

**GOVERNMENT OF JAMAICA
(MINISTER OF DEVELOPMENT)**



**PRIVATE SECTOR
DEVELOPMENT
PROGRAMME**

**PROGRAMME ESTIMATE
NO. 1**

JANUARY – DECEMBER 2005

EDF Project No. 9 ACP JM 001

EDF Identification No. JM/5021/002

**Kingston
December 2004**

<p>Private Sector Development Programme (PSDP)</p>

EXTERNALISED DIRECT LABOUR OPERATION

FINANCIAL COMMITMENT No. 9 ACP JM 001

PROGRAMME ESTIMATE No. 1

OPERATIONAL PERIOD

FROM January 1, 2005 TO December 31, 2005

Total amount of programme estimate in national currency	: J\$ 526,128,048.48
Total amount of the direct labour component in national currency	: J\$ 305,504,381.73
of which	
part to be carried out in national currency	: J\$ 198,577,848.13
part to be carried out in EUR	: J\$ 106,926,533.61

List of Abbreviations

BDS	Business Development Services
BIPs	Business Info Points
CSI	Cluster & Sector Initiatives
CSP	Country Strategy Paper
CSS	Country Strategy Support
EC	Export Centres
EDF	European Development Fund
ERU	Enterprise Rating & Upgrading
FA	Financing Agreement (JM/5021/002)
JAMPRO	Jamaica Promotions Corporation
JBDC	Jamaica Business Development Centre
JCC	Jamaica Chamber of Commerce
LogFrame	Logical Framework
MIS	Management Information System
MoD	Ministry of Development
MoFP	Ministry of Finance & Planning
MoIT	Ministry of Industry & Tourism
NIP	National Indicative Programme
PE	Programme Estimate
PSO	Private Sector Organisation &/or Support Institution
PSOJ	Private Sector Organisation of Jamaica
SBAJ	Small Businesses Association of Jamaica
TAP	Technical and Administrative Provisions (i.e. Annex II of the Financial Agreement)
TAS	Technical Advisory Services
TDP	Trade Development Programme

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1. WORK PROGRAMME

1.1. Summary

The content of this programme estimate (PE) applies to the externalised direct labour operations of the Private Sector Development Programme (PSDP). A Project Management Unit (PMU), with responsibility for the day-to-day management of the Programme, has been established as an autonomous entity housed within the offices of the Jamaica Promotions Corporation (JAMPRO). The specific roles and responsibilities of this Unit with respect to the Programme has been formalised by a service contract between JAMPRO and the National Authorising Officer (NAO), the Planning Institute of Jamaica (PIOJ).

This initial document describes preliminary activities that will be executed in keeping with the overall objective of enhancing **“the perspectives of socio-economic development through the strengthening of the private sector in Jamaica, in the challenging context of globalisation and the liberalisation of the economy.”** To that end, and in consideration of specific Programme targets articulated by the Financing Agreement (JM/5021/002), activities covered will include the recruitment of remaining PMU members; mobilisation of technical assistance resources; initiation of preliminary groundwork to develop specific Programme components and the implementation of select activities based on work initiated under previous programmes such as the Trade Development Programme (TDP).

1.2. Context

The Country Strategy Paper (CSP), defining the framework for cooperation between Jamaica and the European Community (EC), forms the policy origin of the PSDP. The paper articulates its strategy in relation to promoting private sector development as: **pursuing “business development as a sustainable engine for economic growth”** and outlines (i) **improvement of the investment climate**, vis-à-vis the promotion of industrial harmony and modernisation and harmonisation of incentive-based legislation; (ii) **supporting the development of sectors presented in the National Industrial Policy**; and (iii) **addressing the shortage of credit available to private firms**, as means to that end.

The National Indicative Programme (NIP), within the CSP, specified the major interventions in this area and led to the development of a feasibility study to examine how best to approach the issues. Out of this a proposal, and corresponding Financing Agreement, emerged for the PSDP. This Financing Agreement represents a global financial commitment of funds under the 9th EDF and is the legal foundation for this Programme.

The Programme was prepared in a truly participatory approach, with the active involvement of the major stakeholders. It takes into account both the government's

strategy and the EC's new approach to private sector development and specifically seeks to address the key constraints being faced by the sector. It is evident from the findings of the feasibility undertaken, that Jamaican companies do not compete on a level playing field with their foreign counterparts and their development is impeded directly by internal and external constraints. Additionally the trade environment is undergoing dramatic changes, with increased competition both on external and internal markets and more demanding requirements under international and regional agreements. These increased pressures exerted on the private sector community will force entrepreneurs to find alternative technologies, strategies, products and markets.

In responding to these challenges the programme provides an integrated, comprehensive and coherent approach in the development of appropriate strategies to address the gaps, as well as taking advantage of opportunities offered by the globalisation movement. A key strategy to be employed is to facilitate greater integration of all stakeholders involved in the development of the private sector.

The Programme aims specifically at enhancing the competitiveness of micro, small and medium size Jamaican enterprises and strengthen their support and representative organisations. With respect to the latter, the programme will focus on providing institutional strengthening and capacity building support to eligible Private Sector support Organisations or PSOs to effectively serve their members, which should ultimately impact a wider cross-section of firms. The Programme also caters to formal enterprises with a potential for growth, focussing on those in the priority sectors of the National Industrial Policy. The EC/GoJ National Indicative Programme's budgetary support is complementary to the PSDP as budget financing and public debt reduction are expected to have a positive impact on private sector borrowing through a lessening of the public sector's presence on the capital markets and through lower interest rates. The NIP aims at reducing poverty through its wide support to enterprises, particularly micro and small enterprises.¹

The Programme deals with interventions across sectors at the micro, meso and macro levels. As such, stakeholders will include private sector firms and their representative organisations, public and private sector intermediary institutions, as well as various line Ministries having responsibility for primary issues affecting the private sector. Direct beneficiaries will be PSOs and their respective members.

Implementation will be guided by reference to concept papers developed during the project formulation phase as well as the inputs of various stakeholders.

¹ Extracted from the Financing Agreement, JM/5021/002, Annex II.

1.3. Logical Framework

The Log Frame associated with this PE deals with the intervention logic and projected results for the period covered by this Programme estimate. Projected results, activities and assumptions were compiled for each component, including Programme Management, based on the inputs of the PMU and executing PSOs.

The **overall objective** for the Programme is seen to be its *contribution to sustainable socio-economic growth and development* in Jamaica. Acknowledging that the private sector is the most effective engine for such growth, the specific **project purpose** will be to *strengthen micro, small & medium-sized enterprises in order to increase their contribution to GDP*. A strategy to improve MSME competitiveness has been adopted to achieve this end through macro, meso and micro-based initiatives. Coming from these initiatives, the projected **results** include development of national policy recommendations, strengthening of support institutions, encouraging enterprise competitiveness benchmarking, facilitating export growth through market opportunities and fostering greater access to financing for MSMEs.

Specific indicators have been established based on targets stipulated in the Financing Agreement, as well as with consideration of the developmental work required for each component. . As such, a 20:40:40 ratio over Years 1 to 3 was applied to most components, however others were adjusted downwards, given greater developmental needs, or upwards, where relatively little development is foreseen.

Achievement of these targets is largely contingent on the assumptions listed within the table, specifically global considerations which are further outside the scope of the Programme, but which have the potential for more significant impact. A presupposition of macro-economic and international stability is therefore inherent in achievement of project results, as is the ability of executing PSOs to adhere to EDF guidelines, interest on the part of the private sector to participate in Programme activities, and the availability of funds for cost-shared activities.

Activities listed are based on those undertakings that would contribute to achievement of project results and established targets, and consequently the overall objective.

Details of the logical framework are provided in Annex 1 to this programme estimate.

1.4. Activities

1.4.1. OVERALL OBJECTIVE

The overall development objective(s) to which the project, and therefore this programme estimate, are intended to contribute is enhancing the perspectives of socio-economic development through strengthening of the private sector in

Jamaica, in the challenging context of globalisation and liberalisation of the economy.

1.4.2. PROJECT PURPOSE

The purpose of the project is specifically to enhance the competitiveness of micro-, small and medium-sized Jamaican enterprises and strengthen their support and representative organisations.

1.4.3. RESULTS

Against the background of the above, the activities carried out over the current period will be aimed at contributing to the following results, which will be fully realised by the end of the Programme:

1. Empowerment of private sector organisations in the local economic environment;
2. Development of a system of provision and delivery of relevant Business Development Services;
3. Enhanced access to corporate finance for SMEs.

1.4.4. ACTIVITIES

The first year of operations will include significant preliminary and background set-up work of specific components and the establishment of the relevant operating framework governing the course of the Programme. Assistance in this regard will be sought from short-term external Technical Assistance (TA) to be procured using the Framework Contract Modality. This assignment has been designated as the Technical Advisory Services (TAS) consultancy, which will be responsible for developing operational components of the Programme, formulating a Manual of Policy and Operating Procedures (MPOP), as well as other specified needs as per activities outlined below. The MPOP will set out the procedures and methodology for selecting beneficiaries and activities to be pursued under the various components.

A key output of the TAS assignment will also include where possible, the identification of additional initiatives to be undertaken over the three (3) year implementation period to facilitate and streamline future planning. The consultants will also be required to identify and shortlist potential service providers who will be needed in the implementation of the various initiatives, with a view to developing a framework modality to pre-qualify experts. The PMU have compiled an initial listing of areas which will require the inputs of these service providers which is outlined further in section 1.5.1.

In addition, the need for the development of an appropriate Management Information System (MIS) is foreseen in order to facilitate effective financial management of programme funds and networking with executing PSOs & beneficiaries. The TAS assignment will also include the provision of technical expertise to develop business processes and designing appropriate system requirements. On the basis of these findings, the feasibility of the MIS will be evaluated and a final decision - made on whether to proceed. Provisional budgets have, however, been included for the development of this system and the technical management of its implementation.

Other assignments outside of the above, and to be financed from the technical assistance budget allocation, will include TA in the areas of (i) Legal advisory services to facilitate contractual funding agreements with executing PSOs and (ii) PR & Communications to develop collateral & promotional material for the project including the creation of quarterly newsletters and press releases on programme activities and achievements. These assignments will be procured separately based on the projected size of the contract, as well as the specific need for local expertise as it relates to legislation, as well as local media contacts. In the interest of expedience, a short-list of prospective consultants will be selected based on prior experiences with the TDP, in particular.

