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CONCEPTUAL AND METHODOLOGICAL BASES FOR THE DEVELOPMENT OF A SUPPORT SYSTEM FOR THE MANAGEMENT OF TECHNICAL CO-OPERATION*

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FOREWORD

This document constitutes a preliminary version of the study on the elaboration of an information system designed to facilitate the management of technical co-operation. The proposal is based on the principles and structure of the Integrated Project Bank as an instrument for facilitating the programming of public investment. It is recommended that the two systems should be integrated in order to simplify the planning and co-ordination of public investment and technical co-operation projects, independently of their sources of financing.

It should be noted that the aim of this document is to serve as a basis for a fruitful discussion which would result in the adoption of a methodological approach to the development and application of systems such as the one being proposed. That is to say, the dissemination of this study marks the start of an effort to develop a flexible design which can be adapted to any country.

This effort represents the implementation of recommendations emanating from the ECLAC/ILPES/UNDP/SELA/CIM/PAHO/FAO interagency co-ordinating mechanism and from the resolutions of the forums of ECLAC, ILPES and SELA. It is a response to the need to establish a more systematic link between technical co-operation, including TCDC, and development strategies and plans, public investment programmes, and the allocation of public resources through budgetary mechanisms.

This study has been undertaken within the framework of the joint action under Project RLA/86/029 and of Advisory Services Programmes.

ACKNOWLEDGEMENTS

The preparation of this document has been made possible through the collaboration of many persons who provided information and contributed their ideas on the subject.

Special mention should be made of the contribution of the National Planning Office of Chile, ODEPLAN, since this document embodies a number of ideas which are the fruit of the experience of this institution in the elaboration of systems designed to facilitate the management of technical co-operation.

Acknowledgement must also be made of the contribution of the participants in the Subregional Seminar on Technical Co-operation and Project Banks held in San Salvador, El Salvador, in June 1988, and organized jointly by the UNDP office in El Salvador, ILPES, the Project RLA/86/029, SELA and ECLAC. The discussion of a preliminary version of this document made it possible to obtain the first hand opinion of specialists in the management of technical co-operation and to make modifications in order to better adapt the proposed system to the requirements of countries.

I. INTRODUCTION

As is well known, the growth rate of a country is linked to the level of investment. For a more detailed analysis of this relationship, it is necessary to distinguish between investment in physical capital and investment in human capital. Finally, the "quality of the investment" is a variable of which account must also be taken.

The current high level of indebtedness of the majority of the countries of Latin America and the Caribbean constitutes a serious obstacle to the achievement of greater growth fuelled by heavy inflows of external resources. Consequently, accepting the validity of the above-mentioned hypotheses, that is to say accepting the premise that the growth rate of a country depends on the quality of its investments, the improvement of the quality of public investment assumes particular importance.

On the other hand, the limited possibility of securing greater inflows of resources from abroad is frequently restricted by the absence of available projects for which financing may be sought from international organizations or bilateral agencies. Moreover, in view of the difficulty of preparing and following up multi-project programmes, credits are usually earmarked for large projects, which do not necessarily have the highest priority. Local resources are diverted to provide counterpart financing, which leads to a postponement of smaller projects, frequently those of a social character.

This critical situation has made it necessary to seek methodological approaches that would permit an optimal allocation of resources. In response to this, we have witnessed the emergence of Project Banks, which are designed to enhance the investment management capacity of the public sector. These

systems make it possible to carry out a detailed and timely follow-up of the projects under way and constitute a powerful tool for the planning of preinvestment and for the elaboration of public sector investment programmes.

An important component of investment in several countries of the region is Technical Co-operation which may be considered a particular type of public investment. Such co-operation usually takes the form of projects or programmes, through which technology or knowledge is transferred to the country. Consequently, the improvement of its management also assumes particular importance.

However, methodological approaches and administrative mechanisms similar in effectiveness to the Project Banks have not so far been developed to support the management of technical co-operation. The institutions responsible for the planning and follow-up of technical co-operation do not usually receive standardized and timely information for decision making. They frequently find themselves in a situation of dependency vis-à-vis the executing agencies for follow-up information. Moreover, they do not usually have a sufficient number of projects ready to put forward to the international financing agencies to give them bargaining ability. In addition, this carries the risk of forcing them to request technical co-operation for low priority projects, which are the only ones to have been properly formulated.

The purpose of this study is therefore to put forward a proposal for a conceptual and logical design of a system of management of technical co-operation, based on the structure of the project banks. The application of system of this kind is aimed at achieving a harmonious integration of public investment and technical co-operation. Once operating regularly, the system will provide the institution responsible for the management of technical co-operation with standardized and timely information

on the projects that are under way. It will also facilitate the negotiation of technical co-operation projects by ensuring that the institution has an adequate number of projects ready to be initiated.

It should be pointed out that this proposal does not constitute a finished design which may be reproduced directly in any country. For the implementation of any system in particular, it will always be necessary to adapt this theoretical design to the particular characteristics of the institution and of the situation with regard to the supply of technical co-operation in the country.

Moreover, the installation of a system of technical co-operation management consists not only of the establishment of a data base on the subject. It is also necessary to establish procedures for the compilation and analysis of information and to train personnel in the use of the system and in the generation of the required information. At the same time, agreement must be reached between all the institutions involved in the process of technical co-operation on whether to accept the procedures of the system.

Finally, in view of the complexity of the subject, it is important to stress that this document seeks only to present ideas which may serve as catalysts for the development of new activities.

II. GENERAL FRAMEWORK

Since the objective of this document is to propose a system of support for the management of technical co-operation based on the structure of Project Banks, it would be useful to examine first of all some basic elements of public investment in general and of the Project Banks in particular. No attempt has been made to exhaustively analyse these topics, but only to present some basic approaches and concepts which would serve to define the proposed system.

2.1 Public Investment as a Process

Public investment may be compared to a productive process in the sense that it uses resources and delivers products. It is easy to conceptualize a productive process as a production line within which, by using various resources, a certain product is elaborated. By analogy, public investment requires financial, human and material resources and generates various finished products.

In the case of public investment, the basic unit of production may be conceived of as the project. As each project makes its way through the "production line", it receives various inputs which convert it from an idea into a concrete reality.

Throughout this "production line" it will be possible to distinguish various stages, characterized by the degree of progress achieved by the project in each one of them. The stages define what is known as the "project cycle", which will be examined in the next section.

However, a productive process always requires a system of management. Thus for example, in the case of a production line there is need for information which would permit decisions to be made as to how much to produce and how to do so (what resources to use). The management function should therefore have access to information that is external to the production line (for example, market for resources and products) and information on the productive process itself (for example, yield and costs).

In order to support this management function, management information systems are being developed, which are designed to provide the prompt and reliable information that is needed for making both routine as well as strategic decisions.

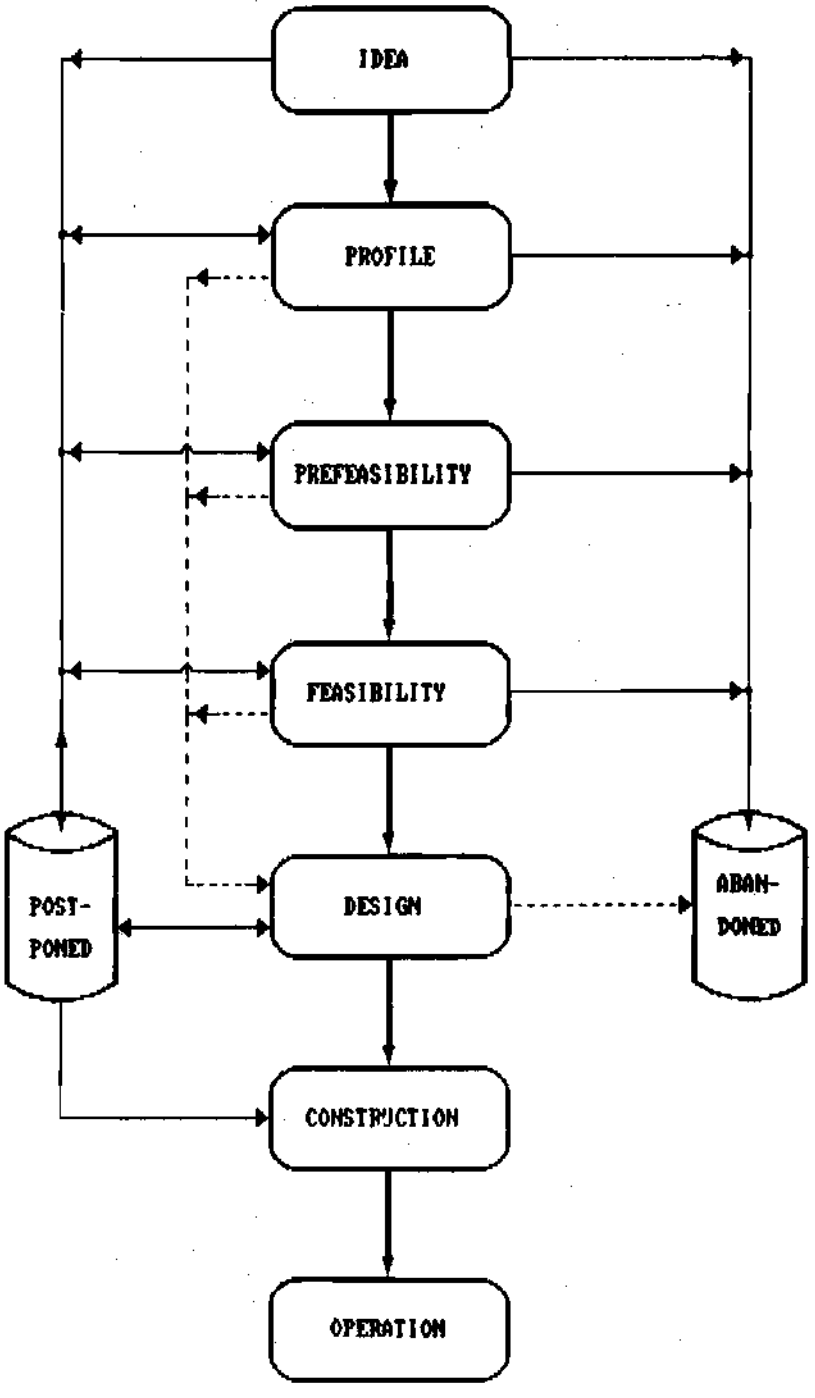
In the case of public investment, one of the most comprehensive management information systems which have been developed is the Project Bank, whose basic structure will be examined under subhead 2.3.

2.2 The Project Cycle

A project, from the time that it is born as an idea until it is in operation, must pass through various stages or phases. The following phases may be distinguished in the life cycle of a project (Figure 1):

i) Idea. This is the first phase in the life of the project. The need to be satisfied or the problem to be resolved is identified and a number of alternatives for its satisfaction or solution are examined. The principal aspects to address are a clear and precise identification of the problem or need and the proposal of the greatest possible number of alternative solutions. At the same time, it is useful to identify the institutions that should be concerned with the implementation of the project.

FIGURE No.1
PROJECT CYCLE



ii) **Profile.** This is the phase during which a preliminary determination is made of the costs and benefits of the project. This determination is based on the previous experiences and average costs. On the basis of this analysis, the alternatives which appear to be the most appropriate are selected.

iii) **Prefeasibility.** This is the next phase of the project cycle, when a detailed study is made of the alternatives chosen during the profile phase. Predesigns and market studies are carried out and the best alternative is selected.

iv) **Feasibility.** This is the phase during which the details of the technical and economic aspects of the choice made are refined in order to achieve the greatest degree of certainty in making decisions.

v) **Design.** This phase consists basically of the elaboration of the engineering and/or architectural plans and specifications.

vi) **Execution.** Is the phase of the construction of the work or, in generic terms, the implementation of the project.

vii) **Operation.** Is the phase during which the project enters into operation and begins to generate the benefits expected of it.

viii) These phases are grouped into three stages, which are:

i) Preinvestment, which covers the phases from the idea up to the feasibility study.

ii) Investment, covering the phases of design and execution.

iii) Operation, corresponding to the phase of the same name.

In addition to the stages described above, the following project stages need to be defined:

iv) Abandoned, refers to those projects which at some phase of their life cycle were discarded for reasons such as being technically or economically unfeasible or having being replaced by an alternative project.

v) Postponed, refers to the state of those projects whose progression to the next phase of their life cycle has been deferred for reasons such as the inappropriateness of the timing or the lack of resources.

2.3 Project Banks

As already pointed out, one of the main mechanisms developed to facilitate the management of public investment is the Project Bank. It is designed in such a way as to permit the follow-up of projects throughout their life cycle, by storing all the information that is useful to the decision-making process. Since the proposed system for the management of technical co-operation will be based on the logical structure of Project Banks, it would be useful to describe the principal features of such banks.

Project Banks were first developed as information systems on public investment projects, whose objective was to systematize and standardize information needed for monitoring and decision-making purposes. Subsequently, with the advent of computerization and in view of the large volume of information to be handled, computer systems were developed to assist in their functioning.

It should therefore be pointed out that Project Banks are not only a "software". In fact, their operation requires methodologies, procedures and trained personnel.

Methodologies are necessary so that the information compiled on the various investment initiatives may be compared, at least at the sectoral level. Only in this way would it be possible to compare different projects on the basis of the same yardstick.

The prompt compilation of information requires that procedures be established for submitting and analysing information and for determining the role of the various institutions that operate within the system. This ensures that the information managed by the system is sufficiently up-to-date as to constitute a reliable basis for the adoption of monitoring mechanisms or for the planning of future activities.

Finally, consideration must be given to the training of personnel in the use of the methodologies and procedures of the system. This aspect is essential in order to ensure the smooth operation of a Project Bank.

The logical structure of a Project Bank is based on the project cycle. The system records the most important information about each project at each phase of its life cycle. As the project advances from one phase to another, the information corresponding to the completed phase is stored in the Project Bank and the process of recording the information generated in the new phase is initiated.

The quantity of information increases as the project advances through its life cycle. During the phases of idea, profile, prefeasibility, feasibility and design, the information recorded will be basically that which describes the main features of the project, indicators for determining its degree of priority and decisions regarding the subsequent phases. During the execution phase, on the other hand, the information recorded will relate to the physical and financial monitoring of the progress of work. Usually, the volume of this information will be significantly greater than that of the information for the previous phases. Moreover, such information must be received at more frequent intervals.

As regards the architecture of the system, there are basically three approaches which have been employed in accordance with the particular characteristics of each Project Bank.

A first alternative is the development of a centrally operated system and managed computer. In this approach, the institution managing the Project Bank is equipped with a computer which operates the system. That institution is also responsible for establishing all the procedures of the system and for ensuring its application. In addition, it has responsibility for all the information contained in the system. The various institutions that participate in the investment process relate to the Project Bank through forms for the transmission of information which are fed to the system, and through reports and lists generated by it; or from terminals installed in each of the institutions.

A second option is to establish a system which is physically centralized but which is decentralized in terms of its operation. This system uses a computer in the institution responsible for managing the Project Bank and terminals in each decentralized institution. The main difference is that in this case, the decentralized institution is responsible for ensuring the application of the procedures (centrally standardized) and for the information (regional or sectoral) contained in the system.

Finally, the possibility exists of developing a Project Bank using the approach of distributed data bases. Under this approach the standardization of the operation of the system continues to be a centralized responsibility. However, each institution participating in the network will have its own equipment and data base, thus enabling exchanges of information to be carried out among the difference bases in accordance with preestablished procedures.

