

DAG Division of Labour Questionnaire

The Results

For more information on DAG work on division of labour, please visit:
http://www.deleth.ec.europa.eu/en/aid_effectiveness/dol.html

Q1. Which Donors are in Which Sectors?

	Agri		Child		Educ		Env		Gender		Gov		Health		HIV		Infra		Mining		Pastoral		Popul		Regio		Tourism		Trade		Urban		Youth		TOTAL BILAT	TOTAL MULTI		
	B	M	B	M	B	M	B	M	B	M	B	M	B	M	B	M	B	M	B	M	B	M	B	M	B	M	B	M	B	M	B	M	B	M				
ADB	B	M			B				B			M	B				B	M											B						6	3		
Austria	B											M	B	M			B																		3	2		
CIDA	B	M										B	M		M																			2	3			
DFID		M				M		M				B	M		M		M				B													2	7			
EC	B	M	B		B	M	B			M	B	M	B	M	B		B	M				B							B						10	6		
Finland					B							B					B																		3	0		
France		M	B		B		B		B			B			M		M	B				B				M	B		B		B		B		12	4		
Germany	B	M			B	M						B					M										B		B	M					5	4		
Ireland	B	M							B	M	B	M	B	M	B	M								B	M											6	6	
Italy	B	M	B		B	M				M	B	M	B	M	B	M	B									B	M			B						9	7	
JICA	B				B		B					B	M	B			B										B	M							7	2		
N'lands	B	M			B	M	B		B	M	B	M	B	M	B	M								B	M			B	M							9	8	
Norway	B	M						M	B			M					B	B				B													5	3		
Spain		M				M			B	M				B	M																					2	4	
Sweden	B	M	B		B	M			B	M	B	M	B		B											M			B								8	5
UNDP	B						B		B	M	B	M						M											B								5	3
USAID	B	M			B		B					B	M	B		B	M					B						B		B						10	3	
WB	B	M			B	M	B	M	B		B	M	B	M	B		B	M					B				B		B		B						14	6
TOTAL BILAT	14	14	4	0	11	8	7	3	9	7	14	14	11	10	8	7	9	5	0	0	6	0	4	3	3	2	3	0	11	2	3	1	1	0	TRUE	TRUE		

B = Bilateral project

M = Multidonor programme or budget support

Red box = Sector has > 5 donors with bilateral projects / Donor has bilateral projects in > 3 sectors.

NB DFID's bilateral involvement is in food security rather than agriculture in the broader sense.

Q2. How Involved Are Donors in the Sectors Where They Work?

	Agri/FS						Children						Education						Enviro						Gender						Governance									
	FT	AN	PM	%	\$m	IM	FT	AN	PM	%	\$m	IM	FT	AN	PM	%	\$m	IM	FT	AN	PM	%	\$m	IM	FT	AN	PM	%	\$m	IM	FT	AN	PM	%	\$m	IM				
ADB	1	1	1	23	57	5							1	1	1	5	12	3							1	1	1	0	1	3	4	4	2	1	1	2				
Austria	1	1	1	29	1	5																													0	0	0	1	0	3
CIDA	7	4	3	60	45	5													1	1	0	10	7	4	2	2	0	1	0	4	7	5	2	13	10	5				
DFID	4	2	2	37	72	5							2	1	1	2	4	4	1	1	0	5	10	4	0	0	0	5	10	4	6	4	3	12	23	5				
EC	10	5	10	19	57	5	0	0	0	0	1	1	1	0	1	1	2	2	1	1	1	2	5	2	1	1	1	2	5	2	3	3	3	6	19	3				
Finland													1	1	1	25	3	5																0	0	0	5	1	4	
France	1	1	1	12	1	4	40	20	20	20	2	2	100	100	30	8	1	5	0	0	0	2	0	3	0	0	0	5	1	5	3	3	3	10	1	5				
Germany	10	10	4	18	11	5							15	9	9	16	10	5																13	11	6	12	8	5	
Ireland	6	4	3	33	16	5																		1	1	1	2	1	5	2	1	1	7	3	3					
Italy	3	3	3	26	24	5	3	2	2	3	3	4	7	2	1	29	27	5	1	1	0	1	1	3	1	1	1	1	1	4	4	4	2	8	8	4				
JICA	13	5	3	21	32	5							3	1	3	10	16	5	2	1	1	1	2	4									3	3	3	3	5	4		
Netherlands	2	2	1	5	2	5							1	1	0	30	14	5	1	1	1	10	5	4	1	1	1	5	2	5	2	1	1	15	7	5				
Norway	0	0	0	10	2	4													0	0	0	10	2	5	0	0	0	15	2	5	1	1	1	15	2	5				
Spain	0	0	0	20	6	4							1	1	1	20	6	4							1	1	1	20	6	5										
Sweden	2	2	2	50	18	4	1	1	1	20	7	5	1	1	1	20	7	4						5	1	1	1	20	7	5	2	2	2	16	6	5				
UNDP	2	1	2	10	4	5													4	2	4	3	1	5	1	1	1	6	2	5	7	4	7	58	22	5				
USAID	22	12	18	34	106	5							6	5	5	4	13	5	2	2	2	1	2	1									6	4	5	1	3	4		
WB	4	4	4	15	53	5							2	2	2	1	4	5	2	2	1	1	4	5																
TOTAL (donors)	6			7		13	1			0		1	4			3	8	0			0		4	0			0		8	6			1			9				
TOTAL (quantity)	88	57	58		507		44	23	23		13		140	125	55		118		15	12	10		37		10	11	8		38		71	55	47		196					

