



DONOR MATRIX GUIDELINES

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Donor Matrix Guidelines

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This report presents the guidelines for the preparation of Donor Matrices for CARIFORUM countries. The Donor Matrix is designed to capture all private sector development programs and projects in a country, including, among other, business climate reforms, macroeconomic support to governments, direct support to the private sector, and women in business initiatives and related gender mainstreaming efforts. The purpose of the Donor Matrix is to: (i) provide a complete inventory of programs and projects; (ii) facilitate access to stakeholders and representatives of the donor community to the inventory of programs and projects; (iii) classify programs and projects; (iv) identify duplication and overlapping initiatives to improve efficient private sector support by the donor community; and (v) identify omissions and gaps in donor supported programs that need to be filled to accelerate private sector development. The Donor Matrix information will be presented in a web-based searchable database. Finally, the DMX is a dynamic tool because it will evolve over time to include new programs and projects—and new players—that support PSD initiatives in the Region.

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1) Introduction

This report presents the guidelines for the preparation of Donor Matrices (DMX) for CARIFORUM countries. Private Sector Assessment Reports (PSAR) for all CARIFORUM countries are also being commissioned in parallel to the preparation of Donor Matrices. The DMX and PSAR complement each other, with the DMX providing information about past and present programs and projects in each country; and the PSAR identifying priority areas for Private Sector Development (PSD) interventions at the country or sub-regional level. The contrast between what is currently being supported by the donor community identified in the DMX, and what should be supported identified in the PSAR, is an important input for the definition of PSD programs and projects, and for improved coordination between government, stakeholders and the donor community.

Ideally the DMX and PSAR would be prepared simultaneously, facilitating data collection and analysis, and also lowering the cost of preparing these reports. When these two reports are prepared simultaneously, then the DMX may be incorporated into the PSAR as an annex. However, when these two reports cannot be prepared simultaneously, then each one should be prepared as a free standing document.

The preparation of DMXs and PSARs would be initially funded by Compete Caribbean which is a program created to facilitate PSD in CARIFORUM countries by DFID, CIDA and the IDB. It is expected that donors, working together, would use the DMX and PSAR to support the development and execution of larger, more comprehensive private sector projects and programs to accelerate growth across the region. Improved coordination would also lead to increasing the development impact of private sector development projects and programs while reducing transaction costs. These activities fall within larger donor coordination efforts to improve the quality and effectiveness of development cooperation as reflected in the Paris Declaration on Aid Effectiveness of 2005, the follow-up Accra Agenda for Action of 2008 and the Busan Partnership for Effective Development Cooperation recently agreed on by donors in November 2011.

2) Objective of the guidelines and definition of the Donor Matrix

The DMX is a dynamic tool designed to improve coordination among government, stakeholders and the donor community of PSD programs and projects in CARIFORUM countries. The DMX will identify PSD programs and projects, including, among other, business climate reforms, macroeconomic support to governments, direct support to the private sector, and women in business initiatives and related gender mainstreaming efforts. As such it is a tool that will be used to identify, assess, and monitor PSD programs and projects in individual CARIFORUM countries as well as sub regional programs and projects. The DMX is also meant to be used for the development of strategic partnerships, to identify gaps and omissions, and to maximize the impact of projects through improved donor coordination. The programs and projects included in the DMX will be classified following the *Guide for Private Sector Assessment Report* used by Compete Caribbean.

The DMX purpose is to: (i) provide a complete inventory of programs and projects—the time period includes programs and projects finished in 2009-2011, projects in execution, and projects in preparation; (ii) facilitate access to stakeholders and representatives of the donor community to the inventory of programs and projects; (iii) classify programs and projects according to the PSAR guide; (iv) identify duplication and overlapping initiatives to improve efficient private sector support by the donor community; and (v) identify omissions and gaps in donor supported programs that need to be filled to accelerate private sector development. The Donor Matrix information will be presented in a web-based searchable database located in the Compete Caribbean website. Finally, the DMX is a dynamic tool because it will evolve over time to include new programs and projects—and new players—that support PSD initiatives in the Region.

