****

**Ref:**

**PP**

**PROJECT PROPOSAL SUBMISSION FORM**

**FORMS THAT ARE COMPLETED INCORRECTLY WILL BE REJECTED**

You are required to read the accompanying [**Project Proposal Submission Instructions**](#_ABOUT_THIS_FORM) for detailed information on

how to complete each section of this form (see page 18). Press CTRL and click [🛈](#_ABOUT_THIS_FORM) for more information.

|  |
| --- |
| New Project Name / 2022 (Do not manually edit headers) |
| Name of Project / Submission Year |

|  |  |
| --- | --- |
| **E.g. National Irrigation Commission** | **E.g Ministry of Agriculture Fishers and Mining** |
| Executing Agency | Portfolio Ministry |

|  |
| --- |
| [150 words max]   1. To complete this page, enter the relevant details, then change the font colour for all fields **to black**. Delete placeholders, which currently appear in grey text, throughout the document. 2. In this box, provide a summary of the PIMC appraisal decisions, recommendations at the concept stage and required actions which have been completed. 3. When submitting the completed form**, DO NOT** include the form instructions and document control page.   [Note: The latest version of this form is available via the Public Investment Appraisal Branch [piab@mof.gov.jm](mailto:piab@mof.gov.jm) or <https://www.mof.gov.jm/about-us/public-investment-appraisal-branch/>. Delete the contents of this textbox before entering your information.  **/20241010** |
| Concept Appraisal Overview (Pre-Proposal Decision Information) [🛈](#_Project_Overview_() |

**Proponent Information:**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Submitted by:** | Mr. James Bond | | | **Title:** | Director, Project Implementation | |
| **Organization:** | Ministry of National Security – 00 Kingston Drive, Kingston 0 | | | | | |
| **Direct Mobile:** | 876-000-0000 | **Landline:** | 876-000-0000 x 0000 | | **Email:** | first.last@name.com |
| **Signature:** |  | | | **Authorized by:** | Head of Entity Name | |
| **Date:** | Click or tap to enter a date. | | | **Signature/Date:** |  | |

==========================================================

**Ministry of Finance and the Public Service**

Public Investment Appraisal Branch

Public Expenditure Division

**piab@mof.gov.jm**

876-960-9110

Please reduce paper consumption and consider omitting the form instructions when printing this document.



**OFFICIAL USE ONLY**

**Project Proposal Submission Details:**

|  |  |  |  |
| --- | --- | --- | --- |
| **Project Title** | New Project Name / 2022 (Do not manually edit headers) | | |
| **PDSS Officer** |  | | |
| **Project Analyst** |  | | |
| **M&E Analyst** |  | | |
| **Date Submission Received** | Click or tap to enter a date. | **Date Assigned** | Click or tap to enter a date. |
| **Initial Screening to be Completed by: (3 days)** | Click or tap to enter a date. | *Actual:* | Click or tap to enter a date. |
| **Proposal Evaluation to be Completed by: (20 days)** | Click or tap to enter a date. | *Actual:* | Click or tap to enter a date. |

**Public Investment Appraisal Branch Comments/Recommendations:**

# Public Investment Project Checklist

Interventions seeking admission to the Public Sector Investment Programme (PSIP) must satisfy the definition of a Public Investment Project (PIP) as outlined in the FAA Act. Complete the following checklist to indicate whether the current project submission satisfies the following eight (8) criteria. Where there is uncertainty concerning adherence of your proposed undertaking to the definition of a PIP, contact the Public Investment Appraisal Branch by email at piab.gov.jm for further information.

|  |  |  |  |
| --- | --- | --- | --- |
| **Characteristic** | | **Criteria Met** | |
| **Yes** | **No** |
| 1. Non-recurrent expenditure on goods, works and services | | ✓ |  |
| 1. It will be carried out by [a public entity within the specified public sector on its own or by one or more such public entities] in conjunction with one or more non-public entities through public private partnerships | |  |  |
| 1. It is aimed at accumulating new physical or intangible assets or enhancing human resource capacities, or improving or rehabilitating existing physical or intangible assets or human resource capacities | |  |  |
| 1. It will require planning, execution, monitoring and evaluation | |  |  |
| 1. It will be carried out as an integrated set of activities | |  |  |
| 1. It will be undertaken at a specific cost | |  |  |
| 1. It will be undertaken within a defined timeframe | |  |  |
| 1. It will achieve [a] development objective[s] | |  |  |
| **Notes** | | | |
|  | This project **has satisfied** all the above-mentioned characteristics for what constitutes a Public Investment Project. | | |
|  | This project **has not** **satisfied** all the characteristics of a Public Investment Project and should not be considered under the Public Sector Investment Programme. | | |
|  | **Other:** *Please state* | | |

# [A] PROJECT DESCRIPTION

## 1.Project Background [🛈](#_1_Project_Background)

Contextualize the project impetus and describe the various factors that have led to the project’s need.

|  |
| --- |
|  |

## 2.Project Theory of Change & Logic Model [🛈](#_2_Project_Theory)

Define the desired long-term goal(s) of the project and provide an overview of how and why the intended change from this intervention is expected to occur through a chain of outcomes Logical Model.

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Logic Model** | | | | | | | |
| **Problem Statement** | **Inputs** | **Activities** | **Outputs** | **Outcomes** | | | **Impact Statement** |
| *Short Term* | *Medium* | *Long Term* |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
| **Assumptions** | | | | **Risks** | | | |
|  | | | |  | | | |
|  | | | |  | | | |
|  | | | |  | | | |
|  | | | |  | | | |

## 3.Project Options Identification [🛈](#_3_Project_Options)

Discuss the various options for addressing the identified problem(s). Include references to research where available.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Options** | **Do Nothing** | **Do Minimum** | **Option 1** | **Option 2** |
| *Title* | Maintain Status Quo | E.g: Maintain; Renovate etc. | Title of Next Best Alternative | Title of Preferred Project Option |
| *Description* |  | One-sentence Summary of what this option entails. | Installation of a 25 m long modular structure | Construction of a 40 m long fixed concrete structure |
| *Strengths* |  |  |  |  |
| *Weaknesses* |  |  |  |  |
| *Opportunities* |  |  |  |  |
| *Threats* |  |  |  |  |
| *Assumptions* |  | What are the main assumptions around the feasibility of this option? |  |  |
| *Implementation Timeline* |  | How long would it take to implement this option? | 3 years (2024-2027) |  |
| *Initial Capital Expenditure (Capex)* |  | What is the initial estimated capital cost for this option? | $225,000,000 |  |
| *Annual Operating Expenditure (Opex)* |  | What is the average annual estimated O&M cost for this option? | $18,000,000 |  |
| **Recommendation** | Not Recommended | Not Recommended | Not Recommended | **Preferred Option** |

## 4.Project Scope of Work [🛈](#_4_Project_Scope)

Complete the annotated Work Breakdown Structure below to outline the main components of the project and the related work activities. (Expand/Insert new levels as required).

