



***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***

## **Project Pipeline**

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. Work was undertaken in this area especially by the 6 local experts in each NUTS region, by STE (local) assistance) to support project mapping, review and delivery of modular assistance, under the management of Colm McClements (Pipeline Manager). Over 90% of the inputs were therefore Bulgarian.

We have met this objective through following results :

- First Wave: 201 projects assisted through modular assistance worth , now ready for TA assistance to complete elaboration and finalization stages
- Second Wave: 44 additional projects worth assisted but not yet so advanced. 398 projects (originally part of batch assessed as relevant, feasible and ready within 18 months) never assisted by us. Waiting for TA

Additionally we have:

- built project development capacity – 341 persons assisted modular assistance, almost 100% satisfaction rate for all trainings and workshops
- built capacity of around 45 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 for this group
- developed/perfected 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) – the Team carried out a detailed analysis on potential absorption against priority and operation and proposed very detailed and carefully crafted changes to operations to ensure appropriate demand. This very substantial work is elaborated in the Report<sup>1</sup> delivered to MRDPW on 10<sup>th</sup> April 2007

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Can the OPRD absorb Structural Funds and on what Conditions? An Analysis of Project Demand Relative to Proposed OPRD Operations - Findings, Conclusions and Recommendation for Further Programming and Programme Design and Further Support to Potential Beneficiaries, Malhasian Daniela, Marinov Vasil, McClements Colm, Sofia, 14 April 2007



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- developed a regional analysis (NUTS 2 level) on absorption related to the NUTS 2 Regional Strategies for all 6 NUTS regions and in one region (SE) presented this to the regional development council, where it was greatly appreciated

With respect to the project pipeline the outputs of the comprehensive project mapping exercise led to organization of direct assistance to projects as follows:

- 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)

Results of the entire assessment and project support programme given through “modular assistance” are as follows:

**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	301
Projects assessed 2,50+, budget (updated) , EUR	178 Mio



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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

Key Results of the Modular Support, as of 30 October 2007, are:

<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>

Further details regarding the project pipeline and how it emerged –are set out with full transparency in the tables below:

**Modular Assistance Projects: as of 30 October 2007**

	Total		Live		Average Score	Recommended for TA (2,50+)		Dead	
	Count	%	Count	%		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%	2,70	23	32%	42	59%
New, emerged during the assistance	4	100%	3	75%	2,43	2	50%	1	25%

**All projects proposed for modular 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%



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**Number and budget of live (modular assistance) projects by operation as of 30 October 2007**

	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%

Note: the total absence of projects from certain operations relates to modular assistance only: it was decided not to admit to modular assistance any projects – even if assessed as relevant, feasible and ready – that were blocked through absence of significant clarification required from a national ministry or similar cause. These projects are contained in the “second wave” (see below).

**Assessment of live projects (modular assistance only)\***

		Number of projects		Budget of projects (updated), '000 EUR	
Average Score	2,82				
Groups by score	below 2	18	7,3%	9 379	5%
	2,00-2,49	26	10,6%	16 401	8%
	2,50-2,74	32	13,1%	18 353	9%
	2,75-2,99	63	25,7%	49 042	24%
	3,00-3,24	39	15,9%	54 798	27%
	3,25-3,99	64	26,1%	50 624	25%
	above 4	3	1,2%	2 231	1%
	Total	245	100,0%	200 827	100%
Summarized	below 2,50	44	18%	25 780	13%



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	2,75+	169	69%	156 695	78%
	incl. 3+	106	43%	107 653	54%
	incl. 3,25+	67	27%	52 855	26%

\* Dead projects are excluded

**Projects recommended for immediate Phase 2 TA by operation\* (termed first wave below)**

	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+) (See below)

**Projects recommended for immediate Phase 2 TA by regions**

	Number of projects		Updated Budget '000 EUR	
<b>Total</b>	<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%

**Dead projects –reason for exclusion from pipeline**

	Number of projects		Initial Budget '000 EUR	
<b>Total dead</b>	<b>82</b>	<b>100,0%</b>	<b>54 101</b>	<b>100%</b>
Dead - absent applicant*	38	46,3%	21552	40%



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Dead - irrelevant, unfeasible, etc.	34	41,5%	27729	51%
Dead - already financed/implemented	3	3,7%	800	1%
Dead - integrated with another project	7	8,5%	4020	7%

\* Note: we do not suggest that such projects cannot be, if developed, submitted for OPRD funding. We simply exclude them from our and further pipeline assistance, on the grounds that the promoter shows no motivation to participation in any such (freely given, tax-payer derived) support, and as a matter of principle, we do not give them a second chance. The MRDPW may decide differently later.

**Modular Assistance:**

In June 2007 a modular programme of 2 x 2-day modules was designed to support the 231 projects and their promoters. This was agreed with the MRDPW and undertaken through 19 courses by a team of PDOs and STEs.

As a result of this the following results can be reported:

- 201 projects are now considered to be viable as ideas: this means that according to our methodology, they have completed conceptualisation and design stages and can now be more technically elaborated and finalized.

