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„EXAMINATION OF PROJECT IMPLEMENTATION PROCESS AT FINAL BENEFICIARY LEVEL”

Evaluation report

**ANNEX A –
Executive summary**

December, 2011

SCOPE OF THE EVALUATION

The present report was prepared based on a service contract signed between the Ministry of Transport, Information Technology and Communications, as Employer, and Consortium „Eco-Viko”, as Consultant. The subject of the contract consists in implementation of independent evaluation “Examination of Project Implementation Process at Final Beneficiary Level”.

The evaluation under the present assignment aims to:

Improve the quality, effectiveness, impact, sustainability and compliance of the assistance granted by the Cohesion Fund, the European Regional Development Fund - ERDF, and the national budget with suggestions given by the independent evaluator for more effective implementation of the OPT.

The scope of the evaluation is directed at examining the processes at Final Beneficiaries level in the main issues stated in the Terms of references and approved in the proposed offer and methodology:

- Capacity of the Final Beneficiaries;
- Effectiveness in implementation of the procedures;
- Assessment of existing problems in projects implementation and identification of the reasons;
- Identification of good practices and analysis of the scope of transferability.

The scope of the evaluation covers the six Final Beneficiaries, specified in the Terms of Reference, under all OPT priority axes:

- Managing Authority of OPT (CPP Directorate at MTITC);
- National Railway Infrastructure Company;
- Road Infrastructure Agency;
- Metropolitan EAD, Sofia;
- Bulgarian Ports Infrastructure Company;
- Executive Agency for Exploration and Maintenance of the Danube River;

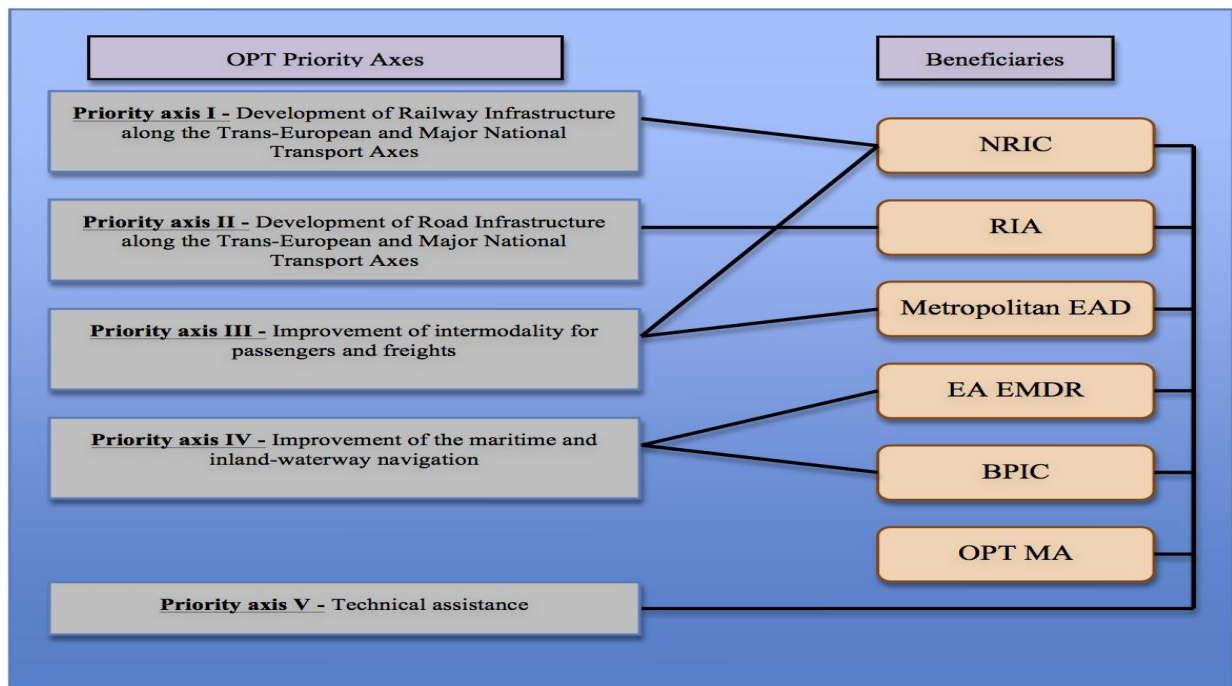
Evaluation period:

No interim and on-going evaluations have been performed of the OPT and the evaluation of the Final Beneficiaries as per the above stated main issues covers the period from 01.01.2007 to 30.06.2011.

Progress

All operational programs in Bulgaria, including the Operational Programme on Transport, were adopted almost a year after the beginning of the programming period. All documents required for the OPT MA and the Final Beneficiaries are also prepared and approved with considerable delay. Lack of project readiness for major infrastructure projects and issues related to land expropriation further delay implementation of the programme in terms of absorption and achievement of indicators. Despite the clear progress, and measures undertaken since the beginning of 2011, within the evaluated period, the accumulated general problems have an impact on the conclusions of the independent evaluator. Allocated funds for individual projects and priority axes, the ongoing projects of technical assistance aiming to overcome problems with the effectiveness of the structures and capacity of final beneficiaries are the facts that the independent evaluator found as a positive trend of development, but could not reflect in the final conclusions of the assessment according to the evaluation criteria due to getting out of the scope of the assessment limited between the period 01.01.2007 - 30.06.2011.

The Operational Programme on Transport is the only one compared to the other operational programmes in Bulgaria where the Final Beneficiaries and a list of main and alternative projects have been determined in advance. The Final Beneficiaries under the Programme have been allocated according to priority axes as shown in the following diagram:



MAIN ISSUES AND KEY EVALUATION QUESTIONS

The main evaluation criteria, on which the independent evaluation was focused when studying the implementation of the Programme on Final Beneficiaries' level, are as follows:

- **Relevance**, which refers to *evaluation of appropriate identification of the Final Beneficiaries under OPT and studying the objectives and actuality of the programme on the level of the respective Final Beneficiary within the period subject to evaluation;*
- **Effectiveness**, which includes *analysis of the level of conformity between the achieved results within the context of each of the priority axes, the impact to the objectives of the programme from the actions of each specific Final Beneficiary, as well as analysis of the reasons, causing negative impact on the progress, including the mechanisms and the process of implementation;*
- **Efficiency**, which includes *analysis of the achieved results and benefits of the programme with regard to used resources and evaluation of the possibility to improve the performance of the programme as a whole;*
- **Consistency**, which includes *analysis of the connections between the Final Beneficiaries and their projects under OPT priority axes, the consistency between them, the general and the individual input for achieving the general objectives of the programme, as well as their relation with the national and the European policies.*

Aiming at covering all main issues and to be able to carry out the assessment in accordance with the requirements of the Working Document № 5 of the European Commission in compliance with the above evaluation criteria, the independent evaluator has expanded the scope of the key evaluation questions in the Terms of Reference, and the respective comparison and section links are presented in the following table:

