must identify a project pipeline of at least 200 projects that could be taken forward by the successor Phase 2 projects.
- We have met this objective through following results:



# 4- Stage Methodology

- Stage 1: Conceptualisation
- Stage 2: Design
- Stage 3: Elaboration
- Stage 4: Finalisation
- At any stage a project is somewhere on this “path”. Our interpretation is:
- A project that is advanced in design no longer involves any major internal obstacles that could adversely affect its development: therefore it is justifiable to afford it more intensive TA – relating to inter alia, technical design, economic and financial testing, full and detailed elaboration of all activities, costs, budget etc



# Results of Mapping

- Around 1500 projects registered and assessed
- 619 (624 Mio EUR) considered relevant, feasible and ready in 18 months
- 460 (of 619) considered relevant, feasible and ready in 12 months, submitted to MRDPW
- List of Projects – after amendment by MRDPW - 408 projects (around 90 added by MRDPW, around 140 eliminated/merged)
- Of 408, 327 judged appropriate for modular assistance
- Of 327 offered assistance, 297 projects (and 341 promoters accepted assistance)



# Pipeline as of 31 October 2007

## Third wave:

Need to refill pipeline further: one option, taking account of need for “equity” is to focus this on all municipalities with no project at all in pipeline and to develop their “best” idea and bring to completion

## Second wave:

398 projects assessed as relevant, feasible and ready – as of March 2007 – but never worked on.  
Recommended Action: TA Contractor contact promoters directly to assess situation, enroll as appropriate to bring through all 4 stages. 44 projects assisted but not yet fully viable as idea.

## First wave:

Projects advanced and assessed as ready for direct TA to complete elaboration and to be finished within 5-8 months



# Table 1 Summary

<b>Project mapping</b>	
Project ideas (templates) received	1500
Projects assessed as relevant, feasible and potentially ready within 18 months	619
Projects assessed as relevant, feasible and potentially ready within 12 months	460
<b>Modular assistance</b>	
Projects proposed for assistance	327
Projects accepting assistance	297
Average rating of assistance (by participants)	4,88
Live projects, number	245
Live projects, budget (updated) , EUR	241 Mio
Average score of life projects	2,82
Projects assessed 2,50+, number	201
Projects assessed 2,50+, budget (updated) , EUR	178 Mio
Projects assessed 3+, number	106
Projects assessed 3+, budget (updated) , EUR	108 Mio
Projects assessed 3,25+, number	67
Projects assessed 3,25+, budget (updated) , EUR	53 Mio
Dead projects, number	82
Dead projects, budget (initial), EUR	54 Mio
<b>Number of projects recommended for Phase 2 TA</b>	<b>201</b>
<b>Budget of projects recommended for Phase 2 TA, EUR</b>	<b>178 Mio</b>



# Method of Project Mapping

- Design and dissemination of project template to potential project applicants up to December 2006
- Support to potential applicants to fill out templates
- Assessment of all templates received
- Involvement of ministerial officials in assessment: capacity building and training to enable them carry out this task along with consultants
- Rigorous assessment, quality control



# Modular Assistance Projects:

	Total		Live		Average Score	Recommended for TA (2,50+)		Dead	
	Count	%	Count	%		Count	% of Total	Count	%
<b>Total</b>	<b>327</b>	<b>100%</b>	<b>245</b>	<b>75%</b>	<b>2,82</b>	<b>201</b>	<b>61%</b>	<b>82</b>	<b>25%</b>
<b>Assessed by PM within the project mapping</b>	<b>252</b>	<b>100%</b>	<b>213</b>	<b>85%</b>	<b>2,84</b>	<b>176</b>	<b>70%</b>	<b>39</b>	<b>15%</b>
<b>Included by MRD</b>	<b>71</b>	<b>100%</b>	<b>29</b>	<b>41%</b>	<b>2,7</b>	<b>23</b>	<b>32%</b>	<b>42</b>	<b>59%</b>
<b>New, emerged during the assistance</b>	<b>4</b>	<b>100%</b>	<b>3</b>	<b>75%</b>	<b>2,43</b>	<b>2</b>	<b>50%</b>	<b>1</b>	<b>25%</b>





## Table 2. All projects proposed for assistance - structure by their current status and region

	Total			Live			Dead		
	Count	Row %	Column %	Count	Row %	Column %	Count	Row %	Column %
<b>Total</b>	327	100%	100%	245	75%	100%	82	25%	100%
NW	48	100%	15%	35	73%	14%	13	27%	16%
NC	40	100%	12%	35	88%	14%	5	13%	6%
NE	57	100%	17%	34	60%	14%	23	40%	28%
SE	48	100%	15%	38	79%	16%	10	21%	12%
SC	70	100%	21%	62	89%	25%	8	11%	10%
SW	64	100%	20%	41	64%	17%	23	36%	28%



