



Promoting Programme-based Approaches in Cambodia

What is a PBA?

CRDB/CDC
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In this section...

- Understand key terms and definitions
- Learn more about where and why PBAs are used
- Identify the main components of a PBA
- Understand why PBAs are now the preferred modality in Cambodia



PBAs – definitions and main features

- Defined by RGC as “a way to work together in a coordinated partnership under Government’s leadership to achieve results in an efficient and sustainable manner”
 - Leadership – Government must exercise full ownership
 - Coordination – partnership includes all stakeholders in a common effort
 - Results – the overall objective is to achieve results
 - Efficiency – minimising administrative burdens for all partners
 - Sustainability – a focus on capacity and national systems
- Builds on existing arrangements and reforms to link policy with common/joint planning, budgeting, dialogue, reporting, M&E
- Accommodates all partners and financing modalities

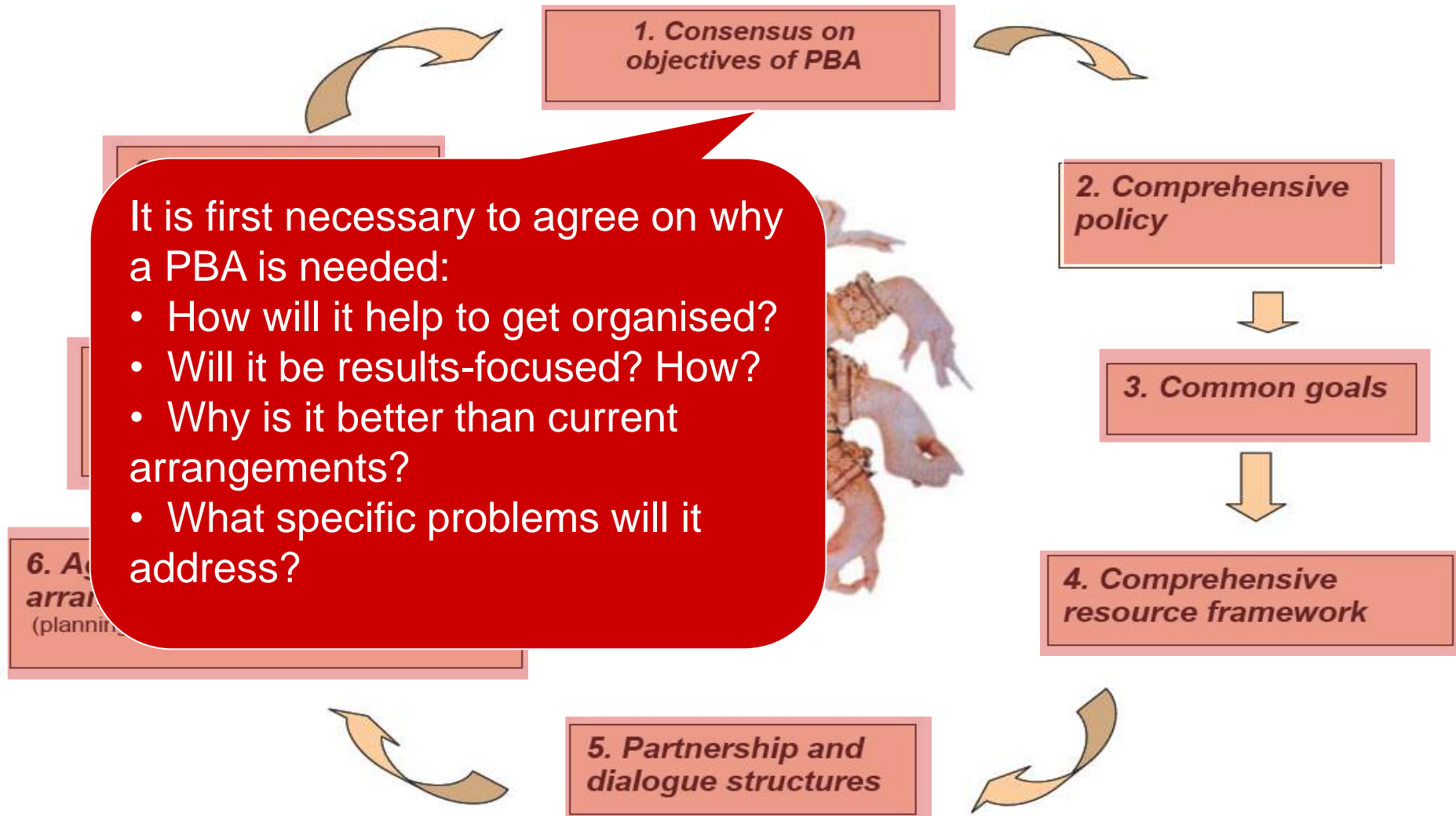
PBA’s key objective is Better Organisation and Better Results



Where and why are PBAs used?