Once the Project Management Unit (PMU) has been fully staffed, provisions will be made under the technical assistance budget to train officers and representatives of executing PSOs in the guidelines and procedures under the 9th EDF.

With respect to specific activities directly related to the results listed in the previous section, the following are foreseen and are further elaborated in Annex 1, with timelines provided in Annex 2. It should be noted that the specific methodologies to be employed in initiating activities are to be developed in conjunction with the TAS and detailed in the MPOP.

1. Empowerment of private sector organisations in the local economic environment;

1.1 Setting-up and operation of a Competitiveness Committee;

Activities will be primarily focussed on operational strategy development involving the review of existing policy documents and strategy papers, including the National Export Strategy, Medium-term Economic Plan and the Ministry of Finance budget presentation. Research studies will be undertaken to validate the continued development of existing sectors, identify new growth areas and establish bench-marking parameters for the improved competitiveness of select sectors. Public education, in the form of workshops and through hosting of the Global Competitiveness Report, will also take place during the period.

In the second half of the period, the Committee will seek to support a training programme which will focus on training competitiveness fellows (service providers) who will offer their services to SMEs. This programme will be supported under the Consortia BDS and will be led by the JEA Cluster Unit. 'Competitiveness Fellows' who have completed this programme will be targeted as potential service providers for the Committee's Secretariat.

1.2 Implementation of a cost-sharing capacity-building scheme dedicated to PSOs.

Hosting of a PSO symposium to publicise benefits of Programme and gauge inputs related to general capacity-building needs for the next three (3) years. Following this, there will be a request for applications and an evaluation based on the strength of proposals, using procedures established under the TAS consultancy, and included in the MPOP.

Ten (10) PSOs will be identified to benefit from this scheme during the current period, among which will be the three (3) key PSOs, which were identified in the Financing Agreement on the basis of their relevance to private sector development.

2. Development of a system of provision and delivery of relevant Business Development Services;

2.1 Implementation by private sector organisations and support; institutions (PSOs) of a cost-sharing Business Development Services (BDS) Scheme;

Selection criteria for potential beneficiaries will be established with inputs from key private sector partners. The TAS consultancy will also be involved in this component through the establishment of appropriate procedures for processing applications and the selection of executing PSOs who will qualify to operate cost-sharing schemes.

After the establishment of procedures and application processes, a diagnostic period will follow, and from this, business plans will be developed for selected beneficiaries.

An interim mechanism of fast-tracking enterprises to access this component will be developed and will focus on eligible firms with a clearly defined business plan identifying and quantifying the needs of their operations.

All activities will be demand-driven. Seventy (70) firms will benefit under this component during the period.

2.2 Direct support to enterprises through:

2.2.1 Export promotion (organisation of market penetration initiatives and setting up of export centres);

Market Penetration: Activities will include researching target markets and disseminating information to relevant exporters, along with the organisation of both incoming and outgoing market-specific events geared to product promotion.

Follow-up will also take place with respect to the Flavours of Jamaica branding initiative instituted under the Trade Development Project (TDP), where the strategy will be expanded from the UK to the North American market. Ten (10) initiatives will be implemented during the period.

Export Centres: The TAS consultancy will lead to the development of an implementation strategy and operational guidelines for the Centres. As such, the focus for the first year will be on research and design leading to the fine-tuning of the core export centre to be set up in JAMPRO and eventual establishment of a pilot by the end of the year. Promotion of the Centres will also run concurrently with the establishment of the initial pilot.

2.2.2 Group initiatives (promotion of clusters and consortia BDS);

Cluster & Sector Initiatives: Coming out of work in relation to the National Industrial Policy and National Export Strategy, specific sectors have been identified, which will provide the general focus under this component. Preliminary sectors will be concentrated on in this first year, based on work derived from sector strategy teams, programmes being pursued by the JBDC, in addition to clusters identified through the Jamaica Cluster Competitiveness Project (JCCP).

Sectors identified will be assessed and validated by work at the level of the Competitiveness Committee during the first part of the period, however the agribusiness and apparel sectors are given automatic inclusion, on the basis of creating synergy with the Enterprise Rating & Upgrading element of the programme. Activities will include research, training and programmes geared at increasing the competitiveness of select sectors. Clusters will also be identified within and across selected sectors for assistance. In addition to the agribusiness and fashion sectors it is envisaged that work will be initiated with one additional sector.

In keeping with the findings of the feasibility undertaken in formulating the project, a focus will also be placed on clusters which will facilitate linkages between export oriented products/services and the rest of the economy.

Consortia BDS: Issues will be chosen for workshops on the basis of demand as well as inputs from the Competitiveness Committee. Sixty (60) workshops to be delivered by various PSOs are envisaged during the period.

2.2.3 Provision of hand-holding activities, setting up of info-points and upgrading, as well as the upgrading and rating of enterprises, specifically in the agribusiness and apparel industries.

Back-office Services: Key PSOs will be targeted to assess the possibility of providing business development-related back-office services for their members. Initial work with the inputs from the TAS consultancy will seek to identify the basic requirements for operating a back office and establishment of at least one (1) back-office facility by the end of the year.

Business Info Points: JAMPRO will be assisted by the TAS Consultant in effecting research and development leading to the establishment of two pilots, one of which will be housed in the JAMPRO head office. Research will include identifying potential host sites, assessing services to be provided, identification of various mediums for disseminating information and evaluation of best practices.

Enterprise Rating & Upgrading: Preliminary work will include an assessment of existing enterprise rating systems to establish an appropriate tool to be used, as well as determining the approach to be employed. Following this, a number of local consultants will be trained to undertake company rating using the select tools, select companies will be rated, specific company upgrading plans will be developed and eight (8) workshops on enterprise rating and upgrading organised. It is envisaged that at least eighty (80) companies will be rated during the period.

3. Enhanced access to corporate finance for SMEs.

3.1 Design and establishment, if appropriate on the basis of a detailed feasibility study, of Mutual Guarantee Company(ies) on a pilot basis;

A feasibility study, as specified in the PSDP Financing Agreement, will be commissioned during the period, to be concluded by the third quarter of the year. The study will take place alongside a review of existing initiatives by the PSOJ, in association with the Jamaica Bankers' Association, who have also done preliminary work in this area, with the Partnership for Progress initiative. An assessment as to the feasibility of this component will be conducted on the basis of the results of both these activities, and a determination made as to how to proceed.

3.2 Setting up of a Corporate Finance Broker

The Broker will be established with the assistance of a specialised consultant, and will operate through the Business Development department within JAMPRO. The consultant will be responsible for developing operational practices, evaluating possible service offerings and establishing relevant costings for services. As such, the first half of the year will be primarily developmental, with promotion and the delivery of services beginning from the third quarter onwards. Ten (10) workshops will be organised and a maximum of ninety (90) firms are projected to benefit from assistance in this first year.

4. Official Programme Launch

Following the implementation of the various operational activities required to facilitate the initiation of applications from potential beneficiaries, the official launch of the programme will be undertaken. The PR & Communications consultant will work closely with the PMU in the planning and organisation of this event. It is envisaged that the launch will take place in the second quarter of 2005. Costs associated with the development of collateral material and operating expenses relating to venue, etc. are included within the Service Contract, however, other associated costs related to logistical planning will be financed from the direct labour component of the Programme via short term TA to be provided by the communications consultant.

1.5. Implementation

This part describes the material and human inputs needed to carry out the programme estimate, plus relevant details of internal organisation and the conduct of activities.

1.5.1. MATERIAL AND NON-MATERIAL MEANS

Details of projected procurement requirements are provided in Annex 8.

1.5.2. ORGANISATION

The contracting authority for this Programme Estimate is the Planning Institute of Jamaica (PIOJ) representing the National Authorising Officer (NAO). The project is managed through externalised direct labour operations formalised by a service contract between the PIOJ and project supervisor, the Jamaica Promotions Corporations (JAMPRO), a statutory body of the Government of Jamaica having responsibility for national investment promotion and export development.

An autonomous PMU entity established within JAMPRO will have charge of the day-to-day management of the project and co-ordination of its various components. The structure and composition of this body is presented in detail in sections 4.2 and 4.11 respectively.

A Steering Committee has been appointed with responsibility to oversee and validate the overall direction and policy of the project. The Steering Committee shall meet quarterly or as otherwise required. It is responsible for verifying the proposed programme estimates formulated by the imprest administrator and the imprest accounting officer of the Project Management Unit (PMU) and other tasks as articulated in its terms of reference.

The Steering Committee is chaired by Mr. Francis Kennedy, a representative of the private sector, who has had significant experience in working in the sector, including forty-five (45) years with one of the country's largest manufacturing and distribution companies i.e. Grace Kennedy & Co. Ltd.. Mr. Kennedy is also a founding Director of the Jamaica Exporters' Association (JEA) and a Director of the Jamaica Chamber of Commerce (JCC). Other members of the steering committee are representatives of the following organisations:

- Planning Institute of Jamaica (PIOJ), as the National Authorising Officer;
- Delegation of the European Commission, as observer;
- Jamaica Promotions Corporation (JAMPRO), as the supervisor;
- PSDP Project Management Unit, as Secretariat;
- Ministry of Development (MoD);
- Ministry of Industry & Tourism (MoIT);
- Jamaica Business Development Centre (JBDC), also representing the Ministry of Commerce, Science & Technology;
- Private Sector Organisation of Jamaica (PSOJ);
- Jamaica Exporters' Association (JEA);
- Jamaica Manufacturers' Association (JMA);
- Small Business Association of Jamaica (SBAJ)

In addition to these members, in order to be truly representative of the stakeholders of the project, additional members may be drawn from the Jamaica Chamber of Commerce as well as select beneficiaries of previous ED-funded programmes. As well, other institutions may be invited as members as needs require in the aim of facilitating exchange of information.

1.5.3. SPECIAL CONDITIONS

Prior to initiation of this programme estimate, two (2) bank guarantees are to be procured as per current EDF guidelines. The guarantees represent the pre-financing amount requested in each currency (JMD and EUR) to fund activities outlined in this document and will remain effective for 30 days after acceptance of the final report for the period ending December 31, 2005. Such acceptance will serve to certify that the amount advanced has been reimbursed/repaid, as per Article 34 of the General conditions for service contracts funded under the European Development Fund. Timely receipt of the guarantees will therefore affect the approval of this document and consequently implementation of the activities detailed herein.

Successful implementation of this programme estimate will also be heavily dependent on the prompt recruitment of remaining PMU officers, a process begun before the start of this programme period.

