

# Multi-Donor Support Program for Aid Coordination Annual Project Review Report 2008

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**Description: Multi-Donor Support Program for Aid Coordination (MDSP)**

**Implementing Partner: CRDB/CDC**

**Period Covered: 2008**

## Background

This Annual Report of the Multi-Donor Support Program for Aid Coordination (MDSP) provides a summary record of Program implementation during 2008. It combines output-based reporting with a more strategic outcome-oriented reflection, emphasising: (i) MDSP achievements and challenges against Program output objectives at an activity level; and (ii) how these output-level results inform strategic outcomes in promoting national aid effectiveness. This Annual Report is to be presented and discussed at a meeting of the Program Executive Group (PEG) on January 8th 2009.

## Results-based overview

Table One provides a summary overview of the four main output-level objectives identified in the MDSP project document, offering a perspective over the whole MDSP implementation period. The output indicator status is summarised, together with an indication of how this contributes to improved aid effectiveness outcomes.

The over-arching outcome of aid effectiveness work could be defined as 'aid management practices are reformed to make a demonstrably enhanced contribution to the attainment of development results'. MDSP outputs have arguably contributed to outcomes at a more intermediate level, principally in supporting CRDB to realise these higher-level outcomes, but efforts continue to focus on ensuring that activities and results are relevant to the longer-term realisation of this over-arching objective.

**Table One. MDSP outputs, output indicators and outcomes**

	<b>MDSP target output</b>	<b>Output indicator status</b>	<b>Outcome level results to date</b>
1	CRDB/CDC to ensure that development cooperation activities are nationally owned and fully aligned.	CRDB capacity to exercise effective leadership increased significantly. Emerging evidence of positive effect on other central and sectoral agencies.	Improved aid alignment & encouraging signs of progress at sector level. Remaining challenges (central coordination, sector implementation) discussed at 2008 CDCF.
2	CRDB/CDC leads policy dialogue & promotes strengthening/use of national systems through partnership and mutual accountability	Policy dialogue capacity demonstrated at global level (OECD) and nationally (two AERs presented at CDCF, TC paper, Evaluation process completed)	Capacity has resulted in a clear and coherent policy framework that has the trust and engagement of RGC and DP counterparts.
3	Line ministries and agencies to play a TWG leadership role and to manage aid coordination functions.	Training and material support provided to RGC and TWG officials, including block grant provision to 10 TWGs.	Translating material support into effective dialogue and coordination is challenging, but progress has been made.
4	CRDB/CDC and line ministries to develop upgrade and maintain aid information management systems.	CRDB/CDC ODA Database operational and stable. On-demand support to MAFF, MoWA, MoEYS, MoC, MoH.	Evidence informs policy dialogue and partnership-building. Increased signs of sector usage.

## Summary

Close cooperation between CRDB management and MDSP staff has resulted in full alignment between CRDB priorities and the tasks identified in the 2008 MDSP workplan. Project implementation continues to proceed well with good progress made in realising the objectives of the Capacity Development Strategy, which continues to be the main reference for project support. MDSP therefore has maintained its competency-based approach to capacity development, supporting CRDB/CDC in achieving its organisational objectives. In this regard, MDSP is well on-track to achieve its 4 core output-related objectives (see Table One), which, in turn, are relatively well aligned with the broader outcome objective of realising an improved developmental impact from aid-funded activity.

Remaining capacity-related challenges will be identified and addressed during the MDSP Review due to be conducted in the period December/January 2009. Many are already identified as a result of MDSP support to the RGC Evaluation of Aid Effectiveness, which has emphasised sectoral aid effectiveness priorities, and the 2008 Aid Effectiveness Report (AER) which focused on the need to strengthen cooperation with Ministry of Planning and Ministry of Economy and Finance planning and budgeting functions. While MDSP support to CRDB therefore has had a positive impact, there is more work to be done on strengthening external links. Progress in these more challenging areas will be contingent on commitment and leadership from a range of RGC and DP stakeholders although the CDCF discussion justifies some degree of optimism.