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **WBS** | | **Description** | **Quantifiable Details** | **Owner** |
| **Comp.** | **1** | Pre-Investment Appraisal/Approval |  |  |
| **Actvs.** | **1.1** | PIMS/PIAB Approval |  |  |
|  | **1.2** |  |  |  |
|  | **1.3** |  |  |  |
|  | **1.4** |  |  |  |
|  | **1.5** |  |  |  |
| **Comp.** | **2** | Pre Construction |  |  |
| **Actvs.** | **2.1** | Structural Assessment and Design |  |  |
|  | **2.2** | Demoltion and Site Preparation | E.g. Clear 2 acres of land and dispose of debris |  |
|  | **3** |  |  |  |
|  | **3.1** |  |  |  |
|  | **3.2** |  |  |  |

## 5.Project Objectives [🛈](#_5_Project_Objectives)

State the quantifiable project objectives to be attained, using the SMART methodology or other appropriate tool. Where a tool other than SMART is used, please indicate.

|  |
| --- |
|  |

## 6.Project Purpose [🛈](#_6_Project_Purpose)

Describe the intended long-term impact of the project.

|  |
| --- |
|  |

## 7.Project Location [🛈](#_7_Project_Location)

Identify and provide a comprehensive description of the project site of execution.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Land Ownership Status:**  Private Lands  Government-Owned Lands | | | | | |
| **Site Street Address:** | |  | | | |
| **Community, Town, Parish:** | |  | | **Plus Code:** |  |
| **1** | **Land Valuation No.:** |  | **Title Reference No.:** |  | |
| **2** | **Land Valuation No.:** |  | **Title Reference No.:** |  | |

## 8.Lessons Learned Identification [🛈](#_8_Lessons_Learned)

State any lessons learned from similar projects (locally or internationally) that have informed the project proposal.

|  |
| --- |
|  |

## 9.Project Status [🛈](#_9_Project_Status)

Describe the status of activities that are being pursued to support project development.

|  |
| --- |
|  |

## 10.Synergies & Dependencies [🛈](#_10_Synergies_&)

Describe how this project relates to other projects being undertaken or planned; whether by the proposing entity or other entity within the government sector.

|  |  |
| --- | --- |
| **Name of Project and Owner** | **Synergies/Areas of Complementarity** |
|  |  |
|  |  |
|  |  |
|  |  |

|  |  |
| --- | --- |
| **Name of Project and Owner** | **Dependency Relationships** |
|  |  |
|  |  |
|  |  |
|  |  |

## 11.Priority Linkages and Policy Alignment [🛈](#_11_Priority_Linkages)

Describe how the project is aligned to the following national and international plans/frameworks.

|  |  |  |
| --- | --- | --- |
| **Sector Plan Alignment** |  | **Prioritization Rationale** |
| **Organizational Mandate** |  | *Outline the rationale for prioritizing this project at this time, among all other inititiaives in the proposing entity’s portfolio.* |
| **National Development Plan Goal Alignment** |  |
| **Medium Term Socio-Economic Framework Alignment** |  |
| **Sustainable Development Goals Alignment** |  |
| **Government of Jamaica Policy Alignment** |  |
| **Compliance With Relevant Local Statutes** |  |
| **Corporate/Strategic Plan Alignment** |  |

# [B] PROJECT FINANCING

## 1.Project Cost Estimates [🛈](#_1_Project_Cost)

State the total capital cost of the project and the estimation technique used.

|  |  |  |  |
| --- | --- | --- | --- |
| **Project Cost Estimate**  **(Jamaican Dollars):** | $ | **Foreign Currency Cost Equivalent:** | 000,000,000 |
| US$  GB£  CD$  Other\*  *\*If other, include currency symbol above.* |
| **Cost Estimation Methodology:** | Supplier Estimates  Bill of Quantities  Other: | **Exchange Rate:** | e.g. 1 USD = 100 JMD [Date] |

## 2.Funding & Implementation Modality [🛈](#_2_Funding_&)

For each column, check all that apply.

|  |  |  |  |
| --- | --- | --- | --- |
| **Project Source of Funding** | **GOJ Resources Required** | **Entity’s Revenue Source** | **Procurement & Implementation Modality** |
| Bilateral/Multi-lateral Loan  Government of Jamaica  Grant (International)  Grant (Local)  Other Financial Institution  Self-financing  Other: | Concessions  Government Lands  Guarantee  Subsidies  Tax exemptions  Waivers  Other: | Government Subvention  Levies  Self-financing  Statutory Charges  Subsidies  User fees  Other: | IDP Procurement Modality  Outsourcing  GOJ Public Procurement  Standard In-house delivery  Unsolicited Proposal  Other: |

# [C] PROJECT VALUE PROPOSITION

## 1.Project Demand [🛈](#_1_Project_Demand)

Conduct a demand study to define the project beneficiaries and their expected usage of the project output(s).

|  |
| --- |
|  |

## 2.Project Benefits [🛈](#_2_Project_Benefits)

Outline the short- and medium-term benefits of the project; ascertained from the Theory of Change (#A2, above).

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Micro** | **Meso** | **Macro** |
| **Short-Term** |  |  |  |
| **Medium-Term** |  |  |  |

# [D] PPP/JV STRUCTURE

Section D is applicable **only** to PPP/JV structured projects.

## 1.PPP/JV Framework [🛈](#_1_PPP/JV_Framework)

Describe the framework for the execution of projects to be implemented using a PPP/JV modality.

|  |  |
| --- | --- |
| **Public Private Partnership (PPP) or Joint Venture (JV) Option** | |
| 1. Will the project be implemented using any of the following implementation arrangements? | Joint-Venture  Public-Private Partnerships  No, none of the above |
| 1. Has a similar project been implemented by the private sector utilising a PPP modality locally, regionally or globally? If so, kindly include references. | Not applicable |
| 1. Have you had any discussions with or received any proposals or expressions of interest from any private sector party in developing this project proposal? If so, please provide further information on the nature of interest. | Not applicable |
| 1. Are there any legal, social, environmental, technical or financial impediments to private sector involvement in the development of this project proposal? If so, please explain. | Not applicable |
| 1. Provide a high level allocation of risk and function/responsibilities between the private sector and the GOJ in a PPP arrangement. | Not applicable |

## 2.PPP/JV Business Structure [🛈](#_2_PPP/JV_Business)

Describe the high-level structure for execution of the PPP/JV.

|  |
| --- |
|  |

# [E] PROJECT BUSINESS CASE (Commercially Driven Projects Only)

Section E is applicable **only** to projects of a commercial nature. If this does not apply, indicate below:

**Not applicable**

## 1.Project Business Case [🛈](#_1_Business_Case)

Define the strategic importance of the project output (product/service etc.) and its commercial viability.

|  |
| --- |
|  |

**a) Business Performance Metrics**

Provide details on how business performance will be measured. Provide a 5-year projection for each item.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Key Business Performance Metrics** | | | | | |
| **Est. (Annual)** | **Year 1** | **Year 2** | **Year 3** | **Year 4** | **Year 5** |
| Customers |  |  |  |  |  |
| Revenue |  |  |  |  |  |
| Operating Costs |  |  |  |  |  |
| Profit/Loss |  |  |  |  |  |

**b) Business Operating Strategies**

For each item, provide a general outline of the various strategies that will implemented to promote business success.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Key Business Operating Strategies** | | | | | |
| **Strategies** | **Year 1** | **Year 2** | **Year 3** | **Year 4** | **Year 5** |
| Marketing |  |  |  |  |  |
| Pricing |  |  |  |  |  |
| Production |  |  |  |  |  |
| Distribution |  |  |  |  |  |

## 2.Market Competition [🛈](#_4_Market_Competition)

Describe the main competitors in the area of the proposed endeavour. Where available, include information regarding annual revenue, operating costs, customers, and profit/loss statements for the preceding 5-year period.

|  |
| --- |
|  |

## 3.Project Financial/Economic Model [🛈](#_3_Business_Model)

Prepare the financial model in spreadsheet format (including assumptions), to outline the business proposition.

|  |
| --- |
| **Financial/Economic model attached?**  Yes |  No  Insert hyperlink to the financial model below, or indicate if this will be attached to the submission. |

# [F] FEASIBILITY ANALYSES

## 1.Technical Feasibility [🛈](#_1_Technical_Feasibility)

Identify and analyse the main details of how the executing entity will deliver the project product/service, including *inter alia*, an assessment of the materials/resources, labour inputs and technology that will be required.

