



Ministero dello Sviluppo Economico  
Dipartimento per le Politiche di Sviluppo e di Coesione



## Bilateral Cooperation Agreement



Italy



Bulgaria

Models and strategies for Public-Private Partnerships

Project :

**PPPS website**

Client :

**Studiare Sviluppo**

Beneficiary :

**Ministry of Finance  
(BG)**

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## 1. Project phases: 'PPP Sector website'

Public Private Partnerships appeared in Bulgarian Government agenda since the early '90, but only recently became an institutional reality, later than in the major European economies. In the beginning there was the setting up of the PPP Sector | 'PPPS' (the Bulgarian PPP Unit), on January 2005, and therefore the promulgation of the Concession Law<sup>1</sup> (June 2006). Only more recently, after a few years of experienced matured in the sector, came the decision to develop an institutional 'website' for the PPPS Sector.

According to the recent evolution of the PPP markets and of the Internet network, our experience suggests to proceed developing a devoted website as follow:

Table 1 – Project implementation phases

<b>what</b>	<b>how</b>	<b>objectives</b>	<b>deliverables</b>
<b>first</b> Conducting a benchmark analysis	The analysis will be focused on the major institutional website of PPP Units	In order to identify the <i>international best-practices</i> for defining the structure, contents and the browsing and interactivity levels of the website more suitable to the PPPS target	
<b>Second</b> Analysing the existing information, the PPPS capacity, needs and expectation	The analysis will be conducted through interviews to the PPPS and documents analysis	To plan the future phases activities	Benchmark analysis - November 10 <sup>th</sup> 2007
<b>Third</b> (based on the results of the above analysis) Assisting a 'technical team' composed by PPPS Members, communication experts and MoF technicians to develop the website	Providing technical assistance and information/know how on PPP and the institutional websites	Building the PPPS website to communicate: > PPP policy; > PPPS mission; > sectors and public subjects, priorities; > projects in financing, implementation and construction phases; > methodologies to improve the public/private growth in PPP	Website draft - November 24 <sup>th</sup> 2007

<sup>1</sup> LAW OF THE CONCESSIONS - Prom. SG. 36/2 May 2006, amend. SG. 53/30 Jun 2006, amend. SG. 65/11 Aug 2006, amend. SG. 105/22 Dec 2006

The base on which has been developed the PPPS website is the MoF proposal (see Annex 1) enriched by the contents agreed with the Italian Ministero dello Sviluppo Economico. In this draft, the main objective of the website is to communicate: ▶ the Bulgarian PPP policy; ▶ the PPPS mission; ▶ sectors and subjects assisted; ▶ projects in phase of financing, implementation and realisation; ▶ initiatives and methodologies useful to the public and private sector growth in PPP. About its major aim, it is advisable to remark that a 'communication' activity must be based on principles of efficiency, completion and tempestivity.

The PPPS website MoF proposal aims to this target of website users: ▶ Public Administration (central and local); ▶ the International Institutes, Organisations, Governments; ▶ private operators on the territory ▶ International markets. For these last, the 'PPP project initiatives' might represent investment opportunities implying *long-term partnerships and commitment* with the Bulgarian Public Administrations.

## ***2. an internet website***

About 60% of the European PPP Units have pages on the Internet for their institutional activities, especially for knowledge sharing<sup>2</sup>, although in recent years several reports have already complained for the growth more than exponential of the number of websites and pages on the Internet network (*overloading*), versus a not fully effective technology of the 'search engines' and 'portals' which. They nowadays can monitor and capture a low percentage of website addresses; nevertheless they keep being necessary tool for '*browsing*' the net.

For the present initiative, the browsing and accessibility limits to the net are easily overcome by the fact that giving a 'website' to the PPPS is almost a duty of institutional communication, whose aim found satisfaction in a '*pull*' action towards the market more than a '*push*'. As this last is strictly required to a private entity finding sustainability in its market/visibility success also on the net. In any case, the simpler '*pull*' action should come after a previous communication and submitting campaign among the major media and search engines/websites of the net.

To conduct a proper analysis of what is required for a website, it is advisable to remark that to make its cost, resources and time required a successful initiative or investment

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<sup>2</sup> "Review of European PPP knowledge sharing practices" – Project Directorate of the EIB (June 2007)

for the MoF, it is necessary to pay attention to these items: *Strategy; Development; Operation.*

*Strategy* – This is the basement for inspiring and giving the shape to the whole website. It should include the major pursuable objectives, in their synergic combination, and tactics to achieve them.

In MoF' proposal the institutional communication is the most important objective aimed to: ▶ build and strengthen the Institutional Image; ▶ promoting services with the objectives of geographical coverage of the entire territory and of priority intervention sectors; ▶ providing technical assistance to the Public administrations, also through e-mail, Intranet and Extranet modes.

*Development* – For the website development, complying with the mentioned internet limits, it is necessary work on: ▶ the realisation of the internal structure, which should be technically reliable, suitable and easy to repair; ▶ the paging of the external structure/visual, to match as its best the website communication and marketing principles and the requirements of the search engines. Beyond a different communication profile, the web will require new professional expertise for its realisation and operation, fortunately, already available in the MoF team of technicians.

*Operation* – Beyond the extraordinary activity of the website realisation, it is necessary to project and plan the ordinary operational and maintenance activities. The complexity of the first will strongly depend on the level of interactivity of the pages and the quantity of updated news and comments. The maintenance will depend on the quantity of activity, access and especially on the initial adopted technology.

Being the PPPS website embedded in the MoF one, the maintenance will be performed by the same technicians where the operational might require and enforcement of the PPPS experts.

The key factors/ingredients of a website on which are important to focus efforts, in their standard version, are as follow:

Table 2 – Website 'key-factors'

<p><b>WEB-STRATEGY</b> <i>It is the idea inspiring the internet website creation, its objectives and the way forward</i></p>	<p>The strategic plan must be clearly defined in all its objectives (the MoF stresses more on the communication and knowledge sharing than on the assistance provision) and interrelations, as well as the target and the expertise and resources (in house or external) and the time planning to achieve them.</p>
<p><b>CONTENTS</b> <i>It is the whole body of information showed/hosted in the website</i></p>	<p>It must be appropriate in terms of quantity and quality for the ideal target and coherent to the communication strategy. It has to clearly describe the operational activity of the institutions (MoF and PPPS) satisfying the info needs of the web users but also stimulating their curiosity for more details.</p>
<p><b>STRUCTURE/BROWSING</b> <i>It is given by the way to show and deliver the info and the rational of their exposition and allocation</i></p>	<p>A valid structure allows a rapid uploading of the pages (text, pics and spreadsheets), with an intuitive browsing activity and communicating the simple logical scheme of its exploration. This has to stimulate in the users expectations which will find proper satisfaction inside the website pages.</p>
<p><b>VISUAL DESIGN</b> <i>It consists on appearance of the website</i></p>	<p>The graphic quality has to contact the different psychographic profile of the defined target, underlining and differentiating the punctual passages in the text and exactly reflects and forecast the institutional image.</p>
<p><b>FUNCTIONALITY</b> <i>It depends on the adoption of the suitable technology in the website</i></p>	<p>The website should have a valid technology suitable to pursue the objectives defined in the strategy and it has to work/operate on every information platform and browser.</p>
<p><b>INTERACTIVITY</b></p>	<p>The traditional interactivity of a website is depending on the number of hypertext links and the documents/info offer to the user. It should make perceive a value added, compared to other media not interactive (TV, Radio, Press), offering a counterpart presence 'on the other side' of the screen who can be solicited or inquired on different sectoral/website issues. <i>Here it is considered as the way allowed to the user to enter in contact and interact with the PPPS.</i></p>

### **3. First phase: Benchmark analysis**

Equipping the PPPS with a virtual space on the net requires: (a) a previous analysis of the most important sectoral websites with the aim to record and measure their best practices; (2) an analysis of their suitability to PPPS and its target; (c) the adoption of a tailor-made approach to build the website to pursue at its best the strategic objectives, benefiting from all the best solutions found in the net.