The challenges for 2009 are therefore to consolidate CRDB capacity while implementing the findings of the 2008 AER and agreements made during the CDCF discussions: focusing on centralised planning-budgeting processes and aid effectiveness work at sector level. MDSP is well-placed to support CRDB in these tasks but UNDP, and other co-financing partners, will need to continue to act as 'aid effectiveness champions' in the development partner community and in their interaction with other RGC agencies in order to advocate for the principles and policies which inform the MDSP's objectives.

## I. Project Performance

This summary of activities is structured around the four MDSP outputs. Activities are undertaken throughout the duration of the project (2006-2010) unless otherwise stated. Progress made in 2008 is explicitly referenced and sometimes complemented with reference to the cumulative results achieved during the project lifetime. Effort is made in each output to identify a link to results-based outcomes.

**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.**

2008 Target: Continued development of CRDB/CDC capacity to lead and manage the development partnership.

2008 Achievement: Evidence of increased CRDB/CDC capacity to lead the aid effectiveness agenda includes: a) second Government-led CDCF organised; b) 2008 Aid Effectiveness Report produced; c) 2008 Paris Declaration Survey and country chapter completed; d) extended support to TWGs. Performance is a regular focus of staff meetings and retreats and is effectively led by CRDB management. Coaching and support mechanisms are in place and training opportunities are now well-established.

Contribution to outcome-level results: CRDB staff are motivated to perform against established objective job criteria. Organisational performance of tasks established in Sub-decree 147 of 2005 – evidenced by organisation of CDCF, preparation of technical policy-relevant analysis and reviews with development partners – has been greatly enhanced. This has directly contributed to leadership of the policy dialogue, resulting in improved aid alignment and, more recently, encouraging signs of progress at sector level. Remaining challenges (central coordination, sector implementation) were discussed at the 2008 CDCF meeting and will be a focus for MDSP support to CRDB in 2009.

### Activity 2: Capacity Development CRDB/CDC

The CRDB/CDC Capacity Development Strategy remains a relevant and useful tool to guide capacity development activity. Departmental and CRDB work plans have been strengthened and consolidated to improve the work-flow and to schedule essential tasks to accomplish throughout the year. Staff learning plans were developed and staff performance has been monitored quarterly. This capacity support includes PMG performance-based incentives. The adoption of sub-decree 29 (MBPI) has been discussed with all staff and CRDB awaits authorisation from CAR to proceed.

In-house capacity development exercises were conducted throughout the year through staff seminars, trainings and coaching (e.g. PBAs, data validation and analysis, report writing). Long-term off-site learning continues (e.g. support for Masters courses) and 10 staff attended the residential training in Manila on aid management.

The Policy Department is now staffed with 4 CRDB staff and has made progress in developing analytical skills, participating in preparation of the Technical Cooperation analysis, the Paris Declaration monitoring exercise and preparation of the 2008 AER. The Administration Department continues to strengthen its capacity but still requires significant support from MDSP counterparts.

It may also be observed that 2008 was a particularly busy year for CRDB with Paris monitoring, TC Guideline work, elections, Accra, the Evaluation and the CDCF all placing a major burden on limited resources. At times there was some risk – narrowly averted – of the MDSP regressing into a capacity substitution mode as the urgency to 'get things done' almost over-shadowed the MDSP's role of 'facilitating the doing of things'. There are two lessons: first, that CRDB performance in managing this significant workload demonstrated the excellent progress it has made in developing its own capacity; and, second, that the delivery of tangible results in the short-term is sometimes mutually exclusive of developing capacity for the longer-term. A period of capacity consolidation is required in 2009.

### Activity 23: Aid Effectiveness Report

The 2008 AER was produced as an input to the second CDCF meeting. The AER has proved to be a useful tool to promote dialogue, its improved quality was widely acknowledged during the second CDCF. Within CRDB the AER has continued to provide an opportunity to re-focus the workflow so that policy and technical work (data collection, analysis, policy formulation) comes together to inform the AER. This was demonstrated in 2008 by CRDB staff's enthusiastic participation in Cambodian ODA quantitative analysis for use in the report.

#### **Activity 21: Policy Advisory Support**

MDSP provided capacity development and aid management policy advisory services to CRDB/CDC senior management and staff to support their leadership role. This complements efforts to develop CRDB's own capacity in the Policy Department (see Activity 2).