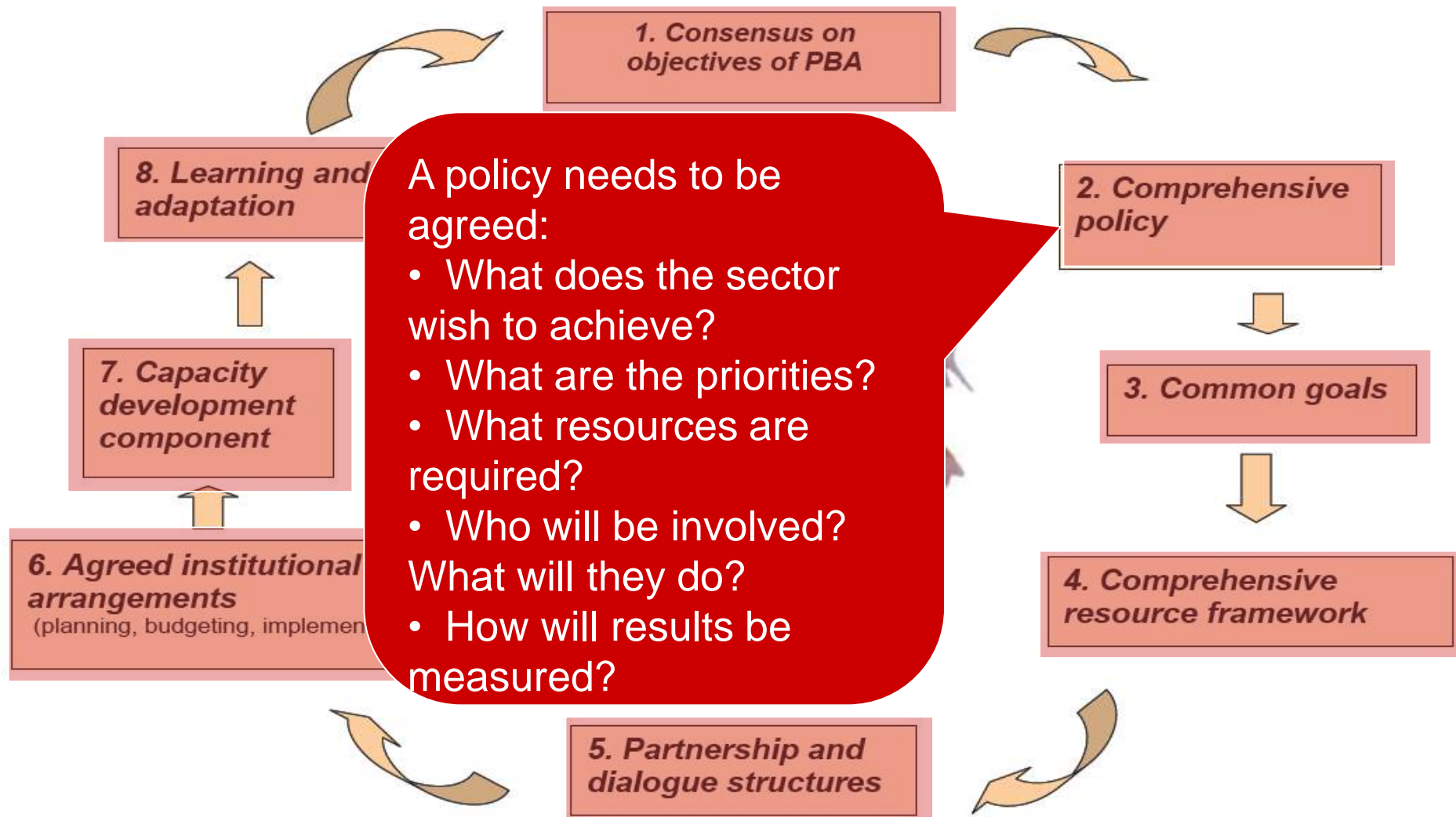
- PBAs were first established in the mid/late-1990s to support social sector programmes (esp. health) in countries where there was a coordination challenge associated with multiple stakeholders/modalities
- PBAs are seen to offer the following potential benefits
 - Focus on coherent policy and link to common organisational arrangements
 - Alignment of resources – domestic and external – within a common plan
 - Building effective partnerships with national and international actors
 - Capacity development – delivering results that are sustainable
 - Greater efficiency (reduced transaction costs and effects of aid fragmentation)
- In 2005 the Paris Declaration acknowledged positive role of PBAs
- Cambodia's own experience (health, education) and work with other sectors shows great potential
 - CDCF dialogue led to Decision No. 57 of 2010 on Promoting PBAs

What are the main components of a PBA?