The guidelines presented in this report will be used for the preparation of all DMXs in a consistent and comparable format, facilitating its use by stakeholders as well as future updates. As noted in these guidelines, the DMX is a dynamic tool that requires updates, an issue addressed in this report.

3) Principles for the preparation of DMXs

The following principles will guide the preparation of individual DMXs:

- Keep it simple—the information about individual programs and projects should be limited to the minimum necessary information for the purpose of the DMX
- Make descriptions complete—information should be relevant and complete for the purpose of determining who is doing what in the country
- Country ownership—consistent with the Paris Declaration on Aid Effectiveness, the DMX is a tool for local stakeholders and public sector representatives for their own purposes, although it will be created and maintained by the donor community.
- Donor community ownership—the success of the maintenance and evolution of the DMX as a coordinating tool depends on the level of support that the donor community gives to this effort
- Transparency and accessibility—the information provided in the DMX would be publicly available on the DMX website
- The DMX is a dynamic tool—over time the DMX will evolve according to changes in work programs and actors that support PSD initiatives in the Region so the DMX should be designed to accommodate these changes
- Classification of programs and projects should follow the *Private Sector Development Guide*
- Include a description of the donor community—active donors and their areas of interest, including a description of coordination efforts among donors
- Include a description of private sector key players—including a description of associations and identifying women in business specific associations
- Focus on results—the DMX should also be used to measure improvements in coordination

4) Phased approach for the development of DMXs, expected outputs and outcomes

The preparation of each DMX will follow a phased approach. The first phase of the preparation of the DMX ends when a complete DMX report has been finalized and information, analysis and inventory of programs and projects have been published in the DMX website. The second phase of the preparation of the DMX includes the definition of the process for updates, and evaluation of impact of each DMX as it relates to donor coordination and PSD indicators.

Table 1: Components required for the first phase of preparation of a DMX

Component	Tool
Inventory of programs, donors, and stakeholders	Structured survey
Inventory of databases	Structured survey
Classification of programs	Multi-layered classification (panel data)
Creation of database	MS Access
Preliminary definition of priorities	Structured analysis
Identification of omissions and gaps	Structured analysis
Report of findings—DMX report	Structured analysis and common format report

First phase: initial preparation of the DMX and related inventory of programs and projects. Table 1 presents the main components of the preparation of a DMX during the first phase. This first phase includes the following activities:

- Internet search of all PSD-related strategies, programs and projects available in websites of the donor community, local stakeholders, academia and publicly supported institutions. Preparation of a brief report with the information identified, sources, and brief description of relevant data, documents, and programs and projects
- Using the previous information (i) contact representatives within the donor community, stakeholders, academia and publicly supported institutions and (ii) request updates of identified programs and projects
- Consolidate information and prepare pre-mission report. The pre-mission report should include the results of the previous two steps, the identification of necessary in-country meetings, and a tentative agenda of meetings. With the support of the donor community prepare the agenda of meetings for the mission
- Mission to collect primary information. During the mission all data, information, and documents related to the purpose of the DMX will be collected

- Identification of indicators of DMX results and creation of a baseline, and preparation of a strategy for future evaluation of the impact of the DMX
- Preparation of the draft DMX and inventory of programs and projects for the review of representatives of the donor community
- Workshop to present results and receive comments about the DMX and DMX Database
- Incorporation of the data and results into the MS Access DMX Database
- DMX and data uploaded into the website

The pre-mission report suggested outline includes:

- Description of government institutions, stakeholders and the donor community, including coordination efforts
- Description and analysis of the areas of intervention, explicit and implicit, of government, stakeholders and the donor community
- Description flagship programs and projects
- Identification of information gaps and definition of areas of concentration during the mission
- Annex: Agenda of meetings during the mission
- Annex: Survey to use during the meetings to collect information
- Annex: List of government, stakeholders and donor community institutions and representatives
- Annex: List of programs and projects identified before the mission and preliminary classification using Table 3 as a guideline

