

## Annual Project Review Report

**DATE: 15 November 2006**

**Award ID: 00048711**

**Description: Multi-Donor Support Program for Aid Coordination**

**Implementing Partner: CRDB/CDC**

**Period Covered: 2006**

### 1. Project Issues:

<u>Status of Project Risks &amp; Risk Management Strategy</u>	<u>Open Project Issues &amp; Issue Management Strategy:</u>
<p>The July 2006 risk log is still current and an adapted version informed the CRDB Capacity Development Strategy. The high risk/severe consequence risks are identified as follows:</p> <ol style="list-style-type: none"> <li>1. Staff positions are not established, so that seconded and contract staff are not made permanent and additional staff cannot be retained.</li> <li>2. Aid coordination work – including capacity development - becomes increasingly internally focused within CRDB, resulting in insufficient support to other parts of RGC to fully implement the H-A-R Action Plan and the capacity developed within CRDB having no broader impact on the NSDP</li> <li>3. Sustainability of the Strategy is not assured for multiple reasons (incentives, attrition, loss of management, failure to develop skills or organisational competencies, lack of support from CRDB staff/management, staffing).</li> </ol>	<p>Most prevalent issues are considered to be positive opportunities. These include:</p> <ol style="list-style-type: none"> <li>1. A more positive external environment relating to broader public service reform.</li> <li>2. Consensus between RGC and development partners on new CDCF format that will enhance CRDB's role as national aid coordination focal point.</li> <li>3. OECD/DAC survey provides a set of objective indicators that will be factored into national policy work.</li> <li>4. CRDB Administration Department will, over an extended period, assume many of the project administration functions.</li> <li>5. The capacity assessment has revealed that capacity development will be a longer-term endeavour than may have been initially anticipated.</li> <li>6. The issue of emerging donors is an increasingly significant aid management concern and will require further consideration during the course of MDSP.</li> </ol>

### 2. Project Performance

<p><b>OUTPUT 1: Strengthened capacity in CRDB/CDC to ensure that development cooperation activities are nationally owned, are fully aligned with Cambodia's development priorities, and are managed by RGC to achieve targeted development results.</b></p> <p>2006 Target: To use a participatory methodology to complete the drafting of the CRDB Capacity Development Strategy exercise</p> <p>2006 Achievement: The Strategy has been developed (but will require further adaptation and customisation over time) under the guidance of CRDB management and with extensive involvement of CRDB staff.</p>
<p><b>Activity ID: 1</b></p> <p><u>Deliverable Description: Functional Analysis of CRDB Training Needs Assessment</u></p> <p>Conduct an organizational review and functional analysis of CRDB/CDC and a detailed assessment of needs for capacity building and training for staff in each Department.</p> <p>Start and End Date: Jan-Dec 2006</p> <p>% Progress to date &amp; narrative explanation: 100% (complete)</p>

How has the gender dimension been addressed: Workplace gender issues have been identified and training throughout the capacity development implementation will continue to include a focus on gender-related aspects of aid effectiveness work.

**Activity ID: 2**

Deliverable Description: Capacity Building CDC/CRDB

Deliver a comprehensive, multi-pronged strategy to build the capacity of CDC/CRDB. It will include: formal (language, computer skills, and training programs in leadership, management and relevant technical areas e.g. SWAp/PBAs, sector MTEFs, CMDGs, managing for results, as well as degree programs), on-the-job training, workshops, study tours; and implementation of a MBPI/PMG scheme for selected staff members of CRDB/CDC.

Start and End Date: Jan 2006 – Dec 2010

% Progress to date & narrative explanation: 20%. The Strategy has been developed and agreed with CRDB staff. Implementation will continue throughout the project period and must be considered as a longer-term venture (most likely extending beyond the project period).

How has the gender dimension been addressed: Strategy explicitly incorporates gender issues but more work must be undertaken.

**Activity ID: 3**

Deliverable Description: Policy Advisory Support

Provide policy advisory services to CRDB/CDC senior management and staff to support their leadership role.

Start and End Date: Jan 2006 – Dec 2010

% Progress to date & narrative explanation: 20%. This task will continue throughout the project period. Good support has been provided by all policy and technical members of the project team. The establishment of a Policy Unit in CRDB (with MDSP support) will accelerate the shift from a capacity substitution mode.

