

**CARIBBEAN DEVELOPMENT BANK**



**SPECIAL DEVELOPMENT FUND**

**MATRIX OF PROGRAMMES OF THE DEVELOPMENT AGENCIES  
OPERATING IN THE REGION**

December 2008

## ABBREVIATIONS AND ACRONYMS

BAR	-	Barbados
BHA	-	Bahamas
BZE	-	Belize
BMC	-	Borrowing Member Country
CARICOM	-	Caribbean Community
CARICAD	-	Caribbean Centre for Development Administration
CARTAC	-	Caribbean Regional Technical Assistance Centre
CDB	-	Caribbean Development Bank
CIDA	-	Canadian International Development Agency
CRNM	-	Caribbean Regional Negotiating Machinery
CSME	-	CARICOM Single Market and Economy
DCPs	-	Development Cooperation Programmes
DFID	-	Department for International Development of the United Kingdom
DPs	-	Development Partners
DR	-	The Dominican Republic
DRM	-	Disaster Risk Management
DRR	-	Disaster Risk Reduction
EC	-	Eastern Caribbean
EPA	-	Economic Partnership Agreement
EU	-	European Union
FP	-	Focal Point
GUY	-	Guyana
HA	-	Haiti
HIV/AIDS	-	Human Immunodeficiency Virus /Acquired Immune Dependency syndrome
IDB	-	Inter-American Development Bank
JAM	-	Jamaica
MDGs	-	Millennium Development Goals
OECS	-	Organisation of the Eastern Caribbean States
SDF	-	Special Development Programme
SDF7	-	Sixth Replenishment of the Seventh Cycle of the SDF
RCI	-	Regional Cooperation and Integration
RPG	-	Regional Public Market and Goods
SME	-	Small and Medium Enterprises
TA	-	Technical Assistance
TRI	-	Trinidad and Tobago
USAID	-	United States Agency for International Development
USD	-	United States Dollar

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## MATRIX OF PROGRAMMES OF THE DEVELOPMENT AGENCIES OPERATING IN THE REGION

### 1. INTRODUCTION

1.01 Contributors agreed with the Bank's intention to target the three operational themes, with poverty reduction as an overarching theme<sup>1</sup>, through four strategic objectives and a limited number of core priorities or sectors, in which the Bank has strong experience and would be expected to be a leading provider of assistance.

1.02 The four strategic and core priorities are:

- **Broad-Based Economic Growth and Inclusive Social Development**, with a focus on Education and Training, Agriculture and Rural Development, Social and Economic Infrastructure and Private Sector Development.
- **Environmental Sustainability and Disaster Management**, focusing on Water and Sanitation, Renewable Energy, Disaster Risk Reduction and Climate Change Mitigation and Adaptation.
- **Regional Cooperation and Integration (RCI)**, in particular the provision of Regional Public Goods.
- **Good Governance** with an emphasis on Economic Management, Capacity Development and Legislative and Regulatory Frameworks.

1.03 Contributors encouraged the Bank to renew its role in aid coordination and collaboration as an instrument of alignment and harmonisation and reducing the transaction costs in the development assistance relationship. They considered that the Bank, with the essential support of SDF, has a special role to play in overcoming some of the complexities in the aid architecture for the Caribbean, and the transaction costs of a large number of aid channels and the fragmentation of donor-funded activities.

1.04 To facilitate that process of alignment and harmonisation, the Bank has prepared – Annex 1 – a Coordination Matrix of Development Partners Programmes of Development Cooperation. This initial attempt at preparing a coordination matrix points to gaps in the Development Partners' Programmes, areas that are under-served, and areas in which there should be good prospects for collaboration and joint operations with the Caribbean Development Bank (CDB) and among the other Development Partners (DPs).

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<sup>1/</sup> Strengthening poverty reduction and human development; supporting environmental sustainability and advancing the climate change agenda; and supporting RCI.

## **2. RESULTS OF THE MATRIX OF PROGRAMMES IN SUPPORT OF THE SDF 7 STRATEGIC THEMES OF DEVELOPMENT AGENCIES OPERATING IN THE REGION**

### **A. Preliminary Observations**

2.01 The attempt to construct a coordination matrix of DPs, Development Cooperation Programmes (DCPs) is, to some extent, handicapped by several features of these programmes.

2.02 DCPs are not uniform in their presentation. Some are more detailed in their programme/project descriptions than others. Some identify beneficiary countries while some do not. Similar projects may fall under different broad themes in different DPs programmes. There is also a lack of consistency in DPs planning periods, starting and ending at different dates. Some DPs programmes also do not seem up-to-date in terms of ongoing, completed and planned activities.