1.6. PROVISIONAL IMPLEMENTATION TIMETABLE

Timelines for these activities are outlined in the Gantt Chart presented in Annex 2.

2. BUDGET ESTIMATE

An overall budget estimate for the programme estimate is presented below. This summarises the estimated costs of implementing the programme estimate within broad categories as provided in the TAP of the Financing Agreement, as well as with inclusion of a provision for bank fees related to the stipulated financial guarantee related to the Initial Allocation (see [Section 4.7](#)).

This estimate includes both direct labour and specific commitments under the EDF, including Service Contracts costs related programme management. The inclusion of specific commitments in this and other financial tables are therefore included only for reference.

Category	Global allocation (€)	PE 1 Allocation (€)	%
1. Empowerment of PSO in the local economic environment	2,500,000	498,768.79	20%
2. Enhancing enterprise competitiveness through strengthening of the BDS system	18,640,000	3,833,000	21%
3. Increasing SME access to corporate finance	2,104,000	135,286.64	6%
4. PMU, TA, audit, monitoring & evaluation, promotion	3,450,000	2,007,935.99 ²	58%
5. Contingencies	1,980,000	0	0%
6. Bank guarantee fees	0	22,502.21	--
Totals	28,674,000	6,497,493.62	23%

The detailed estimate of costs is presented in [Annex 3](#) of this programme estimate. The detailed budget estimate is made up of the estimated cost of the programme estimate's activities and sub-activities plus the estimated investment and operating costs necessary for implementation of the programme estimate.

There will be no reallocation between budget headings without the prior written authorisation of the National Authorising Officer, who must notify the Head of

² The figures listed in this category include both direct labour commitments and specific commitments, including Service Contract provisions related to Programme Management costs. Only a portion of the TA budget represents direct labour commitments within this programme estimate. (see detailed budget estimate, Annex 3, for further details)

FINANCING PLAN

Budget heading	Activities and other costs	EDF resources			Government Contribution	Other sources of financing		TOTALS		Global commitment (in EUR)	Consumption Rate
		Direct labour commitment	Specific commitments	Service Contract		PSOs	Beneficiaries	JAD	EUR		
PROGRAMME ACTIVITIES											
1	PSO Empowerment	28,354,503.00	0.00	0.00	0.00	2,676,222.90	9,356,577.90	40,387,303.80	498,768.79	2,500,000.00	20%
2	Enhancing Enterprise Competitiveness	238,063,560.00	15,385,060.00	0.00	0.00	1,991,960.40	54,932,761.60	310,373,342.00	3,833,000.00	18,640,000.00	21%
3	Improving Access to Corporate Finance	8,720,000.00	0.00	0.00	0.00	2,103,000.00	131,700.00	10,954,700.00	135,286.64	2,104,000.00	6%
	Subtotal	275,138,063.00	15,385,060.00	0.00	0.00	6,771,183.30	64,421,039.50	361,715,345.80	4,467,055.42		
4	Short-term Technical Assistance	28,544,225.00	15,789,930.00	0.00	0.00	0.00	0.00	44,334,155.00	547,510.99	1,650,000.00	33%
	Subtotal	28,544,225.00	15,789,930.00	0.00	0.00	0.00	0.00	44,334,155.00	547,510.99		
PROGRAMME MANAGEMENT, CO-ORDINATION AND PROMOTION		0.00	0.00	72,876,761.95	45,379,692.00	0.00	0.00	118,256,453.95	1,460,425.00	1,400,000.00	104%
5	Investment costs										
5.1	Equipment	0.00	0.00	1,765,233.20	0.00	0.00	0.00	1,765,233.20	21,800.00		
5.2	Vehicles	0.00	0.00	2,429,220.00	0.00	0.00	0.00	2,429,220.00	30,000.00		
5.3	Supplies	0.00	0.00	5,274,484.41	0.00	0.00	0.00	5,274,484.41	65,138.00		
	Subtotal	0.00	0.00	9,468,937.61	0.00	0.00	0.00	9,468,937.61	116,938.00		
6	Operating costs										
6.1	Staff costs	0.00	0.00	53,189,148.46	29,670,978.92	0.00	0.00	82,860,127.38	1,023,293.00		
6.2	Office rental	0.00	0.00	0.00	11,658,555.55	0.00	0.00	11,658,555.55	143,979.00		
6.3	Office operating costs	0.00	0.00	6,145,845.63	4,050,157.53	0.00	0.00	10,196,003.16	125,917.00		
6.4	Vehicle operating costs	0.00	0.00	4,072,830.25	0.00	0.00	0.00	4,072,830.25	50,298.00		
	Subtotal	0.00	0.00	63,407,824.34	45,379,692.00	0.00	0.00	108,787,516.34	1,343,487.00		
	Grand Sub-total	303,682,288.00	31,174,990.00	72,876,761.95	45,379,692.00	6,771,183.30	64,421,039.50	524,305,954.75	6,474,991.41		
	Bank Guarantee Fees*	1,822,093.73	0.00	0.00	0.00	0.00	0.00	1,822,093.73	22,502.21		
	TOTAL	305,504,381.73	31,174,990.00	72,876,761.95	45,379,692.00	6,771,183.30	64,421,039.50	526,128,048.48	6,497,493.62	28,674,000.00	23%
Note: Euro conversions were calculated at the November 2004 rate - 80.974											
* Fees are calculated based on 2% of advance requested, which is 30% of the grand sub-total amount given above. These charges will be deducted as a fixed percentage of each budget line.											

Delegation immediately, nor use of the contingency reserve without the prior written authorisation of the National Authorising Officer and of the Head of Delegation.

3. FINANCING PLAN

Table 1 below shows the estimate of all the expenditure planned under the programme estimate (by activity, sub-activity, investment costs and operating costs), broken down by contribution of each donor contributing to the financing.

4. TECHNICAL AND ADMINISTRATIVE IMPLEMENTATION ARRANGEMENTS

The technical and administrative implementing arrangements of this programme estimate are based on the Financing Agreement JM5012/002, and are compliant with the rules and procedures set out in the “Practical guide to management of direct labour operations and programme estimates financed by the EDF”.

This section gives more detailed and additional information on some of the arrangements for this programme estimate.

4.1. Steering Committee

The Steering Committee meets every three (3) months, or more often if necessary. It approves and supervises the overall approach and strategy of the project and other duties as articulated by its Terms of Reference document, as approved by the PIOJ and endorsed by the HoD.

The Steering Committee also examines and verifies programme estimates and the reports on implementation that have been drafted and submitted by the imprest administrator and the imprest accounting officer.

4.2. Management structure

The PMU, established within JAMPRO, is responsible for executing the externalised direct labour component of this programme estimate within the context of a service contract, by way of a specific financial commitment from the budget of the PSDP.

JAMPRO is the national investment promotion and export development agency executing such duties as defined in The JAMPRO Act (1990). The organisation has had previous experience in executing two other EDF-funded projects, namely *Target Europe* and, most recently, the *Trade Development Project (TDP)*. Both projects had the objective of contributing to improved trade production and growth in Jamaica vis-à-vis encouraging exports and SME development.

Within the context of the current programme, JAMPRO will have a dual role as implementing and co-ordinating agency, through an autonomous PMU housed within the organisation, and as an executing PSO, along with the Jamaica Business Development Centre (JBDC) and the Private Sector Organization of Jamaica (PSOJ).

In its role as implementing and co-ordinating agency, JAMPRO is responsible for the day-to-day management of the programme, which involves both administrative and financial management. The organisation is also responsible for overall co-ordination and reporting on programme activities, as well as management of the establishment of specific operations. It therefore plays the role of facilitator for all actors involved in the implementation of the Programme, including executing PSOs.

The role of executing PSOs is formalised by a Memorandum of Understanding (MoU), signed by representatives of each PSO, as well as the PIOJ, the EC Delegation, and partner entities – the Jamaica Exporters' Association (JEA) and the Jamaica Manufacturers' Association (JMA).

4.3. Imprest administrator and imprest accounting officer

For implementation of the direct labour component of this programme estimate, the Planning Institute of Jamaica partially delegates its powers to JAMPRO. To this end, JAMPRO authorises the imprest administrator and imprest accounting officer designated below to act in its name.

This partial delegation of powers is conditional upon:

- strict observance of the rules and procedures set out in the "Practical guide to management of direct labour operations and programme estimates financed by the EDF" and in this programme estimate;
- deposit of the authorised signatures of the imprest administrator and imprest accounting officer (and of any substitute);
- opening of one or more "EDF imprest" bank accounts.

The designated imprest administrator is: **Delaine Morgan, PROGRAMME MANAGER.**

The designated interim imprest accounting officer is: **Oswald Lyn, EXECUTIVE DIRECTOR, FINANCE & ADMINISTRATION** (to be replaced once Project Accountant is recruited)

The substitute imprest administrator will be Mrs. Veneice Pottinger, Executive Director, Services, JAMPRO and the substitute imprest accounting officer will be Mr. Errol Barnaby, Financial Controller, JAMPRO. These persons will be replaced by personnel from the PMU once all staff members are in place.

4.4. Period covered

The period covered by this programme estimate runs from **January 1, 2005** to **December 31, 2005**, i.e. **twelve (12) months**.

Payments under the direct labour component of this programme estimate can only be made for expenditure linked to operations properly scheduled and implemented during this period.

No further expenditure may be committed after the end of this period. Only certain management transactions³ relating to the closure of the direct labour component of this programme estimate can be carried out after this date.

Expenditure paid and/or committed before the date on which this programme estimate is endorsed by the Head of Delegation will, on no account, be covered by the EDF.

4.5. Amount of the direct labour component of the programme estimate

The total amount of the direct labour component of this programme estimate is:

J\$ 305,504,381.73 (€ 3,772,870.08)

part to be carried out in national currency:

J\$ 198,577,848.13 (€ 2,452,365.55)

part to be carried out in EUR:

J\$ 106,926,533.61 (€ 1,320,504.53)

³ Payments for expenditure incurred during the period covered by the programme estimate and in drawing up the request for closure of operations for the direct labour component of the programme estimate.

