PROJECT AND ADVISORY ASSISTANCE PROGRAMME

Distr.
LIMITED

LC/IP/L.39/Rev.1
1 September 1992

ORIGINAL: ENGLISH

JAMAICA PROJECT DATA BANK *
ILPES/INFOPROJECT 2.2

* Document not submitted to editorial revision.

92-8-1214

FOREWORD

In order to establish an effective technical cooperation in critical areas, an agreement was reached between the Planning Institute of Jamaica and ECLAC/ILPES, that was materialized through the participation of the latter two institutions in the UNDP Project JAM/89/019 (National Development Plan).

Under the above mentioned project the services to be provided by the cooperating agency (ECLAC/ILPES) were the following:

i) To design a computerized Project Data Bank primarily for collecting, organizing, handling, and analyzing information on public investment projects, in order to give efficient operational support to the project cycle management system.

ii) To formulate a short-term macro-economic model for monitoring and forecasting the performance of the economy.

iii) To develop a short-term indicator system for the manufacturing sector, aimed at an efficient tracking of the economy.

iv) To implement in-service training to staff members in the manipulation of these instruments.

This document presents the logical design of the Jamaica Project Data Bank with its respective modules: The Preinvestment Module, the Project Follow-up Module and the Technical Cooperation Module. Moreover, considering the existing distribution of responsibilities among public sector institutions in relation to project cycle management, a distributed data base operating in personal computers is proposed.

Additionally, the document contains specific sections concerning the institutional framework and the roles played by the various institutions dealing with public investment in the Project Data Bank context; procedures for collecting data; rules for assigning names to projects and a proposed sector and subsector classification. As Annex 3, and with the purpose of facilitating the use and operation of the Project Data Bank, ten forms to be completed are included. Each one displays its corresponding instructives.

Project and Advisory Assistance Programme
ILPES

CONTENTS

JAMAICA PROJECT DATA BANK

1. INTRODUCTION

1.1 Background

Traditionally it has been assumed that the only way for a country of achieving a higher development rate is through a higher investment rate, as the simplest macroeconomic models state when relating the economic growth of a country to the amount of capital investment. But experience has shown that not necessarily a higher investment rate produces a higher growth rate in the long term. Therefore, more complex models also relate growth to some other factors, and make a distinction between investment in physical and in human capital. Attention has also been given to the influence of the quality of investment on the growth rate.

Therefore, the search for economical and social progress by developing countries necessarily involves the problem of using available resources in the most efficient way. Manpower, capital, foreign currency and natural resources are usually scarce or limited and must be optimally assigned and used in order to achieve the highest possible growth rate.

Using resources for a project aimed at a given objective, necessarily implies that less resources are available for other projects aimed at the same objective or for pursuing other goals. Therefore, if the resources are allocated in the most efficient way, it will be possible to undertake more and better projects and, accordingly, it will be more likely to achieve the proposed objectives.

The contribution of the preinvestment process to economic development resides, therefore, in helping in assigning investment resources to those projects that make a greater contribution to national development. To achieve this goal it is necessary to obtain and use efficiently information about the contribution that a given project can make to the national economy.

It is also important to realize the relation that the preinvestment process has with planning and budgeting. Economic planning must be translated into projects. In that sense, the preinvestment process allows assessing the contribution that a given project makes to achieve the goals of the plan. Also, given that in the different stages of the preinvestment process a good estimation of project cost must be made, the information obtained becomes fundamental to elaborate the national budget.

However, a well instituted preinvestment process is no guarantee that the resources are going to be used in an efficient way. A good project can turn out to be a bad one if no provisions are taken in order to assure its completion within the schedule and budget estimated at the preinvestment stage. Therefore, it is necessary to implement a project follow-up system. Such a system should give timely warnings about projects that are having trouble in the implementation stage, allowing executing or funding agencies to adopt proper and timely corrective measures.

1.2 The Project Data Bank

The preinvestment process generates sizable amounts of information about projects at different stages of their life cycle. Furthermore, during the implementation stage the physical and financial follow-up of projects produces even greater amounts of data. Therefore, tracking all projects and making an efficient use of the information generated becomes very difficult.

An answer to this problem is the establishment of a Project Data Bank (PDB) which is basically an information system about projects. It registers in a standardized way information about all proposed or ongoing Public Sector Investment Programme (PSIP) projects. This information is then made available to the different institutions related to the PSIP in order to support their activities and facilitate the coordination among them.

The structure of a PDB is based on the Project Life Cycle. The PDB collects information about any given project from its inception as an idea until it is implemented and goes into operation or is abandoned at an intermediate stage. This information is then kept in the system to allow learning from previous successes or failures.

However, any information system can only be as good as the information it manages. Therefore, methodologies are needed in order to make sure that the information is prepared in a consistent and standardized way, which is a prerequisite for making comparisons between projects and ranking them.

But applying these tools is no trivial task. A Project Data Bank must be supported by trained personnel that can make an efficient use of it. That creates a need for training programmes on project identification, formulation and appraisal and on the theory and usage of the Project Data Bank.

Finally, given that many different institutions are involved in the PSIP and that all of them must facilitate information about the projects under their responsibility, there must be a strong support within the government for implementing the PDB. Otherwise, it would be very difficult to collect all the desired information.

Therefore, for a PDB to be successful, its development must include:

a) A training programme aimed at public sector personnel and including short courses in project formulation and appraisal, in project management during the construction stage and in the use of the hardware and software of the PDB. This training program should be instituted as a regular activity, in order to compensate for the loss of qualified personnel to the private sector or its movement from one public sector institution to another.

b) A clear assignment of responsibilities to the participating public sector institution (institutional and legal framework). There should be no duplication of tasks between institutions regarding who is in charge of collecting a given type of information and registering it in the PDB. No institution should be able to modify information registered by another institution according to its assigned role in the PDB. That means that only certain public sector institutions should be able to enter specific project information into the PDB. However, any institution participating in the PDB should have access to all registered information. Also, the PDB must conform to the legal framework. Therefore, it is necessary to analyze existing laws related to the management of public investment in order to assess their implications to the PDB and, if necessary, suggest amendments.

c) The definition of forms, procedures and rules for summarizing and coding the information in a standardized way. This ensures that meaningful reports can be readily generated and that they will be easily understood by all users. For example, aspects to standardize include the assignment of names to projects and their sectoral and geographical classification.

d) Also project appraisal methodologies must be developed for all types of projects. These methodologies must be tailored to the training level of the people that are going to apply them in each sector. This greatly

facilitates project appraisal at the profile level and guaranties that it will be possible to compare and rank similar projects on an equal basis. The information generated would be summarized in data collection forms and then registered in the PDB.

e) Finally, hardware and software is needed in order to manage all collected information in an efficient way. The software must be as user friendly as possible in order to reduce training requirements. But, at the same time, must have enough flexibility to adapt to the changing needs of the government and must be powerful enough to manage the huge volume of information to be registered.

1.3 Operation of the Project Data Bank

To become a useful tool a Project Data Bank needs to include the information that is required for supporting the investment decision making process. Of course it is impossible for the Project Data Bank to register all information available about a given project; it includes only summarized information.

To gather the information about all projects currently being considered or undertaken, data collection procedures must be instituted. The institutions that identify, formulate and appraise the projects should fill the data collection forms for registering projects in the PDB, because only they know exactly all fundamental aspects of the project. This information should then be send to a designed institution in order to be reviewed and registered in the PDB.

After this step has been completed, different reports can be generated for supporting budgeting and planning. For example, reports can be defined in order to show the funds required for covering recurrent costs of the projects currently being considered for financing, or reports can be created in order to estimate the manpower needed for the construction stage of a given set of projects. Also reports could be produced showing sources and uses of funds for investment. Actually, if the system includes all relevant information for the decision making process, reports can be generated to satisfy the needs of information related to investment projects of any institution.

Once the budget is developed, the Budget Office should register in the PDB the actual amounts assigned to each project. This can be done directly at the Budget Office if they are

integrated to the PDB. If not, the information can be entered at the institution operating the PDB using listings supplied by the Budget Office.

When the project goes into the implementation stage, the PDB would register information about physical and financial progress. Given that this information is generated by the institution in charge of implementing the project, it should fill the corresponding data collection forms and send them to the institution in charge of monitoring on-going projects. There the information would be reviewed, complemented if necessary, and registered in the PDB if they are integrated to it. Otherwise, the institution in charge of the PDB should receive copies of the revised data collection forms and register the information in the PDB.

The information could then be used to detect any delays or cost overruns in on-going projects in a timely way, allowing taking appropriate corrective action.

Finally, the historic information about completed or abandoned projects can be used to support ex-post project evaluation and, therefore, to improve project appraisal methodologies and project implementation programming techniques.

2. STRUCTURE PROPOSED FOR THE PDB

2.1 Modules of the PDB

As was stated before, the structure of a PDB is based upon the Project Life Cycle. The main phases of it are the Preinvestment Phase, the Implementation Phase and the Operation Phase. The PDB registers information relevant to decision-making generated during the first two phases. Therefore, the main modules of a PDB are the Preinvestment Module and the Project Follow-up Module. Additional modules include a Financial Follow-up Module, a Debt Monitoring Module and a Technical Cooperation Module.

The Preinvestment Module can register information about projects at the idea, profile, prefeasibility and feasibility stages. However, it is rather common to start registering information about a project when it reaches the profile level. This is done in order to avoid that the database is filled with project ideas that have no chance of being implemented. The proposed structure and operation of this module is described in Section 3.

The Project Follow-up Module registers information relevant for decision making while the project is being implemented. This includes information generated during the design and the construction stages. The proposed structure and operation of this module is described in Section 5.

Apart from those two main modules, additional ones can be developed within the framework of the PDB to manage some other information related to projects in an integrated way. Three such modules are:

a) A Technical Cooperation Module.
b) A Financial Follow-up Module.
c) A Debt Monitoring Module.

Within the technical assistance project JAM/89/019 developing the Technical Cooperation Module is considered. Its main characteristics and proposed structure are described in Section 6.

The Financial Follow-up Module would allow registering all transactions related to a given project. Therefore, it would facilitate cross-checking information with the Project Follow-up Module about money invested in projects. Moreover, a Financial Follow-up Module would complement the information about contracts registered in the latter, allowing full follow-up of each ongoing contract. This module is not going to be implemented under this project. However, the database to be installed in Finance will allow registering financing requested by public sector institutions for implementing projects as well as financing actually assigned. This part of the system is described in Section 4.

The objective of the Debt Monitoring Module would be to register relevant information about loans related to capital investment projects registered in the PDB. For example, this module would register for each loan information such as lending institution and beneficiary, projects financed by the loan, interest rates, repayment period, pre-disbursement conditions and information about disbursements made. This module should be fully integrated to the PDB in order to facilitate that institutions such as the Bank of Jamaica can make an efficient use of the information registered in the Preinvestment and Project Follow-up modules of the PDB.

Given that the development of the Debt Monitoring Module is not considered within the current technical assistance project, it is highly recommended that when such a task is undertaken, good coordination with the current project is established. Still, and in order to register in the PDB some information about loans and grants related to projects, a special data capture form has been designed. This form and its suggested use is described in Section 4.2.

Considering the above mentioned aspects, in the following sections a structure (architecture) is proposed for the PDB. Two aspects are addressed, namely structure of software and type of hardware.

2.2 Software

As was previously mentioned, the two main components of the PDB would be the Preinvestment Module and the Project Follow-up Module. Given that this two modules would be under the responsibility of different institutions, the PDB will be implemented as multiple databases. Under this design, each participating institution would have its own database. The one at PIOJ would be the source of information about projects in the preinvestment phase and that of PAMCO would register project follow-up data. A database at the Ministry of Finance would be used to register financing requested by institutions and actually assigned to projects, and allow officials from the Ministry access to information registered by PIOJ and PAMCO.

The software would be set up in such a way as to allow each institution to enter the information under its responsibility and get from the other institutions the remaining data about a project. PIOJ, Ministry of Finance and PAMCO would have full access to read information from the databases and produce reports. However, PIOJ would only be able to modify information about proposed projects and PAMCO would only be able to modify information about follow up

of ongoing projects. Ministry of Finance would be able to view on screen or produce reports containing information registered by PIOJ and PAMCO, and would be responsible for registering financing requested and assigned to projects.

Ministries and agencies could also have their own databases. In that case, each institution would register in its database the information about projects under its direct responsibility. This information would then be aggregated at the PIOJ, PAMCO and Finance databases. The exchange of information will be done, in a first stage, using diskettes and later by modem. However, only the information received and reviewed by PIOJ, Finance or PAMCO would be considered valid PDB information.

In order to make the software simple to use and reduce the need of training, the main characteristics of the programs developed are:

- Provision of context-sensitive on-line help for all operations that the user can perform.

- Use of pull down menus in order to avoid that the user gets lost in a maze of menus.

- Selection of options in menus by highlighting them and pressing [Enter] or by pressing the first letter or number of the option to speed-up operation for proficient users.

- Consistency between menus to facilitate learning and use.

- Automatic codification and validation of all information that can be tabulated, in order to facilitate data entry and reduce errors.

- Screen formats as similar as possibly to data capture forms, which also facilitates data entry.

For selecting a programming language for developing the information system, consideration was given to the availability of local personnel familiar with the language, the potential of the language for developing a powerful and user friendly program and its ability to run in a DOS or network environment. Therefore, and considering the experience acquired by ILPES in implementing PDBs in other countries, the programs were developed using a DBase III dialect, specifically Clipper. This language is fully compatible with Dbase databases and provides the necessary tools for creating very efficient and powerful programs.

2.3 Hardware

Given that the PDB is going to be established as multiple databases, there is no need for a computer capable of simultaneously processing requests from different users at different locations. Therefore, and considering the volume of information to be managed, the PDB can be implemented using personal computers. At least three different PCs should be considered, one at PIOJ, one at Finance and one at PAMCO.

In order to guarantee an adequate performance of the PDB, the minimum characteristics of the personal computers used should be:

- A 286 or preferably a 386 microprocessor.
- At least 1 megabyte of RAM memory.
- One serial and one parallel port.
- One high density floppy disk drive.
- One hard disk of at least 70 megabytes.
- Monochrome monitor with graphic capability.

Also a wide carriage printer should be considered for each computer and an un-interruptible power supply is highly recommended.

These computers should be reserved exclusively for the PDB to guarantee an appropriate level of security. At each of these institutions an official should be in charge of the operation of the PDB, one of its main responsibilities being updating the databases with the information received from the other institutions integrated to the PDB and making periodic backups of the information registered.

However, the above mentioned hardware represents the minimum equipment for starting operation of the PDB. Once the system is fully implemented, a substantial number of projects has been registered and the PDB is being used by more officials of PIOJ, Finance and PAMCO, better equipment will be required. Technical specifications of such hardware have not been prepared yet. However, some general guidelines based on the current situation in the participating institutions and the experience ILPES has acquired in similar projects in different countries, allows us to provide the following general guidelines:

a) Considering the type of equipment actually available in PIOJ and MFDP, it would be convenient that all computers to be acquired be MS-DOS machines.

b) PIOJ would require a file server to operate the PDB and a network to allow computers in the different units to tap into the PDB. A high speed printer and an un-interruptible power supply (UPS) would also be required.

c) MFDP has already a very powerful network and adequate file servers. Therefore, Computers should be provided only for the project unit to be created.

d) PAMCO has no computer equipment at all. Therefore, a file server, an entry level network and some PCs with printers should be supplied for the proper operation of the PDB and new systems to be developed. A high speed printer and an UPS would also be required.

e) Computers should be provided to selected project implementing institutions, in order to facilitate data collection regarding project follow-up.

Based on this general guidelines it can be assumed that the hardware required for full implementation of the PDB should comply with the following more detailed specifications:

a) File Servers (PIOJ and PAMCO).

MS-DOS compatible microcomputer with the following minimum characteristics:

- Microprocessor: 80386; 20 MHz.
- 4 Mb RAM on motherboard, expandable to 8 Mb.
- 300 Mb hard disk, 25 ms average access time.
- Tape backup unit, 60 Mb cartridges.
- One 3.5" and one 5.25" high density drives.
- One parallel and two serial ports.
- Ethernet card.
- Hayes compatible modem card.
- Black & white VGA monitor.
- 64 Kb disk cache memory.
- 400 cps (draft) wide carriage printer.
- Network specific UPS.

b) Microcomputer type 1 (selected project implementing institutions and one for the debt monitoring system in Finance).

MS-DOS compatible microcomputer with the following minimum characteristics:

- Microprocessor: 80386SX; 20 MHz.
- 1 Mb RAM on motherboard, expandable to 5 Mb.
- 120 Mb hard disk, 25 ms average access time.
- One 3.5" and one 5.25" high density drives.
- One parallel and two serial ports.
- Hayes compatible modem card.
- Black & white VGA monitor.
- 240 cps (draft) wide carriage printer.

c) Microcomputer type 2 (PAMCO, PIOJ AND MFDP, number to be determined).

MS-DOS compatible microcomputer with the following minimum characteristics:

- Microprocessor: 80286; 16 MHz.
- 1 Mb RAM on motherboard, expandable to 5 Mb.
- 40 Mb hard disk, 60 ms average access time.
- One 3.5" and one 5.25" high density drives.
- One parallel and two serial ports.
- Monochrome monitor.
- 240 cps (draft) printer.

d) Software

- Novell Netware 286 or similar (2 copies).
- MS-DOS 4.x (one copy for each computer).

3. THE PREINVESTMENT MODULE OF THE PDB

The preinvestment process generates a large amount of data that has to be registered in the PDB. Also it should be noted that the output obtained from the Project Data Bank can only be as good as the information it contains. Therefore, there is a need for designing a data collection system that ensures a continuous and timely update of the information in the PDB.

Given that the Preinvestment Module of the Project Data Bank is going to be operated by the PIOJ and that the information is generated in the different Ministries and Agencies that sponsor the projects, there is a need for instituting forms and procedures for feeding the proper information into the Project System.

For this purpose two data collection forms have been designed. The first one, PDB Form 1: Project Summary, is to be used for collecting information about projects in the different stages of the preinvestment phase (i.e. idea, profile, prefeasibility and

feasibility). The second form, PDB Form 2: Programme Summary, should be used to register the main characteristics of investment programmes. These are defined as sets of projects aimed at a common general objective. Both forms are briefly described in the following sections. Copies of the forms as well as the instructions for completing them are presented in Annex 3.

3.1 Jamaica PDB Form 1: Project Summary

After analyzing the information currently collected by PIOJ (Project Profile and Project Summary of the IPMS System) a data collection form was designed. The objective of this form is to summarize the most relevant information about a given project. This form, called the Project Summary Form, will constitute the basic input for the Preinvestment Module of the PDB. It can be used for initially registering a project in the PDB or for updating information about a project that has been previously registered. It is a four page form (see Annex 3) which contains different sections that are discussed in the following paragraphs. Detailed instructions have been prepared for filling this form and are also included in Annex 3.

The first page of the form has been designed to contain the general information about the project. It should give a good understanding about the project to anybody that reads it.

The first section of the form, Project Identification, contains the project codes, the name of the project, the name of the institution that presents the project and the priority given to the project by this institution. The objective of this section is to allow a clear identification of the project. The PDB Identification Code is assigned automatically to the project when it is registered in the PDB. This code is unique for each project and should not change along the project life cycle. Once the project has been registered in the PDB, PIOJ should inform the sponsoring institution about the code assigned to the project, so that it can be used in any form send afterwards to update information or to inform PAMCO about project progress during the implementation stage.

For assigning names to projects some special rules have been prepared (see Annex 1). Their objective is to assure that the project name conveys as much information about the project as possible, without being too long. It will also allow retrieval of information based on the main function of the project (for example, a list of all projects whose main function is repairing damaged infrastructure).

The second section of PDB Form 1, named Project Classification, is aimed at registering information that will allow grouping projects by sector of economic activity, by stage in the project cycle or by an investment programme to which it belongs. This information is specially useful for preparing reports. For example, using this information as project selection criteria, a report could be generated listing all projects aimed at improving the quality of primary education, regardless of implementing institution.

The sectoral classification currently been used (see PSIP Users Guide of the I.P.M.S., Section 11-5) is not considered to be adequate because categories are too coarse to allow a detailed follow-up of the Five-Year Plan. Therefore, a new and more detailed sectoral classification is suggested in Annex 2 of this document. This classification system is based on similar systems in use in PDBs in other countries (like Belize, Colombia and Chile) but has been adapted to Jamaica considering the sectoral structure of the Five-Year Plan. Its application would facilitate economic analysis and planning activities as well as the follow-up of the Five-Year Plan.

A special section has been provided in the form to indicate the parish(es) and town(s) in which the project is going to be implemented. Further sections register the project objectives, scope of work, project description and project justification.

Another section of the form is used to register "Project Indicators". These are project appraisal criteria such as Net Present Value, Internal Rate of Return, Equivalent Annual Cost, Value Added, Employment Generated, etc. Which indicators will be registered depends on the methodologies for appraising public sector projects, which should be developed on a second phase of the implementation of the Project Data Bank. For each indicator this section registers the name of the indicator, the units in which it is measured and its magnitude (its value expressed in the units indicated).

Once project appraisal methodologies are developed, the indicators should be tabulated. This would avoid problems due to different ways of naming the same indicators (for example, the computer would consider "Employment skilled year 1" and "Employ. skilled year 1" as different indicators) and would facilitate filling the forms by making it possible to use acronyms instead of the full name of the indicator.

Another section of the form is to be used to register the names of all institutions that are related to the project and the

type of relation to it. Some possible types of roles regarding the project are:

- **Implementing Agency**, which correspond to the institution in charge of the construction or implementation of the project.

- **Financing Agency**, which is the institution that is going to provide the funds (or part of them) for construction or implementation of the project.

- **Operating Agency**, which is the institution that is going to be in charge of the project during its operation and/or is going to provide funds for covering running costs (or part of them).

Also projects related to the project presented in the form can be registered by indicating their names and PDB (or TC-PDB) codes. Also, the type of relation should be registered, which could be:

- **Complementary:** if the current project is to be undertaken together with the indicated project in order to maximize benefits. For example, a road improvement project to a coffee growing area could be complementary to a project aimed at increasing coffee production in that area.

- **Substitute:** if only one of the projects, the currently proposed or the one indicated should be undertaken because both of them solve the same problem. For example, a project consisting in building a school for a small community could be substituted with increasing the capacity of an existing school in a near town.

- **Prerequisite:** if the indicated project must be completed before initiating the project presented in the form. For example, for a street paving project it could be a prerequisite that the water company has finished installing a drinking water pipeline under the street.

- **Dependant:** if the indicated project can be undertaken only if the project presented in the form has been previously completed. For example, in the previous case, the street paving project would be dependant from the water pipeline project.

- **Supporting TA:** if the indicated Technical Assistance Project is aimed at supporting the implementation of the current project. For example, a TA-project could have as main objective to provide support to the design of bridge.

The form provides a section for registering the estimated Project Schedule and Cost for each Stage. In this section the estimated start and completion date of the next stages through which the project must go, as well as the total estimated cost of those stages should be indicated. Clearly, not all projects must go through all the stages. For example, if the information contained in the project profile is considered adequate to proceed to the project implementation phase, only estimates for Engineering Design, Construction, and Operation costs would be indicated.

This information is very useful to estimate likely dates in which projects that are actually at the preinvestment phase will require financing.

Project Capital Cost Estimates can also be registered in PDB Form 1, classified by type of expense and by year. This table is based on the table currently included in the project profile format requested for all PSIP projects. It allows registering the information for the next five years as well as the total cost by category. At the top of the table, a space has been provided for registering the date at which the cost estimates were made and the exchange rate at that date (this allows making adjustments to account for inflation or for changes in the exchange rate). This space should also be used to indicate the exchange rate between other currencies and the US$ when some of the costs were in other currencies and were converted to US$.

Another section of the form was designed for registering projected annual operating cost of the project and indicating which institution is going to finance those costs. Therefore, this section should allow the analysis of the current budget implications of the capital investment budget.

Finally, space has been provided in the form for additional comments about the project and for registering the identification of the person who filled the form as well as of the person that typed the information into the PDB.

3.2 Jamaica PDB Form 2: Programme Summary

When preparing a public sector investment programme, it is a regular practice to group projects in investment programmes pursuing general sectoral or national objectives. Also, some multilateral financing agencies prepare investment programmes for loans to sectors such as urban development, education or health, where multiple small projects need to be undertaken.

In order to capture in the PDB information about investment programmes, a special data capture form was designed. In the following paragraphs a brief description of the type of information collected is presented. A copy of the form is included, together with the instructions for completing it, in Annex 3.

The first section of the form, Programme Identification, contains the programme codes and the name of the programme. The objective of this section is to allow a clear identification of the programme. The Programme Code is assigned automatically to the programme when it is registered in the PDB. This code is unique for each programme and should not change at a later date.

The second section of the form, named Programme Classification, is aimed at registering information that will allow grouping programmes by sector of economic activity, by type of assistance or by main function. The sectoral classification currently used should be the same applied for projects (see Annex 2).

A special section has been provided in the form to indicate the projects that are included in the investment programme. For each project its name and PDB-Code (if already registered in the PDB) should be indicated. This information is crucial, in order to follow-up programme implementation by aggregating the project follow-up information for the projects included in the programme.