FT = Number of full time staff

AN = Number of full time staff with analytical capacity

PM = Number of full time staff with project management capacity

% = Percentage of funding spent on sector

\$m = Millions of dollars spent on the sector - based on donors' responses to the 2008 OECD survey

IM = Importance of the sector to the donor from 1 to 5 (5 is very important)

 = Donor has > 5 full time staff in the sector, dedicates > 25% of its funding to the sector, or ranks the sector as '5' in importance

 = More than 5 donors rank the sector as having maximum importance for them

NB. All figures are approximate and given as indications only.

Q2. How Involved Are Donors in the Sectors Where They Work?

	Regional						Tourism						Trade						Urban						Youth					
	FT	AN	PM	%	\$m	IM	FT	AN	PM	%	\$m	IM	FT	AN	PM	%	\$m	IM	FT	AN	PM	%	\$m	IM	FT	AN	PM	%	\$m	IM
ADB													2	2	1	0	1	1												
Austria																														
CIDA																														
DFID													0	0	0	0	0	4												
EC													2	1	2	5	14	5												
Finland																														
France	0	0	0	1	0	1	0	0	0	1	0	3	4	2	2	1	0	5	1	1	1	11	1	5	0	0	0	2	0	2
Germany													41	39	8	41	26	5	5	5	5	5	3	5						
Ireland																														
Italy	4	4	3	2	2	3							2	2	1	4	4	3												
JICA													2	2	2	0	0	4												
Netherlands													2	2	1	5	2	5												
Norway																														
Spain																														
Sweden	1	1	1	20	7	4							1	1	1	6	2	4												4
UNDP													1	1	1	1	1	5												
USAID							1	0	0	1	2	1	2	2	2	1	3	4												
WB	2	2	2	2	7	5	1	1	1	0	0.4	4	2	2	2	1	4	5	2	2	2	6	21	5						
TOTAL (donors)	0			0		1	0			0		0	1			1		6	0			0		3	0			0		0
TOTAL (quantity)	7	7	6		16		2	1	1		2		60	56	23		57		8	8	8		26		0	0	0		0	

FT = Number of full time staff

AN = Number of full time staff with analytical capacity

PM = Number of full time staff with project management capacity

% = Percentage of funding spent on sector

\$m = Millions of dollars spent on the sector - based on donors' responses to the 2008 OECD survey

IM = Importance of the sector to the donor from 1 to 5 (5 is very important)

= Donor has > 5 full time staff in the sector, dedicates ³ 25% of its funding to the sector, or ranks the sector as '5' in importance

= More than 5 donors rank the sector as having maximum importance for them

NB. All figures are approximate and given as indications only.

Q2. How Involved Are Donors in the Sectors Where They Work?

	No. of sectors with > 5 FT staff	No. of sectors with > 25% of funding	No. of sectors ranked as max. importance	Total funding (\$)
ADB	0	1	2	248,020,000
Austria	0	1	2	3,637,104
CIDA	2	2	2	74,960,000
DFID	1	1	4	194,500,000
EC	1	1	3	304,168,404
Finland	0	2	2	12,200,000
France	2	0	8	11,578,467
Germany	5	1	5	63,402,100
Ireland	1	1	4	47,578,768
Italy	2	2	5	94,005,140
JICA	3	1	3	152,921,520
Netherlands	0	1	8	45,497,967
Norway	0	1	4	15,768,012
Spain	0	1	2	29,600,000
Sweden	0	1	5	35,293,000
UNDP	1	1	6	37,300,000
USAID	5	2	4	313,000,000
WB	2	1	13	354,000,000
TOTAL	25	21	82	2,037,430,482

 = Donor ranks more than 3 sectors as of maximum importance

NB. All figures are approximate and given as indications only.

Q3. Where do Donors See their Comparative Advantage?