Main Issues According to ToR	Key Evaluation Questions According to ToR	Main Issues According to the Evaluation Report	Key Evaluation Questions According to the Evaluation Report
1. Effectiveness in Implementation of Procedures	Is the division of responsibilities between Managing Authority and Final Beneficiary appropriate?	Section 5 Evaluation of the Effectiveness in Implementation of Procedures	Is the division of functions and responsibilities between Managing Authority and Final Beneficiary appropriate?
	At what extent are adequate the reporting procedures between Managing Authority and Final Beneficiary?		At what extent are adequate the reporting procedures between Managing Authority and Final Beneficiary?
			Are there any delays in OPT implementation at the Final Beneficiary level and if so what are the reasons?
			To what extent the status of the implementation of the projects at the cut-off date contributes to achieving of the general and specific objectives of the OPT?
2. Capacity of the Final Beneficiaries	Do the Final Beneficiaries have the necessary capacity and expertise to prepare and manage the OPT projects effectively?	Section 4 Capacity Evaluation of the Final Beneficiaries and Section 3 Relevance of the Final Beneficiaries	Do the Final Beneficiaries have the necessary capacity and expertise to prepare and manage the OPT projects effectively?
	To what extent are effective the management and control systems set up within the Final Beneficiaries?		To what extent are effective the management and control systems set up within the Final Beneficiaries?
	To what extent the distribution of functions at Final Beneficiary level is functional and efficient?		To what extent the distribution of functions at Final Beneficiary level is functional and efficient?

	To what extent is the quality of particular phases of project implementation and management (preparation, tender procedure, management, reporting and control) carried out by Beneficiaries?		To what extent is the quality of particular phases of project implementation and management (preparation, tender procedure, management, reporting and control) carried out by Beneficiaries?
			Is the identification of the Final Beneficiaries relevant?
3. Identification of Good Practices and Analysis of Scope for Transferability	Are there any specific good practices in project management and implementation at individual Final Beneficiary level?	Section 7 Identification of Good Practices and Analysis of Scope for Transferability	Are there any specific good practices in project management and implementation at individual Final Beneficiary level?
	Are these good practices transferable to other Final Beneficiaries and how could such a transfer be facilitated?		Are these good practices transferable to other Final Beneficiaries and how could such a transfer be facilitated?
			Are there any projects whose implementation may be used as an example for future programming and what are the reasons for their success?
			Are there any contacts established among OPT Final Beneficiaries and analogical administrative structures in other MSs and to what extent they have exchanged such good practice?
		Section 6 Assessment of existing problems for project implementation and identification of the reasons	What difficulties encounter Final Beneficiaries in tendering and what are the reasons?
			What difficulties encounter Final Beneficiaries in project implementation at the level of procedures and relations with the MA, Public Administration, contractors, consultants and others and what reasons are due to these difficulties?
			Are there any unsuccessful projects - from programming, through contracting, to implementation and what are the reasons?

GENERAL CONCLUSIONS

The general conclusions under the present Evaluation report are based on the implemented analyses and evaluation by main issues and answers of the respective key evaluation questions. It was analyzed extremely large volume of: Primary information provided by OPT MA – Operational agreements with the beneficiaries, Procedure manual for management and implementation of OPT, information prepared for the meetings of the OPT Monitoring Committees, annual reports for OPT implementation, etc; Primary information provided by the Final Beneficiaries – Organization codes, Internal rules, job descriptions, Procedure manuals, orders for establishment of PIU/PMIUs, OPT projects progress reports, specific information required by the Consultant, etc; Public available information – UMIS, Official web pages, etc.

The present evaluation and general conclusions are based as on the existing objective information, which is factually founded with documents and results, as and on the subjective information, which is of high importance for similar evaluations. The subjective information is a concentrate of the experts' point of view of an exact situation (main issue and/or a certain indicator), reached as a result of the available information check, summarized data from the inquiries and interviews and the internal sense for reliability of data, answers of questions, contacts and attitude on certain issue, etc. Within the present evaluation the inquiries were held with 73 managers and experts and the interviews were held with 28 managers and experts from the OPT Final Beneficiaries structures.

GENERAL CONCLUSIONS UNDER MAIN ISSUE **“CAPACITY OF THE BENEFICIARIES”**

All Final Beneficiaries included at present in the OPT have been correctly identified but it is the independent evaluator's recommendation that allowing other structures into Priority Axis 5 be considered since it could reduce some of the non-specific functions of the CPP Directorate as Final Beneficiary under OPT. Other Final Beneficiaries under OPT could be included also in Priority Axis 3 since it concerns not only railway transport but road and ports infrastructure as well. Judging by the changes planned in the OPT with regard to BPIC, OPT MA has already undertaken corrective measures in this direction. Probably due to spending all funds under this Priority Axis this comment should be taken into account in the subsequent planning of transport programmes and projects with regard to RIA as well.

All Final Beneficiaries have established responsible units under OPT at specific places in their organizational structures which enable the cooperation with the other units in the organization and at the same time provide sufficiently high rank for direct subordination to the senior manager and for taking effective management decisions.

All Final Beneficiaries have internal structures ensuring to a different extent the processes of preparation, implementation, management, monitoring and control of the OPT.

The summary of results under this main issue indicates that as a whole all Final Beneficiaries have established management and control systems as some of them have upgraded the basic systems defined in the Procedure Manual and the Operational Agreements with their own documents regulating additionally part of the procedures. This is the situation in NRIC, Metropolitan EAD and RIA, which have developed internal systems for control and management of tender procedures and risk assessment. All systems have been introduced in the period 2008-2009 and subsequently adapted, updated and developed in further details.

Some Final Beneficiaries' management and control systems are too complex and complicate the procedures in practice. This is the case with RIA and NRIC, where the processes are further complicated by the frequent changes in the organizational and management structures. For some other Final Beneficiaries such as EA EMDR these systems are only formally related to the OPT and their implementation when there are no projects executed within the Programme framework can hardly be defined as effective.

The extent of functional and effective distribution of functions at Final Beneficiary level was evaluated based on the analysis of the Procedure Manuals of the Final Beneficiaries and their application. In the Procedure Manuals are described the main procedures and distribution of responsibilities and functions in the respective responsible units for the implementation of the OPT as the extent of their application was also examined. The performed analyses enable the evaluation of the functionality extent of each Final Beneficiary as Metropolitan EAD has been assessed as the highest ranking, the functionality of OPT MA, RIA and EAEMDR has been assessed as satisfactory whereas in NRIC and BPIC a certain overlapping of some functions has been established. With regard to the evaluation of the level of effectiveness, it is highest in Metropolitan EAD and satisfactory in OPT MA. Additional increasing of effectiveness is necessary in NRIC, RIA and BPIC, regardless of the established positive development trends.

Defining the level of quality execution of the different phases of implementation and management of projects by the Final Beneficiaries was done using a special methodology with a system of indicators created by the independent evaluator for accounting the level of execution of the different process stages under OPT. Here again the highest level of quality execution was established in Metropolitan EAD and this of OPT MA was assessed as satisfactory. In NRIC and RIA an improvement in this area is necessary whereas in BPIC and EA EMDR the different project phases are executed with unsatisfactory quality.