|  |
| --- |
|  |

## 2.Economic Feasibility [🛈](#_2_Economic_Feasibility)

Identify and analyse the project feasibility from an economic perspective, to include an assessment of impact on imports/exports, multiplier effects and industry or sector linkages etc.

|  |
| --- |
|  |

## 3.Financial Feasibility [🛈](#_3_Financial_Feasibility)

Assess the project feasibility from a financial perspective (including NPV, IRR, cash flows, payback period etc.), where the project is being debt financed, include details on the lenders, as well as the term sheet.

|  |
| --- |
|  |

## 4.Social Impact Analysis [🛈](#_4_Social_Impact)

Identify and analyse the key social issues that are considered under the proposed project and how these will be managed to ensure the project attains its objectives.

|  |
| --- |
|  |

## 5.Distributional Effects [🛈](#_5_Distributional_Effects)

Determine the nature and size of gains and losses to be expected by identified groups of the wider society.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Stakeholder** | **Beneficiary Category** | | **Distributional Effects** | |
| *Direct* | *Indirect* | *Gains* | *Loses* |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |

# [G] SUPPORTING DOCUMENTATION [🛈](#_G._Supporting_Documentation)

## 1.Draft Terms of Reference, Memoranda of Understanding

Have any Memoranda of Understanding, Terms of Reference, or other written agreements been drafted with respect to the project?  Yes |  No |  Not Applicable (**If yes, please attach**).

## 2.Research/Studies & Supplementary Documents

Indicate which of the following have been included as part of the project submission:

Corporate and/or Strategic Plan

Approvals - Permits/Licences/Letters of Authorization

Environmental Impact Assessment

Financials - Budget/Cash flow Projections, Bills of Quantities

Agreements - TOR/MOU/Contracts/Status Letters

Studies - Market Research/Survey, Feasibility Studies

Reports - Annual Reports, Technical Reports

Designs - Architectural Designs

Titles - Security of Assets

Other - Indicate at Item 3, below

## 3.Other Supporting Documents

Provide copies of all masterplans, studies, and analyses that guided/informed the project objectives.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Type** | **Title** | **Description** | **Link** |
| **1** | e.g. Report |  |  |  |
| **2** |  |  |  |  |
| **3** |  |  |  |  |

## 4.Illustrative Media and Mock-ups etc.

Provide links to any mock-ups, plans or other media that support the case being made.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Type** | **Title** | **Description** | **Link** |
| **1** | e.g. Animation |  |  |  |
| **2** | e.g. Floorplan |  |  |  |
| **3** | e.g. PowerPoint |  |  |  |

## 5.Other Information

Provide details of any supplementary information/documentation that supports the project proposal.

|  |
| --- |
|  |

# [H] PROJECT IMPLEMENTATION PLAN

## 1.Implementing Entities [🛈](#_2_Implementing_Entities)

Identify all implementing entities and state their involvement in proposal development, where available.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Name of Implementing Entity** | **General Project Area of Focus** | **Involvement in Proposal Development** | | | |
| *Consulted on Project Proposal* | *Aware of*  *Project Dates* | *Aware of Roles/ Responsibilities* | *Aware of*  *Project Costs* |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |

## 2.Stakeholder Mapping & Consultation Plan [🛈](#_3_Stakeholder_Mapping)

State the names of the relevant stakeholder entity or group, the nature of consultations held/planned, and the actual or expected feedback (outcome of the consultations) informing the project design.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Stakeholder** | **Level of Interest**  **(H/M/L)** | **Level of Influence**  **(H/M/L)** | **Consultation Format/Channels** | **Date Planned/Held** | **Actual/Expected Outcome/Feedback** | **Responsible Entity** |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
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|  |  |  |  |  |  |  |
|  | | | | | | |

## 3.Project Management Plan [🛈](#_4_Project_Management)

Outline the project management capacity of the implementing entity and how this will be performed.

**a) Organizational Capacity**

Identify the organizational competencies that are directly related to the project objectives and indicate if these are available in-house, or if the project proponent would require support in the respective areas. The pre-selected items should always be included.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Competency Domain** | **Competencies Directly Related to the Project Objectives** | **Available In-house** | **Support Required** | **To Be Outsourced** | **Organizational Response** |
| **Operational Capacity** | Budget & Financial Management System |  |  |  |  |
| Human Resource Management System |  |  |  |  |
| Monitoring & Evaluation System |  |  |  |  |
| Procurement, Inventory & Asset Management System |  |  |  |  |
| Quality Assurance System |  |  |  |  |
| **Technical Capacity** | Technical Management Skills and Experience |  |  |  |  |
| Project Planning, Supervision and Governance |  |  |  |  |
| Regulatory Management Capacity |  |  |  |  |

**b) Project Governance**

Describe the decision-making structure for this project. Also describe how project change will be managed and the authority levels for conflict resolution.

|  |
| --- |
|  |

**c) Governance Chart** 🛈

Present an organizational chart that outlines how the project will be managed and the functional/reporting relationships among the members of the project team.

|  |
| --- |
|  |

**d) Organizational Change Management Plan** 🛈

Where applicable, present a detailed change management plan, to outline how the affected organization(s) will manage alterations to major components of its business processes under the proposed project. If available, also outline any policies or protocols that exist to guide/facilities organizational change.

|  |
| --- |
|  |

## 4.Project Implementation Plan [🛈](#_5_Project_Implementation)

### a) Implementation Arrangement

Define the implementation plan for the project, including the financial year quarter for the start and end of the implementation activity. Attach a Gantt Chart to represent the project implementation.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **WBS** | | **Description** | **Project Dates** | | **Total** | **Owner** |
| Start | End |
| **Comp.** | **1** |  |  |  |  |  |
| **Actvs.** | **1.1** |  |  |  |  |  |
|  | **1.2** |  |  |  |  |  |
|  | **1.3** |  |  |  |  |  |
|  | **1.4** |  |  |  |  |  |
|  | **1.5** |  |  |  |  |  |
|  |  |  |  |  |  |  |
| **Comp.** | **2** |  |  |  |  |  |
| **Actvs.** | **2.1** |  |  |  |  |  |
|  | **2.2** |  |  |  |  |  |
|  | **2.3** |  |  |  |  |  |
|  | **2.4** |  |  |  |  |  |
|  | **2.5** |  |  |  |  |  |
| **Total** | | | | | **0** |  |
|  | | | | | |  |

### b) Gantt Chart [🛈](#_5_Project_Implementation)

Insert a Gantt Chart to represent the project implementation plan.

|  |
| --- |
|  |

## 5.Project Funding Arrangements

### a) Project Financing Plan [🛈](#_6_Project_Funding)

Outline the project financing plan, detailing specific items and the associated funding amount to be provided by each funding entity, which shall identified in the naming key, below.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Key: Funding Entity Category** | | **Funding Entity Name** | **Total Funding to be Provided** | Reference the appropriate letter to indicate each *funding entity* in the financing plan, below. |
| a | Government of Jamaica |  | $9,500,000 |
| b | International Development Partner | Example: United Nations Children Fund (UNICEF) | $1,500,000 |
| c | Other Financial Institution | Example: Commercial Bank | $250,000 |
| d | Other: *State* |  |  |
|  | | | **$11,250,000.00** |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **#** | **Items** | **Funding Source(s)** | | | **Total** |
| **Grant** | **Debt** | **Equity (GoJ)** |
|  | **Example: Training and Development** | **$1,500,000 (b)** |  | **$8,500,000 (a)** | **$10,000,000.00** |
|  | **Example: Software Licenses** |  | **$250,000 (c)** |  | **$250,000.00** |
|  | **Example: Computer Hardware** |  |  | **$1,000,000** | **$1,000,000.00** |
|  |  |  |  |  | **0** |
|  |  |  |  |  | **0** |
|  | | | | | **$11,250,000.00** |

### b) Budgetary Disbursement Schedule [🛈](#_6_Project_Funding)

Outline the required budgetary disbursement schedule for the project at the component level. Where possible, define the required disbursement schedule at the activity level.