Space has also been provided in the form for registering the description, justification and objectives of the programme. As in PDB Form 1, it is also possible to indicate the names of the institutions related to the programme and the role they play regarding it. To facilitate follow-up of the programme as a whole, a special section has been included in the form for registering the names of the officials in charge of the programme within the government or in any related institution.

A summary of the programme cost is also requested in the form. This information is required because the programme may have been defined but not all projects to be included in it have been identified. In such situation, it would not be possible to obtain cost data about the programme by adding cost data for projects included in it.

Finally, space is provided for additional comments about the project and for identifying the persons that completed the form and registered it in the PDB.

3.3 Reports of the Preinvestment Module

Once the information requested in PDB Forms 1 and 2 has been registered in the PDB it will be possible to generate different reports about proposed projects and programmes. In this section some reports are presented.

However, before describing the proposed reports, it is important to state that many other reports could eventually be generated. In this sense, the PDB would include the listed reports as standard pre-programmed reports which can be obtained by selecting them from a menu of reports. For advanced users of the PDB it will be possible to generate their own reports using existing report generators such as the one included in DBase III Plus. Also, if new reports are designed which are going to be used quite frequently, it will be possible to program those reports and add them to the PDB menu of standard reports.

Considering the previously cited aspects, the basic reports of the preinvestment module are:

a) List of proposed projects: This report would be a general list of all projects registered in the PDB during a given period. It would be possible to obtain the projects sorted by institution presenting the project, by economic sector and sub-sector, by stage in the project life cycle or by programme. The general format of this report would be:

PROJECT CODE	NAME	PROJECT COST LOCAL	FOREIGN	TOTAL
SUBTOTALS BY SORTING CRITERIA				
TOTALS				

Also, it would be possible to obtain this report for selected (one or more) institutions, programmes, stages in project life cycle, sectors or subsectors.

b) Project summary: The project summary would be a printed copy of all the information contained in PDB Form 1. It would be possible to generate it for only one project or for a selected group of projects. This last option would permit printing all project summaries for a given institution or programme. The main application of this report would be to check the registered information against the information received in the form. It would also be useful for submitting detailed information about projects to potential financing agencies.

c) Programme summary: The programme summary would be a printed copy of all the information contained in PDB Form 2. It would be possible to generate it for only one programme or for a selected group of projects. The main application of this report would be to check the registered information against the information received in the form.

d) Short project summary: This report is similar to the project summary report (b) but contains only some information about a project. Its main objective would be to provide more concise information about a project for high ranking government officials. As for the previous report, it would be possible to print only one project or a selected group of projects. The information contained in this report would include for each project:

- Project name.
- Project code.
- Project location.
- Project description.
- Project justification.
- Project objectives.
- Selected project indicators.
- Participating institutions and their role.
- Project schedule.
- Total estimated cost (local and foreign).

All this information would be presented in its extended form, i.e. full names would be employed instead of codes or acronyms.

e) Capital budget impact report: This report would use the information contained in section 12 of PDB Form 1 to generate a table indicating yearly capital costs of selected projects. It would be possible to request the report by implementing institution, by sector and subsector or by programme in which cases the report would include yearly totals for each group and subgroup. The general format of this report would be as follows:

PROJECT CODE	PROJECT NAME		COST YEAR 1	COST YEAR 2	COST YEAR 3	COST YEAR 4	COST YEAR 5	TOTAL
		LOCAL:						
		FOREIGN:						
		TOTAL:						
SUBTOTALS BY SORTING CRITERIA								
TOTAL								

f) Current Budget Implications of proposed projects: This report would use the information contained in section 13 of PDB Form 1 to estimate the impact of a group of projects on the current budget of selected institutions. The user would be able to select the projects by institution, sector or programme. The resulting report would have the following format:

INSTITUTION	PROJECT CODE	NAME	ANNUAL RUNNING COST LOCAL	FOREIGN	TOTAL
SUBTOTALS BY INSTITUTION					
TOTAL					

g) Aggregate impact on selected indicators: This report would present the aggregate impact of a group of projects on selected indicators. It would be possible for the user to select the projects by institution, sector and subsector or programme. Then he would select one or more indicators for which he wants the report. For each indicator he would also indicate if a total or an average is desired.1/ The format of the resulting report would be as follows:

PROJECT CODE	PROJECT NAME	INDICATOR 1	INDICATOR 2	INDICATOR 3	.....	INDICATOR n
SUBTOTALS BY SORTING CRITERIA						
TOTAL						

The report heading would also include the unit used for each indicator. At the end of the report the total impact of all projects would be calculated.

h) Recommendations about projects: This report would summarize the opinion of the different institutions involved in the appraisal and ranking of projects to be included in the PSIP. A first report would be prepared after the results of the appraisals conducted by PIOJ and by PAMCO have been registered in the PDB (see Section 3.4). A second report would be generated once the

1/ The sum of the indicators for all projects included would only make sense for some indicators. For example, it could provide useful information about employment generated by year of the PSIP programme, but would be meaningless for indicators such as Internal Rate of Return or Equivalent Annual Cost.

recommendations of the Project Pre-Selection Committee (PREC) have been registered in the PDB. A third report would include the recommendations of the Economic and Production Council and a last version would include the final recommendations made by the Cabinet.

Two versions of this report should be prepared. One would be based on report "a)", modified to include the final recommendation of each participating institution or committee (examples of such recommendations would be: "Proceed to implementation", "Do feasibility study", "Postpone", "Abandon"). The second version should be based on report "d)" modified to include the final recommendations given by each institution or committee and the reasons supporting that decision.

3.4 Recommended Procedures for the Preinvestment Module

For obtaining useful reports from the preinvestment module of the PDB it is essential to have the necessary information in the system. However, this task can only be done if the information has been received through the forms described in Section 3.1. Therefore, data collection procedures have to be defined and instituted in order for the Preinvestment Module of the PDB to become operational. In this section, a set of procedures aimed at this objective is defined.

The data collection process would begin with PIOJ distributing to all public sector institutions a set of instructions for project presentation, including instructions for preparing the project profile and summarizing the information on PDB Form 1. These directions could include shadow prices for economic evaluation of projects.

Based on the instructions received, the different public sector institutions would prepare project profiles for all identified project ideas. For this task they could request assistance from PAMCO. Then they would fill-in one form for each project and send it, together with the project profile, to the PIOJ.

PIOJ would review the received information and register it in the PDB. Should any information be missing or if corrections are required, it would communicate the problem to the institution that presented the project. This institution would then make the necessary corrections or submit the additional data which would be used to update the information registered in the PDB. The Project Profiles and any other data related to the project would be kept in

sequentially numbered files. These file numbers would also be registered in the PDB in order to facilitate access to the files if additional information is needed.

Also, a database file containing a complete copy of the information received would be send by PIOJ to PAMCO and to the Ministry of Finance. Summarized information would be sent to any other institution related to the PDB and interested in it.

The final result of the evaluation conducted by PIOJ would then be registered in the PDB, as well as a summary of the evaluation report of PAMCO. All this information would be presented to the Project Pre-Selection Committee (PREC). The PREC's decisions would be registered in the PDB and a summary report of all the information would be submitted to the Project Prioritization Committee (PRIOC) and to the Economic and Production Council for review and recommendations to the Cabinet. This recommendations would also be included in the PDB, as well as the final decision about implementing, postponing or abandoning the project. Once this process has been completed, PIOJ would send a complete report, printed and in a computer file, to PAMCO and to the Ministry of Finance, as well as to any other interested public sector institution.

4. PROJECT FINANCING AND DEBT MONITORING MODULES

The development of the financial follow-up and debt monitoring modules was not included in the current project. However, there is some basic information that is necessary for the proper operation of the PDB and that should be managed by these modules. Therefore, two data collection forms and the corresponding software have been developed in order to manage this information. The forms, as well as related reports, are presented in the next sections. Also, the procedures for using these forms as well as the software, are briefly discussed.

4.1 Jamaica PDB Form 3: Proposed Financing

For registering in the PDB financing requested for each project for the next fiscal years, PDB Form 3, Proposed Financing, was developed. This form should be completed by institutions requesting financing from the PSIP for a given fiscal year. Before completing this form and sending it to the Ministry of Finance, form one must have been completed, sent to PIOJ, and registered in the PDB.

The first section of the form is used to identify the project for which financing is being requested and the name of the institution requesting it. Next, financing required for each fiscal year to implement the project should be indicated. For each year, the total financing requirements should be broken down by proposed financing source. Totals by source and year should be clearly indicated. The date for which the cost estimates were made as well as the exchange rate at that date, should be indicated.

Also, a section has been provided for registering the current status of each proposed financing source. It should be used to indicate, for each proposed financing source, if financing has already been secured or is being negotiated. For example, if an IDB loan is being considered as a potential financing source, it should be indicated if the loan is still been negotiated, has been signed or disbursements have been made.

Finally, as in previous forms, space has been provided for additional remarks and the identification of the persons who completed the form and who registered it in the PDB.

4.2 Jamaica PDB Form 4: External Financing Agreements

To register the basic characteristics of loans and grants associated with projects registered in the PDB, PDB Form 4, External Financing Agreements, was designed. This form summarizes the most relevant information about loans and grants, such as conditions for disbursements, interest rates and schedule.

The first section of the form would contain information for clearly identifying the financial agreement. This would include a code for the agreement assigned by the PDB, if available, the code assigned by the funding agency or government to the agreement and its name, the file reference number for accessing more detailed information and the name of the country or institution providing the funds.

A second section of the form was designed for registering the schedule of the financial agreement. This information can be very useful for tracking progress on agreements being negotiated or to compare financing requirements from projects with the disbursement schedule of the loan or grant.

The next two sections of the form should be used to register fees and interest rates associated with loans. Space has also been provided for registering, in a textual format, the conditions to be satisfied before the first disbursement is made, as well as conditions for subsequent disbursements. Registering this

information in the PDB is important to facilitate checking if disbursement conditions are being satisfied, and therefore avoiding delays in obtaining the foreign funds.

Finally, space has been provided for any additional remarks and for identifying the persons who completed the form and who registered it in the PDB.

4.3 Reports on Project Financing and Financing Agreements

As was previously indicated, the project financing and financial agreements information to be collected by the PDB is going to be limited, for the time being, to essential project related information. Despite this fact it is possible to generate some useful reports. For example, the following reports could be generated with the available information:

a) Financing proposed for a project: This report would be a printed copy of PDB Form 3 for a single project or a group of projects selected by sector, institution, location, codes or any other classification variable.

b) Financing impact of investment programme: This report would use the information contained in Section 2 of PDB Form 3 to generate a table indicating yearly financing requirements for groups of projects. It will be possible to request the report by institution (financing or implementing), by sector and sub-sector or by programme. The report would include yearly totals for each group and sub-group. Also it would be possible to obtain the report for all foreign financing sources, for all national financing sources, or for both types combined. In this last case separate subtotals will be provided for foreign and local funds.

The general format of this report would be as follows:

FINANCING SOURCE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTAL PROJECT COST
SUBTOTALS BY SOURCE						
TOTAL FOR LOCAL SOURCES						
TOTAL FOR FOREIGN SOURCES						
GRAND TOTAL						

c) Loan or grant summary: This report would be a printed copy of PDB Form 4 for a loan or grant. It would also be possible to select a group of loans or grants by lending or donor agency.

d) Flow of foreign funds: This report would present yearly inflows and outflows of foreign funds, related to the registered financial agreements, over a preselected time horizon, using the information contained in Sections 3, 4 and 5 of PDB Form 4. Yearly flows of funds would be presented for each agreement and totals by year would be calculated. Subtotal would be provided by status of the financial agreements. A version of this report could be prepared for obtaining quarterly or even monthly estimates of flows of foreign funds.

The general format of this report would be as follows:

AGREEMENT	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	(Etcetera....)
DISBURSEMENTS:						
REPAYMENTS:						
FEES:						
YEARLY SUBTOTAL FOR AGREEMENT:						
SUBTOTALS BY STATUS OF AGREEMENT:						
TOTAL						

4.4 Procedures

For the operation of this first stage of the Financial Follow-up Module and the Debt Monitoring Module, the following procedures are proposed.

PDB Form 3, Proposed Financing, should be used by the Ministry of Finance during the process of preparing each years budget. It should be completed for all proposed and ongoing projects by the institutions in charge of their implementation, and submitted to the Ministry of Finance. One form should be used for each project and, if necessary, for each sub-project. At the Ministry of Finance the information would be reviewed and, if complete and correct, registered in the PDB.

Once a final decision has been made in order to assign financing to a project, the Ministry of Finance would register in the PDB the actual financing assigned to the project from each contributing financing source.

PDB Form 4, External Financing Agreements, should be completed by the official in the Ministry of Finance or in PIOJ who has the main responsibility for the financial agreement or for the agency providing it. The information should be obtained from the documents used in the negotiation process or from the agreement actually signed. The information regarding a particular agreement should be updated whenever mayor progress is made in its negotiation, until a final version is signed by the government and the agency or country.

5. PROJECT FOLLOW-UP MODULE

As was stated in Section 2.1, the PDB should include a Project Follow-up Module. This module would manage the information about physical and financial progress of all ongoing PSIP projects. The information would be collected from the different ministries and agencies in charge of implementing the projects. Therefore, data collection forms and standardized procedures are required in order to ensure that the information is collected regularly and that its quality is adequate.

Basically two data collection forms are required. The first one is aimed at registering the initial implementation schedule for the project or later modifications to it, and is described in Section 5.1. The second form, which should be requested on a quarterly basis, registers actual physical and financial progress, which can then be compared with the initial programme. This form is described in Section 5.2.

The information collected through the forms is registered in the Project Follow-up Module of the PDB and can then be used to produce reports by project, by programme or by institution. However, to facilitate interpreting the data collected and easily detecting projects that are running out of schedule, some Project Follow-up Indicators have been defined. These will constitute a basic element for the reports and are presented in Section 5.3. Finally, some possible reports are described in Section 5.4.

5.1 Jamaica PDB Form 5: Implementation Schedule

The objective of this form is to collect the information about the proposed implementation schedule of a project, cost of activities, physical goals and contracts. Effort has been done to keep this form as simple as possible in order not to burden

implementing ministries and agencies with excessive information requests. However, the information demanded is comprehensive in the sense that no additional project programming information is required for the operation of the Project Follow-up Module of the PDB.

The form is composed of seven sections and can be used to register the implementation schedule for the project or later modifications to it. In the following paragraphs the different sections of the form are briefly described. The complete form is presented in Annex 3.

When filling-in the form, the first information to be indicated is whether the form is being used to register the projects' initial implementation programme or a modification to it. This later situation can arise if un-forecasted events cause such changes from the initial programme, that it would made no sense to compare the project progress against it. For example, after the initial implementation programme for a project has been registered in the PDB, natural events or market changes could make it convenient to postpone the project for months or even years. A similar situation would arise if due to factors not related to the project, a funding agency communicates that it is going to reduce its support, therefore severely affecting the implementation schedule. In cases like these, it would be recommendable to reprogram the implementation of the project and use the form to communicate the new schedule and register it in the PDB.

The first section of the form allows identifying the project. Given that the project should already have been registered in the PDB using PDB Form 1, a PDB identification code would already have been assigned to it and should be indicated in this section. This code is enough to identify the project. However, in order to cross-check the information and facilitate the use of the form, the full project name should also be indicated, which must be the same assigned to the project when it was initially registered in the PDB. Also space is provided to register any other existing project identification code, the number of the file where additional information is kept in PAMCO and the name of the institution in charge of implementing the project.

The next section of the form captures the basic information for the Project Follow-up Module of the PDB. The project should be broken down in its main activities. The specific activities will depend on the type of project. However, the level of breakdown should be alike for all projects and similar projects should be broken down in analogous activities. For example, a project to provide drinking water to a town could be broken down in "Well

digging", "Acquisition and installation of pump", "Conduction to reservoir", "Construction of reservoir" and "Distribution system". It is suggested that this breakdown of projects in activities is, in an initial phase, decided entirely by the implementing ministries and agencies. Later, based on the acquired experience, the categories in which different types of projects should be broken down could be tabulated and communicated to the implementing institutions, together with the instructions for filling-in the forms.

It is important to emphasize that a proper breakdown of the project in activities whose progress can be measured independently is a key prerequisite for a satisfactory operation of the Project Follow-up Module of the PDB. Therefore, it is recommended that PAMCO engineers provide assistance to sectoral institutions in this task. Also, it must be considered that dividing a project into many small activities can make the process of reporting project progress and analyzing it cumbersome. Therefore, it is not recommended to divide the project in more than 10 activities. However, if more activities need to be considered, they can be listed, using the same format, in Section 5 (Remarks) of the form (the PDB software has no limit for the number of activities that can be registered for one project).

For each activity the estimated starting date and ending date should be registered, as well as the total estimated cost of the activity and its magnitude in physical units, indicating the measurement units used. It is critical for doing a meaningful project follow-up to choose appropriate measurement units for each activity. For example, for measuring progress in repaving a road, cubic feet of concrete poured would be difficult to interpret. Miles (repaved) would be a much better unit.

For those activities for which it is impossible to select a meaningful unit, it would be necessary to consider the activity as a whole. In this instance, the progress of the activity can later be indicated as a percentage of the work to be done (estimated by the reporting official).

Another section of the form registers the basic data about the contract(s) subscribed or to be subscribed for implementing the project. If a code has been assigned to the contract by the institution in charge of implementing the project or by a financing source, it should be indicated in the second column of the table. The status of the contract should be indicated in the third column of the table. It is proposed that the possible status of contracts are as follows:

CODE	STATUS
1	Contracting procedures not initiated.
2	Documents ready but no bid has been requested.
3	Bids were requested or private negotiations are under way.
4	Ready to be signed.
5	Signed but not initiated.
6	On going.
7	Suspended.
8	Completed.
9	Cancelled.

The cost of each contract should also be registered indicating the amounts to be paid in local and foreign currency. If the contract has not been signed, the best estimates available should be registered. Finally, the last column of the table should be used to indicate which of the activities listed in the previous section are included in each contract (using the activity numbers).

The fourth section of the form registers information about the project manager, in order to facilitate contacting him if additional information is required.

A space has been provided in the form for remarks. It should be used to register any additional information which is considered to be useful by the person filling the form (for example key assumptions on which the schedule is based and risk factors which may affect it). Also, this space can be used as an extension of any previous section if the space provided was insufficient.

Finally, the last two sections of the form should be used to register the identification of the person who filled the form and of the person that registered the information in the PDB.

5.2 Jamaica PDB Form 6: Project Follow-Up

The second form of the Project Follow-up Module of the PDB is aimed at collecting, on a quarterly basis, the information needed to appraise the progress of ongoing projects and compare it with the estimated implementation schedule. This form should be filled by the project manager.

The form is composed of seven sections. In the following paragraphs the different sections of the form are briefly described. The complete form is presented in Annex 3.

The first section of the form contains the basic information that allows identifying the project in the PDB. Given that the project should already have been registered in the PDB at the profile level using PDB Form 1 and its implementation programme should also have been registered using PDB Form 5, it would already have a PDB identification code which should be indicated in this section. Also, space is provided to register the name of the institution in charge of implementing the project.

A second section of the form should be used to indicate the starting and ending dates of the period for which information is being supplied. The starting date should be equal to the ending date of the previous report, or, if the current report is the first one, it should be equal to the date when PDB Form 5 was prepared and sent to PAMCO. The ending date of the period should be the ending date of the quarter.

The third section of the form registers the information actually used to monitor the implementation of the project. The project should be broken down in its main activities, which should be exactly the same activities detailed in PDB Form 5 when it was sent to be registered in the PDB.

For each activity, its status and the actual or estimated starting and ending dates should be registered. It is proposed to code the status of activities according to the following table:

CODE	STATUS
1	Not initiated.
2	On-going.
3	Completed.
4	Suspended.

If the activity has not yet begun, both dates would be estimated. If it has already started, the starting date should be the actual date and the ending date would be the latest estimate available. Finally, if the activity has been completed, both dates would be actual dates.

The same section of the form also registers actual physical progress for each activity. Figures informed should be cumulative, i.e. total progress up to the end of the reporting period. For reporting physical progress the same units registered for each activity in PDB Form 5 should be used.

The next section of the form registers the actual cost incurred in each activity, broken down in local and foreign

currency. Amounts spend in a foreign currency different from US$ should be converted to US$ and the actual currency in which the expenses were made and the exchange rate applied should be indicated in Section 5, "Remarks". Figures should correspond to expenses incurred during the reporting period (quarter). It is important to emphasize that an effort must be done to estimate the actual amounts spend by activity, because this information is basic for the operation of the Project Follow-up Module of the PDB.

A special section has been included in the form to inform about the contract(s) subscribed (or to be subscribed) for implementing the project. If a code has been assigned to the contract by the institution in charge of implementing the project or by a financing source, it should also be indicated, as well as the status of the contract. This section should also be used to register actual amounts paid to each contractor in local and foreign currency (again all foreign currencies should be converted to US$). Finally, it should be indicated which of the activities in which the project was broken down are been undertaken by each contractor.

As in all other PDB forms a section for remarks has been included. This space can be used to indicate the reasons for delays in the implementation of any of the activities, justifying cost overruns or indicating problems with contractors.

Finally, space has been provided in the form for identifying the person who filled the form and the person that registered the information in the PDB.

5.3 Project Follow-up Indicators

Before describing the reports to be programmed, it is important to define some index numbers that are going to be used for appraising the rate of implementation of the projects.

As was stated before, the data collection forms have been kept as simple as possible in order not to place an undue burden on the reporting institution. However, this implies that the task of calculating meaningful indexes of project progress will fall on the institution in charge of centralizing the project follow-up information and preparing reports thereon. Fortunately, the computerized system is designed to almost completely overtake this burden, presenting the institution in charge of project follow-up with reports that are easy to interpret and yet powerful enough to detect most problems that can arise during project implementation.

Basically two different aspects of project implementation would be monitored simultaneously by the system. This would be time schedule and cost. The next two sections define indicators designed for monitoring this two aspects.

5.3.1 Time Schedule Indicators

To monitor time schedule the unit used would be days behind or ahead of schedule. However, for interpreting deviations from the schedule, it must be considered that delays can be traced back to two main causes: delays in starting with the activity and delays due to an implementation rate below that projected. Therefore, the actual delay of an activity would be calculated as follows:

Actual delay of activity (ADA) :

$$ADA = SDA + IDA \quad (1)$$

where: SDA = Starting delay of activity.
IDA = Implementation delay of activity.

These delays would then be calculated as follows:

$$SDA = ASDA - ESDA \quad (2)$$

and:

$$IDA = (ERP-ASDA) - APU * (EEDA-ESDA)/TPU \quad (3)$$

where:
ESDA = estimated starting date of activity (PDB Form 5)
ASDA = actual starting date of activity (PDB Form 6)
APU = actual physical units completed (PDB Form 6)
EEDA = estimated ending date of activity (PDB Form 5)
TPU = total physical units of activity (PDB Form 5)
ERP = end of reporting period date (PDB Form 6)

Using this same data a second useful indicator can be calculated, which is the expected delay of the activity. It would be calculated as follows:

$$EDA = SDA + IDA*(TPU/APU) \quad (4)$$

where: EDA = expected delay of activity, i.e. the total delay expected at the end of the activity if the current implementation rate (physical units by day) stays constant.

This last indicator is especially useful given that it can give early warnings about activities that are being implemented at a rate lower than estimated, and can eventually generate a large project delay.

The previously defined indicators can also be expressed as a percentage. In this case the respective definitions would be:

Percent actual delay of activity:

$$\%ADA = ADA*100/(EEDA-ESDA) \quad (5)$$

and:

Percent expected delay of activity:

$$\%EDA = EDA*100/(EEDA-ESDA) \quad (6)$$

As will be seen when the reports of the Project Follow-up Module of the PDB are described, this way of presenting the indicators is useful in order to allow the computer to automatically report on projects for which delays in activities are above accepted variance levels.

Obviously it is not convenient to produce reports for high level decision makers detailed by activity. Therefore, it is necessary to obtain aggregate data at the project level. For the previously defined indicators (ADA and EDA) it is proposed that the project indicators (ADP and EDP) be equal to the sum of the indicators for each activity. Therefore:

Actual delay of project:

$$ADP = \Sigma\ ADA \quad \text{(for all activities)} \quad (7)$$

and:

Expected delay of project:

$$EDP = \Sigma\ EDA \quad \text{(for all activities)} \quad (8)$$

From a project management or an engineering standpoint, to assume that the actual delay in a project is equal to the sum of the delays in each activity is wrong, given that many activities can be undertaken simultaneously. However, this way of calculating project delays errs on the safe side. I.e. calculated project delays using this method will always be greater than actual delays, giving warnings in all situations that guarantee them as well in some situations where delays are still of no concern. Moreover, this method is much simpler to apply than requesting a PERT chart for each project and calculating delays considering actual relations among activities.2/

2/ This method is recommended only for the PDB in order to keep the system simple. Project Managers should, undoubtedly, use methods such as CPM and PERT.