4.6. “EDF imprest” bank account(s)

The references for the “EDF imprest” bank accounts are:

Account in Jamaican dollars:

Bank: **National Commercial Bank, 1-7 Knutsford Boulevard, Kgn. 5**

Name: **JAMPRO/PSDP (Programme Estimate)**

Account No: **351017376**

Account in Euro:

Bank: **National Commercial Bank, 1-7 Knutsford Boulevard, Kgn. 5**

Name: **JAMPRO/PSDP (Programme Estimate)**

Account No: **354143844**

4.7. Initial allocation (advance)

The amount of the initial allocation (advance) that will be paid into the bank account in the local currency specified above is set at:

JMD Account: \$ 56,752,876.64 (€700,877.76)

Euro Account: \$ 30,559,241.27 (€377,395.72)

JAMPRO must provide a financial guarantee of an amount equal to the initial allocation (advance) requested for each currency, i.e. JMD and EUR. The guarantees will remain valid for 30 days after payment/reimbursement of the balance of the final statement of expenditure for the direct labour component of this programme estimate, duly approved by the National Authorising Officer and the Head of Delegation. The amount of the guarantees may be reduced at any time but under no circumstances may be lower than the balance of the advance not yet cleared or repaid.

The guarantor's obligations under the guarantees will arise in the event of disapproval by the European Commission of the final statement of expenditure referred to in the paragraph due to ineligible expenditure by the coordinating agency within the provisions contained in the PSDP Financing Agreement JM/5021/002; Annex II-V of Council Decision 3/90 of the ACP-EC Council of Ministers of March 29, 1990; Council Decision No. 2/2002 of the ACP-EC Council of Ministers of 7 October 2002; Practical Guide to management of direct labour operations and Programme Estimates financed by the European Development Fund (EDF); Financial Regulation of 27 March 2003 applicable to the 9th European Development Fund; and the Guide to the Financial Procedures of the 9th European Development Fund, Version 1.0.

4.8. Replenishment requests and justification of expenditure

Replenishment requests, including justification of expenditure incurred, will be drawn up by the imprest administrator and imprest accounting officer and submitted to the Planning Institute of Jamaica at least every 3 months.

The requests for replenishment are based on the presentation of records of expenditures in the form of Annex 6, and corresponding supporting documents as described in Annex 7.

4.9. Contract and grant award procedures

The table summarising the powers delegated by the Planning Institute of Jamaica for contract and grant award procedures is set out in Annex 4 of this programme estimate.

Tender dossiers will be approved by the Planning Institute of Jamaica endorsed by the Head of Delegation before they are launched. The documents relating to the calls for proposals will have to be approved by the Head of Delegation before they are launched.

The proposals for award of contracts and grants must be presented to the Head of Delegation for approval, excluding the proposals of award of contracts to be concluded on the basis of one single offer, that is to say up to €5,000 or lower threshold as indicated in the above mentioned annex.

4.10. Cash disbursement procedures

Payments will be made in the name and on behalf of the Planning Institute of Jamaica from the “EDF imprest” bank accounts referred to in Section 4.6. These transactions do not require the intervention of the Planning Institute of Jamaica or the Head of Delegation.

There will be no petty cash system.

4.11. Staff management

The PMU constitutes eight (8) staff members listed as follows:

- Project Manager (or Imprest Administrator);
- Assistant Project Manager (or Substitute Imprest Administrator);
- Project Accountant (or Imprest Accountant);
- Project Administrator;
- Business Development Officer;
- Accounting Clerk;
- Administrative Assistant; and
- Driver

Three of these members – Project Manager, Project Administrator, Administrative Assistant – represent staff of the third-party organisation, while the remaining members have been procured using the simplified tender procedure and following the General regulations for service, supply and works contracts financed by the European Development Fund (EDF).

An organogram and corresponding job description summary is provided in Annex 5 for reference.

Salaries of JAMPRO staff members are paid by the organisation, with subsidisation from EDF funds, while the remaining staff is funded solely from project funds. All staff-related expenses and overheads are covered under the Service Contract referred to in Section 1.5.2 and are therefore not included in the direct labour component of this programme estimate.

4.12. Changes to the programme estimate during implementation

Any change to this programme estimate requires the prior written authorisation of the Planning Institute of Jamaica and will follow the procedure established in paragraph

3.5.3 of the Practical Guide for Management of Direct Labour Operations and Programme Estimates.

4.13. Implementation reports

The imprest administrator and imprest accounting officer must draw up three (3) summary interim implementation reports and a full final implementation report. The final report must be submitted at the latest 30 days after the end of the period covered by this programme estimate.

One copy of the reports must be submitted to the Planning Institute of Jamaica and one copy to the Head of Delegation.

One copy will also be sent to the members of the Steering Committee one week before the scheduled date of its meeting.

4.14. Closure of the direct labour component of the programme estimate

Closure of the direct labour component of this programme estimate must take place as soon as possible after the end of the period it covers. The closure request, including the final statement of expenditure of the direct labour component of the programme estimate, must be drawn up and submitted no later than three months after the end of the period covered by this programme estimate. It must be closed no later than six months after the end of the period it covers.

The amounts corresponding to non-accepted or unjustified expenditure must be refunded without delay by the imprest administrator and the imprest accounting officer or, where applicable, by the third-party organisation referred to in Section 4.2.

4.15. Audit(s)

A financial audit of expenditure will be carried out not later than 4 months after the end of the operational period covered by this Programme Estimate.

Such audits will include all stakeholders responsible for implementing any component of the Programme, that is, the PMU and key PSOs JAMPRO, JBDC and the PSOJ.

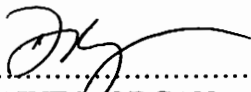
The auditors may carry out any accounting, technical, administrative and legal verification they deem useful or necessary. For this purpose they have a right to see any document relating to the project and the implementation of this programme estimate.

4.16. Tax and customs arrangements

The tax and customs arrangements are those set out in Article 31 of Annex IV to the Cotonou Agreement.

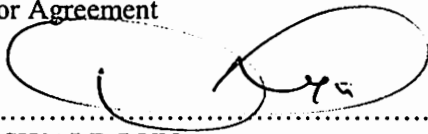
5. SIGNATURES

**The Imprest Administrator
for Agreement**


.....
DELAINE MORGAN
(Project Manager)

13/12/04
.....
Date

**The Imprest Accounting Officer
for Agreement**


.....
OSWALD LYN
(Executive Director, Finance & Administration)

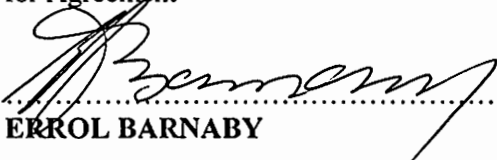
13/12/04
.....
Date

**Substitute Imprest Administrator
for Agreement**


.....
VENICE POTTINGER
(Executive Director, Services – JAMPRO)

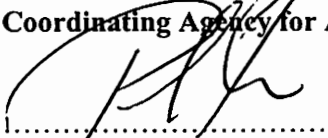
13/12/04
.....
Date

**Substitute Imprest Accounting Officer
for Agreement**


.....
ERROL BARNABY


13/12/04
.....
Date

Coordinating Agency for Agreement


.....
PATRICIA FRANCIS
(President, JAMPRO)

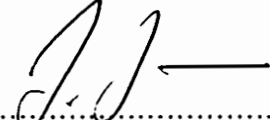
04/12/13
.....
Date

**Deputy National Authorising Officer
for Approval**


.....
Planning Institute of Jamaica

17/12/04
.....
Date

**The Head of Delegation
for Endorsement**


.....
GERD JARHOW

21.12.07
.....
Date

6. ANNEXES

All annexes to this programme estimate are an integral part thereof and have the same force as the programme estimate itself.

ANNEX 1: LOGICAL FRAMEWORK

Reference projects must match

LOGICAL FRAMEWORK TABLE¹

	INTERVENTION LOGIC	OBJECTIVELY VERIFIABLE INDICATORS	VERIFICATION SOURCES	ASSUMPTIONS
OVERALL OBJECTIVE	Contribute to sustainable socio-economic growth and development.			Sound political, social and macro-economic framework; Stable international environment
PROJECT PURPOSE	Increased contribution to GDP by strengthened micro and SME sector.	<ul style="list-style-type: none"> 5% increase in non-traditional exports Average turnover of beneficiary firms increased by 5% 10 companies achieving increased investment 	National statistics Survey among beneficiaries Global Competitiveness Report PMU Quarterly Reports	Exchange rate stability; Non-beneficiary firms demonstrate comparable increase in non-traditional exports; Entrepreneurial culture allowing for tangible benefits from enhanced support to enterprises; Raw material availability; Favourable export market climate; No substantial effects caused by natural disasters.
RESULTS	1.0 PSO Empowerment <ul style="list-style-type: none"> 1.1 Policy recommendations in support of SME competitiveness submitted; 1.2 Strengthening of SME support organisations initiated; 1.3 Closer businesses – Government partnerships; 1.4 Improved networking of PSOs and national agencies involved in the value chain. 2.0 Enhanced enterprise competitiveness <ul style="list-style-type: none"> 2.1 Increased access to BDS by rural beneficiaries; SMEs using benchmarking methodology as a measure of improving competitiveness 2.2 Increased market opportunities for SMEs; 2.3 Increased access to value added business information; 	1.0 PSO Empowerment <ul style="list-style-type: none"> Hindrances to competitiveness identified and recommendations developed; Competitiveness strategy developed; 1 policy proposal submitted to GoJ by the CC; 10 new PSO services to enhance competitiveness available to members; 5% increased usage of PSO business development services by members; 5% increase in membership of supported PSOs 2.0 Enhanced enterprise competitiveness <ul style="list-style-type: none"> 15% of firms supported are rural-based; Competitiveness benchmarking system established for 3 sectors; 100 firms assessed for gaps in competitiveness; 	<ul style="list-style-type: none"> PMU Quarterly Reports PMU Final Report Survey of beneficiary PSOs Studies undertaken in year 1 	<ul style="list-style-type: none"> Regular involvement of all Competitiveness Committee stakeholders. Low level of tariff and non-tariff barriers. Availability of resources to commit to benchmarking methodology. Interest of PSOs to participate in initiatives; Product upgrades resulting from initiatives can be realised/completed within operational period. PSO tracking systems already in place and measuring services already provided. Relevant studies undertaken to inform policy direction. Strategic development plans of PSOs in line with PSDP

¹ Overall projections for Year 1 (2005) of the Programme.