The analysis and evaluation of staff show that the Final Beneficiaries have relatively optimal correlation between the staff involved in the preparation, implementation and management of projects under OPT. For some of the Final Beneficiaries these activities are intertwined which is completely admissible for lower price and smaller territorial scope projects since it enables the succession in a certain project from its preparation till the final results of its implementation. This approach however is not particularly effective for large scale infrastructure projects since the activities for their preparation are quite different than those of implementation of such projects.

The educational structure of the Final Beneficiaries is well developed, as 61 % of the staff has engineering degrees, 17 % have degrees in economics and 15% have other university degrees.

The age structure of the Final Beneficiaries is generally well-balanced as well – 38 % are aged up to 35 years, the same number are at an age up to 55 years and 24 % are over this age. NRIC and RIA must invest their efforts in their younger staff who are still not sufficiently experienced in the management of projects but with the proper training and well-balanced staff turnover could serve as the basis for a long-term successful development of the processes of EU funds absorption not only during this programming period.

Unfortunately the staff turnover rate during the evaluation period for some of the Final Beneficiaries is significant and these are OPT MA, NRIC and RIA. At the same time the training rate has decreased in the period after 2008. An analysis of the training needs and processes decentralization according to the individual needs of each Final Beneficiary is a measure which will improve the administrative capacity of all Final Beneficiaries under OPT.

GENERAL CONCLUSIONS UNDER MAIN ISSUE **“EFFECTIVENESS IN IMPLEMENTATION OF THE PROCEDURES”**

The summary of results for this main issue of effectiveness in implementation procedures of the Final Beneficiaries under OPT indicates that as a whole the allocation of functions and responsibilities between OPT MA and the Final Beneficiaries under OPT is appropriate. This allocation has been put in writing in the Operational Agreements which though with a certain delay have been operational during the larger part of the period of evaluation. Detailed reporting procedures have been established in these OAs and in the Procedure Manuals of the Final Beneficiaries and the main part of the staff are aware of these documents and are using them in the execution of their activities of preparation, implementation, management, monitoring and control of projects under OPT. The case of OPT MA in its capacity as Final Beneficiary is more specific and due to this the allocation of its functions and responsibilities is described in the OPT Management Procedure Manual.

The reporting level details for some Final Beneficiaries involved in a larger number of projects is difficult and OPT MA must look for mechanisms for optimizing the document circulation without disturbing the completeness, frequency and credibility inspection of the reporting information by using unified formats for planning and programming as well as for monitoring, payment requests, etc.

Part of the repetitiveness of the reporting documents in various formats as well as the different organization of the activities of preparation, management, implementation, control and monitoring of the projects under OPT reduces the effectiveness of functions allocation between OPT MA and the Final Beneficiaries. The separate functions have not been allocated in the most optimal manner between the various units involved in activities under OPT nor described clearly enough all Procedure Manuals. This is especially valid for NRIC and RIA which use substantial support of other units in their organizations outside the directorates dedicated to projects under OPT.

In the implementation of the procedures for projects preparation OPT MA has the highest level of effectiveness followed by RIA and NRIC. Metropolitan EAD falls somewhat behind in the evaluation for these procedures since the number of projects prepared by it is significantly lower than those of the other two big Final Beneficiaries.

The most common mistakes made by the Final Beneficiaries under OPT at the preparation stage which reduce the effectiveness are related to the lack of knowledge of the relevant documents or incompliance with the objectives of the OPT (28 %). The technical mistakes constitute the largest percentage of reasons for returning of project proposals but the independent evaluator considers them less important than the lack of knowledge of documents and cost eligibility under OPT.

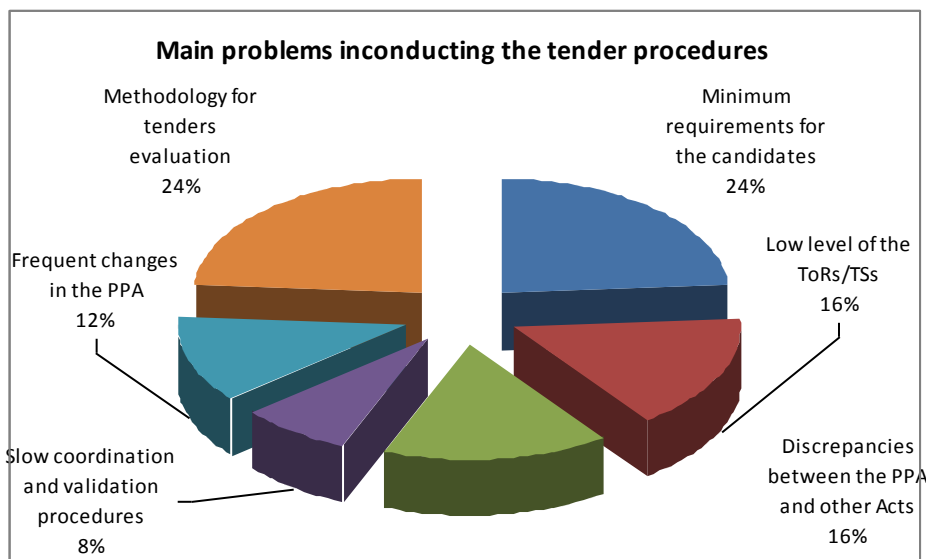
At the implementation and management stage a comparison of effectiveness is difficult to be made since except for Metropolitan EAD, the other Final Beneficiaries are yet in a very initial stage of implementation of projects. Almost all projects including the technical assistance ones (except for “Development of a strategy for implementation of ERTMS” and “Development of a strategy for implementation of TSI of conventional railway system”) are delayed. None of the Final Beneficiaries involved in construction projects feel confidence in their capacity for implementation and management of projects. Such confidence in the quality implementation has only Metropolitan EAD, with some probable deviations from the time schedule.

The main reasons for the decrease of procedures effectiveness and delay of projects under OPT are failed tender procedures (30 %), lack of project readiness (25 %) and non-implementation of corrective measures (25 %). The lack of project readiness is about to be overcome with the submitted Application Forms for technical assistance or with already completed projects for preparation.

GENERAL CONCLUSIONS UNDER MAIN ISSUE **“ASSESSMENT OF EXISTING PROBLEMS IN PROJECTS** **IMPLEMENTATION AND IDENTIFICATION OF THE REASONS”**

The position of the independent evaluator is that this is one of the crucial main issues which will provide to OPT MA information about important corrective measures and improving of results, respectively the effectiveness. Efficiency has been measured as well as effectiveness in general and for the different project stages in order to enable OPT MA and the Final Beneficiaries to concentrate their efforts in the problematic stages in the implementation of projects under OPT.