Percent project delay indicators would be calculated in the same way as for each activity, that is:

Percent actual delay of project:

$$\%ADP = ADP*100/(EEDP-ESDP) \quad (9)$$

and:

Percent expected delay of project:

$$\%EDP = EDP*100/(EEDP-ESDP) \quad (10)$$

where: EEDP = estimated ending date of project (PDB Form 5)
ESDP = estimated starting date of project (PDB Form 5)

In summary, the indicators suggested for monitoring the implementation schedule of projects are:

Actual delay of activity	ADA
Expected delay of activity	EDA
Percent actual delay of activity	%ADA
Percent expected delay of activity	%EDA
Actual delay of project	ADP
Expected delay of project	EDP
Percent actual delay of project	%ADP
Percent expected delay of project	%EDP

A final consideration: when one activity has been completed only the total delay of the activity and corresponding percent figure would be calculated as the difference between the estimated ending date and the actual ending date and that difference multiplied by 100 and divided by the estimated duration of the activity respectively. In these instances, for calculating the expected delay of the project, the expected delay of the completed activity would be replaced by the actual total delay. Also, once a project has been finished, only the total delay of the project and its corresponding percent figure would be calculated, following an analogous procedure.

5.3.2 Cost Monitoring Indicators

The indicators proposed for monitoring project cost are similar in concept to those defined for delays in the previous section. This indicators would again be calculated automatically by the Project Follow-up Module of the PDB and included in reports at the activity or project level or used to automatically detect activities or projects which present cost overruns falling outside allowed variance levels.

At the activity level it is proposed to use the following indicators:

Actual cost overrun of activity	ACOA
Expected cost overrun of activity	ECOA
Percent actual cost overrun of activity	%ACOA
Percent expected cost overrun of activity	%ECOA

Which would be defined as follows:

$$ACOA = CIA - (ECA/TPU)*APU \quad (11)$$

$$ECOA = ACOA * (TPU/APU) \quad (12)$$

$$\%ACOA = ACOA*100/(APU*ECA/TPU) \quad (13)$$

$$\%ECOA = ECOA*100/ECA \quad (14)$$

Where:

CIA = cost incurred in activity	(PDB Form 6)
ECA = estimated cost of activity	(PDB Form 5)
APU = actual physical units completed	(PDB Form 6)
TPU = total programmed physical units of activity	(PDB Form 5)

At the project level it is proposed to use the following indicators:

Actual cost overrun of project	ACOP
Expected cost overrun of project	ECOP
Percent actual cost overrun of project	%ACOP
Percent expected cost overrun of project	%ECOP

Which would be defined as follows:

$$ACOP = \Sigma\ ACOA \quad \text{(for all activities)} \tag{15}$$

$$ECOP = \Sigma\ ECOA \quad \text{(for all activities)} \tag{16}$$

$$\%ACOP = ACOP*100/(\Sigma(APU*ECA/TPU)) \tag{17}$$

$$\%ECOP = ECOP*100/TEPC \tag{18}$$

Where: TEPC = Total estimated project cost (PDB Form 5)

Also, as in the previous section, once an activity or a project has been completed, estimated values would no longer be calculated, replacing them by actual values.

5.4 Project Follow-Up Reports

Using the information obtained through PDB Forms 1, 2, 3, 5 and 6, many different reports can be generated about progress of projects or programmes or about the project implementation efficiency of different institutions. In this section some possible reports are presented. They would be the main reports of the Project Follow-up Module of the PDB.

However, as was also said in Section 3.3, many other reports could eventually be generated. The PDB would include the listed reports as standard pre-programmed reports which can be obtained by selecting them from a menu of project follow-up reports. For advanced users of the PDB it will be possible to generate their own reports. Also, if new reports are designed and are going to be used quite frequently, it will be possible to program those reports and add them to the menu of standard reports.

The basic reports of the Project Follow-up Module of the PDB would include at least the following:

a) Project implementation schedule: This report would be a printed copy of the information collected through PDB Form 5 and registered in the Project Follow-up Module of the PDB for a given project. The information printed would correspond to the latest information registered in the PDB, i.e. if a project has suffered successive modifications to its implementation programme, only the latest will be printed.

   The user would be presented with the option of selecting only one project or printing the information for a set of projects. For this last purpose, projects would be selected by institution, by programme or by sector.

b) Project follow-up report: This report would be a printed copy of the information collected through PDB Form 6 and registered in the Project Follow-up Module of the PDB for a given project. The user would be able to select the latest information registered or any previous one. The main purpose of this report would be to check if the information was correctly registered.

c) Current and expected status of projects: This report would be a listing of projects including for each one the indicators described in Section 5.3. The user would be able to request the report for a single project, for all ongoing projects or for a selected group of projects. For this last option, he would be able to select projects by implementing institution, by source of financing, by economic sector and subsector or by programme. Also he would be able to select the ordering criteria of the projects listed, which could be by PDB identification code, by name, by cost, by geographical location or by value of the indicators.

The general format of this report would be:

PROJECT CODE	PROJECT NAME	ACOP	ADP	%ACOP	%ADP	ECOP	EDP	%ECOP	%EDP

Additional information would be included for some of the options, such as the total estimated cost of the project and the geographical location.

d) Project progress report: This report would be a listing of the activities in which a project has been broken down, presenting, for each activity, the indicators described in Section 5.3. The user would be able to request the report for a single project or for a selected group of projects. For this last option, he would be able to select projects by their PDB identification code, by implementing institution, by source of financing, by economic sector and subsector or by programme. He would also be able to select the ordering criteria of the projects listed, which could be by PDB identification code or by project name.

For a single project the format of this report would be:

PDB IDENTIFICATION CODE : _____ PROJECT NAME : _____

ACTIVITY	ACOA	ADA	%ACOA	%ADA	ECOA	EDA	%ECOA	%EDA

For a group of projects the format of this report would be:

PDB CODE	PROJECT NAME	ACOP	ADP	%ACOP	%ADP	ECOP	EDP	%ECOP	%EDP

e) Jeopardies report: This report would list projects for which cost overruns or delays are greater than preestablished variance levels. Those variance levels will be set by the user, having the option of defining separate variance levels for activities and for projects. For example, the user could set a project delay variance

of 30 days and a cost overrun variance of 20 percent. The computer would then list all projects for which actual delay is over 30 days or actual cost overrun is above 20 %. The user would also be able to set variances for expected delays or expected cost overruns at the activity or project level. In this way he would be able to detect at an early stage projects that are running dangerously out of schedule.

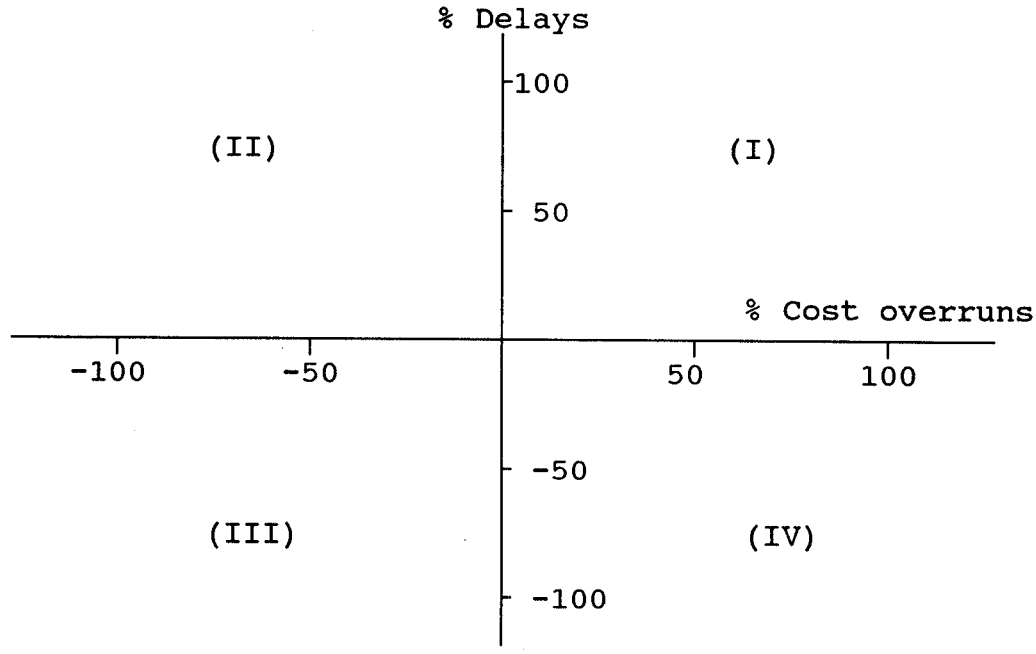
The format of this report would be similar to one of the previous two reports, depending on the choice of the user (project level or activity level). However, they would include for those indicators for which the user has set variance levels, the level set.

f) Implementing efficiency report: When this report is requested, the system would calculate for each implementing institution aggregate delay and cost overrun indicators. The institutional delay indicator would be equal to the average of the percent actual delay of project indicator for all projects being implemented by the institution. The aggregate cost overrun indicator for the implementing institution would be calculated as a weighted average of project cost overrun indicators, using as weight for each project indicator the ratio total estimated cost of project/total estimated cost of all projects being implemented by the institution. The different columns of this report would be:

- Name of institution.
- Number of projects being implemented.
- Total estimated cost of projects being implemented.
- Percent average actual delay of project.
- Percent weighted average cost overrun of projects.

g) Deviations graph: Although the indicators defined in Section 5.3 can be directly interpreted, it is usually much easier to visualize the actual state of a project if the information is presented graphically. Therefore, it is recommended that the project follow-up module of the PDB be able to present the percent indicators using the following graphic format:

INTERRELATIONS BETWEEN OVERRUNS AND DELAYS IN PROJECT IMPLEMENTATION



On this graph the following pairs of indicators can be plotted:

- Percent actual cost overrun of project (%ACOP); versus
- Percent actual delay of project (%ADP) (showing the actual situation of the project); and
- Percent expected cost overrun of project (%ECOP); versus
- Percent expected delay of project (%EDP); (showing the expected situation at the end of the project).

The same format can be used to plot the equivalent points corresponding to each activity in which a project has been broken down.

If a project is on schedule, the point corresponding to it should fall on the origin of the graph. The farther the

points fall from the origin, the greater the deviations from schedule. If a project falls in quadrant I, it would be behind schedule and cost would be above estimated cost. If it falls in quadrant II, it would be behind schedule but costing less than forecasted. Quadrant III would correspond to projects ahead of schedule and costing less than estimated. Finally, quadrant 4 would indicate that the project is ahead of schedule but costing more than forecasted.

Moreover, the graph can be used to plot all points corresponding to a project, i.e. points corresponding to different reporting periods. This would allow to perceive at first sight if the implementation efficiency of a project is worsening or improving (worsening if latest points fall further away from the origin, improving if they fall closer to the origin than points corresponding to previous periods).

5.5 Recommended Procedures for Project Follow-Up

The Project Follow-up Module of the PDB should be implemented at PAMCO. That means that PAMCO would have a complete version of the PDB software, but modified to allow the registration of the information collected through PDB Forms 5 and 6. Information about proposed projects would be fed into the system by requesting it from PIOJ and using diskettes for its transfer, or, if appropriate hardware exists, via modem.

The Project Implementation Schedule Form (PDB Form 5) should be send to PAMCO by all ministries and agencies before they start implementing a given project. This information should be reviewed by PAMCO and registered in the Project Follow-up Module of the PDB. Also this form should be send by the implementing institutions when due to un-forecasted circumstances the implementation schedule of the project has to be modified.

The Project Follow-up Form (PDB Form 6) should be completed on a quarterly basis for all PSIP projects by the institutions responsible for their implementation. This information would be reviewed by PAMCO and registered in the PDB. Reports would then be generated and distributed to all interested institutions (probable distribution would be the same actually given to PAMCO's reports).

Given that the PIOJ would also have a full version of the PDB, it would obtain from PAMCO the information about ongoing projects. This information would be transferred by diskette or if modems are available, by telephone. PIOJ would then be able to do its own analysis of the project follow-up data, but its version of the PDB

would not allow modifying the project follow-up information, given that this would be PAMCO's responsibility.

6. THE TECHNICAL COOPERATION MODULE

This section is divided in three parts. The first one presents a general framework on the subject. The second part deals with the conceptual and logical structure of an information system for technical cooperation management. The third part proposes the establishment of a Technical Cooperation Module within the PDB structure.

6.1 General Framework

Management of technical cooperation projects has been occupying an important place among ILPES activities during the last years. At the request of the governments of the region, the Projects and Advisory Services Programme has been assigning high priority to the methodological and conceptual development of Project Data Banks, including capital investment and technical assistance projects (TA-Projects). Several workshops on PDBs and investment programming have been held and horizontal cooperation among Latin American and Caribbean countries has been sponsored.

The supply of technical cooperation, as it is well known, can be bilateral or multilateral, coming from developed or developing countries, being of sectoral or multi-sectoral nature, covering national or regional levels.

Technical cooperation among developing countries, also known by the acronym TCDC, has occupied a prominent place among the activities of the United Nations System since the World Conference on the subject, held in Buenos Aires in September 1978. In 1988 ECLAC prepared a report which analyses the capacity of the countries of the region to supply TCDC and the conditions under which those activities are carried out.3/

International Technical Cooperation (ITC) in turn, may come from bilateral or multilateral funding institutions, UN agencies and non-governmental organizations.

3/ "Guide to Technical Cooperation Among Developing Countries (TCDC): TCDC Supply and Directory of Institutions". ECLAC, April 1988.

Both areas of technical cooperation - TCDC and ITC - represent significant sources of goods and services for the countries of the region. Consequently, it is important to give attention to the subject in medium and long-term planning.

To facilitate management of technical cooperation activities a TC-Information System can be developed.

Such a system, with the support of a Project Data Bank, will enable: planning and rationalizing external aid coming into the country, having in mind real needs; establishing priorities among TC-Projects and coordinating technical cooperation activities of bilateral and multilateral sources.

Inflows of development assistance (coming from multilateral and bilateral lending agencies) are crucial to Jamaica's development efforts. In the Five-Year Plan it is estimated that development assistance represents an average of 42 per cent of Government's Public Sector Investment Programme (PSIP). In other words, an estimated US$1.978 billion in external commitments are projected over the 1990-1994 period. However, not all technical cooperation is reflected in the PSIP. Technical assistance -as the transfer of knowledge by assignment of experts to various organizations, assistance received through advisory services and on-the-job training given by consultants, assistance provided through the awards of scholarships and fellowships to Jamaicans to study in the country or abroad- is not considered.

6.2 Information System for TC-Management

An information system for technical cooperation management is required to provide the reliable and timely information needed for decision-making purposes. It should include capital investment projects as well as technical assistance projects.

Technical cooperation management may be compared to a productive process in the sense that it uses financial, human and material resources and generates various products.

Throughout this "production process" it is possible to distinguish various stages, characterized by the degree of progress achieved by the project in each one of them. The stages define what is known as the "project cycle", which is different for capital investment projects and technical assistance projects. The former was already examined in the sections above and the latter will be perused in the next section.

Within this systemic approach the inputs for managing technical cooperation include: technical cooperation policies, information about technical cooperation supply and juridical and administrative procedures, an appropriate institutional framework, trained human resources and a Technical Cooperation Module (TC-Module) within the PDB.

On the other hand, technical cooperation management also produces outputs such as: TC project ideas and profiles, negotiated projects, reports about on-going projects and project listings by sponsoring institution, sector, region, etc.

This considerable amount of information should be linked conforming an overall system. This system should cover all the activities undertaken in the country which are concerned with the subject, i.e. decision-making on which projects should be proposed for technical cooperation, selection of executing agencies, negotiations with funding agencies and follow-up of on-going projects.

In accordance with current legislation, the Ministry of Finance, Development and Planning (MFDP) carries the responsibility for the coordination of the project cycle activities (where technical assistance projects are included). It discharges its project responsibilities through the Planning Institute of Jamaica (PIOJ), the Project Pre-Selection Secretariat and the Project Analysis and Monitoring Company Ltd. (PAMCO), the National Project Monitoring Body.

In order to fulfill this mandate, PIOJ undertakes technical cooperation activities through the services of the Technical Cooperation Division. Consequently, the responsibility for establishing the system for technical cooperation management, and the set up of the TC-Module within the PDB, will lie in this Division.

6.3 The Technical Cooperation Module of the PDB

The objective of the Technical Cooperation Module of the PDB will be to register relevant information about projects whose main objective is the transfer of knowledge to the country: i.e. technical assistance (TA) projects. TA-Projects are not aimed at generating physical infrastructure or acquiring capital goods and they are not usually considered in the PSIP. Such is the case of assistance received through: i) institutional strengthening through advisory services and on-the-job training given by consultants to key government agencies; ii) awards of scholarships and fellowships to Jamaicans to study in the country or abroad; iii) assignment of

long-term experts to selected government agencies to transfer specific technologies; etc.

This characteristic of TA-Projects sets them apart from capital investment projects. Besides, their impact on the economy is measured with different parameters than those used for capital investment projects. Moreover, TA-Projects have a different project life cycle than capital investment projects. Therefore, in order to facilitate their inclusion in the TC-Module, the following cycle is proposed for TA-Projects:4/

i) Idea. At this, the first stage, the problem or situation that requires technical assistance should be clearly identified, indicating alternative means of solution.

ii) Profile. The second stage, corresponds to a preliminary appraisal of the technical assistance project. The various activities that will comprise the project and the results expected for each one should be described. Additionally, a timetable of activities and a more detailed study of the estimated cost of the project -broken down by local and foreign contribution- should be stated. The institutions that will participate in the project, and their role in it, must be defined. Moreover, the various sources that offer the required technical assistance must be identified and the most appropriate selected.

iii) Project document. The third stage begins when a technical cooperation agency has been chosen for requesting technical assistance. During this stage, the document for the presentation of the project to the technical cooperation agency is formulated. The information is prepared in accordance with the formats and procedures of the institution to which the project is being submitted.

iv) Implementation. The fourth stage of a TA-Project, corresponds to the execution of the project. Information is needed principally on the physical and financial follow-up of the project, to allow the prompt adoption of

---

4/ The technical cooperation project cycle and its relation to the capital investment project cycle is fully described in the document: "Conceptual and Methodological Bases for the Development of a Support System for the Management of Technical Cooperation". ILPES, Santiago, Chile. March 1989.

corrective measures when discrepancies arise between the programmed and actual timetable and costs.

For the purpose of the TC-Module of the PDB, two additional stages have been defined:

v) Abandoned, refers to those TA-Projects which at some stage of their life cycle were discontinued for reasons such as being technically or economically unfeasible or having being replaced by an alternative project.

vi) Postponed, refers to those TA-Projects whose progress to the next stage of their life cycle has been deferred for reasons such as inappropriate timing or lack of a potential funding agency.

Finally, a stage of ex post evaluation may be identified for certain selected projects. At this stage, a study is carried out of the results that have been effectively obtained. These should be compared with the expected results described in the project document. From the study of discrepancies, conclusions may be reached which could be useful for the formulation of future technical assistance projects.

To guarantee the integration of the TC-Module within the PDB, the use of common definitions for the variables and data capture forms is crucial. Standard tables including institutions, parishes and towns, sectors and subsectors, capital investment and technical assistance project stages, indicators, physical units, etc. are also needed.

Once the system is structured, the information will be organized in three sources: files, library and computerized databases. The files will have the data (background information, requests, agreements) of each technical cooperation project, chronologically organized in individual folders. Responsible staff will be in charge of keeping them up-to-date. The library will maintain technical information (i.e. studies done as part of a TA-Project, studies produced as result of missions and information on technical cooperation providers). As in the case of folders, they will be identified with referential codes. An ad-hoc software will be developed to manage the databases and specific routines will be prepared for manipulation of project data.

After analyzing the type of information actually kept by the Technical Cooperation Division, and bearing in mind its important role in the management of technical cooperation projects, a selection of data has been made and four data capture forms have

been designed for the TC-Module: Donor Profile, TA-Project Summary, TA-Project Implementation Schedule and TA-Project Follow-Up. These forms have been fully integrated with the data capture forms designed for the Preinvestment Module and the Project Follow-Up Module of the PDB in order to facilitate cross-checking information.

For example, technical assistance projects can be: i) independent projects; ii) related to capital investment projects; or iii) forming part of a government or technical cooperation programme. In all cases, technical assistance projects should be registered in the TC-Module of the PDB.

In order to achieve this objective, fields were incorporated into PDB Form 1 (Project Summary), PDB Form 2 (Programmes) and PDB Form 8 (TA-Projects) for registering relations between projects and programmes.

In the case of an independent technical assistance project, information should be registered in PDB Form 8 : TA-Project Summary which will be briefly explained in Section 6.3.2.

If a capital investment project contains technical assistance components, the capital investment project should be registered in PDB Form 1: Project Summary and the technical assistance component as a TA-Project in PDB Form 8. However, in order to make the linkage between them, the name of the TA-Project, its PDB code and its type of relation (TA component) should be registered in numeral 10, page 2, of PDB Form 1 (see Annex 3).

In the third case, when technical assistance projects form part of a Programme, TA-Projects should be registered as such in PDB Form 8 and at the same time, their names and PDB codes should be registered in Numeral 3, Page 1 of PDB Form 2 : Programme Summary (see Annex 3).

A brief description of PDB Forms 7, 8, 9 and 10 follows.

6.3.1. Jamaica PDB Form 7: Donor Profile

Within the logical design of the system for the management of technical cooperation, various inputs were mentioned, being the TC-Module an important one. Moreover, the need for information on the supply of technical cooperation was also pointed out. This information will allow managers of technical cooperation a better knowledge of the various options of support available in the country, as well as the conditions in which such support can be obtained. Taking into consideration that such knowledge can help decision-makers in making better selections of projects and supporting favorable negotiations with the suppliers, a new component was added to the TC-Module: PDB Form 7: Donor Profile.

The objective of this form is to summarize the most relevant information about a given donor country or agency and will constitute a key element for the management of technical cooperation. The information gathered will make it possible to determine the various sources of multilateral and bilateral technical cooperation available to the country; the sectors and subsectors of interest to donor; as well as the conditions in which technical cooperation can be obtained. This will permit an allocation of resources to those projects that will maximize the benefits accruing to the country.

The Donor Profile Form can be used for initially registering a donor in the PDB or for updating information about a technical cooperation supplier who has been previously registered. It is a two-page form (see Annex 3, PDB Form 7) which contains different sections that are discussed in the following paragraphs. Detailed instructions have been prepared for filling this form and are also included in Annex 3.

The first section of PDB Form 7: **Donor Identification**, has been designed to provide a clear identification of the supplier of technical cooperation. It contains the donor code, name and acronym, the name of the country and a file reference number. The **Donor Code** is assigned automatically to the donor when it is registered in the PDB. This code is unique for each donor and should not change.

The second section of PDB Form 7, named **General Information**, is aimed at registering data that will allow grouping donors by type of assistance the donor is willing to provide, by sector or subsector of economic activity the donor gives priority and by stage in the donor planning cycle. This information is specially useful for preparing reports. For example, using this information

as donor selection criteria, a report could be generated listing all donors which provide assistance aimed at improving the quality of the environment. The sectoral classification suggested in Annex 2 of this document should be used to register the economic or social sectors of interest to donor as well as all information related to this classification within the PDB.

The third and fourth sections of the form, **Foreign Agency/ Mission Details** and **Local Agency/Mission Details**, contain information whose purpose is to facilitate contacting the Agency or Mission on the country or abroad. The name and address of the Agency/Mission, the name of the contact person and the telephone number is registered.

A special section of the form, named **Amount of Assistance**, has been provided to indicate the amount of assistance that is estimated will be provided by the donor during the next five financial years.

Finally, in the second page of PDB Form 7, space has been provided for additional comments about the donor and for registering the identification of the person who filled the form as well as of the person who typed the information into the PDB.

6.3.2 Jamaica PDB Form 8: TA-Project Summary

As a second step in the construction of the PDB TC-Module, a data capture form has been designed for collecting information on technical assistance project ideas, profiles and project documents.

The first section of the form, **TA-Project Identification**, contains the TA-Project codes and the name of the TA-Project. The objective of this section is to allow a clear identification of the TA-Project. The **PDB Code** is assigned automatically to the project when it is registered in the PDB. This code is unique for each project and should not change along the project life cycle.

For assigning names to projects some special rules have been prepared (see Annex 1). Their objective is to assure that the project name conveys as much information about the project as possible, without being too long. It will also allow retrieval of information based on the main function of the project (for example, a list of all projects whose main function is training on project appraisal).

The second section of PDB Form 8, named **TA-Project Classification**, is aimed at registering information that will allow grouping projects by sector of economic activity, by type of

assistance or by project included in Five-Year Plan. This information is specially useful for preparing reports. For example, using it as project selection criteria, a report could be generated listing all the projects aimed at improving the quality of primary education, regardless of the implementing institution.

PDB Form 8 provides a section for registering the estimated schedule (month and year) of the next stages through which the technical assistance project must go.

The next section allows registering information on the type of contribution incurred by the TA-Project, i.e. non-reimbursable funds, which can be either in cash or in kind, or loans.

A special section has been included in the form to indicate the parish(es) and town(s) in which the TA-Project is going to be implemented. Further sections register the TA-Project objectives, description and justification.

As in PDB Form 1, it is also possible to indicate the names of the participating institutions related to the TA-Project and the role they play regarding it (possible roles were explained in Section 3.1).

Additionally, projects related to the current TA-Project can be registered by indicating their names and PDB codes. Also, the type of relation should be registered. Examples of type of relation are: complementary, substitute, pre-requisite, dependant, etc. (See PDB Form 8 and its description and explanation in Annex 3).