Among the principles elements characterising a website, a few of them (*structure, browsing, visual design, and functionality*) have been already defined by the MoF decision to embed the PPPS within its institutional pages. Still have to be defined the ▶ web-strategy, ▶ contents and ▶ interactivity, for which is necessary a benchmark analysis among the existing sectoral examples, to collect information on what is possible to deduct from their pages reading/vision.

#### **3.1 Internet Websites (PPP Units)**

A special focus of attention has been given to the following PPP Units as they showed to have an interesting institutional website, worthy to collect suggestions for the PPPS one.

##### **Utfp (Italy)**

**Web-strategy:** There is no explicit mention of Vision and Strategy (objectives/tactics) but simply of its Mission and institutional tasks. From its web-pages analysis it seems aimed  
▶ to communicate to the public-private operators (domestic) its institutional image,  
▶ to pursue cultural breakthrough providing the basic instrument to face and solve the major PF/PPP issues and ▶ to stimulate interactive opening debates on major topics through thematic/innovative papers, interpretation and analysis (e.g. EU Directives or practices, Legal experiences, Risk analysis).

**Contents:** The contents are graphically visible at first sight. All the web pages and documents are in Italian, preventing visibility and the international communication. Generally talking, the content is rich of information and document on the Italian PPP context (with the major communication limit mentioned above), easy to browse/find but with a few empty pages or under construction and almost the old documents haven't been updated. The value added is given by the Annual Report and the PPP Observatory information on the domestic market.

**Interactivity** (*between PPP Units and website users*): The main contacts are given by: ▶ mail/e-mail; ▶ telephone; ▶ (un-formal) open consultation. This last, boost the basic

level of interactivity of this website, but unfortunately it is not as effective as expected because not communicated in a suitable way.

### **PPP Centrum (Czech Republic)**

**Web-strategy:** There is no explicit mention of Vision and Strategy (objectives/tactics) but simply of its Mission and institutional tasks. From its web-pages analysis it seems aimed  
▶ to communicate the institutional tasks and PPP Unit initiatives but also ▶ to provide the public-private operators (dom./international) with the basic instruments to cope with the PPP methods.

**Contents:** The contents are visible and rationally organised. The web pages and the major documents are also in English (everything is in Czech language), allowing visibility and the international communication. Generally talking, the content is rich of information and document on the PPP Czech context, easy to browse/find, with pages updated but a few under construction. The value added is given by the 'Search' and the projects in progress description.

**Interactivity** (between PPP Units and website users): The only channels of contacts are given by: ▶ mail/e-mail; ▶ telephone.

### **Irish PPP (Ireland)**

**Web-strategy:** There is no explicit mention of Vision and Strategy (objectives/tactics) but simply of its Mission and institutional tasks. From its web-pages analysis it seems aimed  
▶ to provide the public-private operators (dom./international) with the necessary instrument and guidance to implement the PPP methods, ▶ promoting PPP culture (documents and training course) and ▶ describing the projects in progress. It is also committed on stimulate the PPP private operators growth.

**Contents:** The contents are visible and rationally organised. All the web pages and documents are in Irish and English, allowing visibility and the international communication. Generally talking, the content is rich of information and document on the Irish context, easy to browse/find, with pages updated. The value added is given by the 'Search' and the 'Company listing' promoting the private operators.

**Interactivity** (between PPP Units and website users): The only channels of contacts are given by: ▶ mail/e-mail; ▶ telephone.

### **PPP Unit (Republic of Mauritius)**

**Web-strategy:** There is no explicit mention of Vision and Strategy (objectives/tactics) but simply of its Mission and institutional tasks. From its web-pages analysis it seems aimed ▶ to communicate institutional image but also to provide the public-private operators (dom./international) with the necessary instrument and guidance to tender and implement the PPP methods. It is also committed to enhance the foreign investment (in the PPP sector: infrastructure delivery and public service provision) communicating the country business climate.

**Contents:** The contents are simple and rationally organised. All the web pages and documents are in English, allowing visibility and the international communication. Generally talking, the content is rich of information on the Mauritian context, easy to browse/find, with pages updated. The value added is given by the downloadable PPP Government policy and the info on the country business climate.

**Interactivity** (between PPP Units and website users): The only channels of contacts are given by: ▶ mail/e-mail; ▶ telephone.

### **SDIT (Greece: Special Secretariat for PPP)**

**Web-strategy:** There is no explicit mention of Vision and Strategy (objectives/tactics), but only of the Mission and institutional tasks are clearly declared. From its web-pages analysis it aims ▶ to promote and support PPP projects implementation, ▶ providing technical assistance to the Inter-Ministerial PPP Committee and public entities from the PPP eligible project identification till the monitoring of their Partnership Contracts implementation.

**Contents:** The contents are rationally organised. All the web pages and documents are in English (and in Greek), allowing visibility and the international communication. Generally talking, the content is rich of information on the Greece context, easy to browse/find, with pages updated. The value added is given by the 'database of the approved projects', the 'PPP tenders database' and the 'newsletter'.

**Interactivity** (between PPP Units and website users): The only channels of contacts are given by: ▶ mail/e-mail; ▶ telephone.

### **aps (England: for Local Administrations)**

**Web-strategy:** There is no explicit mention of Vision, but the Strategy (objectives/tactics), Mission and institutional tasks are clearly declared. From its web-pages analysis it aims ▶ to promote, in an effective/practical way, the PPP among the local PAs, providing technical assistance on specific sectors/projects, since the procurement to the operation.

**Contents:** The contents are simple and rationally organised. All the web pages and documents are in English, allowing visibility and the international communication. Generally talking, the content is rich of information on the English local administrations, easy to browse/find, with pages updated. The value added is given by the 'newsletter' and the 'project awards' initiative, stimulating the PAs and the whole PPP sector to improve its performance.

**Interactivity** (between PPP Units and website users): The only channels of contacts are given by: ▶ mail/e-mail; ▶ telephone.

### **Partnerships Victoria (Victoria State/Australia)**

**Web-strategy:** There is no explicit mention of Vision and Strategy (objectives/tactics), but simply of the Mission and institutional tasks. From its web-pages analysis it seems aimed ▶ to communicate the government aim to integrate private capital in public investment, providing high quality technical guidance and tools on how to implement PPP initiatives.

**Contents:** The contents are simple and rationally organised. All the web pages and documents are in English, allowing visibility and the international communication. Generally talking, the content is rich of information, tools and guidelines, easy to browse/find, with pages updated. The value added is given by the 'business network, to promote the PPP private sector/market.

**Interactivity** (between PPP Units and website users): The only channels of contacts are given by: ▶ mail/e-mail; ▶ telephone.