	INTERVENTION LOGIC	OBJECTIVELY VERIFIABLE INDICATORS	VERIFICATION SOURCES	ASSUMPTIONS
	<p>2.4 Increased compliance of SMEs to global standards²</p> <p>2.5 Improved export capabilities of SMES³</p> <p>2.6 Improved cooperation and synergies between firms within clusters</p> <p>3.0 Improved SME access to corporate finance</p> <p>3.1 Alternate SME financing options explored;</p> <p>3.2 Increased exposure and access to sources of finance by SMEs.</p>	<ul style="list-style-type: none"> ▪ 30 companies have adopted benchmarking methodology; ▪ 30% of companies have committed resources to benchmarking ▪ 20 trade leads being pursued; ▪ 2 product upgrades registered; ▪ 150firms accessing value added business information; ▪ 250 firms benefiting from increased cooperation via cluster & consortia BDS activity. <p>3.0 Improved SME access to corporate finance</p> <ul style="list-style-type: none"> ▪ Mutual Guarantee Company feasibility established; ▪ Corporate Finance Brokerage established; ▪ 5% of firms assisted to access finance. 		<p>objectives.</p> <ul style="list-style-type: none"> ▪ Commitment of potential SME beneficiaries to participate in programmes.

² Demonstrated by efforts to meet the price, quality and delivery standards of International markets









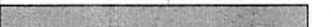

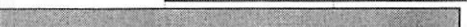













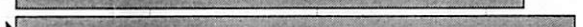








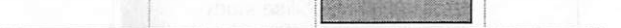













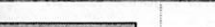
³ Demonstrated by improved profitability, marketing know how, financial skills, human resources development and managerial expertise

ACTIVITIES	INTERVENTION LOGIC	OBJECTIVELY VERIFIABLE INDICATORS	VERIFICATION SOURCES	ASSUMPTIONS
	1.1 Competitiveness Committee 1.1.1 Review of existing papers & strategy development 1.1.2 Research new areas of opportunity and establish benchmarks 1.1.3 Support for Competitiveness Fellow – outplacement programme 1.1.4 Public education & PR	MEANS <ul style="list-style-type: none"> 5 Research studies undertaken to establish competitiveness gaps; 1 policy proposal presented to the Development Council; 	COST J\$8,920,743.00	<ul style="list-style-type: none"> Ability to mobilise required research tools; Government willingness to adopt Committee recommendations; Industry/Sector willingness to adopt research findings and apply to production; Availability of Competitiveness Fellows; Regular involvement of all stakeholders.
	1.2 PSO capacity-building 1.2.1 PSO symposium 1.2.2 Evaluation of applications 1.2.2-1 Diagnostics 1.2.2-2 Business plan development 1.2.3 Implement BDS activities	<ul style="list-style-type: none"> 10 PSOs implementing new activities towards institutional strengthening; 10 additional services provided to PSO members leading to improved business knowledge. 	J\$19,433,760.00	<ul style="list-style-type: none"> Ability of PSOs to implement activities within specified timeframes and keeping with EDF guidelines and procedures; Availability of resources to initiate activities
	2.1 PSO cost-sharing BDS scheme 2.1.1 Evaluation of applications 2.1.1-1 Diagnostics 2.1.1-2 Business plan development 2.1.2 Implement BDS activities	<ul style="list-style-type: none"> 70 Firms participating in cost-sharing BDS and improving entrepreneurial competence based on benchmarking strategies; 21 Firms having repeated use of services; 	J\$68,018,160.00	<ul style="list-style-type: none"> SME's ability to meet eligibility criteria and adhere to EDF guidelines and procedures High level of interest of firms in applying for assistance; Capacity of firm to match funds.

	INTERVENTION LOGIC	OBJECTIVELY VERIFIABLE INDICATORS	VERIFICATION SOURCES	ASSUMPTIONS
	<ul style="list-style-type: none"> - Promotion / PR - Establish pilots <p>2.2.3-3 ENTERPRISE RATING &UPGRADING (ERU)</p> <ul style="list-style-type: none"> - Design and finalise strategy - Research ERU needs for qualified firms - Institute programme, organize workshops 	<p>national competitiveness thereby.</p> <ul style="list-style-type: none"> ▪ 80 Firms accessing ERU services and exposed to global standard requirements in the agribusiness and apparel (fashion) industries. ▪ 10 workshops organised benefiting 100 firms, of which 15% adopt ERU process. 		<p>services; High level of interest of firms in outsourcing.</p> <p><u>Business Info Points</u> Willingness of firms to utilise services; Appropriate operational systems developed by consultant; Availability of relevant information and resources for firms Existence of enough firms to meet targets</p> <p><u>Enterprise Rating & Upgrading</u> Participation by firms in initiatives; Ability of firms to institute relevant upgrading;</p>
	<p>3.1 Mutual Guarantee Companies (MGCs)</p> <p>3.1.1 Develop TOR for feasibility study</p> <p>3.1.2 Initiate tender process for consultant</p> <p>3.1.3 Mobilise study</p> <p>3.1.4 Assess results of study</p>	<ul style="list-style-type: none"> ▪ Feasibility study conducted; 	J\$4,330,000.00	<p>Ability to contract study within specified timeframes; Interest of potential private sector stakeholders in participating, where relevant; Availability of investment funds from private sector organisations and financial institutions to sustain feasibility</p>
	<p>3.2 Corporate Finance Brokerage (CFB)</p> <p>3.2.1 Develop operational design & strategy</p> <p>3.2.2 Implement strategy plan</p> <p>3.2.2-1 Deliver services</p> <p>3.2.2-2 Marketing & PR</p> <p>3.2.2-3 Workshops</p>	<ul style="list-style-type: none"> ▪ 90 Firms being assisted with financial management on a one-to-one basis by Corporate Finance Broker 	J\$4,390,000.00	<p>Sufficient level of advancement for private sector firms; High level of participation from potential partners, such as financial institutions; Appropriate operational systems developed by consultant; High level of participation by firms in workshops.</p>

ANNEX 2: GANTT CHART

GA... CHART

ID		Task Name	Duration	Start	Finish	1st Quarter			2nd Quarter			3rd Quarter			4th Quarter		
						Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
1		1.0 Empowerment of PSOs	249 days	Mon 1/3/05	Thu 12/15/05												
2		1.1 Competitiveness Committee	249 days	Mon 1/3/05	Thu 12/15/05												
3		1.1.1 Review of existing papers & strategy develop	6 mons	Mon 1/3/05	Fri 6/17/05												
4		1.1.2 Research new areas	6 mons	Mon 1/24/05	Fri 7/8/05												
5		1.1.3 Competitiveness Fellow - outplacement	6 mons	Fri 7/1/05	Thu 12/15/05												
6		1.1.4 Public education & PR	9 mons	Fri 4/1/05	Thu 12/8/05												
7		1.2 Implementation of a capacity-building BDS sche	235 days	Mon 1/10/05	Fri 12/2/05												
8		1.2.1 PSO symposium	0 days	Mon 1/10/05	Mon 1/10/05												
9		1.2.2 Evaluation of applications	220 days	Mon 1/10/05	Fri 11/11/05												
10		1.2.2-1 Diagnostics	10 mons	Mon 1/10/05	Fri 10/14/05												
11		1.2.2-2 Business plan development	11 mons	Mon 1/10/05	Fri 11/11/05												
12		1.2.3 Implement BDS activities	11 mons	Mon 1/31/05	Fri 12/2/05												
13		2.0 Enhancing enterprise competitiveness through strer	260 days	Mon 1/3/05	Fri 12/30/05												
14		2.1 PSO cost-sharing BDS scheme	235 days	Mon 1/17/05	Fri 12/9/05												
15		2.1.1 Evaluation of applications	220 days	Mon 1/17/05	Fri 11/18/05												
16		2.1.1-1 Diagnostics	10 mons	Mon 1/17/05	Fri 10/21/05												
17		2.1.1-2 Business plan development	11 mons	Mon 1/17/05	Fri 11/18/05												
18		2.1.2 Implement BDS activities	11 mons	Mon 2/7/05	Fri 12/9/05												
19		2.2 Direct support to enterprises	260 days	Mon 1/3/05	Fri 12/30/05												
20		2.2.1 Export promotion	260 days	Mon 1/3/05	Fri 12/30/05												
21		2.2.1-1 Market penetration	255 days	Mon 1/3/05	Fri 12/23/05												
22		2.2.1-1a Event participation	12 mons	Mon 1/24/05	Fri 12/23/05												
23		2.2.1-1b Organising incoming missions	3 mons	Mon 7/4/05	Fri 9/23/05												
24		2.2.1-1c PR	12 mons	Mon 1/3/05	Fri 12/2/05												
25		2.2.1-1d Research & surveys	3 mons	Mon 1/3/05	Fri 3/25/05												
26		2.2.1-2 Export Centres	260 days	Mon 1/3/05	Fri 12/30/05												
27		2.2.1-2a Develop operational strategy	4 mons	Mon 3/28/05	Fri 7/15/05												
28		2.2.1-2b Develop Export Access Monitoring Ne	3 mons	Mon 1/3/05	Fri 3/25/05												
29		2.2.1-2c Promotion / PR	6 mons	Mon 7/18/05	Fri 12/30/05												
30		2.2.1-2d Establish pilot	0 days	Mon 9/5/05	Mon 9/5/05												
31		2.2.2 Group initiatives	260 days	Mon 1/3/05	Fri 12/30/05												
32		2.2.2-1 Cluster and Sector Initiatives	245 days	Mon 1/3/05	Fri 12/9/05												
33		2.2.2-1a Research & Development	6 mons	Mon 1/3/05	Fri 6/17/05												
34		2.2.2-1b Trade event support	4.25 mons	Mon 4/4/05	Fri 7/29/05												