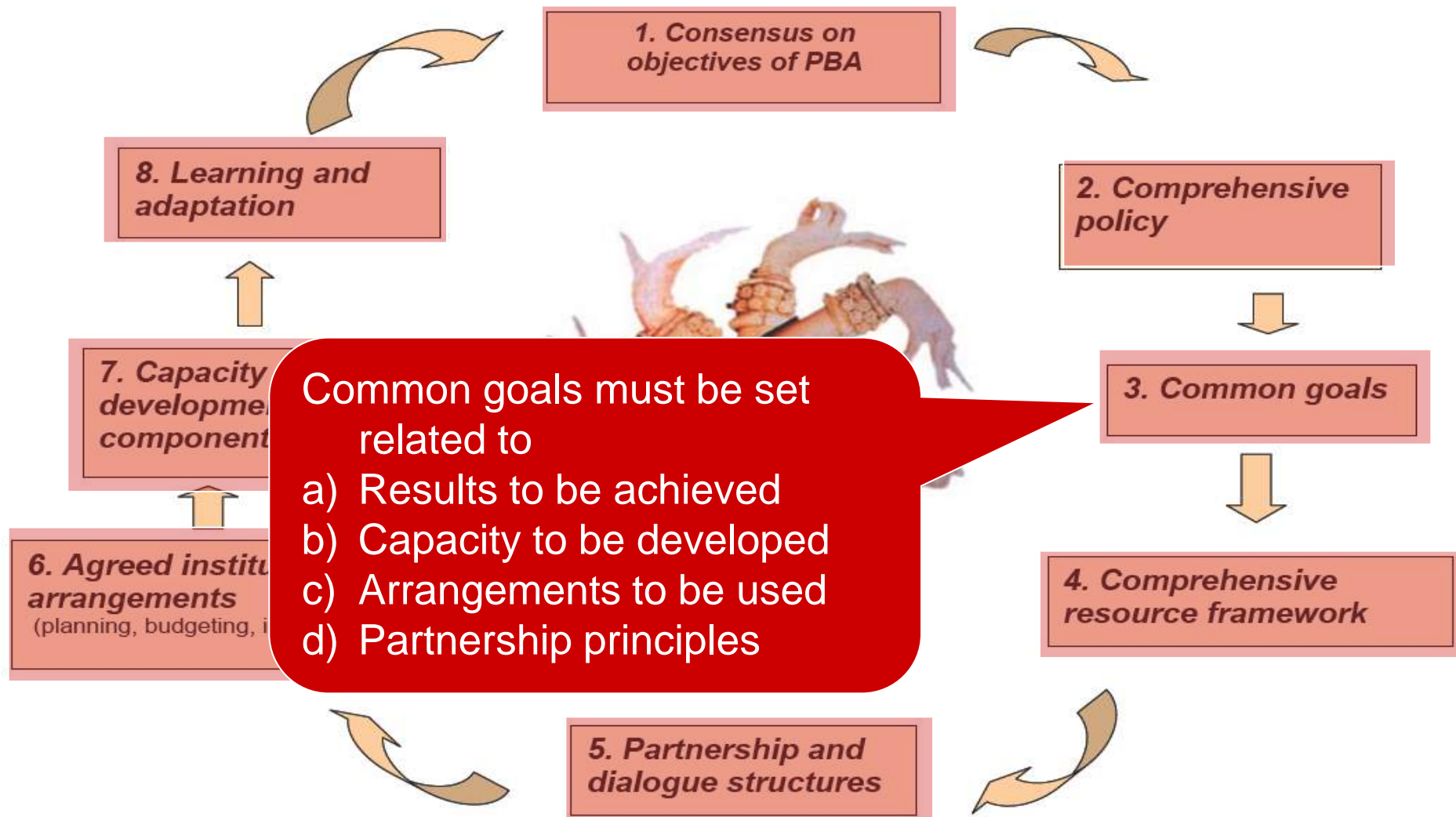


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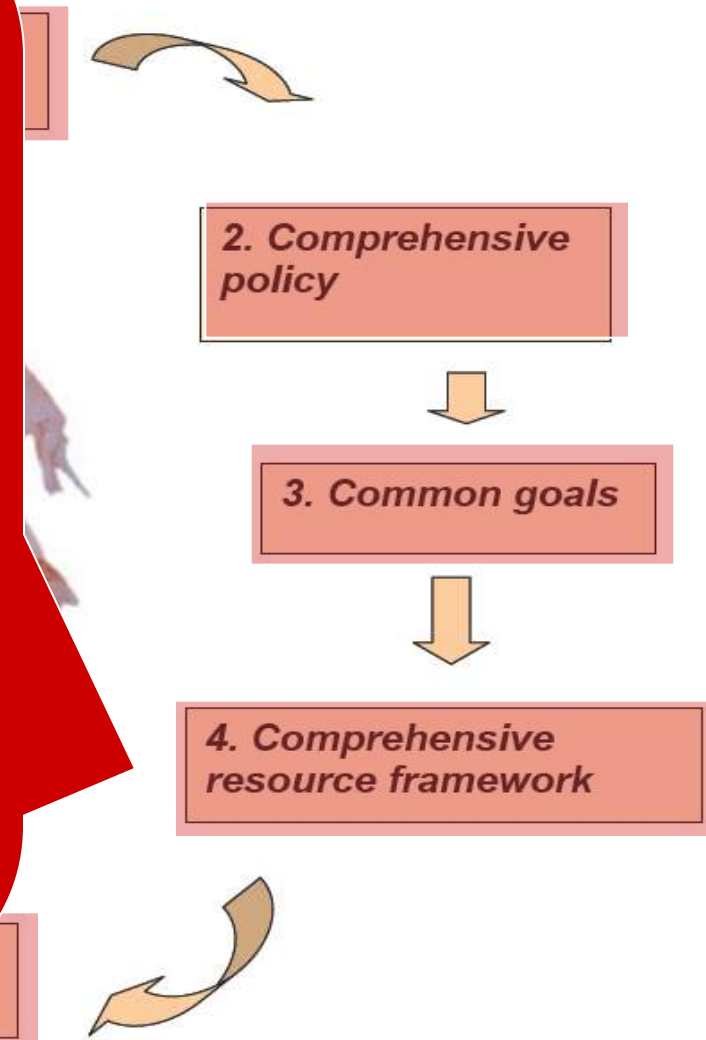