Table 3 – PPP Units' website/synoptic table

	Web-strategy	contents	Interactivity
<i>Ufp</i>	<ul style="list-style-type: none"> <li>▶ Institutional Communication</li> <li>▶ PPP Cultural breakthrough</li> <li>▶ Interaction with website users</li> </ul>	<ul style="list-style-type: none"> <li>▶ institutional tasks;</li> <li>▶ what is the Project financing;</li> <li>▶ regulatory framework;</li> <li>▶ <b>annual report</b>;</li> <li>▶ key documents;</li> <li>▶ <b>sectoral papers</b>;</li> <li>▶ assistance to PAs;</li> <li>▶ links: to the domestic PPP Observatory;</li> <li>▶ main international PPP Units;</li> <li>▶ papers for open un-formal open consultations.</li> </ul>	<ul style="list-style-type: none"> <li>▶ mail / e-mail</li> <li>▶ telephone</li> <li>▶ (un-formal) open consultation</li> </ul> <p>=&gt; <u>medium level</u></p>
<i>PPP Centrum</i>	<ul style="list-style-type: none"> <li>▶ Institutional Communication</li> <li>▶ PPP Cultural breakthrough</li> <li>▶ Interaction with website users</li> </ul>	<ul style="list-style-type: none"> <li>▶ PPP definition/process</li> <li>▶ key documents/library</li> <li>▶ institutional tasks</li> <li>▶ news on PPP</li> <li>▶ <b>PPP projects in detail</b></li> <li>▶ regulatory framework</li> <li>▶ EU and PPP</li> <li>▶ <b>search inside the web</b></li> <li>▶ links to the main international PPP Units.</li> </ul>	<ul style="list-style-type: none"> <li>▶ mail /e-mail</li> <li>▶ telephone</li> </ul> <p>=&gt; <u>low level</u></p>
<i>Irish PPP</i>	<ul style="list-style-type: none"> <li>▶ Institutional Communication</li> <li>▶ PPP Cultural breakthrough</li> <li>▶ Interaction with website users</li> <li>▶ Providing training on PPP</li> <li>▶ Promoting the PPP market</li> </ul>	<ul style="list-style-type: none"> <li>▶ institutional tasks</li> <li>▶ key documents/library</li> <li>▶ <b>guidance</b></li> <li>▶ regulatory framework</li> <li>▶ PPP projects in detail</li> <li>▶ <b>Glossary/FAQs</b></li> <li>▶ search inside the web</li> <li>▶ <b>training on PPP</b></li> <li>▶ news on PPP</li> <li>▶ links to the main international PPP Units.</li> </ul>	<ul style="list-style-type: none"> <li>▶ mail /e-mail</li> <li>▶ telephone</li> </ul> <p>=&gt; <u>low level</u></p>
<i>PPP Unit-Rep.Mauritius</i>	<ul style="list-style-type: none"> <li>▶ Institutional Communication</li> <li>▶ PPP Cultural breakthrough</li> <li>▶ Interaction with website users</li> <li>▶ Promoting the Country 'Business Climate'</li> </ul>	<ul style="list-style-type: none"> <li>▶ institutional tasks</li> <li>▶ regulatory framework</li> <li>▶ <b>PPP government policy and strategy</b></li> <li>▶ <b>country business environment</b></li> <li>▶ guidance</li> <li>▶ links to the main international PPP Units.</li> </ul>	<ul style="list-style-type: none"> <li>▶ e-mail</li> <li>▶ telephone</li> </ul> <p>=&gt; <u>low level</u></p>
<i>SDIT</i>	<ul style="list-style-type: none"> <li>▶ Institutional Communication</li> <li>▶ PPP Cultural breakthrough</li> <li>▶ Interaction with website users</li> <li>▶ Promoting the PPP market</li> </ul>	<ul style="list-style-type: none"> <li>▶ institutional tasks</li> <li>▶ regulatory framework</li> <li>▶ <b>approved projects</b></li> <li>▶ <b>tenders database</b></li> <li>▶ <b>PPP project Awards</b></li> <li>▶ <b>Newsletter</b></li> </ul>	<ul style="list-style-type: none"> <li>▶ mail /e-mail</li> <li>▶ telephone</li> </ul> <p>=&gt; <u>low level</u></p>

4ps	<ul style="list-style-type: none"> <li>▶ Institutional Communication</li> <li>▶ PPP Cultural breakthrough</li> <li>▶ Interaction with website users</li> <li>▶ Providing technical assistance</li> <li>▶ Promoting the PPP market</li> </ul>	<ul style="list-style-type: none"> <li>▶ institutional tasks</li> <li>▶ developing partnership</li> <li>▶ guidance and <b>procurement packs</b></li> <li>▶ services provided / sectors</li> <li>▶ project assistance</li> <li>▶ <b>newsletter</b></li> <li>▶ <b>PPP project Awards</b></li> <li>▶ project database</li> <li>▶ glossary</li> </ul>	<ul style="list-style-type: none"> <li>▶ e-mail</li> <li>▶ telephone</li> </ul> <p>=&gt; <u>low/medium</u></p>
Partnerships Victoria	<ul style="list-style-type: none"> <li>▶ Institutional Communication</li> <li>▶ PPP Cultural breakthrough</li> <li>▶ Interaction with website users</li> <li>▶ Promoting the PPP market</li> </ul>	<ul style="list-style-type: none"> <li>▶ institutional tasks</li> <li>▶ <b>PPP policy</b></li> <li>▶ guidelines</li> <li>▶ training on PPP</li> <li>▶ project details</li> <li>▶ <b>business network</b></li> </ul>	<ul style="list-style-type: none"> <li>▶ e-mail</li> <li>▶ telephone</li> </ul> <p>=&gt; <u>low level</u></p>

### 3.2 The MoF website

At present, the MoF mainly communicates through two website address (www.minfin.bg and www.eufunds.bg) with rich information and list of documents online but it is still suffering, in terms of external communication, of overlapping and lack of clarity on many topics.

Bulgaria became an EU country since January 1<sup>st</sup> 2007 and is eligible for EU funds (e.g. Structural, Cohesion) but still for the pre-accession ones (e.g. ISPA, Phare); therefore it would be advisable that everything concerning the EU funds was shifted/located to the appropriate website and to leave the Ministry pages for the Directorate for the Management of EU Funds and the embedded PPP Sector.

As we already mentioned, the PPPS has already developed its own proposal (Annex 1) drafting also the basic visual, according to the Ministry of Finance website, and this will be the base from which starting to embed the most suitable international best practices.

Besides, the final findings from the above benchmark analysis will be discussed with the MoF and PPPS management and this will affect and steer the final body of technical and communicational solutions to be taken for the institutional website.

### 3.3 The Web-Strategy

Concerning the development of a strategy for the website development, it is advisable to list and define a full range of objectives pursuable, their optimal combination and the suitable solutions/tools to achieve them.

Inside the MoF proposal (Annex 1), what is not yet explicit but evident, is the objective

- ▶ to focus on a consistent PPP cultural breakthrough activity (knowledge sharing), putting on line guidelines for the PPP projects implementation and even providing the operators with effective tools (e.g. spreadsheets or standardised contracts) as well as
- ▶ to create/strengthen and promote the institutional image of the PPP Sector.

Analysing the PPP Units' websites on the internet (*benchmark analysis*), it seems that more can be done. Concerning their target, they almost aim to communicate and interact with: ▶ Public Authorities; ▶ Private operators; ▶ Media; ▶ Public Administrations.