III. CONCEPTUAL DESIGN

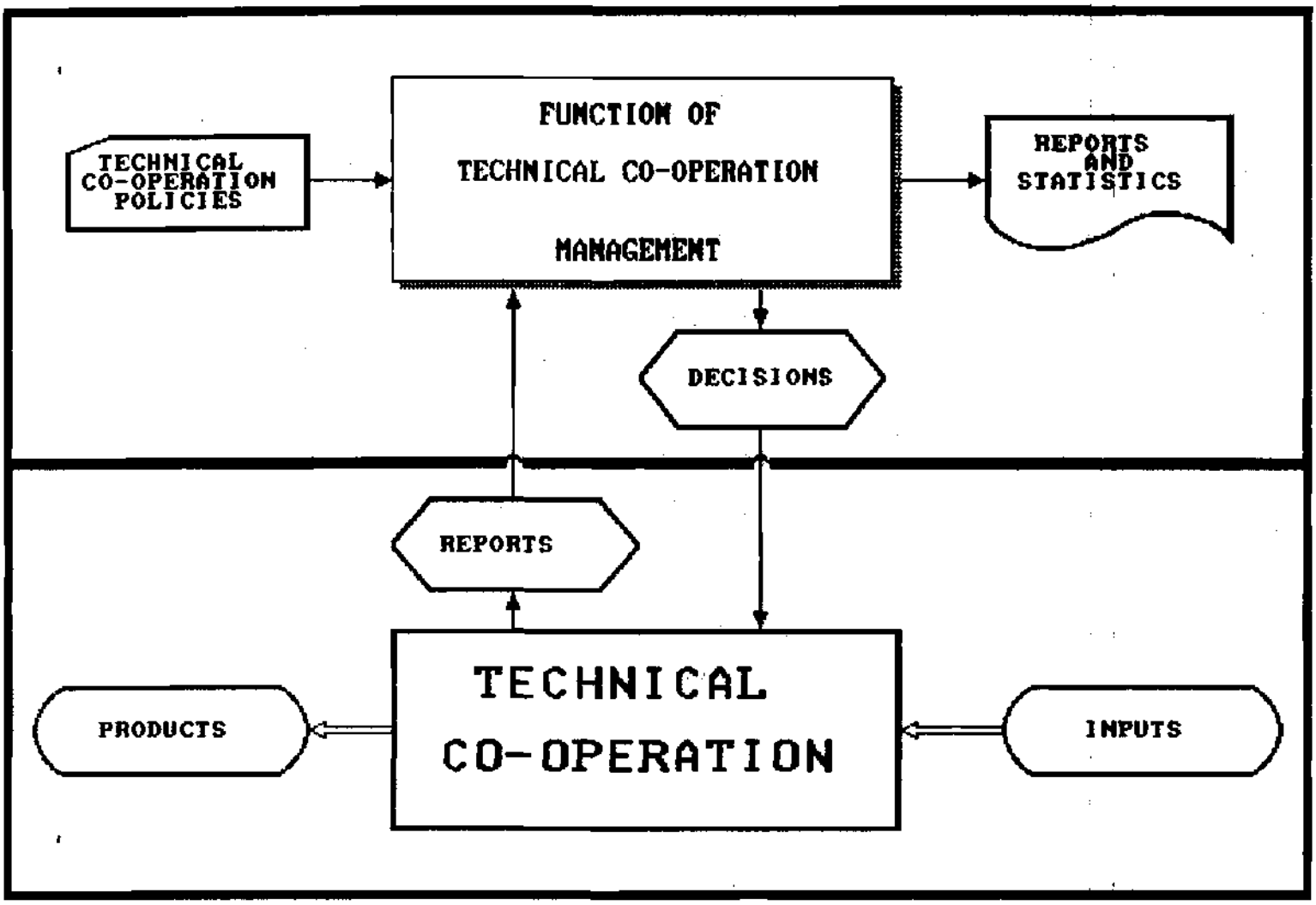
In approaching the problem of the design of a system of support for the management of technical co-operation we may, as in the case of public investment, conceive technical co-operation as a productive process. That is to say, we may view technical co-operation as a process which, on the basis of certain inputs, for the most part external, creates certain products which are of value to the country (Figure 2). The smooth operation of this process will require a form of management which seeks to ensure that available resources are assigned to the fabrication of products which are of real value to the country and to ensure that such products are used with maximum efficiency.

In order to facilitate the analysis of the system by examining it independently of the institutional structure, we shall define the concept of the Function of Management of Technical Co-operation. By this is meant the set of procedures and decisions that control the development of technical co-operation, independently of which institution or institutions actually perform the task. Let us assume, for the sake of simplicity, that that function is carried out by an Institution for the Management of Technical Co-operation.

Consequently, this function thus defined will cover all the activities undertaken in the country which are concerned with the management of technical co-operation. It therefore includes the making of decisions on which projects should be proposed for technical co-operation assistance, the selection of executing agencies, negotiations with the selected agencies and the follow-up and monitoring of the projects under way.

FIGURE No.2

TECHNICAL CO-OPERATION GENERAL FRAMEWORK



However, before proceeding to the conceptual design of the information system, it would be useful to examine certain aspects of the process of technical co-operation, which will be fundamental to the performance of that task. These aspects relate to determining what will be the "unit of production" for purposes of information storage and to defining the phases of the "productive process".

3.1 The Technical Co-operation Project

In the first place, it should be pointed out that, in keeping with the conceptual structure of the Project Banks, the "Technical Co-operation Project" will be considered as the fundamental unit in the operation of the system. By this is meant a set of planned and co-ordinated activities, including some that represent a technological or financial contribution to the country by bilateral or multilateral agencies or by other governments, aimed at achieving given objectives by producing certain results.

This definition is sufficiently general to include any technical co-operation activity. As long as it is possible to define an objective, the activities undertaken to achieve it, the inputs and results of those activities, and to determine the parties involved, a timetable and the cost, then the system will be able to manage the information on the project in a standardized manner.

The system will be designed in such a way as to manage in a standardized and flexible manner the information required for the making of decisions in each one of the phases of the life cycle of a technical co-operation project. On the basis of this information it will be possible to obtain by aggregation the

information necessary for the implementation and follow-up of technical co-operation programmes, which will comprise a series of projects.

3.2 The Cycle of Technical Co-operation Projects

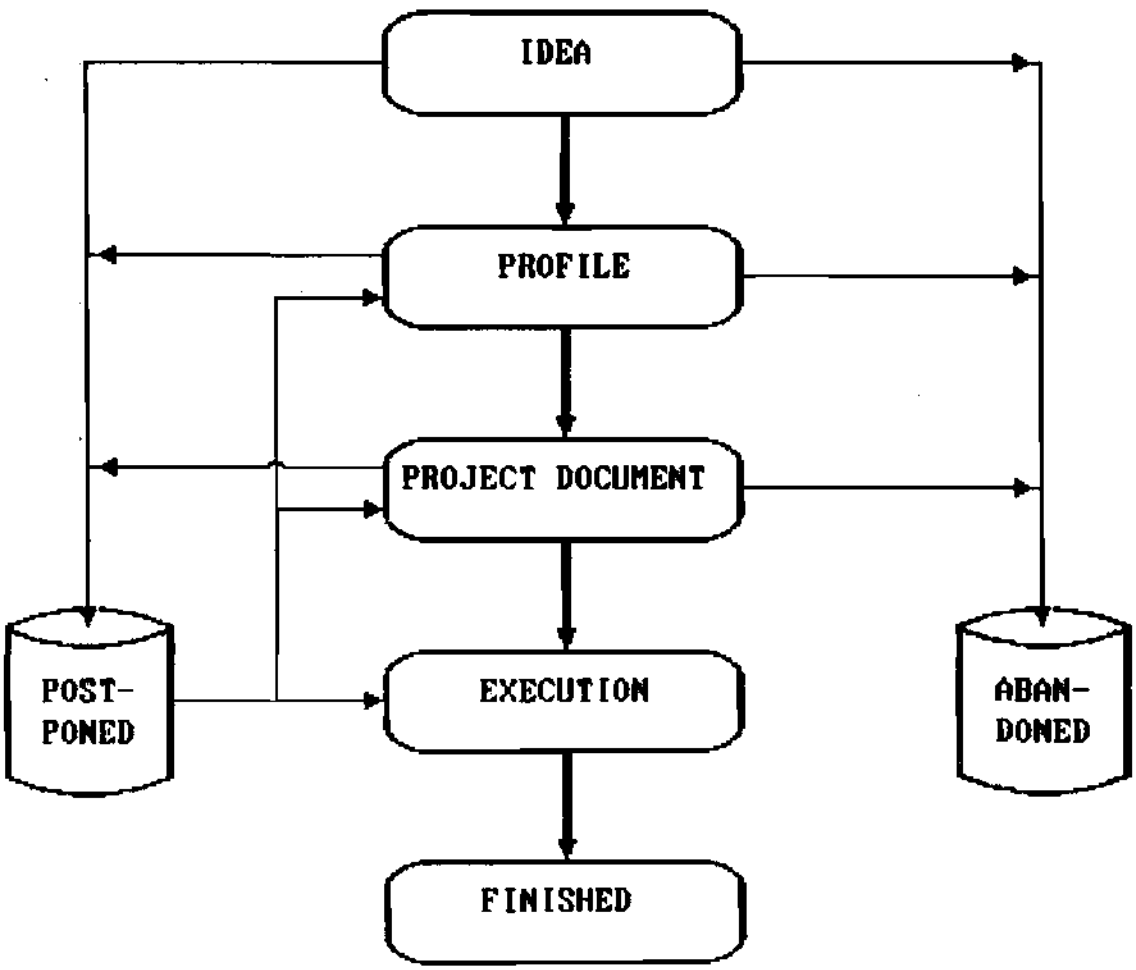
The phases and stages of the life cycle of a project as outlined above correspond to those indicated in the case of a Project Bank. However, this classification does not adequately reflect the life cycle of technical co-operation projects. It is therefore necessary to define a life cycle which is adapted to the particular nature of such projects.

With this objective in mind, the following cycle is proposed for a technical co-operation project (Figure 3):

i) Idea. The phase of identifying the project, that is to say, determining the need for technical co-operation in a given area, indicating the objective pursued and the results that are sought. As in the previous case, it is necessary to clearly identify the problem or situation that requires technical co-operation, indicating as far as possible alternative means of solution.

ii) Profile. The phase of a preliminary evaluation of the technical co-operation project. During this phase it is necessary to detail the various activities that will comprise the project and the results that each of these is expected to yield, establishing a timetable of activities. At the same time a more detailed study will be made of such aspects as the estimated cost of the project, indicating which resources will be made available through national contribution and which are expected to be contributed through technical co-operation. The institutions that will participate in the project must be identified, and the relationship of each of these to the project must be defined. During this phase, moreover, the various sources that offer the required technical co-operation must be considered and the most appropriate selected.

FIGURE No.3
TECHNICAL CO-OPERATION PROJECT CYCLE



iii) **Project document.** This is the phase during which the document for the official presentation of the project to the technical co-operation agency is formulated. That is to say, the information on the project is prepared in accordance with the formats and procedures of the institution to which it is being submitted. The project will enter this phase after it has been selected for it at the profile phase.

iv) **Execution.** During this phase the technical co-operation project is implemented. Information is needed principally on the follow-up of the project, to permit the prompt adoption of corrective measures when discrepancies arise between the programmed and actual timetable and costs.

As in the previous case, it would be useful to define the stages of Abandoned, Posponed and Completed, which have the same meaning as in the case of public investment projects.

Finally, in certain cases a phase of ex post evaluation may be identified. This is a phase during which, for certain selected projects, a study is carried out of the results that have been effectively obtained. These will be compared with the results detailed in the project document. From the study of the discrepancies noted conclusions may be reached which would be useful for the formulation of future technical co-operation projects.

Having thus dealt with the fundamental aspects of a technical co-operation project and of the technical co-operation project cycle, we may now begin an examination of the structure which an information system should have in order to constitute an effective support for the management of technical co-operation. This will require a more detailed examination of the role of technical co-operation management.

3.3 Function of Technical Co-operation Management

As already indicated, we may conceive of a function of technical co-operation management, that encompasses all aspects of the execution of technical co-operation.

If we examine firstly which inputs will be required by this function to enable it to properly fulfill its role (Figure 4), we may distinguish the following:

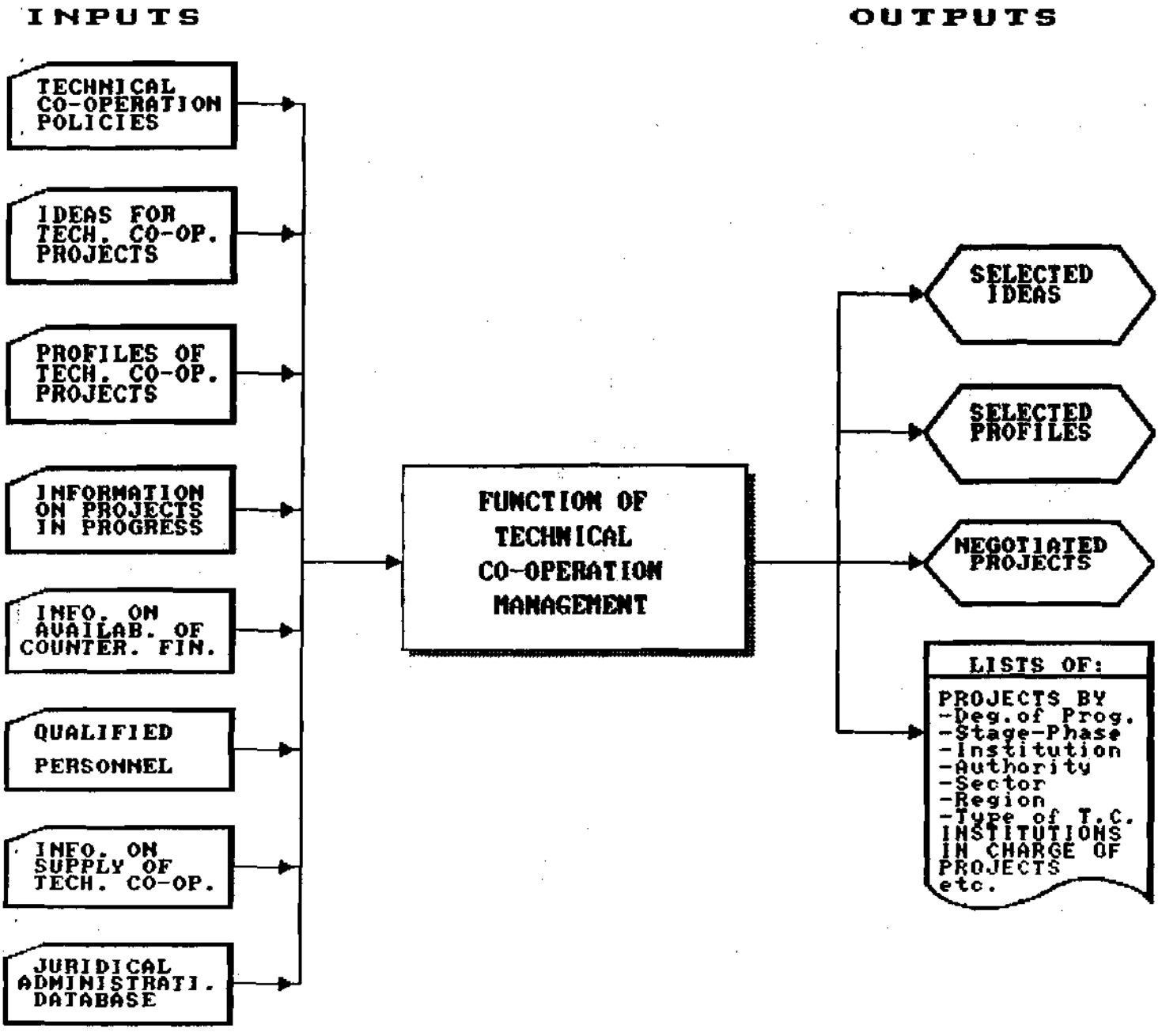
i) **Technical Co-operation Policies.** These will obviously be one of the key inputs required for the function of management, since they will inform all the decisions to be made by this function. These policies should reflect the country's development objectives.

ii) **Project ideas and profiles.** A stable and adequate flow of project ideas for which technical co-operation may be requested is indispensable to enable the institution that manages technical co-operation to effectively plan this process. Without such ideas, the institution risks becoming a mere intermediary between those institutions that provide technical co-operation and their local counterparts. The latter will normally have negotiated the terms of technical co-operation with the supplying agencies and if the managing institution does not have alternative projects ready for submission there will be no alternative to accepting the submitted project.

The profiles, for their part, play another important role in providing the information necessary for estimating the contribution of each technical co-operation project to the country's development objectives. They also provide more detailed information on the role which the local counterparts are required to play in the implementation of the project. This facilitates the programming of the allocation of local counterpart resources in such a way as not to place an undue burden on particular institutions, which could imply a commitment to ensuring that the local capacity exists to absorb the knowledge provided by foreign experts.

FIGURE No.4

INPUTS AND OUTPUTS OF THE FUNCTION OF TECHNICAL CO-OPERATION MANAGEMENT



iii) **Information on development projects.** The follow-up information on the various technical co-operation projects under way plays an important role in various aspects of the management of technical co-operation. Firstly, it is clear that such information is required to monitor the progress of the various projects under way, which will enable corrective measures to be adopted promptly when discrepancies arise between the programmed timetable and the actual one, or when the results obtained from the project are not the same as those initially envisaged.