## Table 3: Number and budget of live projects by operation

	Number	%	Updated Budget '000 EUR	%
Total	245	100%	240 852	100%
1.1 Social Infrastructure	80	33%	102 439	43%
1.2 Housing	0	0%	0	0%
1.3 Economic Activities	0	0%	0	0%
1.4 Physical Environment & Risk Prevention	45	18%	56 705	24%
1.5 Urban Transport	0	0%	0	0%
2.1 Regional & Local Roads	15	6%	35 091	15%
2.2 ICT	0	0%	0	0%
2.3 Energy	0	0%	0	0%
3.1 Tourism Attractions & Infrastructure	41	17%	20 568	9%
3.2 Destinations' Product Development & Marketing	22	9%	6 207	3%
3.3 National Tourism Marketing	0	0%	0	0%
4.1 Small scale Local Investments	42	17%	19 842	8%
4.2 Interregional Co-operation	0	0%	0	0%



# Table 4: Assessment of live projects\*

				Budget of projects (updated), '000 EUR	
		Number of projects			
Average Score	2,82				
Groups by score	below 2	18	7,30%	9 379	5%
	2,00-2,49	26	10,60%	16 401	8%
	2,50-2,74	32	13,10%	18 353	9%
	2,75-2,99	63	25,70%	49 042	24%
	3,00-3,24	39	15,90%	54 798	27%
	3,25-3,99	64	26,10%	50 624	25%
	above 4	3	1,20%	2 231	1%
	Total	245	100,00%	200 827	100%
Summarized	below 2,50	44	18%	25 780	13%
	2,75+	169	69%	156 695	78%
	incl. 3,25+	67	27%	52 855	26%

\* Dead projects are excluded



# Table 5: Projects recommended for immediate Phase 2 TA by operation\*

	Number of projects		Updated Budget '000 EUR	
<b>Total</b>	<b>201</b>	<b>100%</b>	<b>177 960</b>	<b>100%</b>
1.1 Social Infrastructure	65	32%	68 915	39%
1.4 Physical Environment & Risk Prevention	38	19%	41 282	23%
2.1 Regional & Local Roads	14	7%	29 156	16%
3.1 Tourism Attractions & Infrastructure	31	15%	16 699	9%
3.2 Destinations' Product Development & Marketing	18	9%	3 027	2%
4.1 Small scale Local Investments	35	17%	18 882	11%

\* Included are projects with score 2,50+, i.e. projects that are at significantly advanced in the design stage or have completed the design stage (3+)



# Table 6: Projects recommended for immediate Phase 2 TA by regions

	Number of projects		Updated Budget '000 EUR	
Total	<b>201</b>	<b>100%</b>	<b>177 960</b>	<b>100%</b>
NW	35	17%	45 231	25%
NC	16	8%	11 165	6%
NE	34	17%	32 732	18%
SE	28	14%	17 850	10%
SC	54	27%	34 966	20%
SW	34	17%	36 016	20%



# Table 7: Dead projects

	Number of projects		Initial Budget '000 EUR	
<b>Total dead</b>	<b>82</b>	<b>100,00%</b>	<b>54 101</b>	<b>100%</b>
Dead - absent applicant	38	46,30%	21552	40%
Dead - irrelevant, unfeasible, etc.	34	41,50%	27729	51%
Dead - already financed/implemented	3	3,70%	800	1%
Dead - integrated with another project	7	8,50%	4020	7%



# Additionally we have:

- Built project development capacity – 341 persons assisted modular assistance, almost 100% satisfaction rate for all trainings and workshops
- Built capacity of MRDPW officials a) to enroll, screen, review projects and b) to assist projects through information, communication and coaching - almost 100% satisfaction rate for all trainings and workshops
- Developed an original project idea review and assessment methodology and a project development methodology – persons are trained in their application
- Contributed to targeting, concentration, implementation modalities of operations by drawing out lessons of project promoters, their projects and capacity (April 2007)
- Developed a regional assessment on project capacity for all 6 NUTS 2 regions and presented this in one of the regions (SE)



# What we leave to Next Project

- **A pipeline**
- **First wave projects with full final review by our experts and self-assessment by promoters with recommended action for preparation**
- **Second wave to be taken up and advanced**





# Pipeline as of 31 October 2007

## Third wave:

Need to refill pipeline further: one option, taking account of need for “equity” is to focus this on all municipalities with no project at all in pipeline and to develop their “best” idea and bring to completion

## Second wave:

398 projects assessed as relevant, feasible and ready – as of March 2007 – but never worked on.  
Recommended Action: TA Contractor contact promoters directly to assess situation, enroll as appropriate to bring through all 4 stages. 44 projects assisted but not yet fully viable as idea.

## First wave:

Projects advanced and assessed as ready for direct TA to complete elaboration and to be finished within 5-8 months



# Recommendations to Next Project

- **Contractor completes first wave projects in around 6 months**
- **Contractor develops second wave**
- **Contractor opens up a third wave**

**Note: Contractor has many times the resources we had!**



# Thank You!

Thank you for your attention

Thank you to my Bulgaria Team who  
accomplished this work, especially  
Prof. Vasil Marinov