What results and is perceived as value added by the internet users and PPP sector operators (among many items) is to have a full bilingual or more contents of the major documents of the institutional website (in our case will be in Bulgarian and English). Obviously, this implies an additional cost which must be estimated since the beginning in time and expertise required. Considering 'English' the unofficial internet language in this aim the 'Anglophone' countries/PPP Units website are advantaged.

#### a) Institutional Communication

On this item, with a few exceptions, the websites analysed do not go beyond a 'fancy' image given by the graphic/visual of the pages on the net. More has to be done, especially trying to create and promote a 'PPP Unit LOGO' easy to remember, but especially communicating ▶ its institutional nature ▶ reliability and ▶ high performance quality in the public services delivered. The final result will be a 'quality' brand given by everything marked with a LOGO built in that way. This requires a valid strategy, with constant quality of performance for a 'real' and perceivable final value delivered by the PPP Sector.

#### b) PPP Cultural breakthrough

This item is centred by almost the websites visited. Because it is of common awareness the necessity to the share and disseminate the best practices especially in the initial phase of the 'PPP implementation cycle'. This objective, after the support to line ministries, seems to be the most important activity for a PPP unit whose target,

according to sectoral studies, are Public authorities, Private sector, Media and Public sector.

#### *c) Interaction with website users*

It is advisable to invest for an interactivity with the website users (or PPP operators) beyond the simple 'contacts' (email and telephone numbers), creating a newsletter on PPP and MoF/PPP Sector activities but also inserting a space where to leave comments and suggestions which will have a proper answer from the PPP Sector. The higher level of interactivity achievable should come delivering assistance on line to the territory operators interested in PPP projects implementation and through thematically conference and forum on line.

#### *d) Providing technical assistance*

What can make more effective the PPP Sector activity on the territory, overcome the physical distances, is delivering punctual assistance on line for specific projects issues. Once codified the 'file/application' treatment process and procedures inside the PPP Sector, no matter if the enquires will come by letter, fax, meeting inside the MoF or by internet (e.g. email) they will benefit of the same PPP Sector experts attention and regular record in the institution activities.

This allows a rapid PPP assistance delivery to the territory operators (other Central and Local Public administrations) which is easily implementable with the already existing IT technologies for enhancing the interactivity capacity among internet users. And the major cost will not be in the technical solution adopted but in the professional resources and time to invest for delivering the advices on the project initiatives.

#### *e) Promoting PPP project initiatives*

Hosting the virtual space for the whole procurement phase (e.g. from the RFEoI till the Concession awarding) for every PPP project initiatives, with full documentation (e.g. Business Case) will give a straight connection between the PPPS and the market.

#### *f) Providing training on PPP*

From our analysis, just a few PPP Units promote their training activity for the public and private operators. The best would be, not simply selling this service through the internet windows, but providing it with apposite application/software for distance/e-learning learning, as it happens also in the major universities and international study centres.

#### *g) Promoting the PPP private operators*

Another interesting aim to be pursued might be the creation of a database of all the private operators operating in Bulgaria in the PPP Sector. This list and info has to be

showed in the website previous payment of an annual 'hosting rent' by the benefiteres of these initiatives. It will worth, as Public realities as well as other private subjects are always looking for partnership to commonly develop projects.

#### **h) Promoting the Country 'Business Climate'**

Although all the institutions analysed aim to communicate at international level the existence of their 'task force', they almost forget that this is due to an existing domestic market, maybe profitable even to the international operators/investors, which need to be promoted in terms of 'country business climate'. A major coordination with the Bulgarian Investment Agency might be worthy for the PPPS objectives.

Table 4 – PPPS strategies

	MoF original proposal	Consultant	
		+ best practices	+ NEW
a) Institutional Communication	X	X	
b) PPP Cultural breakthrough	X	X	
c) Interaction with website users		X (newsletter)	X (comments and suggestions collection)
d) Providing technical assistance			X (punctual project assistance)
e) Promoting PPP project initiatives		X (Greece tender notices)	X (Final Business Case)
f) Providing training on PPP		X (Irish PPP, Partnerships Victoria)	X (distance/e-learning course)
g) Promoting the PPP private operators		X (from Partnerships Victoria)	X (all the private operators 'paying' for the hosting service will have the same visibility)
h) Promoting the Country 'Business Climate'		X (from Mauritius PPP Unit)	X (a direct link with the Bulgarian Investment Agency will be worth)

### **3.4 Website Contents**

The above benchmarking analysis has brought to the following list of ingredients suitable for successfully promoting and performing the PPPS sector activities through the website on the net.

#### ***PPP Policy (EU/BG)***

The first institutional message to forecast, behind the PPPS brand within the MoF, is the PPP policy and its objectives, to demonstrate the measure of commitment by the Bulgarian government to activate any possible Public entities and private counterparts, interested in investing in long term partnership, with capital and know-how.

#### ***Sectors/Services priorities***

The Government priorities in infrastructure delivery and public services provision, within the EU framework, to orient and stimulate also the local Public entities, whenever they were planning medium/major scale on investment, involving more than one Public administration or affecting a wider part of the territory.

#### ***EU/BG Legislation***

Being part of the 27 European countries area, it is required to describe the EU/Bulgarian regulatory framework affecting the project initiatives to the all the potential investors and international target of the website, describing also the whole environment defined by the sectors included: legal disposals (e.g. Laws, Directives) but also technical standards and rules (e.g. accounting principles by Eurostat).

#### ***PPP Sector***

The PPP Unit as institutions needs to be announced and described through its:  
▶ Mission statement; ▶ Code of ethics; ▶ Organizational structure; ▶ Tasks and services;  
▶ Methodology; ▶ PPP project treatment process.

#### ***Tenders/Projects database***

The website should host tenders database of the project initiatives since the preparation phase and for all the phases of the PPP procurement process, from the RFEoI till the Operation in Progress of the Concession.

#### ***PPP Observatory***

This ordinary function monitoring the public infrastructure and public services markets gives the measure of the PPP policy implementation effectiveness, about ▶ public finance, ▶ private investment and ▶ statistics on >tender procurement process length and > adscr, >interest rate, >sectoral wacc (BG/EU) defined contractually.

### ***Key documents***

Strategically talking, these documents are the ones which better pursue the PPPS website objectives: ▶ Guidance (on PPP, tendering and procurement, contract management in PPP deals); ▶ Standardised contracts; ▶ Accounting rules for PPP; ▶ PPP fiscal analysis (e.g. Tax, Eurostat); ▶ Risk matrix; ▶ Sectoral/thematic papers.

### ***PPP internship program***

PPPS needs more members with the suitable professional expertise and also aims to spread over the territory its PPP knowledge. The development of a PPP internship programme will satisfy both objectives, making save money to the MoF for benefitting from outsourcer on the projects and sending back to the original Public administrations/entities the civil servant/expert once trained on job.

### ***International PPP Unit's Corner***

This item is strategic since the major objectives to get value for money for the public interest and the tax payers have to be pursued also creating unofficial networks among PPP public task forces. This 'virtual corner' on the net might become a suitable place and moment where to join efforts, perspectives and experiences (knowledge sharing) to work on PPP policies improvement and PPP environment enhancement for the good of wider communities. Here can be hosted and showed: PPP Units official statements, statistics, key documents and periodically held thematic fora (e.g. transport, healthcare, solid waste management).