	Agri	Child	Educ	Env	Gender	Gov	Health	HIV	Infra	Mining	Past	Popul	Regio	Tour	Trade	Urban	Youth	TOTAL
ADB																		5
Austria																		2
CIDA																		5
DFID	FS																	5
EC																		4
Finland																		2
France																		3
Germany																		5
Ireland																		4
Italy																		4
JICA																		4
Netherlands																		6
Norway																		1
Spain																		4
Sweden																		4
UNDP																		3
USAID	FS		P															4
WB																		3
TOTAL	15	0	10	3	3	9	8	5	7	0	0	2	0	0	4	2	0	TRUE
	Agri	Child	Educ	Env	Gender	Gov	Health	HIV	Infra	Mining	Past	Popul	Regio	Tour	Trade	Urban	Youth	

 = Donor claims comparative advantage in sector

 = More than 5 donors claim CA in sector / Donor claims CA in more than 3 sectors

Q4. What are Donors Best at and Why?

	Infra	Agriculture & FS	Health & Pop	Education
African Development Bank	Good established relationship with key stakeholders	Good established relationship with key stakeholders	Good established relationship with key stakeholders	Good established relationship with key stakeholders
	Organizational capacity (procedures, general efficiency, staff)	Organizational capacity (procedures, general efficiency, staff)	Organizational capacity (procedures, general efficiency, staff)	Organizational capacity (procedures, general efficiency, staff)
	International and local successful experience in the sector	Technical expertise in the sector	Technical expertise in the sector	Technical expertise in the sector
	Technical expertise in the sector	Mandate, commitment and support from HQ	Mandate, commitment and support from HQ	Mandate, commitment and support from HQ
	Mandate, commitment and support from HQ	Volume / proportion of funding currently dedicated to the sector	Alignment with Gov policies and use of Gov systems	Alignment with Gov policies and use of Gov systems
	Performance vis-à-vis other donors in the sector	Alignment with Gov policies and use of Gov systems	Representation, coordination and negotiation skills	Representation, coordination and negotiation skills
	Volume / proportion of funding currently dedicated to the sector	Representation, coordination and negotiation skills		
	Alignment with Gov policies and use of Gov systems			
	Representation, coordination and negotiation skills			
Successful multinational/multidonor program collaboration				

Austria	Agriculture & FS	Health
	Good established relationship with key stakeholders	Good established relationship with key stakeholders
	Organizational capacity (procedures, general efficiency, staff)	Organizational capacity (procedures, general efficiency, staff)
	International and local successful experience in the sector	International and local successful experience in the sector
	Technical expertise in the sector	Technical expertise in the sector
	Mandate, commitment and support from HQ	Mandate, commitment and support from HQ
	Performance vis-à-vis other donors in the sector	Performance vis-à-vis other donors in the sector
	Volume / proportion of funding currently dedicated to the sector	Volume / proportion of funding currently dedicated to the sector
	Alignment with Gov policies and use of Gov systems	Alignment with Gov policies and use of Gov systems
Representation, coordination and negotiation skills	Representation, coordination and negotiation skills	

	Agriculture & FS	Gov	Gender	Environment	HIV/AIDS
Canada	Good established relationship with key stakeholders	Good established relationship with key stakeholders	Good established relationship with key stakeholders	Good established relationship with key stakeholders	Good established relationship with key stakeholders
	Organizational capacity (procedures, general efficiency, staff)	Organizational capacity (procedures, general efficiency, staff)	Organizational capacity (procedures, general efficiency, staff)	Organizational capacity (procedures, general efficiency, staff)	International and local successful experience in the sector
	Technical expertise in the sector	Technical expertise in the sector	International and local successful experience in the sector	Technical expertise in the sector	Mandate, commitment and support from HQ
	Mandate, commitment and support from HQ	Mandate, commitment and support from HQ	Technical expertise in the sector	Mandate, commitment and support from HQ	Alignment with Gov policies and use of Gov systems
	Volume / proportion of funding currently dedicated to the sector	Performance vis-à-vis other donors in the sector	Mandate, commitment and support from HQ	Performance vis-à-vis other donors in the sector	Representation, coordination and negotiation skills
	Alignment with Gov policies and use of Gov systems	Alignment with Gov policies and use of Gov systems	Performance vis-à-vis other donors in the sector	Alignment with Gov policies and use of Gov systems	
	Representation, coordination and negotiation skills	Representation, coordination and negotiation skills	Alignment with Gov policies and use of Gov systems	Representation, coordination and negotiation skills	
		Representation, coordination and negotiation skills			