The cycle of workshops has been extensively evaluated. Almost all participants have filled out written feedback forms for each of the workshops. The professionalism of the facilitators, quality of materials and relevance of the workshops have been extremely highly evaluated with scores as below:

**Module 1:**



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	NWR	NCR	NER	SER	SCR	SWR	Average score	
<b>Professionalism of facilitators/consultants</b>		4.80	4.97	4.96	4.96	5.00	4.96	4.94
<b>Quality of learning materials</b>		4.60	4.82	4.93	4.76	4.77	4.75	4.77
<b>Quality of logistics</b>		4.80	4.76	4.86	4.88	4.75	4.84	4.82
<b>Relevancy of module for the work of participants</b>		4.70	4.71	4.79	4.65	4.82	4.82	4.75
<b>Novelty (of content and of approach)</b>		4.60	4.67	4.74	4.68	4.68	4.59	4.66
<b>Overall evaluation of the module</b>		4.80	4.88	4.88	4.90	4.84	4.96	4.88
<b>Average rating</b>		4.72	4.80	4.86	4.80	4.81	4.82	4.80

**Module 2:** Results of the validation survey by region

	NWR	NCR	NER	SER	SCR	SWR	Average score	
<b>Professionalism of facilitators/consultants</b>		4.93	4.97	4.95	4.93	4.98	4.90	4.94
<b>Quality of learning materials</b>		4.53	4.72	4.83	4.79	4.93	4.68	4.75
<b>Quality of logistics</b>		4.90	4.83	4.87	4.80	4.93	4.96	4.88
<b>Relevancy of module for the work of participants</b>		4.73	4.65	4.81	4.80	4.89	4.71	4.77
<b>Novelty (of content and of approach)</b>		4.53	4.65	4.74	4.82	4.89	4.62	4.71
<b>Overall evaluation of the module</b>		4.87	4.90	4.89	4.86	4.89	4.79	4.87
<b>Overall evaluation of the Modular Assistance Programme</b>		4.87	4.87	4.89	4.86	4.96	4.80	4.88
<b>Average rating</b>		4.77	4.80	4.85	4.84	4.92	4.78	4.83

Comments on both modules are set out in Annex to this section and provide very detailed feedback.

Insert table of modular assistance



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The cycle was based on our 4-stage methodology to project support according to which a project is considered to have advanced to the requirements of successor TA Phare support if:

- Its 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. Statistically this has been set at a scoring of 2.5.

- Stage 1: Conceptualisation
- Stage 2: Design
- Stage 3: Elaboration
- Stage 4: Finalisation

### **Handover to Phase 2**

In addition to advancing the project ideas and ensuring their viability, we have produced a short diagnostic report on the current situation with each project and on the required next steps, including necessary technical assistance in order to complete them. This has been a relatively demanding exercise. We leave for the follow up contractor our own professional assessment of what now should be done and how, and the perception of the application on the current situation with his project and on next steps. In fact in most cases, due to our shared approach, there is little divergence between the two.

This means that the successor contractor does not need to “assess” these projects further. He merely needs to read the documentation, contact the applicants and devise a suitable manner in which to deliver assistance. In our view this work can start almost immediately and should not be deferred until the successor project reaches its own implementation stage. The fact is that the promoters are now extremely enthusiastic and committed and are continuing to work on their projects. They want technical assistance urgently.

### **Conclusions:**





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The Contractor has delivered promised results in this area. Unfortunately it is our view that we could have gone well beyond the ToR requirements: however delays in approving the list clearly led to a loss of time, momentum and expectation among project applicants. Moreover a very large number of the projects proposed by the MRDPW and never assessed by us proved to be neither relevant nor feasible and have not progressed as quickly as others. This lowers the overall result.

With regard to the next steps we identify the following issues and make the following recommendations:

1. The successor project will have a budget in excess of 4MEURO, nearly twice that of the current project. It will focus on one OP only (not 3) and on one key task only – project development. In our view there are more than enough resources to bring rapidly to completion the entire pipeline we have now identified as fully viable.

We recommend that all 201 projects be assisted by the successor contractor immediately on starting his project and that all of them completed by end June 2008 at latest, and many of them much earlier. This, we call, the **“first wave”**. This goes significantly beyond the (in our view somewhat modest) requirements of the ToR.

2. We consider that there will exist ample resources to work on other projects as well. We note that we originally assessed 650 as relevant, feasible and ready within 18 months. No more than around 180 of these were ever assisted directly by us (since in out 231 there existed a number of projects proposed the MRDPW). Therefore there currently exist 432 projects that constitute a **“second wave”** of already assessed projects (44 of them are not so advanced but did receive modular assistance: the remaining 398 never received any direct assistance of any kind.) . This is the logical starting point for the successor contractor to tap into an extended pipeline. Some of them will now no longer be relevant since the OP has changed or applicant has given up. Some may have advanced without our assistance. **Not to use these would be a serious waste of effort and public money!**

We recommend that the successor contractor contact all of the above mentioned promoters to ascertain the situation of their project and whether or not they wish assistance. If they do so wish, we recommend that a modular approach be adopted in order to take them rapidly through the stages of conceptualisation and design. After this they can also be helped in terms of technical design subject to availability of resources.

3. We encountered the difficulty in our work that in the view of the MRDPW our list did not adequately reflect geographical distribution. We recognize that this can be a legitimate concern. However if so it would need to have been specified as a parameter from the outset: the MRDPW never requested this and made no