### ***Business Network***

This initiative should be aimed are to facilitate business interaction/matching between parties seeking consortium partners or other team members and advisors to participate and assist the PPP project initiatives. Moreover, such a ***Company database*** can be profitable for the PPPS as the showed brand/companies are asked to pay a 'hosting rent' for the publicity on the Government website (Law firm, Constructors, etc)

### ***PPP/PPPS Media releases and News***

Showing up the media feedback of the PPPS activity and all the info around the PPP initiative in Bulgaria and abroad are useful to feed up the sectoral operators, as well as keeping them informed on the future/coming events.

### ***Events / Seminars***

A window for the official external activities performed/held on PPP field and by the PPPS.

### ***PPPS Annual Report***

PPPS has to satisfy the double expectation to be an 'expert group of professionals' performing and delivering specialised services as well as to be a public institution which has to justify its performing activity to the tax-payers, the MoF, the Government and to inform the PPP market.

### ***Glossary***

This match knowledge sharing objective with a small investment of time.

### ***F.A.Q. about PPP***

This match knowledge sharing objective with a small investment of time.

### ***Links***

This match knowledge sharing objective with a small investment of time.

<http://www.partnershipsuk.org.uk>

<http://www.4ps.gov.uk>

<http://www.ppp.gov.ie>

<http://www.utfp.it>

[\[treasury.gov.uk/documents/public\\\_private\\\_partnerships/ppp\\\_index.cfm\]\(http://www.hm-treasury.gov.uk/documents/public\_private\_partnerships/ppp\_index.cfm\)](http://www.hm-</a></p></div><div data-bbox=)

<http://www.deaca.dk/publicprivatepartnership>

<http://www.bmvbs.de/Bauwesen/Bauwirtschaft-,1521/Public-Private-Partnership-PPP.htm>

<http://www.nra.ie/PublicPrivatePartnership/>

<http://www.ippp.pl/index.php>

[http://www2.vlaanderen.be/ned/sites/pps/PPS/pps\\_definitie.html](http://www2.vlaanderen.be/ned/sites/pps/PPS/pps_definitie.html)

<http://www.sdit.mnec.gr/en/sdit/sdit/>

### ***PPP Virtual libraries***

<http://info.worldbank.org/etools/PPPI-Portal/eLibrary1.asp>

▶ .....

### ***Newsletter***

This tool is effective in the institutional promotion of the PPPS and in the knowledge sharing activity. It can be fed up with all the info collected at the "PPP/PPPS Media releases and News" periodically edited (e.g. monthly, quarterly) and sent to the newsletter subscriber acceding to the website.

### ***user Email feedback*** (from the website users)

A successful website is not simply a matter of collecting the best and suitable international practices, but also to be tuned with its typical target and updated with the PPP/internet market trends. This easy instrument will be effective to keep it 'alive' and interesting for its finalities.

Table 5 – PPPS contents

	MoF original proposal	Consultant	
		+ best practices	+ NEW
PPP Policy (EU/BG)	X		
Sectors/Services priorities			X
EU/BG Legislation	X		
PPP Sector	X		X (code of ethics + project treatment process)
PPP project database	X	X	
Business Network		X (Partnerships Victoria)	X
PPP internship program			X
Intern. PPP Units' Corner			X
PPP Observatory		X (from Uftp-Italy)	X
PPP/PPPS Media releases and News	X	X	
Events / Seminars		X (from Uftp-Italy)	
Key documents	X	X (guidance)	
PPPS Annual Report		X (from Uftp-Italy)	X
Glossary	X	X	
F.A.Q.s on PPP	X	X	
Links	X	X	
PPP Virtual Library		X	
Newsletter		X	X
user Email feedback		X (PPP Irish)	

### 3.5 Interactivity

On the base of the role which PPPS wants to play in the coming years its task have been refined and enriched for a major interactivity level of the PPPS website.

Table 6 – PPPS interactivity

	MoF original proposal	Consultant	
		+ best practices	+ NEW
telephone contacts	X		
letters/ordinary mail		X	
email addresses			X
Feedback window		X	
intranet/extranet			X (technical assistance provision)
forum/conference			X

According to a sectoral study<sup>3</sup>, the most of the enquiries comes to the PPP Units by phone and then through letters (ordinary mail), where the utilisation of the website potential (email and beyond) is very unusual. This might reflect a hidden strategy not to allow a PPP Unit external accession to questions and applications to which they are not sufficiently resourced (in time and number of experts) to give satisfaction.

In order to obtain a sort of 'road map' for let the PPPS/MoF decide on what invest in terms of time and human resources, as it follows a matrix with all the objectives and the possibles website solutions and tools to achieve them. Where both order of elements match has been expressed an evaluation on the: ▶ solutions/tools effectiveness in pursuing those objectives; ▶ cost and saving implied; ▶ the type of activity required (dynamic or static).

#### Legenda:

Effectiveness ■ (1-2)

Cost (time/expertise) ● (0-2) Savings ● (0-2)

Dynamic **D** (continued) Static **S** (once/periodically) ● (0-2)

<sup>3</sup> "Review of European PPP knowledge sharing practices" – Project Directorate of the EIB (June 2007)

Table 7 – matrix Objectives / Websites Solutions

	a) Institutional Communication	b) PPP Cultural breakthrough	c) Interaction with website users	d) Providing technical assistance	e) Promoting PPP project initiatives	f) Providing training on PPP	g) Promoting the PPP private operators	h) Promoting the Country 'Business Climate'
PPP Policy (EU/BG)	■ ■ S							■ S
Sectors/Services priorities	■ ■ S							
EU/BG Legislation	■ ● D	■ ■ ● D						
PPP Sector	■ ■ S							
Tenders/Projects database					■ ■ ● ● D		■ ● S	■ ● S
Business Network							■ ■ ● S	
PPP internship program		■ ● D				■ ● D		
Intern. PPP Units' Corner	■ D	■ ● D	■ ● D			■ ● D		
PPP Observatory		■ ● ● D	■ ● S		■ ● D			
PPP/PPPS Press releases/News	■ ■ ● D				■ ■ ● D			
Events / Seminars	■ ■ S	■ S						
Key documents		■ ■ ● S			■ ● D			
PPPS Annual Report	■ ■ ● S							
Glossary		■ S				■ S		
F.A.Q.s on PPP		■ S				■ S		
Links	■ S						■ S	■ S
PPP Virtual Library		■ ● S						
Newsletter	■ ● ● D	■ ● ● D			■ ■ ● D		■ ■ ● D	■ ● D
user Email feedback	■ ■ D							

#### ***4. second phase: PPP Sector capacity***

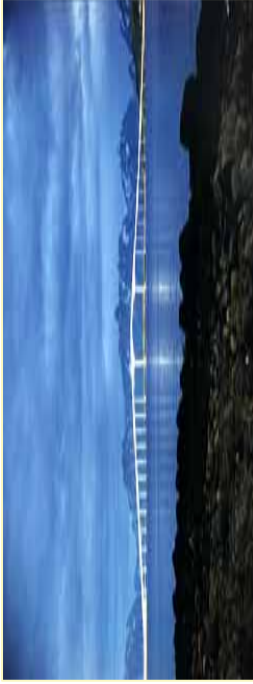
This phase had been focused to assess (e.g. through interviews and informal meetings with the PPPS members) the coherence level between what the MoF declares to want to pursue and the present PPPS capacity to achieve it. Especially for what concern the future website operational activities, that requires continued efforts. But also has been conducted over the website strategy expected.

This activity has found that the PPPS is oriented to develop a website enriched by the international best practices experiences on the net and embedded within the MoF institutional website. Unfortunately the unit still lacks of the adequate number of human resources/experts, cause nowadays the PPPS members are only 3 and it is not even sufficient to comply with the other institutional activities and objectives.