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **WBS** | | **Total Budget**  *(Auto-Calculated)* | **FY** | | | | **FY** | | | | **FY** | | | | **Owner** |
| Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 |
| **Comp.** | **1** | 0 |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **Actvs.** | **1.1** | 0 |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  | **1.2** | 0 |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  | **1.3** | 0 |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  | **1.4** | 0 |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  | **1.5** | 0 |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **Comp.** | **2** | 0 |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **Actvs.** | **2.1** | 0 |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  | **2.2** | 0 |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  | **2.3** | 0 |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  | **2.4** | 0 |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  | **2.5** | 0 |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **Totals:** | | **0** |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  | | | | | | | | | | | | | | | |

## 6.Procurement Plan [🛈](#_7_Procurement_Plan)

Identify the goods, works and/or services that will be procured for each project component.

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Procurement Plan** | | | | | | | |
| **Project Components** | | **Goods/Works/Services** | **Procurement Plan** | | | | |
| **IDP/GOJ** | **Method** | **Desired Timing** | **Responsible Entity** | **Cost** |
| Component | **1** |  |  |  |  |  |  |
| Product/Service | **1.1** |  |  |  |  |  |  |
|  | **1.2** |  |  |  |  |  |  |
|  | **1.3** |  |  |  |  |  |  |
|  | **1.4** |  |  |  |  |  |  |
|  | **1.5** |  |  |  |  |  |  |
| Component | **2** |  |  |  |  |  |  |
| Product/Service | **2.1** |  |  |  |  |  |  |
|  | **2.2** |  |  |  |  |  |  |
|  | **2.3** |  |  |  |  |  |  |
|  | **2.4** |  |  |  |  |  |  |
|  | **2.5** |  |  |  |  |  |  |
|  | | | | | | | |

## 7.Project Risk Management Plan [🛈](#_8_Project_Risk)

Identify and analyse the various risks that may prevent project success.

### a) Environmental Impact Risk Management

Conduct an environmental scan or impact assessment as necessary and detail the possible impact of the project on the environment and the measures to be implemented to manage the risks identified and assessed.

|  |
| --- |
|  |

### b) Climate Risk Assessment

Where applicable (based on the outcome of Steps 2 and 3 – Climate Risk Assessment Methdology), define a Climate Risk Management Approach, or conduct a Climate Risk Assessment which evaluates the cost and benefits of relevant adapation measures.

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Exposure to Hazard** *(N/A, Very Low, Low, Medium, High)* | | | **Project Aspect** | **Vulnerability** *(Insignificant, Minor, Moderate, Major, Catastrophic)* | | **Risk** *(Very Low, Low, Medium, High)* | | | | **Existing Risk Management** | **Management Approach**  *(Mitigate/Transfer/Accept/Control)* |
| **Current** | **Future (RCP8.5)** | **Commentary** | **Construction** | **Post-construction** | **Construction phase** | | **Post-construction phase** | |
| **Current** | **Future (RCP8.5)** | **Current** | **Future (RCP8.5)** |
|  |  |  | 1: Onsite |  |  |  |  |  |  |  |  |
| 2: Inputs |  |  |  |  |  |  |  |  |
| 3: Outputs |  |  |  |  |  |  |  |  |
| 4: Links |  |  |  |  |  |  |  |  |
|  |  |  | 1: Onsite |  |  |  |  |  |  |  |  |
| 2: Inputs |  |  |  |  |  |  |  |  |
| 3: Outputs |  |  |  |  |  |  |  |  |
| 4: Links |  |  |  |  |  |  |  |  |

### c) Project Risk Assessment & Management Plan

Identify other risks that may prevent project success.

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Project Risk Assessment & Management Plan** | | | | | | | | |
| **#** | **Risk Category** | **Details** | **Risk Level** | | | **Risk Response** | | |
| **Impact** | **Probability** | **Risk Score** | **Response** | **Specific Strategy** | **Owner** |
| 1 | See instructions |  |  |  |  |  |  |  |
| 2 |  |  |  |  |  |  |  |  |
| 3 |  |  |  |  |  |  |  |  |
| 4 |  |  |  |  |  |  |  |  |
| 5 |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |
|  | | | | | | | | |

## 8.Monitoring & Evaluation [🛈](#_9_Monitoring_and)

### a) Results Framework

Provide a summary of the proposed monitoring and evaluation process and the relevant process owners.

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  | | **Results Framework** | | | | | |
| **Expected Results** | | **Description** | **Indicators** | **Baseline** | **Targets** | **Means of Verification** | **Risks & Assumptions** |
| **Impact Statement** | |  |  |  |  |  |  |
| **Outcome** | **1** |  |  |  |  |  |  |
| Output | O1.1 |  |  |  |  |  |  |
|  | O1.2 |  |  |  |  |  |  |
| Activity | A1.1 |  |  |  |  |  |  |
|  | A1.2 |  |  |  |  |  |  |
| **Outcome** | **2** |  |  |  |  |  |  |
| Output | O2.1 |  |  |  |  |  |  |
|  | O2.2 |  |  |  |  |  |  |
| Activity | A2.1 |  |  |  |  |  |  |
|  | A2.2 |  |  |  |  |  |  |

### b) Monitoring & Evaluation Plan

Detail the monitoring and evaluation plan and associated costs.

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Monitoring & Evaluation Plan** | | | | | | | | | |
| **Expected Results** | | **Description** | **Indicators** | **Targets** | **Type of M&E Activity** | **Data Collection** | | **Responsible** | **Budget** |
| **Method** | **Frequency** |
| **Impact Statement** | |  |  |  |  |  |  |  |  |
| **Outcome** | **1** |  |  |  |  |  |  |  |  |
| Output | O1.1 |  |  |  |  |  |  |  |  |
|  | O1.2 |  |  |  |  |  |  |  |  |
| Activity | A1.1 |  |  |  |  |  |  |  |  |
|  | A1.2 |  |  |  |  |  |  |  |  |
| **Outcome** | **2** |  |  |  |  |  |  |  |  |
| Output | O2.1 |  |  |  |  |  |  |  |  |
|  | O2.2 |  |  |  |  |  |  |  |  |
| Activity | A2.1 |  |  |  |  |  |  |  |  |
|  | A2.2 |  |  |  |  |  |  |  |  |

# [I] Post-Project Execution

## 1.Project Closure [🛈](#_1_Project_Closure)

Provide a general outline of how critical project close-out activities will be executed.

|  |
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## 2.Five-Year Post Project Operating Budget & Maintenance Plan [🛈](#_2_Five-Year_Post)

Outline the five-year critical aspects of the sustainability plan and project best practices that will be considered.

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **#** | **Operating Cost Items** | **Expenditure Frequency** | **Operating & Maintenance Period (J$)** | | | | | **Totals** |
| **Year 1** | **Year 2** | **Year 3** | **Year 4** | **Year 5** |
| 1 | Salary |  |  |  |  |  |  | 0 |
| 2 | Statutory Deductions |  |  |  |  |  |  | 0 |
| 3 | Motor Vehicle Allowance & Mileage |  |  |  |  |  |  | 0 |
| 4 | Travelling Expenses & Subsistence |  |  |  |  |  |  | 0 |
| 5 | Health Insurance & Other Benefits |  |  |  |  |  |  | 0 |
| 6 | Electricity |  |  |  |  |  |  | 0 |
| 7 | Water |  |  |  |  |  |  | 0 |
| 8 | Telephone |  |  |  |  |  |  | 0 |
| 9 | Internet |  |  |  |  |  |  | 0 |
| 10 | Sewage and sanitation |  |  |  |  |  |  | 0 |
| 11 | Building Repairs & Maintenance |  |  |  |  |  |  | 0 |
| 12 | ICT & Equipment Maintenance |  |  |  |  |  |  | 0 |
| 13 | Landscaping & Property Maintenance |  |  |  |  |  |  | 0 |
| 14 | **Contingency** |  |  |  |  |  |  | 0 |
| **Total** | | | | | | | | **0** |

## 3.Project Sustainability Plan [🛈](#_3_Project_Sustainability)

Outline the critical aspects of the sustainability plan and project best practices that will be considered.

|  |
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|  |

# [J] Other Information [🛈](#_J._Other_Inforamtion)

Where applicable, provide any additional information/details that are critical to the case being made.