Moreover, follow-up information will reveal the capacity of the various institutions to act as counterparts. This will help the managing institution to programme its future activities taking into account this important restrictive factor. Moreover, a detailed knowledge of the degree of progress on projects under way, and consequently of the activities programmed up to the completion stage, will facilitate the elaboration of new technical co-operation programmes since information will be available on the commitment of local counterpart resources.

iv) **Information on the availability of counterpart resources.** Before negotiating new projects, the institution responsible for the management of technical co-operation should be aware of the resources that are available for use as the local contribution. Indeed, if adequate resources are not available for the local counterpart it is not possible to initiate a technical co-operation project since without such resources it would be impossible to achieve the results expected of the project.

v) **Qualified Personnel.** One of the basic conditions for the proper functioning of the system is the availability of an adequate number of persons qualified in the management of technical co-operation. It is clear that any system of information that is developed will only be a support mechanism for decision-making. Decisions will always be the responsibility of human beings, just as the preparation of the information required by the system is. Consequently, it is of fundamental importance to envisage, when evaluating the installation of a system of this kind, an adequate training programme in technical co-operation management.

vi) **Supply of Technical Co-operation.** Awareness of the existing supply of multilateral and bilateral technical co-operation is another key element for the operation of the management function of technical co-operation. Indeed, this will make it possible to determine for each area what problem should be tackled, the various options for support that exist, as well as the conditions in which such support can be made available. This will permit an allocation of projects to those areas that will maximize the benefits accruing to the country.

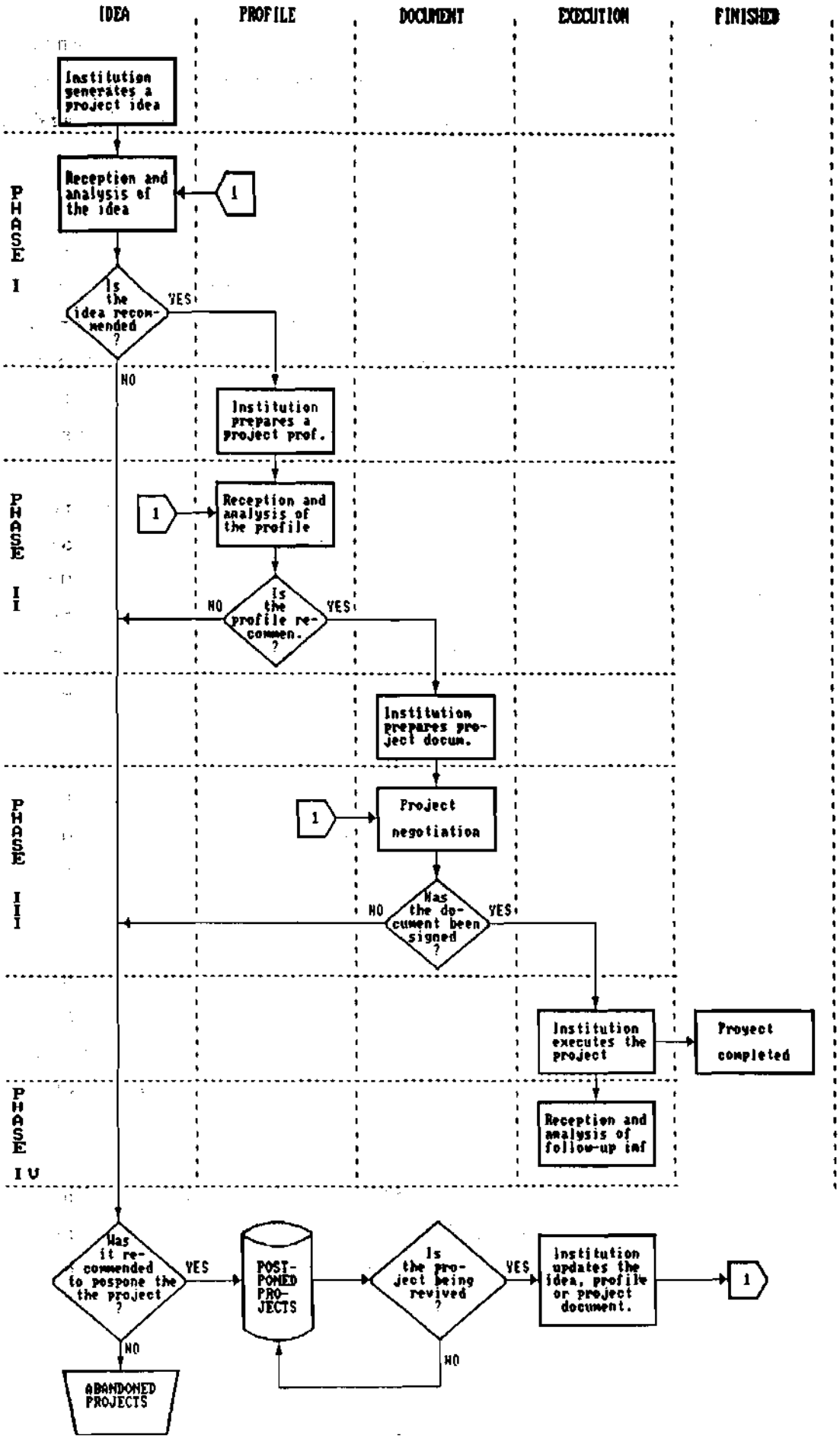
vii) **Juridical/Administrative Database.** This database is aimed at providing information on the procedures to be followed for the negotiation of technical co-operation projects with the various suppliers of such co-operation. It will also store information on the procedures to be followed in the country for the approval of these projects. Even though such knowledge usually resides in the longest-serving functionaries functionaries in each institution involved in technical co-operation, it has been found useful to store such knowledge in a computer system in order to reduce the impact which a high staff turnover may have on the management of the system.

Another aspect which should be examined is the way in which the function of management is related to the process of technical co-operation (Figure 2). For this purpose, and based on the phases of the technical co-operation project cycle and on the type of information which the institution responsible for the management of the system should manage, four phases have been identified. Figure 5 contains a flow diagram, which identifies those phases and relates them to the cycle of the technical co-operation projects.

Phase I begins with the reception of the idea of a technical co-operation project by the managing institution. This idea may have been generated by a Government institution, the private or educational sector or by an international agency. Henceforward we will refer to the institution that promotes the execution of the project as the sponsoring institution.

FIGURE No.5

PHASES IN THE MANAGEMENT OF TECHNICAL CO-OPERATION



The ideas are stored and analysed by the managing institution, which selects those of them that merit passage on to the subsequent stage of the process and proceeds to discard or pospone the others.

For those ideas for projects that have been retained, the sponsoring institution prepares a technical co-operation project profile. This profile broadens the information base on the project and seeks to determine the usefulness of executing it and to refine aspects related to results and activities, participating institutions, implementation programme and costs.

Phase II begins with the reception of the profile by the managing institution. Relevant information is extracted from the profile in a standardized manner and stored by the system. On the basis of that information the projects which will pass on to the following phase are selected. This decision is communicated to the sponsoring institution so that the latter could proceed with the formulation of the project document.

The sponsoring institution, if necessary with the advice of the managing institution or of the agency providing the technical or financial co-operation, proceeds with the preparation of the project document.

Phase III begins with the reception of the project document by the managing institution. This phase consists of the undertaking of the process of negotiation with the various institutions involved. It concludes when the project document is made official upon its approval by all the participants.

Phase IV consists of the entire process of follow-up, evaluation and monitoring of the technical co-operation project during its implementation phase. It therefore begins at the same

time as the project and is completed after the project's final evaluation.

At times, a fifth phase may be distinguished, which will consist of the undertaking of an ex-post evaluation of the selected technical co-operation projects. In order to support ex-post evaluation activities, as well as to ensure that maximum benefit is obtained from the results of the completed project, the system will retain information on all completed or abandoned projects. Consequently, apart from supporting the management of technical co-operation, it will in time become a significant historical archive of information on activities that have been undertaken.

3.4 Components of the Function of Tecnical Co-operation Management

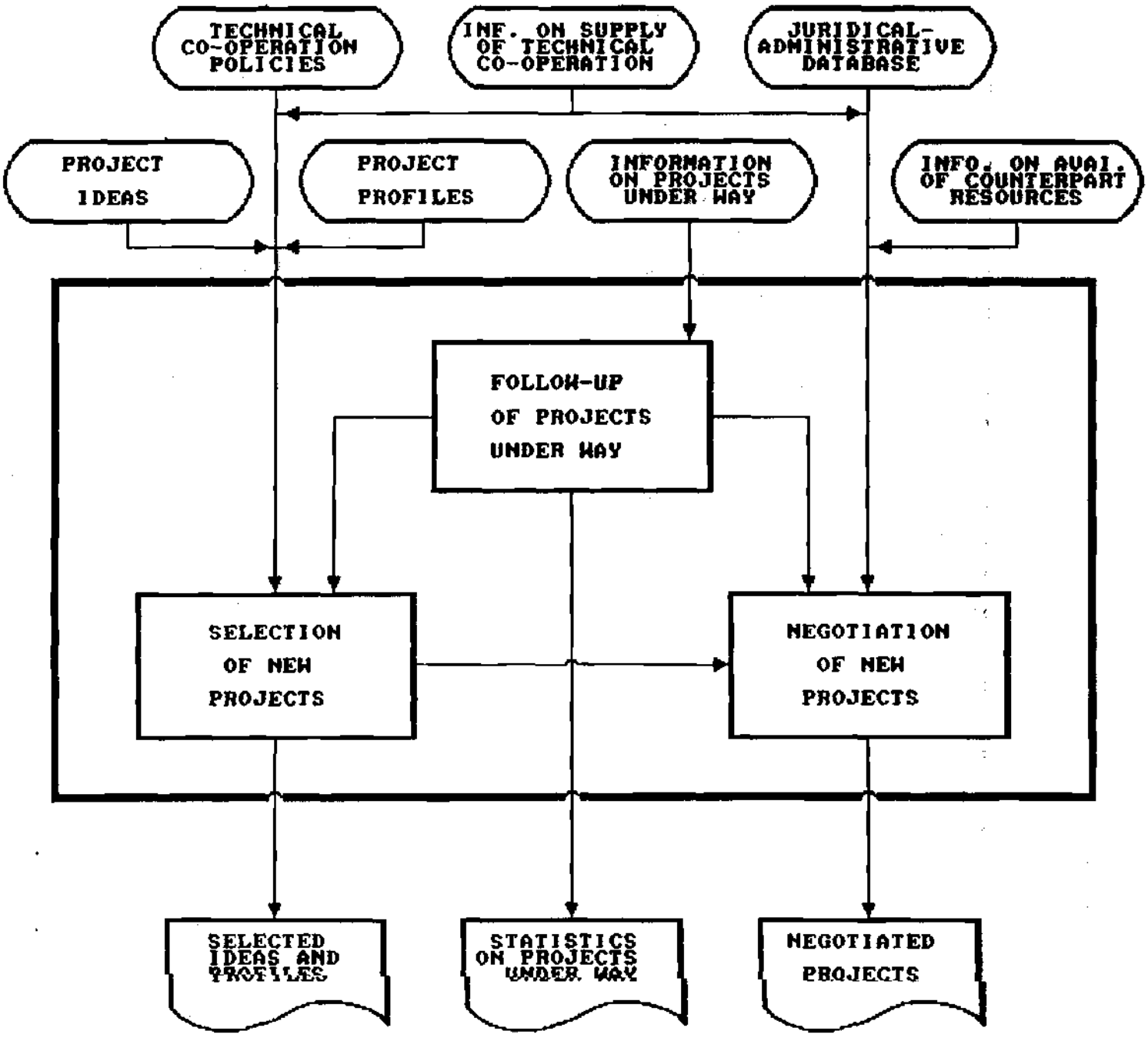
The black box approach which has so far been used to analyse the function of technical co-operation management is useful for conceptualizing the process as a whole. However, for the development of management support systems, it is necessary to identify the different components or subfunctions which comprise this function.

Figure 6 shows the subfunctions that comprise the function of technical co-operation management. As shown, three subfunctions have been identified:

i) Follow-up of Projects in progress. As the name indicates, this subfunction corresponds to the task of following up and monitoring all projects in progress. Its operation requires information on these projects, which should be supplied by the executing agencies. The result of its action will be reports on the projects under way and information supplied to the other two subfunctions.

FIGURE No.6

ELEMENTS COMPRISING THE FUNCTION OF TECHNICAL CO-OPERATION MANAGEMENT



ii) **Selection of New Projects.** This is the task of selecting project ideas for development to the phase of profile and of profiles for the preparation of the respective project documents. This requires information on technical co-operation policies (technical co-operation priorities), ideas for new technical co-operation projects, profiles for projects that have been selected at the level of the idea, and information on the supply of technical co-operation. As a result it provides ideas and project profiles that have been selected for passage to the phase of profile and project document respectively.

iii) **Negotiation of New Projects.** As its name suggests, this will correspond to the task of negotiating with the various agencies that offer technical co-operation, the projects that have been selected at the level of profile. During this phase the projects require project documents that conform to the requirements of each agency. Moreover, where relevant, it includes the elaboration of technical co-operation programmes. As a result, approved projects and programmes emerge from this phase.

Each one of these subfunctions displays special characteristics which entail different information needs. Project Banks are geared, as already pointed out, towards storing information on the various phases through which a project passes during its life cycle. Consequently, since the system to be proposed will be based on the format of Project Banks, it will be geared mainly towards providing support for the subfunctions of project follow-up and selection of new projects. It will not include such elements as a technical co-operation supply base nor a juridical/administrative base, both designed to support the process of project negotiation. The development of these bases is left for a subsequent stage.

IV. LOGICAL DESIGN

An information system that supports technical co-operation management will not only comprise a computer and its corresponding software. It is also necessary to detail the procedures for feeding the data base and defining the output which the system should yield. Moreover, it is necessary to have sufficient personnel who are properly qualified in the generation, analysis and processing of the required information.

The objective of the logical design of the system is to be able to determine the procedures that will regulate its functioning and the elements that comprise it.

We shall therefore begin the discussion by presenting a data model that reflects the requirements of an information support system for technical co-operation management. On the basis of that analysis, we shall later define the variables to be handled and the procedures for compiling and updating the required information, as well as the output which the system will yield.