What are the main components of a PBA?

A comprehensive resource framework allows all resources to be programmed and presented in a single process and a common budget framework.

- a) PFM reform supports this
- b) This is not equivalent to pooling
- c) All partners and modalities can be accommodated

A full and transparent resource framework (budget) ensures that resources are efficiently allocated according to national priorities.



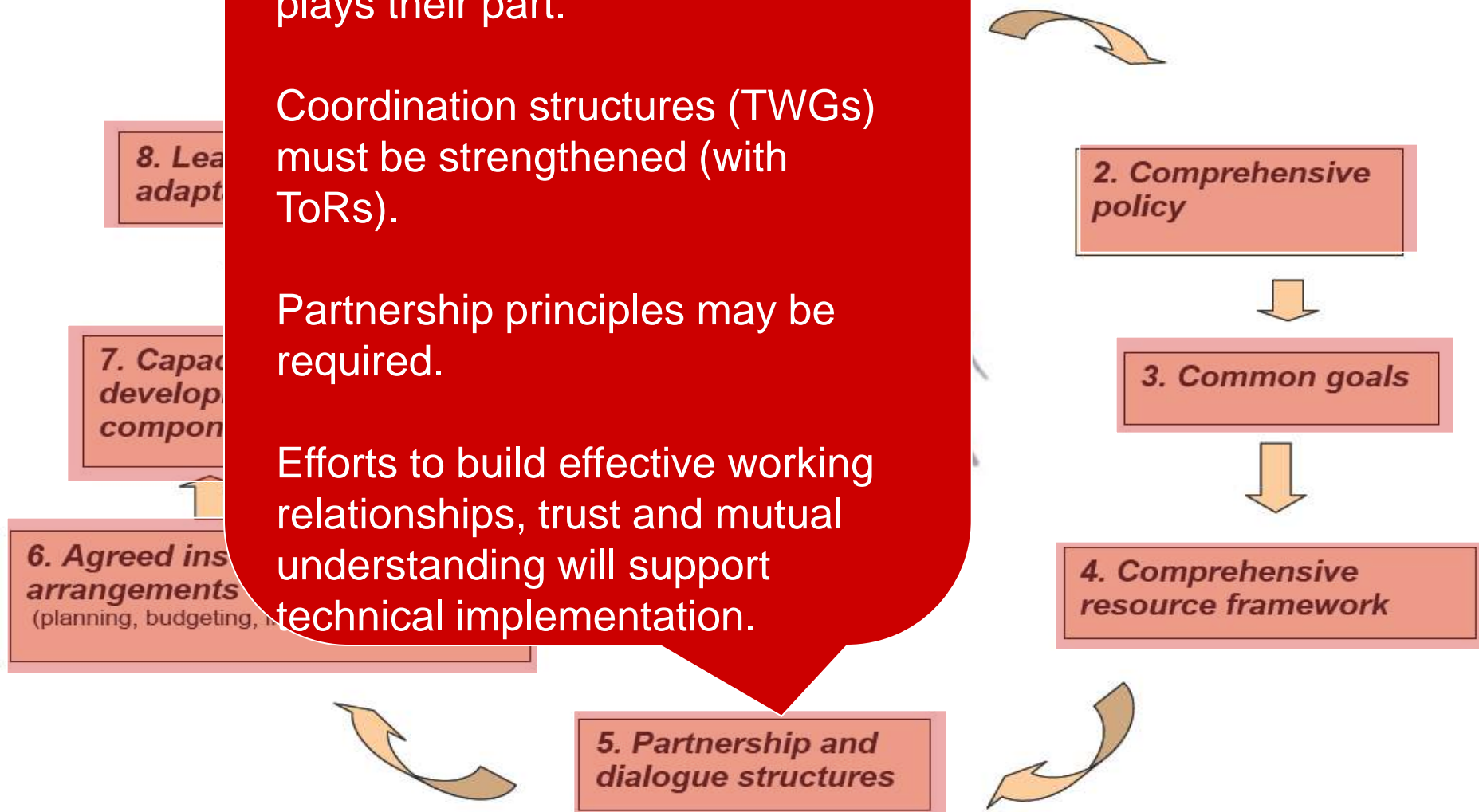
What are the components of a PBA?