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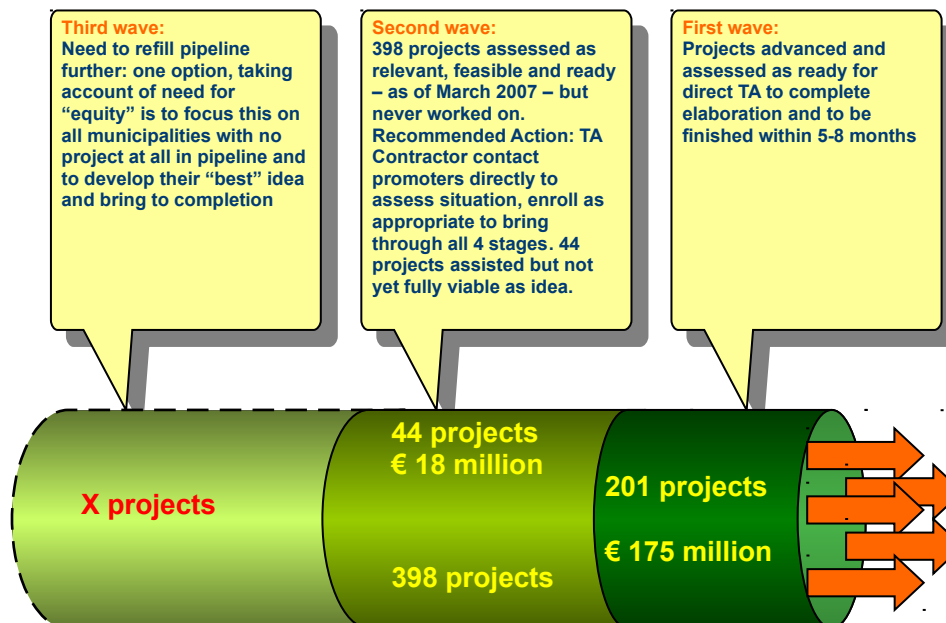
requirement at any stage in this regard. A similar Czech project in 2004 did in fact make such a requirement in its Terms of Reference.

We can envisage that this may still be an issue.

We therefore recommend that if so it can be most simply addressed by offering to all municipalities who have not received any form of project assistance from the other two sources mentioned above, a special assistance – on condition that they a) identify an initial project idea and b) agree to attend a modular programme whose objective is to work up their projects. This may be seen as a “catch up “ class, assisted in order to ensure that all municipalities can have a realistic chance of benefiting from the ROP. In our view municipalities should be admitted to this irrespective of the quality of their project idea (hence no prior assessment) but it is important that they do indicate their seriousness by defining a project idea and by registering for the assistance. In our view the resources of the successor project are ample to allow for this work as well.

In this manner, on the basis of our work, it is possible for the successor project to :

- Bring 201 projects to completion and submission before end June 2008 at latest
- To bring at least 50% of the 400 identified to a stage of project idea viability ie around end of Stage 2 and at a further 100 well into Stages 3, 4 of further by end October 2008
- To develop a number of other project ideas from weaker municipalities (a new “**third wave**”).





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It is obviously necessary for the MRDPW to use Priority 5 of the OPRD to ensure on-going support in a 3<sup>d</sup> later project. Under this logic each significant consultancy input of around 12 months could a) complete one wave of project and b) develop and promote the emergence of the next wave. If this could be achieved then there would realistically be few problems of absorption – at least in terms of a supply of good projects – within the OPRD.

**Colm McClements**  
**4 November 2007**



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## **ANNEX**

### **Modular Support**

#### **Module 1:**

### **3. RESULTS OF THE VALIDATION SURVEY**

#### **3. 1. Professionalism of facilitators**

- Score – 4.94

In all regions professionalism of trainers was assessed very high. The excellent level of knowledge and experience, deep knowledge on all materials, very good communicative skills and competence of trainers was expressed. Their presentation is assessed as dynamic, interesting, practical and very useful.

- Comments:

- Good audience management – the trainers feel the audience mood and give adequate reactions;
- Very good experts and lecturers;
- Excellent preparation, attractive presentation
- Excellent professionalism, dynamic and interesting presentation of the information
- I'm impressed by the professionalism of the trainers;
- High level of expertise and knowledge;
- Very well prepared trainers;
- High professionalism. Great combination of knowledge and practice
- Very professional and well prepared trainers and the information is presented in an easy to understand way;
- The trainers attract the attention of the participants and keep them focused;
- Very useful presentations with high professionalism and examples;
- Practical approach;
- Very clear messages and attractive way of presenting the materials;



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- Deep knowledge on all materials, related to the theme and shared all latest news on OPRD and SF;
- Very good communicative skills;
- Clear and detailed information, presented in a very competent way with many practical examples;
- Extremely high professionalism;
- Very well designed and presented workshop;
- Very competent trainers in all aspects;
- Perfect trainers with incredible ability to attract the audience;
- Very clear and precise way of presenting materials, with depth and very structural;
- Very good professionals, they gave us useful and practical ideas and up to date information;
- The trainers used the dialogical form, which is right when we play the “case studies”;
- A high professionalism was demonstrated by the lecturers, paying attention to each of us;
- Perfect combination between theory and practical exercise;
- The trainers have experience, they are outright, open and provocative;
- Excellent experience and the trainers were opened to all our questions on the projects and OPRD;
- Exclusive professionalism and information presented in accessible way;
- Very useful and up-to-day information; useful advise and guidelines;
- Excellent leading of the discussions and presentation of the information;
- Very illustrative with a lot of examples and best practices;
- Concrete, clear, punctual;
- The lecturers were on a very high level; they used a lot of examples and advise;
- Competent, communicative, tolerant, patient;
- I know the trainers from other training courses and this time they were again on excellent level;
- Lecturers have rich experience and they shared it with us. This is very useful because we learn from their practice and it remains knowledge for me.



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- Very good communication with the participants in the training and attractive presentation of materials
- Perfect attitude towards trainees
- Exclusive professionalism – competency and skills for presentation of information;
- Very useful event for clarification of many issues for project development
- High professionalism shown and competency in the process of training;
- Good acquaintance with the materials of the projects; Trainers explain topics professionally; understandable language;
- Lecturers lead the training with competence, their routine and professionalism is evident;
- Well deliver the materials, exact and clear answers to questions asked;
- I think that the lecturers are extremely competent and they are able to transfer the knowledge and their skills;
- Responsibility, competence, exclusive preliminary preparation, skills to include all participants in the implementation of the plan;

### **3.2. Quality of Learning Materials**

- Score – 4.77

The Learning materials were assessed as precise, very well prepared with detailed information, clear and understandable. They are full and clear, accessible and comprehensive. They represent a full set of materials related to the delivery of the training course. Slightly unclear is handout 1.5 (due to the reversed structure of wording) and there is not enough space for writing in handouts 1.6 and 1.7.