Information on type of training and human resources required, by specialization and type of training (study tours, seminars, workshops, university degrees, etc.), locally or abroad, number of persons, total man-months and country (in the case of training) is also registered.

Additionally, space has been provided in the form for registering information on the estimated budget. Budget lines and item total cost (broken down in local, foreign and total) can be indicated.

Some space has been left available for including pre-requisites for implementation of the TA-Project, such as the preparation of an annual work plan before the first disbursement; the existence of a specific counterpart in the country before the arrival of the foreign experts; etc.

Finally, space has been provided in the form for additional comments about the project and for registering the identification of the person who filled the form as well as of the person that typed the information into the PDB.

6.3.3 **Jamaica PDB Form 9: TA-Project Implementation Schedule**

The next step in the construction of the PDB TC-Module was the design of a data capture form for collecting information on the implementation schedule of a given TA-Project (PDB Form 9).

This form is composed of nine sections and can be used to register the initial implementation schedule for the TA-Project or later modifications to it. In the following paragraphs the different sections of the form are briefly described. The complete form is presented in Annex 3.

The first information to be register is whether the form is being used to register the TA-projects initial implementation programme or a modification to it. Next, the first section of the form allows identifying the TA-Project. Given that the TA-Project should already have been registered in the PDB using PDB Form 8, a PDB identification code would already have been assigned to it and should be indicated in this section. However, in order to cross-check the information and facilitate the use of the form, the full TA-Project name should also be indicated, which must be the same assigned to the project when it was initially registered in the PDB (PDB Form 8). Also space is provided to register any other existing TA-Project identification code, the number of the file where additional information is kept and the name of the institution in charge of implementing the TA-Project.

The second section of the form captures the schedule of the TA-Project: estimated starting date and estimated ending date expressed in months and years.

The next section of the form registers the expected results that will be generated by the TA-Project, broken down by activities. It is important to emphasize that a proper breakdown of the TA-Project in activities whose progress can be measured independently is a key prerequisite for a satisfactory operation of the TA-Project Follow-up.

For each activity to be undertaken within the TA-Project the fourth section of the form allows registering the estimated start and ending dates as well as the estimated cost. Also, the estimated magnitude of the activity in units suitable for monitoring progress of the activity can be registered. For those

activities for which it is impossible to select a meaningful unit, it would be necessary to consider the activity as a whole. In this instance, the progress of the activity can later be indicated as a percentage of the work to be done (estimated by the reporting official). This information will be needed to make further comparisons between estimated and actual dates and costs.

The next section of the form allows registering the programmed local and foreign cost of a TA-Project broken down by budget line number and item (type of expense) and expressed in foreign and local currencies.

A space has been provided in the form for remarks. It should be used to register any additional information which is considered to be useful by the person filling the form. Also, this space can be used as an extension of any previous section if the space provided was insufficient.

Finally, the last two sections of the form should be used to register the identification of the person who is responsible for the administration of the project, of the person who filled the form and of the person that registered the information in the PDB.

6.3.4 Jamaica PDB Form 10: TA-Project Follow-Up

The data gathered by this form will make it possible to collect information about implementation progress for a given TA-Project.

This form is composed of nine sections which are briefly described in the following paragraphs. The complete form is presented in Annex 3.

The first section of the form is identical to the first section of PDB Form 9. Next, a space is provided to register the reporting period: start and ending dates for which information is being submitted in the form.

Another section of the form registers the basic data about the TA-Project progress and cost: status, actual starting and ending dates as well as cost incurred and progress made for each of the activities undertaken within the TA-Project. The activities to be considered should be the same reported in Section 4 of PDB Form 9.

The fifth section of the form deals with the training given within the TA-Project. It allows registration of data about the number of persons and man-months taught locally or abroad by specialization and type. Study-tours, seminars, workshops, courses, etc. are examples of training type.

A special section has been included in the form to register the human resources needed by the TA-Project by specialization (field of knowledge required), type (consultants, teachers, etc.) and country.

The next section of the form allows registering local and foreign cost incurred by budget line and item expressed in foreign and local currencies.

As in other forms, a space has been provided for remarks. It should be used to register any additional information which is considered to be useful by the person filling the form. Also, this space can be used as an extension of any previous section if the space provided was insufficient.

Finally, the last two sections of the form should be used to register the identification of the person who filled the form and of the person that registered the information in the PDB.

6.3.5 Technical Assistance Reports

Once the information requested in PDB Forms 7 through 10 has been registered in the PDB it will be possible to generate different reports about Donor Profiles and TA-Projects.

However, before describing the proposed reports, it is important to state that many other reports could eventually be generated as it was stated in Section 3.3 of this document.

In this section some basic reports of the technical cooperation module are presented.

a) List of Donors: This report would be a general list of all donors registered in the TA-Module. It would be possible to obtain a list of the donors sorted by type of assistance, by the sectors of interest to donor or by amount of assistance. The general format of this report would be:

DONOR CODE	DONOR NAME	FINANCIAL YEAR	AMOUNT OF ASSISTANCE

SUBTOTALS BY SORTING CRITERIA

TOTALS

b) Donor Profile: The donor profile would be a printed copy of the information contained in PDB Form 7. It should be possible to generate it for only one Donor (country or agency) or for all donors related to a particular country. The main application of this report would be to check the registered information against the information received in PDB Form 7. It would also be useful for decision-makers to know detailed information about potential funding agencies.

c) List of proposed TA-projects: This report would be a general list of technical assistance projects registered in the TC-Module. It will be possible to select projects by institution presenting project, by implementing institution, by funding source or by economic or social sector and sub-sector. The general format of this report would be:

TA-PROJECT CODE	TA-PROJECT NAME	PROJECT COST		
		Local	Foreign	Total

SUBTOTALS BY SORTING CRITERIA

TOTALS

d) TA-Project Summary: The technical assistance project summary would be a printed copy of the information contained in PDB Form 8. It should be possible to generate it for only one TA-Project. The main application of this report would be to check the registered information against the information received in the PDB Form 8. It would also be useful for

submitting detailed information about TA-Projects to potential funding agencies. The information contained in this report would include for each TA-Project:

- TA-Project Identification.
- TA-Project Classification.
- Estimated TA-Project Schedule.
- Contribution.
- TA-Project Location.
- TA-Project Objectives.
- TA-Project Description.
- TA-Project Justification.
- Participating Institutions and their Role.
- Related Projects and the Type of Relation.
- Training Provided by Specialization.
- Human Resources Needed.
- Estimated Budget.
- Pre-requisites for TA-Project Implementation.

The user should select which sections he wishes to print.

e) Monitoring of TA-Projects by Line Item: The main application of this report is to compare for each TA-Project progress made in terms of cost incurred with cost estimates by Budget line item. The user would be able to request the report for a single TA-Project, for all ongoing TA-Projects or for a selected group of TA-Projects. For example: it would be useful to have this report only for those TA-Projects that register cost incurred greater than cost estimated.

The general format of this report would be:

TA-PROJECT CODE TA-PROJECT NAME

LINE	ITEM	ESTIMATED AMOUNT			ACTUAL AMOUNT			DIFFERENCE		
		Foreign	Local	Total	Foreign	Local	Total	Foreign	Local	Total

f) Monitoring of TA-Projects by Activities: This report would be a listing of TA-Projects including for each one; Project Code, Project Name, Starting and Ending Date, Cost (Foreign and Local) and Magnitude (Amount and Unit) broken down by Schedule, Actual and Difference. The user would be able to request the report for a single project, for all ongoing projects or for a selected group of projects. For this last option, he would be able to select projects by institution presenting the TA-Project, by implementing institution, by source of financing or by economic sector and sub-sector. Also he would be able to select the ordering criteria of the projects listed, which could be by PDB identification code, by cost or by sector/subsector.

The general format of this report would be:

TA-PROJECT CODE ACTIVITY	TA-PROJECT NAME STARTING DATE	ENDING DATE	COST Foreign Local	MAGNITUDE Amount Unit
1. Schedule				
Actual				
Difference				
2. Schedule				
Actual				
Difference				
SUBTOTALS BY SORTING CRITERIA				
TOTALS				

6.3.6 Recommended Procedures for Technical Cooperation Projects

As stated before, the set up of a Technical Cooperation Module within the Project Data Bank is only the first step to organize a system to manage the technical cooperation projects in Jamaica. The complete establishment of such a system will require in addition: definition of data collection procedures, establishment of an adequate institutional framework and training of personnel. In this section only recommended procedures will be examined. The institutional framework and training requisites are discussed ahead.

The first step to be taken should consist in organizing the files which contain information on technical assistance projects separating the reports or studies produced by the project from the general information on the project. The files will have the data (background information, requests, agreements) of each TA-Project, chronologically organized in individual folders. Responsible staff should be in charge of keeping them up-to-date.

Specific studies done within the framework of the projects or other studies produced as results of missions should be systematized with referential codes and kept in a special place (library or documentation centre).

At the same time that files and specific studies are being organized, the forms which will be needed to capture the information requested by TC-Module should be completed. In the case of technical assistance projects it is suggested to begin filling the forms for those projects at the profile or project document stages which are related to capital investment projects included in the Five-Year Plan.

7. INSTITUTIONAL FRAMEWORK

The Project Data Bank can not operate outside the framework of the institutions and procedures that actually exist within the Government of Jamaica for dealing with capital investments. The information is generated and used by institutions and decisions are made on it by people following established rules and procedures. Consequently, the operation of the Project Data Bank requires the participation of all government institutions that have a role to play in the PSIP.

Having described in the previous sections the structure of the PDB, it is now possible to suggest an adequate institutional framework for its operation. I.e., the objective of this section is to suggest the distribution of responsibilities among existing public sector institutions regarding the operation of the PDB.

The Ministries and agencies that sponsor projects and are going to be in charge of their implementation should be responsible for preparing the information that is going to be registered in the Project Data Bank. To collect the information PDB Forms 1, 3, 5 and 6 are going to be used. By filling the forms and having them registered in the PDB, they are going to be able to increase their own ability to plan and control their capital investments. It would also facilitate preparing information for specific needs or agencies.

7.1 Role of the Planning Institute of Jamaica

Considering that in Jamaica all project profiles have to be presented to the Project Pre-Selection Committee at the PIOJ, it is suggested that the responsibility of managing the preinvestment module of the PDB falls on the PIOJ. This institution would be responsible for the quality of the information related to projects at the preinvestment phase. It would also be in charge of facilitating information about proposed projects to other institutions. Specifically, this duties call for:

- Checking the incoming information (PDB Forms 1 and 2) and, if necessary, requesting missing or incomplete information about proposed projects.

- Registering the information in the Project Data Bank.

- Regularly updating the information in the Project Data Bank.

- Preparing and distributing reports about proposed projects.

- Facilitating access to the information to any interested institution and transferring information to the other institutions integrated to the PDB.

- Updating, on a yearly basis, the project appraisal methodologies and the shadow prices to be used in their application.

- If necessary, modifying PDB Forms 1 or 2 to collect new information or to exclude unnecessary information.

- Preparing and updating the instructions for using PDB Forms 1 and 2.

In order to make sure that this tasks are adequately accomplished, the operation of the PDB should be assigned to a specific division of PIOJ, and one official should be appointed as the main responsible for the PDB in PIOJ. It may also be necessary to have at least one person assigned full time to the operation of the PDB. This person would be in charge of making regular backups of the database, exchanging information with Finance and PAMCO and generating special reports. He (she) could also be in charge of registering in the PDB the information collected through PDB Form 1, once it has been checked by the corresponding sectoral specialist. Another alternative would be having each sectoral

specialist enter the forms he reviews, which would have the advantage of getting more people involved in the operation of the PDB.

7.2 Role of the Ministry of Finance

Various institutions share responsibilities in relation to the investment phase. For example, the Ministry of Finance, PAMCO and the Auditor General are directly involved in some or all projects at the implementation stage. This section discusses the role of the Ministry of Finance and the next one presents the role of PAMCO.

The Ministry of Finance should be in charge of the operation of the Financial Follow-up Module of the PDB as well as of the Debt Monitoring Module. Even if both modules are presently in a preliminary stage, still the role of the Ministry of Finance is critical for a satisfactory operation of the PDB.

The Ministry of Finance should ask all public sector institutions requesting financing for a given fiscal year, to complete one copy of PDB Form 3 for each one of their investment projects, either new or on-going. Also, the Ministry of Finance should register in the PDB financing actually assigned to projects included in the PSIP.5/ This information can be used to generate projections of resources required over a certain number of years for completing ongoing and proposed projects.

The role of the Ministry is specially important and critical in assuring that for being financed, a project has been previously registered in the PDB and has completed all steps described in Section 8.1.1. Projects that have not been evaluated, at least at the profile level, or are not registered in the PDB should not be considered for inclusion in the PSIP.6/

Therefore, the duties of the Ministry of Finance regarding the PDB would include:

5/ All projects must have been previously registered in the PDB by completing PDB Form 1 and submitting it to PIOJ.

6/ Exceptionally, during the implementation of the PDB, profiles should not be requested for ongoing projects.

- Checking the incoming information (PDB Forms 3 and 4) and, if necessary, requesting missing or incomplete information about proposed financing for projects.

- Registering the information in the Project Data Bank.

- Regularly updating the information in the Project Data Bank.

- Preparing and distributing reports about financing required by proposed projects.

- Facilitating access to the information to any interested institution and transferring information to the other institutions integrated to the PDB.

- If necessary, modifying PDB Forms 3 or 4 to collect new information or to exclude useless information.

- Preparing and updating the instructions for using PDB Forms 3 and 4.

To properly accomplish this task, Finance should appoint one official as the main responsible for the PDB. As with PIOJ, it would be convenient to have at least one person assigned full time to the operation of the PDB. This person would be in charge of making regular backups of the database, exchanging information with PIOJ and PAMCO and generating special reports. He could also be in charge of registering in the PDB the information collected through the data capture forms, once it has been checked by the corresponding specialist. But, again, a better alternative would be having each specialist directly enter the forms he reviews.

7.3 Role of the Project Analysis and Monitoring Company

As was mentioned in Section 5.5, it is suggested that the Project Follow-up Module of the PDB be managed by PAMCO.

Should PAMCO assume this responsibility, it would be in charge of the following tasks in relation to the PDB:

- Assisting executing agencies in preparing the project implementation schedules and completing PDB Form 5.
- Checking the incoming information about project implementation schedules (PDB Form 5) and project follow-up (PDB Form 6). If necessary requesting missing or incomplete information about proposed projects and/or complementing it with the work done in the field by PAMCO officials.
- Registering this information into the Project Data Bank.
- Regularly updating the project follow-up information in the Project Data Bank.
- Preparing and distributing the reports about on-going projects described in Section 5.4, or any other which it considers important to generate.
- Facilitating access to the information to any interested institution and transferring information to the other institutions integrated to the PDB.
- If necessary, modifying PDB Form 5 or PDB Form 6 to collect new information or to exclude useless information.
- Preparing and updating the instructions for using PDB forms 5 and 6.

To properly accomplish this task, PAMCO should appoint an official as the main responsible for the PDB. As with PIOJ and Finance, it would be convenient to have at least one person assigned full time to the operation of the PDB. This person would be in charge of making regular backups of the database and generating special reports. He could also be in charge of registering in the PDB the information collected through the data capture forms, once it has been checked by the corresponding specialist. But, again, a better alternative would be having each specialist directly enter the forms he reviews.

7.4 Other Institutions and Overall Coordination

Apart from PIOJ, the Budget Office of the Ministry of Finance and PAMCO, other potential users of the PDB would be the Office of the Auditor General, the Office of the Contractor General and the Bank of Jamaica. If these institutions decide to participate in the PDB, they should appoint a liaison officer, who would be in charge of regularly updating the database of the institution with information obtained from PIOJ, Finance and PAMCO.

The Ministries could also make extensive use of the Project Data Bank in tasks such as planning, budgeting and project monitoring. In that sense, it is fundamental that they have ready access to the information contained in the PDB and learn how to make an efficient use of it.

For this purpose, it is recommended that all ministries appoint a liaison officer who would be the main contact between the institution and the PDB (PIOJ-Finance-PAMCO). This person would centralize all forms prepared by the Ministry and send them to PIOJ (PDB Forms 1 and 2), to Finance (PDB Form 3) or to PAMCO (PDB Forms 5 and 6).

An important role for the proper operation of the PDB should be played by the Administrative Staff College. This institution should be the backbone for a training program in project appraisal at the profile level using simple project appraisal methodologies (which need to be developed). It could also provide support for training sectoral officials in the use of the PDB software, once databases are installed in the ministries.

For the overall coordination of the operation and further development of the PDB it is suggested that a special committee be created. Representatives from PIOJ, PAMCO and Finance should be present in the committee to guarantee that all changes to procedures, forms or software are properly coordinated and agreed upon. This would allow maintaining the integrity of the PDB.

8. PROCEDURES FOR THE OPERATION OF THE PDB

For the proper operation of the Jamaica Project Data Bank, it is necessary to implement a series of procedures that guarantee a constant flow of reliable information between the implementing institutions and the Planning Institute of Jamaica (PIOJ), the Ministry of Finance and the Project Analysis and Monitoring Company (PAMCO). Moreover, all procedures should be fully compatible with

those established in the document "Project Cycle Management and Procedure Manual".

Given that the main goal of the PDB is to support an efficient public investment system by facilitating the follow-up of projects along their entire life cycle (preinvestment and investment) and providing information for planning and decision making, its entire structure is build around the projects. However, for facilitating analysis and decision making some complementary information should also be registered in the PDB and procedures established for collecting and updating it. Basically, the other elements for which information should be kept in the system are: investment programs, technical assistance activities, profiles of donor and lending agencies and characteristics and conditions of loans and grants related to projects.

In the following paragraphs, recommended procedures for collecting the information are outlined. A greater emphasis has been placed on the procedures corresponding to the preinvestment phase, given that before any of the other PDB main modules can register information, projects must have been included in the Preinvestment Module.

8.1 Procedures for Collecting Data about Projects

8.1.1 **Preinvestment Phase**

According to the "Project Cycle and Management Procedure Manual", one of the main responsibilities of the sector or implementing agencies regarding the Project Cycle is the generation of project ideas or identification of projects and preparation of project profiles and the execution of prefeasibility and feasibility studies. Accordingly, it is recommended that PDB Form 1: "Project Summary" is completed by the sectoral institutions.

The "Project Cycle and Management Procedure Manual" assigns to PIOJ the responsibility for coordinating prefeasibility and feasibility studies and investment and technical appraisals, and preparing the pipeline of projects on a quarterly basis. Also, PIOJ serves as the Project Pre-Selection Secretariat. Therefore, the information generated during the preinvestment phase should be send to PIOJ, using form one as a summary.

Based on this basic principles, the following step by step procedure for the preinvestment phase is recommended.

Step 1: Project Identification.

Projects would be identified by the sector or implementing agencies. Once a project has been identified and information has been collected for defining its main characteristics, the project would be considered as being at the idea stage. However, it is not recommended that projects at the idea stage are send to PIOJ to be registered in the PDB, in order to avoid loading it with data that may be too coarse for supporting decisions.

Still, and in order to allow the Plan Secretariat to start tracking implementation of the Five-Year Plan, it is recommended that a request is send to all sector and implementing agencies for reporting about projects included in the Five-Year Plan using PDB Form 1, even if they are at the idea stage.

For projects at the idea stage and included in the Five Year Plan, the institution presenting the project should be able to fill-in at least the following sections of PDB Form 1: one (except for codes), two, three (except cost by location), four to seven, nine, eleven, fourteen (if necessary) and fifteen. This information would be registered by PIOJ in the PDB and used to start monitoring the implementation of the Five-Year Plan. However, this does not exempt the institution presenting the project from proceeding with developing the corresponding project profile. As soon as a profile has been prepared, a new copy of PDB Form 1 should be completed and submitted to PIOJ together with a copy of the project profile.

Step 2: Project Profile.

All projects not included in the Five-Year Plan should be submitted to PIOJ only when they have reached the profile level. At this stage, the institution presenting the project should be able to fill-in all sections of PDB Form 1. However, until specific methodologies for project appraisal at the profile level are developed, it may be difficult to complete Section 9, "Project Indicators". It is recommended that an effort is done in order to calculate Net Present Value and Internal Rate of Return of each project. Should this be impossible, equivalent annual cost and cost by unit of product or service may be indicated. Other useful indicators to include would be employment generated during construction (men-month) and during operation (number of jobs), as well as number of beneficiaries.

Step 3: Analysis at PIOJ (Pre-Selection Secretariat).

The project profiles received would be analyzed at PIOJ by the Project Pre-Selection Secretariat. If the information submitted is incomplete, additional data may be requested from the institution presenting the project. In such cases, the institution would prepare the necessary information and send it, together with an updated PDB Form 1 to PIOJ.

Once all information is complete, the Pre-Selection Secretariat would submit the project to the Pre-Selection Committee, together with a recommendation regarding the next stage to which the project should proceed.

Step 4: Decision of the Pre-Selection Committee.

Based on the information submitted by the institution presenting the project and on the recommendation of the Pre-Selection Secretariat, the Pre-Selection Committee would decide to which stage the project should proceed. Next stage could be:

- **Prefeasibility**, if the information available is not enough for recommending the implementation of the project.

- **Design**, if the information available is sufficient for recommending the implementation of the project and engineering designs are required.

- **Implementation**, if the information available is sufficient for recommending the implementation of the project and engineering designs are not required.

- **Abandoned**, if the results of the appraisal at the profile level indicate that the project is not viable due to economic or technical reasons.

- **Postponed**, if the results of the appraisal at the profile level indicate that the project is viable but that due to technical, economic or financial reasons, it is convenient to delay project implementation.

The decision of the Project Pre-Selection Committee would be registered in the PDB, indicating date of the decision and including any comments supporting it.

Step 5: Prefeasibility Study (not always required).

Given the responsibilities assigned in the "Project Cycle Management and Procedure Manual", if a prefeasibility study is required, it should be undertaken by the institution presenting the project, either directly, with the support of a technical assistance project or by contracting a consulting firm. At this stage, support from PAMCO could also be requested.

Once the prefeasibility study has been completed, the institution presenting the project should fill-in a new copy of PDB Form 1, which would summarize the main information about the project generated by the study. This form would be send, together with a copy of the prefeasibility study, to PIOJ.

Step 6: Analysis of Prefeasibility Study (not always required).

The information received in the PDB Form 1 by PIOJ would be registered in the PDB. The project would be analyzed by the Project Pre-Selection Secretariat and submitted, together with the recommendation of the Secretariat, to the Project Pre-Selection Committee.

Step 7: Decision of the Pre-Selection Committee on results of Prefeasibility.

If a prefeasibility study has been developed, the decision of the Committee could be to proceed to a new stage or to abandon or postpone the project. Therefore, next stage could be:

- **Feasibility**, if the information available is still not enough for recommending the implementation of the project.
- **Design**, if the information available is sufficient for recommending the implementation of the project and engineering designs are required.
- **Implementation**, if the information available is sufficient for recommending the implementation of the project and engineering designs are not required.
- **Abandoned**, if the results of the appraisal at the prefeasibility level indicate that the project is not viable due to economic or technical reasons.

- **Postponed**, if the results of the appraisal at the prefeasibility level indicate that the optimal time for implementing the project has not yet arrived.

8.1.2 Additional Steps before Project Implementation

If a feasibility study is recommended by the Project Pre-Selection Committee, the procedures to be followed for developing it and presenting the results to the Pre-Selection Secretariat and the Pre-Selection Committee would be identical to the procedures described for the prefeasibility stage.

Following the procedures outlined in the "Project Cycle Management and Procedure Manual", after the Project Pre-Selection Committee has recommended that a project proceeds to the design or implementation stage, it would be submitted to the Economic and Production Council (EPC) and Cabinet for a final decision. All these steps (send to EPC, decision of EPC, send to Cabinet, decision of Cabinet) would be registered in the PDB indicating the date at which the action was taken. The TC-Division from PIOJ would be responsible for registering this information in the PDB.

8.1.3 Investment Phase

Once a decision has been taken in order to start the implementation of a project, the information related to it in the PDB would fall under the responsibility of the Ministry of Finance and of PAMCO. Given that the different modules of the PDB would be interrelated, both institutions would have ready access to all data registered by PIOJ during the preinvestment phase.

The "Project Cycle Management and Procedure Manual" indicates that the line Ministries and implementing Agencies are in charge, among other responsibilities, of developing implementation schedules, preparing cash flow projections, securing financing and maintaining an efficient implementation programme. The manual assigns to PAMCO the responsibility (among other) for monitoring the implementation of projects and preparing reports on a quarterly basis.

Regarding financing, the "Project Cycle Management and Procedure Manual" indicates that access to budget financing is by way of submission of an agency proposal to the Budget Division of the Ministry of Finance, supported by the necessary documentation. On the other hand, access to foreign financing sources (bilateral or multilateral) is by way of PIOJ during the preliminary negotiations and by way of the Ministry of Finance during the final stages of preparation of the agreement. The manual also assigns to

the Ministry of Finance the responsibility for monitoring the capital budget on a quarterly basis.

In accordance with the guidelines contained in the "Project Cycle Management and Procedure Manual", some of which where briefly outlined, the following procedures are proposed for the operation of the PDB in relation to the implementation phase of projects.

Step 1: Request for Financing.