Partnerships are important to ensuring that each stakeholder plays their part.

Coordination structures (TWGs) must be strengthened (with ToRs).

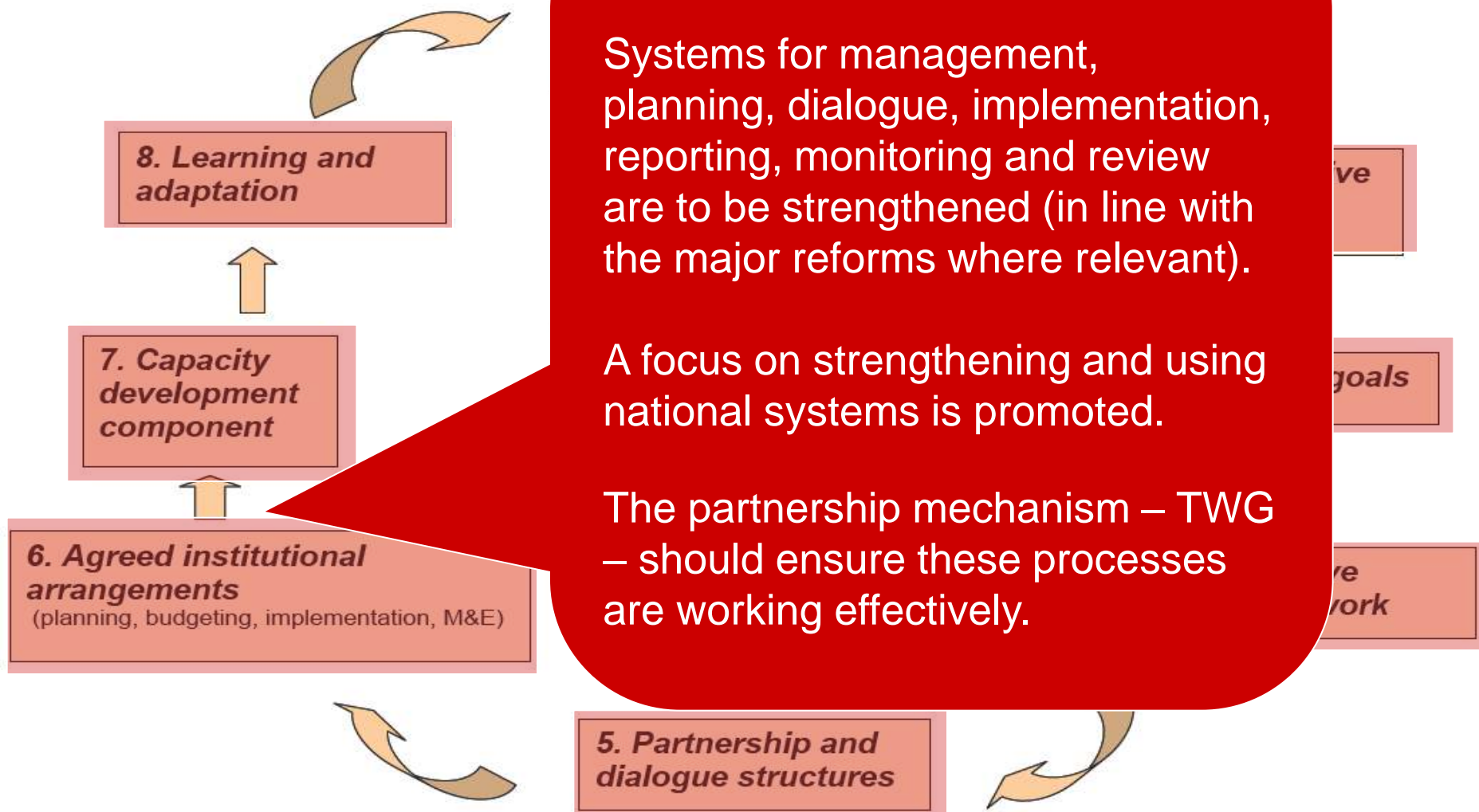
Partnership principles may be required.

Efforts to build effective working relationships, trust and mutual understanding will support technical implementation.