2.03 China has been included in the matrix but it should be noted that the entries do not necessarily represent current Caribbean-specific programme activities. They have been taken from China's recently published (November 5, 2008) "Policy Paper on Latin America and the Caribbean."

2.04 The present effort should therefore be considered as an initial attempt at preparing a matrix coordination of the DPs programmes. It indicates the need for a progressively more uniform, detailed and comprehensive presentation of programme information. This will require, to begin with, the use by DPs of a more consistent format for organising their DCPs. This would be a useful initial task for the proposed new CDB-based Focal Point (FP) for Coordination to undertake.

### **B. Some Conclusions on Development Partners' Cooperation Programmes**

2.05 Nevertheless, the information assembled points to several useful conclusions. They include the following:

- DPs tend to cluster around a predictable small number of broad project themes, namely, education, social development, HIV/AIDS, financial managements (budgetary, debt management), and public sector management and modernisation (mostly of the financial and justice agencies). The latter two are the densest areas of the DPs concentration.
- However, while DPs may be operating under the same broad themes, they do not necessarily duplicate operations, as they often focus on different countries or different aspects of the problem.
- There seems to be an absence, nevertheless, of collaboration with a view to exploiting synergies and constructing integrated activity frameworks. It is thus difficult to determine whether the activities undertaken are comprehensive and integrated enough and of sufficient scale and depth to make for a significant, sustainable difference to the Region's performance. The question posed is: are the activities too fragmented, spread too thinly, and also among too few countries? This too would be a useful task for the new FP to examine in collaboration with DPs.
- DPs seem to be increasingly inclined to outsource their development cooperation activities to existing, specialist, international or regional organisations. Certain of them have essentially become funding sources for the activities for those organisations. While there are clear advantages in this approach, it becomes more difficult to tract the results of DPs interventions. Examples of this occur when, as in the case of support for environmental problems, international and trade policy and negotiations, and HIV/AIDS, funds of multiple DPs are combined in the

budgets of executing international and regional organisations. This thus raises the issue of the relative effectiveness of an institution-driven versus an activity-driven orientation. This is another issue that the FP may find useful to examine.

- Within areas of concentration, questions arise about the coherence of the DPs programmes taken as a whole. For example, in the area of Governance, there is a wide mix of activities, ranging from fiscal policy to democracy and corruption, and from property rights to the legislature, the elections process, and trafficking in persons. Is such a mix inevitable, and does it impact negatively on the development effectiveness of DPs investment of resources in development cooperation? Should not beneficiary countries themselves give greater emphasis to the preparation of more comprehensive, coherent, phased and prioritised road maps to the problems that have to be tackled?

### **C. Development Cooperation Areas Inadequately Addressed**

2.06 The most outstanding gap in DPs DCPs is **Regional/Transnational Public Goods (RPGs)**. DPs seem to define RCI projects in different ways. Thus some partners may view an activity such as support to fiscal policy or public sector modernisation that is replicated across several countries as a regional cooperation project. RPGs, however, focus specifically on activities that generate benefits (externalities) that are shared among multiple countries of the regional community, and that are unlikely to materialise by autonomous action on the part of any individual member of the group. The RPGs projects that find favour among one or two DPs are support to international trade policy and negotiations [Caribbean Regional Negotiating Machinery (CRNM)], to the CDF, the Caribbean Community (CARICOM)/CARICOM Single Market and Economy (CSME) and the Organisation of Eastern Caribbean States (OECS) secretariats, and to HIV/AIDS programmes.

2.07 Within the fields of RPGs, the following outstanding gaps have been identified:

- Economic policy harmonisation and legal frameworks for business in a single economy;
- Climate change mitigation and adaptation;
- Food security;
- Maritime transport;
- Energy efficiency conservation and renewable sources; and
- Common health services

2.08 Other under-served areas include:

- Early childhood education;
- Student loans;
- Disaster risk management;
- Rural infrastructure;
- Competitiveness of firms;
- Water infrastructure;
- Urban transport systems; and
- Urban revitalisation.

## **D. Possible Areas for Collaboration and Joint Operations**

2.09 The areas most in need of collaboration are:

- Good Governance;
- Public sector management and modernisation;
- Private sector development; and
- Legislative and regulatory frameworks.