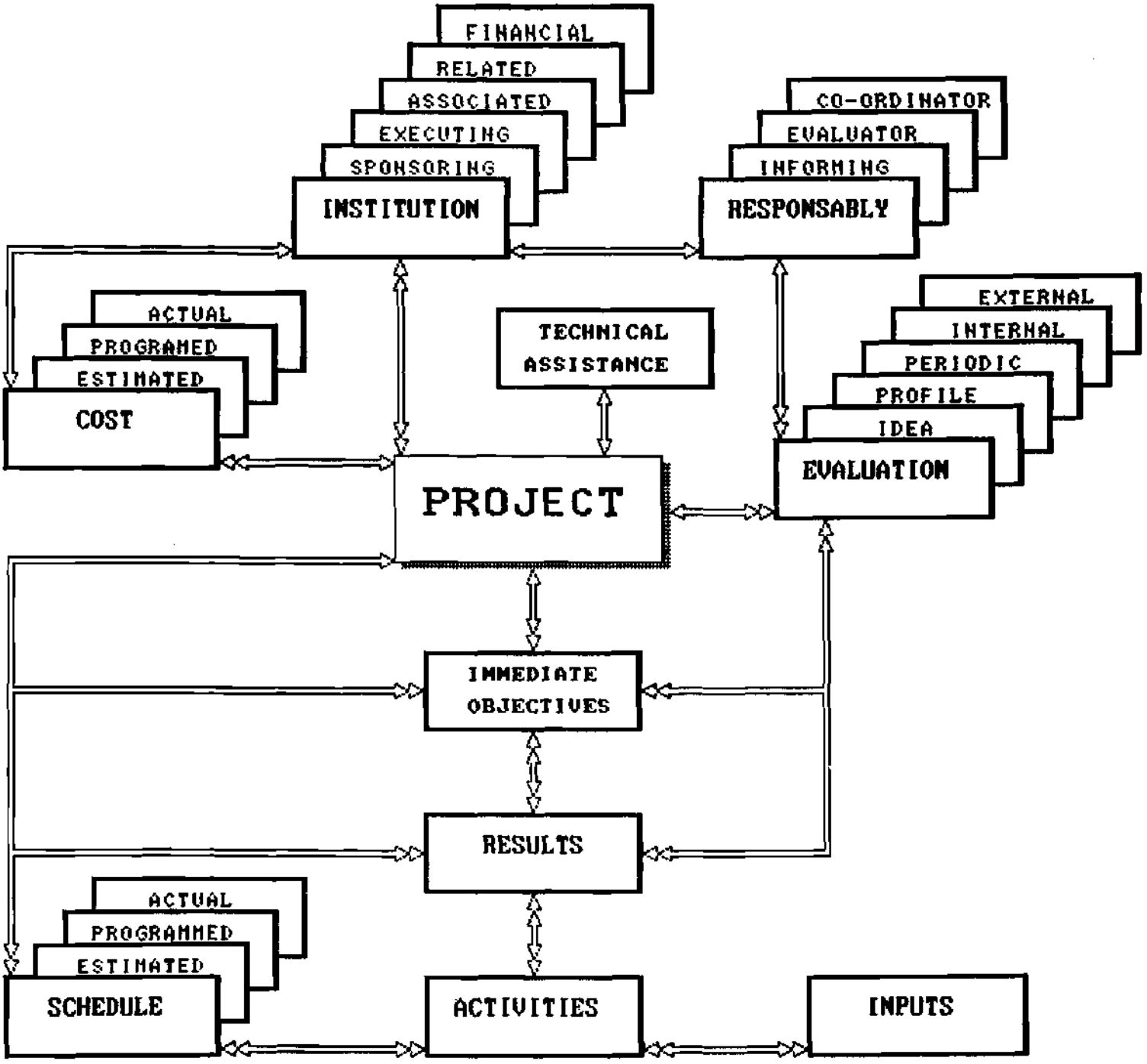
4.1 Data Model

Figure 7 shows the elements of the proposed data model and the relationships among them. One element will consist of a body of data on a given aspect of a technical co-operation project. The arrows linking them show the relationships between these elements. The following code is employed:

- Single-headed arrow — One to one relationship
- Double-headed arrow — Several to several relationships
- Single-headed together with double-head arrow — One to several relationships

FIGURE No.7

TECHNICAL CO-OPERATION INFORMATION SYSTEM DATA MODEL



The following are the elements identified:

i) Project: covers general data on the project, such as name, code, description, sector, subsector, region, related projects, etc.

ii) Immediate Objectives: covers information on the immediate objectives which a given project seeks to achieve, such as code, description and descriptors.

iii) Results: represents the descriptive variables of the project result. These include the code, description and descriptors.

iv) Activities: records the basic data on the various activities related to the project, including code, description and descriptors.

v) Inputs: covers information on project inputs, such as code, description and descriptors.

vi) Timetable: records the commencement and completion dates of the project, objectives, results and activities. For each one of these elements it distinguishes between the estimated, programmed and actual dates.

vii) Cost: covers information on the project budget at the level of each budgeted item. As in the above case, it distinguishes between estimated, programmed and actual costs.

viii) Institution: this includes data on the institutions related to the project, such as its name, acronym or code, address, etc. A distinction is made between sponsoring, executing, financial, associated and related institutions.

ix) Officials: refers to information on the officials in charge of the project in each institution, in particular, those responsible for the co-ordination and evaluation of the project and for the presentation of periodic reports.

x) Evaluation: this element represents the information on the project generated from the various evaluations carried out. A distinction is drawn between the evaluations of the project idea and those of the

project profiles on the one hand, and the periodic, internal and external evaluations carried out throughout the implementation of the project, on the other.

Before continuing on the subject of the design of the system, it is necessary to define some of the terms used in order to interpret them in a standard way.

- Estimated Timetable and Estimated Cost: these correspond to the programme of work (project timetable) and cost, estimated for the phases of idea, profile and project document. In moving from one phase to another, these figures are replaced by the latest estimates. Once the project has been commenced, these figures will correspond to the estimates of the project co-ordinator as to the most probable dates for the commencement or completion of activities.

- Programmed Timetable and Programmed Cost: these correspond to the programme of work and current cost, that is to say the dates and figures specified in the project document together with subsequent modifications.

- Real Timetable and Real Cost: these correspond to the real dates for the commencement and completion of activities, results, objectives and the project, as well as to the costs incurred in the execution of the project.

- Sponsoring Institution: This is the institution which submits the project idea and promotes its development, by preparing the project profile and, where necessary in conjunction with the institution co-ordinating technical co-operation and with relevant agencies, preparing the project document.

- Executing Agency: This is the institution which will have the main technical responsibility for the implementation of the project, that is to say, which will be responsible for its management.

- Associated Institution: This is any other institution that undertakes technical activities within the framework of the project, without being the agency responsible for the project's overall management.

- Related Institution: This is any other institution that is related to the project, through inputs, activities or results. For this type of institution it is necessary to specify the relationship to the project.

- Financial Institution: This category includes those institutions that make a financial contribution to the project, without participating directly in its implementation.

- Information Officer: The official responsible for the preparation and dispatch of periodic progress reports on the project.

- Evaluation Officer: The official responsible for undertaking one (or several) evaluations external to the project.

- Co-ordinating Officer: The official responsible for the co-ordination of the project by the executing agency.

- Evaluation of the Idea: Refers to the evaluation of the project idea presented to the technical co-operation management institution. Such evaluation may be carried out by one or more institutions, usually including the one that manages technical co-operation and some other technical institution to which the nature of the project is of interest.

- Profile Evaluation: This is the evaluation of the project profile prepared and presented by the sponsoring institution. The evaluation will usually be undertaken with the participation of various institutions such as those mentioned in the case of the evaluation of the idea and, where relevant, the agency from which it is intended to seek technical assistance.

- Periodic Evaluation: Refers to those evaluations carried out on a half yearly basis (or as stipulated in the project document) throughout the implementation of the project, whose objective is to provide the information required for the proper management of the project. These evaluations will usually be carried out by the project co-ordinator.

- External Evaluation (technical or substantive): This type of evaluation is a technical one carried out by experts unrelated to the project. Their objective is to obtain an independent opinion on the degree of progress

and quality of the project, objective or result, with an indication of the factors that may have given rise to deviations from the agreed programme or compromised the quality of the results obtained.

- Internal Evaluation: Refers to the annual evaluations conducted by the project co-ordinator, the objective of which is to inform the senior officers of the institutions concerned about the degree of progress of activities and the quality of results obtained.

Having identified the key elements of the data model, it is possible to identify the information which each of them should include so that the system could properly support technical co-operation management. Table 1 of Annex 1 therefore lists the various elements and the variables included in each element. Moreover, the phases for which each variable will be stored are also indicated.

4.2. Procedures

Under this heading we will examine the procedures for feeding the system and the output which the system should generate.

i) Procedures for data collection.

For feeding the data base it is necessary to establish procedures that ensure a flow of information which is stable and of a suitable quality. From this point of view, it is possible to categorize information to be compiled according to whether it is information being supplied for the first time or whether it modifies existing information. Moreover, it will be possible to categorize information according to the phase of the life cycle of the project to which it corresponds.

Based on the above-mentioned aspects, ad hoc forms have been designed for the compilation and updating of information. These forms, contained in Annex 2, are:

- Project description form. This form, consisting of three pages, is designed to summarize the most relevant information on the project. It records information on project identification, information for its classification and description and information on institutions, officials and other related projects. In addition, it includes a page which is specially intended to gather information on the objectives pursued by the project, the results which the latter is expected to achieve, the activities to be undertaken and the inputs required. For each one of these elements there is a request for an indication to be given of its code, a brief description and, where relevant, the commencement and completion dates. This form may be used both for the initial entering of the project into the system and for the subsequent modification of the information that has been recorded.

- Project costs form. This form is designed to summarize information on the cost of the project. Initially, it may be used to enter the programmed budget and subsequently to up date it, to enter cost estimates and to record the real costs.

- Project evaluation form. This form serves to record the information generated during the various evaluation processes to which a project may be subjected. It records for each objective or result the degree of progress achieved, the quality of such progress, and its timeliness. It also indicates the factors which, in the view of the evaluator, have caused the differences between the progress made and the quality and timeliness of such progress, on the one hand, and what had been initially programmed, on the other. It thus permits the incorporation of qualitative information into the system.

The forms have been designed following a modular pattern. That is to say, by combining different pages, they may be adapted to the information requirements of the phases of idea, profile, document and implementation. In addition, they serve both for the initial compilation of information and for the compilation of information for the follow up of the projects. The forms should be completed by the institution sponsoring the project during the phases of idea, profile and project document, and by the executing agency during the execution phase.

Moreover, establishing the system will require that the personnel from the various institutions involved in technical co-operation should be trained in the identification and formulation of technical co-operation projects, and in the use of the forms for the compilation of information. This aspect is essential, since without qualified personnel to prepare and analyse the information, the application of a system such as the one proposed will yield no results.

ii) Output of the System.

A system such as the one being discussed will serve no purpose if it is limited to recording information. Its real usefulness lies in the output, which it can generate, which will be helpful to the decision-making process. In this sense, it is important to note that the system should be capable of generating useful output to each and everyone of the institutions participating in its operation. If for any given institution the system only represents costs (plus labour), without generating visible benefits, it is most likely that that institution will be opposed to its implementation.

In analysing the output of the system it would be useful to distinguish four types of output, which are:

On-screen consultations
Data fiches
Reports
General lists

a) On-screen Consultations. This type of output will take the form of an interactive process in which the user, on the basis of certain information, may consult other related information sources, for a given project. Consultations of this kind are, for example:

- What is the name of the co-ordinator of project No. xxx?
- When was the last periodic evaluation of project No. xxx carried out?
- What is the real accumulative cost of project xxx?

b) Fiches. These will be consultations on elements of the data model on a project-by-project basis, which will be delivered in printed form. For example the system will have to be capable of generating the following data fiches:

- Project title page, which will consist basically of a copy of the entry fiche of the same name. It will therefore contain the basic information about the project.

- Project work plan. A fiche which will contain the information entered on objectives, results and activities of the project. It will include for each one of these elements the estimated or programmed commencement and completion dates.

- Project budget. This fiche will contain a copy of the project budget, with indications of the line, item, estimated cost, contributing institution, amount and year of the expenditure.

c) Reports. The reports will contain printed data on the follow-up and monitoring of the projects. These may be prepared for each project or each programme. Examples of possible reports to be created are:

- A comparative report, at the project level, of the estimated or programmed budget as opposed to the actual budget.

- Comparative report of external and internal evaluations at the project level.

- Follow-up report to the work plan in a project-by-project basis.

Annex 3 lists a series of examples of reports which could be obtained from the system.

d) Lists. This type of consultation takes the form of requests for information on the entire body of projects which meet certain conditions. Examples of this type of consultation include:

- List of projects by sector and subsector.
- List of projects by region.
- List of projects according to progress towards implementation.
- List of projects according to principal function.
- List of projects by executing, related, financial or sponsoring institutions.
- Dictionaries of project descriptors, objectives, activities and results.

Annex 4 lists a series of examples of lists which could be obtained from the system.

V. RELATIONSHIP TO PROJECT BANKS

As it has already been pointed out, the conceptual and logical design of the proposed system has been based on the structure of Project Banks. The question therefore arises of the extent to which an information system in support of technical co-operation management is related to a Project Bank. This section will examine that relationship and indicate the extent to which the two systems could be integrated.

We have already pointed out that the life cycle of the technical co-operation projects is similar to that of investment projects. Both share the phases of idea and profile. The project document phase may be compared, from the point of view of its objective, to the design phase (neither is required for determining the usefulness of the project but rather for preparing the documentation for the project's execution). Lastly, in both cycles the stages of abandoned, shelved and completed are added.

Moreover, the type of information that is relevant to the management of public investment is practically the same required for the management of technical co-operation. The differences lie basically in the depth to which certain topics are analysed and recorded.

In order to illustrate this aspect, tables 2 and 3 (annex 1) have been prepared, recording the variables for which the proposed system will maintain information in the idea and profile phases respectively. The last column of those tables indicates whether the usual structure of a project bank includes identical variables (Y), if it includes them but requires the standardization of definitions or categories (A), or if it does not as a rule include them but these could be added thus

constituting a positive contribution to a project bank (O). If the variable does come within one of these categories, it means that it does not occur and it is not reasonable to include it in a project bank.

At the preinvestment level, both systems require information which permits a selection of the ideas or profiles that will follow to the next stage. Even when the criteria for selection are different, the information required is very similar.

As may be seen from Table 2, for the idea stage, the information stored is basically the same, requiring only that the sectoral and regional classifications be made compatible and that subject areas are added for the purpose of storing information relevant to technical co-operation and to some aspects of the evaluation of the project idea, so that the two systems could be fully integrated.

During the profile phase (Table 3) the differences are somewhat greater, even though the degree of similarities between the two systems continues to be substantial. It is clear that the differences are due basically to the fact that a Project Bank does not store information on the results and activities of each project.

In the phases of preparation of the project document and implementation, the differences are greater. This is clearly illustrated in Tables 4 and 5, which show the degree of similarity in the project document (together with the design) and execution phases. It is clear that in this case there are, in addition to the above-mentioned differences, those differences arising from the need to store information on the various evaluations made of the technical co-operation projects during the implementation phase.

During all these phases, the differences noted are due to the fact that the system of support for the management of technical co-operation follows the format employed by UNDP for the formulation of projects, and thus includes information on results, activities and inputs. Project Banks do not usually operate at this level of detail since they store information on the project in general (at best detailing them in contracts during the implementation phase).

If a system of support for technical co-operation were to be developed which is compatible with a project bank, a multifaceted relationship would exist between them. Annex 5 contains formats of possible relationships between the systems from the point of view of the project cycle. These formats will be briefly examined below.

The first format on Sheet 1 presents the case of a project idea stored in the Project Bank and which is then developed as a technical co-operation project. The interrelation between the systems at the level of the idea permitted the institution in charge of administering the technical co-operation to identify in the Project Bank an idea with the potential to be transformed into a technical co-operation project.

The second format on the same sheet reflects a similar situation, except that in this case the idea had already developed to the stage of the profile in the Project Bank. As a result of the interrelation between the two systems, that profile was able to be detected by the institution administering the technical co-operation and converted into a project financed from external resources.

The third format on the same sheet presents the reverse situation. Here an institution generated an idea for a technical co-operation project. For some reason this idea was given

priority and, since it was not possible to develop it into a technical co-operation project, it was executed with resources from the public sector itself.

The fourth and fifth formats on Sheet 2 illustrate cases in which technical co-operation is related to an investment project stored in the Project Bank at the level of the prefeasibility or feasibility phases. Such a situation would occur when the technical co-operation project is intended to execute, or assist in the execution of, some of these phases of the project cycle. In this case the compatibility between the two systems would facilitate a flexible exchange of information on the degree of progress on both projects, thus facilitating the necessary co-ordination. At the same time, this relationship would have permitted the agency responsible for technical co-operation to identify the possibility of supporting the execution of the public investment project.

The sixth format on Sheet 3 illustrates a similar situation at the design phase. In this case the technical co-operation project may consist of providing support for undertaking the activity through the provision of technical personnel or of the comprehensive execution of the design.

The seventh format on the same sheet represents a situation in which, for example, a request has been made, through a technical co-operation project, for the assistance of specialists to help with the execution of a public investment project. Finally, the eighth format on Sheet 4 illustrates the case of a technical co-operation project which has generated one (or several) ideas for public investment projects.

Relationships such as those described above could be easily stored in the system through units reserved for identifying the relationship of the project to other projects, both of technical

co-operation and of public investment in general. Similarly, the codes of the technical co-operation projects related to a given public investment project could be stored in the Project Bank.

It is clear that in practice these forms of relationships, and perhaps other more complex forms, will develop between the two systems. The possibility of exchanging information between them will therefore be of fundamental importance in order to achieve a more efficient allocation of available resources and better co-ordination of projects that are under way.

VI. CONCLUSIONS

From the above analysis it is possible to conclude that it is perfectly feasible to achieve a high degree of integration between a Project Bank and a system of support for technical co-operation management. What is more, if a system handling only information on the project is satisfactory, that is to say, without including any data related to results, activities and inputs, a traditional Project Bank could be used directly as a support mechanism for technical co-operation management.