The first step for a project to be included in next years' budget would be to submit a request for financing to the Ministry of Finance (using PDB Form 3). Given that Finance would have already in the PDB database all basic information about projects that have been selected to be implemented, it is not necessary to request it again from the implementing ministries or agencies. Therefore, PDB Form 3 requests data only about financing required for implementing the project, broken down by source and year, and status of financing for each source (proposed, requested, secured, etc).

PDB Form 3 should be completed by the institutions requesting financing for all projects to be included in the PSIP, regardless of whether they are new or ongoing.

The Ministry of Finance would register the information in the PDB and generate reports in order to analyze:

a) That financing requested for the project is consistent with the cost informed to PIOJ when the project was submitted for appraisal.

b) That the project has gone through all necessary steps and is ready for implementation, i.e., studies have been completed and approval of the Pre-Selection Committee and of the EPC and Cabinet, if necessary, has been obtained.

c) That total financing requested by each institution for projects and total financing required for all projects is within the ceilings estimated for the next fiscal year and forthcoming years.

d) That the aggregated operating cost of projects is within the financing capabilities of each institution and of the Government in general.

All this information would be submitted to the Project Prioritization Committee to support it's task of assisting the Budget Division of the Ministry of Finance in preparing the draft PSIP.

Step 2: Registration of Financing Assigned.

After the budget has been approved, the Budget Division of the Ministry of Finance would register in the PDB the actual amount assigned to each project for the next fiscal year, as well as firm commitments of foreign funding sources or the best estimates available if foreign funds are going to be supplied on the basis of reimbursing incurred costs.

Step 3: Implementation Schedule.

Once an implementing ministry or agency is informed that financing has been assigned to a given project, it should prepare a detailed implementation schedule for the project, including a breakdown in its main components or activities. This implementation schedule should be prepared only for new project, or for ongoing projects which due to unforseen circumstances have to be reprogrammed.

The implementing agency would summarize the implementation schedule in PDB Form 5, and submit it to PAMCO. This institution would register the information in the PDB and share it with the other institutions integrated to the system.

Step 4: Monitoring of Implementation.

During the fiscal year, institutions would have to report on project implementation to PAMCO on a quarterly basis. For this purpose, PDB Form 6 of the PDB has been designed.

One form should be completed by the project managers in each implementing agency for each project under their supervision. The activities to be considered should be the same reported in PDB Form 5.

Once received in PAMCO, the information submitted should be reviewed for completeness and registered in the PDB. This data, together with the information transferred from the PDB modules of PIOJ and the Ministry of Finance, would help PAMCO in analyzing project progress and implementing efficiency of institutions.

For the preparation of PAMCO's quarterly report, the PDB would include an option to generate a text file with all the information registered in the PDB that is to be included in the report. PAMCO officials, using a word processor, would be able to edit this information and complement it with the information collected in the field.

8.2 Procedures for Collecting Data about Programmes

Within the context of the Five-Year Plan, programmes play an important role.7/ Also, quite frequently technical assistance activities are structured in TA programmes. Therefore, for an appropriate monitoring of the implementation of Government or TA-programmes, a special option has been provided in the PDB for managing information regarding programmes.

For capturing the basic information about programmes, a special data-capture form has been designed (PDB Form 2). The information contained in the form should be sufficient for a clear identification of each programme. Follow-up of each programme would be done by mean of reports generated by the PDB and based on the aggregation of follow-up information contained in the system for projects integrating the programme.

Given that programmes could be either Government or TA-agency generated, the following procedures are suggested for collecting information and registering it in the PDB.

a) **Government Programmes:** These programmes are generated by different government agencies. Therefore, each agency responsible for a given programme should fill in PDB Form 2 and send it to the TC-Division of PIOJ, where the information would be reviewed for completeness. If corrections or additional information are needed, a request would be made to the agency presenting the programme in order to submit the appropriate information. Once all necessary corrections to the data supplied in the form have been made, it would be registered by the TC-Division of PIOJ in the PDB.

b) **Technical Assistance Programmes:** In the case of TA-agency programmes, PDB Form 2 should be completed in PIOJ by the official in charge of the agency to which the programme belongs. The necessary data could be obtained

---

7/ Programmes are defined as sets of projects aimed at a common objective.

from the documents regarding TA to be provided or, if no programme document has been prepared, directly from the agency. Once data-capture PDB Form 2 has been completed, the information would be registered in the PDB by the same official who prepared the form.

8.3 Procedures for Collecting Data about Donors and TA-Projects

Many projects include TA-components or are financed by TA-agencies. Also, frequently the need arises of finding a suitable TA-agency to support the implementation of a high priority project. Therefore, it becomes important to register within the PDB-System information regarding actual or potential donor or lending agencies.

For this purpose, a special data capture form has been designed. This form summarizes the most relevant information about donor or lending agencies. It should be completed by the official in the TC-Division of PIOJ who is in charge of the agency, geographical area corresponding to the country or type of institution. He may need to request from the agency any information that is not available at PIOJ. Once the form has been completed, it would be registered in the PDB. The code assigned to each agency should be the same indicated in the PDB institutional table.

9. MODULES TO BE COMPLETED AND RELATION TO OTHER SYSTEMS

The Project Data Bank, in its actual stage of development, does not includes all project-related information which can be registered. For example, given that the Financial Follow-up Module has not been developed, it does not register information about all financial transactions done in relation to a project. Also, given that the Debt Monitoring Module is still to be developed, it does not includes follow-up information about loans or grants related to projects. Finally, TA-project monitoring has yet to be implemented within the PDB.

9.1 Financial Follow-Up Module

The PDB Project Follow-up Module registers information about physical and financial progress of all ongoing PSIP projects. However, financial progress information should not be confused with the detailed financial follow-up that must be done by the Office of the Budget. The Project Follow-up Module will only register data about money spend on each project (by activity) during each

quarter. This information would be provided by the implementing agency, on a quarterly basis, to PAMCO.

A Financial Follow-up Module could be developed within the framework of the PDB for detailed monitoring of project financing on a monthly basis. An initial element of this module has been already implemented as reflected in Jamaica PDB Form 3 (see Annex 3).

For completing this module of the PDB, forms for collecting, on a monthly basis, data about financial transactions related to projects should be designed, as well as follow-up reports and the software for managing this information.

However, should the Ministry of Finance implement a computerized accounting system about capital investments independent from the PDB, it would be highly convenient to guarantee the feasibility of exchanging data between the PDB and the accounting system. This could easily be done if all information managed in the accounting system includes the code of the project to which it is related.

As was stated before, the PDB is going to manage the information using the project as the basic data aggregation unit. A project identification code will be assigned to each project when it is registered in the PDB for the first time. Therefore, if the accounting system of the Ministry of Finance could include this project code as one of the elements of the database, it would be very easy to aggregate information from the PDB with information from the accounting system.

If this is considered to be inviable, a second-best alternative would be to have a table within both system that would allow relating the project identification code in the PDB with the project codes applied at the Ministry of Finance. This alternative would also allow crossing information from both systems, but would make this procedure much more difficult to carry out.

Another aspect that should be considered is that the Ministry of Finance may wish to manage the information at the contract level or at the programme level, as opposed to the project level. This would also complicate the relation between the accounting system and the PDB, given that one program could include many projects, one contract could be awarded for a set of projects or one big project could be split in two or more contracts.

When more than one contract is assigned for a given project, it would still be feasibly to cross information from both systems. If the project identification number of the PDB is associated to each transaction in the accounting system, the information for a project can be easily obtained by aggregating the information for all contracts related to a given project.

However, if only one contract is awarded for a set of projects and the accounting system registers information at the contract level, it would be impossible to aggregate information from both systems at the project level.

9.2 Debt Monitoring Module

A first step in the development of a debt monitoring module for the PDB is represented by PDB Form 4 "External Financial Agreements" (see Annex 3).

However, the data actually been collected is only a summary of the main characteristics of financial agreements. No provision has been made for monitoring implementation of the agreement. For this purpose special data capture forms should be designed and the corresponding software should be developed.

For example, information should be collected regarding claims presented and disbursements made. Reports could be generated regarding the status of specific financial agreements or flows of funds for a series of agreements.

9.3 Technical Cooperation Module

Four data capture forms have been designed for this module, namely PDB Form 7: Donor Profile, PDB Form 8: TA-Project Summary, PDB Form 9: TA-Project Implementation Schedule and PDB Form 10: TA-Project Follow-Up. However, software has been developed only for registering Form 7 and 8.

Also, for completing this module, it would be highly convenient to implement a TA project monitoring system. This would require designing special forms and procedures and training PIOJ officials in its use. The corresponding software should also be developed.

9.4 Relation with other Information Systems

Apart from the Ministry of Finance and PAMCO, other agencies or organizations could be interested in being able to relate

information they manage or are going to manage with the information contained in the PDB. For example, the Contractor General and the Bank of Jamaica could be interested in accessing information registered in the PDB. This possibility should be allowed and encouraged.

Any institution interested in exchanging or combining data they collect with the data in the PDB should keep in mind that their information system must be structured using as basic element the project or a sub-level within projects. If the information they collect is managed in a more aggregate way, it will be difficult to combine it with information in the PDB, unless provision is made by the institution to identify which projects are encompassed in each unit of the higher aggregation level they use. For example, if an institution that collects data at the programme level wishes to exchange information with the PDB, it would need a table indicating which projects belong to which programme.

A N N E X 1

RULES FOR ASSIGNING NAMES TO PROJECTS

RULES FOR ASSIGNING NAMES TO PROJECTS

The name assigned to a project (or study) should convey as much information as possible without being too long. If names are assigned keeping in mind this objective, it becomes very easy to clearly identify projects in listings that do not include a description of each of them.

In order to achieve this objective, the following structure is suggested for assigning names to projects:

ACTION (What is going to be done?)	OBJECT (On what?)	LOCATION (Where?)

The name of any given project should start with the action that is going to be undertaken. Examples of possible actions are:1/

MAINTENANCE	CONSTRUCTION	SUPPLY
IMPROVEMENT	REPAIR	TRAINING
CONTROL	DEVELOPMENT	PREVENTION
RECOVERY	SUBSIDY	PROTECTION
TRANSFER	ANALYSIS	CENSUS
DIAGNOSTIC	EXPLORATION	INVESTIGATION
INVENTORY	PROSPECTING	REFURBISHING

After the action, the object on which this action is performed should be indicated. Finally, the name of the project should indicate the specific location of the project (name of the parish, town, area, street or building where the project is located). Examples of project names (fictitious) based on this rules are:

1/ For the regular operation of the PDB it would be highly convenient to standardize action verbs to be used for project names. This would allow obtaining reports by type of action (for example all construction projects).

ACTION	OBJECT	LOCATION
Construction	of a Health Center	in Portmore
Creation	of an Apiculture Unit	at Ministry of Agriculture
Refurbishing	of the Hospital	of Mandeville
Upgrading	of the Cruise Ship Pier	of Montego Bay
Acquisition	of Text Books	for St. Ann Schools
Financing	of Low Income Shelter	(1)
Computerization	of the Custom Office	at Sangster Airport
Strengthening	of the Jamaica Constabulary Force	in Kingston
Construction	of Sewerage System	for Spanish Town
Improvement	of Irrigation Facilities	at Yallahs Delta
Training	of Primary School Teachers	(1)
Prospection	of Dolomite Deposits	at Steward Bay
Resurfacing	of the Runway	at Norman Manley Airport

(1) For projects with island-wide coverage the location should be left blank.

A N N E X 2

PROPOSED SECTORS AND SUBSECTORS CLASSIFICATION

PROPOSED SECTORS AND SUBSECTORS CLASSIFICATION

The sectoral classification actually applied at PIOJ 1/ is inadequate for an appropriate classification of the projects to be registered in the PDB by sector of economic activity. Categories are few and do not match the sectoral structure of the Five-Year Plan. Also, experience has shown that some standardized classification systems, such as the International Standard Industrial Classification (ISIC) for economic activities, do not adequately serve the objectives of the PDBs. Therefore, a specialized sectoral classification system has been developed and successfully used for PDBs.

Consequently, a new classification system is proposed. It is structured in such a way as to clearly reflect the nature of the projects that fall within each category. The suggested classification also takes into consideration the sectoral structure of the "Jamaica Five-Year Development Plan 1990-1995", in order to facilitate follow-up of plan implementation. Finally, this system tries to avoid the possibility of a project being classified in different sectors depending on the criteria of the person entering the information.

If deemed necessary, another field can be added to the database of the PDB to register the code of the sector corresponding to the project in the ISIC coding system. This would allow easy rearrangement of the information in order to obtain it classified by the sectors traditionally used for national accounts.

The sectoral classification system recommended for the Project Data Bank is structured in areas, sectors and subsectors. The areas are four, namely:

- Global Issues;
- Physical Infrastructure;
- Productive Sectors; and
- Social Sectors.

Within each of these areas different economic sectors are identified and a code is assigned to each of them. The proposed sectors for each area are:

1/ See "PSIP User's Guide of the I.P.M.S.", Section 11-5.

1. Global Issues

- 010 Environment
- 020 Information
- 030 Multisectoral
- 040 National Security
- 050 Science and Technology
- 060 Urban and Rural Development

2. Physical Infrastructure

- 110 Communications
- 120 Domestic Water Supply and Sewerage
- 130 Energy and Electricity
- 140 Irrigation
- 150 Transport

3. Productive Sectors

- 210 Agriculture and Forestry
- 220 Fishing and Aquaculture
- 230 Industry and Services
- 240 Mining
- 250 Tourism

4. Social Sectors

- 310 Art and Culture
- 320 Education
- 330 Employment, Social Security and Welfare
- 340 Food and Nutrition
- 350 Health
- 360 Housing
- 370 Justice
- 380 Sports and Recreation

Most of these sectors are further broken down into subsectors. Projects that span two or more subsectors of a given sector should be registered in the sector category. In what ensues, the suggested subsectors for each sector are listed, a code is assigned to each of them and a brief description is given.

010 Environment

- 011 Control of air pollution.

  Includes studies and projects whose main objective is to detect, measure, control or reduce air pollution.

- 012 Control of coastal pollution.

  Includes studies and projects whose main objective is to detect, measure, control or reduce pollution of coastal areas.

- 013 Improvement and management of freshwater resources.

  Includes studies and projects whose main objective is to detect, measure, control or reduce pollution of rivers. Also included are studies and projects aimed at making a more efficient use of available freshwater resources.

- 014 National parks.

  Includes all studies or projects aimed at creating, maintaining or improving National Parks.

- 015 Protection of flora and fauna.

  Includes all studies and projects aimed at studying, protecting or recovering the flora and fauna of the island and coastal waters.

- 016 Soil conservation.

  Includes all studies and projects whose objective is to preserve soils by preventing erosion, depletion or pollution.

020 Information

- 021 Information systems.

  Includes all studies and projects whose objective is to develop, install or improve computerized information systems. Also included are projects aimed at acquiring software, computers or peripherals.

- 022 Statistical information.

  This subsector would include all projects aimed at collecting, storing, processing or distributing social and economical statistical data.

030 Multisectoral

- 031 Diplomatic service.

  This subsector would include all projects related to the diplomatic service such as acquisition, improvement or remodeling of embassy buildings in foreign countries.

- 032 Geography.

  This subsector should be used to classify all projects or studies aimed at obtaining or analyzing geographic information about the country.

- 033 Social and economic planning.

  This subsector should be used to classify all studies related to social, economic and regional planning.

040 National Security

- 041 Armed forces.

  This subsector should be used to classify all projects related to the armed forces. Examples of projects to be classified in this subsector are: Construction, improvement or maintenance of military facilities and acquisition of weapons.

- 042 Constabulary force.

  This subsector should be used to classify all projects and studies related to providing police services to the community. Examples of projects to be classified in this subsector are: construction, improvement or maintenance of police stations and acquisition of patrol cars.

050 Science and Technology

- 051 Science.

  This subsector would include all studies and projects whose objective is to acquire scientific knowledge in any field.

- 052 Standards.

  This subsector would include all studies and projects aimed at developing or implementing standards for fields such as industrial activities or food production.

- 053 Technology.

  This subsector should be used to classify all studies and projects aimed at developing technology or at adapting foreign technologies to Jamaica.

060 Urban and Rural Development

- 061 Community services.

  This subsector should be used to classify all projects or studies aimed at providing services to the community that are not included in other sectors. Examples of projects to be classified in this area are: construction or improvement of cemeteries or churches and studies or projects related to garbage collection and disposal.

- 062 Rural development.

  This subsector should include all projects whose main objective is promoting the development of rural areas.

- 063 Urban development.

  This subsector should be used to classify all projects or studies aimed at planning the development of the urban environment or at improving it. Examples of projects to be classified in this subsector are: studies aimed at establishing zoning or city development plans and construction or remodeling of parks and squares.

110 Communications

- 111 Mass media.

  Includes all studies and projects regarding mass media communications such as television, radio broadcasting and newspapers.

- 112 Postal service.

  Includes all studies and projects whose objective is to improve the postal service.

- 113 Radio and telex.

  Includes all studies and projects whose objective is to develop radio communications or telex services.

- 114 Telephone and telegraphy.

  Includes all studies and projects whose objective is to improve existing telephone or telegraphy services or to provide this services to new areas.

120 Domestic Water Supply and Sewerage

- 121 Sewerage systems.

  This subsector should be used to classify all projects and studies aimed at providing sewerage disposal systems. Examples of projects to be classified in this subsector are: construction, improvement or maintenance of sewerage collection systems, sewerage treatment plants and final disposal systems.

- 122 Water systems.

  This subsector should be used to classify all projects and studies aimed at maintaining or increasing drinking water production and distributing capacity. Examples of projects to be classified in this subsector are: construction, improvement or maintenance of water treatment plants, drinking water storage tanks and water distribution systems.

130 Energy and Electricity

- 131 Electricity distribution.

  This subsector should be used to classify all projects and studies aimed at maintaining or improving electricity distribution networks. Examples of projects to be classified in this subsector are: construction, improvement or maintenance of transmission lines and acquisition and installation of transformers.

- 132 Electricity generation.

  This subsector should be used to classify all projects and studies aimed at maintaining or increasing electricity generation capacity. Examples of projects to be classified in this subsector are: construction, improvement or maintenance of power generating plants or acquisition of engines or generators for producing electricity.

- 133 Public lighting.

  This subsector should be used to classify all projects and studies aimed at improving or maintaining lighting systems. Examples of projects to be classified in this subsector are: maintenance, improvement or installation of street lighting.

- 134 Other Energy Sources.

  This subsector would include all projects whose objective is developing or using energy sources different from electricity.

140 Irrigation (no subsectors)

This sector would include all studies and projects whose objective is to maintain, improve or extend existing irrigation systems and projects aimed at providing irrigation to new areas.

150 Transport

- 151 Air transport.

  This subsector should be used to classify all projects and studies aimed at providing air transportation

services. Examples of projects to be classified in this subsector are: construction, improvement or maintenance of airport terminal buildings and construction, improvement or maintenance of landing strips.

- 152 Maritime transport.

  This subsector should be used to classify all projects and studies aimed at improving or providing maritime transportation services. Examples of projects to be classified in this subsector are: construction, dredging or improvement of ports or docking facilities.

- 153 Railways.

  This subsector would include all studies and projects related to the provision of railway transportation.

- 154 Road transport.

  This subsector should be used to classify all projects and studies aimed at improving or providing road transportation services. Examples of projects to be classified in this subsector are: construction, surfacing, resurfacing or maintenance of roads and construction of bridges.

- 155 Urban and pedestrian.

  This subsector should be used to classify all projects and studies aimed at providing walkways or streets in urban areas. Examples of projects to be classified in this subsector are: construction, improvement or maintenance of streets and construction, improvement or maintenance of walkways.

210 Agriculture and Forestry

- 211 Agriculture.

  This subsector should be used to classify all projects or studies directly related to agricultural production. Examples of projects to be classified in this subsector are: technological improvements of seeds or plants and control of plant diseases.

- 212 Forestry.

  This subsector should be used to classify all projects aimed at studying, improving or exploiting forest resources. Examples of projects to be classified in this subsector are: studies related to the introduction of new tree varieties and reforestation projects.

- 213 Livestock breeding and rearing.

  This subsector should be used to classify all projects or studies aimed at rearing or breeding livestock. Examples of projects to be classified in this subsector are: cattle rearing, dairy farming and egg production.

220 Fishing and Aquaculture

- 221 Fishing.

  This subsector should be used to classify all projects or studies aimed at improving capture or developing fishing techniques.

- 222 Marine and freshwater farming.

  This subsector would include all studies and projects aimed at developing marine or freshwater farming facilities.

230 Industry and Services

- 231 Commerce.

  Includes all studies and projects whose objective is to promote or facilitate national or international commerce, including free trade zones.

- 232 Financial services.

  Includes all studies and projects whose objective is to promote or facilitate the provision of financial (banking, insurance, etc.) services.

- 233 Industry.

  Includes all studies and projects whose objective is to promote or develop industrial facilities and projects aimed at facilitating the operation of existing industries.

- 234 Small-Scale Enterprises.

  Includes all studies and projects whose objective is to promote or support the development of small-scale enterprises.

- 235 Tradeable services.

  Includes all studies and projects whose objective is to promote tradeable services, such as consulting activities.

240 Mining

- 241 Bauxite and alumina.

  This subsector should be used to classify all projects and studies aimed at the exploitation of bauxite resources. Examples of projects to be classified in this subsector are: bauxite mining projects and bauxite processing projects.

- 242 Non bauxite minerals.

  This subsector should be used to classify all projects and studies aimed at the exploitation of metallic and non metallic mineral resources different from bauxite. Examples of projects to be classified in this subsector are: marble mining projects and gypsum quarrying projects.

250 Tourism

- 251 Promotion.

  This subsector should be used to classify all projects and studies aimed at promoting tourism to Jamaica.

- 252 Tourism infrastructure.

  This subsector should be used to classify all projects and studies aimed at maintaining or increasing the availability of infrastructure for tourism, such as hotels, lodging and restaurants for tourists.

310 Art and Culture

- 311 Art.

  This subsector includes all studies and projects whose objective is to promote the development of arts in Jamaica.

- 312 Culture.

  Includes all studies and projects whose objective is to increase the cultural level of the population, such as construction, improvement or maintenance of public libraries or museums.

- 313 Preservation of national heritage.

  This subsector should be used to classify all projects and studies aimed at preserving the cultural heritage of the country. Examples of projects to be classified in this subsector are: restoration of historical buildings and investigations about traditional handicrafts.

320 Education

- 321 Pre-schools.

  This subsector should be used to classify all projects or studies aimed at improving the quality or coverage of preschool education. Examples of projects to be classified in this subsector are: construction, improvement or maintenance of Day Care Centers.

- 322 Primary schools.

  This subsector should be used to classify all projects or studies aimed at improving the quality or coverage of education at the primary school level. Examples of projects to be classified in this subsector are: construction or improvement of primary schools and acquisition of study materials, furniture or equipment for primary schools.

- 323 Secondary schools.

  This subsector should be used to classify all projects or studies aimed at improving the quality or coverage of education at the secondary school level. Examples of projects to be classified in this subsector are:

construction or improvement of secondary schools and acquisition of study materials, furniture or equipment for secondary schools.

- 324 Higher education.

  This subsector should be used to classify all projects or studies aimed at improving the quality or coverage of education at the professional level. Examples of projects to be included in this sector are acquisition of equipment for universities.

- 325 Training.

  This sector includes all studies and projects whose objective is to teach new skills to workers in any field, except those working in the public sector.

- 326 Training of public servants.

  This sector includes all projects aimed at teaching new skills to public sector employees.

- 327 Special education.

  This subsector should be used to classify all projects and studies aimed at improving the quality or coverage of special education centers. Examples of projects to be classified in this subsector are: construction or improvement of schools for the blind, deaf, impaired or elderly and acquisition of materials, furniture or equipment for special education centers.

330 Employment, Social Security and Welfare

- 331 Social security.

  Includes all studies and projects whose objective is to improve the quality or coverage of social security services.

- 332 Children.

  Includes all studies and projects whose objective is to increase the welfare of children.

- 333 Youth.

  Includes all studies and projects whose objective is to increase the welfare of the youth.

- 334 Woman.

  Includes all studies and projects whose objective is to increase the welfare of woman.

- 335 Employment.

  Includes all studies and projects whose objective is to increase employment or ameliorate the problems of the unemployed.

340 Food and Nutrition

- 341 Food.

  This subsector would register all projects whose objective is to guarantee the availability of food for the jamaican population.

- 342 Nutrition.

  This subsector should be used to classify all projects and studies aimed at improving the nutritional level of the population. Examples of projects to be classified in this subsector are: distribution of dairy products at schools and construction of centers for the recovery of undernourished children.

350 Health

- 351 Prevention.

  This subsector should be used to classify all projects and studies aimed at prevention of illnesses. Examples of projects to be classified in this subsector are: programs to educate people on prevention of illnesses and vaccination campaigns.

- 352 Primary health care.

  This subsector should be used to classify all projects and studies aimed at providing basic health care services. Examples of projects to be classified in this subsector are: construction, improvement or maintenance of basic health attention centers in villages.

- 353 Secondary health care.

  This subsector should be used to classify all projects and studies aimed at providing medium complexity health care services. Examples of projects to be classified in this subsector are: construction, improvement or maintenance of non specialized and specialized hospitals.