About this issue, the website operational aspect will need of additional persons devoted to its management, updating and interactivity with the users. Among the possible solutions, one might be the launch of an internship programme (as explained in the website contents). This will allow the PPPS to achieve additional necessary human resources with a very low cost but also accomplishing to the objective of PPP knowledge sharing with other public subjects on the territory, through this temporary experience of training-on-job.

# Annex 1 - website proposal by MoF / PPPS

	<h2>Public-Private Partnership</h2>	<p>Search .....</p> <p>Site map</p> <p>Contact us</p>
---	-------------------------------------	---

<p>News (the latest news)</p>			
HOME	DICTIONARY**	NEWS	LINKS****
<p><b>Methodology</b></p> <ul style="list-style-type: none"> <li>- „Ppp Initiative“</li> <li>- „Guidelines for developing PPP projects“ – Word format</li> <li>- „Guidelines for developing PPP projects – Excel format</li> </ul> <p>* “Value for money guidelines” (to be developed)</p>	<p><b>Standardization of PPP contracts</b></p> <p>*standard contracts and other documentation used by the public authorities (to be developed)</p>	<p>News 1</p> <p>News 2</p> <p>News 3</p> <p>News 4</p> <p>(Here will be published news about PPP –bilateral agreements, seminars, workshops, meetings, pilot projects under preparation, etc. Also a variety of presentations and analysis from different events should be listed in that section</p>	<p><i>Public Private partnership (PPP) is a long-term contract between the public and private sectors for financing, building, reconstruction, maintenance and management of a certain infrastructure in terms of improvement of the service quality. In such a partnership the private party bares the construction risk and at least one of the following risks: availability risk and demand risk.</i></p> 
<p><b>Initiatives</b></p> <ul style="list-style-type: none"> <li>- Pilot projects</li> <li>- Bilateral agreements</li> <li>- Other</li> </ul> <p>*Not confidential main parameters and description of the projects</p>			

## Annex 1 - website proposal by MoF / PPPS

<p><b>Project date base – projects</b> <i>*main project parameters which are not confidential (project value, funding institutions, public and private partners, consultants, etc.)</i></p> <p><b>EU and PPP</b> <i>*EU documents concerning the PPP concept (blending of Structural and Cohesion funding with PPP, etc.).</i> <i>*Green Paper on PPPs – Issued by EC</i> <i>*Vatier’s report on PPPs</i> <i>*European directives on concessions, public procurement, state aid</i> <i>* Reports, papers, analysis and other documents prepared by EIB, EBRD, JASPERS and concerning the PPP concept.</i> <i>*Info about EPEC</i></p> <p><b>About Us</b> <i>*description of the PPP Unit, its members and Management of the EU funds Directorate</i> <i>*contact info-address, phone numbers, fax number, emails, etc.</i></p>	
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**DIVTIONARY\*\*** – main PPP terms should be explained here. For example: **Unitary charge:** The total unitary charge is a projection that covers payment for both the construction cost and other costs that arise from delivering the service. These typically include the cost of maintenance, managing the service, operational activities over the duration of the contract. The estimated unitary charge may vary over the duration of a contract as it reflects changes in the indexation of payments, usage related-payments, contract deductions and service changes.

**QUESTIONS/FAQ\*\*\*** – Frequently asked questions should be listed here. Also an e-mail to which the interest parties can direct their questions to the PPP Unit  
**LINKS\*\*\*\*** - links to other Bulgarian and international institutions responsible for implementing PPPs. (ministries, member states’ units, EIB, EBRD, WB Group, EBRD, EC, IMF, etc)

## Annex 2 - PPPS Technical Assistance Provision

Being the PPPS a public institution with, among its major tasks, the aim to provide assistance on PPP projects (e.g. assessing the needed public finance involvement and pursuing value for money for the public interest) for enhancing and strengthening the effectiveness, transparency and thus reliability of the PPPS activity it is necessary to codify the process and the procedures for the treatment of a PPP project file requiring experts assistance.

The initial step must be the internal and external organisation of the activities, since the website simply represents an additional way to communicate and perform the institutional activity. Therefore, it is advisable a PPPS organisation:

- **internal**, articulated on expertise areas (e.g. Legal/Administrative, Econ.Financial, Technical);
- **external**, articulated on sectoral services lines (e.g. transport, environment, healthcare).

Therefore it is important to define the 'assistance' contents and its provision methodology.

### Technical Assistance - Set up

**1<sup>st</sup>** - Deciding the contents, target and borders of this institutional task of the PPPS, in order to stimulate the request for assistance:

- ▶ Type of assistance: >legal/procedural/institutional; >technical/engineering; >economic and financial; >social/environmental; >training sessions/modules; >tutoring.
- ▶ PPP projects eligibility criteria: > as per criteria defined by the PPPS methodology; >best practices of risk-sharing and financial sustainability (e.g. budget and final users).
- ▶ Target of beneficiaries eligible for the assistance: >Public Administrations; >Public Authorities; >International organisations (e.g. EU, OECD, IMF); >Media.

**2<sup>nd</sup>** - Deciding if PPPS should be organised with:

- (A) Project report responsible (from the beginning till the post delivery assistance); **or**
- (B) Area of expertise responsible for every projects application.

**3<sup>rd</sup>** - Communicating and promoting it through the new website or during/through other institutional activities/context (e.g. official meetings, seminars, conventions).

**4<sup>th</sup>** - Providing technical assistance once identified where/when there would be this project need, as aftermath of a *pull action* coming from the PPP operators of the Bulgarian territory or by a proactive *push action* of the PPPS/MoF itself after stressing the necessity to pay attention to sectoral or specific issues.

- ▶ *push action*: as a consequence of a specific/sectoral policy or campaign (renovated or new) from the Government it might be possible that PPPS will promote major

## Annex 2 - PPPS Technical Assistance Provision

attention and investments in its implementation (e.g. pushing for new hospitals for a better healthcare provision);

▶ *pull action*: the PPP public operators or Administrations and entities will apply for benefiting of expert assistance on specific topics. This effect can be boosted with a media campaign advertising this PPPS institutional task.

### **Technical Assistance - Provision Process**

#### **Phase 1 – the Starter**

Subjects or entities belonging to the target eligible for the technical assistance apply to the PPPS through these modalities: ▶ telephone request; ▶ fax request; ▶ email/internet request; ▶ direct meeting with the beneficiary entities.

Since the beginning PPPS/MoF has to steer and channel the whole process along the following phases. To make the request eligible of PPPS assistance the applicant must be provided (e.g. per via mail/email or fax) of the *standard module for the assistance* (see Annex 3).

#### **Phase 2 – the Application acknowledgement**

The request for assistance once inside the PPPS, needs a formal acknowledgement, passing through a previous 'codification' and the following activities: ▶ eligibility analysis of the request, according to the criteria above described; ▶ clustering of the request on the base of: > deadline; > sector and expertise involved. Also according to the internal expertise/areas organisation and experts availability.