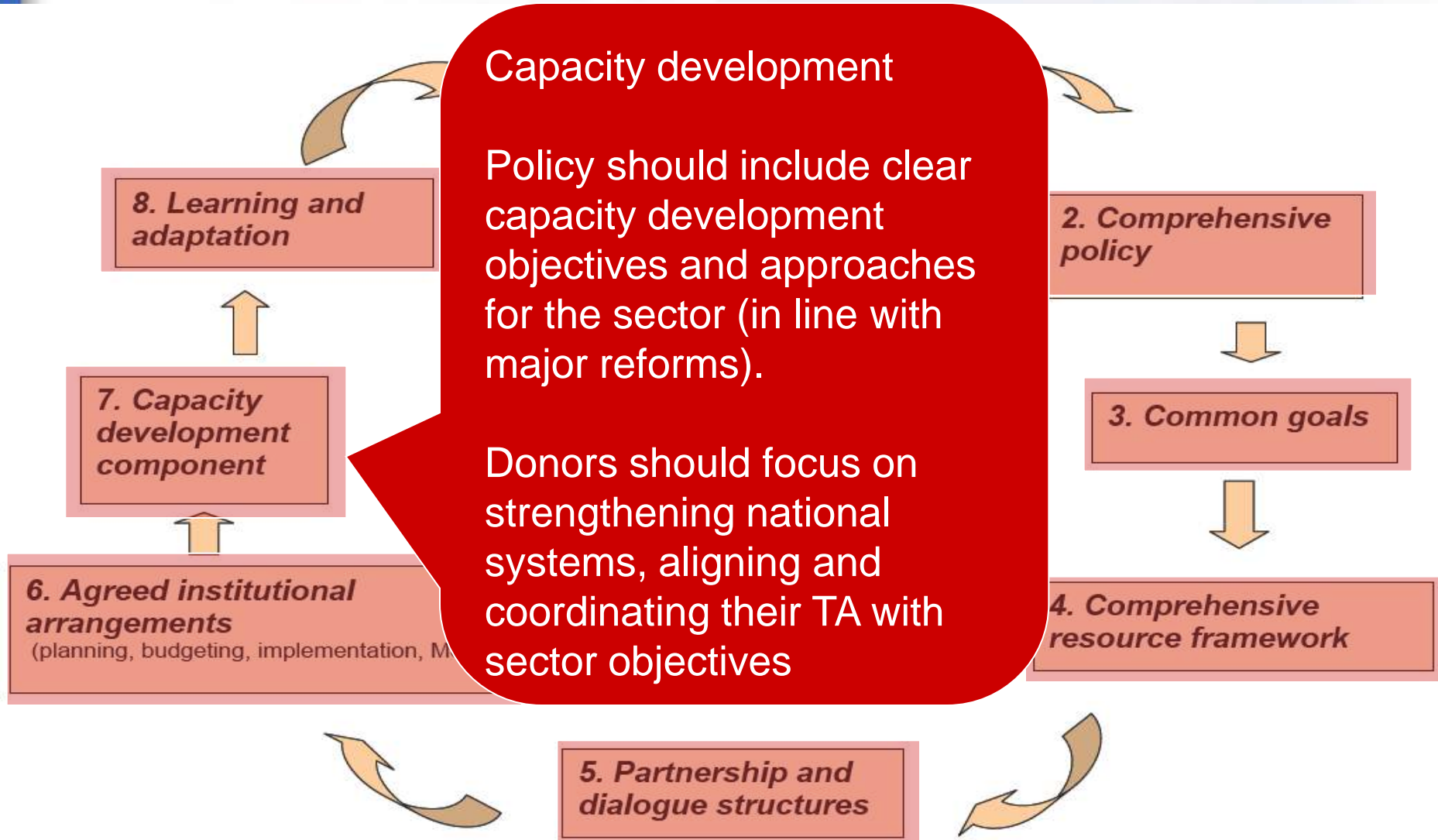


What are the main components of a PBA?