Alternatively, the question should be asked whether it would not be advisable to elaborate systems which permit a follow-up to be carried out of public sector projects with the same degree of detail as in the case of technical co-operation projects. If this were done, both systems could be completely integrated, without sacrificing the support provided by technical co-operation management. However, this would seem to be hardly reasonable since it would require the generating and recording of a large volume of information which may not be relevant in all cases. Moreover, even when such information is useful, it is very likely that the capacity to generate and manage it does not exist in the institutions which participate in the process of public investment.

Another possibility would be to design a Project Bank in such a way that it permitted recording the information required for technical co-operation projects, without requiring specific information to be available for other projects. This solution would make it possible to maintain complete integration without leading to wastage of information storage capacity in the system.

In addition, even if the technical possibility of integrating the two systems to a large extent exists, it is necessary to examine the advisability of doing so from the point of view of its functioning and of the current institutional framework. Let us therefore examine the advantages and disadvantages of a single system, as well as of the various possible degrees of integration.

As already pointed out, there is a wide range of possible levels of integration, which range from using a traditional Project Bank as an aid to technical co-operation management, to developing an ad hoc system in a totally independent manner.

At the level of the idea phase, both system are fully compatible. It is also in this phase that one of the main benefits of integration is obtained. Indeed, the availability of a single bank of project ideas would help to avoid duplication of information and efforts since it would include projects in two independent systems. Moreover, it also permits the best possible selection to be made of the projects submitted for technical co-operation systems, since it offers a larger number from which to choose.

During the project document and execution phases, it is more difficult to achieve a high degree of integration between the two systems. However, at this level such integration is not very important. In fact, the decision to go ahead with a technical co-operation project should have been taken during the profile stage, since it is during this stage that integration is necessary from the point of view of the design of investment programmes. In the phase of execution it will only be important to be able to integrate the financial aspects of the technical co-operation projects with those of the other public investment projects.

This integration could be achieved through use of mechanisms which facilitate the inter-change of information between the systems. Moreover, from the institutional point of view, it does not appear advisable to try to implement a single system, if the responsibility for the management of technical co-operation and the national budget lies with different institutions. To do so would necessarily lead to greater resistance from at least one of the institutions involved. Consequently, it seems better to work towards the development of parallel systems which are highly compatible and which are interlinked. It is even conceivable that the information in the idea phase could be managed exclusively in a Project Bank and that the technical co-operation project bank should be concerned with storing information in the profile stage.

A basic aspect related to the integration of the systems is the establishment of a project cycle which is different for public investment in general and technical co-operation in particular. The alternative exists of using the public investment project cycle for technical co-operation projects. As already pointed out, at the idea and profile stages this is perfectly feasible. Moreover, the execution phase should not pose any problems. Finally, as already noted, the project document stage is similar, in terms of objectives, to the design stage.

The question as to the advisability of a common cycle arises from a consideration of the case of bilateral technical co-operation involved in investment projects. For example, if a highway is financed through this type of co-operation, such a project would pass through the phases of idea, profile, prefeasibility, feasibility in some cases, design and execution. It would not therefore be adjusted to the proposed cycle of technical co-operation projects but rather to the cycle of public investment projects.

In cases such as the one mentioned above, the question immediately arises of whether this type of assistance is technical co-operation or whether it constitutes a public sector budgetary supplement. If this latter approach is accepted, then the project should be recorded in a Project Bank, with an indication that the source of financing would be external resources donated by a given agency. By operating in this manner, it would be possible to achieve an optimum integration of all investment projects and the proposed system would be reserved for storing those projects which effectively constitute technical co-operation.

It would be useful to stress that a system of support for the management of technical co-operation does not only consist of computer equipment and programmes. The availability of procedures for the generation, dispatch and storage of information and of personnel qualified in such procedures and in the operation of the system is also vital. Moreover, the system should be adapted to the particular characteristics of each country. No attempt should be made to develop a single system which could be set up directly in any country.

One aspect which deserves particular attention is the development of proper channels for collecting ideas for technical co-operation. In this regard, the managing institution will be required to undertake a thorough campaign to market the benefits which the institutions that store ideas for technical co-operation projects in the system could obtain. The availability of a large number of stored ideas will permit the managing institution to effectively carry out its task of optimizing the allocation of available resources. If this is not done, it would have to be content with playing the role of intermediary.

It is also necessary to bear in mind that for the development and proper functioning of a system such as the one proposed there should be a broad commitment on the part of all the institutions involved. Not only must there exist the will to prepare and supply the needed information, but also this will have to be done in accordance with the standardized procedures of the system. This may mean that some institutions would need to modify their procedures in order to make them compatible with the format of the system. This aspect may lead to conflict particularly in the case of bilateral agencies whose procedures differ substantially from those adopted in the design of the system.

It is important to note that the system should be developed in such a way that it simplifies the procedures used by the institution managing technical co-operation. Care should be taken to ensure that the procedures of the system do not duplicate other existing procedures since the system cannot be an obstacle to flexible management.

ANNEX 1

TABLES

Table 1

Variable		Element	Phase 1	2	3	4
Agency Code		Project				x
Project Code		Project	x	x	x	x
Project Co-ordinator		Project			x	x
Project Description		Project	x	x	x	x
Project Descriptors		Project	x	x	x	x
National Project Director		Project			x	x
Phase/stage of project		Project	x	x	x	x
Approximate date of evaluation meeting	(1)	Project				x
Recommended date		Project	x	x	x	
Principal function	(2)	Project	x	x	x	x
Recommending institution		Project	x	x	x	
Modality of execution	(3)	Project		x	x	x
Name of project		Project	x	x	x	x
External personnel on project		Project			x	x
National personnel on project		Project			x	x
Programme to which project belongs		Project	x	x	x	x
Related projects		Project	x	x	x	x
Recommendation		Project	x	x	x	
Region		Project	x	x	x	x
Sector		Project	x	x	x	x
Subsector		Project	x	x	x	x
Type of relationship to other project	(4)	Project	x	x	x	x
Classification of technical assistance	(5)	Technical assistance			x	x
Description of technical assistance		Technical assistance	x	x	x	x
Type of technical assistance	(6)	Technical assistance			x	x
Classification of objective	(7)	Objective			x	x
Code of objective		Objective			x	x
Description of objective		Objective			x	x
Descriptors of objective		Objective			x	x
Classification of results	(7)	Result			x	x
Code of results		Result			x	x
Description of results		Result			x	x
Descriptors of results		Result			x	x
Classification of activity	(7)	Activity			x	x
Code of activity		Activity			x	x
Description of activity		Activity			x	x
Descriptors of activity		Activity			x	x
Name of activity		Activity			x	x
Classification of input	(7)	Input				x x
Code of input		Input				x x
Description of input		Input				x x
Descriptors of input		Input				x x

Table 1

Variable	Element	Phase 1	2	3	4
Address of institution	Sponsoring institution	x	x	x	x
Name of contact	Sponsoring institution	x	x	x	x
Name of institution	Sponsoring institution	x	x	x	x
Acronym or code of institution	Sponsoring institution	x	x	x	x
Telephone number of institution	Sponsoring institution	x	x	x	x
Address of institution	Executing institution		x	x	x
Name of contact	Executing institution		x	x	x
Name of institution	Executing institution		x	x	x
Acronym or code of institution	Executing institution		x	x	x
Telephone number of institution	Executing institution		x	x	x
Address of institution	Associated institution		x	x	x
Name of contact	Associated institution		x	x	x
Name of institution	Associated institution		x	x	x
Acronym or code of institution	Associated institution		x	x	x
Telephone number of institution	Associated institution		x	x	x
Address of institution	Related institution		x	x	x
Name of contact	Related institution		x	x	x
Accronym or code of institution	Related institution		x	x	x
Telephone number of institution	Related institution		x	x	x
Estimated duration of activity	Estimated timetable		x	x	x
Estimated duration of project	Estimated timetable		x	x	x
Estimated date of fulfilment of objective	Estimated timetable		x	x	x
Estimated date for achievement of result	Estimated timetable		x	x	x
Estimated date for commencement of activity	Estimated timetable		x	x	x
Estimated date of commencement of objective	Estimated timetable		x	x	x
Estimated date of commencement of project	Estimated timetable		x	x	x
Estimated date for commencement of result	Estimated timetable		x	x	x
Scheduled duration of activity	Scheduled timetable			x	x
Scheduled duration of project	Scheduled timetable			x	x
Scheduled date of fulfilment of objective	Scheduled timetable			x	x
Scheduled date for achievement of result	Scheduled timetable			x	x
Scheduled date of commencement of project	Scheduled timetable			x	x
Scheduled date for commencement of activity	Scheduled timetable			x	x

Table 1

Variable	Element	Phase 1	2	3	4
Scheduled date for commencement of objective	Scheduled timetable		x	x	
Scheduled date for commencement of result	Scheduled timetable		x	x	
Actual duration of activity	Actual timetable				x
Actual duration of project	Actual timetable				x
Actual date of fulfilment of objective	Actual timetable				x
Actual date of achievement of result	Actual timetable				x
Actual date of commencement of project	Actual timetable				x
Actual date of commencement of activity	Actual timetable				x
Actual date of commencement of objective	Actual timetable				x
Actual date of commencement of result	Actual timetable				x
Institution in charge of disbursements	Estimated cost	x	x	x	
Budgeted item	Estimated cost	x	x	x	
Budgeted line	Estimated cost	x	x	x	
Currency	Estimated cost	x	x	x	
Estimated amount disbursed	Estimated cost	x	x	x	
Period/date of disbursement	Estimated cost	x	x	x	
Type of contribution	Estimated cost	x	x	x	
Institution in charge of disbursements	Programmed cost		x	x	
Budgeted item	Programmed cost		x	x	
Budgeted line	Programmed cost		x	x	
Currency	Programmed cost		x	x	
Programmed amount of disbursement	Programmed cost		x	x	
Period/date of disbursement	Programmed cost		x	x	
Type of contribution	Programmed cost		x	x	
Institution in charge of disbursements	Real cost				x
Budgeted item	Real cost				x
Budgeted line	Real cost				x
Currency	Real cost				x
Actual amount disbursed	Real cost				x
Period/date of disbursement	Real cost				x
Type of contribution	Real cost				x

Table 1

Variable		Element	Phase 1	2	3	4
Quality of technical assistance	(8)	Evaluation of idea	x			
Comments on evaluation		Evaluation of idea	x			
Evaluator		Evaluation of idea	x			
Date of evaluation of idea		Evaluation of idea	x			
Timings of technical assistance	(8)	Evaluation of idea	x			
Acronym of evaluating institution		Evaluation of idea	x			
Quality of technical assistance	(8)	Evaluation of profile		x		
Quality of objective	(8)	Evaluation of profile		x		
Quality of result	(8)	Evaluation of profile		x		
Comments on evaluation		Evaluation of profile		x		
Evaluator		Evaluation of profile		x		
Date of external evaluation	(8)	Evaluation of profile		x		
Timing of technical assistance	(8)	Evaluation of profile		x		
Timing of objective	(8)	Evaluation of profile		x		
Acronym of evaluating institution		Evaluation of profile		x		
Quality of technical assistance	(8)	Internal evaluation			x	
Quality of objective	(8)	Internal evaluation			x	
Quality of result	(8)	Internal evaluation			x	
Comments on evaluation		Internal evaluation			x	
Evaluator		Internal evaluation			x	
Factors responsible for unsatisfactory progress towards objective	(9)	Internal evaluation			x	
Factors responsible for unsatisfactory progress in the area of technical assistance	(9)	Internal evaluation			x	
Factors responsible for unsatisfactory progress towards achievement of result	(9)	Internal evaluation			x	
Date of external evaluation		Internal evaluation			x	
Degree of technical assistance		Internal evaluation			x	
Level of objective		Internal evaluation			x	
Level of result		Internal evaluation			x	
Timing of technical assistance	(8)	Internal evaluation			x	
Timing of objective	(8)	Internal evaluation			x	
Timing of result	(8)	Internal evaluation			x	
Acronym of evaluating institution		Internal evaluation			x	

Table 1

Variable		Element	Phase 1 2 3 4
Status of technical assistence	(10)	Internal evaluation	x
Status of objective	(10)	Internal evaluation	x
Status of result	(10)	Internal evaluation	x
Quality of technical assistance	(8)	External evaluation	x
Quality of objective	(8)	External evaluation	x
Quality of result	(8)	External evaluation	x
Comments on evaluation		Internal evaluation	x
Evaluator		External evaluation	x
Factors responsible for unsatisfactory progress towards objective	(9)	External evaluation	x
Factors responsible for unsatisfactory progress in the area of technical assistance	(9)	External evaluation	x
Factors responsible for unsatisfactory progress towards achievement of result	(9)	External evaluation	x
Date of external evaluation		External evaluation	x
Degree of technical assistance		External evaluation	x
Level of objective		External evaluation	x
Level of result		External evaluation	x
Timing of technical assistance	(8)	External evaluation	x
Timing of objective	(8)	External evaluation	x
Timing of result	(8)	External evaluation	x
Acronym of evaluating institution		Internal evaluation	x
Status of technical assistance	(10)	External evaluation	x
Status of objective	(10)	External evaluation	x
Status of result	(10)	External evaluation	x

1/ Possible stages of project:
- Idea
- Profile
- Document
- Execution
- Completed
- Abandoned
- Postponed

2/ Examples of principal function:
- Direct assistance
- Institutional assistance
- Training
- Research

3/ Modalities of execution:
- Agency
- Governmental

4/ Relations with other projects:
- Complementary
- Substitute
- Preparatory
- Dependent

5/ Classification of technical assistance:
- Non-refundable
- Credit

6/ Type of technical assistance:
- International Technical Co-operation
- TCDC

7/ Examples of classification:
- Training
- Equipment
- Technical/economic evaluation
- Institutional development
- Research
- Pilot project

8/ Qualification on the basis of timeliness, quality and level:
- Excellent
- Adequate
- Less than adequate
- Inadequate

9/ Factors responsible for unsatisfactory progress:
- External factors:
  - Institutional
  - Political
  - Socio-cultural
  - Economic
  - Other
- International inputs:
  - Training
  - Technical knowledge
  - Equipment
  - Subcontracts
  - Other
- National inputs:
  - Equipment
  - Personnel
  - Subcontracts
- Management
- Budget
- Technology

10/ Status:
- Not commenced
- Partial progress
- Completed

Table 2

VARIABLES IN THE IDEA PHASE

Variable	Element	Project Bank
Project code	Project	A
Project description	Project	Y
Project descriptors	Project	Y
Phase/stage of project	Project	Y
Date of recommendation	Project	Y
Principal function	Project	O
Recommending institution	Project	Y
Name of project	Project	Y
Programme to which project belongs	Project	
Related projects	Project	Y
Recommendation	Project	Y
Region	Project	Y
Sector	Project	A
Subsector	Project	A
Type of relationship with other project	Project	Y
Description of technical assistance	Technical assistance	
Address of institution	Sponsoring institution	O
Name of contact	Sponsoring institution	O
Name of institution	Sponsoring institution	Y
Acronym or code of institution	Sponsoring institution	Y
Telephone number of institution	Sponsoring institution	O
Quality of technical assistance	Evaluation of idea	
Evaluation of commentaries	Evaluation of idea	
Evaluator	Evaluation of idea	
Date of evaluation of idea	Evaluation of idea	
Timing of technical assistance	Evaluation of idea	
Acronym of evaluating institution	Evaluation of idea	

Y = Yes. This variable is usually present in a project bank.
A = Adaptable. Th s variable is usually present in a project bank but would require that the classifications be made compatible with each other.
O = Optional. This variable is not usually present in a project bank but its inclusion is simple and convenient.