#### **Activity 4: Program Operations Support**

MDSP provided financial and administrative support to 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. An audit was satisfactorily completed in April 2008. The emphasis has shifted to supporting the Administration Department to assume many of these functions and complements efforts to develop CRDB's own capacity in the Administration Department (see Activity 2).

#### **Activity 6: Support to GDCC Secretariat**

Policy advisory and logistics support was provided to the Secretariat of the GDCC to monitor progress on the implementation of the TWGs Action Plans, progress on JMIs (agreed at the GDCC and endorsed at CDCF), and recording TWG implementation of H-A-R Action Plan. CRDB now fully manages the secretariat function. CRDB has taken an increasingly active role, for example in leading efforts to improve the quality and consistency of the JMI matrix. Efforts to improve GDCC dialogue are on-going with CRDB management leading the RGC side on identifying initiatives to improve dialogue.

#### **Activity 7: Support for CDCF Preparation**

Policy advisory and logistics support was provided to CRDB, although most organisational matters were managed independently by CRDB. Support for the preparation and dissemination of Government documents and the MYIFF was provided. CRDB provided the secretariat for the 2008 CDCF meeting, building on the initiative started in 2007 when CRDB staff shadowed MDSP counterparts. MDSP is largely passive (limited to resource provision) as CRDB has sufficient managerial and administrative capacity to lead this process.

#### **Activity 8: Support to build partnerships with civil society**

In 2008, CRDB/CDC engaged in some low-key trust building activities with Cambodian NGOs. It organised Cambodia ODA Database training for the NGO Forum and CCC, and held several meetings to brief NGOs on its work on upgrading the NGO Database. It also engaged in the dialogue on CSO and Aid Effectiveness leading to Accra High Level Forum (Ottawa conference in February 2008). Civil society engagement in the aid effectiveness agenda was identified in the Aid Effectiveness Evaluation as a key area where progress is required. Further efforts will therefore be made in 2009 to build stronger partnerships with Cambodian NGOs (particularly CCC, NGO Forum, MEDICAM and NEP). Some pilot activities supported by the MDSP will be conducted with CCC in 2009 (on NGO aid information management and provincial dialogues with NGOs on aid effectiveness).

**OUTPUT 2: Strengthened capacity in CRDB/CDC to effectively engage in policy discussion on aid 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.**

2008 Target: Participation in global partnership fora (e.g. OECD-DAC Working Party) informing application of good practices in implementing the H-A-R Action Plan.

2008 Achievement: CRDB/CDC successfully participated in OECD/DAC work and other global events. The 2008 Paris Declaration Survey and the Aid Effectiveness Evaluation in Cambodia provided an opportunity review experience and informed the 2008 AER recommendations and CDCF dialogue.

Contribution to outcome-level results: Capacity to identify problems, set objectives, and formulate and monitor policies is strong at a senior level in CRDB (further work must be undertaken to equip general staff with these skills). This capacity has resulted in a clear and coherent policy framework that has secured the trust and engagement of RGC and DP counterparts, leaving CRDB well-placed to lead the implementation of actions agreed at the December 2008 CDCF meeting.

### **Activity 9: Support to CRDB participation in OECD/DAC and other international forum**

CRDB/CDC has actively represented Government at the OECD/DAC and in associated global dialogue (Working Party on Aid Effectiveness, Joint Venture on Monitoring the Paris Declaration, global evaluation, mutual accountability study, TC impact, division of labour work). In other international events Cambodia has also been active as a direct result of MDSP facilitation. These events include the UN Development Cooperation forum, sub-regional pre-Accra preparatory meetings, the Sub-Regional Initiative on Mutual Accountability. Cambodia has made an active and contribution to global thinking on these issues and has, in turn, benefited from participating in these discussions.

### **Activity 10: Coordination of H-A-R Action Plan**

Routine reporting for GDCC meetings was used (in part) to inform an Evaluation of Aid Effectiveness in Cambodia. This fed into the AER preparation and the subsequent CDCF dialogue.