360 Housing

- 361 Construction.

  This sector should be used to classify all projects and studies aimed at building houses for homeless people or at increasing the stock of available housing units or improving the quality of that stock. Examples of projects to be classified in this subsector are: construction or improvement of housing units to be given, sold or rented to homeless people.

- 362 Settlement upgrading.

  This sector includes all studies and projects whose objective is to improve existing settlements by solving ownership problems or providing them with drinking water, sanitary facilities and electricity.

- 363 Subsidies.

  This sector should be used for classifying projects aimed at providing subsidized financing for acquiring or building houses. Examples of projects to be included in this sector are: subsidies for the acquisition or improvement of houses or apartments and subsidies for the acquisition of building materials to be used in the construction or improvement of houses or apartments.

370 Justice

- 371 Administration of justice.

  This subsector should be used to classify all projects and studies aimed at maintaining or increasing efficiency in the administration of justice. Examples of projects to be classified in this subsector are: construction, improvement or maintenance of courts and acquisition of furniture or office equipment for courts.

- 372 Crime and drug prevention and control.

  This subsector should be used to classify all projects and studies aimed at preventing drug abuse and drug trafficking and at reducing crime rates.

- 373 Rehabilitation.

  This subsector should be used to classify all projects and studies aimed at the rehabilitation of indicted people. Examples of projects to be classified in this subsector are: construction, improvement or maintenance of jails and construction, improvement or maintenance of training centers for the indicted.

380 Sports and Recreation

- 381 Sport infrastructure.

  This subsector should be used to classify all projects and studies aimed at improving or creating infrastructure for the practice of sports. Examples of project to be included in this subsector are maintenance or construction of cricket or football grounds.

- 382 Sport support and promotion.

  This subsector should be used to classify all projects and studies aimed at supporting the practice of sports or encouraging a wider participation in sporting activities.

- 383 Recreation.

  This subsector should be used to classify all projects and studies aimed at providing recreational facilities. Examples of projects to be classified in this subsector are: construction of campgrounds or picnic areas and construction of playing areas for children.

A N N E X 3

PDB DATA CAPTURE FORMS AND EXPLANATIONS

JAMAICA PROJECT DATA BANK
FORM 1 : PROJECT SUMMARY

Initial registration: ___ Update: ___

1. PROJECT IDENTIFICATION

PDB CODE: [ ][ ][ ][ ][ ]--[ ][ ]

OTHER PROJECT IDENTIFICATION CODE: [ ][ ][ ][ ][ ][ ][ ][ ][ ][ ][ ][ ][ ][ ]

FILE REFERENCE NUMBER: [ ]

PROJECT NAME: _____

_____

INSTITUTION PRESENTING PROJECT: _____

IMPLEMENTING INSTITUTION: _____ PRIORITY: _____

2. PROJECT CLASSIFICATION

PROJECT TYPE: _____ SECTOR/SUBSECTOR: _____

ACTUAL STAGE: _____ NEXT STAGE: _____

PROGRAMME: _____ INCLUDED IN FIVE-YEAR PLAN? (Y/N) _____

3. PROJECT LOCATION AND COST

PARISH	TOWN	COST
	TOTAL	

4. PROJECT OBJECTIVES

5. PROJECT DESCRIPTION

6. PROJECT SCOPE OF WORK

7. PROJECT JUSTIFICATION

8. PROJECT INDICATORS

INDICATOR	UNITS	VALUE

9. PARTICIPATING INSTITUTIONS

INSTITUTION	ROLE REGARDING PROJECT

10. RELATED PROJECTS

PROJECT NAME	PDB CODE					TYPE OF RELATION

Date of cost estimates :	Foreign Currency:	Exchange Rate:

11. PROJECT SCHEDULE AND COST BY STAGE

STAGE	ESTIMATED COST OF STAGE Local	Foreign	Total	ESTIMATED STARTING DATE Month	Year	ESTIMATED ENDING DATE Month	Year

12. PROJECT CAPITAL COST ESTIMATES

TYPE OF COST	FY 199-/199- Local	Foreign	FY 199-/199- Local	Foreign	FY 199-/199- Local	Foreign
TOTAL						

PROJECT CAPITAL COST ESTIMATES (cont.)

TYPE OF COST	FY 199-/199- Local	Foreign	FY 199-/199- Local	Foreign	TOTAL Local	Foreign
TOTAL						

13. PROJECTED AVERAGE ANNUAL OPERATING COST

TYPE OF COST	AMOUNT
TOTAL	

14. REMARKS

15. FORM FILLED BY:

Name : _____ Phone : _____

Position : _____ Date : _____

Institution : _____ Signature : _____

16. REGISTERED IN THE PDB BY:

Name : _____ Phone : _____

Position : _____ Date : _____

Institution : _____ Signature : _____

JAMAICA PROJECT DATA BANK
FORM 1 : PROJECT SUMMARY

(Description and Explanation)

This form has been designed to summarize the most relevant information about a given project during the preinvestment phase of its life cycle. This is a four-page form which will constitute the basic input for the Preinvestment Module of the PDB. It contains 16 different sections explained below.

This form can be used for initially registering a capital investment in the PDB or for updating information about a previously registered project. This should be indicated in the top-right corner of the first page of the form.

For example, if you are sending a new project to be registered in the PDB mark the first option at the top-right corner.

Section 1 - Project Identification. This section contains the project codes, the name of the project, the name of the institution that presents the project and the priority given to the project by this institution.

The **PDB Code** is assigned automatically to the project when it is registered in the PDB. Therefore it should be left in blank when the project is sent to the PDB for the first time. On later updates of the information, the code indicated should be the one assigned by the PDB and informed by PIOJ.

Other Project Identification Code refers to any other code assigned to the project by the institution presenting the project, a potential funding agency or any other related institution. If necessary, indicate this number.

The **File Reference Number** on the upper right corner of this Section should be left in blank by the institution presenting the project. It should be used by PIOJ to register the number assigned to the file that contains all additional information related to the project, such as the project profile, prefeasibility or feasibility studies and any other project-related documents.

The **Project Name** should convey as much information as possible without being too long. If names are assigned keeping in mind this objective, it is very easy to clearly identify projects in listings that do not include a description of each one. The name of a given project should start with the action that is going to be undertaken (What is going to be done?) 1/. After the action, the object on which this action is performed should be indicated (On what?).

1/ Examples of possible actions are: maintenance, improvement, control, recovery, transfer, diagnostic, inventory, construction, repair, development, subsidy, analysis, exploration, prospecting, supply, training, prevention, protection, census, investigation, refurbishing.

Finally, the project name must include the specific location of the project (Where?: (name of the parish, town, area, street or building where the project is located). If the location cannot be specifically identified or if the project encompasses all of Jamaica, no location should be indicated.

Examples of project names based on this rules are:

ACTION	OBJECT	LOCATION
Construction	of a Health Center	in Portmore
Creation	of an Apiculture Unit	at the Min. of Agriculture
Construction	of Sewerage System	for Spanish Town

The **Institution Presenting the Project** is the Ministry or Agency that submits the project to PIOJ. Usually it would also be the institution that formulated the project, prepared the project profile and filled the form. Write the complete name of said institution.

The **Implementing Institution** is the agency that has the main technical responsibility for the implementation of the project.

Finally, a **Priority** should be assigned by the institution that presents the project (following the procedures suggested by PIOJ) and registered in the space provided.

Section 2 - Project Classification. Is aimed at registering information that will allow grouping projects by sector of economic activity, by stage in the project cycle, by a government or agency investment programme or based on its inclusion in the Five-Year Plan.

First the **Project Type** should be used to classify the project according to its main characteristics. Possible types of projects are: capital investment project and basic study.

Then, the **Sector and Subsector** in which the project is classified should be registered. It consist in defining to which sector and subsector of the economic or social activities included in the sectoral classification currently been used, the project belongs.

Actual Stage refers to the stage of development the project has already achieved. The stages of the project life cycle are: idea, profile, prefeasibility, feasibility, design, implementation, operation, postponed and abandoned. The project should be in one of these stages.

For a project to move to a new stage it should have the approval of the Technical Cooperation Division if the proposed next stage is either profile, prefeasibility or feasibility. For moving to the design or implementation stages it should have the approval of the Project Pre-Selection Committee.

For example, if a project is presented to PIOJ supported by a project profile, it would be at the profile level and this should be indicated in this field.

Next Stage refers to the stage of its life cycle to which the project should proceed according to the institution presenting it.

For example, if the project is actually at the profile level and information is enough to take a decision on its implementation, the proposed next stage could be design or implementation. If information is not enough for taking a definitive decision, then the proposed next stage could be prefeasibility.

In **Programme**, the name of the investment programme to which the project belongs should be indicated. It could be a government programme or a programme of a funding agency. If the project is not included in a programme this space should be left blank.

For example, a road resurfacing project could be part of a road improvement programme from IDB. Or a project to properly equip a school could be part of a government programme to improve primary education.

Finally, space has been provided for registering if the project is **Included in Five-Year Plan.**

Section 3 - Project Location and Cost. This section should be used to indicate the **Parish**(es) and **Town**(s) in which the project is going to be implemented. Also the total estimated **Cost** for each parish should be indicated. If the project is going to be implemented in more than one town from the same parish, indicate the name of the towns and give the cost by parish. If the project is going to be implemented in more than one town from different parishes, indicate the name of the towns and parishes but give only the cost for each parish. If the project is located in most of the towns of a parish, only the parish name should be registered. If the project is going to affect the whole country, "Jamaica" should be written in the space reserved for Parishes. If the space provided is not enough, additional locations can be indicated in the space reserved for **Remarks.**

Example:	PARISH	TOWN	COST
	St. Catherine		32.555
		Spanish Town Portmore Linstead	
	St. Ann	Ocho Rios	65.788
	Trelawny		23.153
TOTAL			121.496

Section 4 - Project Objectives. Should define the achievement of a broad purpose or goal at the sub-sectoral or sectoral level to which the project is intended to contribute. Then, it should state what the project itself is expected to achieve in terms of specific changes in behavior, status or conditions which the project is intended to bring about. Care must be taken to state objectives which are realistic, in the sense that they fall within the range of results which reasonably may be expected to be achieved within

the limits of time, money and human resources of the project. The area for remarks on the last page of the form can be used to continue with the project objectives, in case the space provided is insufficient.

Section 5 - Project Description. Should be a brief but clear description of the project to be undertaken, its duration, main components and the expected principal outputs of the project including physical magnitudes. In general terms, this point should address the question: What is going to be done? The area for remarks on the last page of the form can be used to continue with the project description, in case the space provided is insufficient.

Section 6 - Scope of Work. Should define the activities that have to be undertaken to attain the objectives already defined and that will therefore be the main components of the project.

Section 7 - Project Justification. Should explain the reasons for undertaking the proposed project. It should answer the question: Why should the project be undertaken? Therefore, it must describe the problem to be addressed by the project and the expected situation at the end of the project. It should also state how and by whom the results of the project will be utilized. The area for remarks on the last page of the form can be used to continue with the project justification, in case the space provided is insufficient.

Section 8 - Project Indicators. Is reserved for registering project appraisal criteria such as Net Present Value, Internal Rate of Return, Equivalent Annual Cost, Value Added, Employment Generated, etc. The specific indicators to be used for a general type of project will be defined in project appraisal methodologies to be developed. Before those methodologies are completed any available indicator should be registered. For each indicator this section registers the name of the indicator, the units in which it is measured and its magnitude (its value expressed in the units indicated).

As an example of how this section should be used, let us consider the indicator "Employment Generated by the Project". This indicator registers the number of new employments that are going to be generated by the implementation of the project. Let us assume also that two labour categories have been included: employments for Jamaican nationals, classified as skilled or unskilled based on the level of training required for doing the jobs. But, for an efficient use of this information it is necessary that all data is registered in a common unit. Therefore, man-month could be the unit for measuring employment generated during construction 2/ and number of jobs for measuring employment created when the project goes into operation. Using this units and assuming that the construction phase lasts for two years, the indicators for employment generated would be registered as follows:

2/ One man-month is defined as the work done by one man working full time for one month. For example, 2 men full time over 6 months equals 12 man-months, 1 man full time over 1 year and 2 men half-day over 6 months equals 18 man-months.

INDICATOR	UNITS	AMOUNT
Employment unskilled year 1	man-month	130
Employment unskilled year 2	man-month	110
Employment skilled year 1	man-month	48
Employment skilled year 2	man-month	36
Employment unskilled operation	jobs	60
Employment skilled operation	jobs	20

Section 9 - Participating Institutions. Should be used to register the names of all **institutions** that are related to the project and the type of relation to it. Some possible types of **Roles Regarding the Project** are: Executing Agency, Associated Institution, Funding Agency, Operating Agency, etc.3/ If one institution is fulfilling more than one role it should be indicated using one line for each role.

Section 10 - Related Projects. Should be used to register the names and codes of projects that are related to the current project. Also the type of relation should be indicated. Examples of type of relation are: complementary, substitute, prerequisite, dependant, supporting technical cooperation, etc.4/

Example: For a street paving project it could be a prerequisite that the water company has completed the installation of a drinking water pipeline under the street. Building a road could be **complementary** with an agricultural project to make productive unused land.

Page 3 of the form is used for registering data regarding project costs and schedule. All values in these pages should be registered in J$ and should have been estimated for a common date. At the beginning of Page 3, a space has been provided for registering the date of cost estimates, the exchange rate and the foreign currency used. **Date of Cost Estimates** is the date for which all cost data were calculated. If the project includes components that imply cost in foreign currencies the **Exchange Rate** corresponding to the previous data should be indicated. The **Foreign Currency** is the currency on which foreign goods or services are going to be paid. If more than one foreign currency is going to be used, list them and the corresponding exchange rates in **Remarks**.

3/ A description of these roles are: i) Executing is the agency that has the main technical responsibility for the implementation of the project; ii) Associated any other institution that undertakes technical activities within the framework of the project, without being the agency responsible for the project's overall management; iii) Funding makes the financial contribution (or a percentage of it) for implementing the project; iv) Operating the institution that is going to be in charge of the project during its operation.

4/ A description of these types of relations are: i) Complementary if the current project is to be undertaken together with the indicated project in order to maximize benefits; ii) Substitute if only one of the projects, the currently proposed or the one indicated should be undertaken because both of them solve the same problem; iii) Prerequisite if the indicated project must be completed before initiating the currently proposed project; iv) Dependant if the indicated project can be undertaken only if the currently proposed project has been previously completed; v) Supporting TC if the indicated Technical Cooperation Project is aimed at supporting the implementation of the current project.

Section 11 - Project Schedule and Cost by Stage. Should be used to register the **Estimated Start and Completion Date** of the next stages through which the project must go, as well as the total estimated cost of those stages. Only direct cost should be estimated here. For the operation stage, only the project launching cost should be included, given that annual operating costs are requested in Section 13.

Clearly, not all projects must go through all the stages. For example, if the information contained in the project profile is considered adequate to proceed to the project implementation phase, a project presented at the profile level could indicate estimates only for Design, Construction and Operation.

The **Estimated Total Cost of Each Stage** should be indicated, separating costs in **Jamaican Dollars** from costs in **Foreign Currencies** (expressed in J$).

For example, in a multilateral or bilateral funded project, the foreign currencies used could be more than one. In such a case, -- after registration of the local cost -- all foreign currencies should be converted to US$ and then to Jamaican dollars before registering the information in the space provided (Foreign). Use the exchange rate corresponding to the data of the cost estimates. Finally, you must add both columns (local and foreign) to register the Total (in Jamaican dollars).

Section 12 - Project Capital Cost Estimates. Registers the estimated cost of the project classified by type of expense and by fiscal year. This table is based on the table currently included in the project profile format requested for all PSIP projects. It allows registering the information for the next five years as well as the total cost by type of currency: **Local** (Jamaican dollars) and **Foreign** (expressed in J$). All indicated cost should be direct cost in J$.

Suggested categories are: Consultants/Engineering, Land/Site Development, Building and Civil Work, Machinery/Equipment, Pre-production Launching, Financial Cost, Other (Training, etc.)

Section 13 - Projected Average Annual Operating Cost. Should be used to register the estimated running cost of the project by type of cost. Some typical expenses to considerate are personnel, regular maintenance and periodic maintenance.

Section 14 - Remarks. Should be used to register any additional comments or information that the person filling the form deems important. It should also be used to continue with any of the previous sections if the space provided was insufficient.

Section 15 - Form filled by: Should be used to register the identification of the person who filled the form. Name, position, institution, phone number, date and signature should be included. It is important that this information is provided in order to facilitate locating the appropriate person if additional information about the project is required.

Finally, **Section 16 - Registered in the PDB by:** Should be completed by the person who registered the information in the PDB. The same data required in Section 15 is needed here.

After registering all the information contained in the form it should be filed in the same file used for the rest of the project information.

JAMAICA PROJECT DATA BANK
FORM 2 : PROGRAMME SUMMARY

Initial registration: ___ Update: ___

1. PROGRAMME IDENTIFICATION

PROGRAMME CODE: [ ][ ][ ] -- [ ][ ]

OTHER PROGRAMME IDENTIFICATION CODE: [ ][ ][ ][ ][ ][ ][ ][ ][ ][ ][ ][ ][ ]

FILE REFERENCE NUMBER: [ ]

PROGRAMME NAME: _____

_____

2. PROGRAMME CLASSIFICATION

TYPE OF ASSISTANCE: _____

SECTOR/SUBSECTOR: _____

MAIN FUNCTION: _____

INCLUDED IN FIVE-YEAR PLAN? (Y/N): _____

3. PROJECTS WITHIN THE PROGRAMME

PROJECT NAME	PDB CODE:				
1.					
2.					
3.					
4.					
5.					
6.					
7.					
8.					
9.					
10.					

4. PROGRAMME DESCRIPTION

5. PROGRAMME JUSTIFICATION

6. PROGRAMME OBJECTIVES

7. PARTICIPATING INSTITUTIONS

NAME	ROLE REGARDING PROGRAMME

8. OFFICIALS IN CHARGE OF PROGRAMME

ROLE	NAME	INSTITUTION	PHONE
Director			
Coordinator			

9. TYPE OF COST AND COMPOSITION OF MONETARY COSTS

COST ITEMS	IN KIND	MONETARY			TOTAL
		Local	Foreign	Total	
Projects					
Administrative					
Other					
TOTAL					

10. PROGRAMME COST BY YEAR

FIRST YEAR	SECOND YEAR	THIRD YEAR	FOURTH YEAR	FIFTH YEAR	TOTAL

Date of cost estimates:	Foreign Currency:	Exchange Rate:

11. REMARKS

12. FORM FILLED BY:

Name : _____ Phone: _____

Position : _____ Date: _____

Institution: _____ Signature : _____

13. REGISTERED IN THE PDB BY:

Name : _____ Phone: _____

Position : _____ Date: _____

Institution: _____ Signature : _____

JAMAICA PROJECT DATA BANK
FORM 2 : PROGRAMME SUMMARY

(Description and Explanation)

This form has been designed to summarize the most relevant information about a given programme. Programme is a group of planned and coordinated activities and/or projects aimed at achieving a given objective or objectives by producing certain results. The activities or projects may include technical assistance component. This is a four-page form that contains 13 different sections explained below.

This form can be used for initially registering a programme in the PDB or for updating information about a programme that has been previously registered. This should be indicated in the upper right corner of the first page of the form.

For example, if you are sending a new programme to be registered in the PDB mark the first option at the top right corner.

Section 1 - Programme Identification. This section of the first page contains the programme codes, the file reference number and the name of the programme.

The **Programme Code** is assigned automatically to the programme when it is registered in the PDB. It should be left in blank when the programme is sent to the PDB for the first time. On later updates of the information, the code should be the same informed by PIOJ.

Other Programme Identification Code refers to any other code assigned to the programme by the institution presenting the programme, a potential funding agency or any other related institution. If necessary, indicate this number.

The **File Reference Number** on the upper right corner of this Section should be left in blank by the institution presenting the project. It should be used by PIOJ to register the number assigned to the file that contains all additional information related to the project, such as the project profile, prefeasibility or feasibility studies and any other project related documents.

The **Programme Name** should convey as much information as possible without being too long.

Section 2 - Programme Classification. Is aimed at registering information that will allow grouping programmes by sector of economic activity, by being included in the Five-Year Plan, by main function or by type of assistance.

First, the **Type of Assistance** should be indicated. The following categories have been selected: i) free-standing technical cooperation; ii) investment related technical cooperation; iii) investment project assistance; iv) programme/budgetary aid or balance of payments support; v) food aid; and vi) emergency and relief assistance.

The **Sector and Subsector** classification of the programme should be registered. It consist in defining to which sector and subsector of the economic or social activities included in the sectoral classification currently been used, the programme belongs.

Main Function refers to the principal role or purpose of the programme. Some possible main functions are: Capital Investment, directly related with investment; Institutional Assistance, to establish, develop or strengthen institutional entities; Direct Assistance, to prepare studies or surveys on resources, plans, programmes and projects, or on other specific technical documents; Training, to upgrade knowledge or experiences of the participants through Seminars, working-groups or study-tours; Experimental, to determine, under operational conditions, the feasibility of a certain procedure, technology or system already tried with success under research stage.

Finally, space has been provided to register if the programme is **Included in the Five-Year Plan.**

Section 3 - Projects Within the Programme. Is aimed at registering information about the various projects which are part of the programme, their names and PDB code number should be indicated.

For example, a project for developing project appraisal methodologies could be part of a management assistance programme in the area of planning and project cycle management.

Section 4 - Programme Description. Should be a brief but clear description of the programme including its duration, main components and the expected principal outcomes including physical magnitudes. In general terms, this point should address the question: What is going to be done? The area for remarks on the last page of the form can be used to continue with the programme description, in case the space provided is insufficient.

Section 5 - Programme Justification. Should explain the reasons for undertaking the proposed programme. It should answer the question: Why should the programme be undertaken? Therefore, it must describe the problem to be addressed and the expected situation at the end of the programme. It should also state how and by whom the results of the programme will be utilized and the particular strategy and implementation arrangements chosen. The area for remarks on the last page of the form can be used to

continue with the programme justification, in case the space provided is insufficient.

Section 6 - Programme Objectives. This section should be used to define the general needs or broad purposes or goals -- at the subsectoral or sectoral level -- to which the programme is intended to contribute (development objectives). Then, it should state what the programme itself is expected to achieve in terms of specific changes in behavior, status or conditions (immediate objectives). Care must be taken to state objectives which are realistic, in the sense that they fall within the range of results which reasonable may be expected to be achieved within the limits of time, money and human resources available. The area for remarks on the last page of the form can be used to continue with the objectives, in case the space provided is insufficient.

> Example of development objectives might be: increase the health of the people, reduce population migration to urban areas, etc. More specific objectives are preferable, if appropriate.

Section 7 - Participating Institutions. Should be used to register the names of all **institutions** that are related to the programme and the type of relation to it. Some possible types of **Roles Regarding the Programme** are: Executing Agency, Associated Institution, Funding Agency, etc.1/ If one institution is fulfilling more than one role, all of them should be indicated using one line for each role.

Section 8 - Officials in Charge of Programme. Should be used to register the **name** of all persons responsible for the programme. The name of the **institution** where they work, their **role** on the programme and **phone** number should also be provided, in order to facilitate locating them if additional information is required.

Section 9 - Type of Cost and Composition of Monetary Costs. Provides space for registering the estimated total cost of the programme divided by items and type. **Cost Items** might be: cost of projects to be undertaken, administrative costs of the programme and other costs if necessary. For each cost category **In kind** and **Monetary** cost should be registered. Finally, the monetary cost should be broken down in **Local** and **Foreign** components - both columns expressed in millions of Jamaican Dollars. Only direct cost should be indicated here.

1/ A description of those institutions are: i) Executing Agency, have the main technical responsibility for the implementation of the programme; ii) Associated Institution, any other institution that undertakes technical activities within the framework of the programme, without being the agency responsible for the programme's overall management; and iii) Funding Agency, makes the financial contribution (or a percentage of it) for implementation of the programme, without participating directly in its implementation.

Section 10 - Programme Cost by Year. Should be used to register total cost of the programme broken down by year. Space has been provided for five years and for the total cost of the programme.

At the end of this page, a space has been provided for registering the date of cost estimates, the exchange rate and the foreign currency used. **Date of Cost Estimates** is the date for which all cost data were calculated. The **Exchange Rate**, is the exchange rate between the foreign currency indicated and the J$ at the date for which the cost was estimated. The **Foreign Currency** is the currency on which foreign goods or services are going to be paid. If more than one foreign currency is going to be used, list them and the corresponding exchange rates in **Remarks**.

Section 11 - Remarks. Should be used to register any additional comments or information that the person filling the form deems important. It should also be used to continue with any of the previous sections if the space provided was insufficient.

Section 12 - Form filled by: Should be used to register the identification of the person who filled the form. Name, position, institution, phone number, date and signature are required. It is important that this information is provided in order to facilitate locating the appropriate person if additional information about the programme is required.

Finally, **Section 13 - Registered in the PDB by:** Should be completed by the person who registered the information in the PDB. Name, position, institution, phone number, date and signature are required.