Recommendation was made to have the materials in electronic version.

- Comments:

- Precise and visual materials;
- The materials are very good and up to date;
- Some of the materials were difficult to understand – like 1.5;
- Well prepared materials;
- It would be good if the materials were also given in electronic version;



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- To be included examples form the practice, if possible
- The materials are well organized, full and clear
- The materials include all that we will need for elaborating the project, they are great
- Very well prepared materials
- The materials are very good, clear and accessible
- Excellent prepared and classified. Attached example projects
- Too much training materials for 1.5 days;
- The materials are very good;
- The materials are very comprehensive;
- Detailed described information in the materials;
- Professionally developed materials; clear and understandable; practically oriented;
- Useful materials for my work
- Very well designed materials, relevant to the themes; original and interesting;
- Excellent materials; very well combined theoretical and practical materials;
- Slightly unclear handout 1.5 (due to the reversed structure of wording) and not enough space in handouts 1.6 and 1.7
- Materials should be sent in advance via email to us, to be better prepared;
- Excellent prepared materials, useful not only for present project ideas, but they will make easier my work;
- Materials were professional prepared and they covered all topics of the training;
- Structure your thinking and develop reflex for orientation;
- Represent full set of materials related to the delivery of the training course;
- Perhaps it's better to receive more "example" materials with good and bad practice for development of projects;
- Very good and comprehensive;
- A full set of the plan of Module 1 with possibility for individual work on them;
- Provide enough information and possibilities for practical training;

### **3.3. Quality of Logistics**

- Score – 4.82



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Logistics was very good to excellent in different regions. In most cases the programme, hall, food was very good except 2-3 cases with no air-condition or small halls. In all other regions quality of logistics was assessed as excellent with the necessary technical equipment and environment.

- Comments:

- Perfect organization;
- Good conditions were ensured for the training;
- I liked everything-the organization, the hotel, the cuisine
- Great atmosphere. Two working days would be better
- The organization is well balanced for work and rest
- Excellent quality
- May be the program should be more relaxing for a longer period
- Only the time for the Programs is very short
- The preparation is very good, the base-new, the personnel-ready to help and smiling, good time organization with intensiveness
- Very good organization, absolute punctuality of the program of the Module
- The hall should be bigger for such a number of participants;
- Perfect organisation and logistics;
- If it's possible to inform us earlier for the dates of the training;
- Not quite comfortable conditions in the conference room due to lack of air-conditioner; everything else was excellent except the heat in the room due to absence of air-conditioning;
- If it is possible the module to be longer and we will have more time for practical exercises;
- Well organized, systemized and full training and programme
- Positive programme
- Possess the necessary technical equipment for delivery of the training; perfect organization of the training;
- Everything was very precise and with high quality culture in all directions;
- Very well designed programme; the workshop could be longer in time in order to have the opportunity to work more time and in more details in some of the exercises;
- Hotel staff not enough polite





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- Excellent logistics in all aspects; wonderful conditions;
- Conference room could be larger to feel more comfortable
- Very good organisation of equipment and working conditions, of schedule of coffee breaks and all accommodations;
- The working program was very well planned and implemented, but the hotel has no good level of services;
- The accommodation must be checked before the next workshop; according to the organisation it was ok;
- The organization and technical equipment were very good, but it will be good to have better accommodation;
- It can be better as accommodation; as a schedule and timeframe – excellent;
- The workshop is technically provided, it's evident that the organization is done before;
- The service was on a very high level;
- Preliminary developed plan for the whole module, it's overall keeping provides full participation of each trainee;
- Organization is great!

### **3.4. Relevancy of module for the work of participants**

- Score – 4.75

In all cases the module was relevant for the work of participants and they expressed their satisfaction with the content of the modular assistance programme. It enriched their knowledge and skills and is very useful from practical point of view.

- Comments:

- The training was directly linked and relevant with my work. It clarified a lot of issues I was interested in.;
- The training is directly relevant with job.
- Related with my work directly.
- Very useful for the better elaboration of our project
- Very good for the better preparation for the realization of our project
- Matches my work
- Has concrete relation with our project
- Direct help for some of my professional duties



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- It will help me to preparing and elaborate the project in accordance with the objectives of the financing source
- Responds exactly to my work in the municipality at this moment
- I am exceptionally pleased. Elaborating projects is an extra work beyond my professional qualification
- I am waiting impatiently the next Module
- Enriched knowledge for the Operational Program for Regional Development
- Very useful from practical point of view
- Very useful workshop for my work; concrete help on actual topics;
- Closely related to my work; very useful information and training, which will help me in the process of developing projects
- This seminar is organised and held exactly on time;
- Absolutely relevant to my work;
- Relevant to my work and gives me new view for future development of my work;
- Opened my eyes for the issues
- Directly linked with competencies, responsibilities and duties;
- Linked with my duties at work;
- Fully covers the expectations and needs for information;
- This is very useful and is linked with my job;
- The link is to understand how to develop better my project;
- Direct link of the Module with the development of the project;
- This is very useful and on time presented;
- It was very useful for the needs of my duties
- Full coverage;
- Necessary;
- The link with my job is very direct. For me it was very useful and pleasant to participate;
- Direct link – increase of competencies for development of projects;
- It'll help my future work for the absorption of funds from OP;



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### **3.5. Novelty (of content and of approach)**

- Score: 4.66

The programme and the approach in Module 1 are found to be innovative. The methodology, the constructiveness of the approach and the accessibility are very highly appreciated by all participants. The practical work, group work, case studies, individual approach to each project idea, etc. are assessed very high.

