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

October 31, 2007 Sofia

Project Pipeline Manager

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

X projects

44 projects € 18 million

398 projects

201 projects

€ 175 million

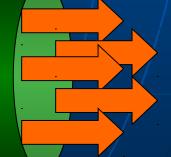






Table 1 Summary

Project mapping	
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
Modular assistance	
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
Number of projects recommended for Phase 2 TA	201
Budget of projects recommended for Phase 2 TA, EUR	178 Mio





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:

	Tot	al	Liv	⁄e		Recommer TA (nded for 2,50+)	Dea	ıd
	Count	%	Count	%	Average Score	Count	% of Total	Count	%
Total	327	100%	245	75%	2,82	201	61%	82	25%
Assessed by PM within the project mapping	252	100%	213	85%	2,84	176	70%	39	15%
Included by MRD	71	100%	29	41%	2,7	23	32%	42	59%
New, emerged during the assistance	4	100%	3	75%	2,43	2	50%	1	25%





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 %
Total	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

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	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	9%)

Table 4: Assessment of live projects*

Average Score		2,82	Number o	f projects		projects ed), '000 UR
	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%
Groups by score	Total		245	100,00%	200 827	100%
	below 2,50		44	18%	25 780	13%
	2,75+		169	69%	156,695	78%
Summarized	incl. 3,25+		67	27%	52 855	26%



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

	Number of projects		Updated Budget '000 EUR	
Total	201	100%	177 960	100%
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				
Iviaireting	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 p	rojects	Updated Budget '000 EUR		
Total	201	100%	177 960	100%	
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

		nber of	Initial Budget '000		
	р	rojects	EUR		
Total dead					
	82	100,00%	54 101	100%	
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 selfassessment by promoters with recommended action for preparation
- Second wave to be taken up and advanced





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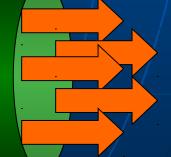
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Recommendations to Next Project

- 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