	Agriculture & FS	Gov	Health	Education	Env
DFID	Good established relationship with key stakeholders	Good established relationship with key stakeholders	Good established relationship with key stakeholders	Good established relationship with key stakeholders	Technical expertise in the sector
	Organizational capacity (procedures, general efficiency, staff)	Organizational capacity (procedures, general efficiency, staff)	International and local successful experience in the sector	International and local successful experience in the sector	Mandate, commitment and support from HQ
	International and local successful experience in the sector	International and local successful experience in the sector	Technical expertise in the sector	Technical expertise in the sector	Representation, coordination and negotiation skills
	Technical expertise in the sector	Technical expertise in the sector	Mandate, commitment and support from HQ	Mandate, commitment and support from HQ	
	Mandate, commitment and support from HQ	Mandate, commitment and support from HQ	Performance vis-à-vis other donors in the sector	Performance vis-à-vis other donors in the sector	
	Volume / proportion of funding currently dedicated to the sector	Volume / proportion of funding currently dedicated to the sector	Alignment with Gov policies and use of Gov systems	Alignment with Gov policies and use of Gov systems	
	Alignment with Gov policies and use of Gov systems	Alignment with Gov policies and use of Gov systems	Representation, coordination and negotiation skills	Representation, coordination and negotiation skills	
	Representation, coordination and negotiation skills	Representation, coordination and negotiation skills			
Flexibility	Flexibility				

European Commission	Infra	Agriculture & FS	Trade	Gov
	Good established relationship with key stakeholders	Good established relationship with key stakeholders	Good established relationship with key stakeholders	Good established relationship with key stakeholders
	Organizational capacity (procedures, general efficiency, staff)	International and local successful experience in the sector	International and local successful experience in the sector	Technical expertise in the sector
	International and local successful experience in the sector	Technical expertise in the sector	Technical expertise in the sector	Representation, coordination and negotiation skills
	Technical expertise in the sector	Performance vis-à-vis other donors in the sector	Mandate, commitment and support from HQ	
	Mandate, commitment and support from HQ	Volume / proportion of funding currently dedicated to the sector	Volume / proportion of funding currently dedicated to the sector	
	Performance vis-à-vis other donors in the sector	Alignment with Gov policies and use of Gov systems	Alignment with Gov policies and use of Gov systems	
	Volume / proportion of funding currently dedicated to the sector	Representation, coordination and negotiation skills	Representation, coordination and negotiation skills	
Alignment with Gov policies and use of Gov systems				
Representation, coordination and negotiation skills				

Finland	Water	Education
	Good established relationship with key stakeholders	Good established relationship with key stakeholders
	International and local successful experience in the sector	International and local successful experience in the sector
	Mandate, commitment and support from HQ	Technical expertise in the sector
Volume / proportion of funding currently dedicated to the sector	Alignment with Gov policies and use of Gov systems	

France	Gov	Urban	Infra
	Good established relationship with key stakeholders	Good established relationship with key stakeholders	Good established relationship with key stakeholders
	Organizational capacity (procedures, general efficiency, staff)	Organizational capacity (procedures, general efficiency, staff)	Organizational capacity (procedures, general efficiency, staff)
	International and local successful experience in the sector	International and local successful experience in the sector	International and local successful experience in the sector
	Mandate, commitment and support from HQ	Technical expertise in the sector	Technical expertise in the sector
	Performance vis-à-vis other donors in the sector	Mandate, commitment and support from HQ	Mandate, commitment and support from HQ
		Alignment with Gov policies and use of Gov systems	

Germany	Agriculture & FS	Gov	Education	Trade
	Good established relationship with key stakeholders	Good established relationship with key stakeholders	Good established relationship with key stakeholders	Good established relationship with key stakeholders
	Organizational capacity (procedures, general efficiency, staff)	Organizational capacity (procedures, general efficiency, staff)	Organizational capacity (procedures, general efficiency, staff)	International and local successful experience in the sector
	International and local successful experience in the sector	Technical expertise in the sector	International and local successful experience in the sector	Technical expertise in the sector
	Technical expertise in the sector	Mandate, commitment and support from HQ	Technical expertise in the sector	Mandate, commitment and support from HQ
	Mandate, commitment and support from HQ	Performance vis-à-vis other donors in the sector	Mandate, commitment and support from HQ	Performance vis-à-vis other donors in the sector
	Performance vis-à-vis other donors in the sector	Alignment with Gov policies and use of Gov systems	Performance vis-à-vis other donors in the sector	Alignment with Gov policies and use of Gov systems
	Volume / proportion of funding currently dedicated to the sector	Representation, coordination and negotiation skills	Alignment with Gov policies and use of Gov systems	Representation, coordination and negotiation skills
Alignment with Gov policies and use of Gov systems		Representation, coordination and negotiation skills		

Ireland	Agriculture & FS	Health & Pop	HIV/AIDS	Gender
	Good established relationship with key stakeholders	Good established relationship with key stakeholders	Good established relationship with key stakeholders	Good established relationship with key stakeholders
	Organizational capacity (procedures, general efficiency, staff)	Organizational capacity (procedures, general efficiency, staff)	Organizational capacity (procedures, general efficiency, staff)	Organizational capacity (procedures, general efficiency, staff)
	Technical expertise in the sector	International and local successful experience in the sector	International and local successful experience in the sector	Mandate, commitment and support from HQ
	Volume / proportion of funding currently dedicated to the sector	Technical expertise in the sector	Technical expertise in the sector	Performance vis-à-vis other donors in the sector
	Alignment with Gov policies and use of Gov systems	Mandate, commitment and support from HQ	Mandate, commitment and support from HQ	Alignment with Gov policies and use of Gov systems
	Representation, coordination and negotiation skills	Performance vis-à-vis other donors in the sector	Performance vis-à-vis other donors in the sector	Representation, coordination and negotiation skills
		Alignment with Gov policies and use of Gov systems	Alignment with Gov policies and use of Gov systems	
	Representation, coordination and negotiation skills	Representation, coordination and negotiation skills		