- Comments:

- Interesting and innovative approach by the trainers;
- The training materials and the information were up to date and useful;
- We received knowledge that is practically useful
- Personally for me the Methodology is new, although it includes themes, discussed before
- Everything is extremely accessible and rich in content
- Used innovative methods of work, which make the training accessible, interesting and very useful
- We learned many new things for the Operational program for Regional Development;
- Very interesting methodology of training, working in groups during exercises, reviewing only changes on OPRD;
- Introduction of entertaining elements under the form of a game with the participants;
- The innovation of the training is the work with OPRD;
- Constructiveness of the approach and the accessibility
- Wide specter of information, good opportunity for practical exercises and comment of concrete cases
- Prevailing novelty in the presented
- Very interesting approach used by the trainers;
- Well oriented information towards the new aspects of the OPRD;
- Focusing our attention towards different aspects of the projects.
- New understanding on project cycle and project development;
- Absolute clarity on the different components of a project; very clear understanding on OPRD and its latest news;
- Very useful relation between theory and practical examples;



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- Clarity on terminology;
- Very clear understanding how to develop a project for OPRD;
- New view on many elements of the project and the related terminology
- New knowledge and skills to develop my project;
- Contacts with colleges, working with similar projects;
- Very useful practical examples, which will help me to design my concrete proposal;
- New approach in project development;
- As a difference with other similar workshops, I can say the this one was oriented to more knowledge which can be put into practice;
- As a difference with other similar seminars, the approach was very flexible and was rather dialog than just presenting some lectures;
- Most of the information was new for me, but the newest was the creative way of presenting materials and provocation used by trainers during the exercises to make us to more creative too;
- My recommendation is for more real examples;
- Practical purpose and group work;
- Use of a system of methods and means that put the trainees in active participation (turn the trainee into subject)

### **3.6. Overall rating of the Module**

- Score: 4.88

The overall rating of the Module is very high. Everyone considers the module very well organised with a lot of useful information. It is delivered at the right time and it's quite necessary for the participants. The practical orientation of the training is most appreciated by participants.

- Comments:

- Very well organized training. The trainers presented the information in a very easy to understand way and managed to make us feel free to ask and discuss our problems related with the projects.
- The approach of the trainers and the information were very good and useful. There was no complicated 'EU' terminology (of foreign origin) that is usually difficult to understand and spoils the training. Thanks for this !!!
- Extremely useful training, the information was presented in an easy to understandable way. Everything that I have learned will be very useful for me.



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- We want more training like this!!!!!!
- Good start – hope to continue like this!!
- Very well organized and held training!
- I put a mark between very good and excellent – the training was very useful and I'm pleased that I'm invited.
- Extremely useful
- The module is prompt and at the right time, and I am waiting impatiently the next module
- At the right time, necessary
- Excellently prepared and comprehensive
- Comprehensive, up to date and organised on time;
- The training is practically oriented – focused on the real projects not just 'dry' theory.
- Thank you for the wonderful training; I will continue to visit such trainings with great pleasure;
- Very useful training; thanks for the excellent combination of theory and practical examples, which helped me to understand clearly all issues;
- Very useful seminar and next time to organize it in a remote place;
- Very understandable way of presentation; now I am much more confident on the development of projects; excellent training;
- Extremely high level of preparation and delivery;
- Very well organised and excellent trainers;
- One of the best seminars I have attended, hope next module will be at the same level; excellent in all aspects;
- Very useful module with detailed and practically oriented approach on project development;
- Recommendation: All other modules to be delivered the same practical way!
- Very useful, helping to implement the theory into practice;
- Very useful! But it must have prolongation with more practical work on projects;
- Good organization, excellent implementation, exceptionally useful, got behind my expectations;
- Recommendation: Experts from MRDPW must more actively participate in the exercises;
- This module gave me a chance to determine the weakness of our project idea and to find out the way to improve it;



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- Led very professionally, a good contact with trainees was kept, great opportunity to share the experience with colleagues from other municipalities;
- Very useful and make us to produce new ideas related to our projects, was very good for us to see where we are now;
- The training was good, but some unclear issues about OPRD and other documents made some confusion;
- Very useful! I managed to make new contacts with other colleagues and find out where we are now!
- Adequate and on time;
- It would be great to have constantly such modules, to have the opportunity to get the last changes on the documents and application forms;
- One more meeting would strengthen what we've learnt up to now;
- For me personally is always a pleasure to be present at the trainings and workshops of these trainers because after the end of the trainings I feel more knowledgeable and more capable;
- Excellent;
- The training was excellent and extremely useful;
- Very well organized, submitted and delivered training;
- I have interest and wish to be trained again and to work with the trainers;
- Satisfaction from the quality of the held workshop;
- We're pleased from the delivered training; we hope that it would be of our benefit when we develop our projects;
- I'm very pleased by the participation in the training;
- The module answered to all questions which interested us and I'll participate in the second one;
- The module has very practical approach which is necessary for the development of projects;
- Very useful! Enough theory and practical work!



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**Module 2:**

**3. RESULTS OF THE VALIDATION SURVEY**

**3. 1. Professionalism of facilitators**

***Score – 4.94***

In all regions professionalism of trainers was assessed very high. The excellent level of knowledge and experience, deep knowledge on all materials, very good communicative skills and competence of trainers was expressed. Their presentation is assessed as dynamic, interesting, practical and very useful.