Project: Annex_2_Gantt_Chart
Date: Tue 12/14/04

Task

Milestone

External Tasks

Split

Summary

External Milestone

Progress

Project Summary

Deadline

ID	Task Name	Duration	Start	Finish	1st Quarter			2nd Quarter			3rd Quarter			4th Quarter		
					Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
35	2.2.2-1c Training & Workshops	9 mons	Mon 4/4/05	Fri 12/9/05												
36	2.2.2-2 Consortia BDS	245 days	Mon 1/24/05	Fri 12/30/05												
37	2.2.2-2a Research & Development	3 mons	Mon 1/24/05	Fri 4/15/05												
38	2.2.2-2b Training & Workshops	12 mons	Mon 1/31/05	Fri 12/30/05												
39	2.2.2-2c PR	3 mons	Mon 10/10/05	Fri 12/30/05												
40	2.2.3-1 Back Office Services	240 days	Mon 1/31/05	Fri 12/30/05												
41	2.2.3-1a Research & Development	2 mons	Mon 1/31/05	Fri 3/25/05												
42	2.2.3-1b Establishment of pilot back-office	3 mons	Mon 3/28/05	Fri 6/17/05												
43	2.2.3-1c Upgrade of pilot	2 mons	Mon 8/15/05	Fri 10/7/05												
44	2.2.3-1d Plan implementation of remaining back-offi	3 mons	Mon 10/10/05	Fri 12/30/05												
45	2.2.3-2 Business Info Points (BIPs)	200 days	Mon 3/28/05	Fri 12/30/05												
46	2.2.3-2a Develop operational strategy	4 mons	Mon 3/28/05	Fri 7/15/05												
47	2.2.3-2b Promotion / PR	6 mons	Mon 7/18/05	Fri 12/30/05												
48	2.2.3-2c Establish pilot	0 days	Mon 10/10/05	Mon 10/10/05												
49	2.2.3-3 Enterprise Rating & Upgrading (ERU)	200 days	Mon 1/3/05	Fri 10/7/05												
50	2.2.3-3a Design and finalise strategy	5 mons	Mon 1/3/05	Fri 5/20/05												
51	2.2.3-3b Research ERU needs for qualified firms	5 mons	Mon 5/23/05	Fri 10/7/05												
52	2.2.3-3c Institute programme	0 days	Fri 10/7/05	Fri 10/7/05												
53	3.0 Enhancing Access to Corporate Finance for SM	240 days	Mon 1/3/05	Fri 12/2/05												
54	3.1 Mutual Guarantee Companies (MGCs)	240 days	Mon 1/3/05	Fri 12/2/05												
55	3.1.1 Develop TOR for feasibility study	20 days	Mon 1/3/05	Fri 1/28/05												
56	3.1.2 Initiate tender process for consultant	80 days	Mon 1/31/05	Fri 5/20/05												
57	3.1.3 Mobilise study	6 mons	Mon 5/23/05	Fri 11/4/05												
58	3.1.4 Assess results of study	1 mon	Mon 11/7/05	Fri 12/2/05												
59	3.2 Corporate Finance Brokerage (CFB)	240 days	Mon 1/3/05	Fri 12/2/05												
60	3.2.1 Develop operational design & strategy	3 mons	Mon 1/3/05	Fri 3/25/05												
61	3.2.2 Implement strategy plan	180 days	Mon 3/28/05	Fri 12/2/05												
62	3.2.2-1 Deliver services	9 mons	Mon 3/28/05	Fri 12/2/05												
63	3.2.2-2 Marketing & PR	9 mons	Mon 3/28/05	Fri 12/2/05												
64	3.2.2-3 Workshops	9 mons	Mon 3/28/05	Fri 12/2/05												
65	4.0 Official Programme Launch	65 days?	Fri 2/25/05	Thu 5/26/05												
66	4.1 Plan and organise launch	65 days?	Fri 2/25/05	Thu 5/26/05												
67	4.2 Launch event	0 days	Thu 5/26/05	Thu 5/26/05												

Project: Annex_2_Gantt_Chart
Date: Tue 12/14/04

Task

Split

Progress

Milestone

Summary

Project Summary

External Tasks

External Milestone

Deadline

ANNEX 3: DETAILED BUDGET ESTIMATE

DETAILED BUDGET ESTIMATE

Budget heading	Activities and other costs	EDF resources			Government Contribution	Other sources of financing		TOTALS		Global commitment (in EUR)	Consumption Rate
		Direct labour commitment	Specific commitments	Service Contract		PSOs	Beneficiaries	JAD	EUR		
PROGRAMME ACTIVITIES											
1	PSO Empowerment	28,354,503.00	0.00	0.00	0.00	2,676,222.90	9,356,577.90	40,387,303.80	498,768.79	2,500,000.00	20%
1.1	Competitiveness Committee	8,920,743.00	0.00	0.00	0.00	2,676,222.90	2,676,222.90	14,273,188.80	176,268.79	500,000.00	35%
1.2	Cost-sharing capacity-building BDS system	19,433,760.00	0.00	0.00	0.00	0.00	6,680,355.00	26,114,115.00	322,500.00	2,000,000.00	16%
2	Enhancing Enterprise Competitiveness	238,063,560.00	15,385,060.00	0.00	0.00	1,991,960.40	54,932,761.60	310,373,342.00	3,833,000.00	18,640,000.00	21%
2.1	Cost-sharing BDS for PSO members	68,018,160.00	0.00	0.00	0.00	0.00	20,842,707.60	88,860,867.60	1,097,400.00	9,900,000.00	11%
2.2	Direct support to enterprises	170,045,400.00	15,385,060.00	0.00	0.00	1,991,960.40	34,090,054.00	221,512,474.40	2,735,600.00	8,740,000.00	31%
2.2.1	Export promotion	66,398,680.00	15,385,060.00	0.00	0.00	1,991,960.40	3,238,960.00	87,014,660.40	1,074,600.00	2,740,000.00	39%
2.2.2	Group initiatives	80,164,260.00	0.00	0.00	0.00	0.00	18,704,994.00	98,869,254.00	1,221,000.00	3,800,000.00	32%
2.2.3	Hand-holding, info points and rating	23,482,460.00	0.00	0.00	0.00	0.00	12,146,100.00	35,628,560.00	440,000.00	2,200,000.00	20%
3	Improving Access to Corporate Finance	8,720,000.00	0.00	0.00	0.00	2,103,000.00	131,700.00	10,954,700.00	135,286.64	2,104,000.00	6%
3.1	Mutual Guarantee Company(ies)	4,330,000.00	0.00	0.00	0.00	303,100.00	0.00	4,633,100.00	57,217.13	1,615,000.00	4%
3.2	Corporate Finance Broker	4,390,000.00	0.00	0.00	0.00	1,799,900.00	131,700.00	6,321,600.00	78,069.50	489,000.00	16%
	Subtotal	275,138,063.00	15,385,060.00	0.00	0.00	6,771,183.30	64,421,039.50	361,715,345.80	4,467,055.42		
4	Short-term Technical Assistance	28,544,225.00	15,789,930.00	0.00	0.00	0.00	0.00	44,334,155.00	547,510.99	1,650,000.00	33%
	MIS Project Management	404,870.00	0.00	0.00	0.00	0.00	0.00	404,870.00	5,000.00		
	Technical Advisory Services	0.00	15,789,930.00	0.00	0.00	0.00	0.00	15,789,930.00	195,000.00		
	Legal	605,000.00	0.00	0.00	0.00	0.00	0.00	605,000.00	7,471.53		
	Communications	610,500.00	0.00	0.00	0.00	0.00	0.00	610,500.00	7,539.46		
	Management Information Systems	20,243,500.00	0.00	0.00	0.00	0.00	0.00	20,243,500.00	250,000.00		
	Other	6,680,355.00	0.00	0.00	0.00	0.00	0.00	6,680,355.00	82,500.00		
	Subtotal	28,544,225.00	15,789,930.00	0.00	0.00	0.00	0.00	44,334,155.00	547,510.99		
PROGRAMME MANAGEMENT, CO-ORDINATION AND PROMOTION		0.00	0.00	72,876,761.95	45,379,692.00	0.00	0.00	118,256,453.95	1,460,425.00	1,400,000.00	104%
5	Investment costs										
5.1	Equipment	0.00	0.00	1,765,233.20	0.00	0.00	0.00	1,765,233.20	21,800.00		
	Desktop computer (2)	0.00	0.00	388,675.20	0.00	0.00	0.00	388,675.20	4,800.00		
	Mobile computer (2)	0.00	0.00	607,305.00	0.00	0.00	0.00	607,305.00	7,500.00		
	Printer	0.00	0.00	404,870.00	0.00	0.00	0.00	404,870.00	5,000.00		
	Fax machine	0.00	0.00	121,461.00	0.00	0.00	0.00	121,461.00	1,500.00		
	Photocopier	0.00	0.00	242,922.00	0.00	0.00	0.00	242,922.00	3,000.00		
5.2	Vehicles	0.00	0.00	2,429,220.00	0.00	0.00	0.00	2,429,220.00	30,000.00		