2.10 All four of these areas engage the interest of most DPs, and are marked by a mix of activities that seem somewhat patchy, sometimes overlapping, and apparently haphazardly distributed among beneficiary countries. Collaboration could offer the possibility of focusing more sharply on top, bottleneck-breaking priorities, and on countries where efforts should be consistently concentrated. It should make possible the pooling of the DPs efforts and financial resources so as to maximise the benefits of synergies and complementarities, of shared experiences, including with project design, preparation and evaluation, and of cost reduction through the scale of operation and specialisation.

2.11 Many of the areas identified above as under-served also offer good prospects for collaboration and joint operations, especially the larger, more complex, and more costly areas, such as:

- Maritime transport;
- Climate change;
- Energy efficiency conservation and renewable sources;
- Common health services;
- Water infrastructure;
- Urban revitalisation; and
- Rural infrastructure.

**COORDINATION MATRIX OF DEVELOPMENT PARTNERS PROGRAMMES OF DEVELOPMENT COOPERATION**

	<b>CDB</b>	<b>EU</b>	<b>IDB</b>	<b>CIDA</b>	<b>USAID</b>	<b>WORLD BANK</b>	<b>DFID</b>	<b>CHINA</b>
<b>BROAD-BASED ECONOMIC GROWTH AND INCLUSIVE SOCIAL DEVELOPMENT</b>								
<b>Education and Training</b>								
<b>Primary, Secondary, Tertiary</b>	Upgrade physical infrastructure; Enhance programmes and services; Support education planning; curriculum reform. Facilitate teacher training. (OECS, BAR, JAM)		Basic education supply capacity (G,BAH,HA)	Teacher training (GU) Post-secondary scholarships (CARICOM)	Primary education management distance based education (H, JAM) Basic literacy, numeracy (JA) Teacher training (JAM)	Teacher training Curriculum reform		
<b>Early Childhood</b>	Strengthen institutional capacity for delivery (OECS, JAM)		Strengthen capacity (TRI,HA)					
<b>Technical and Vocational</b>	Upgrade learning environment. Enhance Institutional framework. Improve relevance and quality of TVET	Skills development (BAR,STK)	Skills development (B)		Workforce skills development (HA, JAM)	Improve quality, relevance of skills training for the labour market		

	<b>CDB</b>	<b>EU</b>	<b>IDB</b>	<b>CIDA</b>	<b>USAID</b>	<b>WORLD BANK</b>	<b>DFID</b>	<b>CHINA</b>
<b>Student Loans</b>	Provide credit lines through FIs; incorporate components to facilitate access by vulnerable group. (OECS, BZE)							
<b>Agriculture and Rural Development</b>								
<b>Food production constraints removal to facilitate sustainable rural livelihoods</b>	Strengthening on-farm irrigation; provision of credit lines for small, commercial farm operations (JAM, OECS)	Development less developed regions (BHA)	Support for production (HA, JAM GU)	Improve agricultural productivity (JAM)	Assistance to business sectors wood, birding tourism, agri-business, aquaculture (GUY)	Improve food security and agricultural productivity (HA, JAM) Financial assistance for agricultural development		Training in agricultural techniques
<b>Rural enterprise development</b>	Integrated rural enterprise development projects to enhance living conditions of poor rural communities. (BZE,GR, SL, GUY)		Micro-finance for rural areas (HA)	Small farmers livelihood	Support to rural development-agribusiness, eco-tourism, cottage industry (JA)		Caribbean micro-finance	
<b>Rehabilitation/expansion of productive capabilities</b>	Sugar Industry transformation (GUY, BAR)	Sugar industry transformation, economic diversification (BHA, BZE, JAM,STK)						

	<b>CDB</b>	<b>EU</b>	<b>IDB</b>	<b>CIDA</b>	<b>USAID</b>	<b>WORLD BANK</b>	<b>DFID</b>	<b>CHINA</b>
<b>Rural infrastructure</b>	Financial support for provision of basic infrastructure in education, in poor rural communities (JA); provision of feeder roads infrastructure (OECS)					Access to electricity in rural areas		
	<b>CDB</b>	<b>EU</b>	<b>IDB</b>	<b>CIDA</b>	<b>USAID</b>	<b>WORLD BANK</b>	<b>DFID</b>	<b>CHINA</b>
<b>Social and Economic Infrastructure</b>								
<b>Solid waste management</b>	Improve policy environment; technical management; physical facilities and equipment (OECS)		Manage, Improve operation, treatment, disposal (TRI,BZE,GUY)					
<b>Urban revitalisation</b>	Urban Rehabilitation (BAR)	Human settlements (GUY)	Low income housing finance (TT)	Urban restoration (JA)		Safe cities (BZE)		
<b>Coastal zone protection</b>	Sea defenses (DO, JAM); coastal management TA (BD)	Sea defenses, coastal management (GUY)	Coastal zone, watershed protection (BAH,HA,BAR)		Watershed management for agriculture, environment (HA)	Assistance for improvements to safety nets, training social workers welfare to work programs, pension reform		
<b>Transportation Infrastructure</b>	Investment lending for expansion, upgrading and maintenance of road infrastructure (JAM, GUY, OECS, TRI); Airport and seaport development (JAM, OECS)							