#### **Phase 3 – the PPPS Assistance**

The technical assistance should be performed on:

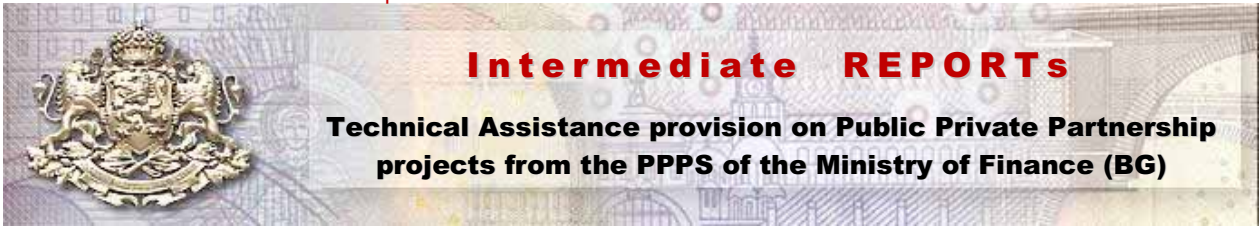
- 1<sup>st</sup> Project documentation 'due diligence': >identify and list all the documents submitted by the subject beneficiary; >underline lacking of or extra documentations.
- 2<sup>nd</sup> Project documentation 'audit': >general coherence of the documentation (completeness); >sectoral/expertise eligibility of the allocation of the project made above; >identification of the 'exact' request and definition of the appropriate assistance; >qualify and quantify the assistance required (NOTE: 'legal' analysis should always come first), to verify the respect of the deadline expected for the assistance (also checking the experts availability).

## Annex 2 - PPS Technical Assistance Provision

- 3<sup>rd</sup> Project assistance development : >before beginning release a feedback as formalises communication to the beneficiary (phone call, email, fax, other); >check the major criticalities of the documentations (e.g. wrong statements, procedures or figures, bottlenecks, un-correct elements, etc.); >define the full set of problems/issues and of possible solutions (scenarios) in a intermediate report (see Annex 4) specifying amendments, corrections or any intervention required to solve and proceed with the project initiatives; >transfer the intermediate report to the next competent area of expertise.
- 4<sup>th</sup> Project report delivery: >intermediate reports collection and analysis; >synthesis of the criticalities, procedures followed and set of solutions suggested in a final Report (see Annex 5); >final Report delivery to the beneficiary through the initial channel of application (e.g. fax) or through the ones specified in the application module.
- 5<sup>th</sup> Pulling for having feedback from the beneficiary (see Annex 6): >on the specific report delivered; >on the process of assistance provision and procedures adopted; >on general technical assistance provision.
- 6<sup>th</sup> Keeping contacts with the benefiter of the assistance along the whole PPP project implementation process: >to update the internal project database; >to prevent wrong further steps in the process.



**Annex 4 - Intermediate Reports**



This document leads the ASSISTANCE provision inside PPPS

Application PPPS number/code:  
e.g. **BG/234/2007**

**1<sup>st</sup> area of assistance - Intermediate REPORT**

**SECTOR/s:** e.g. *Transport*      **INQUIRY/s:** e.g. *Legal / Administrative*      **PPPS Expert:** e.g. *Katsarov*

Criticalities / Remarks: \_\_\_\_\_

\_\_\_\_\_

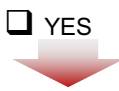
Assistance performed: \_\_\_\_\_

\_\_\_\_\_

**SOLUTION/s** adopted or suggested: \_\_\_\_\_

\_\_\_\_\_

Further INQUIRY requested? ----- e.g. *Econ.Financial*-----      Is it NECESSARY?       YES       NO



If NO, justify it: \_\_\_\_\_

\_\_\_\_\_

**2<sup>nd</sup> area of assistance - Intermediate REPORT**

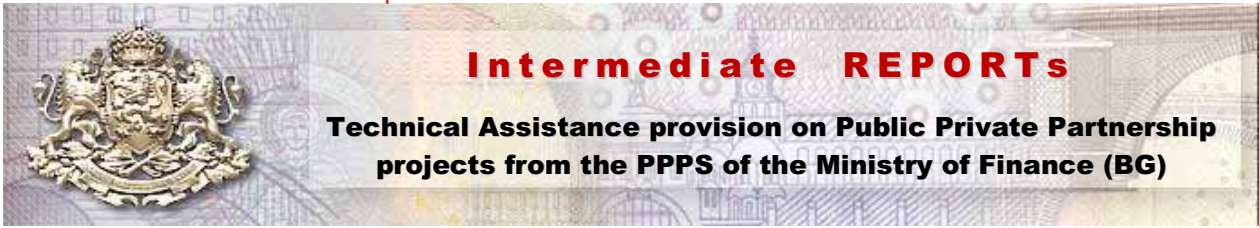
**SECTOR/s:** e.g. ....      **INQUIRY/s:** e.g. *Econ.Financia*      **PPPS Expert:** e.g. *Filipov*

Criticalities / Remarks: \_\_\_\_\_

\_\_\_\_\_

Assistance performed: \_\_\_\_\_

**Annex 4 - Intermediate Reports**



SOLUTION/s adopted or suggested: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Further INQUIRY requested? ----- e.g. *Technical*----- Is it NECESSARY?  YES  NO



If NO, justify it: \_\_\_\_\_

\_\_\_\_\_

**3<sup>rd</sup> area of assistance - Intermediate REPORT**

SECTOR/s: e.g. *Transport*

INQUIRY/s:

PPPS Expert:

Criticalities / Remarks: \_\_\_\_\_

\_\_\_\_\_

Assistance performed: \_\_\_\_\_

\_\_\_\_\_

SOLUTION/s adopted or suggested: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Further INQUIRY requested? ----- e.g. *Econ.Financial*----- Is it NECESSARY?  YES  NO

If NO, justify it: \_\_\_\_\_

Annex 5 - Final Report



Application PPPS number/code:  
e.g. BG/234/2007

Deadline: -----/-----/-----      Matched?  YES  NO

If NO, justify it: \_\_\_\_\_

<b>Assistance :</b>	what <b>required</b>	what <b>assisted</b>
<b>SECTOR/s:</b>	e.g. <i>Legal + Ec.Financial + Technical</i>	e.g. <i>Legal + Ec.Financial</i>
<b>INQUIRY/s</b>	e.g. <i>Transport</i>	e.g. <i>Transport + Environment</i>

justify what is different: \_\_\_\_\_

PPPS Expert/s: 1<sup>st</sup> IR: *Kastarov | Legal*      2<sup>nd</sup> IR: *Filipov | Ec.Financial*      3<sup>rd</sup> IR: ..... | .....

Criticalities / Remarks: \_\_\_\_\_

SOLUTION/s adopted or suggested: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_



**Budget**

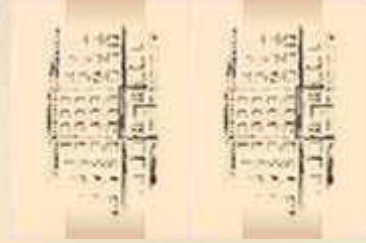
- Tax Policy**
- Government Debt**
- Public Expenditures**
- PublicPrivatePartnerships**
- Control and Audit**
- Bulgaria and EU**

**NEWS**



BY JOINING THE EUROPEAN FAMILY BULGARIA RECEIVES THE OPPORTUNITY TO ABSORB UP TO EUR 7 BILLION FOR 7 YEARS IN THE PERIOD 2007-2013 UNDER SEVEN OPERATIONAL PROGRAMS UPON PRESENTATION OF READY PROJECTS [more](#)

PLAMEN ORESHARSKI TOOK PART IN THE MEETING OF ECOFIN [more...](#)



THE LOCAL GOVERNMENT STRUCTURES FROM THE NORTH WEST PLANNING REGION WERE FAMILIARIZED WITH THE POSSIBILITIES OF FINANCING PROJECTS UNDER THE STRUCTURAL FUNDS AND PPP SCHEMES [more...](#)