	Health	Education	Agriculture & FS	Infra
Italy	Good established relationship with key stakeholders	Good established relationship with key stakeholders	Good established relationship with key stakeholders	Good established relationship with key stakeholders
	Organizational capacity (procedures, general efficiency, staff)	Organizational capacity (procedures, general efficiency, staff)	Organizational capacity (procedures, general efficiency, staff)	Organizational capacity (procedures, general efficiency, staff)
	International and local successful experience in the sector	International and local successful experience in the sector	International and local successful experience in the sector	International and local successful experience in the sector
	Technical expertise in the sector	Technical expertise in the sector	Technical expertise in the sector	Technical expertise in the sector
	Mandate, commitment and support from HQ	Mandate, commitment and support from HQ	Mandate, commitment and support from HQ	Mandate, commitment and support from HQ
	Performance vis-à-vis other donors in the sector	Performance vis-à-vis other donors in the sector	Performance vis-à-vis other donors in the sector	Alignment with Gov policies and use of Gov systems
	Volume / proportion of funding currently dedicated to the sector	Volume / proportion of funding currently dedicated to the sector	Representation, coordination and negotiation skills	Representation, coordination and negotiation skills
	Alignment with Gov policies and use of Gov systems	Alignment with Gov policies and use of Gov systems		
	Representation, coordination and negotiation skills	Representation, coordination and negotiation skills		
Innovative experience in public-private partnership				

Japan	Agri & FS	Educ	Infra	Trade
	Good established relationship with key stakeholders	Good established relationship with key stakeholders	Good established relationship with key stakeholders	Good established relationship with key stakeholders
	Organizational capacity (procedures, general efficiency, staff)	Organizational capacity (procedures, general efficiency, staff)	Organizational capacity (procedures, general efficiency, staff)	Organizational capacity (procedures, general efficiency, staff)
	International and local successful experience in the sector	International and local successful experience in the sector	International and local successful experience in the sector	International and local successful experience in the sector
	Technical expertise in the sector	Technical expertise in the sector	Technical expertise in the sector	Technical expertise in the sector
	Mandate, commitment and support from HQ		Mandate, commitment and support from HQ	
Volume / proportion of funding currently dedicated to the sector		Volume / proportion of funding currently dedicated to the sector		

Netherlands	Agriculture & FS	Education	Health, HIV, Pop	Gov
	Good established relationship with key stakeholders	Good established relationship with key stakeholders	Good established relationship with key stakeholders	Good established relationship with key stakeholders
	Organizational capacity (procedures, general efficiency, staff)	Organizational capacity (procedures, general efficiency, staff)	Organizational capacity (procedures, general efficiency, staff)	Organizational capacity (procedures, general efficiency, staff)
	International and local successful experience in the sector	International and local successful experience in the sector	International and local successful experience in the sector	International and local successful experience in the sector
	Technical expertise in the sector	Technical expertise in the sector	Technical expertise in the sector	Technical expertise in the sector
	Mandate, commitment and support from HQ	Mandate, commitment and support from HQ	Mandate, commitment and support from HQ	Mandate, commitment and support from HQ
	Performance vis-à-vis other donors in the sector	Performance vis-à-vis other donors in the sector	Performance vis-à-vis other donors in the sector	Performance vis-à-vis other donors in the sector
	Volume / proportion of funding currently dedicated to the sector	Volume / proportion of funding currently dedicated to the sector	Representation, coordination and negotiation skills	Volume / proportion of funding currently dedicated to the sector
	Representation, coordination and negotiation skills	Alignment with Gov policies and use of Gov systems		Alignment with Gov policies and use of Gov systems
Strong bilateral private sector presence	Representation, coordination and negotiation skills		Representation, coordination and negotiation skills	

Norway	Environment
	Good established relationship with key stakeholders
	Technical expertise in the sector
Mandate, commitment and support from HQ	