All Final Beneficiaries encounter problems with tender procedures in general. The reasons at tender procedures level can be summarized and are the following:



The Final Beneficiaries involved in construction projects have faced the legislative contradictions, mainly in the TRA and the PPA and they also have problems with the Terms of References which are quite complicated for such projects.

The Final Beneficiaries also encounter difficulties in defining the minimum requirements and methodology of evaluation of offers and openly admit that during the last 2 years they have preferred using the “lowest price” criterion because the coordination and validation of a methodology for evaluation under the “most economically advantageous tender” takes exceptionally long time.

The frequent changes in the PPA are an obstacle to all Final Beneficiaries with regard to tender procedures. However, compared to the number of trainings on this topic in which most of them have participated, it can be considered that this problem has been successfully overcome. Despite the complexity of evaluating large scale projects all Final Beneficiaries consider they do not have any problems with the evaluation procedure process. This statement is confirmed by the analysis of the reasons for appealing the results of the tender evaluation committees’ work which are related not with the evaluation itself but rather with applying the minimum requirements and the requirements of the relevant documents.

During the procedures of preparation of projects under OPT all Final Beneficiaries except for OPT MA, have problems with the capacity to prepare Application forms for large scale infrastructure projects which are approved by the EC since there the annexes are too many and highly specific for each project. NRIC and RIA have taken measures for overcoming this problem by seeking the assistance of JASPERS, which might serve as a good basis for training their staff for future projects as well.

The other most common problem is the delay of the expropriation and land acquisition procedures due to lack of assistance by the municipalities and for some Final Beneficiaries – also by the respective state institutions. This is a major problem for RIA and NRIC, whereas Metropolitan EAD has no such problems due to the fact that it operates only at the territory of Sofia Municipality and obviously receives the necessary institutional support on all administrative levels.

The lack of well-prepared staff for assessment and corrections of the Cost-Benefit Analyses (CBA) is valid for all Final Beneficiaries with large scale infrastructure projects and is confirmed by the data for the training of the specialists working in them showing that only 0.5% of the staff of all Final Beneficiaries involved in projects under OPT have been trained for assessment of CBAs.

The problem with technical assistance funding in the beginning of the programme period has been overcome but is one of the reasons of the delay of the projects under OPT.

In the procedures for implementation of projects the main problems of the Final Beneficiaries are mainly related with the delays of expropriation and land acquisition procedures not completed in the preparation stage of the projects. The problem is slightly different for Metropolitan EAD, where it lies mainly in the coordination for crossing utility infrastructure and engineering networks.

Most of the Final Beneficiaries report as a problem in the project implementation procedures the fact that the provisions of the PPA do not provide a sufficiently effective mechanism for influencing incorrect contractors. The provisions of the law are concentrated on the Employers and they often find themselves in non-performance situations due to their inability to influence the contractors.

Some of the Final Beneficiaries have capacity problems especially for on-the-spot checks. Probably the next evaluations will establish also a potential lack of capacity for the implementation of the projects but due to the initial stage of the main part of them such lack has not been established at present.

Unlike the procedures for implementation of projects under OPT, when it comes to management, most of the Final Beneficiaries have doubts in their available capacity.

With the exception of OPT MA, all Final Beneficiaries have serious problems in terms of providing funds for interim payments and NRIC and Metropolitan EAD also with the funds for co-financing to be provided by the Final Beneficiary. The lack of provided financial buffer to guarantee regular payments to contractors creates tension between the Final Beneficiaries and the Project Contractors and seriously reduces their mechanisms of influence in cases that they are in a position of Employer.

All Final Beneficiaries under OPT have developed risk assessment systems but some of them are not working effectively being only formal registers of risk assessment and not actual corrective measures. There are no sufficient trainings carried out for these procedures and this is one of the topics established for future trainings which the independent evaluator recommends to all Final Beneficiaries.

Almost all Final Beneficiaries have unsuccessful projects at the programming stage. The main reason for problems in programming was overrating the project readiness for some of the projects and for OPT MA one of the reasons was placing them in a not typical role of Final beneficiary of the project “Development of a strategic business plan for the development of the railway transport” as well as in other strategic projects.

The problems of unsuccessfully contracted projects were caused by the low quality of tender documents and too restrictive requirements occasionally set by the Employers and respectively approved by the ex-ante control in OPT MA.

The performance rating of Metropolitan EAD in this main issue tends towards satisfactory and is higher than this of OPT MA since the level of complexity of procedures in implementing large scale infrastructure projects has been taken into account. Here again RIA and NRIC show certain improvement in the end of the period of evaluation but their performance rating for the entire period is closer to neutral. On their part BPIC have not managed to overcome their unsatisfactory performance rating and the one of EAEMDR tends to highly unsatisfactory and shows no improvement trend at present.

GENERAL CONCLUSIONS UNDER MAIN ISSUE **“IDENTIFICATION OF GOOD PRACTICES AND ANALYSIS OF THE** **SCOPE OF TRANSFERABILITY”**

During the study for projects whose implementation can be used as an example for future programming, the independent evaluator has analysed and evaluated only projects directly related to achieving the general and specific objectives of the Operational Programme on Transport as well as to the sufficient implementation of the set impact, result and achievement indicators.

At the stage of performing the evaluation there is proven big progress in the development of the “Project for Extension of the Metropolitan Sofia – Stage I from Nadejda road junction (MS II-5) to Cherni vrh Blvd. (MS II-11)” with Beneficiary Metropolitan EAD. The level of actually executed works, the current project management and implementation activities performed by Metropolitan EAD, as well as the conditions established for them give reason to the independent evaluator to include this project in the definition of “good practices”. The organization for risk assessment and the dual monitoring and control system established by Metropolitan EAD have contributed to a large extent to the project success. The obvious commitment of all participants in the management and implementation processes leads to achieving quality progress and fulfilling the criteria set under OPT.

For the rest of the Final Beneficiaries except OPT MA, there’s no significant progress in the implementation of the investment projects under OPT. The level of actually executed works, the project management and implementation activities performed so far by the Final Beneficiaries, as well as the conditions established for their performance do not allow the independent evaluator to include them in the definition of “good practices”. Nevertheless, the good results under some projects funded under Priority Axis 5 – Technical Assistance are noticeable and are briefly enlisted below. Significant are the results of the implementation of the project for “Design and implementation of a Geographical Information System (GIS) for the needs of NRIC”. These good achievements can be transferred to identical projects of other Final Beneficiaries – for example to the project for “Design and implementation of a Geographical Information System (GIS) for the management of ports infrastructure” included in the Indicative Annual Programme of 2011 of the OPT. OPT MA may give an example in the project implementation process its projects for “Development of a strategy for implementation of ERTMS” and “Development of a strategy for implementation of TSI of conventional railway system”, whose results directly impact the present and future investment projects in the railway sector.

Despite the contacts established by all Final Beneficiaries under OPT with similar Beneficiaries from other countries, the independent evaluator considers that the simple transferring of good practices from other member states of the EU is a rather delicate process which must be carefully prepared by long-term planning for each project stage. At present the efforts could be concentrated on transferring the experience in project implementation by Metropolitan EAD to the other Final Beneficiaries under OPT, as well as on organizing joint events for discussing common problems and suggestions for their resolving.