### **Activities 11 and 12: Dissemination of information on best practices and Knowledge Building on Aid Effectiveness Issues**

Advisory and logistics support to CRDB/CDC has been provided to access and disseminate information on international best practices and documenting and disseminating information on best practices, mainly through seminar discussion and coaching 'on the job' during exercises such as the Paris Declaration survey, TC analysis etc. A training room and resource library has been established to provide a space for training, seminar discussion and reference. This is complemented by maintenance of a LAN system that includes an on-line archive of documents. Trainings for both CRDB (Activity 2) and RGC officials in the TWGs (Activity 5), together with the TWG Network provide an opportunity for mutual learning and exchange. The position paper on Technical Cooperation was finalised and provides an example of knowledge accumulation and transfer within CRDB and across RGC and development partners.

Access through UNDP to global information networks, and the ability to facilitate access to global learning (e.g. the Manila training for TWGs) has provided greater opportunity for learning and knowledge sharing. Trainings (e.g. on PBAs) and staff seminars were also provided to increase knowledge, build confidence and to enhance communication skills.

A Learning Exchange with Vietnam, Laos, Indonesia and Papua New Guinea was organised with MDSP support in June 2008. This was hailed by all participants as a great success and a model of South-South cooperation that should be repeated in the future.

<b>OUTPUT 3: Strengthened CRDB capacity to support 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.</b>
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<b>2008 Target:</b> CRDB/CDC establishes and facilitates a network of TWG secretariat staff, providing capacity development support – in the form of block grants and technical advisory - to ministries, agencies and TWGs to manage their aid coordination and aid management functions.
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<b>2008 Output:</b> Network of TWG practitioners was established and strengthened through trainings, peer support, block grant provision and "on-demand" support.
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<b>Contribution to outcome-level results:</b> TWGs are beginning to have a better grasp of aid effectiveness issues and can increasingly dialogue with development partners on these issues. Levels of competency and engagement are quite mixed, however, and further efforts will be required over the medium-term. Translating material support, which was initiated in early 2008, into effective dialogue and coordination is challenging, but progress has been made against this longer-term objective.
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### **Activity 5: Support to TWGs and RGC Focal Points**

Policy advisory and logistics support to CRDB/CDC and TWGs was provided. Building on progress made in training TWG staff in 2007, a further 20 RGC staff were trained in Manila on aid management techniques. A network of TWGs, comprising approximately 50 TRG staff, was then established and is scheduled to have met 4 times by end-2008 (PBA training in January, Paris survey meeting in April, network meeting in September, AER/JMI discussion in December). Continued data management support was provided to TWGs on gender, education, agric and water, rural water and sanitation. TWGs are now beginning to demonstrate familiarity and awareness of aid effectiveness work so that they can engage more deliberately in dialogue with development partners. The 2008 AER recommendation that line ministries identify discrete and relevant actions to further enhance aid

effectiveness will require significant additional support to be provided by CRDB (to accommodate this, CRDB staff responsibilities for supporting TWGs has recently been reviewed).

**Activity 13: Training in Leadership & Aid Management**

The Evaluation independent review identified leadership and capacity as two mutually re-enforcing determinants of successful aid management. Staff have attended a number of leadership seminars and all supervisory staff are appraised on their leadership qualities as part of routine performance management. Support to TWG managers has been extended but is yet to yield significant results. This area of work will be further prioritised in 2009 as the issue of commitment and leadership has been repeatedly emphasised by RGC in recent discussion of aid effectiveness. 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. Identifying competent leadership mentors in Cambodia has proven to be challenging but will be a priority for 2008 (as part of the support to the new TWG network).

**Activity 14: Implementation Support for H-A-R Action Plan**

Block grant support has been provided to 10 TWG secretariats, a resource transfer that must be carefully monitored to gauge the effectiveness of this modality (Agriculture and Water, Food Security and Nutrition, Health, HIV/AIDS, Infrastructure & Regional Integration, Legal and Judicial Reform, Mine Action, Planning and Poverty Reduction, Public Administrative Reform, Rural Water Supply & Sanitation). Monitoring has been undertaken through regular reports received by the GDCC secretariat from all TWGs, with additional reporting on staff performance in the case of MBPI payments being made. This activity is linked to Activity 5.