How has the gender dimension been addressed: Not explicitly

**Activity ID: 4**

Deliverable Description: Program Operations Support

Provide needed financial and administrative support to successfully implement the program and to ensure that up-to-date records of program activities are maintained for program audit and evaluations are maintained, and quarterly financial and other report are prepared and provided to funding donors.

Start and End Date: Jan 2006 – Dec 2010

% Progress to date & narrative explanation: 20%. This task will continue throughout the project period. Administration support will gradually shift to the CRDB Administration Department as part of the broader capacity development work. This will create an additional workload on MDSP administrative personnel but is necessary if CRDB is to develop its own admin capacity in the longer-term.

How has the gender dimension been addressed: Not relevant.

**Activity ID: 5**

Deliverable Description: Support to TWGs

Provide policy advisory and logistics support to CRDB/CDC and TWGs to establish and maintain a close working relationship and to develop and maintain an effective and efficient system to monitor progress on the implementation of TWGs Action Plans.

Start and End Date: Jan 2006 – Dec 2010

% Progress to date & narrative explanation: 30%. This task will continue throughout the project period. A GDCC-TWG Review was undertaken and discussed and agreed with a broad range of stakeholders. In 2007 a guideline will be developed to inform the role of TWGs and CRDB's own capacity to provide substantive

<p>support to TWGs will be strengthened.</p> <p>How has the gender dimension been addressed: The TWG Review considered the extent to which all cross-cutting issues were being successfully mainstreamed in TWG work and the guideline will provide more advice in 2007. This will be monitored.</p>
<p><b>Activity ID: 6</b>  <u>Deliverable Description: Support to GDCC Secretariat</u>  Provide policy advisory and logistics support to the Secretariat of the GDCC to monitor progress on the implementation of the TWGs Action Plans, progress in achieving joint monitoring indicators agreed at the annual Government-Donors consultative meetings for presentation at the quarterly GDCC meetings, implementation of RGC's Action Plan on Alignment, Harmonization and Managing for Results, as well as on emerging policy issues concerned with enhancing aid effectiveness.</p> <p>Start and End Date: Jan 2006 – Dec 2010</p> <p>% Progress to date &amp; narrative explanation: 20%. This task will continue throughout the project period, although the intention is to focus on developing CRDB capacity, as opposed to performing this task directly. All GDCC functions were performed successfully in 2006, although a new approach may be agreed in 2007 that provides for more robust H-A-R and JMI monitoring.</p> <p>How has the gender dimension been addressed: Topics such as human development (including a gender focus and an emphasis on issues such as reproductive health) have taken a dominant place on the agenda at some GDCC meetings.</p>
<p><b>Activity ID: 7</b>  <u>Deliverable Description: Support for CG/CDCF Preparation</u>  Provide policy advisory and logistics support for the preparation and dissemination of Government's Position Paper, the Development Cooperation Report and the annual updates on Building Partnerships for Development Report for presentation at RGC's annual policy dialogue and resources mobilization forum.</p> <p>Start and End Date: Jan 2006 – Dec 2010</p> <p>% Progress to date &amp; narrative explanation: 20%. This task will continue throughout the project period, although the intention is to focus on developing CRDB capacity, as opposed to performing this task directly. All CG functions were performed successfully in 2006, although a new approach has been agreed in 2007 that will see the CG be replaced by the CDCF, with an enhanced leadership role of Government and CRDB leading the secretariat.</p> <p>How has the gender dimension been addressed: No explicit gender dimension.</p>
<p><b>Activity ID: 8</b>  <u>Deliverable Description: Support to build partnerships with Civil Society</u>  Provide technical assistance and logistics support to strengthen partnerships between public sector institutions, NGOs and civil society at the national and sub-national levels, and to enhance awareness and understanding of harmonization, alignment, and managing for results issues of the NGO community.</p> <p>Start and End Date: Jan 2006 – Dec 2010</p> <p>% Progress to date &amp; narrative explanation: 20%. This task will continue throughout the project period and support will be provided to the CRDB NGO Department, including in producing an annual NGO DCR. Several consultations have taken place with NGO representatives regarding partnership-based initiatives and further progress is anticipated in 2007.</p> <p>How has the gender dimension been addressed: Gender aspects of aid management are increasingly factored in to the NGO dialogue and their participation in TWGs has been facilitated by CRDB with MDSP support.</p>
<p><b>OUTPUT 2: Strengthened capacity in CRDB/CDC to effectively engage in policy discussion on aid</b></p>

effectiveness in the OECD/DAC and other international forums; and to lead the process to promote harmonized donor practices, promote strengthening of national systems and procedures that meet international standards in order to encourage a greater use of these systems and procedures by development partners within an environment of partnership, mutual trust and mutual accountability to maximize aid effectiveness.