**Media Room**

- Laws in English**
- Administrative Services**
- Training**
- Tenders**
- Announcements**
- Old website**



- Public Private Partnerships**
- PPP Policy**
- Sectors/Services priorities**
- PPP Legislation**
- ▶ **PPP Sector**
- Tenders/Projects database**
- PPP Observatory**
- Key documents**
- PPP internship program**
- Internat. PPP Unit's Corner**



- Business Network**
- Media releases and News**
- Events / Seminars**
- PPPS Annual Report**
- Glossary**
- F.A.Q. about PPP**
- Links**
- PPP Virtual libraries**
- Newsletter**
- user Email feedback**

#### **Public Private Partnership**

- ▶ PPP history and Definition
- ▶ pros & cons\_PPPS brochure

#### **PPP Policy**

- ▶ EU | DG Market / DG Internal Market
- ▶ Bulgarian

#### **Sectors/Services priorities**

- ▶ Transport
- ▶ Environment
- ▶ Healthcare
- ▶ Tourism
- ▶ .....

#### **Legislation**

- ▶ EU: general / sectoral
- ▶ Bulgarian: Concession Law, Procurement Law / sectoral Laws

#### **PPP Sector**

- ▶ Mission statement
- ▶ Code of ethics
- ▶ Organizational structure
- ▶ Tasks and services
- ▶ Methodology
- ▶ PPP project treatment process (Annex 2)

#### **Tenders/Projects database**

- ▶ Projects in Annual Plan
- ▶ Projects in Preparation phase
- ▶ Projects in EoI phase
- ▶ Projects in RFP phase
- ▶ Projects in Final Awarding
- ▶ Projects in Implementation Awarded

The first institutional message to forecast, behind the PPPS brand within the MoF, is the PPP policy and its objectives, to demonstrate the measure of commitment by the Bulgarian government to activate any possible Public entities and private counterparts, interested in investing in long term partnership, with capital and know-how.

The Government priorities in infrastructure delivery and public services provision, within the EU framework, to orient and stimulate also the local Public entities, whenever they were planning medium/major scale on investment, involving more than one Public administration or affecting a wider part of the territory.

Being part of the 27 European countries area, it is required to describe the EU/Bulgarian regulatory framework affecting the project initiatives to the all the potential investors and international target of the website, describing also the whole environment defined by the sectors included: legal disposals (e.g. Laws, Directives) but also technical standards and rules (e.g. accounting principles by Eurostat).

The website should host tenders database of the project initiatives since the preparation phase and for all the phases of the PPP procurement process, from the RFEoI till the Operation in Progress of the Concession.

### website ITEMS

### ◀ explanation

#### **PPP Observatory**

- ▶ Statistics on sector and Geographical areas data
- ▶ Periodical Analysis of the PPP Market

#### **Key documents**

- ▶ Guidance
- ▶ Standardised contracts;
- ▶ Accounting rules for PPP
- ▶ PPP fiscal analysis (e.g. Tax, Eurostat);
- ▶ Risk matrix;
- ▶ Sectoral/thematic papers
- ▶ .....

#### **PPP internship program**

- ▶ Domestic for Public Administrations civil servants
- ▶ International

#### **International PPP Unit's Corner**

- ▶ Key documents: policies, speeches, etc.
- ▶ Monthly thematic 'virtual forum' among the PPP Units

#### **Business Network**

- ▶ Construction companies
- ▶ Public services providers
- ▶ PPP Legal advisors
- ▶ Economic/Financial/Fiscal advisors
- ▶ Environmental/Urban
- ▶ Architects/Engineers
- ▶ Banks/Insurances/Institutional investors

#### **Media releases and News**

- ▶ PPP articles and news

This ordinary function monitoring the public infrastructure and public services markets gives the measure of the PPP policy implementation effectiveness, about ▶ public finance, ▶ private investment and ▶ statistics on >tender procurement process length and > adscr, >interest rate, >sectoral wacc (BG/EU) defined contractually. Strategically talking, these documents are the ones which better pursue the PPPs website objectives.

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This initiative should be aimed are to facilitate business interaction/matching between parties seeking consortium partners or other team members and advisors to participate and assist the PPP project initiatives. Moreover, such a **Company database** can be profitable for the PPPs as the showed brand/companies are asked to pay a 'hosting rent' for the publicity on the Government website (Law firm, Constructors, etc)

Showing up the media feedback of the PPPs activity and all the info around the PPP initiative in Bulgaria and abroad are useful to feed up the sectoral operators, as well as

**website ITEMS**

**◀ explanation**

- ▶ PPPS articles/initiatives on the news

**Events / Seminars**

- ▶ Events
- ▶ Seminars

**PPPS Annual Report**

- ▶ Report 2006
- ▶ Report 2005

**Glossary**

- ▶ PPP and Project finance
- ▶ Public Investment and Accounting

**F.A.Q. about PPP**

- ▶ Why adopt a PPP scheme
- ▶ PPP eligibility projects/sectors
- ▶ How to apply to the PPPS
- ▶ How to get technical assistance
- ▶ .....

**Links**

- ▶ <http://www.partnershipsuk.org.uk>
- ▶ <http://www.4ps.gov.uk>
- ▶ <http://www.ppp.gov.ie>
- ▶ <http://www.utfp.it>
- ▶ [http://www.hm-treasury.gov.uk/documents/public\\_private\\_partnerships/ppp\\_index.cfm](http://www.hm-treasury.gov.uk/documents/public_private_partnerships/ppp_index.cfm)
- ▶ <http://www.deaca.dk/publicprivatepartnership>
- ▶ <http://www.bmvbs.de/Bauwesen/Bauwirtschaft-1521/Public-Private-Partnership-PPP.htm>
- ▶ <http://www.nra.ie/PublicPrivatePartnership/>
- ▶ <http://www.ippp.pl/index.php>
- ▶ [http://www2.vlaanderen.be/ned/sites/pps/PPS/pps\\_definitie.html](http://www2.vlaanderen.be/ned/sites/pps/PPS/pps_definitie.html)
- ▶ <http://www.sdit.mnec.gr/en/sdit/sdit/>
- ▶ .....

keeping them informed on the future/coming events

PPPS has to satisfy the double expectation to be an 'expert group of professionals' performing and delivering specialised services as well as to be a public institution which has to justify its performing activity to the tax-payers, the MoF, the Government and to inform the PPP market

## Annex 6 - Website Contents

### website ITEMS

### ◀ explanation

#### **PPP Virtual libraries**

- ▶ <http://info.worldbank.org/e-tools/PPPI-Portal/eLibrary1.asp>
- ▶ .....

#### **Newsletter**

- ▶ Monthly Newsletter on PPP/PPPs activities, events and interviews

This tool is effective in the institutional promotion of the PPPs and in the knowledge sharing activity. It can be fed up with all the info collected at the "PPP/PPPS Media releases and News" periodically edited (e.g. monthly, quarterly) and sent to the newsletter subscriber according to the website.

#### **user Email feedback**

- ▶ [your\\_suggestion\\_toPPPS@minfin.bg](mailto:your_suggestion_toPPPS@minfin.bg)

A successful website is not simply a matter of collecting the best and suitable international practices, but also to be tuned with its typical target and updated with the PPP/internet market trends. This easy instrument will be effective to keep it 'alive' and interesting for its finalities.