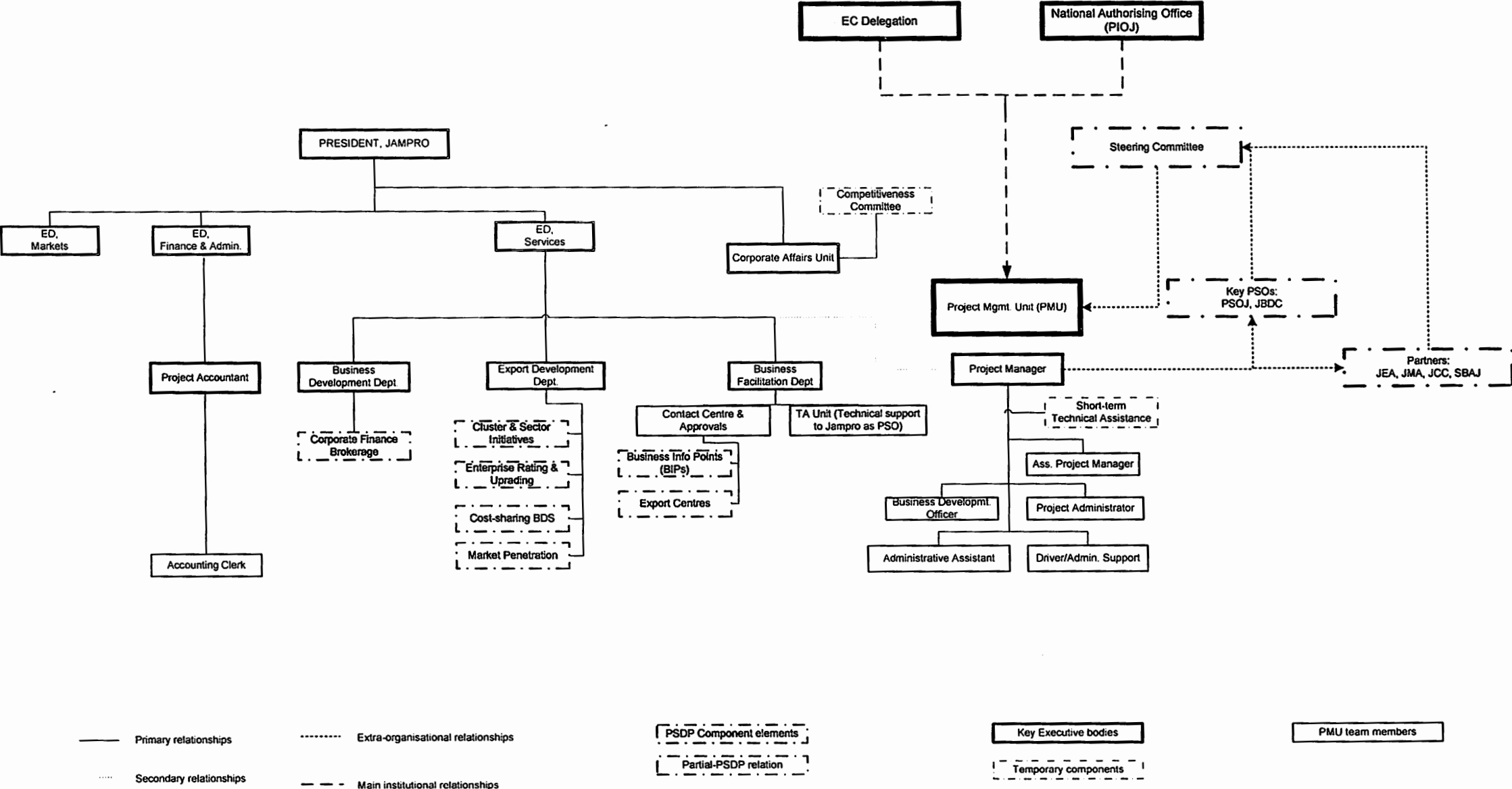
DETAILED BUDGET ESTIMATE

Budget heading	Activities and other costs	EDF resources			Government Contribution	Other sources of financing		TOTALS		Global commitment (in EUR)	Consumption Rate
		Direct labour commitment	Specific commitments	Service Contract		PSOs	Beneficiaries	JAD	EUR		
5.3	Supplies	0.00	0.00	5,274,484.41	0.00	0.00	0.00	5,274,484.41	65,138.00		
	General stationary & office supplies	0.00	0.00	2,544,769.90	0.00	0.00	0.00	2,544,769.90	31,427.00		
	Promotional and collateral material	0.00	0.00	2,729,714.51	0.00	0.00	0.00	2,729,714.51	33,711.00		
	Subtotal	0.00	0.00	9,468,937.61	0.00	0.00	0.00	9,468,937.61	116,938.00		
6	Operating costs										
6.1	Staff costs	0.00	0.00	53,189,148.46	29,670,978.92	0.00	0.00	82,860,127.38	1,023,293.00		
	Staff	0.00	0.00	47,068,809.64	21,801,925.60	0.00	0.00	68,870,735.25	850,529.00		
	Statutory expenses	0.00	0.00	0.00	3,270,296.94	0.00	0.00	3,270,296.94	40,387.00		
	Other Administrative overheads	0.00	0.00	344,868.27	0.00	0.00	0.00	344,868.27	4,259.00		
	Other staff costs	0.00	0.00	0.00	3,465,120.38	0.00	0.00	3,465,120.38	42,793.00		
	Recruitment	0.00	0.00	1,943,376.00	1,133,636.00	0.00	0.00	3,077,012.00	38,000.00		
	Local travel	0.00	0.00	2,129,454.25	0.00	0.00	0.00	2,129,454.25	26,298.00		
	Overseas travel	0.00	0.00	1,702,640.30	0.00	0.00	0.00	1,702,640.30	21,027.00		
6.2	Office rental	0.00	0.00	0.00	11,658,555.55	0.00	0.00	11,658,555.55	143,979.00		
	Rental of premises	0.00	0.00	0.00	5,709,395.77	0.00	0.00	5,709,395.77	70,509.00		
	Maintenance of premises	0.00	0.00	0.00	5,949,159.78	0.00	0.00	5,949,159.78	73,470.00		
6.3	Office operating costs	0.00	0.00	6,145,845.63	4,050,157.53	0.00	0.00	10,196,003.16	125,917.00		
	Electricity	0.00	0.00	0.00	4,050,157.53	0.00	0.00	4,050,157.53	50,018.00		
	Telephone, postage, etc.	0.00	0.00	3,773,793.27	0.00	0.00	0.00	3,773,793.27	46,605.00		
	General Administrative expenses	0.00	0.00	2,372,052.36	0.00	0.00	0.00	2,372,052.36	29,294.00		
6.4	Vehicle operating costs	0.00	0.00	4,072,830.25	0.00	0.00	0.00	4,072,830.25	50,298.00		
	Maintenance, petrol, insurance, etc.	0.00	0.00	4,072,830.25	0.00	0.00	0.00	4,072,830.25	50,298.00		
	Subtotal	0.00	0.00	63,407,824.34	45,379,692.00	0.00	0.00	108,787,516.34	1,343,487.00		
	Grand Sub-total	303,682,288.00	31,174,990.00	72,876,761.95	45,379,692.00	6,771,183.30	64,421,039.50	524,305,954.75	6,474,991.41		
	Bank Guarantee Fees*	1,822,093.73	0.00	0.00	0.00	0.00	0.00	1,822,093.73	22,502.21		
	TOTAL	305,504,381.73	31,174,990.00	72,876,761.95	45,379,692.00	6,771,183.30	64,421,039.50	526,128,048.48	6,497,493.62	28,674,000.00	23%
Note: Euro conversions were calculated at the November 2004 rate - 80.974											
* Fees are calculated based on 2% of advance requested, which is 30% of the grand sub-total amount given above. These charges will be deducted as a fixed percentage of each budget line.											

**ANNEX 4: SUMMARY TABLE OF POWERS DELEGATED BY
THE PLANNING INSTITUTE OF JAMAICA FOR
CONTRACT AND GRANT AWARD PROCEDURES**

		Imprest Administrator	PIOJ
		EUR equivalent	EUR equivalent
<i>Preparation of tender, calls for proposals and consultations dossiers</i>			
Works		< 300 000	300 000 to 5 000 000
Supplies		≤ 150 000	NA
Services		< 200 000	NA
Grants		≤ 100 000	> 100 000
Launching and publication of tender procedures & calls for proposals and launching of consultations			
Works		< 300 000	≥ 300 000
Supplies		≤ 150 000	> 150 000
Services		< 200 000	≥ 200 000
Grants		≤ 100 000	> 100 000
Setting-up of evaluation committees, receipt and evaluation of tenders			
Works		< 300 000	≥ 300 000
Supplies		≤ 150 000	> 150 000
Services		< 200 000	≥ 200 000
Grants		≤ 100 000	> 100 000
Contracts and grants award decision			
Works		< 300 000	≥ 300 000
Supplies		≤ 150 000	> 150 000
Services		< 200 000	≥ 200 000
Grants		≤ 100 000	> 100 000
Signing of contracts and addenda			
Works		< 300 000	≥ 300 000
Supplies		≤ 150 000	> 150 000
Services ***		< 200 000	≥ 200 000
Grants		≤ 100 000	> 100 000

PSDP Organogram



ANNEX 5 (bis) SUMMARY JOB DESCRIPTIONS

Project Manager (Imprest Administrator)

- General project oversight;
- Liaison to NAO & EC Delegation;
- Promotion of project;
- Staff management;
- Client servicing of specific beneficiary PSOs

Assistant Project Manager

- Management & co-ordination of PSO capacity-building component;
- Monitoring of PSO cost-sharing schemes;
- Management oversight and co-ordination of Back-Office component;
- Deputy to Project Manager

Business Development Officer

- Management oversight and co-ordination of Export Centre and BIP components;
- Management oversight and co-ordination of Market Penetration, Group Initiatives and Enterprise Rating & Upgrading components;
- Client servicing of specific beneficiary PSOs

Project Administrator

- Management oversight and co-ordination of Competitiveness Committee component;
- Co-ordination and tracking of overall programme targets
- Generation of reports;
- Management of general provisions of Service Contract;
- Client servicing of specific beneficiary PSOs

Project Accountant (Imprest Accounting Officer)

- Management of project financing accounting systems;
- Co-ordination of cost-sharing schemes managed by PSOs;
- Monitor executing PSOs to ensure compliance with EDF procedures;
- Management oversight and co-ordination of Corporate Finance Brokerage component;
- Preparation of monthly, quarterly and annual income and expenditure statements;
- Management of financial provisions of Service Contract

Accounting Clerk

- Processing and verification of claims from beneficiary PSOs;
- Preparation of disbursements to beneficiaries;
- Input of contractual agreements in accounting system;
- Preparation of inputs for monthly, quarterly and annual income and expenditure statements

Administrative Assistant

- Preparation of reports;
- Processing of enquiries;
- Maintenance of project files;
- Co-ordination of Steering Committee meetings;
- General administrative support to all PMU staff;
- Management of correspondence.

ANNEX 6:

**EXAMPLES OF DOCUMENTS MAKING UP THE
RECORDS OF EXPENDITURES RELATED TO
REPLENISHMENT REQUESTS**

Private Sector Development Programme (PSDP)

PROGRAMME ESTIMATE No. 1
COVERING THE PERIOD FROM January 1, 2005 TO December 31, 2005.

INDIVIDUAL FINANCIAL COMMITMENT No. 9 ACP JM 001

RECORD OF EXPENDITURE NO (...)

COVERING THE PERIOD FROM (.....) TO (.....)