The survey to be executed during the mission would be completely defined and included in the pre-mission report as an annex. The survey should follow the approach used in the final report, and be designed to collect information for the analysis of the donor community, local stakeholders, and public sector actors that are active in PSD. Therefore the survey would request information about each individual government, stakeholder, and donor overall strategic approach to support PSD in the country. As noted in Section 7) Structure of the DMX report, the information collected would facilitate the preparation of the following sections of the report: Section I: Description of the donor community; Section II: Description of local stakeholders; Section III: Description of information available for the analysis of private sector characteristics, development initiatives and results; Section IV: Identification of opportunities to increase efficient design and execution of programs; Section V: Identification of opportunities to address omitted priority problems; and Section VI: Recommendations.

The survey should also be designed to collect specific information to build an inventory of programs and projects, which would then be uploaded into a MS Access DMX Database. Table 3 provides a complete description of the information that would be collected for each individual program and project.

Expected outputs of the execution of the first phase:

- DMX report

- MS Access DMX Database
- Baseline of indicators to measure the impact of the DMX on PSD initiatives coordination and results
- Incorporation of these sources of information into the DMX website

Expected outcomes of the execution of the first phase:

- Snapshot of programs and projects designed to support PSD
- Identification of overlapping or duplicating programs and projects
- Identification of omissions and gaps in PSD support

Second phase: update the DMX and turn it into a tool that is used by donors and stakeholders. This second phase requires the definition of a procedure for updating programs and projects by donors and stakeholders. Such a procedure would require defining:

- Who would be responsible for future updates? Ideally individual donors would make updates directly into the DMX website. Another alternative is to contract consultants for the preparation of frequent updates, with the alternate commitment of financing these costs.
- Who would assume a long-term responsibility for the maintenance of the DMX? Consistently with the Paris Club Declaration on Aid Effectiveness, an institution within the country should be responsible for the long-term maintenance of the DMX
- When to prepare an evaluation of the impact on donor coordination of the DMX?

Expected outputs of the execution of the second phase:

- Updated DMX reports
- Updated MS Access DMX Database
- Measuring results: updating indicators to measure the impact of the DMX on PSD initiatives coordination and results

Expected outcomes of the execution of the second phase:

- Continuity of coordination efforts
- Elimination or reduction of overlapping and duplicating programs and projects
- Elimination of omissions and elimination or reduction of gaps in PSD support
- Acceleration of the PSD process

5) Classification of programs and projects

Programs and projects will be classified following the following multi-layered criteria:

- By objective, following the *Private Sector Development Assessment Guide*. Therefore programs and projects will be classified as those that improve:
 - the business supportive institutional infrastructure

- coordination and access to donors and other international entities
- access to finance
- the corporate tax framework
- the business environment
- investment in research and innovation, including technology transfers
- trade and foreign direct investment
- labor flexibility
- supply of infrastructure communications and energy
- environmental concerns including the regulatory framework
- gender equality, including, among others, the elimination of discrimination and equal access to opportunities
- other

- By status:
 - Concluded
 - Active
 - In preparation

- By timeframe:
 - Number of months of expected execution

- Geographic reach:
 - National when the program or project is designed for the country
 - Sub regional when the program or project is designed for a region within the country
 - Municipal when the program or project is designed for a specific city or municipality

- By sector:
 - Agriculture
 - Industry
 - Services

- By funding source:
 - Multilateral
 - Bilateral
 - Domestic private
 - Domestic public

- By amount:
 - Include the amount of the program or project in US\$

- By donor name
 - Name of the donor or cofinancing agency

- By amount donated by donor or amount of cofinancing

- By reporting unit:
 - Name of office responsible for the program or project

- By executing agency:
 - Public, central government, non-financial
 - Public, central government, financial
 - Decentralized public institution
 - Private non-financial
 - Private financial
 - Academia
 - Other

- By repayment requirements:
 - Grant
 - Loan
 - Mixed

In addition, the DMX will differentiate between programs and projects. Programs encompass a number of projects that are designed to meet an objective. Projects are individual initiatives. For example Compete Caribbean is a program that funds individual projects.