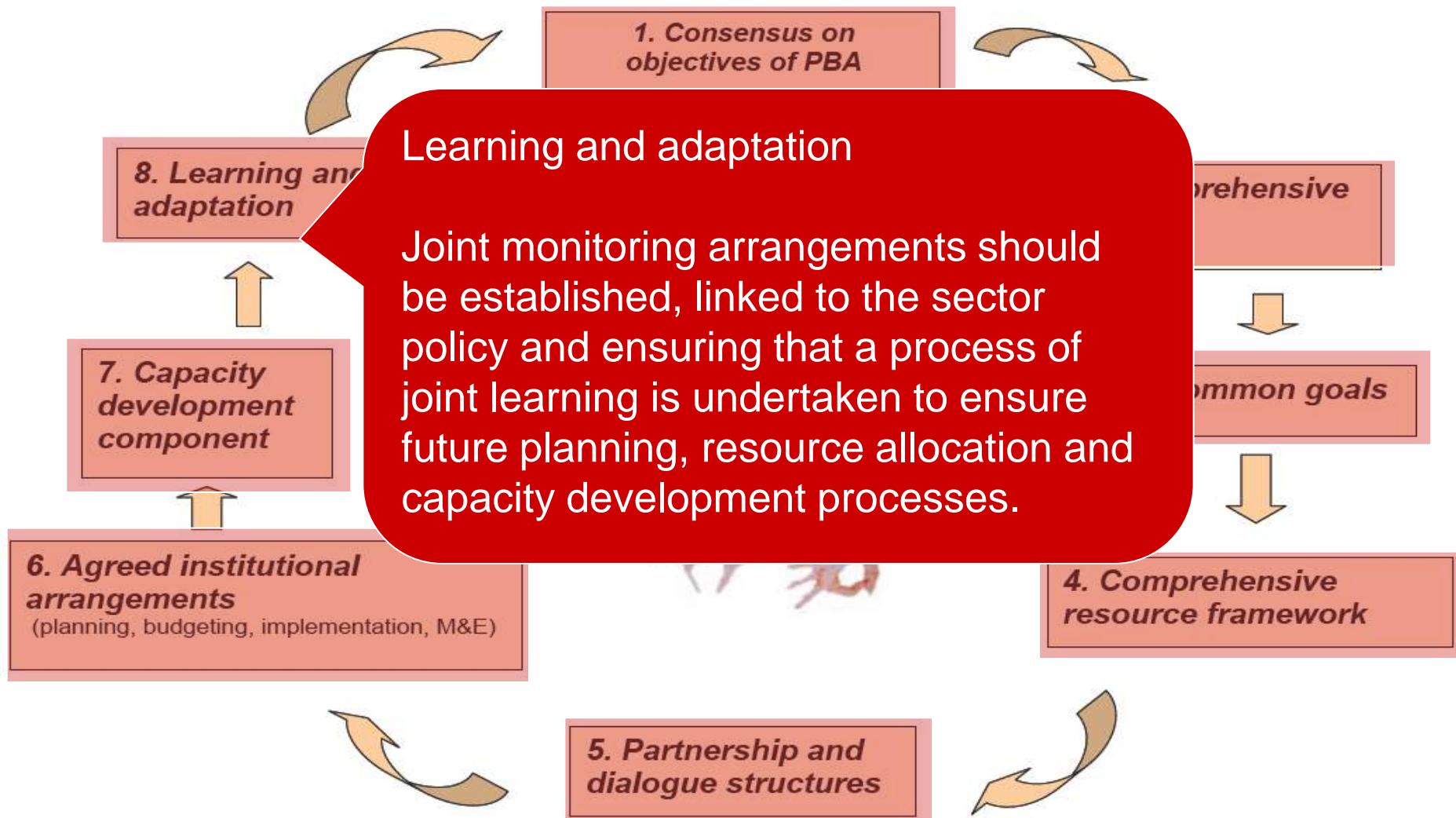


What are the main components of a PBA?





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Why are PBAs the preferred modality in Cambodia?