Spain	Health	Gender	Agriculture & FS	Education
	Good established relationship with key stakeholders	Good established relationship with key stakeholders	Organizational capacity (procedures, general efficiency, staff)	Organizational capacity (procedures, general efficiency, staff)
	Organizational capacity (procedures, general efficiency, staff)	Organizational capacity (procedures, general efficiency, staff)	International and local successful experience in the sector	International and local successful experience in the sector
	International and local successful experience in the sector	International and local successful experience in the sector	Technical expertise in the sector	Technical expertise in the sector
	Technical expertise in the sector	Technical expertise in the sector	Mandate, commitment and support from HQ	Mandate, commitment and support from HQ
	Mandate, commitment and support from HQ	Mandate, commitment and support from HQ	Alignment with Gov policies / use of Gov systems	Alignment with Gov policies and use of Gov systems
	Volume / proportion of funding currently dedicated to the sector		Representation, coordination and negotiation skills	
	Alignment with Gov policies & use of Gov systems			
	Representation, coordination & negotiation skills			
Experience in planning & managing health systems				

Sweden	Agriculture & FS	Private Sector	Governance	Education
	Good established relationship with key stakeholders	Good established relationship with key stakeholders	Good established relationship with key stakeholders	Good established relationship with key stakeholders
	Organizational capacity (procedures, general efficiency, staff)	Organizational capacity (procedures, general efficiency, staff)	Mandate, commitment and support from HQ	Technical expertise in the sector
	Technical expertise in the sector	Technical expertise in the sector		Mandate, commitment and support from HQ
	Mandate, commitment and support from HQ	Mandate, commitment and support from HQ		
Volume / proportion of funding currently dedicated to the sector	Volume / proportion of funding currently dedicated to the sector			

UNDP

Agriculture & FS	Governance	HIV/AIDS
Good established relationship with key stakeholders	Good established relationship with key stakeholders	Good established relationship with key stakeholders
Organizational capacity (procedures, general efficiency, staff)	Organizational capacity (procedures, general efficiency, staff)	Organizational capacity (procedures, general efficiency, staff)
International and local successful experience in the sector	International and local successful experience in the sector	International and local successful experience in the sector
Technical expertise in the sector	Technical expertise in the sector	Technical expertise in the sector
Mandate, commitment and support from HQ	Mandate, commitment and support from HQ	Mandate, commitment and support from HQ
Performance vis-à-vis other donors in the sector	Performance vis-à-vis other donors in the sector	Performance vis-à-vis other donors in the sector
Volume / proportion of funding currently dedicated to the sector	Volume / proportion of funding currently dedicated to the sector	Alignment with Gov policies and use of Gov systems
Alignment with Gov policies and use of Gov systems	Alignment with Gov policies and use of Gov systems	Representation, coordination and negotiation skills
	Representation, coordination and negotiation skills	

	Agriculture & FS	HIV/AIDS	Health	Education (primary)
USA	Good established relationship with key stakeholders			
	Organizational capacity (procedures, general efficiency, staff)			
	International and local successful experience in the sector	International and local successful experience in the sector	International and local successful experience in the sector	International and local successful experience in the sector
	Technical expertise in the sector			
	Performance vis-à-vis other donors in the sector	Mandate, commitment and support from HQ	Mandate, commitment and support from HQ	Mandate, commitment and support from HQ
	Volume / proportion of funding currently dedicated to the sector	Performance vis-à-vis other donors in the sector	Performance vis-à-vis other donors in the sector	Performance vis-à-vis other donors in the sector
	Representation, coordination and negotiation skills	Volume / proportion of funding currently dedicated to the sector	Volume / proportion of funding currently dedicated to the sector	Volume / proportion of funding currently dedicated to the sector
		Alignment with Gov policies and use of Gov systems	Alignment with Gov policies and use of Gov systems	Alignment with Gov policies and use of Gov systems
		Representation, coordination and negotiation skills	Representation, coordination and negotiation skills	Representation, coordination and negotiation skills

World Bank	Infrastructure	Gov	Agriculture & FS
	Good established relationship with key stakeholders	Good established relationship with key stakeholders	Good established relationship with key stakeholders
	Organizational capacity (procedures, general efficiency, staff)	Organizational capacity (procedures, general efficiency, staff)	Organizational capacity (procedures, general efficiency, staff)
	International and local successful experience in the sector	International and local successful experience in the sector	International and local successful experience in the sector
	Technical expertise in the sector	Technical expertise in the sector	Technical expertise in the sector
	Mandate, commitment and support from HQ	Mandate, commitment and support from HQ	Mandate, commitment and support from HQ
	Performance vis-à-vis other donors in the sector	Performance vis-à-vis other donors in the sector	Performance vis-à-vis other donors in the sector
	Volume / proportion of funding currently dedicated to the sector	Volume / proportion of funding currently dedicated to the sector	Volume / proportion of funding currently dedicated to the sector
	Alignment with Gov policies and use of Gov systems	Alignment with Gov policies and use of Gov systems	Alignment with Gov policies and use of Gov systems
Representation, coordination and negotiation skills	Representation, coordination and negotiation skills	Representation, coordination and negotiation skills	

Q5. How Does Present Sectoral Coverage Match Up With Comparative Advantage?

