

## → Developing Public Private Partnerships

**Country** Bulgaria

**Project title** Razgrad-Beating heart

**Trinning** Municipality of Assen (the Netherlands)

Municipality of Poznan (Poland)

Municipality of Razgrad (Bulgaria)

**Project period** 6 september 2006 to 30 September 2007

**Project budget** € 69,457

A practice to improve service delivery of local governments

### **Project objective**

Provide specified services to the citizens - especially the businesses and NGOs - for the development of sustainable joined projects, preferably European funds.

### **Project summary**

The partner municipalities of Assen and Poznan assisted Razgrad to expand the range and improve the quality of delivered public services by establishing and developing a Public Private Partnership (PPP), and a Municipal Project Service Point for elaboration and management of joint projects.

### **Core information**

Razgrad has a mixed industrial and agricultural character and has a population of 57,000 inhabitants. The municipality is relatively well organised and committed, though with limited experience of self determination and a dynamic local economic development. Many municipal public services are well organised, including waste collection and disposal.

### **Problem analysis**

The main problem was that the municipality lacked the capacity to develop sustainable joint projects as to directly improve service delivery. Other problems included ineffective communication with citizens, businesses and NGOs, insufficient familiarity with regulations, and opportunities for joint projects. Furthermore municipal staff lacked the capacity to act as moderators in the process of integrated project development and numerous economic opportunities were waiting for development.

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### **Project implementation**

The project started with defining procedures, tasks and responsibilities. A booklet on good practices of Public Private Partnership (PPP) was published and an accessible Municipal Project Service Point with relevant facilities was established and promoted. The project resulted in improved access and quality of services for citizens and development of mechanisms for creating PPPs. A brochure for best practices and information on principles of PPPs was developed. This led to the elaborating and implementing of sustainable projects with partnership between local government, businesses, NGOs and professional organisations.

### **Process management**

To resolve the problems, the politic involvement was encountered and the process for change was analyzed. Reliable and efficient information provision and equipment was secured and conditions for sustainable development of the delivery were provided. Publicity and transparency was provided by awareness raising. The municipal council was involved as a supplier of the administrative services. Furthermore municipal elected politicians, institutes and consumers were involved in the process.

### **Recommendations: do's and don'ts**

- Clearly structure and implement a communication plan;
- Ensure maximum engagement of citizens;
- Create an effective inspiring webpage;
- Communicate activities and best practices;
- Ensure that management has the knowledge and experience to handle complex projects and is committed to stimulating the local economy.