Table 3

VARIABLES OF THE PROFILE PHASE

Variable	Element	Project Bank
Project code	Project	A
Project description	Project	Y
Project descriptors	Project	Y
Phase/stage of project	Project	Y
Date of recommendation	Project	Y
Principal function	Project	O
Recommending institution	Project	Y
Modality of execution	Project	O
Name of project	Project	Y
Programme to which project belongs	Project	
Related projects	Project	Y
Recommendation	Project	Y
Region	Project	Y
Sector	Project	A
Subsector	Project	A
Type of relationship with other project	Project	Y
Classification of technical assistance	Technical assistance	
Description of technical assistance	Technical assistance	
Type of technical assistance	Technical assistance	
Classification of objective	Objective	
Code of objective	Objective	
Description of objective	Objective	A
Descriptors of objective	Objective	
Classification of result	Result	
Code of result	Result	
Description of result	Result	
Descriptors of result	Result	
Classification of activity	Activity	
Code of activity	Activity	
Description of activity	Activity	
Descriptors of activity	Activity	
Name of activity	Activity	
Address of institution	Sponsoring institution	O
Name of contact	Sponsoring institution	O
Name of institution	Sponsoring institution	Y
Acronym or code of institution	Sponsoring institution	Y
Telephone number of institution	Sponsoring institution	O
Address of institution	Executing institution	O
Name of contact	Executing institution	O
Name of institution	Executing institution	Y
Acronym or code of institution	Executing institution	Y
Telephone number of institution	Executing institution	O

Table 3

Variable	Element	Project Bank
Address of institution	Associated institution	O
Name of contact	Associated institution	O
Name of institution	Associated institution	Y
Acronym or code of institution	Associated institution	Y
Telephone number of institution	Associated institution	O
Address of institution	Related institution	O
Name of contact	Related institution	O
Name of institution	Related institution	O
Acronym or code of institution	Related institution	O
Telephone number of institution	Related institution	O
Estimated duration of activity	Estimated timetable	
Estimated duration of project	Estimated timetable	Y
Estimated date for fulfillment of objective	Estimated timetable	
Estimated date for achievement of result	Estimated timetable	
Estimated date of initiation of activity	Estimated timetable	
Estimated date for commencement of objective	Estimated timetable	
Estimated date for commencement of project	Estimated timetable	Y
Estimated date for commencement of result	Estimated timetable	
Institution responsible for disbursement	Estimated cost	Y
Budgeted item	Estimated cost	A
Budgeted line	Estimated cost	A
Currency	Estimated cost	A
Estimated amount disbursed	Estimated cost	Y
Period/date of disbursement	Estimated cost	Y
Type of contribution	Estimated cost	
Quality of technical assistance	Profile evaluation	
Quality of objective	Profile evaluation	
Quality of result	Profile evaluation	
Evaluation comments	Evaluation profile	
Evaluator	Evaluation profile	
Date of external evaluation	Evaluation profile	
Timing of technical assistance	Evaluation profile	
Timing of objective	Evaluation profile	
Acronym of evaluating institution	Evaluation profile	

Y - Yes. This variable is usually present in a project bank.
A - Adaptable. This variable is usually present in a project bank but requires that classifications be made compatible with each other.
O - Optional. This variable is not usually present in a project bank but its inclusion is simple and convenient.

Table 4

VARIABLE OF THE PROFILE PHASE

Variable	Element	Project Bank
Project code	Project	A
Project co-ordinator	Project	
Project description	Project	Y
Project descriptors	Project	Y
National project director	Project	
Phase/stage of project	Project	Y
Date of recommendation	Project	Y
Principal function	Project	O
Recommending institution	Project	Y
Modality of execution	Project	O
Name of project	Project	Y
External personnel on the project	Project	A
National personnel on the project	Project	A
Programme to which the project belongs	Project	
Related projects	Project	Y
Recommendation	Project	Y
Region	Project	Y
Sector	Project	A
Subsector	Project	A
Type of relationship with other project	Project	Y
Classification of technical assistance	Technical assistance	
Description of technical assistance	Technical assistance	
Type of technical assistance	Technical assistance	
Classification of objective	Objective	
Code of objective	Objective	
Description of objective	Objective	A
Descriptors of objective	Objective	
Classification of result	Result	
Code of result	Result	
Description of result	Result	
Descriptors of result	Result	
Classification of activity	Activity	
Code of activity	Activity	
Description of activity	Activity	
Descriptors of activity	Activity	
Name of activity	Activity	
Classification of input	Inputs	
Code of input	Inputs	
Description of input	Inputs	
Descriptors of input	Inputs	
Address of institution	Sponsoring institution	O
Name of contact	Sponsoring institution	O
Name of institution	Sponsoring institution	Y
Acronym or code of institution	Sponsoring institution	Y
Telephone number of institution	Sponsoring institution	O

Table 4

Variable	Element	Project Bank
Address of institution	Executing institution	O
Name of contact	Executing institution	O
Name of institution	Executing institution	Y
Acronym or code of institution	Executing institution	Y
Telephone number of institution	Executing institution	O
Address of institution	Associated institution	O
Name of contact	Associated institution	O
Name of institution	Associated institution	Y
Acronym or code of institution	Associated institution	Y
Telephone of institution	Associated institution	O
Address of institution	Related institution	O
Name of contact	Related institution	O
Name of institution	Related institution	O
Acronym or code of institution	Related institution	O
Telephone number of institution	Related institution	O
Estimated duration of activity	Estimated timetable	
Estimated duration of project	Estimated timetable	Y
Estimated date for fulfilment of objective	Estimated timetable	
Estimated date for achievement of result	Estimated timetable	
Estimated date for commencement of activity	Estimated timetable	Y
Estimated date for commencement of objective	Estimated timetable	
Estimated date for commencement of project	Estimated timetable	Y
Estimated date for commencement of result	Estimated timetable	
Scheduled duration of activity	Programmed timetable	
Scheduled duration of project	Programmed timetable	Y
Scheduled date for fulfilment of objective	Programmed timetable	
Scheduled date for achievement of result	Programmed timetable	
Scheduled date of initiation of project	Programmed timetable	Y
Scheduled date for commencement of activity	Programmed timetable	
Scheduled date for commencement of objective	Programmed timetable	
Scheduled date for commencement of result	Programmed timetable	
Institution responsible for disbursements	Estimated cost	Y
Budgeted item	Estimated cost	A
Budgeted line	Estimated cost	A
Currency	Estimated cost	A
Estimated amount of disbursement	Estimated cost	Y

Table 4

Variables	Element	Project Bank
Period/date of disbursement	Estimated cost	Y
Type of contribution	Estimated cost	
Institution responsible for disbursement	Programmed cost	Y
Budgeted item	Programmed cost	A
Budgeted line	Programmed cost	A
Currency	Programmed cost	A
Programmed amount of disbursement	Programmed cost	Y
Period/date of disbursement	Programmed cost	Y
Type of contribution	Programmed cost	

Y = Yes. This variable is normally present in a Project Bank.

A = Adaptable. This variable is usually present in a Project Bank but will require that the classifications be made compatible with each other.

O = Optional. This variable is not usually present in a Project Bank but its inclusion is simple and convenient.

Table 5

VARIABLES OF THE EXECUTION PHASE

Variable	Element	Project Bank
Agency code	Project	
Project code	Project	A
Project co-ordinator	Project	
Project description	Project	Y
Project descriptors	Project	Y
National project director	Project	
Phase/stage of project	Project	Y
Approximate date of evaluation meeting	Project	
Main function	Project	0
Modality of execution	Project	0
Name of project	Project	Y
External personnel on the project	Project	A
National personnel on the project	Project	A
Programme to which project belongs	Project	
Related projects	Project	Y
Region	Project	Y
Sector	Project	A
Subsector	Project	A
Type of relationship with other project	Project	Y
Classification of technical assistance	Technical assistance	
Description of technical assistance	Technical assistance	
Type of technical assistance	Technical assistance	
Classification of objective	Objective	
Code of objective	Objective	
Description of objective	Objective	A
Descriptors of objective	Objective	
Classification of result	Result	
Code of result	Result	
Description of result	Result	
Descriptors of result	Result	
Classification of activity	Activity	
Code of activity	Activity	
Description of activity	Activity	
Descriptors of activity	Activity	
Name of activity	Activity	
Classification of input	Inputs	
Code of input	Inputs	

Table 5

Variable	Element	Project Bank
Description of input	InputsDescriptors of input	Inputs
Address of institution	Sponsoring institution	0
Name of contact	Sponsoring institution	0
Name of institution	Sponsoring institution	Y
Acronym or code of institution	Sponsoring institution	Y
Telephone number of institution	Sponsoring institution	0
Address of institution	Executing institution	0
Name of contact	Executing institution	0
Name of institution	Executing institution	Y
Acronym or code of institution	Executing institution	Y
Telephone number of institution	Executing institution	
Address of institution	Associated institution	
Name of contact	Associated institution	Y
Acronym or code of institution	Associated institution	Y
Telephone of institution	Associated institution	0
Address of institution	Related institution	0
Name of contact	Related institution	0
Name of institution	Related institution	0
Acronym or code of institution	Related institution	0
Telephone of institution	Related institution	0
Estimated duration of activity	Estimated timetable	
Estimated duration of project	Estimated timetable	Y
Estimated date of fulfilment of objective	Estimated timetable	
Estimated date of achievement of result	Estimated timetable	
Estimated date of commencement of activity	Estimated timetable	
Estimated date of commencement of objective	Estimated timetable	
Estimated date of commencement of project	Estimated timetable	Y
Estimated date of commencement of result	Estimated timetable	
Scheduled duration of activity	Programmed timetable	
Scheduled duration of project	Programmed timetable	Y
Scheduled date of fulfilment of objective	Programmed timetable	
Scheduled date of achievement of results	Programmed timetable	
Scheduled date of commencement of project	Programmed timetable	Y
Scheduled date of commencement of activity	Programmed timetable	
Scheduled date of commencement of objective	Programmed timetable	

Table 5

Variable	Element	Project Bank
Scheduled date of commencement of result	Programmed timetable	
Actual duration of activity	Actual timetable	
Actual duration of project	Actual timetable	Y
Actual date of fulfilment of objective	Actual timetable	
Actual date of achievement of result	Actual timetable	
Actual date of commencement of project	Actual timetable	Y
Actual date of commencement of activity	Actual timetable	
Actual date of commencement of objective	Actual timetable	
Actual date of commencement of result	Actual timetable	
Institution responsible for disbursements	Estimated cost	Y
Budgeted item	Estimated cost	A
Budgeted line	Estimated cost	A
Currency	Estimated cost	A
Estimated amount of disbursement	Estimated cost	Y
Period/date of disbursement	Estimated cost	Y
Type of contribution	Estimated cost	
Institution responsible for disbursement	Programmed cost	Y
Budgeted item	Programmed cost	A
Budgeted line	Programmed cost	A
Currency	Programmed cost	A
Programmed amount of disbursement	Programmed cost	Y
Period/date of disbursement	Programmed cost	Y
Type of contribution	Programmed cost	
Institution responsible for disbursement	Actual cost	Y
Budgeted item	Actual cost	A
Budgeted line	Actual cost	A
Currency	Actual cost	A
Actual amount disbursed	Actual cost	Y
Period/date of disbursement	Actual cost	Y
Type of contribution	Actual cost	
Quality of technical assistance	Internal evaluation	
Quality of objective	Internal evaluation	
Quality of result	Internal evaluation	
Evaluation comments	Internal evaluation	
Evaluator	Internal evaluation	
Factors for unsatisfactory progress towards objective	Internal evaluation	

Table 5

Variable	Element	Project Bank
Factors responsible for unsatisfactory progress in the area of technical assistance	Internal evaluation	
Factors responsible for unsatisfactory progress towards achievement of result	Internal evaluation	
Date of external evaluation	Internal evaluation	
Degree of technical assistance	Internal evaluation	
Level of objective	Internal evaluation	
Level of result	Internal evaluation	
Appropriateness of technical assistance	Internal evaluation	
Appropriateness of objective	Internal evaluation	
Appropriateness of result	Internal evaluation	
Acronym of evaluating institution	Internal evaluation	
Status of technical assistance	Internal evaluation	
Status of objective	Internal evaluation	
Status of result	Internal evaluation	
Quality of technical assistance	External evaluation	
Quality of objective	External evaluation	
Quality of result	External evaluation	
Evaluation comments	External evaluation	
Evaluator	External evaluation	
Factors responsible for unsatisfactory progress towards objective	External evaluation	
Factors responsible for unsatisfactory progress in the area of technical assistance	External evaluation	
Factors responsible for unsatisfactory progress towards achievement of results	External evaluation	
Date of external evaluation	External evaluation	
Level of technical assistance	External evaluation	
Level of objective	External evaluation	
Level of result	External evaluation	
Appropriateness of technical assistance	External evaluation	
Appropriateness of objective	External evaluation	
Appropriateness of result	External evaluation	
Acronym of evaluating institution	Internal evaluation	
Status of technical assistance	External evaluation	
Status of objective	External evaluation	
Status of result	External evaluation	

Y = Yes. This variable is usually present in a Project Bank.
A = Adaptable. This variable is usually present in a Project Bank but would require that the classifications be made compatible with each other.
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ANNEX 2

FORMS

SYSTEM FOR TECHNICAL CO-OPERATION MANAGEMENT

PROJECT FORM 1

CODES	
Govern. :	_ _ _ _ _ _ _
Agency :	
DATE :	/ /

PROJECT NAME

CLASSIFICATION

Phase, Stage :	
Sector :	
Subsector :	
Region :	
Locality :	
Main Function:	
Exec.Modality:	

TECHNICAL ASSISTANCE

Type:
Classification:
Description:

DESCRIPTION

Descriptors :			
Description:			

SYSTEM FOR TECHNICAL CO-OPERATION MANAGEMENT

PROJECT FORM 2

CODES	
Govern. :	_ _ _ _ _ _ _
Agency :	
DATE :	/ /

RELATED INSTITUTIONS

Name of Institution	Acronym	Relation

PERSONS IN CHARGE OF PROJECT

Position	Name	Institution
Nac. Director		
Coordinator		

RELATED PROJECTS

Code	Project Name	Relation

SUMMARY OF PROJECT COSTS

Type:	Currency:	Currency date: / /	
Institution	Goods	Money	Total
Project Total			

PERSONS RESPONSIBLE FOR INFORMATION

	Name
Form completed by :	
Entered by :	

SYSTEM FOR TECHNICAL CO-OPERATION MANAGEMENT

DESCRIPTION AND PROGRAMME OF OBJECTIVES, RESULTS, ACTIVITIES, INPUTS

CODES
Govern. :
Agency :

DATE : / /

PROJECT STARTING DATE : / /
PROJECT COMPLETION DATE: / /

TYPE OF START AND END
Programmed : ☐
Estimated: ☐ Actual: ☐

Objective, Result, Activity or Input

COD.	TYPE	DESCRIPTION	START	END
			/	/

SYSTEM FOR TECHNICAL CO-OPERATION MANAGEMENT

PROJECT COSTS

CODES	
Govern. :	_ _ _ _ _ _ _
Agency :	
DATE :	/ /

TYPE OF COSTS

Estimated:	
Programm.:	
Actual :	

TYPE OF CONTRIB.

Monetary:	
Non-Mon.:	

INSTITUTION

CURRENCY

DATE OF CURRENCY / /

DETAIL BY BUDGET LINE AND ITEM

LINE	ITEM	AMOUNT	YEAR

SYSTEM FOR TECNICAL CO-OPERATION MANAGEMENT

PROJECT EVALUATION FORM

CODES
Govern. :
Agency :

DATE : / /

TYPE OF EVALUATION

Idea	
Profile	
Periodic	
Internal	
External	

NAME OF EVALUATOR

INSTITUTION

DATE OF EVALUATION

/ /

EVALUATION OF OBJECTIVES AND RESULTS

CODE	TYPE	QUALI	QUAN	OPOR	REASONS FOR UNSATISFACTORY PROGRESS						COMMENT

COMMENTS

ANNEX 3

LISTS

PROJECTS IN PHASE (1)
SELECTED BY (2)
ARRANGED BY (3)

DATE OF ISSUE: DD/MM/YY

PROJECT CODES GOVERNME.	AGENCY	REGION	SECTOR/ SUBSECTOR	PROJECT NAME	START DATE- FINISH DATE	SPONSORI. INSTITUT.	TOTAL COST
999999-9	ELS-9999	XXX	999-999	YYYYYYYYYYYYYYYYYYYYYYYY	MM/YY-MM/YY	ZZZZZZZZ	$999,999
999999-9	ELS-9999	XXX	999-999	YYYYYYYYYYYYYYYYYYYYYYYYYYYY	MM/YY-MM/YY	ZZZZZZZZ	$999,999
				YYYYYYYYYYYY			
999999-9	ELS-9999	XXX	999-999	YYYYYYYYYYYYYYYYYYYYYYYYYYYY	MM/YY-MM/YY	ZZZZZZZZ	$999,999
999999-9	ELS-9999	XXX	999-999	YYYYYYYYYYYYYYYYYYYYYYYYYYYY	MM/YY-MM/YY	ZZZZZZZZ	$999,999
999999-9	ELS-9999	XXX	999-999	YYYYYYYYYYYYYYYYYYYYYYYYYYYY	MM/YY-MM/YY	ZZZZZZZZ	$999,999
999999-9	ELS-9999	XXX	999-999	YYYYYYYYYYYYYYYYYYYYYYYYYYYY	MM/YY-MM/YY	ZZZZZZZZ	$999,999
				YYYYYYYYYYYYYYYYYYYYYYYYYYYY			
				YYYYYYYYYYYY			

ISSUED BY: XXXXXXXXXXXX XXXXXXXXXXX X.