***Comments:***

- Extremely good theoretical and practical preparation;
- Possess theoretic and practical preparation and experience;
- Very well prepared trainers who explain in detail and clear;
- The trainers possess high professionalism;
- Practical orientation;
- Lecturers know excellently the topic which they present;
- High professionalism, competency, pragmatic advice and comments;
- The trainers are with deep knowledge of the OPRD and gave us additional information and ideas;
- Trainers are competent and familiar with the project proposals; give appropriate examples and practical advice;
- Extreme professionalism and competency;
- Very interesting and useful lections;
- Proved to be the best for that purpose;
- Very clear and understandable language;
- Extremely high competence and ability to present the materials in a very attractive way;
- Attention to each individual project;
- Excellent use of theory combined with practical examples;
- Extremely high professionalism;



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- Clear presentations;
- Very competent trainers in all aspects;
- Perfect trainers with incredible ability to attract the audience;
- Individual approach to each trainee;
- Excellent combination of theory with practical examples;
- Understandable language;
- Useful and detailed new information, presented in a very competent way with many practical examples;
- Very high level;
- Extremely high competence and ability to present the materials in a very attractive way;
- Excellent use of theory, presented in a modern way;
- Extremely high level;
- Very qualified;
- Competence and professionalism in every detail;
- Excellent approach to the trainees which creates wonderful environment for work;
- Very successful combination of theory and practical examples;
- Lecturers are very well prepared, competent and responsive with good communication skills;
- Full and comprehensive explanations;
- Lecturers are very well prepared, competent and responsive;
- The lecturers should speak more slowly and clearly;
- A high professionalism was demonstrated by lecturers, with very good attitude to the trainees;
- Energetic and erudite lecturer, building very pleasant working environment;
- Excellent experts with perfect attitude to the auditory;
- Very good and clear presentation of materials;
- Very good;
- The trainers gave very detailed explanations during the all sessions, with practical examples as well;





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- The lecturers were excellent professionals; all the time they provoked new idea creation, thanks for that!
- A high qualification; Excellent professionals; they present the information simple, they answered to all questions;
- Very high level of OPRD understanding, having personal experience under other programs and projects the trainers gave us very valuable advices for project development;
- The lecturer were very well prepared and they answered to all questions from the auditory;
- Very well prepared on OPRD changes;
- Very good presentation of materials;
- Very good;
- The trainers gave very detailed explanations during the all sessions, with practical examples as well;
- Trainers have up-to date information for the problems and the way to be resolved under the projects;
- Very well prepared;
- Exceptional professionalism and responsibility were demonstrated;
- Individual approach and competence to demonstrate the main principals of project development;
- All questions got their answers with great sympathy from the trainers;
- I was fascinated by the lecturers, not only as a persons but as professionals;
- The trainers explained everything with concrete examples;
- The trainers are on a excellent level;
- Excellent professionalism from the trainers.
- The trainers are very well prepared, competent and attractive;
- The trainers are giving clear and exact answers.

### **3.2. Quality of Learning Materials**

***Score – 4.75***



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The Learning materials were assessed as precise, very well prepared with detailed information, clear and understandable. They are full and clear, accessible and comprehensive. They represent a full set of materials related to the delivery of the training course.

***Comments:***

- They have very good connection with application form of MRDPW;
- Very detailed explanation on the application form, very good illustrated by examples, useful table forms;
- Excellent prepared materials, comprehensive;
- Perfect chosen materials – presentations, visual materials;
- Very good materials, very good explained;
- Very comprehensive;
- Excellent materials, visual approach for their presentation;
- Useful for pointing the most important details, methodology of practical support to the project development;
- Excellent prepared materials, comprehensive;
- Perfect materials for practical exercises, all presentation slides printed;
- Very good materials, very good explained;
- A little confusing;
- They were helpful for me;
- Very good premeditated and formed;
- Very comprehensive; great trends for further project development;
- Excellent materials, visual approach for their presentation;
- Very good and very comprehensive;
- Very good and very concrete;
- Very good and explained with examples;
- Correspond to the needs;
- Very thorough;
- Very comprehensive;
- Helped me to understand theory;
- Useful to clarify many aspects in my concrete project proposal;



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- Well designed;
- Logically related to the steps of development;
- Supported the presentations;
- Well designed materials relevant to the level of the participants;
- Practically oriented;
- All documents could be given to participants on a CD;
- Very useful materials, which helped me work successfully;
- Clear and understandable handouts and very well designed presentations;
- Excellently designed training materials with many examples;
- Very useful and practically oriented to the concrete projects;
- Logically connected;
- Understandable and useful;
- All materials are of great help to understand different aspects of the project development;
- Very well designed materials, relevant to the themes;
- Practically oriented to the concrete projects;
- Materials are prepared at a very high level;
- Materials are detailed, understandable, very well formulated;
- It would be useful if we have examples of filled forms with good practices and failures;
- Excellent;
- Very detailed but excellent for the purpose;
- The materials are of very high quality;
- Thorough and detailed – fully in assistance for the implementation of the tasks of the training;
- At extremely high level, accessible;
- Extremely useful material with practical orientation;
- Detailed materials involving the full specificity of the training;
- Useful;
- To some extent not too well differentiated from the different themes;



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- The materials are up to date;
- The materials are very comprehensive – training materials combined with examples;
- Good examples;
- The materials easy to understand.

### **3.3. Quality of Logistics**

***Score – 4.88***

Logistics was very good to excellent in different regions. In all cases the programme, hall, food was very good. In all regions quality of logistics was assessed as excellent with the necessary technical equipment and environment.