6) Data collection process and participants

Data will be collected from secondary and primary sources. Secondary data sources are those available on donors' websites that provide access to information about the strategic approach to PSD initiatives, and also about individual programs and projects. The list of bilateral and multilateral donors include, among others: CARICOM and CARICOM-related institutions; the EU; individual European countries and their institutions; the US and its institutions; the Inter-American Bank and the trust funds that it administers, and the Inter-American Investment Corporation; the World Bank and the trust funds that it administers, and the International Finance Corporation; and the Caribbean Development Bank. Each one of these institutions has a website with significant information about PSD programs and projects, which should be reviewed before the mission. As noted, this review and preliminary inventory should be included in the pre-mission report. This pre-mission review will help identify which donors are active in the country and their areas of interest, as well as managers and team leaders of programs and projects to be visited during the mission.

Additional secondary sources generally available on the Internet include domestic associations and academic institutions, such as chambers of commerce and business schools. Public institutions, such as export promotion agencies, and public financial institutions also publish information on the Internet. As with the donor community, this pre-mission review would help identify which local stakeholders are active in PSD-related activities and their areas of interest, as well as managers and team leaders of programs and projects to be visited during the mission.

The pre-mission report would present a review of actors and initiatives in the country based on secondary information. The results of this review need to be confirmed in the field during the mission. In addition to reviewing the accuracy of the information collected over the Internet, during the mission it will be very important to identify new or planned activities, as well as to focus on coordinating mechanisms and formal and informal organization of PSD efforts.

7) Structure of the DMX report

The DMX report provides two main types of information. The first type is related to the analysis of the donor community, local stakeholders, and public sector actors that are active in PSD—related to the design, implementation, and evaluation of programs and projects. The second type of information is provided by the inventory of programs and projects presented in a MS Access DMX Database.

The written DMX report is therefore organized around the description and analysis of the donor community, additional stakeholders, public sector actors and the programs and projects that they sponsor. The report would be divided into six sections:

Section I: Description of the donor community—provides a complete description of the donor community strategic approach to PSD and its linkages to other strategic approaches such as gender equality, the coordinating mechanisms used, the programs and projects supported by the donor community, and monitoring and evaluation systems.

Section II: Description of local stakeholders—includes stakeholders in the public and private sectors, their strategic approaches, laws and regulations, business climate, and coordinating mechanisms, areas of interest, and specific programs and projects.

Section III: Description of information available for the analysis of private sector characteristics, development initiatives and results—provides an overview of available databases of PSD-related information.

Section IV: Identification of opportunities to increase efficient design and execution of programs—presents results from the analysis of the previous sections and opportunities for cooperation and coordination among donors, and between donors and stakeholders.

Section V: Identification of opportunities to address omitted priority problems—incorporates findings from the PSAR and its comparison with the results of Sections I-III. This section would provide high-value added recommendations by identifying priority interventions that have not been sponsored by the donor community or by stakeholders.

Section VI: Recommendations—summarizes the findings from sections I-VI focusing on Sections IV and V.

Annex I: Outline of the DMX—provides an annotated outline of the DMX report.

The DMX report also includes an electronic annex in the format of a MS Access file with all the information collected about individual programs and projects.

Annex II: Database design of the inventory of programs and projects—provides the template for each record in the database.

8) Incorporation of the DMX into the webpage

The DMX and the MS Access DMX Database will be included in the appropriate section of the website. In this section each country would have the full DMX report, as well as access to the information of individual projects and programs. The searchable web-based database would allow users to query based on the multiple classification criteria, or just by searching for words. A specialized company hired will be responsible for uploading the DMX report as well as for uploading the DMX Database in MS Access into the appropriate format and its use. The DMX team will work closely with the specialized company to ensure that the information generated is formatted according to the standards established for the DMX Database.