(1) IDEA, PROFILE, DOCUMENT, EXECUTION, COMPLETED, ABANDONED.
(2) MODALITY OF EXECUTION, TYPE OF TECHNICAL ASSISTANCE, INSTITUTION, PROGRAMME.
(3) CODE, REGION, SECTOR AND SUBSECTOR, START DATE, INSTITUTION, COST.

DESCRIPTION OF PROJECTS IN PHASE (1)
SELECTED BY (2)
ARRANGED BY (3)

DATE OF ISSUE: DD/MM/YY

PROJECT CODES GOVERNME.	PROJECT CODES AGENCY	PROJECT NAME	DESCRIPTION OF PROJECT
999999-9	ELS-9999	YYYYYYYYYYYYYYYYYYYYYYYY	XXXX

COST OF PROJECTS IN PHASE (1)
SELECTED BY (2)
ARRANGED BY (3)

DATE OF ISSUE: DD/MM/YY

PROJECT CODES		PROJECT NAME	GOVERNMENT		AGENCY		OTHER INSTITUTION		TOTAL COST BY TYPE		TOTAL
GOVERNME.	AGENCY		NON-MONET.	MONETARY	NON-MONET.	MONETARY	NON-MONET.	MONETARY	NON-MONET	MONETARY	COST
999999-9	ELS-9999	YYYYYYYYYYYYYYYYYYYYYYYYY	$999,999	$999,999	$999,999	$999,999	$999,999	$999,999	$999,999	$999,999	$999,999
999999-9	ELS-9999	YYYYYYYYYYYYYYYYYYYYYYYYYYYYYYYY YYYYYYYYYYYY	$999,999	$999,999	$999,999	$999,999	$999,999	$999,999	$999,999	$999,999	$999,999
999999-9	ELS-9999	YYYYYYYYYYYYYYYYYYYYYYYYYYYYYYYY	$999,999	$999,999	$999,999	$999,999	$999,999	$999,999	$999,999	$999,999	$999,999
999999-9	ELS-9999	YYYYYYYYYYYYYYYYYYYYYYYYYYYYYYYY	$999,999	$999,999	$999,999	$999,999	$999,999	$999,999	$999,999	$999,999	$999,999
999999-9	ELS-9999	YYYYYYYYYYYYYYYYYYYYYYYYYYYYYYYY	$999,999	$999,999	$999,999	$999,999	$999,999	$999,999	$999,999	$999,999	$999,999
999999-9	ELS-9999	YYYYYYYYYYYYYYYYYYYYYYYYYYYYYYYY YYYYYYYYYYYY	$999,999	$999,999	$999,999	$999,999	$999,999	$999,999	$999,999	$999,999	$999,999
		TOTALS BY (2) :									

ISSUED BY: XXXXXXXXXXXX XXXXXXXXXXX X.

(1) PROFILE, DOCUMENT, EXECUTION, COMPLETED
(2) REGION, SECTOR AND SUBSECTOR, MODALITY OF EXECUTION, TYPE OF TECHNICAL ASSISTANCE, INSTITUTION, PROGRAMME, TYPE OF COST.
(3) CODE, REGION, SECTOR AND SUBSECTOR, START DATE, INSTITUTION, COST, DURATION.

RELATED INSTITUTIONS AND PERSONS IN CHARGE OF PROJECTS
SELECTED BY (2)
ARRANGED BY (3)

DATE OF ISSUE: DD/MM/YY

PROJECT CODES		PROJECT NAME	INSTITUTIONS ASSOCIATED WITH THE PROJECT				PERSONS IN CHARGE OF PROJECT	
GOVERNME.	AGENCY		ACCRO./ASSO.	ACCRO./ASSO.	ACCRO./ASSO.	ACCRO./ASSO.	NATIONAL DIRECTOR	CO-ORDINATOR
999999-9	ELS-9999	YYYYYYYYYYYYYYYYYYYYYYYYYY	XXX/YYYY	XXX/YYYY	XXX/YYYY	XXX/YYYY	XXXXXX XXXXXXXXXX	XXXXXX XXXXXXXXX
999999-9	ELS-9999	YYYYYYYYYYYYYYYYYYYYYYYYYYYYYY YYYYYYYYYYYY	XXX/YYYY	XXX/YYYY	XXX/YYYY	XXX/YYYY	XXXXXX XXXXXXXXXX	XXXXXX XXXXXXXXX
999999-9	ELS-9999	YYYYYYYYYYYYYYYYYYYYYYYYYYYYYY	XXX/YYYY	XXX/YYYY	XXX/YYYY	XXX/YYYY	XXXXXX XXXXXXXXXX	XXXXXX XXXXXXXXX
999999-9	ELS-9999	YYYYYYYYYYYYYYYYYYYYYYYYYYYYYY	XXX/YYYY	XXX/YYYY	XXX/YYYY	XXX/YYYY	XXXXXX XXXXXXXXXX	XXXXXX XXXXXXXXX
999999-9	ELS-9999	YYYYYYYYYYYYYYYYYYYYYYYYYYYYYY	XXX/YYYY	XXX/YYYY	XXX/YYYY	XXX/YYYY	XXXXXX XXXXXXXXXX	XXXXXX XXXXXXXXX
999999-9	ELS-9999	YYYYYYYYYYYYYYYYYYYYYYYYYYYYYY YYYYYYYYYYYY	XXX/YYYY	XXX/YYYY	XXX/YYYY	XXX/YYYY	XXXXXX XXXXXXXXXX	XXXXXX XXXXXXXXX

ISSUED BY: XXXXXXXXXXXX XXXXXXXXXXX X.

(1) PROFILE, DOCUMENT, EXECUTION, COMPLETED
(2) REGION, SECTOR AND SUBSECTOR, MODALITY OF EXECUTION, TYPE OF TECHNICAL ASSISTANCE, INSTITUTION, PROGRAME.
(3) CODE, REGION, SECTOR AND SUBSECTOR, START DATE, INSTITUTION, COST, DURATION.

PROGRAMMING OF PROJECT EVALUATIONS IN THE IMPLEMENTATION STAGE
SELECTED BY (1)
ARRANGED BY (2)

DATE OF ISSUE: DD/MM/YY

PROJECT CODES		PROJECT NAME	DATE OF LAST EVALUATION			DATE OF NEXT EVALUATION			NEXT
GOVERNME.	AGENCY		PERIODIC	INTERNAL	EXTERNAL	PERIODIC	INTERNAL	EXTERNAL	TRIPARTITE
999999-9	ELS-9999	YYYYYYYYYYYYYYYYYYYYYYYYY	DD/MM/YY	DD/MM/YY	DD/MM/YY	DD/MM/YY	DD/MM/YY	DD/MM/YY	DD/MM/YY
999999-9	ELS-9999	YYYYYYYYYYYYYYYYYYYYYYYYYYYYY YYYYYYYYYYYY	DD/MM/YY	DD/MM/YY	DD/MM/YY	DD/MM/YY	DD/MM/YY	DD/MM/YY	DD/MM/YY
999999-9	ELS-9999	YYYYYYYYYYYYYYYYYYYYYYYYYYYYY	DD/MM/YY	DD/MM/YY	DD/MM/YY	DD/MM/YY	DD/MM/YY	DD/MM/YY	DD/MM/YY
999999-9	ELS-9999	YYYYYYYYYYYYYYYYYYYYYYYYYYYYY	DD/MM/YY	DD/MM/YY	DD/MM/YY	DD/MM/YY	DD/MM/YY	DD/MM/YY	DD/MM/YY
999999-9	ELS-9999	YYYYYYYYYYYYYYYYYYYYYYYYYYYYY	DD/MM/YY	DD/MM/YY	DD/MM/YY	DD/MM/YY	DD/MM/YY	DD/MM/YY	DD/MM/YY
999999-9	ELS-9999	YYYYYYYYYYYYYYYYYYYYYYYYYYYYY YYYYYYYYYYYY?	DD/MM/YY	DD/MM/YY	DD/MM/YY	DD/MM/YY	DD/MM/YY	DD/MM/YY	DD/MM/YY

ISSUED BY: XXXXXXXXXXXX XXXXXXXXXXX X.

(1) REGION, SECTOR AND SUBSECTOR, MODALITY OF EXECUTION, TYPE OF TECHNICAL ASSISTANCE, INSTITUTION, PROGRAMME

(2) CODE, REGION, SECTOR AND SUBSECTOR, START DATE, INSTITUTION, COST, DURATION

ANNEX 4

REPORTS

WORK PROGRAM FOLLOW UP REPORT
SELECTED BY (1)
ARRANGED BY (2)

PROJECT CODES GOVERNME.	PROJECT CODES AGENCY	OB./RE. CODE	DESCRIPTION OF OBJECTIVE OR RESULT	START DATE PROGRAM.	START DATE REAL	START DATE ESTIMAT.	FINISH DATE PROGRAM.	FINISH DATE REAL	FINISH DATE ESTIMAT.	GROUNDS FOR UNSATISFACTORY PROGRESS					
999999-9	ELS-9999	9.99	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX	DD/MM/YY	DD/MM/YY		DD/MM/YY	DD/MM/YY		XXXX	XXXX	XXXX	XXXX		
		9.99	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX	DD/MM/YY	DD/MM/YY		DD/MM/YY		DD/MM/YY	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX
			XXXXXXXXXXXXXXXXXXXXXXXX												
		9.99	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX	DD/MM/YY	DD/MM/YY		DD/MM/YY		DD/MM/YY	XXXX	XXXX	XXXX			
		9.99	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX	DD/MM/YY		DD/MM/YY	DD/MM/YY		DD/MM/YY						
999999-9	ELS-9999	9.99	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX	DD/MM/YY	DD/MM/YY		DD/MM/YY		DD/MM/YY	XXXX	XXXX				
		9.99	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX	DD/MM/YY	DD/MM/YY		DD/MM/YY	DD/MM/YY		XXXX	XXXX	XXXX	XXXX		
		9.99	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX	DD/MM/YY	DD/MM/YY		DD/MM/YY		DD/MM/YY						

DATE ISSUED: DD/MM/YY ISSUED BY: XXXXXXXX XXXXXXXXX X.

(1) SECTOR AND SUBSECTOR, INSTITUTION, REGION, PROGRAMME, START DATE, EVALUATOR, MODALITY OF EXECUTION, ONLY THOSE WITH DIFFERENT REAL AND PROGRAMMED START DATES, ONLY THOSE WITH GROUNDS FOR UNSATISFACTORY PROGRESS.

(2) SECTOR AND SUBSECTOR, INSTITUTION, REGION, PROGRAMME, START DATE, EVALUATOR, MODALITY OF EXECUTION.

COMPARATIVE REPORT ON BUDGET
SELECTED BY (1)
ARRANGED BY (2)

PROJECT CODES GOVERNME.	AGENCY	BUDGET LINE	ITEM	TOTAL DISBURSEMENTS TO DATE PROGRAMMED	ACTUAL	DIFFERENCE	DISBURS. DURING REPORT PERIOD PROGRAMMED	ACTUAL	DIFFERENCE	BALANCE FOR DISBURSEMENT PROGRAMMED	ACTUAL	DIFFERENCE
999999-9	ELS-9999	9.99	XXXXXXXXXXXXXXXXXXX	$999,999	$999,999	$999,999	$999,999	$999,999	$999,999	$999,999	$999,999	$999,999
		9.99	XXXXXXXXXXXXXXXXXXX	$999,999	$999,999	$999,999	$999,999	$999,999	$999,999	$999,999	$999,999	$999,999
			XXXXXXXXXXXXXXXXXXX									
		9.99	XXXXXXXXXXXXXXXXXXX	$999,999	$999,999	$999,999	$999,999	$999,999	$999,999	$999,999	$999,999	$999,999
		9.99	XXXXXXXXXXXXXXXXXXX	$999,999	$999,999	$999,999	$999,999	$999,999	$999,999	$999,999	$999,999	$999,999
999999-9	ELS-9999	9.99	XXXXXXXXXXXXXXXXXXX	$999,999	$999,999	$999,999	$999,999	$999,999	$999,999	$999,999	$999,999	$999,999
		9.99	XXXXXXXXXXXXXXXXXXX	$999,999	$999,999	$999,999	$999,999	$999,999	$999,999	$999,999	$999,999	$999,999
		9.99	XXXXXXXXXXXXXXXXXXX	$999,999	$999,999	$999,999	$999,999		($999,999)	$999,999		($999,999)
			TOTALS :	$999,999	$999,999	$999,999	$999,999	$999,999	$999,999	$999,999	$999,999	$999,999

DATE OF ISSUE: DD/MM/YY ISSUED BY: XXXXXXXX XXXXXXXXX X.

(1) SECTOR AND SUBSECTOR, INSTITUTION, REGION, PROGRAMME, START DATE, EVALUATOR, MODALITY OF EXECUTION, ONLY THOSE WITH GROUNDS FOR UNSATISFACTORY PROGRESS, ONLY PROJECTS WITH ACTUAL COST DIFFERENT FROM PROGRAMMED COST
(2) SECTOR AND SUBSECTOR, INSTITUTION, REGION, PROGRAMME, START DATE, EVALUATOR, MODALITY OF EXECUTION,

EVALUATION FOLLOW-UP REPORT (1)
SELECTED BY (2)
ARRANGED BY (3)

PROJECT CODES GOVERNME.	AGENCY	OB./RE. CODE	DESCRIPTION OF THE OBJECTIVE OR RESULT	LEVEL OF ACHIEVE. QUAL.	LEVEL	TIMI.	GROUND FOR UNSATISFACTORY PROGRESS					
999999-9	ELS-9999	9.99	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX	X	X	X	XXXX	XXXX	XXXX	XXXX		
		9.99	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX	X	X	X	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX
			XXXXXXXXXXXXXXXXXXXXXX									
		9.99	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX	X	X	X	XXXX	XXXX	XXXX			
		9.99	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX	X	X	X						
999999-9	ELS-9999	9.99	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX	X	X	X	XXXX	XXXX				
		9.99	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX	X	X	X	XXXX	XXXX	XXXX	XXXX		
		9.99	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX	X	X	X						

DATE OF ISSUE: DD/MM/YY ISSUED BY: XXXXXXXX XXXXXXXXX X.

(1) EXTERNAL, INTERNAL
(2) SECTOR AND SUBSECTOR, INSTITUTION, REGION, PROGRAMME, START DATE, EVALUATOR, MODALITY OF EXECUTION, ONLY THOSE WITH GROUNDS FOR UNSATISFACTORY PROGRESS
(3) SECTOR AND SUBSECTOR, INSTITUTION, REGION, PROGRAMME, START DATE, EVALUATOR, MODALITY OF EXECUTION,

REPORT ON COMPARISON OF EVALUATIONS
SELECTED BY (1)
ARRANGED BY (2)

PROJECT CODES GOVERNME.	AGENCY	OB./RE CODE	DESCRIPTION OF OBJECTIVE OR RESULT	EVAL TYPE	LEVEL OF ACHIEVE. QUAL.	QUAN.	TIMI.	GROUNDS FOR UNSATISFACTORY PROGRESS					
999999-9	ELS-9999	9.99	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX	E	X	X	X	XXXX	XXXX	XXXX	XXXX		
				I	X	X	X	XXXX					
		9.99	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX	E	X	X	X	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX
			XXXXXXXXXXXXXXXXXXXXXXXX	I	X	X	X	XXXX	XXXX	XXXX	XXXX		
		9.99	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX	E	X	X	X	XXXX	XXXX	XXXX			
				I	X	X	X						
		9.99	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX	E	X	X	X						
				I	X	X	X						
999999-9	ELS-9999	9.99	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX	E	X	X	X	XXXX	XXXX				
				I	X	X	X	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX
		9.99	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX	E	X	X	X	XXXX	XXXX	XXXX	XXXX		
				I	X	X	X						
		9.99	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX	E	X	X	X						
				I	X	X	X	XXXX	XXXX	XXXX			

DATE OF ISSUE: DD/MM/YY ISSUED BY: XXXXXXXX XXXXXXXXX X.