JAMAICA PROJECT DATA BANK
FORM 3: PROPOSED FINANCING

Initial request: ___ Additional request: ___

1. PROJECT IDENTIFICATION

PDB CODE: | | | | | | -- | | |

OTHER PROJECT IDENTIFICATION CODE: | | | | | | | | | | | | | | |

PROJECT NAME: _____

_____

INSTITUTION REQUESTING FINANCING: _____

_____

2. PROJECT FINANCING

FUNDING SOURCE	TYPE OF COST	FY 199 /199			FY 199 /199			FY 199 /199		
		Local	Foreign	Total	Local	Foreign	Total	Local	Foreign	Total
	TOTAL									

PROJECT FINANCING (cont.)

FUNDING SOURCE	TYPE OF COST	FY 199 /199			FY 199 /199			TOTAL		
		Local	Foreign	Total	Local	Foreign	Total	Local	Foreign	Total
	TOTAL									

Date of cost estimates : Exchange rate : Foreign Currency:

3. STATUS OF CONTRIBUTION

Source 1: _____ Source 2: _____

Source 3: _____ Source 4: _____ Source 5: _____

4. REMARKS

5. FORM FILLED BY:

Name : _____ Phone : _____

Position : _____ Date : _____

Institution : _____ Signature : _____

6. REGISTERED IN THE PDB BY:

Name : _____ Phone : _____

Position : _____ Date : _____

Institution : _____ Signature : _____

JAMAICA PROJECT DATA BANK
FORM 3: PROPOSED FINANCING

(Description and explanation)

This is a two-page form designed for collecting information about financing requirements for a given project. It should be completed by the institution requesting funds for the project.

The form can be used for requesting financing for new or ongoing projects already registered in the PDB. It should be used by the institutions presenting the project when they request funds for a new budgetary period (**Initial request**) or when additional funds are required during a given budgetary period (**Additional request**). This should be indicated in the upper right corner of the first page of the form.

Technical assistance projects usually request financing from international agencies or donor countries, in which case they have to present the request in the format used by the potential lender or donor. However, PIOJ could enter the financial information provided in those forms into the PDB by previously filling this form.

It contains six different sections explained below.

Section 1 - Project Identification. Contains the project codes, the name of the project and the name of the institution requesting financing.

The **PDB Code** should correspond to the code assigned to the project when it was registered in the PDB by PIOJ (PDB Form 1).

Other Project Identification Code refers to any other code assigned to the project by the institution presenting the project, a potential funding agency or any other related institution. If necessary, indicate this number.

The **Project Name** should be the same name assigned to the project when it was sent to PIOJ for initial registration in the PDB.

The **Institution Requesting Financing** is the Ministry or Agency requesting funds for implementing the project.

Section 2 - Proposed Project Financing. Should be used to register how the project capital costs are going to be financed and the type of expense. Therefore, the contribution of each source of financing to the project should be registered separately. This table allows registering the information for the next five years,

as well as the cost in local and foreign currencies. For foreign loans and grants the code of the loan or grant should be indicated.

Next, a space has been provided for registering the date of cost estimates, the exchange rate and the foreign currency used. **Date of Cost Estimates** is the date for which all cost data was calculated. The **Exchange Rate**, is the exchange rate between the foreign currency indicated and the J$ at the date for which the cost was estimated. The **Foreign Currency** is the currency in which foreign goods or services are going to be paid. If more than one foreign currency is going to be used, list them and the corresponding exchange rates in **Remarks**.

Section 3 - Status of Contribution. This section should be used to register the status of financing requested from each source: proposed, in negotiation or secured.

Section 4 - Remarks. Should be used to register any additional comments or information that the person filling the form deems important. It should also be used to continue with any of the previous sections if the space provided was insufficient.

Section 5 - Form filled by: Should be used to register the identification of the person who filled the form. Name, position, institution, phone number, date and signature should be included. It is important that this information is provided in order to facilitate locating the appropriate person if additional information about the project is required.

Finally, **Section 6 - Registered in the PDB by:** Should be completed by the person who registered the information in the PDB. Name, position, institution, phone number, date and signature should be included.

JAMAICA PROJECT DATA BANK
FORM 4 : EXTERNAL FINANCING AGREEMENTS

Initial registration:___ Update: ___

1. AGREEMENT IDENTIFICATION

PDB CODE: | | | | | |

OTHER EXTERNAL FINANCING AGREEMENT CODE: | | | | | | | | | | | | | |

FILE REFERENCE NUMBER: _____

NAME OF AGREEMENT: _____

_____

COUNTRY OR INSTITUTION: _____

2. TERMS AND CONDITIONS OF AGREEMENT

TYPE: _____ STATUS: _____ DATE STATUS ACHIEVED: _____

AMOUNT: _____ CURRENCY: _____ EQUIVALENT IN US$: _____

3. SCHEDULE OF AGREEMENT

PERIOD OR EVENT	FROM Day	FROM Month	FROM Year	TO Day	TO Month	TO Year	DISBURSEMENTS OR REPAYMENTS Type	DISBURSEMENTS OR REPAYMENTS Number
Fulfillment of first disbursement conditions	---	---	---				---	---
Disbursement Period								
Grace Period								
Repayment Period								

4. FEES

Fee	Type	%	Amount	From	To	Number of Payments	TOTAL
Commitment							
Administration							
Supervision							

5. INTEREST RATES

Period	FROM Day	FROM Month	FROM Year	TO Day	TO Month	TO Year	Base Rate	Spread	Rate
Grace									
Repayments									

6. CONDITIONS FOR FIRST DISBURSEMENT

7. CONDITIONS FOR SUBSEQUENT DISBURSEMENTS

8. REMARKS

9. FORM FILLED BY:

Name : _____ Phone : _____

Position : _____ Date : _____

Institution : _____ Signature : _____

10. REGISTERED IN THE PDB BY:

Name : _____ Phone : _____

Position : _____ Date : _____

Institution : _____ Signature : _____

JAMAICA PROJECT DATA BANK
FORM 4 : EXTERNAL FINANCING AGREEMENTS

(Description and Explanation)

This form has been designed to summarize the most relevant information about all external financing agreements concluded with a Government, a Bank or any other international funding agency. One form should be used for each external financing agreement. This is a two-page form which contains ten different sections explained below.

Section 1 - Agreement Identification. Contains the external financing agreement codes, the file reference number, the name of the agreement and the name of the country or institution.

The **PDB Code** is assigned to the agreement when it is registered in the PDB for the first time. It should be left in blank by the institution filling the form for the initial registration. On late updates of the information it should be the code assigned by PIOJ.

Other Identification Code refers to any other code assigned to the external financing agreement by the institution signing the agreement or any other related institution. If necessary, indicate this number.

The **File Reference Number** on the upper right corner of this Section should be used by PIOJ to register the number assigned to the file that contains the documentation regarding the external financing agreement.

The **Name of the Agreement** is the complete name of the external financing agreement.

Country or Institution is the complete name of the country or institution that provides the funds.

Section 2 - Terms and Conditions of Agreement. Should be used to record the information relating to the conditions in which the external resources have been obtained.

In **Type** of agreement should be register whether it is a loan or a grant or both.

Status refers to the stage of the agreement: not started, bid preparation, bids called, assigned, signed, on-going, work completed, totally completed, no bid presented, not assigned, not signed, suspended, cancelled.

Date of Status Achieved is used to indicate the date of the status mentioned above.

Finally the total amount of the agreement, the currency and its equivalent in US$ should be indicated.

Section 3 - Schedule of Agreement. Should be used to register the estimated start and ending date as well as the estimated cost of each event of the agreement during its life period. For each event, indicate the type and number of disbursements or repayments made.

Section 4 - Fees. Should be used to register the type and amount of fees to be paid in relation to the loan or grant. Typical fees are commitment fees, administration fees and supervision fees. In the column "Type" indicate whether it is a fixed lump sum (FLS), a percentage of the agreement amount (%A), a number of fixed payments (NFP), a number of payments as percentage of the agreement (N%A) or any other type (OTH, explain in remarks). If the fee is a fixed amount or a number of fixed payments, indicate the amount of the lump sum of each payment in the column labeled "Amount". If the fee is based on a percentage indicate the corresponding figure in the column "%" and the best available estimate of the actual payment(s) in the column "Amount". Finally, if the fee is to be payed in various payments, indicate date of first and last payments ("From", "To"), number of payments and the best available estimate of the total fee.

Section 5 - Interest Rates. If the financial agreement is a loan, this section should be used to register the interest rates associated with the agreement. For each period where a different interest rate is set, indicate starting and ending dates of the period. Considering the fact that interest rates could be either fixed or floating, three columns have been provided for registering the structure of the rates: base rate, spread and rate.

If the loan agreement specifies a fixed rate for a given period indicate rate in the column **"rate"**. On the other hand, if floating rate is considered, indicate the **"base rate"** for calculating interests to be paid and the specified **"spread"**.

Example: If the loan agreement specifies that during the grace period a fixed interest of 8 % has to be paid on outstanding balance, and during the repayment period the interest to be paid for the outstanding balance it is going to be equal to the Libo rate plus 4 percent, indicate the starting and ending date of the repayment period in the first two columns. In the columns **base rate** write Libo and in the column **"spread"** write 4%.

Period	From	To	Base Rate	Spread	Rate
Grace	1.2.91	1.2.92			8%
Repayment	1.3.91	1.3.93	Libo	4%	

Section 6 - Conditions for first disbursement. This section should be used to register the conditions that the government or government agency should meet before the first disbursement of the loan is made. For example, the agreement could specify that the government should have some personnel in place and must present a work plan for the first year before the first disbursement is made. Earliest and latest dates for meeting requirements should be indicated whenever they are included in the agreement.

Section 7 - Conditions for subsequent disbursements. The information to be registered in this section is analogous to the previously described, but related to subsequent disbursements.

Section 8 - Remarks. Should be used to register any additional comments or information that the person filling the form deems important. It should also be used to continue with any of the previous sections if the space provided was insufficient.

Section 9 - Form filled by: Should be used to register the identification of the person who filled the form. Name, position, institution, phone number, date and signature should be included. It is important that this information is provided in order to facilitate locating the appropriate person if additional information about the project is required.

Finally, **Section 10 - Registered in the PDB by:** Should be completed by the person who registered the information in the PDB. Name, position, institution, phone number, date and signature should be included.

JAMAICA PROJECT DATA BANK
FORM 5 : IMPLEMENTATION SCHEDULE

Initial registration:___ Reprogramming: ___

1. PROJECT IDENTIFICATION

PDB CODE: | | | | | | -- | | |

OTHER PROJECT IDENTIFICATION CODE: | | | | | | | | | | | | | | | |

FILE REFERENCE NUMBER: |

PROJECT NAME: _____

_____

IMPLEMENTING INSTITUTION: _____

_____

2. PROJECT SCHEDULE AND COST BY ACTIVITY

ACTIVITY	ESTIMATED START DATE		ESTIMATED ENDING DATE		ESTIMATED COST OF ACTIVITY		MAGNITUDE	
	Month	Year	Month	Year	Local	Foreign	Amount	Unit
1.								
2.								
3.								
4.								
5.								
6.								
7.								
8.								
9.								
10.								
11.								
12.								
				TOTAL				

3. CONTRACTS

Name of Contracting Firm	Code of Contract	Status	AMOUNT OF CONTRACT Local	AMOUNT OF CONTRACT Foreign	Activities Included
		TOTAL:			

Date of Cost Estimates: Exchange Rate: Foreign Currency:

4. PROJECT MANAGER IDENTIFICATION

Name : _____ Phone : _____

Position : _____

Institution : _____

5. REMARKS

6. FORM FILLED BY:

Name : _____ Phone : _____

Position : _____ Date : _____

Institution : _____ Signature : _____

7. REGISTERED IN THE PDB BY:

Name : _____ Phone : _____

Position : _____ Date : _____

Institution : _____ Signature : _____

JAMAICA PROJECT DATA BANK
FORM 5 : IMPLEMENTATION SCHEDULE

(Description and Explanation)

The information collected in this form will constitute the basis for monitoring project progress. It should be completed and sent to the Ministry of Finance for each project when financing is assigned for the first time. There is no need to send a new form for an ongoing project every year. Only when serious unexpected problems (such as storms, hurricanes or bankruptcy of contractors) cause mayor deviations from the proposed schedule, a new form with the updated schedule should be submitted. (Indicate this fact in the upper right corner of the form.)

Section 1 - Project Identification. This section of the first page contains the project code, other project identification code, the name of the project and the name of the implementing institution.

The **PDB Code** should correspond to the code assigned to the project when it was registered in the PDB by PIOJ (PDB Form 1).

Other Project Identification Code refers to any other code assigned to the project by the institution presenting the project, a potential funding agency or any other related institution. If necessary, indicate this number.

The **File Reference Number** on the upper right corner of this Section should be used by PAMCO to register the number assigned to the file that contains all additional information about the project. This information can be collected by PAMCO's staff during their monitoring visits to the country or can be any other project related documents.

The **Project Name** should be the same name assigned to the project when it was sent to PIOJ for initial registration in the PDB.

The **Implementing Institution** is the institution that is going to have the main responsibility in managing project implementation.

Section 2 - Project Schedule and Estimated Cost by Activity. Should be used to register the estimated start and ending dates as well as the estimated cost of each activity to be undertaken within the project. For each activity, indicate the magnitude of the activity in units suitable for monitoring progress of the activity.

As an example, for a road construction project breakdown by activities and units of measure could be:

ACTIVITY	UNITS
Work camp setup	unit (progress measured in % of total)
Land clearing	square feet
Culverts	each (progress measured in # completed)
Sub-base	miles
Base	miles
Pavement	miles

Section 3 - Contracts. If contracts have already been assigned, the first column should be used to enter the name of the contracting firm and the code of the contract, the status1/, amount and the activities included. Activities should be identified by the corresponding numbers in the previous section. If no contracts have been assigned, only the forecasted breakdown of the activities and total estimated cost of each contract should be indicated.

Example: For a project with four activities

NAME OF CONTRACT	CODE	STATUS	AMOUNT Local	ACTIVITIES
Contract 1	-	No action taken	5.000.000	1,2,3
Contract 2	-	Bids called	1.500.000	4

At the end of this Section, a space has been provided for registering the date of cost estimates, the exchange rate and the foreign currency used. **Date of Cost Estimates** is the date for which all cost data was calculated. The **Exchange Rate**, is the exchange rate between the foreign currency indicated and the J$ at the date for which the cost was estimated. The **Foreign Currency** is the currency on which foreign goods or services are going to be paid.

Section 4 - Project Manager Identification. This section should be used to identify the person in charge of the execution of a given project, indicating name, position, organization and telephone number.

Section 5 - Remarks. Should be used to register any additional comments or information that the person filling the form deems important. It should also be used to continue with any of the previous sections if the space provided was insufficient.

Section 6 - Form filled by: Should be used to register the identification of the person who filled the form. Name, position, institution, phone number, date and signature should be included. It is important that this information is provided in order to facilitate locating the appropriate person if additional information about the project is required.

Finally, **Section 7 - Registered in the PDB by:** Should be completed by the person who registered the information in the PDB. Name, position, institution, phone number, date and signature should be included.

1/ Status could be: negotiations with contractor selected; signed; canceled, no action taken, bids called for, assignment being studied.

JAMAICA PROJECT DATA BANK
FORM 6 : PROJECT FOLLOW-UP

1. PROJECT IDENTIFICATION

PDB CODE: | | | | | | -- | | |

OTHER PROJECT CODE: | | | | | | | | | | | | | | |

PROJECT NAME: _____

_____

IMPLEMENTING INSTITUTION: _____

_____

2. REPORTING PERIOD

FROM: TO:

3. PROJECT PROGRESS BY ACTIVITY

ACTIVITY	STATUS	STARTING DATE Month	STARTING DATE Year	COMPLETION DATE Month	COMPLETION DATE Year	PHYSICAL PROGRESS Amount	PHYSICAL PROGRESS Units
1.							
2.							
3.							
4.							
5.							
6.							
7.							
8.							
9.							
10.							
11.							
12.							

4. COST INCURRED

ACTIVITY	EXPENDITURE DURING PERIOD Local	Foreign	TOTAL
1.			
2.			
3.			
4.			
5.			
6.			
7.			
8.			
9.			
10.			
11.			
12.			

5. REMARKS

6. FORM FILLED BY:

Name : _____ Phone : _____

Position : _____ Date : _____

Institution : _____ Signature : _____

7. REGISTERED IN THE PDB BY:

Name : _____ Phone : _____

Position : _____ Date : _____

Institution : _____ Signature : _____

JAMAICA PROJECT DATA BANK
FORM 6 : PROJECT FOLLOW-UP

(Description and Explanation)

This form has been designed to capture information about implementation progress for a given project. This two-page form has seven different sections explained below.

The form should be completed by the project manager and sent to the Ministry of Finance on a quarterly basis. Forms should be prepared and sent to Finance for all projects included in the budget, regardless if they have not begun yet, they are being implemented, or they have been completed during the reporting period.

Section 1 - Project Identification. Contains the project code, other project identification code, the name of the project and the name of the implementing institution.

The **PDB Code** should correspond to the code assigned to the project when it was registered in the PDB by PIOJ (PDB Form 1).

Other Project Identification Code refers to any other code assigned to the project by the institution presenting the project, a potential funding agency or any other related institution. If necessary, indicate this number.

The **Project Name** should be the same name assigned to the project when it was sent to PIOJ for initial registration in the PDB.

The **Implementing Institution** is the institution that has the main responsibility in managing project implementation.

Section 2 - Reporting Period. Should be used to indicate the start and ending dates of the period for which information is being submitted in the form. Indicate month and year.

Section 3 - Status of Activities. Should be used to register status, the actual start and ending dates of the activities undertaken within the project and physical progress achieved.

Activities should be the same registered in PDB Form 4 Section 2.

Status could be tabulated as: i) not yet started; ii) ongoing; iii) completed; iv) canceled (activity is not going to be undertaken); and v) suspended (work on activity has been suspended for a given period). In these two last cases, inform the reasons in **Remarks.**

Starting Date and **Completion Date** for each activity should be reported according to the following rules: for i) not yet started, start date and ending date are estimated; ii) ongoing, starting date actual and ending date estimated; iii) completed, both dates are actual dates; iv) canceled, no dates indicated; v) suspended, start date actual and ending date estimated.

Physical progress should be reported on an inception to date basis. Indicate total progress to date and units used to measure it. Those should be the same used previously in PDB Form 5: Implementation Schedule, for quantifying the magnitude of each activity.

Section 4 - Cost incurred. Should be used to register the actual local and foreign cost of the activities undertaken within the project. All values should be registered in Jamaican Dollars. Only direct cost should be registered here.

Cost incurred should be reported on a period basis. I.e. indicate expenditures incurred in the reporting period only.

Section 5 - Remarks. Should be used to register any additional comments or information that the person filling the form deems important. It should also be used to continue with any of the previous sections if the space provided was insufficient.

Section 6 - Form filled by: Should be used to register the identification of the person who filled the form. Name, position, institution, phone number, date and signature should be included. It is important that this information is provided in order to facilitate locating the appropriate person if additional information about the project is required.

Finally, **Section 7 - Registered in the PDB by:** Should be completed by the person who registered the information in the PDB. Name, position, institution, phone number, date and signature should be included.

JAMAICA PROJECT DATA BANK
FORM 7 : DONOR PROFILE

Initial registration: ___ Update: ___

1. DONOR IDENTIFICATION

DONOR CODE: | | | | ACRONYM: | | FILE REFERENCE NUMBER: | |

DONOR NAME: _____

_____

COUNTRY: _____

2. GENERAL INFORMATION

	Y/N	DATE
DIPLOMATIC RELATIONS ESTABLISHED		
TECHNICAL ASSISTANCE TO JAMAICA BEGAN		
GENERAL COOPERATION AGREEMENT SIGNED		

SECTORS OF INTEREST TO DONOR

1.	4.
2.	5.
3.	6.

PLANNING CYCLE (Y/N): | | STATUS: | |

COMMENCEMENT DATE: | | YEARS: | |

TYPE OF ASSISTANCE

1.	4.
2.	5.
3.	6.

3. FOREIGN AGENCY/MISSION DETAILS

NAME OF AGENCY/MISSION ABROAD: _____

ADDRESS: _____

CONTACT PERSON: _____

POSITION: _____ PHONE: _____

4. LOCAL AGENCY/MISSION DETAILS

NAME OF AGENCY/MISSION IN JAMAICA: _____

ADDRESS: _____

CONTACT PERSON: _____

POSITION: _____ PHONE: _____

5. ESTIMATED AMOUNT OF ASSISTANCE

						TOTAL
FINANCIAL YEAR:	/	/	/	/	/	/
AMOUNT:						

Currency : Exchange Rate:

6. REMARKS

7. FORM FILLED BY:

Name : _____ Phone : _____

Position : _____ Date : _____

Institution : _____ Signature : _____

8. REGISTERED IN THE PDB BY:

Name : _____ Phone : _____

Position : _____ Date : _____

Institution : _____ Signature : _____

JAMAICA PROJECT DATA BANK
FORM 7: DONOR PROFILE

(Description and explanation)

This form which should be filled by PIOJ completely, has been designed for collecting the most relevant information about **donor countries or donor agencies.** This is a two-page form which contains eight different sections explained below.

Note: This form is not intended to provide information on individual TA-Projects or Programmes financed by a given donor. Said information should be capture by PDB Form 8 and PDB Form 2.

This form can be used for initially registering a donor country/agency profile in the PDB or for updating information about a donor country/agency that has been previously registered. This should be indicated in the upper right corner of the first page of the form.

Section 1 - Donor Identification. Contains the donor code, name, acronym, country and the file reference number.

The **Donor Code** is the number given automatically by the PDB when the donor is registered for the first time.

Acronym is a short name usually used by institutions. For instance, UNDP, IDB, CIDA, etc.

The **File Reference Number** on the upper right corner of this Section should be used to register the number assigned by PIOJ to the file that contains the donor profile and any related information.

Donor Name is the complete name of the donor or agency, not only its acronym.

Country is the complete name of the donor country. This field should be used for bilateral technical cooperations.

Section 2 - General Information. Gives the general background on diplomatic and juridical aspects of technical assistance supplied: whether **Diplomatic Relations** have been established and since when; whether **Technical Assistance** to Jamaica has already begun and in which year; and whether a **General Cooperation Agreement** has been signed and when.

Sectors of Interest to Donor should be also indicated using the sector/subsector classification valid for the PDB. Sector and subsectors to be used are the following:

DIRECTLY PRODUCTIVE
- Agriculture
- Mining
- Manufacturing
- Tourism

ECONOMIC INFRASTRUCTURE
- Power and Energy
- Other Utilities
- Transport and Communications
- Other Economic Infrastructure

SOCIAL INFRASTRUCTURE
- Education
- Health
- Housing
- Other Social Infrastructure (Arts, Culture, etc.)

ADMINISTRATION
- Food Aid
- Lines of Credit
- Balance of Payments
- Research and Investigation
- Library Services
- Other Administration

Copy the sector and subsectors names to the space provided.

Type of Assistance should indicate if the donor provides one or more of the following types of assistance: i) Free-standing Technical Cooperation; ii) Investment-related Technical Cooperation; iii) Investment Project Assistance; iv) Programme/ Budgetary Aid or Balance of Payments Support; v) Food Aid; or vi) Emergency and Relief Assistance. If you need to add a brief description of the specific type of assistance provided, use point 6. Remarks.

Additionally, information about the status of the assistance and if a planning cycle exists, its duration in years and date of commencement is required.

The **Status** refers to the stage in the planning cycle at the date when the information is registered. If it is **Active** (projects or programmes are being implemented) or **Potential** (there is no technical assistance being provided but it could be requested).

Section 3 - Foreign Agency/Mission Details. Gives information on agencies or countries which provide technical assistance but are not directly represented in Jamaica. Indicate the **Name of Agency/Mission Abroad** which handles programme on behalf of donor. The address, contact person, position and phone number should be also indicated.

Section 4 - Local Agency/Mission Details. Gives information regarding agencies or countries which provide technical assistance

and are directly represented in Jamaica. Indicate the **Name of Agency/Mission in Jamaica** which handles programme, the address, contact person, position and phone number.

Section 5 - Estimated Amount of Assistance. This section should be used to indicate amount of assistance by financial-years (or fiscal years if appropriate) of the planing cycle. Additionally, a column for registering the estimated total amount of assistance and the period covered is provided. If more than one technical assistance agreement has been signed, the estimated total should be indicated.

For example, let us assume that three technical assistance agreements have been signed. The first one is for two years for a total amount of US$ 200.000 which will be disbursed US$ 150.000 the first year and US$ 50.000 the second year. The second agreement signed, is for five years for a total amount of US$1.000.000 and the third for four years for a total amount of US$ 600.000 which will be disbursed totally during the third year. To summarize the information needed to fill the form, when the agreement does not express in which year the disbursements are going to be made, you can assume that the same amount of money will be disbursed each year, so divide the amount of each agreement for the number of years. In our example after doing the following, copy only the total line to the form.

	Year 1	Year 2	Year 3	Year 4	Year 5
First	150.000	50.000			
Second	200.000	200.000	200.000	200.000	200.000
Third			600.000		
TOTAL	**350.000**	**250.000**	**800.000**	**200.000**	**200.000**

At the end of this Section, a space has been provided for registering the **Currency** in which goods or services are going to be paid and the **Exchange Rate** between the foreign currency indicated and the J$. The exchange rate indicated should be the one established at the date in which the technical assistance agreement was signed.