In their capacity as Final beneficiary under OPT with an obvious progress in the implementation and management of investment projects, Metropolitan EAD are in a position where they could transfer the experience gained and the approaches in solving of problems and specific situations. This is valid for all stages of the project cycle starting with the planning and programming.

GENERAL PERFORMANCE RATING OF THE FINAL BENEFICIARIES UNDER OPT IN THE PROJECT IMPLEMENTATION PROCESS

The general performance rating of the Final Beneficiaries under OPT as per the main criteria is presented in the next table:

Criteria	Relevance	Effectiveness	Efficiency	Consistency
End Beneficiaries				
OPT MA	satisfactory	neutral	satisfactory	neutral
NRIC	satisfactory	neutral	neutral	neutral
RIA	satisfactory	neutral	neutral	neutral
Metropolitan EAD	satisfactory	satisfactory	satisfactory	satisfactory
BPIC	satisfactory	neutral	unsatisfactory	neutral
EA EMDR	satisfactory	unsatisfactory	unsatisfactory	neutral

The general performance rating of the Final Beneficiaries under the individual criteria shows that in the **relevance** criterion all have satisfactory rating as Beneficiaries under OPT.

The effectiveness is satisfactory only for Metropolitan EAD, while the other Final Beneficiaries, except for EA EMDR have neutral evaluation, which as the projects under which contracts have already been signed progress, might objectively reach a satisfactory level in a subsequent period.

The efficiency for OPT MA is satisfactory and can easily be improved by increasing the benefits of the programme, since the resources are expected to remain a constant value until the end of the programming period. The same arguments apply to the Metropolitan EAD, which is another Final Beneficiary with satisfactory rating on this criterion. The efficiency of NRIC is neutral as per the cut-of date, because only two of the major projects are with signed contracts and only one of them is in the process of actual implementation. Since the independent evaluator is familiar with the results achieved in the period up to the completion of this report and the cut-off date, he considers that the neutral evaluation of NRIC, as Final Beneficiary under OPT is a temporary one and will soon be successfully converted into satisfactory. The same applies to RIA, which with increasing of the construction activities will increase its effectiveness. Efficiency criterion is problematic for BPIC and EA EMDR. And if any improvement is expected for BPIC based on activities on replacement of projects and commencement of activities under the project BULRIS, then for EA EMDR, the independent evaluator does not expect future improvement to satisfactory.

The last criterion for **consistency** is with satisfactory rating only for Metropolitan EAD, as their individual contribution to the overall objectives of the programme is currently the most measurable. OPT MA, NRIC, RIA, BPIC and EA EMDR have neutral rating under this criterion, because through their projects have not yet achieved a balance between national commitment to European policies. Despite that RIA, NRIC and OPT MA have the opportunity to reach positive values based on further development of their projects in the months after the cut-off date.

RECOMMENDATIONS

The prepared recommendations of the independent evaluator are based on some basic findings and conclusions, described in the respective sections and parts of the present Evaluation report. The recommendations reflect the views of the experts of the independent evaluator to improve project implementation on Final Beneficiaries level and hence - to optimize the overall implementation of the Programme.

The purpose of these recommendations is by their implementation to contribute for overcoming the established weaknesses, difficulties and problems for achieving an improvement on all levels and processes at the Final Beneficiaries under OPT and the programme as a whole. The findings and recommendations connected to them are summarised in the table below. The referring main issues, key evaluation questions, sections of the report, the responsible bodies of the recommendations and the indicative deadlines of their implementation are also specified for easier access. The recommendations are listed in their importance for implementation in levels of low, medium and high.

№	Section of report	Main issue	Key evaluation question	Level of importance	Finding/Conclusion	Recommendation	Responsible body	Deadline for implementation
I OPT MA – in its capacity as Managing authority								
1		Effectiveness in implementation of procedures Capacity of Final Beneficiaries	Are there any delays in OPT implementation at the Final Beneficiary level and if so what are the reasons?	High	Operational Programme on Transport has serious problems with acquiring the funds by the End Beneficiaries and despite this until the middle of the fifth year, there is no evaluation and analysis of the reasons for this. In the progress reports of the projects are observed one and the same reasons repeated for years on end and no measures have been taken for their solution.	Based on the results of the present evaluation it is recommended to be developed a system for ex-ante control and monitoring of all Final Beneficiaries with unsatisfactory performance rating on the respective criteria and main issues, for their timely establishing and measures for improvement.	OPT MA	Permanent To be reported on OPT progress monthly meetings
2	6.7	Assessment of existing problems for project implementation and identification of the reasons	What difficulties encounter Final Beneficiaries in project implementation at the level of procedures?	High	Except for OPT MA, all Final Beneficiaries have serious problems related to providing funds for the interim payments while NRIC and Metropolitan EAD also with the funds for co-financing by the Final Beneficiary. The lack of provided financial buffer to guarantee regular payments to contractors creates tension between the Final Beneficiaries and the Contractors and seriously reduces their mechanisms of influence as Employers.	Based on the OPT MA proposal a buffer mechanism to be established using the funds from the EIB, State loan or Reserve funds from the State budget for timely execution of interim payments in full value and VAT.	OPT MA	31.03.2012
3	6.7	Assessment of existing problems for project implementation and identification of the reasons	What difficulties encounter Final Beneficiaries in tendering and what are the reasons?	Medium	Final Beneficiaries face difficulties in defining the minimum requirements and the methodology for evaluation and openly admit that during the last 2 years have been using the "lowest cost" criteria since the coordination of an evaluation methodology under the criterion "most favourable economic offer" takes up an extraordinary long time. No clear instructions are being received from OPT MA but mostly critical remarks that the methodology is not detailed enough and/or not fully objective.	Model methodologies of evaluation under the criterion "most economically advantageous offer" to be prepared and to be given to the Final Beneficiaries and/or in case of return of the tender documentation specific suggestions for changes to be made by OPT MA	OPT MA with the participation of Final Beneficiaries	31.03.2012 and after that date during the ex-ante control of tender documentations