9) Monitoring and evaluation: indicators for measuring results

The DMX report would identify a monitoring and evaluation mechanism for the DMX. During the first phase of the creation of DMXs, the focus will be creating a baseline of indicators that would allow for future monitoring and evaluation of the usefulness of this tool. Table 2 provides a preliminary list of indicators that could be used to monitor and evaluate the usefulness of the DMX tool. This list is flexible and is presented in these guidelines as suggested indicators. The final list would depend on country-specific conditions.

Table 2: DMX suggested monitoring indicators

Purpose of the DMX	Indicator	Output	Outcome
Provide an inventory of programs and projects	Number of programs and projects	X	
	% of complete information about programs and projects in the DMX Database relative to the total number of programs and projects	X	
Facilitate access for stakeholders and representatives of the donor community to the inventory of programs and projects	Website usage metrics (among others number of visits, queries, frequency of updates, repeat visits)	X	
Classify programs and projects according to the PSAR guide	Number of programs and projects classified	X	
Identify duplication and overlapping initiatives to improve efficient private sector support by the donor community	Number and amount of programs and projects that duplicate or overlap initiatives	X	
	Number and amount of programs and projects that have been merged/consolidated		X
	Number and amount of new multi-donor efforts in areas in which duplication or overlapping had been identified		X
Identify omissions and gaps in donor supported programs that need to be filled to accelerate private sector development	Number and amount of new programs and projects that have been identified as omissions and gaps in the DMX report		X
	Number and amount of new multi-donor efforts in areas identified as omissions and gaps in the DMX report		X

Annex I: Outline of the DMX

The following annotated outline will guide the preparation of the DMX report

Section I: Description of the donor community

- Which multilateral and bilateral donors are active? Enumerate and describe
- Do they have explicit coordinating mechanisms? Describe
- Do they have implicit or informal coordinating mechanisms? Describe
- Which areas of PSD support are included in the work programs of the donor community and how are the priorities identified? Describe
- Are gender considerations included in programs and projects?
- Are there strategic partnerships between individual donors and local stakeholders? Describe
- Describe efforts to monitor execution and measure impact, and to make evaluations of programs or projects.
- Inventory of programs and description according to the database requirements presented in Annex II of these guidelines
- Assessment of opportunities to improve coordination

Section II: Description of local stakeholders

- Public sector
 - Is there a publicly funded institution, such as a Ministry, that leads government PSD efforts? Describe
 - Does the Ministry of Finance, export promotion agency, or similar institution have an explicit policy towards PSD? These would include tax policy, fiscal incentives, fiscal responsibility, finance incentives, small and medium enterprise development, registries, property rights or other that is explicitly designed to improve the business climate and competitiveness? Is there a review of such PSD promoting laws and regulations?
 - Is there an inventory of pro-business development laws and regulations?
 - Do gender—equality institutions exist?
 - Describe efforts to monitor execution and measure impact, and to make evaluations of programs or projects.
- Private sector
 - Which private institutions/associations, including academia (especially business schools) support PSD? Describe
 - Do gender—equality institutions exist?
 - Do they have explicit coordinating mechanisms? Describe
 - Do they have implicit or informal coordinating mechanisms? Describe
 - Which areas of PSD support are included in the work programs of local institutions/associations? Describe
 - Describe efforts to monitor execution and measure impact, and to make evaluations of programs or projects.

- Inventory of programs and description according to the database requirements presented in Annex II: Database design of the inventory of programs and projects of these guidelines

Section III: Description of information available for the analysis of private sector characteristics, development initiatives and results

- What information is publicly available about private sector activities in the country? Such as a list of providers by type of services or goods, number of private sector companies and their characteristics—sales, investment, number of employees, areas of specialization, research. Who is responsible for updating information? How often is information collected and uploaded? Is information and data disaggregated by gender? Describe.
- Does the Central Bank or the Statistical Office, or similar institution, maintains a database with information about the characteristics of the private sector? Describe

Section IV: Identification of opportunities to increase efficient design and execution of programs

- Are there overlaps and duplication of PSD efforts in the country?
- Is it possible to merge or consolidate these overlapping and or duplicating programs?