	Agri		Chil		Educ		Env		Gender		Gov		Health		HIV		Infra		Mining		Pastoral		Popul		Regio		Tour		Trade		Urban		Youth		BLTL	CA
	B	M	B	M	B	M	B	M	B	M	B	M	B	M	B	M	B	M	B	M	B	M	B	M	B	M	B	M	B	M	B	M	B	M		
ADB	B	M			B				B		M		B				B	M											B						6	5
Austria	B										M		B	M			B																3	2		
CIDA	B	M									B	M																					2	5		
DFID		M			M	M					B	M		M		M		M			B												2	5		
EC	B	M	B		B	M	B		M		B	M	B	M	B		B	M					B						B				10	4		
Finland					B						B						B																3	2		
France		M	B		B		B		B		B			M	M		B						B		M	B	B		B	B	B	B	12	3		
Germany	B	M			B	M					B							M									B		B	M			5	5		
Ireland	B	M							B	M	B	M	B	M	B	M							B	M									6	4		
Italy	B	M	B		B	M			M		B	M	B	M	B	M	B								B	M			B				9	4		
JICA	B				B		B				B	M	B				B										B	M					7	4		
N'lands	B	M			B	M	B		B	M	B	M	B	M	B	M							B	M					B	M					9	6
Norway	B	M					M		B						B		B				B												5	1		
Spain		M							B	M					B	M																	2	4		
Sweden	B	M	B		B	M			B	M	B	M	B		B										M				B				8	4		
UNDP	B						B		B	M	B	M															B						5	3		
USAID	B	M			B		B				B	M	B		B	M					B		B				B		B				10	4		
WB	B	M			B	M	B		B		B	M	B	M	B		B	M			B		B		B		B		B		B				14	3
SECTORS	14	14	4	0	11	8	7	3	9	7	14	14	11	10	8	7	9	5	0	0	6	0	4	3	3	2	3	0	11	2	3	1	1	0		
CA	15	0	10	3	3	9	8	5	7	0	0	2	0	0	4	2	0	0	4	2	0	0	0	4	2	0	0	0	0	0	0	0	0	TRUE	TRUE	

= Donor claims comparative advantage in sector
 = Sector has > 5 donors with bilateral projects / > 5 donors claim CA in sector / Donor has bilateral projects in > 3 sectors / Donor claims CA in > 3 sectors.

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Q6. What are Donors' Programming Cycles?

	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	
PASDEP			█								
ADB		█									
Austria	█										
CIDA			█								
DFID	█										
EC	█										
Finland	█										
France				█							
Germany		█									
Ireland	█										
Italy		█									
JICA				█							
Netherlands				█							
Norway		█									
Spain	█										
Sweden		█									
UNDP					█						
USAID		█									
WB	█										

█ = Donor's Next Strategy Period

Q7. Where Do Donors Want to Lead, be Active and be Silent in Future?

	Agri	FS	Child	Educ	Env	Gender	Gover	Health	HIV	Infra			Mining	Pastoral	Popul	Regional	Tourism	Trade (Growth)	Urban	Youth
										t	w	e								
ADB	L2			S			S	L3		L1	L1	L1						A		
Austria	A	A				S	S	A												
CIDA	L1	L1			A	A	L2	S	A											
DFID	S	A		S	A		L1	S		S	S							A		
EC	L2	L2		S	S	S	A	S		L1								L3		
Finland				L2	S		A				L1									
France							L1			A	A	A							A	
Germany	L2	L2		A			L3											L1	L4	
Ireland	L1	L1				L4	S	L2	L3											
Italy	A	A		L2				L1			A	S								
JICA	L1			A	S		S	S		L2								A		
N'lands	L2			S		A	A	L1	L1					L1				L2 - ps		
Norway					A	A	S		A	A	A	A								
Spain	A			S		L1		L2												
Sweden	S			A			A											A		
UNDP	L2	L2			A	S	L1		A		S							S		
USAID	A	L1		L4 - b	S		A	A	L3	S	S	S		L2			S			
WB	L3	L3		S	S	S	L2	S	S	L1	L1	L1		S	S	S	S	S	S	
Silent	2	0	0	6	5	4	5	5	1	2	3	2	0	1	1	1	2	2	1	0
Active	4	3	0	3	4	3	5	2	3	2	3	2	0	0	0	0	0	4	1	0
Lead	9	7	0	3	0	2	6	5	3	4	3	2	0	1	1	0	0	3	1	0
A+L	13	10	0	6	4	5	11	7	6	6	6	4	0	1	1	0	0	7	2	0

L1 First preferred sector for lead role
 L2 Second preferred sector for lead role
 L3 Third preferred sector for lead role
 L4 Fourth preferred sector for lead role

A Preferred sector for active role
 S Preferred sector for silent role
 # More than 5 donors want to be active / lead in the sector

Q7. Donor Summary

	<i>Number of sectors</i>			
	Lead	Active	Silent	L+A
ADB	5	1	2	6
Austria	0	3	2	3
CIDA	3	3	1	6
DFID	1	3	5	4
EC	4	1	4	5
Finland	2	1	1	3
France	1	4	0	5
Germany	5	1	0	6
Ireland	5	0	1	5
Italy	2	3	1	5
JICA	2	2	3	4
Netherlands	5	2	1	7
Norway	0	6	1	6
Spain	2	1	1	3
Sweden	0	3	1	3
UNDP	3	2	3	5
USAID	4	3	5	7
WB	6	0	11	6
	50	39	43	
	TRUE	TRUE	TRUE	

 = Donor wants to be lead / active in
> 3 sectors

Q8. How do Future Plans Match Up with Comparative Advantage?