<b>OUTPUT 4: Strengthened capacity in CRDB/CDC and line ministries and agencies to develop, upgrade and maintain aid information management systems (AIMS) 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.</b>
<b>2008 Target:</b> CRDB/CDC maintains AIMS, prepares an empirically-based Aid Effectiveness Report and maintains the CDC website and LAN.
<b>2008 Achievement:</b> AER was produced. ODA Database is now customised to play an improved role as the Government's single data-entry hub on aid and training of CRDB and donors has been delivered.
<b>Contribution to outcome-level results:</b> Evidence-based policy dialogue is now well-entrenched on aid management issues and efficiencies have been realised by customising the ODA Database for use in the Paris Declaration monitoring exercise. Outcomes will be further enhanced by strengthening linkages with PIP and budget, a key recommendation of the AER. Increased signs of sector usage of this data bodes well for their forthcoming efforts to produce Budget Strategy Papers as part of PFM II and to be able to plan comprehensively for the use of all sector resources.

**Activity 17: CRDB LAN System**

Support for upgrading the CRDB LAN system to enhance the information sharing within CRDB/CDC was provided in a timely and fully satisfactory manner. The installation of a broad-band system that complements the existing LAN system was completed and the system has been maintained so that it has become more stable in 2008. CRDB staff have been trained and supervised in most aspects of LAN management and provide a good level of support to the office.

**Activities 18, 19 & 22: ODA Database and NGO Database**

The ODA Database has become a valued tool by both RGC and DP staff and is now fully integrated into the broader aid management architecture. Customisation, training and support are established features of the CRDB workflow, together with data collection, validation and analysis. Paris Declaration monitoring is now fully functional and TWGs and line ministries have received support on-demand (e.g. MoEYS, MAFF, MoWRAM, MoEYS, MoWA). It is also notable that a number of other countries (Vietnam, Laos, Papua New Guinea, Jordan) have expressed interest in adopting or adapting the Cambodia Work on the integration of the NGO Database into Cambodia ODA Database is near completion.

## II. Project Management Issues

### 1. Project Risks & Risk Management Strategy

Observable risks previously identified included:

- a) Staff positions are not established, so that seconded and contract staff are not made permanent and additional permanent staff cannot be retained.

The introduction of the PMG scheme in 2007 has made a significant difference; there has been only minor staff attrition in 2008 (certainly within reasonable limits) and the task of recruiting additional staff has been made easier. The performance management component of the scheme has also been used to great effect to motivate staff, build their confidence and to create the sense that they are working in a team in which their contribution is both important and appreciated. Training aspects of performance management have also created a forward-looking incentive for staff to remain with CRDB. Dialogue within Government continues regarding the implementation of Sub-Decree 29 (revised MBPI arrangements) and creation of a permanent staff establishment.

- b) Aid coordination work becomes increasingly internally focused within CRDB.

This risk has been fully managed by CRDB – with MDSP support – and the establishment of the TWG network has ensured that CRDB has close relations with line ministries. The risk now is perhaps that CRDB capacity will be too thinly spread. Having raised awareness of the importance of aid effectiveness issues, the development of capacity and the fostering of commitment at line and sector level also become potential risks to linking aid effectiveness to development results but actions were agreed at CDCF in December 2008 and this will form an important part of the 2009 workplan for CRDB management, including to continue building a partnership with MoP regarding NSDP monitoring and resourcing.

- c) Sustainability of the Capacity Development 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).

The on-going organisational capacity development, increased demand for aid management services from RGC, and committed cooperation of development partners imply that current capacities may be maintained through a 'demand-led' process that maintains momentum in CRDB to fulfil its mandate. Capacity remains relatively fragile, however, and must be consolidated while observed changes in behaviour must be reinforced over the medium-term if they are fundamentally reform underlying values of staff.