4	4.7	Capacity of Final Beneficiaries	Do the Final Beneficiaries have the necessary capacity and expertise to prepare and manage the OPT projects effectively?	High	All Final Beneficiaries need additional training either due to high quit rates or due to lack of the training provided. OPT MA has not analysed the needs of training and the priority main topics of such training.	<ol style="list-style-type: none"> 1. Analysis of the training needs for each of the Final Beneficiaries and an emergency plan for its implementation to be prepared, according to which to be approved AF for trainings. 2. The training of Final Beneficiaries to be decentralised and opportunity of each Final Beneficiary to be given to organise trainings on its own according to the needs analyses. 	OPT MA	31.03.2012 Permanent
5	6.7	Assessment of existing problems for project implementation and identification of the reasons	What difficulties encounter Final Beneficiaries in project implementation at the level of procedures?	Medium	Some of Final Beneficiaries have problems with administrative capacity due to quitting of prepared staff which abruptly reduces their efficiency in the preparation, implementation and management of projects.	<ol style="list-style-type: none"> 1. To be introduced protection mechanisms against the loss of such experts as well as incentives for their retaining in accordance with the possibilities and resources of each Final Beneficiary. 2. During the evaluation of the employees engaged with projects under OPT to be used evaluation by external experts and to be applied the approach for competence – improving of qualification during the period, extent of acquired knowledge during training, motivation for work and other criteria introduced through standards for competence. 	OPT MA with the participation of Final Beneficiaries	Permanent
6	3.7	Capacity of Final Beneficiaries	Do the Final Beneficiaries have the necessary capacity and expertise to prepare and manage the OPT projects effectively?	Low	With regard to the relevance of the Final Beneficiaries under priority axes it could be also concluded that these are correctly defined, with the reservation that some of them could be Final Beneficiaries also under Priority axis 3 The question remains if the "closure" of OPT did not left behind OPT relevant Final Beneficiaries, which could contribute to input OPT mainly under Priority axis 5 - Technical assistance	<ol style="list-style-type: none"> 1. To be included as Final Beneficiaries under OPT – BPIC under Priority axis 3, and Metropolitan EAD under Priority axis 1. 2. To be included as new Final Beneficiaries under OPT for Priority axis 5 the responsible agencies for the respective transport modes and the National Transport Policy Directorate within the MTITC. 	OPT MA	Partially achieved 31.12.2012
7	7.1	Identification of good practices and analysis of scope for transferability	Are there any specific good practices in project management and implementation at individual Final Beneficiary level?	Medium	A project which can serve as an example for „good practices” is „Project for extension of the metropolitan Sofia – I stage, II metropolitan diameter: Nadejda (CM II-5) - Central Railway Station and Central Bus Station, Square "Sv. Nedelia - bul."Cherni vruh"(CM II-11)" with Final Beneficiary Metropolitan EAD.	<ol style="list-style-type: none"> 1. To be organised training for transferring of „good practices” between the Final Beneficiaries under OPT. 2. To be developed mechanism for documenting the established „good practices”, i.e. through the quality management system ISO 9001/2008, with view to their future use. 	OPT MA	Permanent To be reported on OPT MC meetings

8	6.7	Assessment of existing problems for project implementation and identification of the reasons	What difficulties encounter Final Beneficiaries in project implementation at the level of procedures?	High	<p>Most of the Final Beneficiaries are unanimous that the provisions of the PPA do not grant a sufficiently effective mechanism for influence on incorrect contractors. The weight of the law is concentrated on the Contracting authorities and they often find themselves in a situation of non-performance due to the inability to influence the Contractors.</p> <p>At the contracting stage, problems encounter only the Final Beneficiaries with large infrastructure projects, for which specific requirements exist. A typical example is the requirement of the TRA for a license of the Engineer, to whom the PPA allows to have a "matching document" in the respective member state of the EU.</p>	<p>1. Working group at the OPT MA to be established, which will analyse and summarise the problems in implementation of large infrastructure projects resulting from the requirements of the PPA. Proposals for changes to be prepared and the OPT to proceed them.</p> <p>2. A similar working group to be established or the same working group under item1 to be assigned tasks for preparation of proposals for changes in the TRA facilitating the implementation of large infrastructure projects. OPT MA to proceed the changes in the TRA and if necessary to initiate the changes in other regulatory documents.</p>	OPT MA	31.03.2012
9	6.7	Assessment of existing problems for project implementation and identification of the reasons	What difficulties encounter Final Beneficiaries in project implementation at the level of procedures?	Medium	All Final Beneficiaries have developed systems for evaluation of risk but some of them don't have effective impact, being only formal and reduced to registers for the evaluation of risk and not actual corrective measures.	Employees of the Final Beneficiaries to be trained for performing the risk evaluations and periodical checks for the effectiveness of their application to be made by OPT MA and/or external experts.	OPT MA	Permanent To be reported on OPT progress monthly meetings
10	6.3	Assessment of existing problems for project implementation and identification of the reasons	What difficulties encounter Final Beneficiaries in project implementation at the level of procedures?	High	The main problems in the implementation of projects for construction and/or their preparation are the lack of desire in the municipalities to coordinate the documents, necessary to be attached to the AF and lack of a legal regulatory mechanism for influence by the End beneficiary, as well as the long period of expropriation procedures and the lack of institutional support at this stage of the preparation of projects.	To be established an appropriate coordination mechanism with the local authorities and the others institutions, related to the processes of coordination, validation, expropriation, approval, etc. Since its implementation could lead to changes in legislation proposals for changes in the respective normative acts to be prepared and to be submitted for institutional procedure.	OPT MA	30.06.2012
11	6.3	Assessment of existing problems for project implementation and identification of the reasons	What difficulties encounter Final Beneficiaries in project implementation at the level of procedures?	High	There is no developed mechanism for the coordination of project solutions between the separate End Beneficiaries, most often between RIA and SC NRIC, which however with the development of the projects under Priority Axis 3 will affect also some of the other End Beneficiaries.	Under proposal of OPT MA to be established a coordination unit for solving issues of conflict in the projects between the individual Final Beneficiaries, as well as with the related to these decisions state institutions - MRDPW, MOEW and others. In this unit to be included representatives of the OPT MA, NRIC, RIA, MRDPW, MOEW and others, with high enough rank in order to be able to solve the problems operationally during joint meetings.	OPT MA	30.06.2012