***Comments:***

- Very good;
- Excellent;
- In compliance with the needs of participants;
- In compliance with the work that is requested from me;
- Very well organized logistics of the seminar;
- Everything was excellent;
- Wonderful conditions for work;
- Invitations, conference room and conditions were very well organized;
- Perfect conditions for work;
- Very well considered logistics in all aspects;
- Designed programme;
- Organization and conference room were excellent but hotel services are not good enough, especially at reception;
- Excellent conditions not only for work but also for relax;
- I can't imagine better organization;
- Everything was very well organized;
- Everything is perfectly considered;
- Nice environment and excellent conditions for work;



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- Well designed programme;
- Calm and pleasant environment;
- Organization and conference room were excellent but hotel services are not good enough;
- Perfect;
- No remarks;
- Everything was excellent;
- Wonderful conditions for successful work;
- Excellent, no observations;
- Very good working environment;
- Excellent conditions for work. Just the time for handouts completion could be longer;
- Very good organization of equipment and working conditions, of schedule of coffee breaks and all accommodations;
- The place for the workshop was great, but the time was not enough, we needed more time for working on details;
- All procedures were properly leaded according to the workshop program. We appreciate the flexibility of the trainers;
- Very good organization, good organized breaks;
- All logistic were very well organized;
- Very good organization;
- Quality services;
- Everything was very high level;
- Excellent organization;
- Very good;
- Very high level;
- There should be more coffee breaks;
- Tryavna is difficult to reach by public transport.

**3.4. Relevancy of module for the work of participants**

***Score – 4.77***



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In all cases the module was relevant for the work of participants and they expressed their satisfaction with the content of the modular assistance programme. It enriched their knowledge and skills and is very useful from practical point of view.

***Comments:***

- The training for recourse planning and "expenses and benefits" was very good and related to my work
- There was no enough information from MRDPW;
- Relevant to my work, very practical oriented;
- There were some needs for more information;
- Very useful information for my project;
- Extremely useful;
- Excellent modular support;
- Very good;
- Some new ideas appeared;
- Completely relevant;
- Relevant to my present and future work;
- Direct to the information and way of thinking I need;
- 100%;
- The idea of my project got further development and moved to new stage;
- Relevant to my present;
- It cover the necessity of the training;
- Discussion on concrete projects and problems;
- The module is very appropriate to my work, it cover the necessity of the training;
- Extremely useful for my work;
- Very useful help and exactly when I heed it;
- Directly linked to my obligations;
- Partially related to my concrete job but gives me useful knowledge and skills for the future;
- Direct link to my obligations;



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- Very useful to enrich my knowledge and skills on project development;
- Entirely related to my job;
- I have clarified a lot of unclear things to me;
- Direct and concrete;
- Not closely related to my but very useful to start thinking of all these issues;
- Directly linked with my work for project development;
- Entirely relevant to my work;
- Very useful and actual;
- Useful to my practical work;
- Direct link to my obligations;
- Very useful both on theory and practice;
- Entirely related to my job;
- Helps me a lot in my work;
- Very closely related;
- Direct and concrete;
- Direct because my job is project development;
- The module has a direct relation with the development of project proposals;
- Directly linked;
- Of great importance;
- Correlates with PFP;
- Closely linked and of great importance;
- Full compliance;
- Extremely useful for the development of our project;
- Additional guidelines which are useful;
- Direct;
- The training was directly linked and relevant with my work;

**3.5. Novelty (of content and of approach)**

***Score: 4.71***



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The programme and the approach in Module 2 are found to be innovative. The methodology, the constructiveness of the approach and the accessibility are very highly appreciated by all participants. The practical work, group work, case studies, individual approach to each project idea, etc. are assessed very high.

***Comments:***

- A lot of new things with which I couldn't cope alone;
- Additional information and new ideas;
- New changes in OPRD which is very useful for us;
- Possibility to clarify some issues;
- New issues in OPRD;
- Very good preparation for work on the project proposal;
- Enrich our knowledge and skills for development of projects under the Structural Funds of the EU;
- New knowledge and model of work;
- Explanation of several parts of the project – very useful;
- New practical guidelines for the development of the project under the OPRD, introducing the latest available legal documents and practices in this field;
- Additional clarifications regarding our project proposals;
- Full information;
- New information and skills on project development for the concrete OP;
- Very useful orientation how to proceed with the project;
- Very useful practical examples, which will help me to design my concrete proposal;
- Acquaintance with the latest changes in OPRD and other relevant documents;
- New understanding on some key elements of project development;
- Interesting new exercises – CBA, feasibility test and self-assessment;
- Very useful information on budget preparation;
- Clear understanding on OPRD and the latest news;
- Useful information on latest news about SF and OPRD;
- Very useful with the practical examples;





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- I had the chance to review and compare my knowledge with the new things;
- New skills on project development;
- Clear guidelines on further project development;
- Clarity on many details related to project development for OPRD;
- New information on OPRD and other related documents;
- Learned many new things, especially on demand and feasibility test;
- Helps me a lot to precise improvement of the proposal;
- Received the latest news;
- It's still not clear about the OPRD and other relevant documentation;
- Now is more clear about the OPRD and other relevant documentation;
- Helpful for making clear a lot of questions for project development;
- Gave me new information for my future project development;
- The presentation for "expenses and benefits" idea;
- Showed new ideas for project development;
- Showed the necessary steps to be taken for successful realization of the project;
- "Expenses and benefits" approach;
- New ideas for future project development;
- Important information for the projects;
- Up-to date information for OPRD;
- Some of the questions still don't have answers;
- Systematic approach to the problems;
- Clearer approach to the project development;
- New information on OPRD changes and other documents;
- We got to some details with not enough information;
- Additional information on the project preparation methodology;
- The novelties in the OPRD;
- Some last news on the future of the OPRD;
- The novelties in the OPRD;
- The examples presented by Mr Colm McClements.