2006 Target: Participation in the OECD-DAC Working Party, leading to application of good practices in the new H-A-R Action plan, which was to be developed by RGC in early 2006. On-going training of CRDB throughout the project period.

2006 Achievement: RGC finalised the H-A-R Action Plan and the DAC survey will be used to inform the Action Plan in subsequent periods.

**Activity ID: 9**

Deliverable Description: Support to strengthen CRDB participation in OECD/DAC and other international forum

Provide policy advisory and logistics support to CRDB/CDC in the carrying out analytic work and preparation of policy papers on issues concerned with aid effectiveness for discussion within Government and at the OECD/DAC and other international forums.

Start and End Date: Jan 2006 – Dec 2010

% Progress to date & narrative explanation: 20%. This task will continue throughout the project period. RGC continued to participate actively in OECD-DAC work and CRDB joined a Government team at a October 2006 meeting in Manila that considered the Paris Declaration.

How has the gender dimension been addressed: Not explicitly.

**Activity ID: 10**

Deliverable Description: Preparation of H-A-R Action Plan

Provide policy advisory and logistics support to prepare RGC's Action Plan on Harmonization, Alignment and Results, periodic reports for GDCC meetings on the status of progress in implementing the Action Plan, carryout studies and surveys required to participate in the work of the OECD/DAC.

Start and End Date: Jan 2006

% Progress to date & narrative explanation: 100% (completed). RGC finalised the Action Plan. Implementation and monitoring are now the activities that must be supported by MDSP.

How has the gender dimension been addressed: The Plan is applicable to all gender-related ODA interventions and the monitoring will enable some analysis to be undertaken.

**Activity ID: 11**

Deliverable Description: Dissemination of information on best practices

Provide advisory and logistics support to CRDB/CDC to access and disseminate information on international best practices and documenting and disseminating information on in-country best practices to improve aid effectiveness to all stakeholders.

Start and End Date: Jan 2006 – Dec 2010

% Progress to date & narrative explanation: 20%. This task will continue throughout the project period. Best practice on aid dialogue structures informed the GDCC-TWG Review which was widely disseminated amongst donors and RGC. Further analysis and studies should be informed by the implementation of the Strategic Framework and the issues that arise, including through the DAC survey.

How has the gender dimension been addressed: Not explicitly.

**Activity ID: 12**

Deliverable Description: Knowledge Building on Aid Effectiveness Issues

Provide advisory and logistic support to CRDB/CDC in conducting seminars and workshops on concepts, methodologies, and operational/implementation aspects of the best practices to enhance aid effectiveness

Start and End Date: Jan 2006 – Dec 2010

% Progress to date & narrative explanation: 10%. Some TWG training was organised but this may be expanded in the future. Internal seminars will be used more frequently as a capacity development tool.

How has the gender dimension been addressed: Not explicitly.

**OUTPUT 3: Strengthened capacity in line ministries and agencies to play a leadership role in the work of the TWGs, and to manage their aid coordination and aid management functions.**

2006 Target: To undertake a Review of GDCC-TWG performance

2006 Achievement: The Review was undertaken by a consultant in June, was re-drafted in August as an RGC document and was then discussed with a wide group of stakeholders prior to finalisation in October. This provides the basis for further capacity-related work in 2007.

**Activity ID: 13**

Deliverable Description: Activity 13: Training in Leadership & Aid Management

Deliver training programs in leadership, management and relevant technical areas such as harmonization and alignment, SWAps/PBAs, sector MTEFs, and managing for results to officials in line ministries and agencies participating in TWGs and those engaged in planning and managing development cooperation programs and project.

Start and End Date: Jan 2006 – Dec 2010

% Progress to date & narrative explanation: 10%. This task will continue throughout the project period but capacity within CRDB to play this role must first be strengthened. This CRDB function will only be developed over the medium term and must be based on a demand articulated by TWGs and ministries

How has the gender dimension been addressed: Not explicitly

**Activity ID: 14**

Deliverable Description: Implementation Support for H-A-R Action Plan

Provide advisory support to TWGs, requested through the Chair of the TWG, to implement RGC's Action Plan on Harmonization, Alignment and Results, and to build capacity of the concerned Government institution(s) in order to improve the effectiveness of development assistance that is mobilized and delivered in the sector/thematic area of the TWG.