	Agri	FS	Child	Educ	Env	Gender	Gover	Health	HIV	Infra			Mining	Pastoral	Popul	Regional	Tourism	Trade	Urban	Youth
										t	w	e								
ADB	L2			S			S	L3		L1	L1	L1						A		
Austria	A	A					S	S	A											
CIDA	L1	L1			A	A	L2	S	A											
DFID	S	A		S	A		L1	S		S	S							A		
EC	L2	L2		S	S	S	A	S		L1								L3		
Finland				L2	S		A				L1									
France							L1			A	A	A							A	
Germany	L2	L2		A			L3											L1	L4	
Ireland	L1	L1				L4	S	L2	L3											
Italy	A	A		L2				L1			A	S								
JICA	L1			A	S		S	S		L2								A		
N'lands	L2			S		A	A	L1	L1					L1				L2 - ps		
Norway					A	A	S		A	A	A	A								
Spain	A			S		L1		L2												
Sweden	S			A			A											A		
UNDP	L2	L2			A	S	L1		A		S							S		
USAID	A	L1		L4 - b	S		A	A	L3	S	S	S		L2			S			
WB	L3	L3		S	S	S	L2	S	S	L1	L1	L1		S	S	S	S	S	S	S
<i>Silent</i>	2	0	0	6	5	4	5	5	1	2	3	2	0	1	1	1	2	2	1	0
<i>Active</i>	4	3	0	3	4	3	5	2	3	2	3	2	0	0	0	0	0	4	1	0
<i>Lead</i>	9	7	0	3	0	2	6	5	3	4	3	2	0	1	1	0	0	3	1	0
A+L	13	10	0	6	4	5	11	7	6	6	6	4	0	1	1	0	0	7	2	0

L1	First preferred sector for lead role	A	Preferred sector for active role
L2	Second preferred sector for lead role	S	Preferred sector for silent role
L3	Third preferred sector for lead role		Donor claims comparative advantage in this sector
L4	Fourth preferred sector for lead role	#	More than 5 donors want to be active / lead in the sector

Some Conclusions

The Sectors	Present	Planned
Sectors with too many active donors	Agri (14), Governance (14), Education (11), Health (11), Trade (11), Gender (9), Infrastructure (9), HIV/AIDS (8), Environment (7), Pastoralism (6)	Agri (13), Governance (11), Food Security (10), Health (7), Trade (7), Education (6), HIV/AIDS (6), Transport (6), Water (6)
Sectors with too many proposed lead donors		Agri (9), Food Security (7), Governance (6), Health (5), Transport (4), Education (3), HIV/AIDS (3), Trade (3), Water (3)
Sectors which many donors rank as of maximum importance for them	Agri (13), Governance (9), HIV/AIDS (9), Infrastructure (9), Gender (8), Education (8), Health (8), Trade (6)	
Sectors with many donors claiming comparative advantage	Agri (15), Education (10), Governance (9), Health (8), Infrastructure (7)	
Sectors with no lead donor		Children, Environment, Mining, Regional, Tourism, Youth

The Donors	Present	Planned
Donors with bilateral programmes (i.e. Active Donors) in many sectors	World Bank (14), France (12), EC (10), USAID (10), Italy (9), Netherlands (9), Sweden (8), JICA (7), AfDB (6), Ireland (6), Germany (5), Norway (5), UNDP (5)	Netherlands (7), USAID (7), AfDB (6), CIDA (6), Germany (6), Norway (6), World Bank (6), EC (5), France (5), Ireland (5), Italy (5), UNDP (5), DFID (4), JICA (4)
Donors with claimed comparative advantage in many sectors	Netherlands (6), AfDB (5), CIDA (5), DFID (5), Germany (5), EC (4), Ireland (4), Italy (4), JICA (4), Spain (4), Sweden (4), USAID (4)	
Donors attributing maximum importance to many sectors	World Bank (13), France (8), Netherlands (8), Italy (5), DFID (4), Ireland (4), Norway (4), Sweden (4), USAID (4)	
Donors wanting to lead in many sectors		World Bank (6), AfDB (5), Germany (5), Ireland (5), Netherlands (5), EC (4), USAID (4), CIDA (3), UNDP (3)