### 2. Cross-cutting (and gender-related) MDSP activities

MDSP attempts to ensure that gender issues are fully integrated into program design and implementation. It has been recognised that the integration of cross-cutting themes into aid effectiveness work is challenging and Cambodia participated in global work dedicated to this theme in 2008 (e.g. the London meeting to follow-up on Dublin workshop in April 2008). As part of a holistic response to support all TWGs in addressing cross-cutting issues, the course in aid management and leadership for TWG officials, including Government representatives from Gender, HIV/AIDS, Food Security and Nutrition TWGs, included a component on this topic. In 2008 support to a network of RGC/TWG members also provided an opportunity for a cluster of 'cross-cutting TWGs' to engage in peer-learning activity, with some additional focus being placed on their needs during the Evaluation of Aid Effectiveness, conducted in the 2nd half of 2008. Related to gender issues in particular, CRDB/CDC continued to support the provision of an Aid Information Management System (AIMS), which is based on the ODA Database (activity 19). The MoWA system is developed, customised and installed at MoWA by CRDB/CDC according to the needs articulated by MoWA (basic data is also transferred from the main ODA Database). The MoWA AIMS contributes to a more strategic approach to coordinating gender-related activities.

### III. Emerging Issues in 2008

1. Increasing demand for CRDB support to TWGs may overwhelm existing CRDB capacity.

This will be mitigated as the MDSP continues to focus much more on capacity development than on aid management per se, attempting to ensure that increased demand from TWGs/RGC is matched by an enhanced supply of capacity within CRDB. Initiatives in 2009 will be strongly focused on CRDB facilitation of a TWG 'network of practitioners', including Chairs and development partner facilitators, as agreed during the CDCF. This may lead to a more autonomous and independent sector process in the medium-term, although the burden on CRDB is likely to be significant in the near future. The global agenda is likely to ensure continued donor engagement (at least for the duration of this project) and increasing RGC confidence to lead the aid management work will increase the probability of sustaining the capacity that is developed.

2. Despite a positive external environment (Accra Agenda for Action), development partner adherence to aid management framework remains weak

Recent events, both national and global, have provided some welcome momentum to the aid effectiveness effort. The key to inspiring DPs towards greater effort may come from the new focus on sector-level engagement, as opposed to the centrally-driven approach that was previously adopted, which allowed DPs to rely on rhetoric rather than action. Efforts to energise the sector-led processes, including to ensure RGC commitment at high level, is perhaps the key to greater DP effort and commitment.

3. Sustainability, accountability and effectiveness

This relates to the entire programme of support (CRDB still has no regular budget and no complement of staff) but relates in particular to the block grant support to TWGs (logistics, training, salary supplements) that commenced in early 2008. This support was initially targeted at 4 TWGs, but is now covering 10. This support represents a significant share (about 15%) of the 2008 budget. The effectiveness of this scheme will continue to be closely monitored (e.g. the PAR TWG is currently inactive), including to ensure financial accountability, but development partners in those sectors should be encouraged to provide TWG support directly.

4. External environment

Although the global aid effectiveness agenda provides for a positive outlook for CRDB/CDC and the MDSP, external factors may impact of aid provision and management. The global downturn does not appear to put at risk the flow or modality of aid in 2009 although this situation will need to be carefully monitored. The emergence of China as the country's largest donor, and the potential entry of other non-DAC agencies, may also require a policy response from an effectiveness/coordination perspective, although to date these issues are not deemed to be urgent. CRDB/CDC and MDSP staff are monitoring the OECD/DAC dialogue with these partners.

### IV. Conclusion: Lessons Learned

1. MDSP delivery remains on-track and implementation is consistent with the original program objectives, which the project is likely to meet. Cooperation between the National Program Director, the MDSP project staff, UNDP Country Office support, and the co-financing partners works particularly effectively and explains a significant part of the progress made to date.
2. CRDB capacity to fulfil its aid management mandate is greatly enhanced but, as was the case in previous years, sustainability will depend on:
  - a) making staff positions permanent with enhanced skills and capacities
  - b) consolidating capacity and building partnerships across Government
  - c) maintaining support and collaboration with DPs
3. The success of capacity development work is therefore highly dependent on the (fully demonstrated) leadership of CRDB senior management. To date this has fostered an environment which is capacity-focused, can instil confidence in staff, and can motivate good performance. These lessons must be applied to the TWGs in 2009 and 2010 and must also be used to strengthen central planning-budgeting linkages.
4. Capacity development is likely to be a long-term under-taking if it is to be sustainable. This is evident at CRDB but is also increasingly the case for other RGC agencies and the TWGs. As the project enters its fourth year (out of five), it may therefore be opportune to consider the likely needs beyond the MDSP's lifetime and to ensure that capacity gains can be consolidated.