Section 6 - Remarks. Should be used to register any additional comments or information that the person filling the form deems important. It should also be used to continue with any of the previous sections if the space provided was insufficient.

Section 7 - Form filled by: Should be used to register the identification of the person who filled the form. Name, position, institution, phone number, date and signature should be included. It is important that this information is provided in order to facilitate locating the appropriate person if additional information about the donor country or agency is required.

Finally, **Section 8 - Registered in the PDB by:** Should be completed by the person who registered the information in the PDB. Name, position, institution, phone number, date and signature should be included.

JAMAICA PROJECT DATA BANK
FORM 8 : TECHNICAL ASSISTANCE PROJECT SUMMARY

Initial registration: ___ Update: ___

1. TA-PROJECT IDENTIFICATION

PDB CODE: | | | | | |

OTHER TA-PROJECT IDENTIFICATION CODE: | | | | | | | | | | | | | | |

FILE REFERENCE NUMBER:

TA-PROJECT NAME: _____

_____

INSTITUTION PRESENTING TA-PROJECT : _____

IMPLEMENTING INSTITUTION : _____

2. TA-PROJECT CLASSIFICATION

SECTOR/SUBSECTOR: _____

TYPE OF ASSISTANCE: _____ INCLUDED IN FIVE-YEAR PLAN? Y/N _____

3. ESTIMATED TA-PROJECT SCHEDULE

STAGE	STARTING DATE Month	STARTING DATE Year	ENDING DATE Month	ENDING DATE Year

4. CONTRIBUTION

LOAN: _____

GRANT: _____

IN CASH: _____

IN KIND: _____

5. TA-PROJECT LOCATION

PARISH	TOWN

6. TA-PROJECT OBJECTIVES

7. TA-PROJECT DESCRIPTION

8. TA-PROJECT JUSTIFICATION

9. PARTICIPATING INSTITUTIONS

NAME	ROLE REGARDING TA-PROJECT

10. RELATED PROJECTS

PROJECT NAME	PDB CODE							TYPE OF RELATION

11. TRAINING

SPECIALIZATION	TYPE	NUMBER	TOTAL M/M	COUNTRY

12. HUMAN RESOURCES

SPECIALIZATION	FOREIGN		LOCAL	
	NUMBER	TOTAL M/M	NUMBER	TOTAL M/M

13. ESTIMATED BUDGET

ITEM	AMOUNT		
	FOREIGN	LOCAL	TOTAL
TOTAL			

Date of Cost Estimates:	Foreign Currency:	Exchange Rate:

14. PRE-REQUISITES FOR TA-PROJECT IMPLEMENTATION

15. REMARKS

16. FORM FILLED BY:

Name : _____ Phone : _____

Position : _____ Date : _____

Institution : _____ Signature : _____

17. REGISTERED IN THE PDB BY:

Name : _____ Phone : _____

Position : _____ Date : _____

Institution : _____ Signature : _____

JAMAICA PROJECT DATA BANK
FORM 8 : TECHNICAL ASSISTANCE PROJECT SUMMARY

(Description and Explanation)

This form has been designed to summarize the most relevant information about technical cooperation projects whose main objective is the transfer of technology or knowledge to the country. This type of technical cooperation projects will be called Technical Assistance Projects or TA-Projects. These TA-Projects do not generate physical infrastructure or acquisition of capital goods and they are not usually considered in the PSIP. Such is the case of assistance received through: i) institutional strengthening through advisory services and on-the-job training given by consultants to government agencies; ii) awards of scholarships and fellowships to Jamaicans to study in the country or abroad; iii) assignment of long-term experts to selected government agencies to transfer specific technologies; etc.

Note: For technical cooperation projects which main objective is the construction or rehabilitation of physical infrastructure or the acquisition of capital goods, PDB Form 1 : Project Summary should be used.

This four-page form will constitute one of the basic inputs for the Technical Cooperation Module of the PDB. It contains 17 different sections explained below and can be used for initially registering a technical assistance project in the PDB or for updating information about a previously registered one. This should be indicated in the top-right-corner of the first page of the form.

For example, if you are sending a new technical assistance project to be registered in the PDB mark the first option at the top right corner.

Section 1 - TA-Project Identification. Contains the technical assistance project codes and its name.

The **PDB Code** is assigned automatically to the TA-Project when it is registered in the PDB. Therefore it should be left blank when the TA-Project is sent to the PDB for the first time. On later updates of the information, the code indicated should be the one assigned by the PDB and informed by PIOJ.

Other TA-Project Identification Code refers to any other code assigned to the TA-Project by the institution presenting it, by a potential funding agency or by any other related institution. If necessary, indicate this number.

The **File Reference Number** on the upper-right-corner of this section should be left blank by the institution presenting the TA-Project. It should be used by PIOJ to register the number

assigned to the file that contains all additional information related to said TA-Project, such as its profile and project document.

The **TA-Project Name** should convey as much information as possible without being too long. If names are assigned keeping in mind this objective, it is very easy to clearly identify projects in listings that do not include a description of each one. The name of a given project should start with the action that is going to be undertaken (What is going to be done?)1/. After the action, the object on which this action is performed should be indicated (On what?). Finally, the project name must include the specific location of the project (Where?: name of the parish, town, area, street or building where the project is located). If the location cannot be specifically identified or if the project encompasses all of Jamaica, no location should be indicated.

Examples of project names based on this rules are:

ACTION	OBJECT	LOCATION
Research	on new methodologies for project appraisal	in Kingston
Assistance	through awards of scholarships to Jamaican	in Hanover.
Transfer	of solar drying technology for export crops	in Jamaica

The **Institution Presenting the TA-Project** is the Ministry or Agency that submits the TA-Project to PIOJ. Write the complete name of said institution.

The **Implementing Institution** is the agency that has the main technical responsibility for the implementation of the TA-Project.

Section 2 - TA-Project Classification. Is aimed at registering information that will allow grouping TA-Projects by sector or sub-sector of economic activity, by a government or agency investment programme or based on its inclusion in the Five-Year Plan.

First, the **Sector and Subsector** in which the TA-Project is classified should be registered. Sector and subsectors to be used are the following:

DIRECTLY PRODUCTIVE
- Agriculture
- Mining
- Manufacturing
- Tourism

ECONOMIC INFRASTRUCTURE
- Power and Energy
- Other Utilities
- Transport and Communications
- Other Economic Infrastructure

1/ Examples of possible actions are: maintenance, improvement, control, recovery, transfer, diagnostic, inventory, development, subsidy, analysis, assistance, exploration, prospecting, supply, training, prevention, protection, census, research, etc.

SOCIAL INFRASTRUCTURE
- Education
- Health
- Housing
- Other Social Infrastructure (Arts, Culture, etc.)

ADMINISTRATION
- Food Aid
- Lines of Credit
- Balance of Payments
- Research and Investigation
- Library Services
- Other Administration

Copy the sector and subsectors names to the space provided.

Type of Assistance, should indicate if the project corresponds to one of the following categories: i) Free-Standing Technical Cooperation; ii) Investment-Related Technical Cooperation; iii) Investment Project Assistance; iv) Programme/Budgetary Aid or Balance of Payments Support; v) Food Aid; or vi) Emergency and Relief Assistance.

Finally, space have been provided for registering if the project is **Included in Five-Year Plan.** Answer Y (yes) if the project is included in the Five-Year Plan or N (no) if it is not.

Section 3 - Estimated TA-Project Schedule. Should be used to register the estimated **Start and Ending Date** (month and year) of the next stages through which the technical assistance project must go. Valid stages are: project idea, project document, negotiation and implementation. Even though "negotiation" is not really a "stage" in the TA-Project life cycle, it was included due to the long period it usually takes between the preparation of the project document and the implementation stage.

Section 4 - Contribution. Should be used to indicate the type and amount of foreign contributions included in the TA-Project: **Loans** and **Grants**. The first corresponds to financial credits and the second one refers to non-reimbursable funds which can be either in cash or in kind contributions. Indicate the amount of each type of contribution in the same currency and date of cost estimates expressed in section 13 of the form.

As an example of how this section should be used, let us assume that only one type of contribution is received by a given TA-Project: a grant of J$ 1.300.000. Let us assume also that the grant will be awarded J$ 800.000 in cash and J$ 500.000 in kind. The information would be registered as follows:

Loan :	0
Grant :	1.300.000
In Cash :	800.000
In Kind :	500.000

Section 5 - TA-Project Location should be used to indicate the **Parish**(es) and **Town**(s) in which the technical assistance project is going to be executed. If the TA-Project is going to be implemented in more than one town of the same parish, indicate the name of the

towns. If it is going to be developed in more than one town from different parishes, indicate the name of the towns and parishes. If the TA-Project is located in most of the towns of a parish, only the parish name should be registered. If the TA-Project is going to affect the whole country, "Jamaica" should be written in the space reserved for parishes. If the space provided is not enough, additional locations can be indicated in the space reserved for **Remarks**.

Example:	PARISH	TOWN
	St. Catherine	
		Spanish Town
		Portmore
		Linstead
	St. Ann	Ocho Rios
	Trelawny	

Section 6 - TA-Project Objectives. Should be used to indicate the broad purpose or goal at the subsectoral or sectoral level to which the technical assistance project is expected to contribute. Then, it should state what the technical assistance project itself is expected to achieve in terms of specific changes in behaviour, status or conditions which it is intended to bring about. Care must be taken to state objectives which are realistic, in the sense that they fall within the range of results which reasonable may be expected to be achieved within the limits of time, money and human resources of said technical assistance project. The area for remarks on the last page of the form can be used to continue with the TA-Project objectives, in case the space provided is insufficient.

Section 7 - TA-Project Description. Should be a brief but clear description of the technical assistance project to be undertaken, its duration, main components and its expected principal outputs, including physical magnitudes. In general terms, this point should address the question: What is going to be done? The area for remarks on the last page of the form can be used to continue with the technical assistance project description, in case the space provided is insufficient.

Section 8 - TA-Project Justification. Should explain the reasons for undertaking the proposed technical assistance project. It should answer the question: Why should the TA-Project be undertaken? Therefore, it must describe the problem to be addressed by the TA-Project and the expected situation at the end of its execution. It should also state how and by whom the results of the TA-Project will be utilized. The area for remarks on the last page of the form can be used to continue with the technical assistance project justification, in case the space provided is not enough.

Section 9 - Participating Institutions. Should be used to register the **names** of all institutions that are related to the

technical assistance project and the type of relation to it. Some possible types of **Roles Regarding TA-Project** are: Presenting TA-Project, Executing, Associated, Funding, Operating, Beneficiary, Technical Supervisory.2/ If one institution is fulfilling more than one role it should be indicated using one line for each role.

Section 10 - Related Projects. Should be used to register the names and codes of projects that are connected with the current technical assistance project through inputs, activities or results. If you do not know the PDB code, indicate just the name. Also the **Type of Relation** should be indicated. Examples of type of relations are: complementary, substitute, prerequisite, dependant, supporting investment project.3/

Section 11 - Training. Should be used to register the number of persons and man-months of training activities, locally or abroad, included in the TA-Project, stipulating specialization and type of training. Examples of training types are: study-tours, seminars, workshops, courses, university degree, on-the-job training, etc.

For example:

SPECIALIZATION	TYPE	NUMBER	TOTALM/M	COUNTRY
Project Data Banks	Study tour	6	1.5	Chile
Jamaica PDB	Workshop	100	3.0	Jamaica

Section 12 - Human Resources. Should be used to indicate personnel requirements of the technical assistance project by specialization and by origin (foreign or local). The **Number** of persons required and the number of man/months of work needed should be indicated by specialization.

For example: one man-month is defined as the work done by one man working full time for one month. For example, 2 men full time over 6 months equals 12 man-months; 1 man full time over 1 year plus 2 men half-day over 6 months equals 18 man-months.

2/ A description of these roles are: i) Presenting Project, is the institution which submits the project idea and, where necessary in conjunction with the institution coordinating the technical cooperation and with relevant agencies, prepares the project document; ii) Executing, is the agency that has the main technical responsibility for the implementation of the project; iii) Associated, any other institution that undertakes technical activities within the framework of the project, without being the agency responsible for the project's overall management iv) Funding, makes the financial contribution (or a percentage of it) for implementing the project; v) Operating, the institution that is going to be in charge of the project during its operation; vi) Beneficiary, the institution that receives the technical assistance; and vii) Technical Supervisory, the institution that acts as a monitoring agency from the technical standpoint.

3/ A description of these type of relations are: i) Complementary if the current project is to be undertaken together with the indicated project in order to maximize benefits; ii) Substitute, if only one of the projects, the currently proposed or the one indicated should be undertaken because both of them solve the same problem; iii) Prerequisite, if the indicated project must be completed before initiating the currently proposed project; iv) Dependant, if the indicated project can be undertaken only if the currently proposed project has been previously completed; v) Supporting Investment Project, to indicate an investment project to be supported.

Section 13 - Estimated Budget. Should be used to register the estimated cost of the project by type of expenses (**Item**). For each cost item **Foreign** and **Local** costs should be registered expressed in millions of Jamaican dollars.

If you use different currencies in columns "foreign" and "local" you will not be able to add the total unless you convert those currencies to a common one. All values should be expressed in jamaican dollars and should be estimated for a common date. A space has been provided at the end of this Section, for registering the date of cost estimates (day, month and year), the exchange rate and the foreign currency(ies) used. If more than one foreign currency is used, list them and the corresponding exchange rates in Section 15. Remarks.

Suggested type of expenses for items are: personnel, training, equipment, sundries, etc. Also mention explicitly if the contribution is in cash or in kind.

Section 14 - Pre-requisites for TA-Project Implementation. Should be used to register the conditions that the Government or government agency must meet before the project document is approved, the first disbursement of the loan or grant is made or other requirements included in the agreement signed and to be fulfilled by the government of any related agency.

For example, the funding agency could specify that the Government should have some personnel in place and must present a work plan for the first year before the first disbursement is made.

Specific measures to be taken and earliest and latest dates for meeting requirements should be indicated whenever they are included in the financial agreement signed.

Section 15 - Remarks. Should be used to register any additional comments or information that the person filling the form deems important. It can also be used to continue with any of the previous sections if the space provided was insufficient.

Section 16 - Form filled by: Should be used to register the identification of the person who filled the form. Name, position, institution, phone number, date and signature should be included. It is important that this information is provided in order to facilitate locating the appropriate person if additional information about the technical assistance project is required.

Finally, **Section 17 - Registered in the PDB by**: Should be completed by the person who registered the information in the PDB. The same data required in Section 16 is needed here.

After registering all the information contained in the form it should be filed in the same file used for the rest of the technical assistance project information. If no previous information has been filed, a new file should be opened and its number registered in the space provided in the form and in the PDB.

JAMAICA PROJECT DATA BANK
FORM 9 : TECHNICAL ASSISTANCE PROJECT IMPLEMENTATION SCHEDULE

Initial Schedule: Update :

1. TA-PROJECT IDENTIFICATION

PDB CODE: | | | | | |

OTHER TA-PROJECT IDENTIFICATION CODE: | | | | | | | | | | | | | | |

FILE REFERENCE NUMBER:

TA-PROJECT NAME: _____

_____

IMPLEMENTING INSTITUTION: _____

_____

2. TA-PROJECT SCHEDULE

Project Starting Date: Project Ending Date:

3. EXPECTED TA-PROJECT RESULTS

DESCRIPTION	ACTIVITIES REQUIRED TO ACHIEVE RESULTS

4. TA-PROJECT SCHEDULE AND COST BY ACTIVITY

ACTIVITY	STARTING DATE		ENDING DATE		ESTIMATED COST OF ACTIVITY		MAGNITUDE	
	Month	Year	Month	Year	Local	Foreign	Amount	Unit
1.								
2.								
3.								
4.								
5.								
6.								
7.								
8.								
9.								
10.								
				TOTAL				

5. TA-PROJECT BUDGET

LINE	ITEM	AMOUNT		
		Foreign	Local	TOTAL

Date of Cost Estimates: **Foreign Currency:** **Exchange Rate:**

6. REMARKS

7. PROJECT MANAGER IDENTIFICATION

Name : _____ Phone : _____

Position : _____

Institution : _____

8. FORM FILLED BY:

Name : _____ Phone: _____

Position : _____ Date: _____

Institution: _____ Signature : _____

9. REGISTERED IN THE PDB BY:

Name : _____ Phone: _____

Position : _____ Date: _____

Institution: _____ Signature : _____

JAMAICA PROJECT DATA BANK
FORM 9 : TECHNICAL ASSISTANCE PROJECT IMPLEMENTATION SCHEDULE

(Description and Explanation)

This form has been designed to register information for programming the implementation schedule of the different activities to be undertaken within a given TA-Project. This is a three-page form and has nine different sections which are explained below.

This form should be completed by the Project Manager of the TA-Project, indicating - in the top-right-corner of the first page of the form - if the information provided corresponds to the initial implementation schedule or to an update.

Section 1 - TA-Project Identification. Contains the technical assistance project codes, its name and the name of the implementing institution.

The **PDB Code** should correspond to the code assigned to the TA-Project when it was registered in the PDB by PIOJ.(PDB Form 8)

Other TA-Project Identification Code refers to any other code assigned to the TA-Project by the institution implementing the project, the funding agency or any related institution. If necessary, indicate this number.

The **File Reference Number** on the upper-right-corner of this section should be used by PIOJ to register the number assigned to the file that contains all additional information related to said TA-Project, such as its profile and project document.

The **TA-Project Name** should be the same name assigned to the TA-Project when it was send to PIOJ for initial registration in the PDB. (PDB Form 8)

The **Implementing Institution** is the institution that has the main responsibility in managing the TA-Project implementation.

Section 2 - TA- Project Schedule. Should be used to register the estimated starting and ending dates (month/year) of the TA-Project.

Section 3 - Expected TA-Project Results. Should be used to register which are the outputs that will be generated by the TA-Project. For each result indicate the name of the activity or activities required to achieve the result.

For example:

DESCRIPTION OF RESULT	ACTIVITIES REQUIRED TO ACHIEVE RESULTS
100 public officials trained in project appraisal	Preparation of course material 5 one-week seminars

Section 4 - TA-Project Schedule and Cost by Activity. Should be used to register the estimated start and ending dates as well as the estimated cost of each activity to be undertaken within the TA-Project. For each activity, indicate the estimated magnitude of the activity in units suitable for monitoring progress of the activity.

As an example, a training TA-Project breakdown by activities and units of measure could be as follows:

ACTIVITY	AMOUNT	UNITS
Methodologies	3	each
Software	5	modules
Training	100	man-months

Section 5 - TA-Project Budget. Should be used to register the programmed local and foreign cost of the activities to be undertaken within the TA-Project. Programmed cost should be reported by Budget **Line** number and type of expense (**Item**). The total cost by budget line should be broken down in **Foreign** and **Local**.

If you use different currencies in columns "foreign" and "local" you will not be able to add the total unless you convert those currencies to a common one. Therefore, all values should be converted to a common currency (J$) for the date the cost was estimated. A space has been provided at the end of this section, for registering the date of cost estimates (day, month and year), the foreign currency used and the exchange rate. If more than one foreign currency is to be used, list them and the corresponding exchange rates in Section 6. Remarks.

Section 6 - Remarks. Should be used to register any additional comments or information that the Project Manager or the person who is filling the form deems important. It should also be used to continue with any of the previous sections if the space provided was insufficient.

Section 7 - Project Manager Identification. Should be used to register the identification of the person who is responsible for the administration of the project. Name, position, institution and phone number, should be included. It is important that this information is provided in order to facilitate locating the appropriate person if additional information about the technical assistance project is required.

Section 8 - Form filled by: Should be used to register the identification of the person who filled the form. Name, position, institution, phone number, date and signature should be included.

Finally, **Section 9 - Registered in the PDB by:** Should be completed by the person who registered the information in the PDB. The same data required in Section 8 should be provided here.

JAMAICA PROJECT DATA BANK
FORM 10 : TECHNICAL ASSISTANCE PROJECT FOLLOW-UP

1. TA-PROJECT IDENTIFICATION

PDB CODE: | | | | | |

OTHER TA-PROJECT IDENTIFICATION CODE: | | | | | | | | | | | | | | |

FILE REFERENCE NUMBER: |

TA-PROJECT NAME: _____

_____

IMPLEMENTING INSTITUTION: _____

_____

2. REPORTING PERIOD

From: To:

3. TA-PROJECT PROGRESS AND COST BY ACTIVITY

ACTIVITY	STATUS	STARTING DATE		ENDING DATE		PHYSICAL PROGRESS		ACTUAL COST	
		Month	Year	Month	Year	Amount	Unit	Local	Foreign
1.									
2.									
3.									
4.									
5.									
6.									
7.									
8.									
9.									
10.									
							TOTAL		

Date of Cost Values: Foreign Currency: Exchange Rate:

4. TRAINING PROVIDED

SPECIALIZATION	TYPE	NUMBER	TOTAL M/M	COUNTRY

5. HUMAN RESOURCES UTILIZED

SPECIALIZATION	FOREIGN		LOCAL	
	Number	Total m/m	Number	Total m/m

6. COST INCURRED BY BUDGET LINE AND ITEM

LINE	ITEM	AMOUNT		
		Foreign	Local	TOTAL

Date of Cost Figures:	Foreign Currency:	Exchange Rate:

7. REMARKS

8. FORM FILLED BY:

Name : _____ Phone : _____

Position : _____ Date : _____

Institution : _____ Signature : _____

9. REGISTERED IN THE PDB BY:

Name : _____ Phone : _____

Position : _____ Date : _____

Institution : _____ Signature : _____

JAMAICA PROJECT DATA BANK
FORM 10 : TECHNICAL ASSISTANCE PROJECT FOLLOW-UP

(Description and Explanation)

This form has been designed to capture information about implementation progress for a given technical assistance project. This is a three-page form and has nine different sections which are explained below.

This form should be completed by the Project Manager of the TA-Project for a given period.

Section 1 - TA-Project Identification. Contains the basic information for clearly identifying the TA-Project, namely the technical assistance project codes, its name and the name of the implementing institution.

The **PDB Code** should correspond to the code assigned to the TA-Project when it was registered in the PDB by PIOJ (PDB Form 8).

Other TA-Project Identification Code refers to any other code assigned to the TA-Project by the institution implementing the project, the funding agency or any related institution. If such a code exists, indicate it in the space provided.

The **File Reference Number** on the upper-right-corner of this section should be used by PIOJ to register the number assigned to the file that contains all additional information related to said TA-Project, such as its profile and project document.

The **TA-Project Name** should be the same name assigned to the TA-Project when it was send to PIOJ for initial registration in the PDB (PDB Form 8).

The **Implementing Institution** is the institution that has the main responsibility in managing the TA-Project implementation.

Section 2 - Reporting Period. Should be used to indicate the start and ending dates for which information is being submitted in the form. Indicate day, month and year.

Section 3 - TA-Project Progress and Cost by Activity. Should be used to register status, actual starting and ending dates as well as cost incurred and progress made for each of the activities undertaken within the TA-Project. **Status** of the activity refers to the current situation of said activity.

Example of project activities are: not yet started, ongoing, completed, canceled, suspended.

Actual start date and **Actual ending date** corresponds to the real initiation date and completion date of the activity. For each activity, indicate actual physical progress using the same units reported in section 4 of PDB Form 9. Finally, for each activity, indicate cost incurred broken down in local and foreign.

A space has been provided at the end of this section, for registering the date of cost values (day, month and year), the foreign currency used and the exchange rate. If more than one foreign currency is needed, list them and the corresponding exchange rates in Section 7. **Remarks.**

Section 4 - Training should be used for registering the number of persons and man-months taught locally or abroad by specialization and type.

In the case of trainees, besides registering the number of persons and man-months taught locally or abroad by specialization, the type of training should be registered.

For example: Study-tours, seminars, workshops, courses, university degree, on-the-job training, etc. are examples of training type.

Section 5 - Human Resources Utilized. Includes the number of personnel (consultants, teachers, national coordinator, national counterparts, etc.) who have participated in the technical assistance project. These personnel will be registered by specialization (field of knowledge required), type (consultants, teachers, etc.) and country. As in PDB Form 9, said personnel will be registered by **Number** of persons and in **Total man/months** of work accomplished.

Section 6 - Cost Incurred by Budget Line and Item. Should be used to register the actual local and foreign cost incurred in each of the activities undertaken within the TA-Project. Cost incurred should be reported by Budget **Line** number and by **Item** (type of expense). The total **Amount** should be broken down in **Foreign** and **Local** cost.

If you use different currencies in columns "foreign" and "local" you will not able to add the total unless you convert those currencies to a common one. Therefore, all values should be converted to a common currency (J$) for the date the cost was incurred. A space has been provided at the end of this section, for registering the date of cost incurred (day, month and year), the foreign currency used and the exchange rate. If more than one foreign currency is needed, list them and the corresponding exchange rates in Section 7. Remarks.

Section 7 - Remarks. Should be used to register any additional comments or information that the Project Manager, or the person filling the form, deems important. It should also be used to continue with any of the previous sections if the space provided was insufficient.

Section 8 - Form filled by: Should be used to register the identification of the person who filled the form. Name, position, institution, phone number, date and signature should be included.

Finally, **Section 9 - Registered in the PDB by:** Should be completed by the person who registered the information in the PDB. The same data required in Section 8 is needed here.