THE RECORD OF EXPENDITURE IS APPROVED FOR THE SUM OF: (currency)
(amount in figures)

or: (currency) (amount in words)

**representing expenditure incurred in implementation of the direct labour component of
the programme estimate.**

THE IMPREST ADMINISTRATOR

THE IMPREST ACCOUNTING OFFICER

(name)
(date and signature)

(name)
(date and signature)

Financial and budgetary monitoring document

SUMMARY TABLE OF EXPENDITURE BY BUDGET ESTIMATE HEADING IN (*CURRENCY*)

Code	Title	Amount
1.	ACTIVITIES	
1.1		
1.2		
1.3		
1.4		
1.5		
2.	INVESTMENTS	
2.1		
2.2		
2.3		
3.	OPERATING COSTS	
3.1		
3.2		
3.3		
3.4		
	TOTAL	

THE IMPREST ADMINISTRATOR

THE IMPREST ACCOUNTING OFFICER

(name)
(date and signature)

(name)
(date and signature)

SUMMARY TABLE OF BUDGET CONSUMPTION BY BUDGET ESTIMATE HEADING IN (CURRENCY)

Code	Title	Programme estimate budget estimate (1)	Previous records (2)	Current record (3)	Sum total of records (4) = (2) + (3)	Available balance (1) – (4)	Rate of consumpti on (%) (4) / (1)
1.	ACTIVITIES						
1.1							
1.2							
1.3							
1.4							
1.5							
2.	INVESTMENTS						
2.1							
2.2							
2.3							
3.	OPERATING COSTS						
3.1							
3.2							
3.3							
3.4							
	TOTAL						

**DETAILED TABLE OF BUDGET CONSUMPTION BY
BUDGET ESTIMATE ITEM IN (CURRENCY)**

Code	Title	Programme estimate budget estimate	Previous records	Current record	Sum total of records	Available balance	Rate of consumpti on (%)
		(1)	(2)	(3)	(4) = (2)+(3)	(1) - (4)	(4) / (1)
1.	ACTIVITIES						
1.1							
1.1.1							
1.1.1.1							
1.1.1.2							
1.1.1.3							
	Sub-total 1.1.1						
1.1.2							
1.1.2.1							
1.1.2.2							
	Sub-total 1.1.2						
	Sub-total 1.1						
1.2							
1.2.1							
1.2.1.1							
1.2.1.2							
	Sub-total 1.2.1						
1.2.2							
1.2.2.1							
1.2.2.2							
	Sub-total 1.2.2						
	Sub-total 1.2						
	Sub-total 1						
	And so on for the remaining budget estimate headings						
	TOTAL						

5

• • •

(name)
(date and signature)

CASH STATEMENT IN (CURRENCY) AS AT ../../..

Account No:

Name:

CASH COUNT

Notes:

10000 x _____	
5000 x _____	
2000 x _____	
1000 x _____	
500 x _____	

Sub-total A

Coins:

500 x _____	
100 x _____	
50 x _____	
25 x _____	
10 x _____	
5 x _____	

Sub-total B

Actual balance (C = A+B)

Account balance (D)

Difference (E = C - D)

Explanation for the difference:

.....
.....

THE IMPREST ADMINISTRATOR

THE IMPREST ACCOUNTING OFFICER

(name)
(date and signature)

(name)
(date and signature)

ANNEX 7: EXAMPLES OF SUPPORTING DOCUMENTS RELATED TO REPLENISHMENT REQUESTS

- ***Works, supply and service contracts – grants***

Depending on the contract or grant award procedure concerned, the supporting documents are as follows:

“Consultation” part:

- Pro forma invoices;
- Tender dossiers or call for proposals documents;
- Proof of sending dossiers to tenderers;
- Confirmation of receipt of tenders/proposals;
- Minutes of the tender/proposal opening session;
- Tender/proposal evaluation report;
- Contract or grant award proposal;
- Head of Delegation's letter of approval of the contract or grant.

“Contract” part:

- Works, supply or service contract;
- Grant contract;
- Letter of contract;
- Order form;
- Confirmation of the order by the contractor, supplier or service provider.

“Certified correct” part:

- Delivery note or acknowledgement of receipt;
- Acceptance report for supplies;
- Invoice endorsed with words "certified correct";
- Works progress report;
- Report on services provided;
- Grant implementation report.

Each delivery note or acknowledgement of receipt must be signed by a person other than the person who signed the corresponding order form.

“Payment” part:

- Paid invoice;
- Debit note;
- Bank statement;
- Receipted payment request;

- Proof of receipt by the contractor, supplier or service provider;
- Technical and financial report (grants).

Invoices must be made out to the project or programme-estimate concerned and mention the name and address of the contractor, supplier or service provider, the date and number of the invoice, clearly identify the goods, supplies or services provided, the number of units supplied and their unit price, the total amount to be paid, the means of payment and the contractor, supplier or service provider's acquittance.

- ***Staff costs***

The various supporting documents may be as follows:

Costs of civil servants/other staff from the ACP country seconded to the project:

- List of the persons concerned;
- Receipted statements of allocations, allowances or any other financial benefit paid to them.

Costs covered by the direct labour component of programme-estimates in relation to non-civil servants and other staff recruited for project requirements:

- List of the staff concerned;
- Copies of their employment or work contracts and any addenda thereto;
- Receipted statements for monthly wages (advance and balance payments separately, where appropriate), allocations, allowances or payments of social benefits in the form of signed statements of salaries with indication of payment or individual pay slips or other documents initialled by the employee;
- Any other proof of payment, e.g. copies of cheques and cash receipts;
- Copies of documents relating to tax and social security contributions covered by the direct labour component of the programme-estimate;
- Leave statements;
- On completion of the employment contract or in the event of dismissal, the statement of allowances paid, proof of their payment and acceptance of the full and final settlement signed by the person concerned.

Reimbursable travel expenses and/or travel allowances:

- Mission orders signed by the person authorised to approve the mission and the person on mission;

A mission order is a document personally authorising a member of staff to carry out a specific task for a fixed duration at (a) precise location(s) which is/are distinct from his or her normal place of work. A mission order must therefore be issued in the person's name and stamped wherever possible on departure, en route and on arrival as proof of actual travel.

- Receipted statement of the employee's mission expenses and daily allowances (per diems);
- Ticket stubs or tickets for the means of transport;
- Boarding card(s) for each flight taken;
- Proof of payment of the ticket or invoice for the means of transport;
- Approved mission report.

- ***Cost of vehicles***

The various supporting documents are as follows:

- List of vehicles whose running costs are covered by the direct labour component of the programme-estimate;
 - Records of running expenses for vehicles allowing expenses to be monitored by vehicle (analytical accounting), backed by relevant supporting documents (log books, invoices for fuel, servicing, spare parts, etc.).

The log book for each vehicle should contain the following information: type and make of vehicle, the registration number, the name of the user, the reason for each trip, trips made, daily kilometrage, the amount of fuel put in the tank and the price paid each time, and average consumption.

All supporting documents should carry the registration number of the vehicle concerned.

ANNEX 8:

PROCUREMENT REQUIREMENTS

Procurement Requirements^{4*}

COMPONENT	PROJECTED REQUIREMENTS	
	SERVICES	SUPPLIES
PMU Project Management	<ul style="list-style-type: none"> ▪ Technical Advisory Services to assist in setting up select programme components, develop eligibility criteria for each; developing manual of operations & procedures and implementation of training programmes; ▪ Business Analysis & IS project management; ▪ MIS software development; ▪ Communications & PR to develop collateral material; website development; project launch; develop monthly newsletters; ▪ Corporate Finance Broker to initially set up component and provide services; ▪ Legal TA to facilitate contractual arrangements with executing PSOs. 	<ul style="list-style-type: none"> ▪ Motor Vehicle ▪ Printer ▪ Fax machine ▪ Computers for PMU staff ▪ Stationery supplies ▪ Printed materials (letterhead, envelopes, business cards, collateral material)
Competitiveness Committee	<ul style="list-style-type: none"> ▪ Industry/sector specific specialists to conduct sector assessments/research; ▪ Market research ▪ Global competitiveness expertise; ▪ Macro-economy/structural policy research ▪ Presenters to speak on various topics relating to competitiveness issues ▪ Communications & PR to promote work of committee 	<ul style="list-style-type: none"> ▪ Purchase of market info. including database info.
PSO capacity building	<ul style="list-style-type: none"> ▪ Short term TA to organize PSO symposium/workshop ▪ Training consultants 	<ul style="list-style-type: none"> ▪ Logistical supplies (venue rental, if necessary, food, parking, other costs)
Market Penetration	<ul style="list-style-type: none"> ▪ Market development specialists (North America, EU, Caribbean & Latin America) ▪ Development & coordination of sector specific marketing initiatives including trade fair/missions ▪ Advertisement & Promotional events coordination including development of promotional material; ▪ Brand development specialist ▪ Market situation analysis and business to business pairings 	<ul style="list-style-type: none"> ▪ Booth space ▪ Booth furnishings ▪ Booth fixtures (rental) ▪ Collateral material ▪ Souvenirs/gifts

⁴ These pertain to activities that are completely funded by the programme, as such, no cost-sharing activities are included in this listing, since these are primarily demand-driven.

*This is only a preliminary assessment of requirements. This Table will be further developed under the TAS Consultancy.

COMPONENT	PROJECTED REQUIREMENTS	
	SERVICES	SUPPLIES
Export Centres	<ul style="list-style-type: none"> ▪ Interns to staff Centres and provide export advisory services ▪ Training of interns ▪ E services development (website, Exporter chat rooms; exporter e market place) ▪ Training on best practices for similar structures overseas ▪ Development of exporter manuals ▪ Development of workshop series for exporters ▪ Development of Exporter audit methodology ▪ Development of export/market opportunity profiles 	<ul style="list-style-type: none"> ▪ Purchase of export development tools & databases; ▪ Computers; ▪ Printed material – manuals and opportunity profiles
Clusters/Sector initiatives	<ul style="list-style-type: none"> ▪ Sector expertise to coordinate work of sector/cluster ▪ Business development/SME development ▪ Product Research/Development ▪ Packaging Development ▪ Operational/Production system improvements ▪ Raw material sourcing ▪ Human Resource Development 	<ul style="list-style-type: none"> ▪
Consortia Business Development	<ul style="list-style-type: none"> ▪ Local and international presenters to conduct workshops on various issues relating to business development 	<ul style="list-style-type: none"> ▪ Workshop logistical supplies
Back office	<ul style="list-style-type: none"> ▪ Business assessment/planning ▪ Accounting services ▪ Product development services ▪ Outsourcing expertise 	<ul style="list-style-type: none"> ▪ Computers
Enterprise rating & upgrading	<ul style="list-style-type: none"> ▪ Expertise to develop rating system, benchmarking tools; upgrading programme, training of local counterparts; ▪ Training on standards and certification 	<ul style="list-style-type: none"> ▪
Business info points	<ul style="list-style-type: none"> ▪ Website and/or network development ▪ Collateral material development ▪ PR & communications to develop media/press releases 	<ul style="list-style-type: none"> ▪ Computers ▪ Collateral material ▪ Software
Mutual Guarantee Company	<ul style="list-style-type: none"> ▪ Expert to conduct feasibility study 	<ul style="list-style-type: none"> ▪
Corporate Finance Broker	<ul style="list-style-type: none"> ▪ Presenters to conduct workshop on various issues relating to SME Financing ▪ Website development 	<ul style="list-style-type: none"> ▪ Computer (for corporate broker); ▪ Software upgrade