	CDB	EU	IDB	CIDA	USAID	WORLD BANK	DFID	CHINA
<b>Social protection mechanisms</b>	Improve living conditions in poor communities (SIF, BNTF); Improve status of children at risk; Support programmes for remediation and behavioural learning difficulties and provision of rehabilitative care.	Crime (JAM)	Safety net diagnostics (TT)		Community policing (JAM) Strengthening nutrition programmes hygiene Substance abuse, violence (JAM)	Strengthening primary health care, nutrition programs Assistance to improvements to Assistance for Improve basic infrastructure services to poor communities improvements		
<b>Private Sector Development Policy and institutional impediments to private sector development</b>		Support to private sector (STL)	Development private sector, competitiveness, trade procurement, business climate (TRI, GUY, BZE, JAM)	Private sector Capacity development (CARICOM, GUY)	Promote free market (JA) policies, improve regulatory environment (JA) Economic competitiveness (GUY)		Support to private sector innovations( private Sector Challenge Fund) Support to stimulating growth (Growth Strategic Fund)	Investments Expand tourismCommercial bank branches Free Trade Area
<b>Development of financial intermediaries to encourage youth and small and medium size enterprises (SMEs)</b>			Youth strategy, development (BHA BZE) Access to finance for SMEs, investment promotion (BHA, BZE, HA)		Micro-enterprise finance (H) new business facilitation, registration (HA, GU) Investment facilitation (HA) Engaging youth (JAM)	Reduce number of youth at risk		
<b>Enhance competitiveness of firms at sector and enterprise level</b>			Improve competitiveness, labour market reform, standards (BAR, GU)					
<b>ENVIRONMENTAL SUSTAINABILITY AND DISASTER MANAGEMENT</b>								
<b>Water and Sanitation Infrastructure improvements</b>	Investment and Institutional support for water utilities		Support for water infrastructure (TRI, GUY)					

	CDB	EU	IDB	CIDA	USAID	WORLD BANK	DFID	CHINA
<b>Sector policy interventions</b>			Water sector policy (HA)				Low carbon growth (GUY) Belize Strategic Fund World Bank Trust Fund	Training and capacity building in bio-diversity conservation, pollution treatment, desertification
<b>Institutional upgrading</b>			Water institution upgrade management (BAR,BZE)	Capacity development, Natural Resources (GUY) Environmental Action Programme (JAM)				
<b>Water resources management Renewable Energy Exploitation of renewable and alternative energy resources</b>			Water management (BAR,BZE) Hydropower rehab (HA)					Bilateral cooperation framework for energy/resources Training in small hydropower
<b>Leveraging resources through collaboration with development partners</b>								
<b>Development of innovative financing mechanisms</b>								
<b>Improvements in energy efficiency</b>								Training in energy conservation
<b>Disaster Risk Reduction (DRR) Institutional strengthening for disaster risk management (DRM)</b>	Support for formulation of DRR strategy		Institution strengthening, policy (JAM)	Support to DRM program, institutions, DRM training Support to Catastrophic Risk Insurance Facility		Expanded menu in catastrophic risk insurance-floods, weather agricultural risks	CDM-CDERA support Sea defence (GUY) Conservancy dam (GUY) Hurricane response Support to Building Trust (UNDP)	
<b>Supporting DRM knowledge management</b>			Knowledge disaster prevention, protection (HA)	Support to disaster preparedness institutions				



	CDB	EU	IDB	CIDA	USAID	WORLD BANK	DFID	CHINA
<b>Supporting BMCs in accessing innovative climate change funding mechanisms</b>								
<b>REGIONAL COOPERATION AND INTEGRATION</b>								
<b>Regional Public Goods (RPGS)</b>							Support for CARICOM Development Fund: financial	
<b>Support for CARICOM Development Fund</b>	Support for CARICOM Development Fund: technical assistance	Support for CARICOM Development Fund: financial		Support for CARICOM Development Fund: financial support for CARICOM Secretariat capacity development national climate change adaptation policies Enhanced support for HIV/AIDS Institutions (CARICOM)	HIV/AIDS Prevention, children, orphans	Regional strategy for crime and violence Systems strengthening for HIV/AIDS, other infectious diseases; training essential health care workers	HIV/AIDS( PANCAP, regional frame, Stigma Unit)	society participation
<b>Economic policy harmonisation and development of legal frameworks for doing business in a single economy</b>		Support to the process of CARICOM integration/ CSME						
<b>Strengthening trade negotiations and economic policy capacity, including civil society organisations</b>		Civil society/stakeholder participation in regional cooperate and integration		Support for CRNM, CSME, CARTAC			Support for CRNM,CARICAD, CARICOM (Census), CDB	
<b>Research support for the climate change agenda</b>								
<b>Transnational Public Goods (TPGs)</b>								

