



Promoting Programme-based Approaches in Cambodia

PBAs in the sector context

CRDB/CDC
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In this section...

- Identify the relevant issues of context that affect PBA work
- Consider key PBA components in relation to the sector context
- Identify which elements of a PBA are likely to be most useful
- Reflect on what each partner must contribute
- Assess readiness – pre-conditions for getting started



Relevant issues of context

- Clarity of sector goals & objectives (sector, NSDP, RS-II)
- Responsiveness to the operating environment
 - Awareness of management and organisational strengths / weakness
 - Identification of key drivers of performance (incl x-cutting issues)
 - Relationships with main partners (their interests and objectives)
 - Role of the main reform programmes (past, present, future)
 - Aid relations and issues in aid management & effectiveness
 - Pro-active resource mobilisation and coordination arrangements
- Partners' consensus on performance, governance, results, challenges?
- M&E and data systems that support reflection & learning
- How will the PBA add value in the sector context?

PBA components and the sector context

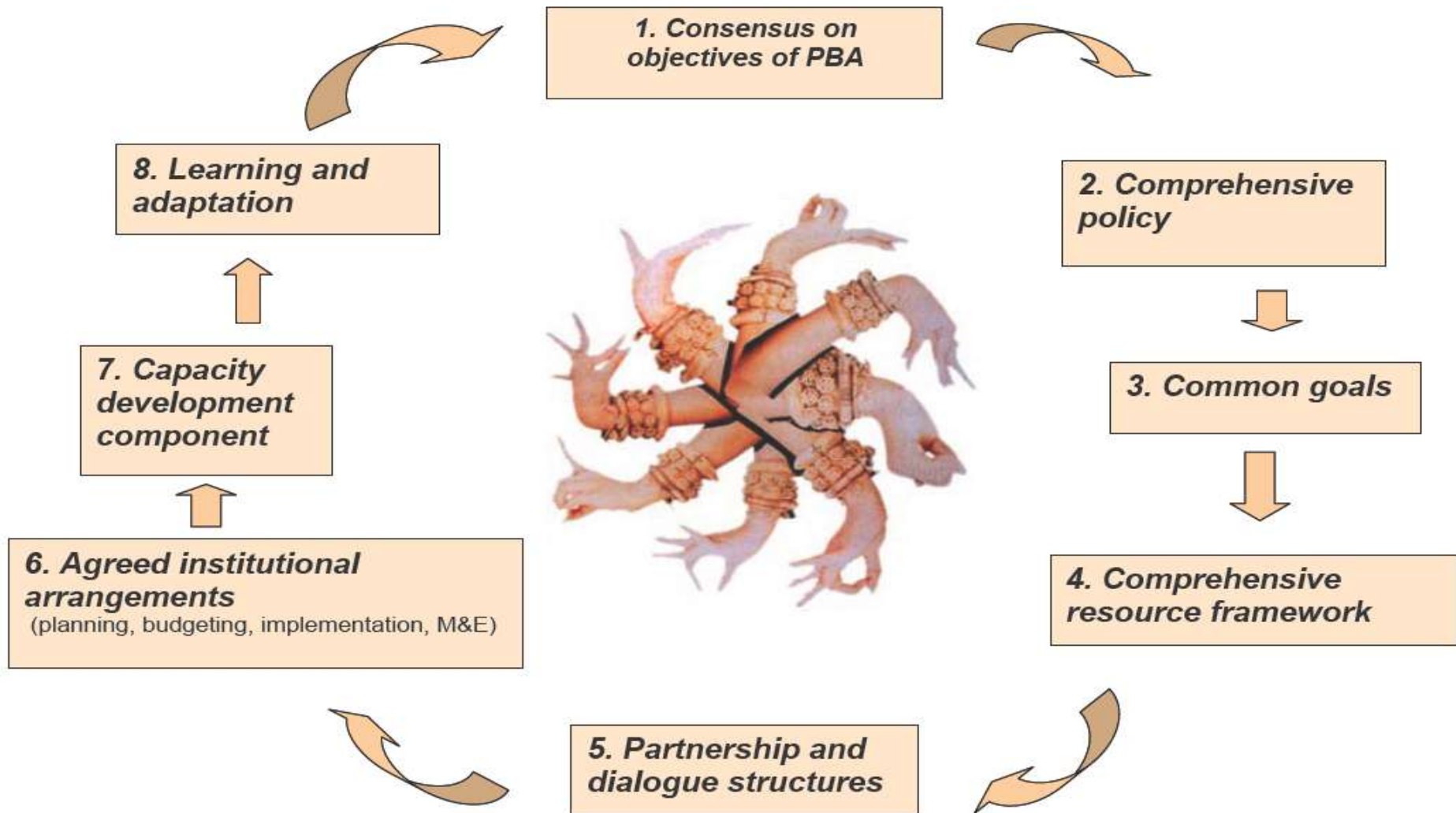
- Policy – is it clear and comprehensive? Is it widely supported?
- Goals – are they clear? A basis for mobilising leadership and support?
- Planning and budgeting – comprehensive, integrated, basis for M&E?
- Partnering – are the dynamics and arrangements conducive to results?
- Institutional arrangements – strong systems, supported by reforms?
- Capacity – linked to policy, focused on sector objectives, RGC-led?
- M&E / learning – joint, outcome-level results focused, applied?