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###

|  |  |  |
| --- | --- | --- |
| **PUBLIC INVESTMENT APPRAISAL BRANCH** **PROJECT PROPOSAL SUBMISSION FORM** |  | Please reduce paper consumption and consider omitting the form instructions when printing this document. |

## ABOUT THIS FORM [⏶](#_top)

**VERSION**

This form and the accompanying instructions may be updated/revised from time to time. Users are required to visit the Public Investment Appraisal branch webpage of the Ministry of Finance & the Public Service to access the latest version of the template. Verify the version date posted by the PIAB with the version date on the Document Control section of this form.

**PURPOSE**

The **Project Proposal Submission Form** is used by project proponents for describing and justifying a proposed project proposal.

**SECTIONS**

Information on the project being proposed is captured over the following eleven sections of the document:

* Cover: Project Overview
* Inside Cover: Section for O*fficial PIAB Use Only*
* Section A: Project Description
* Section B: Project Financing
* Section C: Project Value Proposition
* Section D: PPP/JV Structure
* Section E: Project Business Case
* Section F: Feasibility Studies
* Section G: Supporting Documentation
* Section H: Project Implementation Plan
* Section I: Post-Project Implementation

Each section **must** be completed in the prescribed manner, failing which, **the submission may be rejected**.

**DISCLAIMER**

While the Public Investment Appraisal Branch strives to direct project proponents to useful electronic resources to aid in the completion of submissions, references to any external website, service, or product, does not constitute endorsement, recommendation or favouring by the Branch. The Branch makes no claims about the accuracy of the websites referenced herein, and expressly disclaims liability for any errors or vulnerabilities that they may contain, including viruses and other harmful content.

**INSTRUCTIONS FOR USE**

**NAVIGATION**

This document utilizes cross-referencing functionality. To easily navigate to different sections of this document, take note of the following symbols and their meaning:

🛈 - This symbol appears beside headings in the main document to indicate that more information on the related section is available in the form instructions.

⏶ - This symbol appears in the form instructions and allows the user to jump to the related input fields in the main document.

To quickly jump between the form input fields and the related instructions, simply press the CTRL key and click the [🛈](#_J._Other_Inforamtion) or ⏶ symbol beside the relevant heading.

**DOCUMENT SUBMISSION**

* Upon completion of this form, the relevant appendix items shall be attached.
  + Appendix items shall be scanned and merged with the form as a single PDF document.
* The form shall be submitted to the Public Investment Appraisal Branch (PIAB) under confidential cover.
  + Submissions must be sent electronically to [piab@mof.gov.jm](mailto:piab@mof.gov.jm), and the hardcopy with original inked signature shall also be submitted to the PIAB.

**DATA ENTRY**

This form was designed in Microsoft Word 2016, for use with a similar software package on a Windows 10 Pro OS, or higher.

**General Formats and Measures**

* Dates: All dates shall be written using numbers in the format **year/month/day**, unless otherwise directed. For example, if the date is requested in the format of the financial year quarter, for example, Q1 shall be used to represent the first quarter (April-June), Q2 to represent second quarter (July-September) and so on.
* Units of measure: All units of measurement shall be reported using the metric system; the imperial equivalents can be provided in parenthesis, where necessary.
* Currency: All costs shall be represented in Jamaican Dollars in the first instance, with the appropriate foreign currency equivalent provided in parenthesis. Equivalent values shall be calculated at the prevailing exchanges rates published by the Bank of Jamaica. The BOJ rate date shall also be stated.
* Template modification: To the furthest extent possible, the template should **not** be modified from its structure, format or layout. If necessary, additional rows can be added to tables when listing.

The other fields of the form shall be completed as follows:

#### Project Overview [⏶](#_top)

In this section the project proponent shall outline the basics of the project and provide a snapshot of the project details:

* Project Name

Provide an appropriate and descriptive, yet succinct, project title that captures the project goals and location, where possible.

* Executing Agency

State the name of the Project Sponsor, which has functional governance responsibility for the initiative.

* Portfolio Ministry/Head

This is the entity with ultimate policy governance responsibility for the initiative. It is the line Ministry from which project endorsement should first be granted. The Head of Entity for all listed implementing agencies shall also submit a letter of commitment/partnership on the project. [See *Implementation Plan,* below]

* Project Overview

Provide an overview of the appraisal decision and recommendations made by the PIMC at the concept stage. Indicate the status of actions taken to execute those recommendations and decisions.

* Project Proponent

Provide details of the individual who will function as the focal point for the submission.

* Submitted by

State the name, title, organizational affiliation and business address of the individual submitter.

* Telephone/Email

Provide a direct mobile, landline and email address for the individual making the submission. Phone numbers that circumvent switchboard systems are preferred.

* Authorized by

The head of the executing agency shall sign and stamp the submission.

#### A. Project Description

In this section the project proponent shall provide:

##### 1 Project Background [⏶](#_1.Project_Background)

Describe the current situation, i.e., the problem statement. It should answer the question ‘What needs to change?’ State what was done previously, if anything, to address the problem. Outline what is likely to happen if the project does not proceed, contrasted with what will happen should the project proceed. Include relevant research to support the case being made. References to trends and observations are also useful.

##### 2 Project Theory of Change [⏶](#_2.Project_Theory_of)

Identify the long-term project goal(s) (*Impact*), conduct a backwards mapping to identify the necessary preconditions (*outcomes*) to achieve the goal(s); then, identify how the proposed project will create these preconditions (outcomes), through the backward mapping of *outputs, activities* and *inputs* for each precondition. Include appropriate assumptions and external factors that may affect the necessary preconditions.

##### 3 Project Options Identification [⏶](#_3.Project_Options_Identification)

The project proponent is required to identify and fully describe the range of options that may be considered for achieving the objective(s) of their project. One option should always be the option of doing nothing i.e. maintaining things as they are currently with no major change. An initial estimate of the capital and annual operation cost associated with each option should also be provided. Utilise an appropriate method such as cost effectiveness analysis, cost benefit ratio, least cost analysis, etc. to enable consistency in the metric/parameter that serves as the basis for comparison of each option.

##### 4 Project Scope of Work [⏶](#_4.Project_Scope_of)

Provide a concise description of the main components of the project and the activities under each component.

##### 5 Project Objectives [⏶](#_5.Project_Objectives)

State the Specific, Measurable, Achievable, Realistic and Timely (SMART) high-level results to be attained from this project.

##### 6 Project Purpose [⏶](#_6.Project_Purpose)

Provide a succinct project impact statement, which outlines the expected long-term (>5 years) developmental change that the project seeks to bring about.

##### 7 Project Location [⏶](#_7.Project_Location)

Describe and specify the proposed project execution site. If the project output is intangible (e.g. deployment of a new service or virtual technology) the location address will suffice, however if the project will be executed at a building, plant, facility or plot of land in which the output will be tangible product, and if it involves any level of construction, then full details of the execution site are required.

* Description

As succinct as possible, describe the project site, detailing the features, neighbouring structures, landmarks and all points of significance to the project. The description should provide justification for the site selection. If this a non-construction project.