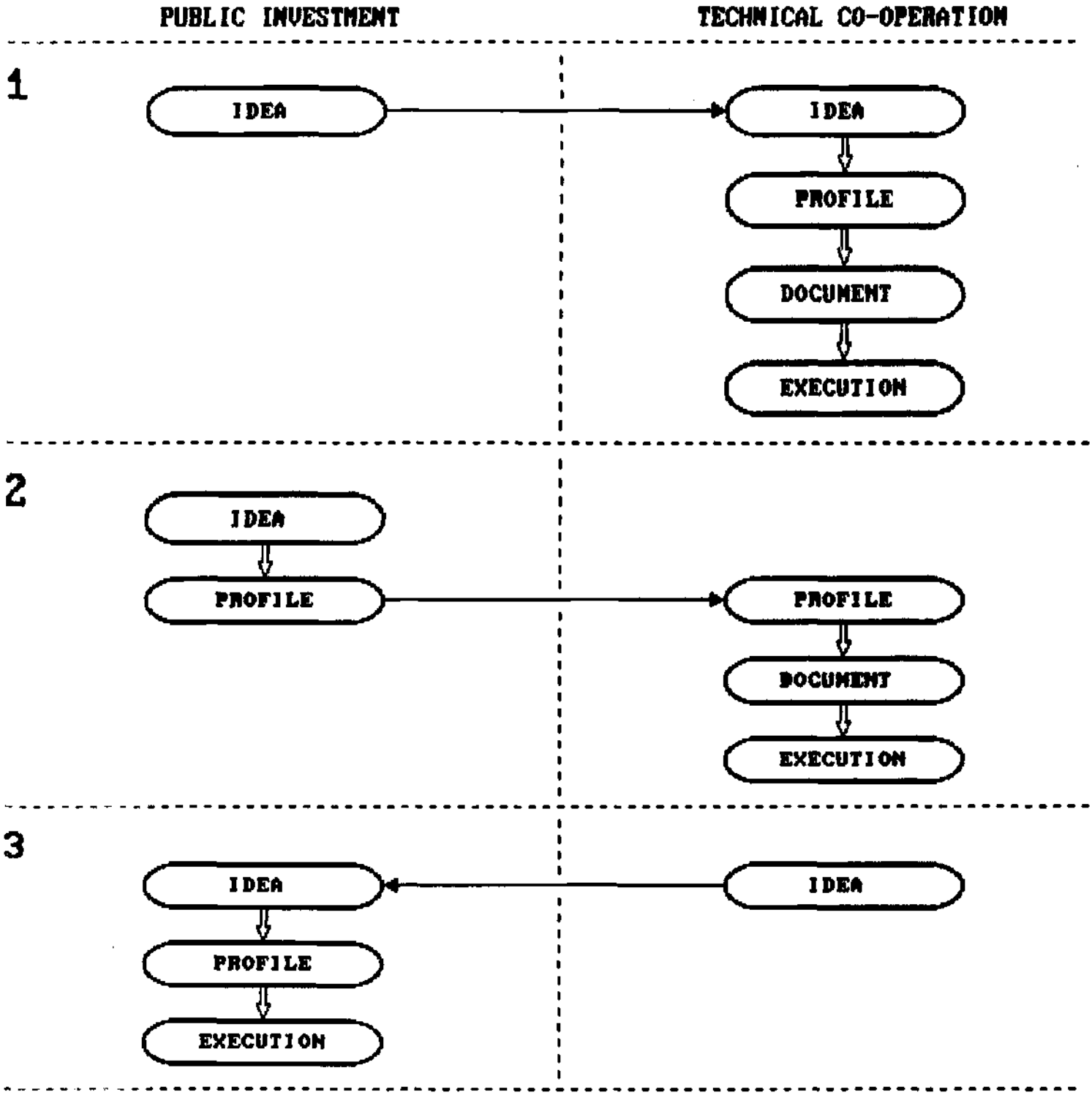
(1) SECTOR AND SUBSECTOR, INSTITUTION, REGION, PROGRAMME, START DATE, EVALUATOR, MODALITY OF EXECUTION, ONLY THOSE WITH GROUNDS FOR UNSATISFACTORY PROGRESS

(2) SECTOR AND SUBSECTOR, INSTITUTION, REGION, PROGRAMME, START DATE, EVALUATOR, MODALITY OF EXECUTION,

ANNEX 5

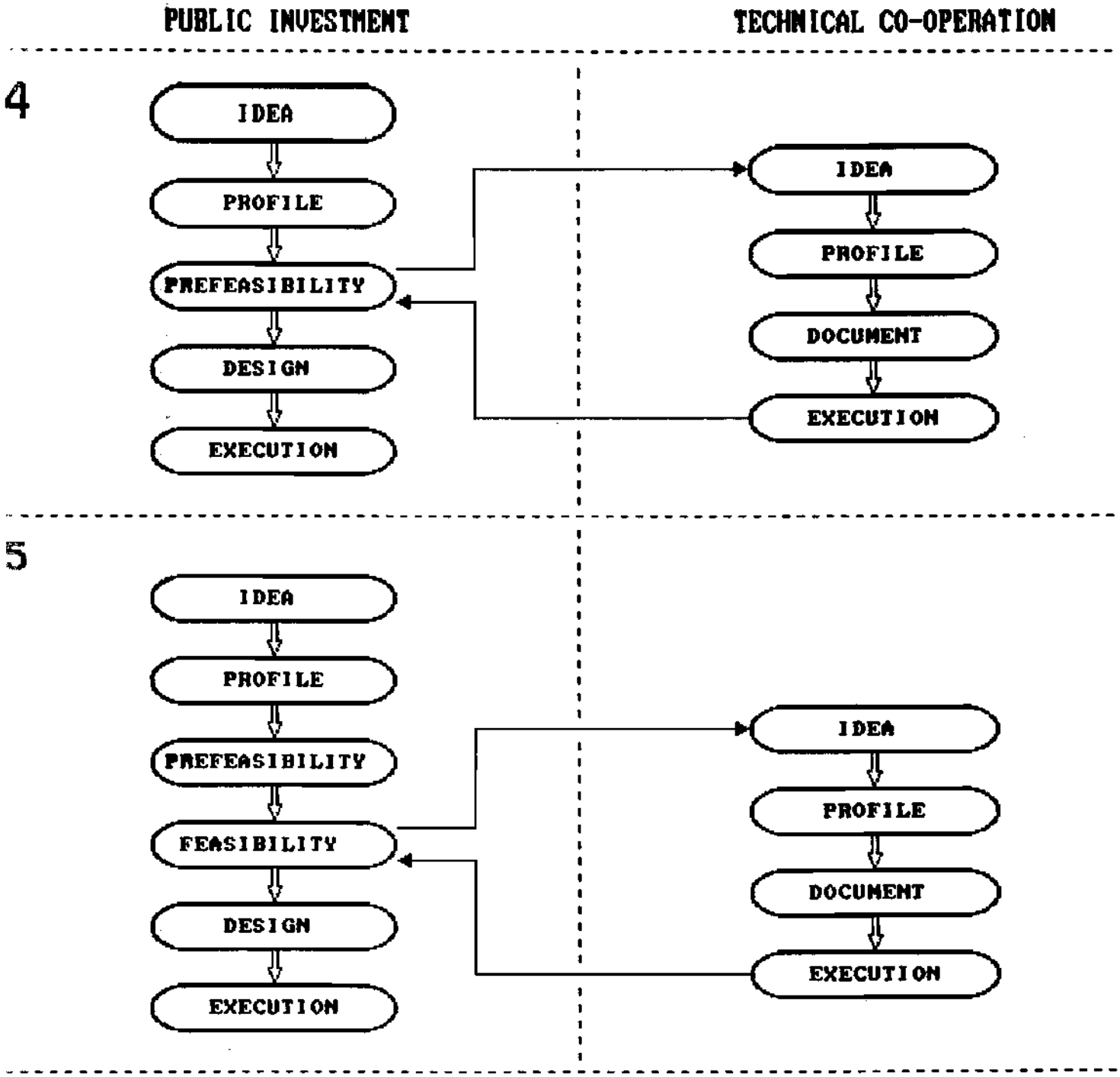
RELATIONS WITH PROJECT BANKS

POSSIBLE RELATIONSHIPS BETWEEN PROJECT BANKS AND TECHNICAL CO-OPERATION PROJECT BANKS
SHEET 1



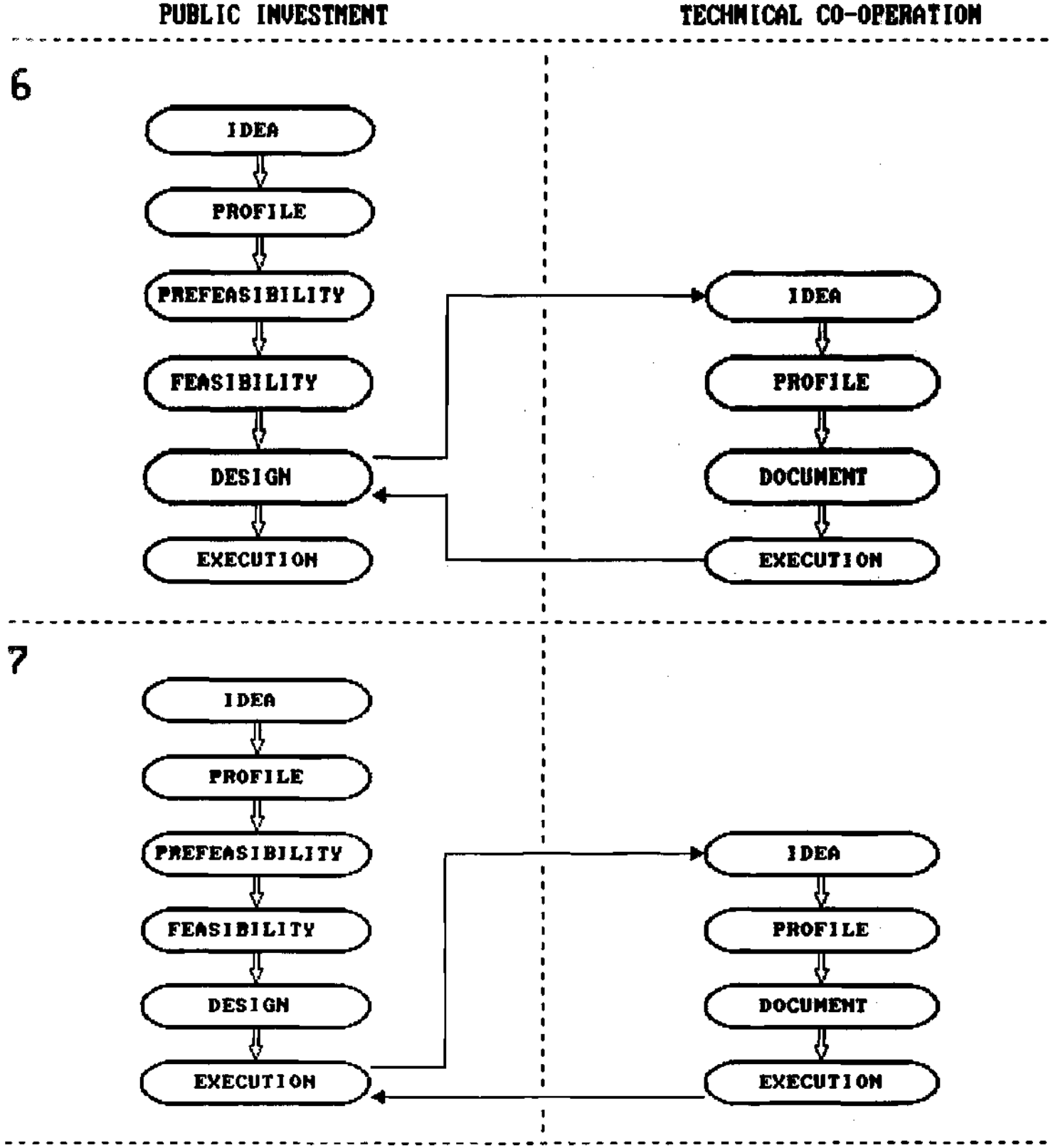
POSSIBLE RELATIONSHIPS BETWEEN PROJECT BANKS AND TECHNICAL CO-OPERATION PROJECT BANKS

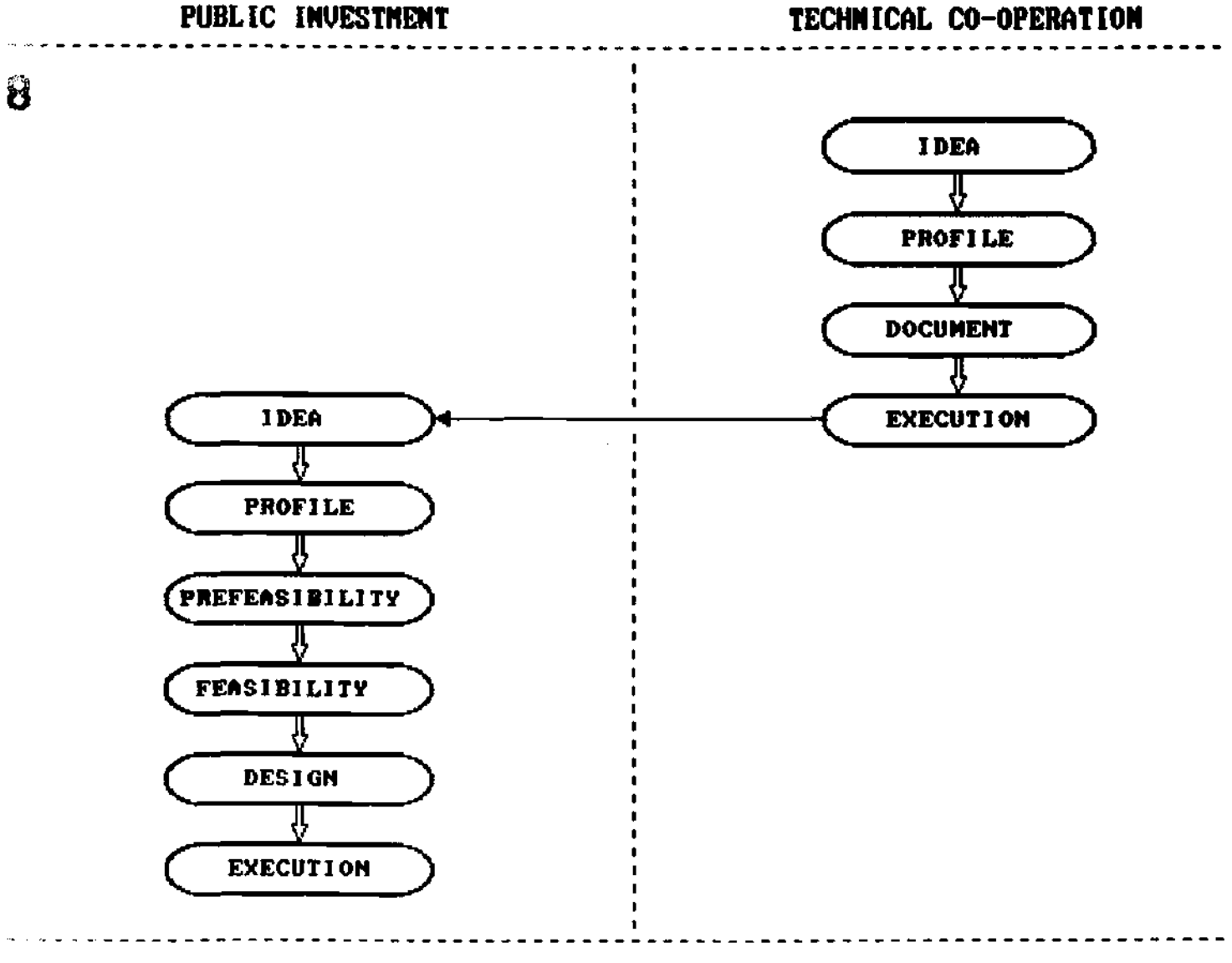
SHEET 2



POSSIBLE RELATIONSHIPS BETWEEN PROJECT BANKS AND TECHNICAL CO-OPERATION PROJECT BANKS

SHEET 3



POSSIBLE RELATIONSHIPS BETWEEN PROJECT BANKS AND TECHNICAL CO-OPERATION PROJECT BANKS

SHEET 4