II OPT MA – in its capacity as Final Beneficiary								
12	5.1	Effectiveness in implementation of procedures	Is the division of functions and responsibilities between Managing Authority and Final Beneficiary appropriate?	High	During the study of the documentation it was acknowledged that at the final date of the evaluation Version No. 6 of the Manual is not actual as it doesn't reflect correctly the structure and the functions of the departments in OPT MA.	To maintain as up to date as possible the Procedure manual of OPT MA and the necessary amendments and updates to be made <i>ad-hoc and</i> in operative sequence.	OPT MA	Permanent
13	5.1	Effectiveness in implementation of procedures	Is the division of functions and responsibilities between Managing Authority and Final Beneficiary appropriate?	High	In the current version of the Procedure manual at the final date of the evaluation there are problematic issues, because of which the allocation of the functions and providing independency and impartiality are not fully guaranteed.	To clarify and eliminate the problematic issues and the established points of conflict in the procedures of OPT MA for the projects, in which OPT MA is the Final Beneficiary.	OPT MA	31.03.2012
14	5.1	Effectiveness in implementation of procedures	Is the division of functions and responsibilities between Managing Authority and Final Beneficiary appropriate?	Medium	<u>Part of the managers/the members of PIU outside the workforce of CPP Directorate. It wasn't clarified what part of their work time is dedicated the management of projects in its capacity as employees in PIU, who and how evaluates their input.</u>	The ordinances for establishment of PIUs to be analysed and to be evaluated whether the participation of employees in the units from outside the CPP Directorate, as Final Beneficiary on the projects, does not represent a point of conflict and whether the expenditures for paying their additional remuneration are eligible as per the technical assistance for the same projects.	OPT MA	31.03.2012
15	5.1	Effectiveness in implementation of procedures	To what extent the status of the implementation of the projects at the cut-off date contributes to achieving of the general and specific objectives of the OPT?	Medium	The indicators under Priority axis 5 cannot serve for measurement of the progress in the implementation of the projects, financed under the priority axis. The same do not have material quantitative means of measurement except for the specific projects they refer to and cannot serve neither for the purposes of monitoring, nor these of evaluation. The actual status as at 30.06.2011 indicates that not all of them have been realized so far.	To define new indicators for the OPT priority axis 5 for technical assistance, for each specific project financed under the axis with Final Beneficiary OPT MA, by definition of clear, specific and measurable indicators serving as criteria for measuring progress and achieving the objectives. Nevertheless, their direct connection with the defined indicators at priority axis level, the crucial issue is to report the projects implemented and planned.	OPT MA	Permanent
16	5.1	Effectiveness in implementation of procedures	Are there any delays in OPT implementation at the Final beneficiary level and if so what are the reasons?	Medium	OPT MA Beneficiary has discontinued its efforts to successfully complete the award of the contract by preparation and conducting of a consecutive procedure for the selection of a contractor on project „Preparation of a strategic business plan for the development of the railway transport“. The project as such has been included in the Operational programme from its planning and has been	To prepare detailed analysis for necessity of the projects included under priority axis 5 of the OPT and in case of proved necessity to take the urgent measures for the successful awarding of strategic projects included in OPT and approved for financing whose implementation has not yet started.	OPT MA	30.06.2012

					approved by the European Commission in 2007, and in the middle of the fifth year of the programme period its implementation still has not been awarded.			
17	6.1	Assessment of existing problems for project implementation and identification of the reasons	What difficulties encounter Final Beneficiaries in project implementation at the level of procedures?	Low	The interviewed representatives of OPT MA defined problems, related to the implementation of the projects and administrative relations, including the presence of intensive and often not so smooth document circulation under the projects of OPT MA, as well as different occupation rate of the employees in the OPT MA sometimes leading to their inability to adequately perform their main obligations.	To seek assistance by the general administration of MTITC for the optimization of document circulation under the projects, for which OPT MA is Final Beneficiary, by well developed in writing cooperation – ordinances, amendments in the job descriptions, functional connections, etc..	OPT MA	Permanent
III NRIC								
18	4.2	Capacity of Final Beneficiaries	To what extent the distribution of functions at Final Beneficiary level is functional and efficient?	High	The Organisational and functional structure (according to item 6.3.1.1. Functions of „SDIP” Directorate of the Procedures manual and the respective job descriptions of the employees) of „SDIP” Directorate, do not comply with the declared in the Procedure manual approach (item 6.3.3. Organisation of the structure units of the projects), where the management and the implementation of projects shall be performed in categorical delimitation of the functions and the responsibilities between PIU/PIMU and „SDIP” Directorate. The independent evaluator considers that if an employee of NRIC is involved in the implementation and/or the management of more than two projects under OPT (as member of PIU of technical assistance and/or as expert temporarily working at PIMU for investment project), then the implementation of his obligations in some of these PIU/PIMU, or of his administrative function, requires hard to schedule and to prove, actual monthly occupation. It is necessary to define clearly the main core of PIMU which should be 100% occupied only with the specific investment project.	1. To optimize current organizational and functional structure of the SDIP Directorate and to achieve no doubts for division of functions and responsibilities between the PIUs and the experts within SDIP Directorate by applying the results of envisaged external technical expertise (technical assistance projects of JASPERS under OPT). 2. To plan the ensuring of the necessary financial resources for additional payments of employees in the administrative structures implementing activities for programming / identification, preparation, monitoring / control, financial reporting and financial control of all projects / operations of NRIC under OPT. Payments to the employees must be relative with the payments to members of PIMU (formed on market principles) in order to reduce the personnel turnover of high-quality specialists from these administrative structures under OPT within NRIC towards PIMU and / or outside the company.	NRIC	31.12.2011
19	4.2	Capacity of Final Beneficiaries	To what extent are effective the management and control systems set up within the Final Beneficiaries?	Medium	The document "Procedures Manual of NRIC for management and implementation of projects financed by OPT 2007-2013" (Version 1, March 2011) was approved by the Head of OPT MA - notification letter № 10-22-351 from 19.05.2011. In accordance with it, by 20.06.2011, NRIC had to reflect all comments and remarks to OPT MA and to send the final (to that date) version 1 of its procedures manual. According to current information by OPT MA and NRIC the final Version 1 of "Procedures Manual of NRIC for management and	To be executed strictly the procedure for amending the Procedure manual of the beneficiary. The PM amendments to be incorporated as soon as possible in all relevant documents and/or subsystems that are part of the NRIC FMCS.	NRIC	Permanent

					implementation of projects financed by OPT 2007-2013" was submitted by NRIC on 17.08.2011.			
20	6.2	Assessment of existing problems for project implementation and identification of the reasons	What difficulties encounter Final Beneficiaries in project implementation at the level of procedures?	High	From a historical point of view SC NRIC has a number of technical assistances and investment projects, financed with EU or budget funds which have already been implemented or are in the process of implementation. There exists a potential danger of double financing of parts of the projects/ the operations, planned for implementation under OPT.	To perform detailed checks of the scope of the projects/the operations of NRIC, planned for financing under OPT, in order to avoid potential problems with regard to double financing.	NRIC	Permanent
IV RIA								
21	3.3	Capacity of Final Beneficiaries	To what extent the distribution of functions at Final Beneficiary level is functional and efficient?	Medium	The functions of Directorate „Implementation of the projects on Operational Programme on Transport and CF" are underestimated and overlap partially with the activities for preparation, implementation and management of projects under OPT. Part of them are transferred to other directorates of RIA, and the allocation of the obligations between them is not clearly regulated and leads to decreased effectiveness.	To increase the functions of Directorate „Implementation of the projects under OPT and CF" by assigning to it all typical obligations of a responsible unit, and in the other directorates of RIA to remain only control and prevention activities. The Independent evaluator considers that the PIUs subordination to the Directorate is an appropriate solution, which will enable the exchange of information between the separate PIU and the experts in the Directorate.	RIA	31.03.2012
22	4.3	Capacity of Final Beneficiaries	To what extent the distribution of functions at Final Beneficiary level is functional and efficient?	High	In RIA there have been frequent organisational and legal changes for the period of evaluation. This have led to reduced effectiveness in implementation of the procedures by the responsible units for projects under OPT.	The management of RIA must concentrate on optimizing the internal procedures between the separate responsible directorates, connected with the projects under OPT.	RIA	Permanent
V Metropolitan EAD								
23	4.4	Capacity of Final Beneficiaries	Do the Final Beneficiaries have the necessary capacity and expertise to prepare and manage the OPT projects effectively?	Low	The employees are distributed almost evenly in the age range between 35 and 55 years – 15 employees, as well as for the age range of more than 55 years – 18 employees. Such distribution by age is rational within the framework of the present programme period, but for the next programme period 2014-2020 there is a real risk Metropolitan EAD to lose a large part of its experienced personnel.	The management of the company must consider attracting younger experts in the next 1-2 years in order to provide them with enough knowledge and skills as well as with good practices in the implementation and management of projects under OPT.	Metropolitan EAD	Permanent