Start and End Date: Jan 2006 – Dec 2010

% Progress to date & narrative explanation: 20%. This task will continue throughout the project period. Monitoring has been undertaken through regular reports received by the GDCC secretariat from all TWGs. This activity will be strengthened in the future. The Action Plan will also be augmented to include the results of the OECD/DAC survey.

How has the gender dimension been addressed: The Plan is applicable to all gender-related ODA interventions and the monitoring will enable some analysis to be undertaken

**OUTPUT 4: Strengthened capacity in CRDB/CDC and line ministries and agencies to develop, upgrade and maintain aid information management systems to support their development management functions; and to develop, update, and maintain website(s) to disseminate information on development cooperation activities to all national and international development partners and civil society.**

2006 Target: Customise the ODA Database to include Paris Declaration monitoring, and strengthen partnerships with MoP

2006 Achievement: Database is now customised and training of CRDB and donors was started in the last quarter. Collaboration with MoP was strengthened so that the PIP will be based on inputs from the ODA Database.

**Activity ID: 15**

Deliverable Description: ODA Database

Provide support to upgrade and maintain the CRDB Development Cooperation Analysis Database on actual and planned disbursements of ODA by donor and program/project.

Start and End Date: Jan 2006 – Dec 2010

% Progress to date & narrative explanation: 50%. This task will continue throughout the project period but most of the system development has been completed in 2006. Donor training began in the last quarter of 2006 and will continue in 2007 in preparation for the 2006 DCR and PIP.

How has the gender dimension been addressed: Gender indicators are included in project records and ODA can be analysed by some gender-related criteria.

**Activity ID: 16**

Deliverable Description: Web-based ODA Data System

Provide technical and logistics support for the development of a web based system to collect data from donors on actual and planned ODA disbursements and as a site that provide easy access to ODA information by all stakeholders.

Start and End Date: Jan – Dec 2006

% Progress to date & narrative explanation: 100%. The database is available on-line. The task will in future be consolidated with Activity 15.

How has the gender dimension been addressed: Gender indicators are included in project records and ODA can be analysed by some gender-related criteria.

**Activity ID: 17**

Deliverable Description: CRDB LAN System

Provide support for upgrading the CRDB LAN system to enhance the information sharing within CRDB/CDC.

Start and End Date: Jan 2006 – Dec 2010

% Progress to date & narrative explanation: 75% We have nearly completed the installation of the broadband system that will complement the existing LAN system. Otherwise the system needs to be maintained and adapted throughout the duration of the project.

How has the gender dimension been addressed: Not relevant.

**Activity ID: 18**

Deliverable Description: NGO Database

Provide support to upgrade and maintain the CRDB database on NGO disbursements for development programs based on the sub-set of NGOs for which these data are accessible to CDC/CRDB.

Start and End Date: Jan 2006 – Dec 2010

% Progress to date & narrative explanation: The NGO Database is fully functional but is constrained in coverage as only those NGOs who require tax exemptions are likely to share the information with CRDB.

How has the gender dimension been addressed: Gender indicators are included in project records and NGO assistance can be analysed by some gender-related criteria.

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### 3. Lessons Learned

1. Sustainable capacity development is likely to be a long-term under-taking that will require appropriate incentives as well as the strong support of CRDB management and staff.
2. CRDB ability to fulfil its aid management mandate across RGC will be conditional on making staff positions permanent and with enhanced skills and capacities.
3. The monitoring of the capacity strategy will require the establishment of a close link between the workplans of both CRDB and MDSP, with MDSP's supporting role clearly informed by CRDB activities, and with CRDB capacity needs included in the MDSP plan for 2007.
4. Support must be provided by MDSP to ensure that the program moves beyond a capacity substitution role so that CRDB increasingly assumes responsibility for producing policy work and strategic documents, as well as performing the roles required to support the GDCC-TWG mechanism and the associated H-A-R and JMI monitoring.
5. In addition to short-term and specialised training, there is a continued need to make longer-term training available to CRDB staff members, including Degree and masters courses. It is only through these courses that skills in policy development, analytical/critical thinking and quantitative analysis are likely to be effectively developed.

### 4. Financial Report

**This will be provided at the end of the year.**

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