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### **3.6. Overall rating of the Module**

***Score: 4.87***

The overall rating of the Module is very high. Everyone considers the module very well organised with a lot of useful information. It is delivered at the right time and it's quite necessary for the participants. The practical orientation of the training is most appreciated by participants.

***Comments:***

- Thank you!
- I received big help for developing my project;
- Very good;
- This module is very useful for development of the project and completion of all documents to the application;
- The module gave me opportunity to see the problem of the project from more angles and to analyze my approach to resolve it;
- Good organized seminar;
- This module gave more knowledge about criteria for project to be approved by MA under OPRD;
- This module gave us clear view for all stages of project development;
- This module was very useful for development of my project , but for future projects as well;
- Very well organized and leaded;
- I liked very much what the Irish lecturer about the problems other countries had about EU Structural funds absorption;
- It was exactly on time, just before start of OPRD;
- It is part of preparation of people for using structural funds;
- Very good organization and quality of the training program. It is necessary to continue with next modules;
- Very good contact between all participants;
- Very detailed and comprehensive;
- Very good contact between trainers (PM) and beneficiaries;
- Very well organized and implemented;
- Very useful with lot of practice;



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- Very well organized and implemented with lot of practice;
- Excellently designed and presented;
- Answer is given to each question;
- Very calm and unofficial environment, which makes you work successfully;
- Extremely high level of preparation and delivery;
- Very well organized;
- Very polite and individual approach;
- Enriched my knowledge and skills for successful development of projects;
- Extremely useful training designed and presented with high professionalism;
- Very practically oriented;
- Now I have very precise understanding how to develop my project;
- Very useful and just on time;
- It's a pleasure to work in such conditions and with such trainers;
- Excellent design of the module with clear logics;
- Extremely useful;
- I received a clear and confident understanding of the OPRD and the whole process of project development;
- Very useful with the practically oriented approach;
- It helped me to clarify many details;
- Very successful approach, combining team work with individual coaching;
- Excellent design and presentation;
- Extremely well organized and provided;
- Enriched my knowledge and skills for successful development of projects;
- I'm pleased with the received information;
- Very good;
- I'm extremely pleased with my participation in M2;
- Excellent;
- The training is extremely useful;
- The workshop was of benefit for me;
- Necessary and quite on time;



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- Very good;
- I liked the extremely practical orientation of the training;
- Excellent preparation and delivery of the Module with professionally presented information and training;
- Extremely useful with the best ever practical orientation;
- Useful and pleasant;
- Very necessary for the complex system of the project preparation;
- Extremely useful;
- The information that we have received is of great importance for the preparation of projects;
- Very useful;
- Professional;
- Very good! No comments!
- The training is concretely oriented;
- The organization and the training were very well combined;
- Very good combination of trainers from the project and MRDPW representatives.

### **3.7. Overall evaluation of the Modular Assistance Programme**

***Score: 4.88***

The overall rating of the Modular Assistance Programme is very high. Everyone considers the programme very well organised with a lot of useful information. It is delivered at the right time and it's quite necessary for the participants. The practical orientation of the training is most appreciated by participants.

***Comments:***

- I wouldn't manage with the project without this training;
- Extremely useful training, designed and presented with high professionalism;
- Very high level;
- Very useful training just on time;
- Professionally designed training with logical continuity;
- Very practically oriented;



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- Excellently organized and presented workshop;
- Received a clear and confident understanding of the OPRD and the whole project development cycle;
- Extremely useful training designed and presented with high professionalism;
- Very high level;
- Very useful training just on time;
- Professionally designed training with logical continuity;
- Very practically oriented;
- Excellently organized and presented workshop;
- Received a clear and confident understanding of the OPRD and the whole project development cycle;
- It's a pleasure to work in such conditions and with such trainers;
- Excellent design of the whole training with following logical steps;
- Many thanks for the hard and professionally done work;
- Extremely useful with the combination of theory and practical examples, related to concrete cases;
- Very useful and on time help for the municipal staff;
- I learned so much about project development;
- Precise and practically oriented guidelines on project development;
- Very useful for my professional development;
- Very high level;
- Very useful training just on time;
- Professionally designed training with logical continuity;
- Very well designed and presented modules;
- Excellently organized and presented workshops with great professionalism and enthusiasm;
- Very useful for my professional development;
- Very well organized and implemented;
- Very useful for our future work;
- Helpful for making clear some moments of project development;
- Excellent;



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- To meet each other on the next module;
- The modules helped me to go further with my project, but there is need for more training;
- The seminars were very useful for further project idea development and practical work on the concrete project;
- I gained more skills for my future job;
- There is a need for more detailed information about the budget and its parameters;
- I got very useful information and knowledge for AF preparation;
- Very useful;
- Both modules were linked by logic and methodology;
- Excellent mark for both modules;
- We were trained how to apply and work under SF in Bulgaria and we got very important information;
- Excellent;
- Very good preparation and understanding of OPRD;
- The second one was implemented on higher level than first one, but both were very useful for my further work;
- Very good mark for both modules and with hope that it will continue during to whole OPRD;
- Very well organized and combined with a professional consultancy assistance;
- Very good!;
- Exact and clear;
- Very useful practical information;
- Very useful in order to clarify the conditions and requirements for preparation and implementation of projects under OPRD.



*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*



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