VI								
BPIC								
24	4.5	Capacity of Final Beneficiaries	To what extent the distribution of functions at Final Beneficiary level is functional and efficient?	Medium	After the enforcement of the new organisational structure of BPIC and its assignment for the activities related to preparation, management, implementation and control of the European projects, there has been found overlapping of main part of the functions of the established PIMU under the projects, where BPIC is Final Beneficiary and the functions of the respective units in Directorate „Management of European funds”. As per the cut-off date of the present evaluation there are no any corrective measures taken in order to redistribute the functions and responsibilities between the Directorate „Management of European funds” and the PMIUs established.	<ol style="list-style-type: none"> 1. To put into compliance the Procedure manual of BPIC for operation under the projects, financed by OPT in case of changes in the organisational structure of BPIC, concerning the projects in which the company is Final Beneficiary 2. To re-define the ordinances for organization of the project implementation units for preventing overlapping of functions and obligations between PIU and „Management of European funds” Directorate 	BPIC By implementing the project “Technical assistance for strengthening of the administrative capacity of BCIP – phase 2”, tender procedure under PPA published on 07.10.2011	30.06.2012
25	4.5	Capacity of Final Beneficiaries	Do the Final Beneficiaries have the necessary capacity and expertise to prepare and manage the OPT projects effectively?	Medium	Concerning the participation in trainings and additional qualifications of the personnel of BPIC, related to the implementation of OPT, the independent evaluator was informed that the employees have participated in only 4 trainings and seminars for the period 01.01.2007 – 30.06.2011	To undertake immediate measures for improving the skills and qualifications of the experts, involved in the processes of preparation, implementation and management of OPT by the execution of the plan for conducting of trainings in BPIC for 2011 and its update and addition during 2012	BPIC By implementing the project “Technical assistance for strengthening of the administrative capacity of BPIC – phase 2”, tender procedure under PPA published on 07.10.2011	30.06.2012
26	4.5	Capacity of Final Beneficiaries	To what extent is the quality of particular phases of project implementation and management carried out by Beneficiaries?	Medium	In the progress reports there are no clearly defined by the Final Beneficiary measures for reducing the delays of the projects which have not started yet and the stated reasons are usually explained with external institutions.	<ol style="list-style-type: none"> 1. In progress reports of the projects to be defined clear and executable activities for reducing the delays in the projects with specifying the responsible institutions and the deadlines for reaction. 2. To increase the importance and use of the systems for risk assessment and management as well as for financial management and control for reducing eventual problems in the progress of the implementation of the projects BULRIS and VTMISS. 3. To address very seriously the problem with the quality of the technical specifications for the remaining lots and stages of the projects BULRIS and VTMISS by employing enough qualified experts. 	BPIC	Permanent Permanent 31.03.2012

VII EA EMDR - Ruse								
27	5.6	Effectiveness in implementation of procedures	Are there any delays in OPT implementation at the Final beneficiary level and if so what are the reasons?	Medium	Within the context of the arising unsolved major problems in the preparation of the project, as well as the accumulated delays it had been highly recommendable and advisable OPT MA to plan and perform on-the-spot checks at EA EMDR, as a result of which corrective actions to be undertaken.	OPT MA to conduct on-the-spot checks at EA EMDR even in cases when there is no signed contract for provision of grants in order to discover as early as possible the problems on site and to adequately address them.	OPT MA	Permanent
28	6.6	Assessment of existing problems for project implementation and identification of the reasons	Are there any unsuccessful projects - from programming, through contracting, to implementation and what are the reasons?	High	The stated problems with the Bathin- Belene project will result in the inability the implementation of the said project to actually start within the scope of the present programme period and in the end will reflect in losing the financial resource of 138 mill. Euro provided for the project in the OPT.	To speed up the preparation of the alternative project of EA EMDR – Ruse – „Improvement of the systems for navigation and topohydrographical measurements of the Danube River” in order to minimize the risks of a complete loss of funds under OPT by the Beneficiary.	EA EMDR	30.06.2012
29	6.6	Assessment of existing problems for project implementation and identification of the reasons	What difficulties encounter Final Beneficiaries in tendering and what are the reasons?	High	On its major project „Improvement of the navigation on the Danube in joint Bulgarian - Romanian parts: from rkm 530 to rkm 520 - Bathin from rkm 576 to rkm 560 – Belene ” EA EMDR has not conducted even a single tender procedure for projects under OPT. The extent of problems in the tender procedures at EA EMDR and the role of the Final beneficiary for their overcoming have been evaluated as highly risky.	EA EMDR to organize the tender procedures for the selection of contractors under the direct management and control of department „Ex-ante control” of OPT MA to be conducted so that their conformity with the requirements of the procedures and legislation and their successful completion with their first announcement are guaranteed.	EA EMDR	Permanent
30	5.6	Effectiveness in implementation of procedures	To what extent the status of the implementation of the projects at the cut-off date contributes to achieving of the general and specific objectives of the OPT?	High	Inclusion of the Bathin-Belene within the scope of the national OPT, without ensuring timely coordination with the Romanian side as early as the programming stage for providing the implementation and the financial provision of the research activities and the preparation of the respective Terms of Reference and tender documents, has presented a threat for its preparation and implementation. Although EA EMDR makes efforts to assist the completion of the Romanian project and to receive adequate source data for the main one, at the	OPT MA to cooperate for establishment of a joint coordination structure between Bulgaria and Romania which to organise and monitor at satisfactory higher level the progress of the studies and the process of the preparation of the activities planned in the main project with aim to solve the problems beyond the EA ENDR competency. Measures to be taken and within the remaining time till the end of the present programme period a technical design and tender documentation to be	OPT MA EA EMDR	31.12.2012 31.12.2013

				<p>present stage the accumulated delays will not be made up for until the end of the programme period.</p> <p>The reasons for the delays originate from the process of programming and preparation of both operational programmes, the lack of coordination between both ministries concerned, the incomprehension of the transboundary and joint nature of the project, the lack of adequate reaction and support for the Final Beneficiary in the preparation by the Managing Authority of OPT, as well as not taking any appropriate corrective actions for eliminating the delays and overcoming the problems at a later stage when the initial weaknesses have clearly shown.</p>	<p>prepared for the scope and technical specification of the project “Bathin - Belene”, whose implementation to be started immediately in the next period 2014-2020</p>		
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