* Map

Insert a map, photo or other visual representation of the proposed project location using arrows, labels or other annotative tools to precisely highlight the proposed site of execution and other relevant features.

* Community, Town, Parish

State the community, town and parish of the proposed site.

* Plus Code

Navigate the website <https://plus.codes/map> and identify the Plus Code for the proposed project site and copy the full Plus Code (not the abbreviated version). [[Video Tutorial](https://www.youtube.com/watch?v=Rj2wnzvU2r8)]

* Land Valuation Number / Title Reference Number

Navigate the website <https://elandjamaica.nla.gov.jm/elandjamaica/interactivemap.aspx> and identify the proposed project site on the National Land Agency Map of Jamaica. Select the specific parcel(s) of land and copy the Land Valuation Number, and the corresponding Title Reference (otherwise listed as the Volume/Folio number). If the project is a non-construction activity, the land valuation and title-reference information is not required. [[Video Tutorial](https://www.youtube.com/watch?v=gXDptDtFIFI)]

##### 8 Lessons Learned Identification [⏶](#_8.Lessons_Learned_Identification)

Provide details of any similar projects (locally or internationally) and what research or lessons learned from these projects have informed the development of the project proposal. Where applicable, the experiential background of the project proponent and the listed implementing entities shall also be detailed.

##### 9 Project Status [⏶](#_9.Project_Status)

Describe the main issues that have pursued and outline the activities being undertaken to further develop the project.

##### 10 Synergies & Dependencies [⏶](#_10.Synergies_&_Dependencies)

For synergies, the project proponent shall describe how this project complements or otherwise supports other projects being undertaken or planned, even where these other projects are being executed by external entities. Describe the likely outcome of these synergies and how the outcomes can be/are maximized.

For dependencies, the project proponent shall consider and clarify whether the completion or effectiveness of the project will be dependent on any event, or other project(s), and conversely, whether any other project(s) is dependent on the project being proposed. State what is likely to happen if these dependencies are not met.

Where the other project is stated, the name of the implementing entity shall also be presented. Where synergies and dependencies are stated, references to the relevant project(s) shall also be presented.

##### 11 Priority Linkages and Policy Alignment [⏶](#_11.Priority_Linkages_and)

In this section the project proponent shall identify how the proposed project aligns with current national and international development goals to which the country subscribes.

* *Sector*

Navigate the website <https://www.vision2030.gov.jm/vision-2030-jamaica-sector-plans/> and select from the list the Sector Plan(s) to which the project objectives are most closely aligned. In the event of multiple areas of alignment, use a bulleted list, identifying each in declining order of significance.

* *National Development Plan Goal Alignment*

Navigate the website <https://www.vision2030.gov.jm/> and select from the list the National Development Plan(s) Goals most closely aligned to the project objectives. In the event of multiple points of alignment, use a bulleted list with declining order of significance.

* *Sustainable Development Goals Alignment*

Navigate the website <https://sdgs.un.org/goals> and select from the list, the Sustainable Development Goals (name and number) to which this project is most directly contributing. If possible, also state the specific SDG Target (number).

For example, the response to this question could be stated as: *7 - Affordable and Clean Energy / Target 7.2: By 2030, increase substantially the share of renewable energy in the global energy mix*.

* *GOJ Policy Alignment*

To which GOJ policy or policies is this project contributing? State the specific policy framework that will guide and aid in achieving project outcomes.

* *Local Statutes*

To which statute or local government development plan is this project aligned.

* *Organisational mandate; Corporate Plan and Strategic Priorities*

Indicate how this project fits within the organizational mandate and/or satisfies relevant statutes.

* *Project Merit*

The project proponent shall describe why this particular project was earmarked for execution. It should explain why this particular project is being proposed in the face of competing priorities and other possible projects that the proponent may have on the agenda. It should answer the question: ‘Why this project; why now?’.

#### B. Project Financing Plan

##### 1 Project Cost Estimates [⏶](#_1.Project_Cost_Estimates)

Provide the total capital cost of the project in Jamaican Dollars, along with any relevant foreign currency equivalent (and BOJ rate for the applicable date). The methodology for estimating the project costs shall also be provided.

The Financing Plan shall be used to provide a breakdown of the various project costs by Resource Items (e.g. Consultants, Computers, Software, etc.) and source of Funding.

##### 2 Funding & Implementation [⏶](#_2.Funding_&_Implementation)

Breakdown the project costs. Using the funding key, identify all proposed sources of project funding, then after itemizing each project cost/component indicate the estimated cost.

* Project Source of Funding

Select the proposed source(s) of funding for the project, and indicate whether the funds have already been identified, or committed. Details of the funding agreement can be annexed, where available.

* GOJ Resources Required

Provide recent financial statements or prepare a table showing the annual financial position projected by category.

* Entity’s Revenue Source

Provide recent financial statements or a table showing the projected financial position, by category.

* Procurement & Implementation Modality

This section should signal the procurement method proposed to support project implementation with justification.

* + - If the entity’s revenue source is “Self-financing”, state the specific source, for example User Fees, Statutory Charges etc.

#### C. Project Value Proposition

##### 1 Project Demand [⏶](#_1_Project_Demand)

Explain who needs the goods/services/processes/systems that will be delivered by the project. Indicate the main beneficiaries/users and provide an estimate of the total direct and indirect beneficiaries); where applicable, indicate the price that beneficiaries/users are willing to pay for the products/services emanating from the project.

##### 2 Project Benefits [⏶](#_2_Project_Benefits)

Complete the matrix to demonstrate how the project will benefit stakeholders in both the short-term (1-2 years) and medium-term (3-5 years). All major benefits, including financial, technical, social, and environmental, shall be listed in bullet format.

* **Micro**

Detail the project benefits to individual beneficiaries, showing the short-term and medium-term impact.

* **Meso**

Detail the project benefits to organizations, neighbourhoods, communities, and any other subset of society that would derive benefits as a group.

* **Macro**

Detail the project benefits to the general society, including indirect beneficiaries, and the environment.

#### D. Public-Private Partnerships/Joint Venture Project Structure

##### 1 PPP/JV Framework [⏶](#_1.PPP/JV_Framework_()

For projects that are to be implemented under a PPP or JV arrangement, respond to the applicable statements, providing references, where available.

##### 2 PPP/JV Business Structure [⏶](#_2.PPP/JV_Business_Structure)

For PPP/JV projects, describe the high-level mechanism in place for the following:

* Financial Model assumptions, development, testing, validation and value for money propositions.
* Transparent risk allocation, management and response.
* Responding to the financial impact of named risks.
* Change management, contract management, the delivery of benefits and sharing of costs.

#### E. Business Case

##### 1 Business Case [⏶](#_1_Business_Case)

*For commercially driven projects only.* Present the project business case, specifically:

* **Strategic Positioning**: Present a robust case for change, and explain the strategic importance of the product/service that will be created as a result of the project. Demonstrate why the product/service is needed and fits within national, regional and local policies, strategies and plans.
* **Performance Management**: Provide projected data on key performance targets for the product/service.
* **Marketing Plan**: Outline critical information about how the business will be marketed, including details about strategies that will be used to ensure/promote market penetration and interest in the product/service.
* **Commercial Viability**: Clearly identify the expected medium-term (3-5 years) operating costs, revenue and profit/loss associated with the production, distribution, marketing, etc. of the product/service. This should, where applicable, include an estimation of the external costs (costs borne by the wider society and not by the organization or users of the product/service produced).
* **Organizational Readiness**: Provide information on the readiness of the organization to engage in production/distribution of the proposed product/service.

1. Business Performance Metrics [⏶](#_1_Business_Case)

Provide details on how business performance will be measured. Provide a 5-year projection for each item.