	CDB	EU	IDB	CIDA	USAID	WORLD BANK	DFID	CHINA
<b>Infrastructure needs assessment and preparation (e.g. maritime transport)</b>				Regional Infrastructure Project (CDB)				
<b>Agriculture and food security (selective needs assessment and operational arrangements)</b>	Improve productivity and diversification strategies (JAM;OECS)							
<b>Energy efficiency, conservation and renewable sources</b>								
<b>Health needs assessment and operational arrangements for selective common services</b>	Development of Strategic Plans and development of regional health insurance mechanism. Assist civil society to disseminate information and sensitise the public on key health issues							
<b>National/Sub-regional public goods linked to RPGs/TPGs</b>								
<b>Support for OECS development strategy</b>		Support for OECS Economic Union, Support for OECS integration into CSME		OECS Secretariat Institutional strengthening OECS Judicial and Legal reform Eastern Caribbean Environmental Capacity Development			OECS technical assistance	
<b>Modernization of the public service and debt management</b>		Modernisation of public sector - health (STVG)						
<b>Education/skills linked to the labour market</b>	Improved technical skills (CTCS; BNTF)							

	CDB	EU	IDB	CIDA	USAID	WORLD BANK	DFID	CHINA
<b>Energy-efficient urban transport and renewable energy projects</b>								
<b>GOOD GOVERNANCE</b>								
<b>Economic Management Fiscal and debt management</b>	Analytical support for debt assessment within broader fiscal management	Fiscal, public sector reform (AN) General budgetary support, macroeconomic, debt relief (DO, GUY, JAM, STK) Sector budgetary support (STL)	Strengthen revenue collection public sector finance, debt management (BAR,JA,BEL,GU)	Support for CARTAC Support to Debt Management Advisory Service (EC)	Public finance transparency, oversight (H,G) Fiscal management, revenue collection (GU) Combating corruption (JAM) Civic education (HA,JAM,GUY)	Manage public debt, strengthen fiscal policy, particularly expenditure side Combating corruption (HA, JAM)	Governance (GU) Debt technical assistance: (UNDP Trust Fund) Combating corruption	Debt reduction
<b>Public sector investment programming</b>			Public resource management BA, HA)					
<b>Capacity Development Technical assistance interventions</b>	Institutional strengthening in utilities (SKN), statutory corporations (DO); Regional transportation (LIAT).		Statistical modernisation (GUY,BAR) BZE); Public Sector manage and modernise (HA,TRI,BHA,GUY); Social services delivery (TT,GU,BAH); Trade policy train (TRI); Citizen security (TT,GU) Property rights, land market (TRI, JAM); Legal System reform (JA); Investment Regime (JAM); Justice, Security, Parliament (HA)	Justice undertakings for social transformation;	Public Sector Management ( GUY, JAM, JAM); Strengthen Justice Systems (H, GUY, JAM); Support to legislature (H,G)	Strengthen public sector institutions (HA, EC) Support financial management reforms: budgetary, audit, parliamentary oversight, internal controls customs, tax agencies; account ability, transparency, civil society organisations, Parliaments	Justice system reform	
<b>Legislative and Regulatory Frameworks Policy harmonisation and legal frameworks</b>	Strengthening regulatory process systems, procedures (JA); vehicle weight enforcement regulations (RE)							

	CDB	EU	IDB	CIDA	USAID	WORLD BANK	DFID	CHINA
<b>Others (outside the identified strategic themes for SDF 7)</b>		Support to national strategic plan (TRI) Intra-CARICOM cooperation focusing on Haiti and the DR Supporting priority EPA implement Integration and cooperation with the DOMs, OCTs, LA Caribbean Crime and security cooperation (drugs) Investing in human capital to respond to challenges posed by global trade in partnership with regional universities		Democracy and Governance Elections support (GUY)	Strengthen democracy Political Party programmes Trafficking in persons (G)			