PBA's key objective is Better Organisation and Better Results

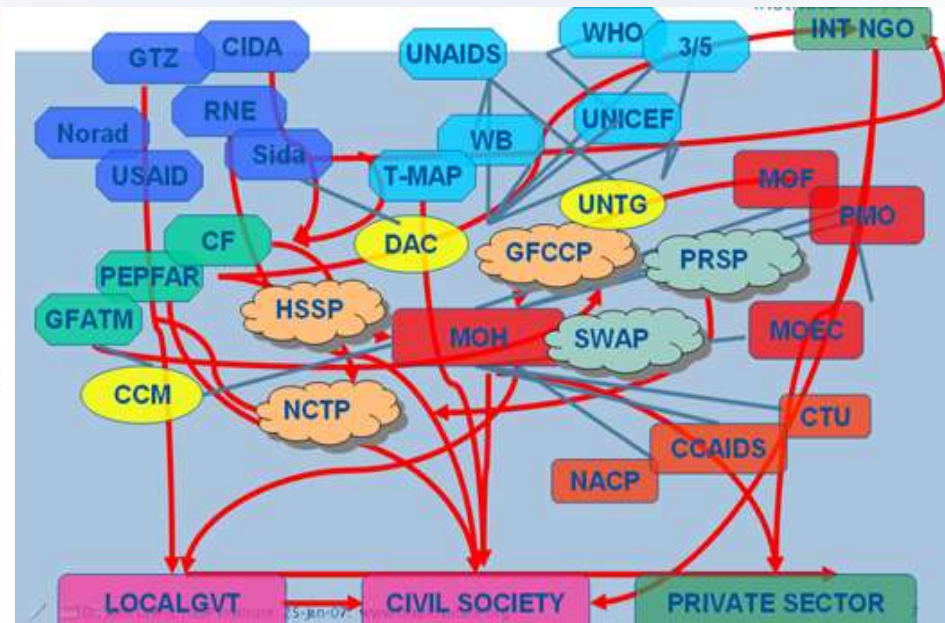
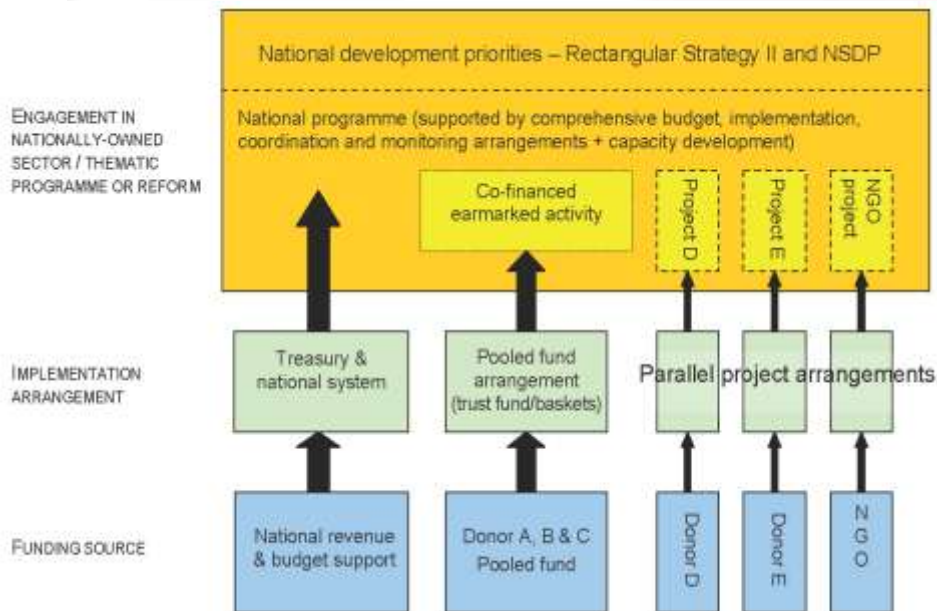
- Beyond the potential benefits identified globally:
(policy coherency, alignment, partnerships, capacity, sustainability, efficiency)
 - Ownership – leadership is mobilised around a common vision and plan
 - Results focus – projects not linked to high-level results
 - Aid fragmentation – project management undermines national capacity
 - Partnerships - multi-stakeholder processes require improved coordination
 - Reforms & x-cutting issues – coherent RGC-led implementation
- PBAs in Cambodia help to address long-standing challenges:
 - Strengthen policy – budget – implementation – M&E and their linkages
 - Promote national systems, sector “governance” and accountability
 - Improve partnership dynamics & capacity development
 - Address aid management challenges (fragmentation, predictability, TC/CD)



Comprehensive and coherent financing

External and domestic resource framework like this...

...not like this

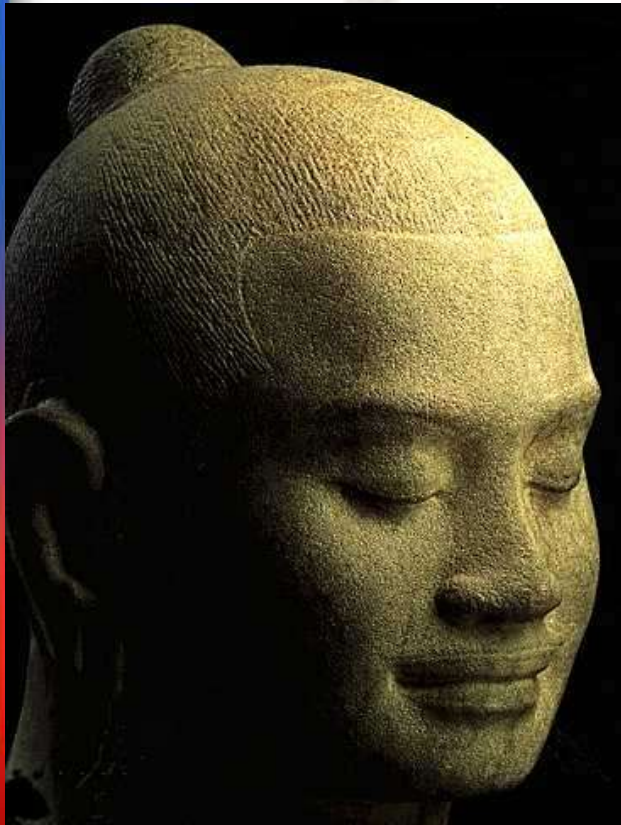


Regardless of the financing modality, all support (domestic and external) is:

- Included in the sector macro-framework and Budget Strategic Plan
- Consistent with the sector policy framework
- Part of the joint monitoring and reporting arrangements
- Represented in joint dialogue and coordination arrangements

Exercise: “Can we help?”

Objective: applying the basic PBA terms and components to an everyday situation will show that a PBA is really just a set of simple organisational ideas that can be relevant to solving coordination problems in many different circumstances.



Jayavarman VII has returned and wishes to build a temple. He is interested in a PBA. How can you help? What kind of planning would be needed?

- How is your vision shared with others?
- How would resources be managed?
- Where do you get the elephants from?
- Who are the main partners? Do they pay POC?
- What kind of systems would be used?
- What monitoring arrangements are required?
- What are the risks? How will you manage them?