These are the basic questions for applying PBA to sector context

➡ framework for identifying which PBA elements are relevant & realistic

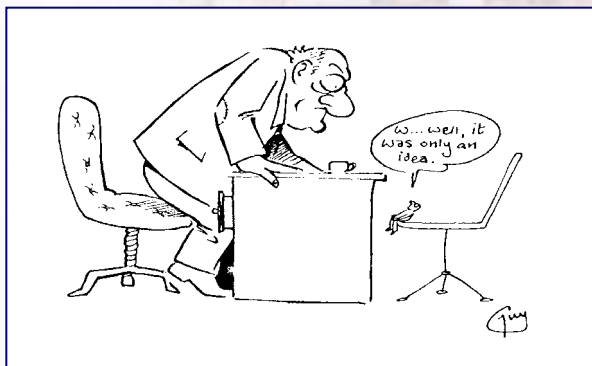


What are the main components of a PBA?

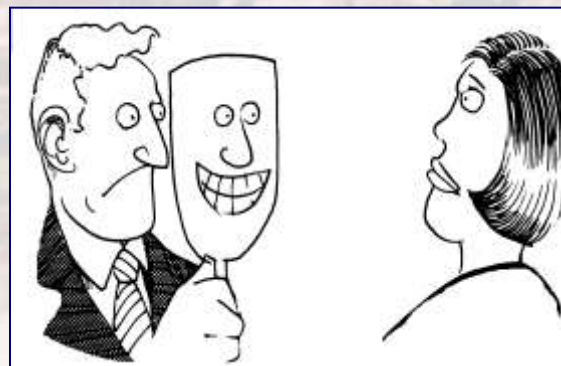


What must each partner contribute?

- Be honest - most sectors experience some tensions:
 - RGC leadership, commitment and direction
 - Participation of other Ministries and follow-up (esp x-cutting)
 - Donors – respect for ownership, agenda setting, fragmentation, TC issues
 - Role of civil society in sector work



Equity



Transparency



Mutual benefit

The 2009-2010 “Making Partnerships Effective” exercise emphasised that a PBA, like any multi-partner process, requires non-technical competencies and a level of trust, mutual respect and sharing of a common agenda.



Assessing readiness

Moving forward on a PBA will require progress towards:

- A common view on the current context, challenges and opportunities
- A clear understanding of a PBA and its potential
- A reflection on current: (a) organisation; and (b) results-focus
- Support from all partners and stakeholders
- An understanding of capacity issues as may be relevant to PBA work
 - Leadership from Government
 - Responsiveness and commitment of development partners
 - Organisational capacities and systems
 - Technical competencies of individuals
 - Partnering skills and a willingness to establish working relations
- A readiness to adopt new working arrangements (and to drop others)
- A process to identify and agree PBA priorities and sequencing

Exercise: “Where are we now?”

Objective: to identify and agree the main elements of the sector context and to establish which parts of a PBA may be: a) most helpful; and b) most achievable.



Think about the following issues in your sector:

- Policy framework and working across Government
- Management of domestic and external resources
- Building capacity and managing relationships

Now think about how you would link these things up:

- What parts of a PBA are useful?
- What parts of a PBA are realistic to achieve?
- What parts are not useful or are unachievable?

Which factors determine your readiness?

- Leadership, relationships, capacity? Other?