1. Business Operating Strategies [⏶](#_1.Project_Business_Case)

For each item, provide a succinct outline of the various strategies that will be implemented to promote business success.

##### 2 Market Competition [⏶](#_2.Market_Competition_()

Identify the main competitors in the area of the proposed business. Using data for the preceding 5-year period (where available), discuss the strength of identified competitors with respect to their annual revenue, operating costs, customer base and market share, profit/loss etc.

##### 3 Business Model Canvas [⏶](#_3.Project_Business_Model)

Using an appropriatelayout, present a business model canvas, to include:

* Key Partners
  + Indicate the key business partners and their roles/activities in the product/service delivery; who are the key suppliers and their level or reliability; and which key resources will be acquired from partners/suppliers.
* Key Activities
  + Key activities which the value proposition will require; describe the distribution channels for the product/services; the customer relationship strategies; how revenue streams will be sustained.
* Value Proposition
  + What value will the product/service deliver to the customer? Which of your customer’s problems is the product/service helping to solve? Will the product/service be bundled with other products/services? Will the product/service be offered to different customer segments?
* Customer Relationships
  + What type of relationship does each of customer segment expect you to establish and maintain? Which customer relationships have already been created? How will these relationships be integrated into your business model? How costly are these relationships?
* Customer Segments
  + Outline whether the customer base is Mass Market, Niche market, Segmented, Diversified, Multi-sided etc. Explain for whom are you creating value? Who are the most important customers?
* Key Resources
  + What key resources will the value proposition and distribution channels require?
* Channels
  + Through which channels will your customer segments be reached? How are you reaching your customers now? How are channels integrated and which ones work best and are most cost-effective? Do you need to further integrate channels to reach customers with this new offering?
* Cost Structure
  + What are the most important costs inherent in your business model? Which key resources are most expensive? Which key activities are most expenses? Describe whether the business model is Cost Driven (leanest cost structure, low price value proposition, maximum automation, extensive outsourcing), value driven (focused on value creation, premium value proposition).
* Revenue Streams
  + Within what price range do you expect customers would be willing to pay? For what price do you currently pay for comparative products/services? How are they currently paying (GoJ pay, GoJ subsidy? If there are multiple streams, disaggregate accordingly.

#### F. Feasibility Analyses

##### 1 Technical Feasibility [⏶](#_1.Technical_Feasibility_()

Identify and assess the various technical inputs that will impact attainment of the project objectives. Specifically, assess the technological infrastructure, materials/resources, and labour inputs required to support the delivery of the project, and the extent of availability of these resources, both locally and internationally.

Outline steps to be taken to ensure that the delivery of the required inputs will be appropriate to the local context; competitively procured; in keeping with legal and regulatory requirements; and, that risks will be appropriately assigned. Also outline the key contractual issues that will be considered in the procurement and/or customization of these technical inputs, as well as contractual milestones and delivery dates.

Where applicable, discuss the product cycle of any technological inputs (e.g. software or hardware infrastructure), and the nature of the market (whether emerging or mature) from which the technology will be acquired, as well as potential benefits such as technology transfer and capacity building etc.

##### 2 Economic Feasibility [⏶](#_2.Economic_Feasibility_()

Perform cost-benefit analyses on at least two of the most technically feasible options to determine the most feasible and the preferred option. A cost effectiveness analysis or other suitable approach/technique should be conducted when it is difficult to assign a monetary value to important benefits.

Where costs/benefits are not quantifiable but are clearly material to the decision process, then these qualitative costs, benefits and risks should also be assessed, and taken into consideration in determining the “preferred option”. The “preferred option” should then be subjected to rigorous sensitivity analyses in order to test its robustness.

The methodology for determining economic feasibility should extend beyond financial feasibility (calculation of NPV, EIRR, etc.). Critical developmental issues should be estimated/qualified using the project Theory of Change.

The proposers of the project should provide information where applicable & available on:

* The project’s employment generation capacity & expected impact on employment
* The likely impact on export, and on import substitution;
* The possible multiplier effects/cross sectoral impacts;
* The potential backwards & forward linkages that will arise as a result of the project.

Note: Where the project has significant socio-economic implications, please indicate this and include a comprehensive Socio-Economic Feasibility Analysis in this section. Therefore, details that would otherwise be captured in the Social Impact Analysis (Item F4), can be discussed in Item F2.

##### 3 Financial Feasibility [⏶](#_3.Financial_Feasibility_()

Assess project feasibility from a financial perspective, by providing financial cash-flows and calculating - NPV; IRR and payback period, the least cost or cost-effectiveness of the project.

Provide evidence that the project is affordable and that it can be funded, based on the funding arrangements in place or to be put in place during the implementation and operation phases. Where applicable, there should also be an assessment of how the financing arrangements will impact the balance sheet, and the income and expenditure account of the project proposer.

Clearly indicate how the capital and operating costs of the project will be funded and whether potential funders have already been engaged. How will possible cost overruns be provided for? Where applicable, estimate and address the issue of guarantees that may be required and contingent liability that may result from project implementation.

##### 4 Social Impact Analysis [⏶](#_4.Social_Impact_Analysis)

Outline the key social issues that are critical to the project design and that must be considered to ensure project success. Define and discuss a participation strategy to ensure that all relevant stakeholders are sufficiently involved. Also define the positive and negative social change and social consequences that may arise from the project.

##### 5 Distributional Effects [⏶](#_4.Distributional_Effects_()

Identify groups from the wider society that are expected to gain as a result of the implementation of the project, and groups that are likely to lose. Determine and outline the nature of those gains and losses and, where possible, state these gains/losses in monetary terms. Otherwise, indicate the gains/losses in terms of significance (i.e., minimal, moderate, major) or other appropriate descriptor that allows adequate ranking or estimation of these benefits.

#### G. Supporting Documentation [⏶](#_[G]_SUPPORTING_DOCUMENTATION)

Outline the supporting documents that are being submitted along with the project proposal.

1. Draft TOR/MOU/Agreements: Where applicable, identify and provide details of any draft agreements that have been developed with respect to the project.
2. Type: State the type of media being attached, e.g., Illustration, Animation, Slideshow, Video, Report etc.
3. Title: As succinct as possible, describe the project site, detailing the features, neighbouring structures, landmarks and all points of significance to the project. The description should provide justification for the site selection.
4. Description: Provide a short description of the media. Explain what is shows and what the proponent wishes to highlight.
5. Link: Insert a direct hyperlink to the media. Preferably, the link should open the media directly, without the need for downloads, passwords or other authorization. However, if a password is required to access the media, this should be provided. Preferred platforms for media hosting include YouTube, Google Drive, OneDrive and Dropbox.

#### H. Project Implementation Plan

##### 1 Implementing Entities [⏶](#_2.Implementing_Entities_()

1. Entity

MDA and/or private partner that carries out the activities of the project; the implementing agency can also be the entity which is co-coordinating the work of others carrying out the work i.e. contractors.

1. Involvement in Proposal Development

Indicate the extent to which the named implementing entity was involved in the development of the project proposal submission.

##### 2 Stakeholder Mapping & Consultation Plan [⏶](#_3.Stakeholder_Mapping_&)

List the key stakeholders of the proposed project and outline the nature and extent of consultation undertaken and/or to be undertaken with all interested stakeholders, including those who will be affected by the project, as well as those who need to make inputs into the project. Indicate the outcomes of consultations already undertaken, and the expected outcome of consultations to be undertaken. Where applicable, also indicate any possible areas of conflict of interest with respect to the project stakeholders.

##### 3 Project Management Plan [⏶](#_4.Project_Management_Plan)

1. Organizational Capacity

For each of the listed domains and standards of organizational capacity, state the current capacity of the implementing entity to undertake the project as described and provide details of any support that may be required to increase the execution capacity of the organization.