Section V: Identification of opportunities to address omitted priority problems

- Are there omitted priority areas for PSD?

Section VI: Recommendations

- Recommendations to improve coordination among the donor community
- Recommendations to improve coordination between the donor community and local stakeholders
- Recommendations to improve coordination between the donor community and public sector representatives
- Recommendations to improve PSD-related information systems and monitoring and evaluation of results

Annex II: Database design of the inventory of programs and projects

The database of programs and projects will be incorporated into MS 2007 Access file. Table 3 fully describe the database record and fields. The accompanying file “DMX template.accdb” is an empty template and complements the information provided in the table by providing information about the data type of every field.

Table 3: DMX record field name, description and options

Field name	Description	Options
ID	Primary key	
P_name	Program or project name	
P_description	Program or project description	
P_approval_year	Program or project date of approval	
P_status	Program status	Concluded, Active, and in Preparation
P_execution	Program or project execution summary	
P_link	Hyperlink to donor or stakeholder website where this program or project can be found	
Country	Name of CARIFORUM country, use "Regional" if the program or project is regional in scope	Antigua and Barbuda, The Bahamas, Barbados, Belize, Dominican Republic, Dominica, Granada, Guyana, Haiti, Jamaica, St. Lucia, St. Kitts and Nevis, St. Vincent and the Grenadines, Suriname, Trinidad and Tobago
P_objective	Classification following <i>Private Sector Development Assessment Guide</i>	<ul style="list-style-type: none"> • the business supportive institutional infrastructure (Business) • coordination and access to donors and other international entities (Coordination) • access to finance (Finance) • the corporate tax framework (Tax) • the business environment (Business_environment) • investment in research and innovation, including technology transfers (R&D) • trade and foreign direct investment (FDI) • labor flexibility (Labor) • supply of infrastructure communications and energy (Infrastructure) • environmental concerns including the regulatory framework (Environment) • gender equality including the elimination of discrimination and equal access to opportunities (Gender) • other (Other)
P_timeframe	Classification into short, medium and long-term	Number of months of expected execution
P_geography	Classification by geographic reach	National, Sub_regional, Municipal
P_sector	Classification by sector	Agriculture, Industry, Services
P_funding	Classification by funding source	Multilateral, Bilateral, Domestic_private, Domestic_public

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P_amount_original	Amount of the program or project	In US\$
P_amount_1	Amount funded by donor 1	In US\$
P_amount_2	Amount funded by donor 2	In US\$
P_amount_3	Amount funded by donor 3	In US\$
P_amount_4	Amount funded by donor 4	In US\$
P_amount_5	Amount funded by donor 5	In US\$
P_donor_1	Name of donor or cofinancing agency 1	In US\$
P_donor_2	Name of donor or cofinancing agency 2	In US\$
P_donor_3	Name of donor or cofinancing agency 3	In US\$
P_donor_4	Name of donor or cofinancing agency 4	In US\$
P_donor_5	Name of donor or cofinancing agency 5	In US\$
P_amount_executed	Amount of the program executed as of the date of the publication of the DMX	In US\$
P_reporting_unit	Name of the unit to which this program or project reports	
P_executing_agency_typ	Classification by type of executing unit	Public_non_financial, Public_financial, Public_decentralized, Private_non_financial, Private_financial, Academia, Other
P_loan_or_grant	Classification by repayment requirement	Grant, Loan, Mixed
P_type	Classification into a Program or a Project	Program, Project
P_attachment1	Attachment	File attached to the record
P_attachment2	Attachment	File attached to the record
P_attachment3	Attachment	File attached to the record
P_attachment4	Attachment	File attached to the record
P_attachment5	Attachment	File attached to the record
P_attachment6	Attachment	File attached to the record
P_attachment7	Attachment	File attached to the record
P_attachment8	Attachment	File attached to the record
P_attachment9	Attachment	File attached to the record
P_attachment10	Attachment	File attached to the record