* *Budget & Financial Management System*: Capacity to perform financial management and manage budgets
* *Human Resource Management System*: Capacity to manage teams and human resources
* *Monitoring & Evaluation System*: Capacity to undertake monitoring and evaluation processes
* *Procurement, Inventory & Asset Management System*: Capacity to undertake acquisition, management and mobilization of resources.
* *Quality Assurance System*: Capacity to undertake and deploy quality management strategies.
* *Technical Management Skills and Experience*: Technical experience in the implementation of similar projects.
* *Project Planning, Supervision and Governance*: Capacity to undertake project planning, supervision, governance and leadership.
* *Regulatory Management Capacity*: Capacity to manage/respond to changing regulatory requirements.

1. Project Governance

Identify the project management governance structure, to describe the decision-making structure. Provide details on the different roles/titles that will be part of the governance team, and where possible, provide the specific names and current occupational capacities of these individuals. Also provide details on how project change will be managed.

1. Governance Chart

Outline the governance structure of the project using an organizational chart and describe the roles/functions of key technical team members. The members of the team and their functional roles both within their respective organizations and with respect the specific project shall also be identified. Use an appropriate software to generate the chart such as <https://www.lucidchart.com/>.

1. Organizational Change Management Plan

Where applicable, provide details of the organizational change management plan, identifying key issues and responses to manage the expected operational/business alterations to the affected organization. Indicate, where available, any policies or protocols that will be applied in support of the execution of this plan.

##### 4 Project Implementation Plan [⏶](#_5.Project_Implementation_Plan)

1. Implementation Plan

Describe each phase/component of the project, and indicate the planned start and end date for each. Enter the relevant month if available, otherwise, state the financial year quarter for each phase.

1. Gantt Chart

Insert a Gantt Chart for the project. Where possible, develop the chart using Microsoft Projects or other suitable software package and include the editable work files as part of the submission.

##### 5 Project Funding Arrangements [⏶](#_6.Project_Funding_Arrangements)

1. Project Financing Plan

Identify the specific items to be procured. Do not disaggregate the budget by project activities, rather, provide a disaggregation based on cost categories, e.g. Human Resources (where the items could be staff, consultants, training etc.); Utility (where the items could be electricity, water, telephone etc.) and others. In the naming key, provide the *name* of each entity that will providing funding, based on their organizational category. For example, for a funding entity labelled ‘b’ – International Development Partner (IDP), state the name of the relevant entity, such as World Bank, CDB etc.The entity that will provide funding for **each** item on the plan shall be indicated using the appropriate letter.

**Note:** **DO NOT** manually enter item numbers in the leftmost column. To add a new table row, navigate to the left of the table, and click the plus sign that appears on hover; this will automatically update the item numbers.

1. Budgetary Disbursement Schedule

Provide a budgetary disbursement schedule at the component level. This should outline the financing amount that is required for each item. Where possible, provide the required disbursement schedule at the activity level.

##### 6 Procurement Plan [⏶](#_7.Procurement_Plan_()

In this section the project proponent shall outline the procurement plan, to include:

* IDP/GOJ – The entity whose rules will govern the procurement activity, whether an International Development Partner (IDP) or Government of Jamaica (GOJ).
* Method – State the procurement method e.g. Direct Contracting, Limited Tender etc.
* Desired Timing – Indicate the starting and ending financial year quarter for the procurement activity.
* Responsible Entity – Indicate the entity that will managing the stated procurement activity.

##### 7 Project Risk Management Plan [⏶](#_8.Project_Risk_Management)

In this section the project proponent shall outline the results of various risk assessments including the estimated likelihood and impact on project success as well as proposed risk management strategies/responses.

1. Environmental Impact Assessment [⏶](#_a)_Environmental_Impact)

Conduct a scan to determine if the project will have significant negative impacts on the natural environment. The factors to be considered shall include: impacts on human health, fauna and flora, soils, land use, material assets, water quality, air quality, noise and vibration, the landscape and visual environment, historical and cultural heritage resources, and the interactions between them. Indicate steps that could be proposed in the project design to reduce avoid or offset significant adverse impacts.

1. Climate Risk Assessment [⏶](#_b)_Climate_Impact)

Refer to the [***Climate Risk Assessment Methodology Outline and Instructions for Application***](https://www.mof.gov.jm/about-us/public-investment-appraisal-branch/) and complete Steps 2, 3, 4a or 4b and 5 as appropriate.

1. Project Risk Assessment & Management Plan [⏶](#_c)_Project_Risk)

Identify potential risks that may prevent the project from achieving its objective. Use the following categories of risk, where relevant, then provide a description of each and complete the matrix based on a rigorous assessment.

*For example:*

If one risk category identified is *Cost Management*, then the specific description of risks could include: *Payment delays*; *Significant fluctuations in foreign exchange rates*; *Changes in the price of required materials*; *New/amended banking fees or charges* etc. Select the most appropriate description(s) and insert in the appropriate field.

* Risk Category
  + - Change mgmt.
    - Communication
    - Cost management
    - External hazard
    - Governance
    - Health and safety
    - Human resources
    - Integration
    - Legal/Regulatory
    - Market
    - Operational
    - Performance
    - Political
    - Procurement
    - Scope creep
    - Stakeholder mgmt.
    - Technology
    - Other
* Risk Probability

State how likely the identified risk is expected to occur and pose a threat to project success. Use the levels High, Medium Low.

* Risk Impact

State the extent of the potential losses, should the risk occur. Use the levels High, Medium Low.

* Risk Score

Based on an assessment of the Risk Probability and Risk Impact, determine the Risk Score. This should signal the level of priority given to stated risk and is not necessarily an average of the impact and probability.

* Risk Owner

Identify the implementing entity/stakeholder that will respond to the risk, whether through proactive or reactive risk mitigation measures.

##### 8 Monitoring and Evaluation [⏶](#_9.Monitoring_&_Evaluation)

Describe how attainment of the project objectives will be monitored and evaluated and the relevant actors that will be responsible for the various M&E activities.

* *Results Framework*: Complete the matrix to outline the expected results of the project, the baseline and target information and how attainment will be verified.
  + - *For Means of Verification – Indicate where the data to verify the impact, outcomes, outputs and activities achieved be derived and whether these sources are credible. It should answer the question: What will corroborate the indicators?*
* *M&E Plan*: Complete the matrix to outline the monitoring and evaluation plan.

#### I. Post-Project Execution

##### 1 Project Closure [⏶](#_1.Project_Closure_()

Generally, outline the approach that will be taken to: Verify attainment of the project deliverables; Handover assets and the project product to the client; Generate and appropriately disseminate the project close-out reports such as the Financial Report/Statements, Final Project Report, Terminal Report, Lessons Learned Report, Quality Assurance Report and the Sustainability Report.

##### 2 Five-Year Post Project Operating Budget and Maintenance Plan [⏶](#_2.Five-Year_Post_Project)

Detail the post-project operating and maintenance cost for a five-year period. The expenditure frequency can be stated as either: One-off; Ongoing; Daily; Weekly; Fortnightly; Monthly; Quarterly; Biannually; Annually; or Biennially.

##### 3 Project Sustainability Plan [⏶](#_3.Project_Sustainability_Plan)

In this section, the project proponent shall provide details regarding the sustainability plan, post project implementation. The proponent shall also demonstrate consideration for any local and international best practices that have informed the development of the project proposal.

Describe in detail how the public investment will be sustainable in the long-term. Describe the returns, commercial prospects, or future maintenance requirements that demonstrate the sustainability and long-term economic, environmental and social benefits.

#### J. Other Information [⏶](#_[J]_Other_Information)

Provide any other details or clarification that supports the proposal. Attachments may also be submitted in support.

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